



COMMUNICATION ON PROGRESS for the UN Global Compact

Roland Berger GmbH

Reporting period: December 2020 to December 2021

About Roland Berger

Roland Berger is the only strategy consultancy of European origin with a strong international presence. As an independent firm owned exclusively by 250 Partners, we have 50 offices with a presence in all major markets. Our 2,400 employees are characterized by a unique combination of analytical thinking and an empathetic mindset.

Corporate responsibility and sustainability are business strategies that are increasingly becoming part of our core business. From our consulting experience we see that these topics have been of the highest relevance for international companies in recent years, as they reconcile economic, social and environmental success. It is becoming more and more important to practice respectful interaction with each other and the world we live in.

We are convinced that any corporate strategy developed in the coming years will also be a sustainability strategy. Sustainability is here to stay. We have anchored this conviction in our corporate strategy and purpose, with the goal of helping our clients manage the world's challenges in creating a better future for them and the communities they are active in.

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 are also part of a community – the society in which we work.

About this report

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

This Communication on Progress is our eighth report since we became a member of the UN Global Compact. The following report describes the current status, past development and what we plan for the future, 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.

CONTENTS

P.5

HUMAN RIGHTS

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.

P.14

LABOR STANDARDS

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.

Principle 6 | The elimination of discrimination in respect of employment and occupation.

P.23

ENVIRONMENT

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

Principle 8 | Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9 | Businesses should encourage the development and diffusion of environmentally friendly technologies.

P.31

ANTI-CORRUPTION

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

P.4

OUR GLOBAL MANAGING PARTNER'S DECLARATION OF CONTINUED SUPPORT

P.35

THE ORIGIN OF OUR GOALS



Our Global Managing Partner's declaration of continued support

Since 2012, Roland Berger has been 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.

2020 was already dominated by the Covid-19 pandemic and, like most other companies, in 2021 we had to implement the processes established in the short term for the long term and make them almost a "new normal". We are proud to have continued to manage the crisis in 2021 with care and as much safety for our colleagues as possible.

We at Roland Berger consider it our responsibility to pay particular attention to the further development of the Sustainable Development Goals (SDGs) and we make special efforts to improve in this area continuously and substantially. At the same time, we also see our role as consultants as one of helping our clients achieve these future oriented target values.

A dedicated task force has been working for more than a year specifically on developing and implementing measures in the context of ESG (Environmental, Social and Corporate Governance) sustainability. We have set ourselves ambitious goals, especially in the field of environmental protection. Having achieved Carbon Neutral status since 2019, we aim to become Net Zero by 2028. To create transparency about where we stand, we will publish our progress on these topics in a special sustainability report from 2022.

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

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

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

Stefan Schaible
Global Managing Partner
Roland Berger

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, and 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

The observance of human rights is the highest imperative of our actions: the condition *sine qua non*. To be compliant with these rights we have a Code of Conduct in place to provide clear guidelines for our work and the way we interact with clients, business partners, communities and colleagues. The Code reflects our value statement and describes how we put it into practice. It is a compulsory contractual annex for all employees, freelancers and subcontractors.

Additionally, an e-training seminar with a compliance test is compulsory for all permanent employees and contractors. This e-training was replaced by a completely new and more extensive training course in December 2020. It is mandatory for all employees – not only new recruits. We rolled-out the new course in several steps throughout 2021, and it has increased awareness of the policies and practices in place. Regular reminders and escalations including mentors were established to ensure implementation of this important topic. The new concept includes an introductory course covering knowledge checks, and regular refreshers on selected topics. This seminar consists of sessions to foster awareness of ethical behavior such as respect in the workplace, equal treatment and preventing sexual harassment. Any failure to complete this course is reported to the Compliance Officer, who acts accordingly. If employees suspect a human rights violation, they can communicate their concern to the Compliance Officer through several channels.

We are proud to be able to say that to date no human rights violations have been reported at Roland Berger. In order to encourage our people to report irregularities, abuses and risks, we set up a completely anonymous Internet-based whistleblowing platform in 2014. We regularly inform our employees about this channel and have integrated references and links to this important tool in the core HR processes, which received an additional push through our new compliance e-training campaign.

As a second pillar of our human rights activities, the partnership has agreed on "diversity & inclusion" being one of the core items on our strategy agenda and we have bundled diversity initiatives and increased visibility of this topic in all our markets. Please find more details on this in the chapter "Diversity Management".

HEALTH & SAFETY

We care about the wellbeing, health and safety of all of our employees, and it is our ultimate goal to keep them safe when at work, traveling or in the office, especially in the light of the Covid-19 pandemic. We have an extensive network of health and safety measures in place. But we do not leave it at that. In "New ways of working for Roland Berger", we have implemented an activity program designed to support a better work-life balance and boost health, wellbeing and motivation. The program includes a variety of different initiatives driven by each country: an individual budget to support health and wellbeing in remote work situations at home, additional budgets for teambuilding activities and a virtual health club to help our employees adopt and sustain a well-balanced lifestyle are only few examples of these initiatives.

We reacted quickly to the challenges of the pandemic by establishing a "Corona Taskforce". It focuses on safeguarding employees during travel, establishing guidelines for hygiene and office presence, procedures for reacting to Covid-19 infections in the company, contact tracing, ensuring communication with and notification of employees, providing masks, sanitizers, air filters, influenza vaccines and Covid-19 testing possibilities to employees – an where possible also to relatives. In addition, we have offered Covid behavioral trainings, Q&A sessions and established new guidelines.

These measures were acknowledged positively in employee feedbacks, where in a regional survey 87% of employees confirmed that they feel safe at our office workplaces and 91% of respondents said that they are satisfied with Covid-19 support provided by the Company.

We made and keep home office possible without bureaucracy to enable social distancing and have reduced office capacities to help mitigate the spread of the virus. We introduced virtual collaboration platforms and increased their use to allow for virtual meetings and discussions. To limit Covid-19 infection risks we decided to strictly limit and regulate any travel within and outside Germany.

In addition to these pandemic-specific regulations and measures, we also have "regular" control mechanisms in place to ensure our employees' safety while traveling. Regionally we successfully launched our RB Trip app in 2021 to foster compliant and safe travel of employees. It includes an approval process and allows us to proactively inform and identify travelers with a specific need for advice about their travel location before and during their trip. A step-by-step international roll-out of this app is planned.

Remote working support was very important for us to keep our employees healthy and resilient in times of Covid-19

Furthermore, to offer optimal care and coverage, Roland Berger has engaged a global service provider to help us with medical, health, insurance and security matters. The services it provides include a 24/7 hotline for all colleagues, emergency services worldwide (for health or security problems) and pre-travel advice on security situations, medical standards and visa information. We provide our employees with an e-training session about these services within our travel community. In light of the Covid-19 pandemic we pushed this app to employees' mobiles to ensure they get immediate alerts on Covid-19 restrictions and unforeseen events such as terrorist attacks or natural disasters in the country they are traveling in. With RB Trip we can now also track whether any colleagues are in the country or city concerned. Affected colleagues are contacted directly to arrange a safe trip home or hotel bookings and to offer general support. In the event of insecure situations over protracted periods, Roland Berger tries to arrange long-term solutions. We also maintain a foreign travel health insurance policy for our employees.

WORK-LIFE BALANCE

To address issues such as stress resilience, Roland Berger employees are encouraged to make full use of their annual leave which has been extended by a total of two days. A trust-based vacation policy has been implemented for our managers, to ensure they get sufficient down time. To allow a better work-life balance, we granted four additional vacation days over Easter, Christmas and year end.

For more individual development needs, and for mental and stress related support, we further pushed our "Office Coaching", which offers free access to coaching sessions for all Project Managers and above and for Senior Consultants upon request of their mentors. We also offered medical coaching sessions for burnout prevention.

To help our colleagues professionally handle the challenges of remote working, such as adequately separating their professional and private lives and dealing with purely virtual team interaction, we added specific trainings on "Remote working" and "Leading remote and hybrid teams" to our global training catalogue. In addition to our already existing seminar offerings on stress management, mental health and resilience, we recently launched our new wellbeing platform "BeFit" to add offerings on physical and mental wellbeing for our employees.

In 2021, our Team Barometer, a tool that allows its users to monitor team spirit and situations of extraordinary stress on projects, has been made mandatory for all projects worldwide. During the past month, a comprehensive management dashboard was added to the tool, which also allows this topic to be monitored on a country and platform-specific basis. In addition to the Team Barometer, a new "Project Commitment" feature was launched in January 2021. It will help our Project Managers monitor their teams' moods and workloads, initiate conversations on personal needs and define approaches that could help to better manage and support the individual team member's wellbeing.

SUPPLY CHAIN MANAGEMENT

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

EMPLOYEE ENGAGEMENT

We truly believe that our company's success is not only about market performance, but strongly driven by our people and culture – and that it can always get better. Since May 2019, we have therefore been running a monthly "Global Employee Engagement Survey" for all employees, to feed a continuous feedback and improvement process. This survey regularly reflects the way we work and communicate with each other and the way we help our people develop. With the help of this tool we are able to achieve more transparency on overall employee satisfaction worldwide, identify best practices and improvement potential, and offer an additional channel for compliance matters. The results of the Employee Engagement Survey have become part of our regular management report on all countries and regions.

During the Covid-19 lockdowns and times of remote working, the Employee Engagement Survey proved to be an important tool for us as a company for conducting regular pulse checks of our employees working from home, and for staying in close contact with them and taking action where needed. As a result, we raised the frequency of management communication and touch points with the management and provided ideas for formats and good practice on how to stay connected as a team.

Scores and results of surveys on remote working, remote leadership and diversity feed our management dashboard and diversity initiative with relevant KPIs.

CORPORATE CITIZENSHIP

Corporate citizenship is very important to us, which is why we organize local social days in our offices, for which our employees are given time off. Christmas charity events organized by employees for disadvantaged fellow citizens also take place at many locations. We believe that diverse employee engagement is also in line with our aspiration to nurture employees' personalities and develop them in a diverse and holistic way.

At our headquarters in Munich, a network of corporations founded by Roland Berger has existed for over 10 years, with the goal of improving and intensifying corporate responsibility in the city. We see our task and responsibility in contributing to further development through this initiative and in being an important dialogue partner and player on this topic in the place of our origin.

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 activities in the field of human rights protection.

GOALS	COMMENT
We want all employees to take the new Compliance e-learning seminar in 2021 to refresh their knowledge and awareness of this topic.	We not fully achieved this goal, but we are proud to have reached a global completion quota of 70%. This training course is mandatory for all future new entries within our standardized onboarding process.
We want to introduce a new e-training course on the Code of Conduct that allows "refresher" seminars on specific Code of Conduct topics to be issued and monitored.	We launched the new course element-by-element between December 2020 and June 2021, increasing awareness of this important topic.
We want to keep the global participation rate of the Employee Engagement Survey at least at the same level as in 2020.	We fully achieved this goal. The global participation rate of the Employee Survey is stable at +/- 50%.
We want to establish a global compliance platform as an approval body for clients, suppliers and subcontractors.	We started the implementation of a state-of-the-art KYC (Know-Your-Customer) compliance concept to ensure regulatory compliance and manage supply and distribution risks. We assess counterparties through a lens of more than 60 risk types, including adverse media coverage, politically exposed persons, government sanctions and regulatory watchlists.
Based on the comments documented in the Employee Engagement Survey, we want to enlarge our seminar offering and launch new seminars on remote working and remote leadership to better help our employees master the challenges of "New Work".	We fully achieved this goal.
We want to keep at least the same number of stress management and health (physically/mentally) related activities.	We fully achieved and even exceeded our goal.
We want to equalize and enhance our mentoring quality as an important pillar for personal safety and wellbeing in uncertain times, e.g. via clearly defined mandatory standards.	We did not fully achieve this goal.

GOALS	COMMENT
<p>We want to globally launch new RB project commitments and a barometer to improve personal balance and development on our project teams and to be able to regularly measure the pulse of the teams.</p>	<p>We fully achieved this goal.</p>
<p>We aim to increase the number of colleagues participating in our work-life balancing programs by 10%.</p>	<p>We fully achieved this goal.</p>

GOALS FOR THE FUTURE

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

- We want to raise the global participation rate in our new Compliance e-learning seminar to >75% in 2022 to refresh our employees' knowledge and awareness of this topic.
- We want to keep the global participation rate of the Employee Engagement Survey at least at the same level as in 2021 (+/- 50%).
- We want to firmly integrate the flexibility that we gained during the pandemic into our working culture and thus better help our employees achieve a healthy work-life-balance by implementing guidelines on "New Work", starting with DACH.
- We want to enforce the adherence to these New Work guidelines by implementing and monitoring relevant KPIs (individual, country, platform).
- We want to implement a new bottom-up project assessment of Partners, focusing on New Work and managing team workloads to create individual KPIs.
- We want all involved project teams worldwide to make use of the Project Commitments on projects. We want more than 2 team members to improve their personal balance and measure the "pulse" of the teams especially on workload.
- We want to further enhance our mentoring quality as an important pillar for personal safety and wellbeing in uncertain times, e.g. via clearly defined mandatory standards.
- We want to launch a pilot for a possible cooperation with a global coaching platform to extend our coaching offering for personal development and mental health to all employees worldwide.

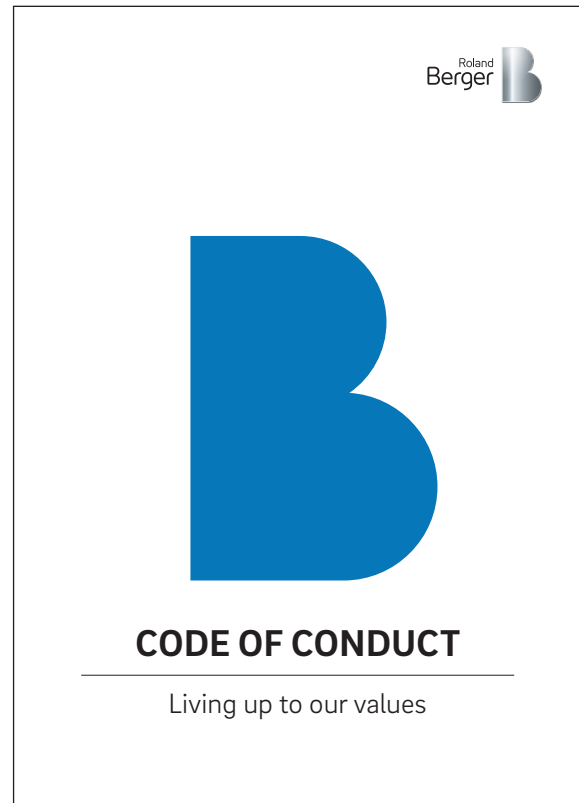
Responsible business

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 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 dealings. That document is a formal element of every employment contract we offer, and we expect our employees to comply with it. Additionally, all Roland Berger Partners have to confirm their 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. It thus enables 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, safety and personal conduct. It covers issues such as data security, anti-bribery and anti-corruption, intellectual property rights, insider information, respectful conduct,



recruitment standards, health and safety at work, human rights and environmental protection.

To emphasize the importance of anti-bribery and anti-corruption rules, we have summarized and supplemented the existing rules in a separate anti-bribery and anti-corruption policy.

Following the implementation of the European General Data Protection Regulation ("GDPR"), we expanded our Rules for Handling Inside Information ("Insider Policy") in 2020. The Rules for Handling Inside Information are part of the RB Compliance e-training, and our new Partners/ Principals are made aware of the RB Insider Policy in the onboarding sessions.

Responsible business

The Insider Policy provides a comprehensive overview of what needs to be considered when dealing with inside information (e.g. maintaining strictest confidentiality and keeping an insider list) and what the consequences are if the relevant legal provisions are violated.

Moreover, as part of our compliance policy, Roland Berger Group (RB Group) is committed to obeying internationally applicable sanctions law (sanctions as imposed by UN, EU, UKHMT, HKMA, OFAC, or as part of national sanctions law). In this context, specific rules have to be observed in order to ensure compliance with existing laws and regulations. We have introduced and expanded a standardized and regular sanction check, especially for selected high-risk countries, and extended the list of countries in which we do not provide services.

For a large number of high-risk and emerging countries we have introduced a binding Know Your Customer process supported by an external provider to ensure that we do not enter into business relationships with companies or individuals that are in conflict with international regulations.

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

FIND THE LATEST VERSION OF OUR CODE OF CONDUCT HERE:

[Code of Conduct | Roland Berger](#)

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.

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 the 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 and individual coaching. Currently, consultants attend 5-6 days of compulsory training per year. Support staff typically have 2-3 days of training per year.

Relevance of the topics and the quality of the training measures are guaranteed by careful selection, quality management and regular reviews of emerging needs and topics. For example, during the Covid-19 pandemic we not only converted most of our existing seminars to virtual formats, we also successfully launched new seminars to help our consultants and support staff with the challenges of New Work. In 2021 we added several courses on remote working, leading remote and hybrid teams and physical and mental health to our global development program.

Another focus of our seminar offering is still on fostering a digital mindset and big data literacy in our company. To support these data skills our Data Analytics and Data Science Bootcamps are still important offerings in our global training catalogue and mandatory for all new entries.

To support our diversity initiative and cultural change we added new training courses on unconscious bias to our development program as already mentioned. Workshops on unconscious bias are also mandatory for all management teams and have recently been

completed by all management teams in DACH. A shorter version of this course was delivered as a teaser to all Partners and Principals worldwide as part of the program of our global Partner Leadership Camp in Summer 2021.

At Roland Berger, we strive to provide an attractive, flexible working environment and offer several programs to balance personal and professional life and foster individual development. We enable our employees to pursue their academic interests by sponsoring Master, MBA and doctoral programs and offer a sabbatical to pursue interests beyond Roland Berger's daily operations. To further expand and institutionalize our program portfolio we recently asked all consultants for their preferences, and we plan to also launch new programs over the next months within our "B&me" initiative.

Among our programs, we have established several fellowships and placements that offer the opportunity to change perspectives and gain new inspiration:

- Industry placements and start-up fellowships are a unique opportunity for our employees to work in another company culture for several months, learn about new products and processes and bring their new expertise back with them to our consulting projects at Roland Berger.
- To further promote entrepreneurship and prototyping of new ideas, our entrepreneurial fellowship offers the opportunity to further develop an individual business idea. Entrepreneurial fellows benefit from our strong network and a curated working space at Spielfeld Digital Hub in Berlin. It is very encouraging to see the creativity of our employees – handing in interesting ideas that range from new IT platforms and tools to new approaches and products.
- By offering a social fellowship we want to nurture our corporate value "empathy" as one of the building blocks of Roland Berger's corporate culture by supporting our employees' individual commitment. The social fellowship offers the freedom to support a non-profit or social organization of choice in line with our company strategy. We thus encourage our employees to support an organization or institution committed to climate change or equal opportunity/diversity. Two colleagues in Germany had the chance to realize their projects in 2021 for a period of three months. Two others have already been admitted as our next social fellows and are currently preparing their projects.
- After having been established in the DACH region, our fellowships are rolled-out globally. All colleagues worldwide are invited to apply for the next round of social and entrepreneurial fellowships. Application deadlines are twice a year.

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. We have extensive evaluation mechanisms installed. The international participation rate of consultants in these bottom-up assessments for 2020 was 65%. The service staff participation rate was 67%. Find more details below.

DIVERSITY MANAGEMENT

Just a few years ago, diversity management was mainly about avoiding discrimination in job allocation and encouraging tolerance. In the meantime, companies have realized that diversity is also a strong competitive advantage and makes sense in terms of our own

skills. In fact, it is actually a necessity, because challenges such as demographic change, globalization of markets and digitization mean that our clients are also becoming more and more diverse, and we desire and need to reflect this diversity in ourselves. We firmly believe that diverse teams lead to better results. With this conviction, we can future-proof ourselves in a rapidly changing world by including all types of talent, and thus also find better answers to complex questions embracing all types of talent.

Outstanding management consultants are more than just brilliant analysts and strategists. Above all, they are strong and creative personalities regardless of their backgrounds. The same applies to all our service employees. Diversity and non-discrimination lie at the heart of our Code of Conduct and are 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.

Germany's Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz or AGG) is part of every employee's contract in Germany. To underscore its importance, all new employees are required to participate in an e-learning course on this subject. To further foster an even more diverse workforce and a diversity-friendly company culture, the global Partnership of Roland Berger jointly decided at the beginning of 2020 to explicitly also root diversity in Roland Berger's corporate strategy. That is why we want to hire and develop people from different backgrounds with different talents and strengths, with diverse cultural and ethnic origins and different genders and sexual orientations at Roland Berger. Together we drive a modern work culture based on respect. This ambition is also reflected in our Global Management Team. Twelve colleagues out of its 25 members are new and have not been in a global management role before. Seven are younger than 45 and three are female – a number that we want to further increase. Furthermore, one of our five Supervisory Board members is female.

Another lever to drive more diversity within our company is the Global Diversity Team formed in 2020 consisting of 42 senior members across all geographies. This team's goal is to launch and drive local and global initiatives for a diverse workforce. It has already initiated a broad range of activities such as a "Diversity Self-Assessment" by all countries in 2020, the compilation of a regular "Diversity Dashboard" – which has also become part of our management processes – for comprehensive global and local diversity KPIs, a regular report on diversity activities, the upgrade of our regular Employee Engagement Survey and our bottom-up leadership assessment and a mandatory workshop on unconscious bias for all management teams worldwide. These are designed to help our Principals and Partners become aware of their own internal barriers and biases and to create the foundation for an even more diversity-friendly company culture. Similar training is mandatory for all consultants.

LGBT+ @RB

Roland Berger strives to offer an inclusive work environment where lesbian, gay, bi-sexual and transgender (LGBT+) colleagues are valued and respected, where they can be themselves and can help lead the way for others. In 2016 we started "Just be", our internal global community for gay and lesbian colleagues, which became a caring network for these colleagues and a forum to help them raise questions or concerns. Members of this global community get together annually for a day of networking and brainstorming. With "Just be Friends", a network of LGBT+ supporters, which is now our company's largest social community, the global "Just be" community is receiving even more support from members of every level and geography.

In 2021 we organized the second virtual "Roland Berger Pride Week" as a company-wide celebration of diversity to support an environment where LGBT+ employees feel safe to be their true and full selves, irrespective of their sexual orientation or identity.

We also drive diversity and inclusion outside Roland Berger as well, for example by supporting BeyondGenderAgenda since 2020, an organization promoting diversity and inclusion in German businesses. The 2021 German Diversity Award and its LGBT+ category was sponsored by Roland Berger.

WOMEN@RB

Among the different aspects of diversity, the topic of women in consulting is also receiving special attention. Although women are increasingly active in business today, there is an imbalance higher up in the hierarchies. Women today need to support and inspire one another by sharing their experiences on career advancement and professional achievement. Males in management need to know and challenge their unconscious biases, in order to promote women equally and avoid always choosing the known. Creating a gender-balanced work environment remains at the top of our management agenda, and it is for this reason that Roland Berger hosted several women's events at different venues during the year.

Our company supports various initiatives such as Women in Africa, which aims to create the first global network of women executives and leaders in Africa, and to promote their role and economic, social and political influence in Africa and beyond.

Internally we again hosted a rapidly increasing number of activities around the globe related to "women@Roland Berger", such as career talks with female business leaders, fireplace talks with members of our management, internal role models and alumnae, regular networking meetings and trainings for women at Roland Berger. For our female consultants we launched three new seminars on "Self-Marketing", "Negotiation" and "Conflict Management" in 2021.

Among our female-focused activities, growing our senior female colleagues into the Partner ranks of our company is of special importance to us. We believe that home grown role models are paramount in driving our change and therefore part of our commitment. To support this process, we have introduced a mentoring and coaching system through which women are empowered on their career path.

At the end of 2020, 34% of Roland Berger employees in Germany were female and 15% of employees in management positions were women. Globally at the moment 36% of our employees are female. In order to make consulting more attractive for women we have implemented measures to improve the work and family life balance and we have a special

Increasing the share of female consultants, especially in leadership positions, is an important goal for us. In doing so, we want to integrate more diverse perspectives into our decisions.

buddy program in place for female consultants. To better attract and retain female consultants and to strengthen the role and number of female leaders, Roland Berger is fostering the "women@Roland Berger" initiative, which also includes special recruiting events (s. below).

We express how much we value diversity through our membership in the "Charta der Vielfalt" (Diversity Charta).

RECRUITING PRACTICES

Roland Berger is a strategic partner of several international business schools whose students have particularly diverse backgrounds. These partnerships further 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. We apply state-of-the-art methods to ensure an impartial and skill-based decision-making process. The remuneration of our employees is linked strictly to their rank within the company. Employees are rewarded for their work performance, so the remuneration process is transparent.

Our International Staff Exchange Program is also designed to foster diversity at the workplace. In 2021, around 135 employees and 27 different countries participated in international assignments. At the same time, we increased the amount of regular cross-border staffing. Cross-border networking beyond the day-to-day work is enhanced even in times of limited travel by events like our virtual international trainings and our development program for high performers: the Challenge Club. This program – which includes the most promising high potentials within the firm – aims to contribute to the individual development of the consultants. The members usually meet twice a year for a few days to further develop their personal and business skills and network across borders. Due to the Covid-19 pandemic, the Challenge Club met virtually in 2021, enjoying multiple learning nuggets, occasions for networking and fireplace chats with our Global Management Committee.

The diversity of our employees is also reflected in the array of nationalities represented in our offices. Currently, Roland Berger in Germany has employees from 22 countries.

Within the women@Roland Berger initiative we have introduced special recruiting events and new recruiting formats focused on female consultants (i.e. web chat and university marketing formats). A new "Interview Technique" training, including sessions on unconscious bias, was launched in 2021, and is mandatory for all interviewer core groups in DACH. The "Diversity Dashboard" is helping us to track activities and progress of this initiative.

In order to raise awareness for Roland Berger as an employer embracing diversity, consultants and HR colleagues recently teamed up for a recruiting fair specifically targeting LGBT+ high potentials. In June, a group of consultants represented Roland Berger at the – this year virtual – Sticks & Stones Job Fair in Berlin for the sixth consecutive year.

PARENTING & FAMILIES

The company's continuous efforts to create a better work-life balance for our employees – men and women alike – are expressed by the "berufundfamilie" certification, which was awarded to Roland Berger six years in a row.

For instance, in 2021, 60% of our employees on parental leave were men. Nonetheless, male colleagues still take much shorter leave compared to mothers, which leaves room for further efforts and improvement.

We are proud to be ranked among the top three 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.

B&ME INITIATIVE

Our Employee Engagement Survey and current research have proven the increasing demand for flexible working models and individually tailored solutions. One element of our "New ways of working" project is our global "B&me" initiative. We offer several programs for our employees to balance personal and professional life and foster their development. B&me offerings include part-time and sabbatical programs as well as the opportunity to ask for additional unpaid vacation days. In addition, we have expanded our traditional development program portfolio (Master, MBA or PhD) and offer the opportunity to work on own business ideas and spend time with a start-up or a non-profit organization. Since 2019, consultants in Germany, Austria and Switzerland have had the chance to indicate their preferred programs and working models in a survey. In 2021, the survey was further rolled-out globally and introduced in the majority of Roland Berger offices.

ACHIEVEMENT OF GOALS

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

GOALS	COMMENT
We want to launch a new training seminar on unconscious bias, mandatory for all consultants.	We fully achieved this goal.
We want to launch team workshops on unconscious bias for all Competence Centers in DACH to foster a truly diversity-friendly team and company culture.	We fully achieved this goal.
We want to increase the number of participants in the International Staff Exchange Program.	We managed to slightly increase the number vs. 2020.
We want to relaunch our Interview Techniques program, including sessions on how to recruit a more diverse workforce and on how to best avoid own biases.	We fully achieved this goal.
We want to increase the number of participants in the International Staff Exchange, Fellowship and Job Rotation Programs.	Despite obstacles caused by the Corona pandemic, we were able to increase the number - even though we would have liked to have more.
We want to extend the activities of women@RB by launching new global training offerings and networking formats for all levels.	We fully achieved this goal.
We want to install training, coaching and mentoring offerings to attract and assist especially female Senior Consultants and Project Managers in making their way up to Principal and Partner.	We fully achieved this goal by implementing new trainings for women@Roland Berger and Office Coaching for all female Senior Consultants and upwards.
We want to move forward towards our ambition for 2024 of 35% female applications, 30% female consultants, 25% female Project Managers and 10% female Partners/Principals.	We implemented measure on recruiting, development and retention to drive gender diversity, slowly moving forward towards our 2024 goal.
We want to at least maintain the same participation rates in the leadership assessment as in 2020.	We fully achieved this goal with a stable participation rate at 66%.

GOALS FOR THE FUTURE

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

- We want to further drive the attendance in "Unconscious Bias " workshops for management teams in all countries outside DACH.
- We want to keep the activities for women@Roland Berger (training, coaching, networking) at least at the same level as in 2021, moving them back to onsite delivery with high priority.
- We want to extend our coaching offering (not only) for female consultants worldwide by piloting a collaboration with a global coaching platform.
- We want to launch a new "Parenting" initiative and extend our offerings for parents to better support encourage parents at Roland Berger, starting with DACH, to proceed their career in consulting while having children and a balanced family life.
- We want to further drive our ambition for 2024 of 35% female applications, 30% female consultants, 25% female Project Managers and 10% female Partners/Principals.
- We want to further increase the number of participants in the International Staff Exchange, Fellowship and Job Rotation Programs.
- We want to at least maintain the same global participation rates in the leadership assessment as in 2021 (+/- 66%).

Environment

COMMITMENT | IMPLEMENTATION | GOALS

Principle 7 | Businesses should support a pre-cautionary approach to environmental challenges.

Principle 8 | Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9 | Businesses should encourage the development and diffusion of environmentally friendly technologies.

OUR COMMITMENT

As a professional services company, Roland Berger is certainly less exposed to environmental issues than many other companies, as our "product" does not have a direct ecological impact. Nevertheless, **we strive to minimize our negative ecological influence. We accept our responsibility as a role model** and see our opportunity to assume the role of a game changer.

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

Reducing our CO₂ emissions is the biggest task we have given ourselves. The largest emission source is mobile combustion, stems from leased vehicles at several of Roland Berger's offices and our traveling behavior. However, we aim to keep our carbon footprint small. Our travel guidelines are intended to encourage cost-conscious, environmentally aware and efficient travel. Our employees can choose between plane, train, leased car, rental car, car-sharing options or public transport as possible modes of transportation. For travel routes with high-speed connections, the train is our preferred means of transport. As the largest contributor to our emissions is air travel (corresponding to 44.7% of total) we also give benefits to every employee who chooses the train instead of the plane.

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The year 2021 is again strongly influenced by the Corona pandemic. Of course, this also has a significant impact on our global travel activities: We reduced our travel to a minimum (e.g. international flights -50% from January to October 2021 compared to the same period last year, which was already significantly affected by the Corona pandemic. This has had the corresponding impact on our CO₂ balance.

Since October 2020 we have been running an internal project about our own sustainability. Among other things, it is about our course on CO₂ neutrality.

We also encourage telephone and video conferencing instead of travel. All German offices utilize state-of-the-art video conferencing devices, and all employees have an individual equipment set for their laptops. Since March 2020 we have established the use of MS Teams as a video conferencing tool available for every employee globally. Influenced by the Corona pandemic, the number of virtual meetings increased tremendously – only in the second half of 2021 our employees conducted over 220.000 online meetings. Although this incredible boost is triggered by the travel restrictions, the acceptance and strong usage shows that virtual communication is here to stay and we encourage Roland Berger staff to replace business trips in the future wherever it is possible.

Reducing our CO₂ emissions is the biggest task we have given ourselves. To achieve this, we have to initiate a mindset and behavioural change in ourselves.

Several processes have been put in place to reduce our environmental impact at the DACH offices. Sustainability Ambassadors were appointed in 2021 in our DACH offices to develop and implement local sustainability initiatives as part of the global strategy to increase environmental protection and employee participation. 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. Recently we changed our entire range of supplies (i.e. coffee and tea), and we now offer only certified regional and organic products. We now order a range of beverages that are not only organic but also donate part of their income to sustainable projects. We also switched our coffee machines from environmentally unfriendly capsules to sustainably reusable capsules. We also separate trash, such as paper, batteries and other electronic waste to facilitate the recycling process. We also started separating plastic waste this year. We constantly strive to minimize our paper consumption and use FSC certified paper in all offices in Germany. We try to use as many unpackaged products as possible, although we had to interrupt this initiative due to hygiene standards during the pandemic. We have, however, changed our product range for cleaning liquids to ecological and vegan products.

When moving our head office in Munich in 2015, we were able to reduce our energy consumption by about 75%. The current building has a high standard of energy conservation, using shade, lighting, etc. in a way that wastes as little and stores as much energy in the building as possible. And like our offices in Frankfurt and Düsseldorf, it has been certified with the LEED® Gold standard. We only have customary air-conditioning installed in technical rooms, and instead use heating/cooling ceilings in the offices. This concept will be assigned to all German offices in future.

We want to save as much energy as we can in our office buildings and with our equipment and travel policy, etc. As shown in the table below, we have constantly reduced our energy consumption in our German offices in the past. As a matter of fact, the decrease amounts to 78% since 2011.

Office buildings	2014 [kWh]	2015 [kWh]	2016 [kWh]	2017 [kWh]	2018 [kWh]	2019 [kWh]	2020 [kWh]
Berlin	33,738	30,560	42,054	38,974	40,619	38,635	34,753
Dusseldorf	141,378	176,000	172,632	172,666	161,163	128,876	44,827
Frankfurt	87,693	109,136	103,182	105,797	100,014	91,966	66,810
Hamburg	66,004	52,306	49,900	46,378	39,364	47,946 ¹	25,292
Munich	937,872	249,060	232,822	219,995	211,905	218,232	174,980
Stuttgart	38,558	41,400	43,442	37,980	17,630	18,588 ¹	18,647
Total consumption	1,305,243	658,462	644,032	621,790	570,695	544,243	365,309
Reduction	-10.22%	-49.55%	-2.19%	-3.45%	-8.22%	-4.63%	-32.86%
	-21.99%	-60.65%	-61.51%	-62.84%	-65.89%	-67.47%	-78.17%

¹ Increase due to construction work

We use environmentally friendly electricity at all our sites and we seek to rent energy efficient offices.

With the implementation of our Energy Management System (DIN ISO EN 50001) we have a better overview of our energy usage and energy consumers in the offices. With this new knowledge we can replace "wasters" with new equipment that has better energy figures. In recent years we have changed printers and other materials to reduce our energy consumption to the lowest rate ever. As the audit takes place every year, we can review and question our consumption figures annually.

RB Sustainability Initiative

Becoming a sustainable company is a major part of our B24 strategy. We are aware that our employees, our clients, and the communities we operate in place great importance on sustainability.

In October 2020, an international team of internal sustainability experts embarked on a project aiming to increase sustainability at Roland Berger by developing a holistic strategy, with the close involvement of the entire organization. The project team carried out an in-depth analysis of the sustainability status quo to identify best practices and existing initiatives, and to collect ideas from the employees. Insights gained were used as a basis for developing the holistic sustainability strategy.

As part of the analysis phase, a sustainability survey among RB employees was carried out in November 2020. Survey participants were asked about their sustainability awareness, perception of the status quo, expectations regarding Roland Berger's future sustainability profile, and ideas for measures to improve sustainability at Roland Berger. The survey drew a record-breaking

number of respondents, testifying to the great importance our people attribute to the topic. Key stakeholders at Roland Berger, including all Managing Directors, Platform Heads and Country Heads, were interviewed to capture their perceptions, opinions, and ideas.

At the core of our sustainability strategy is the ESG framework. This widely accepted framework, which we have customized for our specific requirements at Roland Berger, is powered by a holistic understanding of sustainability along the dimensions of Environment, Social and (Corporate) Governance.

By assessing the status quo in each of these dimensions, evaluating competitor benchmarks and incorporating the feedback from the survey, six focus areas were identified that will serve as pillars of our sustainability strategy. All pillars build on and will further develop initiatives that already exist at our firm. The focus of the rest of this section is on the first pillar: Reducing our carbon footprint.



RB Sustainability Initiative

Our firm has committed to making Roland Berger net zero by 2028 and carbon negative beyond 2028. Net zero means reducing our emissions where possible and neutralizing the emissions we are unable to reduce through carbon removal projects, while being carbon negative means that we will remove more CO₂ than we emit. We are currently studying the latest net-zero guidance to develop a road map to achieve these targets. For now, reducing our overall environmental footprint will rest on two key activities:

- (i) actively reducing our greenhouse gas (GHG) emissions along the entire value chain and
- (ii) offsetting our emissions by purchasing carbon credits.

In 2020, we conducted our first GHG footprint exercises for RB's 2019 emissions and fully offset our 2019 emissions with carbon credits. All the carbon credits are generated by projects accredited by independent accreditors such as Gold Standard and Verified Carbon Standard (VCS). In recognition of our efforts, we were awarded the "Climate Neutral" label by South Pole in December 2020 – our first milestone. At the time of writing, we have conducted our GHG footprint exercise for 2020 emissions and are in the process of purchasing carbon credits to offset these emissions. Going forward, we expect this to be an annual exercise and are looking into reporting our emissions to the Carbon Disclosure Project (CDP).

To be transparent about our commitment and progress, we have also submitted our emission reduction targets to the Science Based Target initiative (SBTi). Our targets cover all three emission scopes:

- Reduce absolute scope 1 and 2 GHG emissions by 60% by 2028 from a 2019 base year
- Increase sourcing of renewable electricity from 24% in 2019 to 100% by 2028 (Scope 2)
- Reduce scope 3 GHG emissions from business travel by 40% per full-time equivalent by 2028 from a 2019 base year

In July 2021, the SBTi's Target Validation Team approved these targets and classified our scope 1 and 2 target ambition as being in line with a 1.5°C trajectory.

To achieve our Science Based Targets, we have begun the following high-level initiatives:

Scope 1: Reviewing our company car policies in relevant offices with the goal of encouraging the switch to electric vehicles and promoting alternative mobility options.

Scope 2: Where possible, switching to renewable energy in all RB office locations. For offices we are unable to switch, we will study the possibility of purchasing local Renewable Energy Certificates (RECs).

Scope 3: Setting up an internal team to review our business travel policies globally, with a view to reducing our travel activities through a mix of guidelines, incentives and leveraging of digital tools.

It will ultimately be the responsibility of the individual offices to implement these three initiatives so that they are best suited to local circumstances. To this end, we have nominated teams of colleagues in each office (Sustainability Ambassadors) who will implement these initiatives based on guidelines provided by the Group. Our Sustainability Ambassadors are also encouraged to implement other local initiatives (e.g. removing disposable cutlery in the office). Our Sustainability Ambassadors have had two global meetings in 2021 to discuss sustainability-related issues and share best practices, and we expect these meetings to be held on a quarterly basis going forward.

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 want to set targets for reducing our carbon emissions.	Achieved. The three targets are mentioned above.
We want to submit carbon emission reduction targets to the Science Based Targets Initiative (SBTI).	Achieved. The targets were approved by the SBTi in July 2021.
We want to develop and kick-off the implementation of measures to reduce our Scope 1, Scope 2 and Scope 3 emissions.	<p>Partially achieved.</p> <ul style="list-style-type: none">• Our offices have started reviewing their company car policies to made changes to encourage switching to EVs or other mobility options.• Our offices are in the process of studying their electricity contracts and switching to renewable electricity where possible. <p>We are currently reviewing our business travel policies. Implementation will start in 2022.</p>
We want to offset our carbon footprint.	Achieved. We have been fully offsetting our emissions since 2019.
We want to help our clients fight climate change and drive a circular economy through a global platform.	Achieved, but always a work in progress. We have set up an internal "Sustainability and Climate Action" global platform to capture products and know-how in this area that have been rolled out with clients. We have worked with several clients on their decarbonization and sustainability strategies, and we expect projects in this field to grow significantly in the coming years.
We will continue to pay attention to and expand the use of energy-efficient IT equipment at our workstations.	Achieved and ongoing
We will expand our environmental initiatives internationally, using the experience gained in Germany.	Achieved. We have nominated local "Sustainability Ambassadors" in >25 offices to implement environmental initiatives locally.

GOALS FOR THE FUTURE

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

- Publish our GHG emissions, reduction targets and progress in our first ESG report in 2022.
- Continue conducting our annual GHG emissions footprint exercise and offsetting all emissions.
- Make substantial progress on implementing measures to reduce our Scope 1, 2 and 3 emissions.
- Define a clear roadmap on how Roland Berger will achieve net zero by 2028 gained in Germany.

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.

We confirm our opposition to corruption, extortion and bribery within and outside our company.

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.

In a volatile and complex business environment, managing risks and compliance is of ever-growing importance. At the beginning of 2020 we introduced "New Rules for Business Relations with Sanctioned Countries/Persons" in order to safeguard Roland Berger Group and its shareholders. For a large number of high-risk and emerging countries we have also introduced a binding "Know your Customer" process, which is supported by an external provider to ensure that we do not enter into business relationships that conflict with international regulations.

NEW COMPLIANCE TRAINING

It is our aim to make our Compliance Management System live up to relevant legal changes by constantly enhancing its content and offering training and guidance for professional behavior. For this reason, we undertook significant efforts in 2021 to continue the roll-out of our new compliance training course that will cover the content even more extensively. It topics include anti-bribery and corruption, conflicts of interest, insider trading, sanctions, confidentiality, IT security, data protection (GDPR), respect in the workplace, equal treatment and preventing sexual harassment. The functional and technical requirements have been heightened compared to our previous training course, and include legal updates, knowledge checks, refreshers, integration of own documents and allow participants to provide content relevant to specific target groups such as supervisors through a profiler.

TRANSPARENT CONTRACTS

To prevent 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 using "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 conflicts of interest amongst client 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 monitored in our German offices. E-learning courses are compulsory for all employees, to keep them aware of the issue. Like our employees, freelancers must also adhere to our Code of Conduct. All Partners sign a formal declaration every year that they have adhered to the Code of Conduct.

DATA SECURITY AND PRIVACY

We treat all our clients' non-public information with 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 – fulfils highest security and technology standards. We renewed the ISO/IEC 27001 standard certification for Roland Berger Holding in 2021. This entity operates all our IT infrastructure and guarantees that we meet high security standards. We operate our own IT infrastructure for business communication, using encrypted notebooks and secure mobile devices that allow e-mail encryption. Furthermore, all Roland Berger employees must know and comply with our IT User Policy, which is part of the company's Code of Conduct and as such also the 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 and protecting against malware. Data exchange between companies of the Roland Berger group is governed by compliant contractual regulations. In the context of the Covid-19 pandemic we reminded employees of their obligations to ensure that they observe our data security standards in the home office environment.

The protection of the personal data of our employees and clients is very important to us and we do our utmost to ensure that this data is handled with the greatest care. Implementing the GDPR as a European regulation was therefore a matter of special attention for us after its introduction in 2018, which particularly distinguishes us as a consultancy of European origin. We are in the process of working towards certification to ISO/IEC 27701 in autumn 2022, which is an extension of ISO/IEC 27001.

Trade secrets are key to Roland Berger's business and strategy. Against the background of the introduction of a new standard on the protection of know-how and trade secrets in the European Union, a new policy regarding the proper "Treatment of Trade Secrets" has been introduced. In particular, as a prerequisite to protecting trade secrets, everyone at Roland Berger must actively take adequate protective measures. Relevant information has been classified to differentiate between secret/confidential and public information, for instance. The policy has been communicated and rolled out to all Roland Berger employees in order to ensure protection of trade secrets.

ANTI-CORRUPTION/ANTI-BRIBERY POLICY

We have implemented an anti-corruption and anti-bribery policy as a separate supplement to our Code of Conduct, underlining the importance of this issue. The policy covers topics such as bribes and kickbacks, facilitation payments, gifts, hospitality and expenses, charitable donations, business relationships (freelancers, subcontractors, senior advisors, agents, joint venture partners) and accounts and controls. We regularly update our Compliance Portal and have improved its structure for better clarity and transparency in the context of the roll-out of our new intranet. We regularly communicate updates to our employees.

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.

GOAL	COMMENT
To promote compliance with our Code of Conduct and corporate policies (including the Anti-Bribery/Anti-Corruption Policy) we will raise employee awareness of our existing whistleblower system by means of suitable communication measures.	In 2021 we updated and promoted our Compliance Portal, especially by rolling-out our new compliance program, an important element of which is complying with anti-money laundering, sanctions and anti-corruption laws, helping make employees aware of relevant changes. The whistleblower hotline was promoted to employees in several Compliance e-mails.

GOALS FOR THE FUTURE

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

- We want to keep raising employee awareness of our whistleblower system by means of suitable communication measures, and to promote compliance with our Code of Conduct and corporate policies (including the Anti-Bribery/Anti-Corruption Policy).
- In 2022 we will continue to promote our new compliance training seminar, with a specific training session on anti-bribery and anti-corruption laws. With it we will provide especially new employees with real-world examples of how to act compliantly and manifest this with a knowledge check on the topic.
- We want to achieve ISO/IEC 27701 certification in Germany by November 2022, to prove our data protection compliance.

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 follows:

Global Compact area/issue	Goal	Deadline	Page
Human Rights	We want to raise the global participation rate in our new Compliance e-learning seminar to > 70% in 2022 to refresh our employees' knowledge and awareness of this topic.	Oct. 2022	p. 11
Human Rights	We want to keep the global participation rate of the Employee Engagement Survey at least at the same level as in 2021 (+/- 50%).	Dec. 2022	p. 11
Human Rights	We want to firmly integrate the flexibility that we gained during the pandemic into our working culture and thus better help our employees achieve a healthy work-life-balance by implementing guidelines on "New Work", starting with DACH.	Aug. 2022	p. 11
Human Rights	We want to enforce the adherence to these New Work guidelines by implementing and monitoring relevant KPIs (individual, country, platform).	Oct. 2022	p. 11
Human Rights	We want to implement a new bottom-up project assessment of Partners, focusing on New Work and managing team workloads to create individual KPIs.	Oct. 2022	p. 11
Human Rights	We want all involved project teams worldwide to make use of the Project Commitments on projects. We want more than 2 team members to improve their personal balance and measure the "pulse" of the teams especially on workload.	Sep. 2022	p. 11
Human Rights	Starting in DACH, we want to further enhance our mentoring quality as an important pillar for personal safety and wellbeing in uncertain times, e.g. via clearly defined mandatory standards.	Aug. 2022	p. 11
Human Rights	We want to launch a pilot for a possible cooperation with a global coaching platform to extend our coaching offering for personal development and mental health to all employees worldwide.	Oct. 2022	p. 11
Labor Standards	We want to further drive the attendance in "Unconscious Bias" workshops for management teams in all countries outside DACH.	Dec. 2022	p. 22
Labor Standards	We want to keep the activities for women@Roland Berger (training, coaching, networking) at least at the same level as in 2021, moving them back to onsite delivery with high priority.	Dec. 2022	p. 22
Labor Standards	We want to extend our coaching offering (not only) for female consultants worldwide by piloting a collaboration with a global coaching platform.	Dec. 2022	p. 22

COMMUNICATION ON PROGRESS FOR THE UN GLOBAL COMPACT

December 2020 to December 2021

Global Compact area/issue	Goal	Deadline	Page
Labor Standards	We want to launch a new "Parenting" initiative and extend our offerings for parents to better support encourage parents at Roland Berger, starting with DACH, to proceed their career in consulting while having children and a balanced family life.	Aug. 2022	p. 22
Labor Standards	We want to further drive our ambition for 2024 of 35% female applications, 30% female consultants, 25% female Project Managers and 10% female Partners/Principals.	Dec. 2022	p. 22
Labor Standards	We want to further increase the number of participants in the International Staff Exchange, Fellowship and Job Rotation Programs.	Dec. 2022	p. 22
Labor Standards	We want to at least maintain the same global participation rates in the leadership assessment as in 2021 (+/- 66%).	Nov. 2022	p. 22
Environment	Publish our GHG emissions, reduction targets and progress in our first ESG report in 2022.	Dec. 2022	p. 30
Environment	Continue conducting our annual GHG emissions footprint exercise and offsetting all emissions.	Dec. 2022	p. 30
Environment	Make substantial progress on implementing measures to reduce our Scope 1, 2 and 3 emissions.	Dec. 2022	p. 30
Environment	Define a clear roadmap on how Roland Berger will achieve net zero by 2028.	Sep. 2022	p. 30
Anti-corruption	We want to keep raising employee awareness of our whistleblower system by means of suitable communication measures, and to promote compliance with our Code of Conduct and corporate policies.	Dec. 2022	p. 34
Anti-corruption	In 2022 we will continue to promote our new compliance training seminar, with a specific training session on anti-bribery and anti-corruption laws. With it we will provide especially new employees with real-world examples of how to act compliantly and manifest this with a knowledge check on the topic.	Dec. 2022	p. 34
Anti-corruption	We want to achieve ISO/IEC 27701 certification in Germany by November 2022 to prove our data protection compliance.	Nov. 2022	p. 34

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