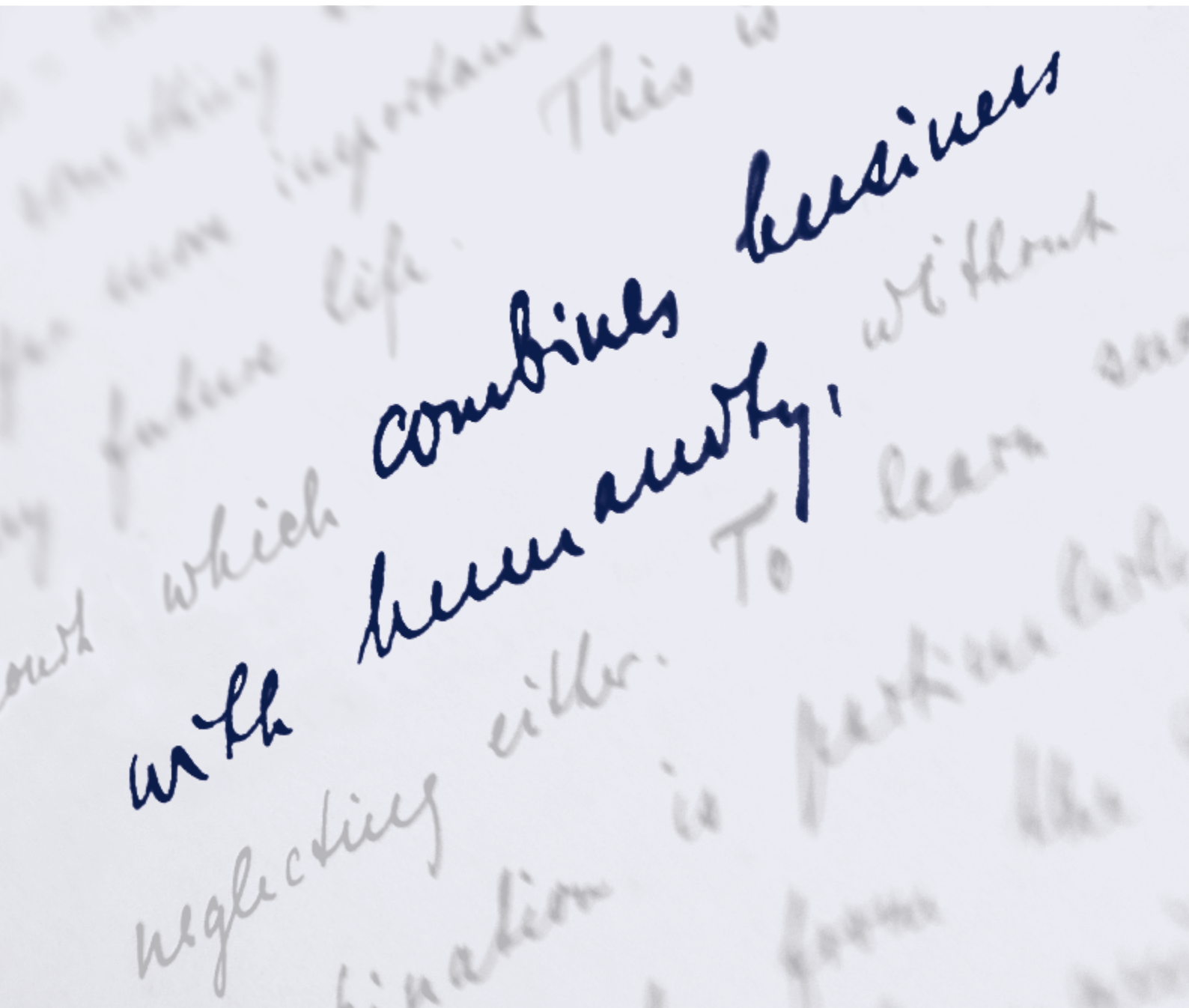




Rothschild & Co

Corporate Responsibility report 2019



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Cover image: Extract from 1924 letter from Siegmund Warburg to Lionel and Anthony Rothschild, thanking them for teaching him about business and 'the fine tradition of New Court, which combines business with humanity without neglecting either.' Courtesy of The Rothschild Archive.



Message from the Executive Chairman



“We encourage a culture of responsible business and proactively take responsibility for the impact we have as a business on our people, our industry, our communities and our planet.”

Rothschild & Co is one of the world’s leading financial advisory groups, with more than 3,500 talented professionals working across more than 40 countries. Our purpose is to provide a distinct perspective that makes a meaningful difference to our clients’ business and wealth.

For more than 200 years, we have earned a reputation for serving clients to support ideas that have shaped the world in the long run, enabling growth and economic progress.

Our unique heritage and outstanding record of achievement is driven by a strong values-driven culture. This culture is captured in our Guiding Principles: working with our stakeholders and each other in a **principled, thoughtful and creative way**.

It is by continuously upholding these Guiding Principles that each of us earns the trust of our partners, clients and shareholders. We never take that trust for granted and know that our businesses' success depends on it.

To this very day and in the future, **we encourage a culture of responsible business and proactively take responsibility for the impact we have as a business on our people, our industry, our communities and our planet.**

While the last weeks have seen an unprecedented change in the market, we remain steadfast in our long-term commitment to responsible business. We are extremely proud of our business and the diversity of our people globally.

This report is aimed at highlighting our priorities and strategic direction, celebrating these commitments and showcasing some recent examples of the impact this culture can have.

Of course, there is always more we can do. But I am confident that our distinct perspective will continue to set a benchmark for responsible business for our stakeholders and our industry as whole.

A handwritten signature in black ink, appearing to read 'Alexandre de Rothschild'.

Alexandre de Rothschild
Executive Chairman Rothschild & Co

“Our capabilities and market position create an obligation to the world around us to manage risks and act responsibly in creating the best outcomes for our stakeholders”

ROBERT LEITÃO

Managing Partner
Co-chairman of the GEC

1

Responsible business at Rothschild & Co

- 1.1 Our business model
- 1.2 Corporate Responsibility strategy
- 1.3 Governance
- 1.4 Outlook



1. Responsible business at Rothschild & Co

1.1 Our business model

The impact we have as a business on our people, our industry, the communities and our planet through the responsible management of our operations and resources plays a fundamental part in our approach to business and towards reaching our long-term strategic objectives.

The promotion of a culture of responsible business is firmly embedded in our business model We use our unique skills and capabilities across the group to address material Corporate Responsibility risks and opportunities for the group and all our stakeholders.

Our purpose

With 200 years of experience we provide a distinct perspective that makes a meaningful difference to our clients’ business and wealth

Values-driven culture

We promote a culture of responsible business and long-term value creation for our clients, stakeholders and investors

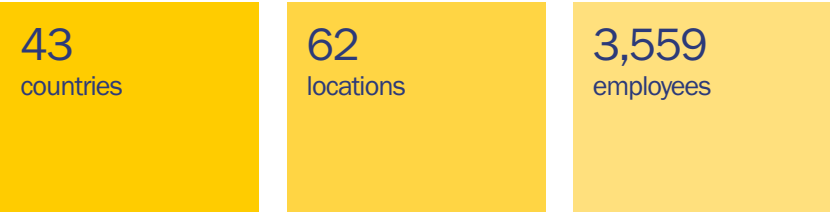
Thoughtful
Considered
Strategic
Long-term

Principled
Responsible
Empathetic
Committed

Creative
Innovative
Collaborative
Entrepreneurial

Three established businesses

One group consisting of three established businesses



Key differentiators

Long-term view

We are a long-standing and trusted partner to large institutions, families, individuals and governments:

- We are an independent, family-controlled business and our focus is on long-term growth
- We are unconstrained by short-term thinking and can take a long-term view in order to deliver the objectives of each client and offer sustainable shareholder return

Enduring relationships

Talented and motivated employees are the lifeblood of our business and the foundation of everything we provide to our clients:

- We focus on creating an inclusive culture that encourages the highest standards of quality, professionalism and ethics. Our culture is built on the quality of our people, who embody our values
- The dedication and knowledge of our workforce enables us to create real value for all our stakeholders

Culture of responsible business

We encourage a culture of responsible business and proactively take responsibility for the impact we have as a business on our:

- People
- Industry
- Environment
- Communities

Business aligned strategy

Sustainable value creation

Three established businesses with strong synergies between them focused on long-term growth

Balanced growth

Stable growth across our three businesses mitigating the effects of cyclical markets

Shareholder returns

By focusing on an efficient use of capital, we generate a sustainable profit and can ensure a progressive dividend policy

1.2 Corporate Responsibility strategy

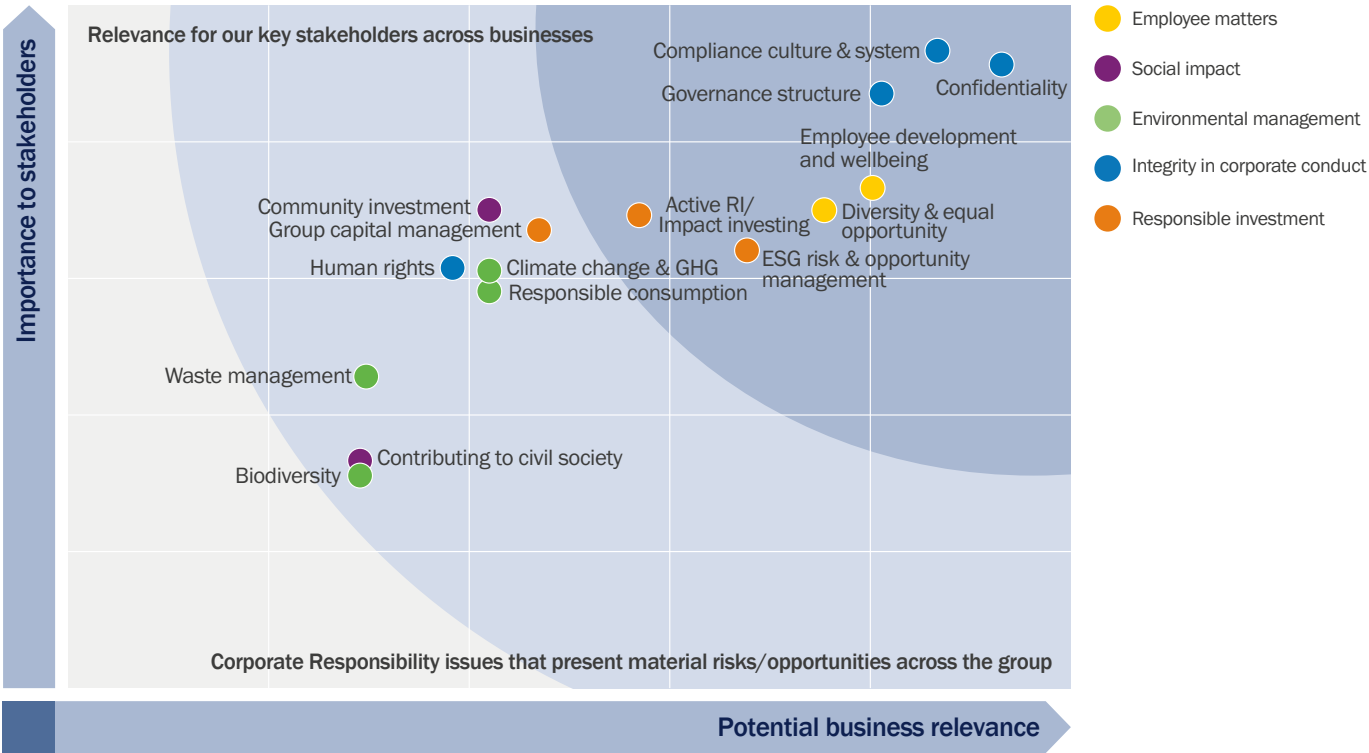
In an ever-changing market environment, we monitor business model inherent risks and opportunities with regards to Corporate Responsibility on an ongoing basis.

A working group of senior management undertook a thorough assessment of Corporate Responsibility issues. The aim was to identify the most critical environmental, governance and social issues that are relevant to our stakeholders and which create opportunities or risks for the group’s individual businesses and the group overall.

The materiality matrix below shows the key non-financial risks and opportunities in relation

to Corporate Responsibility that were assessed and those we consider most material to our business. They form the basis for the continuous development of the group’s Corporate Responsibility strategy. The findings of the assessment highlight five overall focus areas of responsibility, which represent important non-financial priorities for our business.

Materiality Matrix

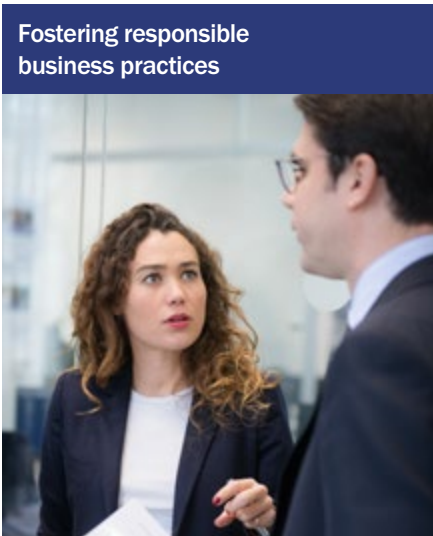


Methodology: through discussions with group and divisional management teams, regulatory guidance and recognised NGO frameworks we identified a long list of potential Corporate Responsibility issues for the firm. We then prioritised the most material areas with the management teams based on ongoing feedback from clients, investors, suppliers, and our employees, as well as secondary market research and relevant experts in the group, ensuring regulatory conformity. These bottom-up views on priorities have been aggregated in the above Corporate Responsibility materiality matrix for the entire group.

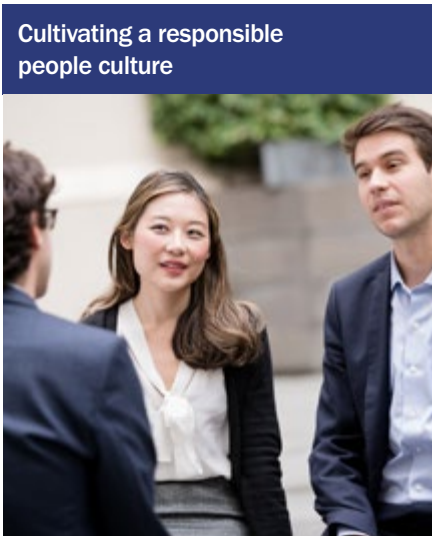
The Corporate Responsibility strategy as well as the group priorities resulting from this have been agreed by the Group Executive Committee and validated by Rothschild & Co Gestion.

Our priorities

Our Corporate Responsibility strategy defines a clear commitment for the way we do business and sets out our ambitions and activities across five pillars which address the most material Corporate Responsibility risks and opportunities for the group:



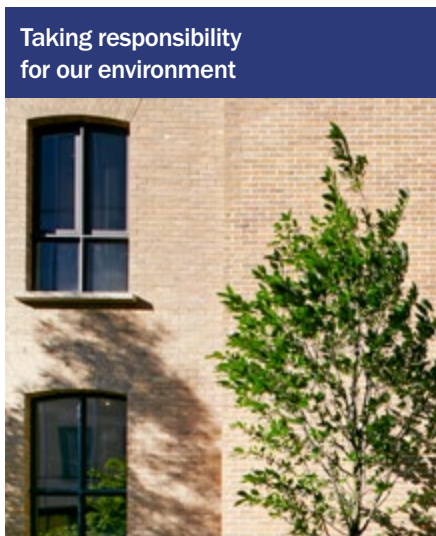
- We place high emphasis on good conduct, personal accountability and commitment in the way we work with each other and our clients; this includes
- safeguarding confidentiality
 - effective compliance systems and technology
 - implementing stringent anti-corruption and anti-bribery standards
 - impactful governance and oversight



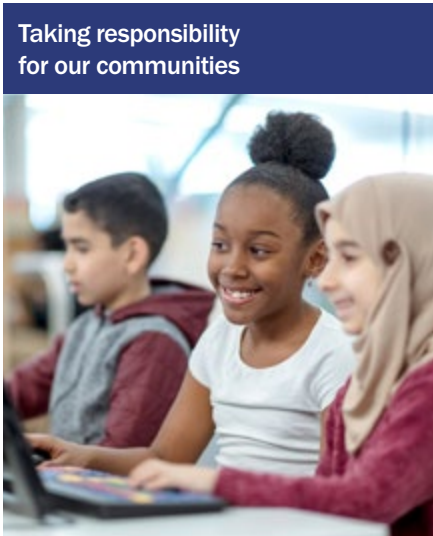
- We aim to attract and retain the most talented people from a diverse range of backgrounds, cultures and experiences by creating an environment that empowers our people to grow, deliver, and excel; this includes
- providing feedback, talent development opportunities and assignments that ensure they get the best out of their careers
 - supporting our people's wellbeing and offering a balanced approach to work
 - ensuring equal opportunities for all via development, an effective reward strategy and transparency in promotions



- We want to play an active role in influencing business practices and drive investments towards a more sustainable economy by
- integrating ESG criteria in our investment decisions to create long-term value for investors and support the development of a sustainable economy
 - pursuing an engagement policy that favours a constructive dialogue with companies on ESG issues
 - developing innovative responsible investment solutions



- We are strongly committed to contributing to a more environmentally sustainable economy and limiting our environmental impact by
- considering the environmental risks and opportunities of our business activities
 - responsibly managing greenhouse gas emissions and proactively reducing our negative environmental impact
 - championing responsible consumption and resource use



- We want to effect positive change in our communities and help make a meaningful difference to young people from disadvantaged backgrounds by
- providing financial support to charities and social enterprises, as well as to individuals
 - offering our professional expertise to social purpose organisations, helping them to drive change for young people
 - encouraging our people to volunteer, using their skills to help young people to succeed in life

“We encourage a culture of responsible business and proactively take responsibility for the impact we have as a business on our people, our industry, our communities and our planet.”

3,559
employees,
creating a diverse
workforce

43
countries, with
a global team
of employees

c.80%
of R&Co AM
Europe's AuM
integrate ESG
criteria

All relevant
business
divisions to
become UNPRI
signatories
in 2020

61%
reduction in
scope 1 GHG
emissions

56%
of electricity from
renewable sources

>30%
of employees
engaged in
Community
Investment
activities

>900,000
young people
were supported
by the charities
we donated to

1.3 Governance

Encouraging a culture of responsible business across the whole group requires championing of this approach by the leadership team every day. This commitment to Corporate Responsibility is reflected in the governance arrangements of the group.

1.3.1 Overview group governance

Our name Rothschild & Co encapsulates the idea of true partnership between the leadership and teams in the group. This is reflected in the way the group is governed.

The Managing Partner

Rothschild & Co Gestion is the Managing Partner (*Gérant*) of Rothschild & Co, responsible for the overall management of the Company.

This includes, among other things, establishing the strategic direction of the business, supervising the accounting and financial information, and directing the internal control framework for Rothschild & Co and the group entities on a consolidated basis.

The Managing Partner relies on the Management Board (*Conseil de Gérance*) to fulfil its role.

The Management Board comprises:



Alexandre de Rothschild
Executive Chairman



Robert Leitão
Managing Partner
Co-chairman of the GEC



François Pérol
Managing Partner
Co-chairman of the GEC



Marc-Olivier Laurent
Managing Partner

The Group Executive Committee

The Group Executive Committee (GEC) is co-chaired by Robert Leitão and François Perol, and is the senior executive committee at Rothschild & Co.

The GEC comprises heads of our individual business divisions as well as the heads of critical group support functions such as Finance, Human Resources and Legal & Compliance. As the senior executive committee at Rothschild & Co, the GEC is responsible for the overall management and the definition of the strategy of the group, represented by the Executive Chairman and Managing Partners.

In its role, the GEC participates in the overall management and the definition of the strategy of the group by Rothschild & Co, represented by the Executive Chairman and Managing Partners, so that Rothschild & Co ensures its proper implementation across the group.

Supervisory Board

The Supervisory Board exercises permanent oversight of the management of the company, including in particular the company's financial accounting reporting system and its internal control mechanism.

1.3.2 Corporate Responsibility governance

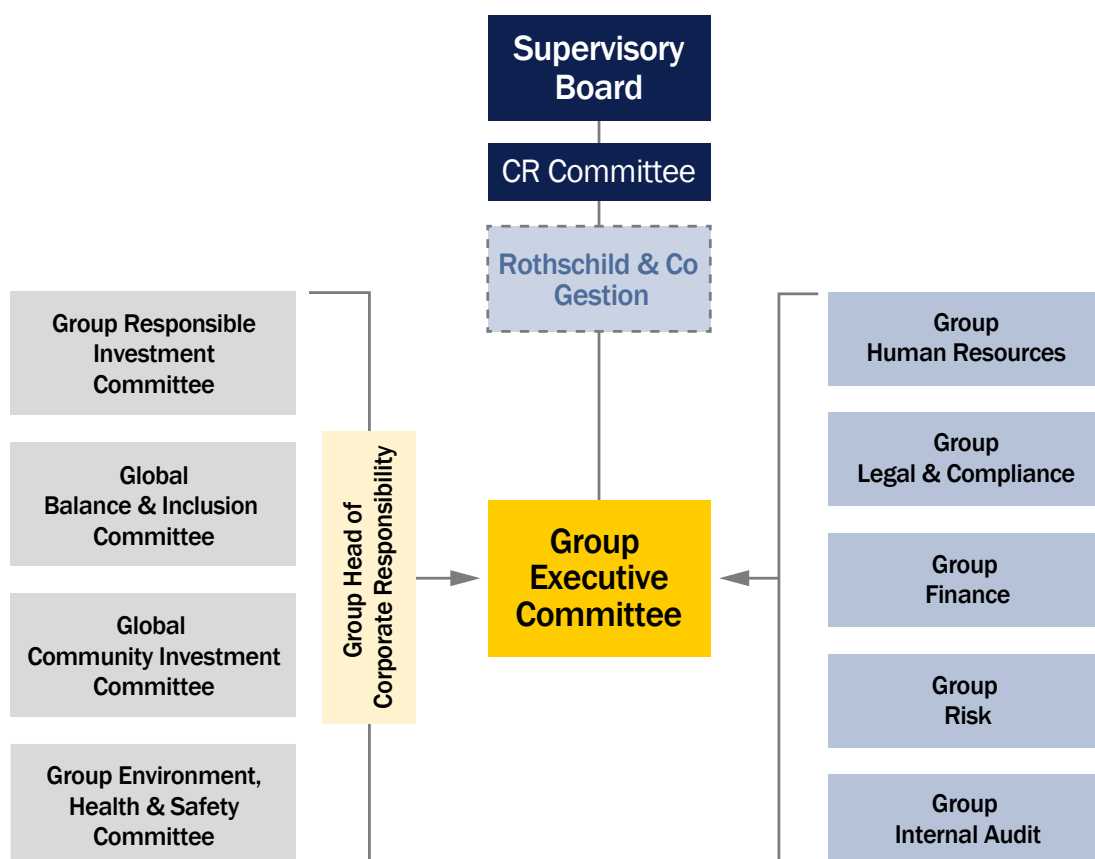
Our governance structure is designed to ensure that Corporate Responsibility is at the centre of our business – based, driven and coordinated by unified responsibilities at the highest senior management and board levels.

Our Corporate Responsibility strategy and policy is initiated and driven by our Group Executive Committee (GEC) who is responsible for the definition and steering of our Corporate Responsibility strategy, with one member of the GEC responsible for our Corporate Responsibility initiatives globally. The GEC takes decisions on upcoming Corporate Responsibility topics in their regular meetings anytime as required and presents the strategy to the Supervisory Board at least once a year.

In 2019, the GEC appointed a Group Head of Corporate Responsibility to assist in the development of the strategy, the coordination of group-wide initiatives and provision of an ongoing and consolidated picture of performance against our strategic objectives. The Group Head of Corporate Responsibility reports directly into the responsible GEC member as well as one of the Managing Partners. Supported by a team of experts in our priority areas the Group Head of Corporate Responsibility works closely with the respective dedicated senior group committees in the management and operational implementation of our initiatives across all businesses.

With this integrative setup we ensure a proper implementation of our Corporate Responsibility strategy at all businesses and levels.

We are determined to embrace and drive Corporate Responsibility at the highest level of the group



Overview of supporting committees to the Group Executive Committee:

1	Group Responsible Investment Committee	We are working on a group-wide ESG integration strategy to impact the transformation of industries towards sustainable practices by being an engaged investor and offering sustainable investment products.
2	Global Balance & Inclusion Committee	We are constantly working on a diverse, inclusive and flexible environment which enables all colleagues to achieve their personal and professional aspirations, and to ensure that Rothschild & Co provides long-term opportunities for talent.
3	Global Community Investment Committee	We define and drive the group's Community Investment strategy to deliver our global mission: to make a meaningful difference to disadvantaged young people and children.
4	Group Environment, Health & Safety Committee	We place high emphasis on adding value to our and our clients' businesses in a sustainable, environmentally-responsible way, to conserve and protect the world's natural resources through our operations, products and services.

In the same spirit as for the GEC, the Supervisory Board approved a simplified and efficient structure, by which the Supervisory Board itself takes up the Corporate Responsibility issues globally.

The group Corporate Responsibility strategy is presented to the Supervisory Board by the Company's Managing Partner (*Gérant*) Rothschild & Co Gestion.

The Supervisory Board considers the Corporate Responsibility issues at the initiation of senior management unless the Supervisory Board itself identifies an opportunity to discuss.

At the date of the publication of the present report it should be noted that during its meeting on 10 March 2020, the Supervisory Board approved the creation of a committee in charge of Corporate Responsibility (the "CR Committee") composed of three members of the Supervisory Board with the following missions:

- assist the company's Supervisory Board in monitoring issues relating to Corporate Responsibility, in particular social, societal and environmental issues so that the company can best anticipate the opportunities, challenges and risks associated therewith, and in particular assist the Supervisory Board in monitoring the policies in place in the aforementioned areas and the objectives set, the procedures for identifying risks and preparing non-financial information, and the work of the operating committees in charge of Corporate Responsibility issues within the group;
- report regularly to the Supervisory Board on its mission and make recommendations where appropriate.

More details on the composition of the CR Committee are shown in the report on corporate governance from the Supervisory Board to shareholders available in the Annual Report in section 2.1.3, page 96.

1.4 Outlook

As a key element of the group's long-term strategy, our Corporate Responsibility efforts will not stand still. They require a constant re-evaluation of our priority areas and strategy in collaboration with our stakeholders.


We will continue to focus on the most relevant and impactful initiatives within the sphere of our own operational influence, and take a considered view on how to create long term impact for our stakeholders through the responsible management of our client-facing business activities; this includes the continued review of ESG factors in the group's policies and processes for selection of suppliers, partners and new clients, as well as the design of sustainable solutions and advice to meet our clients' long-term needs.

We recognise that the Taskforce on Climate Related Financial Disclosure (TCFD) recommendations can assist the identification of climate-related risk and opportunity across our business activities. The existing workstream aims to assess the climate impact of our portfolios through scenario analysis. The results will both enhance our risk management, including the underlying procedures to manage climate risks more effectively, and demonstrate that climate risk is addressed in our business strategy and product offering.

Moreover, our work should help us prepare for future regulations in Europe and elsewhere and the developing requirements of our clients and stakeholders. We aim to disclose our alignment against the TCFD recommendations in the next annual report.

Over the coming year, we will seek opportunities for further collaboration of relevant functions and committees under the guidance of the new Group Head of Corporate Responsibility and the oversight of the GEC in order to capitalise on the interdependence of our priority initiatives and the know-how in our expert teams.

Across the group, it is our long-term commitment to add value to our key stakeholders. We will continue to encourage a culture of responsible business in our industry and beyond, to make a meaningful difference to the world around us.



“There is a strong culture of integrity in conduct embedded within Rothschild & Co.

Senior management and non-executive directors take great care to ensure that this culture is maintained and protected, supported by a well-resourced and talented global compliance team”

JONATHAN WESTCOTT

Group Head of
Legal Compliance

2

Our business practices

- 2.1 Compliance culture and systems
- 2.2 Confidentiality



2. Our business practices

As one of the world's leading independent financial services groups, we place high emphasis on good conduct, based on personal accountability and commitment in the way we work with each other and our clients and partners.

This obligation is the bedrock of our compliance culture and our expectations are clearly communicated in our group Code of Conduct and policies that apply to anyone working for the group.

This principled approach is underpinned by the application of rigorous compliance systems and controls, including:

- the investment in, and implementation of robust compliance systems and technology, overlain by effective governance and oversight
- taking appropriate measures to safeguard confidentiality.

2.1 Compliance culture and systems

Across the group we have systems in place that ensure we behave responsibly in everything that we do.

2.1.1 Policies, procedures and guidelines

Each employee is required to read, understand and comply with the Rothschild & Co policies, procedures and guidelines that apply to his or her job and undertake all mandatory compliance and other professional training as and when required. This includes relevant regulatory qualifications.

2.1.2 Insider Trading

All Rothschild & Co entities must adhere to the Group Market Abuse Policy and our specific procedures must be followed in relation to dealing with inside information. The blanket prohibition on market abuse is supported by training and education, compliance monitoring programmes and regular communication to all employees to remind them of their obligations.

2.1.3 Conflicts of Interest

Independence is a cornerstone of our proposition across our businesses. It is vital that our businesses are capable of identifying and managing conflicts or potential conflicts at an early stage. The overriding principle of the group's conflicts of interest policy is that Rothschild & Co should provide objective advice, unaffected by conflicts and in the best interests of our clients.

Our conflicts of interest policies and procedures are reviewed at least annually and updated to reflect law and practice, and strategic developments (such as new business lines or products) around the group.

We see a strict focus on integrity in corporate conduct as a license to operate for a firm like ours.

Compliance culture education and awareness strategies



2.1.4 Anti-Corruption and Anti-Bribery

Across the group we take a zero-tolerance approach to all forms of bribery and corruption. We do business fairly, honestly and openly with integrity and in accordance with applicable laws that promote and safeguard fair competition in the jurisdictions in which we operate.

All categories of group employees complete regular mandatory anti-bribery and corruption training. They are expected to be familiar with, and attest to, the group policy on anti-bribery and corruption. Completion rates are tracked and monitored. Clear communications from leaders set out the requirements and standards we expect from our employees.

The group has a well-resourced and dedicated Group Financial Crime Compliance team located in London, which oversees education, training, monitoring and assurance activities of local units with the same functions.

2.1.5 Political donations

The group does not make or permit any of its people to make on its behalf, any political donations. Nor does it have any political affiliations.

2.1.6 Principal tax policy

The group tax strategy applies to all entities ultimately owned by Rothschild & Co SCA and applies to the management of the group corporate tax affairs. Employee and client related taxes are managed by Human resources and Legal & Compliance and are not covered under the group tax strategy.

Affairs to manage taxation efficiently are organised by the group, consistent with commercial needs and with the group's conservative approach to risk.

We do not enter into, facilitate or promote arrangements which lack business purpose or commercial rationale or which run contrary to the intention of legislation.

The group tax team proactively identifies and monitors key tax risks throughout the year, taking into account changes in the business and applicable tax legislation, ensuring that the control framework governing tax risk is updated appropriately.

The team also assists and works with the group Finance department to ensure full and timely compliance with the tax reporting and other obligations as required by legislation. It maintains close working relationships with different parts of the business to ensure that the tax implications of transactions and any business changes are fully understood.

The group tax team consults with external advisers on specific matters, where required, and engages with industry bodies to assess future legislative developments.

2.1.7 Anti-Money-Laundering/ Know Your Client

Our reputation is of paramount importance to us. This is why we take great care to make sure that we work with clients and counterparts that meet our exacting standards.

Rothschild & Co has detailed and comprehensive policies and procedures governing the way in which we take on clients and business. These policies and procedures cover matters from initial due diligence and research into the identity, source of wealth and reputation of individual clients to the ownership and governance structure of corporate bodies and other legal structures. Rothschild & Co has specific client acceptance processes, including committees which look at all matters relevant to the acceptance of higher risk new clients. Information relating to all existing clients is regularly re-examined, with Politically Exposed Persons and high risk clients reviewed on an annual basis. These committees form part of a disciplined and embedded process to reduce the reputational risk that the group faces.

The group also maintains appropriate systems and processes for sanction screening and transaction monitoring.

As well as looking at new clients and business, Rothschild & Co has comprehensive policies and processes aimed at reducing our risk of exposure to financial crime, including money laundering and terrorist financing. Regular reports of key financial crime metrics in the Anti-Money-Laundering and financial crime area are delivered to appropriate governing bodies.

2.1.8 Tax evasion

Tax evasion is considered to be one of the most widespread forms of financial crime, which is of direct concern to individuals, companies and governments alike. We take our responsibilities in this regard very seriously and are committed to playing our part in the fight against tax evasion.

For further information please see chapter “Results, tax and headcount by territory” on p.214 of the Annual Report.

2.1.9 Human rights

Respect for the individual is at the heart of our culture and family values that have run through our organisation for generations. The importance we place upon human rights is inextricably linked to these values.

We foster a culture of openness, thereby enabling employees to raise any legal, compliance and/or ethical concerns, including those related to any breach of human rights, within our business or within our supply chain.

We are committed to countering modern slavery in all its forms and are taking proportionate measures to ensure that slavery and human trafficking are not taking place in our business or in our supply chains. This includes the formation of a Modern Slavery Working Group in the UK, which meets on an ad hoc basis and works throughout the year to consider any modern slavery risks and the ways in which we can seek to mitigate them on a pragmatic, risk-assessed basis.

N.M. Rothschild & Sons Limited (“NMR”) and Rothschild & Co Wealth Management UK Limited (“R&CoWMUK”) publish an annual statement describing the steps taken to combat modern slavery within their businesses. This joint statement is found on the Rothschild & Co website (<https://www.rothschildandco.com/en/legal/modern-slavery-statement/>).

Equally, we expect the suppliers to NMR and R&CoWMUK to adhere to the same high standards of respect for the individual as we adhere to ourselves. If a supplier is considered a high risk from a modern slavery perspective, then we request their adherence to our Anti-Slavery Policy. In addition, we may draft supplementary modern slavery protections into a contract with a supplier who operates in a sector which is assessed to be high risk.

2.1.10 Whistleblowing

We are committed to supporting employees who have concerns or identify irregularities. We encourage our employees to be vigilant and to share any concerns, anonymously and in their own language if they wish. This may be done via a line manager, through local or group Compliance or via an independent channel through a centralised dedicated global “whistleblowing” helpline, without any risk of retaliation.

2.2 Confidentiality

2.2.1 Client privacy

Confidentiality is of paramount importance to Rothschild & Co. We take appropriate measures to safeguard confidential information and all our employees must exercise the highest level of due care and attention when dealing with confidential information about the group or its clients.

Communication and mandatory compliance training is supported by monitoring, and employees are obliged to report any incidences and concerns relating to confidentiality without delay.

Where compliance monitoring, reporting or internal audits reveal any concerns, remedial action is swiftly taken. Systems and controls are regularly tested and reviewed to see if it is necessary to upgrade them to bring them into line with technological developments and regulatory or market practice.

2.2.2 Information security

The Rothschild & Co Information Security (IS) programme outlines the activities, governance and resources that collectively provide information on security services to the group and its clients. The programme enables senior management to make risk management decisions by providing information about the organisation's information security capabilities in a business context.

This programme defines the framework for information security to achieve the following objectives:

- ensure the confidentiality, integrity and availability of client data and proprietary information irrespective of form
- protect against anticipated threats to the confidentiality, integrity and availability of the IT infrastructure and information systems
- ensure ongoing compliance with regulatory requirements

These objectives are achieved through the activities defined in the Information Security strategy, which receives full support from the Group Executive Committee. The purpose of the strategy is to meet the challenges defined above and

- ensure the business is protected from the damage incurred by a data breach which may lead to loss of client confidence or to regulator action

- provide senior management with the necessary information to make proportionate investment in information security tools and capabilities
- ensure the group has a coherent information security procedure should a serious incident occur.

Responsibility for defining and implementing the global Information Security programme sits with the Chief Information Security Officer (CISO), reporting to the Group Chief Risk Officer. Supporting the CISO is a team in London with specialist experience in IS programme design, build & delivery and Regional Information Security Officers based in Paris, Zurich and New York.

2.2.3 IT security

The Rothschild & Co IT Security department continuously controls and governs the delivery of day-to-day technical security measures. These are selected to meet the requirements of the Information Security programme as authorised by the Group Executive Committee. The key controls operated by the Group IT division include but are not limited to:

- threat protection such as network and application firewalls, anti-virus and patching
- threat detection including vulnerability management, penetration testing and security monitoring
- identity access management and specifically privileged access control and email verification, e.g. SPF
- disaster recovery test coordination for data centre facilities, major offices, local offices and recovery sites
- security incident response
- global data centre facility is ISO27001 Certified and covered by ISAE 3402 assurance report.

Responsibility for the implementation of technical security measures sits with the Group IT Security Manager (ITSM), reporting to the Chief Information Officer. Supporting the ITSM is a team of security specialists in London. Wealth Management in Switzerland operate an independent IT Security department reporting to the local Chief Information Officer.





“Our people are the lifeblood
of our organisation.
We strive to create an
environment where
they can live up to
their potential.”

PAUL BARRY
Group Head of HR

3

Our people

- 3.1 Employee development
- 3.2 Diversity and inclusion
- 3.3 Employee wellbeing



3. Our people

Talented and motivated employees are the lifeblood of our business and the foundation of everything we provide to our clients. The dedication and knowledge of our workforce of c.3,600 employees originating from a variety of backgrounds enables us to create real value for all our stakeholders.

We strive to create an environment of opportunity and partnership. We invest in the best talent, and empower people to perform, grow and stay with the firm. We offer a range of careers and invest alongside our people in their ongoing on-the-job experience through various structured programmes and internal opportunities.

To cultivate an environment that offers opportunities for all, we focus intently on creating an inclusive culture that encourages the highest standards of quality, professionalism and ethics. The group draws on talent in all the markets in which we operate. We are proud to attract, develop and retain some of the industry's brightest minds.

3.1 Employee development

Our aim is to help each of our employees to be the best they can be. We are committed to providing bespoke development opportunities to help our people meet their goals and objectives.

3.1.1 Training opportunities

Nurturing talent and encouraging people to get the best out of their careers is a key focus of our people strategy.

The group's dedicated Learning and Development team offers and coordinates a range of training and development opportunities, enabling employees to improve their professional, technical and personal effectiveness. There are local and international training programmes delivered in person, and digitally. Training our managers to support their employees in their progression is a key part of this.

We aim to build and provide solutions to satisfy all aspects of an employee's development through informal and formal training programmes, mentoring, coaching and team development. Individuals are also actively encouraged to attend development programmes that are directly relevant to their current position or career path.

Rothschild & Co offers structured Graduate and Internship programmes in its Global Advisory, Wealth and Asset Management, and Merchant Banking businesses, for both students in their final year of university and those who have already graduated.

Global Advisory Development programme

The Global Advisory Development programme is a comprehensive technical training curriculum comprised of mandatory, recommended and available courses for employees at all levels in Global Advisory. Organised by grade, the courses are designed to further develop employees' skills as they progress through the firm. As well as offering face to face instructor led training, WEBEX training is also offered for global offices.

3,559

employees
across the world

Global team –
employees from

43 countries

62 locations

Global Graduate Training programme

The Global Graduate Training programme is run on an annual basis for Global Advisory, Asset Management, Merchant Banking and Wealth Management graduates. The six-week programme provides unrivalled training in the financial concepts that graduates need to master to be successful in their daily work, as well as key personal skills, such as communication, personal effectiveness and teamwork. Graduates are given all the support necessary to ensure they are equipped when they join their teams. There is also a two-day offsite that gives our graduate recruits the opportunity to build a global network and form long-lasting relationships with their peers in a unique environment.

>130

graduates from 24
countries joined the
group and attended
our Global Graduate
Training programme

>160

employees
attended
our Promotion
programmes

Promotion programmes

As part of our ongoing commitment to developing the skills and capabilities of our people at each stage of their career, we have development programmes for each key promotion stage. These are designed to help people understand the requirements of their new role and build a strategy for success. The residential development programmes are always held in one of the major locations in which we operate and newly promoted employees from around the world attend. This enables them to build both their network and develop the skills needed to help them succeed in their new role.



Career frameworks

Managing performance is critical to the ongoing success of our business and the development of an individual's career. Feedback on the individual performance is given regularly throughout the year and performance is assessed formally at the end of every year.

Our career frameworks include an overview of six core competencies:

- Leadership
- Technical proficiency
- Commercial awareness
- Rothschild & Co way
- Communication
- Compliance & Risk

The frameworks are embedded into our ways of working, talent development and career progression. They provide our employees with a clear and consistent set of expectations across all divisions, geographies and career paths. They allow us to work towards common goals that differentiate our working practices from our competitors and ensure we all integrate the Rothschild & Co guiding principles in the way we service our clients and work with each other.

3.1.2 Global Mobility programme

Our global network truly adds value and makes a meaningful difference to our clients. Essential to this is a workforce that is talented, versatile and flexible. The Global Mobility programme has been designed to maximise and enhance employee skills. We facilitate and allow qualified strongly performing employees to move between offices to enable them to learn how business is done in other parts of the world, share information across the group and make new contacts in the process.

The international opportunities can be long-term assignments of two to three years, permanent transfers or short-term postings, which range from three to 12 months and are mainly used for training or to fill a temporary employee skill gap.

3.2 Diversity and inclusion

To form our distinct perspectives as a group, we need a diverse team, drawn from a variety of backgrounds, genders and ethnicities, that can respond to our global business needs and interact with clients and colleagues around the world. This means building an environment where diversity and difference are valued.

We do this by encouraging a culture where all colleagues can bring their whole self to work and create a workplace where they can thrive and reach their potential.

We foster a sense of teamwork, respect and partnership in everything we do. We encourage everyone to build a wide network across the group to benefit themselves and one another and, importantly, to bring this combined knowledge, capability and value to our clients. This has a direct impact on the type of colleagues we look to recruit, promote and retain.

3.2.1 Equal Opportunity

In November 2017, our female Managing Directors and senior management came together at the Women's Leadership Forum to discuss the challenges faced by women in the firm, and how best to set about further enhancing the career paths and opportunities available to them.

As a result, we created a Group Balance & Inclusion Committee, chaired by our Executive Chairman, Alexandre de Rothschild, with a clear goal: to have a balanced, inclusive and flexible workplace which enables all colleagues to achieve their personal and professional aspirations and to ensure that Rothschild & Co provides long-term opportunities for our talent to flourish and grow. Initiatives and employee networks for different interest groups have been launched through our local Balance & Inclusion committees.

We support various personal development initiatives including mentoring, sponsoring and membership of networking organisations and forums to connect our professionals and promote inclusivity across the group. In 2018, Rothschild & Co introduced Unconscious Bias Training to Associates, Assistant Directors and Directors as part of their Promotion Programmes to support the group's culture of balance and inclusion. The training is designed to increase awareness and help colleagues recognise unconscious bias in its different forms. To date, more than 400 employees have participated in the training.

Shine for Women programme

In 2018, we developed and launched a programme specially designed to support senior women (Assistant Directors, Directors and Managing Directors). The programme, named Shine for Women, is designed to maximise individual potential and deliver personal impact. Over the course of two days, senior women from around the world are challenged and coached to build a vision and plan that gives renewed energy and focus to their professional and personal lives. C.70% of our senior female staff participated in 2018 and 2019.



Case study

FTSE 100®Cross-Company Mentoring programme

Rothschild & Co has long understood the importance of diversity within our workforce, and particularly the value of developing a diverse pipeline for succession to senior management.

We continue to work to improve women's representation at board level and in senior leadership positions, including as a long-standing supporter of The Mentoring Foundation, which owns and operates both the FTSE-100 Cross-Company Mentoring Executive programme and the Next Generation Women Leaders programme. These programmes - which match high-potential female mentees with mentors who are chairs or senior leaders in other companies - are at the heart of activity in the UK to help more women take up leadership roles in large organisations and have an unrivalled track record and history of success.

In recent years, colleagues have acted as mentors on the FTSE programmes to senior women from other organisations, and Rothschild & Co has itself placed mentees into the FTSE 100 Cross-Company Mentoring Programmes to offer our high-performing and aspirational women this opportunity to further their careers.

Case study

Our Networks

Our UK Balance & Inclusion Committee has supported the creation of:

- the Rothschild & Co Women's Network
- the LGBT Network
- the Ethnic Minorities Network, and
- the Family Network

The Committees work in conjunction with management to represent the interest of our employee communities. These networks organise guest speakers and social events to encourage our collective objective to provide an environment which is fully inclusive.

Black History Month

In October 2019, the UK Ethnic Minorities Network hosted a fireside chat with a well-known author in celebration of Black History Month. The discussion focused on race, identity, and belonging in the UK. The event was open to all internal colleagues and selected external networks.

Stonewall

Rothschild & Co is a member of Stonewall, Britain's best practice forum on sexual orientation in the workplace which acts as a thought leader for our work in the LGBTQ space in the UK. We have an active network who also participate in a broader City network called the Interbank Forum, where members can collaborate on events and share ideas to promote LGBTQ inclusion in the industry.

Case study

UK Work Experience programmes 2019

In 2019, the UK Graduate Recruitment Team launched its Horizon Women and Pioneer Programmes. The team welcomed 40 sixth form students (67% female) from 36 different diverse UK schools. We hosted the students on fortnight-long Global Advisory work experience programmes. During each programme, students participated in a variety of events including introductory sessions into our business areas, senior banker panels, and work shadowing. Their time culminated with a project presentation by them on their last day to senior bankers. Following the success, there will be further programmes in 2020.



Case study

US Sophomore Women's programme

As part of our commitment to attract and develop the best talent, in April 2017, our US Global Advisory business launched a Sophomore Women's programme. The programme was designed to raise awareness of our brand, build industry knowledge and showcase a career path at Rothschild & Co to women who may not have considered the industry.

Year	% female in Summer programme
2019	32%
2018	14%
2017	6%

The three-day programme is run in our New York office and offers female Second-Year College Students a unique opportunity to gain an early insight into a career in Financial Services. A broad range of workshops, soft-skills training and exposure to our most experienced bankers is available, along with networking opportunities.

The Sophomore Women's programme has, over the last two years, more than doubled Global Advisory's female recruitment into our Summer programme. We have worked hard to attract increasing numbers of women to join our summer intern programmes and have been delighted to see those efforts pay dividends over the past three years.

3.2.2 Equal representation and compensation

As an equal opportunity employer, we seek to recruit and reward based on experience and talent, ensuring that the best candidate for the position is found and appropriately supported in their personal development by the business.

We strive to provide equal opportunities for everyone. We are committed to ensuring equal representation and transparency in pay and promotion when rewarding performance. There is an annual review process to ensure there are no pay discrepancies within the group for people performing similar roles.

Our promotion policies are available on our intranet to increase transparency for all employees globally. These policies are implemented by divisional committees who oversee promotions on a global basis. We ensure that there is a gender balanced participation at these committees as well as at the benchmarking committees during our performance evaluation process. The decisions made at these benchmarking committees are a critical input into promotion decisions, and diversity is a critical component as we evaluate our people.

Case study

Partnership with Bright Network

This year the UK Graduate Recruitment team have selected Bright Network as their Early Careers Media Partner. Bright Network helps companies attract a diverse range of candidates, from traditionally underrepresented groups. Their mission is to connect the next generation with the opportunities, insights and advice needed to succeed as the workforce of tomorrow.

This is achieved by raising the profile of Rothschild & Co on the Bright Network website and at specific diversity events attended by undergraduates from a range of universities and subjects. Through this connection we connect with over 200,000 Bright Network student members, of which 76% are state educated, 59% are female, 26% STEM, 40% BAME and 85% study outside London.

During the next recruitment season we will participate in events for Women in Leadership, Black Heritage Future Leaders and the LGBT + Proud to B.



Women in Finance Charter

In late 2019, Rothschild & Co signed the Women in Finance Charter. This is an important commitment made by the firm to HM Treasury in the UK to build a more balanced workforce and help to increase the representation of women in senior managerial roles within Financial Services.

Whilst this is a purely UK governmental initiative, the group has decided to implement the pledge at a global level, as we believe that to make a real difference it is important to measure and report our progress group-wide on excellent initiatives like this one.

Our commitments are:

- The Managing Partners will be responsible and accountable for gender diversity and inclusion
- We are setting ourselves a target that 30% of our Assistant Directors and above should be female. We want to achieve this target over the next five years.
- We will publish progress annually against this target on our website
- Pay and performance of the senior executive team will be linked to delivery against our Balance & Inclusion initiatives

Note: At 31 December 2019, 23.4% of our Assistant Directors and above globally were women. Our initiatives for talent development, promotion and recruitment across the group are aimed at supporting this commitment and to achieving our 30% target by the end of 2024.

Case study

W Business Network

In France there is an external women's business network to develop our relationship with women within our broader ecosystem (e.g. M&A advisors, Private Equity investors, M&A lawyers, notaries). The events are well attended by female senior colleagues of Global Advisory, Wealth and Asset Management, and Merchant Banking.

During informal lunches networks are strengthened and knowledge is exchanged.

Similar networks have been developed in our offices in Marseille and Lyon, with Bordeaux and Brussels to follow.

3.3 Employee wellbeing

Supporting our people to ensure their wellbeing in life and at work is a critical focus for the group in today's demanding world. We are committed to safeguarding and enhancing the health and wellbeing of all our employees.

To support this, we provide employees with a range of enhanced healthcare services and benefits, tailored to each location.

Ensuring that our employees across the group have access to information and services which promote their health and wellbeing is a critical role the firm plays in assisting our people to focus on balancing their work and home lives.

The group has identified a number of strategic opportunities to improve digital working practices to ensure we serve our clients most effectively, whilst providing our teams with a more modern and effective work environment. For example, in 2019, 2,800 colleagues have received new laptops in an ongoing initiative, while technological upgrades and online training have ensured that remote working is accessible seamlessly from anywhere without compromising security or productivity.

We continuously strengthen and improve health and safety compliance and conformance requirements by following the improvement programme required by our Group Health & Safety Policy. Further information on Health & Safety can be found in section A2.3.

Wellbeing@Rothschild&Co

We work actively with our health and wellbeing partners to understand the needs of our employees. We work together with our health providers to ensure we are addressing issues that are specific to our employees, be they muscular-skeletal issues, sleep problems, dietary concerns, etc. In the UK, we offer seminars and workshops to educate our employees on both how to help themselves and find the correct care pathways.

There are four core pillars within Wellbeing that cater to a wide range of needs:

- Mental • Physical • Family • Financial

Key initiatives are discussed globally and implemented locally.

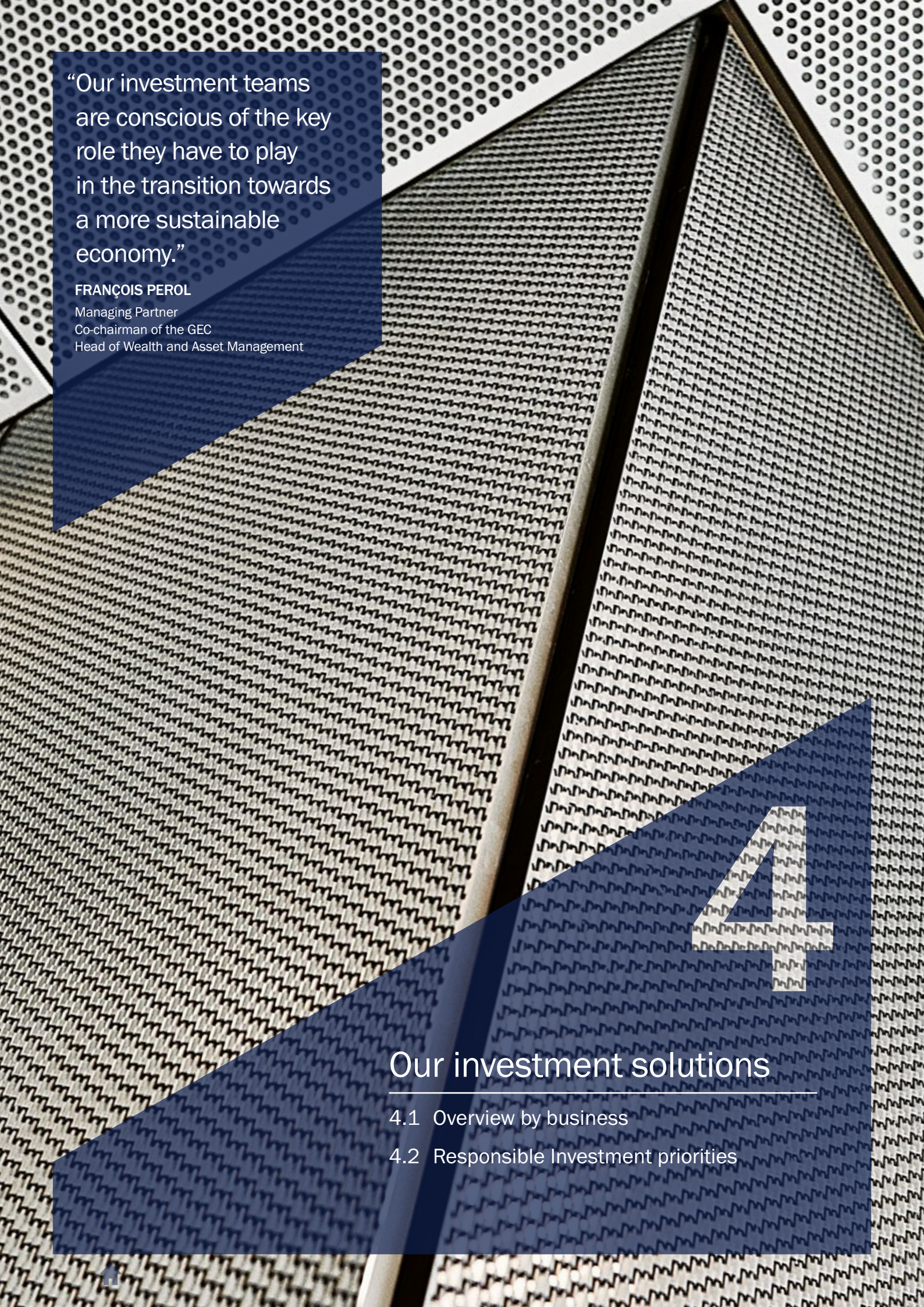
Case study

Unmind: the mental wellbeing app

The Unmind app was launched to our UK colleagues in October 2019 during Mental Health Awareness Week. Unmind is a confidential service with clinically-backed and easy-to-use tools, which provides ongoing support for people to manage things that impact their health, from improving sleep, to mindfulness and stress management.

It is also signposting to the other services we have in the company such as the Employee Assistance programme and Occupational Health.



The background of the slide is a close-up, low-angle shot of a book's pages. The pages are filled with dense, small, dark text, creating a textured, almost abstract pattern. A large, dark blue geometric shape, resembling a stylized 'Z' or a series of overlapping triangles, is superimposed over the book. This shape frames the text on the left and bottom of the slide.

“Our investment teams
are conscious of the key
role they have to play
in the transition towards
a more sustainable
economy.”

FRANÇOIS PEROL

Managing Partner
Co-chairman of the GEC
Head of Wealth and Asset Management

Our investment solutions

4.1 Overview by business

4.2 Responsible Investment priorities

4. Our investment solutions

We acknowledge that our business activities and investment decisions have a direct impact on the economy. As engaged investors we want to play an active role in influencing business practices and drive flows towards the most sustainable players. As fiduciary responsible investors we are committed to protect our portfolios from ESG risk and seize new opportunities.

Through our broad range of investment expertise we benefit from a key positioning to encourage large corporates, small- to mid-cap players as well as investment firms to embrace sustainable and innovative practices, which we consider vital in a world that faces challenges from climate change and social injustice.

Through our investment business lines and our wealth management activities, we proactively engage, raise awareness, and increase transparency regarding ESG issues amongst a wide array of institutional and private investors (including entrepreneurs, foundations and charities).

4.1 Overview by business

Wealth Management

Wealth Management provides a comprehensive range of services to some of the world's wealthiest and most successful families, entrepreneurs, foundations and charities. We understand the issues wealth owners must address and can help them protect their assets while allowing them the opportunity to support a more sustainable economy through their investments. In 2017, Rothschild & Co Wealth Management UK formalised its approach to the integration of ESG factors in investment decision making with the publication of an ESG Policy, as well as the issuance of its inaugural annual report on related activities. A new Responsible Investment Policy for the UK business was published in 2020 to reflect the developments in its approach since 2017 and we are committed to integrating ESG criteria into our investment process across Wealth Management.

In 2019, for example, Rothschild & Co Wealth Management Belgium launched a specific ESG mandate, which takes into account additional criteria, and organised a series of events offering a platform to engage with top managers across industries on ESG challenges.

Proactively driving sector dialogue

Wealth Management teams in Belgium have proactively promoted responsible management and investing principles over the last year through thematic events:

“Sustainability and chemistry” with the participation of the CFO of a leading player of the industry

“Clean mobility and recycling” with the Chairman of a global leader in the materials technology and recycling solutions

“Environment and investments” with a journalist involved in rural affairs and the CEO of a family office deeply involved in sustainable investing

SRI Capital Green Tech fund

In 2014, Rothschild Martin Maurel Monaco launched the SRI Capital Green Tech fund in accordance with the management team's convictions and to support the principality's environmental policy. The fund's objective is to invest in listed assets while contributing to the protection of the environment and the fight against climate change through a careful stock picking. The fund's investment philosophy complies with a “best-in-class” approach and integrates a “green tech” investment pocket.

c.80%

of R&Co AM
Europe's AuM
integrate ESG
criteria

Implementation
of a permanent
Responsible
Investment
Committee
to ensure strong
ESG governance



Asset Management

Our Asset Management business offers an independent perspective with innovative investment solutions, designed around the needs of each client. In an environment where short-term thinking often dominates, the company's long-term perspective is a key differentiating factor. The business is committed to integrating ESG factors in investment decisions to respond to the challenges that the world faces. The responsible investment approach relies on two complementary pillars: the integration of ESG issues into the fundamental investment analysis, and an active engagement policy.

R-co 4Change Impact Finance

Fostering financial inclusion – investing in microfinance means helping households to start their business, increase their income and improve their living conditions.

Asset Management Europe's R-co 4Change Impact Finance invests in Emerging markets through a microfinance investment vehicle which aims at generating a positive social impact among communities excluded from the "traditional" financial systems.

This fund is the result of a unique partnership with Symbiotics, a company that has specialised in sustainable and inclusive finance for over 15 years.

R-co 4Change Impact Finance invests mainly in medium-sized microfinance institutions to maximise social impact.

The fund offers "EPIC shares" in order to distribute a part of the management costs with the EPIC Foundation. The EPIC Foundation fights against inequalities affecting youth and provides the necessary resources for social organisations that have a worldwide impact (education, healthcare and child protection) and are in line with our group's Community Investment mission.

R-co 4Change Climate funds

Asset Management Europe's R-co 4Change Climate Equity and Euro Bonds funds were designed to provide clients with dynamic low carbon investment products. The carbon intensity of the funds will remain below the corresponding financial benchmarks and follow an annual decrease trajectory while investing in every sector.

They offer a strengthened protection against carbon risks through the implementation of specific climate filters and encourage the stock picking of companies that have integrated climate issues in their business and governance practices.

A part of the management fees will be distributed to the NGO Up2green Reforestation that develop social reforestation and agroforestry programs.

The R-co 4Change Climate Equity and Euro Bonds funds are SRI-certified.

Climate Action 100+

In July 2019, Asset Management Europe joined the Climate Action 100+ initiative. The investor initiative aims at ensuring the world's largest corporate greenhouse gas emitters take necessary action on climate change, gathering 450 investors with more than USD \$39 trillion in assets under management.

Merchant Banking

Merchant Banking is a key investment arm of the group with global assets under management across Corporate Private Equity, Secondaries, Multi-Managers funds, Co-Investments, Direct Lending and Credit Management. The business is founded on a passion for investing, a respect for risk and a culture of partnership. Over the years, while building its reputation on providing highest levels of excellence, the Merchant Banking business has defined its business principles to encompass a responsible and sustainable approach to ESG standards. The business has joined the Initiative Climate 2020 (IC20) aiming at gathering French private equity players to fight against climate change.



100%

ESG integration
in the group
investment
approaches
by 2022

All relevant
business divisions
to become UNPRI
signatories
in 2020



4.2 Responsible Investment priorities

Conscious of our responsibility in the market, Rothschild & Co aims to build a strong unified Responsible Investment Framework over the next three years, onboarding all our investment business lines in an inspiring journey.

Our Responsible Investment journey pursues three main priorities:

I. Establishment of a consistent ESG framework

As ESG integration in investment approaches is becoming mainstream among all asset classes, the establishment of a consistent framework is one of our priorities. This means

- complying with the same Exclusion Policy among the group in most of our direct investment funds and monitoring comprehensive ESG data among all asset classes
- reporting on key ESG KPIs to assess the group's exposure to ESG risks and our positive impact
- ensuring a strong ESG governance through a permanent Responsible Investment Committee headed by a Senior Management representative and reporting to the GEC.

II. Strengthening of our engagement policy

Active ownership and the incorporation of ESG issues into our ownership policies and practices will be part of the Responsible Investment Framework. We aim to

- enhance Rothschild & Co's involvement in responsible investment initiatives
- strengthen our active voting policy
- promote and support sustainable investment practices.

III. Offer innovative sustainable investment products

All our investment business lines and support functions will be involved in this inspiring journey.

This action plan is complementary to the ongoing TCFD project aiming at raising awareness and alignment of our activities with the TCFD recommendations on climate risks integration.



“We are committed to conserving and restoring our natural resources and promoting sustainable development”

CHRISTOPHER COLEMAN
Chairman Global Environment,
Health & Safety Committee

5

Our environment

- 5.1 Environmental management
- 5.2 Greenhouse gas emissions and climate change
- 5.3 Responsible consumption and engagement



5. Our environment

We recognise that as a business we can create and enhance long-term value for our stakeholders by taking active responsibility for our planet. We are strongly committed to contributing to a more environmentally sustainable economy by maximizing our positive environmental impact.

5.1 Environmental management

Our goal for environmental management is to add value to our and our clients' businesses in a sustainable, environmentally-responsible way, to conserve and protect the world's natural resources through our operations, products and services.

5.1.1 Embedding Sustainable Development Goals

Our environmental management strategy is aligned with four United Nations Sustainable Development Goals (SDGs), that we feel are most relevant to our day to day business activities: SDG 7 (Affordable and clean energy), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), and SDG 15 (Life on land).

These four SDGs are highlighted in our Environment Policy and our Environment Statement and define the direction and approach for addressing operational environmental management and continuous improvement.

5.1.2 Environmental Management Action Plan

Our continuous improvement programme, the Environmental Management Action Plan (the "EMAP") aims to monitor and reduce any negative environmental impact of the group's operations. Its flexibility allows it to evolve with our business requirements.

5.1.3 Environment advocacy

We regularly raise employee awareness of environmental challenges across all our offices, primarily through our internal website, email communications, notice boards and face to face meetings.

The group's environment advocates network reaches all offices globally. Advocates assist with awareness raising of environment challenges and help ensure that group-wide actions and initiatives are coordinated locally.

In addition, the group participates in global programmes, activities and initiatives to help limit the environmental impact from its operations, including efforts supporting World Environment Day and reducing unnecessary single-use plastics (SUP).



Operational environment targets

Against a 2018 baseline we are committing to:

Reduce GHG emissions per FTE by 10% by 2025

Reduce energy consumed in offices by 10% per FTE by 2025

Reduce paper use by 25% per FTE by 2025

100% paper from sustainable sources in 2020

Group recycling rate of 80% by 2025, zero waste to landfill by 2030

Purchase 100% renewable electricity for our offices by 2025



5.2 Greenhouse gas emissions and climate change

Climate change is a serious risk to our environment, to society and the economy. By proactively managing our CO₂e emissions and environmental impact we contribute our share of responsibility to combat climate change.

Our action plan for responsibly managing operational greenhouse gas (GHG) emissions is multi-faceted, but simple. Our immediate aim is to reduce emissions as far as practicable. We improve continuously our operational environmental management practices to limit the direct and indirect impact of our business operations by implementing initiatives such as minimising materials use and promoting circular economy practices.

Secondly, we have committed to procuring renewable and sustainable energy to meet 100% of our requirements by 2025.

The third facet is to compensate all remaining and unavoidable operational emission.

Case Study



Internal carbon pricing

By introducing our own internal carbon price (ICP), we place a monetary value on greenhouse gases and aim to influence employee behaviour to limit them.

The ICP generates a financial support stream which in turn can be used to develop further small scale carbon-reduction opportunities and sustainability projects in line with our selected SDGs. This method of internal carbon pricing helps us to responsibly address emissions from business operations including travel and ensures we actively pursue emission reduction activities.

Meeting with clients is an integral part of our service and one that we recognise can increase the amount of GHG emissions released through business-related activities. We carefully monitor business travel and report business travel emissions in our scope 3 reporting.

To help reduce emissions, all employees have access to video conferencing systems and c.70 dedicated video conferencing rooms are available across the group.

We will use our ICP to help manage and contribute towards balancing unavoidable operational GHG emissions to Gold Standard or VERRA specifications carbon offsetting projects, thereby reaching our ambition to become climate neutral in 2020 across the group's operations.

**Climate
neutral
in 2020¹**

Our Internal Carbon Price will help support projects, activities and improvements aimed at minimising GHG emission and protecting natural resources.

Highlights

Electricity

Group consumption of 100% renewable electricity increased from 54% to 56% of the group's total electricity consumption in 2019.

Greenhouse gas emissions (2019 vs. 2018)

- Scope 1 emissions have fallen by 61%
- Scope 2 (location based) emissions have remained flat
- Scope 2 (market based) emissions have fallen by 10%
- Scope 3 emissions have increased by 5% due to the increase in reporting scope
- Total market-based emissions per FTE have fallen by 2%

Rothschild & Co has normalised its total environmental impact against the headcount of full time equivalents (FTE), enabling a better understanding of its impact at a staff level.

¹ Rothschild & Co operational CO₂e emissions

5.3 Responsible consumption and engagement

As part of our business culture we champion responsible consumption of materials use. We consider waste to be a resource like any other; we encourage rethinking, reducing, reusing and recycling amongst our employees.

Whilst we are not a large consumer of water we recognise our responsibility in the countries where we operate and will always be conscious of using water wisely.

Materials use is predominately paper, although an increase in reporting scope over the years has resulted in more material types being added.

Over the years we have identified and acted to implement energy efficiency opportunities in our offices. Energy audits, conducted by third party assessors, have helped us implement energy savings quickly.

75% of the group's total energy use is electricity. The group procures about 56% of its electricity from certified renewable sources. Sustainable energy sources (biogas, renewable electricity) covered 62% of our FTE headcount.

Responsible resource management forms part of the improvement actions associated with the EMAP. We broadened and improved our resource management and circular economy activities by implementing several initiatives, including greater access to centralised recycling stations and significantly reducing unnecessary single-use items.

Across all reporting offices, we track and report our greenhouse gas emissions in respect to business travel, energy, water and materials use, recycling and resource disposal, electricity transmission and distribution losses, courier services, IT and server use and well-to-tank emissions.

We are working towards purchasing renewable energy in our offices and encourage buildings we lease to procure renewable energy. Renewable energy procurement clauses are requested during the negotiation of the new lease contracts.

Case Study



Single use plastics

Minimising the group's environmental impact resulting from materials use is a key operational improvement area.

In the first half of 2018, the group identified that purchases of avoidable single use plastic (SUP) were over one million items annually. This statistic helped drive the decision to launch an 18 month group-wide initiative to significantly reduce the use of unnecessary SUP. Employees are encouraged to reduce SUP use in their day to day lives by making a personal "plastics pledge".

In 2018, Rothschild & Co was awarded the inaugural Plastic Free City Award from the City of London Corporation for its efforts to reduce significantly purchases of unnecessary SUP across the group. So far 20 offices have eliminated unnecessary SUP.

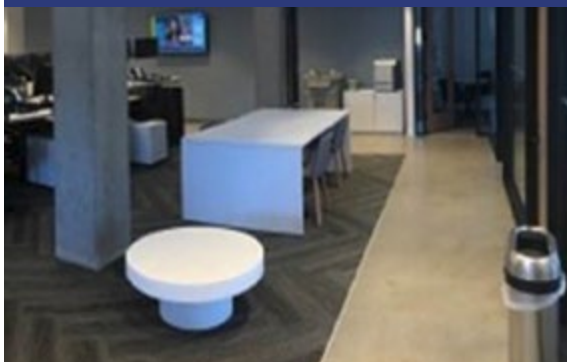
Partnership

Rothschild & Co have been signatories of CDP since 2018, and in 2019 the group became a CDP member.

In 2019, we completed our CDP climate change disclosure, receiving a B rating.



Case Study



Reducing our office footprint

Our New York office implemented energy efficiency improvements and responsible materials use throughout 2019. The measures taken have helped minimise the office's negative environmental impact. In September 2019, the office installed washing facilities and switched all its disposable crockery and cutlery to reusable items.

In November 2019, the office underwent a refurbishment and changed the existing lighting system to low energy LED lighting and controls, the refit is expected to yield a c.50% electricity saving from lighting.

Partnership



Cool Earth

Our strategic partnership with Cool Earth strengthens and demonstrates the group's engagement with important global environmental challenges. Through this partnership we will help protect rainforest, biodiversity and the communities that depend on them locally and internationally.

Our immediate aim is to empower and improve the livelihoods of Cool Earth's community partners who call the rainforest home.



Case Study

Reforestation

In 2019, our Merchant Banking division initiated a partnership with the NGO Up2green Reforestation. The partnership supports further reforestation projects in South America and is committed to contributing to the increase of natural carbon sinks and increasing biodiversity while supporting social development among communities and strengthening the local economy. Merchant Banking has committed to fund 50,000 trees over five years.

Case Study

Resource management by promoting a circular economy

Since 2014, Rothschild & Co's New Court office has participated in the Corporation of London's Clean City Awards Scheme. It aims to develop partnerships with City of London businesses by raising the profile of responsible resource management including circular economic practices and recognising best practice.

Since Rothschild & Co's participation, we have been awarded in:

- 2014 & 2015, the Gold standard and 2016 with Special Commendation
- 2017, the Platinum award
- 2018, winner of Plastic Free City, shortlisted for the Chairman's Cup, awarded the Platinum award
- 2019, winner Zero Waste Platinum Award (*Awards for Excellence in Recycling and Waste Management*).





“Investing in our communities is at the heart of our culture at Rothschild & Co. We have a single global Community Investment mission: to make a meaningful difference to disadvantaged young people.”

RAVI GUPTA

Chairman Global Community
Investment Committee

6

Our communities

- 6.1 Sharing our skills and expertise
- 6.2 Championing giving



6. Our communities

Our position in society carries with it a special responsibility towards the communities we are a part of. As a business we have a strong heritage of supporting disadvantaged groups in society and today at Rothschild & Co we continue this tradition through our global Community Investment programme.

We believe that the circumstances in which you grow up should not prove a barrier to success in life. That is why we pursue one common Community Investment mission across all of our offices and businesses: to make a meaningful difference to children and young people whose opportunities in life are restricted.

Our global Community Investment programme is aimed at effecting positive change in our communities by

- providing financial support to charities and social enterprises, as well as to individuals
- offering our professional expertise to charities and social enterprises, helping them to drive change for young people
- encouraging our people to volunteer, using their skills to help young people to succeed in life.

We want to make a meaningful difference to children and young people whose opportunities in life are restricted

6.1 Sharing our skills and expertise

As part of our responsible business culture we encourage our people to spend a minimum of two working days volunteering for causes aligned with our mission.

We believe that one of the most effective ways for us to make a difference is by sharing the specialist knowledge and skills that we possess as a business. We pursue this through our **Pro-bono Advisory** initiative, offering free professional advice to social purpose organisations which have the potential to grow.

This advice can take the form of long-term project commitments, or workshops which offer immediate support on a specific issue our charity partners are facing.

We also believe that supporting young people directly can make a significant difference, so our **Skills for Life** volunteering programme enables employees to offer their time, skills and experience directly to disadvantaged individuals. Skills for Life typically takes the form of mentoring, coaching or tutoring designed to help young people overcome their personal challenges and take steps towards fulfilling their potential.

Supported

>650

charities and social enterprise

Charities we donated to collectively

>900,000 young people

>30%

of employees engaged in Community Investment activities

Case Study – Pro-Bono Advisory

The Circle Collective

Circle Collective is an innovative social enterprise which aims to address youth unemployment by getting disadvantaged young people into permanent and meaningful work by giving them structured work experience and customer service training in its two streetwear and skate stores. It also offers CV and interview support, employability and mindfulness workshops, and one to one mentoring.

Over a period of two years, a team from Rothschild & Co has dedicated at least 300 hours to working with Circle Collective pro-bono to help the social enterprise develop a sound basis from which to scale, thereby increasing the number of young people it is able to help.

The team's input has included production of a detailed financial analysis; developing KPIs to create a better understanding of the profitability of each shop; developing pitch documents for potential suppliers and sponsors to help clarify the charity's objectives and price points; and working on creating a clearer brand and an online marketing presence as well as advice on strengthening infrastructure.

"The professional support we have received from Rothschild & Co has helped to create a solid financial model, increased our sales and has allowed us to access up to date financial information. Their ongoing support has put us in a position to achieve sustainability and plan our scaling up."

CEO, Circle Collective



Case Studies - Skills for Life

Career Dimensions with Junior Achievement

Volunteers in Hong Kong and Shanghai this year worked with Junior Achievement to introduce students at schools in disadvantaged areas to the world of work. The Career Dimensions programme comprises career talks, mentorship, group activities and professional advice, enabling secondary school students to understand the opportunities and requirements of the investment banking industry and to gain insight into professional roles.

STEM Skills with Madison Square Boys and Girls Club

In North America volunteers worked on a STEM skills project with Madison Square Boys & Girls Club, covering a series of topics including chemical reactions, the fundamentals of computer programming and developing problem solving skills.

The Club aims to enhance the lives of New York City boys and girls who by reason of economic and social factors are most in need of its services. A founding member of the Boys & Girls Clubs of America, Madison has offered urban youth a safe and supportive place for more than 130 years, to which they can come when they're not in school, where they can find support and guidance from caring adults and engage in positive, educational activities. Rothschild & Co North America supports Madison through a combination of grant funding and employee volunteering with a particular emphasis on skills-development.

“Volunteering has made us realise that we can help make a difference and are lucky to work at a company that has such strong values”

Volunteer at Madison Square Boys and Girls Club

TutorMate with Innovations for Learning

In the UK we partnered with Innovations for Learning to deliver TutorMate: an online reading programme that is helping thousands of children to improve their reading and literacy.

For 30 minutes, once a week, Rothschild & Co volunteers phone the children they are paired with and together, through the online TutorMate platform, they enjoy a reading session that enables the children to build their fluency, comprehension, phonics and spelling skills through fun, interactive stories and games.

“Rothschild & Co volunteers are undoubtedly helping to transform the life chances of young children”

Innovations for Learning

Mentoring with Simplon

Volunteers in France initiated a mentoring scheme for young people in partnership with the social enterprise Simplon.

Simplon runs a network of social digital factories in France. Inspired by the tech bootcamps of Silicon Valley it aims to make the digital sector more inclusive by developing the talents of young people from under-represented groups. The trainees include refugees, marginalized children and teenagers, and unemployed young people. Since its launch in 2013, Simplon has trained more than 2,000 young people who it hopes will become the web developers, digital project managers and entrepreneurs of the future.

Rothschild & Co volunteers mentor a Simplon trainee over an eight-month period. The programme aim is for mentors and mentees to exchange knowledge and ideas, and for mentors to help the young people to plan their futures and understand what is required of them to succeed in their professional lives. Mentoring schemes also run in Italy, North America, Switzerland, and the UK.



6.2 Championing giving

Through our **Corporate Giving** programme we make targeted donations to some of the most innovative and effective charities and social enterprises operating in this field. We also give directly to individual young people in need through a number of scholarship and bursary programmes supporting higher educational pathways.

Through our **Giving Together** programme we encourage our people to give to the causes they particularly care about as well as to those we support as a company.

Giving Together represents our joint efforts as a company and as colleagues to donate money and goods to the causes that we care about.

At the heart of Giving Together is our global matched giving programme, which is available to all Rothschild & Co employees and operates primarily through our online matching platform, [Benevity](#).

We match employee donations to the charities they are personally passionate about, and we double match donations to 'featured' charities, supporting disadvantaged children and young people, all of which have been selected by local Community Investment committees.

Case Study

The Fore

In the UK we partner with The Fore, a new and innovative funding body which focuses exclusively on the small charities and social enterprises including start-ups which might typically be considered risky and therefore be overlooked for funding.

Through its pioneering venture philanthropy model and screening process The Fore significantly reduces the risk to funders, and empowers early stage organisations to apply for funding based on what they think they can achieve with it rather than on any pre-determined outcomes.

Through our support of The Fore we aim to help build a pipeline of social enterprises and charities with exciting new ideas about how to serve disadvantaged communities, and children and young people in particular.

Case Study

Rothschild & Co South Africa Foundation

The Rothschild & Co South Africa Foundation offers full scholarships to young historically disadvantaged South Africans who wish to pursue post-graduate studies in Accounting but whose families are unable to afford the costs. The scholarship scheme covers the costs of tuition, accommodation, textbooks, and more. In addition our people volunteer to provide coaching and support along the way until the students have completed their studies and gained employment.

Case Study



Epic Foundation

Our Merchant Banking businesses in France and the UK have developed a partnership with the Epic Foundation, a global non-profit start-up which is disrupting the world of philanthropy through its rigorous impact-assessment process and its use of technology to engage potential donors. Epic focuses on channeling funds to some of the most efficient social organisations in the world which have a proven track record of supporting disadvantaged children and young people.

In addition to this special partnership with Merchant Banking, enhanced matching on donations to Epic charities is available to colleagues across the French businesses through our global matched giving programme.



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Additional information

- A.1 Responsible business practices
- A.2 Responsible people culture
- A.3 Responsibility for our environment
- A.4 Methodology data



A. Additional information

A1. Responsible business practices

A1.1 Conditions of the dialogue with stakeholders

In accordance with the definition provided by the GRI Guidelines, the Rothschild & Co's stakeholders are all entities or individuals that can reasonably be expected to be significantly affected by the group's activities, products and/or services, and whose actions can reasonably be expected to affect the ability of the organisation to successfully implement its strategies and achieve its objectives. Rothschild & Co has identified as its key stakeholders its shareholders, potential investors and financial analysts, clients and employees.

Rothschild & Co seeks to maintain a dialogue with its stakeholders to be in the position to take their interests into account and to promote its own values.

To ensure good relations with the financial community, the Investor Relations department regularly participates in events to enable institutional investors and financial analysts to meet with the Executive Management. In 2019, Rothschild & Co organised more than 180 meetings in Europe and North America.

As a listed company, Rothschild & Co attaches great importance in complying with applicable listing rules regarding transparency. In accordance with these rules, it discloses in both French and English the information that is necessary to investors and shareholders to assess its situation and outlook. This financial and extra-financial information is available on Rothschild & Co's website (www.rothschildandco.com) in a section entitled "Investor Relations".

Information is also disclosed in a subsection named "Shareholders", including all information relating to General Meetings and the exercise of the voting rights, or explanations about the different ways to hold securities issued by Rothschild & Co.

A close dialogue with clients and business partners is essential to building the lasting relationships and network that underpin our business' success. Each division is hosting regular events and experiences to help our clients understand the business and engage in discussion about the industry's trends and challenges. The events focus on knowledge sharing and information about the Rothschild & Co heritage, and offer opportunities for outside inspiration and networking with peers.

Transparent and direct communication between our employees and the leadership team is an important part of our firm's culture. Regular townhalls with senior management provide employees with an update on latest developments, priorities and initiatives, and employees are given the chance to raise questions about the group. Breakfast meetings and luncheons are held with regional senior management to keep employees informed and to foster a constant dialogue both with senior management as well as between colleagues.

The group participates in career fairs and hosts dinners and events around the world where talented individuals are given the opportunity to learn about Rothschild & Co and its diverse career opportunities and to network with Rothschild & Co employees. These opportunities provide invaluable insights into the expectations of future talent towards the group as an employer.

A1.2 Company integration of social and environmental issues into the company procurement policy

Rothschild & Co in the UK has developed a responsible UK Procurement Policy (the "Procurement Policy"), which is applicable to all Rothschild & Co entities purchasing certain goods and services in the UK. The Procurement Policy addresses a range of matters from procurement process to aspects such as environment, diversity, health and safety and the modern slave trade.

Given the group's activities, sub-contracting is not significant.

Supply chain risk assessments are routinely performed in accordance with the Procurement Policy. In some circumstances – and where larger suppliers are involved – a more detailed assessment of environmental credentials has been carried out.

A2. Responsible people culture

A2.1 Diversity and inclusion

Human resources information¹

FTE by geography ²	As at 31/12/2019	As at 31/12/2018
France	1,204	1,206
United Kingdom and Channel Islands	1,015	1,014
Switzerland	264	356
Other Continental Europe	462	438
North America	358	337
Rest of the world	256	282
Total Group	3,559	3,633
FTE by business	As at 31/12/2019	As at 31/12/2018
Global Advisory	1,481	1,405
Wealth & Asset Management	1,138	1,280
Merchant Banking	155	138
Central & Support	785	810
Total Group	3,559	3,633
Employee age profile ³	As at 31/12/2019	As at 31/12/2018
< 30 years	24%	23%
30 to 39 years	29%	29%
40 to 49 years	25%	26%
> 50 years	22%	22%
Total Group	100.0%	100.0%
Employee gender profile	As at 31/12/2019	As at 31/12/2018
Male	60%	60%
Female	40%	40%
Total Group	100.0%	100.0%
Average tenure of employees	As at 31/12/2019	As at 31/12/2018
Below 2 years	27%	28%
2 - 5 years	32%	32%
5 - 12 years	21%	22%
Above 12 years	20%	18%
Total Group	100.0%	100.0%
New hires by geography	As at 31/12/2019	As at 31/12/2018
France	38%	29%
United Kingdom and Channel Islands	22%	28%
Switzerland	4%	7%
Other Continental Europe	15%	12%
North America	13%	12%
Rest of the world	8%	12%
Total Group	100.0%	100.0%
New hires by gender	As at 31/12/2019	As at 31/12/2018
Male	59%	60%
Female	41%	40%
Total Group	100.0%	100.0%

¹ The FTE breakdown in this table includes temporary contractors and interns, while employee statistics are based on permanent employees only

² A presentation of all the Group's office locations is set out on page 12 of the Annual Report

³ Age distribution based on 92% of data



Redundancies

During the 2019 financial year, the number of redundancies represented 2.6% of the total headcount. The aggregate number of new joiners was 1,159, including the graduates.

Remuneration

The group's remuneration policies, procedures and practices are in line with Rothschild & Co's business strategy, objectives, values and long-term interests and are designed to promote sound and effective risk management. The Remuneration and Nomination Committee, a specialized committee of the Supervisory Board of Rothschild & Co, is responsible for overseeing remuneration-related matters in accordance with principles defined in the group's remuneration policy.

Rothschild & Co rewards its people at a total compensation level, paying fixed and variable compensation. The group ensures that fixed and variable components of total compensation are balanced appropriately. Fixed compensation is driven by the local market for the role taking into account responsibilities, skills and experience, and annual variable compensation is awarded on a discretionary basis, driven by a combination of the consolidated results of Rothschild & Co and the financial performance of the business division in which an individual works as well as local market competitiveness. It is then truly differentiated based on individual performance against financial and non-financial metrics.

In some cases, the group operates arrangements to defer a proportion of variable compensation over three years. For the regulated population, part of the variable compensation is awarded as non-cash instruments ensuring compliance with all remuneration regulations applicable to the group. Detailed information is presented in the consolidated financial statements, on page 200, under Note 27 "Operating expenses".

Equal opportunities

Rothschild & Co aims to ensure that it, and each office location, will not unlawfully discriminate in employment because of race, colour, religion or belief, gender, national or ethnic origin, disability, age, nationality, marriage or civil partnership, pregnancy or maternity, sexual orientation or gender-reassignment. It is therefore Rothschild & Co's policy to make every effort to provide a working environment free from harassment, intimidation and discrimination, behaviours which it considers to be unacceptable. The policy applies to all areas of employment including recruitment, the terms and conditions of employment, training, career development, replacement, promotion, transfer, redundancy, rehiring, benefits, compensation, retirement and termination. As an equal opportunity employer, the group seeks to recruit on the basis of experience and ability ensuring that the best candidate for the position is recruited. Only those qualifications and skills which are important to the role will be the criteria for selection for recruitment and promotion.

Measures implemented to promote employment and integration of disabled people

Rothschild & Co ensures that in each location it operates, no discriminatory criterion is applied for recruitment, career development and compensation decisions. Where an employee has a disability, we work closely with them and our Occupational Health advisers to provide the appropriate adjustments and support to ensure they can be successful and fulfilled in the workplace.

In France, the group contribution to the employment of disabled persons is conducted by the payment of a contribution for disabled people employed, by recruitment activities, by adaptations of jobs, and by investing in educational projects for disabled people.

Promotion and observation of the International Labour Organisation's (ILO) Convention

The policies implemented by Rothschild & Co adhere and are in line with the main provisions of the ILO Convention, for example, the elimination of all forms of forced labour, abolition of child labour, elimination of all forms of discrimination in respect of employment and occupation examples which we have detailed above under Equal Opportunities, but also in respect of freedom of association and collective bargaining.



A2.2 Employee development

Training and development

The group offers training and development opportunities, enabling employees to improve their professional competencies. There are local and international training programmes, offered face-to-face, or virtually.

A Learning and Development team is dedicated to assisting the group's aim to build and provide solutions to satisfy all aspects of an employee's development through services in training, mentoring, coaching and team development.

To date, Rothschild & Co has not recorded the aggregate number of training hours provided across the group in a centralised database except in respect of e-learning modules (see further below). Instead, each office location has its own training policy and programmes and is responsible for maintaining training records in line with local requirements. For example, in 2019 in France, 432 training events were provided with 923 employees, representing 17,019 of training hours. These figures cover 34% of the group headcount. In the UK, 125 training events took place with 2,027 employees from the UK and other global office locations attending, representing 43% of the group headcount.

In addition, 7,230 training hours were completed across all categories of group employees via the group's e-learning platform in 2019. Training topics in 2019 included Business Continuity and Crisis Management, Information Security Education and Awareness, Anti-Money Laundering and Counter Terrorist Financing, Anti-Bribery and Corruption, Economic Sanctions, and Market Abuse, amongst others.

Over the course of 2020, a new HR tool for the collection of training data will be implemented across all offices, which is expected to lead to improved and enhanced data information in the 2020 report.

In addition to these global training programmes, each office location has its own training policy and programmes.

A2.3 Employee wellbeing

Labour relations

Communication with and feedback from employees form a key aspect of Rothschild & Co's values. Feedback on the individual performance is given regularly throughout the year and performance is assessed formally at the end of every year. Our career frameworks include an overview of six core competencies: leadership, technical proficiency, commercial awareness, the Rothschild & Co way, communication and Compliance & Risk.

The framework is embedded into our ways of working, talent development and career progression. It provides our employees with a clear and consistent set of expectations in all divisions, geographies and for all career paths. All employees are able to understand both what we expect of them and how we expect them to live the Rothschild & Co guiding principles for our clients and colleagues.

Managers are encouraged to meet with their direct reports on a regular basis to ensure dialogue on progress and two-way feedback is encouraged. More generally, group and division-wide communication is regularly promoted through e-mail updates and the intranet. The various businesses have their own form of face-to-face divisional gatherings.

Moreover, in France, the social dialogue is organised through the staff representatives (délégué syndical et comité social et économique) at the level of Rothschild & Co, and for other companies the social dialogue is organised through the work council (comité social et économique), the Health and Safety Committee (commission santé, sécurité et conditions de travail), the proximity representatives (représentants de proximité) and the union delegates (délégués syndicaux). Thereby, social dialogue takes place at least once a month with a member of management and integrates information, consultation and negotiation procedures with employees.

Regarding Rothschild & Co's largest office locations, France is one country having collective agreements based on applicable French legal provisions. During 2019, 20 collective agreements were executed. Some of these agreements are actions plans to promote professional gender equality, particularly regarding recruitment, training, working conditions, effective remuneration and work-life balance. Other agreements deal with employee savings plans for the group's employees (PEE/PEG/PERCO), profit-sharing, social protection and working time.

Health and safety

Health and Safety overview

Rothschild & Co continues to strengthen and improve health and safety compliance and conformance requirements by following the continuous improvement programme required by the Group Health & Safety Policy. This includes the minimum conformance standards across all group's offices.

Health and safety matters are governed by the Group Environment, Health and Safety Committee (EH&S Committee), formed of senior representatives. This committee, which reports to the Group Executive Committee, is required to:

- review and provide direction on Rothschild & Co's health and safety strategy;
- promote alignment of Rothschild & Co's Health & Safety Policy across all group entities;
- review and endorse health and safety content for the Rothschild & Co Annual Report as well as the group website.

The Group Health and Safety Manager is responsible for coordinating health and safety activities with employees and senior managers at each office. The implementation of health and safety management activities at each office rests with the location's Health and Safety Champions, with health & safety being the responsibility of every employee.

Health and Safety policy

In 2019, the Group Health and Safety Policy has been reviewed and approved by the Group EH&S Committee. It is published on Rothschild & Co's intranet and provides guidance to the group's direction and approach to responsible health and safety management.

It enables a consistent approach to maintain the health, safety and wellbeing of all persons who might be affected by the activities within an office. All reporting locations commit to implementing the compliance standards by setting procedures listed within the group health and safety requirements (HSRs) prescribed in the policy.

Health and Safety Requirements (HSRs)

Operational guidance is provided to individual locations to ensure procedures are created suitable to the needs of their size and activity.

In accordance with the Group Health and Safety procedures, the HSRs separate health and safety matters into manageable sectors:

- risk assessments – including general office safety;
- fire management – including fire risk assessment and fire evacuation procedures;
- contractor management and access procedures;
- accident reporting and first aid provision;
- training and information tools;
- health and wellbeing services; and
- inspection and audit.

Risk Assessment focus

Throughout 2019, the Group Health and Safety manager continued to lead 15 of the 35 reporting offices through the group risk assessment process.



Fire Management

Zurich and New York have initiated the fire management programme and have completed the fire risk assessment process. These offices successfully trailed the new internal fire risk assessment process which will be shared with further offices going forward.

Inspection and audit

In June 2019, a health and safety management audit was completed by an external consultancy in the UK with the purpose to ensure the business is maintaining and/or improving all procedures above the line of minimum compliance. Subject areas audited covered management awareness, operational procedures, risk assessments, training, internal audit and review processes.

The results showed that improvements continue to be made and all legislation is complied with, as well as good leadership, clear communication and reporting to ensure that the Board both understand the issues and can act as needed. Service partners are made to feel part of the team which was perceived particularly positive as it reassures that contractor staff are working safely to Rothschild & Co's aims.

In summary, the audit showed that the group is meeting and exceeding our legal responsibilities and is continually improving all health, safety and wellbeing procedures for the business. The result provides assurance that all offices in the scope receive the highest level of health & safety conformance to the Rothschild & Co health & safety standard that is required by its policy.

Collective agreements

In France, collective agreements put in place also cover health and safety matters. A Health and Safety Committee pays great attention to health, hygiene, safety and the working conditions of employees. Rothschild & Co evaluates and anticipates risks, offers information and implements training on these subjects and we regularly review our procedures and systems at least once a year through the "Document d'évaluation des risques" (report identifying the risk on health, safety and working conditions) and the "Document de prévention des risques" (report identifying the action plan implemented to control risk). These two documents are regularly reviewed with the social representatives.

In Germany, specific measures are conducted with the same objective (through, for instance, the "Gefährdungsbeurteilung" report which is similar to "Document d'évaluation des risques").

Accident Data

For the 2019 financial year, reportable workplace accidents are listed below. All reported accident and near miss data are classed as "not concerning."

Office	Accidents				Was government notification required?
	Type of accident	Type of injury	Date of accident	Number of days missed work	
Frankfurt	Hit by falling or moving object	Bruising or swelling	09/01/2019	0	No
Paris (Messine - 23 bis) & Paris (Messine - 29)	Hit by falling or moving object	Multiple injuries	25/01/2019	0	Yes
Paris (Messine - 23 bis) & Paris (Messine - 29)	Fall from height	Strain or sprain	08/03/2019	0	Yes
Paris (Messine - 23 bis) & Paris (Messine - 29)	Other	Irritation or allergy	11/03/2019	0	Yes
London – New Court	Cut or stabbed by object	Laceration or cut	02/05/2019	0	No
Marseille (43/45 rue Grignan)	Slip, trip, fall same level	Bruising or swelling	05/06/2019	0	Yes



Office	Accidents				
	Type of accident	Type of injury	Date of accident	Number of days missed work	Was government notification required?
Paris (Messine - 23 bis) & Paris (Messine - 29)	Slip, trip, fall same level	Fractured bone	18/06/2019	39	Yes
London – New Court	Hit something fixed/stationary	Bruising or swelling	10/07/2019	0	No
Paris (Messine - 23 bis) & Paris (Messine - 29)	Other	Irritation or allergy	18/07/2019	4	Yes
London – New Court	Slip trip or fall (same level)	Strain or sprain	22/07/2019	0	No
Paris (Messine - 23 bis) & Paris (Messine - 29)	Other	Irritation or allergy	22/07/2019	4	Yes
Paris (Messine - 23 bis) & Paris (Messine - 29)	Slip, trip, fall same level	Bruising or swelling	02/10/2019	0	Yes
New York (Ave of the Americas)	Slip trip or fall (same level)	Fractured bone	17/12/2019	0	No

Near Miss Data

Office	Near Misses	
	Category of near miss	Date of near miss
Sydney	Slip trip or fall (same level)	2019-08-02
Frankfurt	Hit by falling or moving object	2019-01-09
London	Hit something fixed/stationary	2019-07-19

A3. Responsibility for our environment

A3.1. Greenhouse gas emissions and climate change

Absolute Scope 1 emissions have decreased by 61% and per FTE emission by 58%, mainly due to the group's conscious choice to procure biogas, a more sustainable source, where available.

Total Scope 2 location-based GHG emissions have remained broadly on the same level. Decreases seen in many offices have been negated by increases in a few offices.

Scope 2 market-based GHG emissions have decreased. This is due to more offices holding renewable energy contracts. Renewable energy contracts are a conscious choice made by the business to limit GHG emissions.

Total business travel emissions reduced significantly, by about 1,448 tonnes. The majority, 94% or 1,368 tonnes of this decrease was from flights. Emissions from rail travel decreased by 5.2%, and from taxi travel by 32.9%.



Greenhouse gas emissions data¹

Greenhouse gas emissions in tCO ₂ e ²		01/01/2019 31/12/2019	01/01/2018 31/12/2018
Direct Emissions (Scope 1)	Natural Gas + Biogas	129.5	629.1
	Gasoil	37.9	47.0
	Owned Vehicles	176.4	198.3
Total Scope 1		343.9	874.4
Indirect Emissions (Scope 2)	Electricity Consumption (Location-based)	3,315.4	3,338.3 ³
	Electricity Consumption (Market-based)	1,836.8	2,099.0 ³
	Heat Consumption	124.3	106.8
Total Scope 2 (Location-based)		3,439.7	3,445.1
Total Scope 2 (Market-based)		1,961.1	2,205.8
Indirect Emissions from Travel (Scope 3)	Business Travel – Flights	17,856.5	19,224.2
	Business Travel – Rail	210.1	221.3
	Business Travel – Taxis	325.0	334.0
	Hotel stays	289.2	349.4 ⁴
Total Emissions – Travel		18,680.8	20,128.9
Other Emissions (Scope 3)	Water	54.0	60.0
	Materials	201.7	240.7
	Waste	22.0	25.7
	Company Leased Vehicles	280.8	273.8
	IT equipment	594.8	594.8 ⁴
	Electricity Transmission and Distribution Losses (Location-based)	329.1	290.8
	Electricity Transmission and Distribution Losses (Market-based)	318.4	290.8 ⁴
	Courier services	45.0	24.4 ⁴
	Upstream emissions (WTT) (Location-based)	2,874.9	2,918.8 ⁴
	Upstream emissions (WTT) (Market-based)	2,856.8	2,918.8 ⁴
Total Emissions – Other (Location-based)		4,402.3	4,429.0
Total Emissions – Other (Market-based)		4,373.5	4,429.0
Total Scope 3 (Location-based)		23,083.1	24,557.9
Total Scope 3 (Market-based)		23,054.3	24,557.9
Total Scope 1, 2 and 3 (Location-based)		26,866.7	28,877.4
Total Scope 1, 2 and 3 (Market-based)		25,359.3	27,638.1

¹ Rothschild & Co collects data for 94% of the group's FTE headcount. The GHG emissions data table does not include emissions associated with investment activity from Wealth, Asset Management and Merchant Banking divisions.

² Rothschild & Co's GHG emissions are calculated as tonnes of carbon dioxide equivalent (tCO₂e), a universal unit of measurement expressing the impact of each of the Kyoto GHGs in terms of the amount of CO₂ that would create the same amount of warming. The group calculates tCO₂e by multiplying its activity data, for example, waste incineration, landfill and air miles travelled, by the UK BEIS approved conversion factors or other sources of emissions factors.

³ 2018 Electricity consumption emissions amended due to the reporting of inaccurate consumption in one office last year.

⁴ 2018 data has been amended to reflect indicators added in 2019 such that a more accurate comparison can be made with year-on-year trends.

Greenhouse gas emissions data per FTE

Emissions tCO ₂ e/FTE	Location-based approach		Market-based approach	
	01/01/2019 31/12/2019	01/01/2018 31/12/2018	01/01/2019 31/12/2019	01/01/2018 31/12/2018
FTE Headcount	3,196.5	3,402.4	3,196.5	3,402.4
Scope 1	0.1	0.3	0.1	0.3
Scope 2	1.1	1.0	0.6	0.7
Scope 3 (All)	7.2	7.2	7.2	7.2
Scope 1 and 2	1.2	1.3	0.7	0.9
Scope 1, 2 and 3 (All)	8.4	8.5	7.9	8.1



Extrapolated greenhouse gas emissions data per FTE⁵

Emissions tCO ₂ e/FTE	Location-based approach		Market-based approach	
	01/01/2019 31/12/2019	01/01/2018 31/12/2018	01/01/2019 31/12/2019	01/01/2018 31/12/2018
FTE - 6% extrapolation	230.9	231.0	230.9	231.0
Scope 1, 2 and 3 (tCO ₂ e) 6% extrapolation	1,940.7	1,959.0	1,831.8	1,874.9
Total group emissions, all scopes, extrapolated	28,807.4	30,836.2	27,191.1	29,512.8
tCO ₂ e/FTE, all scopes, extrapolated	8.4	8.5	7.9	8.1

⁵ Data from reporting offices covers 94% of the group's FTE headcount, the remaining 6% has been extrapolated to cover 100%.

A3.2 Responsible consumption and engagement

Rothschild & Co understands that applying a traditional approach to resources use can place undue pressure on global resources, is wasteful and not economically viable in an increasingly challenging business environment. To that end, the group ensures that it manages its resource use responsibly and as far as practicable.

Whilst Rothschild & Co is not a large consumer of water, it recognises its responsibility in the countries where it operates. Some offices implemented water saving devices in 2019 which resulted in a decrease in water consumption. The decrease in headcount has, to a lesser degree, also impacted this result.

Materials use predominately means paper use, although an increase in reporting scope over the years has resulted in more material types being added. The group measures the amount of 100% recycled and sustainably sourced paper it procures (certified sustainable paper from FSC or PEFC). In 2019, the share of sustainably sourced paper was 67%. The group targets to source 100% of its paper sustainably in 2020.

Resource disposal has decreased significantly. The group further improved its resources and recycling management and circular economy activities by implementing several initiatives, including greater access to centralised recycling stations and training, which helped significantly increase its total amount of recycling. The reduction of single-use items in offices also contributed to this improvement – 20 offices are now free from unnecessary single-use plastic. In addition, more offices provided actual resources disposal data, resulting in fewer estimations (only two offices estimated their data in 2019, compared to ten in 2018).

The group's total energy use in 2019 was 23,490.4 MWh, of which about 75% (17,655.9 MWh) was electricity. 9,942.4 MWh or 56% of the group's electricity came from certified renewable sources. Sustainable energy sources (biogas, renewable electricity) covered 62% of our FTE headcount.

Resource use⁶

Resource disposal in tonnes	01/01/2019 31/12/2019	01/01/2018 31/12/2018
Composted and anaerobically digested in tonnes (included in total resource disposal)	69.50	68.90
Compost and anaerobic digested tonnes/FTE	0.02	0.02
Recycled (included in total resource disposal)	213.10	180.50
Recycled tonnes/FTE	0.07	0.05
Total resource disposal	561.10	621.60
Total resource tonnes/FTE	0.17	0.18
Water consumption in m³	01/01/2019 31/12/2019	01/01/2018 31/12/2018
Water Consumption⁷	51,836.30	59,995.00
m ³ /FTE	16.13	16.75

⁶ For more information on waste disposal please refer below to the additional data notes.

⁷ To improve consumption estimates, a Rothschild & Co 'group average intensity' figure for water consumption was used for the first time in 2018. This assumes a water consumption of 14.63m³ per FTE.

Materials use in tonnes	01/01/2019 31/12/2019	01/01/2018 31/12/2018
Recycled content / sustainable sources	135.63	50.88
Non-recycled content / non-sustainable sources	80.37	201.64
Total materials consumption	216.00	252.53
Tonnes/FTE	0.06	0.07
Total energy use in MWh	01/01/2019 31/12/2019	01/01/2018 31/12/2018
Total Energy Consumed	23,490.40	21,560.20
MWh/FTE ⁸	7.31	6.34

⁸ Industry benchmarks were used for the first time in 2018 to help offices estimate their annual natural gas consumption, resulting in incomplete information in previous years for natural gas.

A.3.3 Amount of provisions and guarantees for environmental risk

Rothschild & Co undertook a legal compliance and conformance assessment to understand the legal environmental responsibilities in each jurisdiction where Rothschild & Co has an office. This assessment led to the development of the group environmental conformance standard for offices worldwide, and which the group regularly monitors and uses to improve continuously.

Provisions have been identified in order to meet European Union (EU) energy efficiency obligations relevant to EU member states. Provisions in the United Kingdom have been identified for operational environmental risk, pertaining to the existing CRC energy efficiency scheme (formerly the Carbon Reduction Commitment) and the incoming Streamlined Energy and Carbon Reporting (SERC) scheme.

As an office-based business, Rothschild & Co does not consider environmental discharges to air, water, soil or indeed noise pollution to be of material environmental risk.

A4. Methodology data

Reporting of Corporate Responsibility information - Process for the 2019 (12 months) reporting period

The preparation and coordination of the Corporate Responsibility report for the financial year ended 31 December 2019, involved members of Rothschild & Co and group entities, taking key responsibilities in Corporate Conduct, Human Resources, Health and Safety, Responsible Investment, Environment, and Community Investment areas. The reporting period is from 1 January 2019 to 31 December 2019.

Reporting scope

Rothschild & Co provided the Corporate Responsibility information, with the overall objective of an enhanced qualitative approach and an improved verification process based on the following:

Completeness: Rothschild & Co strives to provide the most comprehensive information possible, notably by including indicators covering the most significant consolidated entities.

Materiality: the published information is significant and representative of the group's business. Rothschild & Co's performance data is presented within the social, economic and environmental context, taking into account the challenges facing the group.

All fully consolidated entities within Rothschild & Co (excluding joint ventures) are included in the report boundary. The information collected covers the period from 1 January 2019 to 31 December 2019.

In consideration of the above, the reporting scope has been defined as follows:

- Human Resources information:
 - labour information: all fully consolidated entities within Rothschild & Co (excluding joint ventures) are included in the report boundary; and
 - training information: only France (representing 34% of the headcount of the Rothschild & Co group) and UK (representing 29% of the Rothschild & Co group) are included in the report boundary. The official reporting scope for training hours is limited to France. Quantitative information provided for the UK includes training organised in London for individuals from the office locations across the UK and the world.



- Environment, health and safety information from the following office locations is included in the reporting boundary: Birmingham, Brussels, Dubai, Frankfurt, Geneva, Guernsey, Hong Kong, Johannesburg, Leeds, London, Los Angeles (two offices), Lyon, Madrid, Manchester, Marseille (seven offices), Milan, Monaco (two offices), Mumbai, New York, Paris, Sao Paulo, Singapore, Sydney, Warsaw, Washington, Wilmslow and Zurich, representing approximately 94% of the headcount of the Rothschild & Co group.
- Environment: GHG emissions have been extrapolated to cover 100% of the Rothschild & Co group. This extrapolation provides a more complete synopsis of the group's operational emissions. The reporting scope for Environment information accounts for 100% of our office operations and has been defined as follows: The reporting boundary of offices measured to establish the environmental impact has remained the same in 2019 as it was in 2018. However, additional indicators have been added that has allowed the group to report scope 3 emissions in greater detail. These additions include hotel stays, courier services, IT equipment and server electricity use.

It should be noted that due to its business activities, the following Corporate Responsibility issues are not considered as relevant to Rothschild & Co: food waste, responsible, fair and sustainable food, fight against food insecurity and respect for animal welfare.

Work organisation

Working hours vary from country to country depending on national legislation and are therefore managed and monitored by local management and HR teams. Absenteeism is actively monitored and managed by local offices. A group-wide HR system is operationally providing global consistency to many HR processes.

Absence management functionality is being addressed on a location by location basis. This has been rolled out to Australia, North America, the United Kingdom, Guernsey and Switzerland. Further countries will be considered in due course.

In France, more specifically, all kinds of absenteeism are already recorded: maternity and paternity leave, additional leave, breastfeeding leave, absences for working accident and sick leave.

Health and Safety

Contractor management

Contractor management ensures safe working procedures of any third party carrying out works on site. Offices are currently managing this according to their own local procedures.

Accident and first aid provision

All offices in the scope provide their accident figures as listed in section A2.3.

Training and information tools

Templates for online group health & safety training is currently being created. This will cover general health & safety awareness for office environments and general fire awareness. New York, Zurich and Paris will be the first offices to trial this by the second quarter of 2020.

Health & wellbeing services

In addition to all health & wellbeing services offered by HR, an online tool to enable all employees to complete an online workstation assessment is being developed. This is already used in the UK and will be shared with New York, Zurich and Paris for trial by the second quarter of 2020.

Reportable workplace accidents

The group uses environmental reporting software which additionally allows to monitor and manage health and safety accident data.

- Accident – when an individual (whether Rothschild & Co employee or otherwise) has been injured as the result of an accident when on work premises.
- Near miss – for an event which did not cause harm or injury but had the potential to cause injury or ill health, such as a trip over a loose carpet tile, slip due to wet floor, etc.

Accident reporting requirements are in accordance with local legislation and are not comparable between office locations.



Environment

The full-time equivalent headcount (FTE) is provided from the HR system and is a “snapshot in time” on 31 December 2019. Third party service provider or contractor employee headcount is not captured by the HR system. A ratio is applied to the total group FTE headcount based on the offices included in the reporting scope. The result is used to calculate the impact per FTE (Impact/FTE). Impact per FTE is used to normalise the total impact against headcount.

The acquisition of Livingstone in London and associated FTE headcount has been excluded from the environmental footprint process. This is in line with the approach for new acquisitions (business must be part of the group for 18 months before it is included in the reporting scope).

Our environment reporting software tool references a large database of over 77,500 emission factors, sourced from over 350 different institutions, such as the UK government Department for Business, Energy and Industrial Strategy (BEIS), the Intergovernmental Panel and Climate Change (IPCC) and national government data from reporting countries such as the USA EPA and the Canadian NIR. The emission factors are automatically selected and applied to data based on geographical and temporal relevance, so that country-specific conversions are applied leading to the most accurate estimate of GHG emissions. There are over 300 different units of measurement available for the entry of data, and conversion of these to standard units for reporting is again automatic and location specific. The emissions factor database is accredited as Gold Software by the CDP (formerly the Carbon Disclosure Project) and a team of analysts ensure that all factors are reviewed and updated when source publications provide new releases. The system is independently assured by PricewaterhouseCoopers.

Improvements in data collection have resulted in an increased robustness of final data. Where assumptions, estimates or changes have been made, this is explained.

The group’s greenhouse gas emissions reporting is in respect of its operational activities and includes Scope 1 and 2 emissions and Scope 3 emissions relating to business travel, water supply and wastewater treatment, materials, resources disposal, electricity transmission and distribution losses, courier deliveries and IT equipment. Emissions are reported as carbon dioxide equivalent or CO₂e.

In line with best practice, the group produces a “dual report”, reporting both location and market-based reporting instruments for Scope 1, 2 and 3.

Greenhouse gas emissions for energy consumption have been calculated using 2019 Department for Business, Energy and Industrial Strategy (BEIS) emissions factors and the total electricity figure is reported as tCO₂e.

A Rothschild & Co ‘group average intensity’ figure for electricity consumption has been used in 2019. This assumes an electricity consumption of 190 MWh per m² of office space per year. In total, this figure was used by two offices this year, down from six in 2018, resulting in more accurately reported data and fewer estimations.

Industry benchmarks were used in 2018 to help offices estimate their annual natural gas consumption. Energy efficiency in buildings, CIBSE Guide F (2012) produced by The Chartered Institution of Building Services Engineers is the source for these benchmarks. Four offices used the benchmark to estimate their natural gas consumption for 2019.

The locations-based methodology uses energy grid average emission factors in location specific geographies and over specific timeframes and allows the group to compare emissions year-on-year. 2019 emissions reporting shows the summary in absolute and impact per full time equivalent for each scope. This has enabled the identification of true fluctuations across the three scopes on a per FTE basis.

Additional indicators have been added to the groups operational reporting: courier services, IT equipment, hotel night stays and upstream or well-to-tank emissions factors. Therefore, improvements to data collection have been made and an additional GHG calculation methodology has been included to provide additional insight and specific information.

The upstream emissions calculation further strengthens our reporting by incorporating the emissions contributions from premises energy consumption (electricity, heat/steam, natural gas, biogas, gas/burning oil), travel emissions (company vehicles, leased vehicles, air travel, rail travel, taxi travel) and courier emissions.



Community Investment

The percentage of employees engaged in 2019 has been calculated using the total number of Rothschild & Co employees on 31 December 2019. Amongst the individuals who participated in the volunteering element of the Community Investment programme, there may be a small number of contractors, but the number is unlikely to be high enough to make any difference to the overall percentage of employees engaged.



Glossary

AM	Asset Management
AuM	Assets under management
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CO ₂	Carbon dioxide
CO ₂ e	Carbon dioxide equivalent is a universal unit of measurement used to compare the emissions from various greenhouse gases based upon their global warming potential.
CV	Curriculum vitae
EMAP	Environmental Management Action Plan
ESG	Environment, Social & Governance
FTE	Full-time equivalent headcount
GEC	Global Executive Committee
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HR	Human resources
ICP	Internal carbon price
ILO	International Labour Organisation
IT	Information technology
LED	Light-emitting diode
LGBTQ	Lesbian, gay, bisexual, transgender, queer
Location-based emissions	A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data).
Market-based emissions	A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice).
MWh	Megawatt hour
NGO	Non-governmental organisation
NMR	N. M. Rothschild & Sons Limited
R&Co AM Europe	Rothschild & Co Asset Management Europe
R&CoWMUK	Rothschild & Co Wealth Management UK
Scope 1 emissions	Direct emissions from owned or controlled sources as defined by the GHG Protocol Corporate Standard
Scope 2 emissions	Indirect emissions from the generation of purchased energy as defined by the GHG Protocol Corporate Standard
Scope 3 emissions	All indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions as defined by the GHG Protocol Corporate Standard.
SDG	United Nations Sustainable Development Goal
SUP	Single-use plastics
TCFD	Taskforce on Climate Related Financial Disclosure
UK	United Kingdom
UNPRI	United Nations Principles for Responsible Investment
WEBEX	Enterprise solution for video conferencing
WM	Wealth Management
WTT	Well to tank / upstream emissions are the those associated with, for example, the extraction, production and transportation of fuel before combustion



Report by one of the Statutory Auditors, appointed as independent third party, on the Corporate Responsibility report

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended 31 December 2019

To the shareholders,

As requested and in our capacity as Statutory Auditor of your company Rothschild & Co S.C.A. (hereinafter the “entity”) appointed as independent third party, and accredited by the French Accreditation Committee (Comité Français d'Accréditation or COFRAC) under number 3-1049, we hereby report to you on the Corporate Responsibility Report of Rothschild & Co for the year ended on December 31st, 2019 (hereinafter the “Report”), produced in voluntary accordance with Articles L.225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Responsibility of the entity

The Corporate Affairs Department is responsible for preparing a voluntary Report in accordance with the legislation, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Report has been prepared in accordance with the entity's procedures (hereinafter the “Guidelines”), the main elements of which are presented in the Report and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditor appointed as independent third party.

On the basis of our work, and at the request of the Company, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Report with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators on the main risks.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed alongside the work done for the audit of the Declaration and consisted mostly in the reconciliation of the information published in the Report with those of the Declaration. This work was performed in accordance with the provisions of article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements and with ISAE 3000 (international standard on assurance engagements other than audits or reviews of historical financial information):

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Report includes each category of social and environmental information set out in article L.225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- We verified that the Report provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Report presents the business model and a description of principal risks associated with the all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;

- We referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important . Concerning certain risks (Fostering responsible business practices, Creating responsible investment solutions, Taking responsibility for our communities), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities .
- We verified that the Report covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Report;
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 25% and 100% of the consolidated data selected for these tests;
- On the additional information disclosed in the Report compared to the ones included in the Management Report of Rothschild & Co for the financial year ended 31 of December 2019, we consulted documentary sources and conducted interviews to corroborate the qualitative information that we deem the most important;

- We assessed the overall consistency of the Report based on our knowledge of all the consolidated entities.
- We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of six people, alongside those performed on the Declaration, from January to April 2020 and took a total of approximately five weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted about ten interviews with the people responsible for preparing the Report.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the voluntary Corporate Responsibility report is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Comment

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comment:

- For the indicator relating to the number of training hours, the Group does not have a single centralized reporting system. Therefore, the data is reported respectively for the French offices, covering 34% of the Group consolidated headcount, and for the Group perimeter for e-learning.

Paris-La Défense, on the 3rd of April 2020

KPMG S.A.

Anne Garans

Sustainability Services
Partner

Arnaud Bourdeille

Partner



