



## 1 ABOUT ZEB

Through entrepreneurial spirit, strategic thinking and, above all, our clients' trust, zeb has established itself as the number one strategy and management consultancy for the financial services industry in Europe. With our support, our clients address pressing issues and challenges arising from the industry's transformation, digitalization and new regulatory requirements. Together, we master today's only constant—change.

We are the partner for change.

We develop creative ideas as well as innovative strategies and implement them effectively and reliably. In projects, we work in partnership with our clients as a team. Our expertise and project experience span the entire value chain of European financial intermediaries. Our deep specialist knowledge, our innovativeness and not least our digital savviness allow us to “walk our talk” and successfully implement our concepts.

Our company was founded in Münster in 1992 by university professors Bernd Rolfes and Henner Schierenbeck. We currently employ more than 1,000 staff at 18 international locations.



## 2 MANAGING DIRECTOR'S INTRODUCTORY STATEMENT

Companies and entrepreneurs carry enormous responsibility. Not only for the people who work for them, but also for their environment and society as a whole.

Therefore, responsibility as zeb sees it is not just the responsibility for the figures and stability of our company. Our privileges come with responsibility for others, and it is up to us to play our part outside of our own spheres.

At zeb, we are privileged in many ways and have the chance to give something back. This is not just our personal responsibility, but also our duty as a company which we fulfill, amongst other things, by participating in the UN Global Compact.

The United Nations Global Compact is the largest and most important network for corporate social responsibility in the world. zeb is the number one strategy and management consultancy for financial services in Europe and joined the initiative in April 2015.

In doing so, we committed to integrating the UN Global Compact and its ten principles from the areas of human rights, labor, environment and anti-corruption into our corporate strategy, corporate culture and daily business.

In addition to incorporating the ten principles into the daily work of the zeb group of companies, we have committed ourselves to creating an annual progress report. This report is intended to make our efforts transparent to stakeholders and the general public. It includes the description of specific activities of the company to implement the principles as well as the measurement and evaluation of results by means of defined indicators.

We are pleased to explain the details and results of our self-set goals and measures and to provide you with a preview of our further engagement in this fourth progress report.

A handwritten signature in black ink, appearing to be "SK" or similar, written in a cursive style.

Prof. Dr. Stefan Kirmße  
Managing Director, zeb

### 3 CSR ARCHITECTURE

In order to structure CSR at zeb, we first of all conducted a stakeholder analysis. The aim was to determine the relevant stakeholder groups that zeb addresses in the course of its business operations. As a result, four groups were identified: market, employees, society and environment. Based on this result, a binding Code of Conduct (CoC) for the entire group of companies was developed. The responsibility assumed by zeb thus encompasses the partners necessary for business operations (market, employees) as well as other stakeholders (society, environment).

For external guidance, zeb uses the UN Global Compact with its four issue areas: human rights, labor, environment and anti-corruption. The correlation between the ten principles of the UN Global Compact and zeb's CSR architecture is shown in the table below.

No.	UNGC principle	UNGC field of action	zeb topic	zeb field of action
1	Businesses should respect and support internationally-proclaimed human rights.	Human rights	Market	Ethics
2	Businesses should ensure that they are not complicit in human rights abuses.	Human rights	Market	Ethics
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Labor	Employees	Employer attractiveness
4	Businesses should strive for the elimination of all forms of forced and compulsory labor.	Labor	Employees	Employer attractiveness
5	Businesses should strive for the effective abolition of child labor.	Labor	Market	Ethics
6	Businesses should strive for the elimination of discrimination in respect of employment and occupation.	Labor	Employees	Employer attractiveness
7	Businesses should support a precautionary approach to environmental challenges.	Environment	Environment	Procurement
8	Companies should undertake initiatives to promote greater environmental responsibility.	Environment	Environment	Mobility

No.	UNGC principle	UNGC field of action	zeb topic	zeb field of action
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environment	Environment	Energy
10	Businesses should work against corruption in all its forms, including extortion and bribery.	Anti-corruption	Market	Ethics

Table #1: CSR architecture

Each of the chapters dedicated to a specific target group encompasses three fields of action. The presentation of the activities within each field of action starts with a voluntary commitment. This is followed by a key performance indicator (KPI), which is exemplary for the reporting period, in combination with the target achievement. Afterwards, various measures, projects and activities that concern the field of action are described. Each chapter ends with statements on the goals for the next reporting period.

## 4 MARKET

zeb acts as a European consulting company with a focus on the financial sector which currently faces major challenges. The ongoing low interest rate phase makes it more difficult to generate adequate profits. Regulatory requirements are increasing, which, amongst other things, leads to higher costs. Customer loyalty is declining and for many financial institutions the battle for the digital customer interface has become a battle for survival.

At the same time, political uncertainty, such as the rise of nationalism, global challenges, such as climate change, and technological innovations, e.g. the use of artificial intelligence, result in further questions for which answers need to be found.

As a market player, zeb takes its responsibilities seriously. Its CSR activities in this context are aligned with three fields of action: ethics, transparency and audit. They address the UN Global Compact issue areas of human rights and anti-corruption.

### 4.1 ETHICS

#### Our commitment:

#### Compliance with all laws and rules of fair competition

Target	Target achievement
Compliance with all legal requirements applicable to zeb	zeb strictly complies with legal requirements and provisions.
<b>Target in 2018:</b> 100% legal compliance	The target was fully achieved during the reporting period.

Table #2: Target achievement in 2018—ethics

#### Code of Conduct

Compliance with directly applicable law as well as impeccable actions from an ethical perspective are a matter of course for zeb and its employees. zeb's [Code of Conduct](#) defines the necessary basic rules for this.

They are binding for all employees at zeb and its subsidiaries both in their dealings with clients and business partners as well as with employees and colleagues—regardless of their activities or positions in the company. As an internationally operating consulting company, the following applies at zeb: if stricter provisions than defined in the CoC are valid in another country, they have to be adhered to.

The CoC is specified in all relevant areas by means of guidelines (e.g. for data protection, information security or business travel). These guidelines provide indications as to the correct behavior in cases of doubt. All zeb guidelines are accessible for all employees on the Intranet.

The CoC serves as the basis for all employees, clients and business partners of zeb and provides binding rules for behavior. It also defines the standards for the ethical fields of action, such as preventing corruption, fighting child labor and ensuring data protection.



Due to the high importance of the CoC for client and supplier relationships, all relevant contacts were informed about the introduction, contents and scope of the CoC.

### **Data protection**

In addition, all employees are placed under the obligation to ensure data protection according to country-specific requirements. The topic of data protection is managed by a competent external Data Protection Officer, who is provided with support by an internal data protection coordinator. Employees can find contact details on the Intranet so that issues can be addressed directly and quickly. Employees are trained at regular intervals in data protection as well as in implementation measures for IT security. New employees are also instructed in data protection measures.

In 2018, the following sensitization measures were conducted:

- Dedicated training of every employee, including checking the learning success
- Information about changes brought about by GDPR
- Regular sensitization messages on the Intranet about current threat scenarios

In order to optimize the applicable data protection rules and ensure information security, zeb takes external advice and regularly implements new technologies, e.g. the Secure Data Room. The Secure Data Room is used whenever a data protection compliant exchange of personal data across office locations or companies is required. The Secure Data Room is regularly used in consulting projects in which personal data has to be exchanged between zeb and our client. In addition, we use the Secure Data Room to exchange personal data with partners or external service providers.

### **Human rights**

As a consulting company, zeb provides services for the financial industry, mainly in Germany and in other European crisis-free countries. This means that problems with regard to human rights violations are unlikely due to the type of work and the work environment, and none were identified during the reporting period.

### **Anti-corruption**

As a European consultancy, zeb is in competition with other consultancies for consulting mandates. We are convinced that a functioning consultancy market requires all market players to act fairly and comply with the rules. Therefore, zeb will only obtain mandates through fair competition as well as place orders only according to this principle and complies with all applicable legal requirements to ensure this.

As corruption and financial crime always causes serious economic damage, zeb actively fights any form of corruption and bribery.

As an additional anti-corruption measure, zeb set up a corruption reporting office in 2018 and encouraged all zeb employees to report any indications of corruption via this channel. It was a conscious decision to have an external service provider run this office. Reports can be made anonymously in order to provide whistleblowers with maximum protection. The

external service provider assesses criticality and options for action and escalates cases to the Chief CSR Officer, if required. No reports were received during the reporting period.

In addition, zeb has defined clear rules regarding the acceptance of gifts on the part of clients and suppliers and communicated these to employees of all zeb companies as part of the zeb Travel Expense and Events Policy.

### Child labor

zeb condemns any kind of forced or child labor, also at its clients and business partners.

### Future goals

zeb will continue to act in accordance with the applicable legal provisions at all times.

## 4.2 TRANSPARENCY

### Our commitment:

**All CSR-relevant information is made available internally and externally.**

Target	Target achievement
Updated sustainability report that covers all relevant fields of action	As part of its participation in the UN Global Compact, zeb annually publishes a sustainability report (= Communication on Progress), but also uses other internal and external CSR communication channels.
<b>Target in 2018:</b> Publication of the sustainability report by May 2018	UN Global Compact Communication on Progress includes full descriptions of all fields of action and all KPIs and was published on the UN Global Compact website in May 2018.

Table #3: Target achievement in 2018—transparency

At zeb, CSR communication takes place in various formats. The communication formats used are aligned with the respective target group (internal and external target groups), general or event-driven and either distribute information or enable a dialog. The aim of all CSR communication is to combine maximum transparency with up-to-dateness and relevance.

### Internal CSR communication

Apart from the means of communication that were already in use, such as regular employee information by e-mail, zeb has set up several communication tools to make CSR information generally available, independent from new or recent items. CSR content can be accessed via the zeb Intranet. For various levels of detail there are tools available to promote the distribution of information and the discussion of responsibilities in the four fields of action (market, employees, society and environment):

- zeb.insight (general CSR information)



- zeb.SharePoint (detailed CSR information, process descriptions, additional documents such as the zeb CoC and certifications such as the EcoVadis assessment)
- zeb.Circle (dialog platform for an internal exchange of thoughts and opinions)

In 2019/19, in addition to online communication, zeb used the Office Academy format—a dialog format where business topics are presented and discussed as hypotheses at various locations and in small groups to encourage CSR discussions among employees and receive feedback on measures conducted or planned.

### External CSR communication

External CSR communication is intended to make CSR measures transparent to all stakeholders (e.g. clients, suppliers, general public). Especially the topics of sustainability and responsible actions are communicated externally. The following communication initiatives were implemented:

- Nomination of a CSR contact person in the company
- zeb CSR website
- Publication of an annual sustainability report in accordance with the UN Global Compact
- CSR video on zeb.de and on the zeb YouTube channel
- Client communication in connection with calls for tenders and annual exchange with the central procurement departments
- Integration of CSR information in proposal presentations

### Future goals

- Updated sustainability report that covers all relevant fields of action; target in 2018: publication by 05/2019
- In addition, zeb aims for a declaration of conformity with the German Sustainability Code in 2019.

## 4.3 AUDIT

### Our commitment:

**Independent audit performed by an internationally recognized rating agency**

Target	Target achievement
External audit	zeb has its CSR program audited every two years by CSR rating agency EcoVadis.
<b>Target in 2018:</b> EcoVadis GOLD Rating (Top 5%)	In 2018, zeb continues to hold the GOLD Rating, which is based on the 2017 audit.

Table #4: Target achievement in 2018—audit





For zeb, the regular, independent audit of the CSR management system is an important basis for credibility and ongoing process optimization. Therefore, zeb has its CSR management system audited by the internationally acknowledged rating agency EcoVadis on a regular basis (every two years). EcoVadis reviews

- policies,
- measures and
- reporting.

Additionally, completed CSR measures are assessed and optimization potential identified. In consequence, this assessment process leads to an audit of the entire CSR management system and to numerous activities concerning quality improvement.

As a result of the latest rating in the fall of 2017, zeb was awarded a Gold Rating. With this rating, EcoVadis confirms that zeb has a CSR management system which is among the top 5% in the world. The following areas were assessed:

- Environment,
- Labor Practices,
- Fair Business Practices and
- Sustainable Procurement.



#### **Future goals**

Completion of an external audit performed by EcoVadis with the aim of achieving the GOLD Rating (Top 5%) in 2019.

## 5 EMPLOYEES

Management consultancy is a “people business”. Employees are of crucial importance to zeb as the services provided to clients depend entirely on their quality, motivation and interaction. For zeb it is important to be a very good employer that is attractive enough to gain, retain and further develop the most suitable candidates. The measures taken in this field of action promote employer attractiveness, support individual careers and foster diversity.

### 5.1 EMPLOYER ATTRACTIVENESS

#### Our commitment:

**zeb is a very good employer**

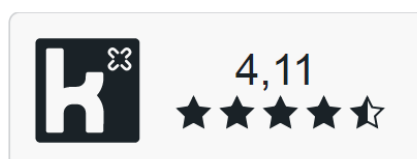
It is zeb’s ambition to be a very good employer. This is made possible by providing a working environment that is aligned with employees’ objectives and preferences. Therefore, zeb offers a safe work environment and conditions that exceed the legal requirements. Other highly relevant factors are attractive remuneration, room for creative potential, career options, further training options and support in dealing with challenging life situations.

#### Goals

zeb regularly takes part in employer attractiveness competitions and openly and transparently deals with rating portals such as “kununu” and “glassdoor”. On kununu for example, every review of the company or the application process is commented on by the Head of Recruiting.

Target	Target achievement
zeb openly and transparently deals with ratings on employer review platforms and strives for above-average kununu and glassdoor ratings.	In the reporting period, zeb fully achieved its goals.
<b>Target in 2018:</b> more than 4 points on kununu	kununu: employer rating: 4.11 (max. 5); recommendation: 90% (measured on 2/11/2019)
<b>Target in 2018:</b> more than 4 points on glassdoor	glassdoor: employer rating: 4.4 (max. 5); recommendation: 99% (measured on 2/11/2019)

Table #5: Target achievement in 2018—employer attractiveness





For a number of years, zeb has been listed in Focus Business national employer rankings. Over the last few years, zeb achieved the following positions in the industry category “Consulting, agencies, professional advice, research and technology” and in the overall ranking of the top 1,000 employers in Germany and thus shows constant improvement in its perceived employer attractiveness:

Year	Place (sector ranking)	Place (top 1,000)
2019	4	161
2018	9	233
2017	11	281
2016	21	444

Table #6: Overall ranking of top employers

By combining subject-matter expertise with a friendly and respectful atmosphere, zeb offers an exceptionally attractive corporate culture which it continuously develops further.

### Secure and healthy workplace

zeb performs all legally required assessments to provide a secure workplace to its employees. Beyond this, we are in a regular and project-based exchange with the occupational health and safety committee, which develops and implements measures for protecting the physical and mental health of our employees, e.g.:

- **Driver safety training:** For consultants who travel to clients in their company cars for example, zeb offers regular driver safety trainings.
- **Stress prevention:** zeb offers trainings on topics such as stress reduction through “time and self management” or executive training on the topic of “healthy leadership”.
- **zeb.life:** With the introduction of an „Employee Assistance Program”, zeb offers its employees life situation coaching that is accessible via a 24/7 hotline on an anonymous basis.
- **zeb.well.fit:** In order to support its consultants on site at clients’ even better in maintaining their health, zeb has introduced company-wide health days and individual preventive measures as part of corporate health management.

### Modern workspaces

For maximum comfort, concentration and wellbeing of its employees, zeb does not just provide a healthy workplace, but also an environment they enjoy being in. Various measures and offerings contribute to this, for example:

- Office layouts that are tailored to employees’ requirements. They offer spaces where those whose work requires quiet and seclusion can find this while others can use creative meeting rooms for Design Thinking workshops (Tabularaza)
- Video conferencing equipment
- Free hot and cold drinks



- Fresh fruit
- Modern communication and work equipment

### Support offerings

zeb is aware of the pressures consultants face, such as permanent business travel, working from various locations and long hours. To relieve some of these burdens, zeb supports its employees through various offerings, such as the following:

The **Employee Assistance Program** offers pragmatic help in their daily lives. [The external service provider](#) that zeb cooperates with helps employees search for suitable childcare, offers advice on care for elderly family members or suggests household-related service providers.

Employees with small children or teenagers in the throes of puberty face particular challenges. How can they fulfill their tasks as consultants and the demands of their role as mothers or fathers? The **working parents@zeb** initiative organizes networking events for parents, develops support offerings, ensures company-wide communication and has initiated a “parents’ coffee morning”.

### Reporting point

zeb does not condone any kind of harassment of employees or bullying. The persons concerned have a right to be heard and taken seriously by their executives.

- Therefore, zeb has implemented a process and nominated contacts who can deal with occurring cases safely and confidentially.
- Furthermore, the Chief Compliance Officer confidentially accepts hints regarding possible criminal issues or other (also internal) breaches of rules and protects the identity of the person providing the hint. The process is set up in a way that makes it possible to report anonymously at any time.

### Working models

In the course of a person’s working or personal life, circumstances can change considerably. This can be caused by a wide variety of reasons: a career leap, the birth of a child, caring for a family member, a personal crisis situation or the wish for some time off. zeb strives to be an attractive employer in all stages of life of its employees. Therefore, we have developed individual working time models that offer a high level of flexibility. In addition, new technologies that zeb provides its employees with enable options for fast, location-independent and collaborative working:

- Working from home,
- Mobile working,
- Part time models,
- Sabbaticals,
- Time4you (working time accounts), company pension, insurances.

Currently, we are working on alternative consulting models that offer consultants yet more flexibility regarding working hours and locations while still enabling strong client interaction.



### **Collaboration**

Diverse work groups allow a broad view and acceptance of introduced measures. Important decisions are always checked for their feasibility and prepared by a “sounding board”. Road shows are held to present strategic repositioning or general changes and facilitate direct exchange between employees and the board.

zeb takes employees' wishes, ideas and questions very seriously. They are the basis for innovations, efficiency and thus finally also satisfaction and appreciation of the employees. A company suggestion box as well as inboxes of the various departments ensure that ideas are collected and considered.

The implemented Social Intranet includes collaboration tools for optimized collaboration.

zeb.Uni is another offer to be mentioned. Here, the employees from all locations get together once a year to talk about their project work, present innovations and discuss current and future topics. The program is complemented by external speakers, the digital showroom where digital innovations are presented and numerous booths offering information on various initiatives.

zeb offers a company internal reporting office to ensure that employees find a discrete and trustworthy contact person who will handle their concern fairly in case of unequal treatment. zeb can observe how fairly employees feel they are treated by tracking the number of reported complaints. Over the last few years, fortunately no relevant cases occurred.

### **Future goals**

- For 2019 we have set ourselves the goal of achieving above-average kununu and glassdoor employer ratings: this means more than 4 points and a recommendation rate of at least 90%.
- In addition, we want to pilot alternative consulting models and, if successful, introduce them across the entire company.

## **5.2 INDIVIDUAL CAREER**

### **Our commitment:**

#### **Support for learning and development**

zeb wants to enable its employees to leverage their full potential. According to their individual talents and interests they should enjoy an environment in which they can develop ideas and are supported in their personal development. Collaboration and entrepreneurship are important values at zeb and form the basis of our company's growth. To allow employees to grow individually, zeb provides each of them with their personal career coach (their CDC).

Target	Target achievement
Ensure career support by qualified executives (CDC)	The training provided for executives (Career Development Counselors, CDCs) is a crucial building block for career development
<b>Target in 2018:</b> 50% of executives have participated in “CDC for future”	The participation planned for the reporting period has been achieved.

Table #7: Target achievement in 2018—individual career

### CDC trainings

To make sure that the role of the Career Development Counselor can be properly fulfilled, we launched a quality initiative. After all active CDCs were trained in 2018, we revised the CDC criteria and a mandatory qualification training “CDC.fit” was introduced for all new CDCs.

In addition, regular exchanges of experience take place where internal experts provide impulses and colleagues give case advice. zeb thus ensures that the CDCs support their mentees in the best possible way and promote their personal development.

### Evaluation

To give employees broad and objective feedback on their performance, zeb has developed a performance management system based on 270° feedback. A neutral evaluator provides employees with objective feedback that is aligned with their goals and the performance of the respective peer group. Based on these neutral as well as highly detailed observations and assessments of past performance, the employees are provided with excellent impulses to plan their further personal and professional development.

To ensure an ongoing optimization of these processes, a Review Team monitors the annual process and develops both improvements and support offers.

Via a SharePoint accessible to all employees as well as other communication measures, all employees have access to the relevant information.

### Promotion

At zeb, employees are promoted based on defined promotion criteria and the decision of a neutral evaluation committee. There is a principle that those who, based on their evaluation, fulfill the criteria for the next career level are actually promoted to that level. zeb thus offers an objective system which appraises and rewards performance fairly.

### Personnel development

Numerous training offers support zeb employees in their learning and career ambitions. In addition, individual requests are covered with the help of external providers. The digital learning platform introduced in 2019 also provides a wide variety of contents.

### Future goals

- 100% of the new CDCs will participate in the qualifying training offered as part of CDC.fit.
- 50% of employees will use the new digital learning platform.

## 5.3 DIVERSITY

### Our commitment:

#### Support for diversity and inclusion

zeb expects all employees to treat clients and business partners fairly and respect their rights and privacy. zeb does not tolerate unequal treatment which is not based on factual and objective reasons but on gender, race, disability, origin, religion or philosophy, age or sexual identity.

Target	Target achievement
Support and retention of women in consulting	Over the reporting period, numerous initiatives have been developed which support diversity at zeb. Especially the medium-term goal of achieving a 25% share of women in consulting is in focus.
<b>Target in 2018:</b> 20% of female consultants use the support offerings for women	The participation planned for the reporting period was exceeded by a wide margin.

Table #8: Target achievement—diversity

zeb is convinced that diversity within the workforce has positive effects on the work climate and the quality of the work results. Therefore, zeb aims to become more diverse, attract a wide variety of people and integrate them into the company.

Both the consulting industry and the financial sector are dominated by men. To promote diversity, zeb consciously offers female employees an attractive work environment. A particular focus is on fostering women. It is our aim to attract more women into consulting and to create a work environment that allows them to stay with the company long-term.

To examine the status quo and the development of diversity at zeb, applicants' and employee data is regularly analyzed on an anonymous basis. It was determined that there is no topic area (e.g. salary, career development) in which women are disadvantaged at zeb. Nevertheless, we have developed networking offers for women and encouraged them to take part in these.

#### German Diversity Charter ("Charta der Vielfalt")

By actively supporting the German Diversity Charter ([Charta der Vielfalt](#)), zeb documents its attitude towards diversity and promoting diversity in the company.

#### women@zeb

The internal zeb initiative "women@zeb" encompasses a wide range of measures. There are three pillars which stand for the main fields of action: recruiting, fostering and retention.

Various offerings and measures in the individual pillars support the overall objective. Here are a few examples.

#### Cross-mentoring:

By cooperating with "Kompetenz im Management" ([KiM](#)) and the "Initiative Women into Leadership" ([IWIL](#)), zeb fosters female talents and executives in a targeted manner. Both



initiatives aim at supporting highly qualified women in their professional development. Through cross-mentoring, the broad network which spans the economy, academia and society offers expert support and a continuous exchange of experiences beyond individual companies. Both programs run for one year respectively—zeb is represented in both associations with one female mentee.

#### **Female buddy program:**

The female buddy program at zeb is meant to support new female recruits. Their personal female mentor (“buddy”) serves as a confidante who facilitates their onboarding process and supports them in tackling their new tasks.

#### **Sales coaching for women:**

A sales coaching offer specifically tailored to women supports female consultants in reaching the required acquisition targets more easily.

#### **Girls’ Day**

Encouraging young women (school or university students, etc.) to take up STEM professions (science, technology, engineering, mathematics) is another goal that is close to zeb’s heart. zeb supports this goal by actively taking part in the [“Girls’ Day”](#). Under the motto “Get IT! – Mit Wirtschaftsinformatik mehr als Programmieren” (Get IT!—Business informatics for more than programming), zeb employees introduced twelve female school students to the world of IT consulting on April 26, 2018.

#### **Future goals**

25% share of women in consulting by 2023.

## **6 SOCIETY**

zeb was founded in Münster in 1992 by university professors Prof. Dr. Bernd Rolfes and Prof. Dr. Dres. h. c. Henner Schierenbeck as a company with a strong scientific background. Due to this heritage, supporting children and adolescents is especially close to zeb’s heart. We therefore strive to be a reliable partner to school and university students and people with educational responsibility. We believe that education and research on all levels (school, vocational training, university, scientific community) make major contributions to the global economic development of the 21st century—also in the area of finance. Therefore, as part of our engagement for society, we are actively involved in the context of education and have defined three topic areas: training, university support and corporate volunteering.

At our headquarters in Münster, zeb offers the vocational training program “Kaufmann/Kauffrau für Bürokommunikation” (Office Communication Manager) as well as integrated vocational training / an integrated degree program in business informatics.

zeb continues to maintain extensive networks and contacts with universities and other educational institutions. With the zeb.business school, zeb itself founded a scientific institute





at the Steinbeis University Berlin to promote studies integrated into working life and also to realize research projects. Besides Bachelor's and Master's courses, zeb.business school also offers a PhD program. Additionally, zeb is an active partner of various student organizations, academic chairs and other university cooperation partners.

The corporate volunteering program also supports our focus on education. In cooperation with "My Finance Coach", zeb reaches out to secondary school students and supports their financial skills development.

## 6.1 SCHOOL STUDENTS

### Our commitment:

**zeb is a company that takes on trainees and invests in vocational training**

Target	Target achievement
Intensive fostering of trainees within the company	By means of numerous additional seminars, further training opportunities and networking events, zeb creates an atmosphere of appreciation, a positive learning climate and exceptional team spirit among its trainees.
<b>Target in 2018:</b> 80% of zeb trainees rank among the top 20% of their year	In 2018, zeb trainees completed their vocational training with excellent results and rank among the top of their year.

Table #9: Target achievement in 2018—school students

### Vocational training / integrated degree program

As part of its social responsibility, zeb headquarters in Münster takes on three trainees per year in the "Kaufmann/Kauffrau für Büromanagement" vocational training program on office management and six students of Business Informatics completing an integrated degree program (B.Sc.).

Even before the start of their training / integrated degree program, the new zeb trainees and students are invited to a welcoming event. This is where all zeb trainees get to know each other and meet their trainers, mentors and coaches.

One group practiced their orienteering skills on a treasure hunt through Münster which finished with a sailing trip on the Aasee, a centrally located lake. The others enjoyed putting their foot down on a Karting track. The trainees and integrated degree students use these events to integrate the newcomers into the team and created WhatsApp groups to be able to organize other get-togethers in their spare time.

Trainees and integrated degree students are given the opportunity to take on projects of their own. For the first time in zeb's history, three trainees supported the organization of zeb.Uni in 2018/2019—a European two-day innovation conference for all 1,000 zeb employees. They formed a project team and developed concepts and ideas in connection with zeb.Uni. In their second year, our integrated degree students form a project team and are given their own zeb-internal project on topic development. In 2018, they presented the

topic “Regulatory Hub meets NLP” at their own booth at zeb.Uni. In Business Administration, English, Programming, Excel and Word seminars, they are prepared for zeb-specific banking and business administration topics, practice their English and add to their skills.

After successfully completing their Bachelor’s degree, the 2018 integrated degree graduates were inducted into the zeb.bachelor welcome program. They will now work full-time for one year as Analysts in customizing directly at the clients’ before starting a Master’s course which is sponsored by a zeb scholarship.

### **School cooperations**

At the [Pascal-Gymnasium](#) in Münster, a zeb student assistant has been offering a robotics group for girls for several years now. She found out that girls feel more comfortable and make faster progress “among themselves”. Over the entire school year, girls have fun learning how to program and applying programming languages in modules that are built on one another.

At the Kardinal-von-Galen-Gymnasium in Münster-Hiltrup, zeb supports senior students attending the informatics class in their career orientation. One of the integrated degree students and an IT consultant provide information on the integrated degree course, talk about their daily work at zeb and present onboarding options after the completion of a degree program.

At Marienschule, a catholic girls’ school in Münster, the senior students are prepared for potential assessment centers in a two-hour workshop organized by zeb recruiting managers. Through group exercises, presentations, role play and some tricky tasks they get a good overview of selection processes—all the while gathering important information on choosing a career.

### **Rotary-Berufsdienste-Award**

The Rotary Club in Münster organizes a competition where students from schools in Münster can submit papers on any topic of their choice. The best students (first or second place of each school) are then invited to zeb and take part in an exclusive applicants’ training. During the training, all major tips and tricks for job applicants are presented and, what’s more, can be experienced (group tasks, case studies, role play, cognitive performance tests, simulation of job interviews, CV check).

### **Internships**

School students from year 9 onwards have the opportunity to get to know zeb and our activities through internships—be it just for one day or over several weeks. These options are available in our IT/Software Development and in the support departments in Münster.

### **Future goals**

- Fostering digital skills of trainees
- Intensifying school cooperations
- Further development of our online offering for trainees

## 6.2 UNIVERSITY STUDENTS

### Our commitment:

#### Reliable partnership with academic chairs and student organizations

Target	Target achievement
Number of events aimed at sharing knowledge with students	As part of its program of events for students, zeb cooperates with numerous student organizations, academic chairs and university networks.
<b>Target in 2018:</b> 20 events	In 2018, zeb organized 36 student events which were geared towards knowledge transfer and thus not purely recruiting or employer branding events.

Table #10: Target achievement in 2018—university students

### Promoting research and scientific talent

In 2018, zeb joined the [Stifterverband](#), thus actively supporting education, science and innovation.

zeb is the only European consultancy which, in cooperation with Steinbeis University Berlin, has established its own university-level [Business School](#) that both conducts research and teaches students.

In university courses integrated into and supplementing regular jobs, young talents are jointly trained by zeb and its clients, and scholarships are granted on a regular basis.

In this context, 75 dissertations have so far been published. Additionally, two books and 15 articles were published in 2018. Currently, 15 doctoral candidates are organized in a corresponding zeb program.

In projects funded by federal and state ministries, zeb investigates for example the use of new media in education, the correlation between diversity and innovation management and digitalization in health care.

These are current research topics and projects: e-learning and telemedicine in improving emergency care in rural areas, telemedical network (both sponsored by the innovation fund of Gemeinsamer Bundesausschuss, G-BA), interprofessional education in geriatrics (sponsored by the federal state of North Rhine-Westphalia) as well as digital transformation and risk culture of financial services providers.

To develop new university courses, offer the latest contents and utilize modern didactics as well as in summer schools, the zeb.business school cooperates with leading universities in Europe, the USA, India and China.

The zeb.business school was part of the jury of one of the largest global DeepTech startup competitions, IPIEC global, and at the end of January 2019 presented an AI study conducted using the latest AI methods to, amongst others, members of the German Bundestag's Enquete-Kommission "Künstliche Intelligenz" (commission of inquiry on artificial intelligence).

### **Cooperation with student organizations**

In 2018, zeb organized numerous lectures and a total of 36 complimentary trainings for students, which did not form part of recruiting measures. Rather, zeb consultants got involved as presenters in workshops, in case studies and in seminars on specialist and management topics. In particular, zeb supports the advisory activities of the “Bundesverband Deutscher Studentischer Unternehmensberatungen” (the German association of student consultancies, [BDSU](#)) and of the umbrella organization of the “Börsenvereine an deutschen Hochschulen” (stock market clubs at German universities, [BVH](#)) as well as the activities and further development of the [JCNetwork](#), the second large association of German student-organized management consultancies. Additionally, zeb supports pro-bono projects, such as the student-organized 180 Degrees Consulting initiative.

### **Cooperation with academic chairs and university associations**

In 2018, zeb once again donated money to various academic organizations and provided funding for academic chairs and (international) university initiatives. The financial support we provide, however, is far exceeded by our varied academic and practice-oriented cooperations. For example, zeb collaborates with the [Research Center Finance & Information Management](#). We have a particularly intense cooperation with the international program “Master in International Management” from the Cooperation of European Management Schools ([CEMS](#)). All over Europe, zeb as a corporate partner of CEMS participates in the organization of workshops, seminars, business projects and lectures on topics such as global responsible leadership and corporate volunteering.

Furthermore, zeb offers scholarships and prizes for outstanding results of IT students at the universities of Münster and Mannheim.

### **Cooperations with talent sponsorship organizations and elite networks**

zeb invests strongly into academic talents. As a member of the sponsors’ club of the “Studienförderwerk Klaus Murmann”, zeb supports the “Stiftung der Deutschen Wirtschaft” (Foundation of German Business, [sdw](#)). sdw scholarship students benefit from seminars and trainings offered by zeb which they receive as part of their immaterial sponsorship from the partnering businesses—also from zeb. In addition, a zeb employee assumes the voluntary position of “sdw-Vertrauensmanager” (sdw manager of trust) for the regional group Münster/Osnabrück.

Through complimentary project management trainings, the scholarship students of the Muslim talent sponsorship organization [Avicenna-Studienwerk e. V.](#) gain insights into project work as well as relevant skills. zeb sees this cooperation as a major social contribution to prejudice-free communication with Muslims and the promotion of diversity.

As a corporate partner of the career network [e-fellows.net](#), zeb ensures, amongst other things, the support of the scholarship and offers e-fellows scholarship students numerous opportunities for professional and personal development.

### **zeb intern and talents program**

zeb offers up to 150 internships in consulting per year as well as numerous student assistant posts, thus enabling students to gain an insight into the world of management consulting.



The zeb.talents program offers exceptionally good interns an opportunity for in-depth exchanges even after the end of their internship. As part of the zeb.talents program, the talents (former interns) benefit from the advantages of the zeb network as well as various training measures.

#### Support for theses and dissertations

Students close to graduation who plan to write their Bachelor's or Master's thesis in cooperation with a company are very welcome at zeb. zeb will assign them a thesis mentor who serves as a subject-matter coach and contact person.

#### zeb.bachelor welcome program

With the zeb.bachelor welcome program, zeb supports the transfer of Bachelor graduates into consulting. The program combines one year of working at zeb as an Analyst with a scholarship for a Master's program on sabbatical and the subsequent return as a Consultant.

#### Future goals

- Intensification of research and teaching at the zeb.business school
- Continuation of zeb's cooperation with student organizations, university networks, academic chairs, talent sponsorship organizations and elite networks
- Completion of more than 30 teaching and learning events with students per year

## 6.3 CORPORATE VOLUNTEERING

#### Our commitment:

##### Support of financial education for children and teenagers

Target	Target achievement
Number of financial education units carried out per year	In 2018, zeb had a total of 53 trained Finance Coaches who carried out class visits in a variety of schools to impart financial knowledge.
<b>Target in 2018:</b> 50 class visits to impart basic financial knowledge	In total, 53 class visits were completed by zeb Finance Coaches in 2018

Table #11: Target achievement—corporate volunteering

Since 2017, zeb has cooperated with the [My Finance Coach](#) foundation. The aim of the cooperation is to generate a positive societal effect by promoting the financial skills of young people. For this purpose, zeb employees visit school classes. Based on a curriculum developed by My Finance Coach and corresponding material, zeb employees teach pupils in their final years of various secondary schools.

In 2018, zeb visited 53 classes in six secondary schools (Hauptschule and Realschule), five comprehensive secondary schools (Gesamtschule) and six grammar schools (Gymnasium) in Berlin, Düsseldorf, Frankfurt/Main, Groß-Gerau, Groß-Zimmern, Haimhausen, Hamburg, Hattingen, Munich, Münster and Waiblingen. In total, zeb Finance Coaches were able to reach 663 pupils.



With this contribution to society, zeb shows how the economic education of school students can be improved on a practical level.

As My Finance Coach ceased to operate on April 12, 2019, zeb is at the time of preparing this report looking into alternatives for a corporate volunteering program in order to continue to support the financial education of children and adolescents in the future.

### **Future goals**

Supporting children and adolescents in financial education.

## **7 ENVIRONMENT**

Our business operations in the consulting industry require the use of energy and natural resources. zeb has set itself the target of minimizing the negative effects to the largest extent possible or to avoid them altogether.

We continuously strive to improve our ecological efficiency through various measures: economical and ecologically reasonable use of energy, water and paper; green IT and the use of renewable energies; the use of e-Mobility or even the complete replacement of business trips by audio and video conferences.

Every zeb employee is encouraged to reduce our carbon footprint through their behavior in their day-to-day work. At regular intervals, zeb conducts an external energy audit whose suggestions on reducing our carbon footprint are communicated in a timely manner and actively implemented. The next audit is scheduled for 2019.

As part of the “UN Global Compact”, zeb commits itself to continuous sustainable development and the implementation of national and international standards on sustainability.

As a classic consultancy, zeb is first and foremost a service provider for other companies. In comparison to classic manufacturing, our services have a more limited impact on the environment. Nevertheless, we have set ourselves the target to act as environmentally and climate friendly as possible and thus to minimize our impact on the environment by reducing our consumption of energy and resources.

### **7.1 PROCUREMENT**

A major element of sustainable, social and environmentally or climate friendly behavior is the procurement of goods and services for the zeb group. Therefore, we have committed ourselves to support only those suppliers who source their products and services from local, fair and sustainable production not involving child labor.



**Our commitment:**

**Support of local, fair and sustainable production not involving child labor**

**Use of suppliers who accept our code of conduct**

Compliance with directly applicable law as well as impeccable actions from an ethical perspective are a matter of course for zeb and its employees. As a binding guideline for the behavior of all zeb employees, the code of conduct defines the basic rules required to achieve this. We do not just expect our employees to comply with these basic rules, but also our suppliers. Therefore, suppliers are informed about the code of conduct as part of a regular process and acknowledge it with their signature. From 2019 onwards, we will contact all suppliers who have total revenues of more than EUR 50,000 per annum with the zeb group in this regard. In addition, the current implementation standard of the respective suppliers regarding various aspects of the code of conduct is assessed by means of a questionnaire.

**Regional procurement of sustainable products**

For supplying our office locations with coffee, fruit and drinks, we rely on regional and organic products.

In addition, the zeb office locations are equipped with water dispensers that are connected to the public drinking water supply system. Besides the environmentally friendly production, this also means less haulage of drinks bottles. Other soft drinks are sourced from a regional drinks supplier in returnable glass bottles. Because of its good recyclability, glass is a very environmentally friendly packaging material, especially due to the high number of circulations.

Coffee is procured from a regional coffee roaster in accordance with the quality standards of the Deutsche Röstergilde and taking fair trade into account. The coffee used is grown organically.

Milk and other dairy goods are also largely sourced regionally. The milk offered at our headquarters in Münster for example is produced and processed without the use of genetic engineering, but using solar energy. [The milk](#) is pasteurized only and neither homogenized, nor separated; thus it is a largely natural product.

**Reduction of paper consumption**

zeb has set itself the goal to reduce the consumption of paper in the company and thus to protect the environment in addition to the sustainable purchase of paper from responsibly managed forests (FSC certification).

Due to various measures, such as the digitization of invoicing wherever possible, the consumption of paper is continuously decreasing despite corporate growth. As an important measure in 2018, the complete digitization of our employees' travel expense accounting should be mentioned. Across the entire company, no physical or paper-based receipts are required any longer for travel expense reporting. Thus, the dispatch of invoices and receipts by mail has also been eliminated. Additionally, we have started to digitize invoicing wherever legally possible in order to further reduce the consumption of paper.



	2016	2017	2018	Change 2017–2018
Paper	15,646	9,908	9,068	-8.48%

Table #13: Company-wide paper consumption (in kg)

As far as possible, we also avoid sending paper documents by mail. As a result, paper recycling has also drastically declined over the period.

	2016	2017	2018	Change 2017–2018
Paper	10,916	9,945	8,255	-17%

Table #14: Germany-wide data protection compliant paper recycling (in kg)

### Separation and avoidance of waste

All zeb offices follow strict waste separation rules for paper, plastic and residual waste. The toner cartridges of copiers and printers as well as defective electrical devices are properly recycled by regional disposal companies.

When purchasing stationery, we also consciously avoid unnecessary packaging. This is made possible by taking deliveries of returnable boxes from local service providers. In addition, we place a lot of value on natural, reusable writing materials as well as refillable products. At our headquarters in Münster, office supplies are delivered in an environmentally friendly way by electric bike.

### Environmentally friendly parcel and letter dispatch

Although paper consumption cannot be entirely avoided, the remaining letters and parcels are dispatched in an environmentally friendly way. The service provider selected for parcels is certified according to the [Carbon Neutral Protocol](#) and balances carbon emissions through the following projects:

- LaPradera Landfill Gas
- Garcia River Forest
- Fujian Landfill Gas
- Cholburi Wastewater Biogas-to-Energy

Furthermore, zeb is an official customer of the carbon-neutral [GOGREEN Service](#) for letters, thus actively contributing to climate protection. This service provider also balances the carbon emissions they generate through numerous climate protection projects.

### Support for regional environmental projects

By purchasing from regional suppliers we are able to reduce CO<sub>2</sub> emissions due to shorter transport routes. In addition, zeb supports the [Leezenkiepe](#) project in the Münster region through stationery purchases. In this project, products from various suppliers in Münster are delivered by electric transport bike rather than by car.





## Future goals

- Increase the share of suppliers who commit to zeb's code of conduct to 80%
- Further increase in the procurement of products and services from local, fair and sustainable production not involving child labor

## 7.2 MOBILITY

Our business model requires that our employees undertake numerous national and increasingly international business trips to our clients' sites. Our employees are encouraged to plan and take their trips as sustainably as possible. We always review the use of collaboration tools such as "Skype for Business" and video conferences as an alternative to undertaking business trips in order to keep our ecological footprint as small as possible.

### Our commitment:

#### Raising awareness regarding all possibilities to reduce greenhouse gases

Target	Target achievement
Replace flights with train journeys	Flights were increasingly substituted by train travel
<b>Target in 2018:</b> continuous reduction of greenhouse gases	CO <sub>2</sub> consumption due to train travel and rental cars declined in 2018

Table #15: Target achievement in 2018—mobility

### zeb arrangements for working from home

As a matter of principle, every employee of the zeb group has the opportunity to work from home within the framework of an individual "home office" arrangement. This saves daily car journeys that can often not be substituted by public transport due to a lack of direct connections. 54% of zeb employees have a "home office" arrangement in place.

### Audio and video conferencing

On the way to completely avoiding business travel, the use of audio and video conferencing is gaining increasing importance. For this purpose, the zeb office locations (from a minimum of ten employees onwards) are equipped with a SMART Room System (a solution for conference rooms based on Skype for Business). Every zeb employee has their own Skype for Business profile. By linking the stationary SMART Room Systems with the video and telephone conferencing systems installed on all zeb computers, collaborative working is possible without traveling or functional restrictions, regardless of location.

In addition, we integrate external video conferencing systems (e.g. our clients' systems) into our Skype meetings by using our Meeting Hub. This is a gateway for conventional video conferencing systems to our Skype meetings.

The systematic expansion of collaborative work tools, such as the use of SharePoints, is another means of reducing business travel. When working with SharePoints, several people can simultaneously work on documents regardless of where they are.

## Free choice of office location

A further optimization of travel is achieved by the fact that zeb consultants can freely choose their office location. Depending on where they live, consultants can select the most suitable office location in terms of traveling distance.

## Travel policy

For 2019 as well, the zeb-wide agreed and binding travel policy will be continuously adjusted to the changed traveling behavior of our employees in order to optimally support them in terms of cost, usage and environmental aspects and selecting the best possible method of transportation, be it flights, public transport, trains, rental cars, company cars, taxis, car sharing or company bicycles. One example to be mentioned here is the use of car sharing options offering electric cars in large cities to get from the airport to the client's or to the zeb office. zeb employees may use all sharing offers available: car, bike, electric scooter, etc.

## Sustainable business travel

There are several particular routes which have binding rules for the use of public transportation instead of cars, or train travel instead of flights. Due to the measures taken, the number of train journeys could once again be increased by approx. 6% in 2018. By using the [bahn.business program](#), all zeb employees travel entirely on green energy and 92% of all train journeys made are carbon neutral. This is confirmed by a green electricity certificate awarded to Deutsche Bahn each year.



	2016	2017	2018	Change 2017-2018
Trains (long distance and regional)	7,584,236	8,181,044	8,676,875	6.1%

Table #16: Train travel (in passenger kilometers)

## Optimization of the company car fleet

The zeb fleet of company cars consists mainly of vehicles that were recently built and are thus equipped with the latest technologies regarding fuel consumption and CO<sub>2</sub> emissions. On top of that, the company continues to promote e-mobility. For zeb's internal business trips, an electric car is used. Electric cars (such as Tesla) can also be ordered as zeb company cars.

CO<sub>2</sub> emissions of company cars declined by 9.14% in 2018. We have identified changes in travel requirements and our choice of a modern and technologically advanced car fleet as the reasons for this decline.

## Overview of CO<sub>2</sub> consumption

	2016	2017	2018	Development 2017-2018
Flights	1,960,106*	1,988,929*	1,306,751**	-34.30%**

	2016	2017	2018	Development 2017-2018
Train travel (regional)	47,970	52,370	34,513	-34.10%
Rental cars	168,014	166,084	190,989	+14.99%
Company cars	950,120	844,560	767,350	-9.14%
Total	3,126,210	3,051,943	2,299,603	-24.65%

\*According to DEFRA protocol; Table #17: CO<sub>2</sub> consumption (in kg)

\*\*Overall calculation without differentiation between short or long distance travel or aircraft types: 3.9 liters of kerosene/100 person kilometers x 2.53 kg of CO<sub>2</sub>/liter x 2.7 (RFI) = 0.27 kg of CO<sub>2</sub> (equivalent)/100 km and person

Due to a travel management system migration, the figures for flights in 2018 cannot be compared to those of previous years.

In 2018, zeb started to fully compensate its CO<sub>2</sub> consumption resulting from flights with AIR FRANCE, KLM and Delta Air Lines. The reforestation project CO<sub>2</sub>OL Tropical Mix in Panama as part of the BlueBiz CO<sub>2</sub> ZERO Service 2018 initiative makes a major contribution to this effort.

CO<sub>2</sub> consumption in regional train travel in 2018 decreased by 34% compared to 2017.

The increase in CO<sub>2</sub> consumption in the rental car category is due to a project-induced increase in usage.

Due to the ongoing modernization of the company car fleet in combination with shifting business travel to trains, CO<sub>2</sub> consumption in 2018 was considerably reduced compared to the previous year.

### Future goals

zeb will continue to reduce CO<sub>2</sub> consumption caused by business travel in the future.

- Full compensation of CO<sub>2</sub> consumption when using air travel
- Reduction in CO<sub>2</sub> consumption for example by shifting business trips to train travel
- Continuous modernization of the company car fleet with optimized engines and expansion of e-mobility

## 7.3 ENERGY

### Our commitment:

#### Support of emission-free energy

zeb is aware of its corporate responsibility to protect the environment and climate and makes an important contribution for the current and future generations through sustainable economic activities.

Target	Target achievement
Percentage of buildings used by zeb in Germany that are powered by renewable energy Overall target in 2018: 80%	In 2018, 100% of power consumed in German office locations was generated from renewable energy

Table #18: Target achievement in 2018—energy

### Energy audit

zeb is certified according to DIN EN 16247-1. Based on the results of the audit, we are continuing to implement various measures. These include, for example, replacing lighting with LED technology or installing motion detectors in all zeb locations. By doing so, a large share of the energy that is otherwise consumed for lighting can be saved. For new buildings, modifications or replacements, energy consumption is given particular attention by making sure that equipment and light bulbs of efficiency classes A++, A+ and A are purchased. A recertification audit will take place in 2019.

### LEED GOLD certification

zeb does not own any real estate. When renting new offices, however, we apply strict criteria regarding the sustainability of the properties. In consequence of long rental terms, relocations to sustainably operated buildings and office premises are aimed for. For instance, the office building for our newly rented premises in Warsaw holds the LEED GOLD certification. In addition, we support landlords in the sustainable modernization of existing buildings. This is evidenced by upcoming renovations and refittings for example at our headquarters in Münster.

### Green electricity

zeb places enormous value on having all office locations supplied with green electricity. Since 2016, all German offices have been supplied with green power from renewable energies. That means that power is supplied on a CO<sub>2</sub>-neutral basis. In 2018, the total power consumption at our German offices was reduced by almost 12.5%.

	2016	2017	2018	Change 2017–2018
Münster headquar- ters	720,027	643,129	552,664	-14.06%
Berlin	n. a. <sup>2</sup>	39,308	38,461**	-2.15%
Frankfurt	98,132	100,380	89,958**	-10.38%
Hamburg	24,948	21,732	21,848**	+0.53%
Munich	41,741	25,960	24,304**	-6.38%
Total	884,848	830,509	727,235	-12.44%

Table #19: Power consumption (in kWh)

<sup>2</sup> The Berlin office switched to green electricity in January 2017; \*\* Forecast due to lack of up-to-date consumption figures



Due to varying calculation modalities, invoicing periods and relocations, a valid evaluation of all zeb locations in this report is not yet possible.

### **Supporting the future of renewable energies**

By purchasing certified green electricity ([Münster:natürlich](#)) and thus supplying GSL (Grüner Strom Label) funding, zeb makes another contribution for the environment and climate protection. It is an investment into green energy projects and building new eco-friendly power plants. The generation of the certified green electricity is low in CO<sub>2</sub> or even carbon neutral. All German office locations are supplied with certified green electricity.

### **Future goals**

- Further expanding the supply of zeb office locations with sustainably produced electricity
- Continuous reduction of power consumption by using energy-optimized electronic devices
- Recertification according to DIN EN 16247-1

## 8 FUTURE GOALS

zeb topic	zeb field of action	Targets for the next reporting period
Market	Ethics	- Compliance with all legal requirements applicable to zeb; target in 2019: 100%
	Transparency	- Updated sustainability report that covers all relevant fields of action; target in 2018: publication by 05/2019 - In addition, zeb aims for a declaration of conformity with the German Sustainability Code in 2019.
	Review	- External evaluation; target in 2019: GOLD rating (top 5%)
Employees	Very good employer	- For 2019, we have set ourselves the target of achieving above-average kununu and glassdoor employer ratings: more than 4 points and a recommendation rate of more than 90%. - Pilot alternative consulting models and, if successful, introduce them across the entire company.
	Individual career	- 100% of the new CDCs will participate in the qualifying training offered as part of CDC.fit. - 50% of employees use the new digital learning platform.
	Diversity	- 25% share of women in consulting by 2023
Society	Vocational training	- Fostering digital skills of trainees - Intensifying school cooperations - Further development of our online offering for trainees
	University education	- Intensification of research and teaching at the zeb.business school - Continuation of zeb's cooperation with student organizations, university networks, academic chairs, talent sponsorship organizations and elite networks - Completion of more than 30 teaching and learning events with students per year
	Corporate volunteering	- Supporting children and adolescents in financial education.
Environment	Procurement	- Increase the share of suppliers who commit to zeb's code of conduct to 80% - Further increase in the procurement of products and services from local, fair and sustainable production not involving child labor
	Mobility	- Full compensation of CO <sub>2</sub> consumption when using air travel - Reduction in CO <sub>2</sub> consumption by shifting business trips to train - Modernization of the company car fleet with optimized engines and expansion of e-mobility
	Energy	- Supply of zeb office locations outside of Germany with sustainably produced electricity - Reduction of power consumption by using energy-optimized electronic devices - Recertification according to DIN EN 16247-1

Table #20: Future goals

## 9 COOPERATIONS AND INITIATIVES

### Market



### Employees



### Society



## Environment







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