

BearingPoint®

Sustainability Report



BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three units: Consulting, Solutions and Ventures. Consulting covers the advisory business; Solutions provides the tools for successful digital transformation, regulatory technology and advanced analytics; Ventures drives the financing and development of start-ups. 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 75 countries, engaging with them to achieve measurable and sustainable success.

To learn more, please visit:

Website: www.bearingpoint.com

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Sustainability at BearingPoint

Sustainability is a mind-set that our founders anchored in our corporate culture when they defined stewardship as a principle that guides us to grow and develop the firm over the long term.

This mind-set has shaped our behavior, not only in economic terms, but also toward the environment and society as a whole.

With this report, we bring this all together on an annual basis by revisiting our efforts, which allows for greater transparency and better results.

It's all about stewardship



Peter Mockler
Managing Partner

Our corporate DNA

Sustainability is part of our corporate DNA. When we created this firm back in 2009, we were determined to build something to last for generations to come. We defined stewardship as a principle guiding us to grow and develop the firm over the long term. Our governance model is based on true partnership, thereby reinforcing long-term stewardship. All of our Partners own shares in the firm as a whole, so they are focused on collective success rather than particular interests. All strategic decisions are also voted on, with each Partner having one vote, regardless of the Partner's seniority, so the next generation of leaders has a say in the firm's future early on.

Our core purpose

Sustainability is also engraved in our core purpose as a firm: "We're here to lead the way in helping our clients navigate change for lasting success." From a people perspective, this means that "we encourage and enable people to be leaders and help build a better future." But what do we have to show for it? What do we mean by a better future? And are we able to measure the impact we make? Again, I am proud to report the whole range of activities that emerge from our organization.

Our social purpose

In 2015, we took an important step by focusing our social engagement on a goal that is aligned with who we are as consultants. We defined our social purpose as "the development and understanding of the human mind," and created the BearingPoint Foundation, a virtual charitable organization, to deliver on this purpose. Specifically, we work with charities who transform people's lives, enabling them to access education, grow their self-confidence, and achieve their potential by developing their IQs (Intelligence Quotient) and EQs (Emotional Quotient). We pledged to invest at least one percent of the firm's annual profits through the Foundation by giving our time and expertise, raising and donating money, and providing our products and research. You can find an overview on how the BearingPoint Foundation works and which charities we supported in 2017 on pages 6-7.

Three types of responsibility

While the BearingPoint Foundation is the centerpiece of our social engagement, there are more ways of how we exercise our responsibility of the sustainable development of our firm, our clients, and society as a whole. We break them down into three dimensions: economic, environmental, and social. The tables on pages 4-5 provide an overview of top-line activities across all areas.



For us, it all started with the **economic dimension**. We believe that sustainability shouldn't be just a label you put on a mature company without matching its way of doing business. We made stewardship one of our guiding principles right from the beginning. We are determined to develop our people and our capabilities in order to build a stronger, healthier, and wiser organization for the benefit of future generations of employees. This principle not only guides our partnership and our strategic decision-making, but it also applies to the way we do business. Our Standards of Business Conduct set rules of engagement with all our stakeholders. In addition, we established a Business Conduct Office so that our people can always get advice in case of complicated or new settings. Good governance and compliance with all laws and policies in our field of work is essential for sustaining our reputation as upstanding, ethical, and reliable partners. In 2017, we added a Supplier Code of Conduct to our contracts to make sure that our contractors comply with BearingPoint standards. We also offer sustainability services to our clients so that they can become more sustainable organizations. We not only advise on sustainability strategies, but also provide tools to assess which business processes clients need to transform. Examples include our Sustainability Stress Test and the Logistics Emissions Calculator, a software tool used to track carbon footprint. Conversely, some of our clients asked us to train our people in specific sustainability aspects when working on their projects. We happily complied with that and, in 2018, we will launch a program to train our people centrally on sustainability.



The **environmental dimension** of our sustainability activities is also rooted in the idea of stewardship. We call it environmental stewardship and not only made it a permanent feature of our Standards of Business Conduct, but also elaborated on it in a dedicated environmental stewardship policy. Its purpose is to improve efficiency, to reduce waste in operations, and to address BearingPoint's responsibility of being an exemplary global corporate citizen. Since environmental stewardship in a global organization is a complex issue, we established a Sustainability Working Group to recommend programs, projects, budgets, and resource commitments. Examples of how we reduce the environmental impact of our business processes include indirect lighting with motion detectors to save energy, use of water aerators to save water, separation of waste to support recycling, motivation of employees to work in a paperless way, and the use of teleconferences to reduce travel. In Germany, we managed to make our business travel climate neutral by reducing travel and buying CO₂ certificates. Finally, we support the political shift toward renewable energy in Germany with economic incentives and intelligence. We sponsor the Energy Awards initiative of the German newspaper Handelsblatt and contribute to their Energy Academy think tank.



Our **social engagement** to support sustainability is focused on our social purpose through the BearingPoint Foundation. However, we also strongly believe that the development of our people is critical to our firm's long-term success. As a result, we put a lot of resources into our leadership development and the concept of diversity. Just to give you a couple of hard figures: in 2017, 1,020 people attended our firm-wide training sessions and over 37,300 training hours were spent on firm-wide training sessions. We also responded to the growing need for more flexibility by adopting a series of standards such as part-time work, working from home, and "buying" additional holiday. Besides that, the firm set the ambitious target of having 20 percent female Partners by 2020. Gender diversity is challenging and remains a priority for us. However, we aim to have a broader agenda to embrace all dimensions of diversity and inclusion. For example, we launched affinity networks in all our large offices under the sponsorship of senior leaders. These networks celebrate difference and shed light on groups sharing a common bond or background to determine an agenda based on which to engage with our leaders. In 2017, a Diversity Innovation Challenge was launched to collect ideas from our people on what the firm should do to be more diverse. This challenge turned out to be a tremendous success with 49 ideas generated in only three weeks, the all-time participation record for an idea campaign. We identified and rewarded the best ideas, and we will continuously implement the ideas generated during this challenge.

Three types of responsibility

Economic responsibility

Topics	Goal	Proof points
Stewardship	To take good care of our people and our firm, making sure they grow and develop over the long term	<ul style="list-style-type: none"> ● One Partner, one vote for strategic decision-making ● Partners focused on collective success by owning shares of the firm as a whole
Business conduct	To safeguard our reputation for integrity as one of our most prized assets	<ul style="list-style-type: none"> ● Governance set by Standards of Business Conduct ● Business Conduct Office to support employees on demand ● Supplier Code of Conduct to make sure they comply with BearingPoint standards
Sustainability services	To support clients transforming into a sustainable organization	<ul style="list-style-type: none"> ● Strategic Sustainability Advisory ● Sustainability Stress Test ● Logistics Emissions Calculator for carbon-footprint tracking

Environmental responsibility

Topics	Goal	Proof points
Environmental stewardship	To improve efficiency, to reduce waste in operations, and to address BearingPoint's responsibility of being an exemplary global corporate citizen	<ul style="list-style-type: none"> ● Sustainability Working Group to drive initiatives globally ● Certified Energy Audit 2015 (DIN EN 16247-1) in Germany ● Climate-neutral business travel in Germany ● Provision of virtual communications tools (such as Skype for Business) to reduce travel
Shift to renewable energy	To support the political shift to renewable energy with economic intelligence and incentives	<ul style="list-style-type: none"> ● Support of Energy Awards ● Contribution to Energy Academy think tank

Social responsibility

Topics	Goal	Proof points
BearingPoint Foundation	To support the development and understanding of the human mind (our social purpose)	<ul style="list-style-type: none"> ● Investment of at least one percent of the firm's annual profits (in time, money, or assets) ● Charities supported in 2017: <ul style="list-style-type: none"> - Shannon Trust project – UK - Venture Trust – UK - Twenty Twenty – UK - Human Brain Project – France, Switzerland - Discovering Hands and Jambo Bukoba Campus – Germany - CoderDojo – Ireland - Plan International – Nordics
Leadership development	To enhance the capability of our leaders in the firm and to accelerate the development of the next generation of leaders	<ul style="list-style-type: none"> ● 1,020 people attended firm-wide training sessions ● 37,300 training hours in firm-wide training sessions ● Overall training-satisfaction index at 92.1 percent (2.5 percent more than in 2016)
Diversity	To recognize and value differences so we become a stronger, more dynamic, and more innovative firm	<ul style="list-style-type: none"> ● Diversity target of 20 percent female Partners by 2020; diversity target included in leaders' scorecard ● Women's Leadership Program to advance female consultants ● Launch of women's affinity networks in all large offices ● Agreement of firm-wide flexible work options (e.g. part-time work, home office, 'buying' additional holiday) ● Diversity Innovation Challenge: 49 ideas collected in only three weeks ● New principle for diversity: guidelines and measurements to ensure fairness during end-of-year review process for ratings, promotions, and rewards, all in terms of diversity. Fulfillment of these actions to ensure fairness and no bias

Our social purpose and the work of the BearingPoint Foundation

BearingPoint has a distinct social purpose of supporting the understanding and development of the human mind.

The BearingPoint Foundation delivers this social purpose by working with charities who transform people's lives, enabling them to access education, grow their self-confidence, and achieve their potential by developing their IQs and EQs. It also supports charities who work to address mental well-being and brain diseases.

The Foundation provides pro bono consulting projects for charities aligned with our social purpose. We offer our business and technology consulting skills and solutions to help charity partners make a greater impact.

We support charities who...

...transform people's lives by enabling them to access education and employment, grow their self-confidence, and achieve their potential by developing their IQs (Intelligence Quotient) and EQs (Emotional Quotient, such as self-awareness and empathy).

...transform people's lives by enabling them to experience mental well-being so they can realize their potential, cope with the normal stresses of life, work productively and fruitfully, and make a contribution to their community.

...transform people's lives by investing in research, cures, and by providing support for sufferers of mental-health issues such as Alzheimer's, dementia, and other types of brain disease.

We support charities aligned to our social purpose by:



Giving our time and expertise

Market-leading consultancy services and solutions funded by BearingPoint are delivered by experienced consultants who volunteer to help your charity to make a difference. As with any other client that hires us, we put our full range of capabilities at your service.



Raising and donating money

We raise and donate money to charitable causes and campaigns that are directly aligned with our social purpose and/or that resonate strongly with our people on the basis of their local engagement or impact.



Providing our products and research

We partner with medical research institutions and charities to use HyperCube – an advanced big data analytics tool – to support their research and drive our social purpose.

The BearingPoint Foundation delivers this through the HyperCube Institute, which is a French philanthropic endowment fund focused on enriching scientific knowledge and medical expertise.

BearingPoint has also given the European Human Brain Project access to HyperCube.

The Human Brain Project is a European scientific project funded by the European Commission with up to 1.2 billion euros over ten years. It aims to lead cognitive science research and contribute to the inception of next-generation computer science, allowing for a better understanding of how the human brain works and how it is stimulated.

How the BearingPoint Foundation can help

Market-leading consultancy services and solutions funded by BearingPoint are delivered by experienced consultants who volunteer to help charities to make a difference. As with any other client that hires us, we apply our full range of capabilities. We offer our business and technology consulting skills and solutions to help our charity partners make a greater impact. We also run surgeries on key operational challenges where a group of consultants solves problems and accelerates solutions.

Examples of how we can help

Shannon Trust – moving from a charity to a social enterprise

The Shannon Trust transforms lives by inspiring prisoners who can read to teach prisoners who cannot. The Shannon Trust requested support to define the approach for starting their journey from being a charity reliant on external funding to a charity that generates some of its funding through sale of part or all of their reading plan.

“Thank you so much for putting together a fantastic piece of work for us. We have much to think about but also much we can be doing in the short term. As a team, we are very enthused about the possibilities.”

Angela Cairns, CEO, The Shannon Trust

How we helped:

- Identified offerings and assessed them based on commercial viability, channels, and operational impact
- Identified commercial model options and assessed the pros and cons of adopting each model
- Identified optimal journey to move from a charity to a social enterprise
- Developed an action plan to enable the Shannon Trust team to further develop the strategy

CoderDojo – providing resources for aspiring coders

CoderDojo is a global movement of free, volunteer-led, community-based programming clubs for 5-17-year-olds.

How we helped:

- Established BearingPoint CoderDojo microsite
- Running monthly CoderDojo sessions for BearingPoint employees and their friends and families
- Commencing new CoderDojo program in local school

Plan International Sweden – making donating easier

Plan International is one of the world's largest children's rights organizations. Plan International Sweden set the target of increasing financial contributions to the Plan International Federation by 100%.

How we helped:

- Gained better understanding of donors, behaviors, preferences, and user journeys
- Defined omnichannel future state to address existing and potential donors' expectations
- Defined must-win battles to reach future state
- Built roadmap to reach must-wins
- Developed business case quantifying estimated results from different scenarios
- Provided project management tools to facilitate work toward goals

“Thank you! Fantastic! It has been so educational and rewarding to have you here!”

Helena Wikström, Head of Private Donations and Analytics, Plan International Sweden

Twenty Twenty

Twenty Twenty provides training and development in Lifeskills Centres for young people who are not in education, training, or jobs. The charity's aim is to help young people see beyond their disadvantage and disengagement, recognize their worth and potential, focus on building skills for success, and develop a clear vision and plan to achieve sustained employment and a bright future.

How we helped:

- Supported Twenty Twenty with the creation of a 'centre-in-a-box' tool kit that they will be able to use in the future when opening new sites. The 'centre-in-a-box' tool kit includes three distinct deliverables:
 - A location qualification tool to help assess the best city or town in which to establish the new centre
 - An agreed delivery model with centre formats and the infrastructure requirements these would drive
 - A one-page, high-level template plan to enable them to better structure what they need to do in advance of launching a new centre
- Supported the creation of a marketing video for Twenty Twenty

An aerial photograph of a river meandering through a vast, dense forest. The river is a light brown color, contrasting with the dark green of the surrounding trees. The forest covers the majority of the landscape, with the river cutting through it. The sky is a pale, hazy blue.

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