

Making progress together

About this document

This document serves as a sustainability supplement to the BearingPoint Annual Report 2023, providing essential quantitative information for our key areas of sustainable action: people and planet.

Additionally, we rechecked all indicators to enhance the degree of transparency as suggested by the Global Reporting Initiative Standards (GRI Standards) and made an action plan to fulfill all regulations of EU CSRD a year ahead. This year, we also realized we needed to rework our targets and submitted our SBTi targets in September 2023.

As last year, we again present a summary comprising key decisions, actions, and results from the past year to advance our sustainability journey.

This will be the last time we publish this document as a supplement, as we will integrate the Sustainability Report into our Annual Report next year.

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Our journey to a sustainable future

2023 was a year of growth for our sustainability endeavors. We have set the bar high for the years ahead and created an enduring positive impact by being “Sustainable by Design.”

Reflecting on our progress, I am highly impressed by the dedication and commitment of so many people in our firm. This fills me with pride, and I want to thank everyone who has dedicated their time and energy to the pursuit of sustainability.

Concerning our corporate sustainability goals, the deep analysis of our firm’s status in diversity, equity, and inclusion taught us that we need to make bold moves both globally and locally. We, the Management Committee, renewed and strengthened our commitment to become more equitable and take responsibility. With dedicated budget we target 30% female Senior Managers, Directors, and Partners by 2026 and Managers and above at 40% by 2030. We acknowledge that it is a journey and know we are in charge.

For our emission reduction goals, we are proud to share that in April 2024, the Science Based Target initiative (SBTi) validated our targets, confirming that they align with the 1.5°C goal from the Paris Agreement. We will reduce absolute Scope 1 and 2 greenhouse gas emissions by 53.8% by 2030 and our Scope 3 emissions from business travel by 55% per full-time employee from the 2019 base year. We have built a strong foundation for change to reach these targets, and in parallel, we are in the final stages of disclosing as required for the targeted B Corp certification.

Promoting sustainability requires skill and expertise. Accordingly, we invest not only in acquisitions such as I Care and Korkia but also in strengthening our people’s capabilities. We have made sustainability awareness a

focal point. We facilitate Climate Fresks workshops and offer our people and clients more in-depth training via the I Care Academy. With our expertise, experience, and “walking the talk” approach, we are well-equipped to work collectively with our clients to make sustainability happen. It is, thus, straightforward, that we were recognized in the 2023 IDC MarketScape as a Major Player for ESG Program Management Services. Our co-developments with SAP in climate management and CO2e reporting already are a success story.

Meaningful collaborations with nonprofits complement our idea of acting as a responsible corporate citizen. Our activities are manifold: We seek to establish impactful, long-term partnerships with nonprofits. One example is our cooperation with APF France Handicap in the program Test’In, via which we successfully skill up candidates with disabilities for IT jobs. Furthermore, we provide our professional expertise to nonprofits such as PLAN International on a pro bono basis. Also, it is great to see how our people mobilize support for those in need – as done, for example, last year with our donation campaign benefiting the earthquake victims in Morocco.

Altogether, we are committed to further improving our practices and maintaining our momentum to ensure that we, as a company, seriously engage in creating a positive impact now and in the future – and I am thrilled to be part of the progress we are making.

Axelle Paquer
Sustainability Sponsor
Management Committee

The background is a close-up photograph of a green leaf with several water droplets. A large circular graphic is overlaid on the left side, featuring a green-to-blue gradient. Inside this circle, the text '01' is in green and 'General updates' is in white. A thin white curved line starts from the bottom left and extends towards the right side of the image.

01

General updates

Executive summary of our sustainability goals 2025

Recall our sustainability strategy

In 2020, we defined our Strategy 2025, which included ambitious sustainability goals, and we further committed to four strategic priorities that we are developing in our dedicated global teams:

- **Sustainable Ways of Working:** An approach to implement environmental considerations and people-centric practices in the way we work on projects.
- **Female Acceleration:** A framework to increase female representation in leadership positions.
- **Emission Zero:** A clear goal to significantly reduce our greenhouse gas (GHG) emissions.
- **B Corp:** We became B Corp certified in 2024.

A note on Female Acceleration:

We are fully aware that diversity has multiple dimensions and acknowledge the intersectional perspective. Our 360-degree assessment confirmed our aim to prioritize gender diversity in leadership while we encourage more inclusion and awareness of all diversity dimensions.



Update on our Sustainability Goals 2025

Sustainable Ways of Working

Goals 2025:

- All projects delivered Sustainably by Design
- 30% of projects to involve client in sustainable impact

Update 2023:

- Simplification of processes following pilot feedback
- Rollout on projects above €500,000 gross bookings in all countries
- Nomination of Country Sponsors and SPoCs
- Rollout of dashboard

Outlook 2024:

- Implement SWOW in all projects above €500,000 gross bookings
- Prepare rollouts for all projects (starting 2024)

Female Acceleration

Goals 2025:

- 40% in client-facing roles
- 20% Partners
- 100% of leadership teams to include one or more females
- **2026:** 30% female proportion in the cohort of senior managers, directors and partners

Update 2023:

- 360-degree diversity assessment (KPI deep dive, surveys, benchmark, maturity assessment)
- Vision and strategy alignment with the Management Committee
- Stakeholder alignment for all countries

Outlook 2024:

- Execute maturity assessment, in-depth quantitative and qualitative analysis of global diversity initiatives
- Decide on clear and bold strategy and measures
- Enhance the KPI dashboard and align it with ESG

Emission Zero

Goals:

- SBTi-compliant targets*: BearingPoint commits to reduce absolute scope 1 and 2 GHG emissions 53.8% by 2030 from a 2019 base year. BearingPoint also commits to reduce scope 3 GHG emissions from business travel 55% per FTE within the same timeframe

Update 2023:

- Launched our C&E Dashboard for improved data access.
- Successfully submitted reporting towards CDP, UNGC, Ecovadis,** ISO14001**
- Implemented a revised compensation scheme for countries to increase accountability and transparency
- Submitted revised science-based targets to the SBTi with support from I Care by BearingPoint
- Assessed various internal emission-related data management processes to (re-)define governance and improve data quality

Outlook 2024:

- In April 2024, the SBTi validated and approved BearingPoint's firmwide CO₂e targets
- Increase the focus on change management to establish a firmwide roadmap and identify potential initiatives/ measures at the firmwide and local level

B Corp

Goals:

- Get B Corp certified

Update 2023:

- Successfully passed the risk screening
- Disclosed and validated our answers
- Started validation phase

Outlook 2024:

- We aim to get B Corp certified in 2024

*SBTi targets were submitted in October 2023 and approved in April 2024 - see Emission reduction targets chapter for rationale and validation process specifics.
**ISO14011 and Ecovadis certifications are local/per country - see Environmental information chapter for specifics.

Making an impact through our clients

At a time when sustainability has become a core strategic priority, our sustainability practice has reached new heights in value delivered for our clients. Beyond our organic consulting contributions, we also replicated the success of our acquisition of the I Care consultancy by acquiring the sustainability consulting practice of Korkia in March 2023. A Helsinki-based investment and advisory company, Korkia offers clients a wide range of services to address sustainable development challenges and has been active in this field for several years. Its expert team has fully integrated with BearingPoint's practice and has brought considerable experience and know-how in renewable energy, resource industries, and low-emission traffic.

Overall, at the end of 2023, we had over 230 experts in sustainability across the firm and more than 850 members in the extended community of our Sustainability Service. All of our 4,500 client-facing employees are offered to be trained and involved through initiatives such as Climate Fresk and our I Care Academy. Our ambition is to double the number of full-time sustainability FTEs by

2025. The fact that IDC MarketScape recognized us as a Major Player for ESG Program Management Services is a testament to how far we have come in this area.

Transformation expertise

- **Strategy and business models:** Bold ambition and actionable strategy
- **Operations and supply chains:** Responsible procurement and production
- **Finance and sustainable performance:** Responsible finance and investment, extra-financial reporting and monitoring, compliance and risks
- **Sustainable offerings:** Sustainable products and services, responsible consumption
- **Change and human resources:** Responsible and resilient HR policies
- **Data and information systems:** Sustainable Data and Information Processes

Impact expertise

- **Climate:** Mitigation and adaptation to climate change
- **Biodiversity:** Reducing the impact on biodiversity and contributing to its preservation
- **Circular economy:** Transition from a linear to a circular economy
- **Lifecycle analysis and environment:** Reducing the environmental impact of products and services
- **Social and societal impact:** Supporting the company's stakeholders in the ecological transition
- **CSR and sustainable development:** Raise awareness and responsibility on sustainability issues

In 2023, four of our most sought-after services were:

- Sustainability transformation programs
- EU CSRD projects: from comprehension to compliance and performance
- Development of a global standard for calculating avoided emissions by low-carbon solutions
- Implementation of end-to-end environmental solutions to effectively manage the sustainability transformation

We also provided our clients with breakthrough solutions such as the BearingPoint Sustainability Maturity Assessment that helps them gain clarity on their progress. We have developed and implemented our internal program for assessing and improving the impact we have by the way we work on our projects, namely Sustainable Ways Of Working (SWOW). Through SWOW, each project, even outside of traditional sustainability assignments, can and will be observed through a sustainability lens, ensuring that we identify opportunities to reduce negative impacts or increase positive impact (see next section for more details on SWOW).

Two launches in 2023 – our ESG Data Hub and our I Care Academy – have taken us further in providing world-leading sustainability consulting.

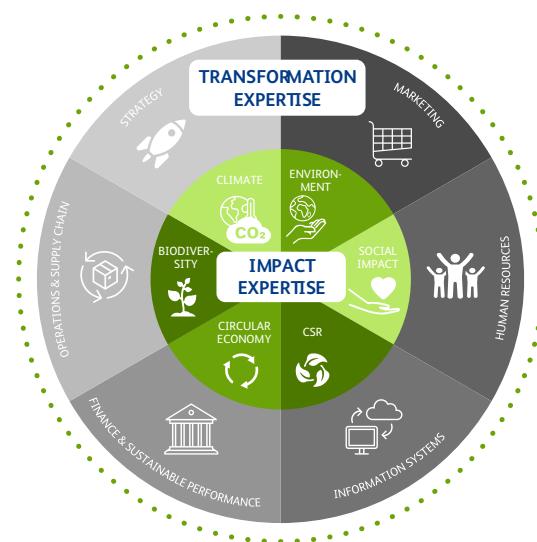
Our ESG Data Hub helps clients gather and analyze the increasing array of sustainability information and unlock its value.

Providing top-notch training to our clients has also been essential to equip them with the best knowledge to master and efficiently tackle their relevant sustainability issues. Our I Care Academy is our upskilling center for impact-driven transformation, aiming at helping diverse audiences acquire environmental and social skills:

- **Internal audience:** Integration within our firm's training catalog for all countries to ensure all employees are upskilling on sustainability topics
- **Clients:** Inclusion of training modules within client assignments to ensure proper understanding of the topics addressed and their sustainability impacts, risks, and opportunities
- **Academics:** Courses recognized and included in major schools and universities for their scientific rigor
- **Third parties:** Courses provided to other consultants/experts, partners, or anyone in our ecosystem that would require it

The I Care Academy training catalog covers all the I Care by BearingPoint areas of expertise mentioned above, including specific training per sector.

The co-developments between SAP and BearingPoint in climate topics and CO₂e reporting have become more and more of a success story. Compared to 2022, we have increased total revenue from the SAP Sustainability Footprint Management and the BearingPoint Emission Calculator by 40%. Together with SAP, we measure and improve the impact of climate change on products and services across their entire life cycle. Our decade-plus proven industry experience in calculating and optimizing product and corporate CO₂e footprints empowers clients who use SAP technology to meet their decarbonization targets, helping move the economy forward to a sustainable future.



SWOW

To ensure Sustainable Ways of Working (SWOW) is one of our Sustainability Goals, and it aims to introduce environmental-friendly and inclusive actions in our day-to-day work on client-projects and beyond.

With our SWOW approach, we empower project teams to actively reflect on ways to reduce emissions while fostering a strong sense of belonging and engagement. Through straightforward evaluations of their project setup, teams collaboratively establish sensible travel plans (deciding who travels, when, and how), optimize meeting schedules (ensuring they don't conflict with personal care responsibilities), and thoughtfully allocate tasks (considering individual development and availability, especially for those with part-time contracts).

Teams are strongly encouraged to initiate conversations about sustainability with their clients. By working together, they can achieve far more than envisioned with the original scope of the project. The possibilities are rich, from hosting joint Climate Fresk workshops to engaging in collaborative pro bono projects or sustainability research.

Our first batch of projects incorporated SWOW commitments in October 2023. A network of single points of contact monitors SWOW adoption in every country, supported by Country Sponsors and the firmwide SWOW team.

The development is regularly tracked and reported through our SWOW dashboard.

SWOW at project level



Certifications, ratings, and standards

These are the different renown sustainability initiatives BearingPoint is part of.

B Corp

The B Corp certification is based on a complex sustainability audit, including information on the business model, the operating procedures, structure and various work processes, as well as an examination of potential public complaints. BearingPoint started the process in 2021 and, as a large enterprise, filled out several assessments.

Outlook 2024:

We became B Corp certified in 2024 with 86.1 points.

UNGC

UNGC stands for UN Global Compact. Signatories of this initiative must align their strategies and operations with ten principles on human rights, labor, the environment, and anti-corruption. Furthermore, they must take strategic actions to advance societal goals, emphasizing collaboration and innovation, such as the UN Sustainable Development Goals.

The UNGC is annually filed globally and for France additionally at the country level.

CDP

CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. CDP is an abbreviation for the Carbon Disclosure Project, which asks companies to disclose their climate impact. In the scope of this disclosure are topics such as the environment, deforestation, and water security.

In the past, BearingPoint did not publish but submit the CDP questionnaire. In 2024, nevertheless, we will also publish our score.

UN Women Empowerment Principles

The UN Women Empowerment Principles (UN WEPs) are a set of principles for businesses offering guidance on empowering women in the workspace, marketplace, and community. BearingPoint signed the UN Women Empowerment Principles in 2023.

Outlook 2024:

In March 2024, we signed and published our commitment to the UN WEPs to show our unwavering commitment.

Ecovadis

EcoVadis is one of the biggest global rating platforms and evaluates how well a company has integrated the principles of sustainability and corporate social responsibility (CSR) into its business and management system. At BearingPoint, the following practices hold Ecovadis scorecards:

- France
- Norway
- Germany
- Switzerland

Possible rollouts in additional practices are being discussed.

ISO 14001

ISO14001 is an accepted and applied certification of the International Organization for Standardization for environmental management systems. The certification focuses on a continuous improvement process to achieve an organization's (company, service provider, authority) defined environmental performance objectives.

In 2023, we successfully audited the Environmental Management System (ISO 14001) for the following offices:

- Stockholm (SE)
- Berlin (GER)
- Leipzig (GER)
- Frankfurt (GER)
- Amsterdam (NL)

Outlook 2024:

In 2024, we aim to successfully meet the standards for ISO 14001 in the following offices:

- Dublin (successfully certified in June 2024)
- Paris (in process)
- Hamburg, Walldorf, and Düsseldorf (in process)

Possible rollouts in additional practices are being discussed.

Sustainability training

We offer regular sustainability training for all employees on our e-learning platform, which includes social and environmental issues relevant to our mission. We advise all of our people to complete the sustainability training.

Furthermore, I Care by BearingPoint also offers internal and external dedicated sustainability training, and our people can take part in the I Care Academy at any time.

Additionally, we promote participating in locally held Climate Fresks and support Climate Fresk facilitators in gaining a deeper understanding of climate change.

We offer regular sustainability trainings for all employees on our e-learning platform, which includes trainings on general know how around sustainability as well as concrete concepts on how to deliver "sustainably by design". We advise all of our people to complete these trainings.

4,500+
people trained through
iCare Academy and Climate Fresk



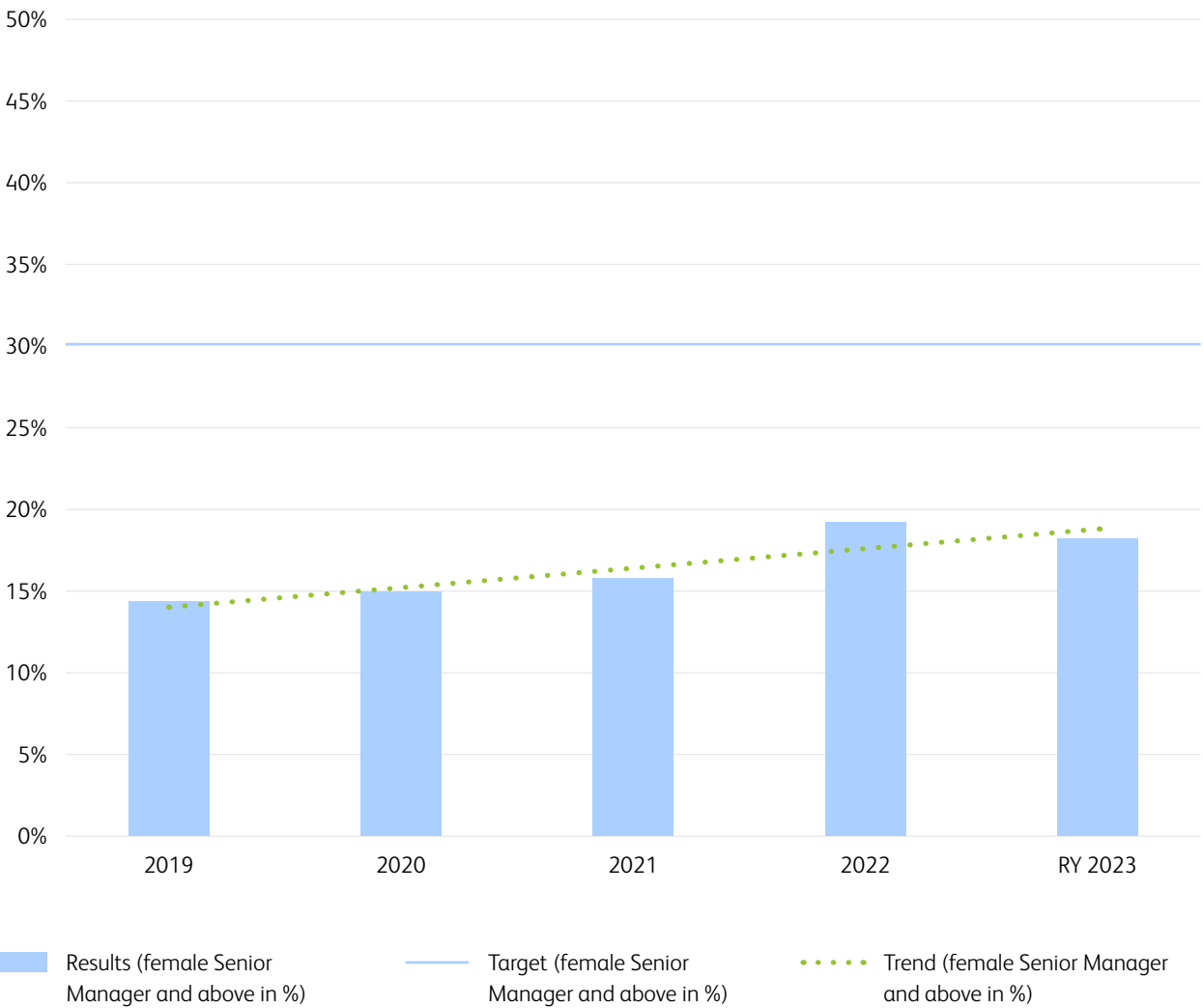
02

Deep dive into social information

KPI update on diversity, equity, and inclusion

	RY22		RY23		Δ since 2022	
Global headcount	All	CFS*	All	CFS*	All	CFS*
Overall	5,253	4,657	6,055	5,388	+15%	+16%
Share of females	39%	35%	39%	35%	-	-
Share of males	61%	65%	61%	65%	-	-
Management (percentage by gender)						
Share of females	29%		26%		-10%	
Share of males	71%		74%		+4%	
Senior Management and above (percentage by gender)						
Share of females	18,1%		17,5%		-3%	
Share of males	81,9%		82,5%		+1%	
Partners (percentage by gender)						
Share of females	12%		14%		+17%	
Share of males	88%		86%		-2%	
Management Committee (composition by gender)						
Women	2		2		-	
Men	9		10		+11%	

Female target alignment
30% Senior Manager and above by 2026

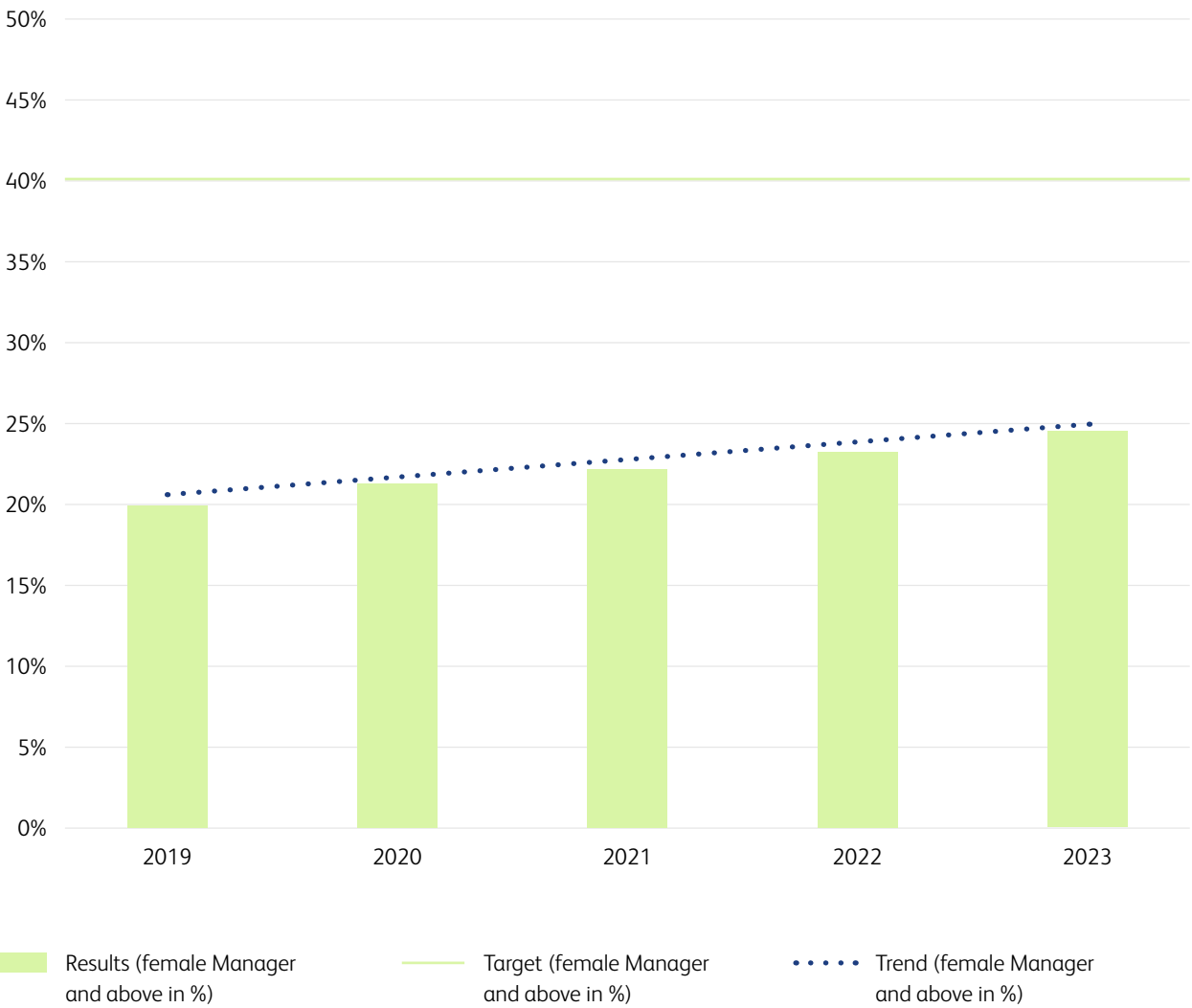


*CFS is an abbreviation for "client-facing staff."

Deep dive into social information

	R ^Y 22	R ^Y 23	Δ since 2022
Generations			
Babyboomers – born 1946-1964	3%	3%	-
Generation X – born 1965-1980	18%	18%	-
Generation Y – born 1981-1994	53%	48%	-9%
Generation Z – born 1995-2012	26%	31%	+19%
“How people feel“ indicators	Scale 1-6	Scale 1-10	
Sense of belonging	4.9	7.9	-
Engagement	4.8	8.2	-
Psychological safety	4.8	7.5	-
Leadership culture	5.5	7.6	-
Sessions & events in the countries coordinated by DIVE teams			
DIVE sessions in the countries	>50	>50	-
Trainings			
Firmwide virtual trainings	55	57	+4%
<i>Number of participants</i>	3,008	2,788	-7%
Firmwide e-learning	86	79	+15%
<i>Number of participants</i>	3,612	3,574	+15%

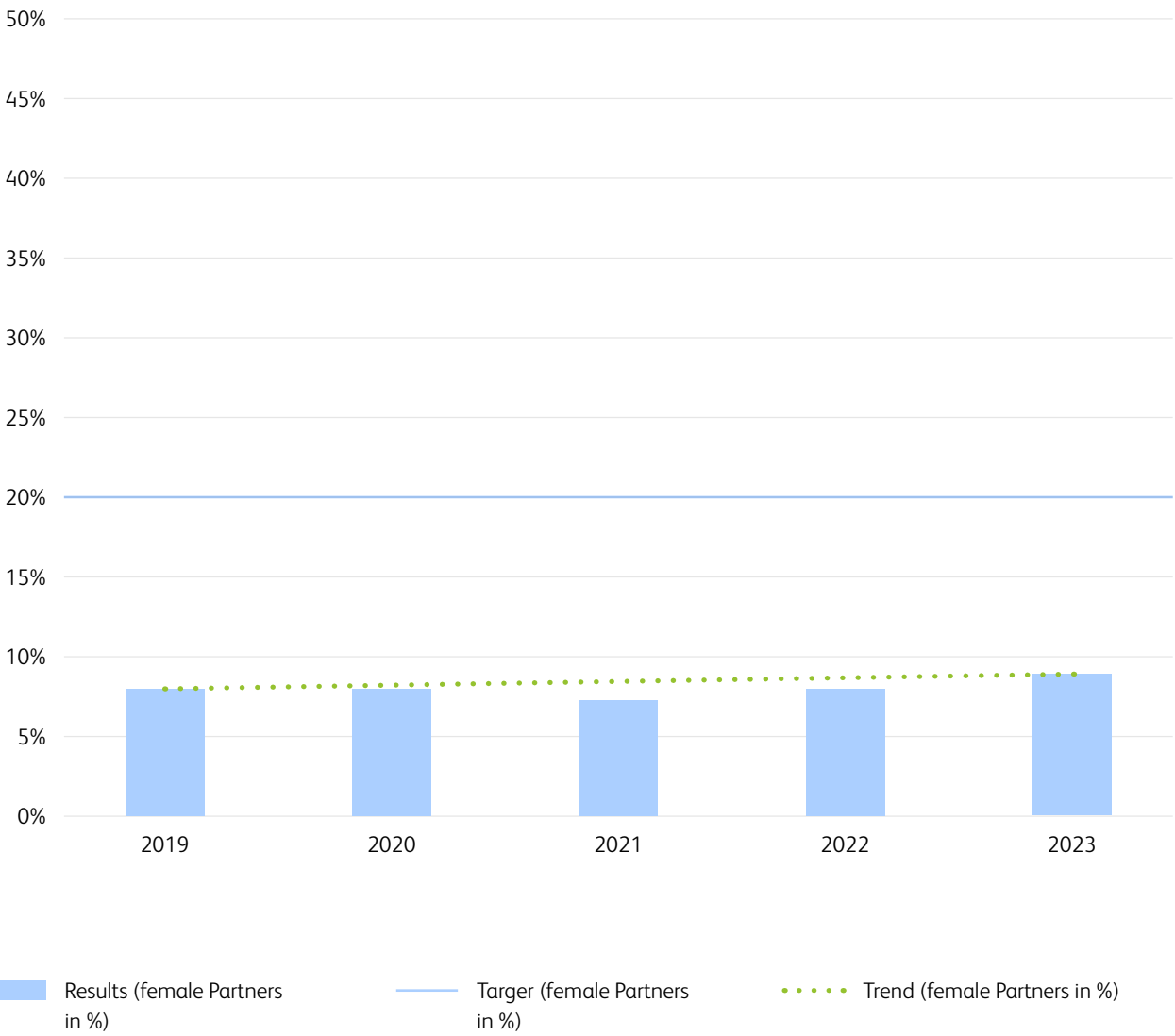
Female target alignment
40% female Manager and above by 2030



Deep dive into social information

	RY22		RY23		Δ since 2022	
New hires	All	CFS*	All	CFS*	All	CFS*
Overall	2,029	1,886	1,815	1,655	-11%	-12%
New hires by gender						
Share of females	59%	61%	62%	65%	+5%	+7%
Share of males	41%	39%	38%	35%	-7%	-10%
New hires by generation			All			
Babyboomers – born 1946-1964	13		19		+46%	
Generation X – born 1965-1980	190		212		+12%	
Generation Y – born 1981-1994	985		736		-25%	
Generation Z – born 1995-2012	841		848		+1%	
New hires by region						
GSA	626		542		-13%	
FBLA	523		395		-24%	
GROW	348		293		-16%	
GLO	50		61		-22%	
NCE	414		284		-31%	
ARC	68		240		+253%	
Number of nationalities working in the firm						
Overall	84		89		+6%	

Female target alignment
20% female Partners by 2025



*CFS is an abbreviation for "client-facing staff."



BearingPoint signed the UN Women Empowerment Principles as way to show unwavering commitment to the underlying idea.

WOMEN'S
EMPOWERMENT
PRINCIPLES



PRINCIPLE 1
HIGH-LEVEL CORPORATE
LEADERSHIP



PRINCIPLE 2
TREAT ALL WOMEN AND MEN FAIRLY AT
WORK WITHOUT DISCRIMINATION



PRINCIPLE 3
EMPLOYEE HEALTH, WELL-BEING
AND SAFETY



PRINCIPLE 4
EDUCATION AND TRAINING
FOR GENDER EQUALITY



PRINCIPLE 5
ENTERPRISE DEVELOPMENT, SUPPLY
CHAIN AND MARKETING PRACTICES



PRINCIPLE 6
COMMUNITY INITIATIVES
AND ADVOCACY



PRINCIPLE 7
MEASUREMENT AND REPORTING

Approach and assumptions

Sample and data basis

In 2023, our data collection was done quarterly to spot the changes happening in the company globally and at the country level. A pilot project on an automated dashboard executed by our HR controlling and IT should ensure ERP data for a real-time view of the people KPIs, including a Diversity Dashboard. The People Dashboard is then made available for all country HR leads and teams, as well as global access for the Global Sustainability team.

Data sources

Demographic data: Our ERP is the source of most people data. We look at the active staff and provide aggregated, firmwide headcount data. For the gender data, we differentiate between people working in consulting and people with internal functions, as historically the internal functions are statistically already more balanced in terms of the binary gender ratio.

People development: We started including statistics on people development in 2022, including the amount of firmwide virtual training, e-learning offered, and average time per person spent on firmwide training.

“How people feel”-indicators: In 2023, we moved from a one-way feedback collection to a regular feedback collection via an innovative tool, Winningtemp. In the period 2019-2022, we asked for feedback on the following statements:

“I feel a sense of belonging at BearingPoint” [Construct: sense of belonging]

“I am proud of the work that I do” [Construct: engagement]

“I often express my views on issues important to me,

even when I know that others will disagree” [Construct: psychological safety]

“My leaders (Development Manager, Engagement Manager, Team Leader) treat me with respect” [Construct: leadership culture]

All items apply a 6-point Likert scale, with 1=strongly disagree and 6=strongly agree. To better understand the issues and needs that are important to our people, we launched an innovative tool in 2023 to collect feedback and connect regularly. With Winningtemp, we rolled out a forward-thinking platform to help us stay closer to each other and enhance the employee experience, creating a space for all to thrive. In our pursuit of fostering deeper connections within our organization, most of our people actively engage in feedback every three weeks, resulting in over 1,000 monthly interactions.

From this feedback, we are delighted to share exceptional results across three vital dimensions in 2023: Team Spirit; Diversity, Equity & Inclusion; and Commitment. With an impressive score of 8.2 out of 10 in Team Spirit, our workplace shows a strong sense of collaboration, respect, and belonging, reflecting our commitment to nurturing meaningful relationships among our team members. Our dedication to diversity, equity, and inclusion (DEI) delivered a remarkable score of 7.9 out of 10.

It's a testament to our ongoing efforts to create a workplace where everyone has equitable support and equal chances. At the same time, we continuously maintain contact with our people to understand the needs and the structural changes we must pursue to ensure safety and equity at BearingPoint.

DIVE activities: Our local CSR/DIVE teams organized numerous local initiatives for and with their colleagues on site (e.g., speaker sessions and joint campaigns) in addition to our global approach. We use a reporting sheet ((Y)Our Doing) to track these initiatives.

DIVE data team

Head Global Head of Diversity & Inclusion, Sustainability Data Manager, Country CSR/DIVE teams, Power BI Expert, HR Controlling, Career & Leadership Development team, People Experience team

People data

Looking back

In 2020, we introduced a concrete goal for Female Acceleration. We aim to reach an average 30% share of female talent in leading positions such as Senior Managers, Senior Business Advisors, Directors, and Partners by 2026. We have been channeling efforts to accelerate female talent at BearingPoint accordingly.

BearingPoint and the DIVE leads recognize intersectionality and strive to implement DIVE holistically, considering all diversity dimensions. Affinity initiatives and training reflect the intersectional approach. However, specific strategic actions focus on female talent, the biggest target group at BearingPoint, where the most immediate impact can be made. This way, we can channel efforts and set a basis/ precedent for, e.g., data collection, recruiting, and retention programs, which, once tried and tested, can be extended to further target groups – thus opening the strategic DEI funnel continuously and reliably.

We established country-specific growth paths within the firmwide goals, which are (a) growth ambition, (b) status quo in female representation, and (c) context factors. For example, some practices have a high need for developing skills, and, at the same time, the pool of female candidates is limited. Regional leaders now have these goals for Female Acceleration as part of their Partner scorecard, in which the key priorities and concrete expectations for their role are defined.

In parallel, firmwide HR has worked on a consistent employee value proposition that further defines the idea of people-centricity for our people processes, including peoples' growth, belonging, and well-being.

To support the HR teams in the countries, we developed frameworks with vision and guidelines for them to promote these goals on Female Acceleration and family-support actions. The framework will help HR to identify country-specific issues and needs.

Looking back on 2023

As we realized in 2023 that our 2020 set of goals on gender diversity (focusing on females) needed revision, we performed a maturity assessment consisting of a qualitative self-assessment of our readiness concerning compliance, strategies, process formalization, policies, measurements, leadership commitment, and societal value creation.

Our 360-degree assessment entailed a comprehensive set of five analytical methods:

- Benchmark with 16 competitors and thought leaders
- KPI deep-dive, analyzing our development, including a breakdown at the country level
- Self-assessment continued by interviews with HR leads in all countries
- Taking inventory of all country-specific actions and initiatives implemented
- Employee survey including more than 900 participants of all levels giving us an overview of the people's perspectives

Conclusion of the maturity assessment:

We identified a significant strategy-execution gap, especially in leadership roles, and concluded that this seems to be due to heterogeneous efforts and a lack of firmwide DEI standards. Based on this maturity assessment, we revised our overall strategy and devised a firmwide action plan our Management Committee is supporting:

New, more ambitious targets tackle the lack of female leadership globally. The Management Committee has committed to reaching a global 30% share of female Senior Managers, Senior Business Advisors, Directors, and Partners by 2026. We have a focused plan to achieve the targets, including high investments for 2024 and 2025.

Additionally, we hired a team of experts that act at the firmwide level: Global Head of D&I & Global Lead for DEI, who have implemented and planned a set of measures and closely control development:

1. We introduced a new set of KPIs that we will be including in our reporting from now on. We aim to extend and operationalize our reporting even further. The KPIs are being integrated into our global, automated dashboard, allowing us to measure our development in real time. The rollout was done in Q2 2024.
2. We implemented more robust governance to strengthen the collaboration between countries so that we could react as soon as any needs arose. Additionally, we globally support country-specific actions at the firmwide level: streamlining efforts and using synergies.
3. As our DEI approach calls for an integrated alignment, we engage stakeholders across all levels, countries, and business units, introducing sustainable and inclusive business practices in our project delivery and internal processes.
4. We introduced an ongoing employee survey to gather feedback consistently, allowing us to react promptly to trends in employee satisfaction, well-being, and belonging.
5. We are channeling efforts into increasing DEI awareness firmwide but with country-specific actions, investing in more education and awareness programs, e.g., training, networks, events, and employee resource groups.
6. We decided to commit to and sign the UN Women's Empowerment Principles.
7. We started implementing DEI training (or sustainability overarching training) in our mandatory firmwide training curriculum.

The list of additional measures is longer and more precise and is under constant review to pivot and test which measures are most effective.

Outlook 2024

We have a roadmap globally and locally aligned with communication, training, and change management being global responsibilities, recruiting and retention, and process reviews being country-specific responsibilities.

At the global level, we will increase resources. We are planning to roll out a global Unconscious Bias Serious Game in Q3/2024 for all of our people to get engaged in a fun way and learn more about unconscious bias.

Additionally, we are evaluating rolling out a senior manager network to connect our female Senior Managers more and being able to understand which environment better caters to their needs. With a view to the intersectionality of our approach, we will roll out an Allyship network called EquityAmbassadors@BearingPoint to be more inclusive and globally enhance the movement of supporters. The network will also serve as a knowledge hub and offer Diversity, Equity, and Inclusion training.

Approach and assumptions for social “impact”

Looking back

In 2023, we changed the governance to gain a broader perspective on the work our people do to support local communities. For the monthly meeting, the CSR teams update a presentation shared with the team so everyone has an overview of the overall CSR changes.

We differentiate to types of initiatives for the benefit of communities and the people therein: “We reach out to people” and “We enable helpers.”

- **“We reach out to people”**: These are initiatives and actions seen as a good cause, like charity runs, blood donations, clothing donations, money donation campaigns, corporate volunteering, etc. The main aim is to reach out and give back to the local communities.
- **“We enable helpers”**: This is defined as our pro bono activities, in which our people support non-profits and their people by sharing their experience, knowledge, and time. That can be personal coaching, webinars for non-profit organizations, or classical pro bono projects.

Assumptions

Regarding our two categories, “We reach out to people” and “We enable helpers,” we encounter different challenges for comprehensive reporting as we empower the local initiatives, resulting in different capturing methods. Nevertheless, we are looking for a better controlling structure globally.

Society data team
CSR Leads from the countries, Global Lead Sustainability, Global Head of Diversity & Inclusion, Sustainability Data Manager

People in our society

In 2023, we calculated all hours we delivered on CSR-specific initiatives and calculated more than 1,000 consulting days, which we can allocate toward BearingPoint’s internal contribution to pro bono and CSR projects.

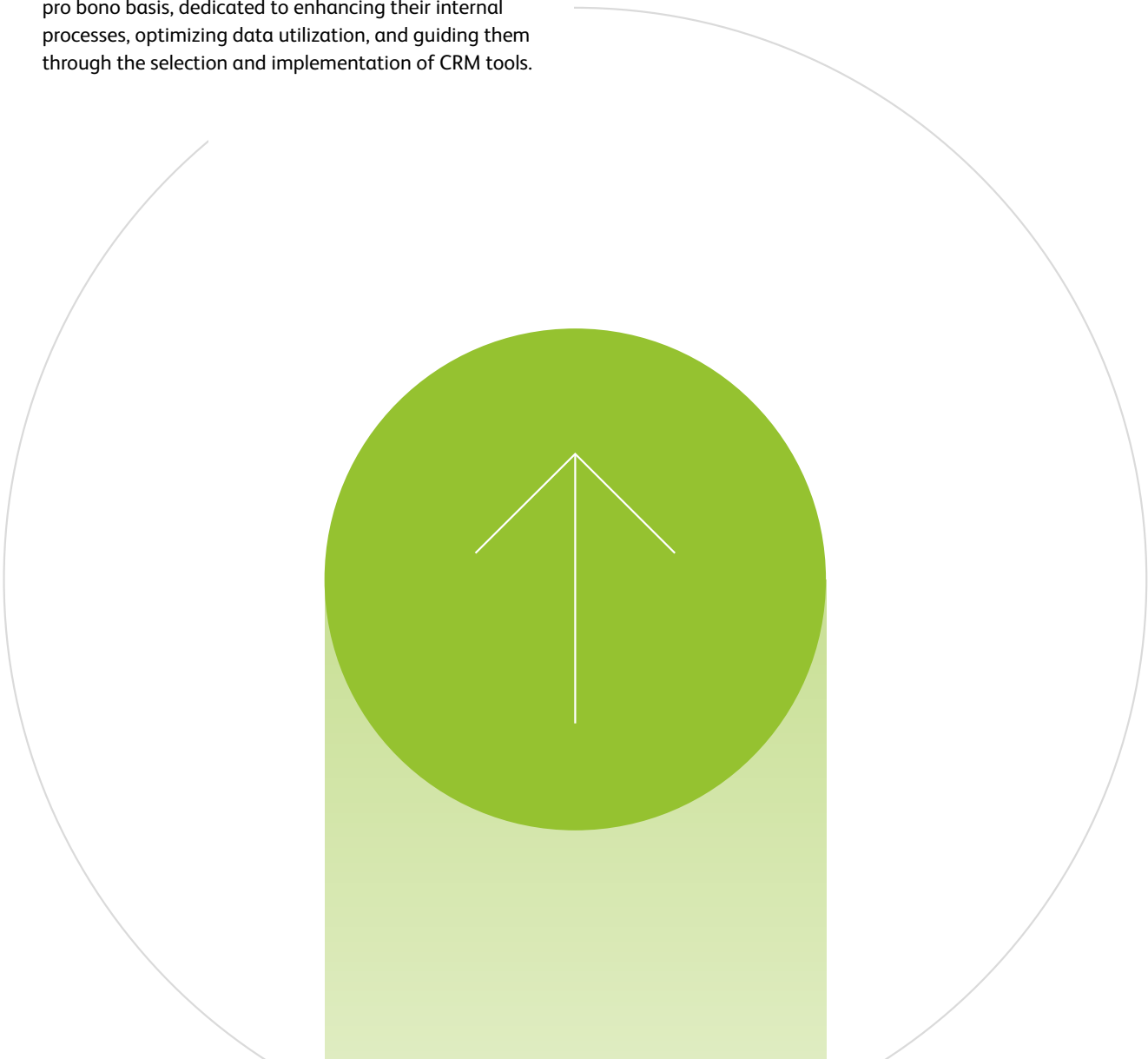
In 2023, we carried on our global citizenship activities by providing hands-on and monetary support.

As the world saw major natural disasters that impacted many people, we, together with our people, donated over €260,000, enabling us to reach people in need, those with disabilities, and provide local support. We continued to offer our professional services to nonprofits on a pro bono basis, dedicated to enhancing their internal processes, optimizing data utilization, and guiding them through the selection and implementation of CRM tools.

Our primary focus is on educational initiatives, striving to form lasting partnerships with these organizations. Notable collaborations include working with Aiducation in Switzerland, APF Handicap in France, Aware in Ireland, and the Social Academy in Germany.

Outlook

For 2024, we continue to professionalize our initiatives at the firmwide level, enabling us to bundle our expertise and generate lasting impact. We want to give back in the areas we are most knowledgeable about, focusing on educational programs.





03

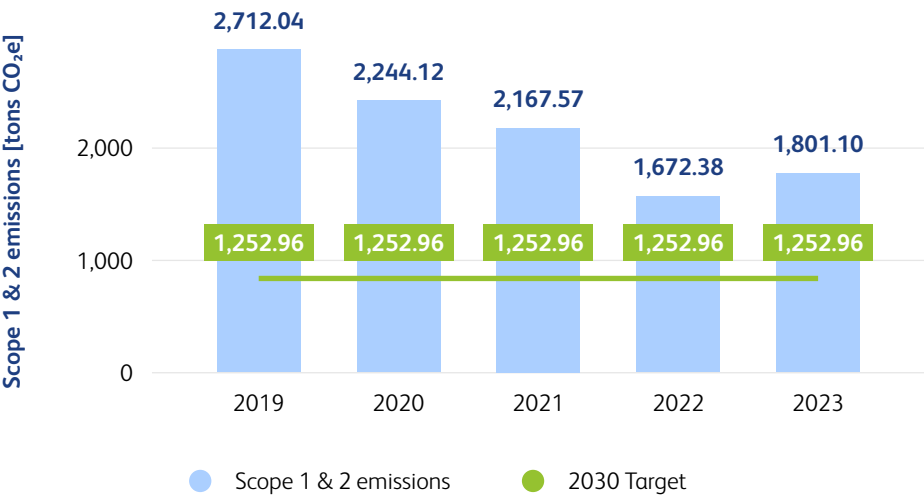
Deep dive into environmental information

Planet KPI updates

	Ry19	Ry20	Ry21		Ry22	Ry23	Δ since 2022
Emissions by scope and source (in metric tons CO ₂ e)			Emissions by scope and source (in metric tons CO ₂ e)				
Scope 1	1,821	1,596	1,417	Scope 1	1,077	1,063	-1.30%
Natural gas	155	176	192	Natural gas (Scope 1)	308	333	+8.12%
Company car	1,667	1,420	1,225	Company car	769	730	-5.07%
Scope 2	891	648	751	Scope 2	625	738	+18.08%
Purchased electricity	650	539	653	Purchased electricity	424	518	+22.17%
District heating	188	101	73	District heating	128	142	+10.94%
District cooling	53	8	25	District cooling	73	78	+6.85%

BearingPoint SBTi Targets

Scope 1 & 2 Target



FIRMWIDE TARGETS 2030:

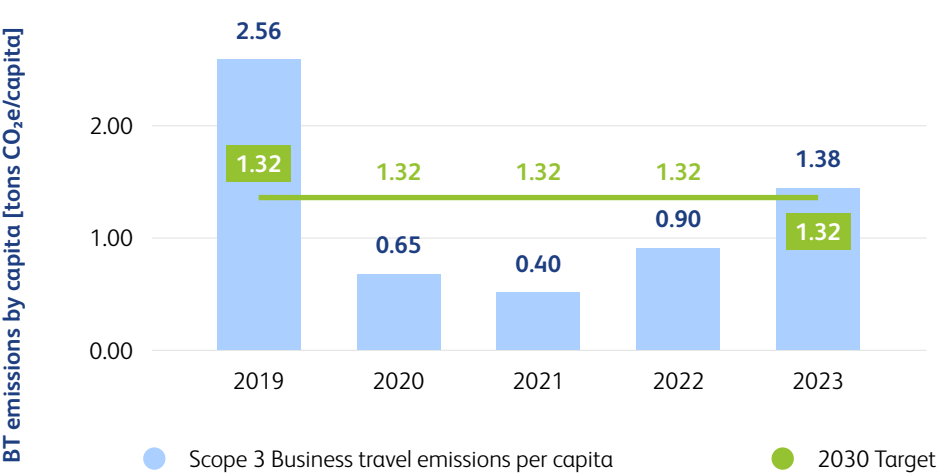
Scope 1&2: BearingPoint commits to reduce absolute scope 1 and 2 GHG emissions by **53.8%** by 2030 from a 2019 base year.

Deep dive into environmental information

	Ry19	Ry20	Ry21		Ry22	Ry23	Δ since 2022
Emissions by scope and source (in metric tons CO ₂ e)				Emissions by scope and source (in metric tons CO ₂ e)			
Scope 3	13,566	3,725	3,005	Scope 3	5,600	9,998	+78.54%
Business travel	10,529	2,703	1,518	Business travel	4,108	7,469	+81.82%
Plane	8,059	1,937	956	Plane	3,211	6,224	+93.83%
Rail	981	269	129	Rail	455	679	+49.23%
Private car	835	290	338	Private car	287	384	+33.80%
Rental car	432	150	47	Rental car	83	80	-3.61%
Taxi	214	55	48	Taxi	67	96	+43.28%
Limousine	8	2	0.3	Limousine	5	6	+20.00%
Commute	1,150	171	252	Commute	398	450	+13.07%
IT	154	146	224	IT	237	325	+37.13%
Waste	251	251	230	Waste	284	327	+15.14%
Capital goods	1,311	309	599	Capital goods	371	1,212	+226.68%
Offices	171	145	182	Offices	202	215	+6.44%
Natural gas (scope 3)	35	40	43	Natural gas (scope 3)	69	74	+7.25%
Upstream electricity	110	87	108	Upstream electricity	102	106	+3.92%
Electricity T&D losses	26	18	31	Electricity T&D losses	31	35	+12.90%

BearingPoint SBTi Targets

Scope 3 Business travel emissions per capita target



FIRMWIDE TARGETS 2030:

Scope 3 Business Travel: BearingPoint commits to reduce scope 3 business travel GHG emissions by **55% per FTE** by 2030 from a 2019 base year.

Deep dive into environmental information

	Ry19	Ry20	Ry21		Ry22	Ry23	Δ since 2022
Emissions by scope and source (in metric tons CO ₂ e)				Emissions by scope and source (in metric tons CO ₂ e)			
Total emissions	16,278	5,969	5,173	Total emissions	7,302	11,799	+61.59%
Emissions per employee	3.79	1.35	1.26	Emissions per employee	1.51	2.1	+39.07%
Additional optional reporting category - Hotel stays	1,325	325	195	Additional optional reporting category - Hotel stays	612	901	+47.22%
Effective CO ₂ e compensation	7,133	4,055	4,212	Effective CO ₂ e compensation	6,741	7,000*	+3.84%
Emissions by region (metric tons CO ₂ e)				Emissions by region (metric tons of CO ₂ e)			
FBLA	2,190	714	962	FBLA	977	1,529	+56%
GLO	204	86	174	GLO	293	761	+160%
GROW	1,989	806	685	GROW	1,418	1,642	+16%
GSA	9,668	3,820	2,810	GSA	3,231	5,242	+62%
CSH	2,098	526	542	NCE	1,270	2,242	+77%
ARC*	-	-	-	ARC	113	384	+240%
Holding	126	17	-	Holding	-	-	-
Total emissions	16,278	5,969	5,173	Total emissions	7,302	11,799	+62%

*There is no data for Arcwide before 2022, as Arwide was founded in 2022.

Approach to calculating firmwide emission reduction targets

Emission scopes

In line with the Greenhouse Gas (GHG) Protocol, GHG emissions (hereinafter referred to as emissions) are generally allocated into three scopes.

Scope 1 Direct emissions from owned or controlled sources, such as financial-lease company cars and the use of natural gas in offices for heating and cooling purposes, fall into this scope.	Scope 2 Indirect emissions from the generation of purchased electricity and the consumption of district heating and district cooling are in this scope.	Scope 3 All other indirect emissions occurring in our firm's sphere are within this scope. These include business travel, commuting, capital goods, waste, fuel- and energy-related natural gas, upstream electricity and electricity transmission and distribution (T&D) losses, and IT-related emissions.
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Calculation approach

We aligned our emission management approach to the Science-Based Target initiative (SBTi). The SBTi is a corporate climate action organization that enables companies and financial institutions worldwide to play their part in combating the climate crisis. The SBTi is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF).

In 2023, we reevaluated the relevance and suitability of our initial target (to reduce firmwide emissions 50% by 2025 compared to the 2019 baseline year). Initially, we only focused on using an absolute contraction reduction approach to define a target that covers all emissions equally in all scopes. We determined that a different approach was more suitable and decided to use:

1. an absolute contraction reduction approach for our Scope 1 and 2 emissions, and
2. a physical intensity reduction approach for our Scope 3 business travel emissions.

Given that our business travel is responsible for over 80% of our emissions and considering that BearingPoint intends to continue growing in headcount in the upcoming years, this approach was deemed the most suitable. Where possible, we applied a market-based methodology and used the certified BearingPoint Emissions Calculator (BEC) as the primary tool to consolidate, verify, and calculate our emissions. Divestments, joint ventures, and other similar factors that may impact BearingPoint's overall emissions were considered and continually assessed. Where relevant, adjustments to the emission data were made and indicated accordingly.

Emission reduction targets

After reevaluating our previous global target, we identified the following science-based targets, which we submitted to the SBTi in October 2023.

Outlook:

SBTi validated our Scope 1 and 2 and Scope 3 targets in April 2024.

- **Target 1:** BearingPoint commits to reduce absolute Scope 1 and 2 GHG emissions 53.8% by 2030 from a 2019 base year.
- **Target 2:** BearingPoint also commits to reduce Scope 3 GHG emissions from business travel 55% per FTE within the same timeframe.

We decided to include this update in the Sustainability Report 2023 as the target-setting process (and approval) were key milestones that would impact how we adapt our emission reduction approach moving forward.

The ambitious targets represented BearingPoint's unwavering commitment to comprehensive climate action extending beyond its immediate operations to encompass the broader impacts of business activities, and the Management Committee recommitted to them in May 2024. Both targets comply with the minimum ambitions set out by the SBTi and account for an assumed annual employee growth rate of 12%. Our Scope 1 and 2 emission reduction targets are in line with the target from the Paris Agreement to limit global warming to 1.5°C. We chose to make the 2019 fiscal year our baseline, as this was the last fully operational year before the COVID-19 pandemic, which significantly affected our business operations and, as such, had a significant impact on our carbon footprint.

Deep dive into environmental information

Our emission sources

We are currently accounting for emissions in the following areas/categories:

Scope 1:

- **Company car** refers to all emissions resulting from the use of fuel for company cars.
- **Natural gas (Scope 1)** refers to all emissions resulting from the use of natural gas for office heating purposes.

Scope 2:

- **Purchased electricity** refers to all emissions resulting from the use of electricity generated elsewhere but consumed in offices.
- **District heating** refers to all emissions resulting from the use of energy generated elsewhere but consumed in offices for heating purposes.
- **District cooling** refers to all emissions resulting from the use of energy generated elsewhere but consumed in offices for cooling purposes.

Scope 3:

- **Business travel** refers to all emissions resulting from business-induced travel, such as air and rail travel, private or rental car travel, and travel by taxi service.
- **Commute** refers to all emissions based on the assumed average commuting days spent at the office, mode of transportation, and commute distance.
- **IT** refers to all utilization and cradle-to-gate emissions resulting from IT devices such as smartphones and laptops.
- **Natural gas (Scope 3)** refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through purchased fuels.
- **Upstream electricity** refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through the generation of purchased electricity.
- **Electricity transmission and distribution (T&D)** refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through the transmission and distribution of purchased electricity.
- **Capital goods** refer to all emissions resulting from purchased goods and services, comprising construction, electronics, manufactured goods, publishing, repair & installation, telecommunication, services, and textiles.
- **Waste** refers to all emissions resulting from the assumed average waste disposal per employee.

Note:

Additionally, BearingPoint accounts for the emissions resulting from our people's hotel stays and in the context of business travel for client and non-client purposes. Since these emissions are seen as "optional" reporting - as they are not strictly considered business travel - the SBTi requests that this emission type be reported separately.



53%
Emissions reduction per
person compared
to 2019

Business travel

Sample and database

Business travel emissions are based on business-induced travel activity. We included the various modes of business travel that people use across the firm. These include plane and rail travel, travel by private and rental cars, and travel by taxi or other ride-hailing services.

Reporting methodology

To calculate the emissions for our business travel activities, we gather the raw data and then clean and structure it according to the requirements of our internal BearingPoint Emissions Calculator (BEC) tool, which uses respective emission factors to determine the emission per mode of transportation. The emission factor databases used to calculate business travel emissions (e.g., GLEC, BEIS (formerly DEFRA), EXIOBASE, and others) are updated annually.

For plane travel, we applied a distance-based approach, whereby we mainly used booking data provided by our travel agency partner, which we corrected with extrapolated expense data (retrieved through our central expense system) to account for bookings outside our central booking system. We did this by extrapolating the volume of missing data by contrasting the booking data (amount spent) with actual expense data:

- **Extrapolation Step 1:** We extracted a report on the booked flights, respective expenses, and related GHG emissions (computed by the BEC) for the reporting year. Information was segmented by country.
- **Extrapolation Step 2:** We extracted all plane transactions from the central expense system together with the respective expenses by country.

- **Extrapolation Step 3:** We contextualized both values by dividing the “actual expenses” by “booking costs.”
- **Extrapolation Step 4:** Having calculated the gap in Step 3, we then corrected the GHG emissions based on booking data (Step 1).

For rail travel, we applied a spend-based approach, as for the time being, only the expense amount for each trip can be retrieved through our central expense system for this mode of transport. Emission factors used for calculating rail emissions are those provided by EXIOBASE, which are computed as an average for passenger and freight transportation. For private cars, we applied either a distance- or consumption-based approach depending on the data provided by our leasing partners. We were not able to provide the fuel/energy type, which is why we used the average country-based default values (based on standard emission factors and calculation approaches), as provided by the BEC.

For rental cars, we used distance-based data provided by our rental car providers. We also added information on the type of fuel/energy used by the respective vehicles.

For taxi services and other ride-hailing services, we applied a spend-based approach. We were not able to provide the fuel/energy type, which is why we used the average country-based default values (based on standard emission factors and calculation approaches), as provided by the BEC.

Business Travel Data team

Emission Zero team, Global Lead Sustainability, Global Head of Diversity & Inclusion, BEC team, firmwide Travel Management, and product owners of our expense system.

Commute

Sample and database

We do not track the actual commuting practices of our people. As a result, we apply an assumption-based approach to capture our carbon footprint for commuter behavior. While we essentially applied generic assumptions in previous years, we have been able to continually refine these based on the feedback we receive through our Global Commute Survey.

Reporting methodology

Collecting reliable data on the commuting behavior of our people is difficult, as these are subject to various factors such as the weather, project work, safety concerns, costs, and many more. As such, we decided to introduce our first firmwide Commute Survey in 2021 to address our people directly and attempt to gather as much information as possible from a sample of our employee pool. Applying an assumption-based approach to the sample data allows us to use estimates to determine the emissions caused by our firmwide commuting behavior. To better contextualize the survey responses, we request demographic information that enables us to segment data according to various factors, such as type of client engagement, working model (hybrid, etc.), and level of seniority. While the Commute Survey is certainly not fully representative, we believe it is the most appropriate method for us to gather valuable insights that hopefully reflect our firmwide commuting behavior as best as possible.

In 2023, we decided not to conduct a Commute Survey as we were in the process of reassessing our overall GHG inventory as well as our data collection and analysis approaches. We wanted to ensure that all relevant required data was included. We intend to roll out a revised version of the Commute Survey in 2024 and begin an annual surveying process to ensure up-to-date responses that reflect the given year.

Office

Sample and database

We reached out to office managers in all BearingPoint locations requesting their support with our Sustainable Office Assessment. This assessment allows for the collection of qualitative and quantitative data on the energy consumption for each office space globally rented by BearingPoint. The quantitative data provided to us is then consolidated and uploaded to the BEC to offer insights into our carbon footprint. The qualitative data gives insights into various aspects of social and allows to understand the office-specific situation as regards social and environmental sustainability. Some offices could not deliver emission factors based on their electricity mix or heating source. Where the emission factor was missing, we used previously shared emission factors (option 1) or average emission factors by country (option 2).

We continue to face data gaps on energy consumption for some office spaces mainly because some offices cannot deliver dedicated consumption data due to sharing their office space with other firms (electricity and heating are part of the overall rent payment plan) or they are guests in client’s buildings. Therefore, we are working on clarifying our view on the governance, roles, and responsibilities of office data owners and improving our data management approach by centralizing our data collection through our firmwide Real Estate & Support Services (short: RESS) team. Together with our RESS team, we are working on receiving more accurate data and faster delivery by engaging our landlords.

Reporting methodology

For 2023, office emissions have been estimated based on 2022 data, which has been extrapolated based on the respective number of employees. The reason is that data will only be available in the run of 2024.

Office data team

Global Lead Sustainability, Global Lead Diversity & Inclusion, BEC Team, Local Office Managers, Emission Zero project team, Sustainability Data Manager

Corrections and adjustments

Change in country default emission factors for 2022

We updated the country-specific electricity emission factors (default values) for 2022 emissions calculations. As such, 2019 and 2020 emissions reflect default values from the ecoinvent v3.0 from 2013; emissions from 2021 rely on the IEA version 2019, and 2022 emissions rely on the IEA version 2022.

Splitting Scope 1 and 3 emissions for natural gas and diesel

In the past, diesel and natural gas consumption emissions were only allocated to Scope 1. However, the employed emission factor for these energy sources includes Scope 1 (direct emissions from combustion) and Scope 3 (indirect emissions from fuel production), meaning that BearingPoint was reporting Scope 1 emissions that were too high and Scope 3 emissions that were too low. Therefore, diesel and natural gas emissions have been adjusted and split into Scope 1 and Scope 3 for 2019 and 2020.

IT Devices

Sample and database

Laptops, smartphones, tablets, and (cloud) servers make up for our IT emission footprint. Emissions are calculated using an average data method and a spend-based approach.

Reporting methodology

In the past, we primarily focused on the utilization of these devices and the emissions that were being emitted during the use phase.

In 2023, we additionally accounted for the use of IT devices at a client site, as the emissions are considered part of service delivery to the client, in which case its upstream emissions need to be accounted for. The percentage of IT devices used at a client site was estimated based on data from the Commute Survey, asking respondents to identify how often they work at a client site. To determine the utilization emissions for laptops, smartphones, and tablets, we looked up the average energy usage per device in different usage intensities (ready for operation mode, normal operation mode, videoconferencing/film mode, sleep mode). Due to only minor changes over time, we used the same average emissions per device for smartphones as in previous years.

Regarding server infrastructure, we only host one server in our Graz office. The respective emissions are accounted for in the respective office emissions. Beyond this, we predominantly rely on cloud servers. We reached out to the providers to learn how these servers are run and verified that they use renewable energy.

We aim to improve our understanding of our server IT footprint and intend to further report on this in 2024.

We focused on the emissions related to the usage of devices (laptops and smartphones). Using such IT devices requires energy; however, we do not incorporate the emission footprint of these devices as it is related to sourcing and production, which is already considered within the manufacturer’s emissions balance sheet.

To determine our emissions related to the usage of devices in 2023, we did the following:

As in previous years, for 2023, we challenged our assumptions regarding laptop usage times and identified them as 8 hours per day. We assume 1 hour in “sleep mode” and 7 hours in “high utilization mode,” which we further differentiated into 4 hours of video streaming (for conference calls) and 3 hours in non-streaming mode.

We also assume that, on average, people use their laptops on 203 working days. For smartphones and tablets, we assumed a daily charge rate.

To convert the energy consumption from kWh in kg CO₂e, we used the emission factor of the energy source mix of Germany for 2022 (355 g CO₂e per kWh).

We partner with Fairphone for acquiring business phones as the company addresses sustainability and has a circular approach for extended usage. The latest version of the Fairphone fulfilled all required security standards. Moreover, concerning our laptops, we already use Energy Star-labeled products and use an energy-saving functionality that avoids inactive apps consuming energy. For all our mobile devices, we have ensured that the companies providing them source responsibly as certified by the RMAP (Responsible Minerals Assurance Process). Our providers have programs in place to ensure the refurbishment of old devices.

Emission management

Looking back

The focus for the Emission Zero team in 2023 was to develop its science-based targets and submit these to the SBTi. It was a lengthy process involving a thorough review of the GHG inventory, data collection methods and approaches, analytical processes, and a consideration of how we expect BearingPoint to develop in the upcoming years while considering the impact of these developments on our current carbon footprint and potential prospective emission reduction measures. We submitted our science-based target to the SBTi in October 2023 with the aim to get these approved, which was confirmed in April 2024.

Moreover, the SBTi validation process of our targets (which began in January 2024) resulted in a new emission reporting structure adapted for this report. Previously, our primary emission sources were grouped into the following categories: business travel, office, IT, and commute emissions. These categories were restructured based on SBTi feedback and now include additional emission sources: capital goods, waste, upstream electricity, and electricity transmission and distribution (T&D) losses.

Other areas were also broadened, such as IT emissions, which now account for upstream emissions where applicable. It should be noted that all data changes were also applied to historical data to safeguard the integrity and comparability of our data.

In 2023, we focused most of our time and efforts on improving our data management to identify gaps in the data collection and analysis processes so that these could be addressed to ensure that we have the necessary infrastructure and foundation in place to monitor and report on our carbon footprint continuously.

Outlook

Given our deep data management focus in 2023, we want to continue improving our emission data and shift our focus to the change management stream.

Our 2024 data management aim is to integrate all SBTi-proposed changes and recommendations and conduct a GHG inventory audit with our in-house consultancy, I Care by BearingPoint, to review our emission reduction approach. We see our data management as a continuous process and aim to continue learning and improving our data quality.

Concerning our change management workstream, we want to work with I Care by BearingPoint to channel their extensive carbon management expertise and support us in defining measures and initiatives (e.g., further revising the firmwide travel policy as well as local guidelines and handbooks) that will help us reach our targets by 2030. We intend to integrate these into a roadmap and support our colleagues in driving change and transforming BearingPoint into a more sustainable organization. Given that one of our new targets focuses on business travel per capita, we especially intend to introduce new firmwide and country-level initiatives to help us address the business operations areas that emit the most emissions.

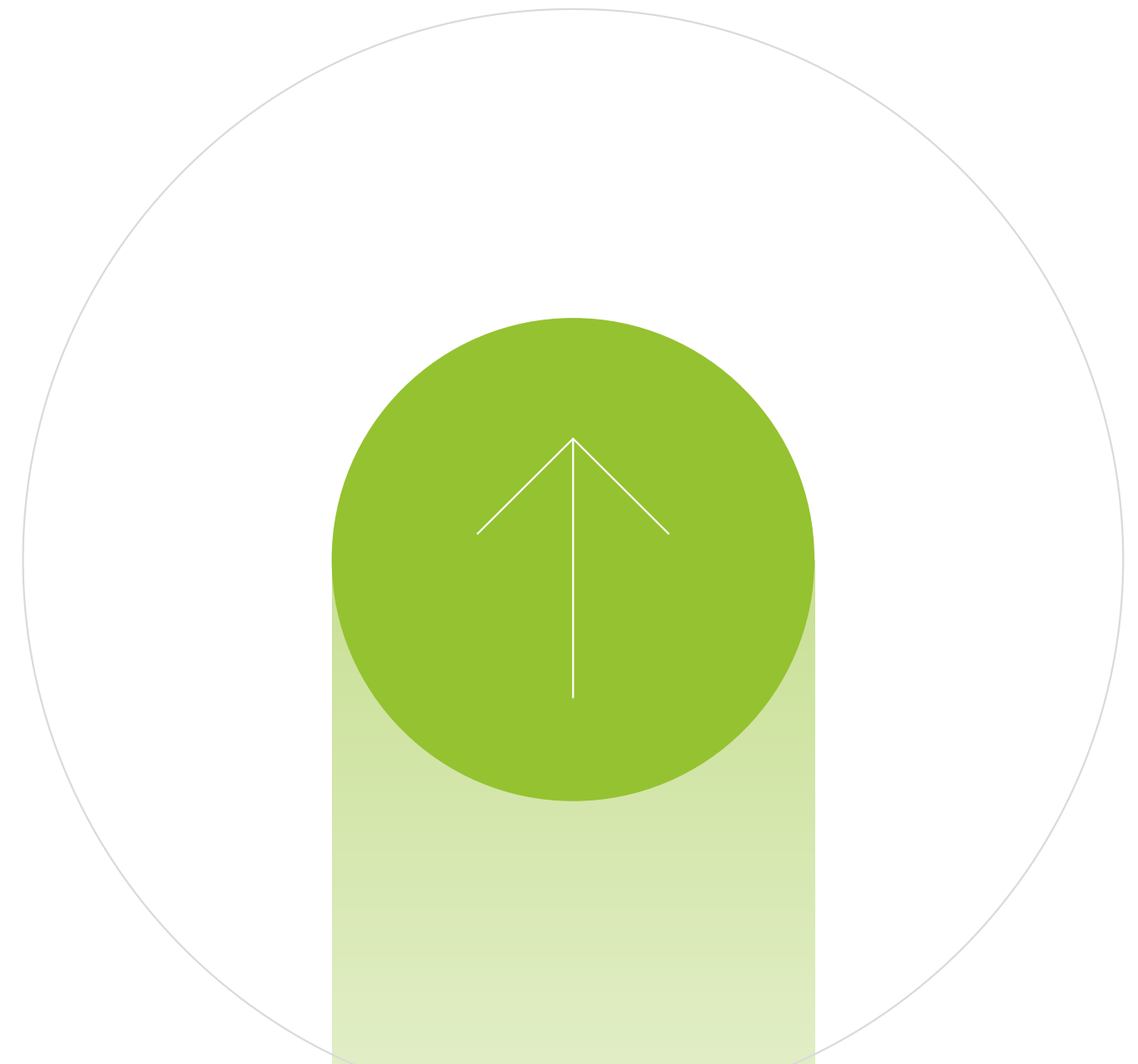
Emission compensation

Looking back

In 2023, we revised our emission compensation model and approach to ensure we take an extra step to compensate for 100% of BearingPoint's emissions. This new compensation scheme aims to shift compensation costs from the global budget toward the country leadership teams to increase transparency, accountability, and awareness. In 2023, we prepared the governance structures and identified the necessary financial and controlling frameworks to implement this new model.

Outlook

In 2024, we intend to implement the revised compensation scheme model to the local approach. Moreover, we changed our offsetting project, compensating our emissions through the "Sodo/Humbo" project with our offsetting partner, Forliance, which, besides tree planting, supports local communities and farmers in Ethiopia as well as the local biodiversity by using local seeds.





04

Governance & risk management

Governance information

BearingPoint has developed a sustainability policy that sets out the business rationale for an active sustainability agenda and the way in which the firm focuses on and measures its sustainability targets. It outlines activities and metrics in sustainability that apply across the firm and reaches out to all our Partners and employees across all countries. With this policy, we highlight the importance of consistently incorporating social and environmental impacts into decision-making because we are convinced that it is a crucial success and profitability factor to our enterprise risk management (ERM – see below). This policy is under continuous review to ensure that our governance and procedures follow and support our rising ambition level.

Sustainability risk management

Managing quality and risk are the cornerstones of our business at BearingPoint. These efforts safeguard the firm's values in the interest of the partnership and all employees. Risk encompasses potential harm or loss to the company's capital, profits, human resources, intellectual property, and public image. It can arise from various relationships with suppliers, alliance partners, customers, employees, the government, and the community.

Managing risk includes two important aspects:

- Identifying entities, transactions, and circumstances that pose potential risks.
- Taking steps to mitigate or prevent any harm or loss to the company because of potential risk.

In client engagements, risk management correlates strongly with adherence to quality standards. Actions taken to minimize business risk often enhance the quality of services provided to clients. Thus, managing risk and quality together protects optimally the company's well-being.

BearingPoint integrates risk and quality management into its day-to-day operations. ERM relies on internal processes, policies, and procedures and adapts to changing organizational needs while maintaining core values and corporate culture.

BearingPoint's vision for risk and quality management includes:

- Cultural integration of risk and quality management
- Consideration of partnership conditions and fiduciary roles
- Establishment of proactive risk management policies
- High-quality risk management programs that benefit clients and the firm
- Implementation of competitive advantages through effective programs

These principles apply differently based on organizational factors such as size, type, and business scope. ERM's agility supports leadership in creating value and preventing decline.

Sponsored by the Managing Partner, the Department of Risk & Quality Management oversees ERM. Primary responsibility lies with unit leaders and process owners, with partners playing a crucial role due to their fiduciary relationship. Risk management occurs at the level where specific risks arise, and significant issues may escalate to the Control Center if strategic objectives are impacted.

Outlook 2024

To manage our risks, the firmwide Sustainability team will work on an integrated approach in 2024 to comply with the Corporate Sustainability Reporting Directive (CSRD) that will apply to BearingPoint in 2026 for the reporting exercise 2025. Defining the target operation model, including roles and responsibilities and internal controls, is vital to our internal CSRD project.

06

Appendix



Glossary: abbreviation index

BEC - BearingPoint Emissions Calculator	Norway, Sweden, the United Kingdom
BEIS - Department for Business, Energy and Industrial Strategy	GSA - Abbreviation for a BearingPoint region covering: Germany, Switzerland, Austria, Singapore
CDP - Carbon Disclosure Project	HR - Human Resources
CFS / non-CFS - Client-facing staff / non-client-facing staff	IEA - International Energy Agency
C&E - Climate and environmental	IP - Intellectual property
CSH - BearingPoint Cross-Shore Enablement Hub (CSH - formerly NCE) in Romania , the Czech Republic, Portugal and India	KG - Kilograms
CSR - Corporate Social Responsibility	KPI - Key Performance Indicator
DIVE - Diversity, Inclusion, Variety, and Equality	M&A - Mergers and Acquisitions
DEI - Diversity, Equity, Inclusion	RESS - Real Estate & Support Services
FBLA - Abbreviation for a BearingPoint region covering: France, Belgium, Luxembourg, Morocco	SBTi - Science-Based Target initiative
FTE - Full-Time Equivalent	SPoC - Single Point of Contact
FW - Firmwide	SWOW - Sustainable Ways of Working
GHG - Greenhouse gas	T&D - Transmission and Distribution
GLEC - Global Logistics Emissions Council	UNGC - United Nations Global Compact
GLO - Abbreviation for a BearingPoint region “Global Reach” covering: China and the United States	UNWEP - United Nations Women’s Empowerment Principles
GROW - Abbreviation for a BearingPoint region covering: Finland, Ireland, Italy, the Netherlands,	WRI - World Resources Institute
	WWF - World Wide Fund for Nature

Client stories

Of course, in addition to our data transparency, we want to share a few cases and stories that show our values and ambitions in the three reported pillars: People, Society, and the Planet.

We tried to include as much variety and diversity in choosing projects with different sizes, target groups, and topics, including the highest number of countries and gender equality. The cases and stories inspire and show what one action can do for our planet, society, and the people around you.

Aktia simplifies financial and ESG data reporting with a cutting-edge cloud platform

Aktia aimed to enhance its financial and ESG reporting processes by automating the collection and dissemination of information about its yearly activities. With BearingPoint's help, the wealth manager bank implemented Workiva, a cloud-based document and data collaboration tool, to streamline financial reporting and improve collaboration.

With BearingPoint's support, we were able to implement a new reporting platform used for financial and ESG reporting within a very short timeframe. BearingPoint's experience of similar projects was of great support in both project management and operational support

Maria Hellström
Head of Group Finance at Aktia

Exploring nature with a tap in an innovative app

The Ministry for Environment, Energy and Climate Protection of Lower Saxony introduces a new mobile app, bringing comprehensive environmental information directly to users' devices. Citizens can now easily access data on topics such as flora and fauna, social impacts, climate change, and also contribute their own images and help shape a better future for the planet.

An exciting project implemented through innovative and trusting collaboration, marked by committed stakeholders and outstanding results.

Dirk Weber
Project lead UmweltNAVI

Maxeda commits to the Science Based Targets initiative

Maxeda is a leading DIY retailer in the Benelux and values sustainability as an important prerequisite for its operations. BearingPoint has been supporting Maxeda in its sustainability journey since 2020. With the help of BearingPoint's Emissions Calculator, the company gained reliable and accurate insights for scope 1, 2 and 3 emissions. Based on the results, BearingPoint developed Maxeda's decarbonization roadmap and identified key initiatives to reduce its carbon footprint. With these insights Maxeda has committed to the Science Based Targets initiative and, together with BearingPoint, has started to implement these initiatives. As the largest category of emissions has been identified in scope 3 – purchased goods and services – the first initiative is the development of a sustainable purchasing policy, which is currently underway.

The support and guidance from BearingPoint have helped Maxeda to develop its ESG Roadmap with clear objectives on GHG reductions. Together with BearingPoint we have developed key initiatives to achieve those objectives and implementation is done in a structured manner. Working with BearingPoint has proven to be successful and pleasant.

Maarten Ramp
Director Quality, Product Compliance & ESG at Maxeda DIY Group

Plan International Norway makes reporting fast and easy with the power of Generative AI

Plan International Norway aimed to streamline its program reporting by shifting from laborious manual processes to cutting-edge technology. BearingPoint helped the NGO develop an innovative AI-powered application that enables significant automation combined with increased efficiency and better insight into its programs.

As an aid and development organization, Plan International Norway is continuously exploring ways to become more efficient in how we deliver impact. In our pursuit to test Generative AI, we found expertise in our longstanding partner BearingPoint. Together we have made a successful MVP resulting in efficiency, new insights, and new ways of working for us at Plan International Norway.

Kari Helene Partapuoli
National Director at Plan International Norway



Process improvement with the nonprofit “Schule im Aufbruch”

Schule im Aufbruch (SiA) – School on the Move in English – is a nonprofit organization that supports holistic and transformative education in line with UNESCO's Global Action Plan Education for Sustainable Development. Through its educational programs, SiA cultivates a learning culture that helps children and youngsters learn how to be active and creative, develop skills, and work with others for meaningful outcomes.

BearingPoint supported SiA with defining and harmonizing its business processes, setting up effective KPIs and enhancing its Salesforce system. The team restructured workflows, created a unified terminology, and integrated effective KPIs for better tracking of funding and project planning. In a subsequent project, BearingPoint adapted Salesforce processes to manage SiA's educational programs, including specific project phases and a member network. Customized reports were developed to monitor KPIs, improving SiA's ability to track and evaluate project performance.

With BearingPoint's support, we have further developed our Salesforce platform. We can now map our transformation support program for schools in Salesforce from the start of school acquisition to the finalization of program implementation. By standardizing these processes and automating individual steps, we can carry out our work in a data-driven and efficient manner. The improved data situation enables us to carry out more targeted analyses and forecasts.

Björn Lefers
Team Facilitation & Organizational Development and Network Coordinator for Lower Saxony

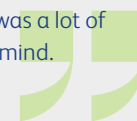


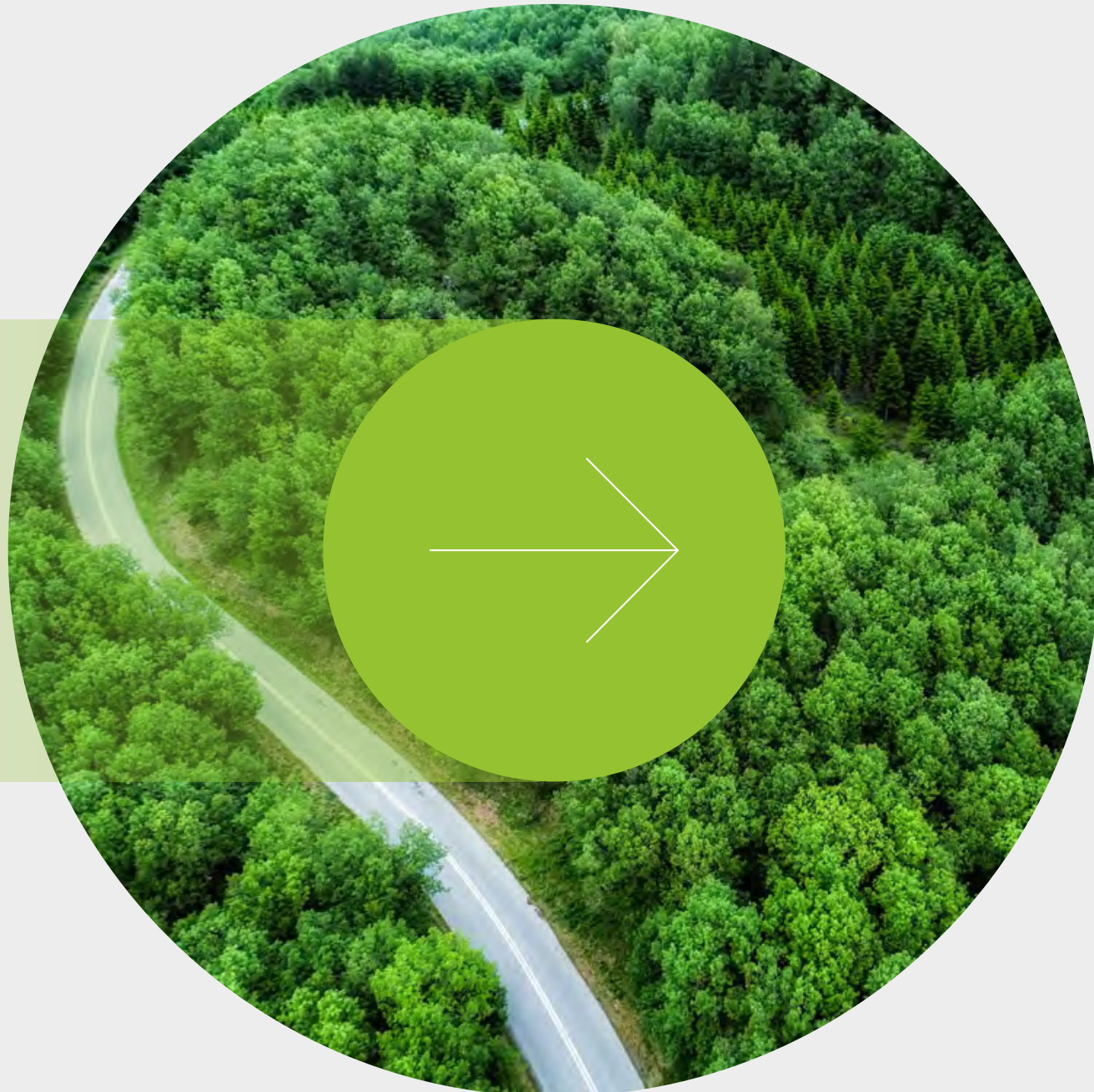
Implementing Salesforce for higher efficiency and effectiveness at SOPHIA.T

The nonprofit SOPHIA T. with their program proTechnicale aims to increase the number of females in STEM education and professions. They identified the need to set-up a reliable customer relationship ecosystem. We helped identify the proper solution (Salesforce and their Nonprofit Success Pack), implement it for key processes and set up a governance to ensure its long-term maintenance.

Without BearingPoint, we would never have done it so quickly! Every appointment was well prepared, and we were guided through the processes in a structured manner. BearingPoint has helped us to question our processes again and again and also to understand them ourselves. The project was a lot of work, but it was always fun, and we always knew what the next step was and had the goal in mind.

Marianne Kraus
Project Coordinator at proTechnicale





Saint-Gobain Building Distribution France (SGBD France) launches its selection of more sustainable products “AGIR”

SGBD France is Saint-Gobain Group’s building materials distribution subsidiary, including POINT.P, CEDEO, La Plateforme du Bâtiment and Dispano banners. With the AGIR product selection, SGBD France’s business units highlight products that meet the criteria for their environmental footprint and impact on user’s and end-user’s health, safety and comfort.

I Care by BearingPoint participated in developing the methodology and creating the most relevant selection criteria by product typology, as well as in data collection and analysis. Together, we involved our marketing teams and suppliers to arrive at the first selection published in the 2024 catalogs. This was an important milestone towards sustainable construction, as it enabled us to enlighten our clients on more sustainable products and embark suppliers on improving the environmental and sanitary footprint of their products.

Alice Sorasio
CSR Director at Saint-Gobain Building Distribution France

EPIDE develops 2026 sustainability roadmap with BearingPoint’s ESG expertise and guidance

EPIDE is a government agency specializing in the social and professional integration of vulnerable young people. Each year, over 4,000 youths build their futures through an intensive residential program. Health and social support, a citizenship journey, personalized education leveraging sports and digital tools, and active business engagement enable two-thirds of the participants to succeed.

BearingPoint supported EPIDE in conducting an ESG maturity assessment, developing a sustainability roadmap, and establishing the governance to meet its sustainability commitments. Using BearingPoint’s Sustainability 360° tool, four areas (governance, social, environmental, societal) and 145 indicators were analyzed. Assessing maturity was a prerequisite to creating a target definition and constructing its 2026 roadmap. 14 key actions were prioritized to ensure compliance with regulations and advance its maturity on key ESG impacts.

The work helped us better understand our teams’ maturity level regarding sustainability challenges and identify our starting point. By tailoring the roadmap to our context and engaging our employees around this issue, we created the conditions for successful implementation.

Loïc Desplaces
Performance Management Director at EPIDE

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services.

BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

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