

ACT FOR IMPACT



ESG
Report
2023



Roland
Berger

About this report

AT ROLAND BERGER, we believe in sustainable, inclusive growth. We explain what that means in this report, looking in particular at how we live up to our environmental, social and governance (ESG) goals within our own organization and how we promote those goals in our work supporting clients. We describe what we are doing to drive change from within, and what action we are taking to build a net zero world. That includes a special focus on our 2023 initiatives and their impact on our people, our clients and the wider community, and details of how we will make that impact even stronger in 2024.

This document follows the reporting standards provided by the Global Reporting Initiative (GRI). Next to each of our initiatives, we put the relevant GRI indicator or indicators (see page 52). Unless otherwise indicated, the data underlying the report relates to the entire Roland Berger Group of companies, represented by Roland Berger Holding GmbH & Co. KGaA,¹ headquartered in Munich, Germany. In the reporting year, Roland Berger Holding GmbH & Co. KGaA was owned by around 350 Partners of the Roland Berger Group. The GRI indicators and additional KPIs relate to the period January 1, 2023 to December 31, 2023. The editorial deadline for all other content was May 31, 2024.

■ GRI 2-1, 2-2, 2-3

1 Roland Berger Holding GmbH became a Kommanditgesellschaft auf Aktien (KGaA) – a partnership limited by shares – in April 2023.

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Roland Berger at a glance

Key figures

Founded in
1967

Owned by
~350
Partners

>50
offices
worldwide

3,500+
employees

Revenue (2023) EUR
~1.0 bn

16%
growth

Act for impact



Stefan Schaible
Global Managing Partner

"We still have a chance to limit the impact of global warming. By adopting bolder climate strategies, we can not only mitigate the damage to our planet but also build stronger economies and fairer societies."

Geopolitical challenges have increased dramatically over the past year. We have witnessed devastating wars in Europe and the Middle East and a wave of protectionism sweeping around the globe. Not only has this created unprecedented insecurity for business, it risks slowing down progress on climate action.

The good news is that we still have a chance to limit the impact of global warming. By adopting bolder climate strategies, we can not only mitigate the damage to our planet but also build stronger economies and fairer societies.

At Roland Berger we view sustainability as an opportunity. We make the most impact through the

work we carry out with our clients, helping them decarbonize their operations with the aid of new solutions, specially developed tools and technical innovations, which are vital for stepping up to the challenges faced by industry.

As a strategy consultancy, we see our role as leading the way through innovation and cross-stakeholder collaboration. For example, at COP28 we introduced a pioneering global standard for waste recycling, developed in cooperation with BEEAH Group and the International Solid Waste Association (ISWA). We also facilitated in-depth discussions on key sustainability issues in the Roland Berger ACTION Zone and acted as headline partner at the Sustainable Innovation Forum.

Of course, change begins at home. In 2023 we managed to reduce our emissions intensity by 30 percent compared to our baseline year. Our greatest challenge now lies in reducing our indirect Scope 3 emissions, which we aim to cut by at least 97 percent in terms of intensity by 2040. Our long-term net zero target, recently validated by the *Science Based Targets initiative* (SBTi), is among the most ambitious in the industry. To implement our sustainability ambition globally, we have strengthened our ESG unit and launched multiple initiatives across the firm. A key pillar of our ESG strategy is promoting diversity, equity and inclusion in our workforce. To solve today's complex challenges we need a truly diverse workforce. We are proud of the significant progress that we have made towards fostering an inclusive corporate culture that supports the growth of the 3,500 people that make up our worldwide team.

In this report we shine a particular spotlight on the steps we took in 2023 and the progress we have made in our work with clients and partners. Together, we will continue to **act for impact** and foster collective climate action to realize the vast opportunities of a net zero economy.

Stefan Schaible
Global Managing Partner

■ GRI 2-12,
2-22

Introduction

■ GRI 2-1,
2-7

European heritage in a globalized world

Since our founding in 1967, Roland Berger has embraced diversity, inclusivity and open exchange, creating a cosmopolitan ethos rooted in our European heritage. As the only global consultancy of European origin, we stand out and are uniquely positioned to address the challenges of our polarized world. With over 50 offices and more than 3,500 colleagues globally, we are active in all major markets and a leading industry representative.

Roland Berger unites people from diverse cultures and backgrounds, fostering innovative thinking and open exchange. We are driven by a shared motivation to learn, develop and discover. We treat our clients with respect and integrity, approaching their business as if it were our own. They come from all industries, e.g., automotive, financial services, consumer goods, retail, aerospace or agribusiness. We focus on impactful, market-driven strategies in areas such as digitalization, growth strategies, new business models, sustainability, innovation, mergers and acquisitions, transformation and restructuring. Our core values – *entrepreneurship*, *excellence* and *empathy* – guide us daily and are fundamental

to our corporate culture, shaping our interactions with clients, colleagues, business partners and communities.

Sustainability at Roland Berger

The modern economic system has driven significant growth but has also increased pressure on the environment, communities and social systems.

Companies must now consider their impact on sustainability by focusing on the three dimensions: environmental, social and governance (ESG). ESG highlights the interconnectedness of these issues, where actions in one area affect the others. A holistic approach to sustainability, addressing all three areas simultaneously, is essential for positive impact on the planet, people, and in the end for prosperity.

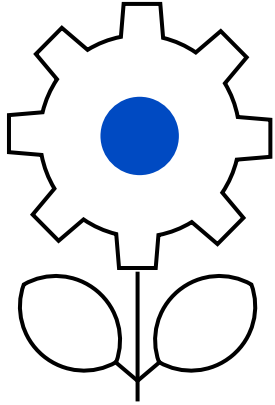
At Roland Berger, we are dedicated to a sustainable and inclusive future. This includes our own ESG initiatives, aiming for net zero climate impact in line with the Paris Agreement. We are on track to meet our 2028 greenhouse gas emission targets, validated by the *Science Based Targets initiative* (SBTi). Additionally, we drive change by helping others

achieve long-lasting positive impacts. Sustainability is integral to our projects, with our sustainability engagements increasing substantially since 2020. We support private companies, NGOs and governments in their societal and environmental contributions.

To share our contributions, we launched our first annual ESG report in 2021, based on a double materiality analysis. We have been committed to ESG reporting since joining the *United Nations Global Compact* (UNGC) in 2012, consistently communicating our progress.

In our annual ESG report we chart our progress, our initiatives and our achievements over the year. We frame the report with reference to the standards of the *Global Reporting Initiative* (GRI) (see GRI content index, pages 52–61) – the most established and widely recognized international reporting organization, which sets global standards for ESG reporting for companies across industries.

Our corporate values

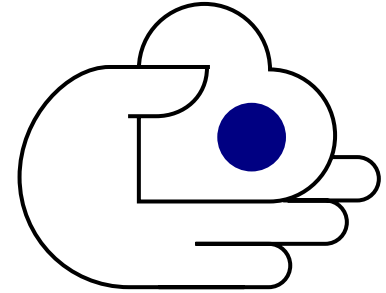
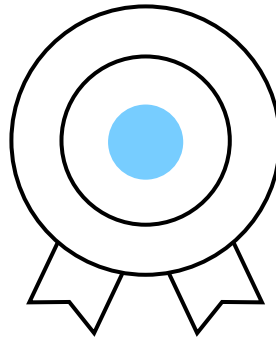


ENTREPRENEURSHIP

We understand entrepreneurship and what makes a successful entrepreneur. It is a willingness to explore unconventional ideas, take calculated risks, blaze new trails and assume responsibility, combined with an eager mind and an inner drive. We help our clients embrace entrepreneurship and become game-changers in their industries – with the vision and motivation to change the world around them.

EXCELLENCE

We aim for excellence in everything we do. That means achieving outstanding results that are both measurable and sustainable. Excellence informs our work with clients, our thought leadership and our interactions with each other. It means open discussion and debate in our decision-making, and the willingness to challenge ourselves and others.



EMPATHY

In simple terms, empathy is the ability to put yourself in someone else's shoes. It is one of our core values as it enables us to understand our clients and advise them effectively. Our consultants have a unique combination of intellectual and emotional competence that means they can offer peer-to-peer advice to our clients – in an insightful, respectful and responsible manner. Our empathy also informs our tolerance for others and our celebration of diversity.

Stakeholder engagement

The cornerstone of sustainable growth

■ GRI 2-29

TALENT

Attracting and retaining top talent ensures that we have a positive impact as an organization, not just now but in the future. We actively engage with future employees, shaping our recruitment strategies so that we remain an employer of choice. At the same time, we develop those who currently work for us, enabling them to realize their full potential as individuals and as actors for change.

THE PLANET

As a responsible corporate citizen, it is our duty to protect the planet in any way we can. We engage with environmental actors, seeking out ways to minimize our ecological footprint, promote sustainable practices and fight climate change. Our goal is to understand and address the environmental challenges, integrating sustainability into all our business operations and those of the companies we support.

Stakeholder engagement plays a pivotal role in our success as a consulting firm. Our stakeholders include current and future employees, clients, our suppliers, broader society and also the planet we live on. We recognize the importance of engaging with each of them and hearing their needs and concerns. Their voices form a vital part of our decision-making and the cornerstone of our growth as a business. At Roland Berger, stakeholder engagement is part of our DNA. By actively listening to and understanding our stakeholders we have a positive impact on the world around us. Together, we are creating an ecosystem where collaboration thrives and where the best outcomes for all are possible.

SOCIETY

Our actions impact on the world around us. We engage with local communities, non-governmental organizations, advocacy groups and other members of civil society to make sure that we understand their perspectives and concerns. In this way, we strive to make a positive contribution to society and avoid any unintentionally adverse impacts.

CLIENTS

The success of our clients is a measure of our own success. We listen to their needs and expectations, delivering outstanding results and ensuring their satisfaction. Our commitment to understanding and addressing their unique challenges enables us to forge long-lasting partnerships built on trust and mutual growth. Our objective is to accompany and support them on their path to a more sustainable future.

OUR PEOPLE

Our people form the backbone of our organization. Their expertise, dedication and wellbeing are vital to our continued success. We foster an inclusive and supportive work environment, encouraging open dialogue and collaboration – an environment in which everyone is valued and where everyone can contribute to our sustainability as a firm.

SUPPLIERS

We recognize the importance of building strong relationships with suppliers that are based on trust, transparency and shared values. By engaging with the companies in our supply chain, we foster sustainable practices, promote responsible sourcing and encourage environmental stewardship.

Materiality analysis

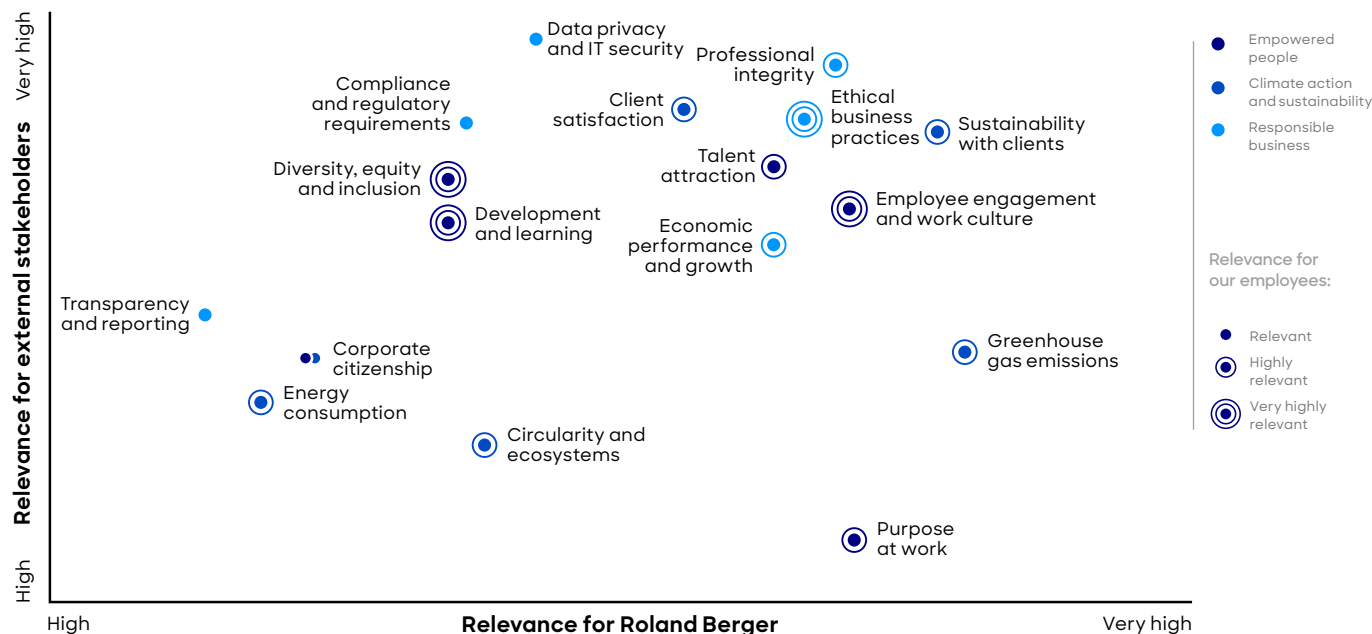
■ GRI 3-1, 3-2

A **materiality analysis** identifies which sustainability issues are the most material, or relevant, for a company or organization. For the purpose of this year's report, we reviewed our materiality analysis from 2022 to check that the sustainability issues we identified then are still the most relevant areas for the firm and our stakeholders in 2023. The validation was positive, and we therefore reproduce our 2022 materiality analysis below.

We are currently conducting an update of our materiality assessment in accordance with the double materiality requirements set forth by the *EU Corporate Sustainability Reporting Directive* (CSRD). The results will be included in our 2024 ESG Report.

Our materiality matrix ranks the material topics in order of importance from both an internal and external perspective. For more information on the methodology we use, see our 2021 ESG report.

Our materiality matrix



Source: Roland Berger

Material topics

EMPOWERED PEOPLE

■ GRI 3-2

Employee engagement and work culture

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

Purpose at work

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

Development and learning

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

Diversity, equity and inclusion

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

Talent attraction

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

Corporate citizenship

We have social, cultural and environmental (see pages 29 and 35) responsibilities towards the communities our business connects us to. We are invested in creating positive value for society as a whole.

CLIMATE ACTION AND SUSTAINABILITY

Greenhouse gas emissions

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

Energy consumption

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

Circularity and ecosystems

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

RESPONSIBLE BUSINESS

■ GRI 3-2

Sustainability with clients

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

Client satisfaction

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

Ethical business practices (including ESG criteria in procurement)

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

Data privacy and IT security

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

Compliance and regulatory requirements

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

Professional integrity

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

Economic performance and growth

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

Transparency and reporting

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

Our vision

How we bring it to life

**SECURE SUSTAINABLE GROWTH BY BALANCING ECONOMIC,
ENVIRONMENTAL AND SOCIETAL CHALLENGES**

OUR MINDSET

We are diverse body of people, yet we all share the same values. The urgent need for action on sustainability and climate change is a core part of our vision and fundamentally shapes our mindset.

OUR ACTIONS

Actions count, not words. We stand up for a world that is worth living in. This goal guides both our internal actions and our work supporting clients.

OUR COMMITMENT

Our mindset and actions build on our commitment to a sustainable future. We still have work to do, but we are ready for the challenge.



S
**Empowered
people**
We believe change comes from within



E
**Sustainable
business**
We've set ambitious goals for ourselves to act as an example



G
**Responsible
business**
We stand up for high ethical standards and believe in our values

Empowered people



Driving change from within

Unleashing our full potential

■ GRI 3-3

At Roland Berger, we believe that change comes from within. We live out our three core values of *entrepreneurship*, *excellence* and *empathy* in our daily work and in our relationships – within the organization, in our work with clients and in our interactions with the world around us. The best way to bring our values as a firm alive is to unleash the full potential of our people. We do this in three ways: We provide a wide range of learning, training and development opportunities; we make the firm a diverse, equitable and inclusive place to work; and we foster a people-centric work culture built around our company-wide *9 Pledges*.

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



The right people with the right skills

■ GRI 405-1

■ GRI 3-3,
404-1,
404-2,
404-3

We are dedicated to fostering the growth of all our employees, unlocking their potential and enriching their professional journey. Not only does this benefit our work supporting clients – it keeps us moving forward as a firm.

We provide many opportunities for growth and advancement:

- A comprehensive training program, including e-learning modules accessible 24/7
- A learning culture on every level, from Interns to Partners
- On average 4.4 training days a year for every member of the firm
- International project assignments and long-term office transfers
- Different types of coaching, from open-access learning to personalized courses for consultants, new leaders, high potentials and so on
- Sponsorship for Master's, PhD and MBA programs
- *Social and Entrepreneurial Fellowships* – from a startup idea to supporting an NGO

■ GRI 3-3,
404-2

Training

Everyone at the firm can access a training program tailored to their specific personal and professional development needs. The program depends on the position in the company and the overall career track. We are continuously expanding our training offer to include new digital, technological, data and AI-related skills. Training ranges from generalist to advanced and is provided by external partners.

The backbone of each learning path are our mandatory training bootcamps: curated learning journeys lasting one to two weeks that are specifically designed for people as they start at Roland Berger or just before they move up to the next level in their career path. The bootcamps are an opportunity for people to step away from their day-to-day work and focus on their personal development. They are aligned with our company-wide competency model and provide training on the skills needed for the new position and the responsibilities that come with it.

In addition to our mandatory bootcamps, we offer a broad range of optional virtual and on-site courses. Participants choose which courses to attend from an extensive training catalogue, based on their personal interests or recommendations. We also offer regular open-access training courses that provide insights into the latest trends, from new technology and consulting methodologies to developments in specific industries.

BetterUp coaching

To offer even more individualized training and development options, we have teamed up with the coaching platform *BetterUp*, the largest mental health and coaching startup in the world. *BetterUp* collaborates with more than 3,000 certified coaches across 70+ countries, specialized in building and strengthening the mindsets, skills and behaviors that help people achieve their full potential. Partnering with *BetterUp* enables us to offer coaching across languages, cultures

■ GRI 3-3,
404-2

5
GLOBAL AFFINITY
GROUPS PROVIDE
COMMUNITY TO
OUR COLLEAGUES

37%
SHARE OF FEMALE
REPRESENTATION
GLOBALLY

73
DIFFERENT
NATIONALITIES

and time zones to our people worldwide, in particular Senior Consultants, Project Managers and Managers in corporate functions. The coaching is flexible in terms of its content and timing.

Besides skills and leadership coaching, *BetterUp* also offers coaching on topics such as sleep, stress management, nutrition, parenting, communication, diversity and inclusion. Participants first complete a Whole Person Assessment, during which they identify their strengths and individual areas for development. They then partner up with a suitable coach and develop a personalized program. *BetterUp* also offers an online library of additional sources such as podcasts, articles and videos, and an individual dashboard on which participants can track their personal progress towards their goals.

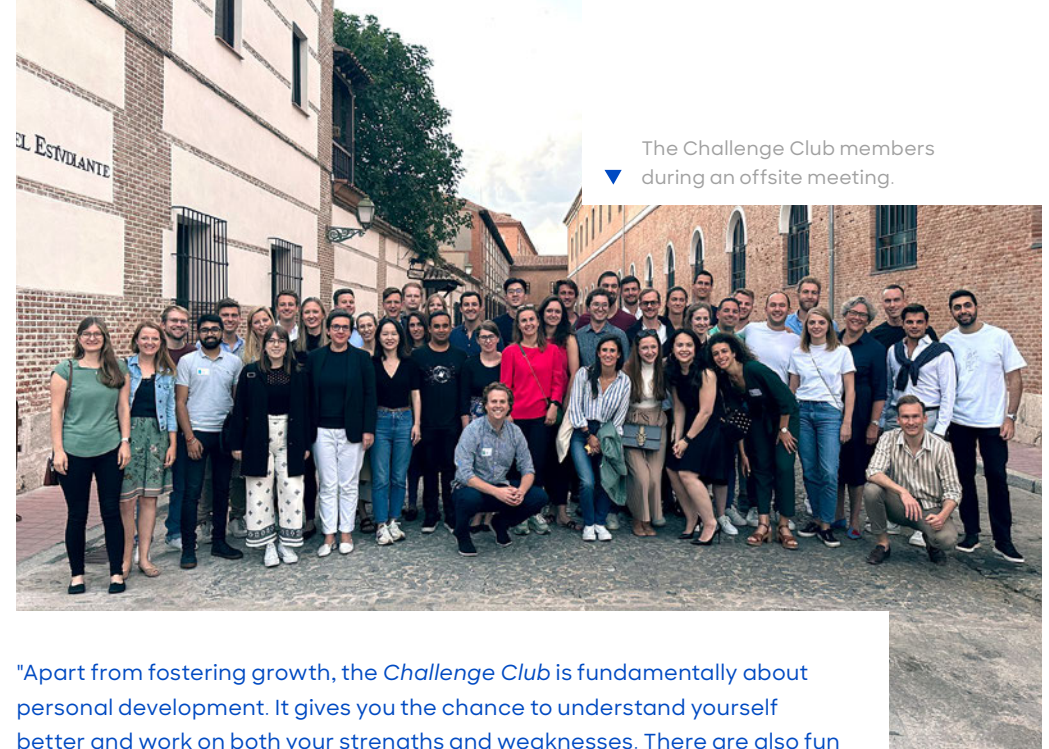
■ GRI 3-3,
404-2,
404-3

Challenge Club

The *Challenge Club* is a two-year program for accelerating the professional and personal development of the next generation of leaders. It fosters knowledge transfer, sharing of best practices and networking across the firm's different business units and regions. A key part of the philosophy behind the club is that it embraces the development of unique personalities.

The *Challenge Club* contributes to individual development by offering leadership training and coaching opportunities. Participants are involved in full-group discussions, question and answer sessions with management and small-group activities.

Between meetings, participants have one-to-one coaching with a facilitator. In addition, we have a buddy system in which participants in their second year support those in their first year.



▼ The Challenge Club members during an offsite meeting.

"Apart from fostering growth, the *Challenge Club* is fundamentally about personal development. It gives you the chance to understand yourself better and work on both your strengths and weaknesses. There are also fun activities to help you connect with colleagues around the world. One of my favorites was a cooking competition in which each team prepared one course of a meal. We then enjoyed the meal together – an incredibly fun night."

Clément Solange / Case Team Leader, Brussels

"Throughout the program we had exciting training sessions that helped us identify personal or professional challenges and how to overcome them. We learned different techniques that I still use on a daily basis. The collaborative activities and discussions with peers and mentors left a lasting impression on me, fostering strong professional relationships and sparking many innovative ideas."

Kristian Klostermann / Senior Consultant, Berlin

■ GRI 3-3,
404-2

European Female Talent Program

Our *European Female Talent Program* is an international scheme that aims to attract more female graduates and young professionals to work at Roland Berger. Now in its second year, the program has been highly successful, drawing talented women from a wide range of backgrounds to the firm. As part of the program, high-potential candidates receive 24 months' training, first in their home country and then in two other countries, staying four to six months in each. The program also includes a series of networking and training events.

■ GRI 3-3,
404-2

My Way@RolandBerger

My Way@RolandBerger is a tailor-made development program aimed at female Senior Consultants. It creates space for participants to explore their goals and build on their strengths. Together with the program sponsors, participants also discuss

strategies and actions for improving female inclusion, supporting women in their careers and building a more inclusive culture at the firm.

Besides enabling contact between participants and program sponsors, the program deals with topics such as managing your energy and mindset, fostering your personal brand and visibility, setting boundaries, managing your work-life balance and building your network.



▲ Our colleagues participating in the *European Female Talent Program* joined a cooking class.



▶ A group of participants in the *My Way@RolandBerger* program with their trainers.

A diverse, equitable and inclusive workplace

■ GRI 3-3,
2-23, 2-24,
2-29

Diversity, equity and inclusion are part of our identity at Roland Berger. We believe that the meeting of different cultures and perspectives within the firm enriches us, and that diverse teams produce better results. We are fully committed to ensuring the firm is an inclusive, meritocratic place that celebrates the richness of our diversity. In line with this goal, we promote diversity within the firm with regards to gender, race, ethnicity, religion, disability, age, sexual orientation, socio-economic status and educational background.

We back up this commitment with a broad set of actions and policies at a corporate level, by local entities and through our affinity groups. Our corporate actions include making sure that processes are equitable and that all our colleagues experience the same level of fairness and support. Accordingly, we regularly analyze data from our recruiting funnel, interviews, engagement and leadership surveys, performance reviews and promotion rounds. Thanks to this rigorous monitoring we have been able to take action to eliminate any remaining gender differences in promotion speed and attrition levels.

■ GRI 3-3,
2-23, 2-29

Unconscious bias and non-discrimination training

We are committed to fighting unconscious bias and discrimination. Everyone in the firm completes mandatory anti-discrimination and anti-harassment training. Since 2023, a full-day training on unconscious bias has formed part of our standard training program. Participants learn how implicit stereotypes lead to habits that undermine our best intentions. They investigate the impact of affinity bias and cultural bias and sharpen their self-awareness. They also learn how they can positively influence the culture around them.

OUR PLEDGES – GUIDANCE FOR OUR DAY-TO-DAY BEHAVIOR

■ GRI 2-24

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

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



Many of our people are involved one way or another in recruiting and other HR processes. To make sure we counteract any potential biases here, we introduced obligatory interview training for all (new) recruiters many years ago.

■ GRI 3-3,
2-23, 2-24

Awareness about trans* identity and non-binarity

Our diversity activities include building awareness about trans* identity and non-binarity. In 2023, we published a well-received Trans* Awareness Guide. We also launched a series of awareness sessions on trans* and non-binary gender in partnership with PROUT AT WORK, a leading think tank providing advice on queer topics in the workplace. The sessions are an opportunity to educate ourselves about the unique challenges faced by trans* and non-binary individuals, including discrimination, stigma and lack of understanding. The first session in 2023 was offered to the entire company as part of our *JustBeFriends* network for allies. The second was specifically developed for our Human Resources teams and looked deeper at the challenges of building a more inclusive and diverse workforce.

■ GRI 3-3,
2-24,
405-1

Women in leadership positions

One of our key ambitions is to increase the share of women in leadership positions. Many factors come into play here, which we address through our *9 Pledges* (see page 18) and the company-wide *New Ways of Working* initiative. We also have specific affinity groups, such as *women@RolandBerger*, working on relevant issues.

One example of targeted support is our *Executive Mentoring Program for Female Principals*. Under the program, female Principals are matched with one of our Managing Directors, who then mentors and sponsors them as they manage client projects and engage in business and company development, supporting their individual path to a leadership position.

■ GRI 3-3,
2-24,
403-3

ability@RolandBerger

Our affinity group *ability@RolandBerger* is active in two dimensions: supporting individuals at Roland Berger who are caregivers or who themselves live with physical disability, neurodiversity, chronic illness or mental health conditions; and raising awareness both inside and outside the firm about disability in the workplace.

We have launched different in-house campaigns to raise awareness and destigmatize disability. Our *See beyond the disability* campaign presents the stories of industry leaders who are affected by disability. *The Identify burn-out syndrome early* initiative teaches people how to recognize symptoms of burn-out in oneself and in others. The *We are Ability* campaign introduces our members, their stories and their experiences.

Black@RolandBerger JumpStart program

In the USA, our *Black@RolandBerger* affinity group has launched the *Roland Berger Pre-MBA Program* in cooperation with the *JumpStart Advisory Group*, an organization specializing in developing a pipeline of highly skilled diverse professionals.

The program includes face-to-face events in Chicago, where our consultants meet student members of *JumpStart* who are about to start their MBA to discuss work and life at Roland Berger. It also includes individual mentoring for the students over a period of two months, in addition to input and exchange sessions, participating students enjoy early access to our internship recruiting process for the following summer.

#RBGlobalVibes

Our internal communications campaign *#RBGlobalVibes*, launched in 2023, engages colleagues in celebrating diversity and learning from one another. For example, it looks at how business etiquette differs in different countries, helping colleagues prepare for international assignments. It also teaches how to communicate better and show respect for colleagues from other cultures.

We celebrate the cultural diversity of our people across regions and cultures. For example, in 2023 several of our offices in the Americas and Europe marked Diwali, the multicultural Festival of Lights. Similarly, in many offices our Middle Eastern colleagues invited their colleagues to join in a discussion about the holy month of

■ GRI 3-3,
2-24

■ GRI 3-3,
2-24

Ramadan, its significance and the traditions associated with it. They also came together with their local communities for Iftar, the fast-breaking evening meal.

■ GRI 3-3,
2-24

HR training on diversity management

We provide diversity training for our international Human Resources team. The training sessions investigate different dimensions of diversity and look at how we are performing as a firm in the relevant dimensions. We also examine what it means to be an inclusive employer and how that benefits our performance and workplace culture. In addition, we discuss the concept of unconscious bias, the role it plays in HR processes and how to mitigate it. Just as importantly, we investigate the concept of privilege and the importance of allyship, or supporting, acting, amplifying and advocating for others.

■ GRI 3-3

Pride Week

Every year we celebrate *Pride Week* in the firm. Our 2023 celebrations were the largest to date in terms of participation. Around 600 colleagues and external guests took part in our global online events and 150 of our people joined the virtual panel discussion in Asia. Events and activities were organized by almost 100 Office Cheerleaders in 33 Roland Berger locations, bringing joy, creating new bonds, making new allies and fostering awareness about the concerns of queer communities within the firm and in society at large.



▲ Our colleagues in Japan met for a full-day workshop during *Pride Week*.

Black@RolandBerger

Our community and resource network for people of African heritage or with ties to Africa. Founded as part of our diversity, equity and inclusion initiative in our US offices and now growing internationally, *Black@RolandBerger* works towards fulfilling the firm's goals by organizing internal activities and participating in external events.

viva@RolandBerger

Our community and resource network for colleagues with ties to Latin America. *viva@RolandBerger* brings together our offices in the Americas and so fosters business understanding. It also enables people to connect with others and engage in cultural or social activities.

families@RolandBerger

families@RolandBerger is a global initiative whose aim is to provide a community and resource network for colleagues who are balancing their careers with family responsibilities. The initiative brings together local networks, facilitates the sharing of best practices and provides access to guidance and resources at both a global and local level.

JustBe

JustBe is our global and caring community for LGBTQ+ colleagues. Its aim is to facilitate professional exchange and mentoring. *JustBe* works closely with our ally network *JustBeFriends*, a group of more than 500 allies within the firm across the world.

women@RolandBerger

Our global community for female colleagues, helping them connect across functional levels and borders. *women@RolandBerger* also serves as a central hub for all employees to engage in our measures to boost gender diversity across the firm.

locals@RolandBerger Middle East

Our community in the Middle East, connecting people across the region. Activities are designed to foster mutual understanding between colleagues with different backgrounds and experiences, and to promote cultural education.

Our *JustBe*
community
keeps growing
continuously.



families@RolandBerger
Our colleague enjoys exploring
nature and going on adventures with
her husband and the three kids.



A people-centric work culture

■ GRI 3-3,
2-23

Our corporate values of *entrepreneurship, empathy and excellence* (see page 7) form a strong basis for a meritocratic and people-centric work culture and with the 9 *Pledges* (see page 18), we have created a very tangible framework for the entire organization, but especially for those in leadership positions. However, we go beyond pledges and drive several initiatives firm-wide to make change happen. One example is our *New Ways of Working* initiative (see right).

We strongly believe in the merits of diversity at Roland Berger. That means building a company and a workplace where everyone can be their authentic self. A vital part of that endeavor is ensuring that our people can enjoy a good work-life balance at every stage of their career.

■ GRI 3-3,
401-2

Flexible work locations and working hours

We believe that there is more than one way to do great work. For some it is working in the office, for others it may be working at the client's premises or working from home.

Our comprehensive flexible work system includes remote work, part-time models, sabbaticals, reduced travel and special support for caregivers, parents and parents-to-be.

NEW WAYS OF WORKING

Our global *New Ways of Working* initiative fosters lasting cultural change at Roland Berger. It is built around four key pillars: awareness and transparency, mindset and co-ownership. This requires a journey of learning from everyone in the firm. The aim is to create a sustainable workplace culture where everyone has the flexibility to shape their own way of working, suiting their personal situation and ambitions, and of course aligning with the needs of our clients.

We are currently rolling out *New Ways of Working* across the company. Already, its positive impacts have included improved engagement, reduced working time, greater flexibility for individual work schedules, etc. The improvements are based on adjustments such as a clearer definition of project deliverables, goals and set-up, faster decision-making, and improved overall project management. It has helped ensure sustainable workloads, boundaries, flexibility, personal development, accountability on the part of leaders and a people-centric mindset within the firm.

New Ways of Working is anchored in all our assessment, review and management processes. In 2022 we added a *Bottom-up Project Assessment* for Partners, Principals and Directors to ensure that the *New Ways of Working* principles are implemented consistently in all our projects. Team members can also assess the management team's performance anonymously using this tool. Other employee engagement tools include our annual *Bottom-up Leadership Assessment* and our *Employee Engagement Survey*.

■ GRI 3-3,
401-2,
403-1,
404-3

■ GRI 3-3

Workation

Job flexibility goes beyond the daily schedule. With our **Workation** program we have created the opportunity for cross-border remote work. Our aim is to help everyone enjoy a healthy work-life balance and the benefits of a post-pandemic, digitalized world. In June 2023, for example, we launched *YourWorkation*, a pilot program under which colleagues in German-speaking countries can work for up to 30 days a year in certain countries within the European Union or EFTA.

The program takes into account current immigration, labor law, tax and social security regulations. We plan to expand this program to other European countries in 2024.

■ GRI 3-3

Roland Berger alumni network

We take a holistic view of our people and their careers. That includes after they have left the firm: We make it a priority to stay in touch, support their development and provide them with ongoing opportunities for growth.

We currently have an alumni network of almost 6,000 people around the globe. In 2023 we organized 30 alumni events in various locations, plus almost a dozen client events involving alumni. More than 1,000 alumni attended these events in total.

Quite a number of alumni also find their way back to us later on in their careers. In 2023 a total of 20 alumni rejoined the firm, bringing new experience to the company and enriching the way we work.

■ GRI 3-3,
2-29

Employee participation

Employee participation forms a central pillar of our company culture. We ensure that opportunities for participation exist in our teams, our offices and at a wider company level. An important part of this is making sure that we know what matters to our people. To this end, we have implemented a monthly anonymous employee engagement survey in collaboration with *Peakon*, which ensures we

have our finger on the pulse. Our colleagues also engage in direct exchange at local office townhall meetings and in "all hands" calls, organized on a country and regional level. We provide regular sounding sessions to check on work-life balance as part of our *New Ways of Working* initiative (see page 22). And employee participation and in-depth feedback sessions are an important part of our training sessions and bootcamps.

At wider company level, we ensure company participation in all key processes. For example, people processes such as recruiting, evaluation and promotion are joint efforts by our HR teams and management representatives from the wider organization.

Occupational health and safety

As a responsible employer, we prioritize the wellbeing of our people and provide a safe work environment for them to enjoy. That includes taking proactive steps to prevent injury and illness in all our locations worldwide.

As many of our colleagues travel regularly to and from client projects, travel safety is a key concern for us. We offer everyone at the firm pre-travel advice and support with medical, health and security matters during trips.

In accordance with regulatory standards, we consolidate this commitment in our new global *Occupational Health & Safety Policy*. This policy is aligned with our *9 Pledges* and shapes our behavior with regard to the health and safety of our people at work. The policy has been integrated into our set of *Corporate Rules*, which form part of all our employment contracts.

We are currently working on a globally standardized health and safety e-learning module that will form part of our compliance training. This initiative aims to ensure that all our people receive adequate training on health and safety, wherever they are in the world.

■ GRI 3-3,
2-23, 2-24,
401-2,
403-1,
403-3

SOCIAL FELLOWSHIPS: MAKING A DIFFERENCE

Our *Social and Entrepreneurial Fellowships* enable individuals at the firm to pursue their own business ideas or support a good cause. In a *Social Fellowship*, our colleagues can, for up to three months, support a non-profit organization of their choice engaging, for instance, in sustainability or equal opportunities.

MONA | Engaging for women's rights in France

Mona, a Senior Consultant in our Boston office, took a two-month *Fellowship* as part of our *B&me* program to assist the *Fondation des Femmes* (FDF) foundation for women's rights in France. The FDF embarked on a strategic path in 2021 focusing on justice with regard to access, improving the lives of women in extreme precarity and eradicating stereotypes. Mona helped the FDF with their application to become a French "foundation recognized of public utility" or FRUP. Her role involved defining a process for measuring social impact, conducting a benchmark study of best practices and drawing up a prioritized list of improvements. The *Fellowship* allowed her to apply her consulting skills in a cause close to her heart. Mona hopes her experience will inspire others to engage in social causes alongside their professional work.



Change of perspective when working in the rainforest to support *NatureFund*.

JULIUS | Revitalizing Bolivia's burned rainforest

Julius, who is based in our Vienna office, spent three months with *NatureFund* helping reforest scorched land in Mollesnejta, Bolivia. Together with his fellow volunteers, he cleared the area of debris and prepared the soil for the coming rainy season and the planting of new trees and crops. Once the rains arrived, the team swiftly planted the trees grown in the project's own nursery. Julius also helped finetune the organization's business plan, social media strategy and applications for funding. He discovered that the skills he had acquired in consulting could be highly valuable around the globe.

ALENA | Supporting indigenous Amazonian cocoa growers

Alena from our Frankfurt office worked with indigenous people in the Amazon rainforest in Ecuador. She supported a local agricultural association, *Wayta*, whose focus is on developing local chocolate production made from organic cocoa. She helped improve the association's visibility by creating a website and Instagram account for them. She also organized courses for local producers, learned from indigenous people about medicinal plants, planted cocoa, vanilla and plantain, and harvested and processed a first batch of cocoa "from tree to chocolate bar". She came back with the conviction that we still have much to learn from the indigenous cultures of the world.

►
It's a long way from a plant to a chocolate bar, as Alena learned during her stay in Ecuador.
▼



■ GRI 3-3,
404-2,
404-3

B&me

Our clients face many challenges, the nature of which is changing all the time. To give them the help they require, our consultants need to be equipped with the right skills and tools. They must be up to date with the latest industry developments, they must be motivated and, crucially, they must keep growing both personally and professionally.

The opportunities for growth described throughout this chapter – from training and coaching to international project assignments and sponsorship for advanced study – form part of our *B&me* program. *B&me* also encompasses flexible working arrangements, part-time work, extra vacation days and sabbaticals. The program has five constituent parts: *Be connected*, *Be educated*, *Be free*, *Be entrepreneurial* and *Be social*.

■ GRI 3-3,
404-2,
404-3

Students Club

The *Students Club* is our talent retention program for high-performing consulting interns who meet all the requirements to join the firm after graduation. It is an important source of talent for building the next generation of consultants and provides a significant share of our new Junior Consultants each year.

Being invited to become a member of the *Students Club* brings various benefits for former interns. First and foremost, they receive an offer to rejoin the firm as a permanent consultant after their graduation, without going through an additional recruiting process. Second, they can stay in close contact with their colleagues at the firm after their internship, including one-to-one interaction with their assigned "consultant buddy" and their Human Resources contact person. Third, they are

invited to learning, networking and platform events. Fourth, they can join us as "working students" during their studies to work on projects related to the firm, depending on our internal needs. And, if appropriate, we can even help supervise their thesis.

Employer branding

Our employer value proposition is built on three pillars: personality, our core values, and development opportunities. Our employer branding campaign "Be the Original You" places a strong emphasis on authenticity and individuality. We encourage all our people to build their careers in a way that aligns with their personal goals and aspirations.

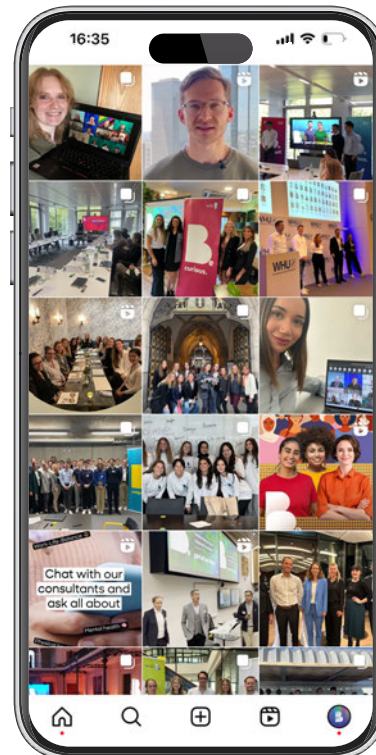
On our website and social media platforms we showcase our colleagues and provide genuine insights into our work and company culture. We highlight the diversity within our teams with the aim of attracting individuals from various backgrounds and underrepresented groups, such as women, students with non-business backgrounds and members of the LGBTQ+ community.

Community impact

In the battle for a more sustainable and inclusive society, alliances are crucial. The challenges we currently face are too complex to tackle them alone. At Roland Berger, we have always sought to forge the widest possible coalition to solve the most pressing problems. As a responsible corporate citizen, we are firmly convinced that it is our responsibility to utilize our expertise and resources in the best possible manner to contribute to a better society. This commitment is reflected in our dedication to community projects, which has taken many forms, such as pro bono consulting and volunteering.

■ GRI 3-3,
2-24

■ GRI 3-3



WHERE DO WE GO FROM HERE?

Our *9 Pledges* form the cornerstone of everything that we do to empower our people and how we do it as we move forward.

A learning organization

In 2024 we plan to **expand our development programs**, including staff exchanges, entrepreneurial leave, job rotation and educational sabbaticals. Opportunities for personal development are a prerequisite for the success of the firm and our ability to innovate.

Going forward, we will **increase the range of training** that we offer, ensuring our consultants keep up to date in a fast-moving world. In particular, we will offer new courses on AI-driven tools and software, which are transforming the way we work. At the same time, we will integrate sustainability into all our courses and foster a "sustainability mindset" across the entire firm. Positive behavior will be reinforced with appropriate incentives.

Strength in diversity

We will continue to foster **diversity, equity and inclusion** in our workforce. Activities organized by *Women@RolandBerger* and special recruiting events will specifically target our ambition for gender diversity. We also plan to expand the range of coaching programs tailored to the needs of female consultants. At the same time, we will **build on the experiences of our affinity groups**, such as *Black@RolandBerger*, *Ability@RolandBerger* and *JustBe*, our LGBTQ+ community, encouraging all our people – both members of those communities and their allies – to take the initiative wherever the opportunity presents itself.

We aim to strengthen our DEI governance with a dedicated team responsible for driving our global DEI strategy and working with local teams. In tandem, we will set up a new global **DEI Leadership Council**, whose mission will be to connect the various local and platform-specific activities and help us further develop our global diversity. One of our guiding themes for the coming years will be **allyship**, which we will promote as active engagement by everyone at the firm.

A great place to work

In line with our *9 Pledges*, we will continue to support a company culture where people have the **courage to speak up**, as well as to listen when others voice their opinion. We aim to build a culture where positive and negative feedback is both welcomed and acted upon.

Other plans affecting the workplace include expanding the **options for flexible working**, making it even easier for everyone at the firm to achieve a healthy work-life balance. We will continue to listen to our people and take their wishes and ideas into account. We will also go on providing **opportunities for our people to grow and engage** with causes that they are passionate about – for example, through our *Social and Entrepreneurial Fellowships*.



Climate action and sustainability



Building a net zero world

Promoting sustainability

- GRI 3-3 **The year 2023 was the hottest on record. It also saw a surge in extreme weather events around the world, including heatwaves, floods, droughts and wildfires. This reminds us of the urgency of taking action. Companies and public institutions, politicians and ordinary citizens – we must all significantly step up our efforts before the damage to the planet becomes irreversible.**



Sustainable change begins at home

■ GRI 3-3

At Roland Berger we take a comprehensive approach to climate action. On the one hand, we look at our own behavior; on the other, we look at our work with clients, as it is here that we often have the greatest impact. We help our clients decarbonize their operations, drawing on our many solutions and extensive decarbonization toolkit. We also help them develop and implement technical innovations, monetizing sustainability with new business models. Furthermore, we contribute to the public debate on climate action, shaping not only the way people think but the way they act.

In this chapter we describe our efforts to promote sustainability and build a net zero world. First, we describe our own climate impact and what we are doing to make ourselves more sustainable. Next, we show how we help clients and other external players develop innovative solutions for the complex challenges of sustainability. Finally, we outline our ambitious plans for the coming year and beyond.

■ GRI 3-3,
2-12, 2-24

A new structure for our sustainability activities

In April 2023 we reorganized our existing internal sustainability activities under a new global ESG unit. The job of the Global ESG Team is to implement our sustainability ambition at a global level within the firm in terms of strategy and operations, so we can have the greatest possible impact. In line with our strategic priorities, the Global ESG Team reports directly to the Management Board, which means that decision-making is fast and efficient. It is supported by topic experts and our local Sustainability Ambassadors – volunteers from our different offices worldwide whose role is to strengthen our impact at a

local level (see page 35). The Global ESG Team is also responsible for overseeing and coordinating our company-wide carbon accounting, monitoring and reporting on our ESG performance, raising climate awareness and driving sustainability issues in the company as a whole.

Our responsibility

When it comes to determining our footprint, we use the latest emission factors available. This ensures that we are fully accountable for any increase in our emissions figures.

In 2023, our absolute emissions were 40,547 t CO₂e. This represents a 30 percent reduction in our emissions intensity by revenue compared to our 2019 baseline year. Our Scope 1 emissions account for four percent of our total footprint and our Scope 2 emissions for just one percent; we reduced the former by 11 percent compared to 2022, mainly thanks to the ongoing electrification of our vehicle fleet, and the latter by 45 percent in 2024, by increasing the share of renewable electricity we use.

■ GRI 3-3,
305-5

30%
REDUCTION IN EMISSIONS
INTENSITY BY REVENUE
COMPARED TO OUR 2019
BASELINE YEAR

3
NEW MANDATORY
SUSTAINABILITY
TRAININGS

~ 60
SUSTAINABILITY
AMBASSADORS GLOBALLY

■ GRI 3-3,
2-25,
305-1,
305-2,
305-3,
305-4,
305-5

Emissions overview [t of CO₂e]

■ GRI 305-1,
305-2,
305-3

SCOPE	2019 ²	2022	2023
Scope 1	1,974	1,691	1,503
1.1 Stationary combustion	106	225	136
1.2 Mobile combustion	1,745	1,225	1,282
1.3 Fugitive emissions	123	241	85
Scope 2 (market-based)	1,320	677	302
2.1 Purchased electricity (market-based)	873	510	109
2.1 Purchased electricity (location-based)	987	778	729
2.2 Purchased heating and cooling	337	167	193
Scope 3	33,131	24,652	38,742
3.1 Purchased goods & services	2,222	841	4,759
3.2 Capital goods	n/a ³	713	1,661
3.3 Upstream fuel and energy-related activities	776	528	581
3.4 Upstream transportation and distribution	29	223	30
3.5 Waste generated in operations	73	121	101
3.6 Business travel	29,220	21,016	29,906
3.7 Employee commuting	811	1210	1516
3.15 Investments	n/a	n/a	188 ⁴
Total	36,425	27,020	40,547

² Baseline year.

³ Capital goods were included in Scope 3.1 (Purchased goods & services) in 2019.

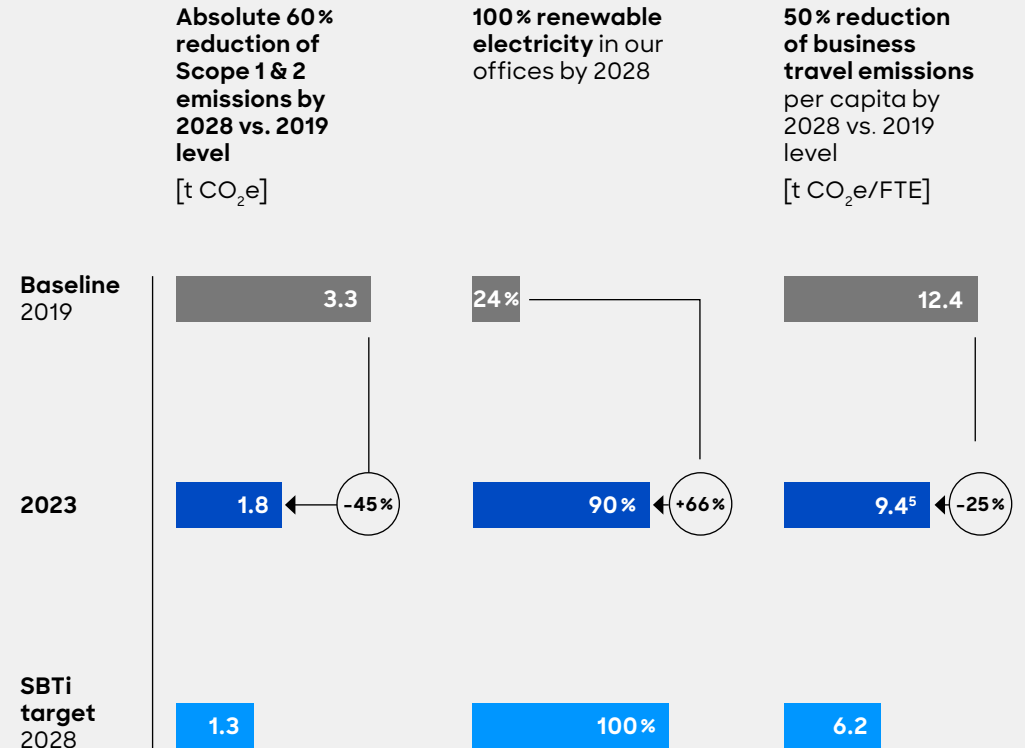
⁴ In line with our commitment to full transparency and good carbon accounting governance, we include a 50 percent share of emissions by our joint venture Spielfeld GmbH for the first time in the 2023 figures.

⁵ Although the target was validated in 2024, we already use the updated target in our 2023 reporting.

Our 2028 near-term SBTi targets

SBTi target performance

■ GRI 3-3



Scope 3 emissions remain our biggest source of emissions, accounting for 95 percent of our total footprint. Business travel still makes up the largest portion of our Scope 3 emissions, representing 73 percent of our total footprint. Reducing these emissions is challenging, as business travel is a critical part of how we deliver our services as a top strategy consulting firm.

In terms of emissions targets, we have updated our near-term SBTi targets for 2028. Our business travel reduction goal for 2028 has thus increased from 40 percent to 50 percent per capita compared to our 2019 baseline.

Looking at our emissions target performance, we remain on track to achieve our targets by 2028. The year 2023 marks the halfway point between 2019 and 2028, so we measure our performance against 50 percent target fulfillment.

The first target is a 60 percent absolute reduction in Scope 1 and 2 emissions by 2028 compared to 2019. Here, we have already achieved a 45 percent reduction, as mentioned above. Our second target is to increase our use of renewable electricity from 24 percent in 2019 to 100 percent by 2028. In 2023, of the 2,241 MWh of electricity that we consumed, 2,014 MWh was renewable, making our share of renewable electricity 90 percent.

Our third target is to reduce our business travel emissions per capita by 50 percent by 2028 compared to the 2019 baseline. Here, too, we are on track: In 2023 we reduced these emissions by 25 percent compared to the baseline. However, our business travel intensity per capita grew by 33 percent compared to 2022, which can be attributed to three main developments: First, the flight emission factors issued by the UK government rose by around 30 percent in 2023 compared to 2022, and flight emissions represent an 80 percent share of our business travel emissions; second, we had an extraordinarily strong business year in 2023, which led to unprecedented levels of international collaboration; and third, 2023 was the first year in which all countries entered the "new normal" post-pandemic phase of doing business.

3 QUESTIONS FOR THE HEAD OF SUSTAINABILITY

■ GRI 3-3, 305-3



KLAUS FUEST

HOW IMPORTANT IS SUSTAINABILITY IN THE FIRM'S

OVERALL STRATEGY?

KLAUS FUEST: We believe in sustainable growth – indeed, for us, sustainability is an end in itself. Our overall strategy reflects this. We anchor sustainability deep in the firm, supporting it with a wide range of measures and full commitment by the firm's managers, who are partly evaluated on how fast they achieve our sustainability goals. Sustainability is also part of our 9 *Pledges* – the guiding principles for our day-to-day work.

WHAT SUSTAINABILITY GOALS IS THE FIRM

CURRENTLY FOCUSING ON?

K. F.: Our current focus is on reducing our carbon footprint. We have committed to ambitious targets with the SBTi. We aim to reduce our Scope 1 and 2 emissions by 60 percent by 2028 compared to 2019, and our business travel emissions intensity by 50 percent. By 2040, our net zero target year, we plan to have cut our Scope 3 emissions by at least 97 percent, besides a 90% reduction in Scope 1 and Scope 2 emissions – one of the most ambitious targets in the industry. Of

course, our clients are also facing the same challenges. So, a major part of our ambition is to help them achieve their climate targets, too, acting as a catalyst for climate action and decarbonization.

WHAT CHALLENGES DOES THE FIRM FACE REGARDING

ITS COMMITMENT TO THE PARIS AGREEMENT?

K. F.: As a professional services firm, our biggest challenge is reducing our Scope 3 emissions. In our case, these emissions – which account for 95 percent of our total emissions – to a large extent relate to travel for client projects. To reduce these emissions significantly, we need to juggle several different things: serving our clients in line with their needs, fulfilling our duty of care towards our people (by ensuring that their travel is as easy and convenient as possible) and at the same time meeting our SBTi targets. Balancing all three demands is tricky. In my experience, the best way to do it is through behavioral change. Managing this process of change is challenging, but it is also a very exciting journey for the firm. ■

These developments clearly dictate that we find new ways to reduce travel emissions, both through better local capacity balancing and by looking at ways to decarbonize unavoidable business travel.

The aviation sector currently accounts for around three percent of global human-made CO₂ emissions. This is set to rise to 12-18 percent by 2050 if the sector's reduction efforts do not keep pace with those of other industries. In addition to CO₂ emissions, the industry generates non-CO₂ effects, which include the effects of nitrogen oxides (NO_x) and aerosols/particulates, and also contrails. Work remains to be done on how reporting standards incorporate these non-CO₂ effects. In our own reporting we use the UK government's emission factors (BEIS), which account for radiative forcing and reflect other greenhouse gas emissions as CO₂ equivalents in line with the Kyoto Protocol. The European Union's new monitoring, reporting and verification (MRV) system for these effects will be operational from 2025 and clear directions for the European aviation industry on how they are accounted for are expected by 2028. We will adapt our accounting approach accordingly to ensure that we remain at the forefront of climate action.

As we write this report, we are preparing our first purchase of **sustainable aviation fuel certificates** (SAFc), in line with our *Beyond Value Chain Mitigation* approach. The resulting saving of 500 t of CO₂e of business travel emissions will mark an important step not only in reducing our own footprint but in boosting market demand for SAFc.

Our purchase of SAFc will be carried out through our partner *SkyNRG* in a book-and-claim approach. *SkyNRG*'s operations are certified by the *Roundtable on Sustainable Biomaterials* (RSB) and the *Carbon Offsetting and Reduction Scheme for International Aviation* (CORSIA). Sustainable aviation fuel reduces emissions by at least 82 percent over its lifecycle compared to conventional jet fuel. It is made entirely from renewable resources, such as ISCC-certified used cooking oil (UCO); no fossil fuel-based feedstock is used.

As part of our *Beyond Value Chain Mitigation* approach, we aim to contribute to global sustainability efforts in addition to dealing with our own value chain and carbon emissions. We work with the *World Wildlife Fund* (WWF) to ensure the conservation of the natural world, which stores roughly as much carbon in its natural ecosystems as humanity has emitted to date. We are particularly involved in two WWF projects that aim to preserve biodiversity and protect vital ecosystems: one in the Cerrado tropical woodland in Brazil and one in the Baltic Sea (see below) – both important areas in the climatically stable "*corridor of life*" that allowed humanity to develop.

The **Cerrado tropical woodland** in Brazil is home to a similar abundance of biodiversity as the Amazon rainforest. Due to increasing deforestation pressure from agricultural activity, most of the woodland has already disappeared, except for some fragmented forests. Supported by our donation, WWF fights for the restoration of this biodiversity and the fresh water sources of the connected Rio Doce in the Mantiquiera Mountains. The core of WWF's program is to restore more than 2,000 spring sources, many of which have dried up, through a sustainable reforestation and protection management system implemented by local smallholder farmers. WWF's approach to climate action on water, as the source of life and foundation of biodiversity, aligns with our commitment to a holistic approach to sustainability.

We also contribute to WWF's efforts to restore **seagrass meadows in the Baltic Sea**. The WWF is transferring Britain's successful Project Seagrass to the Baltic Sea region to strengthen the knowledge and technology transfer between WWF partners in Denmark, Finland, Lithuania and Germany. By adapting and scaling proven methods for seagrass planting, monitoring and mapping, the WWF is creating transferable, standardized procedures that can be used on a large scale at different coastal locations. This will create a network across the Baltic Sea within which innovative techniques are used to scale the plantings, ensure biodiversity and make a long-term contribution to climate protection in the entire Baltic Sea region.

Finally, since 2021 we have leased 151 hectares of forest in the Middle Rhine Valley UNESCO World Heritage Site in Germany, enabling the area to recover from previous forestry activity. In addition to absorbing and storing around 1,000 t of CO₂ annually, the forest serves as a biodiverse habitat for plants, insects and birds. We invite you to visit the Roland Berger forest, which is located in the Middle Rhine Valley in Rhineland-Palatinate.



"We at WWF call on companies to demonstrate responsibility for effective climate action by adopting a science-based net zero target that covers their entire value chain and aligns with limiting global warming to 1.5 degrees Celsius, a challenge that must be given the highest priority.

Furthermore, companies should contribute to closing the immense global climate finance gap by providing additional funding beyond their own value chains. Supporting conservation projects, such as in Brazil's Cerrado or seagrass meadows in the Baltic Sea, both important natural carbon sinks is a concrete expression of this extended responsibility as a global "Climate Steward."

These additional contributions are not counted toward the companies' own net zero targets. However, they play a critical role in bridging the global climate finance gap and advancing climate protection efforts worldwide."

Heike Vesper / Chief Executive, Transformation and Policies at WWF



Seagrass meadows promote biodiversity and sequester carbon. They are of great importance for climate and coastal protection, yet we have lost at least 30 percent of them in the past 100 years.



■ GRI 3-3,
305-5

Making business travel green

As an international consulting firm, we need to stay in close contact with the clients we support. That includes traveling to clients' premises and working side by side with them. This creates a challenge: How can we serve our clients effectively while at the same time limiting carbon emissions as far as possible?

Our *Minimize Weeks* initiative showed the diversity of successful and yet sustainable delivery models that actually work when delivering high-impact projects. As part of the initiative, various teams competed to find the most sustainable project delivery model – for example, using rotating on-site presence for consultants or splitting teams so that not everyone worked at the client's premises. More than 30 projects were involved over a two-month pilot phase.

Astonishingly, some teams managed to reduce emissions caused by business travel by almost 40 percent compared to their baseline levels. This also helps our clients achieve their own emission reduction ambitions. We are now further formalizing the initiative, translating learnings into our day-to-day business, and will continue it as an ongoing project to keep innovation high.

■ GRI 3-3,
401-2

Transparency and incentives

Transparency and incentives are key levers for reducing business travel. In 2023 we expanded our *CO₂ Dashboard* to include new regions. The *CO₂ Dashboard* gives each individual in the firm full transparency about their business travel emissions and so helps them identify avoidable emissions. It also allows them to compare their carbon footprint with benchmarks, leading to improved performance.

In German-speaking countries we further automated our incentive scheme for taking the train rather than flying. In total, our consultants traveled almost eight million kilometers by train in Germany for business purposes in 2023. Moreover, we gave all our people in Germany annual discount cards for rail travel (*BahnCards*) to

further incentivize green business travel on projects. And we gave all those working in non-consulting roles a "Germany ticket" (*Deutschlandticket*), allowing them to travel for free on public transit and regional trains. This promoted sustainable, low-emission commuting to our offices.

Raising awareness through collective learning

Educating our people on the complexities of climate change has real value. To help us all become changemakers, we partnered with the NGO *Climate Fresk* to conduct a pilot workshop with representatives of some of our different departments, including Marketing, Human Resources, Travel, and Facility Management. We plan to gradually roll out these workshops across Europe. We also began rolling out an online training course offered by *Glacier Academy* that teaches a basic understanding of ESG, climate change and net zero. From 2024 onwards this training will be mandatory for all our people worldwide.

■ GRI 3-3,
2-24

Emissions from IT hardware

IT hardware has a significant footprint, and one that is often overlooked. For example, it typically takes 400–600 kg CO₂e to produce a new laptop – four to six times the emissions generated by a one-way flight from Munich to Berlin or a similar short-haul flight. In line with our commitment to sustainability, we have extended the leasing period for company mobile phones and laptops from two to three years, starting in Germany in Q4 2023 and globally in 2024. Additionally, everyone at the firm is offered the option of a refurbished device. As well as cutting carbon emissions from production of the items, this makes a valuable contribution to the circular economy by reducing electronic waste and promoting the reuse of technology.

■ GRI 3-3,
305-3

■ GRI 3-3

Sustainability Weeks

In the run-up to COP28, we held *Sustainability Weeks* across the company, a specially designed five-week awareness journey comprising online training sessions and practical actions. During this time, we displayed the *Warming Stripes* created by climate scientist Ed Hawkins in our offices around the world to highlight the urgency of climate action. We also ran inspirational sessions on green hydrogen and the circular economy.

The last two weeks were dedicated to taking action. Different offices around the globe organized concrete sustainability initiatives, which were later integrated into daily office life. Initiatives included recycling drives, regular vegetarian lunches, awareness campaigns on the CO₂ footprint of certain behaviors and much more besides.

■ GRI 3-3, 2-29

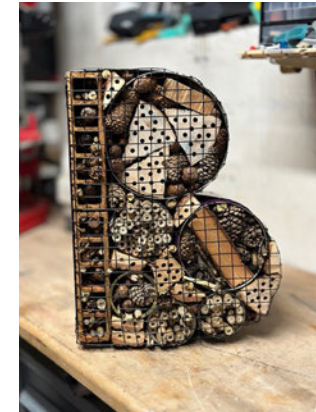
Sustainability Ambassadors

The best way to promote sustainability and environmental protection is to leverage local employees who are passionate about these issues. This also ensures that the action we take meets local needs. We currently have more than 50 volunteer Sustainability Ambassadors in our offices, covering almost all our locations worldwide. They champion our carbon reduction agenda and spearhead initiatives at a local level. They hold regular conference calls to exchange insights and share best practices with each other.

The Sustainability Ambassadors played a pivotal role in the *Sustainability Weeks* (see above) and other impactful campaigns. Our aim as a company is to empower our people in this way, allowing them to develop solutions locally and with as much autonomy as possible.



Per Breuer, Global Managing Director and Head of Global HR in front of the Warming Stripes originated by Professor Ed Hawkins.



Roland Berger employees got active during our Sustainability Weeks around the globe (here in Mexico City left, Frankfurt and Munich) organized by our local Sustainability Ambassadors.



Working with clients

■ GRI 3-3,
2-29

A shared journey

An important part of our work is supporting clients on climate change. This includes topics such as circularity, resource conservation, biodiversity, carbon capture and storage, environmentally friendly innovations and a whole range of other pro-climate solutions. Such projects often involve complex transformations, and by supporting companies through them, our climate activities can have a much larger impact and make a real difference to the world. Often, this involves a shift of mindset: We try to show our clients the full business potential of becoming sustainable rather than treating sustainability as "just another cost factor".

On the following pages we showcase some of our client success stories – cases where we have helped clients master the sustainability challenge. Finding the right solution can be both highly impactful and rewarding. The time to act is now.

Towards a zero-impact vehicle

Developing a procurement strategy for secondary materials

The challenge

The procurement department of a leading premium automobile manufacturer had set itself ambitious recycling targets. But it was finding it very difficult to get hold of the green materials it needed, such as recycled steel, copper and CO₂-neutral lithium. Supply shortages were looming – particularly significant as the firm needed large amounts of the materials in question. In addition, the company lacked full clarity over the potential supply-demand gaps and relevant recycling markets.

Our impact

Working with the client, we carried out a thorough assessment of all the secondary materials required. We established full transparency about the raw materials and relevant recycling markets, using this data to develop a sophisticated market model. From this we derived targets for a future zero-impact vehicle. The result was a customized roadmap for using 25 percent recycled materials and cutting the use of critical raw materials to a bare minimum. These two steps enabled the client to potentially save millions of tons of CO₂ by the end of 2023 – and put them well on the way to achieving a zero-emission vehicle.

The future of green air travel

Crafting a strategy for the commercialization of sustainable aviation fuels

The challenge

Sustainable aviation fuels (SAF) have the potential to cut net carbon emissions by more than 80 percent compared to traditional fossil jet fuels. In theory, they could drive the decarbonization of air travel. However, current use of SAF is tiny on a global scale. One problem is that they cost more than double than conventional fuel. Additionally, their limited availability makes them hard to commercialize. Against this backdrop, a major airline engaged us to develop a strategic procurement strategy for power-to-liquids (PtL) synthetics, a type of SAF produced by combining hydrogen and carbon dioxide, which could offer a way out of the current impasse.

Our impact

Power-to-liquids offer remarkable carbon efficiency. However, achieving genuine parity with traditional jet fuels requires novel risk-sharing mechanisms between partners across the entire value chain. To address this challenge, we developed innovative contract design options and financing strategies. This encouraged the client to swiftly expand its SAF infrastructure. The company's goal is now to ramp up SAF production in the short term, working together with local partners, so that it can feel the positive impact on regional flights as soon as possible.

An innovative carbon capture, utilization and storage project

Scaling up net zero cement production

The challenge

Cement is a fundamental construction material used in many building and infrastructure projects. It is also a typical "hard-to-abate" sector, due to the difficulty of reducing fossil fuel energy usage and CO₂ emissions during its production. Viable decarbonization solutions do exist, however, as demonstrated by a leading cement producer. We were engaged by the regional management team to craft a strategy and project design for an innovative carbon capture, utilization and storage (CCUS) project for a net zero cement production plant in Belgium.

Our impact

We first assessed whether the plant's geographic location would support the investment decision, analyzing its proximity to customers, existing logistics infrastructure and the availability of circular materials. We found that the plant was ideally positioned to support CCUS-enabled net zero cement production: Among other things, it had direct access to one of the most mature CO₂ export hubs and to geological storage in the North Sea. Our evaluation highlighted the project's competitiveness. The project was ultimately approved and secured a grant from the *European Innovation Fund*. When completed at the end of 2028, it will generate carbon savings of more than 1.1 million tons of CO₂.

Green fuels and green jobs

Developing a decarbonization strategy

The challenge

Singapore has set itself ambitious climate goals. However, achieving them is significantly more challenging than elsewhere in the world. High population density and other geographical conditions inherently limit available decarbonization options. In addition to expanding local green energy, imports therefore play a crucial role. This also applies to the use of biofuels. Here, three questions arise: In which sectors can biofuels have the greatest impact? Where can they be obtained? And can the transition to biofuels also contribute to the growth of green jobs locally?

Our impact

We partnered with the Singaporean government to answer these questions and develop an all-encompassing biofuel decarbonization strategy. This involved first prioritizing sectors poised to reap the greatest advantages from the integration of biofuel. We focused particularly on the energy sector, industry and heavy-duty transportation, drawing up a shortlist of biofuel and feedstock options. We followed up with a thorough analysis encompassing cost, the greenhouse gas lifecycle and resource availability. Beyond the primary objective of decarbonization, we also delved into the broader economic benefits, notably the creation of green jobs. Our findings culminated in a range of recommendations for the client.

Clean energy conversion

Helping an energy company transform into a renewable energy powerhouse

The challenge

With coal-fired power plants set to be phased out in Germany by 2038, one prominent German energy company has embarked on an ambitious transformation project. Pledging to emerge as a frontrunner in renewable energy, the company aims to construct one of Europe's most advanced gigawatt factories. The envisioned renewable energy hub will encompass both wind turbines and floating and land-based photovoltaic (PV) solar panels, boasting a combined capacity of 7GW by 2030. Projections anticipate a doubling of this capacity to 14GW by 2040. Given that most of the company's current business revolves around lignite-based electricity production, time is a critical success factor for this transformation endeavor.

Our impact

We collaborated closely with the client to create a sustainable business portfolio and an organizational structure capable of driving the transformation. Our approach began with strategizing ways to speed up third-party land acquisition, a common challenge for wind and solar developers. We then focused on securing procurement for wind and PV parks, which involved vetting potential suppliers, organizing the bidding process and devising equitable participation models for stakeholders. At the same time, we stabilized the core business to ensure that the company had enough time to transition to renewable energy. In the end, all sustainability efforts were consolidated into a single portfolio, supported by a robust business plan. So far, the company has met all its ambitious clean energy deadlines, and it is now poised to reinvent itself.

Partnership with the German Federal Government

Germany is in the process of transforming its energy system. In 2023 we supported a taskforce working within the *Federal Chancellery* working on this area, organizing workshops, discussion formats and expert panels. The resulting insights were used in an extensive report that outlined how Germany can achieve its goal of meeting 80 percent of its increasing electricity demand with renewable energy by 2030.

The report underscores the urgent need for a concerted national effort. It also emphasizes the need to quickly expand renewable energy technologies, while at the same time enhancing the overall framework for the energy sector. Notably, the recommendations extend beyond purely energy and climate objectives, encompassing broader societal concerns such as security of supply, strategic sovereignty and economic viability.

Pioneering new solutions

Without the assistance of new technologies, achieving the world's ambitious sustainability targets will be challenging. This is why we work with a broad range of stakeholders from government, academia and civil society to develop fresh approaches to the most pressing problems. In those joint projects we continually seek opportunities to lead the way through innovation. For instance, at COP28 we introduced a pioneering global standard for waste recycling. This groundbreaking initiative, developed in collaboration with *BEEAH Group* and the *International Solid Waste Association (ISWA)*, leverages blockchain technology. By establishing a global market-based incentive system, it connects waste producers with waste management providers. Through the system, producers earn "recycling credits" to support their sustainability goals. Additionally, we partnered with *Crypto Oasis Ventures* to launch *Green Block*, a global think tank. *Green Block* focuses on advancing the use of Web3, blockchain and AI technologies for ESG initiatives.

Act for Impact – COP28

Our firm is known for its implementation skills. We bring these skills to bear in our actions to combat climate change, too. At the 2023 *United Nations Climate Change Conference COP28* we set up and ran the *Roland Berger ACTion Zone*, an event series to facilitate in-depth discussions on core issues, from hydrogen and CCUS (carbon capture, utilization and storage) to supply chain and resource management.

We were also the headline partner of the *Sustainable Innovation Forum*, a side event that united heads of state and multilaterals, environment ministers, business leaders, investors and NGOs alongside the UN climate change negotiations in Dubai. We were actively part of this discourse driving the transition towards a net zero economy by hosting and joining different panel discussions and sessions on stage.

■ GRI 3–3,
2–28



▲ Stefan Schaible, Yvonne Ruf and Martin Hoyer speaking up at COP28.

◀ Stefan Schaible, Global Managing Partner, during his keynote at the *Sustainable Innovation Forum (SIF)*.

■ GRI 3-3,
2-28,
304-3

Biodiversity cooperation with the World Wide Fund for Nature (WWF)

The ongoing rapid loss of biodiversity poses significant risks to both society and the economy. To address this critical issue, we partnered with *Emirates Nature-WWF* to develop a comprehensive strategy for conserving one of the last pristine coastal lagoons in the Northern Emirates of the United Arab Emirates.

The project was a resounding success, setting a precedent for nature-based solutions in sustainable tourism. We are particularly proud to have received commendation from the leadership of *Emirates Nature-WWF* for our contribution.

The project was a joint effort involving multiple stakeholders, including the renowned Brazilian eco-architecture firm *Natureza Urbana* and global experts in environmental economics, conservation and nature-based tourism. It underscores the vital importance of biodiversity and ecosystem services in combating climate change.



▲ Karim and Meilin working hands on for the conservation of mangroves.

Thought leadership

We regularly publish studies, articles and interviews on climate action, sharing our insights and solutions with the widest possible audience. Our publications include the award-winning business magazine *Think:Act* and the *Roland Berger Trend Compendium*. Below are some of our sustainability and climate action publications that appeared in 2023.



Global Carbon Restructuring Plan

Our *Global Carbon Restructuring Plan* shows that decarbonizing the 1,000 most CO₂-intensive assets can drastically improve climate protection – at an affordable cost for their owners.



Biodiversity valuation

In this study we present our five-step approach to using biodiversity valuation in practice. We explain how using such measurements can help avoid an ecological collapse and help fight climate change.



What goes around comes around:

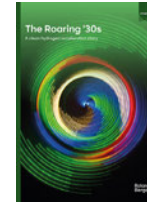
The circular economy in industrial manufacturing

Our latest research findings and expert assessments on the opportunities and risks for international market players in industrial manufacturing. We also look at the potential of the circular economy to develop over the upcoming years.



Aviation's roadmap to true zero

We demonstrate that it is possible for the aerospace and aviation industry to continue growing, while still reducing its total climate impact.



The Roaring '30s: A clean hydrogen acceleration story

A thought experiment. Our hypothesis is that, by 2040, hydrogen will have emerged as a cornerstone of global decarbonization efforts. We show what would be necessary to achieve the full-scale industrial deployment of hydrogen.



Water sobriety, alternative sources and circular models: Global must-haves for sustainable water

We examine the challenge of meeting the world's water needs. In particular we focus on what initiatives and collaborations are required and the crucial role of government support and technological advancements.



From gray to green: How private equity can create value in the European green transformation

Private equity can play a significant role as a catalyst for the green transformation – by investing in ESG-compliant assets, while at the same time generating returns for limited partners.

WHERE DO WE GO FROM HERE?

■ GRI 3-3,
303-1,
305-3,
305-5

In terms of our internal progress on sustainability, 2023 was a standout year. In 2024 our goals for the firm are even more ambitious.

Climate action

In 2024, we will initiate a review of our near-term SBTi targets. We will commit to lowering our Scope 3 emissions by 50 percent by 2028 (compared to their 2019 level), raising the bar still further compared to previous targets. We will kick-start the process of submitting our long-term net zero target to the SBTi, confirming that our pathway to net zero is in line with the 1.5 degree target of the Paris Agreement. By 2040 we plan to be net zero. That will mean sticking strictly to our action plan and implementing new measures in a wide range of areas.

Achieving net zero also entails rethinking our delivery model in consultation with our clients. Implementation of our new *Carbon Guru* tool is high on the agenda for 2024. Rather than decarbonizing travel, the *Carbon Guru Tool* aims to avoid some travel altogether by optimizing project staffing and minimizing journeys to clients' premises. The aim is to achieve maximum client satisfaction while drastically reducing our emissions footprint.

We are serious about our decarbonization goals. For that reason we will be revamping our internal mobility policies. For example, as of 2024 all our new company cars will be fully electric.

Transparency about ESG

The *European Corporate Sustainability Reporting Directive* (CSRD) came into force in 2023, and from fiscal year 2025 we will use this as the basis for our reporting. In 2024 we will start to build a comprehensive framework, designed to ensure full alignment with the new legislation. We view the CSRD as a chance to formalize the reporting of non-financial ESG metrics and to put a spotlight on corporate accountability. In line with our implementation of the legislation, we will also review the processes involved in our double materiality assessment to identify which ESG issues have the greatest impact on our business and our stakeholders.

Effective water management

Effective management of water resources has become a critical priority for businesses and governments alike. We are experiencing growing demand for strategic advice on water-related issues. We have therefore enhanced our water and waste expertise by acquiring *Amane Advisors*, a consulting firm specializing in water projects, resource recovery and energy recovery. In the first quarter of 2024, more than 40 professionals from *Amane Advisors* became part of Roland Berger, significantly strengthening our capabilities. The acquisition adds to our existing strengths in water, waste, hydrogen and carbon removal, and will enable us to offer even more comprehensive solutions to clients.



Responsible business

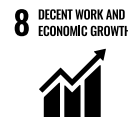


Living our values

■ GRI 2-23,
2-24

At Roland Berger, we pride ourselves on our culture of integrity and accountability. We are committed to responsible, ethical business practices and we encourage everyone at the firm to speak up if necessary.

We are led by our values, which are embedded in our corporate culture, our policies and our approach to day-to-day business. They form the foundation of our professional work, our interactions with clients, business partners and communities, and our workplace culture.



Our commitment

■ GRI 2-23,
2-24

In our day-to-day business we take a proactive approach to risk management and compliance. The *Roland Berger Code of Conduct*, which everyone at the firm must sign up to, builds on our corporate values of *entrepreneurship*, *empathy* and *excellence* (see page 7). We provide training and support on compliance (see below). The *Code of Conduct* forms the framework for all our policies and processes and defines best practices for the workplace. It is also a living document, continuously adapted to reflect changes in society and legislation.

Everyone at the firm also signs up to our *9 Pledges* (see page 18), our company-wide commitments to hold each other to a high standard of accountability. The *9 Pledges* foster a sense of ownership and ensure that we live up to our core values.

In this chapter we discuss how we ensure that we conduct our business responsibly. We focus on the following areas: living our values, engaging with clients, countering bribery and corruption, human rights, responsible procurement, the duty to speak up, full transparency, data protection and cybersecurity.

■ GRI 3-3,
2-23, 2-24

Living our values

Our corporate values are *entrepreneurship*, *empathy* and *excellence* (see page 7). These values are embedded in our corporate culture, our policies and our approach to day-to-day business. They form the foundation of our professional work, our interactions with clients, business partners and communities, and our workplace culture.

■ GRI 2-24

The *Roland Berger Code of Conduct* is an overarching framework that describes how we put our values into practice. It provides ethical and behavioral guidelines for our business conduct and guides everyone at the firm to live up to our ambitions.

As a responsible corporate citizen, we continuously monitor and manage local and global risks. In 2023 we continued to invest in risk management, integrating ESG into the system. Our Risk Officers are currently developing an integrated risk assessment process, using the latest technology to evaluate, score and price risks according to a comprehensive risk taxonomy.

We continuously enhance our policies and procedures so that we can meet the highest professional standards when navigating complex risk environments. Over the past year, we have invested heavily in our compliance group functions in terms of both people and technology. We have created awareness by engaging with our people, informing and training them. And we have made sure that our top management continues to lead by example, addressing topics and issues regularly in their communication with the firm.

Engaging with clients

The *Roland Berger Code of Conduct* and our *Corporate Rules* determine who we will work for, where, and what kind of work we do. We have clear rules about which countries, industries and topics we will work in, and which we will not. For example,

100 %
OF NEW CLIENTS
ARE EVALUATED
AND VETTED

100 %
OF OUR PEOPLE
RECEIVE COMPLIANCE
TRAINING

0
TOLERANCE FOR ANY
VIOLATION OF OUR
ROLAND BERGER CODE
OF CONDUCT OR OTHER
POLICIES

■ GRI 2-23,
2-24

we never work for sanctioned entities. Nor do we work for entities suspected of involvement in illegal activity, either directly or via their shareholders or beneficiaries. In addition, we never expose our employees to any unacceptable risk.

Of course, not all our potential work is clear-cut. To navigate the gray zones, we have put in place rigorous due diligence procedures. We thoroughly vet all new clients and regularly monitor existing clients. In addition, we employ specific oversight and approval processes, and teams from our Legal, Compliance and Communications departments advise our top management whether to engage with certain clients or not.

■ GRI 3-3,
205-1,
205-2

Countering bribery and corruption

The *Roland Berger Code of Conduct* also deals with bribery and corruption. We never pay or accept bribes of any form and we comply with the anti-corruption and bribery laws of all the countries that we operate in.

We have specific processes in place to avoid corruption, such as thorough vetting of contracts drawn up with business partners, the use of standardized contracts, a dual control principle for contracts and discounts, and regular audits of payments. Our mandatory compliance training includes an e-learning module on bribery and corruption. In 2023, the participation rate was 90 percent .

■ GRI 2-23,
2-24

Human rights

People are at the center of everything we do. We joined the *United Nations Global Compact* as early as 2012. We also support the *United Nations Declaration of Human Rights* and the *United Nations Guiding Principles on Business and Human Rights*. We have a zero-tolerance policy towards human rights abuses, the use of child labor and forced labor practices. We do everything in our power to protect our employees, clients, suppliers and society at large from these abuses. This is reflected in the *Roland Berger Code of Conduct* and our [Company Statement on Human Rights](#).

We are committed to fostering an inclusive workplace for all employees. We aim to create a place where people feel safe, valued and respected – a space that promotes diversity and equality.

Responsible procurement

We insist that our suppliers fulfill their obligations regarding human rights and the environment. To this end, we use comprehensive due diligence processes and strive to ensure that our suppliers apply our standards with respect to human rights consistently throughout their supply chains.

In 2023 we further enhanced our vetting and approval processes for new suppliers. We rolled out the new [Roland Berger Supplier Code of Conduct](#) to make sure that our suppliers commit to the same ethical and behavioral standards as we do. The *Roland Berger Supplier Code of Conduct* forms an integral part of all our contracts with suppliers.

We make sure that we comply fully with all applicable regulations, such as the *German Act on Corporate Due Diligence Obligations in Supply Chains*, which regulates the responsibility of German enterprises to respect human rights in global supply chains.

A duty to speak up

We require our employees to report any actual or suspected violations of laws, regulations, internal policies, codes or ethical standards. During compliance training and via our online resources, we make sure that they know the channels available to them if they need to raise any concerns or report incidents.

We want our people to feel comfortable voicing any concerns directly to their supervisors, Human Resources, our Compliance Team or our Global Managing Directors. In addition, we have a whistleblower system in place, managed by a trusted external service provider, which employees or any third party can use to

■ GRI 3-3,
308-1,
414-1

■ GRI 3-3,
2-23, 2-24,
2-26

make reports anonymously or discuss specific cases in confidence.

We carry out standardized project assessments and *Bottom-up Leadership Assessments* in which we ask our people whether they have observed any compliance breaches. We conduct continuous employee engagement surveys, generating insights into their experience at the firm. In the surveys, employees can also voice any concerns they have and evaluate our general performance on various aspects of compliance (see Chapter 1).

Violations of our *Corporate Rules* lead to disciplinary action. We are committed to maintaining our excellent track record and preventing any misconduct or breaches of our policies and standards, both now and in the future.

■ GRI 3-3,
2-23, 2-24

Full transparency

We provide comprehensive transparency through our reporting. Our annual report includes full disclosure on the financial performance of the entire Roland Berger Group – we are one of the few global management consulting firms to do so. We also publish relevant information in our annual ESG report and on the corresponding website, as well as in our *Communication on Progress* for the *United Nations Global Compact*. We participate in the climate change and environmental impact reporting program of the CDP (*Carbon Disclosure Project*) and we are rated annually by *EcoVadis*, the leading sustainability ratings organization.

■ GRI 3-3,
2-23, 2-24

Data protection

Protecting personal data is of the utmost importance to us. At the heart of our data protection efforts lies our *Data Protection Policy*, the implementation of which is monitored by our Data Protection Officer. We handle all information that we receive with the greatest care. We comply with not just the European Union's strict GDPR standards but also local laws, wherever we operate. This is part of our pledge to be completely open about how we use and protect personal data, a promise that every employee is trained to uphold.

Cybersecurity

We maintain the highest IT security standards. We have ISO/IEC 27001 standard certification and operate according to the *Trusted Information Security Assessment Exchange* (TISAX) standards, a globally recognized IT security norm established by the *German Association of the Automotive Industry* (VDA).

Our employees receive ongoing cybersecurity training so that they can work safely in the office, from home or on the road. Through our *Security@work* initiative we update them about emerging cyber risks and how to counter them. Our *Secure Operation* team uses the latest technology to analyze risks, detect incidents and mitigate threats. We also regularly have our defenses against cyberattacks tested by external partners.

■ GRI 3-3,
2-24



WHERE DO WE GO FROM HERE?

In 2023 we invested strongly in our risk and compliance functions. To meet the highest professional standards in a challenging environment we will extend these investments going forward, adapting our global risk frameworks, revising our policies and strengthening our internal controls.

We will underpin our human rights-related policies with concrete actions, implementing the stringent requirements of the German Supply Chain Due Diligence Act. We will also set up a dedicated Human Rights Office supervising all our human-rights related policies and processes.

In the future we will engage even more with our colleagues, creating new communication tools and formats around the topics of ethics and integrity and introducing additional training. This will enable each and every one of us to act in line with our values and will create a culture of integrity and accountability within our teams.

■ GRI 3-3,
2-23, 2-24

Appendix: Extended tables

Social data

■ GRI 2-7,
2-8

Our workforce

All figures are reported as headcounts.

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

Total number of employees in the reporting year	2,594	3,146	3,406
PERMANENT EMPLOYEES	2021	2022	2023
Total	2,588	3,140	3,406
By gender			
Male	1,645	1,980	2,136
Female	943	1,160	1,262
By region			
Americas	204	293	293
Asia	517	564	553
EMEA	1,867	2,283	2,552
TEMPORARY EMPLOYEES	2021	2022	2023
Total	6	6	8
By gender			
Male	4	2	4
Female	2	4	4

By region			
Americas	0	0	0
Asia	0	0	0
EMEA	6	6	8
FULL-TIME EMPLOYEES	2021	2022	2023
Total	2,457	2,996	3,223
By gender			
Male	1,614	1,939	2,084 ⁶
Female	843	1,057	1,139 ¹⁰
By region			
Americas	201	291	291
Asia	516	563	551
EMEA	1,740	2,142	2,381
PART-TIME EMPLOYEES	2021	2022	2023
Total	137	150	183
By gender			
Male	35	43	56
Female	102	107	127
By region			
Americas	3	2	2
Asia	1	1	2
EMEA	133	147	179

⁶ One employee did not indicate any gender preference.

■ GRI 401-1

OTHER WORKFORCE MEMBERS	2021	2022	2023
Total	581	667	653
Apprentices	11	11	12
Interns	143	130	124
Temporary helps	45	44	74
Freelancers/subcontractors	382	482	443

Employee hires

All figures are calculated based on headcounts.

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

	2021	2022	2023
Total	812	1,090	825
By gender			
Male	63%	62%	63%
Female	37%	38%	37%
By age group			
<30	65%	61%	58%
30 - 49	33%	36%	38%
≥50	2%	3%	4%
By region			
Americas	11%	11%	8%
Asia	26%	16%	13%
EMEA	62%	73%	79%

By function			
Consultants	84%	81%	80%
Corporate functions	16%	19%	20%

Fluctuation

All figures are reported as headcounts.

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

	2021	2022	2023
Total	602	545	604
By gender			
Male	23%	18%	19%
Female	23%	16%	17%
By age group			
<30	28%	19%	18%
30 - 49	23%	19%	20%
≥50	8%	7%	11%
By region			
Americas	24%	13%	28%
Asia	33%	22%	23%
EMEA	20%	13%	16%

■ GRI 401-1

Parental leave

All figures are reported as headcounts.

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

	2021	2022	2023
Total	57	89	94
By gender			
Male	24	48	51
Female	33	41	43
By age group			
<30	8	7	3
30 – 49	49	82	91
≥50	0	0	0
By region			
Americas	14	14	17
Asia	5	2	2
EMEA	38	73	75

All our employees are entitled to parental leave.

Female representation

All figures are reported as headcounts.

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

	2021	2022	2023
Global	36 %	37 %	37 %
Executive Committee (Board of Managing Directors and Supervisory Board)	13 %	13 %	29 %
Leadership (Partners, Principals, Directors and equivalent)	9 %	12 %	13 %
Entry-level new hires to the consulting team ⁷	29 %	28 %	28 %
Entry-level new hires to the Group Functions team	56 %	75 %	68 %

Average hours of training per employee

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

	2021	2022	2023
Total (in days)	–	4.8	4.4

⁷ In 2023, we chose to report our female representation figures on a more granular level.

Environmental data

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

Emissions

Emissions in tCO₂e, market-based approach. The baseline year for all environmental data is 2019. Our total emissions in 2019 were 36,424 tCO₂e.

	2019 (Baseline)	2021	2022	2023
Total emissions	36,424	14,132	27,020	40,547
Scope 1 emissions	1,974	1,186	1,691	1,503
Scope 2 emissions ¹¹	1,320	745	677	302
Scope 3 emissions	33,131	12,201	24,652	38,742
Emissions intensity				
Emissions per FTE	16	6	9	13
Emissions per million euros of revenue	57	19	31	40
Emissions reduction (baseline 2019)	-	-61%	-26%	10%

¹¹ Market-based Scope 2 emissions.

Energy consumption within the organization

Energy consumption in MWh.

■ GRI 302-1,
302-3

	2022			2023		
	From renewable sources	From non-renewable sources	Total	From renewable sources	From non-renewable sources	Total
Total energy consumption	998	9,097	10,095	2,029	7,476	9,505
Fuel	25	7,197	7,222	-	6,076	6,076
Electricity	823	1,287	2,110	2,014	227	2,241
Heat	150	519	669	-	1,118	1,118
Cooling	-	94	94	15	55	70
Energy intensity (MWh per FTE)	3			3		

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, 2023, with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI 2	General disclosures	Description or page references
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	See pages 2 and 6.
2-2	Entities included in the organization's sustainability reporting	See page 2.
2-3	Reporting period and frequency	Annual. See page 2.
2-4	Restatements of information	Water consumption is not covered in this report (see page 57).
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	We treat our clients with respect and integrity, and we treat their business as if it were our own. Our clients come from all industries, from automotive to financial services, from consumer goods to retail, from aerospace to agribusiness. We help them secure a successful and sustainable future, focusing on impactful, market-driven strategies that work, whether in the field of digitalization, growth strategies, new business models, sustainability and climate action, innovation, mergers and acquisitions, transformation or restructuring.
2-7	Employees	See pages 6 and 48.
2-8	Workers who are not employees	See page 48. At Roland Berger, other members of the workforce (GRI: "workers who are not employees") include interns and working students in our consulting or corporate functions who support our operations. Their tasks include mainly data entry, researching and analyzing information, updating client contact details and supporting communication with applicants. Apprentices that work in office management and freelancers in our expert network also fall into this category.

GOVERNANCE

2-9	Governance structure and composition	
2-10	Nomination and selection of the highest governance body	<p>Roland Berger is governed by its Global Management, consisting of three Elected Global Managing Directors and four further Global Managing Directors, who together form the management of Roland Berger Holding Management GmbH, the general partner of Roland Berger Holding GmbH & Co. KGaA. Roland Berger Holding Management GmbH is a wholly owned subsidiary of Roland Berger Holding GmbH & Co. KGaA. In a fully transparent procedure in accordance with the Articles of Association of Roland Berger Holding GmbH & Co. KGaA and Roland Berger Holding Management GmbH, the Elected Global Managing Directors are elected by the General Meeting of Roland Berger Holding GmbH & Co. KGaA and appointed by the Supervisory Board of Roland Berger Holding GmbH & Co. KGaA. The Elected Global Managing Directors may nominate up to four further Managing Directors who are appointed by the Supervisory Board based on the nominations of the Elected Global Managing Directors.</p> <p>The term of each Elected Global Managing Director is limited to a maximum of four years. Re-election is possible; however, the total term of office as a Managing Director is limited to a maximum of eight years.</p> <p>Only limited liability shareholders of Roland Berger Holding GmbH & Co. KGaA are eligible for the office of Elected Global Managing Director. Each of the Elected Global Managing Directors and further Global Managing Directors is a limited liability shareholder of Roland Berger Holding GmbH & Co. KGaA and a Partner employed by the relevant Roland Berger group entity.</p> <p>Roland Berger Holding GmbH & Co. KGaA has a Supervisory Board whose main tasks are to advise and supervise the Global Managing Directors, to approve certain decisions and to issue opinions to the shareholders based on proposals made by the Managing Directors. The Supervisory Board consists of five members, who are elected by the General Meeting for a five-year term of office. The General Meeting may determine a shorter term of office. Re-election is possible provided that the term of office does not exceed ten years in total.</p> <p>The Supervisory Board has formed an Audit Committee and a Compensation Committee. Each member of the Supervisory Board is also a limited liability shareholder of Roland Berger Holding GmbH & Co. KGaA and a Partner of the relevant local Roland Berger group entity.</p> <p>Pursuant to the Articles of Association of Roland Berger Holding GmbH & Co. KGaA and Roland Berger Holding Management GmbH, there shall be at least 20 percent male and 20 percent female Managing Directors and Supervisory Board Members. This is reflected in the current composition of the Managing Directors and the Supervisory Board.</p> <p>Day-to-day management at a global level is supported by the Managing Directors of local group entities and the heads of each business unit, organized by industry and function.</p>
2-11	Chair of the highest governance body	<p>One of the three Elected Global Managing Directors acts as Global Managing Partner. Currently, the Global Managing Partner of Roland Berger is Stefan Schaible. Conflicts of interest are prevented as decisions of fundamental importance or particular significance require a resolution approved by all Global Managing Directors. Decision-making processes follow a clear and transparent structure. Specialized expert bodies provide the necessary background knowledge for an informed decision to be made. In addition, the Supervisory Board acts as a control body, closely monitoring decisions in the company in line with the requirements of the German <i>Stock Corporation Act (AktG)</i> and the <i>Rules of Procedure for the Management</i>, under which certain important decisions of the Global Management are subject to prior approval by the Supervisory Board.</p>

2-12	Role of the highest governance body in overseeing the management of impacts	<p>See pages 5 and 29.</p> <p>The primary objective of the Global Managing Directors is to ensure the long-term success and sustainable development of Roland Berger by developing the company and group strategy and steering its implementation. This goal determines the daily activities of the Global Managing Directors and sets the standard for all other senior executives in the company. In making their decisions, the Global Managing Directors constantly keep in mind the impact of the organization on the economy, the environment and society in general. Accordingly, they have implemented various policies on relevant topics. To ensure that the company is in a financially sound and competitive condition, there is a continuous two-way flow of information between the Global Managing Directors and all key committees, department heads and executives in corporate functions. In addition, Partners and shareholders meet twice a year to exchange views on all key aspects of Roland Berger's corporate strategy.</p>
2-13	Delegation of responsibility for managing impacts	<p>Responsibility for Roland Berger's success is shared broadly across the organization and built on trustful international cooperation. Each of our industry and functional departments is led by Partners who are supported by their respective teams. The local group companies are each headed by a responsible Partner who in turn has control over local activities. Each corporate function is managed by a senior executive. All these senior executives report regularly to the Global Managing Directors.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>The Global Managing Partner of Roland Berger, Stefan Schaible, has reviewed and approved the information contained in this report, including Roland Berger's material topics as outlined above.</p>
2-15	Conflicts of interest	<p>The <i>Roland Berger Code of Conduct</i>, management guidelines and internal policies guide our business conduct. They serve to ensure that no conflict-of-interest projects 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 projects in critical areas, such as private equity, Chinese walls (virtual barriers) are put in place. Should any potential conflicts of interest be discovered, this would be managed on a case-by-case basis, for example by a change of Delivery Manager or in discussion with the client.</p>
2-16	Communication of critical concerns	<p>Critical concerns are communicated to the Global Managing Directors and/or the Supervisory Board through ad hoc reporting by the Chief Compliance Officer, who reports directly to the Global Managing Partner. As this information is of the utmost sensitivity, the total number and nature of critical concerns is not reported here.</p>
2-17	Collective knowledge of the highest governance body	<p>The Board of Global Managing Directors and the Supervisory Board are made up of active Roland Berger Partners who contribute their specialist expertise, skills and market and functional knowledge. Roland Berger is committed to ensuring that its highest governance bodies have access to all relevant business knowledge. All Partners, including Global Managing Directors and Supervisory Board members, can therefore access all our knowledge on sustainability, including market studies, reports and trend analyses, with the required legal safeguards.</p>

2-18	Evaluation of the performance of the highest governance body	<p>In line with treating all our employees as equals, we use a merit-based promotion system based on continuous, transparent performance evaluation by special review committees. Employee remuneration is linked strictly to their rank, qualifications and individual and collective performance.</p> <p>Our remuneration model for Partners comprises both fixed pay and variable bonuses. The latter depend on individual and collective performance, individual conduct, retention and multi-year contribution to the growth and prosperity of our firm. Individual performance is measured in terms of economic value creation, impactful know-how, cooperation and client relationships as well as performance as a role model, looking at current and multi-year contributions. Some components are partly retention-based over multiple years. To reflect the collective performance of the firm, there is a global pool for the variable pay of Partners that depends on overall firm performance.</p> <p>Remuneration of management bodies follows the same pattern as above, rewarding the financial performance of the group, the performance of 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 market for talent.</p>
2-19	Remuneration policies	See 2-18.
2-20	Process to determine remuneration	See 2-18.
2-21	Annual total compensation ratio	Roland Berger constantly ensures that our compensation policy is in line with the respective employment markets for all functions and levels. Information on the compensation of Partners is reported to the respective committee of the Supervisory Board and in the General Meeting.
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	See page 5.
2-23	Policy commitments	<p>See pages 18, 19, 22, 23, 44, 45, 46 and 47.</p> <p>Our commitment to human rights is detailed in our <i>Company Statement on Human Rights</i>, publicly available on our website.</p>
2-24	Embedding policy commitments	See pages 18, 19, 20, 23, 25, 26, 29, 34, 44, 45, 46 and 47.
2-25	Processes to remediate negative impacts	See page 29.
2-26	Mechanisms for seeking advice and raising concerns	<p>See page 46.</p> <p>Should any of our employees or clients experience any form of discrimination, despite all our efforts, we have appropriate policies in place to support them in voicing their concerns and established processes to stop or mitigate potential violations. These include the Roland Berger Whistleblowing tool and our monthly employee survey. They can also receive support from our global Compliance Team or speak directly to HR or their supervisor.</p>

2-28	Membership associations	<p>See pages 39 and 40.</p> <p>We have an extensive and diverse ecosystem of partners. Jointly, we deliver value for our clients and drive positive change in business and society, tackling problems that a single company or institution cannot solve on its own.</p> <p>We were a headline partner at the <i>Sustainable Innovation Forum</i> at COP28 (see page 39).</p> <p>We are part of the <i>World Economic Forum (WEF) Alliance of CEO Climate Leaders</i>, a CEO-led community committed to promoting bold climate ambitions and accelerating the net zero transition by setting science-based targets, disclosing emissions and catalyzing decarbonization and partnerships across global value chains.</p> <p>Our CEO, Stefan Schaible, is a member of the <i>CEO Action Group for the European Green Deal</i>, launched by our partner, the World Economic Forum. The <i>CEO Action Group</i> serves as a high-level platform for businesses to step up their work on climate-positive action and demonstrate their commitment to the <i>European Green Deal</i> agenda.</p> <p>We joined the <i>UN Global Compact</i> (see pages 6 and 46) as early as 2012.</p> <p>We have partnered with <i>Emirates Nature-WWF</i> to develop a comprehensive strategy for conserving one of the last pristine coastal lagoons in the Northern Emirates of the UAE (see page 40).</p>
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STAKEHOLDER ENGAGEMENT

2-29	Approach to stakeholder engagement	See pages 8, 18, 23, 35, 36, 37 and 38.
2-30	Collective bargaining agreements	<p>Roland Berger has no collective bargaining agreements in place except for the following countries:</p> <ul style="list-style-type: none"> - Belgium: 100% of employees in Belgium are covered by a collective bargaining agreement. - Brazil: 100% of employees are covered by a collective labor agreement. It is mandatory as per Brazilian law. - France: 100% of employees in France are covered by a collective bargaining agreement. - South Korea: 100% of employees in South Korea except for members of management are covered by a collective bargaining agreement. - Spain: 100% of employees are covered by a national collective bargaining agreement that applies to all consulting firms.

GRI 3	Material topics	Description or page references
DISCLOSURE ON MATERIAL TOPICS		
3-1	Process to determine material topics	See page 9.
3-2	List of material topics	See pages 9, 10 and 11.
3-3	Management of material topics	See pages 14, 15, 16, 17, 18, 19, 20, 22, 23, 24, 25, 26, 28, 29, 30, 33, 34, 35, 36, 37, 38, 39, 40, 42, 45, 46 and 47.

GRI 200	Economic	Description or page references
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	<p>Roland Berger generated the following direct economic value in net revenues:</p> <p>2023: EUR 1,007 million</p> <p>2022: EUR 870 million</p> <p>2021: EUR 738 million¹⁰</p> <p>¹⁰ Revenue for 2021 is a restatement of information, as in 2021 the group financial statements in accordance with GAAP were converted to IFRS.</p>
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	No corruption-related risks were identified in 2023. All our projects undergo comprehensive risk assessments, including for risks related to their geographical location and the industry they mainly apply to. We also apply an additional filter adjusted to Roland Berger's risk appetite regarding potential reputational issues. The <i>Roland Berger Code of Conduct</i> incorporates specific supplements relating to anti-corruption measures, and we have further appropriate processes in place to avoid corruption, such as standardized contracts, a dual control principle on contracts and discounts, and annual audits of payments.
205-2	Communication and training about anti-corruption policies and procedures	See page 46.
GRI 300 Environmental		
ENERGY		
302-1	Energy consumption within the organization	See page 51.
302-3	Energy intensity	See page 51.
WATER		
303-1	Interactions with water as a shared resource	Among the 25 countries classified by the <i>World Resources Institute</i> (WRI) as being 'extremely' water stressed, Roland Berger operates in Bahrain, Belgium, India, Lebanon, Qatar, Saudi Arabia and the United Arab Emirates.
303-3	Water withdrawal	Water consumption is not relevant for Roland Berger as Roland Berger uses water mainly for sanitary purposes in rented office space. The amount of water consumed is not considered significant based on our most recent materiality assessment.
303-4	Water discharge	
303-5	Water consumption	

BIODIVERSITY

304-3	Habitats protected or restored	<p>See page 40.</p> <p>In 2021 we created the Roland Berger Forest, located in the Middle Rhine Valley UNESCO World Heritage Site in Germany. This involved leasing 151 hectares of forest land, which currently absorbs more than 1,000 t CO₂ each year. In addition to removing carbon from the atmosphere, the Roland Berger Forest helps preserve the natural habitat of numerous species of plants, insects and birds.</p>
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EMISSIONS

305-1	Direct (Scope 1) GHG emissions	<p>See pages 29, 30 and 51.</p> <p>We calculate our emissions according to the GHG Protocol and obtained a limited assurance according to ISAE 3000 from Grant Thornton. We choose an operational control approach, including the 50% in the Spielfeld joint venture (see Scope 3).</p> <p>We applied a primary data approach wherever possible and reverted to spend-based data in the case of missing primary data sets. Following the requirements of the GHG Protocol, the scope of emissions inventory covers the following six greenhouse gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFC), hydrofluorocarbons (HFC), sulfur hexafluoride (SF₆). Additionally, emissions of nitrogen trifluoride (NF₃) are also covered, which was included within the scope of the Kyoto Protocol at a later stage than the original six other gases.</p> <p>Scope 1 emissions include stationary combustion emissions that stem from heating of offices, mobile combustion of fuel from our corporate vehicle fleet and fugitive emissions from refrigerants. Mobile and stationary combustion were calculated based on primary and secondary (spend) data, whereas we had to revert to average data from the US EPA to estimate the fugitive emissions because our building management could not provide us with the required data points. Where no other supplier-specific emission factor was provided, we used the UK Government 2023 set of emission factors (formerly known as BEIS).</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>See pages 29, 30 and 51.</p> <p>Scope 2 emissions were calculated in a dual reporting approach with a market- and location-based approach for purchased electricity. Unless a supplier-specific emission factor was provided by the building management or electricity supplier, we used AIB 2023 for emission factors within Europe and IEA 2023 for emission factors outside of Europe. Besides this, we purchased Energy Attribution Certificates, which were accounted for in market-based emission reporting. Purchased heat and cooling (Scope 2.2) were calculated based on primary as well as secondary data and assumptions using UK Government 2023, Ecoinvent 3.10 and supplier-specific emission factors.</p>

305-3	Other indirect (Scope 3) GHG emissions	<p>See pages 29, 30, 34, 42 and 51.</p> <p>Scope 3 emissions were calculated as well for all relevant scopes that apply to Roland Berger.</p> <p>Purchased goods & services were calculated in a supplier-specific and spend-based approach, using supplier-specific emission factors and Exiobase 3.8.2. Capital goods were calculated in a consumption-based (physical) as well as spend-based approach using the emissions of physical goods like laptops provided by the respective supplier, alongside Exiobase 3.8.2 and Ademe v22.0.</p> <p>Upstream fuel- and energy-related emissions were based on activity data for Scope 1 and 2 emissions using UK Government 2023 factors, as well as AIB 2023 for electricity within Europe and IEA 2023 for electricity outside of Europe.</p> <p>Upstream transportation and distribution, that is essentially postal services, were calculated in a spend-based approach using Exiobase 3.8.2.</p> <p>The emissions from waste generated in operations were calculated using an observation survey in our offices, differentiating for type-specific waste by treatment and for unknown treatment with UK Government 2023 emission factors.</p> <p>For business travel emissions, we deployed a distance-based approach where primary data was available, and reverted to spend-based data where this was missing. We deployed, again, UK Government 2023 emission factors (incl. RF based on the Kyoto Protocol guidance) and Exiobase 3.8.2. All emissions were calculated well-to-wheel.</p> <p>To determine emissions from employee commuting, we sent a survey to our employees to determine distances and modes of transport during their commute, which were thereafter translated into emissions using UK Government 2023 and Ecoinvent 3.10 emission factors. The employee commuting emissions include emissions of employees working from home.</p> <p>We hold a 50% stake in Spielfeld GmbH as a joint venture partner. Emissions in Scope 1, 2 and 3 of Spielfeld GmbH are accounted for at 50% in our emissions under Scope 3.15.</p>
305-4	GHG emissions intensity	See pages 29 and 51.
305-5	Reduction of GHG emissions	See pages 29, 33, 42 and 51.
SUPPLIER ENVIRONMENTAL ASSESSMENT		
308-1	New suppliers that were screened using environmental criteria	See 414-1.
GRI 400	Social	Description or page references
EMPLOYMENT		
401-1	New employee hires and employee turnover	See page 49.

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See pages 22, 23 and 33.
401-3	Parental leave	See pages 50. In 2023, seven employees did not return from parental leave. Of these, six were in the EMEA region and one in the Americas. Three were male and four were female. At this stage, it is not possible for us to evaluate our return and retention rates.

OCCUPATIONAL HEALTH AND SAFETY

403-1	Occupational health and safety management system	See pages 22 and 23. Local HR teams assess and minimize health risks and hazards. Employees are informed about the health management system through our intranet, circulars, published policies and training. HR can also be contacted directly about illnesses and sick leave. Among the systems in place under 403-3, employees are onboarded through mandatory training, and attendance systems are in place for overtime monitoring and subsequent actions. In all locations, the health and safety management system clarifies roles and responsibilities.
403-3	Occupational health services	Local HR teams assess and minimize health risks and hazards. The quality of these services is ensured through feedback processes (e.g., through the <i>Employee Engagement Survey</i> (see page 16) or by contacting an HR representative and/or supervisor). All employees have access to these feedback processes. For more information on feedback processes, see also pages 15 and 20.
403-8	Workers covered by an occupational health and safety management system	All employees are covered by occupational health and safety management systems.
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 2023 there were 13 occupational accidents registered at the firm globally.
403-10	Work-related ill health	For data protection reasons we cannot report on work-related ill health. Overall, we registered 10,679 sick days globally in 2023.

TRAINING AND EDUCATION

404-1	Average hours of training per year per employee	See pages 15 and 50.
404-2	Programs for upgrading employee skills and transition assistance programs	See pages 15, 16, 17, 24, 25 and 26.
404-3	Percentage of employees receiving regular performance and career development reviews	See pages 15, 26, 22, 25 and 26.
RB KPI	Share of trainings completed on data privacy/cybersecurity/IT security	Attendance in 2023 was 86 % globally. ⁸

⁸ Employees on parental leave, educational leave and/or sabbatical are counted as not having attended the training by our reporting system.

DIVERSITY AND EQUAL OPPORTUNITY

405-1 Diversity of governance bodies and employees (incl. gender, disabilities, number of nationalities, etc.) See pages 15, 19 and 50.

405-2 Ratio of basic salary and remuneration of women to men See 2-18.

SUPPLIER SOCIAL ASSESSMENT

414-1 New suppliers that were screened using social criteria See page 46.

In 2023 we continued to raise awareness about the importance of supplier relationships and enhanced our processes for screening and approving new suppliers.

All new suppliers and external service providers, such as freelancers, subcontractors and Senior Advisors, undergo a mandatory background check before we engage with them, known as a "know-your-supplier" (KYS) check. This ensures that the people we work with are not subject to economic sanctions or involved in any illegal activity such as money laundering or bribery. We repeat these checks on a periodic basis throughout the contractual relationship, remaining vigilant for any potential red flags.

We have also developed and rolled out the [Roland Berger Supplier Code of Conduct](#) to ensure that our suppliers are just as committed to maintaining the highest ethical and behavioral standards as we are. The *Supplier Code of Conduct* is now an integral part of contractual agreements with current and future suppliers.

In addition, our Compliance Team has already begun laying the groundwork for complying with the requirements of the German *Supply Chain Act*. An implementation project has begun. Activities completed in 2023 included publishing our [Commitment to Human Rights](#), creating a Human Rights Office and expanding our reporting mechanism to turn it into a whistleblowing tool, as required by law. In 2024 we will continue to work towards full implementation. We will also continue to strengthen our supplier relationships and put a stronger focus on sustainable procurement.

Our commitments



In 2015, the United Nations set the Sustainable Development Goals (SDGs) to be achieved by 2030. The 17 interlinked goals are a universal call to action to end poverty, protect the planet and lead into a future of peace and prosperity. We at Roland Berger consider it our duty to pay particular attention to the further development of the SDGs and we make special efforts to improve in these areas continuously and substantially. We need to increase our efforts if we are to reach the goals. We need to act for impact.



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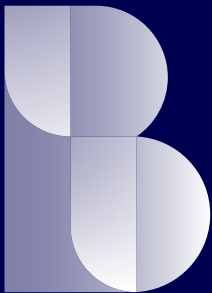
- Pages 16, 17, 20, 21, 24, 25, 30, 34, 39, 40: Roland Berger Holding GmbH & Co. KGaA
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The information contained in this report primarily focuses on events that took place during the 2023 calendar year, but it also includes forward-looking statements that reflect our present expectations for future events. Terms like "anticipate", "believe", "could", "estimate", "expect", "going forward", "intend", "may", "ought to", "plan", "project", "seek", "should", "will", "would" and similar expressions are intended to identify forward-looking statements. These forward-looking statements reflect our views at the time such statement was made with respect to future events and are not a guarantee of future performance or developments but are subject to numerous risks and uncertainties. Actual results and events may differ materially from information contained in the forward-looking statements because of several factors, including any changes in the laws, rules, and regulations. Roland Berger undertakes no obligation to update forward-looking statements if circumstances or opinions should change, except as required by applicable laws.

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12.2024

ROLANDBERGER.COM



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