



COMMUNICATION ON PROGRESS for the UN Global Compact

Roland Berger GmbH

Reporting period: October 2014 to September 2015

About Roland Berger

Roland Berger, founded in 1967, is the only leading global consultancy of German heritage and European origin.

With 2,400 employees working from 36 countries, we have successful operations in all major international markets. Our 50 offices are located in the key global business hubs. The consultancy is an independent partnership owned exclusively by 220 Partners.

We consider corporate responsibility a strategic business approach. From our consulting experience we see that it has gained relevance for international companies in recent years as it reconciles economic, social and environmental success.

As a global company, we live up to our social responsibility by treating our employees, clients, suppliers and the environment responsibly. We are a social community made up of different people from many nations with diverse backgrounds and outlooks. As a business, we're also a part of a community – namely, the society in which we work.

About this report

This report illustrates how Roland Berger GmbH, as the German pillar of our group, is working to bring the Global Compact to life in our consulting operations.

This Communication on Progress is the third report after Roland Berger Strategy Consultants GmbH became a member of the UN Global Compact. In September 2015, our firm's name was changed to Roland Berger GmbH. The following report describes the current status and past development and what we plan for the future, by setting goals related to the ten principles of the Global Compact.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact**.
We welcome feedback on its contents.

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Our CEO's declaration of continued support

Roland Berger is committed to making the Global Compact and its principles part of our company's strategy, culture and day-to-day operations. This letter underscores our intent to endorse these principles within our sphere of influence.

In the following report, we describe our company's efforts to implement the ten principles in our core business activities.

We take our corporate responsibility seriously and live up to its demands each day by treating our employees, clients, suppliers and environment responsibly. We believe that it lies in our own interest to act responsibly.

Our understanding of ethical behavior toward our stakeholders is reflected in our primary policy document: the Code of Conduct. This code applies to every employee in the company and offers guidance for our decisions and professional behavior in our work.

In the context of a rebranding executed in September 2015, our consultancy was renamed to Roland Berger GmbH. Regardless from the legal name, this report refers to the same company as in the past.

We will continue our efforts to move forward in the four areas of the Global Compact over the next 12 months. Therefore, I am pleased to confirm our continued support of the ten principles of the Global Compact with respect to human rights, labor, environment and anti-corruption.

A handwritten signature in black ink, appearing to read 'C. Bouée', written over a light blue horizontal line.

Charles-Edouard Bouée
CEO, Roland Berger GmbH

Human rights

COMMITMENT | IMPLEMENTATION | GOALS

Principle 1 | Businesses should support and respect the protection of internationally proclaimed human rights. **Principle 2** | Businesses should make sure they are not complicit in human rights abuses.

OUR COMMITMENT

Roland Berger explicitly supports **the protection of human rights**. We emphasize this support in our primary policy document, the Code of Conduct. We are committed to ensuring that we as a company, as well as our employees as individuals, respect and uphold human rights in every way.

CURRENT STATUS OF IMPLEMENTATION

Our commitment to protect all human rights is not only anchored in our **Code of Conduct, but also enacted in the form of various established processes and control mechanisms**.

HUMAN RIGHTS

Every consultant is introduced to the topic of ethical behavior at the consultants' kick-off seminar upon joining Roland Berger. Additionally, an e-training session about the Code of Conduct is compulsory for all employees and freelancers/subcontractors. Designed as a refresher course, these training sessions aim to foster awareness of the issue. Any non-cooperation with this training is reported to the Compliance Officer, who will act accordingly. In the event of a human rights violation, employees can communicate their information to the Compliance Officer through a number of channels. We are proud to say that to date no human rights violations have been reported. In order to encourage our people to report irregularities, abuses and risks, we have set up a totally anonymous internet-based whistle-blowing platform last year. A substantial number of our employees inquired our internal Intranet information concerning the whistle-blowing system, but no incident was reported via this platform since its introduction.

HEALTH & SAFETY

We care about the well-being of all our employees. Thus a comprehensive network of health and safety measures is in place, to address issues such as stress resilience. Roland Berger employees are encouraged to make full use of their annual vacation days. For our managers a trust-based vacation policy has been implemented to ensure sufficient relaxation time. The "office Friday" policy stipulates that consultants should spend Fridays at their local offices,

instead of with the client. In addition, to deal with potential situations of high pressure, a stress management seminar is offered as part of the regular seminar curriculum. In 2014, we carried out five seminars for experienced consultants and services alike. On top, we introduced the "Team Barometer" tool four years ago to monitor any unhealthy team atmosphere as well as situations of extraordinary stress and pressure.

To ensure the health and safety of our employees we perform annual workplace inspections. At these occasions we make sure that the rooms and office equipment meet the highest ergonomic standards. Should any employee ever have a concern or special needs we promise to take action to meet their requirements.

Occasionally it is necessary for our employees to travel to high-risk countries. There are several control mechanisms in place to identify these critical countries and assess the risk of traveling there. International SOS constantly provides us with information. In case an employee intends to travel to a high risk country, an internal information system for our Global Head of Human Resources and a de-escalation system for our Executive Committee are implemented. Additionally, the respective Managing Partner is notified. Should travel to a high-risk area be deemed crucial and feasible, we provide all the means necessary to make the trip as safe as possible. In the context of the geopolitical crisis in Ukraine, at least on a temporary basis, we partly transferred our local colleagues to other countries.

SUPPLY CHAIN MANAGEMENT

Since we are a service provider, our supply chain is usually less confronted with human rights issues. Our employees all work for us of their own choosing and are all of legal age. The prevention of forced or compulsory labor and child labor is not explicitly phrased in our internal guidelines so far, mainly because German legislation addresses and enforces a respective corporate behavior. The elimination of these issues is of course a very important topic that must not be disregarded. Our Human Resources department and the Compliance Officer are not only designated, but well equipped to deal with any situation regarding human rights at Roland Berger.

ACHIEVEMENT OF GOALS

In the last Communication on Progress, we defined some objectives that we wanted to achieve in order to continuously improve and expand our actions in the field of human rights protection.

GOALS	COMMENT
We intended to keep the high level of completed e-trainings on the Code of Conduct.	This goal is fully met.
We aimed to introduce yearly written confirmations from all Partners concerning adherence to the Code of Conduct by June 2015.	In the meantime written confirmations of Roland Berger Partners have been introduced.
To ensure the well-being and health of our Partners, we intended to develop a concept to check their health status on a regular basis.	We decided not to implement this additional program. Instead, we will extend our stress management seminar offer. Furthermore, we continue to provide individual support and counsel on health issues, if needed.

GOALS FOR THE FUTURE

In the future we will of course remain committed to the protection of human rights within our sphere of influence. Particularly, we will strive to reach the following goals:

- In the next reporting period we want to keep the rate of successfully completed e-trainings on the Code of Conduct at least on the same level.
- Additionally, we aim to further extend the number of stress management seminars and want to pilot a one day refresher seminar.

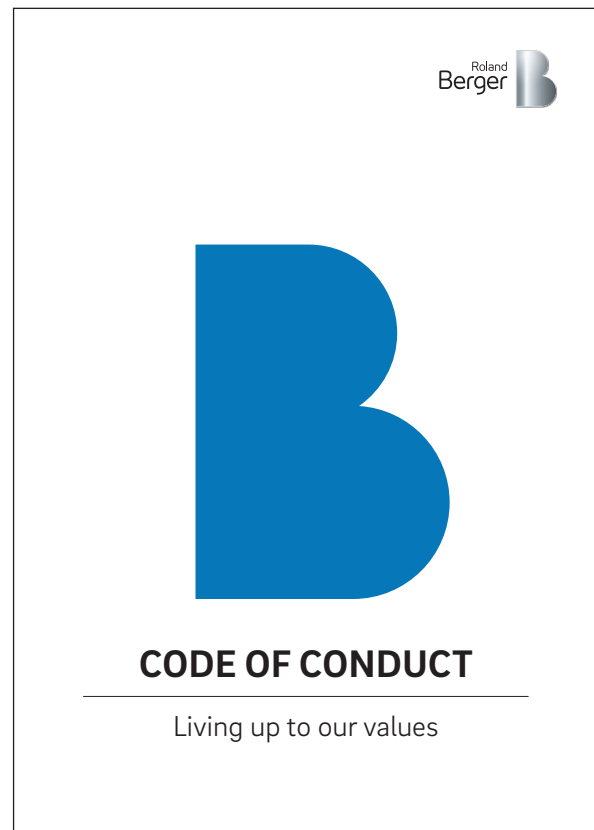
Responsible business

Many of the issues that the United Nations Global Compact addresses are explicitly covered by German and EU law, which companies based in Germany must observe. As a German company, Roland Berger GmbH does so too. **But we go further, proactively taking steps in line with the guidelines set out by the Global Compact.**

By introducing our Code of Conduct in 2004, Roland Berger established general rules for ethical behavior in our business conduct. This document is a formal element of every employment contract and we expect our employees to comply with it. Additionally, every Roland Berger Partner has to confirm his/her compliance with the Code of Conduct on a yearly basis.

Our compliance management system encompasses all tools and mechanisms that define and implement the principles and values of our organization, including the guidelines of the Code of Conduct. Thus, it allows us to uphold them in our strategic and operational business.

The code was designed to meet the specific demands faced by Roland Berger. It provides guidance for behavior in our dealings with clients, colleagues, suppliers and competitors. Our Code of Conduct is built on the pillars of corporate responsibility, professional integrity, confidentiality and safety and personal conduct.



It covers issues such as data security, intellectual property rights, insider information, respectful conduct, recruitment standards, health and safety at work, human rights and environmental protection.

Our Code of Conduct is a living core document of our firm that undergoes constant amendments. Thus, it now covers even more explicitly the four areas that the Global Compact describes.

Roland Berger is taking many actions that build on the ten principles set out by the Global Compact, as described in this report.

FIND THE LATEST VERSION OF OUR CODE OF CONDUCT HERE:

http://www.rolandberger.de/media/pdf/Roland_Berger_Code_of_Conduct_20150916.PDF

Labor standards

COMMITMENT | IMPLEMENTATION | GOALS

Principle 3 | Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining, Principle 4 | the elimination of all forms of forced and compulsory labor; Principle 5 | the effective abolition of child labor; and Principle 6 | the elimination of discrimination in respect of employment and occupation.

OUR COMMITMENT

We are committed to providing our employees with a work environment that is **open, friendly and non-discriminatory** and that is fully in accordance with German legislation, our Code of Conduct and the Global Compact.

CURRENT STATUS OF IMPLEMENTATION

Everyone at Roland Berger is dedicated to our three corporate values: **entrepreneurship, excellence and empathy**. These values are an imperative for each of us, and they determine our thoughts and actions. As a result, we undertake continuous efforts to improve our personal skills and professional know-how in our consulting teams.

EDUCATION AND DEVELOPMENT

To provide our clients with best possible consulting services we offer our employees a broad educational program with a vast range of both mandatory and optional seminars. These seminars include topics such as methodology, soft and leadership skills or individual coaching. Currently consultants partake in 5-6 days of compulsory training per year. Support staff typically have 2-3 days of training per year. Relevance of topics and quality of trainings is guaranteed by a carefully arranged selection and quality management process. By sponsoring Master, MBA and doctoral programs we enable our employees to pursue their academic interests. We also offer a sabbatical to enable employees to follow their own interests beyond Roland Berger's day-to-day operations.

Our common understanding of quality and performance for our clients and the way we all work together is reflected in a climate of equality, respect, openness and constructive feedback.

Sophisticated evaluation mechanisms are installed: regular project assessments (both top-down and bottom-up) allow employees to voice their opinions on all matters. An additional leadership assessment is held annually. The results of this anonymous feedback have a direct impact on the individual supervisors' remuneration. In 2014, the participation rate in these bottom-up assessments increased again compared to the previous year: 73% of consultants (+7%) and 65% of the support staff (+16%) participated.

DIVERSITY MANAGEMENT

Outstanding management consultants are more than just brilliant analysts and strategists. Above all, they are strong and creative personalities from a variety of backgrounds. Diversity and non-discrimination lie at the heart of our Code of Conduct and is thus part of our business and personal behavior. We acknowledge and value the differences among our workforce, clients and business partners and consider them an opportunity.

For all employees in Germany, the Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz, AGG) is part of their contract. To reiterate the importance of this topic all new employees are required to participate in an e-learning course. Additionally several processes have been installed to ensure equal treatment of all employees.

RECRUITING PRACTICES

In order to intensify the co-operation, Roland Berger is strategic partner of several international business schools whose students have particularly diverse backgrounds. Thus, these partnerships also strengthen our diversity approach. Our entire recruiting process of addressing, identifying and selecting new employees is based on talent, performance and potential. Our promotion system is likewise based on transparency, performance evaluation and merit. State-of-the-art methodology is applied to ensure an impartial and skill-based decision-making process. The remuneration of our employees is linked strictly according to their rank level within the company. Employees are rewarded for their work performance. Hence, the remuneration process is transparent.

Our International Staff Exchange Program was also designed to foster diversity at the workplace. In 2014, 145 employees (+79%) participated in the exchange program and 22 different countries were involved. Cross-country networking beyond the day-to-day work is enhanced by events like our international kick-off-meetings or our development program for high performers: the Challenge Club. This program – made up of the most promising high potentials within the firm – aims at contributing to the individual development of the consultants: The members – up to 60 consultants from 25 countries – meet twice a year for a few days to further develop their personal and business skills and network across borders.

The diversity of our employees is also reflected by the array of nationalities represented in our offices. In 2014, Roland Berger in Germany had employees from 29 countries. By the end of the year, 25.7% of Roland Berger employees in Germany are female. 13.0% of consultants and 9.6% of consultants in management positions are women. In order to make consulting more attractive for women we conduct special recruiting events, have implemented measures to improve work and family life balance and we have a special mentoring program for female consultants in place.

Through our membership in the "Charta der Vielfalt" we express how much we value diversity.

WORK-LIFE BALANCE

The company's continuous efforts to create a better work-life balance for our employees – men and women alike – is expressed by the certification "berufundfamilie". For instance, in the last year again more than 50% of our employees on parental leave were men.

We are proud to be ranked among the top 3 employers in our industry in our European core markets. This reflects how the efforts we undertake to create the best possible work environment bear fruit.

ACHIEVEMENT OF GOALS

As expressed in the previous report, we aimed to further live up to internationally accepted labor standards and to build the diversity of our employees by setting the following goals.

GOALS	COMMENT
To increase the number of female consultants to 15% by the end of 2015, is one of our main objectives.	With currently 13% of female consultants, we have not yet fully met this goal. To create more impetus, our CEO will start a global initiative to attract more women in consulting.
We wanted to further extend our self-learning offerings over the next few months.	Despite the fact that we did not increase the absolute number of e-learning offerings, we successfully marketed the existing self-learning in our international HR organization.
Concerning the leadership assessment, for 2014/15 we planned to bring the response rate back to the 2012 level for consultants and increase the services response rate to 5% above the 2012 level.	We nearly achieved our goal in 2014 for consultants where we increased the participation rate to 73%. Related to our services personnel we even exceeded our goal with a rate of 65%.
We aimed to maintain the high level of International Staff Exchange participants and countries involved in the last reporting period.	Whereas the number of countries involved in our International Staff Exchange program remained stable in 2014, we significantly increased the number of participating consultants to 145 (+79%).
We wanted to be successfully re-audited by "berufundfamilie" in 2014.	This goal was fully met and we have been awarded once again the certificate by the auditing organization.

GOALS FOR THE FUTURE

In the months to come, we will continue our efforts to reach the targeted goals regarding our work force.

- Increasing the number of female colleagues remains one of our main objectives. We expect to reach our initial goal for 2014 of 15% female consultants by end of 2016. Our CEO will kick-off an initiative to employ more women. Our targets for 2020 are as following: 35% of female applicants in all regions, a share of 25% woman in the group of Senior Consultants and Project Managers (first management level) and 20 new female Partners.
- Regarding the seminar program, we want to maintain the current level of training days per employee and continuously provide up-to-date and relevant courses, using effective and high-quality teaching methods.
- Concerning the leadership assessment, for 2015/16 we plan to achieve at least the same participation rates as 2014.
- We want to maintain or even increase the number of participants in the International Staff Exchange Program.
- In the months to come, we will pilot new evaluation processes, including new bottom-up leadership assessments, to improve the feedback quality, to make assessment more objectively and give even better development advice.
- We intend to become top 5 five employer in our industry in the overall European ranking until 2017.

For a better work-life balance



As a management consultancy, we have done a great deal in a wide range of projects over the years to help bring about a better work-life balance in our country. What all of these advisory projects have in common is their aim to get German companies to introduce or enhance family-friendly personnel policies. Family friendliness has become much more of a priority in recent years: it is one of the top issues for policymakers and a top-management matter in business now that leaders have recognized the considerable benefit it holds for them. Work-life balance is the subject of broad-based, intense and passionate debate these days – but what really matters is that solutions are being found and becoming established.

Roland Berger is the advisor of choice for this topic – an issue of equally great relevance to society and the business world. In just two examples of our engagement, we were called upon to work on the strategic realignment of the "berufundfamilie" seal

of quality offered by the non-profit Hertie Foundation, now widely implemented and accepted across Germany, and we've provided longstanding support for the "Success Factor Family" ("Erfolgsfaktor Familie") project under the auspices of Germany's Ministry for Family Affairs (BMFSFJ).

FAMILY AS A SUCCESS FACTOR

Initiated in 2006 by the BMFSFJ in cooperation with employers and trade unions (specifically the BDA and DGB) and the chamber organizations DIHK und ZDH, the "Success Factor Family" program aims to mobilize companies within the German economy to support work-life balance. The program is primarily a call to leadership personnel, decision makers and human resources managers in companies as well as union representatives to help establish family-friendly personnel policies as a strategic management tool and a key element of corporate management. The program simulta-

neously offers a platform for shining the public spotlight on how policymakers, unions and corporations are working together. Roland Berger has been providing support and advice on the program right from the start.

Past significant milestones in this success story include: the "Family and Business" summit meeting held by German Chancellor Angela Merkel in October 2006 with the then Families Minister Ursula von der Leyen and the "Alliance for the Family" impulse group (formulating principles for the establishment of a "Family-Friendly Working Environment"); highlighting the benefit to businesses and the economy of adopting family-friendly policies and their relevance as a key location factor and driver of competitiveness for companies in Germany; expanding family-friendly policies beyond childcare to enable people to care for family members as well, under the motto "Time for Responsibility"; the signing of the "Charter for Family-Friendly Working Hours" by the German government, the BDA, DGB, DIHK and ZDH in February 2011 at a Chancellor's summit meeting; or latterly in September 2015 a memorandum from Families Minister Manuela Schwesig and the signing of 10 principles for the NEW BALANCE by business leaders and trade unions.

Enabling more flexible working hours remains a major lever for achieving a better work-life balance, which is why the program has concentrated in the last three years on breaking down recognized barriers to the realization of this in businesses. The next step is now to build on the successes so far. Aside from the focus on family-friendly working hours, there is going to be an increase in new aspects coming in to bolster the current priority of achieving work/life balance in partnership(s).

THE NEW BALANCE

To complement our consulting activities, last November we released a Roland Berger publication titled "The NEW Balance" to add impetus to the public debate on family friendliness in Germany.



There is no doubt that Germany's economy has become perceptibly more family friendly in the past ten years, but we still firmly believe that an additional push is called for. While it's gratifying to see that the number of working mothers in Germany is now higher than before, almost half of them are in part-time jobs. Companies will find fathers availing themselves of their work-life balance offerings to an increasing extent in the future. Many companies are still in the early stages of working to meet the needs of modern fathers. In spite of all the successes, almost half of the German population still holds the opinion that it's not easy to achieve a work-life balance. With a *NEW* balance – and that includes a *NEW* culture of balance – Germany should build on its already good core provision and establish a thoroughly modern, family-friendly environment suited to the different phases of life in which members of the national workforce find themselves.

Environment

COMMITMENT | IMPLEMENTATION | GOALS

Principle 7 | Businesses should support a precautionary approach to environmental challenges;

Principle 8 | undertake initiatives to promote greater environmental responsibility; and **Principle 9** | encourage the development and diffusion of environmentally friendly technologies.

OUR COMMITMENT

Roland Berger as a professional services company is certainly less exposed to environmental issues, as our "product" does not have a direct ecological impact. Nevertheless, we strive to **minimize our negative ecological influence**, even though, compared to other elements of the Global Compact, environmental protection is not as central for us.

CURRENT STATUS OF IMPLEMENTATION

We believe that within our corporate responsibility we have an obligation toward the environment. Hence, in our operations we **consider environmental protection part of our duty** and are committed to contributing our fair share to this important matter.

ECOLOGICAL FOOTPRINT

The greatest impact on the environment is indisputably created by the traveling of our consultants. However, we aim to keep our carbon footprint small. Our travel guidelines are intended to encourage cost-conscious, environmentally aware and efficient travel. As possible modes of transportation our employees can choose between plane, train, lease car, rental car, car-sharing options or public transportation. Despite these varied options employees are encouraged to always select the most cost-effective, time-efficient and environmentally friendly transportation. In addition, the number of weekly flights is limited and travel above that limit requires the supervisor's approval prior to booking. For travel routes with high-speed connections, the train is our preferred means of transport. In 2014, we could not increase our rail kilometers per capita compared to the previous year. In contrary, we saw a slight decrease of kilometers per consultant in Germany (-2%). The cause of this development may be the relative high number of strikes taking place in 2014. 3,063,976 kilometers of our German travel with the train in 2014 were realized using environmentally friendly electricity. This has been recognized by the Deutsche Bahn with a special certificate ("Ökostrom-Zertifikat").

In addition, we are encouraging telephone and video conferencing. All German offices utilize state-of-the-art video conferencing devices and our consultants can request an individual equipment set for their laptops. For instance, again from 2013 to 2014 we have significantly increased the time spent (+82%) in video conferences in Germany. And we will further improve our equipment in the next year to make our employees use video conferencing even more frequently.

To help our employees be as environmentally conscious in their individual behavior as possible, we provide them with "Eco Tips" via our intranet.

To reduce our environmental impact at the German offices a number of processes have been put in place. For instance, in our central purchasing we select products that meet environmental standards or have relevant certificates. We give preference to regional suppliers of food and beverages to reduce the amount of carbon emissions caused by processing, packaging and transport. Furthermore, we separate trash, such as paper, batteries or other electronic waste to facilitate the recycling process. We constantly strive to minimize our paper consumption and use FSC certified paper in all offices in Germany.

As shown in the table below we have constantly reduced our energy consumption in our German offices. As a matter of fact, the decrease amounts to 22% since 2011.

Office buildings	2011 [kWh]	2012 [kWh]	2013 [kWh]	2014 [kWh]
Berlin	110,350	90,200	78,370	33,738
Dusseldorf	137,339	133,100	110,167	141,378
Frankfurt	126,272	120,155	106,266	87,693
Hamburg	63,423	63,797	53,210	66,004
Munich	1,190,347	1,129,288	1,062,841	937,872
Stuttgart	45,524	50,000*	43,000*	38,558
Total consumption:	1,673,255	1,586,540	1,453,854	1,305,243
REDUCTION		-5.18%	-8.36%	-10.22%
			-13.11%	-21.99%

* Estimate, final figures of energy consumption are not yet available.

At all our sites environmentally friendly electricity is used and we seek to rent energy efficient offices. Our building in Frankfurt for example is certified with the LEED® Gold standard – and our new office building in Dusseldorf will also get this premium certificate shortly.

ACHIEVEMENT OF GOALS

With the goals set in our previous report, we wanted to have a greater positive impact on our environment.

GOALS	COMMENT
We wanted to further reduce travel activities in general in order to save our planet and use even more video and telephone conferencing instead.	Both the total number of video conferences and the time spent in video conferences by our employees increased significantly from 2013 to 2014.
We planned to introduce an innovative mobility concept (e.g. car-sharing and pooling options) and to further incentivize environmentally friendly travel behavior of our employees.	Subsequent to the introduction of more environmentally friendly travel guidelines (e.g. stricter policies for using trains and more public instead of individual transportation) for Germany in 2014, we have expanded our offerings of car-sharing options, installed an electronic shuttle car for the transfer from our headquarters in Munich to the airport and support our staffs' use of e-bikes.
We intended to implement a more ecologically friendly lease car policy by June 2015.	In the meantime we have implemented a new lease car policy. One substantial change is that we substituted the firm's cash contribution to the leasing rate by an "easy & green" mobility budget to push the use of more ecologically friendly means of transport (like public transport, train, e-bikes, car sharing etc.). Furthermore, we now included electronic vehicles to be used as lease cars. As a matter of fact our overall CO ₂ emission in our fleet was reduced by 4% over the last 12 months.

GOALS FOR THE FUTURE

We will continue our efforts to reduce our ecological footprint by setting the following environmental goals:

- With the roll-out of a wider range of new video conference equipment in 2016 we aim to constantly increase video conferencing and reduce travel respectively.
- We plan to further reduce the average CO₂ emission of our existing car lease fleet by 10% by September 2016.
- Overall, we strive to further encourage our employees to use alternative – and more flexible – mobility offers instead of a fixed leasing car.

Leadership guidelines and principles: 10 Commitments



With the objective of living our three corporate values of entrepreneurship, empathy and excellence, all Roland Berger Partners signed and pledged allegiance to the "10 Commitments" at their Leadership Camp in November 2014.

These "10 Commitments" intend to be a testimony to our consultancy's spirit: client first, innovative, fact based, collaborative, relevant, developing (talent), leading, respectful, ethical and proud.

These commitments stipulate leadership guidelines and principles that we all strive to live up to every day. We believe that doing so will contribute to building an ever stronger firm, internally and externally.

Having obtained the pledge of all Roland Berger Partners, the task was to make the commitments real in our daily work and individual conduct among each other – with colleagues, employees and clients alike. Which is why we did not limit our actions to this token gesture, but spread them out to all Roland Berger employees.

This summer, we conducted an employee survey in order to evaluate how well we are fulfilling our leadership principles. And the result is really convincing: A huge majority of our employees know the "10 Commitments" and fully identify with them. We will keep reminding all our employees to live up to them every day and design our processes and rules in a way that helps them do so.

That is why the "10 Commitments" will continue to form the basis of our corporate culture and will steer our professional conduct – together with the more prescriptive Code of Conduct.

Anti- corruption

COMMITMENT | IMPLEMENTATION | GOALS

Principle 10 | Businesses should work against corruption in all its forms, including extortion and bribery.

OUR COMMITMENT

As a leading consultancy Roland Berger is committed to operating with a clear conscience and speaking out against any and every form of unethical behavior. Thus we assert **our opposition to corruption, extortion and bribery within our company or by outsiders.**

CURRENT STATUS OF IMPLEMENTATION

Our Code of Conduct conveys a clear understanding of ethical behavior and guides us in our day-to-day business decisions.

TRANSPARENT CONTRACTS

To prevent any abuse all payments to freelancers or Senior Advisors are made via bank transfer, without exception. Furthermore, contracts for all Roland Berger freelancers and Senior Advisors have been standardized and their payment is controlled via "proApproval", a tool for avoiding disproportionate remuneration. During our annual audit the contracts for Senior Advisors and all related payments are subject to strict scrutiny.

PRODUCT RESPONSIBILITY

To avoid potential conflicts of interest amongst clients' teams a steering body and strict guidelines in the form of Chinese walls are in place. All employees must adhere to binding confidentiality rules, in accordance with both their employment contract and our Code of Conduct. Our clean desk policy is regularly checked in our German offices. E-learning courses are compulsory for all employees, to keep them aware of the issue. Just like employees, freelancers also must adhere to our Code of Conduct and partake in the refresher trainings.

Last summer we expanded and professionalized our whistle-blowing system as a viable tool aiming to prevent and fight against corruption, and ensure compliance with laws and industry or corporate standards. Since the introduction of the anonymous online whistle-blowing system developed by Business Keeper AG, no incident was reported by our employees.

DATA SECURITY

We treat all our clients' non-public information in strict confidentiality and keep proprietary and confidential information secure at all times. To ensure utmost security in all our electronic communications, our information and communication equipment – IT infrastructure, hard- and software – fulfills highest security and technology standards. We operate our own IT infrastructure for business communication, using encrypted notebooks and secure Blackberry smartphones allowing for e-mail encryption. Furthermore, all Roland Berger employees have to know and comply with our IT User Policy which is part of the company's Code of Conduct and as such also subject of regular e-trainings. The IT User rules cover issues like password and access control, data protection, installing and using IT-equipment, using e-mail and the Internet, mobile working or the protection against malware. We do not use public cloud programs, such as freeware provided by Yahoo! or Google for our business communication.

ACHIEVEMENT OF GOALS

To demonstrate that the prevention of corruption is very important to us, we set a number of short- and medium-term goals one year ago.

GOALS	COMMENT
We wanted to introduce a process of carefully screening our (new) clients concerning their ethical standards.	In the meantime we got the commitment by all countries to follow this rule.
Additionally, we intended to implement a detailed policy for giving and receiving gifts by the end of 2015.	Since the standards for this topic are very diverse across the different countries where we have operations, we decided not to introduce a detailed policy for each country but stick to the general commitment stipulated in our Code of Conduct.

GOALS FOR THE FUTURE

In order to prevent corruption, we aim to realize the following:

- We plan to introduce the topic into our leadership seminars to further establish sensitivity for potentially delicate situations and avoid any unethical behavior.

The origin of our goals

Summarizing the implementation status and the achievement of the goals set in the last Communication on Progress, we at Roland Berger GmbH still strive to constantly improve ourselves in our core business activities with respect to the four areas of the UN Global Compact.

Thus, our future objectives are as following:

Global Compact area / issue	Goal	Deadline	Page
Human Rights	We want to keep the rate of successfully completed e-trainings on the Code of Conduct at least on the same level.	Sept. 2016	p. 8
Human Rights	We aim to further extend the number of stress management seminars and want to pilot a one day refresher seminar.	Sept. 2016	p. 8
Labor Standards	Increasing the number of female colleagues remains one of our main objectives. We expect to reach our initial goal for 2014 of 15% female consultants by end of 2016.	Dec. 2016	p. 14
Labor Standards	Our targets for 2020 are as following: 35% of female applicants in all regions, a share of 25% woman in the group of Senior Consultants and Project Managers (first management level) and 20 new female Partners.	Dec. 2020	p. 14
Labor Standards	Regarding the seminar program, we want to maintain the current level of training days per employee and continuously provide up-to-date and relevant courses, using effective and high-quality teaching methods.	Sept. 2016	p. 14
Labor Standards	Concerning the leadership assessment, for 2015/16 we plan to achieve at least the same participation rates as 2014.	Sept. 2016	p. 14
Labor Standards	We want to maintain or even increase the number of participants in the International Staff Exchange Program.	Sept. 2016	p. 14
Labor Standards	In the months to come, we will pilot new evaluation processes, including new bottom-up leadership assessments, to improve the feedback quality, to make assessment more objectively and give even better development advice.	Sept. 2016	p. 14
Labor Standards	We intend to become top 5 five employer in our industry in the overall European ranking until 2017.	Dec. 2017	p. 14
Environment	With the roll-out of a wider range of new video conference equipment in 2016 we aim to constantly increase video conferencing and reduce travel respectively.	Dec. 2016	p. 20
Environment	We plan to further reduce the average CO ₂ emission of our existing car lease fleet by 10%.	Sept. 2016	p. 20
Environment	Overall, we strive to further encourage our employees to use alternative – and more flexible – mobility offers instead of a fixed leasing car.	Sept. 2016	p. 20
Anti-corruption	We plan to introduce the topic into our leadership seminars to further establish sensitivity for potentially delicate situations and avoid any unethical behavior.	Sept. 2016	p. 24

COMMUNICATION ON PROGRESS FOR THE UN GLOBAL COMPACT

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