

ESG Report 2023

creating positive impact.



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GRI 201-1 GRI reference

A message from our CEOs: Mark Billige and Dr. Andreas von der Gathen

GRI 2-22 We believe that a responsible and sustainable approach to business not only ensures the wellbeing of our people, the prosperity of our communities, and the protection of our planet but also helps our clients and business partners to succeed and generate better and sustainable growth.

At Simon-Kucher, our actions are guided by our purpose: **to unlock a better kind of growth that creates opportunities for everyone.** With our ESG vision, we build on our core values that surround this purpose. The first value, and the one that particularly summarizes our ESG ambition, is **creating positive impact** – for our people, our planet, our communities, and our clients.

Over the past several years, we have been strategically integrating environmental, social, and governance principles into every facet of our operations. Our ESG strategy's ambitious targets and our progress so far form a robust foundation and create a clear path for our sustainable future. And we can be proud of the milestones we have already reached. This includes the validation of our science-based targets, which drive our climate strategy and lead us on our road to net zero.



Dr. Andreas von der Gathen and Mark Billige

As we are a people business, we prioritize the development and wellbeing of our talent and work on further integrating DE&I into our HR operations. We are not only encouraging our people to engage in social and pro bono projects but also bringing ESG closer to our core business. With our sustainability-related consulting services, we use our expertise to help our clients succeed with tailored and sustainable solutions, ultimately fostering the transition to a sustainable economy.

Adhering to ethical practices is very important to us. We ensure broad corporate awareness of data security and support this with solid tools and processes. We prioritize environmental protection and respect for human rights in our supply chain and foster responsible supplier relationships.

Finally, to achieve our ESG strategy, we count on the joint efforts of our dedicated workforce and strong relationships with our external stakeholders. Our annual ESG report underlines our commitment to transparent reporting and accountability, and we are well prepared for upcoming legal requirements.

We thank our colleagues for their commitment and for joining us on this journey. Let's continue to unlock a better kind of growth – for our clients, our planet, and our communities.

Andreas and Mark



Simon-Kucher in numbers 2023

GRI 2-1, 2-7, 201-1 **2,000+** employees **45** offices in **30** countries

Distribution of **employees**



190+ Partners nearly **40** years of deep industry experience and functional expertise

Annual growth rate of **16%** Revenue of **540.5** million euros

Recognized globally

brand eins

#1 on the list of the Best Consulting Firms in Germany for Marketing, Brand, Pricing, 2023.

Consultancy-me.com

One of the Top Consulting Firms in the Middle East for Pricing, Sales, Marketing, and E-Commerce, 2023.

Forbes America's Best

One of America's Best Management Consulting Firms eight years in a row, 2023.

Financial Times

Silver-rated on the list of UK's Leading Management Consultants for Marketing, Brand & Pricing, 2023.

Forbes World's Best

One of the World's Best Management Consulting Firms across 11 industries and functional areas, 2023.

Vault

#1 on the list of the Best Consulting Firms in EMEA for Pricing, Sales & Marketing Consulting, 2023.



Who we are

Unlocking better growth

GRI 2-1, 2-6

At Simon-Kucher, our sole focus and purpose is to unlock better growth. We achieve this by optimizing every lever of our client’s commercial strategy – product, price, innovation, marketing, and sales – based on deep insights into what customers want and value. Get this right, and you will achieve better, higher-quality growth, creating value and opportunities for customers, stakeholders, and society.

We believe that business works best, creates the greatest wealth, and produces the most progress for all when growth is not viewed as a prize but as the opportunity and choice it creates for everyone. That drives our vision to be **the world’s leading growth specialist**.

Our four core values underpin our purpose and vision, guiding how we do business, by **creating positive impact** directly linked to our environmental and social responsibility and the outcomes we create.

Unlocking the power of opportunity, working with our clients to transfer everything we know to help grow and enrich the expertise in their teams.

Fostering entrepreneurial spirit, a powerful force that drives the growth not only of our firm but also of our clients and people.



Finally, and not least, **valuing authentic relationships**. We work to build authentic, long-term relationships with our clients. We do this with respect, integrity, and openness.

Taken together with our ESG initiatives, it’s about creating growth that matters, designed to benefit everyone: our clients, their customers, wider society, and the environment.

Our heritage

Simon-Kucher was founded in 1985 as a university spinoff by Prof. Dr. Hermann Simon, Dr. Eckhard Kucher, and Dr. Karl-Heinz Sebastian. Their vision was to help companies grow using scientific methods that could address real-life business challenges. They turned clever thinking into real practical solutions that delivered. Today, we are a global consultancy with over 2,000 people operating in more than 30 countries – a fantastic achievement born from being the world’s leading pricing specialist.

Our core values

Our four core values guide the way we do business and communicate our distinctiveness. They sum up what we stand for, influence our culture, and drive how and why we do things.

We play our part in revolutionizing how we all live and work. We combine our deep expertise with our clients' knowledge to unlock and maximize their sustainable growth potential. We nurture inclusive and diverse teams that help deliver richer thinking and better outcomes that are felt not only by our clients but also by their customers, wider society, and the environment.

We create positive
IMPACT

We believe that to truly push boundaries, we have to take some risks. We are independent thinkers, and we use our own initiative, but we also understand the need to work together toward common goals. We make things happen at speed and are always personally accountable for our actions, even when we fail. Entrepreneurship is a powerful force that drives the growth not only of our firm but of our clients and people.

We foster an
ENTREPRENEURIAL SPIRIT

Our purpose
We unlock a better
kind of growth that
creates opportunity
for everyone

We unlock the power of
OPPORTUNITY

We value authentic
RELATIONSHIPS

We think that everyone deserves the opportunity to be their very best. We encourage our people to set their own career paths, develop unique skills, and to be the best at what they do. We work with our clients to transfer everything we know to help grow and enrich the expertise in their teams. This creates a culture where people feel valued, can be themselves, and know their contribution matters and is recognized.

We know that our success and strength lie in our people. We work together to build authentic, long-term relationships with each other and our clients. We do this with respect, integrity, and openness. We create an inclusive and diverse culture that enables us to share knowledge, innovate, and grow faster, both as a team and as individuals. This is the foundation that allows us to exceed our client's expectations.

Our leadership

GRI 2-9

Simon-Kucher is privately owned by more than 190 Partners. Their diverse backgrounds and experiences nourish our culture as well as our economic success – and that of our clients. The Group is made up of three companies: Simon-Kucher & Partners Strategy & Marketing Consultants LLC (US), Simon-Kucher & Partners Strategy & Marketing Consultants LLP (Singapore), and the German-based Simon-Kucher & Co. Holding GmbH. The latter is the parent company to subsidiaries located around the world.

Our CEOs, Mark Billige and Dr. Andreas von der Gathen, are also part of the Board, which consists of Partners from different offices and countries. The leadership team is furthermore composed of our Division and Sector Heads. Our Division Heads are responsible for certain regions, while our Sector Heads are responsible for the respective sectors. The CXOs lead our Central Functions. Our Global Head of ESG and our Global Director DE&I lead our company in ESG and DE&I matters.

Our organizational structure and governance

CEOs						
Board	Divisions	Sectors	Service Lines	Central Functions	ESG	DE&I
	Life Sciences global	Consumer	Elevate	Human Resources		
	Europe 1 DE/AT/CH/PL/ NORDICS/EH	Financial Services	Transaction Services & Private Equity	Finance		
	Europe 2 FR/BE/IT/ES/PT	Healthcare & Life Sciences	Engine	IT & Data		
	Europe 3 UK/NL	Industrials		Marketing		
	Americas US/CA/LATAM	Technology, Media & Telecom		Legal & Compliance		
	Asia-Pacific AU/CN/JP/SG/TR/UAE					

creating positive impact through

our ESG Management

Anchoring ESG throughout our business

ESG at Simon-Kucher is deeply intertwined with our purpose and core values. Our ESG vision is to generate sustainable growth and have a positive impact on our people, our planet, our communities, and our clients by doing what we do best: unlocking better growth.

To create growth that matters in the long term, we strive to embed ESG throughout our organization by incorporating ESG considerations into every business decision we make. In this way, our ESG strategy aims to integrate ESG into our overall business strategy and track our progress.

Our strategic approach is visualized in our **House of ESG** framework. It provides a clear overview of the relationship between the **ESG dimensions** at Simon-Kucher, their respective **strategic areas**, and the **material topics** derived from a comprehensive materiality assessment. The corresponding subtopics offer additional insights into concrete action points that fall under each material topic. Altogether, the House of ESG serves as a guide in our strategy development process and forms the basis for our **ESG roadmap**, which defines our ambitions and tracks our performance regarding all material ESG topics.

Since establishing our ESG strategy in 2022, we have been continually developing and refining it to ensure it is aligned with regulatory developments, stakeholder requirements, and other relevant factors.

“

By integrating our ESG strategy further into our business processes, we are contributing to more sustainable growth for Simon-Kucher – growth that matters. Open and transparent communication with our stakeholders is particularly important to us. At the same time, we are taking all the necessary steps to be prepared for future regulatory requirements. To make these goals happen as one team, we need all colleagues worldwide to join forces.”

Anne Rupp
Global Head of ESG
at Simon-Kucher



Our House of ESG: Linking the ESG dimensions with their corresponding strategic areas, material topics, and subtopics

ESG	ESG Management		Environmental		Social				Governance		
Strategic Areas	Stakeholder Responsibility		Planet Responsibility		People Responsibility			Corporate Citizenship	Business Responsibility		
Material Topics	Transparent Reporting	Stakeholder Engagement & Communication	Climate Protection	Sustainability-Related Consulting Services	People, Talents & Development	People, Health & Wellbeing	Diversity, Equity & Inclusion (DE&I)	Community Engagement, Donations & Pro Bono	Rules & Values	Data Protection & IT/Cyber-security	Procurement & Responsible Supplier Management
Sub-Topics	ESG Reporting & Ratings	Stakeholder Relations	GHG Emissions	Sustainability for Clients	Talent Attraction	Employee Wellbeing, Health & Safety	Diversity & Equitable Opportunity	Local Volunteering & Corporate Engagement	Anti-Corruption & Anti-Bribery	Data Privacy & Security	Supplier Relationships
	ESG Risk Assessment	Continuous Stakeholder Dialogue/Communication	Energy Consumption		Employee Retention	Working Conditions	Non-Discrimination	Donations	Ethics & Integrity	IT/Cybersecurity	Responsibility in the Supply Chain
	ESG Regulatory Requirements		Adaptation to Climate Change		Training, Development & Personal Growth			Pro Bono Work & Startup Mentoring			
					Corporate Culture	Work-Life Balance	Equal & Fair Pay		Compliance/Legal		

► This graphic contains clickable elements. You can jump directly to the respective topic in the report by clicking on any of the ESG dimensions, strategic areas, or material topics.

Our ESG dimensions: The basis for our ESG management approach

Our **ESG dimensions** – ESG Management, Environmental, Social, and Governance – make up the four core areas for steering ESG in our business. They form the basis of our strategy and guide us through the identification of potential material topics. We designed our ESG strategy with all ESG dimensions in mind and view them as equally important.

The ESG dimensions, together with the strategic areas indicating the ESG responsibility we hold for specific stakeholders, form a basis for us to systematically identify potential material topics and lay the foundation for a structured process for materiality assessment.

The **ESG Management dimension**, encompassing the strategic area **“Stakeholder Responsibility,”** focuses on enhancing transparency for relevant stakeholders by reporting annually on our ESG performance and maintaining an open dialogue.

In the **Governance dimension**, with the derived strategic area **“Business Responsibility,”** we stand for ethical and professional business practices not only in our own operations but also across our supply chain. Additionally, we prioritize the highest standards of data protection, IT, and cybersecurity.



The **Environmental dimension**, with the corresponding strategic area **“Planet Responsibility,”** outlines our vision to pursue climate action, particularly by tackling and reducing our direct and indirect emissions, and help our clients achieve sustainable growth.

The **Social dimension** comprises both our people and the activities we carry out in communities on a global scale and is aimed at the two strategic areas of **“People Responsibility”** and **“Corporate Citizenship.”**

Materiality assessment: Focusing on what really matters

GRI 3-1 To identify the most relevant ESG topics for Simon-Kucher, the ESG department conducted a materiality assessment in 2022 involving our internal and external stakeholders. The material topics – validated in 2023 – build the basis for the further development and repositioning of our ESG strategy. The starting point of the materiality assessment was a long list of potential material topics derived from our four ESG dimensions and identified based on a gap and benchmark analysis.

After creating a shortlist of the topics internally, we selected a group of stakeholders, including our Board members, Partners, clients, suppliers, and internal and external experts. We asked them to prioritize the potential material topics based on three dimensions: impact, business relevance, and relevance to stakeholders. In addition, we conducted supplementary qualitative interviews with ESG experts to better understand our stakeholders' expectations.

We also included the following relevant international reporting standards and ESG requirements when creating the longlist:

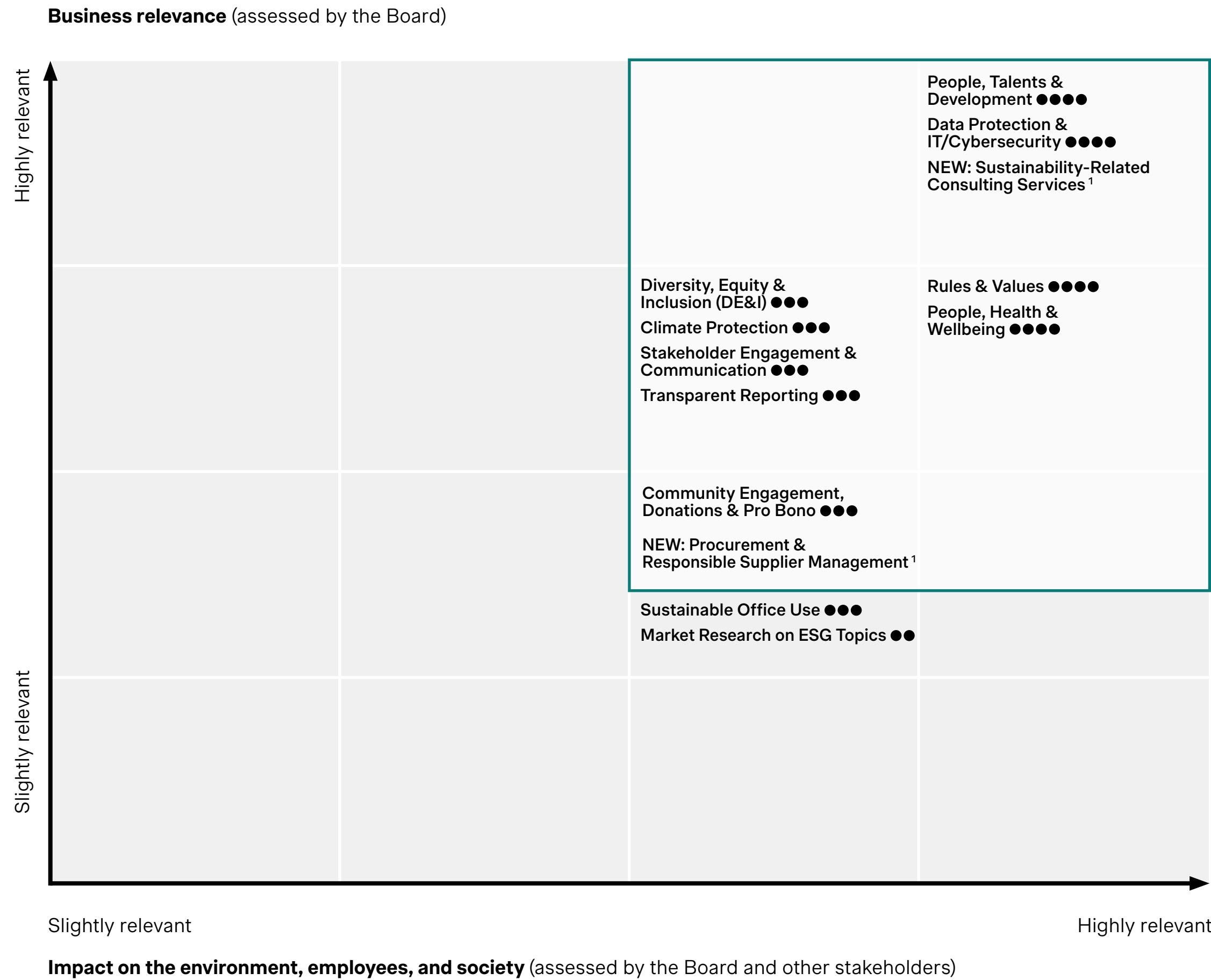
- Global Reporting Initiative (GRI)
- Sustainable Development Goals (SDGs)
- United Nations Global Compact (UNGC)
- Sustainability Accounting Standards Board (SASB)
- European Sustainability Reporting Standards (ESRS)
- EcoVadis rating



Nine topics were identified as material after setting the materiality thresholds. In a validation process of the materiality assessment in 2023, we considered the changing market and regulatory landscapes leading to shifts in priorities for our stakeholders as well as within the company. We paid special attention to the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements, as well as to the criteria of the ESG ratings in which we participate, and conducted a benchmark analysis. As a result of the validation process, we identified two additional material topics: “Sustainability-Related Consulting Services” and “Procurement & Responsible Supplier Management.”

The results of our analysis can be seen in the materiality matrix on the next page.

GRI 3-1, 3-2 **Our materiality matrix**



Our areas of action and material topics

Stakeholder Responsibility

- Stakeholder Engagement & Communication
- Transparent Reporting

Planet Responsibility

- Climate Protection
- NEW: Sustainability-Related Consulting Services

People Responsibility

- People, Talents & Development
- People, Health & Wellbeing
- Diversity, Equity & Inclusion (DE&I)

Corporate Citizenship

- Community Engagement, Donations & Pro Bono

Business Responsibility

- Data Protection & IT/Cybersecurity
- Rules & Values
- NEW: Procurement & Responsible Supplier Management

Our material topics: Topics of the highest business relevance and impact

Stakeholder relevance

Very high ●●●● High ●●● Moderate ●●

¹New material topics based on materiality validation 2023, stakeholder relevance not assessed.

Our ESG roadmap: Tracking the progress of our strategic goals

GRI 3-2, 3-3 305

After defining key strategic goals, targets, KPIs, and measures for each of our material topics, we created our **ESG roadmap**. We use this as a management tool to help us define our ambitions and effectively track our progress toward ESG goals, fostering continuous improvement. While focusing on key strategic goals, targets, KPIs, and measures, the roadmap provides an overview of our most significant strategic actions concerning every material topic.

We review our progress annually with the Board and our internal stakeholders from corresponding central functions and business practices, who are responsible for their respective targets. In addition, we define new measures and adjust our roadmap if necessary.

	Material Topics	Key Strategic ESG Goals	Key Targets	Key KPIs	Key Measure(s)
ESG Management Stakeholder Responsibility	Transparent Reporting	Continually enhance our transparency and accountability – to our clients, our people, and our stakeholders, as well as provide strict compliance with regulatory requirements.	Report annually and toward alignment with the CSRD on our ESG progress.	# of consecutive ESG reports published	<ul style="list-style-type: none"> ■ Validation of 2022 material ESG topics in line with CSRD and further reporting frameworks ■ Set up internal risk assessment process in preparation for CSRD
	Stakeholder Engagement & Communication	Maintain long-term, responsive relations with our stakeholders in relation to our core business areas through ongoing dialogues.	Be visible and proactive in ESG-related cooperations and initiatives, such as with EcoVadis.	Total # of EcoVadis ratings completed	<ul style="list-style-type: none"> ■ Completion of 11th EcoVadis rating and first participation in CDP rating
Environmental Planet Responsibility	Climate Protection	Live up to our climate responsibility and reduce our corporate carbon footprint in line with the Paris Agreement.	Achieve our GHG emissions reduction targets validated by SBTi by 2030 and reach net zero across the value chain by 2050.	<ul style="list-style-type: none"> ■ % reduction of total Scope 1 & 2 GHG emissions compared to previous year ■ % reduction of total Scope 3 GHG emissions compared to previous year 	<ul style="list-style-type: none"> ■ Updated global travel and office management guidelines ■ Worked on renewable energy solutions for all offices
	Sustainability-Related Consulting Services	Maximize Simon-Kucher’s positive impact on the environment through Sustainability-Related Consulting Services.	TBD	TBD	TBD

GRI 3-2, 3-3 401, 3-3 403,
3-3 404, 3-3 405

	Material Topics	Key Strategic ESG Goals	Key Targets	Key KPIs	Key Measure(s)
Social People Responsibility	People, Talents & Development	Position Simon-Kucher as an employer of choice and recruit, develop, and retain top talents for our team.	<p>Attract, identify, and hire the most qualified candidates to fulfill the organizational needs and to contribute to its success.</p> <p>Provide effective, scalable and globally accessible learning opportunities that adapt to our employees' professional development needs and support firm-wide (change) initiatives to drive our firm's strategic goals.</p> <p>Continuously refine our talent management process to evaluate performance transparently and fairly in order to acknowledge our employees' achievements.</p>	<p># of new hires</p> <p># of actively engaged learners in 2023 (learners that completed at least on training activity that is not a legal or IT compliance training)</p> <p>% of employees receiving qualitative feedback through the PMDP process</p>	<ul style="list-style-type: none"> Strategic cooperations with universities to build a sustainable talent pipeline (e.g., Global Alliance in Management Education – CEMS) Training development and implementation to support firm-wide (change) initiatives (e.g., DE&I, legal compliance, PMDP) Career-level specific development plans and learning recommendations Launch of new performance management tool (PMDP) and Pathfinder to solidify talent management
	People, Health & Wellbeing	Promote mental health and encourage a healthy work-life balance.	Equip our people with methods, tools, and knowledge about mental health and continuous offerings to support them in times of need.	% of employees enrolled in wellbeing offerings	<ul style="list-style-type: none"> Extensive employee assistance program with psychological and practical work-life support
	Diversity, Equity & Inclusion (DE&I)	Foster Diversity, Equity & Inclusion (DE&I) in all our processes and levels of our consulting business.	Increase share of women Partners.	# of women Partners	<ul style="list-style-type: none"> Ongoing input and consulting across the firm: DE&I upskilling for Global HR team and office site visits
Corporate Citizenship	Community Engagement, Donations & Pro Bono	Empower our colleagues to make a positive impact on local communities through Simon-Kucher's know-how, volunteering, and financial support.	Invest more than 450 FTE days dedicated to pro bono projects every year.	# of FTE days dedicated to pro bono projects	<ul style="list-style-type: none"> Define Corporate Citizenship strategy Increase internal awareness for Corporate Citizenship activities through webinars and campaigns

GRI 3-2, 3-3 204, 3-3 205,
3-3 404, 3-3 418

	Material Topics	Key Strategic ESG Goals	Key Targets	Key KPIs	Key Measure(s)
Governance Business Responsibility	Data Protection & IT/Cybersecurity	Handle the data of our customers, employees, and business partners responsibly and enforce superior cybersecurity measures.	Keep the number of confirmed data breaches subject to mandatory notification at 0.	# of personal data breaches that need to be notified to the supervisory authorities	■ Achieve ISO 27001 certification by 2024
	Rules & Values	Keep our work fair, transparent, integer and in compliance with applicable laws.	Employees are annually required to complete the mandatory compliance training, defined according to a risk-based approach and corporate values. The training content encompasses a range of topics, including the code of conduct, anti-bribery and corruption, fraud, ethical behavior, among others.	% of employees that have completed the compliance training	■ Provision of a global whistleblower system to enable all stakeholders to raise attention to inappropriate behavior
	Procurement & Responsible Supplier Management	Foster a sustainable and ethical supply chain contributing to a responsible business ecosystem.	TBD	TBD	TBD

Reporting transparently and fostering stakeholder relationships

Material topics

Transparent Reporting

Stakeholder Engagement & Communication

It is our responsibility to inform and maintain an open dialogue with all our stakeholders. Our commitment to responsible and accountable ESG management involves ensuring we comply with all existing and upcoming ESG regulations and conducting transparent reporting beyond the legal requirements. It also includes communicating with our stakeholders in additional formats, such as surveys and events, which ultimately enables us to build and uphold long-lasting relationships.

**11th
EcoVadis**
rating

Engaging
stakeholders in
**30+
countries**

**1st
CDP**
rating

Highlighting our achievements and goals through transparent ESG reporting

GRI 3-3

Material topic
Transparent Reporting



We communicate our commitments, goals, and targets transparently through our annual ESG report. To increase the transparency of our communication on Simon-Kucher's ESG performance and go beyond the legal requirements, we took part in the EcoVadis rating for the eleventh consecutive time in 2023. We also participated in the CDP rating for the first time in 2023. EcoVadis and CDP are global providers of sustainability ratings for companies.

We conduct a dedicated annual ESG risk assessment to thoroughly evaluate all potential risks for our material topics and proactively develop robust preventative measures. In 2024, Simon-Kucher is preparing for the Corporate Sustainability Reporting Directive (CSRD), ensuring our readiness to comply with reporting obligations, including the evolving standards for transparent and comprehensive sustainability disclosures.



Maintaining long-term relationships with our stakeholders

GRI 3-3, 2-29

Material topic
Stakeholder Engagement & Communication

Communicating openly and honestly with our stakeholders is key to building successful business relationships and strengthening trust. We maintain open communication channels with our most important stakeholder groups: our clients, people, suppliers, communities, and regulators. During our materiality assessment, we asked participants to tell us where we can improve and what they expect from us in the future.

In addition, we gathered feedback from our more than 2,000 colleagues located in over 30 countries. Feedback was given through an ESG pulse survey, global town hall meetings, local events, office meetings, and more.



How we engage with our stakeholders:

- **Employees and Partners:** employee surveys, global and local quarterly town halls, local events, office meetings, SK Big Conversations (as required), the CEO Message Newsletter “WeConnect”, daily WeShare intranet posts/news, ad hoc standalone emails, biweekly WeShare roundup, local office Zoom channels, office manager outreach
- **Clients:** roundtables, trade fairs, event newsletters, social media, blog, (industry) studies/whitepapers, interviews, expert panels, brochures
- **Suppliers:** roundtables, events, newsletters, interviews
- **Local communities:** events, trade fairs, social media, local initiatives

creating positive impact on

our planet

Taking responsibility for the environment by minimizing our ecological footprint and maximizing the positive impact for our clients

Advancing environmental protection: Our commitment to sustainable operations

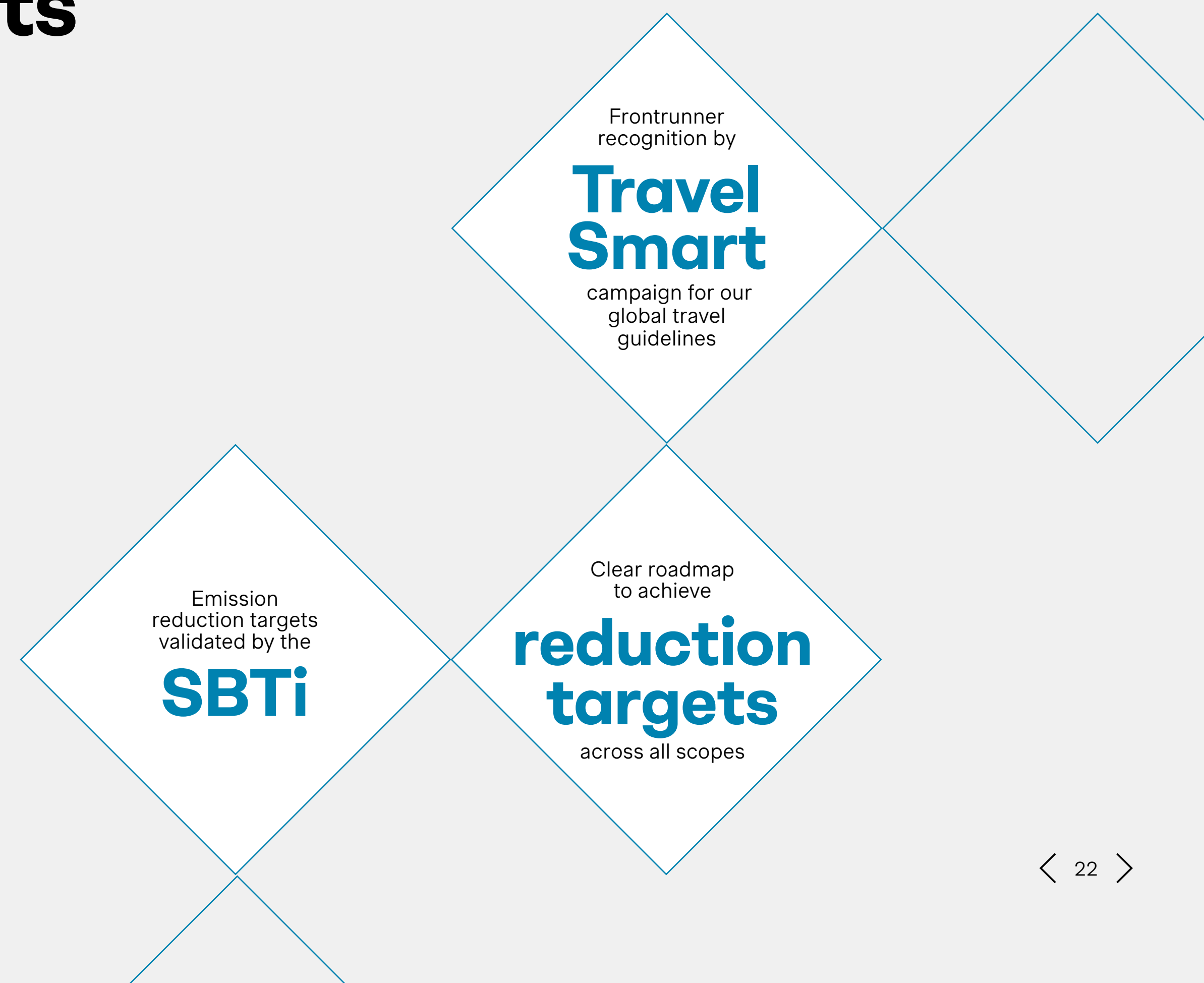
GRI 3-3 305

Material topics
Climate Protection

Sustainability-Related
Consulting Services

At Simon-Kucher, we are committed to environmental protection and sustainable business practices. At the core of this commitment lies our strategic goal to fulfill our climate responsibility and reduce our corporate carbon footprint in line with the Paris Agreement. Additionally, we strive to maximize Simon-Kucher's positive impact on the environment through sustainability-related consulting services.

In 2023, we achieved a major milestone with the validation of our greenhouse gas (GHG) emission reduction targets by the Science Based Targets initiative (SBTi), underlining the importance we attach to climate protection. Pursuing an ambitious climate strategy that encompasses effective measures has led to our recognition as a frontrunner in sustainable business travel. Our consulting teams around the world have also conducted several sustainability-related client projects that contribute to environmental protection and drive better growth on a wider scale.



Driving climate protection at Simon-Kucher

GRI 3-3 305

Material topic
Climate Protection



Climate action is an integral part of our ESG strategy. To understand our environmental impact, we first calculate and track the GHG emissions from our operations. We follow a strategic approach based on validated, science-based targets to reduce emissions and mitigate negative climate impacts. We pursue this strategy with a comprehensive and systematic climate protection program.

By building a robust climate strategy for Simon-Kucher, we not only live up to our responsibility but also ensure we comply with upcoming regulations, meet stakeholder expectations, and support business partners in achieving their own emission reduction targets. When implementing strategic initiatives and effective measures globally, we work together with internal and external stakeholders toward reaching the common goal of reducing our greenhouse gas emissions.

Our ESG department, which oversees environmental measures, initiatives, and processes globally, manages the development and implementation of our climate strategy. It also develops global guidelines to be put into action locally. The ESG department collaborates closely with other departments, including Travel and Office Management, Finance, and Procurement, while cooperating with clients on emission reductions. The Global Head of ESG reports monthly to the CEOs and quarterly to the Board on all departmental activities.

Science-based targets drive our climate strategy

The focus of our climate strategy in 2023 and beyond is to avoid and reduce emissions from our most significant greenhouse gas emission categories by implementing effective reduction measures. We successfully implemented and further strengthened our climate protection initiatives in these areas in 2023. Key components of these initiatives included the creation of global travel guidelines and a sustainable office checklist providing direction for our local offices worldwide.

We calculate our GHG emissions each year to monitor our progress in achieving our emission reduction targets by 2030 (validated by the SBTi) and reaching net zero across our value chain by 2050. Using our 2022 corporate carbon footprint as a baseline, we have established ambitious near-term and long-term targets, which were approved by the SBTi in 2023. We calculate our corporate carbon footprint annually to ensure we stay on track and are committed to maximum transparency in reporting our progress.

Transparency and accountability: Calculating our corporate carbon footprint

GRI 3-3 305

To better understand our environmental impacts and how we can minimize them, we have been measuring all three scopes of our corporate carbon footprint (CCF) in accordance with the GHG Protocol since 2022 (⇒ [see extended tables, page 74](#)). In 2023, we increased the use of primary data to calculate our CCF for better accountability and transparency. The in-depth analysis of our CCF in 2023 showed that our largest emission sources are business travel, energy use, employee commuting, and the purchase of goods and services. This is not surprising because, as a global people business, we need to travel in order to meet personally with our clients, partners, and each other.

The close and trusting relationships we build and maintain with our clients are what make Simon-Kucher unique. We will always remain a people-focused company. Finding more sustainable ways to travel and reducing the miles traveled while delivering the same level of client satisfaction will be the focus of our reduction efforts. Our climate strategy will put us on the right path to achieving these goals.

Ayush Savla
ESG Associate
at Simon-Kucher



Our climate strategy goes beyond setting targets. We have developed a clear roadmap to achieve our SBTi-validated emissions reduction targets by 2030 and beyond. This step aligns with our vision for sustainable growth and enables us to meet future regulations, satisfy client needs, and stay competitive.”

Simon-Kucher is recognized as a frontrunner in sustainable business travel

Travel Smart, a campaign by Transport & Environment, Europe’s leading NGO for environmentally friendly transport, ranked Simon-Kucher as a leader in rail travel. In a survey of 322 companies reviewing their travel policies, it found that switching to rail is critical to achieving low emissions targets. Simon-Kucher is one of the 28 companies that have developed strategies to actively promote the switch from air to rail.

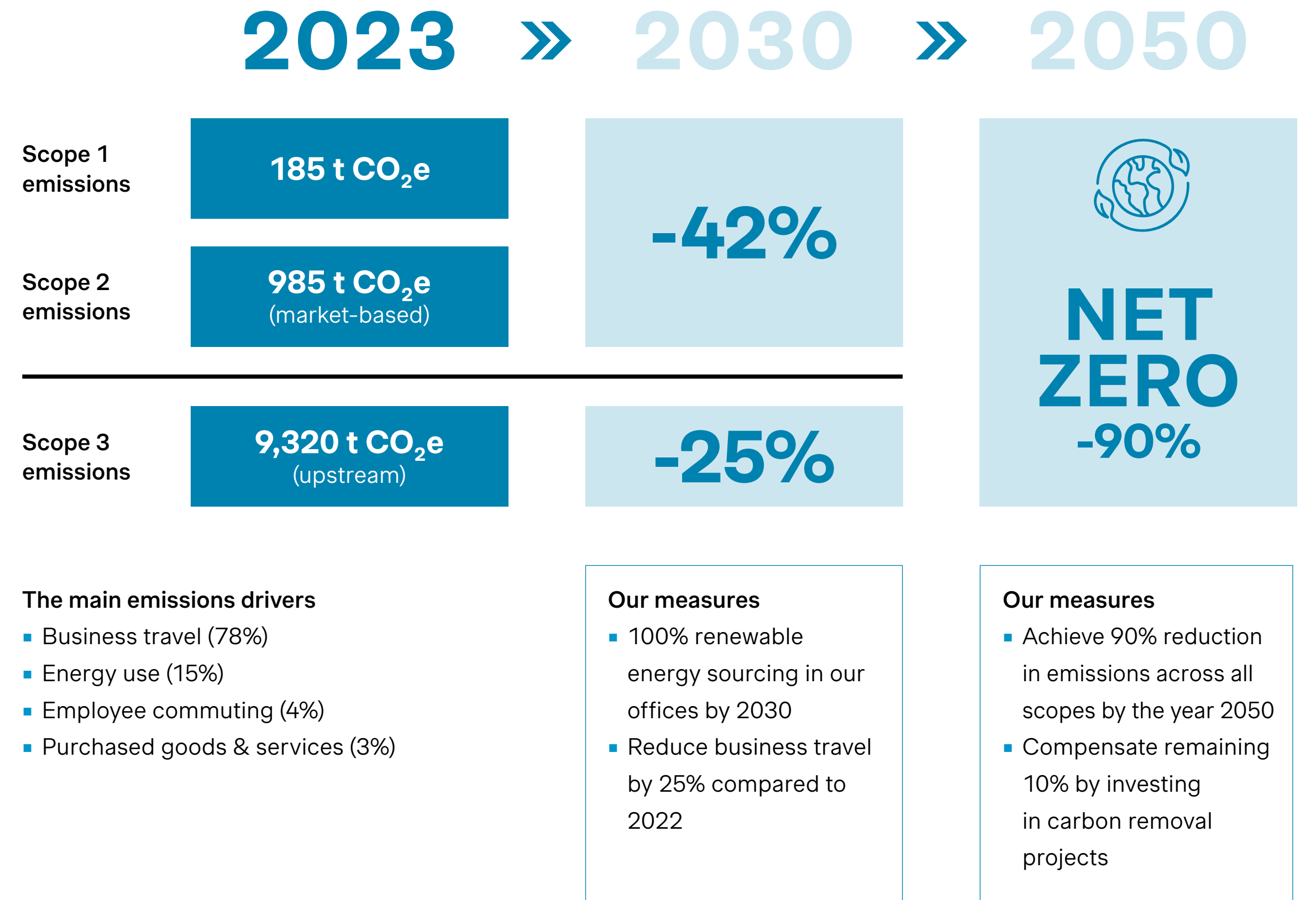
Our road to net zero

GRI 3-3 305, 305-1, 305-2, 305-3

We have committed to reducing our absolute Scope 1 and 2 GHG emissions by 42% and our absolute Scope 3 GHG emissions by 25% compared to the 2022 baseline year by 2030, in line with the Paris Agreement’s 1.5°C trajectory. Furthermore, we aim to achieve net zero by 2050 by reducing our absolute Scope 1, 2, and 3 GHG emissions by 90% compared to the 2022 baseline year. Our validated science-based targets are the basis for our climate protection roadmap.



Simon-Kucher’s Corporate Carbon Footprint (Market-based)



Our actions to reduce our greenhouse gas emissions

GRI 3-3 305 To achieve our emission reduction targets, we have implemented various strategic initiatives and measures globally in the areas of business travel, energy use, and sustainable office operations. Working toward our common goal of reducing greenhouse gas emissions, we collaborate and engage with internal and external stakeholders.

Leading the way in sustainable business travel

Our climate strategy prioritizes activities targeted at reducing emissions from business travel, as it accounts for the largest share of our overall carbon footprint. As a consulting company, business travel represents our most impactful opportunity for emission reduction and is integral to achieving our climate targets.

Our global travel guidelines, launched in 2023, are moving us toward achieving our emission reduction targets. We are proud to have been recognized as a “frontrunner” for our commitment to sustainable travel, as showcased in our Global Travel Guidelines in 2023 by Travel Smart, a global campaign led by one of Europe’s top NGOs for cleaner transport. The Simon-Kucher global travel guidelines lead the way on activities to reduce emissions from business travel, such as reducing the miles traveled and encouraging a shift from air to rail travel when possible while ensuring the wellbeing of our people. Our approach to bring down travel emissions includes working with our clients to find ways to reduce the number of trips taken without compromising our business relationships.

Our Global Travel Management department is responsible for developing and implementing these guidelines and works closely with our global ESG department to help collect emissions data from business travel.



Our emissions reduction targets can only be achieved through collective efforts as one team, given that the majority of our emissions stem from business travel. We are actively developing optimal solutions for our Partners and consultants to promote sustainable travel practices while nurturing client relationships.”

Christopher Larem
Group Travel Manager
at Simon-Kucher



Our actions for sustainable office operations

GRI 3-3 302 As part of our environmental responsibility, we have implemented sustainable office standards that guide our office managers and all Simon-Kucher employees toward more sustainable office use. In 2023, we updated our comprehensive Global ESG Office Standards and provided a practical, sustainable office checklist. With these more stringent requirements, we provide enhanced guidance for our offices worldwide. This covers reducing emissions from energy consumption, implementing energy efficiency measures, saving resources, and optimizing office equipment according to sustainability criteria. These guidelines are reviewed and refined on an ongoing basis.

Aiming for 100% electricity from renewable energies in our offices

Our energy consumption includes electricity, heating, and cooling, with electricity accounting for the largest share. This makes transitioning to renewable electricity another big lever in reducing our GHG emissions.

In 2023, 44% of our office electricity consumption came from 100% renewable sources (⇒ [see extended tables, page 74](#)). We aim to source 100% renewable electricity for all our offices by 2030, prioritizing those where we have a direct influence. We are actively exploring solutions to extend this transition to all our offices, demonstrating our commitment to sustainable business practices and environmental stewardship.

Our actions for sustainable office operations



Switching to renewable energy whenever possible: We adopted 100% renewable electricity across 13 offices in 2023



Achieving energy savings from replacing light bulbs with LEDs or similar energy-efficient lighting and integrating smart temperature control systems



Sourcing sustainable office equipment (e.g., coffee machines, soda machines, and glass bottles instead of plastic bottles)



Selecting eco-friendly caterers according to sustainability criteria



Improving waste management and recycling at our offices



Providing awareness and training programs to employees on sustainable office practices

Advancing our climate strategy: 2024 outlook

GRI 3-3 305

In continuing our commitment to sustainable operations, we will translate our science-based targets into further actions and advance our climate strategy to reduce our corporate carbon footprint in the years ahead. This will involve further tracking and in-depth analyses of our emissions sources, as well as determining specific reduction targets and measures. We also plan to collaborate with relevant departments such as Global Travel Management to analyze our travel activities and Procurement to purchase green energy and resource-friendly IT equipment.

By analyzing travel activities, we are proactively identifying opportunities for improvement. In working to optimize our business travel practices, we are targeting our greatest lever to reduce our emissions. We are also focused on promoting our travel guidelines to ensure adherence to sustainable practices across our organization. Involving and working with all employees is ultimately the key to fostering a culture of environmental responsibility and achieving our climate targets.



Leveraging our consulting expertise to unlock better growth and foster environmental sustainability with our clients

GRI 3-3

Material topic
Sustainability-Related
Consulting Services

In line with our ESG strategy and commitment to environmental responsibility, we share our consulting expertise with clients looking to develop, commercialize, and launch more sustainable products and services. By leveraging our expertise in growth and investment strategies, value proposition development, and commercialization, ranging from ecosystem scaling to go-to-market strategies and monetization, we empower our clients across various industries to unlock better growth while maximizing our positive impact on the environment and climate.

Looking ahead, we will continue to increase Simon-Kucher’s positive impact on the planet through our sustainability-related consulting services, building on successful cases with our clients.

Throughout the past year, our consulting teams have supported clients from various industries and countries on their path to better growth through sustainability. In this report, we share a selection of projects to provide some insight into our sustainability-related consulting services.

As a guide to classifying consulting projects as “sustainability-related,” we used their potential contribution to one or more of the European sustainability targets defined under the EU Taxonomy: climate change mitigation, climate change adaptation, sustainable use of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems.



Paving the way for CO₂-reduced raw materials in the textile industry

Subsector: Chemicals & Base Materials

Sustainability target: Climate change mitigation

Challenge

Our client, a leading raw material producer for nylon, developed an innovation that saves up to 70% of CO₂ emissions in production. They faced the challenge of how to effectively commercialize this innovation, despite their position in a long value chain. Applying the existing push model resulted in too high prices at the end of the value chain, negatively impacting their volumes.

Solution

As the client operates in a highly competitive and commoditized market, we strategically identified target customers, created a pull by partnering with Brand owners who are at the end of the value chain, and devised flexible revenue models and pricing strategies to suit varying levels of vertical integration. Crafting a compelling “Perfect Pitch,” we equipped the client to engage potential customers effectively.

Impact

The solution we delivered not only drove the commercial success of the carbon reduced product innovation by contributing to two buying customers and 22 LOIs in the first year, but it also catalyzed environmental awareness across the entire value chain.



Becoming a forerunner in sustainability with CO₂-reduced sugar

Subsector: Chemicals & Base Materials

Sustainability target: Climate change mitigation

Challenge

Our client, a leading crop processing company, made a strategic decision to become a forerunner in defossilizing the sugar industry. As part of this journey, our client asked us to work with them to design and evaluate options for a CO₂-reduced sugar offering.

Solution

Our solution involved a comprehensive approach to product innovation and commercialization. We analyzed the market landscape of peers and proxies for existing and future offerings. We validated customer requirements for chain of custody options to ensure credibility and trustworthiness along the value chain. Paired with end-consumer studies, we ensured commercialization readiness and derived a robust commercial strategy. Ultimately, our client launched a TÜV-verified¹ CO₂-reduced sugar by allocating biogas generated from the wastewater treatment in the factory to a specific quantity of sugar produced there.

Impact

The impact of our efforts is significant: CO₂-reduced sugar boasts a 43% lower CO₂ footprint compared to conventional sugar from the same factory.



Simon-Kucher worked closely with our central and country teams throughout the entire process, from offer development and validation to market launch and customer marketing. We are proud to be the first in the industry to commercialize CO₂-reduced sugar.”

Client statement



¹ Production lifecycle stage (“cradle to factory gate”).

Establishing electromobility in industrial drivelines

Subsector: Industrial Goods & Machinery

Sustainability target: Climate change mitigation

Challenge

Our client, a global industrial driveline manufacturer, sought to significantly expand its electromobility division. Simon-Kucher was brought in to analyze the commercial aspects of this transformative venture. Challenges included rethinking business models for servitization, overcoming production and group-level constraints, and navigating a complex customer and competitor landscape.

Solution

We outlined different strategic plays for investment decisions and short-term strategy transformation and introduced tailored pricing acceleration initiatives for a more structured pricing approach. An implementation roadmap and responsibility mapping were provided to ensure ownership and clear timelines throughout the journey.

Impact

By supporting our client's strategic expansion into electric off-road equipment, we have made a significant impact by contributing to lower emissions, noise, and vibration levels, alongside better energy efficiency and reduced energy costs.

“

Simon-Kucher provided valuable guidance in our transformation toward a streamlined organization and full pricing excellence. Their support enabled our shift from diesel engines to electrified solutions, underscoring our commitment to sustainability while enhancing operational efficiency.”

Client statement



Improving the sustainability strategy of a food producer

Subsector: Chemicals & Base Materials

Sustainability target: Climate change mitigation

Challenge

In view of changing customer needs and environmental regulations, our client, a leading producer in the food industry, asked for our guidance to ensure long-term competitiveness and identify short-term monetization options. With investments already directed toward emission reduction, the client sought to optimize its product portfolio and monetize its competitive edge.

Solution

Our solution included a comprehensive analysis of customer needs, emerging trends, and potential product risks. We proposed risk mitigation strategies and advocated for investments in products that are geared toward sustainable development, with a focus on reduced processing and lower CO₂ emissions. We also developed other sustainable offerings to boost short-term profitability.

Impact

Simon-Kucher's strategic recommendations enhanced our client's position in a competitive market and laid the foundation for better sustainable growth by shifting the company toward a more environmentally friendly product portfolio.



Greening of an entire B2C and B2B electricity portfolio

Subsector: Energy & Utilities

Sustainability target: Climate change mitigation

Challenge

As a major provider in the energy and utilities sector, our client tasked Simon-Kucher with the greening of their entire B2C and B2B electricity portfolio. The overarching goal was to achieve a CO₂ reduction of up to 85% by reducing Scope 2 emissions for B2B customers and significantly reducing the client's own Scope 3 emissions.

Solution

Our solution entailed a comprehensive analysis of the current electricity mix and meticulous portfolio planning spanning the subsequent three to five years. We created and evaluated several greening scenarios, considering various procurement sources, generation types, regions, and contract models. Our approach involved the price-optimized diversification of procurement strategies, considering European requirements for Guarantees of Origin (GoO). We explored implementation scenarios, weighing the benefits of a major rollout versus a gradual ramp-up over three years.

Impact

The potential impact of fully implementing the greening scenarios is significant: we projected savings of 4.1 million tons of CO₂ per year, supporting a successful climate-protection and CO₂-mitigation strategy through renewable energy practices.



Commercializing low-carbon and recycled aluminum

Subsector: Chemicals & Base Materials

Sustainability target: Transition to a circular economy and climate change mitigation

Challenge

To enhance its position in low-carbon and recycled aluminum with significantly lower CO₂ emissions, our client developed two sustainable aluminum brands with products backed by solid engineering. The rapid pull from the market, however, created a challenge: How could our client quickly capture the full value of its more sustainable offering and capitalize on this desired positioning?

Solution

Simon-Kucher's comprehensive market research assessed which dimensions of sustainability were truly important to customers and which were hygiene factors. The outcome showed that certifications, claims of social responsibility, and the geographical proximity of suppliers play a less important role for customers than information on how much renewable energy and recycled aluminum a company uses. These insights helped us to strengthen our client's value proposition and strategically align their product portfolio to their customers' sustainability ambitions. As a result, we were able to enhance our client's positioning as a leader in low-carbon and recycled aluminum solutions.

Impact

Through our strategic commercialization approach, we helped our client achieve better growth while leading the way in reducing the carbon footprint of everyday products.



creating positive impact for

our people

Creating a work environment that supports our employees in realizing their full potential

Consulting is a people business. It is about knowledge, expertise, relationships, and mutual trust.

GRI 2-7, 3-3 404, 3-3 405

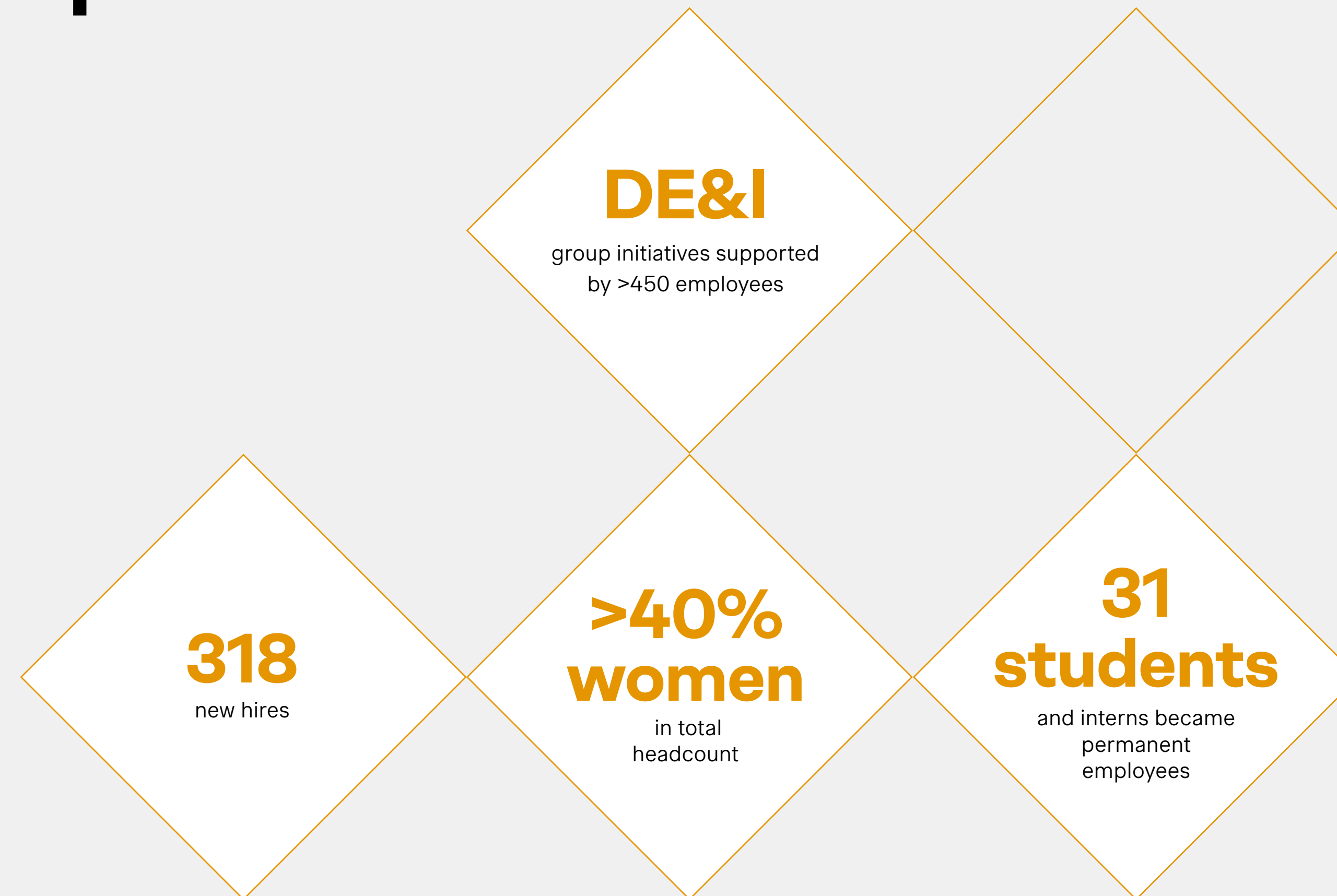
Material topics
People, Talents & Development

People, Health & Wellbeing

Diversity, Equity & Inclusion (DE&I)

At Simon-Kucher, we strive to enable our clients to grow better by achieving long-term, sustainable success through commercial excellence and sustainability-related opportunities. This can only be achieved with the support of our dedicated workforce.

We believe our people are our most valuable asset. This is why we are committed to providing them an optimal work environment that helps them to realize their full potential by giving them opportunities to thrive within the organization. We stand for a fair, ethical, equitable, and open working environment where everyone can feel safe and valued. Together, we shape the Simon-Kucher experience.



Providing the right tools and processes to attract and develop our talent

GRI 3-3 404, 404-2

Material topic
People, Talents &
Development

A talented and diverse workforce is our greatest asset, fostering a culture of innovation and problem-solving to exceed client expectations. We have effective processes in place to identify and recruit top talent. This ensures that Simon-Kucher attracts and hires the best professionals in the industry with the right skills, knowledge, experience, and drive to meet the specific needs of our clients.



In 2023, we began the global rollout of our new employer brand, emphasizing our purpose-driven values. We also launched our new careers website, which offers global and country-specific events. Additionally, we entered strategic partnerships with universities.

Our YouFirst program, led by our global Human Resources (HR) team, guides our people throughout their careers at Simon-Kucher. The program covers the entire employee journey, from talent recruitment, performance management, continuous skills development, and career counseling to initiatives that promote employee health and work-life balance. Every aspect is diligently covered for each team member. Our local HR departments, which report to the respective Managing Directors, ensure tailored support in each region. They also work closely with our global HR team.

YOUfirst.
People Experience

From attracting to winning diverse talent

GRI 3-3 404, 404-2

As a large multinational firm and an employer of choice in our industry, we strive to attract top talent from diverse backgrounds around the world. We are always reviewing and refining our recruitment process to give candidates an exceptional experience throughout the recruitment journey.

By incorporating ESG considerations into our talent recruiting practices, we commit to responsible business practices and emphasize a positive corporate culture that resonates with environmentally and socially conscious candidates. Together with our DE&I experts, we ensure that our talent pipeline is fair, equitable, and transparent.

Through our global recruiting event series “Women in Consulting,” we want to increase the proportion of women in consulting positions and promote discussions led by our female leaders and associates on topics ranging from candidate experience and work-life balance to career progression. Our on-campus recruitment activities, internships, and strategic partnership with the Global Alliance in Management Education (CEMS) aim to attract top talent and develop the leaders of tomorrow.

We place a strong emphasis on the qualification of our interviewers. To ensure that our interviewers follow the same standards in the application process, allowing for global consistency regarding candidate experience, we have developed targeted interview training in collaboration with our DE&I experts. The training includes various interview formats, case studies, and strategies to mitigate unconscious bias. E-learning modules for interviewer qualification training are available on-demand on our e-learning platform. Face-to-face training takes place through observation and analysis with experienced interviewers.

Our aim is to establish a globally standardized recruiting process that leaves room for local adaptations where required. To enable data-driven decision-making and continuous improvement, we have defined a set of KPIs allowing us to assess the efficiency, effectiveness, and overall performance of the hiring process.

“

As an employer of choice in our industry, we strive to ensure a smooth and streamlined recruitment process. Strategic partnerships with universities and business schools play a pivotal role in our recruitment strategy. Through events like the ‘Women in Consulting’ series, we invite talents to experience our culture firsthand.”

Anna Schumacher
Global Director Talent Acquisition
at Simon-Kucher

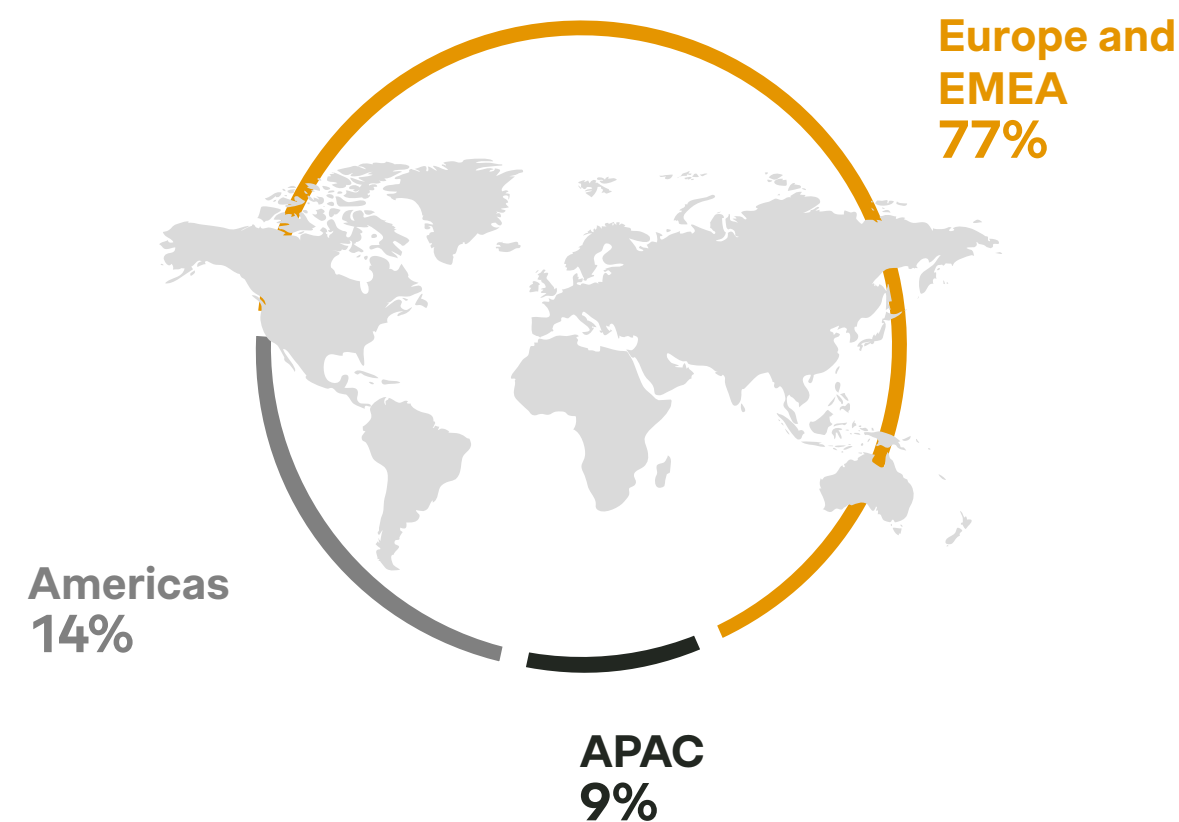


First STEPS at Simon-Kucher – Our onboarding experience

GRI 3-3 404, 404-2,
401-1

To help new employees get off to a smooth start at Simon-Kucher and familiarize them with our company, brand, and values, we have developed a global onboarding program called STEPS (Strategic Training for Employees' Professional Success). It is designed to help new hires get familiar with our organization. In 2023, we revised our STEPS program to take place completely virtually, thereby reducing travel for our employees and minimizing the environmental impact of the program. It consists of a self-learning package accessible via our e-learning platform, a global cultural live program and, for our consultants, live training on consulting fundamentals. During the sessions, new joiners also get the chance to meet our leadership and connect with their peers worldwide.

New employee hires per region



The STEPS program helped me integrate into the company and foster connections with fellow new joiners. Since then, active engagement in trainings on our e-learning platform has significantly contributed to my professional growth and proficiency in my role.”

Christopher Jeckl
Senior Manager (APAC)
at Simon-Kucher



Continuous learning and skills development

GRI 404-1, 404-2

For our people, training and development is a key factor in joining and staying with our firm. Our clients expect Simon-Kucher to provide highly qualified teams that support their growth. Therefore, we place great emphasis on our learning and skills development (L&SD) program to deliver high-quality work to our clients. ESG plays a key role in our learning and skills strategy. This is evident in many ways, as L&SD supports various ESG-related global initiatives that protect the environment, consider values such as equity and inclusion, and promote wellbeing and good governance.

Our learning and skills development activities at Simon-Kucher are centered on our global skills taxonomy, which provides a structured framework for the skills and capabilities important for self-development. We offer a wide range of training and learning content accessible through our global learning portal. The content includes relevant cognitive, emotional, interpersonal, technological, methodological, and management skills, as well as training on our purpose, vision, values, and DE&I.

Career-specific development plans and training recommendations are tailored to the needs of both consultants and central functions in our firm. ESG-focused learning elements, including live virtual training formats and digital self-study portfolios, help reduce Simon-Kucher's carbon footprint. An understanding of our company values is promoted through onboarding and DE&I training initiatives. Workshops and resources cover wellbeing, resilience, and mental health. Our learning and skills program supports global compliance initiatives through tailored training.



35,300 hours of globally managed training

22,500 interactive live training and self-learning courses

1,300 different training courses completed by our employees

Ø 16.5 hours of training per employee in addition to mandatory legal & IT compliance trainings

20% of Simon-Kucher-specific training courses were newly introduced

Enabling our employees to grow

GRI 404-3 Our goal is to create a responsive talent management process to evaluate performance and acknowledge our employees' achievements. We ensure that all our employees receive regular performance and career development reviews. In line with our corporate values, we provide transparent and fair feedback, encourage development, and reward excellence.

In 2023, we launched our Performance Management and Development Process (PMDP) and a new performance management tool, Pathfinder, to solidify our talent management approach.

Our performance management and feedback mechanisms use a sophisticated 360° evaluation process based on fair and objective top-down, bottom-up, and lateral approaches. This process offers opportunities for personal development and growth, as well as input for career advancement and the performance bonus. For consultants, the 360° evaluation takes place twice a year; for central functions employees, it takes place once a year.

The final assessment of the 360° review is the gateway to a potential bonus and promotion. While we highly value personal development and growth, our usual practice involves allowing our associates ample time to enhance their skills and capabilities before promoting them. This approach ensures that they are fully prepared for their next career step.

With our global mobility approach, employees can experience working in another country for a brief period or even several years. These assignments contribute to the personal growth of our employees and, in turn, to the growth of Simon-Kucher.



Fostering health and wellbeing at work

GRI 3-3 403, 403-1,
403-3, 403-6

Material topic
People, Health & Wellbeing

At Simon-Kucher, we know that it is a daily challenge for each of us to maintain a balance between professional demands, our ambitions, personal matters, a high workload, and the need for relaxation. This is why we place the health and wellbeing of our people at the top of our agenda.

Our mental health services, which are accessible to all our employees, help us provide a healthy work-life balance and foster a safe work environment. With a wide range of local and global health and wellbeing initiatives, we are committed to excellent working conditions at Simon-Kucher. Our comprehensive and flexible benefits offer immediate support through tools such as our Employee Assistance Program (EAP) and long-term preventive approaches to help our people thrive at work and in their personal lives.

“

Through our mental health initiatives, like the Employee Assistance Program or the Headspace Premium account, we strengthen the wellbeing of our people and support a healthy work-life balance.”

Kathrin Weiler
Global Director HR Policies,
Reward & Benefits
at Simon-Kucher



Our health and wellbeing initiatives

GRI 3-3 403, 403-1,
403-3, 403-6

Our goal is to promote a healthy work-life balance and equip our employees with methods, tools, and knowledge about physical and mental health as well as services to support them in times of need. We offer a broad range of global and local initiatives. For example, we celebrated World Mental Health Day 2023 by announcing a new offer in our EAP program and a live webinar featuring meditation delivered by our partner Headspace. We can also connect our employees and offices to immediate help through our digital resources, such as the assistance app on company-provided iPhones and a Simon-Kucher intranet-based WeShare page.

Global policies set by our global HR department provide the overarching framework for health and wellbeing, while local workplace health and safety regulations may go beyond and replace these policies. Responsibilities for implementation and monitoring lie with our local HR teams and Partners. Additional wellbeing measures are implemented both locally and globally. All employees can reach out to our newly implemented whistleblower channel and contact internal and external ombudspersons to report work-related concerns.



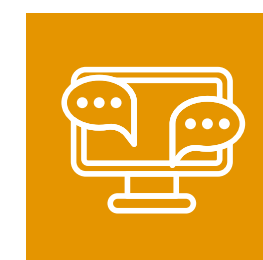
Our Employee Assistance Program (EAP) offers 24/7 support for all employees and their household members, including work-life support (e.g., childcare and eldercare), psychological support, and legal and financial counseling.



Our hybrid working model allows for more flexibility to accommodate work-life challenges.



Our health promotion online training formats include 29 live workshops in small groups and over 200 self-learning courses related to topics such as personal resilience, team wellbeing, stress management, and mindfulness.



Our “Better Working” QuickCards offer tips and tricks on how to protect employees’ mental health and foster productivity.



A free Headspace Premium membership includes guided meditation programs and exercises to support concentration. In 2023, 45 percent of our employees had registered.

Creating a diverse, equitable, and inclusive work environment

GRI 3-3 405,
3-3 406

Material topic
Diversity, Equity & Inclusion
(DE&I)

At Simon-Kucher, we value and embrace **Diversity, Equity & Inclusion (DE&I)** and recognize its importance. This enables our organization to be more inclusive of different ideas, cultures, and lifestyles, leading to a better company culture. We believe we can foster innovation and improve employee engagement and organizational performance by creating an environment where people feel valued and can be their authentic selves. It is our strategic goal to advance diversity, equity, and inclusion in all our processes, systems, and levels of our consulting business.

Our DE&I strategy

Our DE&I strategy aims to create an inclusive environment, equitable systems and processes, and a solid DE&I infrastructure that enables the effective execution of DE&I measures. We focus on promoting leadership diversity and equal opportunities, which includes welcoming more women into Partnership.

Our DE&I initiatives are directly linked to the social pillar of ESG and cultivating a fair and inclusive workplace. As a socially responsible firm, Simon-Kucher prioritizes respect for human rights and fair labor practices. DE&I and ESG work together to ensure governance structures that guarantee an inclusive environment, fair treatment of employees, and the absence of discrimination.



Inclusive and diverse teams

GRI 3-3 405,
3-3 406

As a people business, we know that to attract and retain diverse talent, we need to create an inclusive and equitable organization. Through our efforts to do just that, we seek to increase our total share of women Partners. In addition to our commitment to increasing women’s representation at Simon-Kucher, we are committed to promoting diversity in terms of ethnic and racial background, nationality, language, age, sexual orientation, gender, ability, neurodiversity, caregiver status, and many others, depending on country and culture.

Our DE&I and equality policy is distinctive to each country in which Simon-Kucher operates, recognizing the unique cultural contexts, legal frameworks, and societal norms that shape inclusion and equality efforts. In compliance with the Charter of Diversity, we are committed to promoting the fair and respectful treatment of our people. We do not tolerate any conduct that is offensive to the rights of employees. Our DE&I country-specific policies, the Charter of Diversity, and our Harassment Policy are available to all employees on the compliance page of the company’s intranet.



We offer a solid DE&I infrastructure, inclusive work environments, and equitable systems

GRI 3-3 405,
3-3 406

Our DE&I experts at Simon-Kucher report directly to the CEOs and Board. They are supported in strategic decision-making by the DE&I Council, which consists of selected employees from offices around the world.

In 2023, we continued our regular DE&I Council meetings, providing monthly updates to the CEO and quarterly updates to the Board to ensure effective communication and consultation channels.

Our DE&I experts provide ongoing input and consulting across the firm. We conduct ongoing DE&I upskilling for the Global HR team and office site visits. Questions on diversity, equity and inclusion are an integral part of the employee survey so that we can track progress and adjust measures accordingly.

With the launch of the INCLUDE program in 2023, we conducted extensive inclusion training throughout the year and designed the in-depth HIVE (High Impact Virtual Experience) sessions for Partners and the DLS (Distributed Learning Solution) sessions for all employees. To effectively manage our DE&I systems, we keep a DE&I Scorecard and track KPIs that are also made transparent in a quarterly progress report to the Board.



Our Employee Resource Groups

GRI 3-3 405,
3-3 406

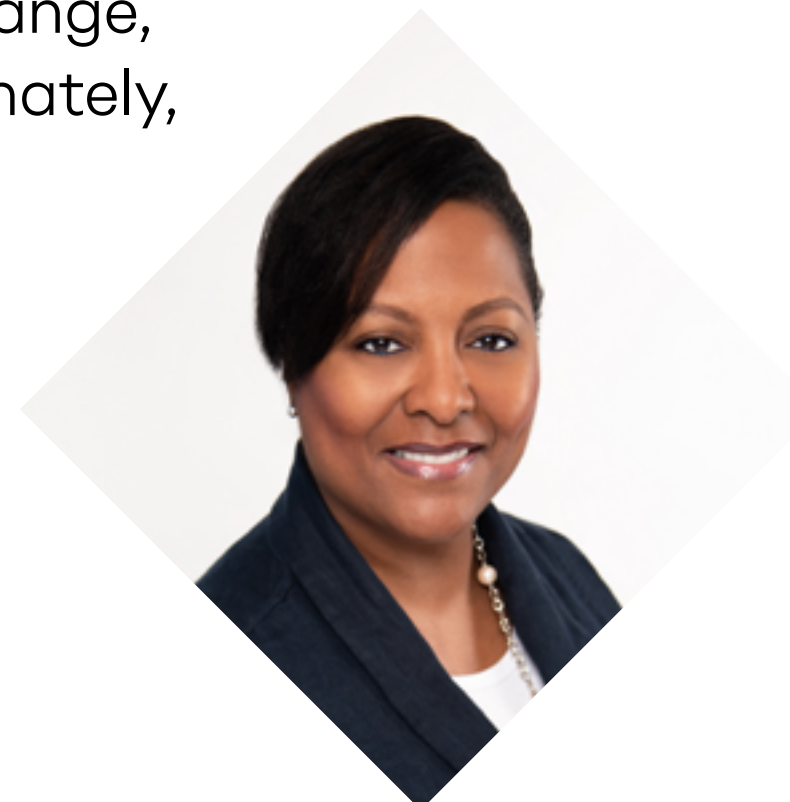
At Simon-Kucher, we are proud to host five Employee Resource Groups (ERGs): Asian, Black, Caregivers, LGBTQ+, and Women’s ERGs. Our ERGs are employee-led communities comprised of dedicated volunteers who share common interests, backgrounds, and goals. The DE&I team supports the ERGs in keeping track of their progress and giving advice.

Our ERGs provide a supportive network, valuable resources, mentorship, and opportunities for personal and cultural growth. They are growing in number and organize regular meetings and events for their members. Joining one of our Employees Resource Groups is open to all Simon-Kucher colleagues who are interested in learning and engaging with the respective culture.



Being a member of B@SK is significant to me personally and professionally. It provides a sense of belonging, where I can connect with my fellow African American colleagues. Through initiatives, we can engage in dialogue, drive change, and promote diversity within the organization and, ultimately, the broader community.”

Tina McKinney
Director of Recruiting North America,
Co-Chair ERG B@SK at Simon-Kucher



- Our **Asian at SK Employees Resource Group** (ASK ERG) is made up of 120 members across NA, EMEA, and APAC. Activities include the hosting of special events like Lunar New Year, Diwali, Eid Al-Asha, Eid Al-Fitr, Vesak Day, as well as other events such as a fireside chat hosted by Asian Partners and an intern meet and greet.
- The **SKCares Employees Resource Group** (Caregivers ERG) of 64 members is for anyone with caregiving responsibilities e.g., parenting, elder care, or care through illness. SKCares aims to empower employees’ professional growth while they manage caring for loved ones. The ERG supports its members with monthly meetings and events with expert speakers and more.
- **Black @ Simon-Kucher** (B@SK ERG) is an Employees Resource Group of Black colleagues and allies of 31 members committed to supporting development and leadership opportunities for their Black colleagues. To acknowledge the contributions of Black People and foster an understanding of their history, we celebrate Black History Month and host an event.

GRI 3-3 405,
3-3 406

- **SKPride Employees Resource Group** increases awareness of LGBTQ+ history and issues (LGBTQ+ ERG). It aims to empower affiliated employees' professional and personal growth. The group of 58 members organizes events, including local get-togethers, educational events, Coming Out Day events, and more.
- Our **Network of Women Employees Resource Group (NOW ERG)** is a global community dedicated to the success of women at Simon-Kucher, with a focus on recruiting, developing, and connecting women. The ERG is a global network of 174 members that provides resources, structures, and ideas. Local groups drive initiatives and events in their regions.

“

NoW has fully launched! Witnessing the enthusiasm of our women to establish our leadership structure and strategy for 2024 has been inspiring. Our focus is clear: initiating networking events to attract talented women, fostering inclusivity, and boosting our visibility.”

Kim Katharina Mierisch
Senior Manager (E3),
Co-Chair ERG Network of Women
at Simon-Kucher



“

I'm proud of our first year with SKPride! Our events fostered awareness and helped us build a community spirit among the members of our ERG. For example, we learned about LGBTQ+-figures like Harvey Milk and discussed queer-related developments worldwide.”

Pepijn van Eerten
Senior Consultant (E3),
Co-Chair ERG SKPride
at Simon-Kucher



creating positive impact for

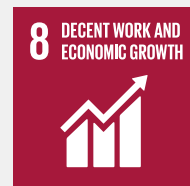
our communities

Taking responsibility for our communities through knowledge sharing, volunteering, and donations

Social responsibility is deeply embedded in our corporate culture and values.

Our aim is to contribute to the communities we operate in and create a positive impact. To achieve this goal, we encourage our employees to engage in corporate citizenship initiatives and support various social, cultural, and environmental projects that drive sustainable change. Through collaboration and knowledge sharing, we cultivate strong partnerships with our communities to ensure a long-lasting impact.

Material topic
Community Engagement,
Donations & Pro Bono



20+

volunteer and fundraising activities

**260+
FTE days**

dedicated to pro bono projects

Our pro bono projects, startup mentoring projects, and local initiatives can be found all over the world



Contributing through our corporate citizenship activities

GRI 3-3 413, 413-1

Material topic

Community Engagement,
Donations & Pro Bono

Corporate citizenship has always been an important topic at Simon-Kucher. Given our size and reach, we want to have a positive impact on society. We aim to do this by leveraging our resources and expertise, addressing pressing social and environmental challenges, fostering sustainable development, and creating a better future for all. Therefore, we empower our employees to participate in social, cultural, and environmental projects that drive sustainable change and to engage in local communities with their expertise and volunteering.

Through our corporate citizenship initiatives, we engage in activities such as pro bono consulting, mentoring social startups, coordinating global donations, and supporting local initiatives. The projects that

we participate in are strategically aligned with our areas of expertise, such as strategy, pricing, and marketing, to help NGOs reach their full potential and maximize positive impact.

Aligned with the Sustainable Development Goals (SDGs) and our core values, our global ESG team sets the strategic direction for corporate citizenship activities, which are executed by our local offices. In 2023, our offices around the world organized and participated in more than 20 local volunteering and fundraising activities. We spent more than 260 FTE days on pro bono consulting and contributed to several startup mentoring projects. Through our initiatives, we strive to make a positive difference, one project at a time.

Our Corporate Citizenship initiatives

 <p>Pro bono projects</p>	 <p>Startup mentoring</p>	 <p>Local initiatives</p>	 <p>Global donations</p>	 <p>Raising internal awareness</p>
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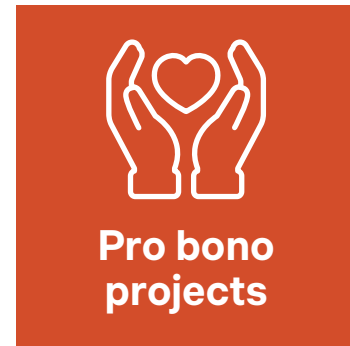
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Sharing our knowledge in pro bono projects worldwide

Every year, we support a growing number of nonprofit organizations around the world through pro bono projects that are strategically aligned with unlocking better growth. By leveraging our expertise and resources, we empower these organizations to fulfill their societal and environmental mission and maximize meaningful impact in their communities. In 2023, we spent more than 260 FTE days on pro bono consulting. This not only gives our consultants the chance to create positive change but also provides opportunities for their personal and professional growth. Engaging in these initiatives allows our employees to acquire new skills, expand networks, and gain insights into nonprofit operations. Thanks to their engagement, we supported various pro bono projects contributing to SDG 8, promoting inclusive, sustainable economic growth and employment, and SDG 17, strengthening global partnerships for sustainable development.



Deep dive into our pro bono projects

Developing a growth strategy for Jong Ondernemen

Simon-Kucher's Amsterdam office led a pro bono project for Jong Ondernemen, an organization that teaches young people in entrepreneurship skills. Our project team supported Jong Ondernemen in developing a strategy to double its reach within three years, specifically targeting young people from less privileged socio-economic backgrounds to enhance equality in Dutch society. In line with our purpose of unlocking better growth to create opportunities for everyone, the project sought to equip more individuals with entrepreneurial skills and foster a more inclusive society.



Simon-Kucher helped us overcome our challenges by listening and asking the right questions. They quickly became part of our team and helped us to put all of our ideas on paper in a strategic and structured way.”

Jonas de Groot
CEO of Jong Ondernemen



By focusing on what we do best - developing business strategies - Jong Ondernemen was freed up to do what they do best - educating children on entrepreneurship.”

Pepijn Scholten
Senior Manager at Simon-Kucher



Providing revenue optimization and partnership advice to Orange Sky

Simon-Kucher's Sydney office supported Orange Sky in a pro bono revenue and corporate partnership optimization project for its 32 locations across Australia. Orange Sky operates the world's first free mobile washing and showering service for people experiencing homelessness, a model where volunteers provide laundry and shower services along with supportive conversations. Our project team helped Orange Sky strengthen its corporate partnership portfolio and optimize the revenue stream from its Volaby Volunteer Management Software, a tool designed to track and quantify Orange Sky's social impact. Through the project, we contributed to Orange Sky's vision of expanding their services to 40,000 individuals by 2025.



“

Orange Sky was the grateful beneficiary of two pro bono projects from Simon-Kucher in 2023 focused around one established and one relatively new revenue stream. The team was responsive, took our guidance and feedback, and provided us with insightful recommendations and a well-rounded project that will influence our strategy in the coming years.”

Lucas Patchett
Co-founder of Orange Sky



Developing a growth strategy for the German Red Cross

Simon-Kucher's Frankfurt office delivered strategic guidance to the German Red Cross (GRC), a global humanitarian organization providing aid for people in conflict situations, disasters, and health and social emergencies. Our project team conducted a comprehensive market study, offering valuable insights into growth potentials. Leveraging this understanding, we provided strategic recommendations across multiple operational facets, including positioning, presentation, and partnership opportunities. We enabled GRC to implement these strategies independently to sustainably expand the reach of their humanitarian aid.



“

We are thrilled with the results of our collaboration with Simon-Kucher. Their team's dedication and expertise in growth strategies exceeded our expectations. The warmth and professionalism displayed made it a truly harmonious and successful project.”

Uwe Sielisch

Corporate Partnerships & Business Development
at the German Red Cross

Optimizing corporate donor engagement for the Børneriget Foundation

Simon-Kucher's Copenhagen office provided comprehensive advice to the Børneriget Foundation on its strategy for engaging corporate donors to help establish the Mary Elizabeth's Hospital. The mission of this new hospital is to revolutionize healthcare for children and pregnant women. Our project team formulated a strategy to reach and persuade corporate donors by identifying partnership types and ideal business objectives and developing a top-down strategy framework. A value-based pricing model, guidance on communicating value, and refining negotiations with potential partners completed our deliverables. All collective efforts reinforced the Børneriget Foundation's value proposition, laying a strong foundation for engaging corporate partners.



“

Simon-Kucher has shown tremendous understanding and knowledge of our stakeholder landscape, resources, and needs. With their great professionalism and genuine interest, we have created an indispensable foundation for the foundation's future work.”

Marie Raskov

Head of Partnerships at Børneriget Fonden

“

It was gratifying and deeply rewarding for me to contribute to something ultimately aimed at aiding the most vulnerable members of society: sick children and their families. This had even more meaning for me as the project coincided with my own personal journey into fatherhood, allowing me to empathize with its cause on a deeper level.”

Anton Jacobsen

Manager at Simon-Kucher

**Børneriget
Fonden**

Providing strategic advice on fundraising optimization to the Surfrider Foundation

Simon-Kucher's Paris office led a pro bono project for the Surfrider Foundation, a global activist network committed to the protection of the world's oceans and beaches. The network fosters collaboration among civil society and the public and private sectors, on three main pillars: marine litter, coastal development and climate change, and water quality and health. Our project team refined Surfrider's fundraising strategy following a sales excellence framework supported by interviews to understand donors' needs. By offering advice to Surfrider on how to best organize collective resources, we ultimately contributed to marine protection through our consulting expertise.



It was great to see that we can help make a difference, leveraging our consultant expertise for the common good.”

Thomas Pelletier
Director at Simon-Kucher France





Supporting social startups to unlock their full potential

Following our purpose and overarching goal of unlocking better growth that creates opportunities for everyone, we offer startups learning experiences in collaboration with social entrepreneurship incubators.

Empowering refugee entrepreneurs with Forward Inc

Our Simon-Kucher office in Amsterdam opened its doors for a partnership event with Forward·Inc, bringing together 15 Simon-Kucher consultants and 16 newcomer entrepreneurs. Forward·Inc is an organization dedicated to assisting entrepreneurs with a refugee background in pursuing their entrepreneurial dreams. They do this by empowering them to launch, grow, fund, and sustain their own businesses. During the event, guided brainstorming sessions between entrepreneurs and our Simon-Kucher consultants provided the opportunity to exchange advice on business ideas and pricing strategies. In addition, we organized a plenary knowledge sharing session covering topics such as revenue model creation, common innovation flops, and steps to successfully monetize innovations. Feedback from both Forward·Inc and our consultants underscored the effectiveness and usefulness of the event, “the highlight of the program!” according to their program manager. The team is already planning an even more successful edition for 2024.

Training social entrepreneurs with REDF

Simon-Kucher colleagues from the Boston, New York, and San Francisco offices gave a pricing workshop to nonprofit organizations organized by REDF (Roberts Enterprise Development Fund) – a nonprofit venture capital fund. REDF seeks to invest in and support Employment Social Enterprises (ESEs), whose mission is to hire and support people reintegrating into society and facing barriers to entering the job market. ESEs, which have both an economic and a social mission, aim to develop workers’ skills to help them find sustainable employment, increase income, and improve their quality of life. The Simon-Kucher workshops showed the ESE participants how they can drive the growth of their businesses by prioritizing and optimizing pricing strategies. Our expertise in pricing and growth strategies, coupled with REDF’s mission to support nonprofits, facilitated an insightful discussion on the importance of pricing and its impact on the growth of organizations.

Participation in the Harvard Social Enterprise Conference

In 2023, Simon-Kucher participated in the Social Enterprise Conference at Harvard. The conference aims to connect leaders, practitioners, and students to engage in dialogue, debate, and expression around social enterprise. By attending the event, we were able to make connections for possible startup mentoring and pro bono projects.



Giving back through local initiatives

Our overarching goal is to foster local involvement and community engagement across all our office locations worldwide. Throughout 2023, our local offices actively engaged in more than 20 diverse volunteer and fundraising initiatives, such as:

MindOut

A bake sale held by the Simon-Kucher London office collected donations for MindOut, a mental health charity for LGBTQ+ people working to improve wellbeing in the community.

Gifts Against Children's Tears

Our colleagues in Simon-Kucher's Cologne office collected almost 80 gifts for the organization "Gifts Against Children's Tears," which collects and gift wraps good-quality, used toys and distributes them to charitable organizations and families in need in the region.

Beijing Anding Hospital

Simon-Kucher's Shanghai office collected 30 books from colleagues, family members, and friends to donate to the hospital library of the Beijing Anding Hospital.

Magic Smiles

Our colleagues from the Dubai office organized a campaign during Ramadan to support blue-collar workers. With matching donations from our firm, the team prepared 500 iftar meals and distributed them in a medical camp in collaboration with the local NGO Magic Smiles.

City Relief

Simon-Kucher New York City colleagues volunteered for City Relief, an NGO that provides people experiencing homelessness with hot meals, hygiene kits, socks, and more, and introduces them to available resources in the area.

TOM France

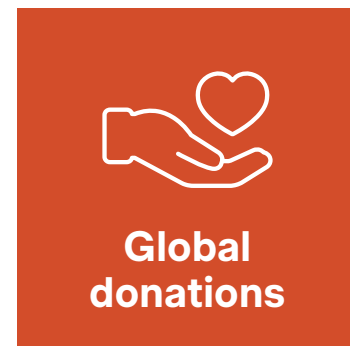
Colleagues from our Paris office took part in the hackathon led by TOM France, which aims to develop technical solutions for overcoming barriers faced by people with disabilities.

Make-A-Wish Italia Onlus

The Simon-Kucher Milan office hosted a Christmas event with the participation of Make-A-Wish Italia Onlus, an NGO that grants wishes to children suffering from serious illnesses.

Family House

Colleagues from Simon-Kucher's San Francisco office donated 30 stockings to youth and caregivers helping families of children with cancer or life-threatening illnesses.



Providing global donations to support NGO aid where it is most needed

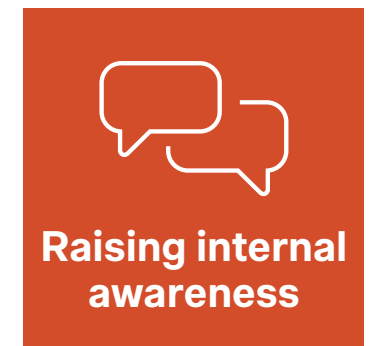
In support of the Turkey-Syria Earthquake Relief effort, Simon-Kucher CEOs Mark Billige and Andreas von der Gathen initiated a humanitarian fundraising campaign, partnering with the three renowned aid organizations, Action Medeor e.V., CARE e.V., and Save the Children. The organizations have tremendous practical experience in providing rapid relief where it is needed most.

During the Christmas season, Simon-Kucher made another donation to CARE e.V. to provide humanitarian aid. With our help, a total of 40 packages with hygiene items, 25 hand washing stations, and 1,000 school meals could be provided.

Raising internal awareness

The contribution of our employees is crucial to supporting local and global projects in our communities around the world. That's why we provide our teams with valuable information about the strategic importance of our corporate citizenship initiatives and raise internal awareness.

In 2023, we organized internal webinars to directly involve our employees, give them the opportunity to share their experiences, and increase the awareness of our corporate citizenship initiatives internally. Through our intranet and regular internal newsletters, we share information about our global corporate citizenship initiatives and how employees can contribute.



creating positive impact through

responsible business practices

Assuring compliance, IT security, data protection, and responsible supplier management in all our business practices

Adhering to ethical, professional, and responsible practices is vital for us to be perceived as what we are: a top tier consultancy and a reliable partner.

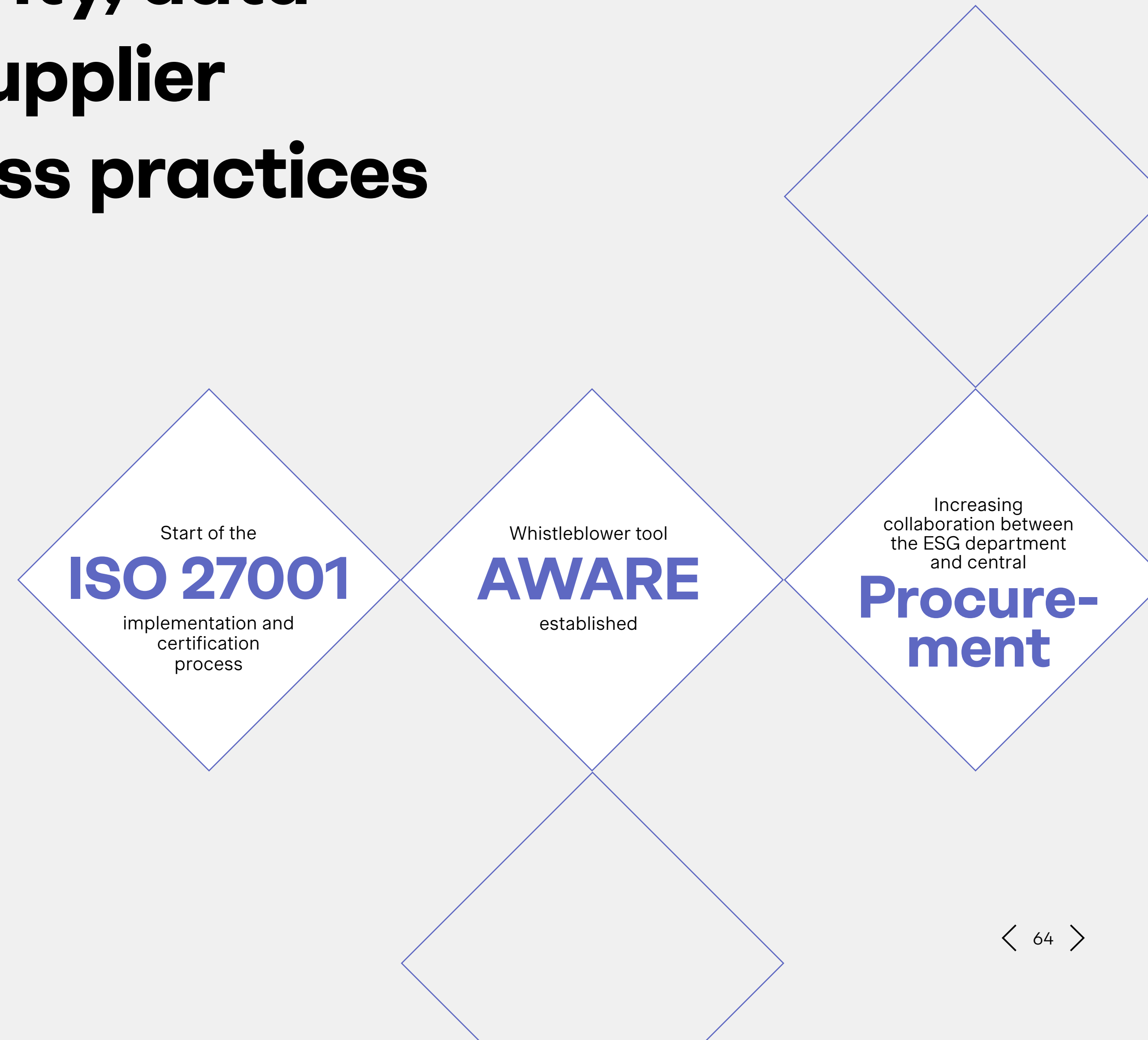
GRI 3-3 418

Material topics
Rules & Values

Data Protection &
IT/Cybersecurity

Procurement &
Responsible Supplier
Management

For us, good corporate governance means that we act responsibly and transparently toward our stakeholders based on accountable processes. Our codes of conduct are the foundation for the ethical and responsible business behavior we aim to foster among our employees and suppliers. We ensure data protection and cybersecurity to protect our clients' property with state-of-the-art security measures and organizational structures. In 2023, we introduced our global Procurement department to further improve the processes in our supply chain.



Operating with fairness, transparency, and integrity

GRI 2-23, 2-24, 2-25, 2-26, 2-27, 3-3 205

Material topic
Rules & Values

We operate with fairness, transparency, and integrity in all our interactions with our clients, suppliers, and internal stakeholders. Compliance is part of the Board’s overall responsibility. The CEOs and the Board are committed to ensuring that every party involved in our business activities acts in line with all applicable laws. This is achieved through written frameworks such as global policies and our codes of conduct, which have been established for both employees and suppliers. Country-specific employee handbooks cover compliance with local laws and are available on our intranet. We expect all of our employees and suppliers to follow our global policies and codes of conduct. When concerns arise, they are addressed by our Head of Compliance, who reports directly to the CEOs. In 2023, Simon-Kucher implemented a digital, anonymous whistleblower system, providing our employees a secure and efficient channel to report misconduct.

Overview – Our compliance policies

Our overarching aim of compliance management is to comply with all relevant regulatory and statutory requirements and internal guidelines to prevent damage and mitigate liability and reputational risks in particular. We have a series of key global policies and corresponding training that provide direction to our teams in their daily work. In this way, we make sure that they can act confidently and in accordance with local laws and applicable regulations.

Our compliance policies

- Code of conduct for employees
- Code of conduct for suppliers
- Confidentiality policy
- Anti-bribery/anti-corruption policy
- Insider trading policy
- Whistleblower policy



Our codes of conduct for responsible business practice

GRI 205, 2-23, 2-24,
2-25, 2-26

Both employees and suppliers must follow our codes of conduct. Our **code of conduct for employees** reflects our values, commitments, and internal rules, aligning closely with key ESG (environmental, social, and governance) subjects. At Simon-Kucher, we seek to create a healthy and supportive work environment and commit to supporting diversity, equity, and inclusion. To protect our employees, we strictly prohibit discrimination and harassment, bullying, and drug use. Our ethical standards forbid any form of bribery, corruption, insider trading, conflicts of interest, and unfair competition. In line with the principles of the UN Global Compact (UNGC), we are committed to respecting human rights and environmental law, and we are especially mindful of our responsibility within the supply chain.

Parallel to our code of conduct for employees, we extend our high standards of conduct and performance to our business partners. Therefore, we designed a **code of conduct for suppliers**, which is aligned with the principles of the UNGC and applies to all business partners, suppliers, and service providers who perform services for Simon-Kucher. It covers compliance with the law, ethical values and business integrity, human rights, occupational health and safety, environmental protection, data protection, and the protocol for reporting violations.

Our policies guide the way

In addition to our code of conduct, we work to ensure our employees comply with applicable laws concerning specific topics by providing further guidance through policies, such as our **confidentiality policy**. This policy describes how Simon-Kucher expects its employees to protect the data of clients, partners, and the company. Our **anti-bribery/anti-corruption policy** prevents corruption within the company, and our **insider trading policy** is in place to prevent illegal dealing using insider information. To protect individuals who report illegal, dishonest, unethical, and unfair behavior and/or related activities, we set up our **whistleblower policy**. We have also designed country-specific employee handbooks covering compliance with local laws (e.g., related to occupational health and safety).

Through the introduction of the Code of Conduct, the Supplier Code of Conduct, and other compliance policies, which are binding for all Simon-Kucher employees worldwide, we demonstrate our commitment to sustainable, ecological, socially responsible, and economical practices. These documents are based on the principles of the UN Global Compact, the OECD Guidelines for Multinational Enterprises, the Universal Declaration of Human Rights, the UN Principles on Economic Affairs and Human Rights, and the relevant Conventions of the International Labour Organization (ILO). Compliance and human rights, as cross-sectional topics, are essential factors in ensuring long-term success.

Fostering our compliance culture through continuous learning and communication

GRI 2-24, 2-25,
2-26, 2-27

A key objective of our compliance communication and training strategy is to firmly anchor compliance in employees' minds, to create and enhance awareness, provide useful guidance, and ultimately prevent wrongdoing. All employees are required to participate in mandatory compliance online training courses accessible through our e-learning platform. The content of these online training courses is defined based on a risk-based approach and is applicable to all employees, Partners, Board members, freelancers, temporary workers, and interns. In 2023, we launched an internal online compliance portal containing briefings on all relevant global and country-specific compliance policies to ensure all necessary compliance-related information is available on our intranet. This supports effective compliance communication and actively prevents liability and reputational risks.

Enhancing transparency: Our new whistleblower portal

Compliance at Simon-Kucher aligns not only with labor laws but also with overall human rights, prohibiting any form of exploitative labor and ensuring equal working conditions for everyone. Our employees are prepared to take necessary action if non-compliant behavior is suspected. To enhance transparency, we have established a grievance mechanism in the form of an internal whistleblower process to anonymously report potential compliance violations. This platform has been available to all our stakeholders since 2023.



The launch of our new compliance framework in 2023 has been widely promoted internally. It includes revised global codes of conduct and policies, training modules, and the Simon-Kucher AWARE whistleblower tool, which supports our robust 'speak up' culture."

Dirk Sievert
General Counsel &
Head of Compliance
at Simon-Kucher



Ensuring IT security and data protection in our company and for our clients

GRI 3-3 418, 418-1

Material topic
Data Protection &
IT/Cybersecurity

Maintaining the trust of our clients, employees and business partners is one of our top concerns. This is why we make data protection and IT security a top priority at Simon-Kucher. Dedicated teams for data protection and cybersecurity focus exclusively on data protection and IT infrastructure security with the goal of preventing potential risks and keeping the business up to speed with IT security and data protection requirements.

We are committed to conforming to the highest standards of IT and cybersecurity – and to keeping our number of confirmed data breaches at zero. Constant monitoring and regular internal training ensure that

we keep our business up to date on the latest requirements. At the heart of our security measures are our Binding Corporate Rules (BCR), which have been in place for over ten years and were recently updated in 2023. Another important milestone ahead is the certification of our Information Security Management System in accordance with ISO 27001 planned for 2024.

All relevant data management projects are overseen by our Data Protection team (DPT) and our IT Compliance team. The DPT reports to the CTO and an external Data Protection Officer, who both have a direct reporting line to the CEOs. The IT Compliance Team is led by a Director, who directly reports to the CTO.


IT and cybersecurity at Simon-Kucher

GRI 3-3 418

The Simon-Kucher headquarters in Bonn provides the central IT infrastructure and support services for the Simon-Kucher Group's offices in over 30 countries. A dedicated IT Compliance team is responsible for monitoring compliance with applicable laws and client requirements to ensure the security of our IT infrastructure. Simon-Kucher's Information Security Management System (ISMS) is based on the international norm ISO/IEC 27001. A certification for centrally provided IT services is planned for 2024, accompanied by audits focusing on the offices in Bonn and Boston. In preparation, we have created guidelines and developed our IT structures and systems accordingly. We are also committed to regular recertification of our ISMS. Currently, our external Data Protection Officer audits our main IT site in Bonn, Germany, once a year.

Our IT and cybersecurity policies and processes

To ensure our employees comply with our IT and cybersecurity standards, we have implemented a set of binding IT policies according to ISO 27001. In this report, we focus on the key IT policies and their purpose:

- 
- Acceptable use of IT policy
 - Risk assessment policy
 - Business continuity concept policy
 - Backup policy
 - Lifecycle policy

Our **acceptable use of IT policy** aims to make employees and third parties aware of the rules for the appropriate use of our IT infrastructure. While our **risk assessment policy** defines the methodology to identify and evaluate IT security risks, our risk assessment process contains the identified risks and their suggested countermeasures to protect our IT infrastructure and prevent damage of data, loss, or misuse.

The purpose of the IT **business continuity policy** is to manage business and information security continuity and address threats, risks, and incidents that may impact the continuity of operations within the IT department. To prevent data loss, we have established our **backup policy**, which contains requirements concerning the backup process and security. To consider the entire lifecycle of an employee and their device, we have established our **lifecycle policy** to ensure security and functionality at any time. At Simon-Kucher, we are always looking for ways to extend the lifecycle of our IT equipment beyond its use.

Data protection at Simon-Kucher

GRI 3-3 418

Trust is the foundation of all relationships with our stakeholders. Our dedicated Data Protection team (DPT), consisting of internal data protection experts and an external Data Protection Officer, takes care of data protection requests from our clients and employees. They are also involved in all new system and process development to ensure data protection. The team has the authority to contact the CEOs directly if necessary.

The goal of the DPT is to maintain zero reportable personal data breaches and zero client assessments resulting in project termination. Constant improvement, monitoring, and regular internal training ensure that we keep our business up to date on the latest requirements. By implementing targeted policies and training, we managed to keep the number of confirmed personal data breaches at zero in 2023.

Our data protection policies and processes

To ensure the best possible protection against data breaches, cyber-attacks, and other security incidents, Simon-Kucher has implemented a series of policies and processes. The **Binding Corporate Rules (BCR)**, which are in line with the European General Data Protection Regulation (GDPR), define mandatory procedures for the transferring and processing of personal data by all members of the Simon-Kucher Group. They have been in place for over 10 years and were recently updated in 2023. The BCR's aim is to ensure that all exports of personal data by Simon-Kucher entities from inside the EU toward Simon-Kucher entities outside the EU provide an adequate level of data protection. This especially includes safeguarding the data subjects' rights to access, deletion, and restriction of their data and the necessary transparency about data processing. Our **data protection processes** are an equally binding appendix to our BCR and designed to prevent damage to personal and client data in terms of loss, misuse, unauthorized access, disclosure, and destruction. They contain clear instructions for employees on how to handle personal data and best practices. Compliance with these processes is audited on a regular basis.

Ensuring internal awareness through mandatory training

GRI 3-3 418 Our IT Compliance and Security team has designed learning content tailored to the special roles and position of each employee. Every employee at Simon-Kucher regularly completes data protection and cybersecurity training. The training program covers the confidential treatment of data and includes strict guidelines on the use of artificial intelligence with clear limits and only allows its use for general information requests. We also strive to continually raise awareness of issues surrounding AI, ensuring both our clients' and employees' data is treated confidentially.

In 2023, we implemented our Training and Awareness Program and will further expand this program in 2024 to include regular simulated phishing campaigns. These allow us to measure results, increase awareness, and continuously improve our processes.



We believe it's crucial to safeguard our client data and company assets from cyber threats. Working with proven industry leaders, we have implemented state-of-the-art security measures and organizational structures to continuously align with industry standards and best practices.”

Sven Harlfinger
CTO at Simon-Kucher



Prioritizing sustainable procurement and responsible supplier management

GRI 2-23, 2-24, 3-3 204

Material topic
Procurement & Responsible
Supplier Management

Our strategic goal is to foster a sustainable and ethical supply chain for Simon-Kucher that contributes to an overall responsible business ecosystem in line with the UN Global Compact. We therefore consider Procurement & Responsible Supplier Management a material topic within our ESG strategy.

The responsibility for this topic lies with our Group Procurement team in collaboration with the ESG department. Tasks include setting global standards for sustainable procurement at Simon-Kucher and providing support in promoting local expertise and implementation at a regional level.



One of our goals for 2024 is to introduce a supplier qualification process, in which Simon-Kucher emphasizes the importance of ESG considerations and cascades our own ESG ambitions throughout our supply chain.”

Thomas Wohlan
Director Group Procurement
and Supplier Management
at Simon-Kucher



Our approach to managing supplier relationships upholds standards that prioritize environmental protection and respect for human rights. This begins by setting clear expectations for our suppliers. In 2022, we issued a dedicated [Supplier Code of Conduct](#), as a mandatory supplement to our supplier agreements. It underscores our commitment to ethical standards in supplier relationships in line with the UN Global Compact.

In 2024, we are actively working to further develop our group-wide procurement strategy and associated processes. We have identified the following three areas as our focus: developing a comprehensive contract database that includes supplier ESG certifications, formulating a robust supplier qualification process, and implementing a group-wide purchasing policy. All of this will be done in close collaboration with the ESG department.

Appendix

About this report

GRI 2-1, 2-2

We regularly inform our stakeholders about our environmental, social, and governance (ESG) activities and progress by publishing an annual Group-wide ESG report for Simon-Kucher. This ESG Report 2023 provides an overview of our global and local efforts focusing on material ESG Management, social, environmental, and governance impacts. All of the information, facts, and figures disclosed refer to Simon-Kucher Group, including the following three independent companies: Simon, Kucher & Co. Holding GmbH (Germany), Simon, Kucher & Partners Strategy & Marketing Consultants LLC (US), and Simon-Kucher & Partners Strategy & Marketing Consultants LLP (Singapore).

In some cases, deviations in data of +/-5 percent may occur. We apply generally accepted conversion factors when calculating energy values and direct energy-related CO₂e emissions. Scope 3 has been calculated for the 2022 baseline year using current emissions data.

This report was compiled by the global ESG department under the supervision of our Global Head of ESG. It has been prepared with reference to the Global Reporting Initiative (GRI) performance criteria and the 17 Sustainable Development Goals (SDGs). It covers the financial year from January 1, 2023 to December 31, 2023.

This report has not been subjected to an external audit. The publication date of the ESG Report 2023 is May 20, 2024.

If you would like further information on individual topics covered in this report, or if you have any questions or suggestions, please contact the following address: [✉️ esg@simon-kucher.com](mailto:esg@simon-kucher.com).

GRI 2-3, 2-5

Environmental data

GRI 305-1, 305-2,
305-3, 305-4

Emissions	Unit	2022	2023
Scope 1	t CO ₂ eq	168	185
Scope 2 (location-based)	t CO ₂ eq	1,406	1,383
Scope 2 (market-based)	t CO ₂ eq	1,086	985
Scope 3 (upstream)	t CO ₂ eq	7,156	9,320
Scope 1+2 (location-based)	t CO ₂ eq	1,574	1,568
Scope 1+2 (market-based)	t CO ₂ eq	1,254	1,170
Total Scope 1-3 (location-based)	t CO ₂ eq	8,730	10,888
Total Scope 1-3 (market-based)	t CO ₂ eq	8,411	10,489
GHG Intensity (market-based)	t CO ₂ eq/FTE	4.02	5.4
% change from 2022	tCO ₂ eq	n.a.	+25%
% change per FTE from 2022	t CO ₂ eq/FTE	n.a.	+35%

Energy consumption within the organization

	Unit	2022	2023
Net energy consumption	MWh	6,049	5,876
Net renewable energy consumption ¹	MWh	850	1,199
Electric energy consumption	MWh	2,796	2,696
Heating energy consumption	MWh	1,530	1,595
Cooling energy consumption	MWh	867	675
Natural gas consumption	MWh	856	910
Energy intensity per FTE	MWh/FTE	2.88	3.00
Reduction of energy consumption	%	n.a.	3%

GRI 302-1, 302-3,
302-4

¹ 44% of total electricity consumption is from 100% renewable sources.

Social data

GRI 2-7

Total number of employees (permanent contracts) ¹ (In headcount)		2022		2023	
		Total	In percent	Total	In percent
Total		2,091		2,017	
By gender	Male	1,204	57.58%	1,182	58.60%
	Female	872	41.70%	820	40.65%
	No gender ²	15	0.72%	15	0.74%
By age group ³	< 30	814	43.25%	740	40.22%
	30–50	954	50.69%	963	52.34%
	> 50	114	6.06%	137	7.45%
By region	Americas ⁴	481	23.00%	381	18.89%
	Asia ⁵	186	8.90%	217	10.76%
	EMEA ⁶	1,424	68.10%	1,419	70.35%
By contract type	Part-time	134	6.41%	129	6.40%
	Full-time	1,957	93.59%	1,888	93.60%
	Permanent	1,554	74.32%	1,891	93.75%
	Limited contract	537	25.68%	126	6.25%

GRI 2-8

Other workforce members ⁷		2022		2023	
		Total	In percent	Total	In percent
Interns		584		706	
By gender	Male	380	65.07%	553	78.33%
	Female	181	30.99%	132	18.70%
	No gender	23	3.94%	21	2.97%
Working students		187		143	
By gender	Male	107	57.22%	77	53.85%
	Female	80	42.78%	66	46.15%
	No gender	0	0.00%	0	0.00%
Freelancers		135		98	
By gender	Male	92	68.15%	52	53.06%
	Female	41	30.37%	42	42.86%
	No gender	2	1.48%	4	4.08%
Temporary workers		57		39	
By gender	Male	9	15.79%	5	12.82%
	Female	29	50.88%	14	35.90%
	No gender	19	33.33%	20	51.28%

¹ Data as of December 31, 2023/permanent employee, including Partners.

² Including unknown. This statement is valid for all “no gender” entries.

³ Empty entries excluded.

⁴ BR, CL, MX, CA, US.

⁵ AE, AU, CN, HK, IN, JP, KR, SG, TR.

⁶ AT, BE, CH, DE, DK, ES, EG, FR, FI, GB, IT, LU, NO, NL, PL, SE, ZA.

⁷ Cumulative data January 1–December 31, 2023.

		2022		2023	
		Total	In percent	Total	In percent
GRI 401-3	Parental leave¹				
	Taken parental leave²				
	Total number	70		68	
	By gender				
	Male	43	61.43%	47	69.12%
	Female	27	38.57%	21	30.88%
	No gender	0	0.00%	0	0.00%
	Returned from parental leave²				
	Total number	53		50	
	By gender				
	Male	39	73.58%	38	76.00%
	Female	14	26.42%	12	24.00%
	No gender	0	0.00%	0	0.00%

		2022		2023	
		Total	In percent	Total	In percent
GRI 403-3	Total users of mental health offerings¹				
	Total number	n.a.		2,017	
	By gender				
	Male	n.a.	n.a.	1,182	58.60%
	Female	n.a.	n.a.	820	40.65%
	No gender	n.a.	n.a.	15	0.74%

		2022		2023	
		Total	In percent	Total	In percent
	Working hours³				
	Employees with part-time positions				
	Total number	134		129	
	By gender				
	Male	32	23.88%	36	27.91%
	Female	102	76.12%	93	72.09%
	No gender	0	0.00%	0	0.00%

		2022		2023	
		Total	In percent	Total	In percent
	Rotation¹				
	Employees on job rotation				
	Total number	52		48	
	By gender				
	Male	n.a.	n.a.	26	1.30%
	Female	n.a.	n.a.	22	1.10%
	No gender	n.a.	n.a.	0	0.00%

		2022		2023	
		Total	In percent	Total	In percent
	Employees on country change				
	Total number	30		31	
	By gender				
	Male	n.a.	n.a.	20	1.00%
	Female	n.a.	n.a.	11	1.34%
	No gender	n.a.	n.a.	0	0.00%

GRI 2-7

¹ Cumulative data January 1–December 31, 2023.

² Duplicate values are entered as one parental leave.

³ Data as of December 31, 2023/permanent employee, including Partners.

		2022		2023	
		Total	In percent	Total	In percent
Talent acquisition¹					
New employee hires (in headcount)					
Total number		615		318	
By gender	Male	257	41.80%	172	54.10%
	Female	349	56.70%	137	43.10%
	No gender	9	1.50%	9	2.80%
By age group	< 30	321	52.20%	162	50.90%
	30-50	277	45.00%	147	46.20%
	> 50	17	2.80%	9	2.80%
By region	Americas	177	28.80%	45	14.20%
	Asia	39	6.30%	28	8.80%
	EMEA	399	64.90%	245	77.00%
Working students and interns who became permanent employees					
Total number		129		31	
By gender	Male	78	60.50%	19	61.30%
	Female	51	39.50%	12	38.70%
	No gender	0	0.00%	0	0.00%

GRI 2-7, 401-1

		2022		2023	
		Total	In percent	Total	In percent
Diversity, Equity & Inclusion²					
Women in workforce		872	41.70%	820	40.65%
Women as Partners³		n.a.		29	15.00%
ERG memberships		n.a.		447	
By ERG	Asian at SK	n.a.	n.a.	120	29.85%
	Black @ SK	n.a.	n.a.	31	6.93%
	Network of Women	n.a.	n.a.	174	38.92%
	SK Pride	n.a.	n.a.	58	12.98%
	SK Cares	n.a.	n.a.	64	14.32%

GRI 405-1

¹ Cumulative data January 1–December 31, 2023.

² Data as of December 31, 2023.

³ Percentage of women Partners out of the total number of Partners.

GRI 404-1	Trainings	Unit	2022	2023
	General information on trainings			
	Average number of training hours per employee (excl. compulsory training) ¹	Ø hours	25	16.5
	Total number of distinct training courses completed by employees ²	count	1,060	1,300
	Total number of training hours per year ²	hours	54,000	35,300
	Employees engaged in a training that is not compliance training	headcount	2,200	2,600
	SK-specific training courses newly introduced	percent	n.a.	20%
	Diversity trainings			
	Inclusion training sessions	count	n.a.	34
	LGBTQ+ Ally training sessions	count	n.a.	3
	DEI workshops for CF	count	n.a.	6
	DEI presentations	count	n.a.	29

¹ Calculation: number of training hours of employees (excl. interns, students, freelancers, temp workers) divided by number of employees (excl. interns, students, freelancers, temp workers).

² The data includes all employees (incl. interns, students, freelancers, temp workers). The data excludes (legal/IT) compliance training.

Governance data

GRI 2-16, 2-27,
205-2, 205-3

	2022		2023	
	Total	In percent	Total	In percent
Compliance				
Anti-corruption guidelines				
Employees who have been informed of the organization's anti-corruption policies and procedures	n.a.	n.a.	all	100%
Incidents of corruption				
Confirmed incidents of corruption	n.a.	n.a.	none	0%
Corruption incidents that have led to dismissals or warnings	n.a.	n.a.	none	0%
Terminated/non-renewed contracts with business partners due to corruption/suspicion of corruption	n.a.	n.a.	none	0%
Proceedings against the organization	n.a.	n.a.	none	0%
Proceedings against employees	n.a.	n.a.	none	0%
Whistleblower system¹				
Employees with access to whistleblower system	n.a.	n.a.	all	100%
Employees with access to whistleblower system in Europe	n.a.	n.a.	all	100%

¹ Whistleblower system was officially rolled out in Q4/2023.

² Business Continuity Policy, Cloud Services Use Terms, Data Classification, Appropriate Use of IT Policy, AV Policy, Backup and Retention Policy, Bitlocker Policy, Global Encryption Policy, Incident and Problem and Breach Management Policy, IT Access Policy, Change Management and Control Policy, IT Remote Working Policy, IT Risk Assessment Policy, Lifecycle Policy, Mobile Devices Policy, Password Policy, Security and Awareness Concept, Vulnerability Management Policy.

³ All listed cases were resolved.

⁴ Users who have completed at least one compliance training curriculum. The new global compliance training launched in Nov. 2023. Excluding freelancers, associate consultants, interns, and students.

⁵ IT Policy and Data Protection trainings are only required once every two years.

⁶ Excluding freelancers, associate consultants, interns, and students.

GRI 2-23, 2-27,
418-1

Data Protection & IT/Cybersecurity	Unit	2022	2023
Number of data breaches	count	n.a.	0
Policies & guidelines			
Total number of policies relating to collection, usage, and retention of customer information ²	count	n.a.	17
Protection of customer data³			
Substantiated complaints	count	n.a.	1
from external parties	count	n.a.	1
from supervisory authorities	count	n.a.	0
Investigated cases of data theft and data loss	count	n.a.	2

GRI 404-1

	2022		2023	
	Total	In percent	Total	In percent
Trainings				
Compliance trainings				
Employees who completed compliance training ⁴	n.a.	n.a.	1,857	92%
IT Security trainings⁵				
Employees who completed data protection and information security training ⁶	n.a.	n.a.	812	40%

Our material topics

GRI 3-2

Dimension	Strategic Areas	Material Topics	Explanation
ESG Management	Stakeholder Responsibility	Stakeholder Engagement & Communication	Stakeholder Engagement & Communication entails establishing positive, long-lasting relationships and transparent ongoing communication with all stakeholders as essential prerequisites for successful collaboration, with a commitment to meeting their expectations regarding our ESG activities and goals.
		Transparent Reporting	Transparent Reporting involves a dedicated commitment to properly inform our stakeholders about ESG-related actions and performance through our annual ESG report, as well as ratings and rankings to enhance transparency and accountability while strictly adhering to regulatory requirements.
Environmental	Planet Responsibility	Climate Protection	Climate protection entails aligning strategies for climate change mitigation and adaptation with the Paris Agreement, coupled with active efforts to reduce greenhouse gas emissions in daily business activities.
		Sustainability-Related Consulting Services	Sustainability-Related Consulting Services focus on leveraging our strategic expertise to empower clients in adopting ESG requirements into their strategies, operations, and decision-making processes, fostering the transition to a sustainable economy while enhancing long-term sustainable growth.
Social	People Responsibility	People, Talents & Development	People, Talents & Development reflects a continuous commitment to attracting, developing, and retaining top talent to support clients with the best expertise while providing an inspiring workplace that fosters personal and professional growth for our employees.
		People, Health & Wellbeing	People, Health & Wellbeing prioritizes employees' health, safety, and wellbeing, ensuring a sound work environment that guarantees a healthy work-life balance.
		Diversity, Equity & Inclusion (DE&I)	Diversity, Equity & Inclusion focuses on creating a diverse workplace where employees feel valued and safe, regardless of their individual attributes, adhering to the principle of fair treatment for all.
Governance	Business Responsibility	Corporate Citizenship	Corporate Citizenship recognizes the social, cultural, and environmental responsibility that extends beyond our core business, which is exemplified through our global donations, local corporate volunteering, pro bono and startup mentoring projects.
		Data Protection & IT/Cybersecurity	Data Protection & IT/Cybersecurity revolves around safeguarding the data and privacy of stakeholders in compliance with laws, prioritizing the protection of IT infrastructure against threats, and ensuring flawless functionality and high reliability of systems with comprehensive cybersecurity measures.
		Rules & Values	Rules & Values encapsulate our commitment to ethical business practices that prioritize client trust, with a focus on promoting honest and responsible behavior in accordance with applicable laws.
		Procurement & Responsible Supplier Management	Procurement & Responsible Supplier Management encompasses our approach to managing supplier relationships while upholding standards that prioritize environmental protection and respect for human rights. This includes setting clear expectations, monitoring supplier performance, and fostering collaborative partnerships aimed at advancing social and environmental responsibility throughout the supply chain.

► This graphic contains clickable elements. You can jump directly to the respective topic in the report by clicking on any of the ESG dimensions, strategic areas, or material topics.

GRI content index

GRI Standard	Section	Disclosure Number	Disclosure Name	➡ Page	Description
GRI 1: Foundation 2021			Statement of use		Simon-Kucher has reported the information cited in this GRI content index for the period January 1 to December 31, 2023, with reference to the GRI Standards.
	The organization and its reporting practices	2-1	Organizational details	5, 6, 73	
		2-2	Entities included in the organization's sustainability report	73	
		2-3	Reporting period, frequency and contact point	73	
		2-4	Restatements of information		No restatement of information from previous reporting periods.
		2-5	External assurance	73	
	Activities and workers	2-6	Activities, value chain and other business relationships	6	
		2-7	Employees	5, 75-77	
		2-8	Workers who are not employees	75	
		2-9	Governance structure and composition	8	
GRI 2: General Disclosures 2021	Governance	2-14	Role of the highest governance body in sustainability reporting		Mark Billige and Dr. Alexander von der Gathen, the CEOs of Simon-Kucher, have reviewed and approved the information in this report, including Simon-Kucher's material topics.
		2-15	Conflicts of interest		All our employees must complete mandatory training on our compliance guidelines. This training teaches our employees how to avoid conflicts of interest and handle and report them properly.
		2-16	Communication of critical concerns	79	
	Strategy, policies and practices	2-22	Statement on sustainable development strategy	3, 4	
		2-23	Policy commitments	65, 66, 69, 72, 79	
		2-24	Embedding policy commitments	66, 67, 72	
		2-25	Processes to remediate negative impacts	67	
		2-26	Mechanisms for seeking advice and raising concerns	67	
		2-27	Compliance with laws and regulations	65, 67	
	Stakeholder engagement	2-29	Approach to stakeholder engagement	20	

GRI Standard	Section	Disclosure Number	Disclosure Name	Page	Description
GRI 3: Material Topics 2021	Disclosures on material topics	3-1	Process to determine material topics	13, 14	
		3-2	List of material topics	14-17, 80	
		3-3	Management of material topics	10-12	
GRI 200: Economic	Economic performance	3-3	Management of material topics	5	
		201	Economic performance 2016	5	
		201-1	Direct economic value generated and distributed	5	
	Procurement practices	3-3	Management of material topics	72	
		204	Procurement practices 2016	72	
	Anti-corruption	3-3	Management of material topics	65, 66	
		205	Anti-corruption 2016	65, 66	
		205-2	Communication and training about anti-corruption policies and procedures	79	
		205-3	Confirmed incidents of corruption and actions taken	79	
GRI 300: Environment	Energy	3-3	Management of material topics	15, 24-27	
		302	Energy 2016	15, 24-27	
		302-1	Energy consumption within the organization	74	
		302-3	Energy intensity	74	
	Emissions	302-4	Reduction of energy consumption	74	
		3-3	Management of material topics	22-26, 28, 29-35	
		305	Emissions 2016	22-26, 28, 29-35	
		305-1	Direct (Scope 1) GHG emissions	25-27	
		305-2	Energy indirect (Scope 2) GHG emissions	25-27	
		305-3	Other indirect (Scope 3) GHG emissions	25-27	
305-4	GHG emissions intensity	74			

GRI Standard	Section	Disclosure Number	Disclosure Name	Page	Description
GRI 400: Social	Employment	3-3	Management of material topics	16, 37-40	
		401	Employment 2016	16, 37-40	
		401-1	New employee hires and employee turnover	40, 77	
		401-3	Parental leave	76	
	Occupational health and safety	3-3	Management of material topics	16, 43, 44	
		403	Occupational health and safety 2018	16, 43, 44	
		403-1	Occupational health and safety management system	43, 44	
		403-3	Occupational health services	43, 44, 76	
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	Training and education	3-3	Management of material topics	37, 38	
		404	Training and education 2016	37, 38, 78	
		404-1	Average hours of training per year per employee	41, 78	
		404-2	Programs for upgrading employee skills and transition assistance programs	38-41	
		404-3	Percentage of employees receiving regular performance and career development reviews	42	
	Diversity and equal opportunity	3-3	Management of material topics	45-49	
		405	Diversity and equal opportunity 2016	45-49	
		405-1	Diversity of governance bodies and employees	77	
	Non-discrimination	3-3	Management of material topics	45-49	
		406	Non-discrimination 2016	45-49	
	Local communities	3-3	Management of material topics	53	
		413	Local communities 2016	53	
413-1		Operations with local community engagement, impact assessments, and development programs	53		
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	418	Customer Privacy 2016	64, 68-71		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	68		

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