


ESG Report 2024


**creating
positive impact.** 


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A message from our CEOs: Joerg Kruetten and Dr. Gunnar Clausen

GRI 2-22 For four decades, Simon-Kucher has helped clients drive sustainable, profitable growth. As their trusted commercial advisor, we set companies up for long-term success in dynamic market environments. Our ESG vision builds on this: We want to create a positive impact on our planet, our people, our communities, and our clients.

Together as one team, we take care of our people and the communities we work and live in. We seek to actively protect our environment, embrace diverse ideas, cultures and lifestyles, and do business in a responsible and compliant way. We are proud of our first global Impact Week in 2024, which raised awareness, inspired employees, and gave back to the community through interactive ESG initiatives.

Over the past years, we have continuously built a strong foundation for effective ESG management. In 2024, we brought it to the next level by launching the Better Business Council, integrating sustainability parameters at partner level and establishing a global network of ESG Captains to drive local impact. These measures enabled us to embed ESG principles into our business processes.

This report shows in a detailed, transparent, and accountable manner how we put our net zero roadmap into action. It underlines our commitment to incorporate ESG values into the decisions we make.



We thank our colleagues for their engagement and dedication. As we step into our new leadership roles during Simon-Kucher's 40th anniversary year, we're excited to continue advancing ESG and our culture of innovation as core priorities. Our aim is to strengthen our position as a preferred partner for clients, an attractive employer, and a responsible corporate citizen.

Joerg Kruetten and Dr. Gunnar Clausen, co-CEOs

Simon-Kucher in numbers 2024

GRI 2-1, 2-7,
GRI 201-1

2,000+ employees **46** offices in **31** countries

Distribution of **employees**



190+ partners **40** years of deep industry expertise

Annual average growth rate of **16%** Revenue of **572** million euros

Recognized globally

brand eins
#1 on the list of the Best Consulting Firms in Germany for Marketing, Brand, Pricing, 2024.

Forbes America’s Best
One of America's Best Management Consulting Firms nine years in a row, 2024.

Forbes World’s Best
One of the World’s Best Management Consulting Firms across 11 industries and functional areas, 2024.



Consultancy-me.com
One of the Top Consulting Firms in the Middle East with a Diamond rating in Pricing, 2024.

Financial Times
Gold-rated on the list of the UK’s Leading Management Consultants for Marketing, Brand & Pricing, 2024.

Vault
One of Vault’s top consulting firms for Pricing, Sales & Marketing across APAC, North America, and EMEA, 2024.



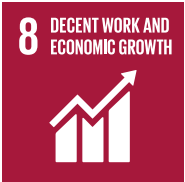
Who we are

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.

Our ESG initiatives are key to creating growth that matters, designed to benefit everyone: our clients, their customers, wider society, and the environment.

Our heritage

Over four decades, Simon-Kucher has been focusing on driving sustainable and profitable growth across industries. Our journey started with pioneering pricing strategies and has evolved into offering complete commercial growth solutions – including growth and go-to-market strategies, business and revenue model innovation, marketing and sales excellence, and digital transformation. Today, with over 2,000 employees in more than 30 countries, Simon-Kucher will continue to solidify its position as the No. 1 most trusted commercial advisor for businesses to unlock growth.

Our core values

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

By combining deep expertise with our clients’ knowledge, we help unlock and maximize sustainable growth potential. We nurture talent-rich and collaborative teams that help deliver better outcomes that are felt not only by our clients, but their customers, wider society, and the environment too.

We create positive
IMPACT

We unlock the power of
OPPORTUNITY

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 clients to transfer knowledge to help grow and enrich the expertise in their teams. We create a culture where people feel valued, can be themselves, and know their contributions matter and are recognized.

We unlock
**a better kind
of growth**
that creates
opportunity for
everyone.

We believe that to truly push boundaries, we can take some risks. We are independent thinkers who use our own initiative, but also work together towards common goals. We make things happen at speed whilst being personally accountable for our actions. This spirit drives growth – for our firm, our clients, and our people.

We foster an
ENTREPRENEURIAL SPIRIT

We value authentic
RELATIONSHIPS

Our success and strength lie in our people. We build authentic, long-term relationships with respect, integrity, and openness. Our welcoming and collaborative culture enables us to share knowledge, innovate, and grow as a team and as individuals. This foundation 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 Germany-based Simon-Kucher & Co. Holding GmbH. The later is the parent company to subsidiaries located around the world.

Simon-Kucher is led by our two co-CEOs and the Board. The Board consists of partners from various offices and countries. In January 2025, Joerg Kruetten and Dr. Gunnar Clausen have assumed the role of co-CEOs. The leadership team is furthermore composed of our Division Heads and our Sector and Service Line Heads. The CXOs lead our Central Functions. Our Global Head of ESG and our Global Director DEI lead our company in ESG and DEI matters.

Our organizational structure and governance

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

Better business in action with global leadership and local engagement

When we talk about our purpose of unlocking better growth, we mean to achieve this by doing better business. We want to transform the way Simon-Kucher operates by embedding the principles of Better Business into our daily practices, ensuring we create value for our people, our clients, and our communities.

In 2024, we enhanced our organizational structure to deeply root Better Business and ESG principles into everything we do. We established the Better Business Council, integrating ESG at the partner level worldwide. We also launched ESG Captains, a global network of local ambassadors that aims to anchor ESG principles into our firm's DNA.

Our Better Business Council

The Better Business Council drives our Better Business initiative, ensuring alignment and execution across all divisions. The council consists of representatives from each division, supported by experts in HR, ESG, DEI, Procurement, and Legal.

The Better Business Council steers strategy, goal, and target setting for our Better Business focus topics. It initiates processes for business implementation while collaborating with our divisions as well as our ESG representatives. It is the Council's responsibility to provide guidance and ensure that local actions align with our global vision.

The Better Business Council's three ESG focus topics



Sustainability-related consulting services

Develop and offer consulting services focused on sustainability, helping clients achieve their environmental, social, and commercial goals.



Climate protection

Implement strategies to reduce our carbon footprint and promote sustainable practices.



Pro bono consulting

Increase our pro bono engagements, providing strategic support to organizations with limited resources.

Our ESG Captains

Our ESG Captains are the local ambassadors of our global ESG strategy and topics. In 2024, 40 ESG Captains represented the global ESG team at the local level and have driven the ESG vision and initiatives of Simon-Kucher for their respective offices.

This office-based worldwide network jointly promotes ESG initiatives and raises ESG awareness among our employees. With the support of ESG Captains, we strive to increase local employee engagement while at the same time gaining better insight into the dedicated activities of individual offices. The first major, coordinated effort of the ESG Captain network happened as part of our Impact Week, where ESG Captains led numerous corporate volunteering initiatives in our offices around the world.

The ESG Captain network helps root ESG topics deeply into our DNA so we can reach our ESG goals together.



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. In our ESG vision, we clearly state that we want to create a positive impact on our planet, our people, our communities, and our clients by doing what we do best: unlocking better growth to create opportunities for everyone. To create growth that matters, we foster a culture that strives to incorporate ESG values into every decision we make.

As we aim to further integrate ESG values and actions into all our business processes, the Global Head of ESG serves on the newly created Better Business Council, advising partner and Central Function representatives on three key ESG focus areas: Sustainability-Related Consulting Services, Climate Protection, and Pro Bono Consulting & Startup Mentoring. This ensures alignment, execution, and measurement of the dedicated initiatives across all divisions.

At the same time, our global ESG department leads the recently established ESG Captain Network, which represents ESG efforts at the local level, fostering a cohesive approach to achieving Simon-Kucher's ESG goals.

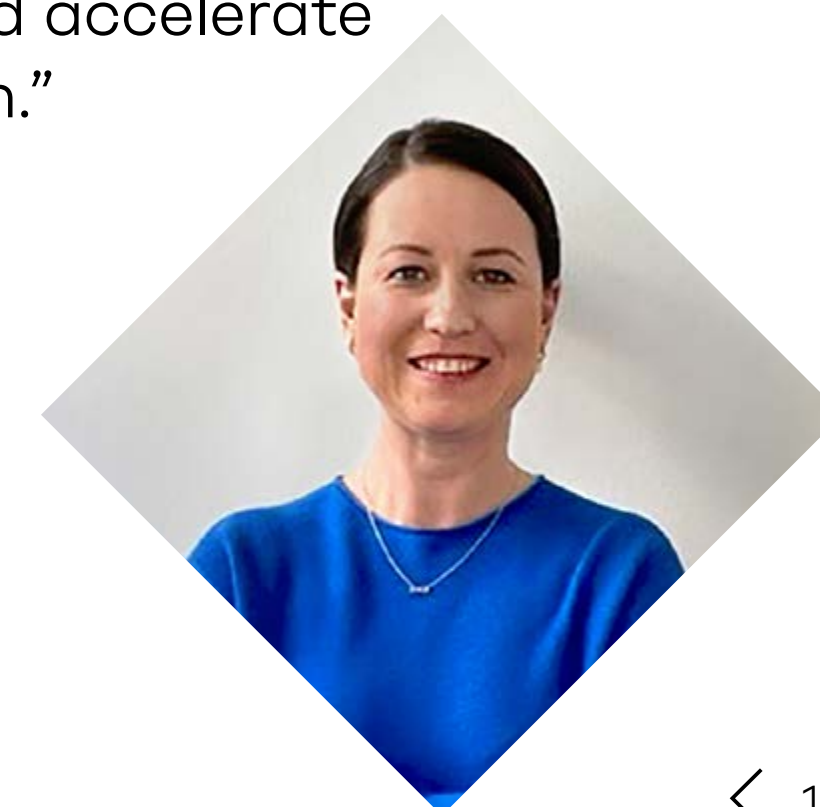
Our strategic approach is visualized in our **House of ESG** framework. It provides an overview of the relationship between the **ESG dimensions** at Simon-Kucher, their respective **strategic areas**, and the material topics derived from a comprehensive materiality assessment. The respective subtopics 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.

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In 2024, we took a significant step toward embedding our ESG strategy and targets more deeply into our business processes. The Better Business Council and the ESG Captain network help us involve more colleagues and accelerate progress toward our ESG goals as one team.”

Anne Rupp
Global Head of ESG



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

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

Our materiality assessment: Focusing on what truly matters

GRI 3-1 To identify the most relevant ESG topics for Simon-Kucher, the ESG department conducted a materiality assessment according to GRI in 2022 involving our internal and external stakeholders. The starting point of the materiality assessment was a long list of potential material topics derived from our five ESG strategic areas and identified based on a gap and benchmark analysis. Additionally, changes in market and regulatory landscapes, as well as criteria from the ESG ratings in which we participate, were considered.

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

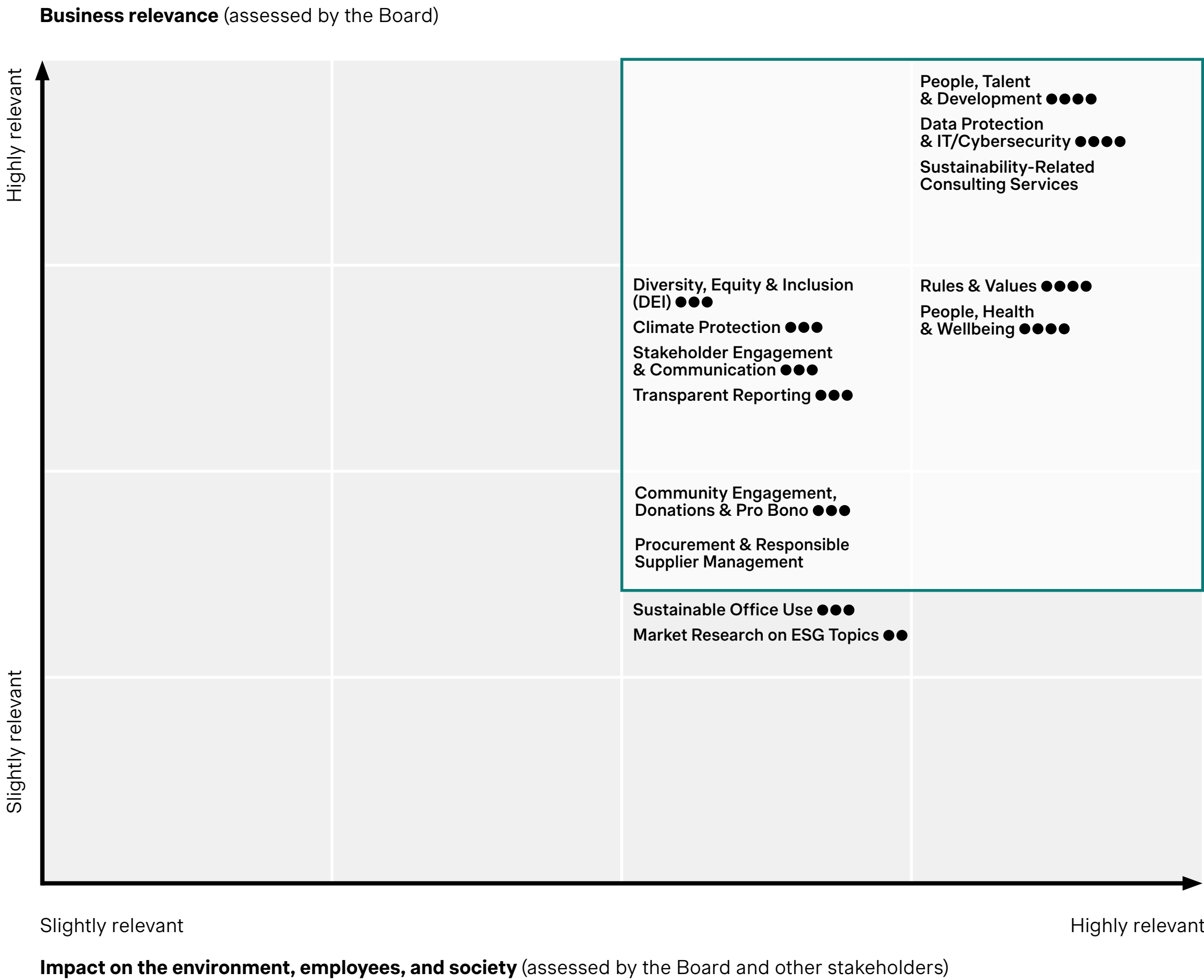
- Global Reporting Initiative (GRI)
- Sustainable Development Goals (SDGs)
- United Nations Global Compact (UNGC)
- Sustainability Accounting Standards Board (SASB)
- European Sustainability Reporting Standards (ESRS)
- EcoVadis rating
- CDP rating

After creating a shortlist of the topics, we selected a group of stakeholders, including our Board members, partners, clients, suppliers, and internal as well as 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.

The resulting 11 material topics — validated in 2024 — build the basis for the further development of our ESG strategy.

In preparation for upcoming ESG reporting requirements, Simon-Kucher also conducted a double materiality analysis in compliance with the Corporate Sustainability Reporting Directive (CSRD) in 2024. The reporting on this analysis will be included in the management report of the Simon, Kucher & Co. Holding GmbH in the future.

GRI 3-1, 3-2 Our materiality matrix



Our strategic areas and material topics

Stakeholder Responsibility
Stakeholder Engagement & Communication
Transparent Reporting
Sustainability-Related Consulting Services

Planet Responsibility
Climate Protection

People Responsibility
People, Talent & Development
People, Health & Wellbeing
Diversity, Equity & Inclusion (DEI)

Corporate Citizenship
Community Engagement, Donations & Pro Bono

Business Responsibility
Data Protection & IT/Cybersecurity
Rules & Values
Procurement & Responsible Supplier Management

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

Stakeholder relevance
Very high ●●●● High ●●● Moderate ●●

Our ESG roadmap: Tracking the progress of our strategic goals

GRI 3-2, 3-3,
GRI 302, GRI 305

Our **ESG roadmap** is 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. In addition, we define new measures and adjust our roadmap when 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 other stakeholders, as well as provide strict compliance with regulatory requirements.	Report annually on our ESG progress.	# of consecutive ESG reports published	<ul style="list-style-type: none">Validation of material ESG topics according to GRIPreparation for upcoming ESG Reporting regulations
	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 EcoVadis.	# of EcoVadis ratings completed	<ul style="list-style-type: none">Completion of 12th EcoVadis rating and participation in 2nd CDP rating
	Sustainability-Related Consulting Services	Maximize Simon-Kucher’s positive impact on the environment and society through Sustainability-Related Consulting Services.	TBD	TBD	TBD
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 greenhouse gas (GHG) emissions reduction targets validated by SBTi by 2030 and reach net zero across the value chain by 2050.	<p>% reduction of total Scope 1 and 2 GHG emissions compared to previous year</p> <p>% reduction of total Scope 3 GHG emissions compared to previous year</p>	<ul style="list-style-type: none">Updating global travel and office management guidelinesWorking on renewable energy solutions for all officesRaising employee awareness and engagement through webinars and initiatives to reduce our climate impact

GRI 3-2, 3-3, GRI 401,
GRI 403, GRI 404,
GRI 405, GRI 413

04,
13

	Material Topics	Key Strategic ESG Goals	Key Targets	Key KPIs	Key Measure(s)
Social People Responsibility	People, Talent & Development	Position Simon-Kucher as an employer of choice and recruit, develop, and retain top talents for our team.	Attract, identify, and hire the most qualified candidates to fulfill the organizational needs and to contribute to its success.	# of new hires	<ul style="list-style-type: none">Strategic collaborations with universities to build a sustainable talent pipeline (e.g., Global Alliance in Management Education – CEMS)
			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.	# of actively engaged learners in 2024 (learners that completed at least one training activity that is not a legal or IT compliance training)	<ul style="list-style-type: none">Training development and implementation to support firm-wide (change) initiatives (e.g., fostering a growth mindset and culture of feedback)Career-level specific development plans and learning recommendations
			Continuously refine our talent management process to evaluate performance transparently and fairly to acknowledge our employees' achievements.	% of employees receiving qualitative feedback through the PMDP process	<ul style="list-style-type: none">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 (DEI)	Foster Diversity, Equity & Inclusion (DEI) 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: DEI training 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">Increase internal awareness for Corporate Citizenship activities through webinars and campaigns

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

	Material Topics	Key Strategic ESG Goals	Key Targets	Key KPIs	Key Measure(s)
Governance Business Responsibility	Rules & Values	Keep our work fair, transparent, conducted with integrity and in compliance with applicable law.	Employees are required to complete a recurring mandatory compliance training, defined according to a risk-based approach and corporate values.	% of employees that have completed the compliance training	<ul style="list-style-type: none">▪ Testing and training completion reporting to CEOs and regional leaders▪ Provision of a global whistleblower system to enable all stakeholders to raise attention to inappropriate behavior
	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 personal data breaches leading to loss or unauthorized disclosure, which are subject to mandatory notification, at a minimum, ideally 0.	# of personal data breaches leading to loss or unauthorized disclosure which need to be notified to the supervisory authorities	<ul style="list-style-type: none">▪ Reflect 90% of processing activities on the global data privacy management platform
	Procurement & Responsible Supplier Management	Foster a sustainable and ethical supply chain contributing to a responsible business ecosystem.	TBD	TBD	TBD

Fostering stakeholder relationships

- Material topics**
- Transparent Reporting
- Stakeholder Engagement & Communication
- Sustainability-Related Consulting Services

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 legal requirements. It also includes communicating with our stakeholders in additional formats, such as surveys and events, which ultimately enable us to build and uphold long-lasting relationships.

To maximize Simon-Kucher’s positive impact on the environment and society, we also strive to strengthen relationships through sustainability-related consulting services. Throughout the past year, our consulting teams around the world have conducted several sustainability-related client projects that contribute to environmental protection and social inclusion, driving better growth on a wider scale.



Reporting our ESG achievements

GRI 3-3

We communicate our commitments, goals, targets, and processes transparently through our annual ESG report, which has been prepared with reference to the GRI standard since 2020.

Material topic
Transparent Reporting



We ensure that we meet the upcoming ESG reporting requirements according to the CSRD. In the future, these disclosures will be included in the management report of the Simon-Kucher & Co. Holding GmbH.



To further increase the transparency of our communication around Simon-Kucher’s ESG performance, we additionally took part in the EcoVadis rating for the twelfth consecutive time in 2024. We also participated in the CDP rating for the second time. EcoVadis and CDP are both global, acknowledged providers of sustainability ratings.



Engaging with our stakeholders

GRI 2-29, GRI 3-3	<p>Communicating openly and honestly with our stakeholders is key to building successful business relationships and strengthening trust.</p>
Material topic Stakeholder Engagement & Communication	<p>We maintain open communication channels with our most important stakeholder groups: our clients, our people, our suppliers, our communities, and our regulators.</p>
	<p>During our materiality assessment in 2022, which was validated in 2024, we asked participants to tell us where we could make improvements and what they expected 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 ESG surveys, global town hall meetings, local events, office meetings, and more.</p>

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

Enabling our clients with sustainability-related consulting services

GRI 3-3

Material topic
Sustainability-Related
Consulting Services

In line with our ESG strategy and commitment to environmental and social 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 society.

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.

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

“

We support our clients in making the right investments in sustainable products, ensuring they gain a decisive competitive edge rather than falling behind. This is how we create lasting, positive impact.”

Jan Haemer
Better Business Council Sponsor & Partner



Deep dive into our sustainability-related consulting projects

Making green steel competitive

Industry: Chemicals & Base Materials

Sustainability target: Circularity & Emission Reduction

Challenge

Our client, a first mover in the fabrication of “green steel,” had heavily invested in new production technology and implementation. However, a commercialization strategy and targeted approach for selling green steel had not yet been established. Simon-Kucher was brought in to define the commercial strategy for the CO₂-reduced steel products and build a fact-based decision model for the optimal value capture approach.

Solution

After structuring the demand and supply side, we developed different hypotheses on additional influencing factors for pricing CO₂-reduced steel. Next, we validated the value proposition for green steel and defined a set of pricing and portfolio scenarios based on industry cost curves as well as supply and demand. We equipped our client with a go-to-market roadmap and the requirements for an effective commercialization and pricing strategy.

Impact

The solution we delivered provides opportunities to competitively market CO₂-reduced steel, creating an alternative on the materials market and ultimately helping to reduce emissions.



“

Together with Simon-Kucher, we developed a flexible market model that adapts to market trends and changes, empowering us to craft strategies and successfully market green steel.”

Client statement

Expanding equitable access to medicines

Industry: Pharma & Biotech
Sustainability target: Social Impact

Challenge

Our client, a global biopharma company, aspired to develop a 10-year strategy to expand sustainable access to their innovative medicines in low- and middle-income countries (LMICs). With a commitment to global health equity, they set out to double both their geographical footprint and the number of patients treated in these regions.

Solution

Following our assessment of the relevant LMICs, we determined where profitable access is feasible and where not-for-profit access is the preferable solution. Our team then developed dedicated strategies based on the client’s core company values, internal resources, and deep business analyses, identifying tangible actions to simultaneously unlock LMIC market potential and improve medicine accessibility. We built a commercialization roadmap for immediate rollout with clear goals and outlined key initiatives.

Impact

The outcome for our client was a clear vision and direction to progress toward the end goal of expanding access in LMICs, ensuring alignment across all functions and regions. By expanding their presence in these markets, our client is not only strengthening their long-term business growth but also demonstrating a clear commitment to social responsibility, contributing to global health equity and addressing critical healthcare disparities.



Developing a monetization strategy for next-generation carbon capture

Industry: Industrial Goods & Services
Sustainability target: Emission Reduction

Challenge

A pioneering carbon capture technology provider sought to commercialize a new energy-efficient technology with substantial benefits to traditional methods. However, the founders faced challenges in understanding how to fully monetize the technology’s value compared to its competitors and how to structure licenses in a way that appealed to all parties.

Solution

Our approach focused on expert interviews with key stakeholders to assess adoption potential, validate demand drivers, and identify market barriers. Considering customer preferences, we collaborated with the founders to quantify the additional value their innovation provided – such as a green premium and cost savings – split between capital and operational expenditures. Through sparring sessions with the founders, we then packaged the innovation into a novel licensing model that was attractive to both customers and our client.

Impact

We helped our client maximize the full value of their new carbon capture solution. The licensing model we developed ensured long-term financial viability for our client while remaining commercially attractive to key customers. Adoption of their technology will have a substantial impact on carbon emissions across multiple sectors.



creating positive impact on our planet

Taking responsibility for the climate and environment

GRI 3-3, GRI 305

Material topics
Climate Protection

Committing to sustainable operations

At Simon-Kucher, we are committed to environmental protection, emission reduction, and sustainable office management. 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.

To ensure transparency and alignment with the Science Based Targets initiative (SBTi), we updated our emission reduction targets in 2024, enhancing data quality and including a broader range of emission categories. Simon-Kucher has been recognized for the second consecutive time as a frontrunner in sustainable business travel by the Travel Smart Campaign. This recognition reflects our ambitious climate strategy and commitment to reducing and reporting business travel, placing us among the top 20 percent of best-performing companies in the Travel Smart Ranking.



Aiming for net zero with science-based targets

GRI 3-3, GRI 305

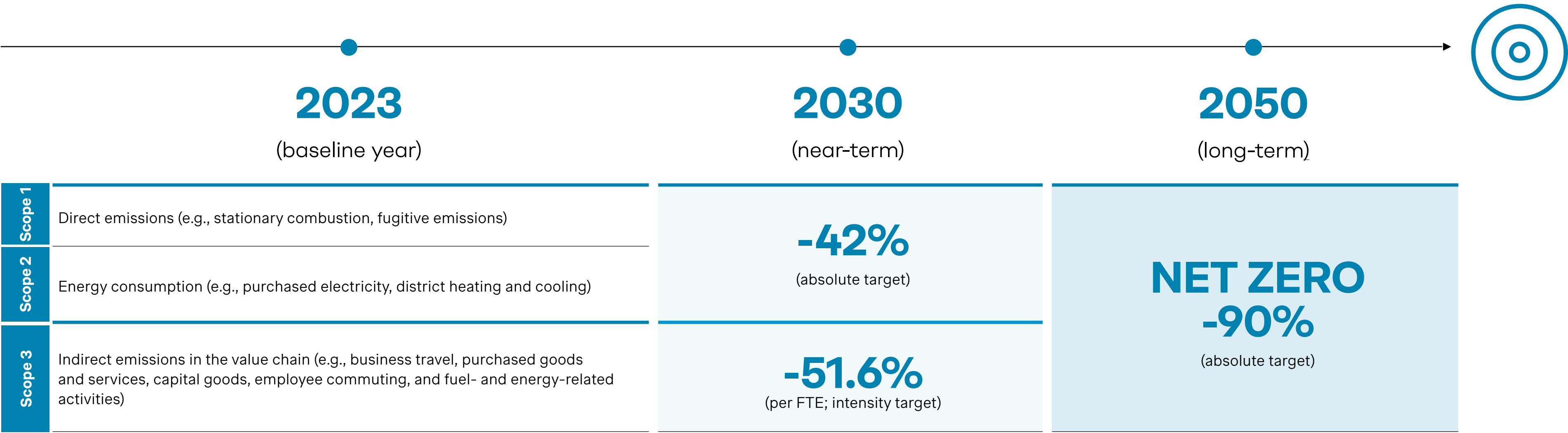
Material topic
Climate Protection



Climate protection is an integral part of our ESG strategy. Our ESG department is responsible for the development and implementation of our climate strategy. It oversees measures, initiatives, and processes for environmental and climate protection globally, and develops global guidelines to be put into action locally. The ESG department collaborates closely with other departments, including Travel and Office Management, HR, Finance, Real Estate and Procurement, while collaborating with clients on emission reduction.

Our emission reduction targets, validated by the Science Based Targets initiative (SBTi), are the basis for our climate protection roadmap. In 2024, we took the strategic decision to reassess and revalidate our science-based targets, as well as to update our baseline year to 2023 for the calculation of our corporate carbon footprint (CCF). These two adaptations enhanced data quality and account for a broader emission scope, providing us with deeper insight and a more representative CCF.

Our SBTi-validated emission reduction targets



GRI 3-3, GRI 305

To tackle our most significant greenhouse gas emission categories, we have committed to reducing our absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 42 percent and our Scope 3 GHG emissions by 51.6 percent per FTE by 2030 compared to the 2023 baseline year. This is in line with the Paris Agreement’s 1.5°C trajectory. We also aim to achieve net zero by 2050 by reducing our absolute Scope 1, 2, and 3 GHG emissions by 90 percent compared to the 2023 baseline year.

By following this clear, robust climate strategy, 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.

“

Delivering a positive climate impact and enhancing our ESG performance is no longer optional – it’s a business imperative. Our comprehensive ESG strategy strengthens our credibility, enabling us to meet client expectations and lead with confidence.”

Marie Verdier
Better Business Council Sponsor & Senior Partner



Calculating our carbon footprint annually

GRI 3-3, GRI 302, GRI 305

Material topic
Climate Protection

To understand our environmental impact and monitor our progress toward our science-based targets, we annually calculate our GHG emissions in accordance with the GHG Protocol. As we updated our emission reduction targets in 2024, we recalculated our 2023 CCF and calculated our 2024 emissions accounting for a broader emission scope.

The analysis of our 2024 CCF showed that our largest emission sources were business travel, purchased goods and services, energy use, and employee commuting. Our CCF increased by 6 percent compared to 2023 due to slightly higher energy consumption, increased business travel, and employee commuting. Emissions from purchased electricity remained stable as more offices sourced renewable energy. Improved emission allocation and reduced IT equipment purchases lowered emissions from purchased goods and services.

The development and maintenance of trusting relationships with our clients, an integral part of our Simon-Kucher DNA, requires travel and face-to-face meetings. Finding more sustainable ways to travel and reducing the miles traveled while delivering the same level of client satisfaction will continue to be a major focus of our emission reduction efforts. To tackle our emissions, we have put a comprehensive climate protection roadmap into action.

“

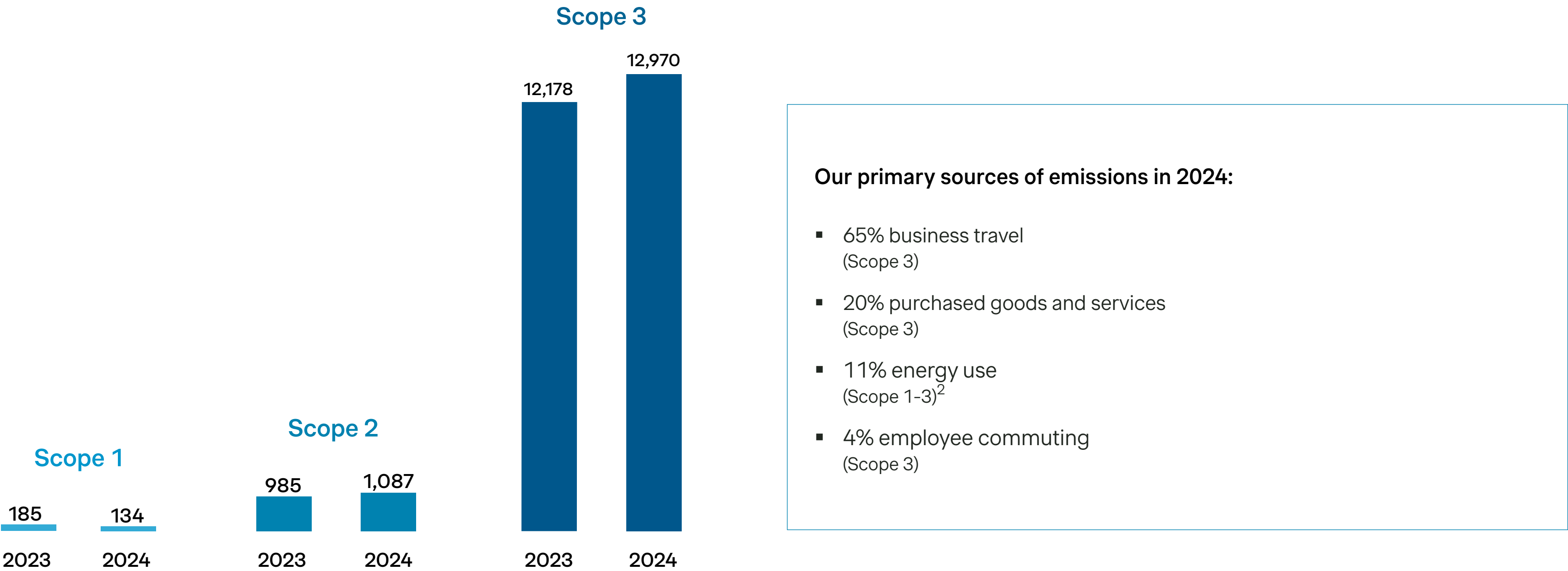
In the consulting industry, travel is part of the job - but how we travel matters. Choosing rail over air or public transport over taxi whenever possible helps us reduce our carbon footprint and move closer to our climate targets without sacrificing efficiency. Small decisions like these add up and make a real difference.”

Alexander Dyskin
Senior Director



GRI 3-3, GRI 302, GRI 305-1,
305-2, 305-3, 305-5

Tracking year-on-year change: Scope 1–3 emissions compared to our baseline year 2023 (in tCO₂e¹)



¹ tCO₂e = metric tons of carbon dioxide equivalent
² Energy use represents the combined share of emissions from Scope 1 (1% from fugitive emissions and gas, Scope 2 (8% from electricity, heating, and cooling), and Scope 3 (2% from fuel- and energy-related activities).

Implementing our climate protection roadmap to reduce emissions in line with our science-based targets

GRI 3-3, GRI 302,
GRI 305, GRI 404

Material topic
Climate Protection

To achieve our emission reduction targets, we have implemented various strategic initiatives and measures globally in the areas of business travel, purchased goods and services, energy use, and sustainable office operations. Working toward the common goal of reducing greenhouse gas emissions, we collaborate and engage with internal and external stakeholders. A major focus for driving decarbonization is on employee engagement, knowledge transfer, and behavioral change. Fostering a strong culture of sustainability awareness is key to embedding climate-conscious decision-making into daily operations and driving meaningful climate action.



Key components of our initiatives in 2024 included further integration and internal promotion of our Global Travel Guidelines, as well as prioritizing renewable energy procurement, and supporting our local offices worldwide in implementing sustainability measures. Additionally, we conducted various activities globally to raise employee awareness and engagement on climate protection, such as environmental webinars, sustainable travel initiatives, and local initiatives led by our ESG Captains.

Leading the way in sustainable business travel

As a global consulting company, business travel accounts for the largest share of our overall carbon footprint and thus represents our most impactful opportunity for emission reduction. The Simon-Kucher global

travel guidelines provide clear direction on reducing 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 lowering travel emissions includes working with our clients to find ways to reduce the number of trips taken without compromising our business relationships. We also focus on promoting our travel guidelines to ensure adherence across our organization. Our global Travel Management team is responsible for developing and implementing these guidelines and works closely with our global ESG department to help collect emissions data from business travel.

In 2024, Travel Smart, a campaign by Transport & Environment, Europe's leading NGO for environmentally friendly transport, ranked Simon-Kucher as a leader in rail travel for the second consecutive time. In a survey which reviewed the travel policies of 323 companies globally, it found that switching to rail is critical to achieving low emissions targets. Simon-Kucher is one of the 37 global organizations that have developed strategies to actively promote the switch from air to rail. We were recognized for our commitment to reduce and report corporate business travel emissions, achieving a B rating. The 2024 Travel Smart Ranking evaluates global companies' efforts to reduce corporate air travel emissions. Ratings range from scores of A to D. The ranking revealed that of the 328 global companies evaluated, only 57 companies have set targets to reduce business travel emissions – Simon-Kucher being one of them.

GRI 3-3, GRI 302,
GRI 305, GRI 404

Beyond our internal efforts, we also use our influence to drive substantive change on a broader scale. Alongside more than 70 companies, we urged the European Commission to simplify multimodal transport booking, making rail a more viable alternative to air travel. We also joined a coalition of over 5,000 companies advocating for the modernization and expansion of Germany's rail network, helping make sustainable travel more accessible and reliable.

In 2025, we plan to provide deeper practical guidance to our employees to create a positive impact for our planet. The aim is to raise employee awareness about the emissions associated with their travel choices and to promote sustainable alternatives through various communication channels, including workshops, events, and information briefings.



Our emission 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



Aiming for 100 percent electricity from renewable energies

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

In 2024, 43 percent of our office electricity consumption came from 100 percent renewable sources (see extended tables, page 71). We also advanced our transition to renewable electricity across both new and existing offices. As part of this effort, we achieved 100 percent renewable electricity sourcing in 16 offices over the year. By 2030, we aim to source 100 percent renewable electricity for all our offices, prioritizing those where we have a direct influence. In close collaboration with our real estate team, the global ESG department is actively exploring solutions to speed up this transition, demonstrating our commitment to sustainable business practices and environmental stewardship.

Implementing sustainable office operations

As part of our environmental responsibility, we have established sustainable office standards that guide our office managers and all Simon-Kucher employees toward more sustainable office use. This includes implementing energy efficiency measures, improving waste management, purchasing eco-friendly products, and sourcing sustainable office equipment.

In addition, we screen suppliers for their ESG performance to increase transparency regarding possible ESG-related risks and opportunities within our supply chain, thereby addressing Scope 3 emissions. Our overarching goal is to foster local involvement and community engagement across all our office locations. The guidelines are reviewed and refined on an ongoing basis.

“

Making sustainability fun and interactive has been key in our London office – from zero-waste quizzes to meat-free lunches and clothing drives, we’ve seen that understanding impact drives action.”

Elizabeth Driver
ESG Captain



Our actions for sustainable office operations



Creating a culture of sustainable awareness to drive climate action through employee engagement and knowledge transfer



Achieving energy savings by 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 in our offices

creating positive impact for

**our
people**

Empowering our employees to realize their full potential

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

GRI 2-7, GRI 3-3, GRI 403, GRI 404, GRI 405

Material topics
People, Talent & Development

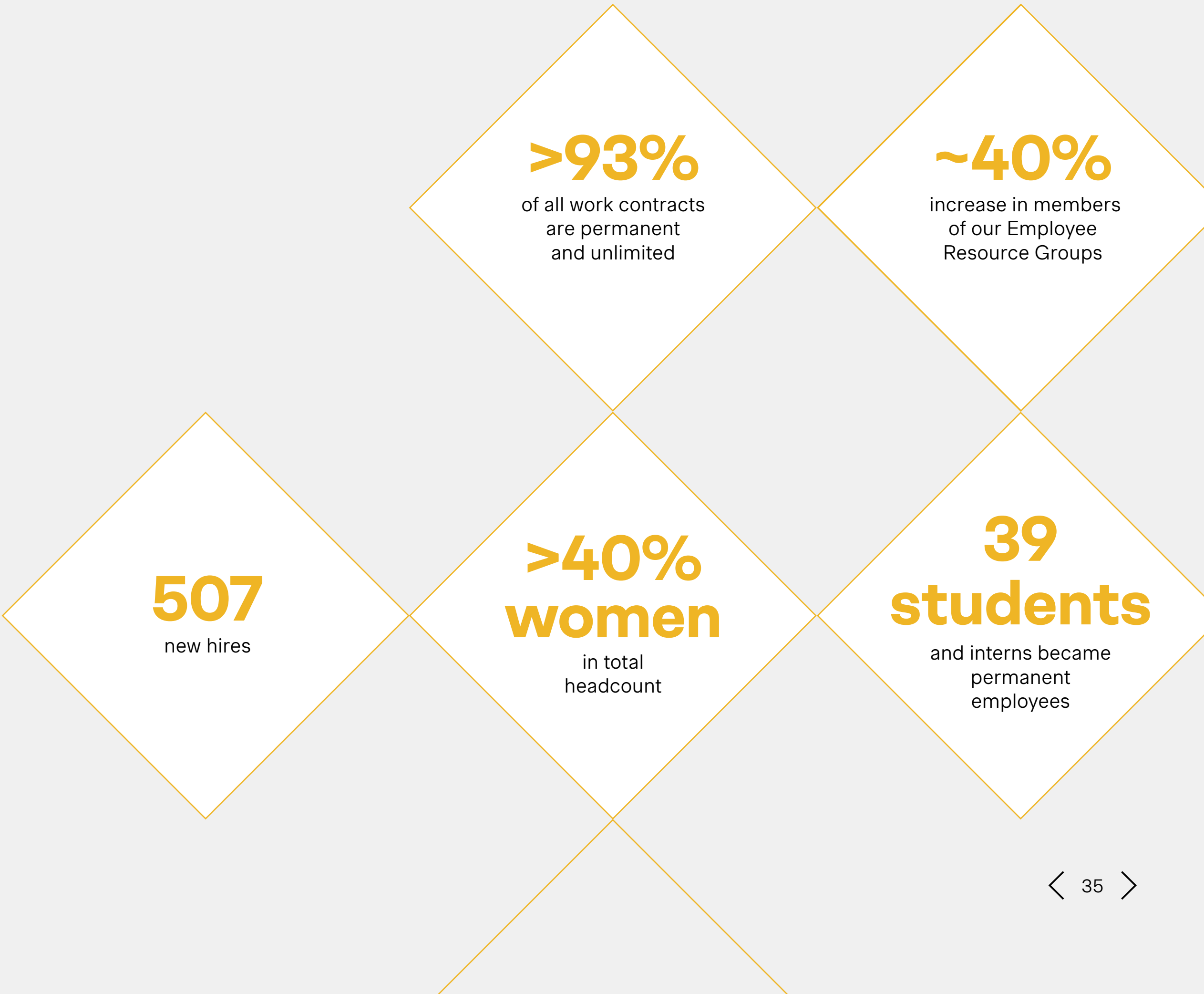
People, Health & Wellbeing

Diversity, Equity & Inclusion (DEI)



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 experience, proficiency, and dedication of our employees.

We know our people are the heart of our success. This is why we are committed to providing them with optimal working conditions that help them to realize their full potential. By offering exceptional opportunities to thrive within our organization, we empower personal and professional development. 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.



Attracting and nurturing our talent

GRI 3-3, GRI 404-2

Material topic
People, Talent &
Development

A talented and diverse workforce is our greatest strength, fostering a culture of entrepreneurial thinking and impact-driven consulting 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. To support this, we actively collaborate with universities around the globe and maintain strategic partnerships with them, ensuring access to a wide pool of exceptional talent.



YouFirst, an initiative 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.

The global HR team provides strategic guidance and develops and manages global offers and processes, ensuring alignment and consistency across the organization. This is complemented by our regional HR teams that bring YouFirst to life in day-to-day people operations and ensure local, tailored support for our employees.

YOUfirst.
People Experience

Winning our next generation of impact-driven thinkers

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

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

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

Through our global recruiting event series, “Women in Consulting,” we seek to increase the proportion of women in consulting positions and promote discussions led by our female leaders and associates. Our campus recruitment activities, internships, and 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 interviewer qualification. To ensure that all our interviewers follow the same standards in the application process, we have developed a targeted interview training in collaboration with our DEI experts.

The training includes various interview formats, case studies, and strategies to minimize bias. E-learning modules are available on demand, and face-to-face training includes observation and analysis with experienced interviewers.

Our aim is to create a globally consistent recruitment process while allowing for local adjustments. To enable data-driven decision-making and continuous improvement, we have defined KPIs allowing us to assess the efficiency, effectiveness, and overall performance of the hiring process.

“

Strategic partnerships with universities and business schools play a pivotal role in our recruitment strategy. Through various events and initiatives, we offer talented individuals the opportunity to engage with our unique culture and learn more about the opportunities Simon-Kucher provides.”



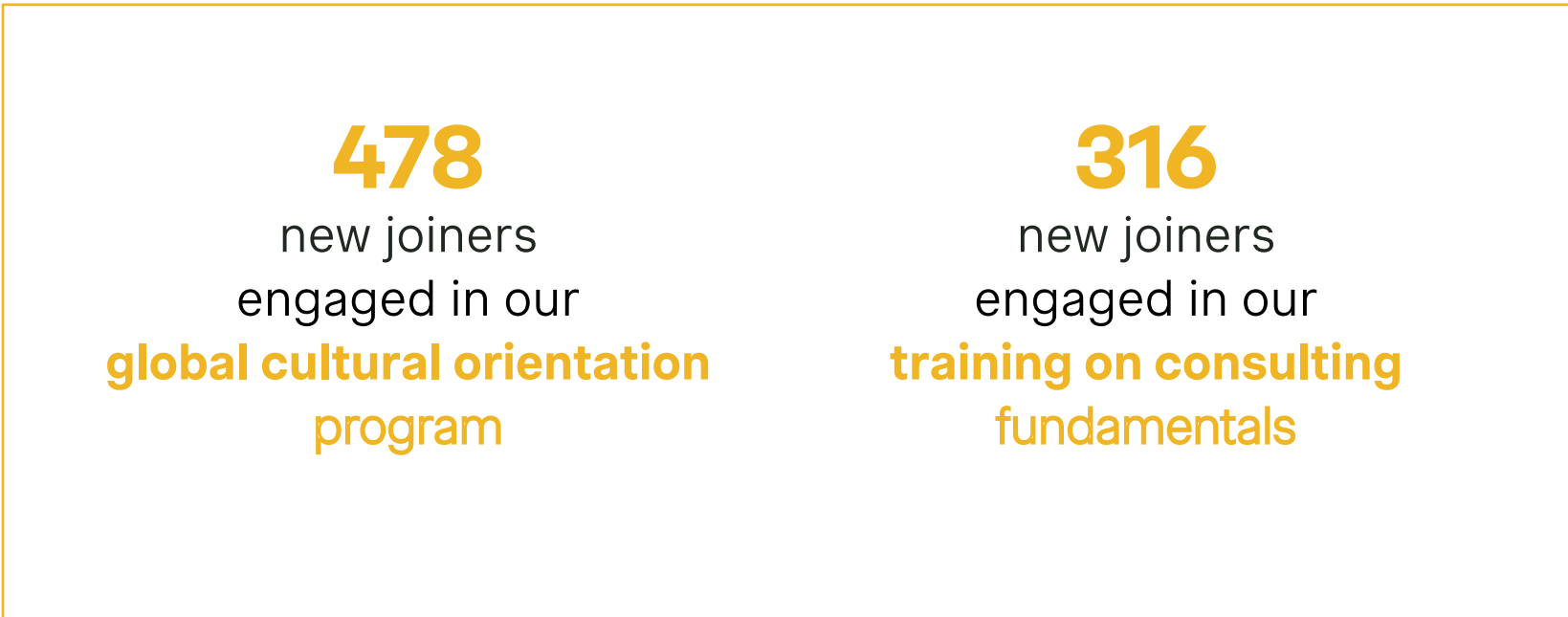
Anna Feicks
Global Director Talent Acquisition

Our onboarding experience

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

To help new employees get started 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). The program consists of three key components: a self-paced learning package available on our learning platform, a live global cultural orientation program, and, for consultants, an interactive training on consulting fundamentals. The self-learning package provides essential knowledge about our company structure, culture, and key practices from day one, allowing new joiners to progress at their own pace. During the live sessions, new team members get the chance to meet our leadership, learn from experienced colleagues, and connect with their peers worldwide.

Our STEPS onboarding 2024 in numbers



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 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 our learning and skills development program 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 are based 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 platform. The content includes relevant cognitive, emotional, interpersonal, technological, methodological, and management skills. It also covers various knowledge areas, such as functional expertise and industry-specific insights. All Simon-Kucher specific training is designed with our purpose, vision, and values in mind.

Career-specific development plans and training recommendations are tailored to the needs of both consultants and Central Functions in our firm. On top of that, our entire learning and skills development program

supports global compliance and governance initiatives through tailored training. To help reduce our carbon footprint, many ESG-focused learning elements are specifically designed as live virtual training formats or digital self-study portfolios, rather than in-person training.

To foster our culture of continuous feedback, we launched a new training course in 2024 called "Unlocking the power of effective feedback." The training has already received highly positive feedback from the first participants. It will be integrated into development plans and rolled out to all our employees in 2025.



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. As part of this commitment, we ensure that 100% of our employees receive regular performance and career development reviews annually. In line with our corporate values, we provide transparent and fair feedback, encourage development, and reward excellence.

In 2023, we introduced the Performance Management and Development Process (PMDP) and the Pathfinder performance management tool. Since then, we have expanded both to include new components, further strengthening our talent management approach.

At Simon-Kucher, we use a sophisticated 360° evaluation process based on fair and objective top-down, bottom-up, and lateral approaches to manage performance and enhance feedback. This process offers opportunities for personal development and growth, as well as input for career advancement and the performance bonus. Formal feedback talks occur twice a year as part of our 360° evaluation process. Open conversations on personal progress happen continually.

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, always balancing development opportunities and business requirements.

“

We are building a culture of innovation and problem solving, driven by the unique perspectives and experiences of our global team. By encouraging connection and collaboration across teams and countries, we learn from and with each other.”



Julia Zacharias
Global Head of Transformation

Fostering health and wellbeing at work

GRI 3-3, GRI 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, a high workload, personal matters, and the need for relaxation. This is why we place the health and wellbeing of our people at the top of our agenda. We regularly review our wellbeing benefits to ensure they align with what truly creates value. Our mental health and personal support services, which are accessible to all our employees, help us provide a healthy work-life balance and foster a safe work environment. We ensure that 100% of employees have ongoing access to mental health offerings, and we are committed to sustaining this annually.

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. We currently provide 100% of our employees and their families with 24/7 access to the EAP and are committed to maintaining this coverage annually.

“

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,
Rewards & Benefits



Our health and wellbeing initiatives

GRI 3-3, GRI 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. In 2024, we have expanded our Headspace benefit to include additional accounts for employees’ family members and friends. Together, we surpassed an impressive milestone with over 1,000,000 minutes of Headspace content used.

At the local level, offices around the world have hosted various wellbeing events, including workplace wellbeing workshops, interactive sessions led by Mental Health First Aiders, and burnout prevention discussions, all in recognition of World Mental Health Day.

Worldwide 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. Employees facing workplace issues are encouraged to reach out to our confidential whistleblower channel, which protects the identity of the individual.



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 individual work-life circumstances.



Our mental health training formats include live online meditation sessions and workshops on topics like mindfulness, sleep, and resilience offered by our mental health vendors, as well as over 200 self-learning courses on our global learning platform.



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



A free Headspace app premium membership includes guided meditation programs and dedicated exercises to support concentration. In 2024 we also made this program available to employees’ families and friends. As a result, almost 50 percent of our employees (including their families and friends) registered.

Creating a diverse, equitable, and inclusive work environment

GRI 3-3, GRI 405,
GRI 406

Material topic
Diversity, Equity & Inclusion
(DEI)

We value and embrace Diversity, Equity, and Inclusion (DEI), recognizing its importance in fostering a more inclusive organization. By embracing diverse ideas, cultures, and lifestyles, we strengthen our company culture. We believe that cultivating an environment where people feel valued and can be their authentic selves drives greater innovation, enhances employee engagement, and boosts organizational performance. We also focus on promoting leadership diversity and equal opportunities, including welcoming more women into partnership.

As a socially responsible firm, Simon-Kucher is committed to respecting human rights and promoting fair labor practices. DEI supports our governance structures by promoting an inclusive environment, ensuring fair treatment of employees, and preventing discrimination.

Forming inclusive and diverse teams

As a people-centric business, we understand that to attract and retain diverse talent, we must create an inclusive and equitable organization. Beyond gender, we are committed to promoting diversity across various dimensions, including ethnic and racial background, nationality, language, age, sexual orientation, gender, ability, neurodiversity, caregiver status, and more, depending on country and culture.



GRI 3-3, GRI 405,
GRI 406

Our DEI and equality policies are tailored to each country where Simon-Kucher operates, reflecting unique cultural contexts, legal frameworks, and societal norms that influence inclusion and equality efforts. We are committed to fostering fair and respectful treatment of all our people and will not tolerate any conduct that infringes on employees’ rights. Both our DEI country-specific policies and our Harassment Policy are available to all employees on the Simon-Kucher intranet.

Embedding DEI into our organization

Our Global Director, Diversity, Equity & Inclusion reports directly to the CEOs, with support in strategic decision making from the DEI Council, which is made up of employee representatives from offices worldwide. In 2024, we continued our regular DEI Council meetings, providing monthly updates to the CEOs to maintain effective communication and consultation channels.

Our DEI experts offer ongoing advice, guidance, and consulting across the firm. We also offer continuous DEI upskilling for the Global HR team and conduct office site visits. Diversity-, equity-, and inclusion-related questions are included in the employee survey to track progress and adjust measures as needed.



Our Employee Resource Groups

GRI 3-3, GRI 405,
GRI 406

At Simon-Kucher, we are proud to host five continuously growing Employee Resource Groups (ERGs): Asian, Black, Caregivers, LGBTQ+, and Women. Our ERGs are employee-led communities made up of dedicated volunteers who share common interests, backgrounds, and goals. The DEI team supports these groups by providing strategic advice, guidance, and progress tracking. Our ERGs offer a supportive network, valuable resources, mentorship, and opportunities for personal and cultural growth. They regularly organize meetings and events for their members. Joining an ERG is open to all Simon-Kucher employees who are interested in learning about and engaging with the respective group.



- Our **Asians at Simon-Kucher Employee Resource Group** (ASK ERG) has 120 members across NA, EMEA, and APAC. Activities include the celebration of different cultural festivities of the calendar year as well as hosting events such as fireside chats or internal meet and greets.
- The **Simon-Kucher Cares Employee Resource Group** (Caregivers ERG) with 64 members is for anyone with caregiving responsibilities, such as parenting, eldercare, or care through illness. This Employee Resource Group aims to empower employees’ professional growth while they manage caring for loved ones. The ERG works closely together with the HR team to create and socialize policies to support our caregivers.
- **Black @ Simon-Kucher** (B@SK ERG) is an Employee Resource Group of Black colleagues and allies whose 30 members are committed to supporting development and leadership opportunities for our Black employees. To acknowledge the contributions of Black people and foster an understanding of their history, we celebrate Black History Month and host dedicated events.

GRI 3-3, GRI 405,
GRI 406

- **Simon-Kucher Pride Employee Resource Group (LGBTQ+ERG)** increases awareness of LGBTQ+ history and issues. It aims to empower affiliated employees’ professional and personal growth. The group of 80 members, many of whom joined in 2024, organizes events, including local get-togethers, educational events, Coming Out Day events, and more.
- Our **Network of Women Employee 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 322 members that provides resources, structures, and ideas. Local groups drive initiatives and events in their regions. This ERG nearly doubled its members in 2024.

“

At NOW, we are proud of our achievements this past year – doubling membership, hosting a successful International Women’s Day event series, and organizing local activities from coffee mornings to empowerment workshops. In today’s global context, our mission remains clear: to empower, connect, and inspire the next generation of women leaders.”

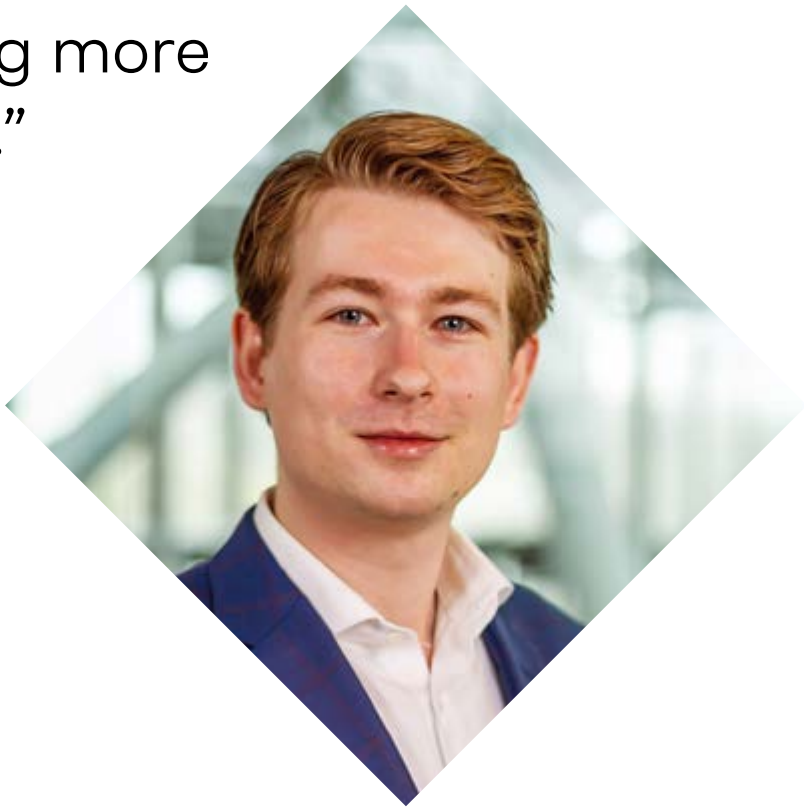
Laura Breucker
Co-Chair Network of Women ERG EMEA



“

It’s great to see SKPride growing stronger in its second year. We’ve built a real sense of community and belonging through social events and took a big step forward with our first global virtual educational event – bringing people together and creating more awareness and engagement across the firm.”

Ewout Feitsma
Co-Chair SKPride ERG



creating positive impact for

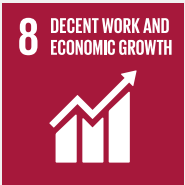
our communities

Taking responsibility for our communities

GRI 3-3, GRI 413

Knowledge sharing, volunteering, and giving back is deeply embedded in our corporate culture and values.

Material topic
Community Engagement,
Donations & Pro Bono



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.

In 2024, we conducted our first Impact Week, an initiative organized by our global ESG department and our local ESG Captains, dedicated to raising awareness of important ESG topics and inspiring our employees to participate in voluntary activities, a series of webinars, and local initiatives.

**40
new ESG
Captains**

in our offices
worldwide

**60
volunteer
activities**

and fundraising
initiatives

**260
FTE days**

dedicated to pro bono
projects and startup
mentoring

First global
Simon-Kucher
**Impact
Week**

Contributing through our corporate citizenship activities

GRI 3-3, GRI 413-1

Material topic
Community Engagement,
Donations & Pro Bono

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

Based on the Sustainable Development Goals (SDGs) and our core values, our global ESG department sets the strategic direction for corporate citizenship activities, which are carried out by our local offices. Through our initiatives, we strive to make a positive difference.

Our Corporate Citizenship initiatives



Pro bono projects



Startup mentoring



Raising internal awareness



Local initiatives



Global donations



Sharing our knowledge and expertise in pro bono projects

Every year, we support several 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 2024, we spent 260 FTE days on pro bono consulting and startup mentoring. 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 their networks, and gain insight into nonprofit operations.



In 2025, we will start a global pro bono partnership with the World Wide Fund for Nature (WWF) to jointly enable sustainable business transformation. Simon-Kucher will provide strategy, offering, pricing, and negotiation support for the corporate partnership engagements of various WWF offices worldwide.



Pro bono projects are really important to me personally. There are many NGOs around the world that have great impact, but don't make a profit and typically can't afford consulting budgets. With our capabilities and expertise, we support them to continue their good work even more successfully and sustainably."

Chris Bergman
Better Business Council Sponsor & Partner



Deep dive into our pro bono projects

Thinking through new fundraising opportunities

Mind



Challenge

We carried out a project with Mind, the UK's largest mental health charity, to understand and define market size and opportunities for a new fundraising offering. Mind is constantly looking to develop innovative fundraising products that involve consumers.

Solution

We fielded a large quantitative survey with over 5,000 responses to provide a robust evidence base. After an in-depth analysis, we provided Mind with a clear view of its product's market size and fundraising potential as well as an optimized approach to event fees and fundraising targets.

Impact

This project sized the potential for event fundraising revenue from the new offering and enabled the Mind team to evaluate this offering against the existing portfolio. Our support not only made an impact on Mind's income generation and fundraising strategy, but ultimately on their ability to help people with mental health problems.



The methodology applied has given us a new perspective when approaching pricing and fundraising strategies across Mind. Our team has gained invaluable insight into this particular product's future strategy. Working with an organization like Simon-Kucher wouldn't usually be an option for us, and we are grateful for having had this incredible support."

Kathleen Miles, Executive Director of Fundraising Income, Mind

Fishing for a new revenue model

The Ocean Cleanup



Challenge

The Ocean Cleanup is a foundation focused on extracting plastic pollution from rivers and oceans. It is primarily dependent on donations, limiting its ability to scale. To reduce these limitations, The Ocean Cleanup was looking to monetize the plastics it retrieves.

Solution

Our team identified key markets as well as researched and prioritized potential customer segments. We developed a differentiated offering including a pricing model for the recaptured plastics and a detailed implementation plan to bring the new revenue model into effect.

Impact

The solution opened up new possibilities and flexibility for The Ocean Cleanup, resulting in greater marine protection and benefits for the environment.



“

The Ocean Cleanup’s mission is to rid the world’s oceans of plastic. Simon-Kucher helped us to develop a funding model in which corporate partners repurpose our plastic catch in new products, so we can clean even more!”

**Stella van den Berg, Director of Waste Management and Recycling,
The Ocean Cleanup**



Fighting poverty to give children a future

UNICEF



Challenge

Burkina Faso is facing a complex humanitarian crisis, with over two million displaced people, 58 percent of whom are children. While needs on the ground are rising, governmental sources of funding are shrinking, forcing UNICEF to diversify its funding approach and explore new donor segments.



Solution

Our dedicated team set out to produce a new donor list of relevant private companies with identified contacts for further engagement. We developed a convincing new pitch deck to communicate the right messages to the right segments based on existing resources, a qualitative study, and several benchmarks.

Impact

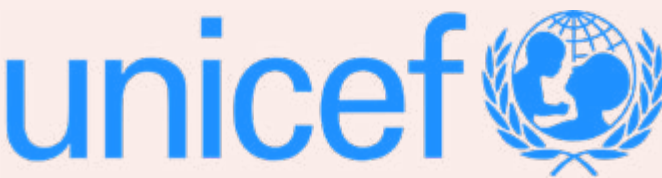
Supporting UNICEF Burkina Faso in raising funds from new types of donors meant helping vulnerable children and fighting poverty in one of the world's most troubled regions.



“

Our collaboration has been an important step in exploring new approaches and laying the foundations for raising local resources. It offers UNICEF new opportunities to broaden its impact and strengthen its commitment to the most vulnerable children.”

Ndiaga Seck, Chief of Communications and Advocacy, UNICEF Burkina Faso



Getting new sponsors and partners into the game

IWBF



Challenge

The International Wheelchair Basketball Federation (IWBF) faced the problem of managing only a small number of sponsors and partners that generated limited revenue for the non-profit organization. The IWBF was looking for efficient ways to expand their supporter base and develop new partnerships.

Solution

Our approach started with qualitative interviews to understand potential partners’ expectations and decision criteria. We then carried out a nationwide quantitative market study to capture public perception of parasports, benchmarked the Federation’s pitches for new sponsors, and shared best practices for successful negotiations.

Impact

By providing the IWBF with a structured partnership approach that clearly stated “Where to Play” and “How to Win”, we supported an important para sport initiative, showing our commitment to actively contribute to an inclusive society.



“

Simon-Kucher provided insights and recommendations that have been extremely valuable in helping IWBF better understand and communicate its commercial value. The willingness to contribute professional consulting services at no cost for a good cause is a testament to Simon-Kucher’s values and ethos.”

Norbert Kucera, IWBF Secretary General





Supporting startups to unlock their potential

Aligned with our purpose of unlocking better growth, we collaborate with non-profits to support founders from challenging social backgrounds.

Empowering entrepreneurs with a refugee background with Forward·Inc

In 2024, our Amsterdam office hosted its fifth partnership event with Forward·Inc, bringing together 15 Simon-Kucher consultants and 11 newcomer entrepreneurs. Forward·Inc is an organization dedicated to empowering entrepreneurs with a refugee background to launch, grow, fund, and sustain their own businesses. The event featured an expert session on “Monetizing Innovation,” followed by one-on-one mentoring on pricing, positioning, and customer segmentation. Both our consultants and Forward·Inc highlighted the event’s practical value.

“

Working with Simon-Kucher was a game-changer. Their mentors provided practical advice and invaluable connections and boosted our confidence to tackle pricing challenges.”

Fathya Utami, Head of Program, Forward·Inc



FORWARD·INC

Bridging cultures through innovation with SINGA

Since 2021, we have partnered pro bono with SINGA, a non-profit organization that supports refugee and migrant entrepreneurs across Europe. Our Zurich and Geneva consultants volunteered as mentors in a three-month program, helping participants scale businesses ranging from literacy initiatives to accessibility training.

In addition to mentoring, we led two pricing workshops in September 2024, reinforcing our commitment to social inclusion and sustainable growth.

“

This is a fantastic program. It’s really encouraging to feel supported and to reflect on my business from a different perspective.”

Kandé Nigama, Founder of Design ton Futur, SINGA Mentee 2023



SINGA

Leveraging technology to solve real-life problems for people with disabilities with TOM France

The TOM Hackathon brings engineers, designers, and end-users together to create tech solutions for people with disabilities. At TOM France 2024, top tech experts collaborated intensively on projects like a wheelchair rollerblading handlebar, a dyslexia-detecting video game, and voice-enhancing software.

Three of our consultants joined the hackathon, helping design innovative, open-source prototypes. Their contributions reinforced our commitment to an inclusive society.

“

Simon-Kucher was the first consulting firm to ever attend a TOM France hackathon. Their consultants became outstanding creators and played a key role in coordinating teams of top developers and designers, driving the development of innovative, inclusive, open-source prototypes.”

Claire Chokron, Co-founder and President, TOM France



GRI 404-2

Raising internal awareness



The contribution of our employees is essential to supporting local and global community projects. That is why we prioritize raising internal awareness about the strategic importance of our corporate citizenship initiatives and ways to contribute.

In 2024, we organized four internal webinars to directly involve our employees and give them the opportunity to share their experiences.

Introducing the Simon-Kucher Impact Week

In September 2024, the first global Impact Week took place at Simon-Kucher, connecting local efforts with meaningful insights. Our ESG department, together with the ESG Captains, offered a range of activities to raise awareness on important ESG topics and inspire all employees to participate in voluntary activities, a series of webinars, local initiatives, and an internal ESG quiz.

During the Impact Week, our ESG department hosted three webinars on key ESG topics such as environmental and social responsibility. Guest speaker Antje von Dewitz, CEO of VAUDE, a leader in sustainability in the outdoor apparel industry, shared insights about transforming toward a sustainable corporate company and culture. In total, over 400 employees joined the discussions to learn more about how we, as a company and as individuals, can contribute to a more sustainable future.



At VAUDE, we’ve managed to decouple growth and success from harmful emissions. That makes me very grateful and happy, because I think this is the way companies have to go, and we won't stop there. We’ll keep going.”

Antje von Dewitz, CEO VAUDE

Outside the Impact Week, our ESG department hosted a fourth webinar on our pro bono project with the German Red Cross, showcasing how Simon-Kucher helped enhance their offering and pricing for corporate partnerships.



GRI 413-1

Giving back through local initiatives

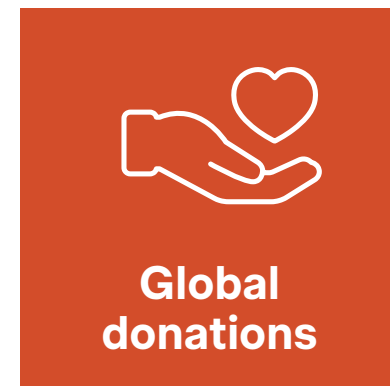


Our overarching goal is to foster local involvement and community engagement across all our office locations worldwide.

In 2024, we ran a total of 60 local initiatives, 30 of which took place during our global Impact Week and were organized by our ESG Captains in various Simon-Kucher offices around the globe. Throughout the

year, employees from 29 different offices in 21 countries engaged in various local initiatives to give back to the communities we operate in. These ranged from cleanup events and hosting charity bake sales to volunteering at food banks and donating essential items such as clothing, books, and medical supplies, creating a positive impact for our respective communities by addressing social, environmental, and educational needs.





Providing global donations

To support NGO aid where it is most needed, Simon-Kucher also makes monetary donations to selected initiatives that are in line with our ESG strategy and values. In 2024, the following NGOs, among others, received monetary donations:

- Save the Children Deutschland e.V., a German NGO helping children in crisis regions around the globe, providing food, health, education, shelter, and protection.
- Doctors Without Borders, an international, independent medical humanitarian organization, delivering emergency aid to people affected by armed conflict, epidemics, natural disasters, and exclusion from healthcare.
- UN World Food Programme, the world's largest humanitarian organization, responding to food emergencies and helping combat hunger.

We also believe it is important to support smaller campaigns that address pressing social governance and health problems:

- The A21 Campaign, a global anti-trafficking organization that raises awareness, rescues, and supports victims in collaboration with authorities, and provides comprehensive recovery programs for survivors.
- Okizu, helping members of families affected by childhood cancer to heal through peer support, respite, mentoring, and recreational programs.



creating positive impact through

our responsible business practices

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

Adhering to ethical, professional, and responsible practices is vital for us to be perceived as who we are: a world-leading consulting firm and a trusted commercial adviser.

GRI 3-3, GRI 204, GRI 205, GRI 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 as well as IT- and cybersecurity to protect our clients’ property with state-of-the-art security measures and organizational structures. Furthermore, we commit ourselves to sustainable procurement processes and responsible supplier management.

Launch of our
**Group
Purchasing
Policy**

Implementation
of a new global
**data privacy
management
platform**

Operating with fairness, transparency, and integrity

GRI 2-23, 2-24, 2-25,
2-26, 2-27, GRI 3-3,
GRI 205, GRI 404

Material topic
Rules & Values

We operate with fairness, transparency, and integrity in all our interactions with our clients, suppliers, and internal stakeholders. Our CEOs and the Board are committed to ensuring that every party involved in our business activities acts in line with all applicable laws and regulations as well as our values.

We expect our employees and suppliers to follow our global policies and codes of conduct. To monitor adherence, we have established appropriate controls. When concerns arise, they are addressed by our Chief Compliance Officer, who reports directly to the CEOs. Simon-Kucher offers both in-person and digital, anonymous reporting channels, providing our employees with secure and efficient ways to raise questions, and report concerns or misconduct.

Our compliance culture

Simon-Kucher continuously strengthens its compliance culture with new initiatives and strategic adjustments. In 2024, we introduced enhanced training programs tailored to address emerging risks, including regulatory developments, geopolitical challenges, and technological advancements. Continuous monitoring supports the identification of potential gaps and improvements.

To foster a culture of accountability, our CEOs and leadership team champion compliance as a competitive advantage. Managers lead by example, ensuring that integrity is upheld at all levels and embedded in decision-making processes.

As the world's leading pricing and commercial growth specialist, we remain committed to fostering undistorted competition. To ensure compliance in this sensitive area, we are strengthening internal protocols, such as ethical walls and conflict-of-interest safeguards, enhancing monitoring processes to detect and mitigate risks in real-time, and providing targeted antitrust compliance training. By 2025, we aim to deepen integrity within our culture and set a benchmark for compliance excellence in consulting.

We continuously adapt our policies and training to align with technological advancements, equipping teams to navigate the complexities of the digital age. Compliance remains a key pillar of Simon-Kucher's long-term strategy, fostering trust with clients, employees, and stakeholders while supporting sustainable growth.

Our codes of conduct for responsible business practice

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

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) topics. At Simon-Kucher, we foster a healthy and supportive work environment and are committed to diversity, equity, and inclusion. 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 respect human rights and environmental law, and we are especially mindful of our responsibility within the supply chain. Our **Supplier Code of Conduct** extends these high standards to business partners, requiring 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 compliance policies

In addition to our Code of Conduct, we provide employees with specific policies, including our **Confidentiality Policy**, covering data protection for clients, partners, and the company, our **Anti-Bribery/Anti-Corruption Policy**, our **Insider Trading Policy**, and our **Whistleblower Policy**. We have also designed country-specific employee handbooks further outlining compliance with local regulations.

Through our binding Code of Conduct, Supplier Code of Conduct, and other compliance policies, we demonstrate our commitment to sustainable, responsible, and ethical 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 our long-term success.

Anchoring compliance in the company through continuous learning and communication

GRI 2-24, 2-25, 2-26,
2-27, GRI 404

A key objective of our compliance communication and training strategy is to firmly anchor compliance the minds of our employees, create and enhance awareness, provide clear guidance, and ultimately prevent wrongdoing. Compliance is not just about following the rules – at Simon-Kucher it is embedded in our DNA. All employees must complete mandatory compliance training courses through our e-learning platform. These risk-based courses apply to all employees, partners, Board members, freelancers, temporary workers, and interns.

Our online compliance and whistleblower portals

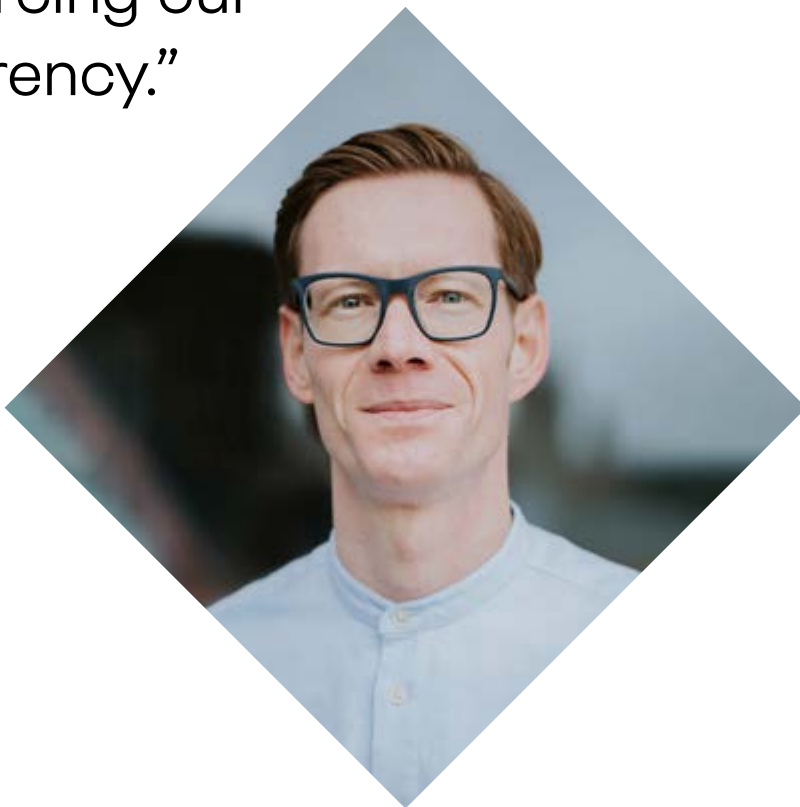
Our internal online compliance portal provides centralized access to global and country-specific compliance policies, briefings, and other resources. Available on our intranet, it ensures employees have the necessary compliance-related information when needed. This initiative fosters transparency, mitigates risks, and strengthens trust across our organization.

The Simon-Kucher AWARE whistleblower portal enables all stakeholders to report potential compliance violations anonymously, reinforcing our “speak-up” culture. This ensures that concerns can be raised without fear of retaliation and aligns with our commitment to human rights and fair labor practices.

“

Our compliance management system was widely promoted internally in 2024, following its revision in 2023. It includes our global codes of conduct, updated policies, enhanced training modules, and the Simon-Kucher AWARE whistleblower tool, reinforcing our commitment to compliance and transparency.”

Dirk Sievert
General Counsel & Chief Compliance Officer



Protecting data and preventing potential risks

GRI 3-3, GRI 418-1

Material topic
Data Protection &
IT/Cybersecurity

Trust is the foundation of our stakeholder relationships. Our dedicated Data Protection team, consisting of internal experts and external privacy service providers, handles data protection requests from clients and employees. They are also involved in implementing new IT and AI systems as well as business process development to uphold data protection principles, particularly Data Privacy by Design & Default.

Our goal is to minimize personal data breaches requiring mandatory notification and to keep the number to an absolute minimum, ideally to zero. Continuous improvement, monitoring, and regular training keep us aligned with evolving requirements.

The Data Protection team reports to the Chief Compliance Officer and to the Data Protection Officer, who both have a direct reporting line to the CEOs.

Our data protection policies and processes

To ensure compliance with data privacy laws and prevent breaches, 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 transfer and processing of personal data.

In place for over a decade, the BCRs ensure that personal data exports from the EU to Simon-Kucher offices outside the EU receive an adequate level of protection.

In 2024, we launched a new global data privacy management platform to enhance operational compliance. Additionally, we plan to introduce an AI system repository integrated with the Record of Processing Activities (RoPA) to provide oversight of AI systems in data processing and to minimize risks.

“

Thanks to our joint data protection efforts, we managed to keep the number of personal data breaches subject to mandatory notification at zero in 2024.”

Benedikt Polaczek
Global Senior Manager Data Privacy



Committing ourselves to the highest IT and cybersecurity standards

GRI 2-23, 2-24, 2-27, 3-3,
GRI 418-1

Material topic
Data Protection &
IT/Cybersecurity

We are committed to conforming to the highest IT and cybersecurity standards – and to keeping the number of confirmed data breaches at zero. Our dedicated team of IT security experts constantly monitors the firm’s IT infrastructure. Regular internal training ensures that we keep our business up to date on the latest requirements.

The Simon-Kucher headquarters in Bonn provide the central IT infrastructure and support services for all 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.

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:

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 for identifying and evaluating IT security risks, our risk assessment process includes the identified risks and proposed countermeasures to protect our IT infrastructure and prevent data corruption, loss, or misuse.

The purpose of the **IT Business Continuity Policy** is to manage the continuity of information and communications technology services as well as the continuity of information security, and to address any threats, risks, and incidents that may affect the continuity of operations within the IT department. To prevent data loss, we have established our **Backup Policy**, which includes backup process and security requirements. At Simon-Kucher, we look at the entire lifecycle of an employee and their device, and have established a **Lifecycle Policy** to ensure security and functionality at all times. In addition, we are always looking for appropriate ways to extend the lifecycle of our IT equipment beyond its initial use.

Ensuring internal awareness

GRI 3-3, GRI 404,
GRI 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 that both our clients’ and our employees’ data is treated confidentially.

In 2024, we further established regular Simulated Phishing Campaigns as part of the IT security user awareness program. This allows us to measure results, increase awareness, and continuously improve our processes.



In an era of AI-driven transformation, we prioritize ethical and responsible AI while ensuring the highest standards of data management and client confidentiality. By fostering an agile and innovative platform, we empower our teams to drive excellence and create lasting value for our clients and society.”

Conrad Heider
Chief Operating Officer & Partner



Prioritizing sustainable procurement

GRI 2-23, 2-24, GRI 3-3,
GRI 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 and providing support in promoting local expertise and implementation at the regional level.

“

One of our goals for 2025 is to implement a supplier qualification process that emphasises the importance of ESG considerations and establishes our own ESG ambitions throughout the supply chain.”

Thomas Wohlan
Director Group Procurement



Our approach to managing supplier relationships upholds standards that prioritize environmental protection and respect human rights. This begins by setting clear expectations for our suppliers. Since 2022, we have had a dedicated Supplier Code of Conduct in place. 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.

Supporting purchasing activities and travel bookings

In 2024, we launched a Group Purchasing Policy to guide our employees in their purchasing and contracting activities, driving further adoption of our sustainability and business ethics values into the supply chain. As planned, we will launch a company-wide Supplier Contract Lifecycle solution in 2025 to better understand and steer supplier contracts and partnerships toward our ESG targets. In addition, we began introducing a new business travel booking platform in several Simon-Kucher offices in the fourth quarter of 2024. The tool provides real-time data and offers an overview of emissions caused by travel activities.

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 ESG report for Simon-Kucher. This ESG Report 2024 provides an overview of our global and local efforts focusing on the management of our material topics, ESG Management, social, environmental, and governance impacts. All of the information, facts, and figures disclosed refer to Simon-Kucher, 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).

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, 2024 to December 31, 2024. The publication date of the ESG Report 2024 is May 28, 2025. 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.

GRI 2-3, 2-5

Environmental data

GRI 305-1, 305-2, 305-3, 305-4, 305-5

Emissions ¹	Unit	Total		Simon, Kucher & Co. Holding GmbH		Simon-Kucher & Partners Strategy & Marketing Consultants LLP		Simon, Kucher & Partners Strategy & Marketing Consultants LLC	
		2023	2024	2023	2024	2023	2024	2023	2024
Scope 1	t CO ₂ eq	185	134	142	130	1	1	42	3
Scope 2 (location-based)	t CO ₂ eq	1,383	1,414	1,118	1,016	9	14	256	384
Scope 2 (market-based)	t CO ₂ eq	985	1,087	730	703	0	14	255	370
Scope 3 (upstream) ²	t CO ₂ eq	12,178 ³	12,970	8,679	9,897	780	462	2,720	2,610
Scope 1+2 (location-based)	t CO ₂ eq	1,568	1,548	1,260	1,147	10	15	297	386
Scope 1+2 (market-based)	t CO ₂ eq	1,169	1,221	872	834	1	15	297	372
Total Scope 1–3 (location-based)	t CO ₂ eq	13,746	14,518	9,939	11,044	789	477	3,017	2,997
Total Scope 1–3 (market-based)	t CO ₂ eq	13,347	14,190	9,551	10,731	780	477	3,016	2,983
% change from 2023 (Scope 1–3, market-based)	t CO ₂ eq	n.a.	+ 6%	n.a	12%	n.a	-39%	n.a	-1%
% change from 2023 (Scope 1-2, market-based)	t CO ₂ eq	n.a.	+ 4%	n.a	-4%	n.a	2171%	n.a	26%
GHG Intensity (Scope 1-3, market-based)	t CO ₂ eq/FTE ⁴	6.82	7.05	7.83	6.51	16.6	10.84	9.9	9.33
GHG Intensity (Scope 3)	t CO ₂ eq/FTE	6.23	6.44	7.11	6	16.59	10.50	8.93	8.16
% change per FTE from 2023 (Scope 1–3 market-based)	t CO ₂ eq/FTE	n.a.	+ 3%	n.a	-17%	n.a	-35%	n.a	-6%
% change per FTE from 2023 (Scope 3)	t CO ₂ eq/FTE	n.a.	+ 3%	n.a	-16%	n.a	-37%	n.a	-9%

¹ All emissions are calculated in accordance with GHG Protocol Standards for the period from January 1 - December 31 of the specified year.

² Scope 3 emissions categories included are purchased goods and services, capital goods, fuel- and energy-related activities, business travel and employee commuting.

³ In 2024, we updated our Scope 3 emissions for 2023 by improving data quality and including additional procurement categories under purchased goods and services.

⁴ At Simon-Kucher, one FTE represents an employee working the full-time equivalent hours per day, based on the legally permissible working hours in their respective country. FTE count includes consultants, Central Functions, and partners and excludes students, interns, and temporary workers. FTE figures as of December 31 of the specified year.

Environmental data

GRI 302-1, 302-3, 302-4	Energy consumption within the organization	Unit	Total		Simon, Kucher & Co. Holding GmbH		Simon-Kucher & Partners Strategy & Marketing Consultants LLP		Simon, Kucher & Partners Strategy & Marketing Consultants LLC	
			2023	2024	2023	2024	2023	2024	2023	2024
	Net energy consumption	MWh	5,876	5,954	4,841	3,313	23	35	1,011	2,607
	Net renewable energy consumption ¹	MWh	1,199	1,156	1,176	1,120	23	0	0	36
	Purchased electricity	MWh	2,696	2,706	1,945	739	23	35	728	1,933
	Purchased heating	MWh	1,595	2,286	1,595	1,612	0	0	0	674
	Purchased cooling	MWh	675	331	590	331	0	0	85	0
	Natural gas consumption	MWh	910	631	712	631	0	0	199	0
	Energy intensity per FTE	MWh/FTE	3	2.96	3.02	2.01	0.49	0.79	3.32	8.15
	Reduction of energy consumption	percent	n.a.	1%	n.a	-32%	n.a	51%	n.a	158%
GRI 306-3, 306-4	Waste generated in our offices	Unit	2023	2024	2023	2024	2023	2024	2023	2024
	Total waste generated in our offices ⁴	tons	26	27	21	22	1	0.6	4	4.3
	Total hazardous waste ⁵	tons	0.30	0.31	0.25	0.25	0.01	0.01	0.05	0.05
	Total non-harzardous waste ⁵	tons	25.7	26.7	21.1	21.9	0.6	0.6	4.0	4.2
	Percentage of total waste from company operations diverted from landfills ⁶	percent	62%	62%	68%	68%	11%	11%	36%	36%
GRI 404-2	Knowledge transfer and employee engagement initiatives	Unit	2023	2024						
	Employees trained on environmental issues ²	count	n.a.	129						
	% of offices deployed for environmental actions ³	percent	n.a.	15%						

¹ 43% of total electricity consumption is from 100% renewable sources.

² Includes the number of employees who attended the global environmental webinar and the number of ESG Captains in our offices worldwide.

³ Environmental actions and initiatives including green commuting, waste collection and recycling, as well as other awareness sessions and ESG trainings.

⁴ Total waste is calculated based on available office-level data and extrapolated to reflect global operations.

⁵ Hazardous and non-hazardous waste shares are estimated using 2022 data from the German Environment Agency (UBA).

⁶ Percentage shares are estimated using statistical data from national environmental agencies: Germany (Destatis, 2022), Singapore (NEA, 2024), and USA (EPA, 2018).

Social data

GRI 2-7

Total number of employees (permanent contracts) ¹ (In headcount)		2023		2024	
		Total	In percent	Total	In percent
Total		2,017		2,118	
By gender	Male	1,182	58.60%	1,231	58.12%
	Female	820	40.65%	887	41.88%
	No gender ²	15	0.74%		0.00%
By age group ³	< 30	740	40.22%	838	39.68%
	30–50	963	52.34%	1,111	52.60%
	> 50	137	7.45%	163	7.72%
By region	Americas ⁴	381	18.89%	392	18.51%
	Asia ⁵	217	10.76%	243	11.47%
	EMEA ⁶	1,419	70.35%	1,483	70.02%
By contract type	Part-time	129	6.40%	139	6.56%
	Full-time	1,888	93.60%	1,979	93.44%
	Unlimited contract	1,891	93.75%	1,977	93.34%
	Limited contract	126	6.25%	141	6.66%

Other workforce members ⁷ (In headcount)		2023		2024	
		Total	In percent	Total	In percent
Interns		706		585	
By gender	Male	553	78.33%	428	73.16%
	Female	132	18.70%	156	26.67%
	No gender	21	2.97%	1	0.17%
Working students		143		159	
By gender	Male	77	53.85%	93	58.49%
	Female	66	46.15%	66	41.51%
	No gender	0	0.00%		0.00%
Freelancers		98		110	
By gender	Male	52	53.06%	74	67.27%
	Female	42	42.86%	34	30.91%
	No gender	4	4.08%	2	1.82%
Temporary workers		39		30	
By gender	Male	5	12.82%	1	3.33%
	Female	14	35.90%	16	53.33%
	No gender	20	51.28%	13	43.33%

GRI 2-8

¹ Data as of December 31, 2024/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, KSA, 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, 2024.

GRI 401-3

Parental leave ¹ (In headcount)		2023		2024	
		Total	In percent	Total	In percent
Took parental leave ²					
Total number		68		83	
By gender	Male	47	69.12%	51	61.45%
	Female	21	30.88%	32	38.55%
	No gender	0	0.00%	0	0.00%
Returned from parental leave ²					
Total number		50		65	
By gender	Male	38	76.00%	48	73.85%
	Female	12	24.00%	17	26.15%
	No gender	0	0.00%	0	0.00%

GRI 403-3

Total number of employees with access to mental health offerings ³ (In headcount)		2023		2024	
		Total	In percent	Total	In percent
Total number		2,017		2,118	
By gender	Male	1,182	58.60%	1,231	58.12%
	Female	820	40.65%	887	41.88%
	No gender	15	0.74%	0	0.00%

Employees with part-time positions ⁴ (In headcount)		2023		2024	
		Total	In percent	Total	In percent
Total number		129		139	
By gender	Male	36	27.91%	40	28.78%
	Female	93	72.09%	99	71.22%
	No gender	0	0.00%	0	0.00%

Rotation ³		2023		2024	
		Total	In percent	Total	In percent
Employees on country change (In headcount)					
Total number		31		48	
By gender	Male	20	1.00%	17	35.42%
	Female	11	1.34%	31	64.58%
	No gender	0	0.00%	0	0.00%

GRI 2-7

¹ Cumulative data January 1 - December 31, 2024.
² Duplicate values are entered as one parental leave.
³ Cumulative date January 1 - December 31, 2024/permanent employee, including partners.
⁴ Data as of December 31, 2024/permanent employee, including partners.

		2023		2024	
GRI 2-7, 401-1		Total	In percent	Total	In percent
Talent acquisition ¹					
New employee hires (In headcount)					
Total number		318		507	
By gender	Male	172	54.10%	286	56.41%
	Female	137	43.10%	221	43.59%
	No gender	9	2.80%	0	
By age group	< 30	162	50.90%	309	60.95%
	30–50	147	46.20%	180	35.50%
	> 50	9	2.80%	11	2.17%
By region	Americas	45	14.20%	108	21.30%
	Asia	28	8.80%	71	14.00%
	EMEA	245	77.00%	328	64.69%
Working students and interns who became permanent employees					
Total number		31		39	
By gender	Male	19	61.30%	25	64.10%
	Female	12	38.70%	14	35.90%
	No gender	0	0.00%	0	0.00%

GRI 404-3	Performance Review	Unit	2023	2024
	Employees ² who received regular performance and career development reviews	percent	100%	100%

		2023		2024	
Diversity, Equity & Inclusion ³ (In headcount)		Total	In percent	Total	In percent
Women in workforce		820	40.65%	887	41.88%
Women as partners ⁴		29	15.00%	29	15.03%
Women within the organization's board				1	14.28%
ERG memberships		447		616	
By ERG	Asian at SK	120	29.85%	120	19.48%
	Black @ SK	31	6.93%	30	4.87%
	Network of Women	174	38.92%	322	52.27%
	SK Pride	58	12.98%	80	12.99%
	SK Cares	64	14.32%	64	10.39%

Trainings		Unit	2023	2024
General information on training				
Average number of training hours per employee (excl. compulsory training) ⁵		Ø hours	16.5	14.3
Total number of distinct training courses completed by employees ⁶		count	1,300	1,250
Total number of training hours per year ⁶		hours	35,300	32,750
Employees who received skills-related training ⁶		percent	100%	84%
Total number of interactive live training and self-learning courses		count	22,500	25,000
SK-specific training courses newly introduced		percent	20%	12%

GRI 405-1

GRI 404-1

¹ Cumulative data January 1 - December 31, 2024.

² The data includes all permanent employees (excl. Interns, students, freelancers, temp workers).

³ Data as of December 31, 2024/permanent employee, including partners.

⁴ Percentage of women partners out of the total number of partners.

⁵ Number of training hours of employees (excl. interns, students, freelancers, temp workers) divided by number of employees (excl. interns, students, freelancers, temp workers).

⁶ Number of employees who completed at least one skills-related training (incl. interns, students, freelancers, temp workers) divided by average number of employees (incl. interns, students, freelancers, temp workers).

Governance data

GRI 2-16, 2-27,
205-2, 205-3,
406-1

	2023		2024	
	Total	In percent	Total	In percent
Compliance				
Anti-corruption guidelines				
Employees who have been informed of the organization's anti-corruption policies and procedures	all	100%	all	100%
Incidents of corruption				
Confirmed incidents of corruption	none	0%	none	0%
Corruption incidents that have led to dismissals or warnings	none	0%	none	0%
Terminated/non-renewed contracts with business partners due to corruption/suspicion of corruption	none	0%	none	0%
Proceedings against the organization	none	0%	none	0%
Proceedings against employees	none	0%	none	0%
Whistleblower system				
Number of reports using whistleblower-system ¹	n.a.		5	
Incidents of discrimination or harassment				
Number of identified discrimination or harassment incidents or corrective actions ²	n.a.		1	

¹ Number of business ethics violations reported through internal or external whistleblower procedures.

² As a corrective action a sensitivity training was carried out.

³ All listed cases were resolved.

⁴ Event that has effect on information security and may compromise confidentiality, integrity or availability, if left untreated.

⁵ Incident that resulted in compromise of confidentiality, integrity or availability of information technology or information and communication technology systems used to process information.

Data Protection & IT/Cybersecurity	Unit	2023	2024
Number of personal data breaches subject to mandatory notification	count	n.a.	0
Protection of customer data ³			
Substantiated complaints	count	1	1
from external parties	count	1	1
from supervisory authorities	count	0	0
Investigated cases of data theft and data loss	count	2	5
IT/Cybersecurity ³			
Number of confirmed information security incidents ⁴	count	0	6
Number of confirmed information security breaches ⁵	count	0	0

GRI 2-27,
418-1

	2023		2024	
	Total	In percent	Total	In percent
Training				
Compliance training				
Employees who completed compliance training ⁶	1,857	92%	2,242	99%

GRI 404-2

⁶ Users who have completed at least one compliance training curriculum. Excluding freelancers, associate consultants, interns, and students. The compliance training curriculum educates employees on the company's Code of Conduct, policies, and procedures. It covers key topics such as corruption, bribery, fraud, conflicts of interest, discrimination, harassment, human rights (including child and forced labor), handling confidential information, data protection, IT security, and environmental protection.

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.
		Sustainability-Related Consulting Services	Sustainability-Related Consulting Services focus on leveraging our strategic expertise to enable 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.
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.
Social	People Responsibility	People, Talent & Development	People, Talent & 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 (DEI)	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.
	Corporate Citizenship	Community Engagement, Donations & Pro Bono	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.
Governance	Business Responsibility	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.
		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 the flawless functionality and high reliability of systems with comprehensive cybersecurity measures.
		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	4, 5, 70	
		2-2	Entities included in the organization's sustainability reporting	70	
		2-3	Reporting period, frequency, and contact point	70	
		2-4	Restatements of information	29	Change of the CCF baseline year and update of science-based emission reduction targets.
		2-5	External assurance	70	
	Activities and workers	2-6	Activities, value chain, and other business relationships	5	
		2-7	Employees	4, 35, 73-75	
		2-8	Workers who are not employees	73	
		2-9	Governance structure and composition	7	
	Governance	2-14	Role of the highest governance body in sustainability reporting		Dr. Gunnar Clausen and Joerg Kruetten, 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	76	
GRI 2: General Disclosures 2021	Strategy, policies and practices	2-22	Statement on sustainable development strategy	3	
		2-23	Policy commitments	63-64, 67, 69	
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		2-29	Approach to stakeholder engagement	20	

GRI Standard	Section	Disclosure Number	Disclosure Name	📄 Page	Description
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		3-3	Management of material topics	15, 26-32	
	Emissions	305	Emissions 2016	15, 26-32	
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	Waste	306-3	Waste generated	72	
		306-4	Waste diverted from disposal	72	

GRI Standard	Section	Disclosure Number	Disclosure Name	📄 Page	Description
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		401-1	New employee hires and employee turnover	38, 75	
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		404	Training and education 2016	16-17, 31-32, 35-40, 58, 63, 65, 68	
		404-1	Average hours of training per year per employee	39, 75	
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		405-1	Diversity of governance bodies and employees	75	
	Non-discrimination	3-3	Management of material topics	43-46	
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Publisher

Simon-Kucher
Strategy & Marketing Consultants GmbH
Bonn office
Willy-Brandt-Allee 13
53113 Bonn, Germany

Contact

Anne Rupp
Global Head of ESG
ESG@simon-kucher.com
+49 228 9843 0

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