

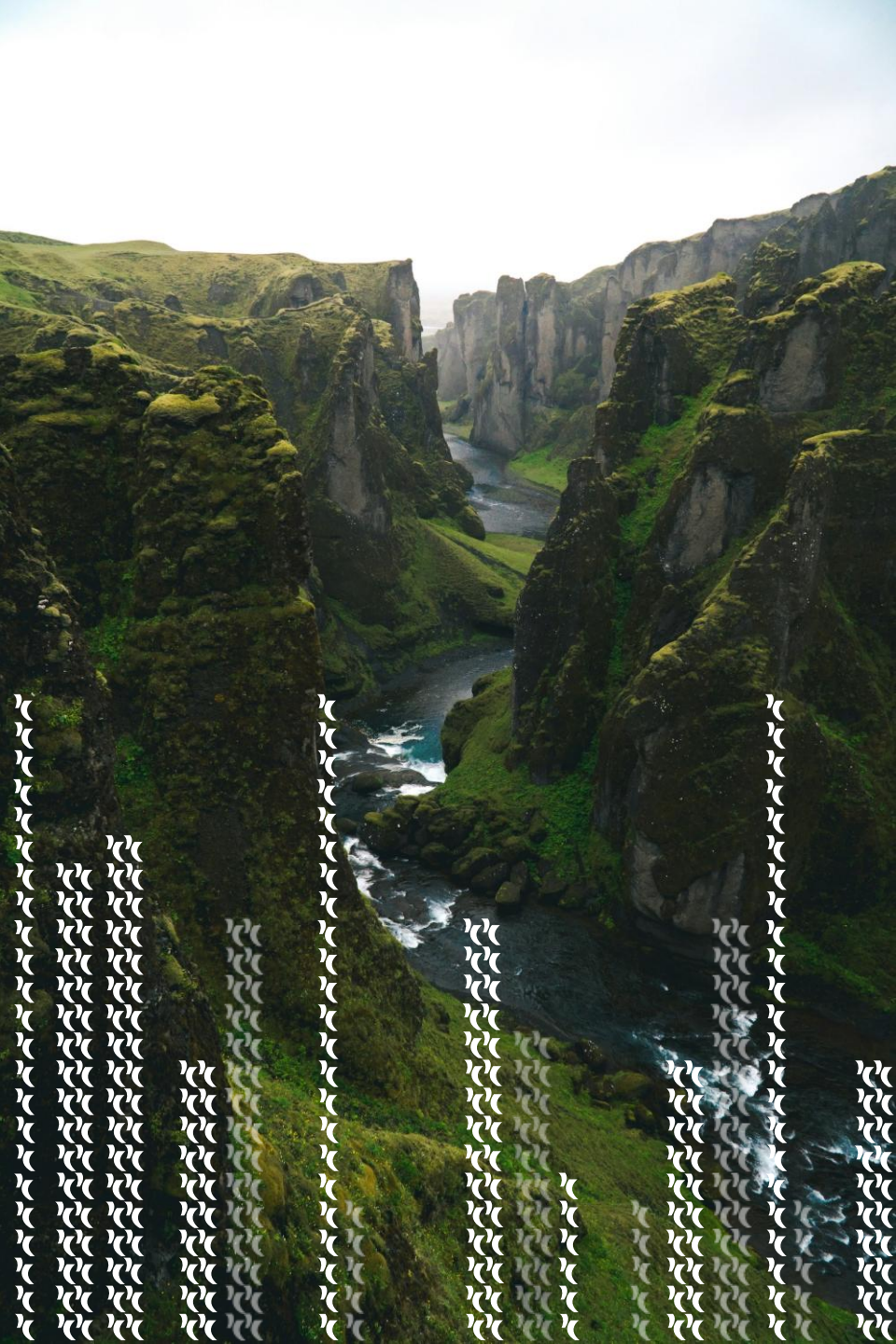


SUSTAINABILITY REPORT 2025



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GRI 1: Foundation 2021

iC Consult Group GmbH has reported in accordance with the GRI Standards for the period 01.01.2025 – 31.12.2025.

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,

2025 marked another milestone in iC Consult's journey. Despite a challenging macroeconomic landscape, we achieved revenues reaching an all-time high of €167,5 million. As the trusted partner of choice for Identity and Access Management, we hold a firm conviction: business and sustainability go hand-in-hand, forming the basis for running a modern, responsible enterprise.

This year, we translated that principle into concrete strategic milestones. We completed our first comprehensive Double Materiality Assessment, replacing our 2021 single-materiality analysis. Through this structured process, three core topics were confirmed as material: Climate Change, Talent and Working Conditions, and Customer Privacy and Information Security. Grounded in these results, we launched our Sustainability Strategy 2030, establishing clear, measurable targets across three foundational pillars: Environmental Action, Empowered People, and Trusted Governance.

We are already seeing significant progress against these 2030 commitments:

Decarbonization & Energy Transition: 100% of our global offices now run on renewable electricity.

This achievement drove a 50% reduction in our Scope 1 and 2 emissions and contributed to a 26% overall decrease in GHG emissions.

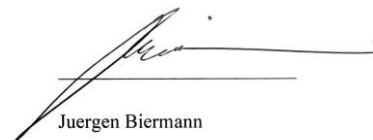
Business Travel Efficiency: By transitioning to activity-based tracking for business travel, we improved our data precision while cutting like-for-like travel emissions by 22%.

Workforce Integrity & Safety: We formally signed the German Charta der Vielfalt and launched our group-wide Safe Workplace Program to continuously strengthen psychological safety and ethical workplace conduct across all operations.

To ensure complete clarity: iC Consult is not subject to, nor do we expect to become subject to, the EU Corporate Sustainability Reporting Directive (CSRD). We choose to report strictly in accordance with GRI Standards because transparent accountability is vital to who we are, regardless of regulatory requirements.

Our achievements this year are a direct reflection of the dedication of our Sustainability Team, the CSR Board, and colleagues across our global operations. Thank you for joining us on this continuous journey.

Sincerely,



Juergen Biermann



Jürgen Biermann
Founder and CEO iC Consult Group



General Disclosures

iC Consult at a Glance



850+ Team Members

Highly Experienced and Certified IAM Experts



5000+ Identity Projects

Proven Experience Across All Industries and Use Cases



30+ Partners

Vendor Independent with Strong Partner Network



€ 165M+ Revenue 2025

25+ Years Sustained Success Supporting Innovation



20+ Offices Across 13 Countries

Global Presence with Expertise in Local Markets



3 Delivery Centers

Near- and Offshoring Capabilities



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



Industry Leadership
and Recognition



EcoVadis rating: 65

iC Consult at a Glance continued

iC Consult is the world's largest independent provider of identity security services. With 850+ experts and a global presence across North America, Europe, and Asia – including near- and offshoring capabilities – we support the world's largest brands in securing and managing digital identities.

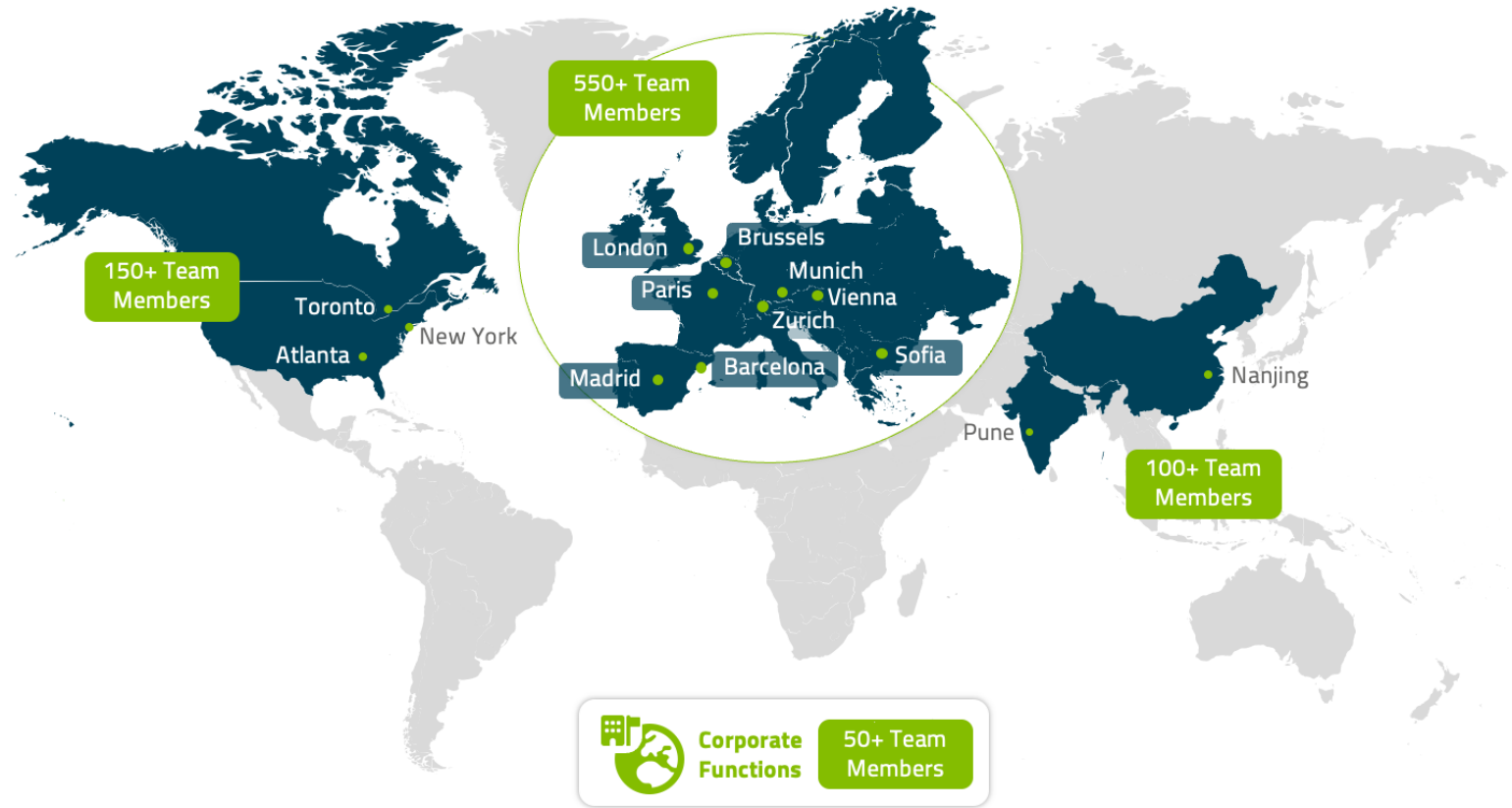
We deliver next-level, tailored identity solutions by combining deep expertise, continuous innovation, and cutting-edge technology. As a trusted partner to 30+ leading identity and cybersecurity vendors – and recognized by top industry analysts – we offer vendor-independent guidance to solve every identity challenge.

As of December 31, 2025, our team comprised over 850 professionals worldwide, contributing to a group turnover of €167,5 million for the year.

iC Consult has obtained an EcoVadis bronze rating in September 2025, with a score of 65, placing us in the 74th percentile.

This sustainability report covers the period from January 1 to December 31, 2025, and has been prepared on a consolidated basis at group level, providing a comprehensive overview of sustainability efforts across all iC Consult entities worldwide. It has not been externally assured.

850+ Employees across the Americas, Europe and Asia



Restatement of Information

Continuous Improvement

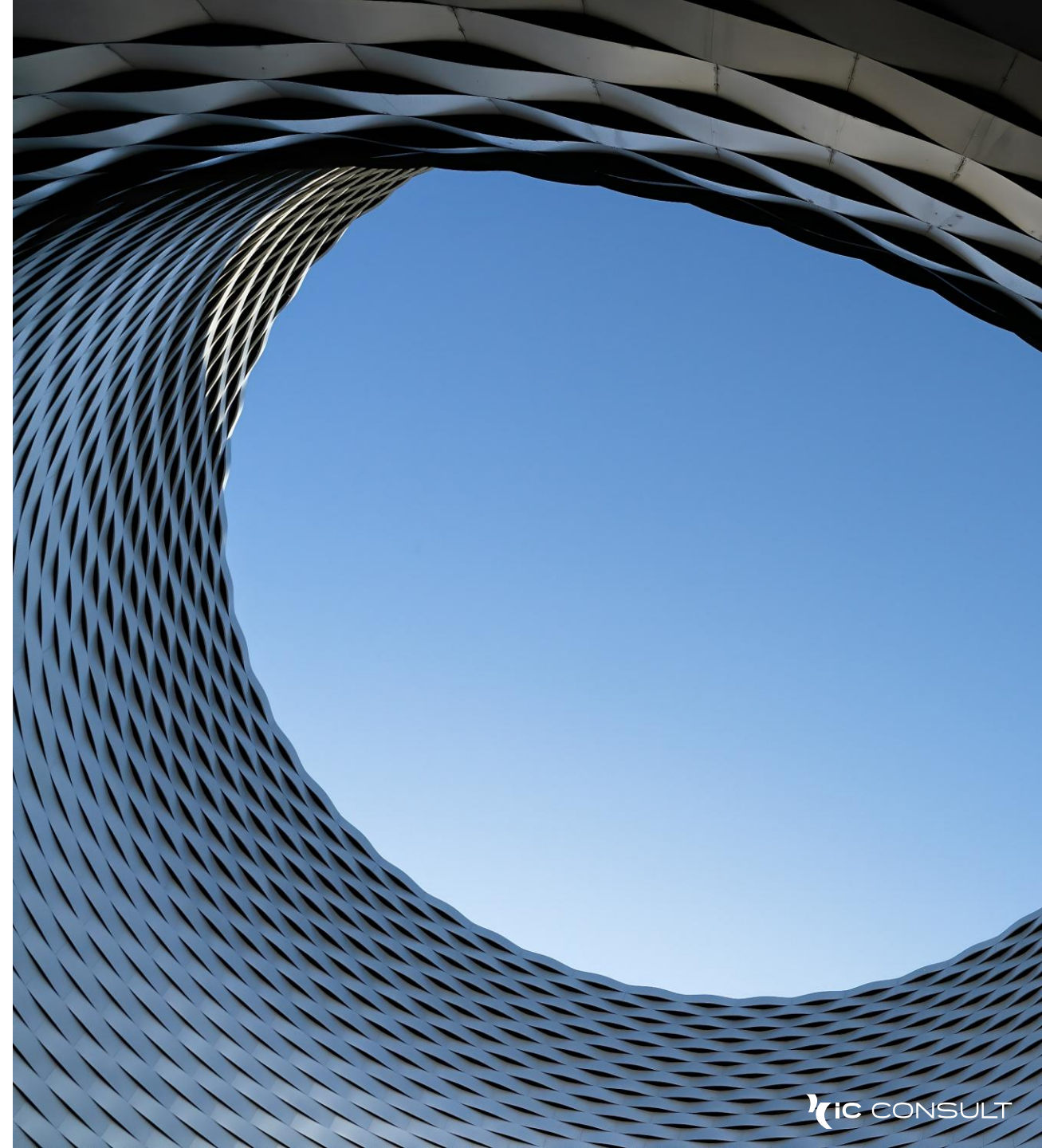
As we are continuously enhancing the quality of our ESG data and refining our internal data collection processes, we have been able to update some of the information from last year's report.

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 for the 2024 reporting period (see p. 27, 28) and correspondingly the energy intensity (p.28).

GHG emissions

In 2025, we moved from a spend-based to an activity-based method for calculating business travel emissions. This improves data accuracy but affects comparability with prior periods. Using the previous spend-based method, like-for-like business travel emissions would have shown a reduction of approximately 22% rather than the 61% reduction stated under the new method (see p. 29, 30).



Value Chain

iC Consult is the trusted partner of choice for Identity Security. Drawing on more than 25 years of experience, over 5.000 delivered projects and 850+ certified identity experts, we advise on, implement and operate Identity & Access Management (IAM) solutions. Our service lines span business consulting, implementation and integration, support and operations, and IAM managed services, covering access management, identity governance, privileged access, customer identity and Zero Trust. Our clients are large and mid-sized private and public sector organizations in automotive, banking and insurance, healthcare, energy and utilities, retail, logistics and manufacturing. Core markets are Europe and North America, supported by delivery centers in Asia. We deliver value to our customers from more than 20 offices in 13 countries and are headquartered in Germany.

Value Chain

Our value chain comprises our upstream supply chain, our own business activities and our downstream client relationships. As a professional services company we do not manufacture physical products. Our principal inputs are software, digital infrastructure and expertise.

Upstream value chain (supply chain):

- **Technology and infrastructure:** software licenses and subscriptions, cloud and hosting services, and IT hardware sourced from global vendors.

- **Operational support:** office leasing, utilities (electricity, heating, water), professional and business support services, and business travel.
- **Due diligence:** requirements for suppliers are set out in our Supplier Code of Conduct and supported by sustainability risk assessments of key suppliers. Salient upstream risks include greenhouse gas emissions, resource use and raw material extraction in hardware production, as well as human rights risks in global electronics supply chains. These risks are addressed under GRI 3: Material Topics.

Own business activities:

Our own operations consist of delivering consulting, system integration and managed services, performed by our employees in our offices, at client sites and remotely. The most significant impacts of our own activities are greenhouse gas emissions from purchased goods and services, business travel and office energy consumption, impacts on our own workforce (occupational health and safety, training and development, diversity), and the protection of customer privacy and information security.

Downstream value chain (clients and service impact):

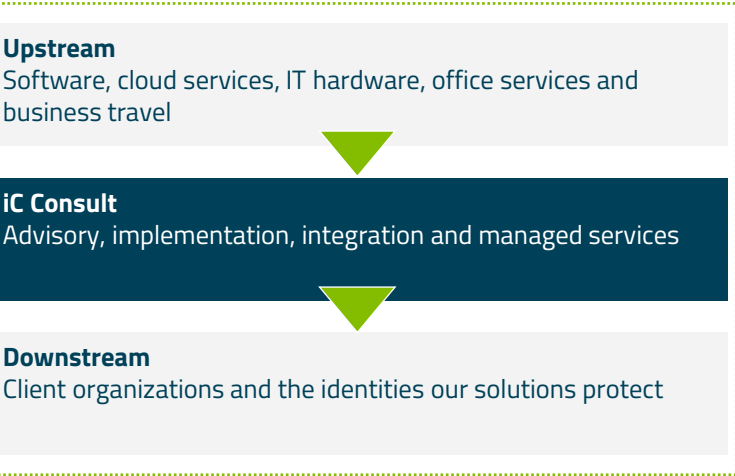
Our services are used by client organizations and, indirectly, affect the employees, customers and partners whose digital identities our solutions protect. Securely managed identities support our clients' IT security,

regulatory compliance and digital transformation. Where our solutions replace paper-based or on-site authentication processes and enable secure remote working, they can also reduce administrative effort and travel-related emissions at our clients. We do not currently quantify these avoided emissions.

Other business relationships:

We maintain long-term alliances with more than 30 IAM technology vendors whose products we integrate into client solutions, and we work with specialized subcontractors and freelance consultants who support project delivery and managed service operations.

Significant changes in the reporting period: There were no significant changes to our value chain.



Governance Structure and Composition

Management, organization and responsibilities

The governance structure of iC Consult Group comprises four boards. These are the Advisory Board, the Business Strategy Board (BSB), the Business Development Board (BDB) and the Business Execution Board (BEB). The Advisory Board and the Business Strategy Board are described in more detail below. In addition, the Sustainability Board supports the management of sustainability topics and reports into the BSB. It is described under Sustainability Governance.

Advisory Board*

The Advisory Board is the highest governance body of iC Consult. It is chaired by Dr. Jürgen Biermann, the founder of iC Consult. Its members are:

- 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 managing the company. The CEO and the CFO of iC Consult Group report to the Advisory Board as representatives of executive management. The Advisory Board advises the BSB and acts as its sparring partner on decisions of strategic relevance to the

organization. It works closely with the BSB on a basis of mutual trust, so that the long-term interests of iC Consult are upheld at all times.

Business Strategy Board (BSB)

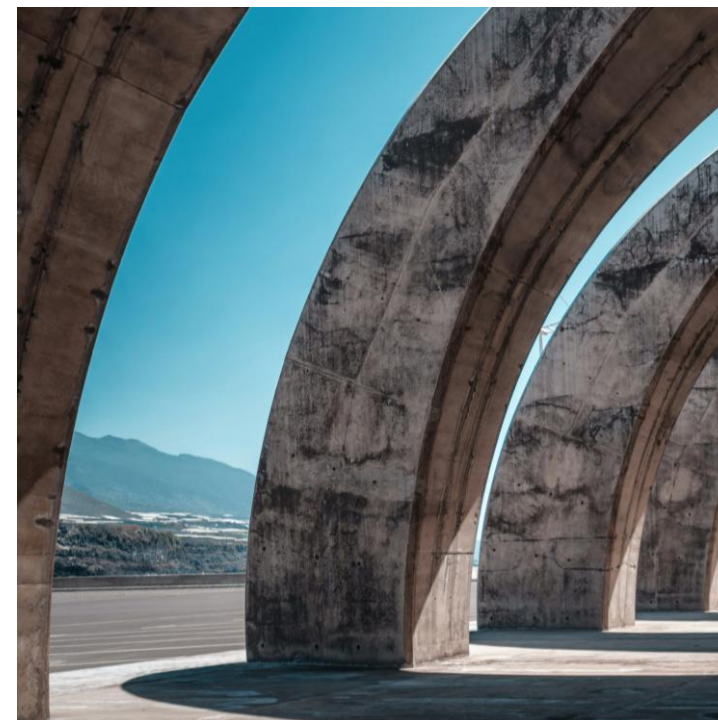
The BSB is the highest executive body at iC Consult and is responsible for managing the company in its best interest. It comprises the CEO of iC Consult Group together with the C-level executives, including the CFO, CRO, COO and CTO, as well as the CEOs of our European and US operations. The BSB leads our global strategy and drives innovation and business development. It acts as the bridge between the Advisory Board and the organization and oversees the further management bodies, namely the BDB and the BEB. These bodies carry management decisions into the organization and maintain the flow of information in all directions.

Conflicts of interest

Conflicts of interest can arise wherever business interests are at stake. At iC Consult we take active steps to prevent such situations. Where a conflict does occur, we apply internal guidelines that are aligned with legal requirements and European recommendations. These guidelines apply to all members of management and ensure transparency and compliance.

Governance information not disclosed

As a privately held company, we treat certain governance information as confidential. This concerns the nomination and selection of the highest governance body, the evaluation of its performance, and our remuneration policies together with the processes used to determine remuneration. For this reason, we do not disclose this information in this report.



Sustainability Governance at iC Consult

Sustainability at iC Consult is not a standalone initiative, it is an integrated governance function. Our sustainability structure is designed to ensure that environmental, social, and ethical considerations are embedded into our core business strategy and operational decision-making.

Sustainability Board

The Sustainability Board serves as our highest governing body for sustainability. Comprising senior leadership from across the Group:

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

The Board is responsible for the long-term strategic direction of our ESG agenda.

- **Objective:** To align our sustainability goals with our overarching business strategy and to provide the necessary resources for their realization.
- **Accountability:** The Board reviews our progress quarterly, ensuring that we remain on track to meet our commitments and adapt to emerging regulatory requirements.

Delegation of responsibility for managing impacts

Day-to-day responsibility for sustainability at iC Consult rests with the Head of Sustainability. The role covers the development and implementation of our sustainability strategy, project management, stakeholder engagement, compliance and sustainability reporting.

The Head of Sustainability updates the Sustainability Board on key ESG developments and on overall sustainability performance, on a quarterly basis or ad hoc if needed. Where prompt decisions are required, urgent matters are raised outside the regular meeting cycle.

The Head of Sustainability is supported by a dedicated colleague from the Project Management Office, who contributes to sustainability topics part-time. Further support comes from a cross-functional sustainability taskforce. It brings together representatives from IT, Talent Management and back-office functions and meets monthly to review current topics and track progress. This collaborative approach embeds sustainability in our day-to-day operations and ensures that impacts are managed effectively across all areas of the business.



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 Sustainability 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 sustainability website, intranet, email updates, onboarding processes, and ongoing training programs.

As of December 31, 2025, 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
- Information Security Policy

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

Our Purchasing Policy includes a dedicated sustainability section, setting out environmental and social criteria to be considered in procurement decisions. It 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

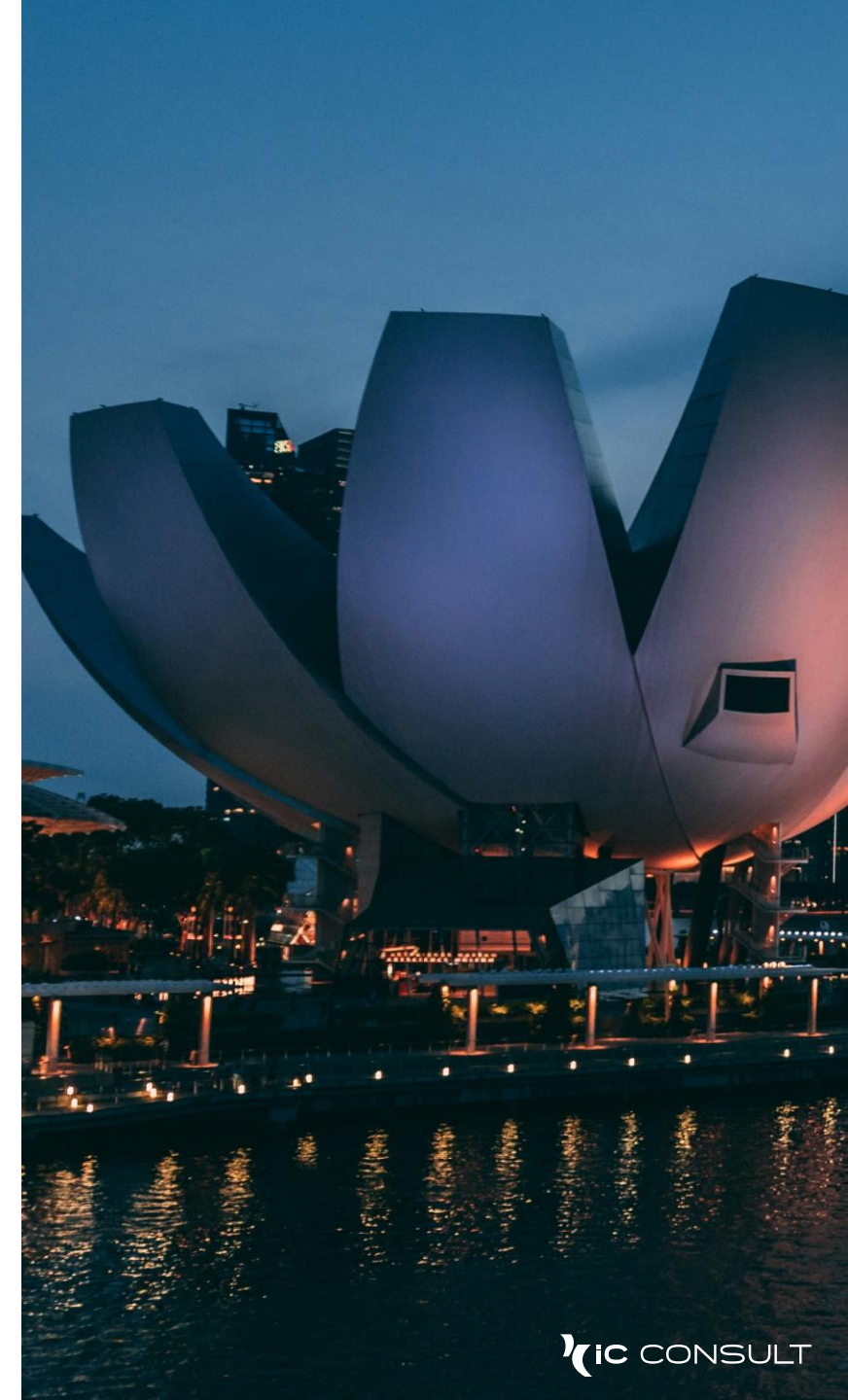
At iC Consult, we are dedicated to upholding the highest ethical standards, ensuring that our policies not only meet legal and regulatory requirements but also contribute to a fair, inclusive, and sustainable global business environment.

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 allows employees to raise concerns or seek guidance directly from any part of the leadership team, including the highest levels of management, whether by call, chat, email or in person. Employees can also speak with their immediate managers, who are responsible for escalating concerns appropriately, while our Ambassador team and Talent Management team serve as trusted, confidential points of contact on ethical and compliance matters.

Our two formal mechanisms

The Safe Workplace Program, introduced in 2025, handles concerns about workplace conduct such as conflict, discrimination, harassment, bullying and sexual harassment. It is led by Talent and Development and is confidential, though usually not anonymous, because resolution requires discussion with those involved.

The whistleblowing system handles breaches of law, of our Code of Conduct and of internal policies. It runs on dedicated software from an independent provider and accepts reports either anonymously or with contact details. Both mechanisms are open to employees and to business partners, and both are described in detail on the following page.

Non-retaliation

Retaliation of any kind against a person who raises a concern in good faith is strictly prohibited, regardless of the outcome of the investigation.

Processes to remediate negative impacts

We are committed to responsible business conduct and to reducing the adverse impacts our operations may have on people and the environment. Our 2025 Double Materiality Assessment identified where these impacts are most significant, and our Sustainability Strategy 2030 sets targets to reduce them over time. Progress against those targets is reported in the pillar sections of this report.

Impacts of this kind cannot be resolved by a single corrective action, so we manage them through ongoing measures that are embedded in our risk management framework and reviewed at least annually. Where we identify that we have caused or contributed to a specific negative impact, we provide or cooperate in its remediation, which includes engaging with those affected and taking corrective action. Our Safe Workplace Program and our whistleblowing system are the channels through which individual cases reach us.

Minimum notice periods

Maintaining transparency and fostering trust remain central to how we manage change at iC Consult. 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, with the terms of collective bargaining agreements. This supports a respectful and collaborative working environment and enables our teams to adapt effectively to organizational change.



Our Reporting Channels in Detail

Safe Workplace Program

Introduced in 2025, the Safe Workplace Program is our structured grievance mechanism for concerns about workplace conduct. It addresses workplace conflict that affects psychological safety, teamwork or productivity, discrimination, harassment and bullying, and sexual harassment.

Employees who are affected by an incident or who witness one, and business partners in the same position, can raise a concern through the whistleblowing tool, their line manager, the PC Lead, a BSB member, Talent and Development, local HR or our Ambassadors.

Talent and Development lead the process, and for cases involving colleagues in the Americas the local HR Lead takes the lead. Reports are confidential but usually not anonymous, since resolution requires discussion with those involved. Anonymous reporting remains available through the whistleblowing tool.

We confirm receipt of a report within 24 hours and explain the process to the reporting person. A meeting follows within five working days, and Talent and Development follow up after 30 and 90 days before a case is closed. We monitor compliance with the program and review it periodically to ensure it remains effective. In 2025 no cases were reported.

Whistleblowing

iC Consult Group and all subsidiaries in the EU with more than 50 employees are required to comply with the EU Whistleblowing Directive (Directive (EU) 2019/1937) and, for our German entities, with the Hinweisgeberschutzgesetz (HinSchG).

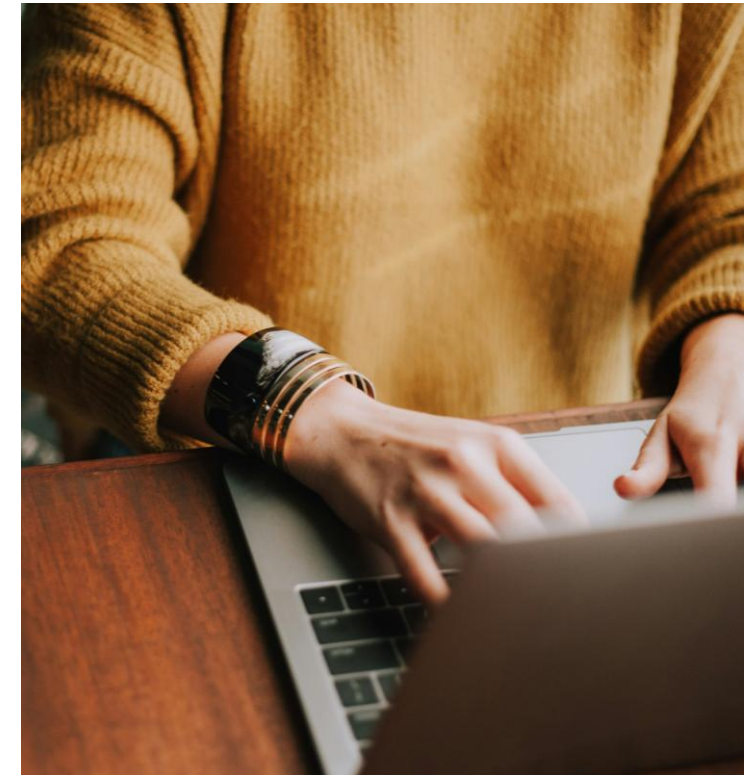
The system helps us detect corrupt or illegal conduct and behavior that breaches internal policies, and it protects employees, business partners and other third parties who report such violations. Reports can be submitted anonymously or with contact details.

A report can be submitted at any time through the whistleblowing software, by email or in person. The Case Coordinator registers and screens it and confirms receipt within seven calendar days, and anonymous two-way dialogue remains available throughout. The Investigation Committee examines the case, proposes measures and informs the legal authorities where required.

Proposed measures are approved by the body appropriate to the person concerned. The Advisory Board decides on cases concerning the Group CEO, the CEO of iC Consult Group on cases concerning subsidiary CEOs, C-level executives or the Case Coordinator, and the relevant subsidiary CEO on cases concerning an employee. Every case is documented and closed, and the reporter is

informed of the outcome within three months of the acknowledgment of receipt.

During the reporting period our Ambassadors were responsible for operating the whistleblowing process. In 2025 no whistleblowing cases were brought to our attention.



Memberships

Charta der Vielfalt

In 2025 we signed the Charta der Vielfalt, the German Diversity Charter. It is an employer initiative under the patronage of the Federal Chancellor and the largest network of its kind in Germany, with more than 6.500 signatory organizations ranging from startups to large corporations. As the Charta is a German initiative, we joined as iC Consult GmbH, and its values apply across our organization globally.

By signing, we reconfirmed our commitment to a workplace built on respect and appreciation for everyone, regardless of age, ethnicity and nationality, sex and gender identity, physical and mental abilities, religion and worldview, sexual orientation and social background.

We treat the signature as a starting point rather than an end goal. Further initiatives and learning opportunities are following, among them the knowledge platform of the Charta der Vielfalt and its foundation training on diversity and inclusion. The commitment is renewed annually and reinforces both our Safe Workplace Program and the Empowered People pillar of our Sustainability Strategy 2030.

Women in Identity

iC Consult continues to be a silver level sponsor of Women in Identity (WiD), a volunteer-run international not-for-profit that promotes diversity and inclusion across the identity industry. WiD works through research on inclusion in identity, a job board that widens access to careers in the sector, and engagement with policy and regulation.

We support this work because identity systems decide who can open a bank account, access healthcare or prove an entitlement to public services. As an IAM services provider, our design and integration choices shape that outcome for our clients.

WiD's flagship initiative is the ID Code of Conduct, an industry-first framework that turns inclusion into practical technical, commercial and policy guidance, built on research into the human impact and the economic cost of identity exclusion. Sponsors contribute through an Expert Sponsor Panel alongside organizations such as Mastercard, KPMG, GBG Group and the Royal Bank of Canada. For us the Code is a shared reference point on accessibility and fairness when we design and integrate identity solutions.



Stakeholder Engagement

Approach to stakeholder engagement

We engage with our stakeholders through formal and informal channels. These include regular meetings, customer projects, supplier assessments, employee surveys, board-level discussions and investor dialogue. The insights we gain feed into our sustainability strategy, our risk assessments and our continuous improvement processes.

The following stakeholder groups are the most relevant to our business operations and to our sustainability work:

Customers

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

Employees

Our employees both contribute to and expect progress on sustainability. Beyond their personal interest, many work in functions that deal directly with sustainability topics, above all our sales organization.

Management

The executive management team sets iC Consult's strategic direction and oversees sustainability topics through regular Sustainability Board meetings, risk management processes and internal reporting. These discussions cover regulatory developments, stakeholder expectations and progress on our sustainability initiatives.

Shareholders

Our shareholders include the company's founder, Dr. Jürgen Biermann, who chairs the Advisory Board, and our primary financial investor, The Carlyle Group. We maintain regular dialogue with them on financial and sustainability topics alike.

Suppliers

As regulation places more weight on supply chain responsibility, we have stepped up our engagement with suppliers on sustainability. This runs through our Supplier Code of Conduct and through ongoing due diligence that identifies potential risks and leads to appropriate mitigation measures.

Financial Institutions

We are in continuous contact with banks and financial institutions, which increasingly build ESG factors into their risk assessments and investment decisions. Their external evaluations give us a further incentive to keep improving our sustainability performance.

Regulators

We monitor national and European regulatory developments closely so that we remain prepared and compliant. We welcome frameworks that set clear and consistent standards for responsible and sustainable business.





SUSTAINABILITY STRATEGY

*We want to be the trusted Partner of Choice
for Identity Security, creating long-term value
through responsible business practices.*

Sustainability Strategy 2030

In 2025, we developed our new Sustainability Strategy 2030, setting out the focus areas where we believe we can make the most meaningful impact. The strategy defines clear targets to be achieved by 2030 across three pillars: Environmental Action, Empowered People, and Trusted Governance. As this strategy formulates our aspiration, not all of the topics have accurate data underpinning the status quo. We will thus need to gather better data in the future, with our ultimate goal of achieving all of the stated targets by 2030. All targets are set against a 2024 baseline.

Our strategy addresses the topics identified during the Double Materiality Assessment (see p. 22) and was developed in close collaboration with, and approved by, our Sustainability Board. At the same time not all double material topics have a dedicated numerical target, as Customer Privacy and Information Security is core to our business and addressed outside of our sustainability efforts.

Environmental Action

By 2030: Use 100% renewable electricity

By 2030:

- -50% Scope 1 & 2 GHG emissions
- -30% Scope 3 GHG emissions

By 2045: Net Zero GHG emissions

By 2030: 100% E-waste diverted from landfills

Empowered People

By 2030: Maintain 75% annual employee survey participation

By 2030: Achieve an annual internal career advancement rate of 10%

By 2030: 100% of people in leadership positions have completed leadership awareness training

Trusted Governance

By 2030: 90% of key suppliers have undergone sustainability risk assessment

By 2030: 90% of key suppliers are compliant with our sustainability requirements

By 2030: 90% of employees have completed the sustainability training

Sustainability Strategy 2030 continued

The SDGs in the context of iC Consult

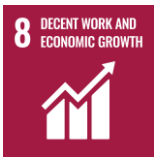
We have aligned our sustainability strategy with the United Nations Sustainable Development Goals (SDGs). While all SDGs are equally important, we focus on four goals where iC Consult can make the most meaningful contribution through its business activities, internal practices, and long-term development.



Where we can have the biggest impact



We support quality education by investing in continuous learning and development. Our talent management approach provides structured training and targeted career development opportunities for our employees. In addition, we collaborate with selected universities to support education and development in the IAM field.



As a leader in the IAM industry, we contribute to decent work and sustainable growth by combining a targeted growth strategy with fair working conditions and a culture that promotes pragmatism, excellence, efficiency, freedom, and collaboration. This enables our employees to develop professionally and contribute to the long-term success of the company.



We are committed to equal opportunity and fair people processes. We aim to empower all employees regardless of age, gender, disability, ethnicity, religion, or background. Our focus is on creating inclusive working conditions and removing barriers within our organization, while promoting responsible access to IAM technologies where relevant.



We contribute to climate action by measuring, managing, and reducing our greenhouse gas emissions. Key measures include the use of renewable electricity, initiatives to promote low-emission mobility, and a long-term commitment to reducing our environmental footprint in line with climate ambitions.



Material Topics

Our Material Topics

Our first double materiality assessment defines the sustainability topics that matter most to iC Consult and shapes how we act on them.

iC Consult's material topics are based on our 2025 Double Materiality Assessment (DMA), our first double materiality assessment. It supersedes the single materiality assessment conducted in 2021. All previously reported topics have been retired or restructured into our broader sustainability themes (see table), reflecting our updated methodology.

Methodology

Our assessment considered both impact materiality, the significance of our effects on people and the environment, and financial materiality, the significance of sustainability related risks and opportunities to our business. Impact materiality was assessed on a 1–5 scale evaluating scale, scope, and irremediability to determine severity, alongside likelihood for potential impacts, while financial materiality was assessed based on magnitude and likelihood. Topics meeting or exceeding the threshold score were identified as material. If a topic is both material from an impact and financial perspective, it is considered double material.

Stakeholders

We consulted internal stakeholders, comprising our Sustainability Board and relevant functional teams, and external stakeholders, comprising our customers and institutional investors, whose priorities we determined from existing documentation.

Outcome

Three topics were deemed material (see table). We also assessed Water and Marine Resources, Biodiversity and Ecosystems, Resource Use and Circular Economy, and Workers in the Value Chain, but these did not meet our materiality threshold. For more details on the individual material topics, see the respective chapters.

Our Materiality Assessment Process

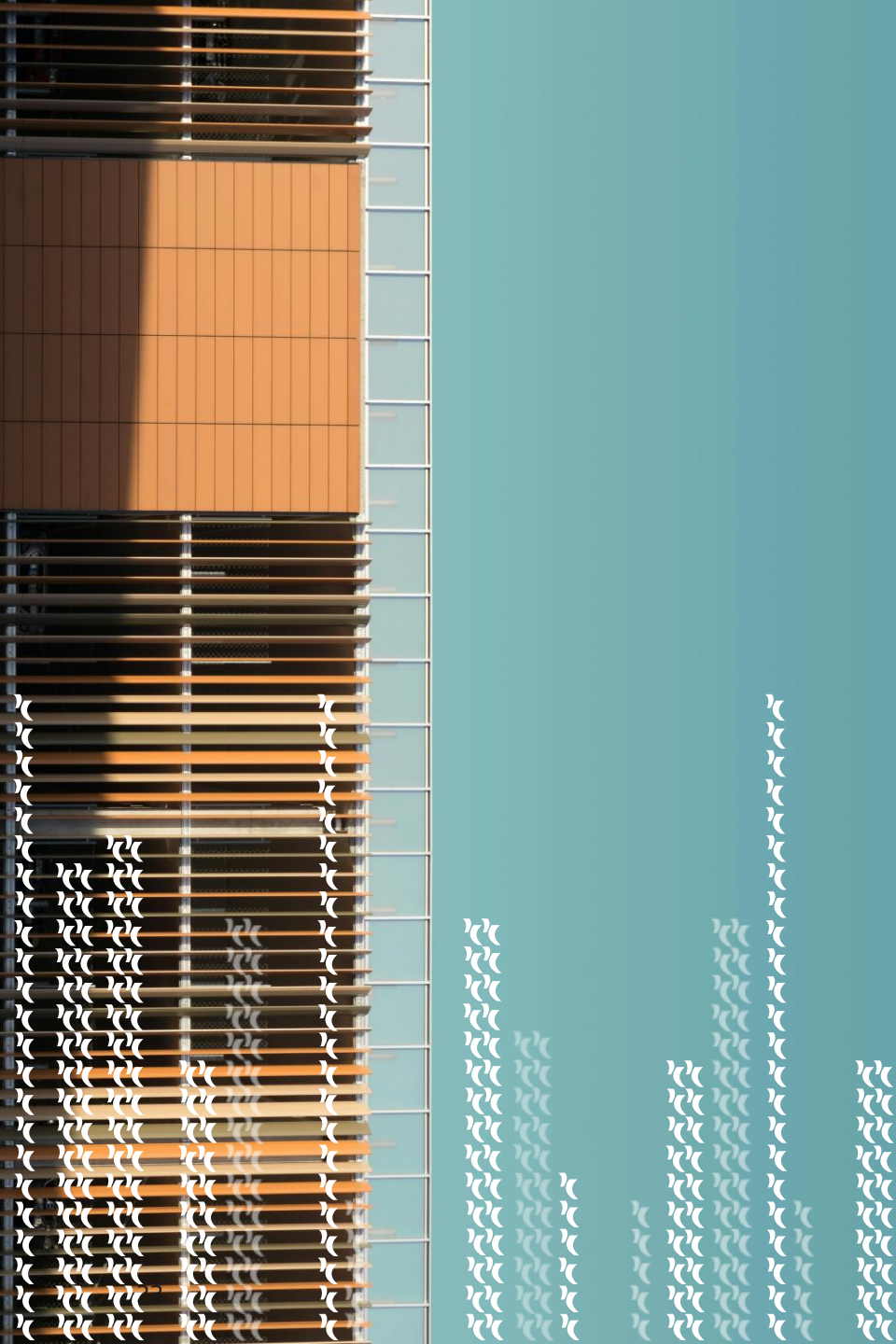


Our Material Topics

Material Topic	Subtopic	Pillar	GRI	Read
Climate Change	Scope 1 and 2 GHG emissions	●	305	P. 26
	Scope 3 GHG emissions	●	305	
Talent and Working Conditions	Gender pay gap	●	405	P. 32
	Training and career development	●	404	
	Women in leadership	●	405	
Customer Privacy and Information Security	Data breach	●	418	P. 42
	Unauthorized access and system security	●	418	

Key

● Environmental Action ● Empowered People ● Trusted Governance



Economic Disclosures

Economic Performance

Direct economic value generated and distributed

With more than 25 years of experience as a leading partner for Identity and Access Management (IAM), iC Consult continues to strengthen its position in global markets. We grew again in 2025, increasing revenue from 159 Mio. € in 2024 to 167 Mio. € in 2025. Europe remains our core market and contributes approximately 2/3 of total revenue, with key operations in Germany, Austria, Switzerland and the United Kingdom. We have also expanded our presence in North America in recent years, with the Americas now accounting for around 26% of total revenue.

As a privately held company, 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

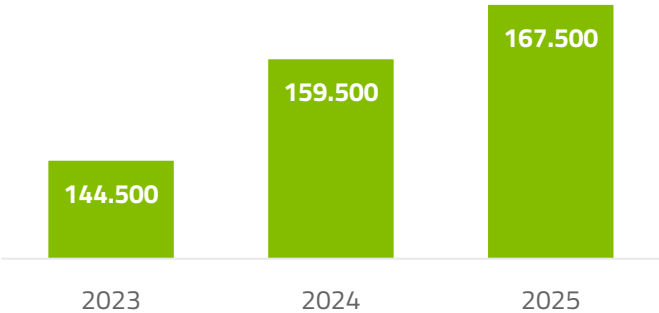
Climate change and the measures taken to address it present iC Consult with risks and opportunities similar to those facing the IT services industry as a whole. We conduct an annual sustainability risk analysis to identify the most pertinent sustainability related risks.

Our 2025 Double Materiality Assessment confirmed climate change as a double material topic, with our greenhouse gas emissions and their reduction as the

most material aspect. The Environmental Action pillar of our Sustainability Strategy 2030 responds with targets for renewable electricity, for Scope 1, 2 and 3 emissions and for reaching Net Zero by 2045.

Physical risks such as extreme weather events may also affect us. Given the nature of our business and the locations of our offices, we do not consider this risk to be higher than that faced by the wider population.

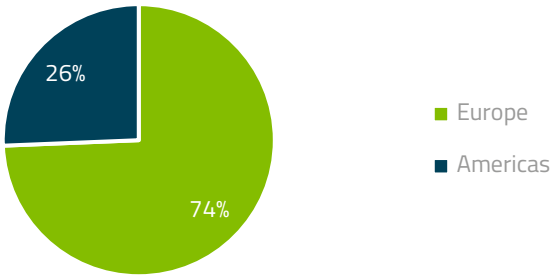
Revenue in kEuro

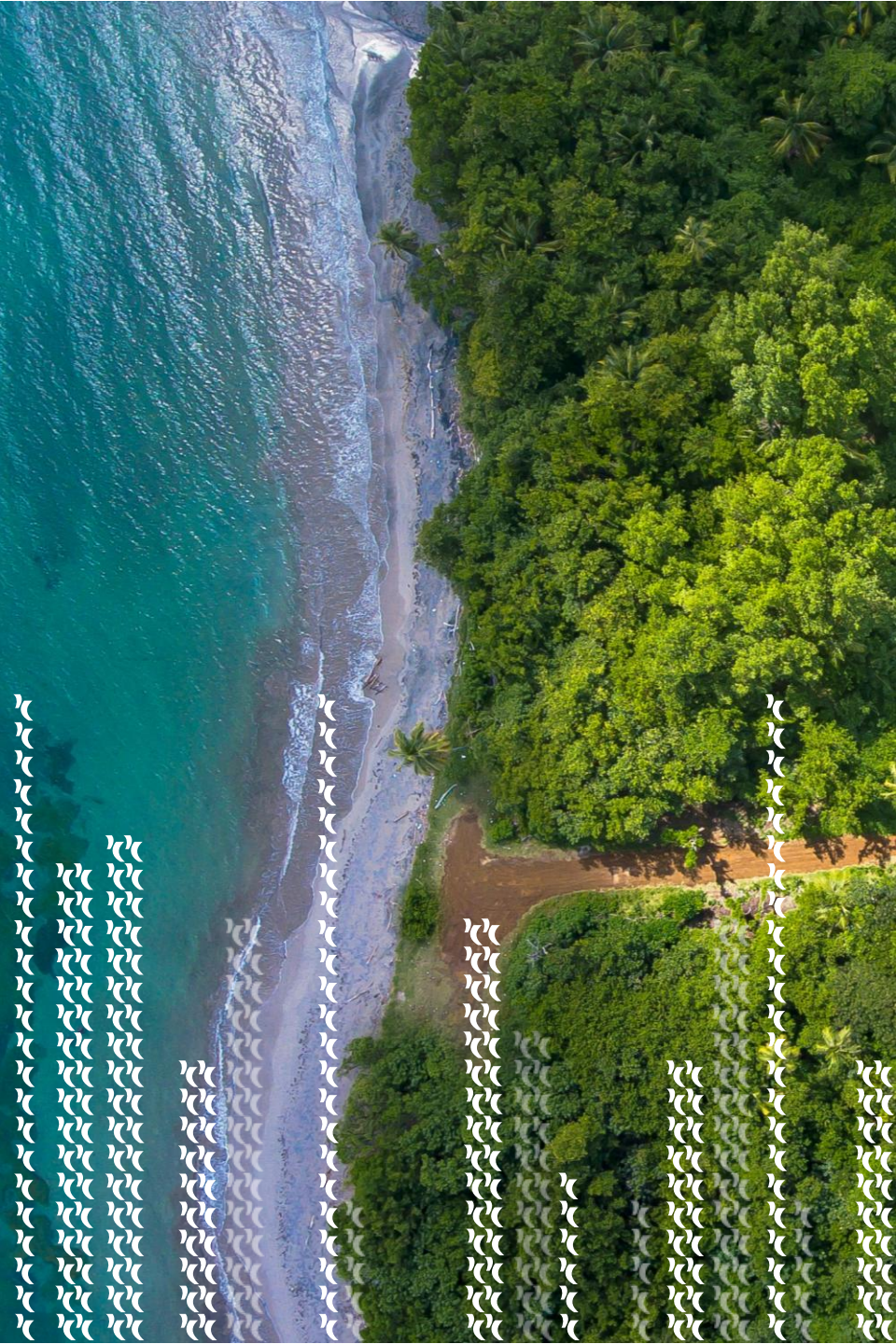


Revenue by Region 2025

	2025	2024	2023
Europe	124.000	118.600	104.200
Americas	43.500	40.900	40.300
Total	167.500	159.500	144.500

Share of Revenue by Region 2025





Environmental Action

Protecting our planet.

Management of Material Topics: Climate Change

The topic and related disclosures

Climate Change is one of the three double material topics identified in our 2025 Double Materiality Assessment (see p. 22). It covers our Scope 1, 2 & 3 emissions. The associated disclosures are GRI 302 Energy, GRI 305 Emissions and GRI 308 Supplier Environmental Assessment.

Why the topic is material

As an IAM consultancy with a global footprint, our own resource consumption and the travel associated with our consulting work are the main environmental aspects of our operations. Our most significant actual impact is our greenhouse gas emissions, with purchased goods and services and business travel as the largest sources, followed by commuting and office energy. The detailed breakdown is reported on p. 29 and 30. We cause the emissions from our offices, we contribute to those from business travel, commuting and procurement, and we are linked through our business relationships to emissions from hardware manufacturing and cloud services. The topic is also financially material through energy and travel costs and through the expectations of clients, investors and regulators.

Policies and commitments

Our environmental practices are guided by operational standards in our Process Manual, our Environmental Policy and supported by our Supplier Code of Conduct.

Responsibilities

Responsibility for environmental management is described under Sustainability Governance on p. 11.

Targets, baseline and timeline

- **Renewable electricity:** 100% by 2030. 2024: 48%. Status 2025: 100%.
- **Scope 1 and 2 emissions:** reduction of 50% by 2030. 2024: 205 t CO₂e (market-based). 2025: 98 t CO₂e, a reduction of 52%.
- **Scope 3 emissions:** reduction of 30% by 2030. 2024: 3.856 t CO₂e. Status 2025: 2.899 t CO₂e, a reduction of 25%.
- **E-waste:** 100% diverted from landfills by 2030. 2024: No accurate data, Status 2025: no accurate data
- **Net Zero greenhouse gas emissions** by 2045.

The targets are core to our Sustainability Strategy 2030.

Actions taken to manage the topic

Since 2025 all our offices worldwide run on 100% renewable electricity, achieved through contracts at most locations and Energy Attribute Certificates for Bulgaria, China and India, where such contracts are not yet available. This is the main reason for the reduction in our Scope 1 and 2 emissions. In 2025 we reduced business travel emissions, mainly due to the introduction of a new business travel policy. Remote collaboration is our

default, which reduces business travel, but where travel is essential, we prioritize more environmentally friendly modes of transport. At the same time in Germany, Austria and Switzerland we subsidize public transport and bike leasing and support electric mobility with wall box subsidies and charging stations at some of our offices.

Evaluation of the management approach

We track energy consumption, commuting patterns and travel-related emissions to determine our GHG footprint and evaluate progress annually. Total emissions fell by around 26% in 2025 on a market-based basis. We cannot yet determine a service level GHG footprint.

Beyond Our Material Topics: E-waste

While e-waste did not meet the threshold for a double material topic in our 2025 Double Materiality Assessment, reducing e-waste to landfill remains part of our Sustainability Strategy 2030, reflecting our broader commitment to responsible resource use. We run a hardware end-of-life program across the EU, prioritizing reuse, resale, donation and certified recycling to divert devices from landfill. Based on the share of employees covered by an end-of-life program, we estimate that around 60% of our global e-waste was diverted from landfill in 2025. Outside the EU, end-of-life handling is not yet standardized and varies by location.

Energy

Total energy consumption at iC Consult reached 402.691 kWh in 2025, of which 83% originated from renewable sources. Total electricity consumption was 297.433 kWh, all of it renewable.

2025 marked a milestone for iC Consult: for the first time, 100% of global electricity consumption came from renewable sources. This was achieved through the purchase of Energy Attribute Certificates (EACs) for our offices in Bulgaria, China, and India, markets where

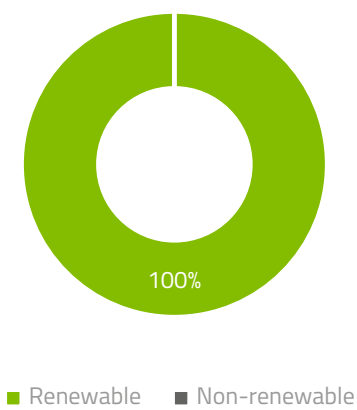
renewable electricity contracts with local suppliers are not yet available. Combined with existing renewable electricity contracts at our other office locations, this brings our entire global electricity footprint onto renewable sources.

Heating remains the primary source of non-renewable energy consumption, at 67.232 kWh (64% of total heating demand). Closing this gap is the next step in our energy transition and will be a focus area for the 2026 reporting

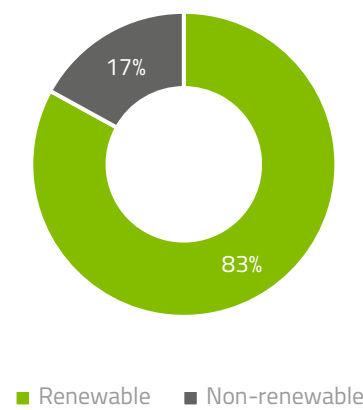
period. Our colleagues in Belgium, Canada, France, and the United States work fully remote; as such, no office-related energy consumption is attributed to these countries.

Energy consumption occurring outside our organizational boundary (i.e., in our value chain) is not currently tracked and is addressed separately under Scope 3 emissions reporting.

Electricity Consumption 2025



Energy Consumption 2025



Energy consumption by source in kWh	2025	2024
Total electricity	297.433	306.501
Electricity (non-renewable)	0	167.824
Electricity (renewable)	297.433	138.677
Total heating	105.256	73.987
Heating (non-renewable)	67.232	35.963
Heating (renewable)	38.024	38.024
Total energy consumption	402.691	380.488
Total energy consumption from renewable sources	335.458	176.701

Energy continued

Energy intensity

Electricity consumption decreased in 2025, mainly due to the reduction of floor space in some of our offices. Electricity intensity fell from 1,92 MWh per €1 million of revenue in 2024 to 1,78 MWh per €1 million in 2025, a reduction of 7%.

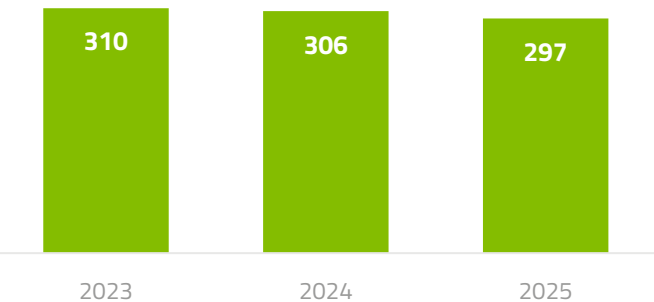
Energy reduction

Reflecting our primarily remote workforce, we continued to reduce office space at some locations in 2025 and have opted to remain fully remote at others. As we do not

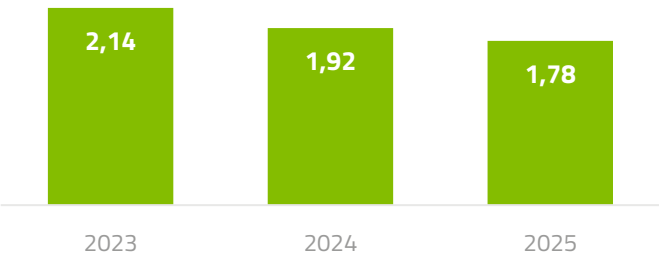
own office space and are typically one of several tenants in shared buildings, reduction measures within the buildings themselves are largely outside our control. The most significant lever available to us is the choice of devices our employees use. Our IT department is working to streamline the device portfolio, with a focus on energy-efficient laptops and smartphones.

No data on the energy requirements of our products and services is available for the current reporting period.

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 2025, iC Consult conducted a comprehensive greenhouse gas (GHG) emissions assessment in collaboration with our sustainability partner, Plan A Earth. We used the insights as the basis for the development of a decarbonization strategy.

GHG emissions reduction

Emissions are down by ca. 26% (1064 tons) YoY. This reduction is the result of a combination of actual reductions as well as better and more accurate GHG emissions data. In combination with an increase in revenue, this led to a reduction of GHG emissions intensity to 18 tons of CO2 per 1 Mio € in revenue (2025).

Scope 1 & 2 emissions

As a professional services firm our Scope 1 emissions, those generated directly by our operations, are minimal. Due to the switch to 100% renewable electricity, we were able to reduce our Scope 2 emissions by 50%.

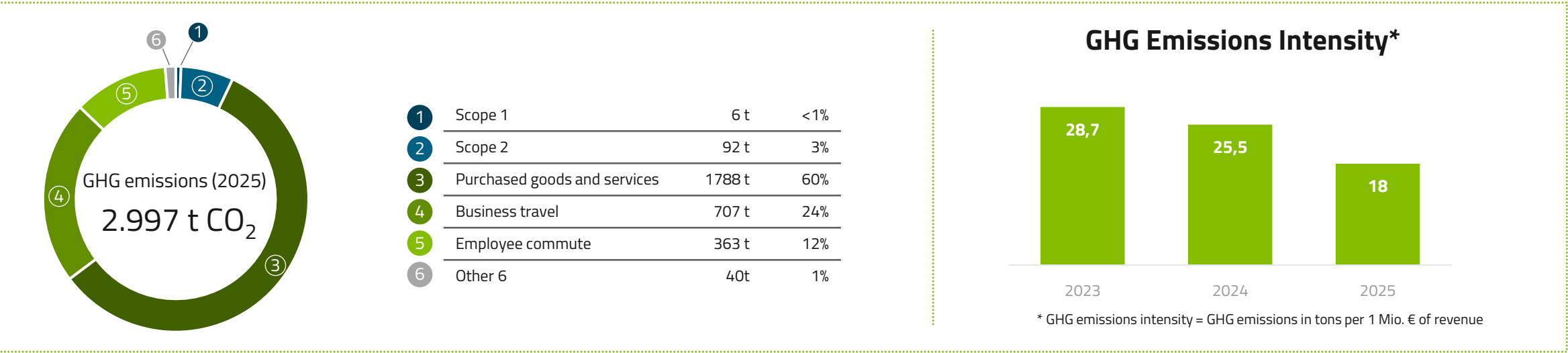
Scope 3 emissions

Scope 3 emissions represent the largest share of our total GHG footprint, accounting for over 95% of our emissions. The most significant contributors include business travel, employee commute, and purchased goods and services. For purchased goods and services we rely on spend based data, this was also the case for business travel in the past. For 2025 we were able to

gather more accurate data for the first time, enabling us to generate a more accurate view of our business travel emissions. This more accurate data base, in combination with a new travel policy that we introduced in 2025, led to a reduction of the stated business travel related emissions, versus 2024, of 61%. Like for like, i.e. continuing to use the spend based method, business travel emissions would have reduced by ca. 22% (415t).

GHG emissions intensity

We were able to continue our trajectory of reducing our GHG emissions intensity ratio. 2025 GHG emissions intensity was 18 t CO2e per €1M in revenue, covering Scope 1, Scope 2, and Scope 3 emissions.



Climate Change continued

Greenhouse gas emissions (GHG), tons CO2e	2025	2024	2023	Change YoY
Scope 1 GHG emissions				
Scope 1 GHG emissions	6,35	4,34	3,99	46,4%
Scope 2 GHG emissions				
Scope 2 GHG emissions (location-based)	215,99	243,71	245,56	-14,84%
Scope 2 GHG emissions (market-based)	92,1	200,98	208,11	-16,16%
Scope 3 GHG emissions				
Total Scope 3 GHG emissions	2898,60	3856,46	3931,5	-24,84%
C1: purchased goods and services	1787,78	1593,13	1639,79	12,22%
C3: fuel- and energy-related activities	28,69	22,54	22,87	27,27%
C5: waste generated in operations	12,10	13,14	14,63	-7,87%
C6: business travel	707,37	1817	1871	-61,07%
C7: employee commute	362,65	410,65	383,21	-11,69%
Total GHG emissions				
Total GHG emissions (location-based)	3120,15	4104,51	4181,05	-24,15%
Total GHG emissions (market-based)	2997,04	4061,78	4143,6	-24,33%

Scope 1 GHG Emissions

Scope 1 covers direct emissions from iC Consult's owned or controlled sources, such as company vehicles and on-site 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 2025 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.



Empowered People

Empowering our community of Identity enthusiasts.

Management of Material Topics: Talent and Working Conditions

The topic and related disclosures

Talent and Working Conditions is one of the three double material topics identified in our 2025 Double Materiality Assessment (see p. 22). It covers the gender pay gap, training and career development, and women in leadership. The associated disclosures are GRI 401 Employment, GRI 404 Training and Education, GRI 405 Diversity and Equal Opportunity and GRI 406 Non-discrimination.

Why the topic is material

As a people-centered business, the engagement, growth and well-being of our employees directly affect our performance, innovation and client satisfaction. Our most significant impacts are on our own workforce and concern access to training and career progression, equal pay, and representation in leadership. We cause these impacts directly through our own employment practices, and we are linked through our business relationships to comparable impacts at our suppliers. The topic is also financially material through our ability to attract and retain talent in a competitive market.

Policies and commitments

Our Code of Conduct and our internal HR frameworks reinforce equal opportunity and non-discrimination in recruitment, development and career opportunities, consistent with global standards and applicable

legislation. In 2025 we also signed the Charta der Vielfalt (see p. 16), underpinning that commitment.

Responsibilities

Responsibility 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 and employee engagement.

Targets, baseline and timeline

- **Employee survey participation:** maintain at least 75% annually through 2030. 2024: 78%. Status 2025: 77%.
- **Career progression:** at least 10% of our people enabled to take the next formal step in their career each year through 2030. 2024: approximately 10%. Status 2025: approximately 10%. More accurate data will be collected going forward.
- **Leadership awareness training:** 100% of people in leadership positions trained by 2030. 2024 and 2025: no accurate data available.

We have not set a numeric representation target for women in leadership. Instead, we focus on removing bias from our hiring and promotion decisions. Our share of women in leadership positions is reported on p. 38. We are separately conducting a comprehensive gender pay gap analysis, with completion expected in 2026. The

targets are core to our Sustainability Strategy 2030.

Actions taken to manage the topic

We conduct regular performance reviews with all employees, implement personalized development plans and provide a wide range of internal and external training. To support fair access to leadership roles, we provide unconscious bias training to those involved in hiring and promotion decisions. To support well-being, we offer mental health coaching and flexible working models, including remote work. Our hiring processes, mentoring programs and internal mobility initiatives are designed to ensure fair access for all. We collect workforce data on gender, age, nationality and disability status to inform decisions and to monitor compliance with non-discrimination law. In 2025 we introduced the Safe Workplace Program (see p. 15).

Evaluation of the management approach

We measure employee satisfaction through employee surveys and track training participation, turnover and promotion data. Insights from these metrics guide improvements to our development programs, policies and workplace practices.

Employees

Our team

With a team of over 850 experts from more than 50 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 2025, freelance professionals provided services equivalent to 27,4 FTEs at iC Consult.

Employees by gender (headcount)

Type	2025	2024	2023
Male	658	694	702
Female	202	203	179
Other	n/a	n/a	n/a
Total	860	897	881

Employees by region (headcount)

Type	2025	2024	2023
Europe	667	667	630
Americas	102	128	135
Asia	91	102	116
Total	860	897	881

Employees by contract type (headcount)

Type	2025	2024	2023
Permanent	829	871	848
Temporary	31	26	33
Total	860	897	881

Employees by employment type (headcount)

Type	2025	2024	2023
Full-time	763	812	827
Part-time	97	85	54
Total	860	897	881

Employees continued

New employee hires and employee turnover

Following years of rapid expansion and a tripling of employees, 2025 saw a decline in employee numbers. This change 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 decreased to 13,7% 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

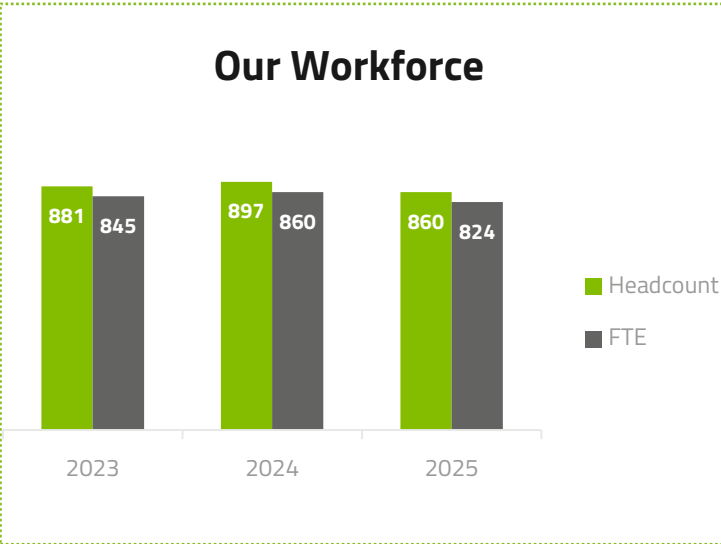
company, the duration and structure of parental leave vary by region, reflecting local legal frameworks and cultural norms. During the 2025 reporting period, a total of 33 employees made use of parental leave. Of these, 20 employees had returned to work by December 31, 2025.

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 well-being.

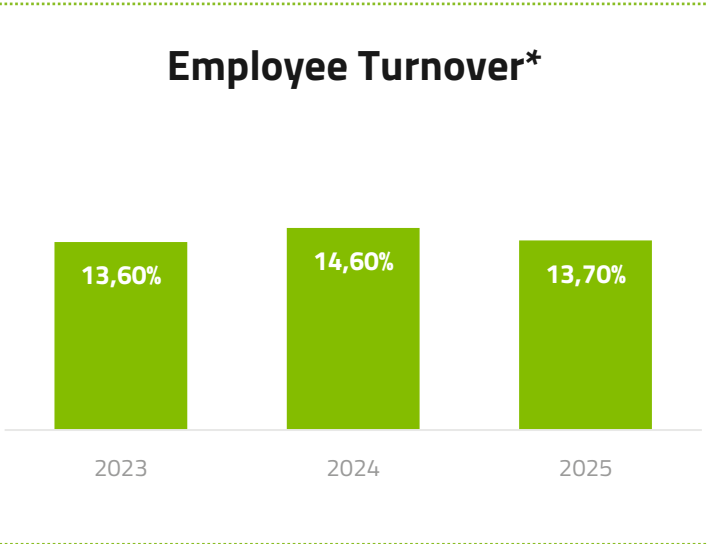
New hires (headcount)	2025	2024	2023
Total number of new employees hired	130	155	242
By gender			
Female	38	50	61
Male	92	105	180
By region			
Europe	103	120	169
Americas	5	20	38
Asia	22	15	34

Leavers (headcount)	2025	2024	2023
Total number of employees leaving	138	124	141
By gender			
Female	28	24	23
Male	110	100	118
By region			
Europe	84	71	80
Americas	20	26	48
Asia	34	27	12

Our Workforce



Employee Turnover*



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 long-term 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 and 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.

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 us maintain a high participation rate, with 77% 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 work-life balance and overall employee satisfaction.

Employee satisfaction (1-5)	2025	2024	2023
Employee satisfaction	4,1	4,1	4,2
Participation rate	77%	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	2025	2024	2023
Work-related injuries	0	0	0
Lost-time incidents	0	0	0
Lost working days	0	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.

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. 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. The model comes in two versions, tailored respectively to client-facing consulting roles and internal, non-billable functions. 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

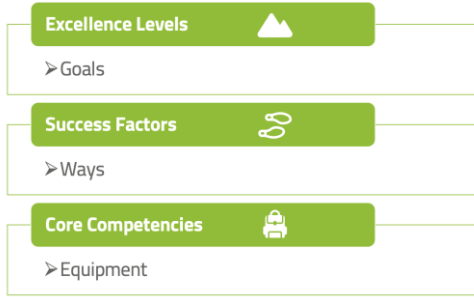
This model is a key part of how we promote individual growth and long-term capability development at iC Consult.

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.

Employee training	2025	2024	2023
Total hours of training	61.590	63.222	60.505
Avg. hours of training per employee	71	70	69
Share of employees trained in CSR	43%	30%	16%

iCC Excellence Model



iCC Academy Empowering growth through training and development				
We offer...				
Training	Coaching	Mentoring	Career Modelling	Individual Support

Academy Areas		
iCC University Talent Onboarding	Further Development Talent Development	Leadership Enablement Talent Leadership
Specific for Freshers <ul style="list-style-type: none">▪ Onboarding Paths▪ Onboarding Trainings▪ Onboarding Mentoring▪ ...and much more	For Everyone <ul style="list-style-type: none">▪ Softskill & Technical Trainings▪ Career Paths & Modelling▪ Individual Support & Coaching▪ ...and much more	Specific for Leaders <ul style="list-style-type: none">▪ Leadership Development Journeys▪ Leadership Trainings▪ Individual Support & Coaching▪ ...and much more

Empowering our Employees continued

iC Consult University

Our structured onboarding and development framework, the iC Consult University, supports every new colleague. It follows a multi-phase onboarding journey that combines globally coordinated learning modules with local support and includes, among others:

- A three-day bootcamp covering company culture, IAM foundations, key technologies and leadership
- Role-specific technical and soft skills training across the first year
- A mentorship program supporting integration and personal development
- Sustainability training

The approach builds foundational knowledge and creates networks across regions and departments, so that new colleagues feel welcomed and prepared.

Informal Learning Opportunities

Alongside our structured programs, regular Lunch & Learn sessions give employees an informal and interactive way to explore emerging topics in IAM, technology, business and soft skills. The format is built for discussion, peer learning and innovation.

Everyday Conversations and Feedback

Continuous dialogue between managers and employees

is central to how we approach professional development and engagement. We actively encourage informal, strengths-based feedback as part of daily collaboration. These conversations build mutual understanding, strengthen motivation and support individual and team performance by:

- Building trust and clarity through open communication
- Giving contextual guidance that helps with prioritization
- Reinforcing competence, responsibility and purpose through regular feedback
- Encouraging growth by identifying individual strengths and development opportunities

These exchanges need no formal preparation or documentation, yet they lay the foundation for effective working relationships and make structured processes such as development reviews more meaningful.

Formal Development Reviews

Alongside informal feedback, we conduct structured employee reviews that support individual growth and career development. These are:

- Onboarding Reviews
- Annual Development Reviews
- Occasion-based Remuneration Reviews

The annual Development Review is an opportunity to

reflect on performance, gather feedback from key stakeholders and agree development goals with team leads.

In preparation, employees take an active role in gathering feedback from colleagues and documenting their reflections in a structured format. Team leads guide and support the process, particularly for junior colleagues. As part of the review, consultants also update their internal skill profiles so that their capabilities are accurately represented across the organization.

This structured yet personal approach strengthens our feedback culture and helps employees take ownership of their development.



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.

With colleagues from more than 50 nationalities, we are 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. This range of backgrounds and experiences allows us to combine fresh ideas with seasoned expertise.

Share of women in management

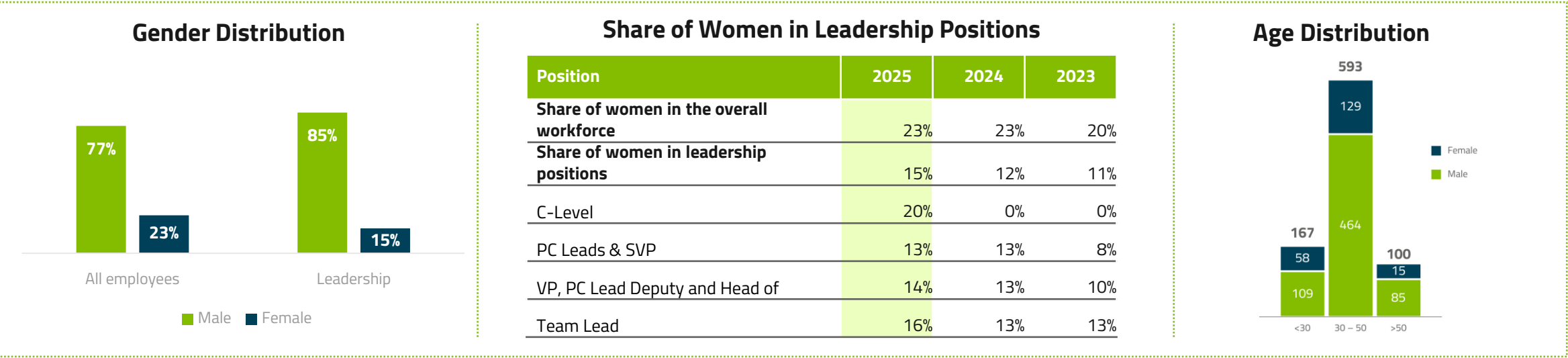
With only around 20% of employees in the IAM sector being female, our industry starts from a narrow talent pool at every level, including leadership. Rather than set a fixed representation target, we focus on removing bias from the processes that determine who advances. We provide unconscious bias training to those involved in hiring and promotion decisions, and we monitor representation data year over year to check whether that approach is working. On that measure, the share of women in leadership positions has grown from 11% in 2023 to 15% in 2025, though the majority of leadership positions continue to be held by male colleagues, and this remains an area we are actively working to improve.

Share of women on the highest governance level

The highest governance level at iC Consult is the Advisory Board, with no female representation, as well as our Business Strategy Board (BSB). During the reporting period iC Consult had 1 female BSB member, with Hila Meller being appointed CRO (Chief Revenue Officer) starting 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. This will also help us to ensure compliance with the 2026 EU Pay Transparency Directive.



Diversity continued

Diversity Calendar

2025 saw us bring back our diversity calendar for the third year in a row. 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.

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. The introduction of the Safe Workplace Program will help us to better provide support in the case that an incident does arise.

There have been no reported instances of discrimination at iC Consult during the reporting period.



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, now in its third consecutive year. In 2025, we donated 21 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, bringing our total contribution since 2023

to 74 laptops across three donation rounds. 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, party-affiliated 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.





Trusted Governance

Maintaining trust through
outstanding performance.

Management of Material Topics: Customer Privacy & Information Security

The topic and related disclosures

Customer Privacy and Information Security is one of the three double material topics identified in our 2025 Double Materiality Assessment (see p. 22). It covers data breaches and unauthorized access and system security. The associated disclosure is GRI 418 Customer Privacy.

Why the topic is material

Identity and Access Management sits at the center of our clients' security architecture. In delivering our services we access and process client systems and personal data, so a breach or unauthorized access at iC Consult could affect the employees, customers and partners of our clients as well as our own workforce. iC Consult is directly involved in this impact through its own activities, as client and employee data is processed in the course of delivering our services. By helping clients implement robust Identity and Access Management, we contribute to strengthening our clients' own security postures and digital trust. The topic is financially material because trust in our handling of data is a precondition for winning and keeping client mandates, and because breaches carry regulatory and contractual consequences.

Policies and commitments

Our information security and data protection framework is set out in our Process Manual and supported by our Code of Conduct, our Supplier Code of Conduct and our

internal security and data protection policies. We are committed to protecting client and employee data, to applying the principle of least privilege in our own systems and to meeting the requirements of the GDPR and comparable regulation wherever we operate.

Responsibilities

Responsibility for information security lies with our Information Security Officer, with management-level sponsorship from our CFO. Responsibility for data protection lies with our appointed Data Protection Coordinator, supported externally by Data Protection Specialists, and internally by our IT function and our Compliance team.

Progress indicators

Our objective is the continuous absence of incidents rather than an improvement against a baseline. We track progress through our certifications and our incident record. Certifications maintained: ISO 27001 (iC Consult Group and subsidiaries); TISAX (Assurance Level 3 at our German and Bulgarian sites, Assurance Level 2 in India and the UK); SOC 2 Type II (our subsidiary Service Layers). No substantiated complaints concerning breaches of customer privacy were received from outside parties or regulatory bodies, and no leaks, thefts, or losses of customer data were identified, during the reporting period.

Actions taken to manage the topic

We operate a certified information security management system under ISO 27001 and undergo regular external audits, complemented by TISAX assessments and, for Service Layers, SOC 2 Type II reporting, all of which our clients rely on in their own due diligence. All employees complete regular data protection and information security training. We apply role-based access controls and monitoring in our own environment, we assess the security posture of our software and cloud providers, and we manage security incidents through a defined response process, including mandatory 72-hour breach notification where required by law.

Evaluation of the management approach

Effectiveness is evaluated through external audit and certification results, internal audits, penetration testing, training participation and the number of reported and substantiated incidents. Results are reviewed annually and feed into our continuous improvement processes.



Business Conduct

Anti-corruption and anti-bribery

Our Code of Conduct applies to all employees and explicitly prohibits any form of bribery, corruption or anti-competitive behavior. We review it regularly and update it where necessary.

Every new employee is taken through the Code of Conduct as part of their onboarding, and it remains available on our intranet at all times.

In addition, senior management (PC Leads, Senior Vice Presidents and above) and all employees in sensitive functions such as Sales, Marketing and Recruiting complete anti-corruption training every two years.

Confirmed incidents of corruption and actions taken

So that incidents of corruption, bribery or anti-competitive behavior can be reported, we use an external whistleblowing system in line with EU regulation. It allows all employees to raise concerns either anonymously or confidentially. Every reported case is investigated and, where misconduct is identified, leads to legal consequences. In 2025, no whistleblowing cases were brought to our attention.

No legal action was taken against iC Consult during the reporting period.

Anti-Corruption and Anti-Bribery Metrics

Metrics	2025	2024	2023
Workforce at risk covered by anti-corruption and anti-bribery training	100%	100%	100%
Whistleblower cases reported	0	1	2
Confirmed incidents of corruption, bribery or anti-competitive behavior	0	0	0
Instances of legal action as a result of a reported case	0	0	0



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. While our 2025 Double Materiality Assessment did not identify supplier due diligence as a material topic, our Sustainability Strategy 2030 includes targets in this area, reflecting our commitment to responsible sourcing even where it falls outside our formal material topics.

Our approach

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 covering sustainability as well as IT security and data protection, allowing us to ensure our requirements are upheld by new suppliers.

Targets and status

- **Supplier sustainability risk assessment:** 90% of key suppliers assessed by 2030. 2025 status: n/a
- **Supplier compliance:** 90% of key suppliers compliant with our sustainability requirements by 2030. 2025 status: n/a

As we are in the process of updating our supplier sustainability risk assessment methodology to a risk-based approach, we are currently unable to provide accurate figures on supplier risk assessment and sustainability compliance. We expect the revised process to be operational during 2026, at which point we will be able to measure progress against these targets.

Supplier Due Diligence

Given the varying sizes of our suppliers, not all suppliers are in scope for our supplier due diligence. We are developing a new, risk-based due diligence process based on industry and location exposure to sustainability risks as well as individual company maturity. The resulting score will determine how frequently a supplier is reviewed for sustainability compliance. While we have been able to ensure sustainability compliance for new suppliers, we have not yet completed this assessment for our existing supplier base; extending coverage to existing suppliers is a priority for 2026.

Quality and Information Security compliance is reviewed annually for suppliers deemed critical, assessed against criteria such as compliance with ISO 27001 or ISO 9001 by our Information Security Officer and the department that purchased the product or service. Suppliers are rated green, yellow or red; a yellow or red rating triggers a review with our COO, with corrective action or supplier exclusion considered where necessary.

Supplier environmental and social screening

Our Supplier Code of Conduct asks suppliers to reduce their CO2 footprint and comply with local environmental legislation, and to provide safe working conditions, treat workers with dignity and respect, and act fairly and ethically. 100% of new suppliers were screened against these criteria during the reporting period.



Customer Privacy and Information Security

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 AI presents both an opportunity and a threat, 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.

Data Protection

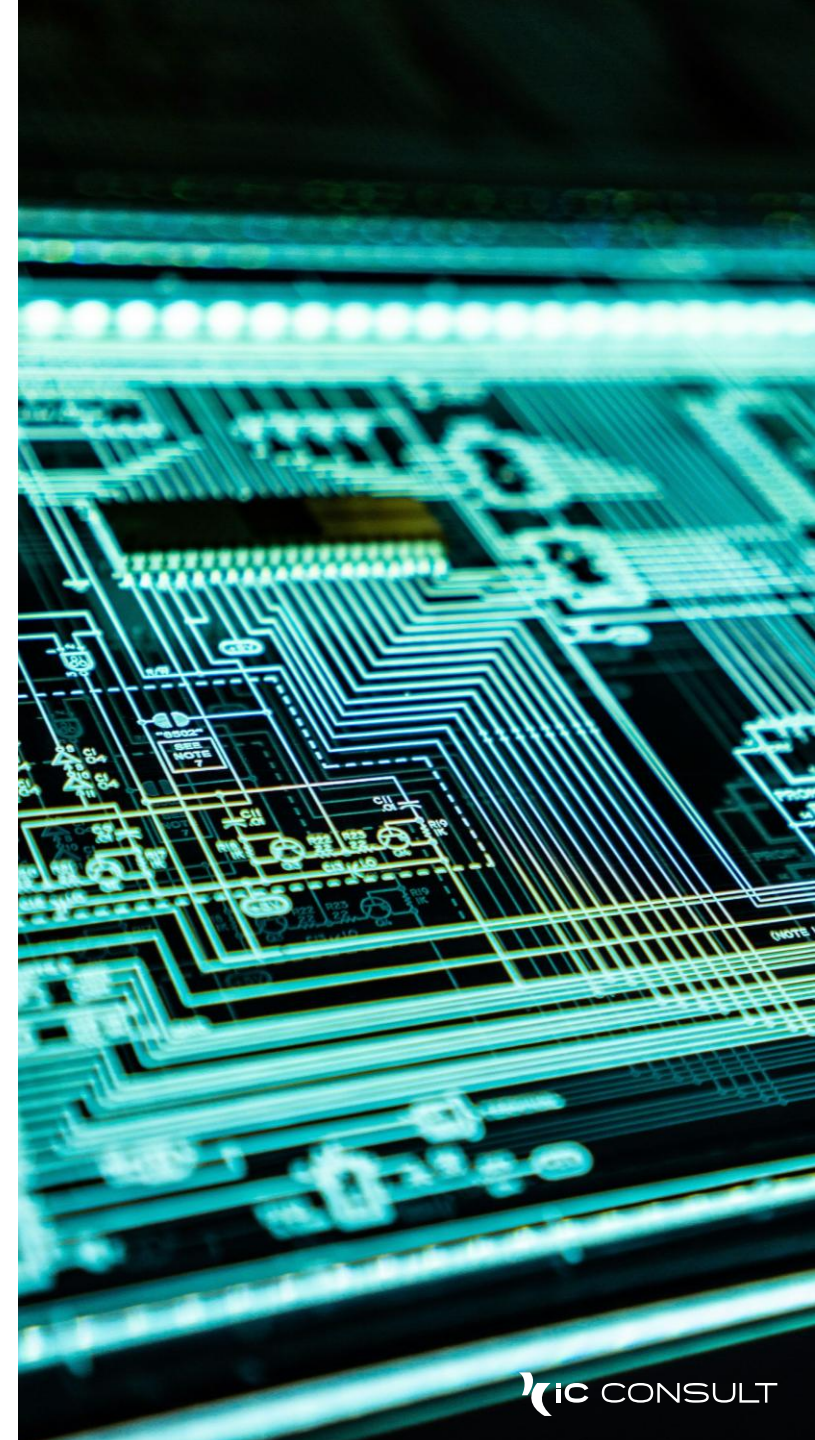
At iC Consult Group, data protection management is carried out following the quality-assuring PDCA cycle (plan, do, check, act). In addition to the preliminary examination of measures under data protection law and their regular or incident-related review, this is based on at least one annual reassessment of the entire data protection project, its orientation and priorities at senior management level. Our Data Protection Officer role is filled by an external data protection specialist, supported internally by our Data Protection Coordinator, who is

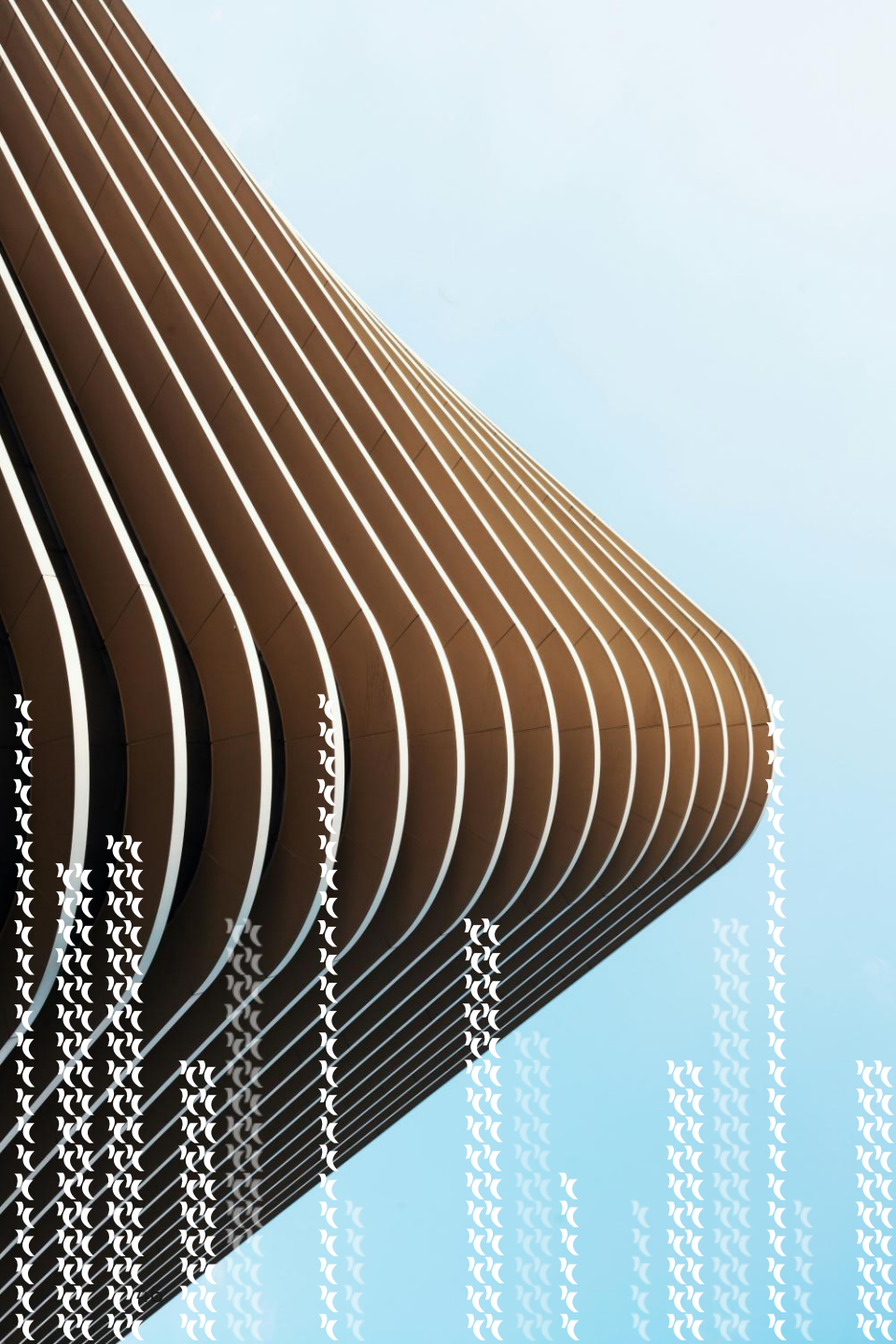
involved in data protection-related processes through the appropriate design of relevant processes. This structure helps ensure full GDPR compliance. No substantiated complaints concerning breaches of customer privacy were received from outside parties or regulatory bodies, and no leaks, thefts, or losses of customer data were identified, during the reporting period.

Information Security

As described in our Information Security Policy, protecting customer data is a key priority for us. We are ISO 27001 certified across the iC Consult Group and its subsidiaries and ISO 9001 certified across the majority of our companies and locations. Our subsidiary Service Layers additionally holds an AICPA SOC 2 Type II report. iC Consult GmbH is also a TISAX participant, certified to the highest Assurance Level at our German and Bulgarian sites. These certifications reflect our ongoing investment in information security.

At iC Consult, our CFO bears management-level responsibility for information security, supported by our Information Security Officer, who is accountable for its day-to-day implementation.





GRI Content Index

GRI Content Index

GRI Standard	No.	Disclosure	Page	Omission (reason / explanation)
GRI 1: Foundation 2021	1	Foundation 2021 – statement of use	3	
	2-1	Organizational details	6 – 7	
	2-2	Entities included in the organization’s sustainability reporting	7	
	2-3	Reporting period, frequency and contact point	7	
	2-4	Restatements of information	8	
	2-5	External assurance	7	
	2-6	Activities, value chain and other business relationships	9	
	2-7	Employees	33	
	2-8	Workers who are not employees	33	
	2-9	Governance structure and composition	10	
	2-10	Nomination and selection of the highest governance body	10	Confidentiality constraints – privately held company
	2-11	Chair of the highest governance body	10	
	2-12	Role of the highest governance body in overseeing the management of impacts	11	
	2-13	Delegation of responsibility for managing impacts	11	
	2-14	Role of the highest governance body in sustainability reporting	11	
	2-15	Conflicts of interest	10	
	2-16	Communication of critical concerns	14 – 15	
	2-17	Collective knowledge of the highest governance body	11	
	2-18	Evaluation of the performance of the highest governance body	10	Confidentiality constraints – privately held company
	2-19	Remuneration policies	10	Confidentiality constraints – privately held company
	2-20	Process to determine remuneration	10	Confidentiality constraints – privately held company
	2-21	Annual total compensation ratio	10	Confidentiality constraints – privately held company
GRI 2: General Disclosures 2021				

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GRI Standard	No.	Disclosure	Page	Omission (reason / explanation)
GRI 2: General Disclosures 2021 (continued)	2-22	Statement on sustainable development strategy	19	
	2-23	Policy commitments	12 – 13	
	2-24	Embedding policy commitments	12 – 13	
	2-25	Processes to remediate negative impacts	14 – 15	
	2-26	Mechanisms for seeking advice and raising concerns	14 – 15	
	2-27	Compliance with laws and regulations	13	
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	2-30	Collective bargaining agreements	40	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	22	
	3-2	List of material topics	22	
	3-3	Management of material topics	22, 26, 32, 42	
GRI 200: Economic Disclosures				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	24	
	201-2	Financial implications and other risks and opportunities due to climate change	24	
	201-3	Defined benefit plan obligations and other retirement plans	–	Not applicable – no defined benefit plans
	201-4	Financial assistance received from government	–	Not applicable – none received
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	43	
	205-2	Communication and training about anti-corruption policies and procedures	43	
	205-3	Confirmed incidents of corruption and actions taken	43	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	43	

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GRI Standard	No.	Disclosure	Page	Omission (reason / explanation)
GRI 300: Environmental Disclosures				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	27	
	302-2	Energy consumption outside of the organization	27	
	302-3	Energy intensity	28	
	302-4	Reduction of energy consumption	28	
	302-5	Reductions in energy requirements of products and services	28	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	29 – 30	
	305-2	Energy indirect (Scope 2) GHG emissions	29 – 30	
	305-3	Other indirect (Scope 3) GHG emissions	29 – 30	
	305-4	GHG emissions intensity	29	
	305-5	Reduction of GHG emissions	29	
	305-6	Emissions of ozone-depleting substances (ODS)	–	Not applicable – no ODS used
	305-7	NOx, SOx, and other significant air emissions	–	Not applicable – no significant air emissions
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	44	
	308-2	Negative environmental impacts in the supply chain and actions taken	44	
GRI 400: Social Disclosures				
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	34	
	401-2	Benefits provided to full-time employees	13, 26, 32, 35, 40	
	401-3	Parental leave	34	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	40	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	35	
	403-2	Hazard identification, risk assessment, and incident investigation	35	

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GRI Standard	No.	Disclosure	Page	Omission (reason / explanation)
GRI 403: Occupational Health and Safety 2018 (continued)	403-3	Occupational health services	35	
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	403-5	Worker training on occupational health and safety	35	
	403-6	Promotion of worker health	35	
	403-7	Prevention and mitigation of occupational health and safety impacts within the value chain	35	
	403-8	Workers covered by an occupational health and safety management system	35	
	403-9	Work-related injuries	35	
	403-10	Work-related ill health	35	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	35	
	404-2	Programs for upgrading employee skills and transition assistance programs	36 – 37	
	404-3	Percentage of employees receiving regular performance and career development reviews	37	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	38	
	405-2	Ratio of basic salary and remuneration of women to men	38	Incomplete – Gender pay gap analysis planned for 2026
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	39	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	40	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	13, 40	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	13, 40	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	40	
	413-2	Operations with significant actual and potential negative impacts on local communities	–	Not applicable – no such operations identified
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	44	
	414-2	Negative social impacts in the supply chain and actions taken	44	
GRI 415: Public Policy 2016	415-1	Political contributions	40	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	45	

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