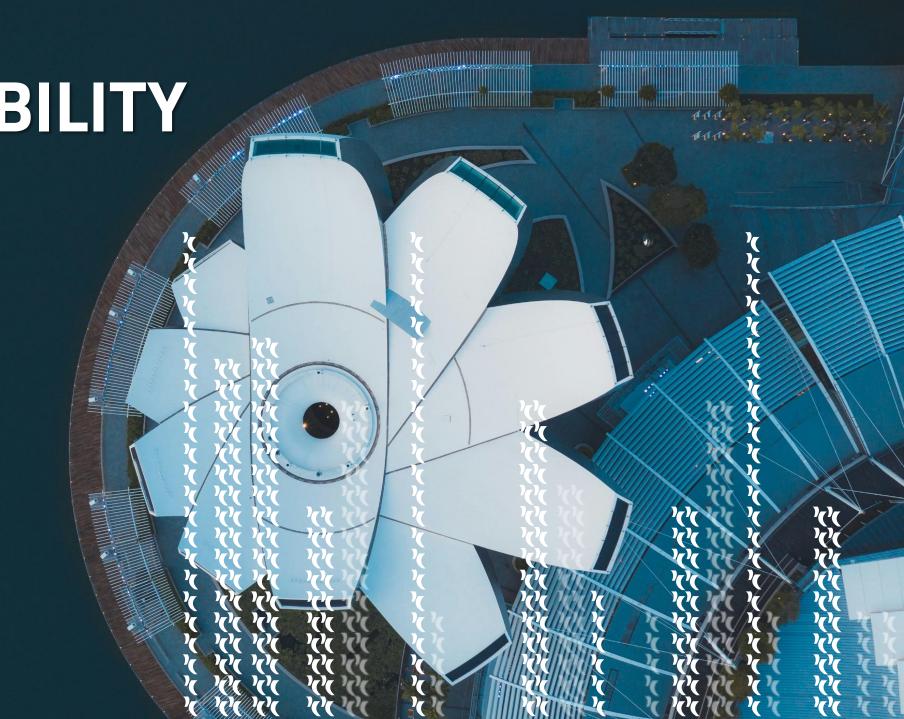
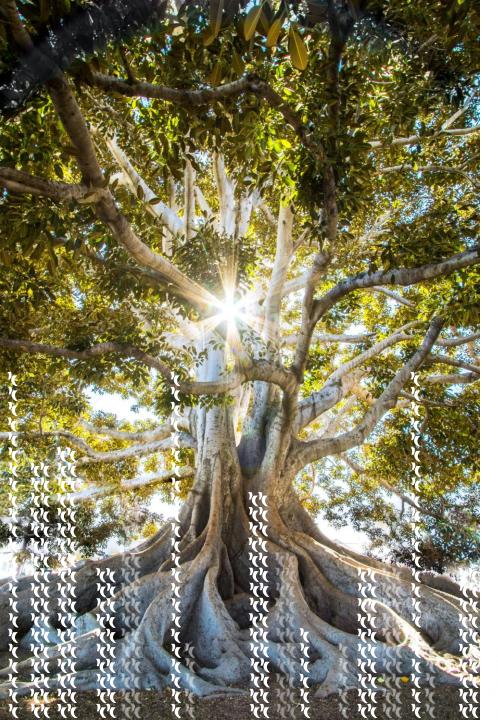
SUSTAINABILITY REPORT 2024



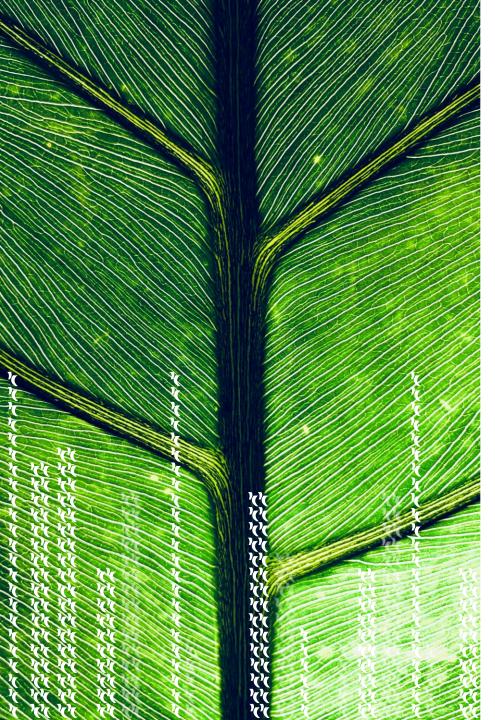




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GRI 1: Foundation 2021

iC Consult Group GmbH has reported in accordance with the GRI Standards for the period 01.01.2024 – 31.12.2024.

We have taken into account all requirements and guidelines from GRI 1: Foundation in the preparation of this ESG report, especially GRI's reporting principles for defining report content and quality:

- Accuracy
- Balance
- Clarity
- Comparability
- Completeness
- Sustainability context
- Timeliness
- Verifiability



Sustainability at iC Consult

Dear Readers,

2024 marks another successful year for iC Consult. Despite the challenging market environment, we were able to increase our revenue by 10% YoY to more than 159 Mio. €. This growth underlines the sustainable nature of our business model.

This year's Sustainability Report introduces a more narrative-driven format. We believe this approach makes the report more engaging and accessible. At the same time, we have significantly expanded the breadth and depth of the data we share, reinforcing our commitment to transparency and accountability.

In light of the changes to the regulatory landscape in the EU, with the postponement of the EU CSRD to 2028, we have decided to continue reporting using the GRI standard. This ensures consistency and maintains the high quality of our reporting.

We remain focused on reducing our greenhouse gas emissions, strengthening corporate governance, and supporting diversity and inclusion, as these are the areas where we can drive the greatest impact. Our sustainability efforts are showing clear results. In 2024, we achieved the EcoVadis Bronze rating, placing us in the top 25% of participating companies, and a strong B rating in the SAQ system, widely used by the automotive industry to assess ESG performance. These improvements reflect our ongoing efforts to meet rising ESG expectations, which are now embedded in 100% of the client bids we take part in, making sustainability an important factor in our business success.

We believe sustainability to be a team effort, which is why every new employee receives CSR training during onboarding. 2024 also saw us launch our new CSR intranet presence, allowing all employees to easily access all relevant sustainability information in one place.

As we present our 2024 Sustainability Report, we do so at a time of significant transition in the global political landscape. The changing regulatory environment, particularly with the new administration in the United States, has brought fresh perspectives to environmental, social, and governance priorities across industries.

While we acknowledge and adapt to these evolving policy frameworks, our commitment to sustainability remains unwavering. This commitment is not driven by regulatory compliance alone, but by our fundamental belief that sustainable business practices are essential for longterm value creation, operational resilience, and stakeholder trust.



Volker Witzel



Volker Witzel CEO iC Consult Group



General Disclosures



iC Consult at a Glance



850+ Team Members

Highly Experienced and Certified IAM Experts



€ 159M

Gross Revenue 2024

25+ Years Sustained Success Supporting Innovation



2000+

Successful IAM Projects

Proven Experience Across All Industries and Use Cases



20+

Offices Across 18 Countries

Global Presence with Expertise in Local Markets



30+

Partners

Vendor Independent with Strong Partner Network



Delivery Centers

Near- and Offshoring Capabilities



High Customer Satisfaction: 4,6 Stars on Gartner Peer Insights



Industry Leadership and Recognition



Partner & Analyst Awarded Customer Projects



iC Consult at a Glance continued

iC Consult is the world-leading independent consultancy, systems integrator, and managed services provider for identity security. Headquartered in Munich, Germany, we have operations in Austria, Belgium, Bulgaria, Canada, China, Denmark, Finland, France, India, Luxembourg, Norway, the Netherlands, Portugal, Spain, Sweden, Switzerland, the UK, and the US. The world's largest brands trust our expertise to secure and manage their most valuable assets: their identities.

As of December 31, 2024, our team comprised over 850 professionals worldwide, contributing to a group turnover exceeding 160 million Euros for the year. We are the trusted partner of choice for Identity Security and Identity & Access Management, with over 25 years of industry-leading expertise, providing scalable, world-class identity solutions.

This sustainability report, covering the period from January 1, 2024, to December 31, 2024, has been prepared on a consolidated basis at the group level and provides a comprehensive overview of sustainability efforts across all iC Consult entities worldwide. While this report has not been externally assured, we will begin reporting in accordance with the EU CSRD in 2028, at which point external assurance will become mandatory. Until then, we will continue to follow the GRI Standards for sustainability reporting, as in previous years.

850+ Employees across the Americas, Europe and Asia





Restatement of Information

Continuous Improvement

As we are continuously enhancing the quality of our ESG data and refining our internal data collection processes, we have been able to update some of the information from last year's report.

Energy Consumption

We have been able to improve the data quality for our global energy consumption, which has resulted in a restatement of the energy consumption and the share of renewable energy for the 2023 reporting period (see p. 27).

GHG Emissions

For the 2024 report we were able to improve the data quality for our GHG emissions analysis, dating back into the 2023 reporting period. This has resulted in a restatement of GHG emissions for 2023. Beyond the better data quality, this restatement is also necessary due to a revised calculation methodology for Scope 3 emissions from Purchased Goods and Services, by our emissions software partner, Plan A (see p. 29).

Hours of training

Due to a change in how me track employee training participation, the number of training hours has been updated. This new tracking will be used moving forward, ensuring consistency across future sustainability reports (see p. 36).



Value Chain

As the world's leading consultancy, system integrator and managed services provider for Identity Security and Identity & Access Management (IAM) we support organizations from various industries in designing, implementing, and operating secure and scalable IAM solutions. Our service portfolio covers the entire IAM lifecycle, including strategy development, solution architecture, system integration, software implementation, managed services, operations, and ongoing support.

We are where our customers are, with 15 offices across 12 countries. Our core markets are Europe and North America, where we serve clients across diverse industries such as financial services, healthcare, energy, automotive, manufacturing, and public sector organizations.

Value Chain

Our value chain consists of our upstream value chain, our own business activities, as well as our downstream value chain.

Upstream value chain (supply chain):

As a professional services company, we do not manufacture physical products. Our supply chain primarily includes software licenses and subscriptions, cloud infrastructure, IT hardware, office equipment, professional services, and facility-related services such as office leasing, utilities (electricity, heating, water), and business travel. The most significant suppliers are global software providers, cloud service providers, IT equipment vendors, and business support service providers.

Own business activities:

Our own operations primarily involve the provision of professional services, system integration, and managed services for IAM projects. The environmental impacts of our business activities are mainly related to energy consumption in office locations, business travel, and purchased goods and services.

Downstream value chain (clients and service impact):

Our IAM solutions contribute to our customers' IT security, regulatory compliance, and digital transformation efforts. By enabling secure digital identities, remote work, and digital workflows, our solutions support clients in optimizing business processes, reducing administrative burdens, and potentially lowering their environmental footprint through reduced travel and paper consumption.

Key Business Relationships

Our business model relies on strong partnerships with leading technology providers in the IAM industry. We maintain long-term strategic alliances with major software vendors, whose products we integrate into client solutions. In addition, we work closely with specialized service providers who support our project delivery and managed service operations.

Sustainability Risks and Measures

Potential sustainability risks in our upstream value chain include environmental and social impacts related to the production of hardware, extraction of raw materials, use of non-renewable energy sources, and potential human rights violations in global supply chains. To address these risks, we have implemented supplier due diligence processes, including a Supplier Code of Conduct and CSR assessments. Further measures related to the environmental and social impacts of our business activities and supply chain are described in GRI 3: Material Topics. The primary environmental impacts of our own operations stem from greenhouse gas emissions associated with energy consumption, purchased goods and services, and employee business travel. We continuously monitor and seek to minimize these impacts as part of our sustainability efforts.





Governance Structure and Composition

Management, organization and responsibilities

The governance structure of iC Consult Group consists of five boards: The Advisory Board, the Business Strategy Board (BSB), the Business Development Board (BDB), the Business Execution Board (BEB) as well as the Commercial Review Board (CRB). The Advisory and Business Strategy Board are presented in more detail in the following.

Advisory Board

The highest Governance body of iC Consult is the Advisory Board, which is chaired by Dr. Jürgen Biermann, the founder of iC Consult. The members of the board are:

- Dr. Jürgen Biermann, Chairman
- Oliver Köthe, The Carlyle Group
- Thorsten Dippel, The Carlyle Group
- Dr. Stephan Reiter, independent

The Advisory Board supports and oversees the Business Strategy Board in the management of the company. The CEO and CFO of iC Consult Group report into the Advisory Board, as representatives of the executive management. The Advisory Board advises and acts as a sparring partner to the BSB in decisions of strategic relevant to the organization. In performing its duties, the Advisory Board collaborates closely and on the basis of mutual

trust with the BSB to ensure the long-term interests of iC Consult are upheld at all times.

Business Strategy Board (BSB)

The BSB serves as the highest executive body at iC Consult, ensuring the company is managed in its best interest. It comprises the CEO of iC Consult Group, along with the C-level executives, including the CFO, CRO, COO, and CTO, as well as the CEOs of our European and US operations. The Board is responsible for leading our global strategy while driving innovation and business development, acting as the bridge between the Advisory Board and iC Consult, while overseeing additional management bodies such as the BDB, BEB and CEB, which carry management decisions into the organization and ensure the flow of information in all directions.

Conflicts of interest

Conflicts of interest can arise when business interests are at stake. At iC Consult, we take efforts to prevent such situations. However, if a conflict does occur, we follow internal guidelines that align with legal requirements and European recommendations, ensuring transparency and compliance for all members of management.

Governance Information not disclosed

As a privately held company, we consider information concerning the nomination and selection of the highest

governance body, the evaluation of the performance of the highest governance body as well as information on remuneration policies and processes to determine remuneration, to be confidential. We are thus unable to share any related information as part of this report.





CSR Structure at iC Consult

CSR Board

The CSR Board is responsible for CSR at iC Consult at the highest governance level. The CSR Board oversees the development and implementation of the CSR strategy, monitors progress on sustainability initiatives, approves key strategic decisions related to sustainability, and authorizes the release of the annual sustainability report. The CSR Board also played an active role in the materiality assessment and has reviewed and approved this report.

- CEO iC Consult Group
- CFO iC Consult Group
- COO iC Consult Group
- CEO iC Consult Central and Southern Europe

The Board meets on a quarterly basis and is ideally positioned to monitor both internal developments and external sustainability requirements relevant to iC Consult's business activities. Sustainability topics that require attention outside of regular meetings are shared with the CSR Board on an ad hoc basis, enabling timely and agile decision-making.

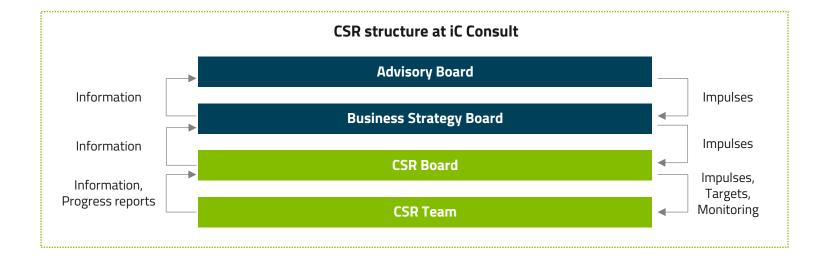
Critical concerns and sustainability matters of strategic importance are shared with the Advisory Board by the Group CEO or CFO to ensure alignment at the highest governance level.

Delegation of responsibility for managing impacts

At iC Consult, the day-to-day responsibility for sustainability lies with the Head of CSR, who is tasked with developing and implementing the CSR strategy, managing projects, engaging with stakeholders, ensuring compliance, and overseeing sustainability reporting.

The Head of CSR provides regular updates to the CSR Board on key ESG developments and overall sustainability performance, typically on a quarterly basis. If needed, urgent matters are addressed outside of the regular meeting cycle to allow for prompt decision-making.

In carrying out daily activities, the Head of CSR is supported by a dedicated colleague from the Project Management Office, who contributes to CSR topics on a part-time basis. In addition, sustainability efforts are further supported through a cross-functional sustainability taskforce. This group brings together representatives from various departments, including IT, Talent Management and Backoffice functions, and meets monthly to discuss current topics and ensure ongoing progress. This collaborative approach helps embed sustainability into day-to-day operations and ensures that impacts are managed effectively across all areas of the business.





CSR Strategy

At iC Consult, sustainability is an integral part of how we operate and grow. Our strategy is guided by the belief that long-term business success depends on responsible governance, environmental awareness, and a peoplecentered culture. We are committed to continuously developing our sustainability practices and embedding them into our business operations, partnerships, and workplace.

Our strategy is based on five material topics identified through a structured materiality assessment:

- Sustainable Corporate Governance
- Environmental Performance & Resource Consumption
- Sustainable Mobility
- Talent Development & Employee Engagement
- Diversity & Inclusion

Across these areas, we pursue clear priorities: minimizing greenhouse gas emissions, fostering an inclusive work environment, and maintaining high standards of business ethics, data protection, and employee well-being. Our Supplier Code of Conduct and internal management systems further extend these commitments across our operations and value chain.

We have established a comprehensive set of ESG key performance indicators (KPIs) and actively track progress across all material topics. These KPIs enable us to monitor and continuously improve our sustainability practices, identify areas for action, and respond to evolving stakeholder and regulatory expectations.

While we currently do not have formal long-term sustainability targets, we are working toward defining them. Our next steps include translating our ESG data insights into measurable strategic goals to further embed sustainability into our business planning and decision-making processes.

Our sustainability approach is iterative and evolving. We are committed to transparency, continuous learning, and steady progress across all material areas, with the goal of creating long-term value for our clients, employees, and society.



Policies

Commitment to responsible business conduct

At iC Consult, our commitment to responsible business practices is not only a reflection of our ethical values but also a strategic decision that strengthens our reputation, financial performance, risk management, and stakeholder relationships, ultimately contributing to our long-term success. We operate with integrity, conducting business ethically, transparently, and in full compliance with all applicable laws and regulations across our global footprint. This commitment is reflected in our internal policies.

Policies related to responsible business conduct at iC Consult are developed by our compliance managers, based on organizational needs and applicable requirements. Once drafted, policies are reviewed and approved by the Compliance team. Depending on their relevance, certain policies may also be presented to the CSR Board for additional review and alignment. All policies related to responsible business conduct apply to all iC Consult employees.

We ensure clear and ongoing communication about these policies with employees, business partners, and other stakeholders through multiple channels, including our CSR website, intranet, email updates, onboarding processes, and ongoing training programs.

As of December 31, 2024, some of our key policy commitments for ethical business conduct included:

- Code of Conduct
- Supplier Code of Conduct
- Environmental Policy
- Human Rights Policy
- UK Modern Slavery Act Statement

Process Manual

At iC Consult, our Process Manual forms the backbone of our internal governance and policy framework. It defines how we operate across functions and regions, outlining roles, responsibilities, and decision-making structures that guide our day-to-day business conduct. As a living document, it is accessible to all employees via our intranet and is regularly updated by our Quality Management team. By providing practical guidance and orientation, the Process Manual plays a central role in embedding our policy commitments into everyday operations and ensuring consistent, ethical, and effective collaboration across the organization.

Code of Conduct

The Code of Conduct provides a clear framework for daily decision-making, guiding behavior within iC Consult and in our interactions with customers, business partners, and suppliers.

We prioritize transparency, open communication, and employee engagement, fostering an environment where all employees actively participate in decision-making, goal-setting, and equal opportunity initiatives.

Supplier Code of Conduct

While the Code of Conduct governs our employees and internal operations, the Supplier Code of Conduct extends these values into our supply chain, ensuring that ethical business practices are upheld by all suppliers. We believe that ethical business conduct is a shared responsibility. The Supplier Code of Conduct is shared with all our suppliers, with these being expected to uphold the values it contains.





Policies continued

Human Rights Policy

Our Human Rights Policy, demonstrates our commitment to conducting business in a way that respects and promotes human rights globally. We recognize our responsibility to prevent human rights violations and to address any adverse impacts in which we are directly or indirectly involved. Our policy is guided by internationally recognized human rights principles, including the Universal Declaration of Human Rights, the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights

The policy covers critical issues such as zero tolerance for forced and child labor and the prohibition of harassment in any form.

Environmental Policy

The policy includes information on aspects such as our commitment to the reduction of our GHG emissions, work towards waste reduction and takes a broad look at our overall areas of impact

Purchasing Policy

In 2024 we introduced a new Purchasing Policy, with the purpose of establishing guidelines and procedures for the procurement of goods, services, and equipment. The policy aims to ensure that all purchasing activities are conducted transparently, ethically, and cost-effectively, while adhering to legal and regulatory requirements.

Compliance with laws and regulations

At iC Consult, we are dedicated to upholding the highest ethical standards, ensuring that our policies not only meet legal and regulatory requirements but also contribute to a fair, inclusive, and sustainable global business environment.

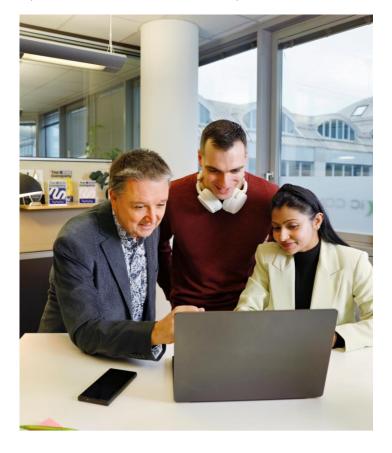
As outlined in our Code of Conduct we act in accordance with applicable national and international laws and regulations wherever we operate. There have been no recorded instances of non-compliance with laws and regulations during the reporting period.

Collective bargaining agreements

iC Consult offers its employees competitive and fair working conditions in compliance with all applicable national labor laws and regulations. This includes adherence to legal standards on working hours, compensation, vacation, parental leave, and other employment entitlements. Where applicable, individual agreements allow employees to balance work and personal responsibilities, for example by offsetting overtime through compensatory time off.

Currently, no employees at iC Consult are covered by

collective bargaining agreements, and no employees are unionized. Nevertheless, we fully respect the freedom of association in accordance with legal requirements and ensure that employees are free to engage in employee representation activities should they choose to do so.





Raising Concerns

Mechanisms for seeking advice and raising concerns

At iC Consult, we foster a culture of transparency, integrity, and mutual respect. Our flat organizational structure empowers employees to raise concerns or seek guidance directly from any part of the leadership team, including the highest levels of management, whether via call, chat, email, or in person. This open-door approach ensures that critical issues can be addressed swiftly and effectively.

In addition to direct board access, employees can speak with their immediate managers, who are responsible for escalating concerns appropriately. Our internal Ambassador team and Talent Management team also serve as trusted, confidential points of contact for advice and support on ethical or compliance-related matters.

To further strengthen our commitment to ethical conduct, we offer a secure and anonymous whistleblowing tool operated by an independent provider. This platform allows employees to report suspected misconduct or violations of our Code of Conduct, policies, or legal requirements without fear of retaliation.

We maintain a robust non-retaliation policy to protect individuals who report concerns. As part of our continuous improvement efforts, we are currently updating our grievance and reporting mechanisms to

ensure they remain accessible, effective, and aligned with best practices. The outcomes of this update will be shared in our next sustainability report.

Processes to remediate negative impacts

We are committed to responsible business conduct and minimizing any adverse impacts our operations may have on people, society, or the environment. This commitment is embedded in our corporate values and reflected in our policies and practices.

In 2024, we continued to strengthen our due diligence processes by conducting a comprehensive CSR risk assessment, building on the work initiated in 2023. This assessment identified several potential risks related to social and environmental responsibility. For each identified risk, we have implemented targeted mitigation measures to prevent or reduce negative impacts.

Our approach to risk management is proactive and ongoing. We conduct these assessments at least annually and integrate the findings into our broader risk management framework. Where we identify that we have caused or contributed to negative impacts, we are committed to providing or cooperating in their remediation. This includes engaging with affected stakeholders and implementing corrective actions where necessary.

Minimum notice periods

Maintaining transparency and fostering trust remain central to how we manage change at iC Consult. In 2024, we continued to ensure that employees are informed of significant operational developments in a timely manner. Notice periods are provided in full compliance with applicable local labor laws and, where relevant, the terms outlined in collective bargaining agreements. This approach supports a respectful and collaborative working environment, enabling our teams to adapt effectively to organizational changes.





Memberships



Women in Identity

As part of our broader industry engagement, iC Consult supports Women in Identity, as a silver level sponsor. Women in Identity is an independent, global, non-profit organization that promotes greater inclusion and representation within the digital identity sector. The organization seeks to encourage diverse perspectives in identity system design and implementation, helping to ensure that digital identity solutions serve the needs of a wide range of users globally. Through research, dialogue, and collaboration across the industry, Women in Identity works to advance best practices that strengthen the

usability, accessibility, and trustworthiness of identity systems. iC Consult shares this commitment to supporting high-quality identity solutions that reflect the complexity of today's digital ecosystems and serve the needs of our global customer base.

Women in Identity's ID Code of Conduct

One of the key initiatives supported by Women in Identity is the development of the ID Code of Conduct. The Code serves as a global framework to promote the design and delivery of digital identity systems that are inclusive, accessible, and equitable for all users. Its goal is to help

organizations ensure that identity systems do not unintentionally exclude individuals based on factors such as gender, age, socioeconomic status, or geographic location. The ID Code of Conduct provides principles and practical guidance to organizations across the identity ecosystem, encouraging them to embed user-centric design, fairness, and accessibility into their identity solutions. Through this work, Women in Identity aims to support industry-wide adoption of identity practices that reflect the diversity of global populations and meet the needs of all users in an increasingly digital world.



Stakeholder Engagement

Approach to stakeholder engagement

Stakeholder engagement occurs through various formal and informal channels, including regular meetings, customer projects, supplier assessments, employee surveys, board-level discussions, and investor dialogues. Insights gained through stakeholder engagement are integrated into our CSR strategy, risk assessments, and continuous improvement processes.

We have identified key stakeholder groups that are particularly relevant to our business operations and sustainability efforts:

Customers

Many of our customers are large multinational organizations subject to increasing sustainability regulation. As part of their value chains, we work closely with customers to understand their expectations, align on ESG requirements, and support their sustainable transformation journeys through our IAM services.

Employees

Our employees are key stakeholders who both contribute to and expect progress on sustainability matters. This was confirmed by feedback received through internal employee engagement surveys. In addition to their personal interest in sustainability, many employees are involved in business functions that directly engage with sustainability topics, especially our sales organization.

Management

The executive management team defines iC Consult's strategic direction and oversees sustainability topics through regular CSR Board meetings, risk management processes, and internal reporting. Sustainability-related discussions include regulatory developments, stakeholder expectations, and progress on key CSR initiatives.

Shareholders

Our shareholders include the company's founder, Dr. Jürgen Biermann, who serves as Chairman of the Advisory Board, and our primary financial investor, The Carlyle Group. We maintain regular dialogue with our shareholders to ensure transparency on both financial and sustainability-related topics.

Suppliers

As regulatory requirements increasingly emphasize supply chain responsibility, we have intensified our engagement with suppliers on sustainability topics. This includes our Supplier Code of Conduct, as well as ongoing supply chain due diligence to identify potential risks and implement appropriate mitigation measures.

Financial Institutions

We engage on an ongoing basis with banks and financial institutions, who increasingly integrate ESG factors into their risk assessments and investment decisions. Their external evaluations provide additional incentive for us to continuously improve our sustainability performance.

Regulators

We actively monitor national and European regulatory developments such as the EU Corporate Sustainability Reporting Directive (CSRD), which we expect to apply to iC Consult starting from 2028. We welcome regulatory frameworks that establish clear, consistent standards for responsible and sustainable business practices.







Material Topics



Identification of Material Topics

Process to determine material topics

As a global B2B service provider specializing in Identity and Access Management (IAM), our operations span a wide range of industries, including automotive, pharmaceuticals, logistics, banking, and insurance. The environmental and socio-economic impacts of our business are therefore closely tied to the sectors we serve and the expectations of our clients, many of whom are subject to rigorous sustainability regulations.

In 2024, we started the process of conducting a Double Materiality Assessment (DMA), in line with the requirements stipulated by the EU CSRD (EU Corporate Sustainability Reporting Directive). This process has not yet been finalized and as such, we have decided to continue following the materiality assessment that is currently in place. The topics identified in our current materiality analysis all remain material for us, however, given the vast topics contained in the ESRS standards, the DMA will result in a restructuring and potential extension of the topics that are material to iC Consult. The DMA will play a central role in updating our sustainability strategy.

Our current materiality assessment was guided by the GRI Standards and included the following steps:

- · Stakeholder engagement: We consulted internal and external stakeholders, including employees and customers, to gather insights on key sustainability issues.
- · Impact identification and prioritization: We assessed actual and potential impacts of our operations across environmental, social, and governance dimensions, considering both our direct activities and our role within customer value chains.
- · Validation and alignment: The results were reviewed and validated by our CSR Board to ensure alignment with our strategic objectives and stakeholder expectations.

Material Topics	Associated GRI Standards
Sustainable corporate governance	GRI 205: Anti-corruption 2016 GRI 206: Anti-competitive Behavior 2016 GRI 403: Occupational Health and Safety 2016 GRI 407: Freedom of Association and Collective Bargaining 2016 GRI 418: Customer Privacy
Environmental performance & resource consumption	GRI 302: Energy 2016 GRI 305: Emissions 2016 GRI 308: Supplier Environmental Assessment 2016
Sustainable mobility	GRI 302: Energy 2016 GRI 305: Emissions 2016
Talent management	GRI 402: Labor/Management Relations 2016 GRI 404: Training and Education 2016
Diversity, Equity & Inclusion	GRI 401: Employment 2016 GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-discrimination 2016 GRI 414: Supplier Social Assessment 2016



Identification of Material Topics continued

List of material topics

Our business activities influence sustainability in multiple ways, both directly and indirectly. As a provider of Identity and Access Management (IAM) solutions, we enable secure digital access for our clients, which can contribute to reducing business travel and associated emissions. At the same time, we recognize that the increased reliance on digital infrastructure may lead to higher energy consumption and related CO₂ emissions.

While many of our employees work remotely, in-person collaboration with clients remains an essential for us. This results in travel-related emissions, which we actively monitor and aim to reduce through sustainable mobility initiatives. Beyond environmental impacts, our services play a critical role in enhancing IT security and protecting sensitive data, key components of digital trust and social responsibility. Internally, we contribute to social sustainability by offering comprehensive training, promoting employee well-being, and fostering an inclusive workplace culture.

We are also shaped by external sustainability developments. As a supplier to companies with advanced ESG requirements, we are increasingly expected to demonstrate strong environmental and social performance. This dynamic creates both responsibility and opportunity: it drives us to continuously improve our

sustainability practices and to align more closely with the expectations of our clients, regulators, and society.

Based on our current materiality assessment, we have structured our sustainability strategy around five key clusters of material topics:

- Responsible Corporate Governance
- Environmental Performance and Resource Efficiency
- · Sustainable Mobility and Travel
- Talent Development and Employee Engagement
- Diversity, Equity, and Inclusion (DEI)

Looking ahead

The material topics identified reflect both the complexities and opportunities inherent in our sustainability journey. By continuing to integrate sustainability into our operations and decision-making, we aim to strengthen our organization, not only for our employees and partners, but also in service of broader societal and environmental goals. This ongoing commitment positions iC Consult to contribute meaningfully to a more responsible and resilient future.

Materiality Matrix



Materiality / relevance from company perspective





Economic Disclosures

Economic Performance

Direct economic value generated and distributed

With more than 25 years of experience as the leading Identity and Access Management (IAM) partner, iC Consult continues to strengthen its position in global markets. We continued our growth, increasing revenue from 144 Mio. € in 2023 to 159 Mio. € in 2024. Europe remains our core market, contributing approximately 74% of total revenue, with key operations in Germany, Austria, Switzerland, and the United Kingdom. At the same time, we have successfully expanded our presence in North America in recent years, with the Americas now accounting for around 26% of total revenue.

As a privately held limited liability company (GmbH), iC Consult does not publicly disclose detailed financial data beyond consolidated revenue figures. Further

breakdowns of economic value distributed, such as operating costs, wages and benefits, tax payments, capital returns, or community investments, are therefore not reported.

Financial implications of climate change

The impact of climate change and the efforts to combat it present iC Consult with similar risks and opportunities as the entire IT services industry.

We conduct an annual CSR risk analysis, which helps us to determine the most pertinent sustainability related risks. In 2024 we started the process of conducting an extensive Double Materiality Assessment (DMA) in accordance with the requirements laid out by the EU CSRD. This process is still ongoing, as despite the

unexpected changes to the regulatory landscape evoked by the EU Omnibus, we believe the DMA to be an effective tool to determine our most important areas of sustainability action and develop our sustainability strategy.

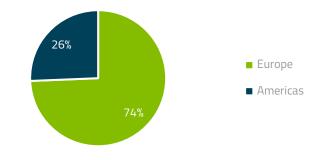
Given the current, preliminary status of the DMA no final conclusions can be made, however ESRS E1, Climate Change, is a double material topic for us, with the most material topic being CO₂ emissions and their reduction. Topics such as extreme weather events may also create a risk, however, due to the nature of our business and the locations of our offices, this risk is not higher than that of the overall population.



Revenue by Region in kEuro

Region	2024 (E)	2023
Europe	118.600	104.200
Americas	40.900	40.300
Total	159.500	144.500

Share of Revenue by Region 2024





Management of Material Topics: Governance

Sustainable Corporate Governance

Sustainable Corporate Governance is one of our five material topics, identified through our materiality assessment (see p. 19). The following GRI disclosures are linked to this topic:

- GRI 205: Anti-corruption (p. 24)
- GRI 206: Anti-competitive behavior (p.24)
- GRI 403: Occupational Health and Safety (p.35)
- GRI 407: Freedom of Association and Collective Bargaining (p.40)
- GRI 418: Customer Privacy (p.42)

Why the topic is material

Strong corporate governance is the foundation of our long-term success. As a global IAM consultancy, our stakeholders expect us to uphold ethical conduct, legal compliance, information security, and responsible business practices. Meeting these expectations is critical to maintaining trust, fulfilling regulatory obligations, and ensuring sustainable value creation.

Policies and commitments

We have implemented a comprehensive framework of policies, procedures, and internal controls that reflect our values and guide decision-making. Central to this framework is our Process Manual, which outlines all organizational processes and clearly defines

responsibilities across the company. It is accessible to all employees via our intranet and is regularly updated by our Quality Management team. Our governance approach is supported by key documents including our Code of Conduct, Supplier Code of Conduct, Environmental Policy, and UK Modern Slavery Act Statement.

Responsibilities

Responsibility for sustainable corporate governance lies with multiple functions. Operational leadership is supported by our Compliance team, Information Security Officer, and dedicated roles in HR and Sustainability. These roles are embedded into our organizational structure and ensure implementation and communication of governance-related topics internally and externally.

Actions taken to manage the topic

To operationalize our governance framework, we maintain certified management systems such as ISO 9001 (quality) and ISO 27001 (information security). Employees receive regular training on topics including anti-corruption, data protection, occupational safety, and ethical conduct. We also conduct internal audits, process reviews, and supplier assessments to ensure alignment with our governance expectations.

Grievance mechanisms

We offer multiple grievance channels for employees and

stakeholders. These include internal reporting lines, structured feedback mechanisms, and a confidential whistleblowing system available across all regions. All grievances are handled in accordance with our Code of Conduct and applicable laws, ensuring confidentiality and non-retaliation.

Evaluation of the management approach

We evaluate the effectiveness of our governance practices through indicators such as training participation rates, audit results, compliance issue tracking, and stakeholder feedback. Results are reviewed annually and integrated into our continuous improvement processes, supporting the ongoing development of our governance system.





Business Conduct

Anti-corruption and anti-bribery

Our Code of Conduct, which applies to all employees, explicitly prohibits any form of bribery, corruption, or anticompetitive behavior. The Code of Conduct is regularly reviewed and updated where necessary. The Code of Conduct is part of the training all new employees receive during onboarding and is available on our intranet for all employees to access at any time. Coincidingly Senior management (PC Leads/ Senior Vice Presidents and above) and all employees in sensitive areas such as Sales, Marketing and Recruiting, are required to complete biannual anti-corruption training.

Confirmed incidents of corruption and actions taken In order to enable any incidents of corruption, bribery or anti competitive behavior to be reported, we make use of

an external whistleblowing system, in line with EU regulation, which allows all employees to raise concerns both anonymously and confidentially. Any reported case leads to an investigation and, should misconduct be identified, legal consequences. In 2024, one case was submitted via our whistleblowing system. Upon review, it was determined that the issue fell outside the scope of the whistleblowing process and should have been addressed through our standard grievance procedures. Nonetheless, the case was documented and handled appropriately.

There has not been any legal action taken against iC Consult during the reporting period.

Anti-Corruption and Anti-Bribery Metrics

Metrics	2024	2023
Workforce at risk covered by anti-corruption and anti-bribery training	100%	100%
Whistleblower cases reported	1	2
Confirmed incidents of corruption, bribery or anti-competitive behavior	0	0
Instances of legal action as a result of a reported case	0	0





Environmental Disclosures



Management of Material Topics: Environment

Environmental performance & resource consumption and sustainable mobility

These two material topics were identified as part of our materiality assessment (see p. 19).

The following disclosures are associated with these topics:

- GRI 302: Energy (p. 27 28)
- GRI 305: Emissions (p. 29 30)
- GRI 308: Supplier Environmental Assessment (p. 41)

Why the topics are material

As an IAM Consultancy with a global footprint, we recognize our responsibility to help address climate change and minimize our environmental impact. Both our internal resource consumption and the travel associated with our consulting work represent key environmental aspects of our operations. Our stakeholders expect us to lead by example and implement effective environmental practices, while also enabling our clients to reduce their own environmental footprint.

Policies and commitments

We are committed to environmental responsibility and climate action. Our internal environmental practices are guided by operational standards embedded in our Process Manual and supported by our Supplier Code of Conduct. We are actively working to reduce our

emissions, energy use, and business travel across all locations. Our commitments include transitioning to renewable electricity, minimizing resource use, and promoting low-emission mobility options.

Responsibilities

Responsibility for environmental management lies with our Head of CSR, in coordination with the management and various stakeholders across our business. These roles monitor implementation, drive continuous improvement, and report on progress as part of our sustainability journey.

Actions taken to manage the topics

We have transitioned to 100% renewable electricity in our offices in Germany, Austria, Switzerland, Spain, and the UK, and are exploring similar changes where we have not yet been able to make the switch, namely Bulgaria, China, and India. We have significantly reduced our paper usage by digitizing core business processes (e.g., contracts via DocuSign) and implemented a hardware reuse and recycling program to reduce e-waste. Relating to sustainable mobility, we have reduced in-person client meetings and business travel, shifting toward remote collaboration by default. In Germany, Austria, and Switzerland, we subsidize public transportation and offer bike leasing options. We also promote electric mobility by subsidizing private wall box installations and providing EV

charging stations at selected offices.

Evaluation of the management approach

We track energy consumption, commuting patterns, travel-related emissions to determine our GHG footprint. Progress is evaluated annually. Moving forward, we aim to further quantify the positive environmental impact of our IAM services to better reflect our contribution to sustainable transformation.





Energy

Energy consumption

Total energy consumption at iC Consult reached 465.874 kWh in 2024, with 42% of overall energy consumption coming from renewable sources. While we improved our energy tracking, there are still gaps, which we are currently closing, in an effort to provide a more detailed picture in the next sustainability report.

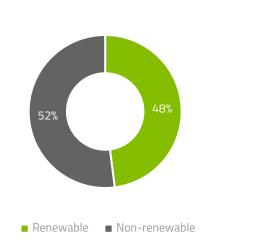
The total electricity consumption was 323.571 kWh, with 48% of electricity coming from renewable sources, such

as wind, solar and hydrogen. Our offices in Germany, Austria, Switzerland, Spain and the United Kingdom use 100% electricity from renewable energy sources. Our colleagues in Belgium, Canada, France and the United States work fully remote, as such there is no energy consumption related to offices in these countries. For our offices in Bulgaria, China and India we are currently unable to source renewable electricity. Given the difficulties surrounding the availability of renewable electricity in these markets we are analyzing options to

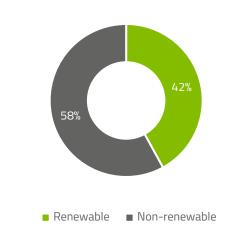
purchase renewable energy certificates (RECs) for those locations until a switch is possible. This switch would put us at 100% renewable electricity across our entire global footprint.

We currently don't have any data on the energy consumption that occurs outside of our organization.

Electricity Consumption 2024



Energy Consumption 2024



2024 Energy consumption by source in kWh			
Total electricity	323.571		
Electricity (non-renewable)	167.828		
Electricity (renewable)	155.747		
Total heating	142.303		
District heating (non-renewable)	10.366		
District heating (renewable)	19.134		
Heating from other sources (non-renewable)	93.912		
Heating from other sources (renewable)	18.890		
Total energy consumption	465.874		
Total energy consumption from renewable sources	193.771		



Energy continued

Energy intensity

For 2024 our overall electricity consumption has increase, mainly due to a stronger presence in the office, when compared to 2023. Nonetheless we can see a reduction in electricity intensity, falling from 2,14 MWh per 1 Mio. € of revenue in 2023 to 2,03 MWh per 1 Mio. € in revenue in 2024.

Energy reduction

Due to the shift towards a primarily remote workforce, we reduced office space in some of our locations in 2024 and have opted to remain entirely remote in others. As we don't own any office space and usually are one of

multiple tenants, any reduction efforts within the buildings are difficult for us to implement.

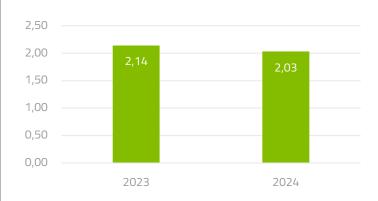
One of the biggest levers we have to reduce energy consumption is the devices our employees use to perform their tasks. This is why our colleagues in the IT department are working on ways to streamline the devices that are available to our employees, with a focus on using highly energy efficient laptops and smartphones.

For the current reporting period no information about the reduction in energy requirements of products and services is available.

Total Electricity Consumption in MWh



Electricity Intensity* in MWh



* Electricity intensity is measured as Electricity intensity in MWh per 1 Mio. € of revenue (1 MWh = 1.000 kWh)



Climate Change

Greenhouse Gas Emissions and Climate Impact

In 2024, iC Consult conducted a comprehensive greenhouse gas (GHG) emissions assessment in collaboration with our sustainability partner, Plan A Earth. We are using the insights gained from this analysis as the basis for the development of a decarbonization strategy.

Scope 1 & 2 emissions

Our Scope 1 emissions, those generated directly by our operations, are minimal, as our business model is service-based and does not involve manufacturing or heavy infrastructure. Scope 2 emissions, which result from the purchase of electricity and heating, were calculated using statistical averages where internal

consumption data was unavailable. We are currently in the process of improving the data availability in this area.

Scope 3 emissions

Scope 3 emissions represent the largest share of our total GHG footprint, accounting for over 90% of our emissions. The most significant contributors include business travel, employee commute, and purchased goods and services. For business travel and procurement, we applied a spend-based methodology, using emissions factors per euro spent to estimate the associated carbon output. This approach allows us to capture a broad view of our indirect environmental impact, even in the absence of detailed activity data.

201 t

1.817 t

1.593 t

411 t

40 t

<0,1%

45%

39%

10%

1%

GHG emissions intensity

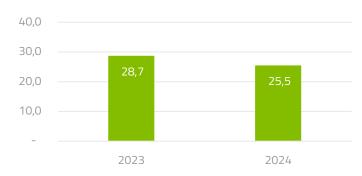
In 2024, iC Consult generated approximately 25.5 tons of CO₂ per €1 million in revenue, reflecting an 11.5% reduction compared to the previous reporting period. This improvement is attributed to a combination of lower emissions and increased absolute revenue. demonstrating progress in decoupling growth from environmental impact.

GHG Reduction Measures

To reduce our emissions, we have implemented several initiatives, including the transition to renewable electricity in our offices in D-A-CH, Spain and the UK. These efforts are part of our broader climate strategy, which is laid out in more detail in GRI 3-3.



GHG Emissions Intensity*



^{*} GHG emissions intensity = GHG emissions in tons per 1 Mio. € of revenue



Climate Change continued

Greenhouse gas (GHG emissions), tonnes CO2e	2024	2023	Change YoY in t	Change YoY in %
Scope 1 GHG emissions				
Scope 1 GHG emissions	4,34	3,99	0,35	8,1%
Scope 2 GHG emissions				
Scope 2 GHG emissions (location-based)	243,71	245,56	-1,85	-0,8%
Scope 2 GHG emissions (market- based)	200,98	208,11	-7,13	-3,5%
Scope 3 GHG emissions				
Total Scope 3 GHG emissions	3856,46	3931,5	-75,04	-1,9%
C1: Purchased goods and services	1593,13	1639,79	-46,66	-2,9%
C3: Fuel- and energy-related activities	22,54	22,87	-0,33	-1,5%
C5: Waste generated in operations	13,14	14,63	-1,49	-11,3%
C6: Business travel	1817	1871	-54	-3,0%
C7: Employee commute	410,65	383,21	27,44	6,7%
Total GHG emissions				
Total GHG emissions (location-based)	4104,51	4181,05	-76,54	-1,9%
Total GHG emissions (market-based)	4061,78	4143,6 -81,82		-2,0%

Scope 1 GHG Emissions

Scope 1 covers direct emissions from iC Consult's owned or controlled sources, such as company vehicles and onsite fuel use. Due to our service-based operations, these emissions remain very low and are calculated using GHG Protocol standards.

Scope 2 GHG Emissions

Scope 2 includes indirect emissions from purchased electricity. We report both location- and market-based figures following GHG Protocol guidelines. The rise in 2024 emissions is mainly due to office expansions tied to business growth.

Scope 3 GHG Emissions

Scope 3 captures indirect emissions from our value chain, such as purchased goods and services, travel, and commuting. Calculations follow GHG Protocol methods and are based on available spend or activity data. The largest contributors are business travel and purchased goods and services.

Total GHG Emissions

Total emissions are reported for both market- and location-based approaches. In 2024, total emissions slightly declined, driven by lower emissions from procurement and travel, despite higher commuting.





Social Disclosures

Management of Material Topics: People

Talent Development & Diversity & Inclusion

These two material topics were identified as part of our materiality assessment (see p. 19). The following GRI disclosures are associated with these topics:

- GRI 401: Employment (p. 33 34)
- GRI 402: Labor/Management Relations 2016 (p. 15)
- GRI 404: Training and Education 2016 (p. 36 37)
- GRI 405: Diversity and Equal Opportunity (p. 38 39)
- GRI 406: Non-discrimination 2016 (p. 39)
- GRI 414: Supplier Social Assessment (p. 41)

Why the topics are material

As a people-centered business, the engagement, growth, and well-being of our employees directly affect our performance, innovation, and client satisfaction. A motivated, skilled, and inclusive workforce is essential to attracting and retaining talent in a competitive market and upholding our employer brand. At the same time, the IT consulting sector continues to face challenges related to representation, equity, and inclusion, issues that impact not only our internal culture but also our ability to meet the expectations of clients and society.

Policies and commitments

We support our talent and inclusion goals through robust policies and fair practices. These include our Code of Conduct, internal HR frameworks, and Supplier Code of Conduct. These reinforce our commitment to equal opportunity and non-discrimination in recruitment, development, and career opportunities, consistent with global standards and applicable legislation.

Responsibilities

Responsibility for talent development and D&I lies with our People and Development team, supported by senior leadership and regional management. Our Chief of People and Development oversees global learning and development initiatives and employee engagement efforts, ensuring coordination across entities and alignment with our broader business goals.

Actions taken to manage the topics

We conduct regular performance reviews, implement personalized development plans, and provide a wide range of internal and external training opportunities. To support well-being, we offer access to mental health coaching and promote work-life balance through flexible working models, including remote work options. To support inclusion, our hiring processes, mentoring programs, and internal mobility initiatives are designed to ensure fair access for all. We continuously collect workforce data, particularly around gender, age, nationality, and disability status, to enable data-informed decisions and maintain compliance with nondiscrimination laws.

Grievance mechanisms

Employees can raise concerns through their line managers, People & Development contacts, or our formal grievance and whistleblower channels. All reports are handled confidentially and in line with our Code of Conduct and anti-discrimination policy. We do not tolerate adverse treatment of any employee based on, but not limited to, protected characteristics.

Evaluation of the management approach

We measure employee satisfaction through employee surveys, track training participation, monitor turnover and promotion data. Insights from these metrics guide continuous improvements in development programs, policy updates, and workplace practices. Feedback from employees is also actively used to refine offerings and close any unintended gaps in fairness and opportunity for all employees.





Employees

Our team

With a team of over 890 experts from more than 51 nationalities, iC Consult thrives on diversity. Our global workforce brings together a rich mix of backgrounds, skills, and perspectives, driving innovation and excellence across everything we do.

While most of our employees work full-time, we believe that flexibility is key to a healthy work-life balance. That's why we offer part-time opportunities, empowering our colleagues to tailor their schedules in ways that enhance both their productivity and well-being.

Rooted in Germany, where iC Consult Group was founded and is headquartered, our operations here, with more than 400 employees, naturally form the backbone of our company, serving as the largest and most established part of our global network.

Workers who are not employees

iC Consult engages subcontractors and freelance experts to support various business needs. Given that most freelancers collaborate with us for limited periods, we have opted to report their contribution in full-time equivalent (FTE) terms. In 2024, freelance professionals provided services equivalent to 22,9 FTEs at iC Consult.

Employees by contract type (headcount)

	2024			2023		
Туре	Female	Male	Total	Female	Male	Total
Full-time	182	662	812	160	667	827
Part-time	21	32	85	19	35	54
Permanent	197	674	871	175	673	848
Temporary	6	20	26	4	29	33
Total	203	694	897	179	702	881

Employees by region (headcount)

	2024				2023			
Туре	Europe	Americas	Asia	Total	Europe	Americas	Asia	Total
Full-time	614	128	102	844	575	135	116	827
Part-time	53	0	0	53	55	0	0	54
Permanent	657	128	86	871	622	135	91	848
Temporary	10	0	16	26	8	0	25	33
Total	667	128	102	897	630	135	116	881



Employees continued

New employee hires and employee turnover

Following years of rapid expansion and a tripling of employees since 2020, we have slowed down employee growth in 2024, with 155 employees joining and 151 leaving the company during the reporting period.

This change in growth was the result of multiple factors, including the cooling of the global economy as well as an increase in the utilization rate of our consultants. Based on the total number of employees and the number of colleagues who left iC Consult, our attrition rate has increased to 14,2% for the reporting period.

Parental leave

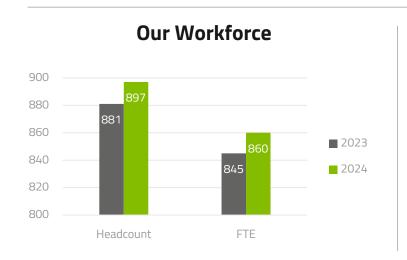
All employees at iC Consult are entitled to parental leave

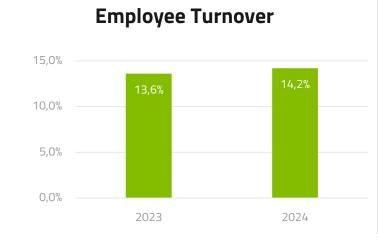
in accordance with the applicable laws and regulations of their respective countries. As a globally operating company, the duration and structure of parental leave vary by region, reflecting local legal frameworks and cultural norms. During the 2024 reporting period, a total of 31 employees made use of parental leave. Of these, 23 employees had returned to work by December 31, 2024.

We continue to support employees before, during, and after parental leave through flexible work arrangements, reintegration support, and open communication with managers and HR. These efforts are part of our broader commitment to work-life balance and employee wellbeing.



iC Consult leavers (headcount)	2024	2023
Total number of employees leaving	124	141
By gender		
Female employees	24	23
Male employees	100	118
By region		
Europe	71	80
Americas	26	48
Asia	27	12





Occupational Health and Safety

Occupational health and safety management system

Ensuring the health, safety, and well-being of our employees is a top priority at iC Consult. We recognize that a safe and supportive work environment is essential not only for individual well-being but also for the longterm success of our organization. Our Occupational Health and Safety (OHS) Management System is aligned with the internationally recognized ISO 45001 standard and is structured around the Plan-Do-Check-Act (PDCA) cycle. This system includes clearly defined safety guidelines, operating instructions, roles responsibilities, objectives, and regular training and review processes.

Risk assessment and incident investigation

To maintain high standards of workplace safety, our Occupational Safety Committee meets quarterly. These meetings bring together internal safety officers and external experts to review incidents, coordinate safety initiatives, and share best practices. The committee's responsibilities include analyzing workplace accidents, developing safety programs, and ensuring continuous improvement through experience sharing.

Regular workplace inspections are conducted by external specialists to verify compliance with safety protocols and to identify potential risks. These inspections cover both physical office environments and remote work setups.

Collaboration on Occupational Health & Safety

Employee participation is a key element of our OHS approach. Operating instructions, covering topics such as workstation ergonomics, fire safety, first aid, and evacuation procedures, are regularly updated and made accessible to all staff. These instructions apply to both office-based and remote work environments, helping to ensure a consistent standard of safety across all work settings.All new employees complete mandatory OHS training during onboarding. Ongoing training is delivered through annual e-learning modules, which include knowledge checks to reinforce understanding. Completion rates are tracked to ensure full participation. Employees also receive onboarding materials that include contact information for safety officers, first aiders, fire protection officers, and relevant external partners such as DEKRA and B.A.D.

Occupational Health & Safety training

Specialized roles such as fire protection officers and first aiders undergo refresher training every two years, with opportunities for new volunteers to participate.

Beyond physical safety, we are committed to supporting the mental and emotional well-being of our employees. In addition to standard occupational health examinations, we offer access to professional coaching in areas such as stress management, nutrition, resilience, and mental

health. These services are confidential and tailored to individual needs. Employee feedback is gathered annually through a well-being survey conducted by our Ambassador team. Our most recent survey saw a significant participation increase, with 78% of employees sharing their feedback, while we were able to maintain a high employee satisfaction at 4,1 out of 5. Insights from this survey inform targeted initiatives to enhance worklife balance and overall employee satisfaction.

Employee satisfaction (scale of 1-5)	2024	2023
Employee satisfaction	4,1	4,2
Participation rate	78%	61%

Work-related injuries & Work-related ill health

As a service company, our employees work exclusively in office locations, either our iC Consult offices, at our customers' site, or at home, in the form of remote work.

Work-related injuries	2024	2023
Work-related injuries	0	0
Lost-time incidents	0	0
Lost working days	0	0



Empowering our Employees

Employee learning and development

At iC Consult, learning and development are central pillars of our people strategy. As a consulting and services company built on the expertise of our employees, we place great importance on continuous training and structured career development. Our aim is to enable employees to reach their full potential while ensuring long-term employability in a rapidly evolving industry.

We follow the 70-20-10 approach, which goes beyond formal trainings and considers the whole development journey of our people:

- 70% of learning occurs through practical experiences and challenges at work
- 20% through interaction and collaboration with colleagues and mentors
- 10% through formal training and courses.

Employee training	2024	2023
Total hours of training	63.222	60.505
Avg. hours of training per employee	70	69

Career Paths & Continuous Development

To support career growth in IAM Consulting and related fields, iC Consult has implemented a global Excellence

Model. It applies to all employees in consulting roles, from Business and IT Security Consulting to Development, DevOps, and Managed Services. The model serves as a structured development tool that empowers employees to take charge of their professional growth. It offers transparency around role expectations, development paths, and career opportunities. By outlining clear goals and success factors, the model supports informed, self-directed development. Leaders use the model to guide conversations on job requirements, potential next steps, and individual development needs. It also ensures a unified framework across all regions, enabling consistency in career development approaches worldwide.



The iCC Excellence Model is structured around three core elements:

- Excellence Levels: Goals what people want to achieve
- Success Factors: Ways how people can reach their goals
- Core Competencies: Equipment what people need on their ways in order to reach their goals

This model is a key part of how we promote individual growth and long-term capability development at iC Consult

iC Consult Academy

Our Academy serves as the central hub for knowledge management and training coordination. It promotes internal knowledge-sharing, manages training logistics, and supports the continuous development of employees across all roles and levels.



Academy Areas					
iCC University Talent Onboarding	Further Development Talent Development	Leadership Enablement Talent Leadership			
Specific for Freshers Onboarding Paths Onboarding Trainings Onboarding Mentoring and much more	For Everyone Softskill & Technical Trainings Career Paths & Modelling Individual Support & Coaching and much more	Specific for Leaders Leadership Development Journeys Leadership Trainings Individual Support & Coaching and much more			



Empowering our Employees continued

iC Consult University

New employees at iC Consult are supported through our structured onboarding and development framework, known as the iC Consult University. The program includes a multi-phase onboarding journey that combines globally coordinated learning modules with local support. It includes, among others:

- · A three-day bootcamp introducing company culture, IAM foundations, key technologies, and leadership
- Role-specific technical and soft skills training throughout the first year
- A mentorship program to support smooth integration and personal development
- CSR training

This approach builds foundational knowledge and facilitates networking across regions and departments, helping new colleagues feel welcomed and prepared.

Informal Learning Opportunities

In addition to structured programs, we offer regular Lunch & Learn sessions that allow employees to explore emerging topics in IAM, technology, business, or soft skills in a more informal and interactive format. These sessions are designed to promote discussion, peer learning, and innovation.

Everyday Conversations and Feedback

At iC Consult, continuous dialogue between managers and employees is a key component of our approach to professional development and employee engagement. We actively promote informal, strengths-based feedback as part of daily collaboration. These ongoing conversations aim to foster mutual understanding, enhance motivation, and support individual and team performance by:

- Strengthening trust and clarity through open communication
- Providing contextual guidance to support task prioritization
- Reinforcing a sense of competence, responsibility, and purpose through regular feedback
- Encouraging personal growth by identifying individual strengths and development opportunities

These informal exchanges do not require formal preparation or documentation but serve as a foundation for building effective relationships. They are essential for making structured processes such as development reviews more meaningful and impactful.

Formal Development Reviews

In addition to ongoing informal feedback, iC Consult conducts structured employee reviews to support individual growth and career development. These include

• Onboarding Reviews

- Annual Development Reviews
- Occasion-based Remuneration Reviews

The annual Development Review provides a valuable opportunity to reflect on past performance, receive feedback from key stakeholders, and jointly define development goals with team leads.

To prepare for the review, employees are encouraged to take an active role in gathering feedback from colleagues and documenting their reflections in a structured format. Team leads provide guidance and support throughout the process, particularly for junior staff. As part of the Development Review, consultants are also asked to update their internal skill profiles to ensure accurate representation of their capabilities across the organization.

This structured yet personalized approach strengthens our feedback culture and empowers employees to take ownership of their professional growth.



Diversity

Diversity of our employees

We consider diversity one of our greatest assets, with diverse teams often performing better and increasing the success of the company. We profit from iC Consult's increasing international and cultural diversity and are looking for ways to increase this diversity at all levels of management. We believe that the trust we place in our employees is reflected in their outstanding work and sense of belonging and responsibility.

With colleagues from more than 50 nationalities, we are now truly a global company that strives to provide an open and supportive environment for all of us. This is also reflected in the age distribution of the company, with a mix of younger and more seasoned colleagues, with 24% of our team being 30 years old or younger, 67% between the ages of 30 to 50 and 9% above the age of 50. This range of backgrounds and experiences allows us to combine fresh ideas with seasoned expertise.

Share of women in management

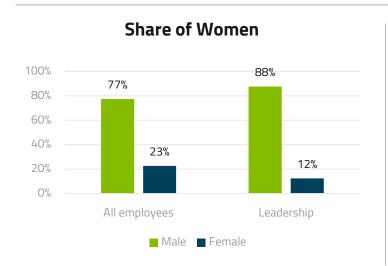
Our goal is to reduce barriers to career progressions and support all our colleagues in taking the next steps in their personal development and career at iC Consult. With only ca. 20% of employees in the IAM sector being female, we want to make our industry and iC Consult more attractive for everyone. We have seen an increase in the number of women in leadership positions to 12%, with the majority of leadership positions being held by male colleagues.

Share of women on the highest governance level

The highest governance level at iC Consult is the Business Strategy Board (BSB), for more information see p. 10. At the end of the reporting period no women were part of the BSB, however the first female member of the BSB, our Chief Revenue Officer, joined iC Consult on January 1st 2025.

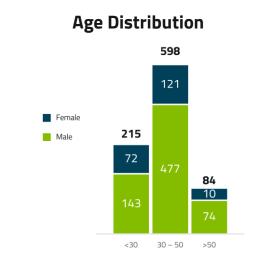
Gender Pay Gap

We are currently in the process of conducting a comprehensive gender pay gap analysis, in an effort to identify potential inequalities and develop measures to further enhance equity and equality across our business.



Share of Women in Leadership Positions

Position	2024	2023
Share of women in the overall workforce	23%	20%
Share of women in leadership positions	12%	11%
C-Level	0%	0%
PC Leads & SVP	13%	8%
VP, PC Lead Deputy and Head of	13%	10%
Team Lead	13%	13%





Diversity continued

Diversity Calendar

In 2024 we introduced a diversity calendar. From Christian to Muslim, from Bulgaria to India, from MLK day to World Mental Health Day - we tried to give a broad overview of some of the most important holidays observed by our colleagues. The goal of the calendar is to broaden our horizons and create a better understanding for one another. At the start of each quarter we inform our colleagues about upcoming dates and invite them to download the calendar for themselves.

Non-discrimination

At iC Consult, we are committed to fostering a workplace culture grounded in respect, inclusion, and equal opportunity. We believe that a diverse and discrimination-free environment not only reflects our values but also enhances collaboration, innovation, and employee well-being. Discrimination in any form, whether based on age, gender, disability, gender identity, sexual orientation, cultural background, religion, or any other personal characteristic, is strictly prohibited. This principle is clearly articulated in our Code of Conduct and reinforced through regular communication, training, and leadership engagement.

There have been 2 reported instances of discrimination at iC Consult during the reporting period. Both instances were resolved with the help of the appropriate functions within the organization.



1. Feb. 2024 Start of Black History Month (United States)



10. März 2024 Start of Ramadan (Islam)



24. März 2024 Holi (Hindu)



23. Mai 2024 Vesakh (Buddhist)



12. Juni 2024 Int. Day against Child Labor (United Nations)



15. Sept. 2024 Mid-autumn Festival (China)



3. Okt. 2024 German Unity Day (Germany)



11. Okt. 2024 Yom Kippur (Jewish)



1. Nov. 2024 All Saints Day (Christian)



Ethical Business

Freedom of association and collective bargaining

iC Consult offers its employees attractive working conditions and guarantees appropriate remuneration in line with or above the applicable national minimum standards. We observe all relevant national labor regulations regarding working conditions, working hours, and overtime compensation. In accordance with individual agreements, employees can offset overtime with time off, and parental leave is granted in compliance with local regulations. As stated in our Code of Conduct, we fully respect the right of employees to freedom of association and collective bargaining. Any restriction of these rights is expressly prohibited. This applies equally across all locations and employment relationships within the company. These principles are also reflected in our Supplier Code of Conduct. We expect our suppliers to uphold the same high standards and ensure safe working conditions, respectful treatment of employees, fair conduct, and environmental responsibility. During the reporting period, there were no reported incidents in our operations or supply chain in which the right to freedom of association or collective bargaining was at risk.

Child labor and forced labor

iC Consult staunchly opposes all forms of child labor, forced labor, and human trafficking. In accordance with our Code of Conduct, we strictly avoid any business

activity that may be associated with such practices. Employment with iC Consult is always based on free and voluntary decision-making. The principle of freely chosen work forms the ethical foundation of any business. We also expect our suppliers to commit to these standards. Our Supplier Code of Conduct explicitly prohibits the use of child and forced labor at all levels of the value chain. There were no operations or suppliers identified during the reporting period that faced a significant risk of child labor or forced labor.

Community engagement

As the global leader in IAM, iC Consult thrives on strong partnerships. We maintain close collaborations with academic institutions such as the Karlsruhe Institute of Technology (KIT). These relationships foster the exchange of IAM expertise and innovation while supporting the development of future talent. Many of our employees began their careers with us through internships or academic cooperation projects. In addition, we contribute to social causes through our end-of-life IT hardware donation program. In 2024, we donated decommissioned laptops with a total value of approximately €10,000 to the charitable organization "Hey, Alter!", which refurbishes and distributes them to children from underserved communities. With this initiative, we aim to reduce e-waste while helping bridge the digital divide.

Political contributions

In accordance with our Code of Conduct, iC Consult does not make political contributions. This includes financial donations or sponsorships to political parties, partyaffiliated organizations, elected officials, or candidates for public office, whether in Germany or abroad. Our social commitments are strictly aligned with our values and are made solely for the purpose of creating positive societal impact. As such there were no political contributions during the reporting period.





Supply Chain

Sustainable Supply Chain

Sustainability extends beyond our own operations, with our suppliers playing a key part in how we impact both the planet and society.

In an effort to bring our sustainability requirements into our supply chain we have implemented a Supplier Code of Conduct, which contains key requirements that we require our suppliers to adhere to. As part of our onboarding of new suppliers we also require each supplier to complete a questionnaire that contains questions on sustainability as well as IT security and data protection. This allows us to ensure that our requirements are upheld by new suppliers.

Supplier due diligence

Given the varying sizes of our suppliers, not all suppliers are in scope for our supplier due diligence. We are currently in the process of updating our supplier due diligence program, shifting to a spend based evaluation. The target is to evaluate the suppliers that account for 80% of our spend across several sustainability dimensions, in order to determine whether they fulfill all our sustainability requirements. While we have been able to ensure this compliance for new suppliers, we have not yet completed this task for existing suppliers.

Supplier environmental assessment

Our Supplier Code of Conduct asks our suppliers to protect the environment by reducing their CO2 footprint through e.g. a switch to renewable energy, while expecting full compliance with all local legislation on environmental protection. All new suppliers were screened against these criteria.

Supplier Social assessment

Our Supplier Code of Conduct requires our suppliers to provide safe working conditions, treat workers with dignity, respect, and act fairly and ethically. As with the environmental requirements, all new suppliers were screened against these criteria.

Negative environmental or social impacts

There have been no reported cases of negative environmental or social impacts in our supply chain. Given the industry we are in and the suppliers we work with, this is not surprising, nonetheless, as described previously, we aim to improve our supplier due diligence in order to ensure this remains true.



Customer Privacy

The importance of Customer Privacy

At iC Consult, long-term success depends on the trust and satisfaction of our clients. As the world's leading consultancy for Identity and Access Management (IAM), we understand that the responsible handling of sensitive information is not only a legal requirement but also a core foundation of our client relationships.

The protection of customer data is central to our services and reputation. In an increasingly digital world, where data breaches and cyber threats pose significant risks, we view data privacy and security as non-negotiable. Our consulting, integration, and managed services are designed to uphold the highest standards of confidentiality, integrity, and compliance.

Customer privacy is more than a technical issue, it is a matter of trust.

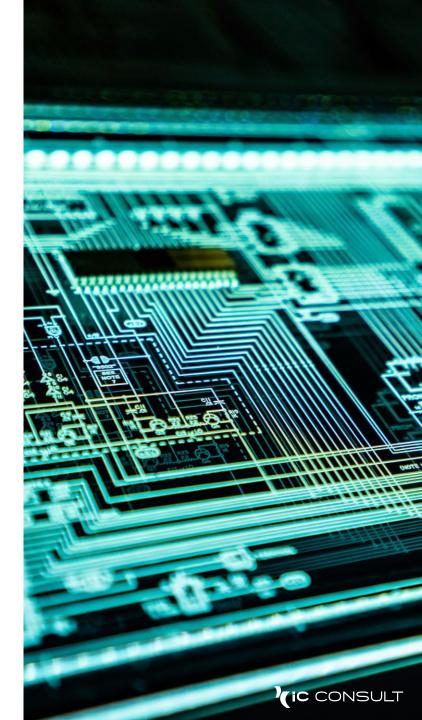
Management of Data Protection and Information Security

At iC Consult Group, data protection management is carried out following the quality assuring PDCA cycle (plan, do, check, act). In addition to the preliminary examination of measures under data protection law and their regular/incident-related review, depending on the subject, this is based on at least one annual reassessment of the entire data protection project, its

orientation, and priorities at senior management level. The data protection officer is continuously supported in the fulfillment of his tasks by a central data protection coordinator and by data protection coordinators at the locations/in the companies. He is involved in data protection-related processes through the appropriate design of the relevant processes. As such, there have been no reported incidents or substantiated claims concerning breaches of customer privacy or loss of customer data during the reporting period.

As described in our Data Protection and Information Security Policy, protecting customer data is a key priority for us. We have various certifications across our companies and locations. Among them are DIN EN ISO 9001 and DIN EN ISO 27001 as well as AICPA SOC II. In addition, iC Consult is a TISAX participant. These topics are a testament to our outstanding expertise in this area. At the same time iC Consult Group invests in professional external support to ensure GDPR compliance.

At iC Consult the Executive Board bears responsibility for the appropriate handling of the information and, accordingly, its secure processing in these systems.





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