

Sustainability statement 2024 based on the European Sustainability Reporting Standards (ESRS)

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Sustainability statement 2024 based on the European Sustainability Reporting Standards (ESRS)

At Roland Berger, we want to lead by example, which includes our sustainability reporting and disclosing the impacts of our business on people and our planet. Although the sustainability reporting mandate for wave 2 companies has been postponed by two years under the Corporate Sustainability Reporting Directive (CSRD), we have chosen to comply with the main reporting requirements defined by the Corporate Sustainability Directive. This sustainability report is written under partial application of the European Sustainability Reporting Standards (ESRS) as set out in the Directive 2013/23/EU as of July 31, 2023, the final set of disclosures before the Omnibus negotiations to revise the CSRD started. The ESRS are guidelines that define how companies in the EU must report their environmental, social and governance (ESG) performance under the CSRD.

This statement does not constitute our first CSRD report, nor did we obtain an external assurance on the statement, apart from the limited assurance on the underlying emissions data in chapter *E1 - Climate change*. It is therefore published as a stand-alone document and not as part of our annual financial statements. For further detail, e.g., regarding our financial performance or corporate risk management, please refer to our annual report.

This report is structured across the following chapters: *ESRS 2 General*, with general disclosures on our corporate structure, strategy and material topics, *E1 - Climate change*, which includes all disclosures related to the management of our emissions and energy, *S1 - Own workforce*, in which we disclose our approach to Human Resources, *S2 - Workers in the value chain*, which covers our management of impacts on employees of our suppliers and clients, and *G1 - Business conduct*, in which we summarize our approach to compliance management and responsible business. Finally, the Minimum Disclosure Requirements (MDRs) on our entity-specific topics are disclosed for data protection and information security.



ESRS 2 General

GOV-1 The role of the administrative, management and supervisory bodies

Roland Berger's management body comprises the Global Managing Directors (Global MDs), consisting of seven Partners of the firm who are responsible for the strategic and operational direction of the company, united in the Board of Management. All seven board members are executive members with associated powers. Two Global Managing Directors are female (29%), the remaining five are male (71%). Among the seven members, three are directly elected by all shareholders of the firm to lead the company strategically, with one elected Partner representing the board as Global Managing Partner (CEO). Four Partners are appointed as Global Managing Directors by the three elected Global Managing Directors to complement the board with their capabilities, e.g., the CFO. While the CEO is responsible for compliance and governance, both within the company towards employees and outside of the company towards suppliers, the Chief Human Resources Officer (CHRO), who is one of the four appointed Global Managing Directors, holds responsibility for environmental sustainability, human resources and human rights according to our Schedule of Responsibilities. Their responsibility is further outlined in the respective policies, which can be found on page 23 (*MDR-P - Policies adopted to manage material sustainability matters*) and in the respective topical chapters. The Board of Management defines Roland Berger's overall sustainability strategy, while responsible Global Managing Directors can take decisions individually that relate to sustainability matters within their area of responsibility. Global Managing Directors are also presented regularly with progress reports on topics that are under their responsibility and share those reports with their colleagues in the Board of Management. Furthermore, Global Managing Directors approve policies



and set targets in their respective area of responsibility, while the board is informed about the latter. A Global Managing Director is responsible for the target-setting process, creating targets with the respective functions that support the overall sustainability strategy of Roland Berger.

As Partners with many years of experience in consulting, the three elected Global Managing Directors have extensive knowledge of Roland Berger's business activities as well as clients' industry trends. Besides this, two appointed Global Managing Directors are mandated to develop innovation topics for Roland Berger further. Two appointed Global Managing Directors, the CFO and the COO, have acquired relevant skills in their former active roles in the consulting industry as well as throughout their long role tenure of more than 10 years. Similar to all employees at Roland Berger, the Global Managing Directors have access to a mandatory compliance training and a voluntary climate training. The management body thus possesses the relevant skills required to oversee sustainability matters strategically and from a risk perspective.

At Roland Berger, the Supervisory Board (SVB) constitutes the supervisory body. Its five members, who are all Partners, are elected by the shareholders to exert control over the management body, the aforementioned Board of Management. The supervisory body thus consists only of employees of Roland Berger, none of whom hold executive decision power locally or globally in the firm. The SVB has no independent board members and has a gender diversity ratio of 20% female.

The control mandate of the SVB also extends to non-financial topics, i.e., sustainability matters and their management by the Board of Management. As such, the SVB is informed at least annually about the sustainability matters and progress made towards the respective targets as well as the target-setting process itself. The Board of Management is also required to submit the sustainability statement to the SVB together with the annual report. Since all SVB members are Partners of the firm with an in-depth industry perspective, they possess the relevant skills to evaluate any sustainability matter and its relation to our business model from a strategic point of view. Besides this, the SVB has access to the Risk Management and Global ESG teams to discuss sustainability topics and associated risks directly with the internal expert teams, next to the mandatory compliance training and a voluntary climate training like all employees.

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The Global ESG team that oversees the double materiality assessment (DMA) informs the Board of Management and the SVB about the identified material impacts, risks and opportunities and resulting sustainability matters after the (update) process has been concluded annually. Since the Board of Management, as a key stakeholder, plays an important role in the double materiality assessment process, the board can shape the outcome and articulate strategic priorities through impacts, risks and opportunities. The individual Global MDs that are responsible for sustainability matters are updated regularly by the individual functions (see *GOV-1 The role of the administrative, management and supervisory bodies*) about policies, actions, metrics and targets. The overall Board of Management and the SVB are informed at least annually by the Global ESG team about the status and next steps of the policies, actions, metrics and targets that address the sustainability matters.

The mandated involvement of the management and supervisory body is laid out in our Rules of Procedure. Any major decision taken by the management and/or supervisory body is based on a decision paper that is prepared by the Global Managing Director and the function within the Global MD's relevant area of responsibility. As such, impacts, risks and opportunities and associated potential trade-offs are a part of the decision-making process.

GOV-3 Integration of sustainability-related performance in incentive schemes

Part of the remuneration of the three elected Global Managing Directors is linked to sustainability. The incentive component qualitatively defines the implementation of key fields of the Roland Berger strategy,



one of which is the field *People, culture, purpose*. The progress made towards the key areas to improve work-life balance, further strengthen diversity, equity and inclusion, as well as our net-zero emissions target, influences the remuneration. The target achievement and the resulting remuneration component are defined, approved and qualitatively evaluated by the COO, an appointed Global MD, and the SVB chairman.

GOV-4 Statement on sustainability due diligence

Due diligence refers to the steps we take to identify, prevent, mitigate and explain how we manage actual or potential harm to people and the environment linked to our operations. Potential hazards for people and the environment are identified in the DMA. Resulting trade-offs influence the decision-making process, supported by the linkage of MD remuneration to sustainability. Conducting human rights and environmental due diligence is a key responsibility, aligned with international standards such as the UN Guiding Principles and the OECD Guidelines for Multinational Enterprises.

GOV-4 Table 1: Due Diligence

Elements of due diligence	Reference to the sustainability statement
Embedding due diligence in governance, strategy, and business model	<p>ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies</p> <p>ESRS 2 GOV-3: Integration of sustainability-related performance in incentive schemes</p> <p>ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model</p>
Engaging with affected stakeholders	<p>ESRS 2 GOV-2: Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies</p> <p>ESRS 2 SBM-2: Interests and views of stakeholders</p> <p>ESRS 2 IRO-1: Description of the process to identify and assess material impacts, risks and opportunities</p> <p>ESRS 2 MDR-P: Policies adopted to manage material sustainability matters</p> <p>ESRS E1-2: Policies related to climate change mitigation and adaptation</p> <p>ESRS S1-1: Policies related to own workforce</p> <p>ESRS S2-1: Policies related to value chain workers</p>
Identifying and assessing negative impacts on people and the environment	<p>ESRS 2 IRO-1: Description of the process to identify and assess material impacts, risks and opportunities</p> <p>ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model</p>
Taking actions to address negative impacts on people and the environment	<p>ESRS 2 MDR-A: Actions and resources in relation to material sustainability matters</p> <p>ESRS E1-1: Transition plan for climate change mitigation</p> <p>ESRS E1-3: Actions and resources in relation to climate change policies</p> <p>ESRS S1-4: Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions</p> <p>ESRS S2-4: Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions</p> <p>ESRS G1-3: Prevention and detection of corruption and Bribery</p>
Tracking the effectiveness of these efforts	<p>ESRS 2 MDR-M: Metrics in relation to material sustainability matters</p> <p>ESRS 2 MDR-T: Tracking effectiveness of policies and actions through targets</p>



Elements of due diligence	Reference to the sustainability statement
	<p>ESRS E1-4: Targets related to climate change mitigation and adaptation</p> <p>ESRS S1-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities</p> <p>ESRS S2-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities</p>

GOV-5 Risk management and internal controls over sustainability reporting

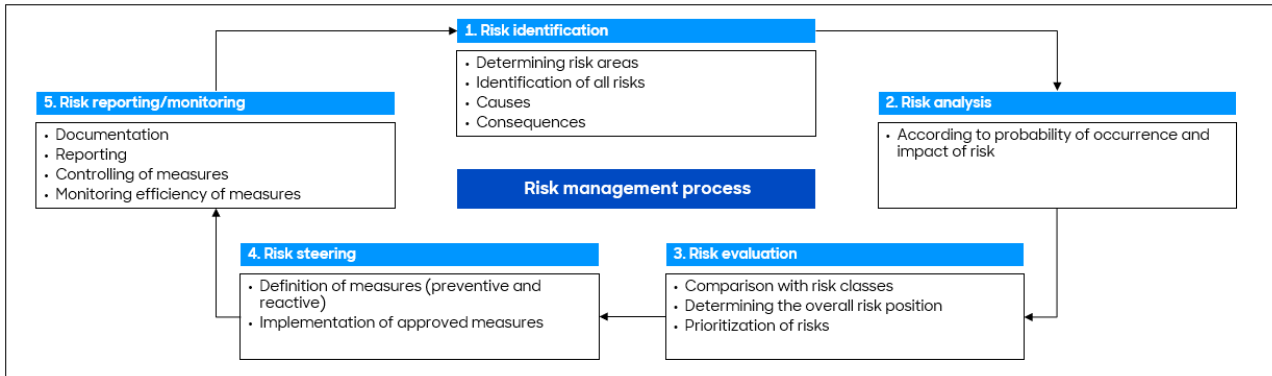


Figure 1: Risk management process

We incorporate sustainability into our corporate risk management, which is described in greater detail in our financial statement, through integration of the DMA. The aim of the **risk management process**, as shown in Figure 1, is to identify risks and opportunities in operational business activities at an early stage, recognize potential consequences, and manage risks and opportunities that could be critical to business success, while avoiding risks that may threaten the company’s continued existence. The resulting task of risk management involves developing and implementing measures while considering cost-benefit aspects. The same applies to seizing business opportunities. The guidelines for the risk management process include the early recognition and control of risks and opportunities (which initially should be viewed separately) to give decision-makers enough time to initiate appropriate measures. The risk prioritization approach focuses on identifying and managing the main risks based on their potential damage impact and likelihood of occurrence. Targeted measures and controls are then applied to reduce both the probability of these risks materializing and the severity of their consequences, ensuring efficient use of resources and alignment with strategic objectives. Risks are identified, updated and reported to the management on a quarterly basis. Roland Berger implemented a standard risk catalogue with defined risk categories. Four main categories (corporate, platform, key account and project) with further detailed categories allow aggregation of similar risks and reporting towards certain stakeholders. ESG-related topics are covered in the category of **corporate risks**. For the ESG risks, the possible business effect is assessed in the DMA. There is a bidirectional information flow between **risk management** and the **DMA** where input from experts (including insights from the ESG team, Global HR, Compliance and Risk Management) is distilled into IROs. For further details on the DMA process and prioritization of risks, please refer to *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*. After completing the DMA and evaluating the IROs for materiality, the identified material risks are flagged for incorporation in the overall risk management process to ensure that ESG risks are not only evaluated for materiality but also actively managed within our broader risk governance system. The DMA and risk management processes are closely integrated, with ESG-related risks systematically identified, assessed, and embedded into the overarching risk management framework. As such, the ESG risks are part of the quarterly corporate risk reporting process that shares a risk overview with the management and supervisory bodies of our firm. For more details on



the main risks identified and their mitigation strategies, please refer to *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* for climate change risks (physical and transition risks), *S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions* for risks related to our own workforce (equal treatment and opportunities for all) and *G1-1 Business conduct policies and corporate culture* and *G1-3 Prevention and detection of corruption and bribery* for risks regarding business conduct (corporate culture, protection of whistleblowers and corruption and bribery).

SBM-1 Strategy, business model and value chain

Roland Berger is a global top management consulting firm headquartered in Germany. Founded in 1967, we are the leading strategy consultancy with European roots and a strong international presence, operating across 33 countries with over 3,500 employees and serving more than 1,000 international clients in various industries. As a full-liner consultancy, the nature of our services addresses multiple environmental challenges, covering any topic related to climate change and the energy transition, sustainable water management, preservation of biodiversity, and circular economy. We also support clients in solving economic and societal challenges in the fields of digital, operations, people and organization, investment decisions, restructuring and performance improvements. In our work, the overall aim is to create or improve financially and environmentally sustainable business models and provide solutions to the economic, environmental or societal challenges of our clients.

In doing so, Roland Berger creates sustainable value for its clients and enhances their competitiveness. Across our services that we offer to our clients, some stand out with respect to our sustainability matters. Services that relate particularly to our sustainability matters are consulting services in the field of climate action and sustainability, which cover a broad range of strategic topics relating to the climate change adaptation, mitigation and decarbonization activities of our clients, as well as the energy transition. Expanding these services, despite political headwinds and shifts in the priorities of clients and in the public dialogue, will be a key challenge in delivering on our strategic growth field. We also have to further strengthen and expand the required knowledge to serve our customers in these fields. Our consulting practice that helps clients navigate restructuring and corporate performance improvements can impact the workers of our clients due to potentially required workforce reductions. Generally, since all sustainability matters under the topic of responsible business conduct are a core principle for us as a top management consulting firm, they form a core part of all our services. The same applies to releasing greenhouse gas emissions, which is part of everything we do, especially when working together with the client on-site. To deliver on our emission reduction targets, a crucial project is the implementation of an internal carbon pricing mechanism that goes beyond a simple cost allocation and influences decision-making on business travel at the project level where such travel decisions are made frequently. Since creating value for our clients would not be possible without our employees, all sustainability matters relating to our employees play an essential role in the delivery of our services. Targets that govern our ambitions here towards our stakeholders, e.g., our employees, can be found in this sustainability statement below in *ESRS 2 MDR-T – Tracking effectiveness of policies and actions through targets* and in the respective topical chapters. However, we do not have any sustainability-related targets for specific services, customer categories or geographical areas. A distribution of employees across our three key geographical areas, namely Americas, Asia and EMEA, can be obtained from disclosure *S1-6 Characteristics of the undertaking's employees*.

Since we ensure that all our project opportunities comply with our ESG principles in a rigorous vetting process, our services do not harm society as key stakeholders and we do not offer any services that are restricted in any markets. Beyond that, our services continue to create financial value for our shareholders, the Partners of Roland Berger. As such, we do not engage in any activities associated with ESRS 2 paragraph 40 d) i-iv).



Business model and key inputs and outputs

As a professional services firm in the field of consulting services, our value creation is based on knowledge and thus our people. We do not have any traditional inputs in terms of raw materials or primary or intermediate products but rely heavily on our employees and their skills and knowledge as the key source for our services. This is reflected in our sustainability matters with respect to our *own workforce* and the actions, policies and targets we have implemented to secure, retain and develop the best talent. Human Resources is consequently a key function of the firm to take good care of and engage with our employees. To deliver our services, we have over 50 offices worldwide but also regularly meet our customers at their premises, making business travel another input. We occasionally source specific expertise externally, both for project delivery as well as for expert input to answer specific questions on specialist topics. Knowledge management and research are crucial functions at Roland Berger that actively secure and manage these resources. The required technical hardware, software and IT infrastructure are sourced and managed by our IT and digital departments, which implement the highest security standards together with our suppliers in this field. For the remaining inputs to our business, like office stationary, branded merchandise, food and beverages, we are like any other end consumer and purchase products either directly from manufacturers or indirectly through retail.

Our value chain

As a top management consulting firm, the main feature of our upstream value chain is our employees and their knowledge, who are carefully selected in a recruiting process, typically targeting universities as the key source of applicants. As such, human capital and our created intellectual property are our most valued assets as a knowledge based firm. In order to develop in-depth analyses, we occasionally use experts or external data sources that we source from the market and specialized providers. To conduct our business operations, we also lease offices worldwide in central business districts from different suppliers. We source office supplies, food and beverages, professional services and other required goods locally. Our cloud-based IT infrastructure is primarily provided by Microsoft, a major hosting provider, while other business applications are sourced from different specialized suppliers depending on the use case. Lastly, we source business travel services from different travel management companies around the world, with AMEX, BCD and FCM being the biggest suppliers.

The downstream value chain consists of our clients that we serve worldwide. The services are provided both in person, either at the client's site or at a Roland Berger office, as well as virtually through remote work. Our clients are private and publicly owned companies, private equity firms, institutions, public sector companies and governments who trust us to solve their challenges. Therefore, the trusted relationships that we build with our clients are a key pillar of our value chain.

Besides this, we define the public as another key element of our downstream value chain. We engage in the public dialogue and contribute our knowledge to foster positive and sustainable development, e.g., at Conferences of the Parties (COP) or at the World Economic Forum (WEF). In addition, we work with a range of NGOs, e.g., Fairventures Worldwide and Unternehmen fuer Muenchen e.V., as a partner of NGOs.

SBM-2 Interests and views of stakeholders





As a consultancy, our business model relies heavily on trust, collaboration and long-term relationships with a diverse set of stakeholders. Understanding their interests, expectations and concerns is essential not only for maintaining our business but also for shaping a sustainability strategy that aligns with our stakeholders' needs. Stakeholder engagement is therefore a continuous and structured process - informing our double materiality assessment, shaping our strategic priorities and influencing how we manage risks and opportunities.

To ensure transparency and traceability, the table below outlines our key stakeholder groups, how we engage with them, why these interactions matter, and how the insights gathered are used to drive action





across the firm. A definition of our employees can be found in *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model* under chapter *S1 – Own workforce*. We present clients, industry associations and academic and research institutions with which we collaborate to share our knowledge in the previous chapter *SBM-1 Strategy, business model and value chain*. Civil society, or the general public, is another key stakeholder of any business, since we operate as part of society. Regarding our Partners, it is important to note that, while they are employees, they are also shareholders of the firm and therefore receive information like investors.

SBM-2 Table 1: Stakeholder engagement

Key stakeholder	How we engage	Why we engage	What we do with the outcome
Employees (own workforce) 	<ul style="list-style-type: none"> Monthly anonymized engagement survey for permanent employees Frequent direct interaction through meetings at local, team, regional, platform and global level Direct interaction with members of HR group function Whistleblowing tool, compliance mailbox and direct contact with compliance team as avenue to raise concerns 	<ul style="list-style-type: none"> To create and maintain a high performing organization with a sustainable working culture. Solidify the relationship with the workforce And prevent negative impacts like loss of secure employment and discrimination and harassment (SBM-3, S-1) Support continuous learning, development and well-being for all employees 	<ul style="list-style-type: none"> Results of the survey and upward feedback are shared with management at various levels, reviewed in management meetings and inform the regular action planning and strategy processes. It is ensured that employees' opinions are considered by decision makers as well as to find initiatives for employee engagement to shape corporate culture The impact of out initiatives is monitored through our survey tools
Clients 	<ul style="list-style-type: none"> Client and account management are established processes to ensure engagement. Client interaction during projects is established in the form of regular meetings, workshops and feedback loops Client engagement formats for informal communication ProClient questionnaire and debrief after project completion to provide crucial input on client satisfaction 	<ul style="list-style-type: none"> Guarantee customer satisfaction and ensure service quality and innovation for our projects Understand our clients' needs and expectations, deliver outstanding results and enhance product and service offerings Build a long-term and trust-based relationship with the client 	<ul style="list-style-type: none"> Continuously improve our services and project offering to meet clients' needs
Industry associations 	<ul style="list-style-type: none"> Active dialogue with key industry associations such as the Federation of German Industries (BDI) and similar associations Joint publications, such as the Innovation Indicator 2024 Participation in high-level events like an annual conference on innovation (InnoNation Festival) hosted by BDI, or leading industry conferences 	<ul style="list-style-type: none"> Contribute our expertise to national policy and innovation discussions Promote cross-sector collaboration Better understand the evolving needs and priorities of industry stakeholders 	<ul style="list-style-type: none"> Inform our strategic thinking and help us refine our service offerings Contribute to public debate Foster transparency around innovation trends and challenges in the industrial landscape
Academic and research institutions 	<ul style="list-style-type: none"> Collaborations with leading universities to conduct joint research in fields like sustainable mobility or innovation capabilities Offer PhD and MBA programs with renowned universities University marketing and case challenges at leading universities 	<ul style="list-style-type: none"> Enrich and enlarge know-how Further educate our employees and support their personal and professional development Build the bridge between theory and practice Exchange with leading academics to gain new perspectives 	<ul style="list-style-type: none"> Apply results in project settings to develop new methods and tools Staffing of employees with PhD or MBA according to newly acquired knowledge Publish results together with scientific partners to showcase and spread our know-how Discuss results with experts at selected events



Key stakeholder	How we engage	Why we engage	What we do with the outcome
Civil society 	<ul style="list-style-type: none"> Thoughtful and informed dialogue through our social media channels, serving as the external voice for our corporate narrative, employer branding, and a meaningful exchange with society Volunteering activities including our social fellowship program, broad set of activities by local offices, donations and other volunteering events 	<ul style="list-style-type: none"> Strengthen trust, foster transparency and help us to stay connected to the concerns, expectations and interests of diverse audiences Contribute to informed public discourse while better understanding how our work and our voice resonate beyond our organization 	<ul style="list-style-type: none"> Actively learn from the exchange with our audiences, reflecting internally on the questions we receive Using these insights to shape a tangible brand - one that resonates with the needs and communication habits of our community, continuously reassessing how it presents itself in light of evolving societal dynamics
Partners (business owners, investors) 	<ul style="list-style-type: none"> Shareholder rights are regulated by a shareholders agreement e.g. regarding leadership selection, fundamental business decisions etc. Regular business performance updates on important topics for the firm Inclusion in decision making and strategy planning. Semi-annual meeting as a multi-day event including strategy discussions 	<ul style="list-style-type: none"> Align strategic direction with the expertise and interests of the Partners Ensure commitment and accountability for long-term value creation Foster shared responsibility for the corporate culture incl. ESG topics 	<ul style="list-style-type: none"> Incorporate output and decisions into the strategic plan for Roland Berger Communicate the strategy updates Foster a top-down culture of ownership regarding sustainability topics

The constant exchange between our internal functions and external stakeholders, and the insights generated therefrom, as well as our internal exchange with employees as described in *SBM-2 Interests and views of stakeholders* in chapter *S1 - Own workforce* and with the Partners of our firm, have all informed our double materiality assessment process as described in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*. One key addition to our strategy from our dialogue with employees was the New Ways of Working initiative. This is a program aimed at fostering a modern, flexible and sustainable work environment and ultimately serves the changing work-life balance preferences of our employees as well as the increased flexibility requested by clients. Beyond the various means of engagement with the key stakeholder groups described above in SBM-2 Table 1, we currently do not plan any additional means of engagements. We ensure that the views and interests of affected stakeholders are presented to our Global MDs and Supervisory Board as part of their information about the sustainability reporting as described in *GOV-1 The role of the administrative, management and supervisory bodies* and *GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies*. The views and interests of our employees as a key group of stakeholders are regularly communicated to the management team and the responsible Global MD through our internal engagement survey as described in chapter *S1 - Own workforce* under *SBM-2 Interests and views of stakeholders*.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The double materiality assessment, which we conducted according to the process described in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, resulted in the following sustainability matters presented below. A detailed materiality matrix and a list of topics that were identified as non-material in the DMA can be found in chapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*.



Climate change is among the top material matters for Roland Berger, with a particular focus on climate change adaptation and climate change mitigation.

Our biggest actual impacts lie in our downstream value chain. That is, in the work we do with our clients, supporting their climate change adaptation, mitigation and decarbonization, as well as the energy transition.

In our role as a consulting firm, we demonstrate the business case for sustainability, from climate change mitigation to adaptation and the energy transition. We also have an impact through our role as contributors to and shapers of the public discourse by sharing our knowledge.

Besides these positive material impacts, we also have a responsibility as our activities cause emissions, which constitute a negative impact. Due to risks to our brand reputation, we avoid engagements in climate-adverse topics and work towards meeting our own decarbonization targets.

Our business travel and employee well-being are at risk of being impacted by climate change and resulting extreme weather events, potentially leading to increased costs and reduced productivity.

Due to the physical climate risk, we are exposed to potential damage to our leasehold improvements in our offices, which constitute assets in our financial statement.

Another transition risk could occur in the event that the incorporation of Sustainable Aviation Fuel (SAF) savings in our emissions is prohibited by the SBTi or the GHG protocol, since our emission reduction targets and decarbonization plan rely on SAF as the decarbonization lever for our flight emissions within our direct value chain.

Meanwhile, climate change offers a clear business opportunity for us in the sustainability consulting market, as more organizations feel the need to decarbonize and adapt to climate change. To capitalize on this opportunity, the skill profile of employees needs to be adapted.

Own workforce, in other words our employees, are the key asset in our business model as a professional services firm.

Our impact starts with offering secure, permanent employment, with an overwhelming majority of permanent employment contracts and social protection, paying adequate wages, providing benefits and offering flexible leave options. Other key impacts that underline our employer attractiveness are training and skill development, which are essential for enabling the steep learning curves and career development paths expected in consulting roles. As an employer we support employees in balancing their working time and private lives, and we embrace diversity, equity and inclusion by promoting equal opportunities for all.

The remediation of negative impacts, like the assurance of the aforementioned positive impacts, the mitigation of negative impacts on employees in a fast-paced consulting world, as well as the potential shortfalls in guaranteeing an inclusive workplace free of harassment and discrimination that can happen in any workplace where individuals interact with each other, constitute risks that are addressed in our actions.

Our positive impact on **Workers in the value chain** in our upstream value chain is mainly driven by engaging suppliers who commit to health and safety requirements, as well as gender equality and equal pay for equal work, and diversity. We have a zero-tolerance commitment against discrimination and harassment in our value chain.

The downstream **Workers in the value chain**, on the other hand, can be negatively impacted by our restructuring consulting work, which, while ensuring the survival of the client's business, sometimes causes workforce reductions.

Responsible business conduct is a core principle for a top management consulting firm.



Our internal impacts are safeguarding a strong corporate culture built on employee well-being, diversity and inclusion, as well as trust and honesty, a focus of ours, all of which enable high-quality results and a positive brand reputation.

We are responsible for impacts generated by ensuring compliance with regulations, as well as encouraging a speak-up culture where whistleblowers are protected from retaliation, and providing reporting channels for any misconduct. Besides this, we focus on building strong supplier relationships.

Failing to uphold these positive impacts or to continuously evaluate and improve measures could enable possible cases of business misconduct (e.g., corruption or bribery), leading to fines and penalties, which, in turn, pose major risks to our key assets: our brand reputation and the trust of our stakeholders. Due to the criticality of the impacts and risks, but also due to the opportunities that lie in fostering a positive corporate culture that thrives on diversity, it is a business imperative to address them thoroughly through adequate actions and robust processes.

Beyond the ESRS topics, we view **Data protection and Information security** as material entity-specific topics.

Data protection is particularly important since we handle the personal data not only of our employees and applicants, but also of our (potential) clients and suppliers. Protecting this data is not just a legal requirement, it is a fundamental aspect of our ethical business practice, essential to maintaining the trust that underlies our consulting services. Avoiding the potential negative impact of mishandling personal data is critical. Data breaches may not only result in risks to the rights and freedoms of the individuals affected but also can pose significant financial and reputational risks to our company and jeopardize the integrity of our business. Therefore, compliance with all local and cross-border data protection laws, such as the EU's GDPR, is key for Roland Berger.

Information security plays an important role in our daily operations at Roland Berger, since we have an actual impact on the topic through handling sensitive own and client data while protecting the data from unauthorized access. An unintended data leak of client data from our operations could lead to a potential negative impact on our clients and their business, which is why, for us, information security is of utmost importance and is managed accordingly. Risks pertinent to possible incidents related to information security are mainly reputational, resulting in revenue loss. Possible successful cyber-attacks also pose a risk to our business continuity, again resulting in loss of revenue.

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

The following disclosure is based on our initial double materiality assessment (DMA), which takes into consideration both the company's impact on people and the environment (inside-out perspective) and the financial risks and opportunities for the company itself (outside-in perspective). The DMA is structured along our upstream and downstream value chain, as well as our own operations, as follows:

- **Upstream:** As a non-manufacturing company without any procurement of raw or unfinished products, we are not directly dependent on our suppliers and thus look at them from the perspective of an end user.
- **Own operations:** Our direct activities include our office operations, workforce policies and environmental footprint, such as energy usage, waste management, business travel and data handling practices.
- **Downstream:** We considered the impact on our customers, including how our services contribute to their sustainability goals and any potential social or environmental impacts.

The comprehensive list of sustainability topics, sub-topics and sub-sub-topics, as described in ESRS 1 Appendix A, was used as the foundation for the DMA. In addition, we identified sustainability topics that



occurred during the expert interviews and used the sustainability matters from our voluntary ESG report's materiality assessment of 2021, which was based on the GRI principles.

From the comprehensive list of sustainability topics, we identified and documented actual or potential impacts, risks and opportunities (IROs) by analyzing our value chain activities and performing the required analyses, e.g., the LEAP approach and the climate risk assessment. Furthermore, we analyzed any potential dependency between the IROs, but did not identify any material one. Thereafter, we scored the IROs by assessing the scale, scope, remediability and/or likelihood of impacts. For risks and opportunities, we assessed the likelihood and potential magnitude.

In making this assessment, we assume that the identified IROs are equally relevant to all Roland Berger entities, as the business model is the same regardless of location. Additionally, we evaluated our local, on-site risks using the *WWF Biodiversity Risk Assessment* and *Munich Re's Location Risk Intelligence* solution to ensure that region-specific risks were appropriately considered.

The assessment was conducted using a quantitative scoring system with predetermined thresholds to classify IROs as either material or non-material based on their scores. Each IRO was rated on a scale from 0 to 5 across the mentioned dimensions, with each dimension given equal weight. The final determination of materiality was based on the average score, and for an IRO to be considered material, it needed to reach a threshold score of 3 or above. If an IRO was classified as material, the related topic was consequently deemed material.

This approach ensures that any significant impact, risk or opportunity within a topic category is comprehensively addressed and reflected as a priority in our materiality assessment.

Unlike a clustering approach, each IRO was evaluated individually to ensure a precise understanding of its unique impact on our consulting and operational framework. This process enables us to identify a list of material IROs that align directly with our strategic priorities and business model.

Double materiality assessment process

For the identification of impacts, risks and opportunities, we conducted an analysis of our activities across our upstream and downstream value chain, and our own operations. We considered our Group and all fully consolidated entities and included different stakeholder groups in the DMA process for each sustainability topic:

- Internal experts in relevant functions
- Roland Berger Board of Directors
- Clients
- Employees
- Other stakeholders like banks, research and economic institutions, society and media, and suppliers

The input of our internal experts formed the basis for the IRO documentation and the scoring assessment. Internal experts included, e.g., a Senior Vice President (SVP) of Human Resources, the Diversity, Equality and Inclusion Manager, the ESG Manager, the Data Protection Officer and Partners from our sustainability consulting platform.

The Roland Berger management was represented by a board member, who acted as a proxy and highlighted additional IROs from a strategic perspective. Client views were incorporated based on their Supplier Code of Conduct (SCoC) or similar documents, with requirements stated by suppliers therein considered as IROs if they were relevant to our business model. However, we excluded SCoC requirements that did not at all apply to our business model as a professional services firm, such as the management of hazardous chemicals. To capture the view of our employees, we set up three panels, comprising 200 employees each, focusing on topics most relevant to employees (E1, S2 and G1). The perspectives of other stakeholders were represented by proxies, these being the highest-ranking Roland Berger employees leading functions that are in frequent contact with the respective stakeholder group. For example, the SVP



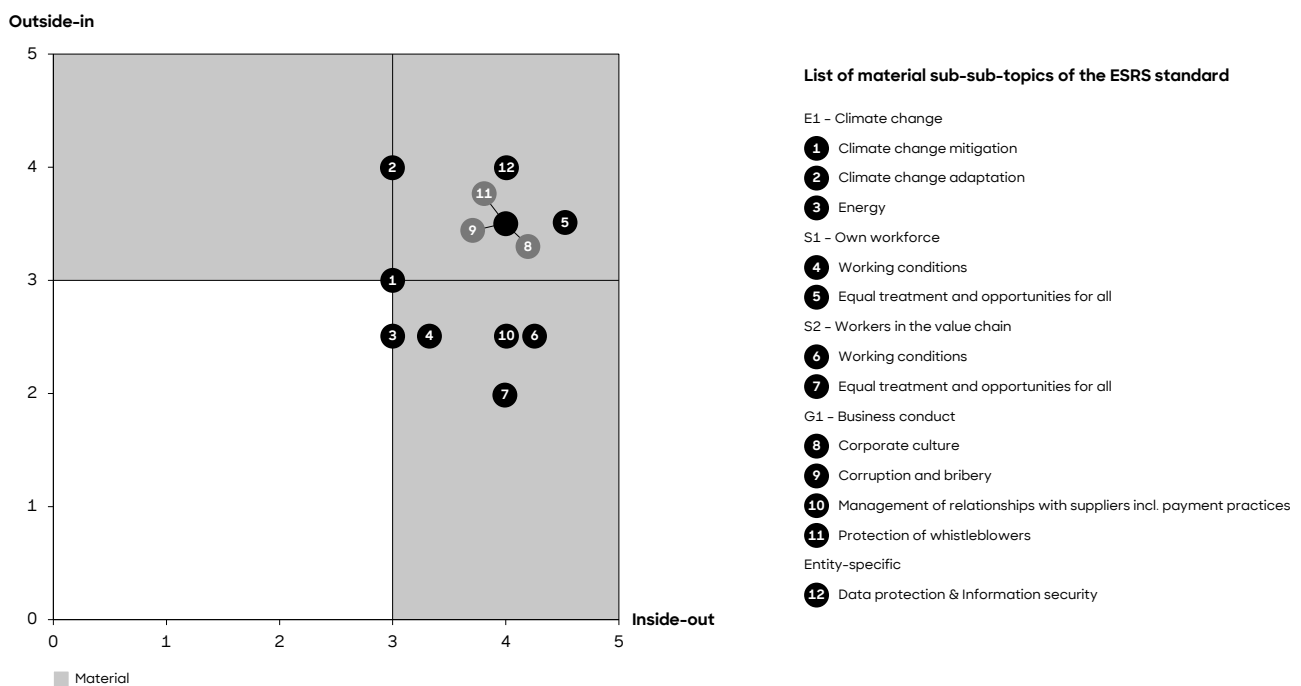
of Global Marketing spoke for society and media in the DMA interview. After the interviews, each interviewee provided a quantitative scoring of the discussed IROs, and these were reviewed by the ESG team for plausibility and, if required, follow-up interviews were conducted to clarify diverging views among stakeholders. The ESG team then consolidated all IROs that were collected by the internal experts and in the interviews.

The DMA in accordance with CSRD was conducted for the first time for the reporting cycle at hand. Yet, as described initially, the previous materiality assessment according to GRI principles informed the DMA. Due to potential changes in methodology between GRI and CSRD, the existing material matters were used as a potential source of IROs to be evaluated but were not directly copied to this DMA.

The DMA is scheduled to be conducted every two years to systematically capture any significant changes in impacts, risks and opportunities over time. This biennial assessment allows us to monitor shifts in our business environment, stakeholder expectations, regulatory requirements and internal operations. In the event of any acquisition or development of a new activity that is unrelated to our existing business model as a professional services firm, an updated DMA will be provided outside of the biennial updating cycle.

Results of the materiality assessment

The result of the DMA led to the identification of sustainability matters, which are presented at sub-topic level in the materiality matrix below and in chapter *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model* in greater detail.



Topics and their related sub-topics and sub-sub-topics that were assessed as not material were *pollution; water and marine resources; biodiversity and ecosystems; circular economy; affected communities; and consumers and end users*. At sub- and sub-sub-topic level of the material topics, the following topics were assessed as not material:

- **Own workforce:**
 - Social dialogue
 - Freedom of association, the existence of works councils and the information, consultation and participation rights of workers
 - Collective bargaining, including rate of workers covered by collective agreements
 - Health and safety

- Employment and inclusion of persons with disabilities
- Child/forced labor
- Adequate housing
- Privacy
- *Workers in the value chain:*
 - Working time
 - Adequate wages
 - Social dialogue
 - Freedom of association, the existence of works councils and the information, consultation and participation rights of workers
 - Collective bargaining, including rate of workers covered by collective agreements
 - Work-life balance
 - Training and skills development
 - Employment and inclusion of persons with disabilities
 - Child/forced labor
 - Adequate housing
 - Privacy
- *Business conduct:*
 - Animal welfare
 - Political engagement

Integration in overall risk management processes

There is a structured, bidirectional information flow in place between the risk management and the DMA. During the initiation and development of the DMA, relevant points from our experts, including those identified within the risk management system, were included as IROs. Following the completion of the DMA, the identified material risks are provided to the Risk Management department to be incorporated into the organization's overall risk management framework.

Mandatory additional disclosure requirements related to IRO-1

The demanded disclosures related to ESRS E1 *Climate change* (paragraph 20 to 21) and ESRS G1 *Business conduct* (paragraph 6) can be found in the respective chapters of this statement. For the other disclosures, i.e., ESRS E2 *Pollution* (paragraph 11), ESRS E3 *Water and marine resources* (paragraph 8), ESRS E4 *Biodiversity and ecosystems* (paragraph 17 to 19) and ESRS E5 *Resource use and circular economy* (paragraph 11), the corresponding LEAP analyses were conducted but did not result in any material IROs.

IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statements

The reference table in the sustainability statement outlines all disclosure requirements that followed the identification of material disclosures as a result of the DMA and material IROs. All disclosure requirements that relate to a material sub-topic, i.e., a sustainability matter, were considered material. However, it is possible that a required topic cannot be disclosed since it does not apply to our business model, is a trade secret or cannot be provided yet. Such cases are clearly marked in the respective section of the sustainability statement.

Reference table

Based on the outcome of the DMA and the identification of material (sub- and sub-sub-)topics, the sustainability statement includes the following ESRS Disclosure Requirements, which can be found at the respective references.



Reference Table 1

ESRS Standard	Disclosure	Requirement	Reference to sustainability statement
	GOV-1	The role of the administrative, management and supervisory bodies	Page 5
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Page 5
	GOV-3	Integration of sustainability-related performance in incentive schemes	Page 6
	GOV-4	Statement on due diligence	Page 7
	GOV-5	Risk management and internal controls over sustainability reporting	Page 8
	SBM-1	Strategy, business model and value chain	Page 9
	SBM-2	Interests and views of stakeholders	Page 10
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 12
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Page 14
	IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	Page 17
	MDR-P	Policies adopted to manage material sustainability matters	Page 23
	MDR-A	Actions and resources in relation to material sustainability matters	Page 23
	MDR-M	Metrics in relation to material sustainability matters	Page 2323
	MDR-T	Tracking effectiveness of policies and actions through targets	Page 23
Climate change (ESRS E1)	GOV-3	Integration of sustainability-related performance in incentive schemes	Page 27
	E1-1	Transition plan for climate change mitigation	Page 27
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 31
	IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Page 34
	E1-2	Policies related to climate change mitigation and adaptation	Page 36
	E1-3	Actions and resources in relation to climate change policies	Page 37
	E1-4	Targets related to climate change mitigation and adaptation	Page 40
	E1-5	Energy consumption and mix	Page 42
	E1-6	Gross scopes 1, 2, 3 and total GHG emissions	Page 43
	E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Page 45
	E1-8	Internal carbon pricing	Page 45



ESRS Standard	Disclosure	Requirement	Reference to sustainability statement
	E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Page 46
Own workforce (ESRS S1)	SBM-2	Interests and views of stakeholders	Page 55
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 56
	S1-1	Policies related to own workforce	Page 57
	S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Page 60
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Page 61
	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Page 6262
	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Page 65
	S1-6	Characteristics of the undertaking's employees	Page 67
	S1-7	Characteristics of non-employees in the undertaking's own workforce	Page 68
	S1-9	Diversity metrics	Page 68
	S1-10	Adequate wages	Page 69
	S1-11	Social protection	Page 69
	S1-12	Persons with disabilities	Page 69
	S1-13	Training and skills development metrics	Page 70
	S1-15	Work-life balance metrics	Page 70
	S1-16	Remuneration metrics (pay gap and total remuneration)	Page 71
Workers in the value chain (ESRS S2)	SBM-2	Interests and views of stakeholders	Page 72
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Page 72
	S2-1	Policies related to value chain workers	Page 74
	S2-2	Processes for engaging with value chain workers about impacts	Page 76
	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Page 76
	S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	Page 77
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Page 79	



ESRS Standard	Disclosure	Requirement	Reference to sustainability statement
Business conduct (ESRS G1)	GOV-1	The role of administrative, management and supervisory bodies	Page 80
	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Page 81
	G1-1	Business conduct policies and corporate culture	Page 81
	G1-2	Management of relationships with suppliers	Page 83
	G1-3	Prevention and detection of corruption and bribery	Page 84
	G1-6	Payment practices	Page 85
Entity-specific topics			
Data protection	MDR-P	Policies adapted to manage material sustainability matter	Page 86
	MDR-A	Actions and resources in relation to material sustainability matters	Page 86
	MDR-M	Metrics in relation to material sustainability matters	Page 87
	MDR-T	Tracking effectiveness of policies and actions through targets	Page 87
Information security	MDR-P	Policies adapted to manage material sustainability matter	Page 88
	MDR-A	Actions and resources in relation to material sustainability matters	Page 88
	MDR-M	Metrics in relation to material sustainability matters	Page 89
	MDR-T	Tracking effectiveness of policies and actions through targets	Page 89



List of data points that derive from other EU legislation

List of data points Table 1

ESRS Standard	Data point that derives from other EU legislation	Reference to sustainability statement
General disclosures (ESRS 2)	GOV-1 Board's gender diversity	Page 5
	GOV-1 Percentage of board members who are independent	Page 5
	GOV-4 Statement on due diligence	Page 7
	SBM-1 Involvement in activities related to fossil fuel activities	Not material to us
	SBM-1 Involvement in activities related to chemical production	Not material to us
	SBM-1 Involvement in activities related to controversial weapons	Not material to us
	SBM-1 Involvement in activities related to cultivation and production of tobacco	Not material to us
Climate change (ESRS E1)	E1-1 Transition plan to climate neutrality by 2050	Page 27
	E1-1 Undertakings excluded from Paris-aligned benchmarks	Page 27
	E1-4 GHG emission reduction targets	Page 41
	E1-5 Energy consumption from fossil sources disaggregated by sources for high climate impact sectors	Page 42
	E1-5 Energy consumption and mix	Page 42
	E1-5 Energy intensity associated with activities in high climate impact sectors	Page 42
	E1-6 Gross scope 1, 2, 3, and total GHG emissions	Page 43
	E1-6 Gross GHG emissions intensity	Page 43
	E1-7 GHG removals and carbon credits	Page 45
	E1-9 Exposure of the benchmark portfolio to climate-related physical risks	Page 46
	E1-9 Disaggregation of monetary amounts by acute and chronic physical risk	Page 47
	E1-9 Location of significant assets at material physical risk	Page 47
	E1-9 Breakdown of the carrying value of real estate assets by energy-efficiency classes	Page 52
	E1-9 Degree of exposure of the portfolio to climate-related opportunities	Page 53
Pollution (ESRS E2)	E2-4 Amount of each pollutant listed in Annex II of the EPRTTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Not material to us
Water and marine resources (ESRS E3)	E3-1 Water and marine resources	Not material to us



ESRS Standard	Data point that derives from other EU legislation	Reference to sustainability statement
	E3-1 Dedicated policy	Not material to us
	E3-1 Sustainable oceans and seas	Not material to us
	E3-4 Total water recycled and reused	Not material to us
	E3-4 Total water consumption in m ³ per net revenue on own operations	Not material to us
Biodiversity and ecosystems (ESRS E4)	IRO-1 List of material sites and biodiversity-sensitive areas	Not material to us
	IRO-1 Material negative impacts with regards to land degradation, desertification or soil sealing	Not material to us
	IRO-1 Operations affecting threatened species	Not material to us
	E4-2 Sustainable land and agriculture practices or policies	Not material to us
	E4-2 Sustainable oceans and seas practices or policies	Not material to us
	E4-2 Policies to address deforestation	Not material to us
Resource use and circular economy (ESRS E5)	E5-5 Non-recycled waste	Not material to us
	E5-5 Hazardous waste and radioactive waste	Not material to us
Own workforce (ESRS S1)	SBM-3 Risk of incidents of forced labor	Not material to us
	SBM-3 Risk of incidents of child labor	Not material to us
	S1-1 Human rights policy commitments	Page 57
	S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	Page 57
	S1-1 Processes and measures for preventing trafficking in human beings	Page 57
	S1-1 Workplace accident prevention policy or management system	Page 57
	S1-3 Grievance/complaints handling mechanisms	Page 61
	S1-14 Number of fatalities and number and rate of work-related accidents	Not material to us
	S1-14 Number of days lost to injuries, accidents, fatalities or illness	Not material to us
	S1-16 Unadjusted gender pay gap	Page 71
	S1-16 Excessive CEO pay ratio	Page 71
Workers in the value chain (ESRS S2)	SBM-2 Interests and views of stakeholders	Page 72
	SBM-3 Significant risk of child labor or forced labor in the value chain	Page 72
	S2-1 Human rights policy commitments	Page 74
	S2-1 Policies related to value chain workers	Page 74



ESRS Standard	Data point that derives from other EU legislation	Reference to sustainability statement
	S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	Page 74
	S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	Page 74
	S2-4 Human rights issues and incidents connected to upstream and downstream value chain	Page 77
Affected communities (ESRS S3)	S3-1 Human rights policy commitments	Not material to us
	S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles and/or OECD guidelines	Not material to us
	S3-4 Human rights issues and incidents	Not material to us
Consumers and end users (ESRS S4)	S4-1 Policies related to consumers and end users	Not material to us
	S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Not material to us
	S4-4 Human rights issues and incidents	Not material to us
Business conduct (ESRS G1)	G1-1 United Nations Convention against Corruption	Page 81
	G1-1 Protection of whistleblowers	Page 81

MDR - Minimum disclosure requirements

The table below provides an overview of policies, actions, metrics and targets that guide the management of sustainability matters. Please refer to the topical sections of the sustainability statement where the respective topics are described in greater detail. None of the metrics defined by the ESRS have been excluded following ESRS 1 Appendix E.

MDR - E1 Table 1: Climate change minimum disclosure requirements

Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
Climate change	<ul style="list-style-type: none"> Sustainability Policy Occupational Health and Safety (OHS) Policy regarding physical climate risks 	<ul style="list-style-type: none"> Reduce GHG emissions Sustainability statement: We act for the climate and do not harm the climate as a result of our engagements Compliance check in sales process to minimize (environmentally) controversial projects Encourage employees to make sustainable (travel) decisions Selection process preferring offices with an energy efficiency standard of A 	<ul style="list-style-type: none"> GHG emissions are tracked in the carbon accounting process as part of the EMS Energy efficiency performance of buildings 	<ul style="list-style-type: none"> SBTi near-term target by 2028 Reduction of absolute scope 1 and 2 emissions by 60% from a 2019 base year 100% renewable electricity consumption Reduction of business travel intensity per capita by 50% from a 2019 base year SBTi net zero emissions target by 2040 Reduction of absolute scope 1 and 2 emissions by 90% from a 2019 base year Reduction of scope 3 emission intensity by 97%



Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
		<ul style="list-style-type: none"> Introduction of an internal carbon price in the future Financing carbon reduction initiatives like purchasing SAFc, supporting WWF projects or investing in our Roland Berger Forest Promoting volunteering through fellowship program 		per economic value added from a 2019 base year

MDR - S1 Table 2: Own workforce minimum disclosure requirements

Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
Secure employment	<ul style="list-style-type: none"> No published policies 	<ul style="list-style-type: none"> Forecasts for FTE demand and associated consulting staffing demand 	<ul style="list-style-type: none"> No metrics introduced 	<ul style="list-style-type: none"> No target adopted
Training and skills development	<ul style="list-style-type: none"> Training Policy Evaluation framework DEI Policy Policy on the Use of Artificial Intelligence 	<ul style="list-style-type: none"> Offering a tailored and comprehensive training program Follow-up questionnaires after each training to evaluate room for improvement Improve transparency on training activities and training hours via better reporting tools 	<ul style="list-style-type: none"> Training hours 	<ul style="list-style-type: none"> Min. 1 evaluation per year for each employee 100% of permanent employees having access to a curated e-learning curriculum via Learning Management System No target regarding training adopted
Work-life balance	<ul style="list-style-type: none"> New Ways of Working Policy 	<ul style="list-style-type: none"> Introduction of the B&me program to support personal and professional development of employees 	<ul style="list-style-type: none"> Annual B&me survey to understand personal preferences of consultants 	<ul style="list-style-type: none"> No target adopted
Working time	<ul style="list-style-type: none"> Code of Conduct New Ways of Working Policy Supplier Code of Conduct 	<ul style="list-style-type: none"> Introduction of Time@RB to identify current workload Send follow-up interviews in red flag cases Supporting the RB Project Commitments tool for a trustworthy working culture 	<ul style="list-style-type: none"> Participation rate in Time@RB survey Fulfillment of project commitments 	<ul style="list-style-type: none"> No target adopted
Diversity	<ul style="list-style-type: none"> Diversity, Equity and Inclusion (DEI) Policy Code of Conduct Training Policy 	<ul style="list-style-type: none"> Introduction of Global DEI Leadership Council Implementation of unconscious bias training and special recruiting events (HERizon) Fostering affinity networks with peer-to-peer exchange 	<ul style="list-style-type: none"> Introduction of diversity dashboard into quarterly reviews and budget discussions to keep track and monitor improvement (share of female employees, minority groups, etc.) 	<ul style="list-style-type: none"> Female share: at least 40% by 2028
Measures against violence and harassment in the workplace	<ul style="list-style-type: none"> Code of Conduct Anti-Harassment and Non-Discrimination Policy Policy on Whistleblowing Supplier Code of Conduct 	<ul style="list-style-type: none"> Introduction of mandatory compliance training Offering multiple channels to raise concerns or report cases 	<ul style="list-style-type: none"> Rate of completion of compliance training 	<ul style="list-style-type: none"> 100% processing of cases 90% completion rate of anti-harassment and non-discrimination training by employees 90% completion rate of compliance training by employees
Gender equality and equal pay for work of equal value	<ul style="list-style-type: none"> Code of Conduct Diversity, Equity and Inclusion (DEI) Policy 	<ul style="list-style-type: none"> Clear career levels for consulting employees with fixed pay levels 	<ul style="list-style-type: none"> Monthly employee engagement survey with dedicated section Salary 	<ul style="list-style-type: none"> Female share: at least 40% by 2028 No target adopted



Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
Adequate wages	<ul style="list-style-type: none"> No published policies 	<ul style="list-style-type: none"> Fair compensation as a topic in monthly employee engagement survey Regular benchmarking of salaries, involving external data sources 	<ul style="list-style-type: none"> Monthly employer engagement survey 	<ul style="list-style-type: none"> No target adopted

MDR - S2 Table 3: Workers in the value chain minimum disclosure requirements

Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
Health and Safety, DEI, equal pay, anti-harassment and discrimination	<ul style="list-style-type: none"> Supplier Code of Conduct Procurement Policy Whistleblowing Policy Human Rights Statement Company Statement on Human Rights Occupational Health and Safety Policy 	<ul style="list-style-type: none"> Implementing effective measures to prevent workplace accidents and injuries Expecting suppliers to strive for equal employment opportunities Offering a whistleblowing tool (in case of misconduct, potential termination of business relationship) 	<ul style="list-style-type: none"> No metrics reported 	<ul style="list-style-type: none"> No target adopted

MDR - G1 Table 4: Business conduct minimum disclosure requirements

Sustainability matter	Policies - MDR-P	Actions - MDR-A	Metrics - MDR-M	Targets - MDR-T
Corporate culture	<ul style="list-style-type: none"> Code of Conduct 9 Pledges Personal conduct Anti-Harassment and Non-Discrimination Policy DEI Policy 	<ul style="list-style-type: none"> Conducting standardized project assessments and bottom-up leadership assessments to improve the way we do business Encouraging employees to shape corporate culture by organizing activities at local offices Maintaining a Compliance Management System Defining key principles in Corporates Rules 	<ul style="list-style-type: none"> No metrics introduced 	<ul style="list-style-type: none"> No target adopted
Protection of whistleblowers	<ul style="list-style-type: none"> Whistleblowing Policy Compliance Policy 	<ul style="list-style-type: none"> Offering reporting channels in whistleblowing tool 	<ul style="list-style-type: none"> Rate of completion of compliance training 	<ul style="list-style-type: none"> 90% completion rate of compliance training
Management of relationships with suppliers	<ul style="list-style-type: none"> Procurement terms & conditions Procurement Policy 	<ul style="list-style-type: none"> Managing supplier relationships according to the SCoC 	<ul style="list-style-type: none"> No metrics introduced 	<ul style="list-style-type: none"> No target adopted
Anti-corruption and -bribery	<ul style="list-style-type: none"> Anti-Bribery Anti-Corruption & Anti-Fraud (ABCF) Policy Compliance Policy 	<ul style="list-style-type: none"> Handling reports on corruption and bribery and potentially initiating a compliance investigation Implementation of regular compliance training (e-learning) 	<ul style="list-style-type: none"> No metrics reported 	<ul style="list-style-type: none"> 90% completion rate of compliance training



MDR Table 5: Entity-specific disclosures

Sustainability matter	Policies – MDR-P	Actions – MDR-A	Metrics – MDR-M	Targets – MDR-T
Data protection	<ul style="list-style-type: none"> • Data protection Policy • AI Policy • Internet and E-Mail Usage Policy • IT User Policy • Policy on Risk Management (Information Security and Data Protection) 	<ul style="list-style-type: none"> • GDPR-based data protection framework with Group Data Protection Agreement (GDPA) • Integration into key processes (e.g., sales funnel process) • Risk Application Approval Process • Data protection management system documentation 	<ul style="list-style-type: none"> • No metrics introduced 	<ul style="list-style-type: none"> • No target adopted since the goal is not to report the lowest number of cases possible
Information security	<ul style="list-style-type: none"> • Information protection Policy • IT User Policy • AI Policy • Policy on Risk Management (Information Security and Data Protection) 	<ul style="list-style-type: none"> • Technical mechanisms to secure information (e.g. data encryption) • ISO 27001 and TISAX certification • Labeling of information • 24/7 Security Operations Center 	<ul style="list-style-type: none"> • No metrics introduced 	<ul style="list-style-type: none"> • No target adopted since the goal is not to report the lowest number of cases possible



E1 - Climate change

ESRS 2 GOV-3 - Integration of sustainability-related performance in incentive schemes

The remuneration of the management of Roland Berger, i.e., our Global Managing Directors, is not directly linked to the emission reduction targets as laid out in *E1-4 Targets related to climate change mitigation and adaptation* below. The variable remuneration possesses a qualitative component related to strategy development and execution, part of which is the business development of our sustainability consulting offering and our own ESG path / strategy.

To strengthen the alignment of our management remuneration with our SBTi emission reduction targets, we are including the achievements of our near-term targets (and thereby the target to reduce emission through travel) in the strategy goals of our Global Managing Directors in 2025. Besides this, we include these (regional) business travel emission reduction targets in the target agreements of our local management teams. The focus of the incentive scheme components is on the reduction of business travel emissions, since these constitute our biggest single source of emissions and can be directly influenced by the management through the way we conduct our business.

E1-1 Transition plan for climate change mitigation

Setting ambitious climate targets is one thing, realizing them is another. Building on our SBTi-validated target to reach net-zero emissions by 2040, we have created a decarbonization plan with a multitude of levers to reach our target. The target, which has been set in line with a 1.5°C trajectory for scope 1 and 2 emissions, is described in greater detail in *E1-4 Targets related to climate change mitigation and adaptation*. We have committed to reduce scope 1 and 2 emissions by 90% (absolute) against our 2019 base year, while reducing scope 3 emissions per economic value added (EVA = salaries paid + EBITDA) by 97%. Our near-term emission reduction target includes a 60% absolute emission reduction of scope 1 and 2 emissions by 2028 against our 2019 base year, with a 50% business travel emission reduction per FTE. In this chapter, we will show the reader how exactly we plan to reach our targets and list the levers for reaching them. This plan, like the targets, was approved by our Global Managing Directors in January 2024 and integrated into our corporate strategy. The transition plan started with our 2022 emissions and is reviewed annually, incorporating the latest emissions update. We chose 2022 as our starting point to model the road to net-zero emissions since Covid-19 impacted our emissions strongly in terms of a harsh reduction against the 2019 base year. In the following chapter, you will find the updated transition plan and the quantification of decarbonization levers based on our latest 2024 emissions.

Reducing emissions immediately by 2028 to reach our near-term SBTi target

A 60% reduction of our scope 1 and 2 emissions can be achieved by decarbonizing our car fleet through electrification of vehicles and by sourcing 100% renewable electricity. Implementing these measures will result in 1,695 t of emission reduction in mobile combustion and 873 t of emission reduction in purchased electricity vs. 2019 emissions, thereby achieving a 77% reduction of scope 1 and 2 emissions in 2028 vs. 2019. The calculation of estimated (market-based) emissions is described in detail below for 2028, including the decarbonization levers.

E1-1 Table 1: Scope 1 and 2 emissions in t of CO₂e for implementation of near-term reduction levers by 2028

Emission scope	2019	2024	2028 (near-term target year)
Mobile combustion	1,745	1,260	50
Other scope 1	229	210	514



Emission scope	2019	2024	2028 (near-term target year)
Total scope 1	1,974	1,470	563
Purchased electricity	873	0	0
Other scope 2	447	373	186
Total scope 2	1,320	373	186
Total scope 1 and 2	3,294	1,844	749

Regarding our third target, a 50% reduction of business travel emissions per capita, the decarbonization levers are less clear. Of course, business travel has to be reduced, the main lever being increased adoption of virtual collaboration when working with our clients. Yet, to further reduce business travel per capita, we have to implement additional measures, such as incentive mechanisms to nudge our employees to use sustainable modes of travel and the introduction of an internal CO₂ pricing logic. To decarbonize the remaining amount of business travel emissions, we use Sustainable Aviation Fuel certificates (SAFc) to reduce the emissions of flights in our direct value chain when traveling to our clients. Sustainable Aviation Fuel reduces emissions by at least 82% over its lifecycle compared to conventional jet fuel. It is made entirely from renewable resources such as ISCC-certified used cooking oil (UCO) without any fossil-fuel-based feedstocks. We include these emission reductions by means of a dual reporting approach in our emission statement under an additional scope 3.6 statement including SAFc reductions. The purchased amount of SAF certificates is retired on our behalf. This constitutes an additional SAFc claim that is not additional to any SAF quotas, since the claim is purchased by Roland Berger and thus attributed to our flight emissions. Going forward, we ensure that any procured SAFc is registered and retired in the SAFc registry or any similar registry.

The amount of required SAFc to stay on track for our decarbonization plan is dependent on the success of our travel reduction measures. A key step to reduce our business travel emissions is going to be the introduction of our internal carbon pricing, which is directed at flight emissions as laid out in *E1-8 Internal carbon pricing*. The incorporation of business travel emission reduction targets in the management's remuneration metrics will support the reduction of business travel further (see *GOV-3 Integration of sustainability-related performance in incentive schemes* in this chapter). We are therefore confident that we can keep to the decarbonization plan.

E1-1 Table 2: Scope 3 emissions in t of CO₂e for implementation of near-term reduction levers by 2028

Emission scope	2019	2024	2028
Business travel	29,220	27,473 (incl. 500 t CO ₂ e reduction from SAFc)	30,550
Business travel per FTE	12.4	8.6	6.2

Looking at our progress in implementing the transition plan, we can state that we have set the course for our scope 1 and 2 reduction by switching the majority of our company car policies to battery electric vehicles only. Furthermore, we have strongly increased the share of renewable electricity to 100% in 2024 by procuring renewable electricity as a mix of retail supply contracts and unbundled Energy Attribution Certificates (EACs). Furthermore, we have extended the IT procurement cycles to reduce our scope 3.2 emissions. Our various measures regarding business travel reduction, which are described in *E1-3 Actions and resources in relation to climate change policies*, contribute to our reduction in business travel emission intensity, alongside our purchase of 500 t of SAFc in 2024.



Road to net-zero emissions by 2040

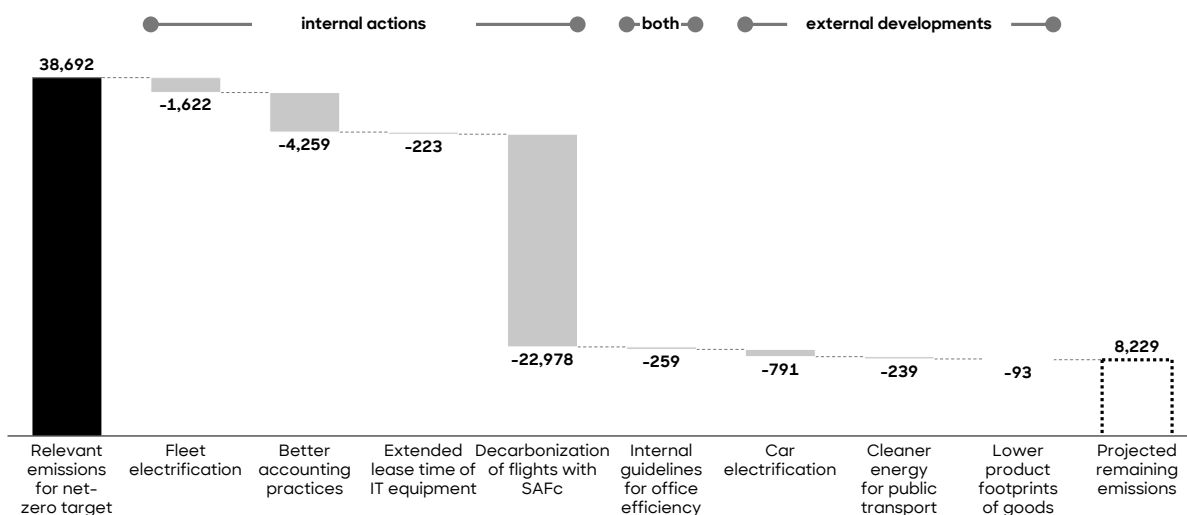
As outlined in *E1-2 Policies related to climate change mitigation and adaptation*, we have committed to achieve net-zero emissions by 2040, a target that has been validated by the SBTi. Regarding scope 1 and 2 emissions, this translates into a 90% reduction of emissions by 2040. Our intensity-based reduction target for scope 3 emissions foresees a 97% reduction of total scope 3 emissions per economic value added (EVA = salaries paid + EBITDA).

We plan to achieve the targeted 90% reduction of scope 1 and 2 emissions through the continued decarbonization of buildings, e.g., low-carbon heating solutions, as an external effect, since we do not own any buildings, coupled with the measure under Disclosure Requirement *E1-4 Targets related to climate change mitigation and adaptation* related to our near-term target. Since we do not own any office spaces but rent them instead, we can capitalize on this external effect by applying stringent energy efficiency criteria when selecting new office spaces.

We aim to achieve our scope 3 emission reduction targets by a mix of own actions, building on our near-term target fulfillment, and relying partially on external developments for those emissions that we cannot directly influence ourselves. For scope 3.1, we are working on an improved carbon accounting process to capture primary supplier data instead of relying on spend-based emission factor data. This will help us achieve a better emission reporting quality and reduce our footprint as a consequence. In scope 3.2, we plan to further extend the usage time of laptops and smartphones, which constitutes a major part of our capital goods emissions. Besides this, we foresee better reporting quality resulting in lower emissions by working more closely with furniture and office equipment suppliers to reduce the spend-based emission calculation. The energy-distribution emissions of scope 3.3 will follow suit with our phase-out of fossil fuels in scope 1. Due to the nature of our business, scope 3.4 emissions are low by default due to our limited use of shipping services. The same applies to scope 3.5 emissions, since waste is not a material topic in our business model. To lower our business travel emissions in scope 3.6, we will execute our near-term target plan described above through business travel reduction and SAFc flight decarbonization. Remaining business travel emissions, which mainly stem from taxi usage and car rental, are viewed as external developments, since the continued electrification of transportation leads to lower emissions in public and individual road transportation. We plan to leverage this development by putting in place rules to support our employees choosing to favor electric taxis and rental cars. The reduction of scope 3.7 emissions, which stem from our employees commuting into our offices, follows a similar logic of external developments. The continued electrification of vehicles will lead to reduced emissions per passenger kilometer, which will reduce the commute emissions in return. Besides this, we plan to expand supporting measures for increased public transportation adoption, like our subsidized public transportation ticket for employees in our non-consulting roles.

Quantification of decarbonization levers as part of E1-4

Translating the described levers into quantified emission reductions based on our 2024 emissions, we project a reduction potential of 30,464 t of CO₂e with both internal and external decarbonization levers. The 2024 emissions have been adjusted to the Science-Based Targets inventory, which is aligned with SBTi and excludes emissions from hotel stays in scope 3.6 and from working from home in scope 3.7. The decarbonization levers are directed towards achieving our net-zero emission target by 2040, which the SBTi has verified to be in line with the 1.5°C scenario. The decarbonization levers that we will use to reach our target are already available today and need to be scaled internally. Given our business model, we do not require new technology acquisitions or deployments, besides the procurement of SAFc.



When we look at the quantified decarbonization levers by emission scope, it becomes evident that a large majority of the 30,464 t of CO₂e reduction potential lies in our scope 3 emissions.

E1-1 Table 3: Emissions reduction potential

	2024	Reduction potential	Net zero 2040
Scope 1	1,470	-1,381	89
Fleet electrification		-1,260	
Decarbonization of heat/cooling and internal office guidelines		-121	
Scope 2	373	-138	235
Decarbonization of heat/cooling and internal office guidelines		-138	
Scope 3	36,848	-28,945	7,905
Fleet electrification		-362	
Better accounting practices		-4,259	
Extended lease time of IT equipment		-223	
Decarbonization of flights with SAFc		-22,978	
Car electrification (external)		-791	
Cleaner energy for public transportation (external)		-239	
Lower product footprints of goods procured (external)		-93	
Total	38,692	-30,464	8,229



To integrate our SAFc decarbonization lever into our financial planning, we regularly update our emission forecasts to derive the required SAFc quantities and corresponding expenditures, which are reflected in our financial budgeting processes. All other levers are associated more with cost savings than with expenses. We therefore do not have any CapEx plans to fund our transition plan.

On a technical note, we do not have locked-in assets due to the nature of our business model as a professional services firm. We have non-energy-intensive operations and we are offering services instead of physical products. We do not own any physical assets but lease our offices on a fairly short-term horizon. Consequently, any locked-in emissions do not constitute a risk to our transition plan. We also do not have any CapEx investments related to coal-, oil- and gas-related economic activities. Furthermore, we are not excluded from the EU Paris-aligned benchmarks since we are neither involved in the production or distribution of controversial weapons nor in the manufacturing of tobacco products, do not generate more than 1% of our revenue from activities related to fossil fuels and do not generate any electricity or fulfill any other of the listed exclusion criteria of Article 12(1) in sections (d) to (g) of the Commission Delegated Regulation (EU) 2020/1818. Since we are still preparing our first EU Taxonomy report, we cannot yet disclose our activity alignment and any future alterations thereof. We can, however, disclose that we have identified relevant eligible activities in revenues, OpEx and CapEx.

ESRS 2 SBM-3 – Material impacts, risk and opportunities and their interaction with strategy and business model

ESRS 2 SMB-3 Table 1: Material risks to Roland Berger

Risk type	Risk name	Description of risk
Physical risk	Damage to leasehold improvements	Regarding real estate assets , as Roland Berger exclusively leases office spaces, acute climate-related hazards – such as wildfires, cyclones, hurricanes, typhoons, storms, tornadoes, heavy precipitation, floods, landslides or subsidence – pose risks primarily to office leasehold improvements.
Transition risk	Negative stakeholder feedback	Negative stakeholder feedback arises particularly in response to a potentially controversial projects or the failure to meet our emission targets. These risks could weaken brand reputation and thus lead to fewer projects. Our mitigation measures – including a strong sustainability focus through dedicated ESG ¹ and client teams, targeted trainings, nonprofit initiatives, a compliance check for potential clients and engagement at events like COP ² – enhance our resilience.
Transition risk	Unclear acceptance of SAF in transition plan (only long term)	Potential reputational damage due to the unclear SAF ³ acceptance, leading to the failure to meet emission targets, is only relevant in the long term. In the short and medium term, we can achieve our SBTi ⁴ decarbonization targets without relying on SAF substitution. To mitigate this risk, we are implementing measures such as travel

¹ Environment, social and governance

² Conference of the Parties

³ Sustainable aviation fuel

⁴ Science-Based Targets initiative



Risk type	Risk name	Description of risk
		incentives and an internal carbon price to achieve our targets without SAF.
Transition opportunity	New project openings through climate change mitigation and adaptation strategies and technologies	Expansion of our product offering and current revenue stream for sustainability projects as the transition to a low-carbon economy makes sustainability and climate action a key priority for companies. Offering new services through research and innovation allows us to further grow our potential client base on sustainability topics.

The resilience analysis covers our assets and business activities, focusing on **all regions and functions** while **excluding clients and suppliers**. As a consultancy, we are not dependent on individual suppliers or clients, and these business relationships are dynamic and tend to change frequently. Following the consolidation of the physical and transition risk analysis results (including the scenario analysis) and the materiality assessment, the resilience analysis was conducted in Q1 2025. For further details on the process of the physical and transition risk analysis, time horizons and scenarios, please refer to *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* and for the quantitative assessment to *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities*.

In terms of physical risks, only one material risk related to damage to leasehold improvements was identified (incl. quantification of its financial effect). As Roland Berger exclusively leases office spaces, acute climate-related hazards – such as wildfires, cyclones, hurricanes, typhoons, storms, tornadoes, heavy precipitation, floods, landslides or subsidence – **pose risks primarily to office leasehold improvements** (an umbrella term). These risks include potential damage to leasehold improvements, equipment, assets under construction, loss of installation costs, and additional expenses related to early relocation. However, this risk is significantly **mitigated by our office insurance policies**, which cover climate-related hazards in most locations. Additionally, our business model allows for remote work, ensuring that even in the event of office destruction, our ability to generate revenue remains largely unaffected. Furthermore, the value of right-of-use real estate assets (rental payments over the contract duration) is not at risk, as the lease agreements exempt Roland Berger from rent obligations if the offices become unusable. Despite having insurance coverage for damages related to physical climate risks, **uncertainties** remain. There is always a risk that insurers may not provide payouts as expected or that payments could be significantly delayed.

The two material transition risks both address **brand reputation** resulting in lower revenues. In a hypothetical transition scenario, the first risk would stem from **negative stakeholder feedback** and reputational damage, particularly in response to potentially controversial projects or the failure to meet our emission targets. This could lead to reduced project opportunities, especially in the public and regulated sectors, where sustainability considerations play a key role in project decisions. However, our **strategic mitigation measures** significantly strengthen our resilience. These include a strong sustainability focus through dedicated ESG and client sustainability teams, targeted training programs, nonprofit initiatives, a compliance check for potential clients and active engagement at sustainability events such as the COP. Also, it is important to consider that projects are not regularly discussed publicly, further reducing the immediate impact of stakeholder concerns on our business pipeline. As a result, the financial impact on our revenue is expected to remain minimal. Additionally, it is important to note that such negative effects are often **temporary**, as reputational challenges tend to diminish over time, especially when proactive measures are taken to address stakeholder concerns.

The second material transition risk relates to the **unclear acceptance of SAF** in the transition plan resulting in reputational concerns as well. While this could present a challenge in the long term, in the short and medium term, we can meet our SBTi decarbonization targets without relying on SAF substitution. Business travel emissions are managed through alternative **mitigation measures**, including travel reduction



incentives and an internal carbon pricing mechanism, which help lower emissions and reduce dependency on SAF. Furthermore, regulatory frameworks surrounding SAF remain **uncertain**, and given the long-term horizon of this risk, policies and industry standards may evolve, potentially leading to greater SAF acceptance. This regulatory uncertainty, combined with our proactive mitigation efforts, lowers the probability of this risk materializing. Consequently, the financial impact remains limited.

The **critical assumptions** during our resilience analysis focus on an overall **movement towards a low-carbon economy**. In terms of macroeconomic trends, this means an increase in more sustainable industries fostering green technologies and renewable energy. This trend results in new project opportunities from new technologies but also challenges traditional carbon-intensive industries. From a policy perspective, new regulations (e.g., ETS2⁵ or energy efficiency in buildings) will support the acceleration of this transition. Regarding energy consumption, we assume a shift towards renewable energy sources like solar, wind and hydropower, resulting in a reduced dependency on fossil sources like oil and gas. From a technology deployment perspective, no strong assumptions were incorporated into the resilience analysis, since the scope of our business model as a consultancy service provider does not rely on technology deployment and only includes the collection of knowledge about clean technologies.

Anticipated financial effects were considered in their total amount for the resilience analysis. A greater financial impact requires stronger resilience from our side to minimize the risk, accordingly making the risks with the greatest financial consequences material for our resilience analysis. Mitigation measures and adaptation actions were considered and described again in the resilience analysis, since they minimize the impact on the business model and required strategy adaptations.

Given that Roland Berger operates as a consulting firm, our primary exposure relates to transition risks, such as evolving regulatory requirements, client expectations, and market shifts towards sustainability, which must all be considered in light of high **uncertainty**. The regulatory landscape for corporate sustainability reporting and energy efficiency standards is evolving, which may influence our right-of-use assets and potentially our operational staff costs. Additionally, changes in client demand for sustainability-related consulting services remain uncertain, as industries transition at different speeds. These factors are integrated into our strategic planning by **continuously assessing regulatory changes and market expectations** to ensure that our advisory services align with client needs. Our **business model is naturally flexible**, allowing us to adapt to climate-related risks over the short, medium and long term. We continue to diversify our consulting services to support clients in their sustainability transitions, ensuring the relevance of our expertise as demand for climate-related consulting grows. Our ability to upskill our workforce in areas such as decarbonization strategies, sustainable finance and ESG compliance reinforces our long-term resilience. From a financial perspective, our business model ensures that we remain flexible in managing our assets, with no major dependencies on physical assets that would require significant capital expenditure for adaptation. This flexibility, coupled with our strong brand positioning and expertise in sustainability consulting, ensures the resilience of our business model against physical and transition risks. By continuously monitoring climate-related developments and integrating them into our strategic planning, we remain well positioned to navigate the transition to a low-carbon economy while ensuring business continuity and long-term resilience.

For the applied time horizons, business scenarios and process information for physical and transition risks, please refer to the respective analyses in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, for the quantitative assessment to *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* and for the GHG emission targets to *E1-4 Targets related to climate change mitigation and adaptation*.

⁵ EU Emission Trading System that will address the carbon dioxide (CO₂) emissions from fuel combustion in the road transport sector, buildings, energy, manufacturing and construction industries.



ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities

In our climate risk assessment, we analyzed whether our assets and business activities are exposed to climate-related hazards or opportunities. The scope of this assessment includes **all regions and functions** but excludes clients and suppliers since, as a consultancy, we are not dependent on individual suppliers or clients, and these business relationships change frequently. Additionally, since the onset of Covid-19, an increasing amount of work is being conducted in our offices rather than at client sites. See *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* for more details on the scope of this assessment.

We first **analyzed the hazards from the provided ESRS table** and excluded 13 of them (changing temperature, temperature variability, permafrost thawing, changing wind patterns, changing precipitation patterns and types, precipitation of hydrological variability, ocean acidification, saline intrusion, glacial lake outburst, soil degradation, soil erosion, solifluction, avalanche) because they do not pose a risk of significant negative impacts that could impair the performance of our economic activities as a professional service company or they are not relevant to our locations. Next, we conducted a **hotspot analysis** of 15 remaining climate-related hazards – heat stress, heat wave, cold wave/frost, wildfire, cyclones, hurricanes, typhoons, storms, tornado, sea level rise, water stress, drought, heavy precipitation, flood, coastal erosion, landslide, and subsidence – across 100% of our 50+ offices, utilizing **Munich Re’s On-Demand Risk Assessment Tool**. By inputting the exact address (and researching the corresponding NUTS code), we obtained the associated risk value for each location across different scenarios (see below). This analysis provided an overview of key climate-related hazards specific to each site and enabled us to assess the likelihood of these hazards materializing. To further contextualize the findings, we conducted **qualitative interviews with 14 stakeholders** from diverse departments and geographies. These discussions offered valuable insights into the magnitude and duration of the identified hazards, our vulnerability to these events, and their potential impact on Roland Berger. Throughout the analysis we adopted **three time horizons**: short, medium and long term. The definitions for medium and long term differ from the ESRS framework, as we believe that significant climate-related changes typically occur over extended periods, making shorter timeframes (e.g., only considering 5 years or more) less relevant for assessing substantial risks or trends for us as a company. Consequently, our approach emphasizes longer-term horizons to capture more significant insights. Short-term: <1 year; medium-term: 1-15 years; long-term: 15 to 25 years. While the aforementioned timeframes are not directly linked to our asset lifetimes, strategic planning horizons or capital allocation plans, we believe they are valuable for delivering insights on long-term business continuity.

Finally, we quantified the financial effects of acute climate-related hazards, such as flooding, on office leasehold improvements (incl. evaluating potential losses related to leasehold improvement installation costs, other equipment, and assets under construction, as well as additional expenses incurred from relocating to a new office). The analysis considered scenarios both with and without relevant insurance coverage. Please see the respective paragraph in *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* for more information.

The Munich Re assessment was based on the **SSP5-8.5 scenario**, supplemented with RCP8.5 to ensure comprehensive data availability for selected hazards (as some required model input data was not fully available for SSP scenarios). The SSP5-8.5 scenario comes from the IPCC’s CMIP6 project and aligns with state-of-the-art climate science, integrating socioeconomic factors alongside physical climate processes. This scenario represents a “Fossil-Fueled Development” narrative where global markets, innovation and technological progress drive growth but rely heavily on fossil fuels. It considers a time horizon extending to 2100, with endpoints including radiative forcing of 8.5 W/m² and a projected temperature increase of between 3.3°C and 5.7°C by 2100 (the corresponding RCP8.5 scenario estimates a mean temperature



increase of 4.3°C by 2100). Analyses include both global and geospatially specific data where possible, ensuring a detailed evaluation of physical climate-related risks at specific locations.

In addition, we also looked at the “Sustainability” **SSP1-2.6 scenario**, paired with RCP2.6, which envisions a sustainable future where global cooperation prioritizes environmental preservation and human well-being over economic growth. This pathway focuses on reducing income inequalities, conserving global commons, and shifting consumption patterns to minimize resource and energy use. Net-zero CO₂ emissions are achieved by approximately 2075, leading to radiative forcing of 2.6 W/m² by 2100. The projected global mean surface temperature increases by 1.8°C (1.3-2.4°C), while the corresponding RCP2.6 scenario from CMIP5 models estimates a slightly lower mean increase of 1.6°C by 2100.

Although other mid-level scenarios were reviewed as well, they do not form the core of this analysis, as our primary focus is on enhancing resilience in light of potential extreme outcomes. Hence, the financial effect calculation for *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* is also based on the SSP5-8.5 scenario. For more information on the scenarios, please see Munich Re documentation and IPCC_AR6_SYR_FullVolume.pdf. There is no link between the climate scenarios and the financial statements since no critical climate-related assumptions are required in the financial statement. As a result, compatibility between the two has not been assessed at this stage.

In our climate risk assessment, we also analyzed the **transition risks associated with the shift to a low-carbon economy**. This evaluation encompasses all of Roland Berger’s business areas, with a specific focus on the direct impacts of transition risks on our assets, costs and revenues. Transition risks stem from regulatory, technological, market and reputational shifts as economies transition to a low-carbon future. While our client relationships are dynamic, we recognize the growing need for organizations, particularly in regulated and public sectors, to demonstrate their sustainability credentials.

To identify transition risks, we first considered the **provided ESRS table (ESRS 2 IRO-1 Figure 1), excluding technology risks** due to the scope of our business model as a consultancy service provider. Emerging green technologies, the substitution of existing technologies or unsuccessful investment in green technologies do not pose a direct risk for us since we are not deploying any green technologies ourselves but instead collect knowledge about those relevant for the market transition risk section. As a second step, we conducted **10 interviews with key stakeholders** from different departments and geographies to contextualize our understanding and add further potential transition risks. Those critical contributions extended the list around regulatory expectations, market trends insights, reputational factors and financial impact calculation approaches. In the end, our long list of potential transition risks consisted of 16 potential hazards.

ESRS 2 IRO-1 Figure 2: Examples of climate-related transition events (examples based on TCFD classification)

Policy and legal	Technology	Market	Reputation
<ul style="list-style-type: none"> Increased pricing of GHG emissions Enhanced emissions-reporting obligations Mandates on and regulation of existing products and services Mandates on and regulation of existing production processes Exposure to litigation 	<ul style="list-style-type: none"> Substitution of existing products and services with lower emissions options Unsuccessful investment in new technologies Costs of transition to lower emissions technology 	<ul style="list-style-type: none"> Changing customer behavior Uncertainty in market signals Increased cost of raw materials 	<ul style="list-style-type: none"> Shifts in consumer preferences Stigmatization of sector Increased stakeholder concern Negative stakeholder feedback



Throughout the analysis, we adopted **three time horizons**: short-term (<1 year), medium-term (1-5 years), and long-term (>5 years). For the scenario analysis, we mainly applied the **SSP1-2.6 “Taking the Green Road”** scenario, which assumes a rapid transition to a low-carbon economy, aligning with the global push for sustainability in line with the limiting global warming to 1.5°C scenario. This scenario was used to project potential changes in regulatory requirements and the impacts on our operations from reputational or market driven risks, while **the SSP5-8.5 2 “Taking the Highway”** was also considered but does not pose significant transition risks or opportunities since it does not focus on the shift towards a greener future.

The materiality threshold for *SBM-3 Material impacts, risk and opportunities and their interaction with strategy and business model* was conducted through the **quantification** of risks conducted in *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities*. All risks **affecting more than 1% of assets, revenues or costs** were considered significant. For further details on the transition risk assessment, including the scenarios, selection and description of transition events and risks, the quantification of those and the evaluation of opportunities, please see the analysis in *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities*.

Finally, we identified potential opportunities with the shift to a low-carbon economy, whereby the main opportunity focuses on an increased demand for sustainability solutions in the consulting industry, leading to a further expansion of our climate action project offering.

Lastly, our financial statements do not incorporate any climate-related assumptions, hence there are no compatibility issues.

E1-2 Policies related to climate change mitigation and adaptation

Our material impacts on climate change are twofold. On the one hand, we have identified positive impacts in supporting our clients in their climate change mitigation through decarbonization, climate change adaptation and the transition to low-carbon energy systems. Additionally, we contribute our expertise by sharing our insights with the public, thereby adding value to the overall dialogue on climate change. However, we also have a responsibility to bear through a potential negative impact if we fail to convince our clients to fight climate change, and through an actual negative impact on climate change since our business activities emit GHG emissions themselves.

To manage our impacts, alongside our risks and the overall field of climate change, we outlined a Sustainability Policy that guides our activities and describes our Environmental Management System. Our positive impacts through the work we do with our clients and our role in shaping the public dialogue are anchored in the Sustainability Policy. Since we are aware of the negative impact of our GHG emissions on climate change, we have centered the Sustainability Policy around the goal of reducing our emissions and achieving our emission reduction targets. As a result, the Sustainability Policy addresses climate change mitigation through the reduction of our emissions by means of an Environmental Management System. Our *plan, do, check, act* approach is equipped with the necessary governance to work on our emission reduction target fulfillment in a systematic approach, thus minimizing our actual negative impact through emitted GHG emissions. To track the effectiveness of our actions, the Sustainability Policy also anchors a regular carbon accounting process as part of the EMS. The impact of our GHG emissions that are released through our offices is managed in our Office Guideline. To manage both our scope 1 and 2 emissions through the energy efficiency of our offices that we rent, we have embedded an energy performance index in our internal Office Guideline, targeting an energy consumption of <100 kWh per square meter per year, besides the guiding principle that every new office shall have a sustainability certificate (e.g., better than LEED Silver).



In terms of risks that materially arise and potentially threaten our company, we have identified physical and transitional risks. In terms of physical risks, the risks lie in potentially higher costs of our travel activities, which can also be caused by higher flight costs due to regulatory pressure and SAF quotas. These risks lie outside our direct impact and are managed as costs of doing business, without a specific policy. There is also a risk for our employees due to extreme weather events, which can impact our productivity due to potential health issues. The health of our employees is managed in our Occupational Health & Safety (OHS) Policy. On a transition risk note, we identify the risk of a change in the client portfolio when transitioning to a low-carbon economy that we could potentially miss. This risk is addressed in our corporate strategy and related business development activities. Another risk that pertains to our business model as a strategy consulting firm stems from engagements in (environmentally) controversial projects. The potential reputational damage of such a controversial engagement might impact our brand and stakeholder trust, which is why we have a rigorous project opportunity compliance check in our sales process to mitigate the risk, as laid out in our policy on opportunity compliance. All project opportunities that are related to fossil fuel clients are assessed by the Risk and Compliance team and decided on together with our management team on a case-by-case basis. Another transition risk lies in the skill set of our employees in the event that such skills do not match the evolving sustainability requirements. As a result, learning is one of the four key pillars of our sustainability strategy, which is also anchored in our Sustainability Policy where we outline the importance of training to make informed decisions. Finally, a failure to meet our ambitious sustainability targets poses another risk to our firm, again in terms of stakeholder trust. Consequently, credibility constitutes a key pillar of our sustainability strategy that is, like our targets and management systems to achieve such targets, anchored in our Sustainability Policy.

Our material opportunities mainly arise from a higher demand for strategies and technologies in the field of climate change mitigation and adaptation, from which we can benefit through new clients and projects. This is not yet reflected in our Sustainability Policy, but it is anchored in our internal business development strategy.

Overall, our Sustainability Policy aims to guide our sustainability efforts by mandating the sustainability function and establishing an Environmental Management System to achieve our targets. Consequently, the Sustainability Policy is authorized by the Chief Sustainability Officer and approved by the Managing Director responsible for sustainability. The policy applies to our own business activities in all countries that we operate in, and since we heavily rely on our employees to make sustainable decisions when traveling, we publish the policy on our intranet. It combines different topics from climate change mitigation, i.e., the reduction of our emissions to reduce our impact, alongside adequate actions, climate change adaptation, i.e., the management of our transition risks as laid out above, and renewable energy, i.e., adopted through our target to deploy 100% renewable electricity by 2028. Since we do not have any production processes due to our business model, our Sustainability Policy does not cover the topic of energy efficiency in our operations. Energy efficiency of office spaces is governed through our selection process, which involves preferring offices with an energy efficiency standard of A. The described Environmental Management System (EMS) is based on the ISO14001 framework with a *plan, do, check, act* approach.

E1-3 Actions and resources in relation to climate change policies

While our Sustainability Policy provides a framework for our emission management and our transition plan in *E1-1 Transition plan for climate change mitigation* provides the required decarbonization levers to achieve our sustainability targets, we need to show action towards implementing these measures to address our impacts, risks and opportunities related to climate change. Based on our policy and IROs, we structure our actions across the following topics: target ambition, emission reduction, work with our clients and public advocacy, and financing climate action. The global action plan to achieve our group-wide targets including the planned savings per emission scope in the future is laid out in chapter *E1-1 Transition plan for climate change mitigation*, including the quantification of such levers with a timeline to be



implemented until 2040 to reach our net-zero emission target. Since we act as a global firm with one common net zero emissions goal, our decarbonization actions are carried out globally unless stated otherwise below.

Setting long-term targets

In 2024, we updated our near-term reduction targets for 2028 with the SBTi. While the scope 1 and 2 reduction target and the 100% renewable electricity target have been confirmed, we updated our business travel intensity reduction target from a 40% reduction to a 50% reduction from 2019 until 2028 to follow the latest scientific insights. As laid out in *E1-2 Policies related to climate change mitigation and adaptation*, we also set our long-term net-zero emission target for 2040, which was also validated by the SBTi 2024.

Execution of our decarbonization levers

While we execute levers in our operations to address scope 1 and 2 emissions, our scope 3 decarbonization levers do have an impact on our upstream value chain. On one hand through our improved carbon accounting practices which involve suppliers directly in the process of providing their product-based footprints instead of using generic emission factors. On the other hand, we do have an impact on upstream emissions of our value chain that are generated by business travel flights through our purchase of Sustainable Aviation Fuel.

We have therefore switched our car fleet policy in Germany to fully electric as of April 2024 and other countries are about to follow suit in 2025 to address our scope 1 emissions. In 2024, Germany was responsible for 77% of the total mobile combustion emissions of our car fleet, so it is the country with the highest decarbonization priority. The resulting emission savings in scope 1 cannot be yet attributed to the fleet electrification. To offer an alternative to a company car, we have flexible mobility packages active in 58% of countries that offer a company car. Using these mobility packages, employees can choose a pay-out option or other mobility options, e.g., public transportation tickets or bikes, as an alternative if they are not interested in a company car. We can thereby avoid unnecessary emissions from company cars that would have been ordered just because they were part of the total compensation and benefits package of employees.

Addressing scope 2 emissions is mostly related to procuring renewable electricity. Since we cannot influence the type of electricity in most of our offices because there is a central building contract instead of individual electricity contracts on the part of tenants, we rely on Energy Attribution Certificates (EACs) to increase the share of renewable electricity. In 2024, we purchased 2,042 MWh of unbundled EACs, representing 63% of our total electricity consumption. By doing so, we are happy to report that 100% of our purchased electricity is renewable electricity and that we reduced our scope 2.1 emissions by 910 t of CO_{2e} compared to market-based emissions with only green electricity retail contracts. While we aim to source EACs in the same market in which the electricity has been consumed, this was not possible for around 3% of our total electricity consumption because EAC mechanisms did not exist there.

Scope 3 emissions, which constitute the largest share of our emissions, have been addressed with regards to capital goods, business travel and commuting emissions. In Germany, where 34% of our workforce is located, we have been trialing an extension of IT device usage periods by 25%-50% to reduce our emissions of capital goods. In 2024, we sourced 23% of our newly leased phones in Germany as refurbished ones, further lowering their footprint. Since the accounting guidance for refurbished phones is currently being discussed by the SBTi in their latest Corporate Net Zero Standard 2.0, we did not include the emission savings of 1.3 tons of CO_{2e} yet. Business travel, which constitutes by far the largest share of our emissions, has been actively reduced by our travel incentives and no-fly routes that we have primarily implemented in the GSA area. Employees can receive an incentive if they take a train instead of a plane on an eligible journey or if they fly in economy class instead of business class on intercontinental flights. The results of these measures can hardly be quantified since they target employee behavior. We can however say that the combination of more virtual project delivery in combination with the incentives, trainings, awareness



communication and no-fly routes has led to a 29% business travel reduction per capita. Within our value chain of scope 3 business travel emissions, we pursue the strategy of reducing our flight emissions for business trips that we cannot yet avoid through Sustainable Aviation Fuel certificates (SAFc). Sustainable Aviation Fuel reduces emissions by at least 82% over its lifecycle compared to conventional jet fuel. It is made entirely from renewable resources such as ISCC-certified used cooking oil (UCO) without any fossil-fuel-based feedstocks. We include the SAFc emission reductions by means of a dual reporting approach in our emission statement under an additional scope 3.6 statement including SAFc reductions. The purchase of 500 t of CO₂e reduced through SAF certificates on SAF that has been procured and blended into kerosene systems in 2024. This is an additional SAFc claim that is not linked to any SAF quotas, since the claim has been purchased by Roland Berger and thus been attributed to our flight emissions. The supplier of the SAFc has been certified by the *Roundtable on Sustainable Biomaterials* (RSB). However, there was no central register for SAFc in place when we procured the SAFc. Going forward, we ensure that any procured SAFc is registered and retired in the recently set up SAFc registries. To lower our emissions from commuting, we started to roll out a *Jobticket* program in Germany in 2024, through which our Group Functions employees in Germany can obtain a free public transportation ticket to reduce the emissions of their commute to the office. Group Functions typically work exclusively in our offices without any travel to clients, so they constitute a focal group for us in addressing commuting emissions. The size of the decarbonization lever and the achieved emission savings cannot be reported as of now since we need to gather more data.

SAFc constitutes the only relevant decarbonization action with a significant OpEx position. As outlined in *E1-1 Transition plan for climate change mitigation*, we therefore integrate SAFc into our financial planning and regularly update our emission forecasts to derive the required SAFc quantities and corresponding expenditures, which are reflected in our financial budgeting processes. In 2024, we purchased 500 t of SAFc for around EUR 0.2 m. The projected SAFc quantities and corresponding expenditures are forecasted for 2025 to 2028 and expected to be <1% of the respective projected annual revenue. Of course, the execution of our decarbonization levers is therefore reliant on our annual financial planning and budgeting process and the allocation of the necessary funds. Since we have publicly committed to achieve net-zero emissions by 2040 and integrated our emission reduction goal into our strategy, the dependencies on sufficient funding are limited. Due to our business model, the impact of our decarbonization levers on the cost of capital are limited.

Actions supporting our decarbonization path

Besides the direct emission reduction actions described above, we also have supporting measures active that help us execute our targeted emission reduction through learning and local ownership. As part of our corporate online learning platform, we offer an on-demand online training course that explains the concepts of net zero, the science behind climate change, and a 101 on ESG. We complement this online training with Climate Fresk trainings, in which we offer a scientific approach to climate change. In Europe, more than 130 employees completed a Climate Fresk training in 2024. To further strengthen the local climate advocacy in our offices, we also have so-called *Sustainability Ambassadors* in most of our offices worldwide. These colleagues organize local sustainability initiatives or help facilitate our corporate sustainability awareness initiatives.

Advancing climate action through our work and advocacy

In connection with our impact in advancing climate action with our clients, we conducted 238 projects in 2024 that were classified as sustainability related. The definition of sustainability related is not limited to reducing GHG emissions but can also include topics like biodiversity, circular economy, waste and water. In terms of advocacy, we contributed to the public dialogue at a range of events. At the UNFCCC COP29 in Baku, we were actively involved as panelists and moderators. At the New York Climate Week, we shared our *1,000 Assets* study and moderated a roundtable. Besides this, we serve as knowledge partner of the



IRENA Alliance for Industry Decarbonization. This underlines our ambition to share our knowledge and industry insights, which we published in more than 45 sustainability-related studies in 2024.

Financing climate action

As part of our *Beyond Value Chain Mitigation* approach, which includes our *Roland Berger Forest* as described in E1-7, we are contributing to global sustainability in addition to the direct measures addressing our own footprint described above. In 2024, we collaborated with the World Wildlife Fund (WWF) to ensure the conservation of the natural world, which stores roughly as much carbon in its natural ecosystems as humanity has emitted to date. We are sponsoring two WWF projects that aim to preserve biodiversity and protect vital ecosystems: one in the Cerrado tropical woodland in Brazil and one in the Baltic Sea. Our BVCM actions are reflected in our annual budgeting process but are not long-term forecasted.

E1-4 Targets related to climate change mitigation and adaptation

We have set clear emission reduction targets to govern our actions in reducing the emissions we release through our economic activities. This accounts for our biggest impact in our direct operations that we can actually measure. Besides our near-term emission reduction target for 2028, which we set in 2021 and updated in 2024, we set a long-term net-zero emission target for 2040 in 2024. Both of the targets are validated by the Science-Based Targets initiative (SBTi). The targets are approved by the Global Managing Directors internally and apply to the Roland Berger Group worldwide. They are consequently reflected in our Sustainability Policy as laid out in *E1-2 Policies related to climate change mitigation and adaptation*, and our plan to achieve net-zero emissions by 2040, i.e., our transition plan, is laid out in *E1-1 Transition plan for climate change mitigation* with a description of levers to achieve our target. For better readability, we report the decarbonization levers and their expected emission savings, which are originally requested to be disclosed within this section, in our transition plan under *E1-1 Transition plan for climate change mitigation*.

By 2028, we commit to reduce absolute scope 1 and 2 GHG emissions by 60% from a 2019 base year. In the same timeframe, we commit to increase our annual sourcing of renewable electricity from 24% in 2019 to 100%. Finally, we commit to reduce business travel GHG emissions by 50% per FTE by 2028 from a 2019 base year. The target for business travel emission reduction was formerly aiming at a 40% reduction per FTE but has been increased to 50% during a regular target update cycle with the SBTi. In line with the SBTi temperature classification, our reduction target for scope 1 and 2 emissions is compatible with limiting global warming to 1.5°C.

To govern our long-term actions, we have set the target of becoming net zero by 2040. Our net-zero target includes both scope 1 and 2 as well as scope 3 emission reduction targets against a 2019 base year. We pledge to reduce scope 1 and 2 emissions on an absolute basis by 90% by 2040, while reducing scope 3 emissions over the same time period by 97% on an intensity scale, measured against our economic value added (EVA = salaries paid + EBITDA). The long-term reduction target for scope 1 and 2 emissions is, like our near-term target, compatible with limiting global warming to 1.5°C according to the SBTi temperature classification and has been set using a cross-sector pathway.

All targets regarding scope 1 and 2 emissions cover the full scope of our emission reporting of scope 1 (1.1 Stationary combustion, 1.2 Mobile combustion, 1.3 Fugitive emissions) and market-based scope 2 (2.1 Purchased electricity, 2.2 Purchased heating and cooling) emissions. The scope 1 and 2 target coverage is therefore 100%. As laid out in the short-term reduction target for scope 3 emissions by 2028, this target guides our reduction ambitions to reduce emissions from business travel (scope 3.6) and therefore has a target coverage of 87%. Our long-term emission reduction targets for scope 3 towards net-zero emissions have been defined in alignment with the SBTi target setting guide during the target validation process. The scope 3 intensity target does not therefore include emissions from hotel stays under scope 3.6, in line with the SBTi target setting guide. Scope 3.15 Investments emissions were calculated for the year 2023 in 2024



for the first time, after the target validation process was completed. These emissions did not, however, constitute a major change of >5% of total emissions and are therefore going to be included in the upcoming regular target validation update process. The long-term target coverage in scope 3 is 99%.

The following table provides an overview of the emission performance of the current year against our 2019 base year. 2019 serves as the base year for our calculations for two main reasons: Firstly, it was the first year for which we calculated our emissions and secondly, it represents a pre-Covid year that described our pre-pandemic business model. The years 2020-2022 were characterized by Covid-19 impacts on business travel and are thus not representative.

In line with the guidance provided in ESRS E1-4 34.c and the SBTi Corporate Net-Zero Standard, we are planning to update the target year after reaching the target year in 2028, by setting a new near-term target guiding our actions towards our long-term net-zero emission target in 2040.

E1-4 Table 1: Emissions reduction potential

	Base year 2019	2024	Target year 2028	Net zero 2040
Scope 1 & 2 (market-based) [t of CO ₂ e]	3,294	1,844 (-44%)	1,317 (-60%)	329 (-90%)
Scope 3 [t of CO ₂ e]	33,131	40,265	n/a	n/a
Scope 3 (incl. SAFc reduction) [t of CO ₂ e]	33,131	39,765	n/a	n/a
Total emissions [t of CO ₂ e]	36,424	42,108	n/a	n/a
Total emissions (incl. SAFc reduction) [t of CO ₂ e]	36,424	41,608	n/a	n/a
Business travel emissions per FTE [t of CO ₂ e]	12.4	8.8 (-29%)	6.2 (-50%)	n/a
Business travel emissions (incl. SAFc reduction) per FTE [t of CO ₂ e]	12.4	8.6 (-31%)	6.2 (-50%)	n/a
Scope 3 intensity per million EUR economic value added (EVA = salaries paid + EBITDA) within net-zero target boundary excl. emissions from hotel stays and from working from home	75.4	54.4	n/a	2.3
Share of renewable electricity	24%	100%	100%	n/a

Progress report against our targets

Against our near-term SBTi targets for 2028, we are on track overall. We have managed to reduce scope 1 and 2 emissions by 44% on the way to a 60% reduction by 2028, which is 11% ahead of the expected 33% reduction when splitting reduction ambition equally from 2019 to 2028. Furthermore, we source 100% of our electricity from renewable sources, either directly through a green electricity retail contract or through the procurement of unbundled Energy Attribution Certificates (EACs). For 97% of the electricity, we sourced the electricity in the same markets in which it was consumed. The missing 3% come from markets where we cannot contract the electricity supply ourselves and EAC instruments are unavailable, which is why we had to procure EACs in an electricity market close by. Although these exceptions are well recognized by RE100 and the SBTi, we continue working on a solution with the local parties involved. Finally, we are happy to report that we managed to reduce our business travel emission intensity from 12.4 t of CO₂e per FTE to 8.6

t of CO₂e per FTE, a 31% reduction. This achieved intensity is 0.4 t of CO₂e below the targeted intensity of 9.0 t of CO₂e when splitting the 50% reduction from 2019 to 2028 equally across the years. 0.2 t of business travel reduction came from our purchase of 500 t of CO₂e reduction from Sustainable Aviation Fuel certificates (SAFc), through which we lowered our business travel emissions in our Science-Based Target reporting boundary in line with the latest SBTi guidance in their Draft Corporate Net-Zero Standard 2.0.

After 2028, our SBTi target to achieve net-zero emissions by 2040 will govern our ambitions, with subsequent reporting that we will provide in the year 2028 and beyond.

E1-5 Energy consumption and mix

E1-5 Table 1: Energy consumption and mix

Energy sources	2024	From stationary combustion	From mobile combustion	From consumed electricity	From purchased heat and cooling
Total fossil energy consumption [MWh]	7,207	591	4,771	0	1,845
Share of fossil sources in total energy consumption [%]	65%	5%	43%	0%	17%
Consumption from nuclear sources [MWh]	0				
Share of consumption from nuclear sources in total energy consumption [%]	0%				
Fuel consumption for renewable sources, including biomass [MWh]	553	1	552		
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources [MWh]	3,250	0	0	3,250	0
Consumption of self-generated non-fuel renewable energy [MWh]	0				
Total energy consumption from renewable sources [MWh]	3,803	1	552	3,250	0
Share of renewable sources in total energy consumption [%]	35%	0%	10%	100%	0%

Energy sources	2024	From stationary combustion	From mobile combustion	From consumed electricity	From purchased heat and cooling
Total energy consumption [MWh]	11,011	592	5,323	3,250	1,845

We deem it helpful to split these figures by their underlying activities, which are also reported in *E1-6 Gross scope 1, 2, 3 and total GHG emissions* as tons of CO₂e. When consuming a liquid fuel, we apply the emission factors of the UK government assuming an average biofuel blend, which results in the split by renewable and non-renewable consumption under mobile and stationary combustion.

We do not have any own activities in high climate impact sectors (NACE sections A to H and section L as defined in Commission Delegated Regulation (EU) 2022/1288), which also manifests itself in our energy intensity of 0.0001 MWh per EUR of net revenue in 2024.

E1-6 Gross scope 1, 2, 3 and total GHG emissions

The following emission statement comprises the entire Roland Berger Group. It includes all Roland Berger entities worldwide, using an operational control approach in line with the GHG protocol. We included all relevant activities in our up- and down-stream value chain, and did not omit any value chain emissions listed in the scope 3 emissions below due to significance. The emissions reported under 3.15 Investments result from a 50% equity share in Spielfeld GmbH in Germany. Although we do not exercise direct control over Spielfeld ourselves, one of the two Managing Directors of Spielfeld is an employee of Roland Berger and can thus influence processes and procedures. To show good practice, we thus include 50% of the emissions of Spielfeld GmbH, which were determined in our annual carbon accounting process, in our scope 3 emissions. The reporting periods are in line with our financial reporting and cover a calendar year from the 1st of January until the 31st of December.

As stated in *E1-4 Targets related to climate change mitigation and adaptation* and *E1-5 Energy consumption and mix*, we report a 100% renewable electricity share. When sourcing the supply, the GHG protocol allows companies to deviate from the demand market for unbundled EACs in markets without market mechanisms. As such, market-based emissions under scope 2.1 are reported as 0 t of CO₂e.

E1-6 Table 1: Emissions breakdown

Emissions scope	2024	2023	2019
Scope 1 GHG emissions			
Gross scope 1 GHG emissions [t of CO ₂ e]	1,470	1,503	1,974
1.1 Stationary combustion	121	136	123
1.2 Mobile combustion	1,260	1,282	1,745
1.3 Fugitive emissions	89	85	106
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%
Scope 2 GHG emissions			
Gross location-based scope 2 GHG emissions [t of CO ₂ e]	1,386	922	1,320
Gross market-based scope 2 GHG emissions [t of CO ₂ e]	373	302	1,434
2.1 Purchased electricity (location-based)	1,013	729	987
2.1 Purchased electricity (market-based)	0	109	873
2.2 Purchased heat and cooling	373	193	447



Significant scope 3 GHG emissions

Total gross indirect (scope 3) GHG emissions (market-based) [t of CO ₂ e]	40,265	38,742	33,131
Total gross indirect (scope 3) GHG emissions (market-based, incl. SAFc reduction) [t of CO ₂ e]	39,765	38,742	33,131
3.1 Purchased goods and services	5,926	4,759	2,222
3.2 Capital goods	3,599	1,661	-
3.3 Fuel and energy-related activities (not included in scope 1 or scope 2)	701	581	776
3.4 Upstream transportation and distribution	38	30	29
3.5 Waste generated in operations	29	101	73
3.6 Business travel	27,973	29,906	29,230
3.6 Business travel (incl. SAFc reduction)	27,473	39,906	29,230
3.7 Employee commuting	1,845	1,516	811
3.15 Investments	154	188	-
Total GHG emissions			
Total GHG emissions (location-based) [t of CO ₂ e]	43,155	41,167	36,539
Total GHG emissions (market-based) [t of CO ₂ e]	42,108	40,547	36,424
Total GHG emissions (market-based, incl. SAFc reduction) [t of CO ₂ e]	41,608	40,547	36,424

To enhance the readability of the report and reduce double disclosures, the emission values of target years can be obtained from section *E1-4 Targets related to climate change mitigation and adaptation*.

All our emissions have been calculated by multiplying consumption data with a respective emission factor. The following section provides an overview of the emission factors used, before we share details of our consumption data and underlying assumptions. For scopes 1, 2.2, distance-based emission calculations in scope 3.6, and scopes 3.3, 3.5 and 3.7, we use the latest UK Government Conversion Factors for greenhouse gas reporting of the Department for Energy Security and Net Zero and the Department for Business, Energy & Industrial Strategy unless a supplier-specific emission factor, e.g., from a local energy provider, was available. For scopes 2.1 and 3.3, we refer to the country-specific emission factors of the *International Energy Agency* (IEA) for international offices outside the EU and the emission factors of the *Association of Issuing Bodies* (AIB) within the EU unless a local electricity provider shared a supplier-specific emission factor with our consumption.

For scope 1.1 and 1.2, we used consumption data from supplier invoices. If no primary consumption data was available for scope 1.1, we used average consumption data per building type and square meter according to the VDI (3807) standard *Consumption Indicators for Building; Consumption Indicators for Heating Energy, Electricity and Water*. If an invoice did not provide consumption data for scope 1.2, the conversion of spend data into consumption data has been calculated using *GlobalPetrolPrices* as the source of local average prices per liter of fuel in the focal year. Since we did not obtain any data on refill quantities of refrigerants to calculate scope 1.3 emissions, we used the *Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions* from the *Environmental Protection Agency of the USA* (EPA) based on the respective size of our offices. Similarly to the method described for scope 1.2, we used the same approach based on *GlobalPetrolPrices* to transform spend data into consumption data of the respective country.

In scopes 1 and 2, the resulting shares of emissions that has been calculated based on spend data are 0%. We determined 99.53% of scope 3.1 emissions, 79% of scope 3.2 emissions, 100% of scope 3.4 emissions, 18%



of scope 3.6 emissions and 36% of scope 3.15 emissions through a spend-based approach. All the remaining scope 3 emissions had a 0% share of emission data that was derived from spend.

In 2024, we report a market-based and location-based emission intensity of 0.00004 t of CO₂e per EUR net revenue. For better readability and comparability, we report the historical comparison in tons of GHG emissions per million EUR net revenue below.

E1-6 Table 2: Emissions intensity comparison

	2024	2023	2019
Emission intensity (market-based) [t of CO ₂ e per m EUR]	43.2	40.3	57.2
Emission intensity (location-based) [t of CO ₂ e per m EUR]	44.3	40.9	57.4

E1-7 GHG removals and GHG mitigation projects financed through carbon credits

We do not make any neutral claims, since they would heavily rely on carbon offsets and do not reflect actual reduction targets. Instead, we finance *Beyond Value Chain Mitigation* (BVCM) action as outlined in *E1-3 Actions and resources in relation to climate change policies* and in our Sustainability Policy in *E1-2 Policies related to climate change mitigation and adaptation*. We are also not actively developing any projects to remove or store GHG emissions in our value chain. Since 2021, we do, however, finance the Roland Berger Forest in Germany, which constitutes over 150 hectares of woodland located in the Middle Rhine Valley UNESCO World Heritage Site. With economic activities banned in the forest and the forest being allowed to recover, it sequesters around 1,000 t of CO₂e annually as biogenic removal since the land-use does not change (i.e., the forest remains a forest) in line with the IPCC definition. By stopping all economic activities, i.e., forestry in the area, the natural sink improves and recovers. The non-permanence is currently limited to 30 years through our partner, Woodify, which constitutes the duration of Woodify’s lease agreement with the local community. We do not count this against our reported footprint since this activity is beyond our direct value chain. The sequestration has been calculated by the Centre for Economics and Ecosystem Management (CEEM) at Eberswalde University for Sustainable Development (HNEE) and has been validated by TÜV Nord Cert. The removals do therefore not follow an international standard, but are calculated scientifically and assured by TÜV Nord. Furthermore, they do not qualify for an adjustment under Article 6 of the Paris Agreement. The carbon credits of the project are registered with Woodify. Since we do not include GHG removals and storage from our direct value chain in our carbon accounting, the disclosures required by AR 58, AR 59, AR 60 are omitted and the disclosures under *E1-4 Targets related to climate change mitigation and adaptation*, *E1-6 Gross scope 1, 2, 3 and total GHG emissions* and *E1-7 GHG removals and GHG mitigation projects financed through carbon credits* are in line with AR 63. Overall, we do not have any long-term offtake agreements for carbon credits outside our value chain. We are aware of the need for long-term (technical) removal of residual emissions that we will not be able to reduce when reaching our long-term target of net-zero emissions by 2040. We do not have any sources of GHG removals in own operations or in our direct upstream or downstream value chain due to our business model as a professional services provider. We plan to neutralize residual emissions with technical, permanent removal solutions outside of our value chain but, with a focus on achieving our near-term reduction target in 2028, will disclose our neutralization strategy after 2028.

E1-8 Internal carbon pricing

We do not currently apply an internal carbon pricing scheme in the classical sense with a predefined ex ante price per ton of CO₂. Instead, we determine ex post a price per ton of CO₂e emitted by business travel in the annual carbon accounting process, which we then invest in *Beyond Value Chain Mitigation* measures.



Looking ahead, we will implement a carbon pricing scheme that focuses on flight emissions, our single biggest source of emissions, representing 55% of total emissions and 57% of scope 3 emissions, respectively, in 2024. In a first step, the price is going to be implemented in 2025 and to be paid by the local entities, depending on their contribution to the fulfillment of our near-term SBTi target to reduce business travel emissions by 50% by 2028. All excess emissions beyond the respective local target value on our way to our 2028 target are going to be charged at a carbon price that represents the cost of SAFc. This approach aligns with the plans described under *GOV-3 Integration of sustainability-related performance in incentive schemes* by implementing an emission target incentive scheme for global and local management stakeholders.

E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

Physical risks

We assessed the anticipated financial impact on our assets and business activities, focusing on **all regions and functions** while **excluding clients and suppliers**. As a consultancy, we are not dependent on individual suppliers or clients, and these business relationships tend to change frequently. Additionally, since the onset of Covid-19, an increasing amount of work is being conducted in our offices rather than at client sites.

Regarding assets, we **excluded company cars**, since they are not essential for delivering our services and we only have leased cars that have comprehensive insurance via the leasing company. If one of these cars becomes unusable due to a climate-related hazard, the leasing company will provide a replacement vehicle, as their insurance covers the damage. Similarly, **right-of-use IT assets were excluded** from the assessment because they primarily consist of servers, which will be fully migrated to the cloud within the next year, and data lines, which are owned by an external provider with whom we have a Service Level Agreement (SLA). Under the SLA, the provider is responsible for replacement and restoration in the event of a failure (e.g., due to a climate-related hazard). During any downtime, payments are suspended. Additionally, data lines, in general, are not necessary for our business activities since we can always work remotely.

Regarding **real estate assets**, as Roland Berger exclusively leases office spaces, acute climate-related hazards – such as wildfires, cyclones, hurricanes, typhoons, storms, tornadoes, heavy precipitation, floods, landslides or subsidence – **pose risks primarily to office leasehold improvements** (an umbrella term). These risks include potential damage to leasehold improvements, equipment, assets under construction, loss of installation costs, and additional expenses related to early relocation. The value of right-of-use real estate assets (rental payments over the contract duration) is not at risk, as the lease agreements exempt Roland Berger from rent obligations if the offices become unusable.

As highlighted in E1-9 Table 1, approximately **EUR 14 million** in leasehold improvement assets are estimated to be at material physical risk over the short, medium and long term, representing about 2% of total assets. Importantly, **no assets or business activities** are deemed **exposed to material physical risks from chronic climate-related hazards**. This is because our offices are rented under typically shorter-term contracts (up to five years, with only one exception at ten years), which provides the flexibility to relocate if chronic hazards are anticipated. **Other potential impacts, such as those on cost or revenue structures, account for less than 1%** of total costs or revenues and are therefore deemed not material (not reflected in E1-9 Table 1).

E1-9 Table 1: Anticipated financial effects from acute material physical risks

Time Frame	Monetary amount of assets at material physical risk [EUR]	% of assets at material physical risk [%]	Proportion of assets at risk addressed by the climate change adaptation actions [%]
Gross			
Short-term	13,915,661	2%	
Medium-term	13,923,001	2%	
Long-term	13,923,001	2%	

To identify locations of significant assets at material physical risk, we analyzed the Munich Re results of the **SSP5-8.5 scenario** to focus on the worst-case outcomes. First, we selected offices with more than 12 consulting employees (where 12 consulting employees represent 0.5% of all consulting employees) to determine significant assets. Employee count was chosen as the primary indicator of significance rather than asset (leasehold improvement) value at risk, as we aimed to also consider locations with low residual value in leasehold improvements but a high concentration of employees. Next, we filtered these locations to include only those with a high or very high risk score for one or more of the following material climate-related hazards: wildfire, cyclones/storms, tornadoes, heavy precipitation, floods, landslides and subsidence. Finally, we aggregated the risk values for these hazards per location and ranked the assets from highest to lowest risk.

See E1-9 Table 2a for short-term, E1-9 Table 2b for medium-term, and E1-9 Table 2c for long-term assets at risk (sorted from highest to lowest risk).

E1-9 Table 2a: Overview of short-term assets at risk

Site Name	Country	NUTS Code	High or very high risk location for selected hazards (Short-term)	Sum of Munich Re risk values for selected hazards (Short-term)
Boston	United States	N/A	Yes	29
Shanghai	China	N/A	Yes	28
Bangkok	Thailand	N/A	Yes	25
Chicago	United States	N/A	Yes	25
Amsterdam	Netherlands	NL32B	Yes	25
Berlin	Germany	DE300	Yes	25
Düsseldorf	Germany	DEA11	Yes	20
Frankfurt am Main	Germany	DE712	Yes	20
Milan	Italy	ITC4C	Yes	24
Seoul	South Korea	N/A	Yes	24
Hamburg	Germany	DE600	Yes	23
Munich	Germany	DE212	Yes	25
Tokyo	Japan	N/A	Yes	23
São Paulo	Brazil	N/A	Yes	20
Beijing	China	N/A	Yes	20
Brussels	Belgium	BE100	Yes	20
Detroit	United States	N/A	Yes	20
Saarburg	Polarix Germany	DEB25	Yes	23
Paris	France	FR101	Yes	20
London	United Kingdom	N/A	Yes	19
Stuttgart	Germany	DE111	Yes	18
Kuala Lumpur	Malaysia	N/A	Yes	18
Singapore	Singapore	N/A	Yes	17



Site Name	Country	NUTS Code	High or very high risk location for selected hazards (Short-term)	Sum of Munich Re risk values for selected hazards (Short-term)
Riyadh	Saudi Arabia	N/A	Yes	16
Doha	Qatar	N/A	Yes	14

E1-9 Table 2b: Overview of medium-term assets at risk

Site Name	Country	NUTS Code	High or very high risk location for selected hazards (Medium-term)	Sum of Munich Re risk values for selected hazards (Medium-term)
Boston	United States	N/A	Yes	32
Shanghai	China	N/A	Yes	28
Bangkok	Thailand	N/A	Yes	26
Chicago	United States	N/A	Yes	25
Amsterdam	Netherlands	NL32B	Yes	25
Berlin	Germany	DE300	Yes	25
Düsseldorf	Germany	DEA11	Yes	21
Frankfurt am Main	Germany	DE712	Yes	20
Milan	Italy	ITC4C	Yes	24
Seoul	South Korea	N/A	Yes	24
Hamburg	Germany	DE600	Yes	23
Munich	Germany	DE212	Yes	25
Tokyo	Japan	N/A	Yes	23
São Paulo	Brazil	N/A	Yes	21
Beijing	China	N/A	Yes	20
Brussels	Belgium	BE100	Yes	20
Detroit	United States	N/A	Yes	20
Saarburg	Polarix Germany	DEB25	Yes	23
Paris	France	FR101	Yes	20
London	United Kingdom	N/A	Yes	19
Stuttgart	Germany	DE111	Yes	19
Kuala Lumpur	Malaysia	N/A	Yes	18
Singapore	Singapore	N/A	Yes	17
Riyadh	Saudi Arabia	N/A	Yes	16
Doha	Qatar	N/A	Yes	14

E1-9 Table 2c: Overview of long-term assets at risk

Site Name	Country	NUTS Code	High or very high risk location for selected hazards (Long-term)	Sum of Munich Re risk values for selected hazards (Long-term)
Boston	United States	N/A	Yes	32
Shanghai	China	N/A	Yes	28
Bangkok	Thailand	N/A	Yes	26
Chicago	United States	N/A	Yes	26
Amsterdam	Netherlands	NL32B	Yes	25
Berlin	Germany	DE300	Yes	25
Düsseldorf	Germany	DEA11	Yes	21
Frankfurt am Main	Germany	DE712	Yes	20
Milan	Italy	ITC4C	Yes	26
Seoul	South Korea	N/A	Yes	24
Hamburg	Germany	DE600	Yes	23
Munich	Germany	DE212	Yes	25
Tokyo	Japan	N/A	Yes	23
São Paulo	Brazil	N/A	Yes	21



Site Name	Country	NUTS Code	High or very high risk location for selected hazards (Long-term)	Sum of Munich Re risk values for selected hazards (Long-term)
Beijing	China	N/A	Yes	20
Brussels	Belgium	BE100	Yes	20
Detroit	United States	N/A	Yes	20
Saarburg	Polarix Germany	DEB25	Yes	23
Paris	France	FR101	Yes	20
London	United Kingdom	N/A	Yes	19
Stuttgart	Germany	DE111	Yes	19
Kuala Lumpur	Malaysia	N/A	Yes	18
Singapore	Singapore	N/A	Yes	17
Riyadh	Saudi Arabia	N/A	Yes	16
Doha	Qatar	N/A	Yes	14

Overall, after analyzing the financial impact of physical risks and evaluating the two scenarios outlined in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, we conclude that while our assets may be materially exposed to natural hazards, our resilience is strengthened by both our adaptation measures – such as comprehensive insurance coverage – and the nature of our business model. Even in the event of damage to some office locations, the impact on our revenue would remain minimal, as our operations can seamlessly continue remotely (please see *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* for more information on the resilience analysis).

In our climate risk assessment, we adopted **three time horizons**. The definitions for medium and long term differ from the ESRS framework, as we believe that significant climate-related changes typically occur over extended periods, making shorter timeframes (e.g., only considering 5 years or more) less relevant for assessing substantial risks or trends for us as a company. Consequently, our approach emphasizes longer-term horizons to capture more significant insights.

- Short-term: <1 year
- Medium-term: 1-15 years
- Long-term: 15 to 25 years

While the aforementioned timeframes are not directly linked to our asset lifetimes, strategic planning horizons or capital allocation plans, we believe they are valuable for delivering insights on long-term business continuity.

In terms of **calculation methodology**, we took the residual book value. We applied the same assumptions as our Accounting team regarding the useful life of assets. Please see process documentation for detailed descriptions of additional assumptions.

Our assessment has two key limitations:

- **Snapshot analysis:** The analysis is primarily point-in-time, based on current asset locations and current interviewee estimates, despite considering a long-term horizon overall. However, we plan to update it every two years or whenever a new office is leased for a period exceeding 12 months to ensure it remains up to date.
- **Data availability:** While compiling this report, the available version edition of the Munich Re tool, had limited data availability for some hazards. For the next report, we will use the newly released reporting edition.



Transition risks

Similar to the physical risks, we took **all regions and functions into account**. Additionally, we considered **overall supplier and client perspectives**, as significant shifts in general market expectations or industry standards could impact our operations, reputation or competitiveness, making it critical to account for these broader dynamics in our transition risk assessment.

Certain elements from the TCFD framework we used as a baseline are excluded from the scope due to their immateriality to our transition risk exposure. For instance, as a consulting firm, we do not engage in direct manufacturing or production activities, which limits our exposure to risks related to energy-intensive processes or high-carbon supply chains. Additionally, while we monitor industry trends, our operations do not involve proprietary products or technologies that could become obsolete due to decarbonization efforts.

As a consulting firm, we do not own or operate carbon-intensive infrastructure such as manufacturing plants, fossil-fuel assets or long-lived industrial facilities. Consequently, we **do not have any locked-in GHG emissions** or material stranded asset risks.

In our climate risk assessment, we followed the **three time horizons** recommended by the ESRS framework in paragraphs 77 to 80. The suggested time horizons offer meaningful assessment due to the short forecasting period of transition risks like legal and policy. Hence, we adopted the suggested time intervals:

- Short-term: the reporting period in our financial statements
- Medium-term: the end of the short-term reporting period and up to five years
- Long-term: more than five years

Our key assets considered in the transition risk analysis primarily consist of right-of-use assets, mainly office leases, which have varying lease terms and expiration dates. As such, these time horizons are not directly aligned with the lifetime of our leased assets. However, the defined horizons are considered appropriate for assessing transition risks that may affect the broader operational and strategic context of our business, including workforce planning, geographic presence and cost structures. The identified transition risks do not lead to significant value impairment since they are mostly right-of-use assets.

Before we quantified the transition risks, we assessed each identified risk based on **probability and impact**, with input from stakeholders across different departments and regions. This evaluation was conducted through an interview series with 10 internal and external participants and an internal assessment by the global ESG team. In the course of this, the **SSP1-/RCP 2.6 “Taking the Green Road”** scenario was primarily considered because transition risks result by definition from the shift to a low-carbon economy. All risks with a material probability and impact score (>1.8) were considered for financial effects. We then evaluated the remaining nine material transition risks regarding their financial impact on assets, costs or revenues. The calculations are based on 2023 costs, using the 2024 currency value and our current cost structure. Inflation and interest rates have not been taken into account, leading to the worst-case assumptions for potential outcomes. Financial effects were calculated based on the judgment and assumptions of internal experts, the global ESG team and reliable desk research insights.

We began our **quantitative assessment** by analyzing potentially relevant elements of our business that could be affected by the previously identified transition risks, including tangible and non-tangible assets like office buildings, IT infrastructure, employees, intellectual property and brand reputation. However, **employees, intellectual property and brand reputation** – while critical to our business model and highly relevant for the impact of transition risks – **are not recorded as tangible or intangible assets on the balance sheet**. As a result, they are **excluded from paragraphs focusing on the asset considerations but will be covered as an influence on the net revenue and costs**.



We continued our assessment by examining **potential liabilities**. Those include part of a forest in Germany we lease from Woodify, manifested in carbon credits (see *E1-7 GHG removals and GHG mitigation projects financed through carbon credits* for more details), or SAFc that we bought. However, those expenses do not fall under liabilities in the balance sheet since they are ongoing expenses out of our control and are thus accounted for accordingly. Hence, those categories will be considered **as an influence on the net revenue and costs, meaning there will be no liabilities impacted by transition risks**.

The following outcomes of our transition risk assessment are hypothetical outcomes of our scenario analysis under the assumption that the economy shifts to a green economy.

The monetary amount and proportion of assets at material transition risk is estimated under the policy and legal pillar within the TCFD framework introduced in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, putting real estate assets and, in the future, IT infrastructure assets at risk. Introduced energy efficiency regulations would primarily require leasehold improvements for **real estate assets**. These improvements could include potential modifications needed to meet new standards through increased energy efficiency by smart installations, energy-efficient windows, improved lighting, etc. However, these improvements would be paid for by the landlord, since Roland Berger exclusively leases office buildings, so they do not apply to us directly. Leasehold improvements accumulate in depreciation and amount to 0 at the time when the lease contract terminates. Additionally, higher operating costs would not pose a risk, since increased energy efficiency reduces overall operating expenses and just requires a higher initial investment. Thus, we **focus on potential moving costs** that could become relevant if Roland Berger were required to relocate an office earlier than expected and planned as a result of new regulations. To determine potential moving costs, the moving costs from the physical climate risk analysis were used in combination with the size of our offices to obtain a cost estimate based on December 2024 asset values. In order to identify the appropriate assets, offices with an energy efficiency lower than 150 kWh/m² or an energy performance certificate lower than C were considered at risk. The time horizons were determined by taking the year that the office lease ends into account. Limitations include the uncertainty in policy and legal changes in the future.

As shown in E1-9 Table 3, approximately EUR 36k, EUR 4 million and EUR 22 million in terms of assets would be at risk in the short, medium and long term, respectively. However, the asset value is determined by the value of the right-of-use asset, which is only leased in our case. As outlined above, the actual costs that would apply to us in the event that the risk materialized are the moving costs, adding up to **EUR 22k, EUR 60k and EUR 90k in the short, medium and long term**, respectively. Finally, **our mitigation measures ensure that all assets at risk are protected by preferring energy-efficient buildings when relocating after a lease ends**.

E1-9 Table 3: Anticipated financial effects on real estate assets

Time Frame	Monetary amount of assets at material transition risk [EUR]	% of assets at material transition risk [%]	Total potential cost
Gross			
Short-term	35,859	0%	22,060
Medium-term	3,978,556	5%	60,973
Long-term	22,241,812	27%	93,922
Net			Proportion of assets at risk addressed by mitigation measures [%]
Short-term	0	0%	100%
Medium-term	0	0%	100%
Long-term	0	0%	100%



The carrying value of our right-of-use assets corresponds to the asset value of the reporting period but is not the total asset value on the balance sheet since only assets relevant to the transition risk analysis (see *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*) were considered, and is categorized by energy efficiency classes through kWh consumption per square meter and can be found in E1-9 Table 4. The total amount of our assets at risk is EUR 26 million, amounting to 0.03% of our total assets.

E1-9 Table 4: Carrying value of our right-of-use assets categorized by energy efficiency classes

Right of Use assets		
kWh/m2	Carrying Value	Number of Offices
0-50	€ 10,940,279	15
50-100	€ 29,704,145	12
100-150	€ 13,651,375	12
150-200	€ 26,254,609	7
200-250	€ 35,859	1
250-300	€ 224,021	2
300-350	€ 814,289	1
350-400	€ 0	1
400-450	€ 339,811	1
Grand total	€ 81,964,388	52

Most financial impact of transition risks is shown in revenue and costs. Again, these impacts stem from a scenario analysis under the assumption that the economy shifts to a green economy. Rising airline ticket prices due to EU ETS reforms and SAF mandates could increase travel expenses by an estimated 1% by 2025, 4% by 2030, and 22% by 2050. Additional expenditures related to sustainability reporting, including staffing, auditing and certification costs, would further contribute to the financial burden but have no significant impact on cost. The overall cost impact would remain minimal, staying below 1%. The most substantial consequence would be on revenue, with potential losses driven by uncertainties around SAF adoption leading to the achievement of emission targets being jeopardized and the threat of negative stakeholder feedback due to controversial projects. In the worst-case scenario, these factors could affect up to 5% of total revenue at their peak impact. However, it is important to note that such negative effects would be temporary, as reputational challenges tend to diminish over time, especially when proactive measures are taken to address stakeholder concerns. The risks and the respective potential financial impact of our scenario analysis over the short, medium and long term can be found in E1-9 Table 5.

E1-9 Table 5: Monetary amount and proportion of net revenue and cost at material transition risk

Transition domain	Transition event	Amount of Financial assets	Anticipated monetary financial effect			Anticipated proportion of asset, cost or revenue		
			Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
Policy and legal	Enhanced emission reporting obligations	-	110,000	110,000	110,000	<0.1%	<0.1%	<0.1%
Policy and legal	Increased pricing of GHG emissions	-	193,458	972,067	5,254,417	<0.1%	<0.5%	<1.0%
Policy and legal	Increased SAF quotas for airplane travel	-	193,458	972,067	5,254,417	<0.1%	<0.5%	<1.0%
Policy and legal	Unclear acceptance of SAF in transition plan	-	0	0	39,009,320	0.0%	0.0%	4.0%
Policy and legal	Increased energy efficiency requirements	26,256,227	22,060	60,973	93,922	<0.1%	<0.1%	<0.5%
Market	Increased competition through auditing firms operating as sustainability consultants	-	8,777,097	8,777,097	8,777,097	0.9%	0.9%	0.9%
Market	Change in advisory client portfolio due to extinction of carbon-intensive clients	-	0	4,583,683	4,583,683	0.0%	<0.5%	<0.5%
Market	Increased cost of raw materials (SAF)	-	1,500,000	4,900,000	5,800,000	<0.5%	<1.0%	<1.0%
Reputation	Negative stakeholder feedback	-	50,175,421	50,246,110	50,320,333	5.1%	5.2%	5.2%

After analyzing the potential financial impact of transition risks and evaluating the scenarios outlined in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, we conclude that, while our business could be materially exposed to risks such as negative stakeholder feedback, reputational damage and the potential failure to achieve our sustainability goals, our resilience remains strong. The greatest impact of these risks would be a weakened brand reputation, leading to fewer project opportunities, particularly in the public and regulated sectors, but also across our overall portfolio.

However, our mitigation measures, including a strong commitment to sustainability through a dedicated global ESG team and a client-focused sustainability team, as well as targeted training, non-profit initiatives, a compliance check for potential customers and individual project opportunities, and our active participation in sustainability efforts such as the COP. These measures significantly strengthen our ability to manage these challenges. As a result, the financial impact on our revenue is expected to remain minimal.

Our assessment has 5 key limitations:

- **Snapshot analysis:** While we considered a long-term time horizon, our analysis is mainly a point-in-time analysis, as it is based on the present location of assets/offices and current estimates from interviewees.
- **Static office portfolio assumption:** The analysis assumes that the current office portfolio remains unchanged until lease expirations, without considering potential mid-term lease renegotiations, retrofitting options or exemptions that could mitigate relocation risks.



- **Simplified relocation cost estimation:** Moving costs are estimated using average values from the physical risk analysis based on one country example, which may not fully capture location-specific variations, differences in lease terms, or cost fluctuations over time.
- **Challenges in quantifying reputational risk:** While revenue at risk due to negative stakeholder feedback is estimated, reputational risks are inherently difficult to quantify. The financial impact of brand perception shifts, client decisions or market sentiment changes is based on assumptions rather than direct, measurable indicators.
- **Lack of granular data on client portfolio shifts:** The estimation of revenue at risk due to the extinction of carbon-intensive clients is based on current client segmentation but does not account for potential transitions of these clients towards decarbonization strategies, which could sustain advisory demand.

The transition to a low-carbon economy presents tangible business opportunities, particularly as sustainability and climate action become key priorities for companies across industries. In the course of this, the **SSP1-/RCP 2.6 “Taking the Green Road”** scenario was primarily considered because transition opportunities result by definition from the shift to a low-carbon economy. As described before for our transition risk assessment, the following opportunity outcomes of the climate transition analysis are viewed as hypothetical outcomes under the scenario that the economy would shift to a green economy. In this scenario, we could **expand our climate change adaptation services**, which currently represent a smaller portion of our portfolio. As demand for adaptation strategies increases, we would anticipate substantial growth in this area through new project openings. By developing new services through research and innovation, we aim to support clients in managing climate risks and ensuring business resilience. This opportunity would be expected to generate **additional revenue**, with a projected financial impact ranging **between EUR 50 million and EUR 100 million in the medium term** under the SSP1-/RCP 2.6 scenario. Given the increasing regulatory and market focus on climate adaptation, the likelihood of this opportunity materializing would be considered high, with a medium-low magnitude of financial impact. Second, we foresee a significant increase in demand for our **existing sustainability and climate action services**. As more businesses would integrate climate strategies into their operations, we expect a **20–40% increase in demand** for these services in the **short term**, contributing to revenue growth. Given that sustainability projects already account for approximately 15% of our total revenue, the potential increase represents substantial growth potential.

Importantly, these opportunities do not result in significant additional costs from mitigation or adaptation actions. These projections are based on the **assumption** that regulatory trends, corporate sustainability commitments and market demand for climate-related services will continue to grow. The estimated financial impact depends on our ability to expand service offerings effectively and maintain our competitive position in the market. Key **limitations** include market uncertainties, as shifts in regulatory frameworks or economic conditions could influence demand for climate services. Additionally, competition in sustainability consulting may intensify, potentially impacting pricing and market share. Finally, the estimated revenue effects are subject to variations in project volume and client budgets, which may affect actual financial outcomes.



S1 - Own workforce

ESRS 2 SBM-2 - Interests and views of stakeholders

Our workforce is a key asset in our success as a professional services firm (for a description of key stakeholders within our workforce, please refer to the description of *Own workforce* under *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model* in chapter S1 below). To ensure that their interests and views are heard, in addition to various meeting- and communication formats outlined in S1-2, we also directly engage with them through two key channels: a **monthly anonymized engagement survey** for permanent employees and **direct interaction with members of our Human Resources group function**. In addition, the Roland Berger Whistleblowing Tool, along with the Compliance mailbox and direct contact with the Compliance team, provides avenues for all employees and non-employees to raise concerns and report misconduct.

The monthly **employee engagement survey**, conducted under the responsibility of Corporate HR, measures global **employee satisfaction** and determines a net promoter score (**NPS**) across key areas such as leadership and personal development. It also allows employees to submit anonymous **written feedback** and comments, offering deeper qualitative insights. By combining quantitative data with qualitative input, the survey provides a comprehensive view of **employee engagement, company culture and areas for improvement** (further details about the survey can be found in chapter S1-2). The **results are shared with management** at various levels – including mentors/managers and country, departmental and regional leadership – and are reviewed in management meetings to ensure that employees' voices are heard by decision-makers. These decision-makers hold operational responsibility and are tasked with monitoring the results and implementing appropriate actions in response to the survey findings.

To ensure transparency, the survey **results** are also **shared in local townhall and individual business unit meetings, and management newsletters** and presented at **global leadership meetings**. During these meetings, **initiatives** to enhance employee engagement and shape corporate culture are developed at various levels – team, local, departmental, regional and global – or in topic-specific teams, such as the *New Ways of Working (NWoW) team*, which promotes sustainable work practices, and the *DEI team*. The impact of these initiatives on employee engagement is continuously monitored within the survey tool by adapting questions to address relevant topics and tracking the results over time.

Roland Berger's **administration, management and supervisory bodies are informed about the workforce's views and interests** regarding sustainability-related impacts, both through the survey results and the materiality assessment. Please see IRO 1 in ESRS 2 General for details on our materiality assessment.

As a result of our employee engagement activities, we regularly **adjust our strategy** to better align with the needs of our workforce. In 2024/2025, Roland Berger performed a strategy turn-over, concluding the B24 strategy and launching a new strategic plan for 2028, called B28. As part of the B24 strategy, we integrated workforce interests into the following key strategic actions: 1) **the New Ways of Working (NWoW) Initiative** to promote sustainable work practices, by creating workload transparency through voluntary survey tools, fostering cultural change and offering supporting initiatives such as stress management training, 2) **increasing average compensation** and 3) **ensuring a minimum female gender representation** of 20% in our management body.

To ensure our workforce's interests and views are reflected moving forward, we have incorporated the following pillars within our B28 strategy: 1) **expanding the NWoW Initiative** by enhancing tool efficiency and testing innovative working models, 2) **advancing upskilling efforts** through expanded leadership, enhanced onboarding and AI training, 3) **driving DEI** by advancing gender representation and establishing a new Global DEI council within our HR structure.



The B24 and B28 strategy initiatives stem directly from our workforce's engagement, reflecting their views and needs. By acting on this feedback, we have **built and are further expanding a sustainable working culture and solidifying our relationship with our workforce**, rooted in trust and respect.

ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

Finally, we quantified the financial effects of acute climate-related hazards, such as flooding, on office leasehold improvements (incl. evaluating potential losses related to leasehold improvement installation costs, other equipment, and assets under construction, as well as additional expenses incurred from relocating to a new office). The analysis considered scenarios both with and without relevant insurance coverage. Please see the respective paragraph in *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities* for more information. .

Roland Berger also has **“non-employees”** in its workforce. This includes freelancers, students (interns), apprentices and temporary help (mostly working students), who work in **Consulting** or for our **Group Functions. The main purpose is to gain job experience and part of educational processes and not to produce products.** Freelancers are typically engaged to provide specific expertise and to address short-term capacity constraints, such as covering for employees on maternity or sick leave. In addition to freelancers, Roland Berger occasionally engages individuals employed by third parties. Unlike freelancers, they are not self-employed. However, these cases are rare and typically limited to service staff facilitating office operations.

As described in *ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*, Roland Berger's workforce can be affected by two **potential negative impacts: secure employment and discrimination and harassment** in the workplace. The potential negative impact related to **secure employment** – such as the psychological stress of losing secure and permanent employment – may **arise from both our business model and our organizational structure**. In contrast, the impact of **discrimination and harassment**, which can harm employees' health and well-being, does not. While both impacts inform our strategy, they do not inform or cause alterations to our business model. Our business model is based on delivering services tailored to client demand, often on an ad hoc basis. Thus, our organizational structure requires a degree of capacity flexibility to effectively meet these needs. We strive to minimize the impact on our employees by adapting our recruiting strategy according to expected market demand and trends, utilizing potential downtimes for educational and work-life balance programs, as well as leveraging the flexibility of non-employees within our workforce. In addition, we are committed to preventing negative impacts related to discrimination and harassment by upholding a **zero-tolerance approach**, which is anchored in our Anti-Harassment and Non-Discrimination **Policy**. To reinforce this, all employees are required to complete a mandatory **training** on the topic (see *S1-1 Policies related to own workforce* for greater detail).

We consider our **entire workforce equally impacted** by these potential negative impacts. Consequently, our strategies and actions do not differentiate between workforce groups, ensuring that all individuals are treated with equal importance.

As mentioned in the previous section, Roland Berger reacts in real time to clients' most pressing challenges. Besides potential negative impacts related to secure employment, this results in an **actual negative impact** on our consulting workforce, particularly in terms of **working time**. This is directly tied to our business model and systemic to the industry as a whole. To address this, we have adapted our strategy by introducing the NWoW initiative, as described in *S1 SBM2*, to ensure that our employees have the necessary support and resources to maintain a healthy work-life balance. .

As a top-tier employer, we also create **actual positive impacts** for our workforce by paying **adequate wages**, offering **flexible leave options, training and skills development**, and **embracing diversity, equity and inclusion**



(DEI) for all. These impacts originate from our business model and also represent core pillars of our strategy. By aligning our compensation packages, recruiting practices, working models and training offerings with market best practices, we aim to attract, obtain and retain the best talent. Both employees and non-employees benefit from impacts regarding **adequate wages** and **DEI**, regardless of their function or geographic location. However, the positive impacts of **flexible leave options** and **training and skills development** primarily benefit employees, as non-employees typically have short-term contracts with Roland Berger.

Our operational risks that are directly tied to the assurance of the aforementioned **positive impacts** affect all members of our workforce equally. Addressing these risks in our actions is thus a critical priority embedded in our strategy. Similarly, the associated opportunity of attracting top talent by maintaining an **equitable, diverse and inclusive** work environment is realized through strategy adaptations in response to the aforementioned positive impacts. Lastly, given our reliance on highly skilled workers and adherence to local labor laws, none of our operations are at significant risk of forced or child labor. .

As laid out in the transition risk analysis in *E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities*, we did not identify any material transitional risks that impact our workforce.

S1-1 - Policies related to own workforce

Impacts, risks and opportunities (IRO) management

As shown in S1-1 Table 1, we developed several policies to identify, address and remediate material impacts related to the following two sub-topics: **equal treatment and opportunities for all** and **working conditions**.

S1-1 Table 1: Overview of policies S1

Sub-topic	Sub-sub topic	Policies	Workforce impacted
Equal treatment and opportunities for all	Measures against violence and harassment in the workplace	1. Code of Conduct 2. Anti-Harassment and Non-Discrimination Policy 3. Policy on Whistleblowing 4. Supplier Code of Conduct	1), 2) and 3)
	Gender equality and equal pay for work of equal value	5. Code of Conduct 6. Diversity, Equity and Inclusion (DEI) Policy	1) and 2)
	Diversity	7. DEI Policy 8. Code of Conduct 9. Training Policy	1) and 2)
	Training and skills development	10. Training Policy 11. Evaluation framework 12. DEI Policy 13. Policy on the Use of Artificial Intelligence	1) and 2)
Working conditions	Working time	14. Code of Conduct 15. New Ways of Working Policy 16. Supplier Code of Conduct	1), 2) and 3)



	Work-life balance	17. New Ways of Working Policy	1) and 2)
	Adequate wages	No published policies	
	Secure employment	No published policies	

- 1) Employees
- 2) Students, apprentices, temporary help
- 3) Freelancers

Our **Code of Conduct (CoC)** serves as the foundation for managing material IROs related to **equal treatment and opportunities for all** and **working conditions**. It applies to our own employees, interns, apprentices and temporary help. Adherence to this standard includes implementing effective measures to address and remediate both impacts of **violence and harassment** at the workplace and **gender inequality**. The CoC underscores the importance of corporate responsibility, professional integrity, confidentiality and workplace safety. It explicitly defines and prohibits all forms of **violence and harassment**, including sexual harassment, while ensuring protection against retaliation for individuals who report such incidents. Additionally, the policy stipulates our commitment to **equal employment opportunities, diversity** and a productive work environment that supports **work-life balance**.

Our **Supplier Code of Conduct (SCoC)** serves a similar purpose as the CoC, establishing a foundation for managing material IROs related to freelancers engaged in our workforce, as well as other suppliers (this chapter focuses on freelancers as part of our own workforce. A more detailed description of other suppliers can be found in chapter S2 – Workers in the value chain). Adherence to this standard includes implementing effective measures to address and remediate impacts related to **violence and harassment** at the workplace, **gender inequality** and **working time**. The SCoC explicitly prohibits any form of **unlawful discrimination and harassment** based on protected characteristics. Suppliers and freelancers are expected to foster **diverse**, open and respectful workplaces free from unlawful discrimination and harassment – including sexual harassment – as well as threats of harassment or retaliation for reporting misconduct. Regarding **working conditions**, the SCoC requires suppliers and freelancers to observe the legally mandated breaks and rest periods to prevent excessive physical and mental fatigue. Additionally, working hours should not exceed the weekly limits established by local law.

The CoC and SCoC are further reinforced by our **Anti-Harassment and Non-Discrimination Policy**, which strictly **prohibits discrimination, violence and harassment** in any form on the basis of characteristics such as gender, color, race, creed, religion, view of life, national origin, citizenship, age, disability, marital status, sexual orientation, ancestry, veteran status or socioeconomic status. Additionally, the policy ensures **protection against retaliation** for individuals who report instances of discrimination or harassment. The policy also mandates that managers have a duty to report policy infringements, which, if confirmed, will result in disciplinary action and/or corrective measures. False accusations are equally not tolerated. To actively prevent and mitigate discrimination, all workforce members are required to complete **mandatory Anti-Harassment and Non-Discrimination training**, which serves as both a policy supplement and an integral part of the onboarding process for new employees, interns, temporary help and apprentices.

In cases of suspected violations of the aforementioned policies, our **Whistleblowing Policy** provides clear guidelines on reporting procedures and whistleblower protections for both **employees and non-employees**. It explicitly states that any form of discrimination, (sexual) **harassment** or violation of human rights (incl. **unlawful employment**) should be reported. The policy promotes a “speak-up” culture, encouraging whistleblowers to report concerns through internal or external channels. Additionally, it underscores the importance of confidentiality and ensures protection against retaliation for those who come forward.



Our **Diversity, Equity and Inclusion (DEI) policy** applies to our **employees, interns, apprentices and temporary help** and emphasizes the company's commitment to **gender equality and equal pay for work of equal value as well as diversity**. To uphold these commitments, the policy explicitly prohibits any form of discrimination based on gender and ensures fair and equal pay based on objective criteria. We are committed to ensuring equitable and inclusive treatment for all our colleagues, from recruitment to career development opportunities, evaluations and promotion procedures to workplace conditions. These commitments apply to all colleagues, regardless of their social identity or protected characteristic. It also emphasizes the importance of promoting a culture of **diversity**, where individuals of diverse backgrounds, talents and competencies are empowered within their teams. Regarding **training and skills development**, the policy mandates that all Roland Berger colleagues complete mandatory training on promoting and fostering an inclusive and discrimination-free workplace. For DEI actions, please refer to *S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions*.

Our **Training Policy** underscores the importance of **continuous learning and development for all employees and interns** at different career stages. It emphasizes the importance of **diversity**, equity and inclusion practices in developing the training catalogue to accommodate diverse learning needs. Training requirements shall be identified through regular performance **evaluations**, as outlined in our **Evaluation Framework**, ensuring that training initiatives enhance job performance and contribute to individual and organizational goals. In addition, with the expansion of artificial intelligence (AI) tools, our **Policy on the Use of AI** states that all personnel must participate regularly in AI literacy **training** courses, to gain essential skills and knowledge to understand, utilize and responsibly apply AI technologies. These trainings are mandatory for employees and interns, apprentices and temporary help, ensuring both compliance and proficiency in an increasingly AI-driven world.

Our **New Ways of Working Policy**, alongside our CoC, is a cornerstone of managing the impacts of **working conditions** on our employees, interns and apprentices. The policy focuses on enhancing work culture, promoting **work-life balance** and creating transparency around workload and **working time**, in adherence with relevant labor laws and regulations.

Due to significant variations in wage requirements across different markets, a global policy on **adequate wages** has not been established. However, to maintain our position as a top-tier employer and ensure that we offer competitive and, at a minimum, **adequate wages** across our workforce, our local HR Recruiting teams regularly conduct market-specific benchmarking.

Similarly, **secure employment** incl. **social protections** for our workforce is managed in accordance with the legal requirements of the countries where our offices are located. Additional social protections, such as private health insurance, are subject to office location and market best practices.

Human rights

Our **Company Statement on Human Rights** outlines our commitment to upholding international principles for preventing human rights violations, such as the Universal Declaration of Human Rights and the Principles of the United Nations Global Compact. Human rights topics that are included in the statement are:

1. Prohibition of child labor
2. Prohibition of slavery and all forms of forced labor
3. Prohibition of discrimination
4. Safeguarding labor rights and workplace safety



5. Appropriate compensation for work performance
6. Safeguarding the freedom of association
7. Lawful use of private and public security forces
8. Respect of land rights

The policy applies to all employees, including those with special working conditions like interns, temporary workers and apprentices. Additionally, the policy extends to freelancers who are part of the workforce, and other suppliers (please see *S2 – Workers in the value chain*, for further details on other suppliers).

In addition, our **Anti-Harassment and Non-Discrimination Policy** states clear commitments for a harassment and discrimination free working environment, as explained above in *S1-1 Policies related to own workforce*.

To ensure **workplace safety**, the **Occupational Health and Safety Policy** outlines a clear commitment to both travel safety for employees and office safety for the entire workforce active on Roland Berger premises. To supplement the policy and proactively mitigate workplace accidents, Roland Berger plans to launch a global **Occupational Health and Safety Management System** in 2025.

Engagement with our workforce concerning human rights policies is conducted through updates from our compliance department via e-mails, newsletters and the associated intranet page. Workforce members can report human rights violations through the designated reporting channels outlined in *G1-1 Business conduct policies and corporate culture*. If a violation is confirmed, the Anti-Harassment and Non-Discrimination Policy stipulates that appropriate remedial actions will be taken, which may include counseling, training, warning letters, legal action, suspension or termination.

While our policies are currently not fully aligned with the UN Guiding Principles on Business and Human Rights (UNGP), ILO Declaration on Fundamental Principles and Rights at Work (ILOFPRW) or OECD Guidelines for Multinational Enterprises (OECDGME), we fully support them. As mentioned in *S2 – Workers in the value chain*, we are in the process of adapting our Company Statement on Human Rights in a similar way.

Additionally, we plan to incorporate updates related to the OECD Guidelines for Multinational Enterprises (OECDGME) and the UN Guiding Principles on Business and Human Rights (UNGP). Nevertheless, we have already implemented a process to monitor compliance with the UNGP, OECDGME and ILO Declaration on Fundamental Principles and Rights at Work (ILOFPRW). This process, outlined in section *G1-1 Business conduct policies and corporate culture*, is integrated into our reporting channel procedure. If a human rights incident is reported, an investigation is conducted by Group Compliance to determine whether it constitutes a violation of these three standards, which is then documented accordingly.

S1-2 - Processes for engaging with own workforce and representatives about impacts

As described in *SBM-2 Interests and views of stakeholders* in this chapter, **engagement** with our employees is a priority for us and takes place **directly** on all levels of the organization - **through a monthly anonymized engagement survey, regular country, regional, global and platform specific all hands calls as well as engagement events in local offices and virtual teams**. For more details on the survey's organization and an assessment of its effectiveness, please refer to *SBM-2 Interests and views of stakeholders* in this chapter.

To gain insights into the perspectives of our employees who may be particularly vulnerable or marginalized, we take a proactive approach through our **Diversity, Equity and Inclusion Manager, along with one global and several local Diversity Councils**. They facilitate **regular dialogues and feedback sessions** to understand and represent the needs of employees effectively. In addition, we adopted a KPI-based approach, leveraging **data analysis and the results of our monthly employee survey** to deepen our understanding. We



encourage all colleagues to actively participate in **employee resource groups** like ability@RolandBerger, JustBe (LGBTQ+), women@RolandBerger and black@RolandBerger, which empower the voices of individuals and create supportive communities. These initiatives help us identify challenges and implement strategic actions to mitigate impacts, fostering an inclusive workplace environment.

With regards to changes to our business model and/or strategies, we communicate with our workforce using the following channels:

1. Topic-specific digital newsletters
2. Bi-annual platform business meetings
3. Bi-annual regional all-hands calls
4. Local office business meetings
5. Ad hoc team meetings
6. Highlighted announcements and articles on our intranet homepage and MS Viva Engage

Lastly, we do not have a **global framework agreement** or similar arrangements in place. However, we do have collective labor agreements in Austria, Brazil and Italy and a works council in France.

S1-3 - Processes to remediate negative impacts and channels for own workforce to raise concerns

We have various means for our employees to raise concerns. Aside from the employee survey (outlined in detail in *S1-2 Processes for engaging with own workforce and representatives about impacts*), we also offer our **employees, interns and apprentices** the opportunity to raise concerns about project-related matters, such as **working time**, through project or yearly evaluations, the project commitment tool or *Time@RB* (see *S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions* for more information), and for **all company-related matters** through regular interactions with their mentors. If a concern is raised via these channels, it is addressed by the relevant function, which may include the Project Manager, New Ways of Working Head, the individual's mentor, members of the Human Resources function, Managing Partners, Managing Directors and/or Platform Heads. Typically, the individual who provided the feedback is included in the remediation process. Compliance violations can also be flagged through our project or yearly evaluations, or by the mentors, which are then handled by our Compliance function (please see chapter *G1-1 Business conduct policies and corporate culture* for further details on reporting of violations). In addition, all members of **our workforce** can raise concerns regarding **all company-related matters** directly with members of the Human Resources function, who will address these concerns immediately to find remedial actions where necessary.

With the exception of our whistleblowing system (please see chapter *G1-1 Business conduct policies and corporate culture* for further details on reporting of violations), we have no **feedback channels managed by third parties**. Neither do we offer an additional **official grievance/complaints mechanism** or system.

To identify whether remedial actions were effective, the function handling the grievance follows up directly with the individual impacted. For cases where company- or function-wide initiatives were implemented or adapted, Peakon is used to track the effectiveness of the initiatives (please see chapter *S1-2 Processes for engaging with own workforce and representatives about impacts* for further details).

We act under the assumption that all our employees are aware of the employee survey and relevant evaluations, as regular prompts and reminders are sent to each employee and participation is tracked. In the case of direct interaction, we do not actively promote this communication channel but have assigned



designated contacts for various topics on our intranet site. Currently we do not assess whether people in our workforce trust our feedback channels.

S1-4 - Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

Managing the material impacts, risks and opportunities for our employees, which were identified in *ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*, is a key part of our role as an employer. Our positive impacts, which include **offering secure, permanent employment with a large majority of permanent employment contracts and social protection**, as well as **paying adequate wages** and **offering flexible career options**, are managed by our Global Human Resources department as well as the local Human Resources teams. In order to ensure a long-term relationship with our employees, even in volatile market situations, we continuously create business forecasts and associated consulting staffing demands. We balance these demands through centralized international staffing, thereby driving job security. Through this continuous management process, the capacity planning can be smoothly adapted to balance market demand and new hires, mitigating the risk of falling short of the aforementioned positive impacts through secure, permanent employment, and thus mitigating potential negative impacts that may arise, as much as possible.

Besides this, our employee engagement survey regularly covers the topic of fair compensation, as described in *S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns*. Through the insights generated here, as well as external market studies on consulting salaries that we procure, we support our positive impact by paying adequate wages while at the same time minimizing the risk of employee dissatisfaction with the compensation. The employee engagement survey analysis is part of the process described in *S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns* that is regularly reviewed by our Human Resources management to track the effectiveness of our actions without having any targets in this regard.

Life is what happens to you while you're busy making other plans. Having this in mind, we view it as our responsibility to **offer flexible career options** to our employees to enable them to follow up on their interests or take some time off work. We therefore implemented the B&me development program that includes various tools and programs to support the personal and professional development of our employees and foster the right balance between their work and private life. The program offers tailored programs in separate tracks for Consulting employees and Group Functions, covering the fields *Be educated*, *Be entrepreneurial*, *Be social*, *Be free* and *Be connected*. *Be educated* offers different solutions to pursue a higher education, e.g., a Master's program or a PhD. Similarly, our Entrepreneurial Fellowship (*Be entrepreneurial*) and Social Fellowship (*Be social*) provide employees with a defined period of time with reduced salary to pursue a business idea or work for a non-profit organization. Besides this, the program encompasses a catalogue of *Be free* options like part-time programs and sabbaticals, additional unpaid vacation days, as well as partial retirement options in some countries. Finally, *Be connected* enables dedicated international assignments irrespective of a project, as well as internal fellowships that allow consultants to switch roles for a defined time period and join the Group Functions team, as well as, *vice versa*, allowing Group Functions employees to join a consulting team. We assure those positive impacts for our own employees through our annual B&me survey, in which every employee can communicate personal preferences early on so that we can consider them in our capacity planning.

With respect to employee development, our impacts include training and skills development with a steep learning curve and attractive career development paths. While the **steep learning curve** is rooted in our business model as a top management strategy consulting firm, allowing our employees to gain insights into multiple industries and clients at the highest levels, we focus details of our actions on training and skills development and an attractive career development path below.



Our comprehensive training program offers tailored **training and skills development** to employees depending on their level and career path in consulting or Group Functions. The training catalogue includes online training, self-learning as well as on-site training and (multi-day) onboarding training for new joiners through which we strengthen the networking among employees and create a stronger feeling of belonging. Specific training programs like our leadership or unconscious bias training also **drive the development of our company culture** and thus create another positive impact. We continuously adapt and expand the training offering with new trainings to build up new skills that add value for our clients but also foster the long-term career development of our employees. As such, we have implemented, e.g., the Climate Fresk training program in Central Europe that provides participants with a detailed scientific understanding of climate change, and the AI training program in which we convey best practice on how to integrate AI into our daily lives to increase efficiency. The training programs are managed by a dedicated team in Global Human Resources to assure ongoing improvement of our training and skills development. Since a **lack of training and development** also entails a material risk for us through lower employee satisfaction and employer branding as well as potentially lower performance of unskilled consultants that do not meet the changing market demands. We manage this aspect through our dedicated colleagues in Global Human Resources and, as already mentioned, we continuously improve our training program and the catalogue offered. After every training, we send questionnaires to participants as a quality assurance measure through which we can evaluate the suitability of a training and identify any room for improvement. However, we do not have a training target yet. To further strengthen transparency about training hours and thus mitigate a lack of training, we are implementing a revamped, central training management platform in 2025 that also allows us to integrate decentralized training that is organized and delivered locally. This will also allow us to better create and track targets for training hours, since we currently lack a central reporting capability on such local trainings.

Our employees also choose a career in consulting, and to pursue their career with Roland Berger, due to the **attractive career development paths** that are associated with the industry and our firm. All employees of Roland Berger are offered a personal (senior) mentor who oversees their professional development. As anchored in our Evaluation Guideline, all employees receive regular feedback and performance reviews to enable them to improve in areas where they lack certain skills or performance.

Besides this, especially for the consulting track, we have clearly defined career steps with expected promotion cycles that allow employees to advance in their careers and take up new responsibilities. We also ensure that our consulting employees maximize their career development path when they decide to leave the firm, e.g., to pursue a career in industry. For such cases, we offer them a threefold program, entailing *Pathfinder*, a job board with job opportunities from our network of clients and alumni, career services with valuable application tips to support them in their career development, and our alumni network as an exclusive networking platform to stay in touch and catch up with former colleagues. All career development programs are managed by a dedicated team within Global Human Resources who ensure that we do not fall short on career development as an employer. A lack of career development, especially in terms of missing feedback or unfair performance reviews, poses a material risk to employee motivation and retention, and thus to our employer attractiveness. The aforementioned actions that assure our positive impacts are also suitable to mitigate risks. Besides this, the employee engagement survey explicitly includes statements that allow us to observe how employees see their own prospective career opportunities in the firm as well as whether they perceive the feedback process to be fair and transparent.

Finally, another impact is described by our mission to support our employees in balancing their working time and private lives, besides embracing diversity, equity and inclusion by promoting equal opportunities for all. Our New Ways of Working initiative aims to enable greater flexibility, entrepreneurship and room to bring one's full self to work where, e.g., family or personal interests are seen as value-adding. Through the program, we **support our employees in balancing working time and their private lives**. As such, the New Ways of Working initiative also aims to reduce the negative impact on our employees of the fast-paced consulting work with a high workload.



We have therefore implemented three measures that support the New Ways of Working. *Time@RB* is a tool that increases transparency for HR owners and project owners about the current workload. Besides this, a revamped Partner/Principal project assessment allows for bottom-up feedback by the project team to gain insights into project-related aspects of a Partner's or Principal's role. Lastly, the *RB project commitments* provide a mandatory pulse check for all projects to support a respectful and trustworthy working culture. The initiative is managed by Global Human Resources with three dedicated employees working on the topic, alongside a network of local New Ways of Working ambassadors, who are part of the local management team and advocate for the importance of New Ways of Working.

As such, the New Ways of Working initiative also tackles the mitigation of negative impacts on our employees in a fast-paced consulting world. Since falling short of our positive impacts through our actions entails a negative impact, we track the effectiveness of our actions through the participation rate of project members in *Time@RB* with project-specific follow-up interviews with project owners and team members in the case of a red flag in the *Time@RB* surveys.

We have also integrated the dimensions of New Ways of Working in our employee engagement survey through questions around whether there is a sufficient separation of private and professional life and on the manageability of the individual workload.

Embracing DEI and creating equal opportunities for all are implemented in our firm through a series of actions, which are managed by the dedicated DEI Manager as part of Global Human Resources. In addition, the Global DEI Leadership Council, which is made up of Roland Berger Partners as well as two Global Managing Directors, serves as the link between our DEI activities and our overall business strategy.

As laid out in our corporate strategy, we have implemented the following actions to follow up on our impact. Our unconscious bias training helps employees learn why diversity matters and how unconscious bias works, how it creates habits and processes that contradict our good intentions. We also offer special recruiting events, e.g., our HERizon event for female applicants, to actively address a diverse talent pool.

Our numerous affinity networks comprise another building block of our actions by facilitating peer-to-peer exchange. As such, we have implemented *ability@RolandBerger*, an affinity group for colleagues who self-identify with or are caregivers for someone who self-identifies with one or multiple health conditions. *Black@RolandBerger* brings together our African American colleagues in a community to facilitate professional exchange and mentoring, and to organize activities. *Families@RolandBerger* provides a community and resource network for colleagues balancing their career and family responsibilities, while *JustBe* is a global community for LGBTQ+ colleagues to facilitate professional exchange and mentoring. Finally, *women@RolandBerger* provides a global community for female employees to connect across functional levels and borders and serves as a central hub for all employees to learn about our ambition and measures to improve gender diversity. These affinity groups co-organize awareness weeks with the DEI Manager to raise collective awareness within as well as outside of Roland Berger, e.g., by organizing a Pride Week.

To track our progress and prevent us from falling short of our mission, which could constitute a negative impact on our employees, we have integrated a diversity dashboard into the quarterly reviews and in budget discussions with all countries. This allows us to keep track of where we stand and to monitor improvements.

Further insights on the effectiveness of our actions are generated and tracked through our employee engagement tool that also includes a dedicated dimension on equal opportunities. In past instances where material impacts, such as discrimination or bias incidents, have been identified, our firm has utilized our Compliance department and DEI Manager to facilitate targeted intervention. This includes mediation, increased oversight, and tailored training sessions to address and remedy such situations, ensuring they are swiftly resolved and do not recur.



Providing equal pay for equal work is an associated impact that adjoins the previous positive impact of creating equal opportunities for all. Delivering on that positive impact, we have clear career levels for our consulting employees with defined fixed pay per level. For Group Functions employees, the tenure is much longer on every career step, so employees can regularly negotiate pay based on their performance and tenure. Consequently, pay can differ between employees within defined salary bands, irrespective of gender – rather, it depends on performance and tenure. As described previously, we implement checks to track the effectiveness of our actions in providing and preserving this positive impact through our employee engagement survey that includes a dimension on rewards, as well as through payment data collection and analysis of any arising pay gaps. However, we have not defined a target as an additional instrument yet.

Ensuring gender equality and promoting the advancement of women therefore creates a material opportunity for us as an employer, through which we can create a key pull factor to attract the best talent of all genders for all positions. However, we have not created a target yet to track the effectiveness of our actions towards realizing this opportunity.

Looking at negative impacts in the workplace, it is evident that **discrimination or harassment in whatever form** poses a potential negative impact and risk to our employees and, as a consequence, to employee well-being and our attractiveness as an employer. Our mandatory compliance training sensitizes every employee to the different forms of discrimination and harassment as well as to the importance of non-discrimination and anti-harassment. Our Compliance team provides multiple channels to raise concerns or report a case of discrimination or harassment, as laid out in *G1-1 Business conduct policies and corporate culture*. Furthermore, our grievance mechanisms as described in *S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns* help to mitigate the impact of such negative potential impacts.

S1-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

S1-5 Table 1: Targets for managing impacts, risks, and opportunities

Topic and subtopic	IROs	Target	Period to which target applies	Baseline value and year	Relationship to policy and objectives	Measured unit	Scope	Type of target
Working conditions								
Working time		No target	-	-	-	-	-	-
Work-life balance		No target	-	-	-	-	-	-
Adequate wages		No target	-	-	-	-	-	-
Secure employment		No target	-	-	-	-	-	-
Equal treatment and opportunities for all								
Measures against violence and harassment in the workplace	Discrimination or harassment of whatever form poses a potential negative impact and risk to our employees and, as a consequence, to employee wellbeing and our attractiveness as an employer	-100% processing of cases -90% completion rate of anti-harassment and non-discrimination training by employees -90% completion rate of compliance training by employees	2024	N/A	- Principle 1 of our Whistleblowing Policy states that we follow up on all reported cases - Completion of mandatory trainings as a (Non-Discrimination and Anti-Harassment) Policy supplement	%	-Own operations globally	Reducing neg. impact & managing material risks and opportunities



Topic and subtopic	IROs	Target	Period to which target applies	Baseline value and year	Relationship to policy and objectives	Measured unit	Scope	Type of target
Gender equality and equal pay for work of equal value	Embracing DEI and creating equal opportunities for all is one of our positive impacts - Ensuring gender equality and promoting the advancement of women creates therefore a material opportunity for us as an employer, through which we can create a key pull-factor to attract the best talent of all genders for all positions	-Female share: at least 40% by 2028	2024-2028	N/A	The DEI policy states our commitment to fostering a diverse, equitable, and inclusive work culture, along with equal recruitment, promotion, and retention practices	%	-Own operations globally	Advancing pos. impact & managing material risks and opportunities
Diversity	- Embracing DEI and creating equal opportunities for all is one of our positive impacts - Ensuring gender equality and promoting the advancement of women creates therefore a material opportunity for us as an employer, through which we can create a key pull-factor to attract the best talent of all genders for all positions	-Female share: at least 40% by 2028	2024-2028	N/A	The DEI policy states our commitment to fostering a diverse, equitable, and inclusive work culture, along with equal recruitment, promotion, and retention practices	%	-Own operations globally	Advancing pos. impact & managing material risks and opportunities
Training and skills development	- Actual positive impacts include a steep learning curve as well as attractive career development paths - The lack of training and development entails a material risk for us through lower employee satisfaction and employer branding as well as potentially lower performance of unskilled consultants that do not meet the changing market demands	- Min. 1 evaluation per year for each employee - 100% of permanent employees having access to a curated eLearning curriculum via new Learning Management System - Improved transparency in training activities and training hours via better reporting tools	2024	N/A	- The evaluation framework aims for at least one official review per year - The Training Policy aims for continuous learning and development for all employees and interns at different career stages as well as for monitoring the progress and effectiveness of training initiatives	- Number - % - N/A (will be quantified in next year's report)	-Own operations globally	Advancing pos. impact & managing material risks and opportunities

Due to system limitations, we are currently unable to fully report the ratio of freelancers in our headcount. As a result, no target has been set for secure employment (ratio of non-employees to employees). However, we are implementing a new process to enable target setting starting in 2026. With regards to



working time, work-life balance and adequate wages, we are evaluating target setting by 2026 as well. Currently, the effectiveness of our policies for those topics is not tracked.

Please note that there were no specific methodologies or significant assumptions used to define these targets. They were established through discussions between the ESG team and the relevant HR representatives, and subsequently reviewed by the Head of Global Human Resources at Roland Berger. While feedback from the workforce – gathered through the engagements referenced in *S1-2 Processes for engaging with own workforce and representatives about impacts* – helped inform this effort, direct engagement with the workforce was not part of the target-setting process.

Performance tracking is conducted by the ESG team, Global Human Resources and the Compliance team after the first full set of ESRS KPIs has been collected and evaluated against targets. This involves, but is not limited to, the analysis of data from relevant systems, such as SAP, for the temporary help to employee ratio and the training tool for completion rates. Based on this analysis, we identify and implement improvements to ensure ongoing alignment with the targets established.

S1-6 - Characteristics of the undertaking’s employees

Our employees work in 33 countries around the world and serve in our consulting platforms or in our Group Functions. The scope of employees in our workforce includes all regular employees who have an employment contract with Roland Berger, deliver work results and receive salaries accordingly.⁶ The main goal of employment at Roland Berger is to cultivate long-term relationships. Regular employees within our own workforce have similar contractual conditions and have certain skills and experiences that are required for the job. By contrast, other people that work for Roland Berger are often still in education (e.g., interns, apprentices), have only short-term contracts (e.g., 6 months) or work during their studies for a limited number of hours (e.g., working students). With the exception of freelancers, the nature of engagement of these employees with Roland Berger is mainly related to educational purposes and not delivering work results. Consequently, this group is defined as non-employees. **Employees** are reported as **headcount** numbers at **end of period** (31st of December, i.e., 31.12) and are therefore different from the reported average figures in our financial statements.

S1-6 Table 1: Employee headcount

Regions	Number of employees (headcount)			Total
	Female	Male	Other	
Europe, Middle East and Africa	952	1566	0	2518
Americas	116	194	0	310
Asia	231	342	0	573
Total	1299	2102	0	3401

Furthermore, we provide a demographic of our employees by gender and by any major country with more than 340 employees (10% of total employees).

⁶ This may include employees with limited long-term contracts, i.e., 2 years or more. These employees are considered full employees as their contractual relationship greatly exceeds that of non-employee temporary help (i.e., working students), whose contractual relationship also serves a different purpose. We are currently implementing a process to report these limited contract employees, and will report them in full for 2026.

S1-6 Table 2: Countries with ≥ 10% of total employees

Countries with ≥ 10% of total employees	Number of employees (headcount)			
	Female	Male	Other	Total
Germany	473	726	0	1199

While we do not have any non-guaranteed hours employees, our temporary help workers are defined as non-employees and therefore not disclosed here in a breakdown by gender. In addition, we define interns as non-employees as well, since the nature of their engagement is purely educational. Statistically, the number of interns would create a misleading report of total employees, turnover rates and gender ratios, as it is heavily sensitive to the reporting point in time because we report our data as point-in-time data at the end of the fiscal year.

S1-7 - Characteristics of the undertaking's non-employees

As described in *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*, our workforce also consists of non-employees, which includes freelancers, temporary help (mostly working students), interns and apprentices that work in consulting or our Group Functions. Contrary to our employees, temporary help, interns and apprentices, we currently do not track the demographics or any other characteristics of our contracted freelancers, due to their short-term and heterogeneous contractual relationships. We are currently developing a process to track the number of freelancers and their contracting periods.

S1-7 Table 1: Non-employee headcount

Non-employees	Number of non-employees (headcount) ⁷
Interns	73
Postgraduates	6
Apprentices	11
Temporary help	56
Freelancers	n/a

S1-9 - Diversity metrics

The top management at Roland Berger consists of seven Global Managing Directors, who make up the firm's highest management body. Among the seven Global Managing Directors, two are female, resulting in a 29% representation of women in top management.

Note: This definition of top management differs from the CSRD definition to reflect the operational reality at Roland Berger, where Partners generally are engaged in sales activities and report directly to the Global Managing Directors, hence not being classified as top management.

Regarding the age distribution of our employees, 52% fall within the 30-50 age group. Non-employees are not included in this figure.

⁷ Contracted as of 1st Dec. 2024

S1-9 Table 1: Employee age distribution

Age group	Number of employees (headcount)
<30 years	1246
30-50 years	1760
>50 years	352
No age reported	43
Total	3401

S1-10 - Adequate wages

We are currently in the process of implementing a global payroll data collection system that will ensure the global transparency of payroll data as well as the accuracy and anonymity of this highly sensitive information.

As part of this global payroll data collection process, the results of our remuneration analysis confirm that all employees of Roland Berger GmbH Germany are paid adequate wages well above the 2024 German minimum hourly wage of €12.41.⁸

S1-11 - Social protection

Social protection as defined by the CSRD includes public programs or corporate benefits that provide support during the major life events of sickness, unemployment, employment injury and acquired disability, parental leave and retirement. Our employees are protected against all these events in Abu Dhabi, Austria, Bahrain, Belgium, Brazil, Canada, France, Germany, Greater China, Hungary, India, Indonesia, Italy, Japan, Lebanon, Malaysia, Mexico, Netherlands, Portugal, Qatar, Romania, South Korea, Spain, Sweden, Switzerland, Thailand, Ukraine, United Arab Emirates, United Kingdom, United States of America and Vietnam. The exceptions include the countries listed below:

S1-11 Table 1: Social protection exceptions

Country	Exclusion	Explanation
Saudi Arabia	Unemployment for other employees	Unemployment not covered for foreign nationals
Singapore	Unemployment for all employees	Jobseeker support scheme in place through governmental program but no financial support offered
Morocco	Unemployment for all employees	No governmental protection or benefits offered for unemployment in Morocco

S1-12 - Persons with disabilities

The Roland Berger data collection process on persons with disabilities is carried out with the highest standards of consent and data protection. Disability data is stored in secure employment records.

Disability data is voluntarily shared by employees, ensuring consent and adherence to the EU General Data Protection Regulation. Employees are not required to disclose their disabilities to Roland Berger as their employer. Any reported disability information will be handled with strict confidentiality and in full adherence with legal standards.

⁸ As set by the Deutsche Mindestlohn Kommission (German minimum wage commission)

S1-12 Table 1: Disability metrics

Persons with disabilities	% of total employees
Female	0.4%
Male	0.6%
Other	0.0%
Total	0.9%

S1-13 - Training and skills development metrics

We support our employees during their career journey within our company and offer multiple training and skills development opportunities, which have been outlined in more detail in *S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions.*

S1-13 Table 1: Performance reviews metrics

Metric	Value
% of employees with performance reviews during reporting period	91.8%
Average number of reviews per employee	2.8
Number of reviews in proportion to the agreed number of reviews by the management (1 annual review)	2.8

The training data below reflects courses tracked by our global training management software. This does not include various informal or ad hoc country-level trainings, which could add approximately 8 hours of training per employee to the reported figures. In 2024, we selected a new training management provider that will be implemented globally by 2026, allowing for more comprehensive tracking of our training metrics.

S1-13 Table 2: Training hours by gender

Gender	Average number of training hours/employee (within gender group)
Female	37.2
Male	37.0
Other	n/a
Total	37.1

S1-15 - Work-life balance metrics

We globally offer all employees family-related leave - including maternity, parental, and family-care leave - among other leave benefits (e.g., special leave for moving house). While we currently track overall staff leave, our system does not yet distinguish family-related leaves from other types of leave. However, an upcoming update to our leave recording system will enable us to capture more detailed data on specific leave categories.

S1-15 Table 1: Employees entitled to family related leave

Gender	Percentage within gender group
Female	100%
Male	100%
Total	100%

S1-16 - Remuneration metrics

As described in S1-10 Adequate wages, we are currently in the process of enhancing our global payroll data collection system that will further improve the global transparency and data quality of payroll and remuneration data.

To provide first insights into our remuneration metrics, for 2024 we report the pay gap and remuneration ratio of consulting employees of our entity Roland Berger GmbH Germany, representing 21% of our employees. The pay gap specifically determines equal pay for equal work. We calculated the pay gap by level, dividing the gross salary by the total contracted hours for each position and gender to find the gross average hourly pay per gender. The difference between female and male averages determined the gap. Positions without female representation were excluded to avoid skewing the data.

S1-16 Table 1: Remuneration metrics

Metric	Value
Pay gap (Difference in gross average hourly pay by gender, expressed as % of average hourly pay of males)	-2.0%
Annual total remuneration ratio (Annual total remuneration of highest paid individual to median remuneration of all employees ⁹)	12.8

⁹ Median excludes highest paid individual



S2 - Workers in the value chain



ESRS 2 SBM-2: Interests and views of stakeholders

In our restructuring business we ensure the long-term survival of our clients. As such, the reduction of costs, including personnel costs, can be necessary to ensure the viability of a client's business. Thus, our work as a consulting firm can sometimes entail the execution of workforce reductions, which have been decided by the client or other financing parties. While the views of the employees of our clients are important, their interests, views and rights currently do not inform our strategy or business model and we do not engage directly with them. In a project setting where an impact on a client's workforce is foreseeable, the client's works council acts as their advocate and engages directly with us. While we collect client feedback after each project, this does not include engaging with their workforce. Although we recognize possible impacts of our restructuring projects on the workforce, this will not lead to changes in our strategy and business model. Similarly, we do not currently engage directly with our suppliers or their workforce regarding material impacts.



ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model

As described in *ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model* paragraph 48, Roland Berger has identified a material **actual negative impact** related to **secure employment**, arising from both our business model and our organizational structure. Our business model includes delivering restructuring consultancy services, which may, as a last resort, involve workforce reductions and job eliminations within our clients' organizations. Although we recommend workforce reduction as a measure when necessary, the final decision ultimately lies with our clients. These outcomes, though challenging for individual employees, align with our overarching goal of ensuring the long-term viability and competitiveness of our clients' businesses, thereby helping to secure jobs overall. Although we strive to mitigate this impact as much as possible (as described in *S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions*), this particular impact does not lead us to adapt our business model. Restructuring, performance improvement & transformation will remain a core focus of our operations and is one of our four functional platforms.

As a professional services company, Roland Berger is not dependent on individual upstream suppliers. Nonetheless, due to our commitment to human rights topics (e.g., as stated in our Supplier Code of Conduct and Procurement Policy) there are **potential positive impacts** on the workers in our value chain from purchasing goods and services from suppliers that share our values. Hence, during the materiality assessment, potential positive impacts on upstream value chain workers - **gender equality and equal pay for work of equal value, measures against violence and harassment in the workplace, diversity and health and safety** - were identified. However, they do not directly originate from or inform our strategy and business model.

Overall, three types of value chain workers could be materially impacted by Roland Berger and they are included in the scope of the disclosure *ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model* paragraph 48:

- 1) Workers working on Roland Berger's sites but who are not part of our own workforce.** For example, these are workers of security & cleaning companies for our offices or workers of repair & maintenance companies for our offices & IT equipment.
- 2) Workers working for entities in Roland Berger's upstream value chain.** For example, workers of suppliers from the following categories: Transport and Mobility, Energy and Utilities, Corporate and Employee

Services, Supplies and Technology, Knowledge and Networking, Events and Hospitality, Social and Community, Real Estate, Miscellaneous.

3) Workers working for entities in Roland Berger's downstream value chain. These are workforces of our consulting clients (diverse range of industries and countries).

The workforce of our 50% joint venture (Spielfeld Digital Hub GmbH, a coworking space and event venue located in Berlin, Germany) is not considered to be materially impacted by us since we do not have operational control over them and our policies do not apply to them.

To identify how specific characteristics, contexts or activities may place **value chain workers at greater risk of harm** related to the identified negative potential impact of restructuring projects, interviewed Caroline Merk, Partner in our Restructuring, Performance & Transformation platform. The discussion provided an understanding of the specific characteristics of workers who are at greater risk of harm in our key market, Germany, resulting in the following insights:

There are generally two variants for how we support our clients:

- (a) We recommend that the client reduces a certain number of employees based on benchmarks. These benchmarks help identify departments or positions for reduction, prioritizing redundant roles, non-strategic functions, or administrative jobs that can be automated or consolidated.
- (b) We support our client in workforce reduction processes in collaboration with specialized labor law firms, assisting them in negotiations with works councils and in conducting socially justified selection.

In Germany, job eliminations generally fall into two categories: operational terminations (betriebsbedingte Kündigung) and mutual agreements. In both cases, compensation packages are offered to mitigate the short-term impact on employees. Operational terminations require a mandatory social selection process (Sozialauswahl) to determine which employees will be dismissed. In this process, we create a score for each employee, which adheres to the highest judicial rulings and considers factors such as tenure, age, family obligations (e.g., dependents) and disabilities. Employees with shorter tenures, younger age, fewer dependents or no disabilities are generally at greater risk of dismissal, as those with family obligations or disabilities receive special consideration. Voluntary agreements involve mutual consent between the employer and employee and often include severance packages or early retirement options.

Material negative impacts related to workforce reductions and job eliminations during restructuring projects are often **systemic** and arise as an unavoidable consequence of ensuring the survival of our clients' businesses. While such decisions are difficult, we recognize their necessity to safeguard the long-term viability of the business and to preserve as many jobs as possible. However, we strive to mitigate the adverse impacts on affected workers as much as possible (as described in *S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions*).

In terms of positive impacts, our materiality assessment identified material **potential positive impacts** rather than material **actual positive impacts**. Consequently, we focus on a summary of the different implemented policies that enable and contribute to these potential impacts. Roland Berger's Supplier Code of Conduct (SCoC) establishes mandatory standards for suppliers to ensure safe, diverse, inclusive and equitable workplaces, free from discrimination and harassment, with non-compliance potentially resulting in corrective actions. Supporting policies, including the Procurement Policy, Company Statement on Human Rights, Whistleblowing Policy, Occupational Health and Safety Policy and Non-Discrimination Policy, reinforce these standards by integrating social (and environmental) criteria into purchasing decisions, promoting workplace safety and respect, and providing secure channels for reporting violations. Together, these policies drive sustainability, fairness and improved working conditions across the value chain. See *S2-1 Policies related to value chain workers* for more information on each policy.



The value chain workers impacted by these policies are predominantly:

1. Workers at Roland Berger's sites who are not part of our workforce and
2. Workers employed by entities in our upstream value chain.

Workers in our downstream value chain, such as those employed by clients, are generally not directly covered by our policies due to our limited influence over their operations. However, our publicly accessible Company Statement on Human Rights may indirectly benefit these workers by shaping and encouraging responsible practices among our clients.

Lastly, it is important to note that we have not identified any geography for which there is a significant risk of child labor or of forced labor or compulsory labor among workers in our value chain.

S2-1: Policies related to value chain workers

As shown in S2-1 Table 1, we have several policies in place to manage our material potential positive impacts related to value chain workers.

Our **Supplier Code of Conduct (SCoC)** is provided to all upstream suppliers, agents and subcontractors at the start of the business relationship and applies to their entire workforce. Adherence to this standard includes implementing effective measures to prevent workplace **accidents and injuries**. Furthermore, suppliers are expected to strive for **equal employment opportunities**, including **equitable compensation**, and to foster **diverse**, inclusive and respectful workplaces free from **discrimination** and **harassment**. Additionally, it is explicitly stated that suppliers shall neither employ any kind of child or forced labor nor support any other form of slavery or human trafficking. Moreover, suppliers should self-monitor their compliance with the SCoC. Questionable behavior or violations should be reported either via the Roland Berger Compliance team or through our Whistleblowing Tool. In cases of non-compliance, corrective actions are taken, which could include terminating the business relationship. Global Compliance is accountable for the implementation of this policy.

Our **Procurement Policy** reinforces the SCoC and aims to promote a sustainable and socially responsible supply chain, by incorporating occupational health and safety, diversity and inclusion, and social and environmental criteria into purchasing decisions. It applies to all standalone purchases and contracts with volumes above EUR 500 per year. In all relevant procurement cases, the four-eyes principle shall apply and monitoring, execution and reporting shall follow the structure set forth by the management guidelines. Each country's Managing Director (MD) is responsible for ensuring that the policy is implemented. By evaluating suppliers against the criteria outlined in the SCoC and prioritizing those who uphold these standards, the policy incentivizes improved labor practices, thereby enhancing the well-being of workers throughout the supply chain.

All in all, the SCoC and the Procurement Policy relate to our positive impact of engaging suppliers who commit to health and safety requirements, gender equality and equal pay for equal work, diversity, as well as non-discrimination and anti-harassment.

While our **Whistleblowing Policy** is primarily focused on our own employees, the RB Whistleblowing Tool is publicly accessible to all, including suppliers and other stakeholders. It is explicitly referenced in both the Supplier Code of Conduct and the Company Statement on Human Rights (see below) to ensure widespread awareness about channels to report potential ethical and compliance issues. For instance, the policy cites human rights violations such as the unlawful employment of minors and any form of forced employment as examples of potential violations that should be actively reported. Global Compliance is responsible for implementing and updating this policy.

Additionally, our **Company Statement on Human Rights** reinforces our commitment to respecting human rights across the value chain and is publicly available on our website. It highlights key areas such as **prohibition of discrimination**, safeguarding labor rights and **workplace safety**, as well as **appropriate**



compensation for work performance. The statement also outlines all RB reporting channels, as well as measures to address violations, enabling swift and effective remedial actions. This statement was signed by the Roland Berger Managing Directors.

A small group of value chain workers that also enter or operate in our offices are protected by our **Occupational Health and Safety (OHS) Policy**, which reflects our commitment to providing a safe work environment. Overall, the Head of Global Human Resources approves the policy and is responsible for its implementation.

The value chain workers impacted by all our policies as outlined in S2-1 Table 1 are predominantly:

1. Workers at Roland Berger’s sites who are not part of our workforce and
2. Workers employed by entities in our upstream value chain.

Workers in our downstream value chain, such as those employed by clients, are not directly covered by our policies due to our limited influence over their operations. However, our publicly accessible Company Statement on Human Rights may indirectly benefit these workers by shaping and encouraging responsible practices among our clients.

S2-1 Table 1: Policy mapping

Topical Standard	Sustainability matter	Policies	Affected value chain workers
Workers in the value chain (S2)	Gender equality and equal pay	Supplier code of conduct	1),2)
		Procurement policy	1),2)
		Whistleblowing policy	Everyone indirectly
	Measures against violence & harassment in the workplace	Company statement on human rights	1), 2), 3)
		Supplier code of conduct	1),2)
		Procurement policy	1),2)
	Diversity	Whistleblowing policy	Everyone indirectly
		Supplier code of conduct	1),2)
		Procurement policy	1),2)
	Health and Safety	Whistleblowing policy	Everyone indirectly
		Supplier code of conduct	1),2)
		Occupational Health and Safety policy	1)
		Procurement policy	1),2)
		Whistleblowing policy	Everyone indirectly
		Company statement on human rights	1),2),3)
	Secure employment	N/A	N/A
	Trafficking in human beings	Supplier code of conduct	1),2)
	Forced or compulsory labour	Supplier code of conduct	1),2)
Whistleblowing policy		Everyone indirectly	
Company statement on human rights		1),2),3)	
Child Labour	Supplier code of conduct	1),2)	
	Whistleblowing policy	Everyone indirectly	
	Company statement on human rights	1),2),3)	

1) Workers working on Roland Berger’s sites but who are not part of our own workforce

2) Workers working for entities in Roland Berger’s upstream value chain

3) Workers working for entities in Roland Berger’s downstream value chain

■ Material matters □ Additional matters



While our policies are currently not fully aligned with the UN Guiding Principles on Business and Human Rights (UNGP), ILO Declaration on Fundamental Principles and Rights at Work (ILOFPRW) or OECD Guidelines for Multinational Enterprises (OECDGME), we fully support them. We are in the process of adapting our Supplier Code of Conduct to the ILO Declaration and we plan to update our Company Statement on Human Rights in a similar way.

Additionally, we plan to incorporate updates related to the OECD Guidelines for Multinational Enterprises (OECDGME) and UN Guiding Principles on Business and Human Rights (UNGP). Nevertheless, we have already implemented a process to monitor compliance with the UNGP, OECDGME and ILO Declaration on Fundamental Principles and Rights at Work (ILOFPRW). This process, outlined in section *G1-1 Business conduct policies and corporate culture*, is integrated into our reporting channel procedure. If a human rights incident is reported, an investigation is conducted by Group Compliance to determine whether it constitutes a violation of these three standards, which is then documented accordingly.

Currently, we do **not have a proactive engagement process with our value chain workers**, except in cases where an incident is reported through available channels (see *G1-1 Business conduct policies and corporate culture*), such as through our Whistleblowing Tool.

S2-2: Processes for engaging with value chain workers about impacts

With the exception of self-reporting of compliance-related incidents (as outlined in *G1-1 Business conduct policies and corporate culture*), Roland Berger **currently does not engage with value chain workers** or their legitimate representatives or with credible proxies, about material actual and potential positive and/or negative impacts. This is mainly due to the nature of our business model as a professional services firm, through which we interact with our suppliers more like consumers and thus not directly with the supplier's upstream workforce.

S2-3: Processes to remediate negative impacts and channels for value chain workers to raise concerns

As mentioned in *G1-1 Business conduct policies and corporate culture* and *S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns*, Roland Berger has **implemented adequate reporting channels** to address grievances, accessible not only to our own employees but to the public in general, thus also extending to value chain workers. The effectiveness of these channels is monitored by evaluating the frequency and nature of reports received. However, unlike for our own workforce, we currently do not have a formal process to gather feedback from value chain workers on their experiences with these channels as well as their awareness of and trust in them. For more details on the overall process, please refer to *G1-1 Business conduct policies and corporate culture* and *S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns*.

We believe it is important for our suppliers and clients to provide whistleblowing mechanisms. However, to date **we do not require proof that they have systems of their own**.

Lastly, as stated in *G1-1 Business conduct policies and corporate culture*, Roland Berger has implemented the RB Whistleblowing Policy, which explicitly prohibits any form of retaliation against any person who reports misconduct, violations or grievances in good faith or assists in compliance investigations. This protection against retaliation is extended not only to the Reporting Person but also to third persons referred to in the report, e.g., witnesses or colleagues, so long as they are not the persons against whom allegations have been made.



S2-4: Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions

As outlined in SBM-3, our target is to ensure a client's long-term viability. In case the client has decided to execute headcount reductions to ensure the survival of the organization, the results of our work may have negative impacts on our clients' workforce. However, we have implemented the following actions to prevent or mitigate those impacts. In all our restructuring projects, we **prioritize identifying alternative cost-saving strategies**. We begin by analyzing both material and personnel costs, considering the ease with which each cost type can be reduced. Since material costs (e.g., travel) are often easier and more sustainable to cut, workforce reductions are only considered as a last resort. These measures are implemented solely when necessary to ensure the long-term viability of the organization and thereby safeguard job security for the future. In such cases, particularly in Germany, we apply our **White Book approach** to mitigate the impact on affected employees. This approach involves assessing, on an anonymized basis per FTE, the available options for each individual. Typically, these options include internal transfers or reskilling. Reskilling is particularly important in light of the current shortage of skilled workforce. The goal of this approach is to minimize disruption for employees and support their transition to new opportunities. Additionally, we **support our clients in engaging with works councils, workers unions and other stakeholders** to ensure transparent communication and to develop fair solutions for all parties (e.g., fair compensation packages). Other forms of remedy are beyond our control as a consultancy.

The specific measures recommended are **shaped by the unique context of each project**, and are influenced by our project experience and the particular needs and constraints of the client. Additionally, the responsible Partners on each project ensure that processes for providing or enabling remedy are in place, and we actively **monitor the implementation of the defined White Book measures** within each project. All of the above-mentioned actions are implemented continuously during our restructuring projects.

Overall, restructuring, performance and transformation is and **will remain an integral part of our DNA**, and in these situations, we have to make tough decisions aimed at securing the long-term survival of the companies we advise. In doing so, we **strictly adhere to all relevant ethical, moral and data protection standards**, which often exceed legal requirements.

To foster potential **positive impacts** on workers in the value chain, we incorporated a **clause in our supplier contracts** requiring adherence to our Supplier Code of Conduct (SCoC) at the end of 2023. This clause also grants us the right to conduct audits in the case of potential violations to ensure adherence to RB's SCoC requirements.

Furthermore, since 2024, Group Compliance conducts an annual **supplier risk analysis** based on the requirements of the German Supply Chain Act to identify potential human rights and environmental risks along its supply chain. Based on the findings, mitigation measures are proposed with the aim of refining purchasing practices and mitigating risks. Moreover, we are currently developing a comprehensive **supplier selection process** aligned with our Procurement Policy. This process will evaluate suppliers based on the criteria outlined in our SCoC. By prioritizing those who excel in these criteria, we will promote elevated social standards across our supply chain. A dedicated procurement team will be established in 2025, with the goal of implementing the supplier selection process by 2027.

Additionally, if we become aware of a **violation of our SCoC** (e.g., via our Whistleblowing Tool), Group Compliance follows up on any reasonable suspicion, not only in our own operations but also along the value chain (see *G1-1 Business conduct policies and corporate culture*). Based on the severity, Roland Berger reserves the right to take appropriate measures such as demanding the immediate remedying of the violation, taking legal action, withdrawing from, suspending or terminating the business relationship, as well as asserting claims for damages against the supplier. While this measure is effective after an incident, it



also acts as a preventive measure in the contractual agreements, compelling suppliers to adhere to our SCoC to avoid potential contract termination.

Lastly, we offer **mandatory training on Non-Discrimination and Anti-Harassment for our own workforce**. This training focuses on identifying and reporting instances of discrimination and/or harassment, including in relation to suppliers and clients. While this training does not directly prevent incidences within the value chain, it plays a crucial role in identifying and reporting such cases, which ultimately contributes to long-term prevention. See S2-4 Table 1 for more information on the actions. Overall, as no material opportunities related to value chain workers have been identified, no specific actions are outlined.

However, all in all we currently do not track the effectiveness of the above-mentioned actions and initiatives in delivering intended outcomes for value chain workers and we do not set targets.

In terms of resources, Group Compliance receives and manages all reported incidents and we are currently establishing a dedicated procurement team for a more effective monitoring of our upstream activities. For our restructuring projects, the respective project teams address potential negative impacts.

The integration of the double materiality and risk management process is covered in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*. In short, we have a bilateral information flow but not a fully integrated process.

S2-4 Table 1: Overview of actions on material impacts on value chain workers

Key Impact	Key Actions	Expected Outcomes	Scope	Time horizon (completion)	Fin. resources
Workforce reductions through restructuring consulting work (while ensuring the survival of the client's business)	- Prioritizing the identification of alternative cost-saving strategies	- Implementing workforce reductions only as a last resort (after other cost-saving strategies have been implemented) to ensure the long-term viability of the organization	Global downstream value chain workers	Continuously during each restructuring project	No additional resources/expenditures needed
	- Applying our White-Book approach	- Mitigating the impact on affected employees by assessing options for internal transfers and re-skilling	Global downstream value chain workers	Continuously during each restructuring project	No additional resources/expenditures needed
	- Supporting the client in engaging with works councils, workers unions, and other stakeholders	- Ensuring transparent communication and to develop fair solutions for all parties	Global downstream value chain workers	Continuously during each restructuring project	No additional resources/expenditures needed
Engaging suppliers that commit to health and safety requirements, as well as gender equality and equal pay for work, diversity and have a zero-tolerance commitment against discrimination and harassment	- Integrating a clause in our supplier contracts requiring adherence to our SCoC	- Enforcing that suppliers commit to the same values and provide safe, fair, equitable, and diverse and non-discriminating work environments	Global upstream suppliers	Clause is integrated since end of 2023	No additional resources/expenditures needed
	- Conducting audits in case of potential SCoC violations	- Showing suppliers through audits that we take our commitments seriously	Global upstream suppliers	Clause is integrated since end of 2023, will be conducted when needed	No additional resources/expenditures needed
	- Conducting annual supplier risk analyses	- Identifying potential human rights and environmental risks along the supply chain and implementing mitigation measures with the aim to refine purchasing practices and mitigate risks	Global upstream suppliers	Since 2024, continuously	No additional resources/expenditures needed
	- Implementing a comprehensive supplier selection process	- Evaluating suppliers based on the criteria outlined in our SCoC and prioritizing those who excel in these criteria, we will promote	Global upstream suppliers	2027	Dedicated procurement team needed (already included in budget for 2025)



Key Impact	Key Actions	Expected Outcomes	Scope	Time horizon (completion)	Fin. resources
		elevated social standards across our supply chain			
	- Following up on any reasonable suspicion (in terms of a violation of our SCoC) not only in own operations but also along the value chain	- Taking appropriate measures, such as demanding immediate remedying of the violation or terminating the business relationship - While this measure is effective after an incident, it also acts as a preventive measure in the contractual agreements, compelling suppliers to adhere to our SCoC to avoid potential contract termination	Global upstream suppliers	Continuously	No additional resources/expenditures needed
	- Offering mandatory training on Non-Discrimination and Anti-Harassment for our own workforce	- Teaching our own workforce on identifying and reporting instances of discrimination and/or harassment - While this training does not directly prevent incidences within the value chain, it plays a crucial role in identifying and reporting such cases, which ultimately contributes to long-term prevention	Own workforce & ultimately global upstream suppliers	Continuously	No additional resources/expenditures needed

S2-5: Targets related to managing negative impacts, advancing positive impacts, and managing material risks and opportunities

Roland Berger currently does **not have targets related to managing material negative impacts or advancing positive impacts** on value chain workers.

We do not currently assess the effectiveness of our policies or actions in addressing the material impacts on value chain workers (see also *S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions* and *S2-1 Policies related to value chain workers*).



G1 - Business conduct



ESRS 2 GOV-1 - The role of the administrative, management and supervisory bodies

The overall responsibility for the management of our material impacts, risks and opportunities lies with the administrative, management and supervisory bodies of Roland Berger Holding GmbH & Co. KGaA, the holding company of Roland Berger Group. These bodies consist of the following boards:

- The **Board of Management**, comprising seven Global Managing Directors, who also serve as the Managing Directors of Roland Berger Holding Management GmbH, the personally liable partner of Roland Berger Holding GmbH & Co. KGaA
- The **Supervisory Board (SVB)**, consisting of five members and comprising two sub-committees: the Audit Committee and the Compensation Committee.

For better readability, we do not distinguish between the different legal entities in the following.

The Global Managing Directors of Roland Berger are responsible for the company's **ethical framework** and bear overall responsibility for **compliance** at Roland Berger. Their goal is to advance our positive impacts by ensuring compliance with regulations, encouraging a speak-up culture, safeguarding a strong corporate culture and building strong supplier relationships to reinforce our brand reputation and stakeholders' trust. The Global Managing Partner, who is one of the Managing Directors, oversees the Compliance organization and approves all compliance policies, including their updates. The Roland Berger **SVB** serves as the corporate oversight body that **advises, controls and monitors the Board of Management**. One of its key responsibilities is to monitor and enhance the Compliance Management System (please see the Compliance Policy for further details on the roles and responsibilities of the administrative, management and supervisory bodies in relation to the Compliance function).

As all Global Managing Directors and members of the SVB are also Partners of the firm, they are contractually bound to adhere to the **Roland Berger Management Guidelines**. These guidelines establish a clear framework for decision-making, including approval and signature rights. The Partners' role is to ensure that business decisions comply with these guidelines while upholding ethical standards within the firm. Thus, they foster a strong corporate culture by leading by example.

Regarding the **expertise** of the administrative, management and supervisory bodies on business conduct matters, the Board of Management and the Supervisory Board members, as long-tenured Partners with many years of experience in consulting, possess in-depth knowledge of Roland Berger's business activities and business conduct matters. This enables them to identify appropriate actions and implement robust processes to mitigate the identified risks related to potential business misconduct, which could otherwise lead to fines, penalties and significant reputational and stakeholder trust issues. Additionally, the Compliance Policy establishes minimum compliance training requirements that all Roland Berger employees must fulfill. As such, all Roland Berger employees (including the members of management and supervisory bodies) **must complete two mandatory Compliance e-learning modules** within their first eight weeks of employment and are required to renew these e-learning modules every two years (see also *G1-1 Business conduct policies and corporate culture* and *G1-3 Prevention and detection of corruption and bribery* for more information).

Group Compliance formally draws up an annual report about its activities for the Global Managing Directors. This includes updates on tasks, activities and resources as well as on whether the measures implemented are adequate and effective. A summary of this report is also shared with the Chairman of the SVB for information purposes. To ensure ongoing communication, the **Chief Compliance Officer holds**



regular meetings with the Global Managing Partner responsible for Compliance. In addition, Group Compliance escalates serious issues, such as the results of Compliance investigations, directly to the Global Managing Partner on an ad hoc basis to ensure that the above-mentioned risks are mitigated as much as possible.



ESRS 2 IRO-1 - Description of the processes to identify and assess material impacts, risks and opportunities

As outlined in *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*, we conducted an analysis of all business activities of Roland Berger Group to identify and assess material impacts, risks and opportunities. With a special focus on business conduct matters, we **examined those business activities together with employees of Group Compliance**. This review included, for example, a **review of recent whistleblowing reports** to identify potential impacts, risks and opportunities.

We identified the risk of a negative culture that can damage relationships with and trust of employees, clients and other stakeholders.

G1-1 Business conduct policies and corporate culture

As mentioned above (*ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*), our strong **corporate culture** at Roland Berger positively impacts employee well-being and enhances employee engagement, satisfaction and productivity. This culture is the foundation of our identity and our way of working, built on three core values: **entrepreneurship, excellence and empathy**. These values are embedded in our Code of Conduct, which guides our interactions with colleagues, clients, business partners and suppliers. They are further reflected in the 9 Pledges - a set of general principles that shape our corporate culture as well as our interactions. Our Management Guidelines and our Corporate Rules (which will be discussed in more detail at the end of this disclosure requirement) translate these commitments into a comprehensive and concise governance, process and compliance framework.

We believe it is essential for employees to have easily accessible channels to provide feedback on our corporate culture and raise concerns. This enables us to identify potential risks associated with a negative corporate culture, such as weakened trust and strained relationships with employees, clients and other stakeholders, as early as possible. Their input is key to evaluating our culture and assessing the upholding of our corporate values. For instance, we conduct **continuous employee engagement surveys**, which offer valuable **insights into employee experiences and aspects of corporate culture** such as career development, management support, peer relationships and sense of belonging (see *SBM-2 Interests and views of stakeholders* in chapter *S1 - Own workforce* for greater detail). Additionally, we conduct standardized **project assessments and bottom-up leadership assessments**, enabling employees to evaluate peers and management while documenting any observed misconduct. We use this feedback to **continually improve the way we conduct business** from local and team level to the broader corporate level. Changes are driven through initiatives, training, policy and tool rollouts by our global and local teams and communicated through various channels. In addition, we encourage all colleagues to shape our corporate culture by organizing activities at our office locations or participating in one of our affinity groups.

In terms of responsibilities, the topic of corporate culture is **primarily driven by Human Resources** and strengthened by the mandate of Global Compliance. The **Compliance function** is tasked with establishing and maintaining an effective Compliance Management System (CMS), which includes promoting a strong **compliance culture** and amplifying the tone from the top to promote responsible and ethical behavior both within the company and with our business partners (see Compliance Policy for more information on the role of the Compliance function with regards to culture).



Besides our impacts related to corporate culture, we identified additional positive impacts stemming from our commitment to regulatory compliance, whistleblower protection, and transparent reporting channels (see *ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*). This helps safeguard our reputation while mitigating the risk of fines and penalties in the case of potential cases of misconduct. In the following, we outline the key policies and frameworks that drive these impacts and mitigate the risks.

The **Corporate Rules Framework** is key to our approach to business conduct. The **foundation for all Corporate Rules is the RB Code of Conduct** in which key principles are defined. At Roland Berger, **Corporate Rules** are binding documents (Policies & Procedures) outlining the internal approach to, among other things, managing ESG risks and opportunities as well as business conduct matters. Our **Corporate Rules Policy** describes the framework around the management of those rules, which apply globally to all employees, unless a specific Corporate Rules document explicitly states otherwise or imposes limitations. It is mandatory for all employees to be acquainted with the latest version of the Corporate Rules and adhere to the regulations outlined within it. Any breach will be treated as a compliance violation and dealt with accordingly. The Corporate Rules Office, part of the GRCD Office (Governance, Risk, Compliance and Data Protection), is responsible for establishing and maintaining a framework of such rules. It oversees the development, publication and communication of subject matter policies and procedures by Group Functions.

Beyond the various employee feedback mechanisms laid out above, Group Compliance has also implemented **adequate mechanisms for identifying, reporting and investigating concerns** about unlawful behavior or behavior in contradiction to our Corporate Rules. Our reporting channels enable our employees as well as external stakeholders to report misconduct, violations or grievances related to the workplace and our activities. A report can be expressed either directly in writing, verbally or in person to our Group Compliance by **email, by phone or in a physical meeting**. Moreover, employees and any external stakeholder can also use the publicly available **RB Whistleblowing Tool** to report such cases. The RB Whistleblowing Tool allows any person to report concerns anonymously and ensures compliance with legal requirements under the EU Whistleblowing Act. All reporting channels are defined in the **Roland Berger Whistleblowing Policy**, which has been communicated to all employees worldwide and is also reinforced through Compliance e-learning modules and awareness sessions. Additionally, those reporting channels have been established according to the requirements of the German transposition of the EU Whistleblowing Act (“Hinweisgeberschutzgesetz”).

Group Compliance acts as the group-wide body for handling reports, which are submissions of information indicating potential violations or misconduct, incl. those related to corruption & bribery. It is responsible for following up on any information received. Upon receipt of a report, Group Compliance determines whether the report is compliance related. This initial assessment includes an evaluation of the severity of the reported concern. If the report is categorized as a misconduct, violation or grievance according to the established definitions, Group Compliance initiates a compliance investigation. This includes conducting interviews and gathering relevant evidence, as well as communicating with the whistleblower and any other stakeholders involved. Upon completion of the investigation, Group Compliance documents the findings, assesses their impact on the organization and proposes corrective actions. Depending on the outcome of the investigation, Group Compliance presents its findings and recommendations to senior management and works with relevant stakeholders to implement the recommended changes or corrective actions.

With regards to investigating business conduct incidents, the **Global Managing Director** responsible for Compliance ensures that Group Compliance has all necessary resources and that it **acts independently and maintains confidentiality**. This is formally embedded in the RB Compliance Policy.



The members of the Group Compliance team **have the necessary experience** to fulfill their duties to the best extent possible and **receive regular training** to stay up to date with the latest best practices.

We do **not tolerate any form of retaliation**, such as dismissal, disciplinary measures, bullying, discrimination, exclusion or unequal treatment, **against any person who reports** misconduct, violations or grievances in good faith or assists in compliance investigations (as stated in our Whistleblowing Policy).

. In addition to the Whistleblowing Policy, Roland Berger has an **Anti-Bribery, Anti-Corruption & Anti-Fraud Policy** in place, consistent with the United Nations Convention against Corruption. This policy showcases the company's commitment against corruption and bribery in all its forms as required by the Tenth Principle of the UN Global Compact

To raise awareness and ensure understanding of the aforementioned policies, we have implemented a comprehensive **training and communication concept**, designed to provide **regular training** for our employees. Our Compliance e-learning program informs and educates all employees on compliance-related topics. Upon entry, all employees must complete **two e-learning modules**, the General Compliance and the Anti-Harassment and Non-Discrimination training, within their first eight weeks of employment. A well-structured reminder process is designed to enforce this rule. Every two years, all employees are required to repeat these e-learning modules (see *G1-3 Prevention and detection of corruption and bribery* for more information on trainings). In addition to the standardized content of the e-learning program, Group Compliance also conducts in-person **presentations at HR onboarding events** for new colleagues to provide individualized information on Group Compliance and the topics relevant to each audience.

To assess which functions are most exposed to the risk of corruption and bribery, we conducted a preliminary assessment. At this stage, we have concluded that **all employees** of the Roland Berger Group are considered to **face a similar level of risk**. This conservative perspective reflects the fact that possible cases of business misconduct (e.g., corruption or bribery) can lead to fines and penalties, which in turn pose major risks to our key assets: our brand reputation and the trust of our stakeholders (as described in *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*).

As a professional services firm, our direct impact on animal welfare is not material. Therefore, we have no specific policy on this matter.

G1-2 Management of relationships with suppliers

As outlined in our S2 disclosures, as a professional services company, we are not dependent on any single supplier as a crucial part of our supply chain. Rather, we act like end consumers, sourcing products either indirectly through retail or directly from manufacturers. Nevertheless, our materiality assessment has highlighted potential positive impacts related to effective supplier relationship management such as strong partnerships, improved collaboration and enhanced overall service quality and reliability. To maximize these impacts, we anchored the management of our supplier relations in our **Procurement Policy** with the overall aim of building a resilient, cost-efficient and sustainable supply chain.

To mitigate compliance risks in the supply chain, the policy also stipulates that suppliers must undergo a **Know-Your-Supplier (KYS) Check**, administered by Group Compliance, to ensure sanction compliance of suppliers and to identify any adverse media reports or litigations associated with the supplier. After the KYS check has been performed and no red flags have been identified, suppliers undergo a fair and competitive selection process.

Additionally, suppliers must **contractually agree to Roland Berger's Supplier Code of Conduct**, which sets forth our commitment pertaining to environmental, social and governance standards. Failure to comply with the Supplier Code of Conduct provides grounds for contract termination. However, this contractual requirement does not apply to ad hoc purchases of small volumes (under EUR 500). To ensure sustainable



procurement activities in these cases, as well as in all other procurement decisions, employees are **guided by the Sustainability pledge**, one of the 9 Pledges outlined in *G1-1 Business conduct policies and corporate culture*, which encourages positive contributions to the environment, economy and communities (see also S2 - Workers in the value chain disclosures for more information on supplier relationships and practices).

We have **no specific provision to prevent late payments**, e.g., to SMEs, and we generally adhere to the conditions of our suppliers. As mentioned in *G1-6 Payment practices*, payment processing follows defined computer-based approval and payment procedures, standardized within each geographic region, ensuring that all supplier invoices are handled the same way (unless contractually stated otherwise).

G1-3 Prevention and detection of corruption and bribery

The Roland Berger Group maintains a zero-tolerance policy towards any form of bribery and corruption. To prevent misconduct, our global **Anti-Bribery, Anti-Corruption Policy & Anti-Fraud** strictly prohibits offering, soliciting, giving or receiving any bribes. We reinforce this commitment through mandatory **training** (please see both *G1-1 Business conduct policies and corporate culture* and the paragraph below for more information on trainings) for all employees on bribery and corruption and regular **policy communications** via email.

With regards to **detecting and addressing allegations or incidents**, please refer to **G1-1 Business conduct policies and corporate culture**. An “incident” is defined as any event or behavior within a business setting that potentially violates company policies, legal standards or ethical norms. Based on this definition, all incidents are treated as misconduct or violations and handled by Group Compliance in accordance with the processes established in the RB Whistleblowing Policy (please see *G1-1 Business conduct policies and corporate culture*).

Group Compliance reports severe misconduct or violations, such as the results of Compliance investigations, **on an ad hoc basis directly to the Global Managing Partner responsible for Compliance**. See *G1-1 Business conduct policies and corporate culture* for more information on reporting structures between Group Compliance, the Global Managing Directors and the Chairman of the Roland Berger Supervisory Board.

Additionally, we ensure that Group Compliance is sufficiently independent both from the Global Managing Directors and the Supervisory Board, as well as from any other Roland Berger employee. No undue influence is exercised over Group Compliance. This includes Group Compliance having the unrestricted authority to conduct Compliance investigations whenever deemed necessary, to liaise with any Roland Berger employee - including Global Managing Directors and the Supervisory Board - and to independently engage external law firms or other experts, e.g., tax advisors or auditors. To uphold this, Group Compliance is equipped with the appropriate financial and human resources.

To ensure that our policies are accessible, and implications are understood, all Corporate Rules are published on the Corporate Rules intranet page, which is managed by the Corporate Rules Office. Owners of new Corporate Rules must coordinate with the Corporate Rules Office for publication, especially if they have a limited scope, such as regional or team-specific guidelines. Each new rule is appropriately categorized on the intranet page, aligning with its respective technical or professional owner. Once published, all new Corporate Rules will be **communicated to employees**, including existing rules that have been updated in layout or format. Additionally, a new process is planned in which **employees will receive an email from the RB Learning Management System to confirm they have read and understood those rules**, with the confirmation being stored in the system. While our employees are already obligated to follow Corporate Rules through their employment contracts, this confirmation process provides the Corporate Rules Office with **additional oversight** to ensure compliance.



As mentioned in *GOV-1 The role of the administrative, management and supervisory bodies*, upon onboarding, **all employees** (including the members of the administrative, management and supervisory bodies) are required to complete **two Compliance e-learning modules**. The **General Compliance e-learning module covers the most important topics related to compliance, including anti-bribery and anti-corruption**. The topic is covered throughout three modules that include definitions as well as case studies to improve the learner's experience. Among other topics, the modules cover the importance of recognizing facilitation payments, sensitivity of working with government officials, and guidance on how to deal with gifts and hospitality, as well as books and records. These help employees understand the ethical boundaries and potential conflicts of interest that can arise in business relationships. Additionally, it ensures transparency and accountability, which are crucial for fostering a culture of integrity and compliance within the organization. Furthermore, in 2025 an **enhanced Compliance e-learning module** will be introduced to reinforce anti-corruption, anti-bribery and anti-fraud concepts among employees.

As mentioned above, **all employees** of the Roland Berger Group are considered to **face a similar level of risk** and are required to complete the same e-learning modules. As a result, 100% of functions at risk are covered by these e-learning modules.

G1-6 Payment practices

The average time it takes Roland Berger (incl. all Group companies) to pay invoices from the date when the contractual or statutory term of payment starts to be calculated is **17 days (across all suppliers, including SMEs)**.

Since we do not distinguish between large-scale suppliers and SMEs, we currently **do not have standard payment terms**. As mentioned in *G1-2 Management of relationship with suppliers*, payment processing follows defined computer-based approval and payment procedures, standardized within each geographic region, ensuring that all supplier invoices are handled the same way (unless contractually stated otherwise).



Entity-specific topic: Data protection

MDR-P – Policies adapted to manage material sustainability matters

Our Data Protection Policy aims to ensure lawful, fair and transparent processing of personal data across all operations and geographies. This policy covers all Roland Berger personnel (employees including but not limited to Partners, Senior Advisors, freelancers, temporary staff, interns, apprentices). Its implementation is overseen by the Data Protection Officer (DPO) within Roland Berger Holding, who reports to the Global Managing Directors. The policy aligns with GDPR and other international standards, considering the interests of key stakeholders, including data subjects and regulatory bodies.

To promote awareness and accessibility, the policy is available to Roland Berger personnel via the intranet and is introduced during the onboarding process for new hires. Its implementation is supported by operational instructions tailored to specific departments – for example, contextual guidance for the proper handling of applicant data is embedded as pop-ups within the Application Management System.

In addition to the core Data Protection Policy, we maintain supplementary internal policies that address data protection-related topics in specific operational contexts. These include the Internet and E-Mail Usage Policy, the IT User Policy, the Policy on the Use of AI Tools, and the Policy on Risk Management (Information Security and Data Protection). Together, these policies provide comprehensive guidance on secure communication practices, responsible IT usage, ethical deployment of AI technologies, and the management of information security risks – all of which support our commitment to data protection and regulatory compliance.

MDR-A – Actions and resources in relation to material sustainability matters

Roland Berger has established a comprehensive data protection framework aligned with the requirements of the GDPR. The company has appointed a certified Data Protection Officer (DPO), who has held this role since 2004. The DPO operates independently, reports directly to the CEO, and is supported by a dedicated internal team and a network of departmental data protection contacts. These structures ensure that data protection responsibilities are clearly defined and embedded across all business functions.

Regular meetings between the DPO and key departments such as IT, Compliance and Legal ensure that data protection is systematically addressed in all relevant business processes. Data protection is embedded in our key business processes; for example, in our sales funnel process, an Opportunity Management System (OMS) ensures pre-contractual checks for risk assessments and the need to conclude data processing agreements in client projects. We have also implemented a Risk Application Approval Process to ensure that every new third-party application that we introduce is thoroughly evaluated for its strategic alignment, compliance (among others, data protection requirements) and technical compatibility. This includes a check of whether a Data Protection Impact Assessment (DPIA) is necessary to identify and mitigate potential high risks.

All processing activities are documented in the data protection management system in accordance with Article 30 GDPR. Employees are trained through a combination of onboarding sessions, e-learning modules, and targeted in-person training for high-risk roles. Roland Berger also maintains clear procedures for managing data subject rights and responding to data breaches, including a structured reporting process and predefined responsibilities.

To ensure the confidentiality and integrity of data, Roland Berger holds ISO 27001 certification as well as TISAX certification. These cover data protection aspects and guarantee regular external audits.



The actions that relate to our internal exchange of data are defined in accordance with the EU's GDPR, which does not recognize a "group privilege" for intra-organizational transfers of personal data. As such, the Roland Berger Group has implemented a comprehensive Group Data Protection Agreement (GDPA). This framework governs the internal exchange of personal data between Roland Berger entities for purposes such as marketing, IT, human resources, accounting, knowledge management and client relations. The GDPA covers various types of data transfers, including those between entities acting as independent controllers or joint controllers and processing activities carried out by Roland Berger entities on behalf of other group companies. It also regulates cross-border transfers to Roland Berger entities, e.g., to those located in third countries outside the EU and EEA, based on EU Standard Contractual Clauses, or transfers from the United Kingdom and Switzerland under their respective national standard clauses. All Roland Berger entities worldwide are parties to the GDPA. The GDPA ensures that personal data is processed lawfully and transparently across the group, providing a robust framework for international data protection compliance.

The resources required for all of these actions are embedded in our operational budgets, without significant expenditures.

MDR-M - Metrics in relation to material sustainability matters and MDR-T - Tracking effectiveness of policies and actions through targets

In alignment with our approach to information security, we regularly review our data protection strategy to ensure it remains effective and compliant with evolving legal and operational requirements. This includes updating our policies, processes and technical safeguards at least annually or whenever there is a significant change in context.

Our data protection framework prioritizes preventing the unauthorized or unlawful processing of personal data. We recognize that breach reporting is influenced by various factors, such as detection capabilities and transparency standards. Therefore, our focus is on maintaining a robust and responsive framework rather than targeting a specific breach count. Our goal is to ensure that any data breach is promptly identified, reported, and resolved in line with internal procedures and applicable regulations. This is supported through regular training, embedding data protection in our key business processes, and conducting risk assessments together with our information security team (such as Data Protection Impact Assessments (DPIAs)).



Entity-specific topic: Information security

MDR-P – Policies adapted to manage material sustainability matters

Our material impacts on information security are concerned with handling our own Roland Berger information as well as handling our clients' information, which we need to perform the duties of our work for the client. In that sense, information constitutes an asset for Roland Berger as a company. In the context of handling our information as well as our clients' information, a potential negative impact is an information breach, where information gets intentionally or unintentionally leaked to outsiders or information gets irretrievably encrypted by a cyber-attack. To counteract this impact, Roland Berger enforces a strict information protection strategy, the contents of which are laid out in our information protection policy. Furthermore, we have an IT user policy that includes daily situations one can encounter and how to act in specific situations relevant to information security. Our *Policy on the Use of AI Tools* and our *Policy on Risk Management (Information Security and Data Protection)* provide additional guidance to strengthen our information security strategy by providing guidance to users.

Moreover, Roland Berger will extend the current Information Classification Policy for the entirety of the company in 2025. This policy will specify information handling requirements, e.g.,

- Need-to-know principle to grant access to information only when needed to perform job duties
- Clean-desk policy to prevent disclosure of information to anyone passing by
- Classification and securing of information according to its sensitivity and the damage unintended disclosure could entail for the company
- Banning usage of more sensitive information for AI purposes.

Classification of information will range from publicly available information to very confidential information accessible to only a few people. Roland Berger is striving to classify all its information by defining an Information Owner responsibility and a structure to exercise this responsibility.

MDR-A – Actions and resources in relation to material sustainability matters

From a technical perspective, Roland Berger employs mechanisms for securing information, e.g.,

- Encryption of all information in rest using modern encryption methods and infrastructure
- Monitoring of information flow and the possibility of isolation or prevention in case of suspicious activities
- Privileged access management limited to necessary personnel and only on a per-request basis, time-restricted and logged
- Zero-trust network access for all Roland Berger workstations, i.e., laptops
- Modern mobile devices with built-in privacy screen.

Roland Berger holds ISO 27001 certification as well as TISAX certification. In 2025, the ISO 27001 certification will be renewed using the 2022 version of the ISO 27001 certification, bringing new controls into place like data loss prevention and threat intelligence.

Part of the information protection strategy is to ensure clear labeling of all information no matter who it belongs to. There is an ongoing effort to enforce the labeling of all information within Roland Berger, also raising the awareness of all RB employees to the sensitivity of the information they are handling, preventing possible unintended disclosure.

Preventing business continuity risks, and thus ensuring the continuation of work in the event of a cyber-attack, is a constant task in order to manage our material risk regarding those attacks and their fallout on us and our clients. Roland Berger has a 24/7 Security Operations Center (SOC) monitoring logs and



unusual network behavior. Monitoring our systems helps minimize the risk of total failure of our systems in the case of an event like a cyber-attack, as affected systems can be taken offline before the attack spreads through our systems.

An intended side effect is also the monitoring of unusual traffic and mass downloading of information, which may point to the potential or intended leaking of information, and the prevention of this, thereby reducing the risk of damage to our brand reputation or loss of revenue.

MDR-M - Metrics in relation to material sustainability matters and MDR-T - Tracking effectiveness of policies and actions through targets

We review our information protection strategy regularly, adjusting our policies and organizational and technical measures to the necessary levels. A review takes place after any major change of context or at least once every year. Furthermore, as described in our actions, we monitor any attacks and document flows without having set a specific target for these values, as we pursue any information security incident that occurs. While our central objective is to prevent any information security incident as laid out in our policies, we deem the number of cases to be not necessarily significant or representative of the state of our information security. Naturally, it is preferable to keep the number of information security incidents as low as possible. Our approach, therefore, is not to report the lowest number of material information security incidents but to prevent them in the first place, and to detect and pursue any material incident that might occur through adequate actions.



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