

Environmental Social Governance (ESG) Report 2021

2021
Update



A message from our CEOs

Mark Billige and Dr. Andreas von der Gathen

“ We knew that 2021 was on track to be a record-breaking year for Simon-Kucher, and our final figures did not disappoint. Together as a firm, we achieved extraordinary growth in terms of both talent and revenue – an achievement only possible through our people’s true efforts and dedication. Thank you, everyone, for always going above and beyond.

With such impressive growth comes even greater responsibility – to our clients, to our people, and to the world we live in. We recognize that our success is closely tied to ensuring a more positive impact on the environment and we continue to be fully committed to putting Environmental Social Governance (ESG) at the heart of Simon-Kucher.

Although still at the beginning of our journey, we are proud to have made several important steps to reflect that commitment in 2021:

Vision and values

As the world’s leading growth specialist, our purpose is to unlock a better kind of growth that creates opportunity for everyone. We have

revised our vision and values to more accurately reflect our role in the world and the future we want to create.

Employee experience

Our team is our most crucial asset. That’s why we have enhanced our existing employee experience initiative: YouFirst - putting a stronger emphasis on how we reward, recognize, interact with, and value our team. We have already introduced hybrid working and an employee bonus options program to give more flexibility to our people’s working lives and ensure they share the benefit of our success. This is just the beginning – many more YouFirst benefits will be rolled out in the years ahead.

Team

We have made significant investments in non-consulting leadership roles to ensure our vision is anchored in all areas of our business. We extend a warm welcome to Mark Cullen as our CMO, Claudia Mueller as our CHRO, Anne Rupp as our Global Director of ESG, Paulette Gerkovich as our Global Head



of Diversity, Equity, & Inclusion, and Dirk Sievert as our General Counsel & Head of Compliance.

Local & global initiatives

Our offices and teams across the globe continue to drive a wide range of social and environmental activities, including fundraising, volunteering, pro bono projects, and startup mentoring. We have also publicly announced our commitment toward reducing our corporate carbon footprint yearly as part of a broader range of sustainability initiatives, supported by our global Simon-Kucher network and all our offices worldwide.

We hope you enjoy reading more in this report about how our colleagues have strived to make a difference in 2021.

Of course, Simon-Kucher is not alone in its ESG ambitions. Companies in all industries and of all sizes are working hard to improve their sustainability credentials, making ESG a central part of their value proposition. Our Global Sustainability Study 2021 reveals

significant global paradigm shifts in how consumers view sustainability and highlights the future challenges and opportunities for all companies as the world becomes more sustainable.

This is what Simon-Kucher does best: helping companies achieve better, higher-quality growth. Demand for our services has soared, and in response, we have focused on investing in new capabilities and bolstering our team to help clients unlock untapped potential.

We are convinced that the future can deliver growth and sustainability. We just need to build it that way. In this report, you will find out more about the steps we are taking to ensure a sustainable path to growth.

Mark and Andreas

About this report

This is the 2021 update of the Environmental Social Governance Report of Simon-Kucher & Partners. It provides a central overview of all our global and local community efforts surrounding social, environmental, and workplace impact.

The report is focused on 2021. It is a representative sample of the activities of countless colleagues and volunteers. The report has been prepared in accordance with the GRI Standards: Core option.

Responsible for this report is our ESG department, headed by our Global Director of ESG, Anne Rupp.

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01

Business Impact

How are we making a sustainable business impact? Find out more about our company, our policies, and our compliance processes here.



Simon-Kucher & Partners

No one unlocks growth like Simon-Kucher. We help our clients grow their revenues and profits. Faster, better, and more sustainably than anyone else. We do this by optimizing their monetization, pricing, sales, and marketing strategies. For over 35 years, we've been helping companies of all sizes unlock growth and delivering measurable results. Our projects increase our clients' profitability by 2 to 4 percentage points ROS on average. We are especially renowned for our experience in pricing.

Consulting services

Our commercial growth specialists work across all industries and continents, and for companies of all sizes, including hidden champions and unicorns. Our Global Sustainability Study, conducted in July 2021, provides insights into consumer attitudes toward and willingness to pay for sustainability. Combining industry, functional, and digital/technical expertise, we know how to monetize innovations and transform businesses to keep ahead in the digital world. From strategies to tangible outcomes, our solutions are made to last.

Global presence

Our team of more than 1,600 commercial growth specialists operates from 41 offices in 26 countries. Simon-Kucher is led by CEOs Mark Billige and Dr. Andreas von der Gathen and its Board. Privately owned by more than 140 partners, we operate as a globally connected team, ensuring every client receives the best advice, support, and outcome.

Community

Simon-Kucher has grown from a small office in Bonn to a global consultancy and our responsibility has grown right along with it. We have evolved to take a much broader view of our role within society and recognize the importance of creating value not only for our shareholders, employees, and suppliers but also the community and the environment.

Global experts in commercial strategy

Financial Times



Marketing, Brand & Pricing

Financial Times, list of the UK's Leading Management Consultants, silver category, on par with other consultancies, 2022

brand eins/Statista



Marketing, Branding, Pricing
Sales, Aftersales, CRM

brand eins/special edition Consultancies 2022, together with Statista: Best Consultancies in Germany, No. 1, 2022

Forbes



Marketing, Brand & Pricing
Sales & CRM

Forbes, survey of the best management consulting firms in the US, 3-star rating, 2022

Finanz und Wirtschaft

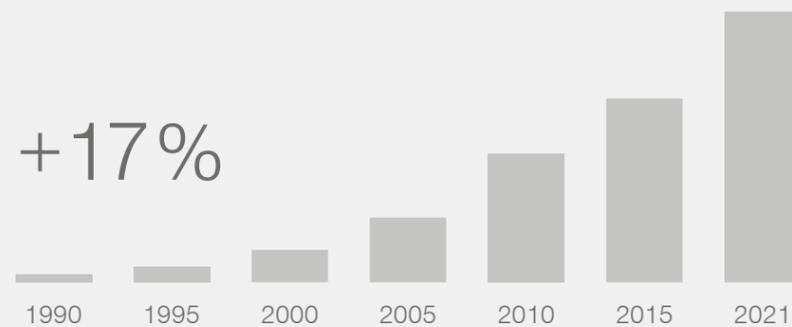


Marketing, Brand, Pricing
Sales, Aftersales, CRM
Analytics, Big Data

Finanz und Wirtschaft, survey of the best management consultancies in Switzerland, 5-star rating in Marketing, Brand, Pricing/Sales, Aftersales, CRM, 4-star rating in Analytics and Big Data, 2021

Simon-Kucher in 2021

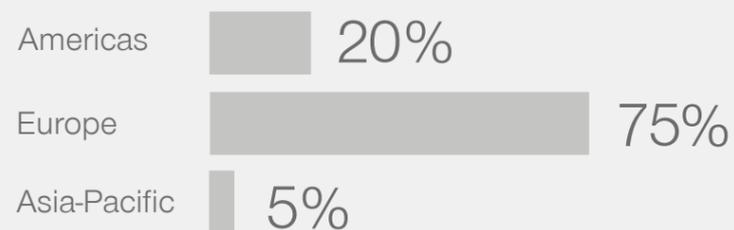
Average annual **growth rate** since 1990



Global locations



Distribution of **employees**



Global project expertise in

80 countries



Clients' average **increased return on sales** thanks to our projects

+2 to 4% points ROS



Share of our business resulting from **referrals**

80%



#2 Most sustainable consultancy

in **Germany**, as ranked by *Focus* magazine

What others say about us

Simon-Kucher & Partners was a great partner during our research phase. We appreciated their support, expertise, and partnership throughout the process of developing Uber Rewards.

Barney Harford, former COO, **Uber**

No one knows more about pricing than Simon-Kucher.

Philip Kotler, Marketing Guru

Simon-Kucher & Partners did some excellent work to help us to break one of the great myths in our organization. They radically changed how we understood our core audience.

Chris Stibbs, former CEO, **Economist Group**

Pricing strategy specialists.

The Wall Street Journal

Simon-Kucher is a down-to-earth consultancy, highly committed and trustworthy.

They deliver what they promise.

Member of the Executive Board, **Bank Julius Baer & Co. Ltd.**

In pricing you offer something nobody else does.

Professor Peter Drucker, Management Thinker

Compliance

Ethical business conduct is not just a marketing phrase, it is anchored in our values and is a prerequisite for our clients' trust in Simon-Kucher. Compliance policy training is mandatory for all associates, from interns to partners. All training and policies are specific to local law and must be completed by new hires and repeated every two years.



Our online compliance portal contains **mandatory briefings on all relevant global and country-specific compliance policies** such as anti-bribery, conflict of interest, equal opportunity, insider dealing, harassment, social media, IT policy, and data protection. This reflects our management's focus on protecting our associates, our clients, and our company from the consequences of any non-compliant behavior.

Anti-bribery and corruption

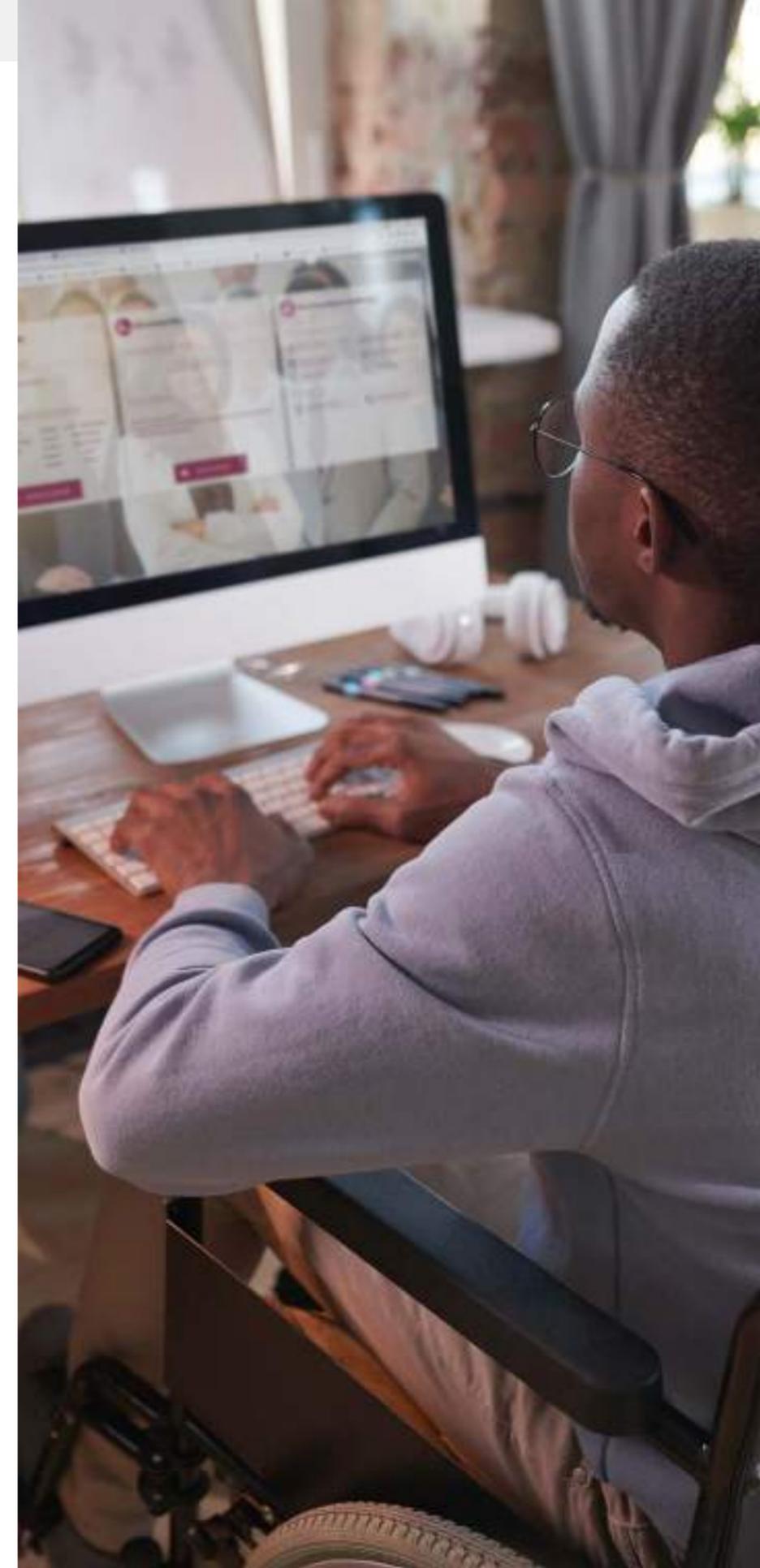


Simon-Kucher does not condone bribery or corruption of any kind. Covering broad aspects from prohibited transactions to honoraria and hospitality, our mandatory training sessions are specific to individual local law and at times even more comprehensive than legally necessary. Additionally, separate training sessions specifically for the United States, United Kingdom, and Germany are completed by all associates globally.



Each training course consists of a briefing and a conclusive test, which must be passed successfully to guarantee that the content has been fully understood. This is not only supervised by the respective partner and Human Resources, but also during our bi-annual 360° evaluation process, as completion of mandatory compliance briefings is a component of the performance evaluation.

We comply not just with labor laws but overall human rights, prohibiting any form of child, forced, or exploitive labor and ensuring equal working conditions for every societal group. A breach of any of our compliance policies is not tolerated in any way. Any concerns or suspicions of non-compliant behavior are directed to our managing partners, who then take necessary action.



Data privacy and security

Our privacy policies and processes cover all key principles of the European General Data Protection Regulation (GDPR) and other applicable legislations. All Simon-Kucher employees are required to participate in our compliance training program, which includes IT security, data protection, and acceptable use of IT principles and processes.



Policies & compliance training

Our privacy policies and processes are freely accessible on our website and on our company intranet.

Compliance training sessions, covering data privacy principles, data protection practices, and cybersecurity behaviors, are mandatory, include test questions, and must be completed every two years by all employees and during the onboarding of new hires.

Our training program is supplemented by regular ad-hoc awareness and communication campaigns on topics such as current events and threats as well as specific issues such as phishing and social engineering.



Review process

Our policies, processes, and training program are reviewed annually to monitor changes in applicable legislation. Ad hoc changes are made outside of this review cycle where required.

Our IT Compliance & Security department is currently working on enhancing the IT Security and Data Protection training concept and program, with a particular focus on:

- Ensuring appropriate training content with regard to special roles and positions of employees
- Ensuring sustainable and engaging training concepts
- Increasing the frequency of training



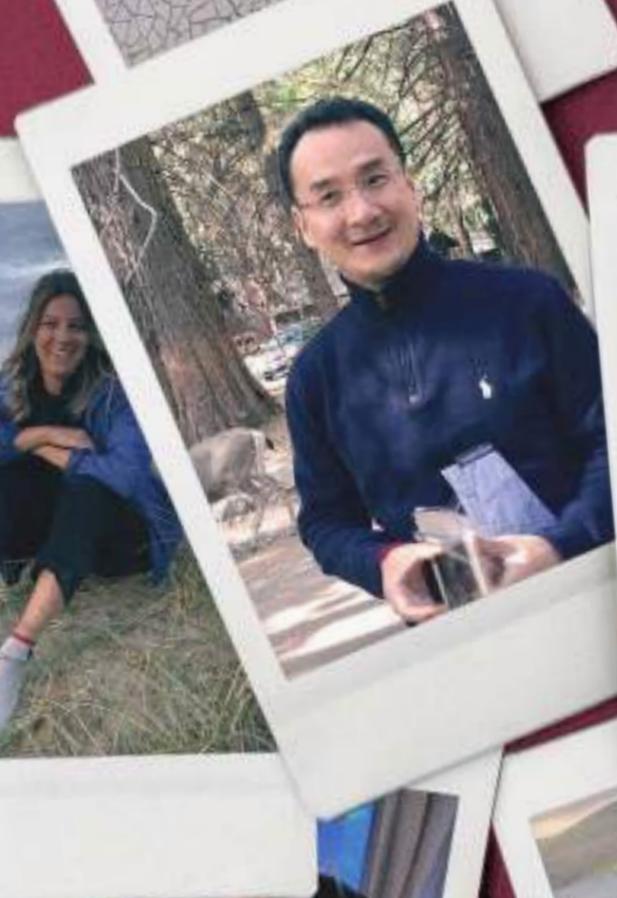
Certifications

Simon-Kucher & Partners has been accredited for Controller Binding Corporate Rules (BCR) by European Data Protection Authorities since 2015. Our IT Compliance & Security department is currently working toward attaining ISO 27001 certification and is set to reach certification readiness status by 2022. Our current set of ISMS processes and documentation is already based on the principles of ISO 27001.

“ Nothing we do
in consulting
is a solo journey.
Everything we do is
a team sport. With all
our talent combined,
we can solve a bigger
problem. We’re always
stronger together.”



Kai Chen
Senior Consultant, Amsterdam



Simon-Kucher associates pictured here: Abigail Stubbs, London; Afra In der Maur, Amsterdam; Ana Mozetic, Madrid; Bruce Liu, Shanghai; Inchara Niyanta, Boston; Joel Thai, London; Marimantia Doucoure, Paris; Prerna K Sharma, Luxembourg; Sarah Wolski, London; Valentin Kahn, Zurich.

02

Management Impact

What does our commitment to ESG look like? Read about our journey here.





Putting ESG at the center of Simon-Kucher

A message from our Global Director of ESG, Anne Rupp

“ Having joined Simon-Kucher in 2021, I can immediately see that this young, spirited, and growing company has a strong awareness of corporate responsibility to our planet, our people, and our society – now and in the future.

Simon-Kucher has made a commitment to putting ESG at the heart of everything we do. And as the Global Director of ESG, it is my goal that each business decision made should take ESG into consideration. I am thrilled to anchor the team that will integrate sustainability even deeper into the whole business strategy.

To ensure ESG continues to receive the attention it deserves, and that we adhere to all legal regulations, we have created a new executive department. This new ESG department reports directly to the CEOs and is responsible for integrating ESG even further throughout the entire organization.

The former CSR committee has already done a fantastic job in building a strong foundation on which we can grow. A special

thanks goes out to all the volunteers who have committed themselves to getting our sustainability initiatives off the ground!

We will now shift this existing focus toward a more comprehensive and stakeholder-centric approach, tackling all three dimensions of ESG.

What’s planned for ESG in 2022

In 2022, we will focus on establishing a baseline and will continue to ensure that we are operating in a clear and compliant manner. Adhering to regulations, satisfying customer needs, and recruiting and retaining staff are all crucial components of Simon-Kucher’s growth strategy. In our actions, we are guided by the UN Sustainable Development Goals (SDGs).

Anne Rupp

Sustainability milestones

- **2018:** Streamlined local activities into a centrally steered initiative
- **2019:** Launched pro bono pilot initiative
- **2020:** Created Global CSR Committee focused on providing pro bono projects, tackling our carbon emissions, and developing local office sustainability guidelines
- **2020:** Created board-led Global DE&I Committee; completed independent DE&I audit with external consultants
- **2021:** Established global roles to lead ESG and DE&I

ESG at Simon-Kucher

Materiality

Simon-Kucher & Partners has a growing commitment to ESG. We recognize that we have an opportunity and a responsibility toward our stakeholders to address pressing global social, environmental, and economic issues. Our firm's values and Corporate Rules, our goals around social impact, and the feedback of our diverse set of stakeholders, inform the material topics upon which our sustainability focus and reporting are based. The current priority topics include:

- Community engagement
- Environmental sustainability
- Talent management
- Diversity, equity, and inclusion
- Ethics and compliance
- Data privacy and security

Our stakeholders

Seeing our clients succeed is what drives us. Simon-Kucher has evolved to take a much broader view of our role within society: We recognize the importance of creating value not only for our shareholders, employees, and suppliers, but also the community and environment. In doing so, we seek to further increase transparency and accountability to our clients, our people, and other stakeholders. We do this by strengthening our reporting, aligning with recognized reporting frameworks including the Global Reporting Initiative (GRI) Standards, and building robust internal mechanisms to regularly collect and integrate stakeholder concerns:

Our clients

We interact frequently with our clients to understand their concerns and identify solutions for their most important challenges. Our Global Sustainability Study, conducted in July 2021, provides insights into consumer attitudes toward and willingness to pay for sustainability. Moreover, through relationship management and client satisfaction surveys, we analyze what our clients expect from us.

Our people

We have formal and informal touchpoints with colleagues across 26 countries to gather their feedback, including employee satisfaction surveys, global townhalls, local events, office meetings, and more.

Our suppliers

We are working on improved central procurement management in order to directly hear from and collaborate with suppliers, enabling us to better understand which procurement and other practices matter to them. Our goal is to continuously identify opportunities to further collaborate on ESG topics.

Our communities

Simon-Kucher & Partners has 41 offices, located in areas that are home to the clients and stakeholders we interact with, and to our people and their families. We want the communities we engage with to be sustainable, inclusive, and prosperous and we interact with them by supporting a variety of social initiatives.

03

Team Impact

What's it like working at Simon-Kucher?
Read about our steps to attract,
develop, and support our people.



YouFirst

One thing we have always truly believed in is that successful employees make a successful Simon-Kucher. And we understand our key asset is our team. That's why in 2021 we enhanced our existing employee experience initiative: YouFirst – putting a stronger emphasis on how we reward, recognize, interact with, and value our team.

YouFirst means that we are investing more time, technology, and resources than ever before in personal development, skills, and learning.

As part of this, in 2021 we introduced our hybrid working model, providing employees with a mix of in-office, remote, and client-facing work. To support the transition throughout our organization, we added new content to our existing training materials and provided financial support to help with the cost of setting-up and maintaining an appropriate remote working environment.

We also created the People Development Strategy, a cohesive

approach designed to enhance employee experience through best-in-class integrated tools and processes centered around skills-based development and a culture of continuous feedback.

Our Employee Bonus Options Program was also introduced in 2021. As Simon-Kucher's unique financial reward plan, bonus options are tied to the growth of our company and allow our people to participate in and benefit from the company's success.

This is just the beginning. We plan to add many more elements to YouFirst in the coming years. Stay tuned!

YOU first.

How we reward, recognize, interact with, and value our team.



Our values

At Simon-Kucher, our values and company culture form the core of our work and how we interact with our clients, our people, and our world. These four key values are the building blocks that underpin our culture, that allows us to create opportunities for all our stakeholders, our clients, our people and wider society.

We create positive **impact**

We play our part in revolutionising how we all live our lives. We combine our deep expertise with our clients' knowledge to unlock and maximise their sustainable growth potential. We nurture inclusive and diverse teams that help deliver richer thinking and better outcomes.

Outcomes that are felt not only by our clients but their customers, wider society and the environment too.

We value authentic **relationships**

We know that our success and strength lies 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 allows 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 clients' expectations.

We foster an **entrepreneurial spirit**

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 towards 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 unlock the power of **opportunity**

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, know their contribution matters and is recognised.

Attracting and developing talent

As a renowned expert in our field of business, Simon Kucher & Partners places high value on our skilled associates and their contribution to our success. Therefore, our focus is on recruiting, developing, and retaining talent for our teams.



We see it as our responsibility to create sustainable jobs and are proud that, while our employee base has grown on an average by 12% over the past ten years, we managed to keep our employee base stable with over 1,694 employees during the COVID-19 crisis in 2021.



Our employees' voices and opinions are incorporated wherever possible. This is especially true since 8.3% of our associates are partners (141 partners) and thereby co-owners of Simon-Kucher & Partners, which guarantees true entrepreneurship and accountability at all levels. To foster the Simon-Kucher spirit, we run various employee surveys on a regular basis.



Despite the pandemic, in 2021 we still managed to get in touch with thousands of candidates worldwide through (partially virtual) recruitment events, various personal contacts, and social media activities. This led to a large number of applications which were all reviewed – in person and not by a bot – by our international recruiting teams and resulted in over 499 permanent new hires at all career levels.



Ranked **#2 of the mid-sized “Hidden Champions” management consultancies** by squeaker.net

Ranked **among the top five pricing, sales, and marketing consultancies** in EMEA, Asia, and North America by Vault

Talent in numbers



1,694

employees in 2021

499



permanent new hires in 2021

Distribution of employees



Americas | 20%

Europe | 75%

Asia-Pacific | 5%

Rotations

A big part of our talent management process is enabling employees to go on a 3-to-6-month rotation to another country, or even move abroad for several years. Rotations and country changes foster global mobility, contribute to employee growth, and develop Simon-Kucher as a company. While past travel restrictions forced us to scale back this program temporarily, we still had 10 rotations and 30 country changes in 2021, and see an increase in our employees' requests for the future.

Internships and working student placements

We put a special focus on the training and recruitment of junior staff by offering internships to students and graduates. A total of 545 internships and 88 working student placements took place in 2021 – even under the extreme circumstances of purely remote work, we managed to get academic talent excited about the consulting business and provided guidance on their first career steps. And our engagement pays off: more than 200 recent interns and working students (32%) were hired as permanent employees in 2021.

Mentoring

We assign each employee a mentor, who serves as the first point of contact for anything to discuss, project related or not. Mentors are more experienced consultants who help new colleagues navigate their new position from day one. They are from a separate working team, which allows them to provide a neutral perspective. As an employee grows within the company, their mentor also becomes more senior to help guide their professional development over time.



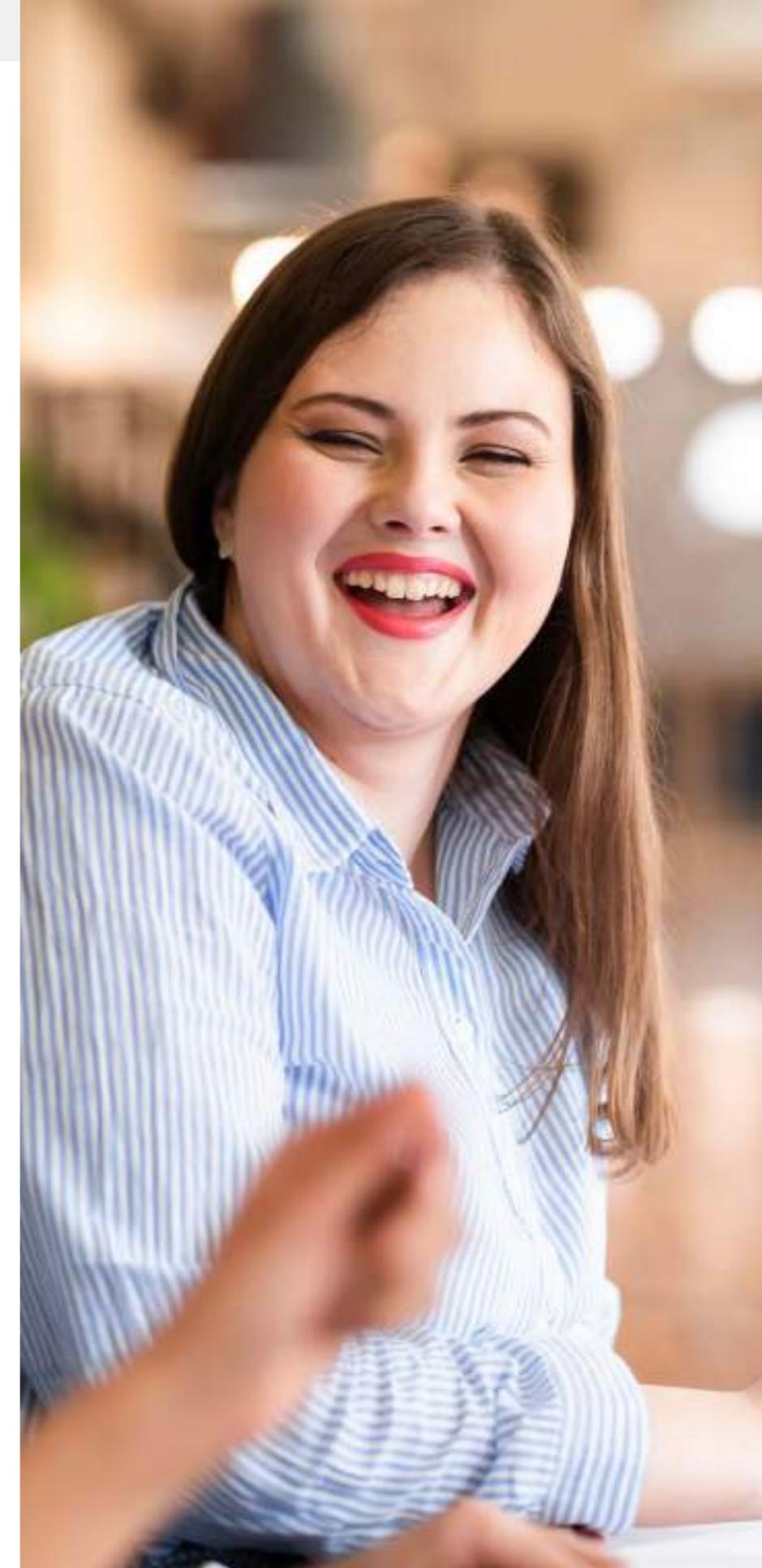
540+ new internships
in 2021



88 working student placements
in 2021



207 working students and interns became permanent employees in 2021





Simon-Kucher associates picture here: Cem Balikcioglu, Istanbul; Christoph Petzoldt, Sydney; Ellen Kan, New York; Maha Rashad, Cairo; Jorge Reyes, Santiago; Markus Goller, Bonn; Merve Kilickaya, Istanbul; Michelle Verwest, San Francisco; Sara Yamase, Houston; Sonja Biggs, Bonn; Stephan Butscher, Frankfurt; Tugba Sari, Istanbul; Wendelin Macht, San Francisco; Winnie Tan, Singapore.

“ I rotated in September 2021 from Vienna to Hong Kong with my family, initially for six months. Despite many restrictions still in place, we enjoyed the new environment and the energy of the city – so we decided to stay!”

David Lielacher.
Hong Kong

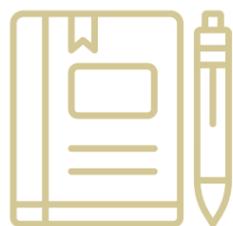
Training, learning, and talent management

At Simon-Kucher, associates constantly learn new things and acquire new skills. Project tasks get more complex and responsibilities increase with every career level or assignment. We have developed a wide range of training and learning content created not only to respond to continuously changing business needs, but to enhance our associates' competencies and skills, to improve their strengths, and to support their growth.

Our broad offer includes interactive live training courses in virtual and onsite formats, webinars, self-learning material, videos, and eBooks, as well as gamified learning elements on many subjects. Our globally available learning portfolio comprises more than 17,000 Simon-Kucher-specific and off-the-shelf courses (e.g., LinkedIn Learning, Bookboon) on different skills and topics. In addition, we offer individual and peer coaching for senior employees. Of course, on-the-job training, exchange of experiences, and networking are an integral part of each learning experience.

We have successfully continued to offer our training courses during the COVID-19 crisis by virtualizing many of our onsite offers and creating new interactive learning formats. We are proud that despite the difficult circumstances, 276 (globally managed) live training sessions (mostly sessions in small groups of 12 or less trainees) took place exclusively for Simon-Kucher employees in 2021. This means that on average we conducted a live training session on every workday throughout the entire year. Training evaluations reflect that the quality has remained high (with evaluation scores typically between 4 and 5 out of 5). →

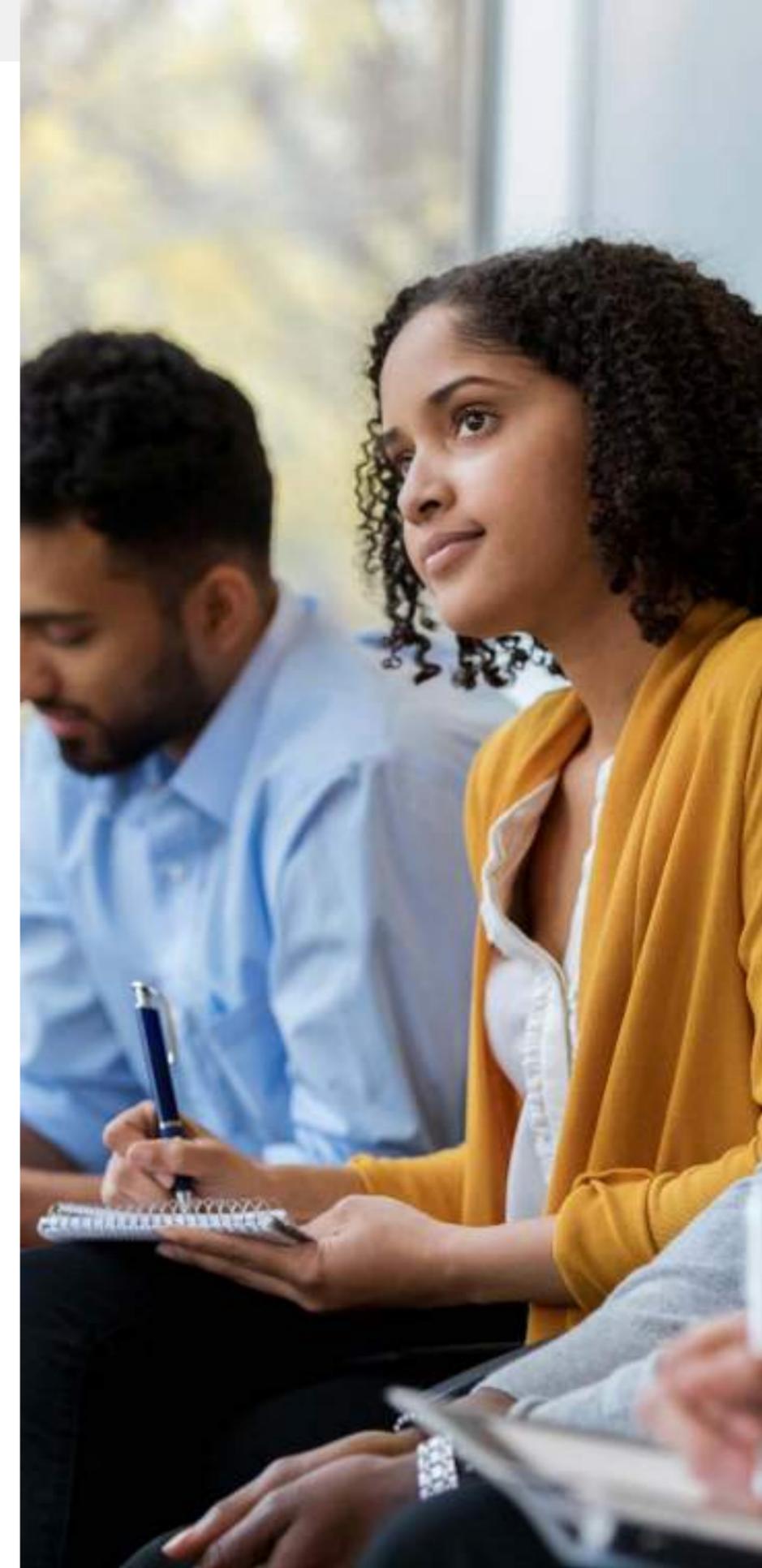
Training formats provided in 2021



17,000 training courses available in our global learning portal

276 globally managed live training sessions conducted in 2021

40,000 hours of globally managed training completed by employees in 2021



Training, learning, and talent management (continued)

→ Our monthly Global People Development Newsletter ensures that all employees stay up-to-speed on new training offerings and recommendations as well as other learning-related highlights.

We offer support for associates who want to continue their academic careers and pursue a master's degree or PhD by granting a sabbatical and financial support.

To support the continuous development of all our associates, we have designed specific development plans and training recommendations for our consultants and central functions employees. They are career-specific and compile training curricula for the key skills and competencies every associate should develop at their career level, containing both mandatory and optional learning elements in various formats and made easily accessible through our global learning portal.

Further guidance on professional development is given by the Simon-Kucher skills taxonomy, a structured framework of skills

and abilities considered important for consultants and central functions colleagues, which was implemented in 2020 and supports our promotion process. It covers relevant cognitive, emotional, interpersonal, technological, methodological, and managerial skills. As the skills taxonomy is linked to our training portfolio, our employees can use it as a navigation tool to find the right training.

“ The learning portal offers courses on so many different topics and is a fantastic resource to stay up-to-date on software or learn new skills. I've also participated in a number of live trainings and have found them really helpful.”

Lynn Tedjasukmana, Graphic Designer, Bonn



Monthly people development newsletter

to share learning and development-related insights





Performance and feedback management

The ground rules for our performance and feedback mechanism derive from our company values: we judge by results, we reward superior performance, and we give transparent feedback to foster development. To support this, we have a sophisticated 360° evaluation process in place, which provides broad data for a fair performance evaluation and meaningful feedback discussions.

Associates receive constant feedback on the job, structured project-end feedback, and a bi-annual 360° performance evaluation. Their final assessment in the 360° review leads to a possible bonus and is the decisive factor for a potential promotion. But even though top achievements are strongly rewarded by additional bonuses and fast

track promotions, we place value on the fact that we do not have an up-or-out policy and allow our associates sufficient time for personal development and growth before they make the next career step. A promotion therefore depends on the associate's readiness for broader tasks and responsibilities at the next career level.

We are glad that in 2021, 730 of our associates took the next step in their career with Simon-Kucher and were promoted. The evaluation of our associates is based on criteria which are relevant for their respective position; for consultants these are mainly in the areas of consulting skills, team dynamics, intellectual capital, and business development, and are mirrored in career-specific development plans.



730 of our associates were promoted in 2021

12% p.a. average growth of employee base over the past ten years

Employee health and wellbeing

The health and safety of our associates is one of our top priorities. Amidst the challenges of the consulting world, we aim to provide a safe work environment and a healthy work-life balance.



All relevant **work safety regulations** are carefully monitored and implemented by our local offices, whereas global measures are aligned centrally with the help of our partners and Human Resources team.



Our **flexible working models** are generally open to everyone who needs them – be it part-time arrangements for parents and caregivers or leaves of absence for space to do something outside of work.

Since the global pandemic hit in 2020, we have been actively supporting remote work, and have initiated a comprehensive mental health and wellbeing program at Simon-Kucher to accommodate our employees' needs in this difficult time.



After giving general guidance on **remote work set-up and environment**, we extended our efforts to extensive wellbeing resources: a free Headspace Plus membership (e.g., with guided meditation programs and exercises to support concentration), as well as training sessions, quick cards, and self-learning material on mental health, Zoom fatigue, and more.



Internal and external research show that our associates wish for a **hybrid working environment** also post-COVID-19. In 2021, we transitioned to a permanent hybrid working model to reflect the current realities of a client-driven business, built on providing flexibility, trust, and support for our teams. This transition has been accompanied by dedicated training on hybrid working for individual contributors and managers.



We have appointed internal and external **ombudspeople**, available to employees from all countries.

Selection of health & wellbeing resources



- Flexible working models
- Free Headspace Plus membership, an app that provides sessions of guided meditation to members with the goal of mindfulness (more than 820 employees enrolled, 31% used the app at least monthly)
- Health and wellbeing training sessions, quick cards, and self-learning material

Diversity, equity, & inclusion: What we do, who we are, and how we feel, matters

Our vision:

At Simon-Kucher, we see diversity, equity, and inclusion as endemic to how we do business inside and outside of our offices. We strive to create a workplace in which our people feel valued and that their contribution matters. If we get that right, great things will happen; people will learn and grow faster, innovate, feel empowered, and create better outcomes for everyone – our people, our clients, and of course, our business.

Our DE&I strategy rests on 4 pillars:



Enablement. We are committed to creating the systems, structures, and processes upon which our DE&I effort stands and to continuously monitor them for efficacy.



Equitable processes. We strive to create transparent processes that drive fair and equitable behaviours.



Inclusive leadership. We look to our partners and leaders as champions and role models. They are accountable and recognize that inclusive leadership is the norm, not the exception.



Inclusive teams. We celebrate differences and leverage the unique perspectives and experiences that come from our diverse teams.

In 2021, we brought on board a Global Head of DE&I in an executive role reporting to our CEOs. In 2022, we look forward to re-launching our DE&I Council comprising a diverse set of leaders from across the globe; and further embedding DE&I into every part of our organization.



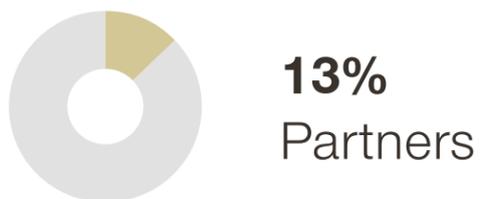
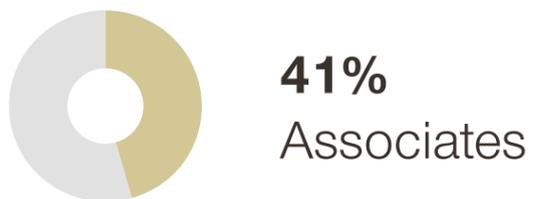
Diversity in numbers

At Simon-Kucher we look at diversity through multiple lenses; gender, race and ethnicity, LGBTQIA+, disability, neurodiversity, demands from caregiving, among others. We understand that no two colleagues are the same, and we value the depth and range of perspectives that this brings to our organization. We aim to create an equitable and inclusive environment which supports the development of all of our colleagues across all of our offices globally.

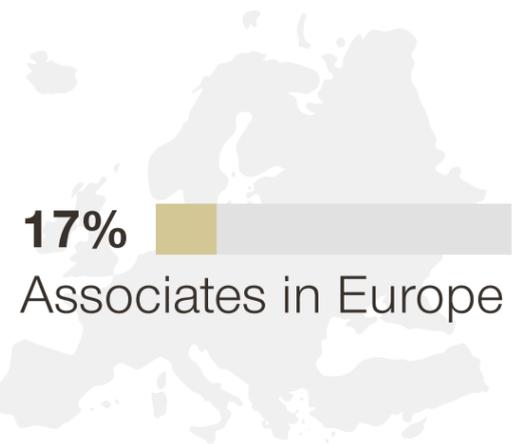
We are proud of the diversity that our workforce represents and hope to continue to increase representation across all dimensions of diversity.

Below is a self-reported statistical summary:

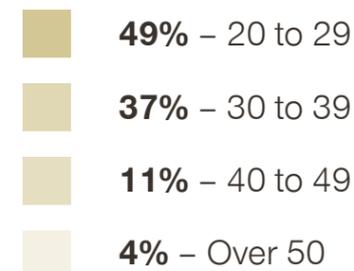
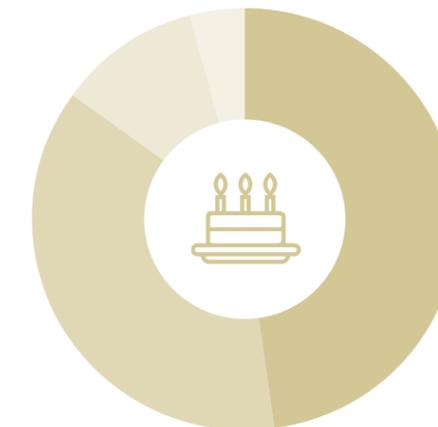
Representation of women



Racial and ethnic minority representation



Age of employees



28%

Have **caregiving** responsibilities



5%

Identify as a member of the **LGBTQIA+** community

4%

Identify as having a **visible or non-visible disability**



04

Social Impact

How are we helping to address critical social issues? Here's a glance at our pro bono projects, volunteering activities, and mentoring programs.



Introduction: Our social initiatives

Our social initiatives range from pro bono projects and startup mentoring to local initiatives and corporate volunteering, and global donations.



Pro bono projects

Over 200 working business days dedicated to pro bono projects



Startup mentoring

Over 30 working business days dedicated to mentoring startups



Local initiatives

Many of our offices participated in local volunteering and fundraising activities



Global donations

Donations made to UNICEF as well as several European foundations



Raising internal awareness

External experts share their experiences with the whole company

Our social initiatives worldwide

We have supported various nonprofit organizations across the world, with the number growing every year. Here is a selection:



Global donations spotlight

Our **donation to UNICEF** for the global initiative COVAX brought COVID-19 vaccinations to approximately 40,000 people in underprivileged countries.

Flood Relief Donation

(global donation plus staff matching)

Simon-Kucher matched employee donations to German, Dutch, and Belgian relief foundations:

- Germany's Relief Coalition – Aktion Deutschland Hilft
- Belgian Red Cross – Croix-Rouge de Belgique
- The Netherlands' National Disaster Fund – Nationaal Rampefonds Giro

Giving back

With our size and reach, it is our responsibility to give back to organizations and communities around the world by doing what we do best: consulting in the top-line space.

Pro bono project spotlights 2021

Beyond Beans

Amsterdam, Netherlands

Developed a new carbon proposition centered on cocoa and coffee to finance and directly contribute to farmers' reforestation efforts in West Africa.

Juma Ventures

San Francisco, US

Derived and tested hypotheses for improving current pricing methods, created a plan for customer value communication, and provided a pricing tool and implementation roadmap.

TEGV

Istanbul, Turkey

Designed a framework to prioritize corporate donors, formulated price and promotion suggestions for donation levels, certificates, and ecommerce products, and developed an implementation roadmap.

Wildlife Conservation Society (WCS)

Singapore

Helped to identify the value propositions of WCS, developed a framework for prioritizing prospects, created new offers/packages, and improved marketing materials.

Selected pro bono partners in 2021



We support organizations that...

- Are not-for-profit (501c3, eV, or similar social enterprises) as well as social enterprises (gGmbH, foundations, etc.)
- Tackle a significant mission, along the lines of the UN Sustainable Development Goals
- Have the potential for a collaboration that reflects our core capabilities (strategy, marketing, sales, pricing)
- Are relevant in terms of geography and size so that our local teams can provide support which makes a significant impact

“ Through pro bono projects, we can apply our commercial expertise beyond traditional businesses. Pro bono work has given me a great opportunity to learn about critical topics and allowed me to significantly impact the community I live in.”

Simon-Kucher associates pictured here: Antonio Nunez, Mexico City; Colin Brindle, Atlanta; Cynthia-Julia Langer, Munich; Edward Locke, London; Estefania Agudelo, Boston; Florian Faucher, Brussels; Marie Michele Glissant, Paris; Ricardo Rubi, New York; Sabrina Mueller, Cologne; Shawna Sinclair, Boston; Simon Decker, Bonn.



Syron Ng
Consultant, Singapore



Mentoring spotlights 2021

As part of our social startup mentoring initiative, we mentor entrepreneurs to help bring their business ideas to life.

Ashoka

Ashoka is the world's leading community of over 3,500 social entrepreneurs. It champions the most important new social change ideas and supports innovators by helping them get started, grow, collaborate, and reshape whole systems.

As part of our initiative with Ashoka, we advised **EARS (East Africa Radio Services)** in Munich on how to grow, revising their offer structure and packages and improving their value communication. Also in Munich, we advised the start-up **socialbee**, which focuses on the successful and sustainable integration of socially disadvantaged people into the labor market. We helped socialbee set up its marketing plan as well as streamlined its product offering and communication.



Singa

SINGA Switzerland is an organization that brings people with and without refugee and migrant backgrounds together to collaborate in entrepreneurial projects.

As part of our initiative with Singa, we advised startups **Bibi Safran**, **Bizimkiler**, and **Revolva**. In Geneva, we helped Bibi Safran to define their business model and business case, set up their marketing concept and value communication, and generated ideas for sales partnerships and channels. Also in Geneva, we advised Bizimkiler on how to reach more customers, create better digital marketing campaigns, and improve its offering. In Zurich, we created a business plan with startup Revolva for professionalizing their image and securing more funding.



Giving back: local office volunteering and fundraising activities

Many of our offices worldwide participated in mentoring, volunteering, and fundraising activities in 2021. Here are some highlights:



01 San Francisco

We supported Family House, a nonprofit providing temporary housing to families with seriously ill children, by preparing stockings filled with gifts for children and their families.

02 Boston

In gratitude to those working on the health-care frontline, our office donated restaurant credit to nurses, doctors, and respiratory therapists at Brigham and Women's Hospital.

03 London

For Red Nose Day, our office raised money for Comic Relief with a picture competition of colleagues wearing red noses.

04 Warsaw

Partnering with social initiative Uwolnijłomka, we donated fully operational computers to a local orphanage and the children's oncological hospital in Warsaw to support children with their online studies.

05 Dubai

In the spirit of Ramadan, we prepared food parcels for charities and those who were fasting. We also donated laptops to students, conducted a food donation drive, and supported Emirates Red Crescent.

06 Singapore

We spent a day volunteering at The Foodbank Singapore, which sources and rescues more than 800,000 kilograms of food annually. We also supported Right to Live, a nonprofit animal shelter that is home to 120 rescue dogs.

07 Cologne

We donated old office furniture rather than sending it into the waste stream. Many items were delivered directly to interested employees, as well as to PHOENIX-Köln e.V., a local nonprofit supporting job integration for immigrants.

08 Bonn

We have started working with Bonner Werkstätten, a sheltered workshop that supports with the disposal and professional downstream recycling of end devices and IT waste that can't be refurbished.

“ Find something you're passionate about. If you see there is something you can do, look into it. Once we raised awareness, we had so many people volunteering! The hardest part is pushing yourself out of your comfort zone and taking that first step to make a change.”

Simon-Kucher associates pictured here: Dominic Seitz, Frankfurt; Fabio Waisenberg, Sao Paulo; Joanna Sienkiewicz, Warsaw; Joerg Tritschler, Zurich; Lillian Li, Beijing; Mona El Masri, Bonn; Nina Scharwenka, Munich; Riley Bodkins, New York; Tim Ending, Boston; Urs Huber, Zurich.



Becca Horton, Office Manager
San Francisco & Silicon Valley

05

Environmental Impact

What are we doing to reduce our environmental footprint? Here's how we are tackling our carbon emissions, business travel, and overall office sustainability.



Carbon emissions

Early in 2021, we publicly announced our commitment toward reducing our corporate carbon footprint yearly as part of a broader range of sustainability initiatives, supported by our global Simon-Kucher network and all our offices worldwide.

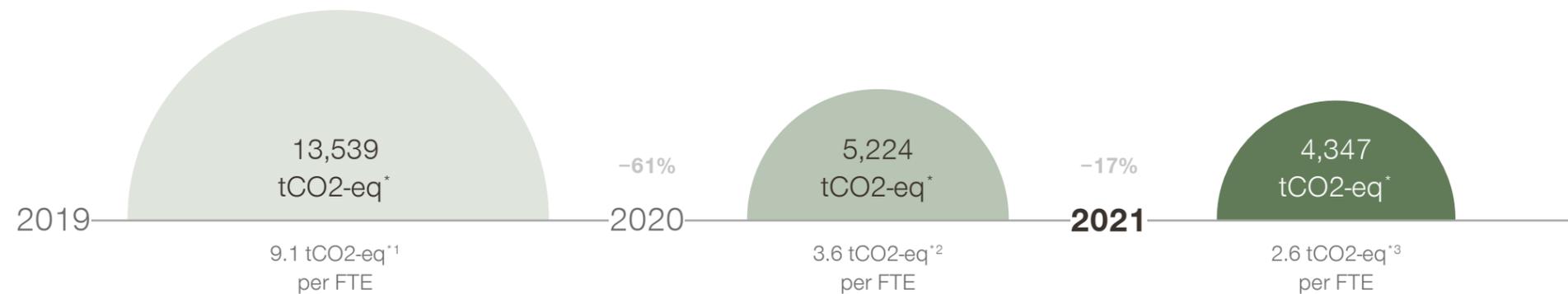


Our overarching aim is to reduce our carbon footprint per FTE. To underline our commitments, we joined the Development and Climate Alliance by the German Federal Ministry for Economic Cooperation and Development.



We have partnered with our leading European travel agency to integrate carbon offsetting directly into our travel bookings.

Corporate Carbon Footprint 2019, 2020, 2021



*This GHG emissions inventory is calculated in line with the GHG Protocol standards. 1) based on 1481 employees. 2) Based on 1462 employees. 3) Based on 1678 employees.



Sustainable business travel

The COVID-19 pandemic and related travel restrictions dramatically reduced our business travel, both to the office and to clients. We use this change as an opportunity to reflect on how to redefine the “new normal” in a more sustainable way.

Travel is a core part of the consulting business and face-to-face meetings can be crucial to building relationships with clients. However, we also recognize the significant adverse impact that intensive travel has on our environment and society. Therefore, we are committed to taking meaningful action to decrease our travel emissions while maintaining the high-quality services we deliver to our clients.

We are developing and implementing a roadmap for sustainable travel, including three priority topics for 2021:



Reduce the need to travel

We are committed to avoiding unnecessary journeys and providing alternatives to business travel, such as replacing in-person meetings with virtual ones where possible.



Transition to less carbon-intensive modes of travel

Where feasible, we are shifting our travel to less carbon-intensive options, such as taking the train rather than a flight or traveling in economy instead of business class.



Procure travel from environmentally-conscious companies

We are setting up preferred partnerships with sustainable suppliers based on defined minimum criteria, e.g. ISO 14001 certification, and implementing a sustainable supplier rating within our online booking engines.

Office sustainability standards

We are committed to raising overall sustainability levels across all our offices to create workplaces that are good for both our people and the environment.

We cover four key areas to improve our office sustainability:



Energy

Reduce and compensate



Waste

Reduce and recycle



Transportation

Incentivize sustainable commuting



Sourcing

Switch to sustainable alternatives

“ Be it pro bono work, recycling initiatives, or eco-replacement of office supplies, our team will always remain committed and on the hunt for greener habits.”

Jana Jawhar, Consultant, Dubai



Office sustainability standards

Despite the uncertainty posed by the COVID-19 pandemic across the world, our offices have been proactively transforming existing processes to provide a more environmentally sustainable environment for when our staff return. This is why we decided to formalize multiple global sustainability standards.

Our standards span a wide range of topics including energy, waste, transportation, sourcing, and local activities.

We keep all employees up to date and informed on office sustainability guidelines – via regular celebration of successes as well as global and local communication.



Incentivize **sustainable commuting** to and from the office – e.g. new electric vehicle charging stations and carpooling systems.



Switch to **100% renewable energy**.



Enable **proper waste recycling** in the office – new waste separation, additional recycling bins, and better labeling and guidance provided.



All these initiatives have only been possible as a result of the hard work from the respective office managers, local volunteers and with the full backing of the managing partners.

Office sustainability standards (continued)



Replace all accessible light sources with **LED bulbs** or similar energy efficient alternatives.



Hire sustainable caterers that meet predefined criteria – several new collaborations explored.



Switch to **sustainable alternatives for new office purchases** of stationery and non-food supplies – from sustainable cleaning products to removing single-use kitchenware.



Install **sustainable coffee machines** – moved to new machines or switched to improved recycling systems.



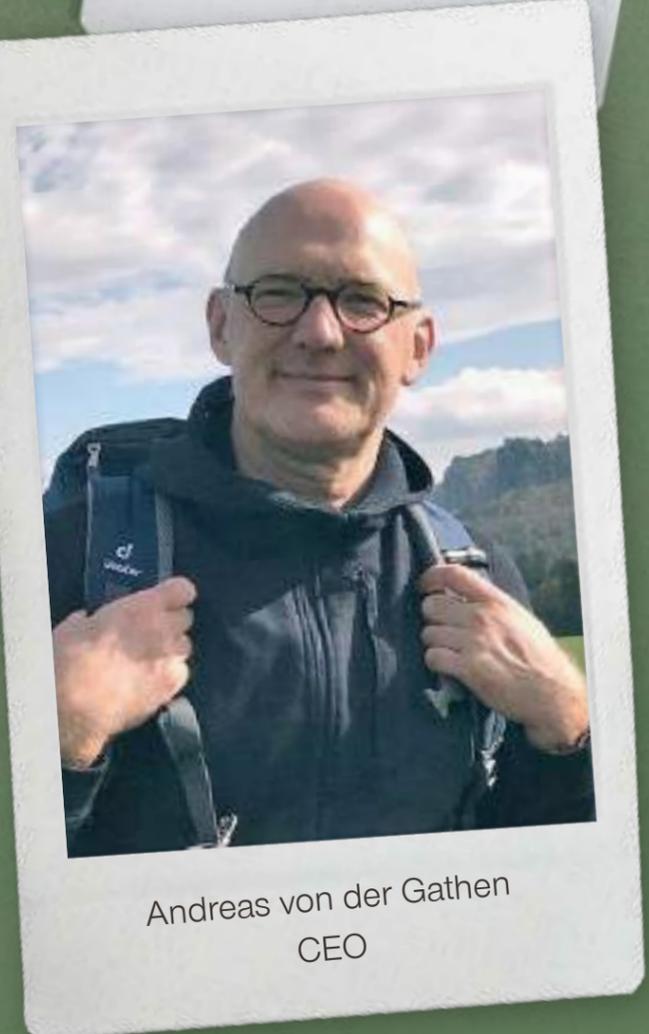
Replace plastic bottles with more sustainable alternatives – e.g. switched to soda machines and glass bottles.



Keep employees up to date and informed on office sustainability guidelines – via regular celebration of successes as well as global and local communication.



“ The past two years provided us with an opportunity to think about how we could re-define ‘the new normal’ for our business, in a more sustainable way. We’re making a commitment to reduce our footprint with a more sustainable approach to travel and green energy.”



Andreas von der Gathen
CEO

Simon-Kucher associates pictured here: Arturo Bulnes, Santiago; Ilka Cremer, Cologne; Justin Kandiah, Sydney; Justin Vibert, Boston; Kajetan Zwirgmaier, Munich; Linda de Graaf, Amsterdam; Lisa Jaeger, Frankfurt; Na Wei, Tokyo; Nezha Mediouni, Boston; Nicole Zhang, Silicon Valley; Rebecca de Rome, London; Stefania Lanfranchi, Zurich.

Appendix



2021 GRI Content Index

Organizational profile

102-1	Name of the organization	→ Simon-Kucher & Partners Strategy & Marketing Consultants
102-2	Activities, brands, products and services, employees, and other workers	→ Simon-Kucher & Partners – About Us
102-3	Location of headquarters	→ Simon-Kucher & Partners – Imprint
102-4	Location of operations	→ Simon-Kucher & Partners – Global Offices
102-5	Ownership and legal form	→ Simon-Kucher & Partners – Imprint
102-6	Markets served	→ Simon-Kucher & Partners – About Us
102-7	Scale of organization	→ Simon-Kucher & Partners Company Brochure → Simon-Kucher and Partners 2021 revenue: 2021 Revenue
102-8	Information on employees and other workers	As noted on our website, we have 1,678 colleagues in 26 different countries. In addition, we are supported by a pool of external workers globally, who provide specialized expertise or capacity on an as-needed basis. → Simon-Kucher & Partners Company Brochure
102-9	Supply chain	ESG Report 2021 → Our stakeholders
102-10	Significant changes to the organization and its supply chain	→ Simon-Kucher Newsroom informing on new offices, new partners, new board members.
102-11	Precautionary Principle or approach	At Simon-Kucher, we manage our business to reduce, avoid, or mitigate risks taking into account our stakeholders and the environment. ESG Report 2021 → A message from our CEOs

102-12	External initiatives	ESG Report 2021
102-13	Membership of associations	ESG Report 2021

Strategy

102-14	Statement from senior decision-maker	ESG Report 2021 → A message from our CEOs
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Ethics and integrity

102-16	Values, principle, standards, and norms of behavior	Global Sustainability Report 2020 → Our values
	Mechanisms for advice and concerns about ethics	Global Sustainability Report 2020 → Compliance

Governance

102-18	Governance structure	→ Simon-Kucher & Partners - Leadership
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Stakeholder engagement

102-40	List of stakeholder groups	ESG Report 2021 → Management Impact (Materiality and Stakeholder engagement)
102-41	Collective bargaining agreements	We recognize elected workers representatives and trade unions and engage with them in good faith in collective bargaining concerning all important workplace concerns where relevant. This information is not tracked globally, as most colleagues are not covered by collective bargaining agreements.



Stakeholder engagement

102-42	Identifying and selecting stakeholders	ESG Report 2021 → Management Impact (Materiality and Stakeholder engagement)
102-43	Approach to stakeholder engagement	ESG Report 2021 → Management Impact (Materiality and Stakeholder engagement)
102-44	Key topics and concerns raised	ESG Report 2021 → Management Impact (Materiality and Stakeholder engagement)

Reporting practice

102-45	Entities included in the consolidated financial statements	→ Simon-Kucher & Partners – Global Offices Our sustainability initiatives and report cover all of our offices.
102-46	Defining report content and topic Boundaries	ESG Report 2021 → Management Impact (Materiality)
102-47	List of material topics	ESG Report 2021 → Management Impact (Materiality)
102-48	Restatements of information	No restatements of information
102-49	Changes in reporting	No previous reports available
102-50	Reporting period	1st January 2021 – 31st December 2021
102-51	Date of most recent report	No previous reports available
102-52	Reporting cycle	Annual reporting
102-53	Contact point for questions regarding the report	You can reach the Global ESG Team of Simon-Kucher & Partners via ESG@simon-kucher.com

Reporting practice

102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI content index	ESG Report 2021 → 2021 GRI Content Index
102-56	External assurance	Global Sustainability Report 2020 As we continue our sustainability journey, we seek to increase transparency and external assurance on further dimensions.

GRI 200: Economic

GRI 205: Anti-corruption

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality and Compliance
103-2	The management approach and its components	ESG Report 2021 → Compliance
103-3	Evaluation of the management approach	ESG Report 2021 → Compliance
205-2	Communication and training about anti-corruption policies and procedures	ESG Report 2021 → Compliance

GRI 300: Environmental

GRI 305: Emissions

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Environmental Impact
103-2	The management approach and its components	ESG Report 2021 → Environmental Impact
103-3	Evaluation of the management approach	ESG Report 2021 → Environmental Impact
305-1	Direct (Scope 1) GHG emissions	ESG Report 2021 → Environmental Impact (Carbon Emissions)
305-2	Energy indirect (Scope 2) GHG emissions	ESG Report 2021 → Environmental Impact (Carbon Emissions)
305-3	Other indirect (Scope 3) GHG emissions	ESG Report 2021 → Environmental Impact (Carbon Emissions)
305-4	GHG emissions intensity	ESG Report 2021 → Environmental Impact (Carbon Emissions)
305-5	Reduction of GHG emissions	ESG Report 2021 → Environmental Impact (Carbon Emissions)

GRI 400: Social

GRI 401: Employment

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Team Impact – Workplace
103-2	The management approach and its components	ESG Report 2021 → Team Impact – Workplace
103-3	Evaluation of the management approach	ESG Report 2021 → Team Impact – Workplace
401-1	New employee hires and employee turnover	ESG Report 2021 → Team Impact – Workplace
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Report 2021 → Team Impact – Workplace

GRI 403: Occupational Health and Safety

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Employee health and wellbeing
103-2	The management approach and its components	ESG Report 2021 → Employee health and wellbeing
103-3	Evaluation of the management approach	ESG Report 2021 → Employee health and wellbeing
403-6	Promotion of worker health	ESG Report 2021 → Employee health and wellbeing

GRI 404: Training and Education

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Attracting and developing talent
103-2	The management approach and its components	ESG Report 2021 → Attracting and developing talent
103-3	Evaluation of the management approach	ESG Report 2021 → Attracting and developing talent
404-1	Average hours of training per year per employee	ESG Report 2021 → Attracting and developing talent
404-2	Average hours of training per year per employee	ESG Report 2021 → Attracting and developing talent
404-3	Percentage of employees receiving regular performance and career development reviews	ESG Report 2021 → Attracting and developing talent

GRI 405: Diversity and Equal Opportunity

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Team Impact – DE&I
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103-2	The management approach and its components	ESG Report 2021 → Team Impact – DE&I
103-3	Evaluation of the management approach	ESG Report 2021 → Team Impact – DE&I
405-1	Diversity of governance bodies and employees	ESG Report 2021 → Team Impact – DE&I

GRI 413: Local Communities

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Social Impact
103-2	The management approach and its components	ESG Report 2021 → Social Impact
103-3	Evaluation of the management approach	ESG Report 2021 → Social Impact
413-1	Operations with local community engagement, impact assessments, and development programs	ESG Report 2021 → Social Impact

GRI 418: Customer Privacy

103-1	Explanation of the material topic and its Boundaries	ESG Report 2021 → Materiality ESG Report 2021 → Data privacy and security
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GRI 418: Customer Privacy

103-2	The management approach and its components	ESG Report 2021 → Data privacy and security
103-3	Evaluation of the management approach	ESG Report 2021 → Data privacy and security
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	As described in our report, we have extensive practices in place to ensure data privacy. Throughout 2021, no complaints were identified on breaches of customer data privacy and security ESG Report 2021 → Data privacy and security

Photos

iStockPhoto

Icons

All icons from [The Noun Project](#):

“career” by Iconstock
 “Certificate” by SBTS
 “Charity” by Lia Rahdiah
 “Charity” by Rupture Mind
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 “healthy” by Sumit Saengthong
 “hire” by Wichai Wi
 “hired” by priyanka
 “Information Technology” by ProSymbols
 “internship” by Becris
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 “review” by Arthur Shlain
 “short term job” by Wichai Wi
 “team” by David Khai
 “team” by Med Marki
 “team” by Vectors Market
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 “Train” by Firza Alamsyah
 “Transportation” by Nithinan Tatah
 “verification” by Vectors Point
 “Video Call” by Bernar Novalyi
 “volunteering” by Econceptive
 “webinar” by Komkrit Noenpoempisut
 “anti-bribery” by Weltenraser
 “Birthday Cake” by Iconic
 “Business” by Sumit Saengthong
 “care” by IconMark

Corporate Carbon Footprint 2019–2021:

Emissions	2021			2020		2019
	(tCO2e)	% vs 2020	% vs 2019	(tCO2e)	% vs 2019	(tCO2e)
Scope 1	143	-47.40%	-40.42%	272	13.27%	240
Scope 2 Location Based	822	-0.48%	-26.03%	826	-25.67%	1,111
Scope 3	3,382	-18.03%	-72.25%	4,126	-66.15%	12,187
Total	4,347	-16.79%	-67.89%	5,224	-61.41%	13,539

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