we are more than business
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EMERGING

stronger as a purpose-driven firm

Accelerating in the new reality and unveiling our purpose as we step forward into the future.

The second year of the pandemic saw continued restrictions and upheavals. However, our performance shows that we found the right answers to the uncertainty of rapidly shifting global trends and new challenges faced by our clients. We saw record bookings and revenue growth in our Consulting, Products (formerly Business Services), and Capital units. We performed well above market average. We saw growth in all 23 countries where we are present. In the year ahead, we see this trend accelerating and increasing in momentum. This is a testament to our strong positioning, the difference we make in the market, the values we bring to the table when collaborating with our clients, and our drive for innovative solutions.

We were able to accomplish this through initiatives that had been developed well before the pandemic – digital transformation, innovation, new ways of working, that helped make it easy for us to adapt and make progress. It is something innate to us. So much so, that it is reflected in our newly launched purpose statement: Together, we are more than business.

We head into the future as a strong purpose-driven organization and our purpose statement encapsulates our spirit. It helps our clients and external stakeholders understand who we are and why we exist. It touches upon three primary things – people, innovation, and sustainability.

More for people
We are doing more for our people. Bringing in new talent, investing in training, aiding collaboration, and expanding recognition. In 2021, we welcomed more than 1,300 new colleagues. We also established a new presence in India, a new center of excellence, that adds more to our family. We want people to feel that they belong here and that they are always rewarded and cared for.

More innovation
Innovation is at the core of our Strategy 2025. In 2021, we accelerated our innovation activities and scaled up our IP assets – we now have more than 20 IP products and services in our BearingPoint Store. Further strong proof points of our strategy execution are: our joint venture with IFS – Arwode, our strategic collaboration with SIX and our co-development partnership with SAP on sustainability. These partnerships are helping us forge ahead in the market on a platform of innovation. Along with our Hub of Innovation and Immersive Lab, we’ve also launched the Innovation Circle. An opportunity to collaborate with our clients and take them on a journey of innovation.

More for our planet
Sustainability is integral to our organization. We’ve set a goal to reduce our own carbon footprint by 50 percent by the end of 2025, as compared to 2019. We are using our BearingPoint Emissions Calculator to accelerate towards it. Our partnership with SAP advances the design and development of a cutting-edge solution to help customers reach carbon neutrality. Sustainability is not only about what we do for the planet, but also how we help our firm, and our clients maintain a constant upward surge.

However, there is one unfortunate development that I’d like to address: the unfolding situation in Ukraine. At BearingPoint, we are coming together on the strength of our European roots. Working in a coordinated manner with European bodies and governments to support the people of Ukraine.

Thank you to everyone. For your faith, your commitment, and character in the face of these challenging times. We look forward to more. More for people, more innovation, more sustainable growth. Together, we are more than business.

Kiumars Hamidian
Managing Partner
BearingPoint has performed exceptionally well. This is a testament of our strong positioning, the difference we make in the market, the values we bring to the table when collaborating with our clients, and our drive for innovative solutions.
Our year in numbers

In 2021, the milestones we’ve achieved are an indicator of our capabilities, our innovations, the ever-growing need for our products and services and most importantly, the potential of our people.

41
BearingPoint offices

€738m*  
Total revenue

23
Countries with BearingPoint offices

50
Countries in which we delivered projects

1,298
Projects delivered

600 days
Consulting time allocated to pro bono projects

4,261
BearingPoint people

21
IP products and services

*Including revenue from BeyondBusiness (spin-off in November 2021) and revenue from member firms.
Achieving the most successful year for BearingPoint

In the new reality, BearingPoint has performed well above market trends. It has been a standout year for us in all the segments, services, and regions we operate in. In 2021, our bookings grew by 27 percent and our revenues saw a growth of 15 percent. Forecasts for 2022 show this trend only accelerating. To support our growth path, we hired more than 1,300 new colleagues. We also maintained our profitability, and entered 2022 with a healthy cash position and strong pipeline.

Growth across all business units

There was tremendous growth across all units – Consulting, Products, and Capital. We delivered 1,298 consulting projects in 50 countries. We further strengthened our presence globally with the opening of our offshore delivery center in Electronic City, Bangalore (India).

BearingPoint Products recorded an increase in revenues of 44 percent, winning over 30 new international clients and adding four new products to the already 21-strong line-up. Our hub for Innovation hosted eight campaigns with over 1,400 participants submitting, selecting, and sharing ideas. Our current portfolio contains 71 use cases with high potential to scale up and become products.

BearingPoint Capital, which delivers M&A advisory and transaction services to our clients, saw an increase in revenues of 82 percent from 2020. Capital also created the core of a London team, with ambitions to ramp up work in Europe’s busiest M&A hub throughout 2022.

We are also taking our responsibility to society seriously completing 14 pro bono projects in the past year, allocating over 600 consulting days for pro bono projects.

Creating value and adapting to global trends

We’ve also expanded our potential together with IFS by launching Arcwide, our biggest services-focused joint venture. It brings together professional BearingPoint business services, IFS’s cloud technology and innovation into a distinctive business transformation proposition. Furthermore, we’ve teamed up with SAP to advance our carbon and environmental footprint solutions for our clients to help them reach carbon neutrality. A concrete step towards achieving our sustainability goals. Last but not least, we launched a collaboration with the Swiss financial market infrastructure operator, SIX. We aim to jointly establish a fully digitalized payments solution to be used by major banks and invoice issuers in European markets for invoice issuing and payments processing.

All these achievements are proof that we were successful in creating value for our clients and adapting to global trends. For 2022, we plan to outperform the market again with a double-digit growth target across all markets and segments.
### Milestones along our journey

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<tr>
<th>Year</th>
<th>Event</th>
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<td>2009</td>
<td>Management buy-out and transition into an independent European partnership owned and managed by 120 Partners</td>
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<tr>
<td>2010</td>
<td>Alliance with ABeam Consulting in Asia</td>
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<tr>
<td>2011</td>
<td>New subsidiary in China</td>
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<tr>
<td>2012</td>
<td>Acquisition of a major stake in business analytics software, HyperCube</td>
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<tr>
<td>2013</td>
<td>Acquisition of Magenta Advisory</td>
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<td>2014</td>
<td>Acquisition of RiValue</td>
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<tr>
<td>2015</td>
<td>Acquisition of Trinity Horne</td>
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<tr>
<td>2016</td>
<td>New subsidiaries in Portugal, Singapore, and the Czech Republic</td>
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<td>2017</td>
<td>Acquisition of Inputs</td>
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<tr>
<td>2018</td>
<td>Acquisition of LCP Consulting</td>
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<tr>
<td>2019</td>
<td>New subsidiary in Luxembourg</td>
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<tr>
<td>2020</td>
<td>Acquisition of Prederi</td>
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<tr>
<td>2021</td>
<td>Signatory of UN Global Compact</td>
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<td></td>
<td>New subsidiary in India</td>
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<td>Joint venture with IFS</td>
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<td>Collaboration with SIX for Request-to-Pay solution</td>
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Whether it’s collaborating and innovating with our partners, accelerating growth, delivering smart solutions or boosting progress, we have been consistently driving improvement and performance for our clients.
Henkel develops a cutting-edge sales cloud that takes sales promotion to the next level

The Dusseldorf-based company Henkel, which holds leading positions in its three business units Adhesive Technologies, Beauty Care and Laundry & Home Care, set the ambitious objective to redefine and innovate their sales promotions processes for Henkel account managers to better manage their retailers’ promotional contracts. They wanted to increase the transparency on their consumer packaged goods (CPG) sales costs—an essential element in the CPG industry that drives sales and an enormous cost position in Henkel’s profit & loss statement—and assure process quality on a global scale.

BearingPoint was selected to join this project as Henkel’s collaboration partner. Together with Henkel dx, Henkel’s digital unit, we developed a Henkel-tailored solution based on the SAP Business Technology Platform (SAP BTP) using a best-in-class approach for the complex dealer discount programs. The new Sales Promotions and Revenue Cloud (SPARC) is a big data solution that uses state-of-the-art technology and contains innovative assets from real-time insights, intuitive user interfaces, and ready-made integrations to the SAP ERP world as well as collaborative development tools based on SAP HANA. It constantly calculates the promotional impact on the individual promotion and overall account profitability and provides insights into target achievement and forecast quality. This application is powered by BearingPoint Products – Digital Solution Factory, making use of prefabricated software components, to provide the respective operations.

Henkel successfully implemented the first pilot within eight months. The solution went live in Germany in May 2021. Since then, it is being rolled out globally across its three business units Adhesive Technologies, Beauty Care, Laundry & Home Care. SPARC has ensured the accurate execution of promotional fund spend via process standardization and successful integration into SAP ERP finance processes.

“Big thanks to BearingPoint for their tremendous contribution in developing SPARC – our new Sales Promotions and Revenue Cloud. With the support of BearingPoint’s expertise in technology and project management, we were able to build this game-changing tool to analyze and understand which of our sales promotions have been most successful and over what period of time. The analytics tools provide us with valuable insights to help us make informed decisions about future plans moving forward.”

Sascha Wirtz, CVP Consumer, Customer & Markets at the digital hub Henkel dx
Polestar positions its supply chain in China to demonstrate a sustainable industry

The premium electric vehicle manufacturer, Polestar, needed to get a clear view of its sustainability strategy and to prioritize initiatives, while aligning them to its global strategy. By leveraging sustainability expertise and best practices, BearingPoint helped Polestar to define a strategic roadmap that enables their supply chain to increase climate neutrality, circularity, transparency, and cultural inclusion for a green future.

“Great collaboration with BearingPoint to integrate sustainability management into Polestar’s global procurement process. The project driven by BearingPoint enables us to align Polestar’s supply chain sustainability ambitions with suppliers and helps us to identify priorities and track progress for the areas of improvement.”

Ellie Wu,
Global Head of Procurement at Polestar
Graham Construction improves project profitability by moving equipment management into the digital age with ETM.next

Canadian construction company, Graham Construction & Engineering Inc, partnered with BearingPoint to implement the latest industry cloud application to allow shifting from manual processes and static data to digital equipment and management processes. The implementation of ETM.next empowers the company with optimized process efficiency, fleet utilization and real-time visibility of their assets, leading to overall construction project profitability.

“As we had established SAP BTP as our platform of choice for cloud applications ETM.next was the next logical step to move our equipment management into the digital age supporting our transformation towards an intelligent enterprise.”

Matt Gramblicka,
Vice President IT & Enterprise Applications at Graham
Hastings Direct enhances team performance in a hybrid workplace with ActiveManager

Operating in a new hybrid working environment, which is more complex, dynamic, and digital, challenges leaders to acquire new capabilities and strengths to guide their teams to adapt and thrive. The ActiveManager™ program, delivered in collaboration with Hastings Direct, has enabled a sustainable step-change in the capability of leaders to lead, engage and motivate their teams in this evolving environment.

“In the first half of 2021 Hastings partnered with BearingPoint to successfully deliver Hastings ‘Active Manager Program’ in our Operational teams with positive results in both their behavioral and technical capabilities that have delivered measurable commercial benefits. The program has delivered a transformational experience that develops leaders’ capability and creates the infrastructure and environment for them to be able to lead and coach engaged, high performance teams. Working with BearingPoint has been a true partnership, their focus on delivering changes that we can sustain has been highly valuable to us.”

Pam Angel,
Group HR Director Hastings Direct
Métropole Nice Côte d’Azur enables a more sustainable strategy by implementing a real-estate master plan

Métropole Nice Côte d’Azur wanted to setup a sustainable and cost-efficient way of managing its real estate portfolio. BearingPoint helped them gain a comprehensive picture of their patrimony inventory, define a real estate master plan, and a unique real estate management policy for the next 10 years.

“The study made it possible to identify operational scenarios to optimize the real estate portfolio occupied by our employees over the next decade and respond to the challenges of new ways of working.”

Elodie Rostand, Project Manager of Métropole Nice Côte d’Azur real estate master plan
Helping Save the Children Finland to support a brighter future for youngsters

Save the Children Finland wanted to better adapt their volunteer capacity to the demands for counseling that they receive via their NetariChat service. With BearingPoint’s help, the NGO can now use data-driven insights to streamline its services and offer on-time support for young people in Finland.

“The collaboration with BearingPoint has opened new ways for us to consider developing our work from an analytical perspective in the future, allowing us to handle the data collected from the chat in a more systematic and versatile way. This is especially important because children and young people have a growing need to connect with a trusted adult. Based on data analysis, we can streamline our services to best meet the number of on-call volunteer staff and the needs of young people.”

Lauri Sundberg, Project Planner at Save the Children Finland
TÜV Rheinland goes agile and launches an innovative workflow platform

TÜV Rheinland Business Stream Products decided to create a digital ecosystem to facilitate cross-functional collaboration between the company's globally distributed teams and customers. By implementing a new workflow platform, TÜV Rheinland gains more control over its projects' execution and delivery, while opening new possible revenue streams by offering tailored services to its customers.

"Thanks to our new service delivery platform that we implemented with BearingPoint’s support, we improved our collaboration and client communication and have opened up our company to new revenue opportunities."

Sebastian Müller,
Business Officer Information Management Business Stream Products at TÜV Rheinland
Yorkshire Water increases maintenance productivity by 19 percent while improving service quality and safety

Following strong financial demands from the water regulator, Yorkshire Water needed to assess and find new ways to improve operational efficiency within its maintenance function. With BearingPoint’s Active Manager program, the company achieved higher productivity by empowering its managers to proactively lead their teams and enhance performance.

“The ActiveManager program helped us achieve greater productivity and fast, which we needed to meet our business goals. The program actually exceeded the benefits case. However, it did this in a way that upskilled our people, improved how we worked together, and made sure that safety and quality were always the first priority. It has changed how we work for the better.”

Adam Ashman,
Head of Engineering and Maintenance Services at Yorkshire Water
Bayerische Versorgungskammer empowers its IT division with a new IT governance

Bayerische Versorgungskammer decided to transform its IT division into an active business enabler, engaged in bringing innovation and efficient collaboration within all business units. With its new IT governance, Bayerische Versorgungskammer is building the foundation for new roles and responsibilities of the IT function, allowing for more transparency across the entire organization and faster responses to business demands.

“BearingPoint has (co)designed the future IT governance and thus the important guardrails for the IT line-up of Bayerische Versorgungskammer (BVK). The balanced ratio of standards – such as COBIT2019 – and BearingPoint’s expertise from practical experience created a practical and usable result for BVK.”

Robert Notz,
Head of Division IV at Bayerische Versorgungskammer
A leading luxury cosmetic brand took the next step to establish a strong foundation in client insights and personalized interactions. BearingPoint supported the company in turning its CRM vision into reality by implementing a global CRM database to lay the basis for advanced omnichannel capabilities.
Global exclusive goods manufacturer drives higher efficiency by reinventing its product data model

With a new and flexible data model the global luxury goods manufacturer has all its product information in one place, easily accessible to all its international divisions. This enables the company to be more effective, to update product data in real time, and to enhance customer journeys.
Global automotive supplier reduces inventory by 20 percent using BearingPoint’s Inventory Navigator

By using BearingPoint’s Inventory Navigator, the client benefits from a sustainable inventory optimization approach resulting in full cost transparency for logistics planners and material managers. This empowers them to make data-driven decisions, adapt to changing market demands, and achieve an inventory level that meets liquidity constraints and targeted service levels.
Awards and analyst recognition

2021 witnessed BearingPoint getting noticed and achieving success in different arenas across the world. Whether it’s collaborating with our partners, aiding and accelerating growth, delivering smart manufacturing solutions at scale or boosting CRM and Customer Experience Implementation for our clients, we have been consistently driving and performing at a high level.

SAP Pinnacle Award
BearingPoint was awarded the 2021 SAP® Pinnacle Award in the Partner Application of the Year – Industry Cloud category. It recognizes our outstanding contributions as an SAP partner. SAP presents these awards annually to the top partners that have excelled in developing and growing their partnership with SAP and helping customers run better.

The award honors BearingPoint’s partner-developed innovative industry cloud solution ETM.next, available on SAP® Store. It was granted based on the strategic importance of the solution for joint customers in complementing SAP’s industry cloud portfolio, as well as BearingPoint’s innovative use of SAP Business Technology Platform (SAP BTP).

IFS Growth Partner of the Year
BearingPoint is an IFS Platinum Service Partner and the 2021 winner of the IFS Growth Partner of the Year award.

IFS recognizes partners’ continued dedication to the IFS Partner Program, commitment to excellence in the service(s) delivered to mutual customers, and expertise in leveraging innovation to extend the capabilities of IFS’s solution. The merit-based award we received honors those partners that, in the past 24 months, exemplified accelerated growth and rapid implementation, having onboarded at minimum one new customer and demonstrating a true commitment to continued business growth together.

A Major Player in Worldwide Smart Manufacturing
BearingPoint is pleased to be recognized as a Major Player in the IDC MarketScape: Worldwide Smart Manufacturing Service Providers 2021 Vendor Assessment (Doc #EUR147689021, June 2021). As one of the most innovative players in the market, BearingPoint is delivering several major Smart Manufacturing projects with its clients. The BearingPoint Smart Manufacturing Playbook is valued by clients for the structured approach to scale smart manufacturing solutions in an industrialized manner.

A Visionary in the 2021 Gartner Magic Quadrant™ for CRM and Customer Experience Implementation Services
BearingPoint was recognized as a Visionary in the 2021 Gartner Magic Quadrant™ for CRM and Customer Experience Implementation Services for the second time.

We think this confirms our continued investments in the field of Customer & Growth to deliver increased value to our clients with a clear market positioning.

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Leading-edge solution for carbon neutrality with SAP

BearingPoint has joined forces with the market leader in enterprise application software, SAP. The co-development partnership aims to advance the design and development of a cutting-edge solution to help customers reach carbon neutrality.

A key element of reaching carbon neutrality is the measurement, management and steering of the carbon and environmental footprint. Companies are facing increasing pressure to determine their carbon footprint not only on a corporate level but also on a product level. BearingPoint’s long-standing experience and in-depth knowhow with emission calculations, along with SAP’s solutions for sustainability creates a powerful alliance to develop innovative solutions to address customers’ concerns and gain speed in the race to carbon neutrality.
Arcwide, a joint venture with IFS focused on business transformation

BearingPoint has extended its partnership with IFS, the cloud enterprise software company. The joint venture, Arcwide, brings together professional BearingPoint business services, IFS cloud technology and innovation into a unique business transformation proposition.

Arcwide seeks to add significant value and deliver successful projects to a strong common client base. The organization will provide cloud deployment and professional and technology services to business leaders in Austria, Belgium, France, Germany, Ireland, Italy, Netherlands, Switzerland, and UK, and across sectors. With the aim to provide a single unified experience to customers from the point of purchase of IFS Cloud to the identification and realization of value, Arcwide will help solve complex business challenges for decision makers accountable for their business’ growth.

The new company’s services will include value assessment, scoping and deployment, managed services and services associated with business transformation such as training and change management. As well as gaining from the two companies’ pedigree and global reach, Arcwide customers can benefit from deep industry expertise with individuals joining the venture from both organizations. Their focus will remain on unlocking value through IFS Cloud – SM, FSM, ERP, and EAM – adoption and accelerating time to value.
Fully-digitalized payment solution with SIX

BearingPoint has entered a strategic partnership with the Swiss financial market infrastructure operator, SIX, to create an overall win-win-win situation for banks, consumers, and businesses. The partners are jointly pursuing the goal to establish a fully digitalized solution to be offered by major banks in European markets to their corporate customers for invoice issuing and payments processing.

The venture will adopt the existing invoice-to-payment service to digitalize the entire value chain from the issue of the invoice to its payment, based on SRtP. Invoice issuers will send invoices directly and securely to their customers’ online and mobile banking applications. Customers can verify the invoices online and then approve or reject payment at the click of a button. The solution works similarly in B2B business where it supports fully digitalized end-to-end invoice processing.

The platform is based on the eBill processing infrastructure of SIX, as this is already well established in Switzerland and will be rolled out in Europe with BearingPoint’s industry experience. A key advantage is the ease of integration into the banks’ environments, thereby enabling fast and cost-effective implementations.

The innovative solution can help invoice issuers achieve significant cost savings compared to sending paper or mail invoices and processing the respective credit transfers. It also improves debtors’ convenience, as they receive invoices and initiate payments in a single step within the familiar digital environment of their own bank and additionally creating an all-purpose invoice repository. For banks, this will result in a strengthening of their customer relationships and – through the reductions in paper invoices – they also contribute to environmental protection.
In a fast-moving world, we continue to operate in line with our Strategy 2025. It defines how we will succeed in a rising tide of unprecedented uncertainty and times of disruption. We also head into the future as a strong purpose-driven organization. We will do more for our people, more for our planet, and we want to create more innovation with and for our clients.
Strategy 2025 meets Purpose

In a fast-moving world, our business model evolves continuously. The future is a playing field that looks nothing like the present. However, the way we have responded so far, through our commitment to innovation, client-orientation, and our drive for high performance, has ensured that we have taken huge strides towards our shared ambition.

Something that unites us

We believe this is possible due to our strong culture. It is something that unites and inspires us to deliver our best, always. It is directly supported by the expression and unveiling of our purpose – Together, we are more than business.

The statement outlines clearly, who we are, what we are about and why we are different. It is something that brings us all together and helps clients and external stakeholders understand why we are special. It captures the human spirit that drives all of us at BearingPoint. It spurs us to do more. For our people. For our clients. For our planet. And society.

It works hand-in-hand with our Strategy 2025.

Our strategy is driven by three inspiring ambitions:

- People at the center of everything
- Outperform the market every year
- Be one of the top three players in our areas of expertise

People at the center of everything

We seek to accomplish this in three dimensions: Our colleagues – to grow our own people into leaders of the future who can address dynamism and take responsibility for people, planet, and society. Our clients – to enable them to transform their businesses for the better to remain relevant in the future. Our society – to leave a positive footprint in this world beyond our firm.

Outperform the market every year

We aim to outperform the market every year and enable European clients to expand to become global leaders. 2021 has been one of the highlight years for BearingPoint, we’ve performed exceptionally well across sectors and geographies and at a level far ahead of the competition. It goes to show the strength of our European roots, skills, and capabilities.

Be one of the top three players in our areas of expertise

We aim to be positioned as leaders with our expertise in Consulting, Products, and Capital, each with their own distinct service offering and model. We have also defined dedicated focus areas that provide us with fertile ground for growth in our core consulting offerings across services and segments.
Sustainable ways of working

Overarching our three ambitions, we are holistically committed to sustainability with dedicated goals. We aim to vastly reduce emissions for our clients and consequently, pave the way for a better future.

We are determined to improve female representation and leadership. We are open to change to comply with high standards of sustainable and responsible conduct, striving for accordant certification. To ensure continuous change, part of our sustainability strategy is to implement sustainability considerations (social and ecological) into everything we do with our program ‘Sustainable Ways of Working’.

Strategy 2025 execution

Our forward-looking strategy outlines a plan based on our fundamental strengths and the distinctive differences that set us apart from our competition. They define how we navigate the future and how we’ll succeed in a world evolving rapidly and when confronted with ever-unexpected challenges:

- Our strong people-centric culture and principles which we detailed in a revised Employee Value Proposition (see “More for People” chapter) and commitment to sustainable ways of working
- Business consulting with management and technology capabilities
- Our ability to innovate, create and scale IP
- Our independent and European identity

We will continue to build and develop from these core strengths and differentiators. It helps us implement our strategy and extend it organically into initiatives concentrated on growth.

Against this background, our strategy execution is focusing on areas such as:

- Investment into our people with programs such as Oxford Business School (see ‘More for People’ chapter)
- Strategic joint ventures such as Arcwide with IFS
- Innovation and organic IP development leveraging our current portfolio including 71 use cases with high potential (see ‘More Innovation’ chapter)
- Co-development like the one with SAP on emission calculation and reduction
- Integration of acquired innovative services and IP such as YouMeO and Steerio
- Sustainability with initiatives such as (E)mission Zero, and Sustainable Ways of Working
- Reinforcement of our nearshore capabilities with strong growth of our teams in Romania and the Czech Republic
- Establishment of BearingPoint India to add offshore capacities

To support our strategy execution, our BearingPoint Capital unit manages our corporate portfolio, investments, and M&A activities. We have a strong M&A pipeline with a variety of opportunities reviewed in 2021, including IP assets and ventures. For our clients, we provide services across the whole M&A deal lifecycle, with a particular focus on technology and tech-enabled businesses.

We will also accelerate our innovation activities and the development of our IP products and assets with major investments in our BearingPoint Products unit.

Most importantly, we will focus on our people and the implementation of our purpose.
Business outlook

Only a few years back, a crisis was usually restricted to a certain segment or region. Recent years have seen a rising tide of unprecedented uncertainty. Our clients have been confronted with a collection of crises, one after the other: Brexit, COVID-19, supply chain disruptions, climate and environmental issues, ensuing regulations and more recently, inflation, and the unfolding conflict in Ukraine. They needed our assistance in adapting, reinventing themselves, and confronting these challenges with agility.

Building resilience and increasing sustainability

It required a mixture of building resilience and increasing sustainability. Building resilience came along with measures like improving the agility of clients and empowering people for change. Increasing sustainability comprises reducing emissions as well as developing their business model into a dependable entity from a people and economical perspective. We are helping our clients reduce their carbon footprint and become more ecologically conscious in their extended supply chain operations.

We are also helping them develop better risk mitigation in terms of forecasting and planning using Artificial Intelligence with complex and hot data, to keep their businesses running.

Making them robust, not only in terms of the market and revenue generation, but also from an organizational perspective. We’ve collaborated extensively with our clients and partners.

Innovating, developing, and implementing new IP products and services.

We’re bringing in agile methodologies and new ways of working, embracing digital technology and leveraging data to aid scenario planning and make real-time decisions. To help them develop the ability to withstand and move forward with much-needed flexibility.

IP asset development and growth

We’ve developed a range of new IP products and assets that is generating additional business on top of our core consulting practice. We’ve seen tremendous growth in the market and the demand is also increasing. Once again, this harks back to our strong differentiation and positioning in the market. We’re seen as an organization that understands business issues, challenges and constraints and transforms them into innovative digital solutions.

We’ve been one of the pioneers when it comes to delivering on sustainability. Our co-development partnership with SAP and building a leading-edge solution to reach carbon neutrality is proof that

“We’re seen as an organization that understands business issues, challenges and constraints and transforms them into innovative digital solutions.”

Matthias Loebich, Global Leader Markets and Networks
we are confident in redefining the future for our clients, society, and the planet. Our joint venture with IFS, Arcwide, delivers on our global ambition to transforming businesses and has elevated us into a powerhouse for technology consulting with huge potential for growth going forward. We are also working with several start-ups and co-creating breakthrough technologies. For instance, a new initiative that is creating a buzz inside the firm and in the market is our immersive lab that is developing concrete VR and metaverse use cases for clients.

Innovation in everything we do

To reiterate, innovation is at the top of our mind. We are known in the market not only for our ideas, but for growing them into tangible solutions. This is especially useful in the execution of our Strategy 2025 and initiatives in our key focus areas: automotive operations, new banking, unified commerce, digital twin, and next generation public services. For example, one of the solutions we are actively working on, the BearingPoint Bill considers recent developments with respect to new regulations.

The recent partnership with SIX will open this up to deliver new payment solutions for banks and customers in Europe that eases digital integration enabling fast and cost-effective implementation. We reframed this as a gateway for new opportunities. We went through a structured innovation process to identify real elements, reached out to the market to prove its effectiveness and found the perfect partner to develop it into a solution for the FinTech market.

Our best asset

Of course, it is all only possible due to our people. They’ve proven that you only need a critical mass of outstanding, committed and engaged people to help our clients succeed at a global level. Therefore, true to our purpose, this year we will do more for them. To increase the value of our best asset. More high-quality training; in partnership with Oxford Business School. More transitioning of partners into management. More for gender equality and inclusion.

With our strong global alliance partners – ABeam, Globant / gA, and West Monroe Partners, we can scale and leverage our capabilities for our clients wherever they may operate. We’re also broadening our reach and delivery capabilities literally. By opening our new delivery center in India, we are bringing the same attention to detail and promise of superior quality of the BearingPoint brand name to a new geography. It is confirmation that our strategy is headed in the right direction.

“Innovation is at the top of our mind and in everything we do. We are known in the market not only for our ideas, but for growing them into tangible solutions.”

Damien Palacci, Global Leader Consulting Portfolio
READY TO SERVE

We are an independent management and technology consultancy with European roots and a global reach. Our mission is to help European companies become global leaders.
Business portfolio

The unique BearingPoint ecosystem. One firm. Three business units – with distinct offerings and models, focused on their own market and together providing technology-enabled consulting. One joint venture.

**Consulting**

**Market Segments**
- Automotive, Industrial Equipment and Manufacturing
- Banking & Capital Markets
- Chemicals, Life Sciences & Resources
- Communications, Media & Entertainment
- Consumer Goods & Retail
- Government & Public Sector
- Insurance
- Utilities, Postal & Transportation

**Service Portfolio**
- People & Strategy
- Customer & Growth
- Finance & Risk
- Operations
- Technology

**Products**

**IP Products**
- Emissions Calculator
- ETM.next / Lease & Rent
- Data Quality Navigator
- DemandSens / Optix / Insight as a Service
- Swarm / Program Pulse
- People Development Cloud

**Services**
- Free and Open Source Software
- Advanced Threat Inspection

**Capital**
- Supporting strategy execution through investments and ventures
- Managing and scaling standalone software businesses
- M&A advisory for clients: sell-side mandates and transaction services

**Arcwide**
- Joint venture with IFS focused on business transformation
Enabling European leaders to become global leaders

We are proud of our European roots and are strengthened further when coming together as a European organization with a global reach. We want to aid companies to accelerate in their journey to become global leaders.

We operate primarily through three business units. First, we provide consulting services to implement or improve processes, develop new business models, or conduct critical digital transformation projects in eight different market segments spanning a wide variety of industries. For all segments our service portfolio supports the value chain related services combined with strong strategy as well as people and IT transformation capabilities.

The second unit, BearingPoint Products, develops IP-driven digital assets, and provides managed services beyond SaaS where our clients leverage value added services to run their business effectively (see also ‘More Innovation’ chapter).

The third unit, BearingPoint Capital, is our M&A and Investments unit which supports all transactions and inorganic growth opportunities for our clients and for our firm. This includes support in and execution of transactions, M&A strategy and due diligence for our clients as well as management of our firm’s inorganic growth agenda, investments and standalone software businesses.
Taking our clients to the world

The worldwide BearingPoint office network is defined by a global perspective to markets crucial for us and our clients, also covering the US and China. We are focusing and investing to grow and provide the same outstanding European service for our clients in those markets. We recognize we need strong and trusted partners in this pursuit. Which is why we have built a robust global alliance network.

In particular, we have developed successful strategic partnerships with ABeam Consulting in Asia, gA – a Globant Division in South America, and West Monroe Partners in North America. To supplement and provide solutions for our clients on a global level and to scale local or regional capabilities whenever the need arises. It’s built in such a way that it operates seamlessly across the world. So we can take the lead and deliver projects together with our partners even in remote or new markets.

New presence in India

We’ve established a strong delivery model. Working with our clients either onshore, nearshore, or offshore. In 2021, we further strengthened our presence globally with the opening of our new offshore delivery center in Electronic City, Bangalore (India) to scale SAP and digital capabilities. We will provide standardized and product-led services from India, acknowledging and helping our clients benefit from the efficient and cost-effective delivery, whilst ensuring the high quality of services expected from the BearingPoint brand. The same level of quality and service that has made an impact in markets across the world. Whether it’s onshore, nearshore, or offshore.

The entry into India is a major milestone for BearingPoint and delivers on our global growth strategy of developing and providing IP and digital assets for our clients. Bangalore is now our third delivery hub in addition to our centers in Romania and the Czech Republic.
Worldwide presence

Through our partnerships, global alliance network and delivery centers spread across the planet, we are positioned to support our clients, wherever they may be located.
Our firm’s success is a direct result of our people. Our culture is built on a foundation of shared connections and purpose. We celebrate collaboration. Now we want to do more.
People facts

Our culture is about putting our people at the center of everything we do. It means more inclusion, more equality and more investment in learning and development to help our people thrive.

1,342
New hires in 2021

39%
Female new hires

76
Nationalities of BearingPoint people

4.9/6
Average belonging score – our KPI for people belonging and feeling understood

700+
Live (virtual) training courses in 2021

“My leaders treat me with respect” (5.5/6)
Best rated item in our People Survey
People first

It is essential to our strategy. Our firm’s success is a direct result of our people. And our culture is built on a foundation of shared beliefs and ambition.

We want people to feel that they belong here and that they are always rewarded and cared for. We believe in empowering our teams and encouraging both personal and professional growth. We celebrate collaboration.

People-centricity is more than just words. It’s about keeping a promise to our people. It’s about the action we’re taking. We’ve defined a framework to illustrate the different levels through which we bring to life our people-centricity.

Our Shared Purpose

Being involved in shared experiences filled with meaning brings the best outcomes across all levels. Working towards a shared goal, working on impactful projects, and partaking in societal action and social team activities – it invigorates our purpose and each of us. We stick to our core beliefs, that diversity makes us better. This idea is also anchored in our five basic beliefs (Commitment, Teamwork, Excellence, Passion, Stewardship) that guide and encourage us to achieve lasting success for our people, our clients’ people and people in our society – and consequently, BearingPoint.

Recently, we further defined our purpose: What is BearingPoint’s reason to be? What is the impact we want to make on the world? The result is our Purpose – the title of this Annual Report: Together, we are more than business.

A key element of this purpose is to take responsibility for our people. But beyond that, we also address our clients’ people and people in our society. Connecting with them and providing opportunities for a shared experience can have so many positive ripple effects.

Thus, as a firm we further develop our sustainability services portfolio, engage in pro bono projects and volunteer for community initiatives.

KPIs:

- People engagement score: 4.9 out of 6
- 14 pro bono projects
- 600 days for pro bono projects
Examples: Save the Children (more in Client Stories section)

We are happy to support pro bono projects firm-wide setting up a dedicated charge code. Pro bono projects are treated like client projects for consultants undertaking the projects. We deem pro bono work a key impact accelerator for our firm and have made our 2021 CSR-campaign all about #EnableHelpers. With this one-month campaign we shared proof points for the impact we’ve made with stories from our pro bono portfolio. In addition, we organized webinars on project management, emission management and agile working for volunteers and staff of non-profits all over Europe. Focusing on reaching out to people, we have made Share the Meal a firm-wide donation target for our colleagues. The app Share the Meal is also promoted as a ‘Digital Good Deed’ – an easy, digital-based way to engage and donate (money, time, in-kind, and data).

For deeper insights into environmental practices see the ‘More for Our Planet’ chapter.

Doing more: Pro bono impact measurement, impact driven hands-on engagement, more collaboration with our clients to initiate societal and environmental actions.

Deeper Connections

Developing deeper connections makes us all better. When people feel understood, they develop a sense of belonging and trust, engage more readily, voice their opinion confidently, and stay longer with us. Therefore, we ensure that the people leading teams are fully equipped to build a trusting and empowering environment within their teams. Parallelly, we continue to expand our DIVE (Diversity, Inclusion, Variety, and Equality) initiatives to further promote our belief that everybody can be themselves and diversity makes BearingPoint better.

We have extended the four areas of activity with reference to DIVE.

- Listen (seeking feedback – with the help of our team leaders, but also with surveys)
- Lead (with leadership interventions and support)
- Inform (raise awareness)
- Engage (provide opportunities to engage, get involved, and exchange)

Our Affinity initiative, where people come together to share a certain characteristic that is currently underrepresented or could be overseen in the organization is a great driver of engagement. We are happy to work with four affinity initiatives: Women@BearingPoint, Ability@BearingPoint and Proud@BearingPoint as well as a newly founded Initiative: MORE (Minorities of Religion & Ethnicity). These initiatives serve as idea generators, awareness-builders and sounding boards and are a key element of our live participatory culture. Overall, DIVE has been received well: In our People Survey 2021, DIVE was ranked as one of the top three aspects within the firm.
Examples:

- Along with Women@BearingPoint, we celebrated International Women’s Day on March 8, 2021 with more than 100 participants from all over the firm. Here, we launched our Female Acceleration Program and initiated more than 15 activities including networking, awareness-building and knowledge transfer on DIVE and female representation.
- Along with Proud@BearingPoint, we organized an online soccer-betting game (sponsored by the Proud-network) across the firm with more than 200 people participants.

KPIs:

- Belonging score: 4.9 out of 6
- Psychological safety score: 4.7 out of 6
- Leadership respect score: 4.9 out of 6

New Flexibility

During the pandemic, we became more flexible for our colleagues to work from where, when, and how they feel most productive. This approach has enhanced the trust and feeling of empowerment of our people. Based on our results in 2021, it was mutually beneficial.

It is a strong signal. That we’re on the right track and intend to continue this journey. At the same time, we want to support our people in this new reality. This includes technical infrastructure, the right equipment to work from home and training our managers on how to best manage virtual teams. The training aspect and the changes in terms of required competencies are already fully embedded in our firm-wide training curriculum and in local-level training.

The role of our offices will change as well, and we’ve addressed this with a new office design guideline. Going forward, our offices will be a space for collaboration, communication, and co-creation. They will create a sense of belonging. And will be used less frequently as a place to go for work (regardless of the type of work). The implementation of the new office set-up will happen over time in a steady mode.

Doing more: For our flexibility agenda, we will continue to drive gender equality. With our Female Acceleration program, we aim to quicken the journey towards meeting our targets of having 40 percent female staff across all levels, 20 percent female partners and female representation in every leadership team, in every country.

KPIs:

- Flexible working options score: 4.8 out of 6
- Work life balance score: 4.6 out of 6
Personal and Professional Growth

We help our people develop and make progress in their careers through our people-centric strategy. Our People Development Framework provides information, key development aspects, support, training, core competencies that are relevant for each level, and career progression programs to help our colleagues grow.

We also ensure our people receive the support they need whilst working remotely through our online training platform and learning management system.

Due to the pandemic, most of our trainings and courses were only available online. Yet, this allowed our colleagues to consistently upskill in key areas identified through our service lines. Training for both employees and managers included topics which became a priority during the pandemic such as ‘leading remotely’ and ‘wellbeing management’.

In total, our employees accessed over 700 online training courses or virtual training sessions in 2021. Indicating that our online training offerings have been very well received, receiving strong feedback in feedback surveys. On top of training, we’ve begun a pilot in two countries using a new performance development platform. Our aim is to offer a platform that provides more meaningful and robust development and coaching possibilities. Based on the very positive feedback from the pilot, the firm-wide launch was prepared in 2021 and we will go live in all countries in 2022.

Doing more: We will offer more high-quality training with a dedicated venue. For example, our new 12 month program with the Oxford Business School for our Senior Consultants will offer skill development you’d expect from an MBA course.

KPIs:

• 700+ number of firm-wide trainings

Holistic Wellbeing and Rewards

Our people’s wellbeing is important to us. We offer a comprehensive benefits package in all our countries. It includes gym memberships, family services, additional vacation days, health management and pension plans. During the pandemic, we increased our efforts by facilitating virtual sessions around wellbeing, nutrition, mental health and building resilience. We also organized several virtual yoga, sports and team sessions.

At the same time, we reward the hard work of our people and offer them a comprehensive overall package. We run compensation benchmarks every year to ensure that our salaries are in line with the market. Based on these benchmarks, in 2021 we decided to enlarge our salary budget for the rewards cycle in 2022. Also, based on our strong results for 2021, we decided to significantly increase the variable performance bonus pools for all our people.

Doing more: We’ll reward collaboration and recognize work that helps others. We’ll give our people dedicated time for pro-bono work, wellness activities and client collaboration.
Innovation is a core aspect of our Strategy 2025. It will help us define the future of our business. And we’re embedding an environment that nurtures and encourages new ideas every day.
Innovation facts

Innovation helps to shape the future of our asset-driven consulting. Our new firm-wide asset funnel, promotes the development and upscaling of our assets, supports asset teams, and fosters cross-collaboration.

- **200+** Use cases in the asset funnel
- **71** Use cases with high potential
- **1,400+** Be An Innovator project participants
- **58** Assets under development
- **60** Minimum Viable Products (MVPs)
Together, we can all be innovators

Innovation is about solving problems or creating opportunities by thinking differently. It’s driven by exchanging ideas with others, by challenging your thoughts and confronting your point of view. BearingPoint has been driven by new ideas from its start and is now reaching a new scale.

**Hub for Innovation**

Our Hub for Innovation is a great example of how this works in practice. Launched at the end of 2020, it has already hosted eight campaigns, two of them firm-wide, including our Be An Innovator project last October, which saw over 1400 participants submit, vote on and share ideas. The best ideas started their journey with the Garage Sprint experience: a structured process to validate ideas in the market: the ones that collected proven evidence will be invited to our next Shark Tank.

Meanwhile, more than 25 firm-wide teams named their innovation agents and are managing the development of promising ideas into our Innovation Funnel. Each service line run quarterly asset grow meetings, where each asset team (like a corporate start-up) share their achievements and traction and ask for resources and funding for the next quarter. Assets under development with high potential to scale up and become products are invited to pitch to the Asset Board, which provides the required resources to move forward. With our current portfolio including 71 use cases with high potential, it goes to show just how effective the program is.

The Hub for Innovation brought us together and removed boundaries. It showed that collaboration is essential for innovation.
Immersive Lab

Collaboration was also the inspiration for our Immersive Lab. After conversations with several VR providers and start-ups, we went on a learning expedition with our clients to establish how the metaverse could benefit business. We met more than 300 individuals, representing 34 brands in 11 different industries. We identified more than 60 use-cases which would benefit from an immersive approach. And, together, we understood what the metaverse was about. The Immersive Lab was launched to provide ongoing insight and facilitate development of innovative use cases. First projects include B2B with 3D manufacturing & warehousing to accelerate business process reengineering, and B2C while taking an European entertainment brand into the metaverse along with its fans.

Innovation Circle

The experience brought the power of working together with our clients on innovation into sharp focus. And the idea for our new exclusive collaborative platform, Innovation Circle, was born. It will be pivotal to our future. It provides a space to build relationships, open doors and begin meaningful conversations between our account teams and potential new clients. For our current clients, it offers the opportunity to accelerate their journey, access inspiring content and discuss what matters to them. For our Asset Team, it will help to uncover insights, get learnings, and fuel the program.

Innovation is a core aspect of our 2025 strategy. It will help us define the future of our business - so we’re embedding an environment that nurtures and encourages new ideas every day. Together, we can all be innovators.
Our unique technology-enabled consulting approach allows us to create an ecosystem of leading services, innovations and solutions that fuels our IP Asset development and continued successful growth.

We do this by staying on top of industry trends and a drive to empower clients facing increasing challenges and uncertainties. We see this as an opportunity to provide specialized knowledge, thought leadership and innovative solutions that can help them remain competitive. We also leverage our own understanding of software and technology trends and utilize our expertise to generate opportunities for providing technology-enabled consulting. We embody this as: One firm. Three business units. Each with its own distinct offerings and models, focused on their own market and combining to provide technology-enabled consulting.

**From client challenges to solutions that are not yet in the market**

We source innovations organically throughout the firm, through our Hub for Innovation, Innovation Circle, and other avenues. Thanks to close collaboration with our clients, these ideas arise directly from insights and challenges clients face currently and lead to solutions that are not yet in the market.

We develop the innovations through a funnel where the innovations are run through experiments to validate, gather knowledge about use cases and market relevance and improve on the idea. Then we build an MVP (minimum viable product) for a single client to further test desirability, feasibility, and viability.

Once these criteria are met, we accelerate the asset – a selected number of assets to develop new MVPs for other clients with a clear business need while still spreading it across the field. This is actioned either as co-innovations with our clients or in strategic partnership with strong players in the market.

Once we gain momentum, we scale the assets with the highest potential by increasing usage to create critical mass and scale groups of assets together. At this point, we can either sell the asset at strong multiples if it creates the most value or join forces with other market players to create joint ventures that further optimizes the value of the asset.
BearingPoint Products in focus: the digital products of tomorrow, today

BearingPoint Products (formerly BearingPoint Business Services) offers cloud applications for business-critical processes in various industry segments. Based on its project experience and deep industry understanding our team creates solutions to address specific problems and provides data-driven business insights.

We believe in a future where technology redefines and supports people managing complex challenges. BearingPoint Products is becoming the second engine within the firm by offering a vast range of scalable, highly customized services, using its own IP and software solutions. And it makes use of prefabricated components to develop new MVPs in our Digital Solution Factory. In addition, BearingPoint Products offers innovation-based Platform Services to address the challenges of our clients.

**Leading-edge solutions**

Another important aspect is the cooperation and co-creation along with strategic partners like SAP to advance the design and development of the units’ leading-edge solutions. We partner with them on the race to carbon neutrality. Furthermore, the products have been internationally recognized for their outstanding performance. ETM.next was awarded the SAP Pinnacle Award in the Partner Application of the Year – Industry Cloud. That’s not all, ETM.next was recently rewarded as an SAP Endorsed App in the SAP Store.

In the last year, BearingPoint Products won over 30 new international clients, added four new products to the now 21-strong range, and has six more in the creation phase right now. The team continues to grow too – there are more than 200 developers based across Austria, France, Germany, Ireland, and Romania. And every member of the team shares the unit’s commitment to co-developing with clients, keeping the customers’ needs always in mind in everything we do. This means that all products and services are always tailored to meet client challenges and the team provides the necessary capacities to support their clients 24h/365.

**Moving ahead: next-generation brand and the BearingPoint Store**

And as the BearingPoint Products team continuously refines its offering and pushes the boundaries of innovation and technology, they are looking to strengthen our position in the market even further with major investments and a next-generation brand. The new branding – BearingPoint Products – will come to life in 2022, along with the establishment of a dedicated BearingPoint Store on the BearingPoint landing page acting as a central hub for the business unit’s cutting-edge solutions as well.
Cutting-edge digital products and services that deliver real competitive advantage

We believe in a future where technology redefines and supports people managing complex challenges. Which is why we developed compelling IP-driven managed products and services that go beyond SaaS to support and ensure our customers’ success.

We can address individual business needs with a combination of specialized skills and entrepreneurial thinking. We keep on top of trends and can provide answers to upcoming challenges by analyzing market demand and through faster adaptation. Our products and services are also scalable and tailored to each need, with a proven track record in data security and protection, as well as industry excellence and thought leadership.
We’ve been deeply involved in building sustainable solutions both internally and for our clients for more than ten years. Now we’re on the path to do even more.
More for our planet - facts

We are leading by example. Inspiring our people and clients on the journey towards (E)mission Zero.

4,055 tons
CO2e emissions offset by forest and peatland conservation and restoration partner

50%
Emissions reduction goal by the end of 2025 as compared to 2019

560
New trees planted with Treedom

46
Sustainability-focused projects delivered
A progressive approach to a responsible business

We are sustainable by design. It is our default mindset. We’ve been deeply involved in building sustainable solutions both internally and for our clients for more than ten years. Now we’re on the path to do even more. More for our planet, by engaging in continuous improvements for ecological sustainability.

We have clear and concrete sustainability goals – 50 percent reduction of our carbon emissions (by the end of 2025), ensuring sustainable project management practices and accelerating the process to get B Corp certified – a progressive approach to responsible business across all levels of sustainability.

When it comes to emission management, our current focus is beyond measurement and compensation. We are increasing initiatives for emission avoidance and reduction to get closer to our ambitious emissions goal. We are committed to the Science Based Targets initiative to reduce emissions in line with the Paris Agreement – limiting global warming to 1.5 degrees Celsius. It is how we take our people and clients along with us on our journey towards carbon neutrality.

**Sustainable Ways of Working**

In fact, our people are as passionate about contributing to our sustainability efforts both internally and with clients. One of the initiatives towards achieving our ambition is the internal change program ‘Sustainable Ways of Working’. It ensures that sustainability is embedded in our daily practices and when working with our clients.

Our GreenWays app helps people track and take responsibility for their individual mobility CO2 footprint. ‘Sustainability Hacks’ is a library containing tips and tricks around daily sustainable practices for everybody. ‘Digital Good Deeds’ is a way for our people to inspire one another by sharing tools, apps, and online services to easily act for the benefit of our planet.

**Task force – (E)mission Zero**

We’ve also set up a task force – (E)mission Zero. With this team and together with country teams, we are making rapid progress towards achieving our ambitions. Making decisions based on actual figures. To enable this, we are establishing quarterly firm-wide emission reporting that will be enriched with qualitative aspects.

Furthermore, we are exploring innovative approaches and new ways of working to step up reduction. Like a new firm-wide travel policy to provide basic guidelines for incorporating ecology in travel decisions. Providing company bikes in Germany. Switching to renewable energy in our offices wherever possible. Revising car policies (as done in France, where only electric or hybrid cars can be leased from now on). And our collaboration with Treedom, where we are growing a BearingPoint Forest by gifting trees to new joiners and clients across the firm.

**Enriching Sustainability Services**

Beyond that, we follow our 10-year tradition of helping our clients achieve ‘More for Our Planet’. Our firm-wide community constantly enriches our holistic Sustainability Services offering, also addressing all ecological challenges - starting with emission measurement and management over environmental strategy to implementing circular practices.

Our BearingPoint Emissions Calculator, in partnership with SAP, has evolved the asset into a high-end product in the market that empowers us and our clients to calculate our carbon footprint, reduce it and accelerate everyone in the journey to carbon neutrality.
BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: The first unit covers the advisory business with a clear focus on selected business areas. The second unit provides IP-driven digital assets and managed services beyond SaaS. The third unit is designed to explore innovative business models with clients and partners by driving the financing and development of start-ups and leveraging ecosystems.

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

For more information, please visit:
bearingpoint.com
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