
COMMUNICATION

ON PROGRESS FOR

THE UN GLOBAL

COMPACT

REPORTING PERIOD: JULY 2013 TO AUGUST 2014

About Roland Berger Strategy Consultants

Roland Berger Strategy Consultants, founded in 1967, is the only leading global consultancy with German heritage and of European origin. With 2,400 employees working in 50 offices in 36 countries worldwide, we have successful operations in all major international markets. The strategy consultancy is an independent partnership exclusively owned by about 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.

For further information:

www.rolandberger.com/company/corporate_responsibility/

About this report

This report illustrates how Roland Berger Strategy Consultants 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 our second report after becoming a member of the UN Global Compact in the summer of 2012. 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.



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Our CEO's declaration of continued support

Roland Berger Strategy Consultants 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 and beyond, as being a corporate citizen.

We take our corporate responsibility seriously and live up to its demands each day by treating our employees, clients, suppliers and environment responsibly. We also give back to the community by way of numerous different activities. We believe that it lies in our own interest to act responsibly and practice good corporate citizenship.

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.

The last reporting period was heavily influenced by a potential merger with a global auditing firm, which ultimately did not occur. Therefore, we had to reprioritize some of our operational decisions. As a result, a few goals could not be reached as we intended in the Communication on Progress 2013, but this does not mean that we don't fully back the principles of the Global Compact.

We will continue our efforts to move forward in the four areas 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 Strategy Consultants GmbH

HUMAN RIGHTS



- >> **PRINCIPLE 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- >> **PRINCIPLE 2:** make sure they are not complicit in human rights abuses.

Our commitment

Roland Berger Strategy Consultants 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

Upon joining Roland Berger, every consultant is introduced to the topic of ethical behavior at the consultants' kick-off seminar. 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 by August 2014.

HEALTH AND 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. On top, we introduced the "Team Barometer" tool three 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.

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 Strategy Consultants.

SUPPLY CHAIN MANAGEMENT

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.

GOAL	COMMENT
By mid-2014 we wanted to increase the rate of successfully completed e-trainings on the Code of Conduct to 65 %.	With a current rate of 73% (as of May 2014) of successfully completed e-trainings on the Code of Conduct, we have fully reached the goal.
We aimed to introduce yearly written confirmations from all Partners concerning adherence to the Code of Conduct.	So far, we have not yet introduced written confirmations for Roland Berger Partners.
In order to further embed respect for human rights within our company, we planned to revise the Code of Conduct during the next reporting period to better take human rights into account.	The revised version of our Code of Conduct now refers more explicitly to the protection of human rights.
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.	The concept has been developed; but its implementation was postponed due to exceptional circumstances. Nevertheless, we continue to provide individual counsel 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:

- > We aim to introduce yearly written confirmations from all Partners concerning adherence to the Code of Conduct by June 2015.
- > We intend to review the implementation of health checkups for our Partners in 2015.

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 Strategy Consultants 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.

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 Strategy Consultants. 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. Since the last Communication of Progress we have rephrased our Code of Conduct. 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.com/media/pdf/Roland_Berger_Code_of_conduct_Employees_20140701.pdf

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; 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

PRODUCT RESPONSIBILITY

Everyone at Roland Berger Strategy Consultants is dedicated to our three corporate values: excellence, entrepreneurship and partnership. 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. 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 2013, the participation rate in these bottom-up assessments was less than in the previous year: 66% of consultants (-9%) and 49% of the support staff (-3%) 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.

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 2013, 81 employees participated in the exchange program and 22 different countries (+22%) 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 2013, Roland Berger in Germany had employees from 32 countries. Currently 25.2% of Roland Berger employees in Germany are female. 13.4% of consultants and 8.7% 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.

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 2013 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 Europe. This reflects how the efforts we undertake to create the best possible work environment bear fruit.

RECRUITING PRACTICES

WORK-LIFE BALANCE

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.

GOAL	COMMENT
A key part of this strategy was to increase the number of female consultants in Germany to 15% by the end of 2015.	We are on a promising path to meeting our goal; by end of the year 2013 we had 13.4% female consultants in Germany.
Regarding the seminar program, we wanted 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.	We have fully reached the goal of maintaining the level of training days (5-6 for consultants, 2-3 for services) in 2013. Relevance of topics and quality of trainings is guaranteed by a carefully arranged selection and feedback process.
Additionally, we planned to increase the total number of e-learning courses offered.	In 2014 we launched a self-learning community on the intranet that integrates the audio, video and PowerPoint offerings of several departments, including Graphics, IT, HR and Roland Berger School of Strategy and Economics. New self-learning material such as expert calls on specific consulting know-how or videos about perfect presentation practice have been produced.
We aimed to keep the high level of participation rates for the leadership assessment constant for the consultants and increase it by 5% for the support staff.	Due to other priorities, our HR department spent significantly less time on inviting employees to participate in the leadership assessment than in previous years. As a consequence, the participation rates for both consultants and support staff decreased slightly compared to the last year.
We wanted to maintain or even increase the number of participants in the International Staff Exchange Program.	In 2013, we succeeded in maintaining the previous number of consultants participating in our International Staff Exchange Program and we increased the countries involved by more than 20%.
By 2014 we wanted to have implemented seminars on intercultural competence, which will be part of the regular curriculum.	Due to poor demand for this optional seminar we have put it on hold for the time being.

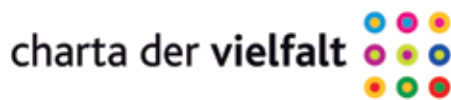
Goals for the future

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

- > Thus, increasing the number of female consultants to 15% by the end of next year is still one of our main objectives.
- > Our recently published "self-learning community" is only the beginning of a longer process that will establish new training formats. Over the next few months we will further extend our self-learning offerings.
- > Concerning the leadership assessment, for 2014/15 we plan to bring the response rate back to the 2012 level for consultants and increase the services response rate to 5% above the 2012 level.
- > For the next reporting period we plan to maintain the high level of International Staff Exchange participants and countries involved and will review the existing exchange conditions to make it even more attractive for our offices involved.
- > In the months to come we will have a re-audit of the certificate "berufundfamilie".

FOSTERING DIVERSITY AT ROLAND BERGER

We are convinced that businesses stand to profit from a diverse workforce. For Roland Berger Strategy Consultants, diversity has always been an integral part of our values and our success. To further emphasize our dedication to promoting employee diversity, Roland Berger was among the first signatories of the German diversity declaration "Charta der Vielfalt" in 2007, launched by BP Europa SE, Deutsche Bank and Deutsche Telekom, under the patronage of German chancellor Angela Merkel.



OUR PEOPLE HAVE A VARIETY OF BACKGROUNDS, PASSIONS AND INTERESTS

Each of our employees is unique and as distinctive as their fingerprint. At the same time, our diverse workforce stands for the excellent cooperation beyond borders, nationalities, gender, social, ethnic or religious background. Roland Berger consultants with different nationalities have usually graduated from international business schools where they not only gained academic experience and practice in foreign languages, but were also in contact with various cultures and traditions. Thus, they are not only smart and well educated, but open-minded and tolerant. And consulting without human contact does not work!

LEARN WHAT DIVERSITY MEANS TO OUR TOP-NOTCH MIX OF PEOPLE



Dr. Wolfgang Mittmann, Senior Consultant, studied Biochemistry and Pharmacology in Tübingen, Washington and London.

"We cannot solve our problems with the same kind of thinking that created them.' Einstein's political statement also applies to business and companies: Different backgrounds, different thinking, new solutions and real innovation."

Wenting Zhao, Consultant, studied Mathematical Finance & Actuarial Science in Hamburg, Munich and New Brunswick, New Jersey.

"During my office transfer to RB China, I experienced colleagues and clients from many different countries, even worked in three languages at one project. Diversity at RB not only inspires us to create innovative solutions and maximize our added-value to the clients, but also drives our personal development."





Lothar Rauch, Senior Consultant, studied International Business (Finance & Accounting) in Maastricht and Hong Kong.

"I was once asked how I see myself compared to the average Roland Berger consultant. Facing this question I took all individuals I met into account. That was when I realized that I actually had no idea what an "average" RB consultant would look like. Diversity with respect to various dimensions is what really gives us the credibility as a global advisor to leading organizations in a global market place."

Ina Wietheger, Partner, studied Economics and International Studies in Tübingen and Miami.

"After more than 15 years in consulting I am deeply convinced that creativity and innovation are based on bringing diverse perspectives, courageous ideas and different backgrounds together. It's part of the DNA of a successful consulting company."



Ante Prnjak, Principal, studied Business Administration in Stuttgart, New York, Leipzig and Strasbourg.

"Being raised and educated in a multinational and multicultural environment, I strived throughout my career to work in a profession that is based on diverse educational backgrounds, cultures and nationalities – Roland Berger gives each individual the room to grow and thereby also generates sustainable value for our clients around the globe."

Manuel Yoon, Consultant, studied General Business in Oestrich-Winkel and Sao Paulo.

"At Roland Berger, I have had the pleasure to work in international teams with colleagues from Europe, South America and Asia. I can truthfully state that we achieved maximum impact because we embraced our cultural diversity."



Omar Abdo, Senior Consultant, studied Business and Engineering in Darmstadt and Linköping.

"Only a truly diverse team can offer a multi-dimensional and holistic view on the complex issues facing today's business world – A pivotal success factor for a global strategy consultancy."



ENVIRONMENT



- >> **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 Strategy Consultants as a professional services company is certainly less exposed to environmental issues, as our "product" does not have a direct ecological impact. Nevertheless, 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. 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

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 2013, we increased our rail kilometers per capita by 8% compared to the previous year. Furthermore, 92% of the total volume of our travel with the train in Germany was 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. Thus, we have increased the time spent in video conferences in Germany by 16% from 2012 to 2013. 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 13% since 2011.

Office buildings	2011 [kWh]	2012 [kWh]	2013 [kWh]
Berlin	110,350	90,200	78,370
Dusseldorf	137,339	133,100	110,167
Frankfurt	126,272	120,155	106,266
Hamburg	63,423	63,797	53,210
Munich	1,190,347	1,129,288	1,062,841
Stuttgart	45,524	50,000*	43,000*
Total consumption:	1,673,255	1,586,540	1,453,854
Reduction		-5.2%	-8.4%
			-13.1%

* 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.

Achievement of goals

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

GOAL	COMMENT
In order to decrease the number of flights and encourage the use of less environmentally damaging means of transport, we planned to establish further internal guidelines and incentivize environmentally friendly travel behavior of our employees.	In March 2014 we introduced more environmentally friendly travel guidelines in Germany with a wide range of car-sharing options, stricter policies for using trains and more public instead of individual transportation.
By 2014 we wanted to introduce a carbon emissions-related lease car policy, designed to reduce the carbon emissions produced by our employees' car fleet.	Since the last Communication on Progress, we reviewed our existing lease car policy and are about to extend the car portfolio to include electric cars and specify a mobility concept for the interim usage of vehicles (instead of constant car lease agreements). Both the new lease car policy and the new mobility concept will be implemented by July 2015.
When renting new office buildings in Germany we intend to select real estate certified by the Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB e.V.) – the highest standard for green buildings.	In the meantime, we moved two of our German offices (Düsseldorf and Berlin). In both cases the new buildings comply with the highest ecological standards and will receive the respective certificates shortly.
Additionally, we planned to implement LED lighting in our new offices in Munich, Düsseldorf and Berlin in order to create a more energy efficient work environment.	Despite our plan to replace our office lighting with LED in our new locations, for specific reasons we have not realized this so far in Düsseldorf. In Berlin a major part of our lighting is based on LED and we still aim to implement LED lighting in our future headquarters in Munich.

Goals for the future

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

- > Reduce travel activities in general in order to save our planet and use even more video and telephone conferencing instead.
- > We are about to detail an innovative mobility concept (e.g. car-sharing and pooling options) and are committed to further incentivizing environmentally friendly travel behavior of our employees, e.g. use less damaging means of transport such as trains.
- > We intend to implement the more ecologically friendly lease car policy by June 2015.

OUR CONTRIBUTION TO SAVING THE PLANET

Scarcity of resources, energy efficiency, carbon footprint and sustainability are becoming increasingly important topics, not only for us, but also for our clients. These ecological challenges affect our clients' operations and processes, and have a huge impact on their business models and future products.

WE HAVE ESTABLISHED A STRONG POSITION USING OUR CONSULTING KNOW-HOW IN "GREEN" AREAS.



Some current highlights of our expertise

E-mobility:

Over the next 15 years, the automotive industry will undergo the greatest transformation in its history. E-mobility technologies are reshaping the automotive value chain and business models. In addition, complexity is increasing, putting tremendous pressure on engineering organizations to become more effective, more efficient and faster. They must also become more innovative to tackle a broader range of technologies.

Thus, we support our automotive clients - manufacturers and OEMs alike - in defining pragmatic strategies that allow them to master these challenges and align product creation and e-mobility with market, regulatory and technology trends.

Energiewende:

The energy turnaround is Germany's high-priority economic project in the years to come. Its success will determine whether Germany will continue to be a competitive location for industry. Thus far, public discussion about the energy turnaround has centered mainly on reforms to the EEG (Renewable Energy Act). But for a successful energy turnaround, numerous aspects have to be considered and all parties involved have to agree jointly on the right course of action.

These are the findings of our recent study "Energy turnaround reloaded! Rethinking the megaproject". Our consultants revealed that the success of the energy transition in Germany depends on 24 factors.

Innovative mobility:

Not only megacities, but all urban agglomerations are increasingly confronted with the environmental consequences of rising volumes of traffic and transportation. As a matter of fact, "smart cities" that care consciously about sustainable urban growth are no longer a buzz word. Different transportation providers are affected by this trend and need to rethink their services and network for intermodal transport options.

The aim of innovative mobility is to find sustainable solutions for the future by

- > Developing shared mobility concepts
- > Intelligently integrating modes of transportation and mobility services (buses, trains, taxis, rental, shared and private cars, parking facilities, rented bicycles, etc.) and making it possible to combine the different options as required
- > Applying self-organizing technology in which management mechanisms optimize traffic flows and/or
- > Leveraging mobile devices as an identification, booking and payment tool for travelers.

Our consultants incorporate their insights from project experience and their analyses of trends, markets and technologies into innovative mobility concepts. We advise various administrations, organizations and companies from different sectors and industries in the creation of smart traffic and transportation solutions for a healthy and sustainable future.

These are just a few consulting examples of our contribution to saving the planet. We are convinced that with our experts and their knowledge, we and our clients will successfully tackle the challenges of reducing environmental impact now and in the future.

ANTI- CORRUPTION



>> **PRINCIPLE 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

Our commitment

As a leading strategy consultancy Roland Berger Strategy Consultants 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.

To prevent any abuse all payments to freelancers or Senior Advisors have been always made via bank transfer, without exception. Furthermore, contracts for all Roland Berger freelancers have been standardized and their payment is controlled via "proApproval", a newly introduced 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.

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!, Google or Skype 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.

GOAL	COMMENT
We wanted to develop a process for carefully screening the ethical standards of our (new) clients - in line with the Money Laundering Law (MLL), and especially in countries with high corruption rates.	Since our last report we learned that the MLL is not necessarily applicable to the acquisition process of new clients. Thus, because of the extraordinary situation last year, we postponed our plan of introducing a standard for carefully screening (new) clients, but we will work on this goal in the next 12 months.
We planned to expand and professionalize our whistle-blowing system.	By introducing an anonymous internet-based whistle-blowing solution by August 2014, we reached this goal.
We wanted to establish a detailed policy for giving and receiving gifts.	This new policy has not yet been implemented due to other priorities over the past 12 months.

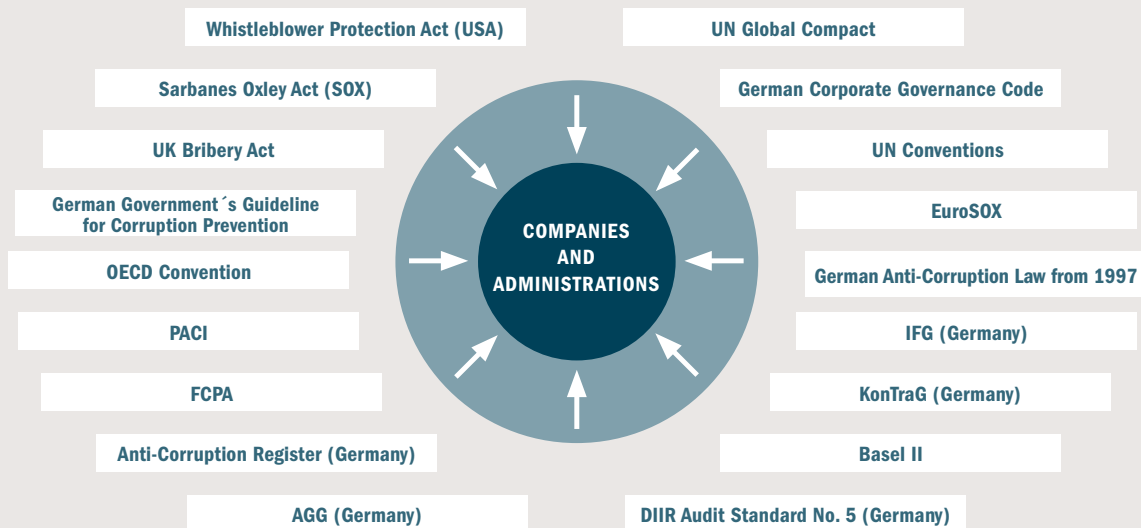
Goals for the future

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

- > The introduction of a process of carefully screening of our (new) clients concerning their ethical standards remains one of our utmost concerns for the next 12 months.
- > Additionally, we intend to implement a detailed policy for giving and receiving gifts by the end of 2015.

OUR NEW WHISTLE-BLOWING SOLUTION

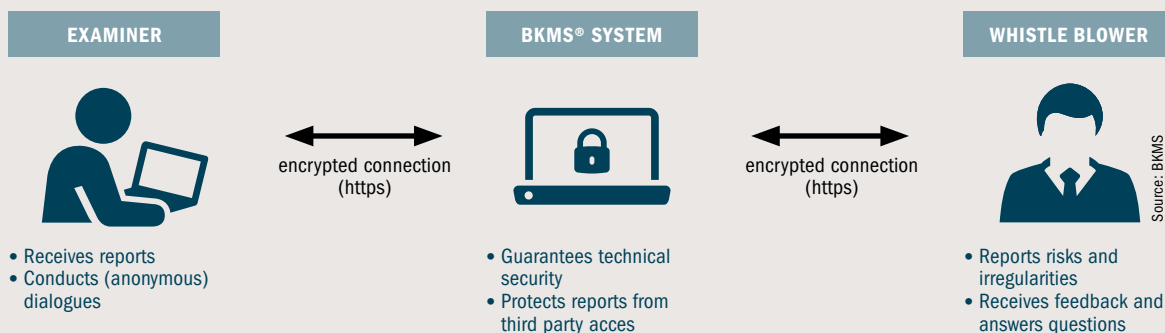
An increasing number of conventions and rules (including the UN Global Compact) take whistle blowing as a viable tool into consideration when it comes to the preventing and fighting against corruption, and ensuring compliance with laws and industry or corporate standards.



Source: BKMS

Since whistle-blowing systems are the most effective way of disclosing white-collar crimes, Roland Berger Strategy Consultants decided to install a professional tool beyond existing hotline/e-mail to our Compliance Officer. In order to overcome potential inhibitions of our employees, we have introduced an anonymous online whistle-

blowing system developed by Business Keeper AG: the Business Keeper Monitoring System (BKMS®). This solution is a certified platform which guarantees total anonymity: the leads cannot be decrypted or interpreted by a third party, including Business Keeper AG.



The BKMS® is available 24/7 in almost 50 languages. Via this platform, whistle blowers can report irregularities, abuses and risks worldwide. As a result, the corporate examiner (e.g. our Compliance Officer) receives the report and can enter into an anonymous dialogue with the whistle blower. In this dialogue the whistle blower is encouraged to make reports and is kept informed on the report's status.

The whistle blower's availability for further questions can help accelerate internal investigations and prevent misunderstandings. Thus, the BKMS® whistle-blowing system - which is already being successfully used by numerous international companies and administrations - can have a preventive as well as a punitive effect in our company in the future.

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 Strategy Consultants 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
UN Global Compact	Introduce yearly written confirmations from all Partners concerning adherence to the Code of Conduct	June 2015	p. 7
Human Rights / health and safety	Review of implementation of regular health checks for our Partners	December 2015	p. 7
Labor Standards / diversity	Increase the number of female consultants in Germany to 15%	December 2015	p. 12
Labor Standards / education and development	Further extend our self-learning offerings	June 2015	p. 12
Labor Standards	Increase the level of participation for the leadership assessment concerning consultants to the 2012 level and increase it by 5 % for support staff	June 2015	p. 12
Labor Standards / education and development / diversity	Maintain the number of participants in the International Staff Exchange Program	June 2015	p. 12
Labor Standards / diversity	Re-audit the certificate "berufundfamilie"	June 2015	p. 12
Environment	Reduce travel activities of our employees in general, and further increase use of telephone and video conferences	June 2015	p. 17
Environment	Establish an innovative mobility concept and incentivize environmentally conscious travel with our employees	June 2015	p. 17
Environment	Introduce a carbon emission related lease car policy	June 2015	p. 17
Anti-corruption	Careful screening of our (new) clients' ethical standards	June 2015	p. 21
Anti-corruption	Establish a detailed policy for giving and receiving gifts	December 2015	p. 21



Community interaction

As a company Roland Berger Strategy Consultants GmbH is dedicated to fostering the goals of the United Nations Global Compact beyond our core business activities. Accordingly we give back to society at large in several different ways. Our corporate citizenship activities are designed to cultivate the exchange of ideas, provide a catalyst for societal development and promote new perspectives. We believe that we as people do best when we combine our expertise and skills in a common venture. With our support for pro bono projects at nonprofit organizations and our encouragement of our employees' volunteering commitments, we have established a wide range of corporate citizenship formats.

For more information visit:

> http://www.rolandberger.com/company/corporate_responsibility/management_and_principles/society.html

As an employer, Roland Berger encourages the commitment of our employees to doing good, whether it is during official working hours or in their free time. So we support and offer our staff volunteering opportunities on an individual basis or in groups.

Education

lies at the heart of our social commitment.

As part of the Education by Empowerment volunteering initiative, which was launched in early 2012, our own employees in Germany continue to work with the scholars of the Roland Berger Foundation in diverse formats and activities.

For more information visit:

> <http://www.rolandbergerstiftung.org/index.php?id=3>
> http://www.rolandberger.com/company/corporate_responsibility/education_by_empowerment.html

Christmas messages of hope to needy people

Beyond these corporate volunteering activities, for many years now during the Christmas season, our employees support people in need. A long tradition in many Roland Berger offices is to have a Christmas tree with gift wishes from underprivileged children, refugees, elderly persons or other needy people.

For example in 2013, all RB offices in Germany spread a bit of Christmas cheer to more than 250 individuals in different organizations:

In our headquarters in Munich for the fifth year in a row, Roland Berger employees supported a refugee center in the city. Thus, more than 75 colleagues were eager to brighten things up at the refugee shelter. In order to give our employees a better feel for the cause they would support, "Caritas" social workers came to our headquarters to provide insight into the refugees' plight.

For their Christmas charity in Stuttgart, Roland Berger employees turned their attention to a group of people often forgotten amidst all the Christmas cheer: chronic alcoholics with multiple impairments. Here they find shelter in a therapeutic community and are supported in their attempts to regain stability for a new beginning. These people who very often cannot afford simple everyday items, like a nice bar of soap, a pretty towel, batteries, a sports calendar or a CD, received an individual Christmas present.

In Frankfurt, our colleagues provided moments of joy for children from a deprived area of the city. Following the results of an intranet poll among their colleagues, the charity team collected dozens of Christmas wishes from the children and attached the wish cards to a beautifully decorated Christmas tree. On Christmas Eve, all presents found their way to the kids when they visited our office building.

Our Düsseldorf employees hosted already the second Christmas quiz with the scholars of the Roland Berger Foundation in North Rhine-Westphalia. Remembering the previous year's happy faces, they relaunched an online questionnaire where the scholars answered tricky questions. In the end, it was not only the three winners who went away with presents: all participating kids received gifts such as backpacks, hoodies or Amazon vouchers, bought with donations from our colleagues.

The Hamburg office also turned to their intranet community to decide on the focus for last year's Christmas charity. It soon became clear that our Hamburg staff also wanted to continue giving specifically to children in need. Thus, they chose a local non-profit organization providing emergency support for families in the form of advice, as well as practical and financial help. A Christmas party where the beneficiaries got their presents gave kids and the "Santa" team alike a lot of joy.

In Berlin Roland Berger employees entered new Christmas charity territory: rather than donating money or buying presents, the organizers at the Berlin office decided to go for another kind of good deed, by asking their colleagues to donate their time. Thus, they organized a "charity competition" in collaboration with the Roland Berger Foundation. The Foundation's young scholars and our colleagues generated ideas for social projects to support. On St Nicholas' Day, 10 scholars and 40 colleagues met for tea and cookies to form teams and discuss collaborative project ideas. A Roland Berger jury finally decided in January. One of the winning ideas was a job application workshop, which our colleagues honored in April 2014 for a class of 10th graders in a secondary school in Berlin-Neukölln.

For us as a firm it's good to see the high level of commitment, creativity and initiative Roland Berger employees develop to help less privileged individuals and groups in their communities. Also, in the future, we will remain committed to encouraging our peoples' contribution for a better world.

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