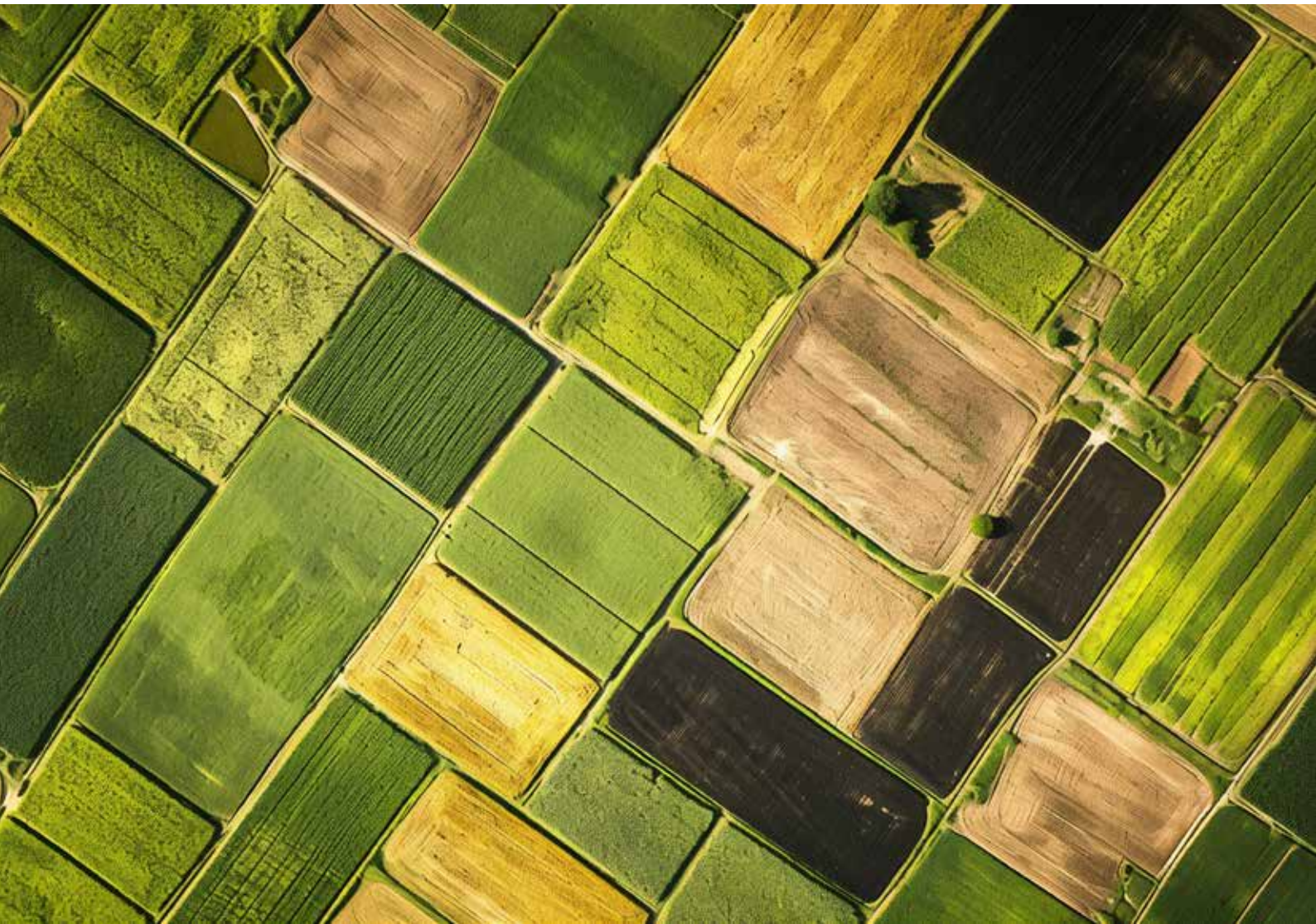


BearingPoint

Sustainability Report 2024



About this document

This report complements the BearingPoint Annual Report 2024 by delivering key insights into our core sustainability focus areas: people and planet. As in the previous year, we provide a concise overview of the major decisions, initiatives, and outcomes that have shaped our sustainability efforts over the past year.

As compared to previous years, we have improved the level of detail by orientating the report to the ESRS framework, leading to improved transparency and reporting standardization.

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Statement from our Management Committee

As a business, what we do matters – but how we do it matters even more. True success means acting with integrity, taking responsibility, and building something that creates value beyond the bottom line.

At BearingPoint, this understanding guides our actions every day and shapes the way we work with clients, support our teams, and engage with the world around us. In 2024, this commitment was recognized through our B Corp certification – a milestone that confirms our dedication to meeting the highest standards of social and environmental impact.

This report captures our efforts, our progress, and the values that guide us. While we are proud of what we have accomplished, we know the journey continues. The road ahead will demand even more bold thinking, collaboration, and care – and we are ready for it.

Matthias Loebich, Managing Partner



“Let’s shape
what’s next,
together.”



Reflecting on the past year, BearingPoint's commitment to sustainability has reached significant milestones, which we proudly share in our Sustainability Report 2024.

With our B Corp certification, we received a prestigious recognition, highlighting our dedication to high standards of social and environmental performance, accountability, and transparency. It underscores our commitment to using business as a force for good, benefiting all stakeholders, including employees, customers, communities, and the planet.

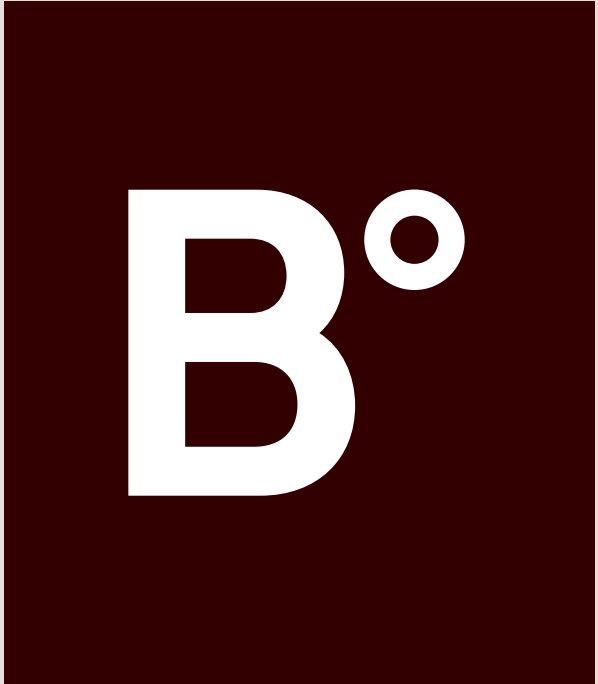
In 2024, we updated our emission targets and are working toward achieving our Science Based Targets initiative (SBTi) validated goals, reflecting our commitment to reducing greenhouse gas emissions in line with the latest climate science.

We continue to create a space for all to thrive holistically, focusing on awareness and education. We integrated diversity and sustainability into all firmwide trainings and launched un/bias – a gamified learning experience to strengthen awareness of unconscious biases. Our efforts to foster diversity also gained momentum : women represent 44% of new hires, highlighting our commitment to gender balance in leadership.

We aim to create a meaningful impact through effective sustainability developments internally and with our clients. We believe technology is a powerful driver for transformation, and we support our clients in their adoption journey. We also address the impact of GenAI on resources by combining it with human insight.

Looking ahead, we remain steadfast in our commitment to sustainability. Together, we can create a lasting impact that benefits our planet, society, and future generations. I am personally grateful for our people's continued hard work in making BearingPoint a leader in sustainable development.

**Axelle Paquer, Sustainability Sponsor
Management Committee**



Introduction

Reaching major milestones in 2024 underscores our continued commitment to using business as a force for good – creating value for all stakeholders, including employees, customers, communities, and the planet.

Transparency, accountability, and continuous improvement are foundational to effective sustainability reporting. As we prepare to align with the EU Corporate Sustainability Reporting Directive (CSRD), we remain focused on strengthening our reporting practices to meet its rigorous requirements. CSRD emphasizes the need for comprehensive and comparable sustainability data - critical for informed decision-making by both our organization and our stakeholders.

To prepare for CSRD, we conducted a double materiality assessment in 2024. We have adopted the CSRD structure and report in alignment with the European Sustainability Reporting Standards (ESRS), including transparency regarding our Impacts, Risks, and Opportunities (IRO).

Outlook

In 2025, we will work on our 2030 Strategy, reinforcing our commitment to creating meaningful, technology-driven sustainability impact through our consulting practice while continuing to reduce our environmental footprint, doing more for the planet and people.

01

General information

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Our Sustainability pillars

As in the past years, in 2024, we have worked on our four main pillars and reached one major milestone – our B Corp certification.

Looking towards our Strategy 2030 we have added a focus with our 4th pillar Inclusion and Society, with the aim to support young adults with innovative educational programs.

1. Diversity

Goals	– 30% female senior managers and above by 2026 – 40% female managers and above by 2030
Update 2024	– 40% female hiring globally – Launch un/bias gamified on-demand training – Launch of automated diversity dashboard
Outlook 2025	– Focus on optimizing retention of female leadership – Rollout of Senior Manager+ Network

2. Environment

Goals	Science-based targets: – BearingPoint commits to reducing absolute scope 1 and 2 GHG emissions by 53.8% from a 2019 base year – BearingPoint also commits to reducing scope 3 GHG emissions from business travel by 55% per FTE within the same timeframe
Update 2024	– In April 2024, the SBTi validated and approved BearingPoint's firmwide CO2e targets – Successfully submitted reporting towards CDP, UNGC, and Ecovadis – Expanded matrix certification ISO14001
Outlook 2025	– Increase the focus on change management to establish a firmwide roadmap as well as identify potential initiatives/ measures at the firmwide and local level

3. SWOW - Sustainable Ways of Working

Goals	– All projects delivered Sustainably by Design – 30% of SWOW commitment includes client commitment
Update 2024	– New, revised targets based on country size – Implementation on account level – Simplified and automated process
Outlook 2025	– Implement SWOW in 80% of the bigger accounts – Implement on 80% of all projects – From €500k net gross for France and Germany – From €200k net gross for all other countries

4. Inclusion and society

Goals 2030	– We want to give back to society, while keeping a consistent approach firmwide, with education as our umbrella theme.
Update 2024	– Identify and qualify potential formats and initiatives around education – Target young adults as beneficiaries of our CSR common program – Selection of potential NGOs to partner with and criteria to fulfill
Outlook 2025	– Implement a pilot approach with selected third party organization (Ecole 42) – Roll out mentoring in Berlin / hackathon and mentoring in Paris together with our partners, our people, and partnering with Ecole 42

Education as our common theme for society

As part of our commitment to giving back to society across all our entities, we have been developing a comprehensive CSR program over the past year.

The program is designed to support the education and development of young adults through targeted initiatives such as mentoring programs, skill-building events, and job shadowing opportunities.

Our approach emphasizes hands-on engagement and focuses on the individual growth of each participant.

In 2025, we will launch selected pilot projects in Paris and Berlin, allowing us to gather valuable feedback that will help us refine and optimize the program for implementation at our other entities.

The two cities kick off their programs with our CSR Partner École42 including hackathons and a mentorship program.

Target is to build a firmwide CSR program additionally to the local activities.

Our Sustainable Ways of Working

With Sustainable Ways of Working (SWOW), we have established a framework to include sustainable impact and commitments in our day-to-day work in our teams. The framework enables our project teams to create commitments for our planet, our people, and our clients.

BearingPoint set itself a target of integrating SWOW within 80% of our projects. In 2024, we implemented SWOW into more of our projects and created a new approach that simplified the program and made it more actionable. We also discussed new goals within the framework, which we intend to incorporate fully in 2025.

In 2025, we plan to collaborate closely with our AI experts on the topic of responsible AI usage. We will also fully update our materials and training, roll out our new approach, and implement stakeholder feedback to ensure a more holistic and impact-oriented method of optimizing the framework.

Creating impact together with our clients

Many factors beyond regulatory requirements drive the imperative for sustainability for our clients.

In 2024, we supported our clients on their paths toward decarbonization and wider sustainability targets with a suite of integrated advisory services and products. These are structured around 12 subject offerings:

- Impact expertise**
- Climate
 - Biodiversity
 - Circular economy
 - Lifecycle analysis
 - Social and societal impact
 - CSR and sustainable development

- Transformation expertise**
- Strategy and business models
 - Operations and procurement
 - Finance and reporting
 - Sustainable offerings
 - People, culture, and change
 - Data and information systems

Three of our services were in particularly high demand from our clients, strongly contributing to more than 20% growth in our

sustainability-related projects:

- Climate services (e.g., carbon accounting, decarbonization trajectories)
- Sustainability regulation and reporting (e.g., CSRD)
- ESG data management and sustainability software solutions (e.g., data quality, specialized carbon accounting and reporting software implementations)

Our recognition by IDC Marketscape in 2024 as a Major Player for ESG Program Management Services is a testament to how far we have come in the sustainability arena.

Our decarbonization support
With extensive experience in carbon accounting and decarbonization trajectories, BearingPoint has supported numerous clients worldwide in their decarbonization efforts. Leveraging this expertise, we are developing an innovative solution designed to assist companies in effectively managing their decarbonization pathways.

Helping to build the circular economy
Recognizing the increasing strategic importance of the circular economy,

BearingPoint has developed CircularSuccess, a transformation framework consisting of a cross-department maturity assessment and roadmap that helps companies unlock the business value of circular economy practices. These practices include increased supply chain resilience, efficient resource use, lower carbon footprint, and improved cost savings.

Leading the way in biodiversity
In a number of our countries, we are a market leader in the field of biodiversity solutions, using our extensive knowledge and experience. We have supported multiple clients in calculating their biodiversity footprints and developing biodiversity strategies.

Accounting and reporting software

As sustainability becomes more data-driven, with carbon accounting and reporting to the fore, managing these processes grows complex. Clients seek robust sustainability software solutions, and BearingPoint collaborates with providers like SAP, Sweep, Workiva, and Traace to deliver tailored software implementations. To aid in software selection, we have developed a customizable ESG software selection methodology based on clients' prioritized criteria.

Our fruitful collaboration with SAP

Co-development between BearingPoint and SAP on climate topics and CO2 reporting is continuously evolving. Together with SAP, we measure and improve the climate impact of products and services across their entire lifecycles. Our proven industry experience of 15 years in calculating and optimizing product and corporate CO2 footprints empowers clients who use SAP technology to meet their decarbonization targets.

BearingPoint's one-stop consulting services for SAP SDX, SAP SFM, and SAP SCT have become a gathering success story, which we will

further enhance with the recently introduced SAP Green Ledger. This tool directly connects greenhouse gas data with ERP-based financial data so that each transaction shows costs and carbon in one view to support state-of-the-art decision-making. Finally, our newly introduced CO2-Reports-as-a-Service (business process outsourcing for CO2 reporting) has been a significant contributor to strong double-digit growth in this area. This multi-faceted portfolio is helping us to move economies forward on the path toward a greener future.

The importance of sustainable data quality

During 2024, many of our clients opted to embark on sustainability reporting journeys with our support, using the CSRD regulatory requirements as a stepping stone and accelerator toward sustainable transformation. However, EU sustainability regulations compel companies to engage in labor-intensive data-gathering processes, often resulting in significant challenges in data quality. At BearingPoint, we support our clients in these tasks with our proprietary SaaS solution, the ESG Data Quality Navigator. This innovative tool addresses the data quality gap, providing accurate sustainability data.

Sustainability training

In 2024, BearingPoint expanded its center of excellence sustainability training platform, I Care Academy, by developing additional courses. These new client programs cover crucial topics such as climate and decarbonization, sustainability reporting, lifecycle assessments, biodiversity, and more.



Ratings and certifications (B Corp and beyond)

B Corp certification

In September 2024, we proudly achieved B Corp certification – with 86.1 point – a significant milestone in our commitment to sustainability and responsible business practices. This certification recognizes our dedication to meeting the highest standards of social and environmental performance, accountability, and transparency. By becoming a B Corp, we join a global community of companies that are using business as a force for good, striving to create positive impacts for our employees, communities, and the environment.

This accomplishment reflects our ongoing efforts to integrate sustainability into every aspect of our operations, ensuring that we not only deliver value to our stakeholders but also contribute to a more sustainable and equitable future.

Continuous improvement is important to us, which is why we will implement further measures in 2025 to meet the new requirements of B Lab.

UNGC

UNGC stands for UN Global Compact. Signatories of this initiative must align their strategies and operations with ten principles on human rights, labor, environment, and anti-corruption. Furthermore, they need to take strategic actions to advance societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The UNGC is filed globally annually, and for France, it is filed additionally on a local level.

CDP

CDP is a not-for-profit organization that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. It asks cities, states, regions, and companies to disclose their environmental impact. In the scope of this disclosure are topics such as climate, deforestation, and water security. In the past years, BearingPoint has not published but submitted the CDP questionnaire. In 2024, we decided to not only submit but to be transparent and publish our score.

Our most current CDP score for 2024:

- D for Climate
- D for Water security

UN Women Empowerment Principles

UN Women Empowerment Principles (UN WEPs) are a set of principles for businesses offering guidance on how to empower women in the workspace, marketplace, and community. In 2024, we signed the UN Women Empowerment Principles.

Ecovadis

Ecovadis is one of the biggest sustainability rating platforms and evaluates how well a company has integrated the principles of sustainability into its business and management system. At BearingPoint, the following practices hold Ecovadis ratings:

- France
- Norway
- Germany
- Switzerland

Outlook 2025:

We plan to finalize our Ecovadis rating for the Austrian practice in Q2/2025.

Possible rollouts in additional practices are being discussed.

ISO 14001

ISO14001 is an accepted and applied certification of the International Organization for Standardization for environmental management systems. The certification focuses on a continuous improvement process as a means of achieving the defined objectives in relation to the environmental performance of an organization.

In 2023, we successfully audited the Environmental Management System (ISO 14001) for the following offices:

- Stockholm (SE)
- Berlin, Leipzig, and Frankfurt (GER)
- Amsterdam (NL)

In 2024, we additionally audited the standards for ISO 14001 in the following offices:

- Dublin (IRE)
- Paris (FR)
- Hamburg, Walldorf, and Düsseldorf (GER)

Outlook 2025:

- Munich and Stuttgart (GER)
- London (UK)
- Helsinki (FIN)

Possible rollouts in additional practices are being discussed



02

ESRS 2

B°

ESRS 2 BP-1 General principles for the preparation of sustainability statements

We are excited to share BearingPoint’s first sustainability statement, which we developed in alignment with the European Sustainability Reporting Standards (ESRS).

This statement marks an important step toward publishing a CSRD-compliant sustainability report in the future. We are currently enhancing our annual sustainability report by integrating selected ESRS requirements. This report is created for BearingPoint Holding B.V. Netherlands.

Our objective is to achieve a fully CSRD-compliant sustainability report in the coming years. To achieve this, we are awaiting the results of the Omnibus Initiative, which are expected in summer 2026. This initiative will provide crucial insights that will inform our approach to comprehensive sustainability reporting. We have reviewed and incorporated the initial set of ESRS adopted by the EU in 2023.

While we are confident in our current ability to communicate our sustainability efforts, we recognize opportunities to enhance data accessibility and quality. Based on the challenges encountered, we have launched initiatives to optimize data collection processes, ensuring more efficient access to relevant information. These efforts will help us strengthen our sustainability management and drive continuous improvement.

In addition, the attached reference table provides a comprehensive overview of all our disclosure requirements under the ESRS. Our sustainability statement considers sustainability impacts, risks, and opportunities (IROs) along our upstream and downstream value chain. The double materiality analysis is subject to continuous monitoring to ensure that it provides new insights and reflects developments in our sustainability performance in the coming years.

ESRS 2 BP-2 disclosures related to specific circumstances

For the preparation of our double materiality assessment, we defined time horizons aligned with BearingPoint’s strategic objectives and the contexts in which the company operates. Our short-term horizon is one year and covers the next financial year. Our medium-term horizon is four years. The long-term horizon is six years and beyond.

Certain quantitative data points in this report - such as some Scope 3 emission categories and energy consumption of offices where we were not able to retrieve original primary data - are based on averages and estimates, as final billing or complete data was not yet available by the end of the reporting period. The use of estimates and assumptions is inherently associated with a degree of uncertainty, and actual data may differ from those estimated. We disclose the assumptions and approximations applied to provide transparency and support a better understanding of the reported information.

Our report is aligned with the ESRS standards. Our first full CSRD-compliant report will be published following the EU’s response to the Omnibus Initiative. This document contains quantitative and qualitative material information on our material sustainability topics based on our double materiality assessment (DMA). This report provides a comprehensive overview of our material sustainability topics.

The ESRS introduces a new set of disclosure requirements covering policies, metrics, and targets related to our material sustainability matters. The responsible departments are currently developing these requirements, and they will be gradually integrated into future CSRD reports.

BearingPoint has already defined initial sustainability targets, which are currently being further refined and will be published in the coming year.

As this report represents another step towards CSRD alignment, no comparative data from previous reports is available for added disclosures.

ESRS 2 GOV-1 + GOV-2

In response to the CSRD, BearingPoint has established a target operating model (TOM) that covers the roles and responsibilities for reporting and the requirements of an internal control system. We are currently in the process of defining clear roles and responsibilities for addressing CSRD issues and data outside the Corporate Sustainability team. A clear and communicated governance model, as well as roles and responsibilities for both ESG in general and CSRD reporting, is required as the scope of reporting and data needs increase. Some critical functions, such as legal and compliance, were not included in prior sustainability reporting. While the finance department’s role in voluntary reporting was not required, it will be in the future when we further develop toward integrative reporting.

When designing the governance model, finance, legal, and compliance should also be involved. Governance modeling across ESG activities in different countries also needs to be refined. For the firmwide data collection, a common data management process and data owner will be defined. Communications engage the firmwide community as well as partners in the importance of sustainability agenda, ESG topics, and CSRD reporting is key in raising awareness and improving accountability and the interest of people. Information also needs to be more easily found, and communications need to come from the top down.

BearingPoint’s governance structure is led by a Global Management team consisting of senior-level executives from diverse cultural

and professional backgrounds. The team is headed by Matthias Loebich, who was appointed Managing Partner in 2024. Key members include the regional leads Eric Conway (Regional Lead for the growing European practices), Iris Grewe (Regional Lead for Germany, Austria, and Switzerland), and Axelle Paquer (Regional Lead France, Belgium, Luxembourg, and Africa), as well as Andreas Flach (Chief Financial Officer), Damien Palacci (Chief People Officer), Stephan Weber (Chief Operations Officer) from the C-level. Additionally, our Management Committee includes Elisabeth Denner (Global Markets Lead), Kay Manke (Global Lead for Consulting Portfolio & Innovation), and Patrick Palmgren (representing Arcwide). Together, they manage BearingPoint’s global operations, overseeing strategy, financial performance, and innovation.

The firm’s Supervisory Board, which provides oversight and strategic advice to the management team, is chaired by Beat Leimbacher. The board’s role is to ensure that the company’s governance practices align with stakeholder interests and regulatory requirements.

The Partnership Board, led by Bertrand Clemencin, is a crucial part of BearingPoint’s governance, serving as an advisory and control organ to the Management Committee.

Further details regarding the governance structure are currently being planned to comply fully with ESRS requirements and will be published soon.

ESRS 2 GOV-3 integration of sustainability-related performance in incentive schemes

BearingPoint’s incentive schemes are designed to align management and employee interests with the company’s long-term goals, incorporating both financial and non-financial performance targets. The terms of the incentive schemes are approved by both the Supervisory and Management Boards, with regular reviews to ensure alignment with company goals and regulatory requirements. Further details regarding the integration of sustainability-related performance metrics into the schemes are currently being finalized and will be disclosed in the forthcoming CSRD-compliant report.

ESRS 2 GOV–4 - Statement on due diligence

BearingPoint is committed to responsible business practices that are aligned with our commitment to the UN Global Compact and human rights. Our due diligence process enables us to identify, reduce, and prevent our actual and potential risks, opportunities, and impacts in relation to sustainability (environmental, social, and governance). This process provides the foundation for our IRO assessment. Further information on our actual and potential risks, opportunities, and impacts can be found in the section on our materiality assessment and stakeholder dialogue.

ESRS 2 GOV–5 - Risk management and internal controls over sustainability reporting

Managing quality and risk are the cornerstones of our business at BearingPoint. These efforts safeguard the firm’s values in the interest of the partnership and all employees. Risk encompasses potential harm or loss to the company’s capital, profits, human resources, intellectual property, and public image. It can arise from various relationships with suppliers, alliance partners, customers, employees, the government, and the community.

Managing risk includes two important aspects:

- Identifying entities, transactions, and circumstances that pose potential risks.
- Taking steps to mitigate or prevent any harm or loss to the company because of potential risk. In client engagements, risk management correlates strongly with adherence to quality standards.

Actions taken to minimize business risk often enhance the quality of services provided to clients. Thus, managing risk and quality together protects optimally the company’s well-being.

BearingPoint integrates risk and quality management into its day-to-day operations. ERM relies on internal processes, policies,

and procedures and adapts to changing organizational needs while maintaining core values and corporate culture. BearingPoint’s vision for risk and quality management includes:

- Cultural integration of risk and quality management
- Consideration of partnership conditions and fiduciary roles
- Establishment of proactive risk management policies
- High-quality risk management programs that benefit clients and the firm
- Implementation of competitive advantages through effective programs

These principles apply differently based on organizational factors such as size, type, and business scope. ERM’s agility supports leadership in creating value and preventing decline.

Sponsored by the Managing Partner, the Risk & Quality Management department oversees ERM. Primary responsibility lies with unit leaders and process owners, with partners playing a crucial role due to their fiduciary relationship. Risk management occurs at the level where specific risks arise, and significant issues may escalate to the Control Centre if strategic objectives are impacted.

Risks identified through our double materiality assessment (DMA) are communicated to the responsible parties within risk management and are integrated into the company-wide risk inventory for further consideration and monitoring.

ESRS 2 – SBM-1 strategy, business model, and value chain

All material topics are mentioned in previous updates above in the introduction and the four CSR pillars as well as in the chapter about our work with our clients.

Value chain

BearingPoint’s value chain is centered around the delivery of consulting services, combining industry expertise, technology, and innovation to generate value for clients. Our key activities span from talent acquisition and development, project delivery, and solution development to client engagement and long-term relationship building. Sustainability considerations are embedded throughout this chain - from reducing the environmental footprint of our operations to designing responsible solutions for clients.

Our upstream value chain includes critical inputs such as our employees’ expertise, digital infrastructure, and partnerships with technology providers and strategic alliances. Downstream, we create value through our consulting engagements, empowering clients to navigate transformation and meet growing regulatory and stakeholder expectations around sustainability. As a professional services firm, people are our most valuable asset—making a strong culture, continuous learning, and inclusive leadership essential to long-term value creation.



ESRS 2 SMB-2 interests and views of stakeholders

We have undertaken a comprehensive categorization of our stakeholders based on existing data and a benchmark comparison with similar companies. This methodology involves the identification and classification of stakeholders according to their significance and influence. Our stakeholders have been categorized into four main groups:

- Ethics (including regulatory authorities, policymakers, investors, and shareholders)
- Society (including employees, local communities, media, trade unions, and NGOs)
- Business (including customers and consumers, suppliers, and competitors)
- Environment (including environment-related stakeholders)

For the consultation of these stakeholders, we have applied a differentiated methodology. All Level 1 stakeholders are fully consulted, while Level 2 stakeholders are consulted selectively. As part of the consultation process, all stakeholders were asked to complete a questionnaire to assess their concerns. Depending on the category, some stakeholders were also invited to interviews, during which specific topics from their responses were discussed in more detail.

We place great emphasis on regular and active dialogue with our stakeholders to integrate their interests and views into our strategy and business model. Various engagement methods are used, including surveys, one-on-one meetings, workshops, and public events. Additionally, we involve international stakeholders through our global network to incorporate their feedback into our strategic business decisions.

Our disclosure obligations include an annual review of all relevant policies, which are documented and retained for at least three years. Furthermore, the structure of our risk assessments is regularly reviewed and adjusted to ensure it meets current requirements. This structured approach enables the targeted and effective inclusion of our stakeholders in the decision-making process.

ESRS 2 SBM-3 material impacts, risks, and opportunities and their interaction with strategy and business model

For a detailed overview of our sustainability topics and how they are considered in the value chain and our business model, please refer to section IRO-2.

ESRS 2 IRO-1 description of the process to identify and assess material impacts, risks, and opportunities

For the 2024 financial year, BearingPoint completed the materiality analysis for the first time within its internal project team.

The pre-analysis serves as the basis for the double materiality assessment. In this phase, BearingPoint's business model and value chain were examined and analyzed. Furthermore, the relevant internal and external stakeholders were identified (see further details in section SBM-2).

To initially identify relevant sustainability matters, a long list of sustainability topics was compiled based on benchmarking, other frameworks, and company-specific requirements. This long list was submitted to selected stakeholders for consultation and evaluation by them. The results led to a short list of sustainability matters that were analyzed in more detail in the following double materiality assessment (DMA).

These sustainability topics were assessed jointly in interviews with internal and external stakeholders, including managers, customers, suppliers, and stakeholders from the ecosystem.

Impacts, risks, and opportunities (IROs) were collected within the internal CSRD core team and evaluated based on the ESRS framework. This process considered criteria such as negative/positive, actual/potential impacts, as well as time horizons and defined thresholds. For more information about our definitions, please see section BP-2.

The following steps were carried out:

- Determination of whether an impact is actual or potential and whether it is positive or negative
- Assessment of the impact using an evaluation framework
- Determination of whether it represents a risk or an opportunity
- Assessment of the risk or opportunity using an evaluation framework
- Validation of whether the opportunity/ risk is directly linked to an impact
- Additional coordination with risk management and relevant departments

The preliminary results were consolidated and analyzed using a rating matrix.

The evaluated sustainability topics were then placed in a materiality matrix and further analyzed and refined in alignment workshops with the involvement of the management.

The result of the final DMA determines the scope of our sustainability reporting. Further details on the scope can be found in the table of section IRO-2, which discloses all material sustainability topics and their allocation to the ESRS.

Relevant ESRS	ESRS description	Related ESRS requirements	Sustainability matters of BearingPoint
ESRS 2	General information	BP-1, BP-2, GOV-1, GOV-2, GOV-3, GOV-4, GOV-5, SBM-1, SBM-2, SBM-3, IRO-1, IRO-2	
E1	Climate change	E1-1, E1-2, E1-3, E1-4, E1-5, E1-6	– Fight against climate change – Mobilizing clean energy – Selection of sustainable suppliers – Generalizing sustainable ways of working
S1	Own workforce	S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-7, S1-8, S1-9, S1-10, S1-11, S1-12, S1-13, S1-14, S1-15, S1-16, S1-17	– Contribution to socio-environmental progress through pro-bono activities* – Attractiveness, skills management, and talent retention – Employee health and work-life balance – Diversity, equity, and inclusion (incl. focus on Female Acceleration) – Labor rights, including unionization, as well as compensation and benefits
S4	Consumers and end-user	S4-1, S4-2, S4-3, S4-4	– Guaranteeing data privacy to our customers and end-users – Guaranteeing non-discrimination practices in our downstream value chain
G1	Business conduct	G1-1, G1-2, G1-3, G1-4, G1-5, G1-6	– Fair practices, responsible business ethics, and corporate culture – Protection of whistle-blowers – Prevention and detection of corruption and bribery practices

*Sustainability matter is considered and evaluated from an environmental, social, and entrepreneurial perspective

ESRS 2 IRO-2 disclosure
Requirements in ESRS covered by
the undertaking’s sustainability
statement

The identified sustainability matters with their material IROs are summarized and presented in Table 1. In the following chapters, we address selected ESRS requirements in more detail. Where appropriate, related material topics and disclosure requirements have been grouped and reported together to ensure a more meaningful and streamlined presentation.

The definition and assessment of the material IROs proved to be a comprehensive and complex task, as many of our sustainability topics involve both significant impacts and financial opportunities and risks.

Looking ahead, our materiality assessment will be continuously reviewed and refined in the coming years. This ongoing process will be shaped by stakeholder feedback, evolving insights in the evaluation of IROs, and emerging regulatory requirements.

Table 1 – Material IROs

Relevant ESRS	Type of IRO		IRO description	Value chain (US, Core, DS)	Time horizon (ST, MT, LG)	
	Impact materiality					Financial materiality
	Pos.	Neg.				Oppty.
E1 climate change						
Fight against climate change						
Consultancy services on climate change mitigation	●			BearingPoint is assisting its clients in their transition through sustainability consulting. More than 250 projects were delivered in 2022, and the number has been growing ever since.	DS Not considered for FY 2024	
Growth in climate and sustainability consulting			●	BearingPoint has invested a lot in building sustainability consulting capacity, which is a rapidly growing market considering the challenges that all organizations are facing in transition. We expect to reach close to 80M€ revenue on 100% sustainability-based projects in 2025 and expect that growth to maintain its trend past this point.	Core LT	
Direct and indirect emissions		●		BearingPoint's own emissions (Scope 1, 2, 3).	Core Not considered for FY 2024	
Climate change impacts and failure to reach decarbonization goals.				● We are currently on a climate trajectory that will affect living conditions on Earth and cause significant changes in our environment. Those will impact BearingPoint's operations. Moreover, reputational and regulatory risks exist if we fail to do our part, reduce our carbon footprint, and achieve our SBTi goals.	Core LT	

Relevant ESRS	Type of IRO				IRO description	Value chain (US, Core, DS)*	Time horizon (ST, MT, LG)
	Impact materiality		Financial materiality				
	Pos.	Neg.	Oppty.	Risk			
Mobilizing clean energy							
Adoption of renewable energy	●				Stimulates the adoption of renewable energy through its operations and its stakeholders (e.g., clients, partners, suppliers).	Core	Not considered for FY 2024
Failing to meet clean energy expectations					● There are both reputational and financial risks in not mobilizing and advocating for clean energy in our operations and through our clients' projects. Our clients expect us to perform in regard to sustainability and are asking us to provide proof of green building certification, etc. For our industry, committing to clean energy is becoming a standard, and failing to meet it could cause a loss of business.	Core	MT
Selection of sustainable suppliers							
Sustainability issues in our supply chain					● BearingPoint faces both reputational risk and financial risk if major sustainability issues arise from its supply chain and/or disruption is caused, as the software and hardware industries both rely on extremely complex supply chains, in which there are numerous potential issues (e.g., conflict minerals, tensions around Taiwan). Future innovations, such as AI, and their environmental impact will only further increase that risk.	US	MT
Generalizing sustainable ways of working							
Create positive impact through SWOW	●				Sustainable Ways of Working is our internal project to embed sustainability at the heart of our consulting activities, which positively contributes to reducing GHG emissions across the value chain.	DS	Not considered for FY 2024
Losing client projects due to lack of sustainability transparency					● Clients have increasing demands when it comes to sustainability, both in how we roll out our projects (own emissions, travel, etc.) and in how we help them become more sustainable. There is both a reputational and competitive risk if we can't prove to our clients that we strive to transition our business to more sustainable practices and expertise.	Core	MT

*US: Upstream
DS: Downstream

Relevant ESRS	Type of IRO		IRO description		Value chain (US, Core, DS)	Time horizon (ST, MT, LG)		
	Impact materiality							
	Pos.	Neg.	Oppty.	Risk				
S1 Own workforce								
Contribution to socio-environmental progress through pro-bono activities								
Create positive environmental impact through pro-bono projects	●			Pro-bono consulting aims to assist public benefit organizations and generate positive environmental impact.	DS	Not considered for FY 2024		
Create positive impact for our consultants	●			Working on pro-bono projects can be a fulfilling experience for employees who strive to have an impact, which is an increasing demand from younger generations.	Core	Not considered for FY 2024		
Create positive social impact through pro-bono projects	●			Some of our pro bono projects include major social aspects and help in social inclusion or providing meaningful information and capabilities to people in need.	DS	Not considered for FY 2024		
Positive impact on the firm's reputation regarding ESG issues			●	Pro-bono projects have a direct positive impact but can also help BearingPoint's reputation and solidify its position as a firm that embodies sustainability, not only in business.	Core	ST		
Attractiveness, skills management, and talent retention								
Supporting the development of our employees	●			Positively impact all BearingPoint employees by offering them secure employment and adequate wages and assistance in growing their skills and careers.	Core	Not considered for FY 2024		
Attracting the best talents			●	Continue to attract some of the best talents and develop and retain them.	Core	ST		
Failing to attract the best talents			●	Failing to be able to continue attracting some of the best talents, develop them, and retain them.	Core	ST		
Employee health and work-life balance								
Negative impacts of consulting on employee health and work-life balance	●			Consulting is an industry known to be more prone to stressful situations and often associated with cases of burnout. Moreover, it has the potential to significantly harm the general health of employees (sedentarily, posture, screen time).	Core	Not considered for FY 2024		
Productivity loss and high absenteeism rate			●	Bad employee health and work-life balance are directly linked to a decrease in productivity and an increase in absenteeism/turnover.	Core	ST		

Relevant ESRS	Type of IRO		IRO description		Value chain (US, Core, DS)	Time horizon (ST, MT, LG)
	Impact materiality		Financial materiality			
	Pos.	Neg.	Oppty.	Risk		
Diversity, equity, and inclusion (incl. focus on Female Acceleration)						
Drive gender equality and promote diversity	●			Gender equality and diversity are essential societal values, and promoting them within the company contributes to making it a standard for society.	Core	Not considered for FY 2024
Legal and reputational risk				● In most of BearingPoint's geographies, diversity is not only promoted but legally required, and exposure to cases of discrimination (whether gender, racial, or any other form) could severely harm the firm, whether from a reputational or a legal point of view.	Core	ST
Labor rights, including unionization, as well as compensation and benefits						
Good practices in terms of labor rights, unionization, compensation, and benefits	●			We provide our employees with a working environment that is respectful of labor rights and vigor in their local geographies, along with attractive compensation and benefits adjusted to the local living wage.	Core	Not considered for FY 2024
Legal and reputational risk				● Upholding labor rights is a legal requirement, and failing to do so exposes the firm to fines and a major reputational risk.	Core	ST
S4 consumers and end-users						
Guaranteeing data privacy to our customers and end-users						
Impact on attractiveness				● Compensation and benefits have a major impact on attractiveness. This is a major risk for the firm and is considered a standard for our employees and stakeholders.	Core	ST
Major data breach	●			Any major data privacy breach in BearingPoint's operations, maintained products, exposing confidential client and/or end-user data.	DS	Not considered for FY 2024
Major data privacy breach				● Any major data privacy breach in BearingPoint's operations, maintained products, exposing confidential client and/or end-user data.	Core	ST
Guaranteeing non-discrimination practices in our downstream value chain						
Ensuring social inclusivity and equity	●			Extending our commitment to diversity beyond the operations of BearingPoint and onto our projects with clients, promoting non-discriminatory practices in all of our deliverables and interactions.	Core	Not considered for FY 2024

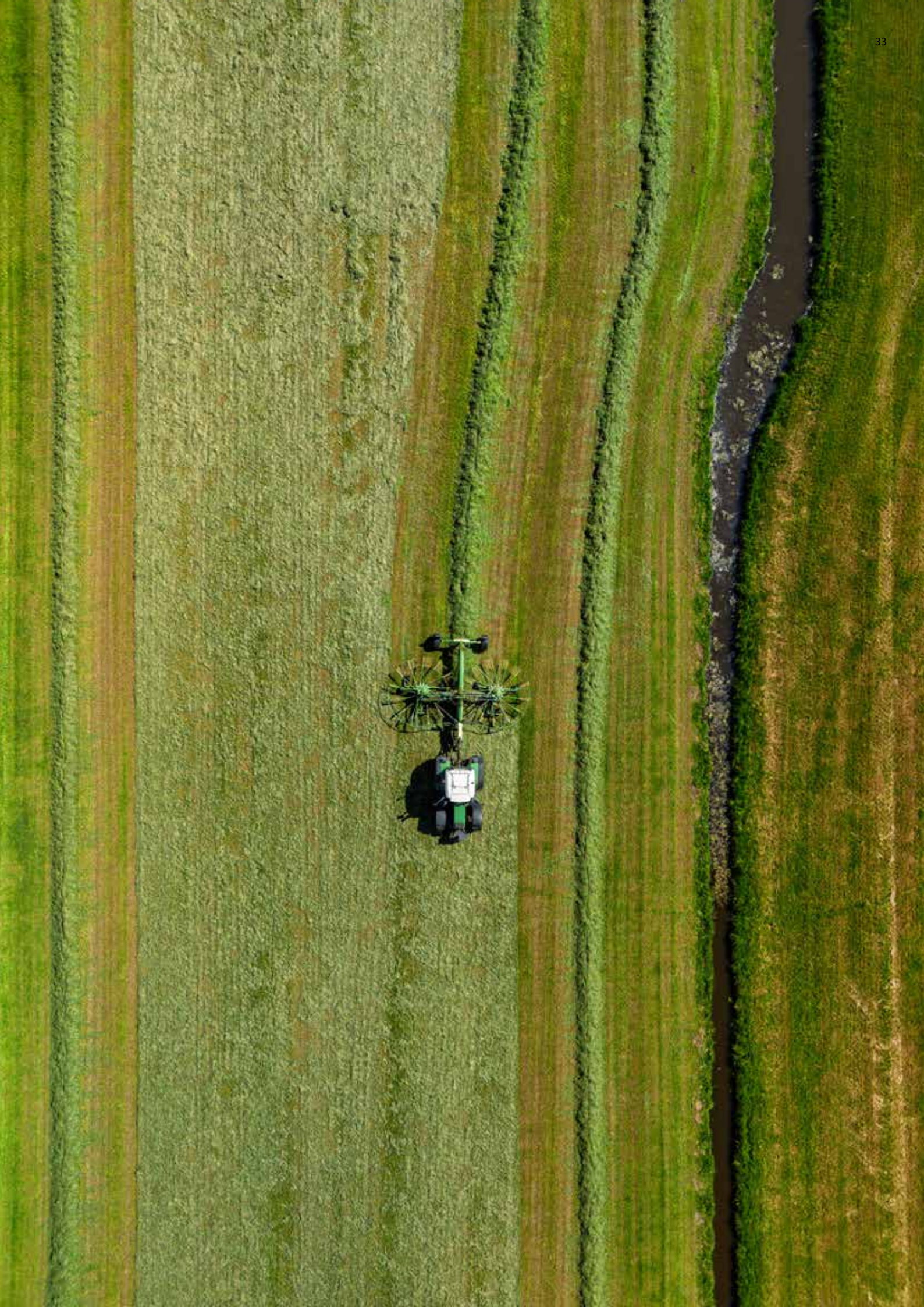
Relevant ESRS	Type of IRO		IRO description	Value chain (US, Core, DS)	Time horizon (ST, MT, LG)
	Impact materiality	Financial materiality			
G1 business conduct					
Fair practices, responsible business ethics, and corporate culture					
Foster fair practices and responsible business ethics	●			Lead by example by promoting the highest standards in terms of business ethics, practices, and corporate culture through our duty of counsel.	Core Not considered for FY 2024
Legal and reputational risk				● Consulting firms are required to hold the highest standards in terms of fair practices, responsible business ethics, and corporate culture. It is a major reputational and financial risk for the firm to be perceived as lacking in those areas.	Core ST
Protection of whistle-blowers					
Providing a safe method of reporting misconduct	●			Reporting misconduct in a corporate environment is not always easy to do, and ensuring it can be done safely is extremely important for a firm as big as ours.	Core Not considered for FY 2024
Legal and reputational risk				● Whistleblowing policies are required by law, and the lack of or dysfunctional process could expose the firm to major reputational, legal, and financial risks.	Core ST
Employee health and work-life balance					
Contributing to greater transparency and accountability in global business practices	●			Actively working to prevent and detect corruption and bribery practices contributes to making it a standard for business activities.	Core Not considered for FY 2024
Legal and reputational risk				● This represents a major reputational, legal, commercial, and financial risk for BearingPoint.	Core ST

The identified sustainability matters are integrated and firmly embedded in our strategy and business model for the long term. The impact of new legislation is continuously considered in our strategy and business model.

We consider our strategy and business model to be resilient in managing identified risks and, at the same time, taking advantage of opportunities to ensure long-term sustainable

growth. A comprehensive risk and resilience analysis relating to strategy and risks (especially new potential environmental risks) in accordance with ESRS requirements will be carried out in the coming years, and the results will be disclosed.

We cannot report on changes regarding identified sustainability matters as this is BearingPoint's first holistic materiality analysis.



03

Environmental information

B^o

With our environmental agenda, we focus on actions towards managing negative environmental impacts and exploring opportunities to shift our practices towards higher environmental inclusion – internally, but also with our clients.

In a growing number of BearingPoint practices, we achieved and aim to maintain ISO14001 certification, which outlines a framework for establishing and running an environmental management system (EMS) and is what we perceive as a helpful instrument to gather and address stakeholder expectations and promote environmental performance across all areas that are of relevance for us or that we have influence on .

Our priority is to address climate change as one of the most pressing global challenges. Consulting firms have a responsibility to contribute to its mitigation. As a service provider with a relatively small direct environmental footprint, our greatest leverage lies in the avoidance and reduction of indirect emissions (Scope 3) – particularly in the area of mobility. Beyond internal improvements in terms of effective emission reduction, our main impact lever is to support clients in their transformation toward emission reduction (mitigation) and climate-resilient business models (adaptation).

Identify climate-related and environmental IROs

In Q1 2024, we conducted our first Double Materiality Assessment. Herein, we have scrutinized potential impacts, risks, and opportunities connected to environmental aspects for our firm (see section ESRs 2 IRO-2).

In addition to this, we applied the WWF Risk Filter Suite to assess how our office locations may be affected by environmental hazards such as water scarcity and biodiversity risks. Most of our office locations have shown to be exposed to a low degree of water-related or biodiversity risks. An exclusion needs to be made for our offices in Casablanca (Morocco) and Bangalore (India), which have a severe risk of being affected by physical water risk, esp. water scarcity. While our business is not, per se, location-based or water-dependent, our employees working in these areas could still be affected. As precautionary measures, we monitor water consumption and have a special focus on reducing consumption / keeping consumption at a low level in these locations.

In parallel, we have initiated environmental risk screening on a local level as part of our ISO14001 certification, currently conducted with the countries that manage certified office locations. This helps us to ensure that

our practices engage in a regular exchange on the impacts of environmental sustainability. Overall, we have not identified any physical risks related to our business model, locations, or business activities, which is the foundation for achieving a high level of environmental resilience. The results of these local assessments feed our Global Sustainability Risk and Opportunity Assessment, which we conduct at least on an annual basis as part of our Enterprise Risk Management exercise. Here, we identify and assess sustainability-related risks and opportunities globally and document how we (aim to) mitigate the identified (potential) risks and skim identified opportunities.

Overall, we find our business to be fairly climate-resilient when it comes to direct effects. Still, we will be indirectly affected by increasing GHG emission pricing and enhanced emission reporting obligations. Also, our success as a business relies on the resilience of our clients’ businesses. Our client base covers numerous industries with production sites and/or businesses across the globe, meaning that our indirect climate risk is diversified but requires our ongoing attention. Even more important, this awareness is fueling the growth of our sustainability services portfolio and related revenue [see chapter “Client Stories”] In 2024, we were able to support clients in manifold ways with 400 projects addressing sustainability topics.

E1 - Climate protection

More for our planet – this is anchored in our BearingPoint Purpose, which was defined as a collaborative process across the firm in 2021/22. Via internal environmental assessments (DMA, SDG Ambition Program, internal stakeholder assessment), we steadily reconfirmed emissions as our main environmental aspect, which requires our attention and active management. Yet, in parallel, we follow the principle of “doing one thing without neglecting the other,” meaning that we monitor other identified environmental aspects of concern, such as waste management and responsible procurement, and look at ways to improve beyond emissions.

The climate crisis will most probably affect the way we live and do business, and this is why we are committed to contributing to the global effort to limit warming in accordance with the Paris Agreement. Accordingly, we committed to the SBTi in 2021 to ensure that our ambitions and targets are in line with the 1.5° threshold level. We have also been a signatory of the UN Global Compact since 2019 and support its 10 principles, including environmental stewardship.

The likely direct effects of climate change on our operations are addressed with our Business Continuity Management to ensure that our employees and operations are safe (in case of extreme weather events) or are further equipped to work (e.g., in case of bottlenecks in IT equipment supplies). Also, our client teams screen the market to understand current and future demands for our services in general and sustainability services in particular. Climate change, as such, mobilizes all industries to ensure resilience. Also, European companies expected even higher reporting requirements on sustainability. In parallel, we also face a volatile economic climate and political uncertainties, potentially resulting in subdued investments to promote sustainable transformation and inflation.

E1-1 Climate transition plan

As of today, BearingPoint has not implemented a climate transition plan. The focus of the team was on calculating, operationalizing, and introducing near-term emission reduction targets (timeline 2030).

We ensure that sustainability and climate protection are covered in the BearingPoint Strategy 2030 and pursued accordingly.

E1-2 Policies and standards related to climate change (and other environmental aspects)

- **Code of Business Ethics**
High-level reasoning for all parties working with or for BearingPoint covering ethical, social, and environmental practices people are to comply with (publicly available here).
- **ESG policy (launched in March 2025)**
A firmwide policy substituting our former CSR policy and our former diversity policy. It defines BearingPoint’s 2030 sustainability agenda, goals, and sustainability governance across the firm.
- **Climate and environmental standards**
Internal guidance for all people dealing with BearingPoint’s environmental data and processes. It summarizes and documents responsibilities, processes, and applied methodologies in GHG accounting.
- **FW travel and expense policy**
A firmwide policy defining processes and principles when it comes to organizing business travel. It defines a joint basis for local travel policies.

E1-3: Actions and resources in relation to climate change policies and environmental protection

General background and information on resources applied

Emission management has been handled as a firmwide priority since the launch of our firmwide sustainability agenda in 2020. Since then, a dedicated team has been in charge of emission data management and carbon accounting. In addition, we enriched the team with a change manager role in 2024 to ensure that measures are taken where needed to raise awareness and understanding of the topic and effectuate a decrease in emissions. In 2024, we also benefited from our internal sustainability consulting expertise, Together with I Care by BearingPoint, we have worked on key milestones in our emission agenda, concentrating on climate mitigation actions via reducing emissions. In parallel, we help clients with their challenges via climate mitigation and adaptation consultancy (see chapter “Client stories”). Also, to address the full scope of relevant environmental aspects and to help enable emission reduction, we aim to continue rolling out our global environmental management system in conformity with ISO14001 to additional BearingPoint offices.

Milestones achieved in 2024

Milestone 1: SBTi target finalization

In 2021, BearingPoint made its commitment to the SBTi. In 2023, we started the official near-term target approval process. In April 2024, we were able to announce our SBTi-validated and approved reduction targets.

During the alignment process with SBTi, we enriched our GHG inventory to account for all relevant emission sources related to our business model. We quantified these for the reporting year and past years (until 2019) to provide a sound basis for identifying the boundary of a Scope 3 target to meet the 40% threshold for SBTs, which SBTi requires.

Emission categories included in BearingPoint GHG inventory

Scope 1	
1. Company cars	x
2. Natural gas usage in offices	x
Scope 2	
1. Purchased electricity	x
2. District heating	x
3. District cooling	x
Scope 3	
1. Purchased goods and services	-
2. Capital goods	NEW
3. Fuel and energy-related activities	NEW (electricity & natural gas)
4. Transportation and distribution (upstream)	NEW -
5.Transportation and distribution (downstream)	NEW
6. Waste generated in operations	x
7. Business travel	x
8. Employee commuting	-
9. Leased assets (upstream)	NEW
10. Leased assets (downstream)	-
11. Processing of sold products	NEW
12. Use of sold products	-
13. End-of-life treatment of sold products	-
14. Franchises	-
15. Investments	-

The Scope 3 categories not addressed were determined not to be applicable to our business model.

The revised inventory reconfirmed our prior understanding that, overall, Business Travel (esp. Plane Travel) is our most intense emission source. Still, we report the complete GHG inventory to monitor all emission sources, although for most of these other Scope 3 emissions, we either rely on spend-based data or average industry values. Accordingly, any measures taken by the firm to improve these emissions will not necessarily show in the emission data reported. This does not mean that we do not take action to minimize emissions related to these categories; these are also associated with other environmental aspects that have been identified.

Milestone 2: Internal assessment of GHG inventory

To ensure high data quality and to prepare for further external audits of our GHG balance, the firmwide team worked with our I Care by BearingPoint team to conduct an internal assessment of our GHG inventory and processes. This assessment identified no major incidents, yet we defined opportunities for improvements in processes and data approaches. These are to be prioritized and addressed in our 2025 processes and GHG inventory.

Milestone 3: Country targets and trajectories

To operationalize our firmwide emission reduction target, we started another project with I Care by BearingPoint, focusing on how best to allocate responsibility for target achievement to manageable units. Given that local practices are operated rather independently, that data is mainly organized and available at the entity level, and that local emission management governance is already established, it was straightforward to confirm countries as accountable units for emission reduction contribution.

Yet, the data analysis (accompanied by structured interviews with emission management country teams) showed that local measures and challenges (especially regarding business travel necessities) do not justify a customization of targets. Accordingly, it was decided that the firmwide targets are similar for all BearingPoint countries (including Arcwide).

In parallel, we started working on 2030 trajectories to enable deciders and local emission management teams to understand the emission reduction needed to reach their targets. These trajectories consider the expected headcount growth paths of the respective countries and compare emission scenarios based on past and forecasted emission data. A BAU (business-as-usual) scenario is compared with a needed intervention scenario. The trajectories will be finalized and introduced in 2025 in countries that have made significant contributions to our overall CO2e footprint.

Milestone 4: More office locations ISO14001 certified

In 2024, we celebrated the fact that BearingPoint became part of the progressive B Corp community. Less prominent but equally important, we rolled out ISO14001 (environmental management certification) to further BearingPoint offices. Both certifications benefit one another and enable us to improve our (environmental) sustainability performance continuously. In 2024, we engaged in emission reduction activities as part of our Global EMS (thereby acknowledging a holistic approach to environmental management while focusing on emission reduction as the most material environmental aspect).

At the end of 2024, 10 offices in 5 countries were successfully certified. In 2025, we will strive to certify two additional offices (London and Helsinki).

Milestone 5: Set focus on change and communications

2024 was a year in which we made important progress toward our 2030 sustainability agenda in general and also for our environmental management and the inherent ambition to reduce emissions. Basically, we implemented data processes that enabled us to calculate targets and operationalization as well as an audit-ready GHG inventory. We will still work on improving our environmental and emission data processes, as reliable emission and activity data is key for decision-making and prioritization.

Yet, to make emission reduction happen, the firmwide team only has limited influence. Decisions are to be made at the function and country levels. Accordingly, it is paramount to ensure that local teams and core functions are aware of their respective roles in driving the change needed; also, local emission management teams should be enabled to design country emission trajectories and develop reduction roadmaps properly. In view of this, an experienced change manager was appointed to support the firmwide Emission Zero team in September 2024 on a one-year project basis. In doing so, we aim to align overall messaging (e.g., emphasizing urgency while highlighting potential positive effects of environmental practices) and define effective communication processes. Also, we have conducted an internal stakeholder analysis (leadership, local emission management teams, and BearingPoint employees in general) to tailor communication properly.

Climate change mitigation actions by decarbonization lever

As a professional services and consultancy firm, our direct operational emissions are relatively low. Nonetheless, we have a responsibility to lead by example in climate mitigation and to support our clients in their decarbonization journeys. In the reporting period, we implemented the following climate change mitigation actions aligned with key decarbonization levers, and we outlined our planned actions for the upcoming period. Key actions taken in the reporting year comprised the following:

1. Energy efficiency improvements

Monitored energy consumption in offices, conducted sustainable office assessments to identify potential energy savings and recommended efficiency measures.

Ensured automated lightning systems and switch-offs and made use of LED lights (where possible)

Promoted Green IT by providing access to environmentally friendly technology, energy-efficient devices, and sustainable assets for employees.

Used Energy Star-labeled laptops and use an energy-saving functionality that avoids inactive apps consuming energy.

Conducted energy industry study identifying drivers for energy transformation for a defined country.

2. Clean energy transition

Promoted transition to renewable electricity in BearingPoint offices.

Assisted clients in providing electric charging infrastructure and helped others to increase energy generation based on sustainable sources via groundwork analysis of the needed investments for grid transformation.

3. People engagement

Supported our people (and clients) to understand climate urgency and to develop capabilities to act toward climate protection via the following means:

Climate Fresk workshops

We promoted a proven concept that raises understanding of the causes and effects of climate change. With the group set-up and interactive approach, Climate Fresk workshops have shown to be a helpful intervention in discussing climate change and reflecting on the adaptation needed to address this global challenge. We also encourage our people to become Climate Fresk facilitators and then conduct workshops with colleagues or target groups from outside BearingPoint, e.g., with clients or young people.

In 2024, several BearingPoint facilitators of different Climate Fresk experience levels conducted over 60 workshops with more than 450 participants. Of these, 12 workshops were organized for the target group of children / young people, and 17 were organized together with clients.

I Care Academy

We promoted I Care Academy with training and courses on environmental topics for BearingPoint employees and clients. Overall, 53 different training courses were offered in 2024 with 495 participants (145 external and 350 internal). Courses in 2024 covered the following areas:

- Understanding and preserving **biodiversity**
- **Climate change**, its impacts, and mitigation strategies
- **Sustainable finance**
- Methodology and application of life cycle analysis (LCA)
- **CSRD reporting** and the accordant requirements and practices

Map of the Month communications campaign

In an ongoing collaboration between the BearingPoint GIS team (geospatial information system) and the firmwide Corporate Sustainability team, we promoted Map of the Month. Since 2022, we have applied GIS data and the team's capability to shed in-depth light on sustainability topics (social and environmental) and publish maps on a monthly basis via our intranet and LinkedIn.

Topics in 2024 covered the following environmental topics:

- Critical state of **freshwater availability** (around World Water Week)
- **Threatened species** in Europe (on the occasion of Biodiversity Day)
- Combating global **food waste and loss** (on the occasion of International Day of Awareness of Food Loss and Waste)
- **Snow probability** around the Christmas Holidays

BearingPoint "Insight"

Regularly, BearingPoint subject matter experts share their point of view on topics they work on with external audience. These are published on the BearingPoint webpage and communicated via LinkedIn. Here, sustainability topics were discussed, too. Among these were the following "Insights":

- Regulatory reporting – Today and tomorrow
- How to manage ESG Data
- Lean for green: utilize lean methods to reduce environmental waste

BearingPoint "Basics of Sustainability" e-learning to all employees

The training is available online, and people can participate in it on a voluntary basis to learn about BearingPoint's sustainability agenda. New employees are actively invited to the training.

Engaging suppliers and vendors

We assessed suppliers and vendors to meet minimum sustainability compliance. First of all, all new suppliers are required to support the guidelines defined in our Supplier Code of Business Ethics. Second, we conduct sustainability assessments with all new suppliers.

Smaller suppliers and vendors are asked to fill in a compliance and sustainability questionnaire via a central vendor platform. For key suppliers' selection, we use a similar questionnaire; yet, this process is managed via our firmwide procurement team in collaboration with compliance and the firmwide corporate sustainability team. The function managers are asked to share their evaluation of whether the potential supplier is meeting defined compliance and sustainability requirements. Suggested improvements to address by the supplier are requested and, in case of contract negotiations, could be documented as a contract element.

4. Circular economy and material efficiency

Addressed circularity principles, especially with IT devices, to ensure that they are refurbished and enabled for a second life. As regards the recycling and reuse of BearingPoint's leased IT devices from CSI LiveCycle Leasing, we have achieved a 100% reuse rate for the more than 1,300 returned laptops in 2024.

Promoted paperless office (including digital contract management via Agree&Sign and digital documentation via cloud servers).

Ensured efficient printing via ecological printing default combined with on-demand printing.

Partnered with Fairphone, which is known for its circular approach to extended usage, to offer smartphones as a company phone option for employees in a number of BearingPoint countries. The latest version of the Fairphone fulfilled all required security standards.

Ensured responsible sourcing for all mobile devices in use (as certified by the RMAP, Responsible Minerals Assurance Process).

Pushed circular economy as a focus topic of our sustainability services community. There are dedicated offerings to promote the transformation of business models towards a higher degree of circularity. In addition, segments such as UPT support clients in the waste and recycling industries in optimizing their processes, thus increasing the efficiency of key players in the circular economy.

5. Nature-based solutions and biodiversity

Continued partnership with FORLIANCE for voluntary offsetting of firmwide CO2e emissions.

Managed bee hives in some offices; Romania developed and implemented urban green spaces for clients, enhancing biodiversity and reducing urban heat island effects

Continued growing a firmwide forest with Treedom, which includes trees planted in seven different countries. Currently, it comprises around 2,400 trees

Offered biodiversity impact assessment based on the Mean Species Abundance (MSA) method, allowing clients to balance various environmental topics (decarbonization, circular economy, etc.), avoiding positive impact trade-offs and maximizing positive environmental outcomes

Planned actions for the 2025

1. Energy efficiency improvements

We drive awareness among employees to support energy efficiency efforts despite the use of renewable energies and the increased use of AI-based technologies in their daily work lives.

We implement the “New Office Selection Standard,” including energy efficiency aspects as a recommended requirement when switching/changing office space.

2. Clean energy transition

We plan to transition to a fully electric company car fleet beginning July 2026 (new contracts shall only allow for electric options).

We aim to achieve 100% renewable electricity consumption for all BearingPoint offices by the end of 2025, either via own production, dedicated renewable electricity contracts, or renewable energy certificate investments where access to renewable electricity cannot be managed.

We implement the “New Office Selection Standard,” including renewable energy (electricity and heating) provision as a mandatory requirement when switching/changing office space.

3. People engagement

We define recommended learning paths on environmental topics based on trainings internally offered (including I Care Academy) with our employees.

We update and promote “Basics of Sustainability Training”.

We are promoting “The Week” as an immersive learning experience with our employees to engage for sustainability.

4. Circular economy and material efficiency

We implement “Firmwide Waste Management Standard” for offices to promote waste avoidance and proper recycling procedures.

Additionally we implement “Firmwide Hazardous Waste Management Standard” to ensure the identification, proper handling, and documentation of hazardous waste that could occur in an office landscape.

5. Enhanced nature-based solutions

We continue collaboration with FORLIANCE in voluntary carbon offsetting of BearingPoint emissions.

We promote biodiversity offerings with our clients.



E1-4 Targets

Near-term emission reduction targets

We aligned our emission management approach with the concepts of the Science-Based Target initiative (SBTi), which is the renowned body guiding organizations toward formulating emission reduction targets that are in line with the Paris Agreement.

In April 2024, we turned our commitment with SBTi into validated and approved near-term emission reduction targets (E1-4,34e,16a), coming with a revision of our prior reduction targets and timeline:

In 2019, business travel accounted for 64.7% of our firmwide emissions and, thus, made (and still makes) the most significant emission source within the firm. In view of this, our commitment to SBTi standards obliges us to set a dedicated target for this emission category, as it is required to include Scope 3 emissions in the target setting if these account for more than 40% of the organization’s emissions. An intensity target was chosen as we face fluctuating headcount and revenue growth, making absolute reduction targets unpractical. By doing so, we align with SBTi requirements and industry best practices.

Scope 1+2 reduction target

Reduce absolute Scope 1+2 GHG emissions by 53.8 % by 2030 compared to the 2019 baseline emissions (absolute contraction)

Scope 3 reduction target

(business travel only)
Reduce Scope 3 CO2e emissions related to business travel (excluding overnight stays) by 55% per FTE by 2030 compared to the 2019 baseline emission intensity (physical intensity reduction).

To monitor and steer the implementation of our climate actions, we regularly track the following environmental KPIs, among others:

Table 3: Emission reduction by target area

Target area	Objective/Measure	Target year
Progress against Scope 1+2 target	-53.8% emissions (baseline year: 2019)	2030
Company car fleet	New contracts only provide electric options	Beginning 07/2026
Office electricity usage	100% renewable electricity in all offices	2025
Scope 3 emissions reporting	Full Scope 3 coverage across all categories	2025
Progress against Scope 3 target	-55% emissions per FTE (baseline year: 2019)	2030
Plane travel target	Recommended to be defined by country	2030

These indicators form the foundation of our climate & environmental dashboard (which is updated quarterly [for updates on business travel emissions] and accessible for leadership and local emission management teams). In addition, we monitor water consumption (via qualitative office assessment) and paper usage (via tracking printouts).

Long-term emission reduction target
These near-term reduction targets are a first step towards complying with the longer-term global agenda to promote a carbon-free future. Our most recent internal focus was set on emission data processes, data quality, and understanding, as well as operationalizing the near-term SBTi targets. In the future, we aim to work on a commitment to net zero (climate neutrality by 2050 at the latest) and develop a climate transition plan to define the path to achieving this goal.

E1-5 Energy consumption and mix

At BearingPoint, energy consumption is mainly driven by managing office space. As detailed in the appendix, we can only provide partially estimated values for overall energy consumption, especially the energy mix applied, as we still face challenges regarding data delivery from offices. This is because BearingPoint does not own but rents office space. The contractual designs vary; for some offices, landlords do not provide detailed energy records, as rent payments include a fixed sum for water and energy consumption. We will continue to work towards improving the quality of our data. In addition, we have defined a “New Office Selection Standard.” Herein, we made the availability of energy information a requirement to address with future landlords.

4,340,512.
kWh

Our total energy consumption
(based on 2023 estimations)
during the reporting period.

E1-6 GHG accounting: Prioritizing to achieve our targets

At BearingPoint, we define our organizational boundaries for carbon accounting using the operational control approach. This approach ensures the coverage of our greenhouse gas (GHG) emissions across all relevant activities. This means that BearingPoint is aiming to account for 100% of the GHG emissions from facilities over which we have full or equally shared authority (joint ventures such as Arcwide) to implement operating policies.

As regards the applied standards/calculation approaches and assumptions (E1-6, AR 39b), we refer to the appendix of this report (pages 72-85).



GHG balance 2024

Below, we provide our GHG inventory, including disclosure of our gross emissions across scopes (E1-6,48a; E1-6,49; E1-6,51) as well as the total GHG emissions (E1-6,44+52) of the firm. Overall, we reduced emissions by 34.5% as compared to 2019 and by 4.8% when looking at the last reporting year.

Emissions by scope & source (in metric tons CO ₂ e)	2019	2020	2021	2022	2023	2024	Δ since 2023	Δ since 2019
Scope 1	1,934	1,595	1,417	1,077	912	1,449	58.88%	-25.08%
1.1 Direct emissions from stationary combustion sources (natural gas - scope 1)	267	175	192	308	182	185	1.65%	-30.71%
1.2 Direct emissions from mobile combustion sources (company car)	1,667	1,420	1,225	769	730	1,264	73.15%	-24.18%
Scope 2	1095	777	751	625	554	599	8.08%	-45.30%
2.1 Indirect emissions from electricity consumption (purchased electricity)	854	668	653	424	433	474	9.47%	-44.50%
2.2.A Indirect emissions from the consumption of energy other than electricity (district heating)	188	101	73	128	121	125	3.31%	-33.51%
2.2.B Indirect emissions from the consumption of energy other than electricity (district cooling)	53	8	25	73	0.2	0.5	-	-99.06%
Scope 3	13,605	3,732	3,005	5,600	9,984	8,849	-11.37%	-34.96%
3.2 Capital goods	1,311	309	599	371	1,212	1,516	25.08%	15.64%
3.3 Fuel- and energy-related activities	210	152	182	202	186	194	4.30%	-7.62%
3.3.A Natural gas (scope 3)	59	39	43	69	41	41	0.00%	-30.51%
3.3.B Upstream electricity	119	92	108	102	110	116	5.45%	-2.52%
3.3.C Electricity T&D losses	32	21	31	31	35	37	5.71%	15.63%
3.5 Waste generated in operations	251	251	230	284	327	334	2.14%	33.07%

Emissions by scope & source (in metric tons CO ₂ e)	2019	2020	2021	2022	2023	2024	Δ since 2023	Δ since 2019
Scope 3	13,605	3,732	3,005	5,600	9,984	8,849	-11.37%	-34.96%
3.6 Business travel	10,529	2,703	1,518	4,108	7,483	5,986	-20.01%	-43.15%
Plane	8,059	1,937	956	3,211	6,224	4,734	-23.94%	-41.26%
Rail	981	269	129	455	693	615	-11.26%	-37.31%
Private car	835	290	338	287	384	439	14.32%	-47.43%
Rental car	432	150	47	83	80	90	12.50%	-79.17%
Taxi	214	55	48	67	96	101	5.21%	-52.80%
Limousine	8	2	0.3	5	6	7	16.67%	-12.50%
3.7 Employees commute	1,150	171	252	398	450	491	9.11%	-57.30%
3.8 Upstream leased assets	139	131	202	213	293	295	0.68%	112.23%
3.11 Use of sold products & Services	15	15	22	24	33	33	0.00%	120.00%
Total emissions	16,634	6,104	5,173	7,302	11,449	10,897	-4.82%	-34.49%
Emissions per employee	3.59	1.31	1.21	1.39	1.89	1.76	-6.88%	-50.96%
Optional reporting category - Overnight stays	1,325	325	195	612	901	1,353	50.17%	2.11%
Effective CO ₂ e compensation	7,133	4,055	4,212	6,741	11,449			

Emissions by Region (in metric tons CO ₂ e)	RY 2019	RY 2020	RY 2021	RY 2022	RY 2023	RY 2024	Δ since 2023	Δ since 2019
FBLA	2,191	714	962	977	1,517	1,213	-20%	-44.64%
GLO	250	187	178	317	779	706	-9%	182.40%
GROW	1,989	806	685	1,418	1,578	1,526	-3%	-23.28%
GSA	9,622	3,719	2,806	3,207	5,045	5,091	+1%	-47.09%
CSH	2,456	662	542	1,270	2,146	1,472	-31%	-40.07%
ARC	-	-	-	113	384	890	+132%	
Holding	126	17	-	-	-	-	-	
Total emissions	16,634	6,104	5,173	7,303	11,449	10,897	-5%	-34.49%

Deep dive: Scope 1+2 emissions

As compared to the previous reporting year, we are recording an increase in Scope 1+2 emissions (+ 582 tons or 39,7%). This increase relies mainly on an increase in company car emissions (which almost doubled as compared to 2023). Also, we included estimated office energy emissions of independent Arcwide offices (yet these only account for 29 tons of CO2e).

Referencing the baseline year 2019, we have reduced Scope 1+2 emissions in absolute terms by 981 tons of CO2e and in relative terms by 32,4% (the target for 2030 is to reduce our 2019 Scope 1+2 emissions by 53,8% or by 1,253 tons).

As regards 2023 office energy data, we corrected our emission estimates with actual emission data where possible. Data accuracy shall be further improved, as 12% of office emissions remain estimates. Yet, the quality of our estimate procedure (based on headcount) has proven to be rather robust. Deviations were not significant, and emissions were slightly overestimated.

As for 2024, we rely on estimated office data as we only receive energy bills after reporting deadlines.

17 out of 32 offices that reported 2023 office consumption (serving as the basis for our office emission estimates for 2024) shared market-based emission factors for electricity; seven offices provided market-based Emission Factors for district heating. For natural gas, we refer to emission factor values provided within the BearingPoint Emission Calculator.

To achieve our Scope 1+2 emission target, we focus on two main areas.

- Regarding Scope 1, we are committed to fully electrifying our company fleet. From July 2026, all new company car contracts shall provide fully electric options only. As of 2024, 24% of our fleet vehicles are electric. Currently, there are eight countries that offer company cars for eligible employee groups.
- Regarding Scope 2 emissions reduction, we seek to source 100% renewable electricity for all BearingPoint office locations by the end of 2025. To realize this, we not only recommend the actual switch to green contracts where possible but also promote the instrument of Renewable Energy Attribute Certificates (REAC) as an interim solution for markets and locations with limited access to renewable electricity. REAC is not only relevant for markets with low renewable electricity infrastructure but also applies to smaller offices where we are sub-letting space and often only have limited data transparency as regards electricity usage or even the energy mix applied. Together with our firmwide real estate team and local office managers, we are working to improve data quality further to ensure transparency in exchange with landlords.

Background renewable electricity:
While nuclear energy is a low-carbon source of power, it is not renewable because it depends on finite resources that will eventually be depleted. Also, its environmental and social impacts (waste, beam risks and water-intensity) are discussed heavily.

In parallel, we aim to improve energy efficiency by decreasing the overall energy consumption from our offices, e.g., by optimizing heating and cooling as well as electricity consumption. Yet, conducted energy audits (especially in German offices) show that the room for further improvement is limited.

When it comes to heating and cooling systems, a shift towards low-carbon sources is not that easy to promote as we only rent office space in larger office complexes. Many of our offices are currently run on high or medium-impact energies (natural gas or district heating). Switching or opening new office space is a business decision influenced by many contextual variables. Yet, we have defined environmental (and accessibility) criteria (New Office Selection Standard) that apply when new office space is to be evaluated. Herein, we ensure that sustainability criteria regarding heating and cooling sources and the availability of renewable electricity are addressed.

Deep dive: Business travel emissions

We aim to continuously reduce corresponding GHG emissions, facing that business trips could become more usual again after a drop during and shortly after COVID restrictions). We have committed ourselves to reducing GHG emissions from business travel by 55% per FTE by 2030 against a 2019 baseline.

In 2024, business travel emissions are still the most relevant emission source (67,7% of Scope 3 and 54,9% of total GHG emissions). Accordingly, our current main focus is on the gradual reduction of this emission source.

For this reporting period, we document business travel emissions of 5,986 tons of CO2e, which equals a decrease of 1,497 tons of CO2e as compared to 2023 (-20,0%). We were able to stop the upward trend in travel emissions after the COVID drop. Looking at the baseline year 2019, business travel emissions were reduced by 4,543 tons of CO2e (-56,9%).

Our emission target for business travel requires us to reduce by 55% per FTE by 2030, which equals an intensity of 1,32 tons of CO2e per FTE. The FTE intensity in 2024 was 0,97 tons of CO2e per FTE (which means that we meet the target value for now). Still, we need to ensure that we maintain this level of business travel emissions in the upcoming years.

Among business travel emissions, the share of plane emissions is most significant of our business travel (79,1%) and 57,1% of our overall emissions footprint, reconfirming that plane travel is an activity deserving our utmost attention.

Acknowledging the necessity of maintaining the level of emission reduction related to business travel, it is important to say that business trips are part of our operating model to a certain degree to ensure client intimacy and high-quality project delivery. To ensure that we will be able to keep our Scope 3 emission target, clear and self-empowering communication, as well as engaging the client in this discussion, is needed to ensure the active support of our employees in shifting business travel toward more sustainable options.

Mainly, we focus on the following activities:

- Our Travel and Expense policy requires all employees to reflect on the necessity of a business trip and defines the train as the default mode of transport for short business trips (below 4 hours). The policy also encourages online meetings whenever possible and asks people to reason the necessity for business travel. Complementing the global policy, countries, and functions (firmwide training) have dedicated travel guidelines in place.
- In the context of SWOW (see chapter "Our sustainable ways of working"), we encourage client project teams to challenge their travel routines, improving not only environmental (travel frequency, mode of transport, and colleagues needed at client sites) but also individual well-being aspects.
- Beyond these exemplary firmwide initiatives, countries are accountable for defining roadmaps to keep business travel emissions low, considering their local their peculiarities (attractiveness of public transport and rail infrastructure, client locations, etc).

E1-7 GHG removals via certified offsetting

In 2024, we again enabled voluntary carbon certification of nature-based solutions for our 2023 emissions (as per GHG inventory 2023) together with our partner FORLIANCE. Yet, we deducted compensation payments already made by Lufthansa (as participants in their “compensaid” program), ensuring offsets of 99 tons of CO2e with projects that are certified (either Gold Standard or, in the case of a technology-based project, VCS or Puro.earth).

For 2023, we offset 11,921 tons of CO2e in two tranches. We supported two projects: the first tranche, for which we closed a future contract for 7,000 tons CO2e with fixed prices in 2023, provided certificates for the SODO/HUMBO project promoting community-managed reforestation in Ethiopia in collaboration with the NGO World Vision. This project is an afforestation and reforestation (AR) project that applies the principles of farmer-managed natural regeneration (FMNR) and proactively protects 25 threatened species.

With the second tranche, we purchased 4,921 credits to compensate for the remaining emissions of 2023 for the Vichada Climate Reforestation project in Columbia.

Both projects are certified as Gold Standard AR projects and, thus, ensure that strict criteria for avoiding, reducing, or sequestering GHG emissions are met. Beyond CO₂e mitigation, these projects support local communities affected by climate change and promote a fair transition to a low-emission, sustainable future. FORLIANCE collaborates with the landowners who own the carbon credits; FORLIANCE sells the carbon credits on behalf of the landowners and local project partners.

We receive certificates documenting the retired carbon credits, and BearingPoint is listed in official registers as the owner of these credits.



Outlook 2025

Emission data management

- Share emission updates on business travel on a quarterly instead of bi-annual basis (which is possible due to a new report structure that allows for leaner processes as regards preparing primary data for emission calculation).
- Address opportunities for improvement regarding GHG inventory and data processes (resulting from the internal assessment of GHG inventory in 2024).
- Elaborate on IT emissions beyond device usage emissions, such as emissions related to on-site servers and cloud servers, including the emission effects of increasingly applying AI tools.

Currently, we only host a server in our Graz office. The related emissions are accounted for in the Graz office emissions. Beyond this, we predominantly rely on cloud servers. Our cloud services providers can certify that the servers are run by renewable energy. With Azure cloud services (pledging for 100% renewable electricity driven as of 2025), we created emissions of 15,3 tons of CO₂e in 2024. Using Microsoft MS365 services, we report related emissions of 18,6 tons of CO₂e for 2024. We aim to expand our understanding and reporting of IT-related emissions. Further, we expect the coverage of energy-intense AI solutions to expand significantly.

- Improve transparency on primary data used to calculate emissions.

As part of our status quo analysis in 2024, we found that emission data appears abstract to many people who do not deal with it daily. As part of our change approach, we aim to enable deciders and local emission management teams to understand where their emissions stem from. Via the use of country profiles, we enable continuous benchmarking among practices.

- Complete separate emission reporting for Arcwide business.

Emission reduction pathway

- Strengthen the BearingPoint emission management community by frequent status exchanges and sharing best practices on emission reduction initiatives across countries.
- Focus emission reduction efforts on business travel emissions on the one hand and high-emitting countries within BearingPoint on the other hand.
- Start elaborating Climate Transition Plan (including net zero commitment).
- Implement REAC mechanism for countries/offices where a switch to renewable electricity is not feasible.

People enablement

- Revise “Basics of Sustainability Training.”
- Provide customized training paths on environmental sustainability topics by combining already existing learning resources.
- Ensure frequent and targeted communication for identified internal stakeholder groups.

Global environmental management system

- Roll out ISO14001 to additional practices and ensure re-certification of already certified offices. In 2025, we will audit two offices in Germany, re-certify Sweden and Ireland, and conduct initial certification audits with our UK and Finland practices

Further professionalize Global EMS by

- Standardize processes and approaches core to every local EMS, such as environmental risk management, documenting and managing binding commitments as well as internal audits

- Strengthen transparency and exchange of local ISO14001 Managers to ensure high efficiency, mutual learning, and compliance
- Support enablement of ISO14001 Managers of practices to be audited and certified for the first time
- Increase awareness on the benefits of and necessities to maintain ISO14001 certification among employees and partners as a needed complement to other certifications (such as B Corp) or ratings (such as Ecovadis)

Additional planet data

Emissions by scope & source (in metric tons CO ₂ e)	2019	2020	2021	2022	2023	2024	Δ since 2023	Δ since 2019
Total Emissions	16,634	6,104	5,173	7,302	11,449	10,897	-4.82%	-34.49%
Emissions per Employee	3.59	1.31	1.21	1.39	1.89	1.76	-6.88%	-50.96%
Optional reporting category - Overnight stays	1,325	325	195	612	901	1,353	50.17%	2.11%
Effective CO2e compensation	7,133	4,055	4,212	6,741	11,449			

04

Social information

B°

S4 - Human rights S1-1 20

We are committed to and observe international human rights and related laws and regulations. We strongly condemn child or forced labor and pro-actively apply the UN recommendations and other international standards in this respect. We have been a proud signatory of the UN Global Compact since September 2019.

As a technology consulting firm, our workforce is not at risk for human rights violations, but we recognize that human rights violations and modern slavery risks are still present in countries where BearingPoint, our clients, and suppliers operate.

S1: Material impacts, risks, and opportunities

BearingPoint aims to positively impact its employees through its established company culture, benefits, and policies. As a management consultancy, our employees are highly skilled and tend to clients primarily located in the EU, with additional colleagues operating in offshore practices across the globe. Employee well-being and engagement are critical for BearingPoint to deliver on our client engagements and ensure our organizational resilience.

Negative impact
Potential negative impacts are identified in terms of lack of diversity in leadership and potential gender pay gaps. BearingPoint recognizes this as a structural issue that requires a variety of initiatives and has prioritized measures and resources accordingly. BearingPoint is dedicated to creating a workplace that focuses on diversity, equity, and inclusion, including establishing the necessary data foundation incrementally and introducing reporting processes to create transparency and drive collaboration. We launched the Female Acceleration program in January 2024 to help push toward more equal representation and pay between genders. Harassment is identified as a potential negative impact that can occur if proper mitigation actions are not in place. BearingPoint has a no-tolerance discrimination and harassment policy and encourages employees to raise concerns if they experience anything related to this.

Positive impact
BearingPoint strives to positively impact employees by creating an inclusive company culture and offering a variety of benefits, including flexible work and well-being programs. This is central to retaining and attracting employees and enabling them to perform at their full potential. Fostering and cultivating a diverse and inclusive culture also positively impacts employees in the sense that they can be their true selves at work and develop and thrive. It creates employee engagement, improved collaboration and productivity, and increased innovative thinking, which benefits not only the organization but our customers, too.

S1-1: Policies related to own workforce

BearingPoint is committed to providing a healthy and engaging working environment. Securing the well-being of employees is critical for creating an attractive workplace and for retaining valuable talent. Under the tagline “Together we are more than business,” BearingPoint strives to promote both people-centric business practices and a people-centric company culture. A diverse pool of employees and leadership that reflects the society we live in is assumed to understand better and match the needs of our diverse customer base. Various policies, public commitments, and certifications guide BearingPoint’s work around mitigating potential negative impacts and driving positive impacts to ensure an inclusive, engaging, and attractive workplace.

S1-2: Processes for engaging with own workforce

Engagement and remedies
As part of BearingPoint’s commitment to due diligence in identifying actual and potential adverse impacts on human and labor rights internally, we are continuously assessing relevant data and insights, such as whistleblower cases, employee engagement rates, and pulse surveys.

Employee pulse survey
BearingPoint wants to ensure close alignment and understanding of the motivation, engagement, and well-being of employees to be able to create the best possible workplace. Since 2023, we have adopted the so-called “How people feel Indicators,” which we track via continuous feedback collection via

Winningtemp, an innovative tool that can help us stay closer to each other and enhance the employee experience, creating a space for all to thrive. In our pursuit of fostering deeper connections within our organization, most of our people actively engage in feedback every three weeks, resulting in over 1,000 interactions per month. Participants share their scores on a Likert scale and can provide comments. Every comment is screened and answered by our local HR teams.

From this feedback, we are delighted to share exceptional results across three vital dimensions in 2024: Team Spirit, Diversity, Equity & Inclusion, and Commitment. With an impressive score of 8.1 out of 10 in Team Spirit, our workplace is showing a strong sense of collaboration, respect, and belonging, reflecting our commitment to nurturing meaningful relationships among our team members. Our dedication to Diversity delivered a remarkable score of 7.8 out of 10 whilst the category Commitment scored 7.6. The scores match the ones from the previous year which is a positive sign that we are maintaining whilst striving to improve even more.

The scores are a testament to our ongoing efforts to create a workplace where everyone has equitable support and equal chances. At the same time, we are continuously maintaining contact with people to understand the needs and the structural changes we need to pursue to ensure safety and equity at BearingPoint. As our lives now move at a faster pace and are ever-changing, we continue to form deeper connections with our people, encouraging constant reflection and maintaining dialogue on key topics like well-being, diversity, sustainability, and more.

S1-3: Processes to remediate negative impacts and channels for own workforce to raise concerns

Employees at BearingPoint can at any time raise concerns with their development managers, HR, or via BearingPoint’s Trustline, which functions as an anonymous whistleblower mechanism. BearingPoint’s Code of Business Ethics explicitly addresses how every employee is expected to be aware of and report any concerns about non-compliant conduct or actual or suspected lack of respect for human and labor rights in business. This is communicated via the intranet, employment contracts, and the mandatory Code of Business Ethics training.

S1-4: Taking action on material impacts on own workforce

BearingPoint plays a vital role in ensuring the benefits, retention, engagement, and performance of employees. BearingPoint works on a range of initiatives to address material impacts, risks, and opportunities related to its workforce.

Allocation of resources
BearingPoint’s HR department has operational responsibility for ensuring adequate measures for employee-related impacts. The global lead for diversity works alongside local diversity and HR leads to advance diversity across the firm. In practice, the diversity program is integrated across the organization, ranging from considerations in the recruitment process and the composition of teams to talent development, training, and stakeholder engagement, and as such, the responsibility and resources used are decentralized across the organization.

S1-5: Goals to manage material impacts on own workforce

BearingPoint’s main strategic goal is to retain our workforce. We are continuing the social dialogue via Winningtemp to understand our people’s needs and cater to them. We are continuously working on measures to ensure well-being and psychological safety through a variety of policies, benefits, and training. Our Employee Resource Groups (ERGs) play a vital role in driving engagement with our people as well.

BearingPoint has dedicated diversity goals:

- increasing the representation of females in senior leadership roles (Senior Manager, Directors, Partners) to 30% by End of 2026
- increasing the representation of females in leadership roles (manager, Senior Manager, Directors, Partners) to 40% by 2030

Our secondary diversity goals include:

- having 20% female Partners by 2030
- having 40% female workforce (except partners) by 2030
- include diversity elements in all mandatory training (such as BE.School, etc.)
- creating a plan implementing additional diversity dimensions as part of the strategy

Note: our affinity initiatives (ERGs) play a vital role in our strategy (see S1-9).

S1-6-8 are currently not reported on

S1-9 Creating a diverse working place and taking action to avoid discrimination and harassment

In 2024, BearingPoint continued its efforts to implement diversity with both ongoing and new initiatives. The global lead for diversity is in charge of managing change and progress in target achievement with the Female Acceleration Focus team. Diversity sub-targets are defined annually for defined, prioritized practices. Local HR and leadership teams oversee developing and executing action plans to create a direct, measurable impact on the main diversity targets (see S1-5). Qualitative and quantitative progress is reviewed monthly by the global lead for diversity and the global head of CSR collaboratively with the countries and reported to the Steering Committee as well as the Management Committee regularly. Accordingly, the global lead for diversity is part of frequent conversations with local and firmwide HR and leadership teams. In addition, a dedicated diversity governance with local representatives enables an ongoing exchange of diversity principles and best practices.

Internal employee resource groups (ERGs) to foster understanding and inclusion Understanding, engagement, and enablement are key to creating a diverse and inclusive workplace. To facilitate this, BearingPoint has an array of internal ERGs that operate on both firmwide and local levels. All ERGs share the common purpose of creating safe spaces for different diversity dimensions, encouraging visibility, and raising awareness and transparency toward individual needs. The global lead for diversity has the job of creating a ground of collaboration globally and supporting the groups in their needs.

- Our ERGs are:**
- Women@BearingPoint
 - Parents@BearingPoint
 - MORE@BearingPoint
 - Proud@BearingPoint
 - Ability@BearingPoint

In 2024, we launched an additional ERG called “EquityAmbassadors@BearingPoint.” The network is dedicated to intersectional allyship and is open to all allies, no matter their diversity dimension. In fact, the network’s goal is to enable people in privileged and/ or leadership positions to function as allies by providing them with a safe space to learn and become comfortable as outspoken allies. Like the other ERGs, equity ambassadors organize training and provide educational material to their community. Specifically for equity ambassadors, themes revolve around authentic and inclusive leadership, psychological safety, and intersectional allyship.

Unconscious bias training In 2024, BearingPoint launched UN/BIAS, a gamified training program about unconscious biases, educating employees and enabling them to manage their unconscious biases. Unconscious biases are mental shortcuts that are inherent to all of us and most often help us navigate our jobs and daily lives. At times, unconscious biases can have pitfalls. Knowing how to recognize and counteract them helps our people to make better decisions, mind team dynamics, and ensure equal treatment in regard to task allocation, staffing, performance reviews, promotions, hiring, and client relationships. The unconscious bias training aims to drive stakeholder engagement and adoption of diversity principles, both of which will help to further our diversity targets. We monitor engagement, awareness, and the satisfaction rates of the training.

S1-10 Mitigating the gender pay gap

BearingPoint has a gender-neutral remuneration policy and strives for equal pay. However, it is acknowledged that BearingPoint has not yet accomplished a complete gender pay balance. BearingPoint works on improving data and analyses to understand better where there are differences as well as their respective root causes, e.g., via the so-called People Dashboard, which was launched in 2024. BearingPoint is currently preparing for the EU pay transparency directive and is continuously working on identifying and reducing pay gaps within the organization.

S1-11 ESRS S1-11 -12 are not reported on

S1-13 Parameters for training and skills development

Our learning journeys BearingPoint strives to empower our people to succeed. Thus, we offer customized learning journeys that accompany our people through their careers. Trainings are consecutive and match employees’ career levels. Our training portfolio consists of e-learning and in-person training. Our people start their journey with new hire training. For junior levels ranging from analysts to senior consultants, we provide international and in-person training like the Be.School and Consultant Bootcamp. For senior consultants starting their second year, we offer the chance to go to Oxford School for leadership training. For managers, we offer the new manager training and the Yale School. For Partners, we offer the Oxford School.

Sustainability and diversity training BearingPoint has a training catalog dedicated to sustainability and diversity, as it is imperative for us to engage and enable our people early on. We offer the ICare Academy and the unconscious bias training, both of which are accessible on-demand. On local and firmwide levels, we organize recurring training around sustainability and diversity, e.g., Climate Fresk training, female leadership, and authentic and inclusive leadership training.

S1-14 Parameters for health and safety are not reported on

S1-15 Work-life balance

BearingPoint encourages employees to embrace and practice flexible working according to individual needs. Our employees contribute to our projects and clients well; thus, we operate on the basis of trust. Our people can decide for themselves if they want to work in our offices, from home or in a hybrid fashion. We encourage client facing people to work from where they will best create value for the client in considering the clients’ wishes. Sometimes we even encourage to expand the time spent at the client’s site, if needed keeping their well being and the environmental aspects in mind. BearingPoint also offers part-time models, workations, and sabbaticals.

S1-16-17 are not reported on

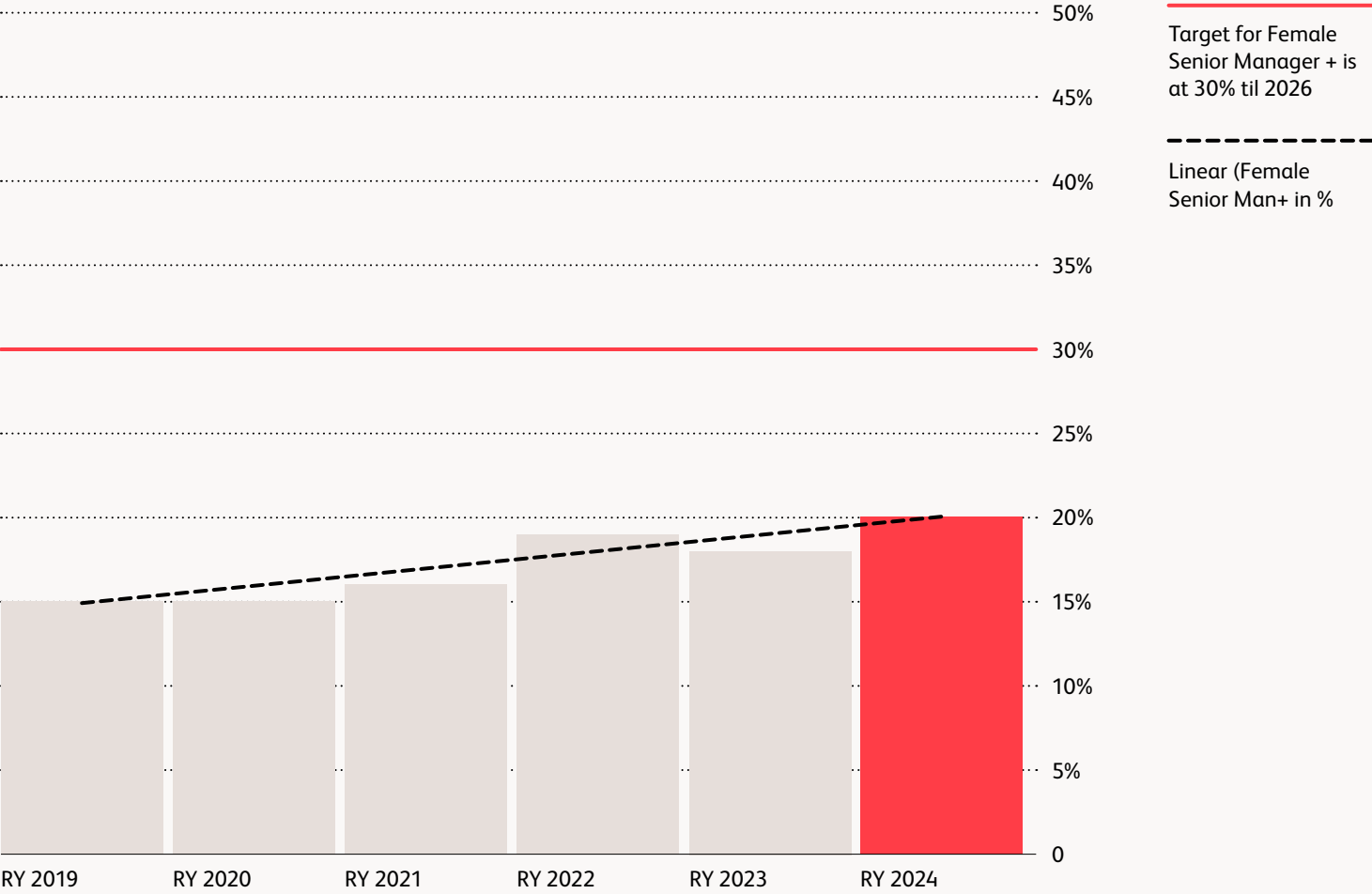
S4: Our clients and people in society

This chapter is not reported on this year.

Additional people data

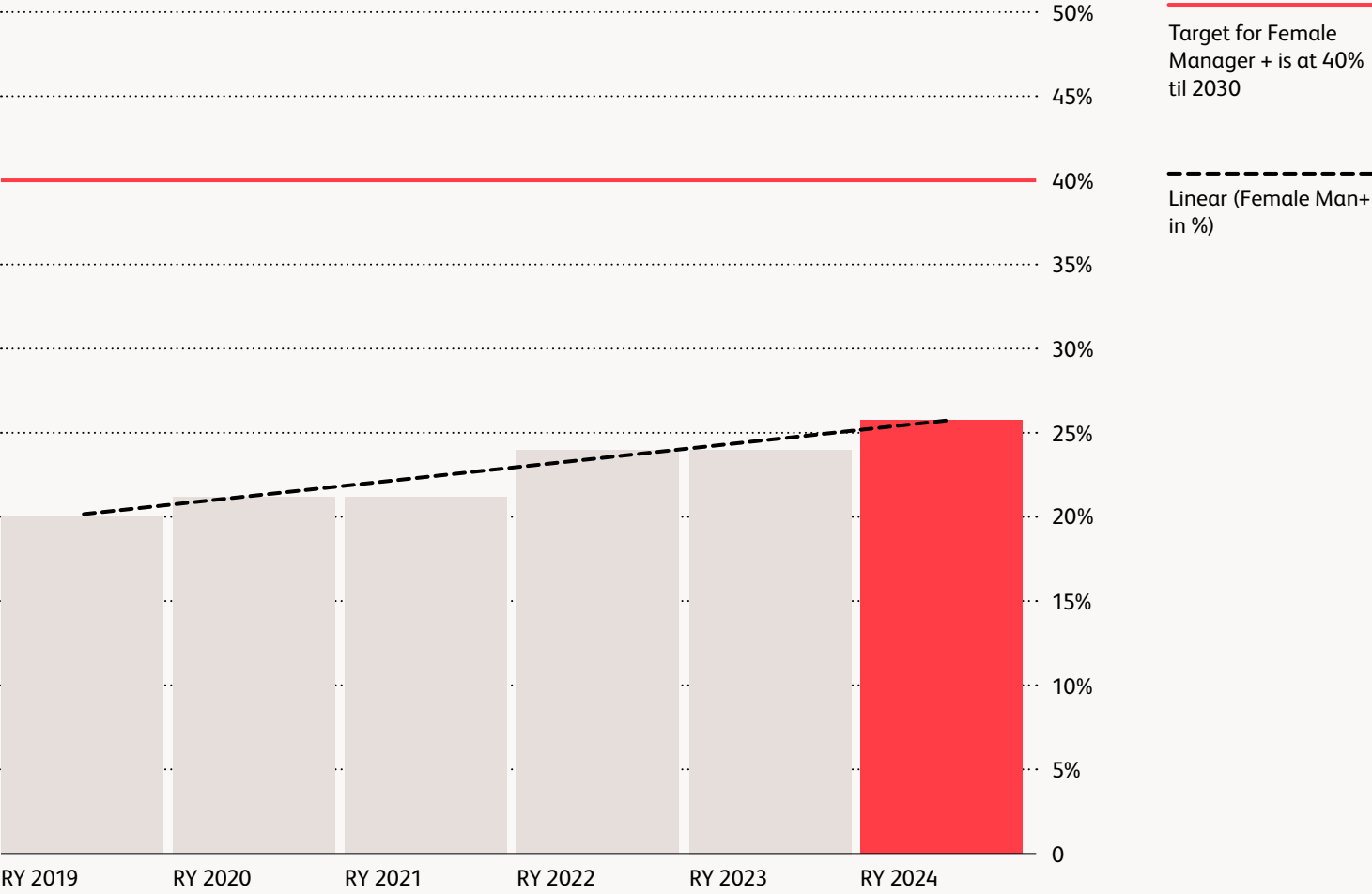
	RY 2019		RY 2020		RY 2021		RY 2022		RY 2023		RY 2024		Δ since 2023	
Global headcount	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*
Overall	4,638	3,997	4,648	4,048	4,261	3,707	5,253	4,657	6,055	5,388	6,189	5,462	+2%	+1%
Share of females	36%	31%	36%	32%	38%	33%	39%	35%	39%	35%	39%	35%	-	-
Share of males	64%	69%	64%	68%	62%	67%	61%	65%	61%	65%	61%	65%	-	-
Management (percentage by gender)														
Share of females	23%		24%		28%		29%		26%		28%		+8%	
Share of males	77%		76%		72%		71%		74%		72%		-3%	
Partners (percentage by gender)														
Share of females	11%		12%		12%		12%		14%		14%		-	
Share of males	89%		88%		88%		88%		86%		86%		-	
Management committee (composition by gender)														
Women	1		2		2		2		2		3		+50%	
Men	9		9		9		9		10		8		-20%	

Female target alignment 30% Senior Manager + by 2026



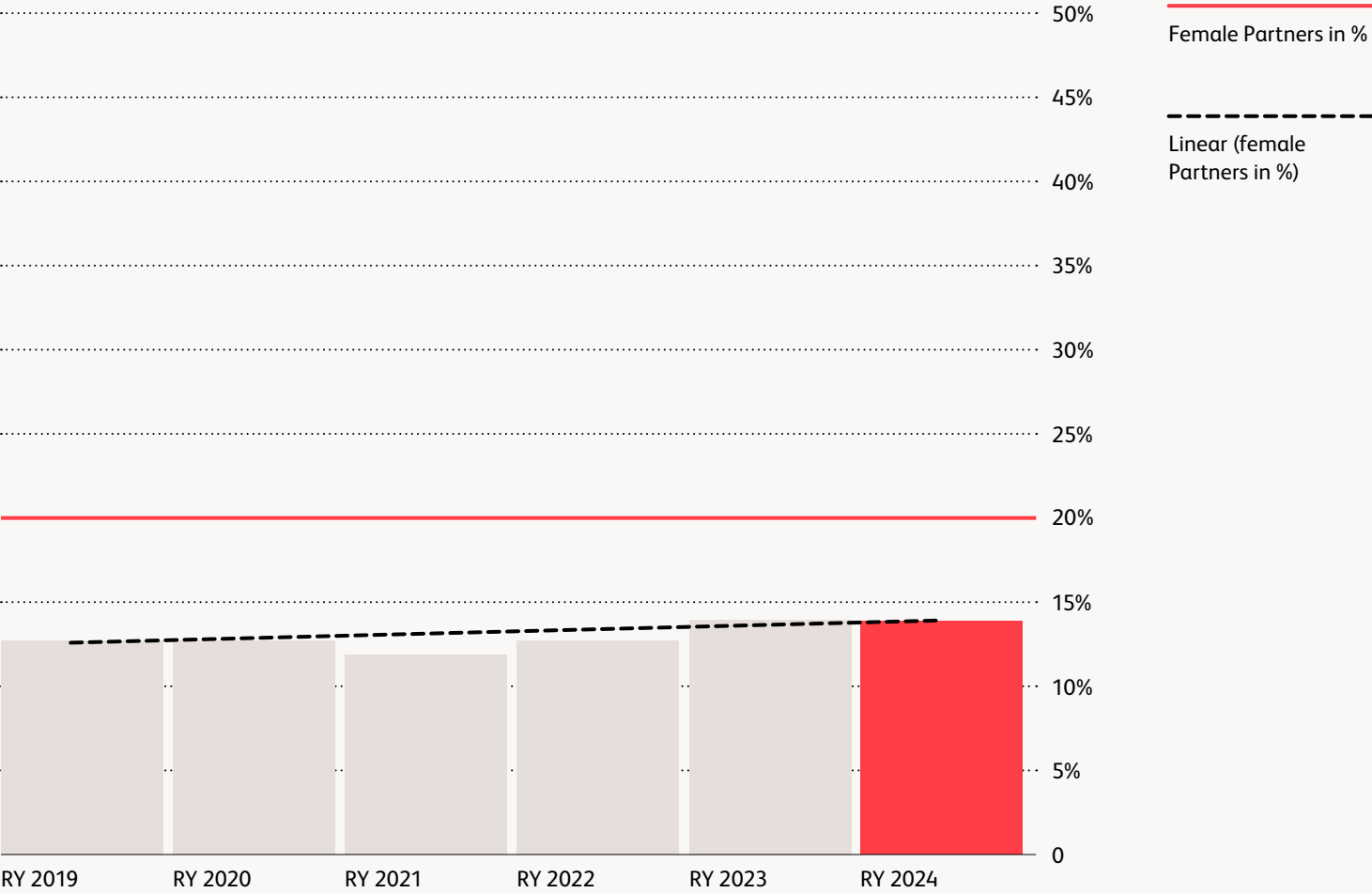
Generations	RY 2019	RY 2020	RY 2021	RY 2022	RY 2023	RY 2024	Δsince 2023
Babyboomers – born 1946-1964	6%	5%	4%	3%	3%	3%	-
Generation X – born 1965-1980	24%	23%	20%	18%	18%	18%	-
Generation Y – born 1981-1994	64%	63%	58%	53%	48%	46%	-4%
Generation Z – born 1995-2012	6%	9%	17%	26%	31%	33%	+6%
"How people feel" indicators	Scale 1-10						
Diversity	piloted	7.8	8.0	8.0	7.9	7.8	-1%
Team spirit	8.0	8.0	7.8	7.8	8.2	8.1	-1%
Psychological safety	7.7	7.7	7.7	7.8	7.5	7.6	+1%
Leadership	8.9	8.9	9.1	9.1	7.6	7.6	-
Sessions & events in the countries coordinated by DIVE teams							
DIVE sessions in the countries	n/a	20	> 35	> 50	-	> 49	
Trainings							
Firmwide virtual trainings	n/a	n/a	98	55	57	62	+9%
Number of participants	n/a	n/a	3,682	3,008	2,788	2,505	-10%
Firmwide e-learning	n/a	n/a	56	69	79	-	-
Number of participants	n/a	n/a	2,515	3,101	3,574	-	-
LinkedIn learning							
Hours spent on the platform	-	-	-	-	-	4,100	-
Number of participants	-	-	-	-	-	2,209	-

Female target alignment
40% female Manager + by 2030



	RY 2019		RY 2020		RY 2021		RY 2022		RY 2023		RY 2024		Δ since 2023	
	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*	All	CFS*
New hires														
Overall	1,135	975	778	704	1,342	1,255	2,029	1,886	1,815	1,655	1,123	1,013	-38%	-39%
New hires by gender														
Share of males	59%	64%	61%	63%	61%	64%	59%	61%	62%	65%	59%	62%	-5%	-5%
Share of females	41%	36%	39%	37%	39%	36%	41%	39%	38%	35%	41%	38%	+8%	+9%
New hires by generation	All		All		All		All		All		All		-	
Babyboomers – born 1946-1964	n/a		n/a		4		13		19		23		+21%	
Generation X – born 1965-1980	n/a		n/a		93		190		212		155		-27%	
Generation Y – born 1981-1994	n/a		n/a		737		985		736		402		-45%	
Generation Z – born 1995-2012	n/a		n/a		508		841		848		542		-36%	
New hires by region														
GSA	n/a		n/a		495		626		542		328		-39%	
FBLA	n/a		n/a		291		523		395		263		-33%	
GROW	n/a		n/a		199		348		293		175		-40%	
GLO	n/a		n/a		107		50		61		40		-34%	
CSH	n/a		n/a		250		414		284		118		-58%	
ARC	n/a		n/a		n/a		68		240		198		-18%	
Number of nationalities working in the firm														
Overall	77		82		76		84		89		88		-1%	

Female target alignment
20% female Partners by 2025



05

Governance information

B^o

G1- Business conduct

BearingPoint’s reputation for integrity goes back over one hundred years and is one of our most important assets. We are proud that BearingPoint has consistently maintained a strong focus on integrity throughout its history, and we are committed to ensuring that it continues to do so. As a global firm, we face challenges from the complexity of cultural, legal, political, and economic environments in which we operate, both directly and indirectly, by supporting our clients worldwide. To maintain leadership and be a trusted corporate partner, we must manage our business with strength, ambition, humility, good judgment, and ethical conduct.

We are committed to governing the firm in accordance with BearingPoint’s Code of Business Ethics and sound corporate governance practices. We expect all employees and third parties acting on our behalf to uphold this reputation in their duties.

Anything less than a total commitment to acting with integrity in the conduct of BearingPoint’s business is unacceptable. Together, we will continue to build a firm that stands as a beacon of integrity and excellence in the business world.

G1-1 10-24 Impacts, risks, and opportunities

Business conduct and corporate culture encompassing organizational ethics and integrity, whistle-blower protection, and regulatory compliance are pivotal in generating significant positive impacts for our stakeholders. However, if these areas are not managed effectively, they pose substantial financial risks. Falling short of the expected standards can lead to financial repercussions, including penalties, legal expenses, and damage to our reputation.

Aligning our ethical business conduct requirements with our clients’ interests, we have identified the areas of prevention and detection of corruption and bribery as material, promoting a culture where employees and third parties can raise concerns freely and make political contributions. Those also support our commitment to adhere to the principles of the UN Global Compact, of which BearingPoint has been a signatory since 2019.

Prevention of corruption and bribery
Complementing our values, we need to conduct business in the most appropriate, legal, ethical, and transparent way.

Our Code of Business Ethics has been formalized, outlining our commitment in relation to diversity, discrimination and harassment, personal conduct, anti corruption and bribery, conflict of Interest, data and information governance, confidentiality environment, corporate social responsibility, donations and sponsorships and adherence to laws and regulation in general as well as accurate books and records.

The Code of Business Ethics applies to all employees at BearingPoint Holding B.V. and its associated companies and everyone at every level, including our Partners, shareholders, and appointed company officers, as well as third parties where appropriate.

Living our values and enforcing them throughout our supply chain will have a positive impact on our workforce and our business partners.

The principle of zero tolerance for corruption and bribery is included in the People Conduct section of the Code of Business Ethics. Due to the importance of that subject, we cover all within the Code of Business Ethics and do not have an additional separate anti-corruption and bribery policy. We put in place related processes and continuous monitoring procedures to ensure the implementation of the principles set in the Code of Business Ethics. This includes enhanced due diligence processes for higher-risk countries and projects, gift and entertainment monitoring, and payment flow controls.

Risk of corruption
As a globally operating partnership, corruption and bribery were identified as one of the group-wide risks that have been included in our enterprise risk management. In 2024, we were not subject to any corruption and bribery-related investigation, nor have we paid any related fines.

Training
With an unwavering commitment to our ethical standards, all employees must complete a comprehensive mandatory Code of Business Ethics online training that also delves into crucial areas such as corruption

and bribery, ensuring that every employee not only understands but also explicitly acknowledges the profound content of our Code of Business Ethics. The role of this initiative, along with the meticulous tracking of completion rates, is managed by our group compliance function. This dedicated team is also responsible for curating the content of the online training and delivering any additional targeted training sessions. Specifically, the teams working with countries that are higher on Transparency International have been identified as having higher risk and have received additional awareness from group compliance. In 2025, a new training course will be rolled out with a heightened focus on human rights and supply chain risks.

Promoting a culture of freely raising concerns
Our commitment to the highest possible standards of integrity and ethical behavior gives us a clear competitive advantage. To maintain those high standards, a culture of openness and accountability is vital.

BearingPoint has implemented a confidential and if needed, anonymous reporting mechanism complying with the EU whistleblower Protection Directive and other applicable laws– BearingPoint Trustline, which aims to encourage all employees to raise concerns about malpractice without fear of reprisal. Third parties have the same option: go directly to group compliance as published on our webpage. BearingPoint Trustline is made available 24/7 in English, German, and French to employees who may want to seek advice or report substantial violations of BearingPoint’s Code of Business Ethics or other illegal business practices in the areas of:

- Finance, accounting, banking and anti-corruption, money laundering
- Anti-competitive practices
- Fight against discrimination, harassment, and bullying
- Health and security at work
- Data & Information Protection
- Protection of environment
- Any breach of EU law relating to BearingPoint’s business

The group compliance function manages the process. All claims are being reviewed, assessed, and investigated. We will not tolerate harassment or victimization and will take action to protect the person raising the concern from retaliatory measures, such as disciplinary or discriminatory action, if the concern was raised in good faith. Any employee who is found to have victimized or harassed an employee who has legitimately made use of this procedure or other people involved in good faith will face disciplinary action.

All individuals involved in the process have a higher awareness of the sensibility of this subject and handling confidential information; this includes lawyers, people and culture professionals, and internal auditors. Any investigation will be managed by independent functions such as group compliance, internal auditors, or the employment law team.

Political contributions and lobbying (G1 -5 29a-c) 20d and 30 is not reported on

According to our Code of Business Ethics, any contributions made directly or indirectly to a political party, political fund-raising organization, or candidate anywhere in the world require prior approval from the Managing Partner and the Chief Compliance Officer. In the financial year 2024, no such request was made, and our records do not show any payments to political parties or government organizations outside the scope of a regular business relationship.

Individual involvement in political activities or groups is a matter of personal choice. However, we must ensure that any political opinions we express are understood to be personal and are not made on behalf of, or may be attributed to, BearingPoint.

BearingPoint does not have a dedicated function for lobbying activities but has a variety of government clients around the world who are concerned about public policy issues that may affect the firm. For 2025, we will clarify the need for a dedicated lobbying policy approach as well as define the rules around indirect payments if required.

06

Appendix

B°

Emission scopes

In line with the Greenhouse Gas (GHG) Protocol, GHG emissions (hereinafter referred to as emissions) are generally allocated into three scopes.

Scope 1

Direct emissions from owned or controlled sources, such as financial - company cars and the use of natural gas in offices for heating and cooling purposes, fall under this scope.

Scope 2

Indirect emissions from the generation of purchased electricity and the consumption of district heating and district cooling are in this scope.

Scope 3

All other indirect emissions occurring in our firm's sphere are within this scope. These include business travel, commuting, capital goods, waste, fuel- and energy-related natural gas, upstream electricity and electricity Transmission and Distribution (T&D) losses, and IT-related emissions.



GHG inventory: relevant emission sources

BearingPoint's commitment to sustainability has reached significant milestones, which we proudly share in our Sustainability Report 2024.

Emission source	Description	Details
Scope 1		
Company car fleet	Refers to all emissions resulting from the use of fuel for company cars.	Details in section “Company car”
Office electricity usage	Refers to all emissions resulting from the use of natural gas for office heating purposes.	Details in section “Office-related emissions”
Scope 2		
Purchased electricity	Refers to all emissions resulting from the use of electricity generated elsewhere but consumed in offices.	Details in section “Office-related emissions”
District heating	Refers to all emissions resulting from the use of energy generated elsewhere but consumed in offices for heating purposes.	Details in section “Office-related emissions”
District cooling	Refers to all emissions resulting from the use of energy generated elsewhere but consumed in offices for cooling purposes.	Details in section “Office-related emissions”
Scope 3		
Capital goods	Refer to all emissions resulting from purchased goods and services, comprising construction, electronics, manufactured goods, publishing, repair & installation, telecommunication, services, and textiles. Today, we cannot differentiate products/services for longer-term use (capital goods) or immediate use (purchased goods and services). This is why we aggregated all purchases conducted below capital goods in accordance with the categories and the respective emissions factors.	Details in section “Other Scope 3 Emission Sources: Capital Goods”
Fuel and energy-related activities [natural gas]	Refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through purchased fuels.	Details in section “Office-related emissions”

Emission source	Description	Details
Scope 3		
Fuel and energy-related activities [upstream electricity]	Refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through the generation of purchased electricity.	Details in section “Office-related emissions”
Fuel and energy-related activities [electricity transmission and distribution (T&D) losses]	Refers to all emissions resulting from fuel- and energy-related activities indirectly emitted through the transmission and distribution of purchased electricity.	Details in section “Office-related emissions”
Waste generated in operations	Refers to all emissions resulting from the assumed average waste disposal per employee.	Details in section “Office-related emissions”
Business travel	Refers to all emissions resulting from business-induced travel, such as air and rail travel, private or rental car travel, and travel by taxi service.	Details in section “Business Travel”
Employee commute	Refers to all emissions based on the assumed average commuting days to the office, the mode of transportation (private cars), and the average commute distance.	Details in section “Other Scope 3 Emission Sources: Commute”
Upstream leased assets	Refers to all cradle-to-gate emissions resulting from IT devices and their usage in the office or while working from home (smartphones and laptops).	Details in section “IT”
Use of sold products and services	Refers to all cradle-to-gate emissions resulting from IT devices and their usage at the client site (smartphones and laptops).	Details in section “IT”
Overnight stays	Refers to emissions occurring in the context of business travel and people’s overnight stays in the context of business travel. [Since these emissions are seen as “optional” reporting – as they are not strictly considered business travel – the SBTi requests that this emission type be reported separately. Accordingly, overnight stays are out of scope for our Scope 3 reduction target].	Details in section “Business Travel – optional”

General approach

Where possible, we applied a market-based methodology and used the certified BearingPoint Emissions Calculator (BEC) as the primary tool to consolidate, verify, and calculate our emissions. Divestments, joint ventures, and other similar factors that may impact BearingPoint’s overall emissions were considered and are continually evaluated. Where relevant, adjustments to the emission data were made and indicated accordingly.

Emission scopes

Emissions related to company cars

Sample and database
On an annual basis, we reach out to local HR or dedicated fleet management contacts and request details on their company car fleets via our template “Company Car Assessment” as of December 31.

Calculation methodology
We collected information on the number of company cars that use the respective engine types (gasoline, diesel, hybrid, or fully electric). In addition, we requested information on fuel/energy consumption (liter or kWh), kilometers driven, or fuel cost expensed by engine type – to cover different data availability in different countries. To ensure comparability with previous reporting periods (where we only had kilometers driven and expense information available), we used fuel and energy data and converted it into kilometers driven data. We uploaded the respective distance- and spend-based activity data with BEC, where BEIS emission factors are applied.

Emissions related to offices

Sample and database
Annually, we reach out to all BearingPoint office managers and request their support in conducting our “Sustainable Office Assessment.” This assessment allows for the collection of location-specific qualitative and quantitative data.

The quantitative assessment delivers the basis for our emission calculation. Therein, we ask for energy consumption data related to electricity as well as heating and cooling. We also request information on used energy sources as well as market-based emission factors (where available). The data is then consolidated and uploaded to the BearingPoint Emission Calculator. Location-based emission factors are applied where no market-based information is available/ delivered.

Another emission category we consider as office-related is waste: While we also ask for waste quantities to assess our waste-related emissions, we see that our offices do not weigh generated waste by default. Our approach thus relies on headcount data per office.

Calculation methodology	
Energy	As in previous years, we still estimate the office emissions for the reporting year using collected and estimated consumption data for the previous reporting period (using headcount relations for extrapolation). Until now, energy suppliers have only provided the necessary data with significant delay. Where available, we use actual energy consumption in kWh or m3 and apply the market-based emission factors (as provided by energy suppliers). Missing consumption data was extrapolated using a calculated headcount average from reported consumption applied to the location with missing data (referencing their headcount). For missing information on market-based Emission Factors, we applied location-based Emission Factors.
Energy	We also considered energy-related Scope 3 emissions, which encompass the indirect emissions associated with the production, transmission, and delivery of fuels and energy purchased, which are not accounted for in Scope 1 and 2 emissions. This is transmission and distribution losses in connection with electricity usage as well as upstream electricity and indirect emissions from natural gas usage. The latter is calculated as a fixed proportion of the natural gas usage reported multiplied by a location-based FERA emission factor. We have not updated these emission factors lately. For upstream electricity, we applied 2021 or 2022 values, respectively; for transmission and distribution losses, we applied values from 2019, 2020, or 2021.
Waste	As a service company with mainly domestic waste and given our high share in working from home and at client sites (and lack of representativeness of waste quantities in the offices), we have decided to apply an industry average on waste amounts as provided by Ademe. Ademe assumes that every employee, on average, produces 140kg of waste in the office or for office-related activities at home per year. This average is multiplied by headcount figures by country (not differentiated by part- or full-time). The calculation is conducted manually, as the BearingPoint Emission Calculator does not support waste emission calculation.

Data updates and corrections

We detected that there occurred an entry error in our BEC for 2019 and 2020 activity data for one of our offices in Romania, leading to underrepresented office emissions in 2019. This was corrected for in our GHG Balance (increase of purchased electricity emissions for 2019 from 650 to 854 tons of CO2e and for 2020 from 539 to 668 tons of CO2e).

The 2024 GHG inventory provides updated 2023 values for all energy-related emissions in the office space, as provided with the office assessment conducted in 2024. The values provided for 2024 are, again, estimated by using 2023 data as a basis and applying respective extrapolations by headcount. Also, we needed to correct 2019 electricity consumption emissions (and related Scope 3 emissions slightly, we spotted that for our Bucharest office, data was not calculated correctly), leading to an increase in 2019 baseline emissions.

Change in country default emission factors for 2023

We updated the country-specific electricity emission factors for 2022 emissions calculations. As such, 2019 and 2020 emissions reflect default values from the ecoinvent v3.0 from 2013; emissions from 2021 rely on the IEA version 2019, and 2022 emissions rely on the IEA version 2022. We updated these with 2023 factors for the 2024 reporting.

Limitations and outlook

The office data sample for emission calculation is still not complete. Some offices currently cannot deliver emission factors based on their electricity mix or heating source. Where the emission factor is missing, we either use previously shared emission factors (option 1) or average grid emission factors by country (option 2). Also, we still face data gaps on energy consumption for some office spaces as they were not able to deliver dedicated consumption data due to sharing their office space with other firms (electricity and heating are part of the overall rent payment plan) due to being guests in clients’ buildings or because of a contract design where the rent covers energy consumption. Here, we apply BearingPoint per capita energy consumption values (based on shared consumption data).

In 2024 (when collecting 2023 energy data), we started to involve our real estate team further to seek a conversation with landlords and our local office data owners to improve our data quality. Yet, this so far only led to minor data quality improvements. We expect data process improvements (data quality and availability) in 2026 only, as EU landlords shall then be obliged to provide energy consumption information monthly.

As regards waste emissions, we aim to challenge the industry average applied by comparing it with the BearingPoint waste quantities documented in our offices in Paris and Dublin.

Emissions related to business travel

Sample and database

Business travel emissions are based on business-induced travel activity. We report emissions of various modes of business travel that employees use across the firm. These include plane and rail travel, travel by private and rental cars, and travel by taxi or other ride-hailing services. Activity or spend-based data is retrieved via our internal booking and expense tools or requested with external service providers (see rental cars).

Calculation methodology

Raw data is cleaned and structured according to the requirements of our internal BearingPoint Emissions Calculator (BEC) tool. This tool applies emission factors to determine the emissions per mode of transportation. The emission factor databases used to calculate business travel emissions (e.g., GLEC, BEIS [formerly DEFRA], EXIOBASE, and others) are regularly updated.

Calculation methodology

Plane	For plane travel, we apply a distance-based approach (using IATA codes), whereby we mainly use booking data provided by our travel agency partner, which we correct with extrapolated expense data (retrieved through our central expense system) to account for bookings outside our central booking system. The approach is to extrapolate the volume of missing data in our booking information by contrasting the amount spent in booking with the actual expense data: – Extrapolation Step 1: We extract a report on the booked flights, respective expenses, and related GHG emissions (computed by the BEC) for the reporting year. Information is segmented by country. – Extrapolation Step 2: We extract all plane transactions from the central expense system together with the respective expenses by country. – Extrapolation Step 3: We contextualize both values by dividing the “actual expenses” by “booking costs.” – Extrapolation Step 4: Having calculated the gap in Step 3, we then corrected the GHG emissions based on booking data (Step 1).
Rail	For rail travel, we apply a spend-based approach, as only the expense amount by trip is available through our central expense system for this mode of transport. The local emission factors used for calculating rail emissions are provided by EXIOBASE (which are computed as an average for passenger and freight transportation).

Calculation methodology

Private cars	For private cars, we apply either a distance- or spend-based approach depending on the data available in the expense reports. As we rely on expense data, we are not able to distinguish the fuel/energy type of the cars in use. Accordingly, we apply the average country-based default Emission Factor as provided in the BearingPoint Emission Calculator (BEIS, former DEFRA, for every type of car).
Rental cars	For rental cars, we use distance-based data as reported by our rental car providers. We also make use of the available information on vehicle type (diesel/gas/electric) of the rented vehicles by using accordant emission factors (BEIS, former DEFRA).
Taxi and other ride-hailing services	For taxi and other ride-hailing services, we apply a spend-based approach as we have no information available on distances or the fuel/energy type of vehicles used. Accordingly, we apply standard emission factors (taken from the European Commission Reports and GLEC 3, Global Logistics Emissions Council) for transportation by country.
Overnight stays (non-mandatory reporting)	For private cars, we apply a spend-based approach using expense data. We use the emission factors as provided in the BearingPoint Emission Calculator.

Data backgrounds and corrections

We updated emissions factors for 2024, where this info has already been released by the used sources (BEIS, the emission factor database for planes and cars).

In the case of taxis, we combined information from the European Commission report on passenger cars and light commercial vehicles, the Global Logistics Emissions Council, and Taxi-calculator.com to determine emission factors.

For rail, a mix of the latest information available (2022) from UBA, IRG, and IEA has been used to calculate the emission factors. As regards rail, we updated our emission footprint 2023, as we detected that in one country, rail was booked as public transport. This was corrected for 2023, which led to a negligible increase in rail emissions.

Limitations and outlook

From 2025 onwards, we will retrieve a holistic expense report to enable direct plane travel emission calculation. We will provide the figures for the two approaches, “extrapolation” and “direct calculation,” to evaluate the quality of the currently applied extrapolation.

Other Scope 3 emission sources: IT device usage

Sample and database

Laptops, smartphones, and tablets make up for our current IT emission footprint. Emissions are calculated using average emission information provided by the manufacturer per device type. We request reports on devices in use (as of December 31) with our IT department.

Calculation methodology

As reported in previous reports, our IT emissions reflect emissions related to the utilization of these devices. Respective IT emissions are calculated by the manufacturer for each device type, considering average energy consumption information per device in different usage intensities (ready for operation mode, normal operation mode, videoconferencing/film mode, sleep mode). In parallel, we assume a standard usage time per day of eight hours throughout a normal working day. We further assumed one hour in “sleep mode” and seven hours in “high utilization mode,” which we further differentiated into four hours of video streaming (for conference calls) and three hours in non-streaming mode. We also assume that, on average, people use their laptops on 203 working days. For both smartphones and tablets, we assumed a daily charge rate. As a result of this exercise, we retrieve kWh data by country.

To convert the energy consumption from kWh into tons of CO2e, we used the emission factor of the energy source mix of Germany for 2022 (355 g CO2e per kWh). The calculation is conducted manually, as the BearingPoint emission calculator does not enable IT emission calculation.

As a result of our GHG inventory assessment, we started to differentiate IT device usage by looking at the context where the devices were used (at client sites or from the office/ from home). For device usage at client sites, emissions are considered to occur in connection with service delivery for our clients (emission category: Use of sold products). The percentage of IT devices used at client sites is estimated based on data from the Commute Survey, asking participants to estimate the share of time worked at client sites in a typical working week (10% of their working time).

The remaining 90% of their time, consultants work either from home or from the office. The accordant emissions are accounted for in the emission category “Upstream leased assets.”

We do not incorporate the downstream and upstream emission footprint of the devices used as they are related to sourcing/ production and end-of-life emissions, respectively, which should already be considered within the manufacturer’s/device lease provider emissions balance sheet.

Limitations and outlook

We aim to apply country-specific emission factors for device usage in the future. Yet, this is mainly done for accuracy reasons; we do not expect significant changes in emission values for countries other than Germany. In addition, we aim to expand our view on IT emissions to account for the assumed increase in AI-based applications, which come with increased energy demand, and may become a relevant source of emissions for our business.

Other Scope 3 emission sources: capital goods

Sample and database

To account for the emissions related to capital goods, controlling provides a report on all invoices handled across all BearingPoint countries throughout the reporting period.

Calculation methodology

Change sentence: As reported in the previous years, our IT emissions are focused on the emissions related to the usage of devices (laptops and smartphones). Using such IT devices requires energy; however, we do not incorporate the emission footprint of these devices as it is related to sourcing and production, which is already considered within the manufacturer’s emissions balance sheet. Basically, we apply a spend-based approach to determine capital goods emissions. In the first place, we take the extracted report and, on a manual basis, categorize line items into nine pre-defined categories (services, furniture/manufactured goods, telecommunications, electronics, publishing, construction, repair and installations, textiles, and others). The spend (in Euro) is aggregated by category and country and multiplied by the respective category emission factor. All emissions across categories are then summed up at the country level.

Limitations and outlook

Emission factors for capital goods require an update as we applied emission factors with validation periods between 2019 and 2022. Also, we aim to improve the process by adding a tag in the invoicing process to cover the categorization exercise within the invoice handling already. Also, we detected that a few countries use booking codes for expenses that were not covered in our base report (we expect the unreported emissions to be below 5%). To address this, we have already started to align with the respective country contacts and will provide updated figures in our 2025 GHG balance sheet.

Data and information protection

In addition to respecting and protecting our people’s privacy and personal or sensitive information, we are also committed to respecting and protecting our clients’ and business partners’ information and data. BearingPoint’s policies, processes, and guidelines apply to all information and personal data (independent of being given in written, electronic, visual, or verbal form) entrusted to BearingPoint. They must be followed by employees, contractors, and business partners who work for or on our behalf.

Our policies, processes, and guidelines apply to all Data and Information (regardless of whether in written, electronic, or recorded oral form) entrusted to BearingPoint. They must be followed by all employees, contractors, and business partners who work for BearingPoint or on our behalf.

To comply with statutory specifications and client requirements, data and information are protected by appropriate technical, organizational and administrative security measures to prevent unauthorized access, accidental or unlawful loss, disclosure, misuse, alteration/manipulation, and destruction of data.

BearingPoint:

- has implemented privacy management software for recording assets, systems, and data processing activities in order to demonstrate compliance with the regulations of the General Data Protection Regulation (GDPR) as well as managing information assets, in general,
- has implemented and maintains a quality management system (QMS) aligned with its business model and its overall strategic orientation. BearingPoint’s QMS is certified according to the international standard ISO 9001:2015
- has implemented and maintains an information security management system (ISMS) aligned with its business model and its overall strategic orientation. BearingPoint’s ISMS is certified according to the international standard ISO/IEC 27001:2022

Any individual who works for or on behalf of BearingPoint must familiarize themselves with BearingPoint’s latest data and information security policies and guidelines available in BearingPoint’s intranet and, if applicable, specific project-specific client requirements.

BearingPoint has put in place an adequate organization to ensure compliance with applicable data and information protection laws and regulations as well as industry standards in relation to any individual, any information system, or any business process that collects, uses, accesses, shares, stores, transfers, or destroys employee’ or third parties’ data and information for or on behalf of BearingPoint.

To meet the principle of segregation of duties, BearingPoint has established a Risk & Quality Management Department (RQM) as well as a group compliance and security department to whom the responsibilities of QMS, data and information security (ISMS) and cybersecurity were delegated. All personnel acting in the field of data and information security are under the supervision of BearingPoint’s Chief Compliance & Security Officer.

List of abbreviations

REAC	Renewable Energy Attributes Certificates
CO2e	Carbon Dioxide Equivalent
FTE	Full-Time Equivalents
LCA	Life Cycle Assessment
DMA	Double Materiality Assessment
UPT	Utilities, Postal & Transportation
SBTi	Science-Based Targets initiative
SBT	Science-Based Targets
RQM	Risk & Quality Management
ISO	International Organization for Standardization
ISMS	Information Security Management System
QMS	Quality Management System
CSDDD	Corporate Sustainability Due Diligence Directive
EMS	Environmental Management System
BAU	Business-As-Usual
FMNR	Farmer Managed Natural Regeneration
AR	Afforestation and Reforestation
CSRD	Corporate Sustainability Reporting Directive
FBLA	France, Belgium, Luxembourg, Africa
GIS	Geospatial Information System
NGO	Non-Governmental Organization
AR project	Afforestation and Reforestation project
FMNR	Farmer-Managed Natural Regeneration
AI	Artificial Intelligence

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services. In addition, BearingPoint runs the joint venture Arcwide, focused on business transformation and consulting excellence based on IFS.

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

BearingPoint is a certified B Corporation, meeting high standards of social and environmental impact.

For more information, visit our website www.bearingpoint.com



