

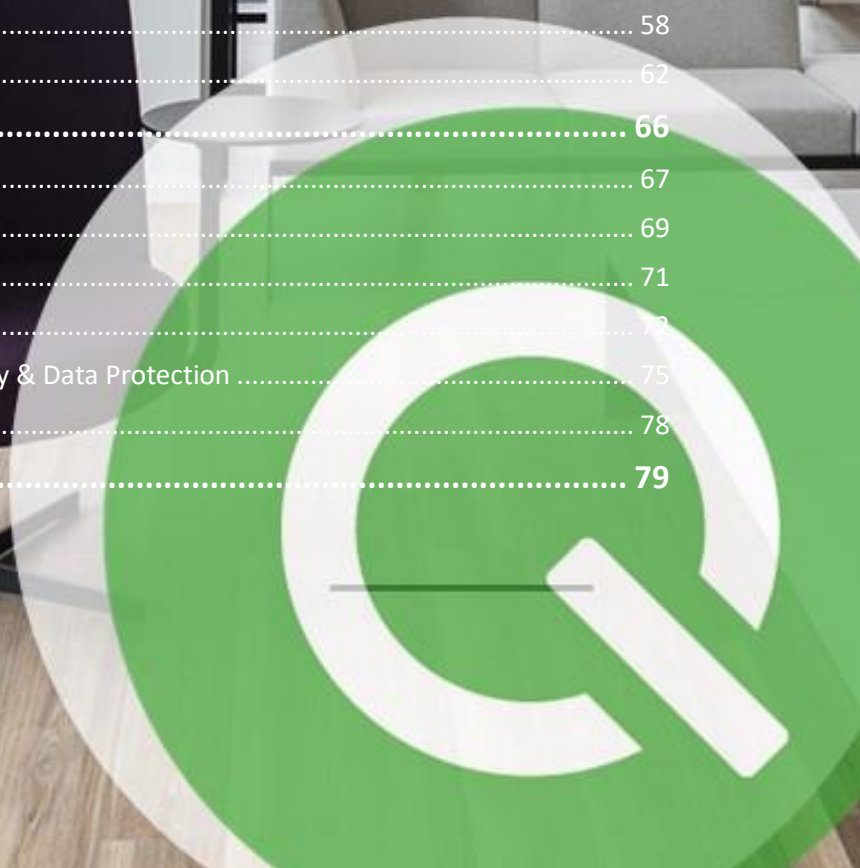
# Q PERIOR

## SUSTAINABILITY REPORT 2023/24



# CONTENT

<b>1</b>	<b>Board Commitment to ESG .....</b>	<b>4</b>
<b>2</b>	<b>Q_PERIOR – The Company .....</b>	<b>6</b>
<b>3</b>	<b>Q_PERIOR Strategy &amp; Business Model .....</b>	<b>8</b>
<b>4</b>	<b>Highlights 2023/24.....</b>	<b>10</b>
<b>5</b>	<b>About This Report.....</b>	<b>11</b>
<b>6</b>	<b>Our ESG Approach .....</b>	<b>12</b>
6.1	Material Topics .....	12
6.2	Our ESG Strategy, Vision & Mission .....	14
6.3	ESG objectives .....	19
6.4	Getting Everyone on Board .....	20
<b>7</b>	<b>Environment.....</b>	<b></b>
7.1	Commitment & Materiality .....	
7.2	Climate Action .....	
7.3	Environmental Indicators & Carbon Footprint.....	
<b>8</b>	<b>Social Concerns regarding Human Rights &amp; Labor .....</b>	<b>40</b>
8.1	Commitment & Materiality .....	41
8.2	Our Employees .....	42
8.3	Diversity, Equity & Inclusion.....	46
8.4	Safe & Healthy Working Environment .....	52
8.5	Working Conditions that Include Everyone.....	56
8.6	Career & Talent Management.....	58
8.7	Social Commitment at Q_PERIOR .....	62
<b>9</b>	<b>Corporate Governance.....</b>	<b>66</b>
9.1	Corporate Governance .....	67
9.2	ESG Governance .....	69
9.3	Risk Management.....	71
9.4	Compliance .....	72
9.5	Information Security, Cyber Security & Data Protection .....	75
9.6	Sustainable Services .....	78
<b>10</b>	<b>GRI Content Index.....</b>	<b>79</b>







*Dear Reader,*

*Q\_PERIOR has already demonstrated its strong ESG commitment in its ESG Report 2022. Since December 2023, we are part of the Wavestone group, which aims to stay at the forefront of ESG performance, with a strong track record over the last decade. Sustainability is fully part of the company strategy, with dedicated ambitious ESG targets since 2017. Together, we will work even harder in the future to ensure continuous progress and ESG performance, as well as overall compliance. Together, we are striving for measurable progress in the areas of diversity and CO<sub>2</sub> reduction starting in 2024/25 and the years to come.*

*Karsten Höppner, CEO*

*Best Regards*



# 1 Board Commitment to ESG

## GRI 2-22

ESG<sup>1</sup> commitment ("Environment", "Social" and "Governance") has always been one of the three pillars of Q\_PERIOR's mission, together with customer and employee success.

To underline our profound commitment to ESG and sustainability, we introduced "ESG@Q\_PERIOR" – a project which is the basis of our ESG activities, framework, and the future of our ESG commitment. It aims at integrating our ESG values into the DNA of Q\_PERIOR.

To provide a clear path, we have based our sustainability efforts on the international sustainability standard of the 17 United Nations Sustainable Development Goals (SDG). As a first step, we have specifically committed to eight of the 17 SDGs, ensuring integration of all three pillars of ESG into our Q\_PERIOR organization. The eight are SDG 3 "Health and Well-Being", SDG 4 "Quality Education", SDG 5 "Gender Equality", SDG 8 "Decent Work and Economic Growth", SDG 9 "Industry, Innovation and Infrastructure", SDG 10 "Reducing Inequalities", SDG 12 "Responsible Consumption and Production" and SDG 13 "Climate Action".

By doing this, we focus our sustainability activities to align existing and new measures and create a basis for a gradual extension of our activities in a structured way. In 2021, in addition to finding our own focus within ESG, we defined our ESG strategy and the relating ESG targets. Between 2022 and 2024, most of the ESG@Q\_PERIOR project activities are being transferred to and integrated into the internal corporate structure. Therefore, in 2023/24, ESG-related investments and expenditures will continue to be mostly within the scope of the ESG@Q\_PERIOR project.

To demonstrate our progress and provide a transparent picture of our sustainability activities to our clients, business partners, employees and society, Q\_PERIOR publishes its second

sustainability report for the fiscal year of 2023/24.

We aspire to conduct a trustworthy business, influenced by a trustworthy ESG strategy. As such, our ESG approach incorporates internal and external views:

On the one hand, our sustainability efforts are directed toward our own Q\_PERIOR processes and corporate governance. On the other hand, we follow an external path and offer our clients support for their sustainable transformation through our consulting services, for example helping them develop their own sustainability strategy and processes or implementing ESG reporting solutions. Currently, we are consulting numerous clients from different sectors in their sustainability topics.

At this time, the environmental aspect of ESG is still the main focus. Therefore, Q\_PERIOR has also established an action plan to tackle environmental challenges. We committed to a 10-point action plan and three concrete measures at the end of 2023, aimed at reducing our emissions impact, especially with a focus on air travel. We follow the principle of avoidance and reduction.

Q\_PERIOR signed up for the UN Global Compact (UNGC) in 2022. By doing this, Q\_PERIOR's ESG strategy and operations became aligned with the 10 universal UNGC principles leading to sustainable development. The focus is on complying with international human and labor rights. Our commitment to SDG 5, SDG 8 and SDG 10 underlines our effort regarding these concerns. In this way, we take a clear position against any use of child labor, forced or compulsory labor and human trafficking, as well as harassment and discrimination.

To ensure compliance with applicable law, we prepared all necessary steps to fulfill the requirements of the German Supply Chain Act

<sup>1</sup> For the purposes of this report "ESG" and "sustainability" are used synonymously.

("Lieferkettensorgfaltspflichtengesetz", LkSG). Our principles and values in all our business activities are mirrored in the Business Partner Code of Conduct, issued in 2022. It is a fixed contractual component of all our business relationships. In this context we also express our explicit stance against any form of corruption or bribery. Combating corruption and bribery is an essential part of our Q\_PERIOR Compliance Management and is one of the fundamental principles in our Code of Conduct.

We view ESG and our commitment as a crucial tool in establishing a successful business relationship with our clients. This is confirmed by our observation that our clients and business partner network increasingly seek detailed information about our ESG activities. To meet these requirements, we participate in ESG ratings such as EcoVadis to provide a transparent

picture of our sustainability activities. By doing so, we aim to promote sustainable economic growth as well as secure our competitiveness.

We are aware of our responsibility to contribute to sustainable development through focused internal and external measures. To underline this, clearly defined CSR targets will also be integrated into the objectives related to compensation of top managers from April 2024.

On the following pages you will find a comprehensive insight into our previous efforts and endeavors, as well as our planned objectives.

We hope you enjoy reading it.

## 2 Q\_PERIOR – The Company

### Q\_PERIOR

Q\_PERIOR AG (hereinafter “Q\_PERIOR”) is an international, owner-managed business and IT consulting firm. We support our clients with management and IT consulting services. One of our main goals is to enable our clients to achieve a successful digital transformation.



Worldwide, Q\_PERIOR, headquartered in Munich, comprises employees<sup>2</sup> of 50 nations, and is active on two continents, in 11 countries with 21 locations.



Our name “Q\_PERIOR” reflects our aspiration to deliver “superior” (\_PERIOR) “quality” (Q).

Our slogan “Together With You” underlines the importance of collaboration between our consultants and our clients.

Due to our very diverse cultural backgrounds, we can react effectively to cultural differences and necessities. Above all, we are united by our three core values:

- We are **energetic**. We motivate the people we work with, bundle energy and engagement, and lead each project to success with enthusiasm.
- We are **proactive**. We do not just think about the next step, but also about what lies beyond. This means we are curious, innovative and develop continuously as a company and on an individual level.
- We are **people-minded**. We consider the interests of each person and consult reliably and with integrity. We act with high empathy toward our clients, our partners and society.

By living these three core values, we ensure the success of our customers, our employees and our company.



<sup>2</sup> Referring to our employees we use the term “Q\_PERI” and “employee” synonymously.

**Q\_PERIOR & Wavestone:**  
**Solid common ESG foundations for what's next.**

Q\_PERIOR and Wavestone, a leading French consulting company, joined forces in December 2023 to become a leading global consulting powerhouse.

Drawing on more than 5,500 employees across Europe, North America and Asia, the firm combines seamlessly first-class sector expertise with a 360° transformation portfolio of high-value consulting services.

Both firms share solid common ESG foundations, which are shown below.

As a benchmark employer, the new firm accompanies its financial ambitions with a particular focus on human capital across all geographies, to enhance its appeal in attracting and retaining the best talent. In particular, the new entity aims to rank in the top of the Great Place to Work® rankings in each of the major countries in which it operates.

The new firm also strives to be at the forefront of social, societal and environmental responsibility issues. On this extra-financial level, the new firm's objective is to rank in the top 5% of companies in terms of ESG performance.

The combination will span over the next few fiscal years, alongside CSRD compliance. The new global CSR strategy and objectives will be defined during FY24/25, while actions are launched on priority areas of progress: gender equality and carbon emissions reduction.



**Sustainable growth & performance**

Sustainability is at the heart of our strategy, to create positive and long-lasting impacts for all our stakeholders.

An ethical and civic-minded firm, at the forefront of best practices in social, societal and environmental responsibility.



**People-centric culture**

A consultancy that puts people at the center of everything and is a Great Place To Work®.

Fostering an inclusive workplace to guarantee equal opportunities and enable each employee to fulfill their full potential.



**Social commitment**

Historical and significant support of non-profit organizations that contribute to UN SDGs throughout the world.

Engaging employees to deliver pro bono projects for local and underprivileged communities.



**Environmental impact**

Seeking to minimize the negative impacts of our activity on the environment by reducing our carbon footprint.

Fostering sustainability transformations with our suppliers and clients.



### 3 Q\_PERIOR Strategy & Business Model

#### Business Model

GRI 2-6|2-11|2-22

Q\_PERIOR is an internationally independent business and IT consultancy, assigned to the GRI Sector "Commercial Services." It has the mission to provide top performance to its customers.

Q\_PERIOR's vision is to become the most trusted alternative to the global business & IT consulting firms by putting people and values at the center of our work.

We deliver peak performance for the success of our customers, the development of our employees and the environment in which we live. Therefore, based on our values, ESG engagement has always been one of the three pillars of our mission alongside "Customer and employee success."

As a management consultancy, we mainly provide consulting services with industry-specific and cross-industry expertise. This results in new approaches for innovative business models and digital solutions. Q\_PERIOR offers a complete range of services from strategy development and business concepts to technical implementation and operational rollout.

Projects can be both fixed price – with work to guaranteed fixed price and maximum certainty for the customer – as well as within a defined scope of service for the highest level of flexibility for our customers. Our services are provided on-site, in our offices and remotely in mobile offices.

Within our managed services we offer a complete range, from single resources to an entire project team, or single resources to work in accordance with defined service levels to facilitate rapid delivery. Q\_PERIOR has up to 30,000 specialists in the extended network with either service contracts or temporary employment agreements.

Industries	INSURANCE	BANKING	TRAVEL, TRANSPORT & LOGISTICS	ENERGY	AUTOMOTIVE	INDUSTRY	PUBLIC SERVICES
Service Portfolio	<ul style="list-style-type: none"> <li>• Omnichannel</li> <li>• Robotics + AI</li> <li>• IFRS, Finance &amp; Reporting</li> <li>• Operational Digitization</li> <li>• IT Modernization</li> <li>• Platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Fintech &amp; Digital Banking</li> <li>• Core banking processes and systems</li> <li>• Regulatory, Compliance &amp; Sustainable Banking</li> <li>• Pricing Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Mobility</li> <li>• Digitization logistics</li> <li>• Core processes rail</li> </ul>	<ul style="list-style-type: none"> <li>• Smart Grid, Smart Metering, Submetering</li> <li>• Processes &amp; Regulatory</li> <li>• Digital Products, Services and Business Models</li> </ul>	<ul style="list-style-type: none"> <li>• Automotive Cyber Security</li> <li>• Connected Car &amp; IoT</li> <li>• On Demand Car Functions &amp; Pricing</li> <li>• Change &amp; Transformation</li> </ul>	<ul style="list-style-type: none"> <li>• IoT &amp; Connected Things</li> <li>• Industrial Security</li> <li>• Connected Reporting &amp; Embedded Analytics</li> <li>• Predictive Maintenance</li> <li>• Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>• eGovernment</li> <li>• Smart City Strategy</li> <li>• Innovation Factory</li> <li>• Open Data Government</li> <li>• Public Security</li> </ul>
	Digital Transformation, Strategy, Process & Organization Consulting, Business Intelligence & Analytics, Agile Transformation, Program and Project Management, Strategic IT Management, Cloud Solutions, Risk Management & Assurance, SAP, S/4HANA Consulting, Application Managed Services, IT Architectures, Technology & Innovation, Compliance & Regulation, ESG & Sustainable Finance, IT/ Cyber Security						
Trends	Sustainability, Platform & Ecosystems, Mobility, Smart City, Customer Experience Management, Omnichannel, Cyber Security, Modernization, Artificial Intelligence, Data Science						

Figure 1: Q\_PERIOR's service portfolio in its core industries.



Besides the external experts, Q\_PERIOR has a growing network of partner companies, which is managed by the Q\_PERIOR Staffing Solutions Department.

To acquire new customer projects, sales and account management are additional core activities of Q\_PERIOR.

Our primary processes are accompanied by managerial processes and internal services (ISO) such as:

- Human Relations
- Brand, Marketing, and Communication
- Finance
- Office Management
- IT
- Legal and Compliance
- Information Security
- Staffing Solutions



## 4 Highlights 2023/24

In 2023/24, we worked on our **eight focus SDGs** based on our **vision & mission** as well as our **ESG objectives**. In this way, we further integrated ESG into the **core pillars of Q\_PERIOR**.



As a participant of the **UN Global Compact** for the second year, we strive to place and **clarify our commitment** to sustainable action in a **global context**.

We are still a member of **Charta der Vielfalt** to **underline our commitment** to supporting **diversity and inclusion**.



EGYM  
WELLPASS

We continued the EGYM **WELLPASS** for our employees as one **measure within SDG 3**.

**Over 25%** of our employees **signed up until the end of March 2024**.



### Social Challenge @ Q\_PERIOR (so called "Powerday")

We proceeded with the **social challenges** to **give something back to society**. Our employees participated in 14 social projects, resulting in **> 750 project hours**, **~ EUR 15,000 of donations** and **> 190 participating colleagues** so far. **Selected social challenges** will continue and become an **integral part** of our ESG activities.



To give the topic of Diversity & Inclusion even more importance and awareness, we started publishing a bi-monthly D&I magazine under the in-house title **"SPECTRUM"** at the end of 2023 and distributed digital versions to all employees.



To **highlight ESG as one core topic** within Q\_PERIOR and **to create awareness** for this subject, we created a **Share-Point-Page** and send **monthly updates** on our ESG activities to **all employees**.

## 5 About This Report

GRI 2-1|2-2|2-3|2-4|2-5

In this sustainability report we provide comprehensive information on ESG topics and insights into our ESG strategy. It highlights our core environmental, social and governance (ESG) initiatives and achievements in 2023/24, and provides an outlook on upcoming goals and developments.

This report is going to be published annually, covering each fiscal reporting period. Due to the merger with French company Wavestone in December 2023, this report will cover the new fiscal year (April 1<sup>st</sup> 2023 to March 31<sup>st</sup> 2024) and will be the last independent ESG Report for Q\_PERIOR. Starting in 2025 there will be a common ESG Report for Wavestone & Q\_PERIOR based on CSRD beginning for the reporting period of 1<sup>st</sup> April 2024 until 31<sup>st</sup> March 2025.

This report follows the requirements set forth by the UN Global Compact and its UN Communication of Progress (CoP) Questionnaire, and is designed to meet the information requirements of relevant ESG ratings. Additionally, we report with reference to the 2021 GRI (Global Reporting Initiative) Standards. This report captures the entire Q\_PERIOR Group, represented by the Q\_PERIOR Holding AG, headquartered in Munich, Germany. The following entities are covered in this sustainability report:

- Q\_PERIOR AG Germany
- Q-PERIOR GmbH (Austria)
- Q-PERIOR Inc. Canada
- Q\_PERIOR Energy GmbH (Germany) (75%)
- Q-PERIOR Italia S.R.L.
- Q-PERIOR sp. z.o.o. (Poland)
- Q-PERIOR S.R.L. (Romania)
- Q-PERIOR España, S.L.
- Q-PERIOR AG Switzerland
- Q-PERIOR Inc. UK (80%)
- Q-PERIOR Inc. USA

- ESPRiT Engineering GmbH (Germany) (75%)
- ESPRiT Engineering S.R.L. (Romania) (100%)
- qdive GmbH (Germany)
- new outcome GmbH (Germany)

This report addresses the sustainability activities Q\_PERIOR conducts within its business. After an introduction to our sustainability strategy including our focus sustainable development goals, the report introduces the analysis of materiality. The middle section concentrates on all Q\_PERIOR activities referring to sustainability categorized by the ESG criteria:

- Environmental concerns
- Social concerns regarding human rights and labor
- Governance

This report concludes with an overview of GRIs referenced within.

Please contact [esg@q-perior.com](mailto:esg@q-perior.com) for questions about the report or reported information.



## 6 Our ESG Approach

### 6.1 Material Topics

GRI 3-1 | 3-2 | 3-3 | 2-23 | 2-24

As a corporate citizen, we strive to live up to our ESG responsibility. We continuously analyze our processes of social and ecological change and how these changes might affect our business and value creation (outside-in perspective). At the same time, we consider the impact of our business model on the environment and society in our decision-making processes (inside-out perspective). We conducted a materiality analysis to identify the ESG issues that are of highest relevance to Q\_PERIOR in 2022, which includes both the inside-out and outside-in perspectives (double materiality). This analysis has been revised and proven as still valid for 2023/24.

The main topics were initially identified by evaluating potentially relevant issues and areas for action, for example via studies, benchmarking and international sustainability regulations and standards. We validated the chosen topics and eliminated topics that were not relevant, therefore identifying a total of 13 sustainable fields of action in four areas.



The materiality analysis was carried out in several workshops with the ESG@Q\_PERIOR project team to prioritize the 13 fields of action. Subsequently, the results were presented to the Board. The 13 fields of action were assessed based on two dimensions:

First, business relevance was assessed by analyzing the impact of the field of action on the business model. The sustainability relevance was then assessed by discussing and evaluating the impact on the environment, the economy and society (inside-out perspective).

The assessment was based on a scale of 1 to 3, where 1 = relevant, 2 = very relevant and 3 = highly relevant. The results were transferred into a materiality matrix to map the essential topics.

The materiality analysis revealed that 11 areas of action are in the range marked as material. The highest importance is attached to: **A.2** mobility behavior; **B.1** employee development; **B.2** diversity, inclusion & gender equality; **B.3** corporate health management; **B.4** working conditions; **C.1** social commitment; **D.1** sustainable services; **D.2** Data protection, cyber security & information security; **D.3** risk management; **D.4** compliance, business partner compliance & anti-corruption; and **D.5** sustainable growth.

The topics identified as material for Q\_PERIOR serve as a basis for deriving fields of action and measures and for the content of our sustainability report.



## Materiality Matrix

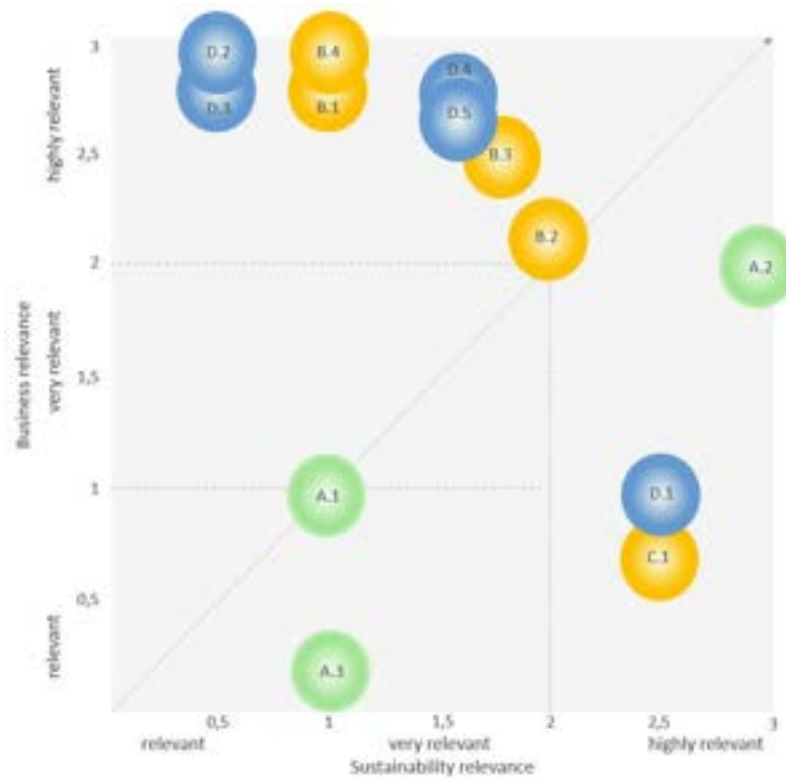


Figure 2: Q\_PERIOR ESG Materiality Matrix

Action area	Action fields	SDG mapping
ENVIRONMENTAL CONCERNS	A.1 Sustainable consumption in the workplace	SDG 12 SDG 13
	A.2 Mobility behavior	SDG 9
	A.3 Energy consumption	SDG 12 SDG 13
Q_PERIOR AS EMPLOYER	B.1 Employee development	SDG 4 SDG 8
	B.2 Diversity, inclusion & gender equality	SDG 5 SDG 10
	B.3 Corporate health management	SDG 3
	B.4 Working conditions	SDG 3 SDG 8
SOCIETY	C.1 Social commitment	SDG overarching
CORPORATE GOVERNANCE	D.1 Sustainable services	SDG 8 SDG 12
	D.2 Data protection, cyber security & information security	
	D.3 Risk management	
	D.4 Compliance, business partner compliance & anti-corruption	
	D.5 Sustainable growth (M&A)	SDG 8

Table 1: Action areas and action fields regarding ESG

## 6.2 Our ESG Strategy, Vision & Mission

We believe that along with economic and business-related aspects, we must ensure and foster certain ethical and sustainable standards.

To establish a profound commitment to ESG and sustainability, we have introduced “ESG@Q\_PERIOR” – a project which aims at integrating ESG and sustainability into the DNA of Q\_PERIOR. Within this project, a holistic sustainability strategy and industry-specific objectives were developed. It is important to us to maintain a harmonized and credible appearance when defining our strategy, our concrete goals and measures, and the choice of our fields of action. Our approach is therefore primarily based on defining achievable and measurable goals.

With this in mind, we have analyzed the UN’s 17 Sustainable Development Goals (SDG) and created a roadmap that initially requires us to focus on eight of the 17 goals. We have established long-, mid- and short-term goals and measures for our focus SDGs. Our aim is to

incorporate more SDGs over time and to establish goals and measures within our organizational structure, as well as increase our external service portfolio to enable our clients to reach their sustainability ambitions.

Our chosen approach is meant to lead us to new opportunities, to align our ESG and business activities and to create trustworthy relationships with our business partners. Essentially, for us, dealing with the topic of sustainability is not a short-term trend, but a long-term commitment to contribute to a secure and sustainable future and to help rebuild trust in the economy. Therefore, we will align and integrate our ESG targets with Wavestone and establish over the fiscal year 2024/25 new and ambitious ESG targets.

In the following section, we give an overview of our current eight focus SDGs and corresponding vision and goals.



## Ensure Healthy Lives and Promote Well-Being

### Our Vision

Health is the most important prerequisite for an energetic life. Only when we are healthy can we provide optimal services and create added value for our employees and customers.

Therefore, it is one of Q\_PERIOR's main goals to maintain and foster the health of our employees and to protect it with concrete goals and measures, so enabling a good work-life balance and high performance for our clients.

### Our Goals

- › **Healthy working conditions:**  
Ensure a continuous improvement of health-promoting workplace equipment.
- › **Healthy work-life balance:**  
Support employees' desire to maintain a healthy lifestyle (for example through sports and mindfulness options) regarding physical and mental health.



## Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All

### Our Vision

Our employees are our core assets in providing high-quality consulting services. To ensure this quality and provide professional development possibilities, continuing education is essential.

We promote lifelong learning opportunities for our employees as a key tool for conveying knowledge and insight to our clients and for personal growth.

### Our Goals

- › **High quality training:**  
Excellent internal and external training, focused on the necessities of our customers and employees.
- › **Social commitment:**  
Supporting projects that foster inclusive and equitable quality education for children in Germany and worldwide.



## Reduce Inequalities and Empower Everyone

### Our Vision

The Diversity, Equity & Inclusion initiative actively contributes to our Q\_PERIOR vision by setting diversity goals for the organization and by building an inclusive framework to ensure that all Q\_PERIs can thrive in their work environment.

### Our Goals

- › Accelerate leadership accountability & diverse representation in our **leadership**.
- › Create an inclusive workplace for our **talent**.
- › Develop the **organization** to ensure equity.



## Promote Inclusive and Sustainable Economic Growth

### Our Vision

Q\_PERIOR's success and expansion depend highly on our employees. Therefore, one of our main goals is to continuously support our employees through coaching, mentoring and training opportunities to accelerate their personal growth.

### Our Goals

- › Extending the existing approaches that **support personal growth**.
- › Amending the **procurement policy** in accordance with our sustainability goals.
- › Implementing and monitoring the requirements of the **German Supply Chain Act**.





## Build Resilient Infrastructure, Promote Sustainable Industrialization, and Foster Innovation

### Our Vision

Influencing the future in a positive way is one of the core goals of Q\_PERIOR. Specifically, we aim to promote mobility concepts of tomorrow, new infrastructures, and energy-related breakthroughs.

### Our Goals

- › Establishing a new, state-of-the-art sustainable mobility concept.
- › Promoting a **sustainable** and digital **development** of **infrastructure**.
- › Offering a **service portfolio** with sustainable products.



## Ensure Sustainable Production and Consumption Patterns

### Our Vision

It is our responsibility to foster sustainable practices and behaviors, which positively impacts our relationships with our customers, employees and foremost, the environment. Therefore, we ensure sustainable consumption by setting measures and goals such as extending the Sustainable Purchase Policy to all our offices and encouraging our employees to adopt a sustainable lifestyle.

### Our Goals

- › Introduction of **sustainable office management concepts** in **all offices**.
- › Introduction of company-wide **waste separation systems according to capabilities**.
- › Active support of the **hybrid working model** regarding on-site and remote work.



## Action to Combat Climate Change and its Impacts

### Our Vision

Q\_PERIOR engages in climate action to protect natural resources and contribute to a stable ecosystem. We are aware that climate change may influence our economic success as a globally expanding company, as well as the health of our employees in the future. Therefore, we are committed to fostering environmental protection and taking action to combat climate change and its impacts.

### Our Goals

- › Calculating **carbon footprint**.
- › **Emission reduction** strategy
- › Implementing **CO<sub>2</sub>-awareness** measures.
- › **Reducing flights** and encouraging use of trains.
- › Advocating **alternative mobility** concepts for employees
- › Requirements checklist for **new office locations**



### 6.3 ESG objectives

During the combination with Wavestone group, ESG objectives have been defined for FY 2023/24 on the full scope of Q\_PERIOR, on material topics where areas of progress have been identified particularly for women representativity in management roles and carbon footprint reduction. Q\_PERIOR achieved the majority of these objectives for FY 2023/24.

In FY 2024/25, the ESG momentum will pursue with dedicated actions plans launched on priority topics, first steps of a further integration of Q\_PERIOR into the ESG dynamic of Wavestone group for the years to come.

ESG themes	Indicators <sup>3</sup>	FY 2023/24 objectives	FY 2023/24 actual	FY 2024/25 objectives
<b>Client satisfaction</b>	Client satisfaction score (rating from 1 to 5)	-	4.5	4.2
<b>Employee engagement and well-being</b>	Employee Engagement index (rating from 0 to 100)	74	85	74
	Turnover rate	10%	11%	12%
<b>Diversity &amp; inclusion</b>	% of women in management positions	Build up a quantified action plan	Definition of quantified objectives and action plan to progress	23%
<b>Environment</b>	Carbon footprint reduction	Measure the carbon footprint and build up an action plan to reduce it	Carbon footprint assessment FY23/24 and framing of an action plan with a reduction objective for FY24/25	Stable emissions linked to air travel compared to FY23/24 (i.e. absorbing the impact of Wavestone convention ~11% of the footprint) <sup>4</sup>

Table 2: Overview of ESG objectives

<sup>3</sup> Methodological details: Customer satisfaction score calculated on the basis of a questionnaire sent to a selection of active customers | Employee commitment excluding ESPRIT Engineering | % of women in management calculated on the basis of all operational and/or hierarchical management positions (22% at March 31<sup>st</sup> 2024) | Carbon footprint calculated according to the GHG protocol, for all geographies

<sup>4</sup> Per employee, including the impact of the firm's annual convention (around 11% of emissions linked to air travel)

## 6.4 Getting Everyone on Board

By formulating a concrete vision and mission, defining goals, and implementing measures, we seek to inspire all our employees. It is our goal to increase awareness of sustainable behavior and to motivate our employees to participate.

The materiality analysis (see chapter 6.1) shows that ESG issues are relevant from both internal and the external perspectives.

We believe it is essential to raise awareness among all employees through regular communication and integration of ESG topics in everyday work life. The following exemplary measures have been introduced:

- Intranet page with detailed information about the ESG project, especially about its focus topics, current measures and future plans.
- Monthly updates about current topics per project work package.
- ESG updates during our quarterly live events to inform all employees about important topics.
- Integration of ESG in leadership meetings to increase awareness at leadership level as ambassadors for the departments.

In addition to ensuring knowledge transfer internally, we offer various measures to our clients and our network through regular webinars, roundtables, and presentations at conferences.







E

ENVIRONMENTAL CONCERNS

At Q\_PERIOR we understand that our business activities have an impact on the environment, ecosystems and natural resources. Furthermore, we believe that ecosystems and climate affect our long-term business success as well as the health of our employees. Therefore, we are committed to combat climate change and take action to protect our environment.



## 7.1 Commitment & Materiality

### GRI 3-3

By offering consulting services, Q\_PERIOR has less impact on the environment and climate in its operational business activities than, for example, manufacturing companies. Nevertheless, we consume energy and materials, undertake business trips and purchase products for everyday work. Therefore, with targeted measures, we will contribute to environmental and climate protection and to the EU goal of

climate neutrality by 2045. In this context, our sustainability strategy focuses on SDG 9 “Industry, Innovation, and Infrastructure”, SDG 12 “Responsible Consumption and Production” and SDG 13 “Climate Action” with respect to environmental issues.



We are committed to protecting the environment and natural resources. As a result, Q\_PERIOR’s environmental engagement is based on a sustainability policy that addresses various ESG topics, such as environment, working conditions and human rights, and sustainable procurement. Within the topic “environment” the policies address the following fields of action:

- Energy consumption and CO<sub>2</sub> emissions
- Sustainable mobility solutions
- Waste management and recycling
- Sustainable consumption

The sustainability policy was approved by the Board, the most senior level of the company. It was developed by internal and external experts and introduced on January 1, 2023.

As a consultancy company we can contribute internally and externally to emission reduction and implement measures to enhance responsible usage of natural resources. We can support our clients in their sustainable transformations as well as reduce our own greenhouse gas emissions. By doing this, we increase the responsible consumption of natural resources.

Our goal is to achieve both by setting a good example and by supporting our clients in the development and implementation of their sustainability ambitions.

As a consultancy company, one way we reduce negative environmental impacts is by supporting clients in their sustainable transformations,

thereby enabling them to reduce their own negative environmental impacts.

Compared with industrial companies, our consumption of natural resources and direct impact on biodiversity is relatively low. When it comes to usage of natural resources, we identified the following relevant topics for Q\_PERIOR:

- Mobility habits
- Energy consumption and CO<sub>2</sub> emissions
- IT hardware, paper and office material

Nevertheless, the biggest impact on the environment is caused by business travel, as shown by our CO<sub>2</sub> footprint calculation. Combined with the results of the materiality analysis (see chapter 6.1), we have therefore prioritized these environmental issues.

## 7.2 Climate Action

### 7.2.1 Our Approach

GRI 305-1 | 305-2 | 305-3 | 3-3

We pursue a structured approach to reduce our carbon emissions, so we focus on a transparent and credible approach with realistic reduction targets. Primarily, we aim to avoid and reduce carbon emissions. In the long term, we will also offset emissions that cannot be avoided to reach net-zero<sup>5</sup> emissions.

We know that business travel is Q\_PERIOR's main driver of carbon emissions. However, business travel is an essential part of the consultancy business and cannot be completely avoided as personal client contact is key to the successful realization of customer projects and long-term customer relationship management.

In 2024, we calculate the carbon emissions for the first time for all global Q\_PERIOR sites for 2023/24. In 2021 and 2022, we excluded our sites in Poland from the carbon footprint due to missing data. In 2019 and 2020, the carbon footprint was only calculated for our sites in Germany and Switzerland.

At the end of 2023, a carbon emission reduction strategy was formalized focusing on minimizing the number of short-haul flights, as this air travel is one of the biggest levers for reducing the overall carbon footprint. Concrete targets and continuous evaluation of the success of our measures will be the basis for a monitoring and reporting process.

In addition to our annual carbon emission calculation, we have contracted EcoVadis to perform an annual rating to ensure transparency internally and externally.

### 7.2.2 Methodology Carbon Accounting

GRI 305-1 | 305-2 | 305-3

Our CO<sub>2</sub> calculations are based on the Greenhouse Gas Protocol (GHG Protocol) and the corresponding scope definitions. Q\_PERIOR

accounts for its emissions in metric tons of CO<sub>2</sub>-equivalents (tCO<sub>2</sub>e) in the GHG-Protocol categories defined as follows:

**Scope 1:** "Direct emissions from sources that are owned or controlled by the company"<sup>6</sup>  
Q\_PERIOR accounts for:

- Fuel consumption of company cars (e.g., petrol, diesel)
- Stationary plants: fossil fuel consumption for heating (e.g., natural gas, oil)

**Scope 2:** "Indirect emissions from generation of electricity consumed by the company"<sup>6</sup>  
Q\_PERIOR accounts for:

- Indirect emissions from purchased energy (e.g., consumption of conventional and renewable electricity, wood pellets and electricity charged for company cars)
- District heating

**Scope 3:** "Indirect emissions relating to business activities in the upstream and downstream supply chain"<sup>6</sup>  
Q\_PERIOR accounts for:

- Upstream fuel- and energy-related emissions
- Emissions from business travel
- Emissions from water consumption
- Emissions from office consumables: paper consumption
- Homeoffice emissions
- IT equipment<sup>5</sup>
- Employee commuting<sup>7</sup>

The respective calculation approaches and assumptions for the accounted emissions are explained in chapter 7.3 and in the following subsections:

<sup>5</sup> "Net-zero" means climate neutrality.

<sup>6</sup> WBCSD (2004): The Greenhouse Gas Protocol, p. 25.

<sup>7</sup> For IT equipment and employee commuting, it was not possible to collect data until 2023/24.



### 7.2.3 Summary & Aggregated Emissions KPI

#### GRI 305

In 2023/24 Q\_PERIOR's carbon footprint, which covers Scope 1, 2 and 3 emissions referring to the GHG Protocol, was 2,992.98 tCO<sub>2</sub>e in total (2.28 tCO<sub>2</sub>e per employee). For an overview of the individual emissions per category, assumptions were made for the calculations and used emissions factors (see chapter 7.3).

Figure 3 shows the development of CO<sub>2</sub> emissions per employee over time. The significant decrease in 2020 due to the global pandemic reversed in 2021 and 2022 as expected due to the resurgence of travel activities in consulting and extending the scope to include all global Q\_PERIOR sites excluding Poland. The rise in 2023/24 carbon footprint data results mainly from (1) adding the carbon emissions from our sites in Poland, (2) increased electricity, heating and water consumption due to overall office space expansions of our ESPRiT Engineering sites and (3) a distortion in 2022 carbon emission data due to a reporting error in 2022 electricity consumption data from our office in Cluj, Romania. In addition, the data tables in chapter 7.3 show that carbon emissions in 2023/24 have increased for almost all data categories compared with 2022 data. However, the pre-Covid 19 pandemic level of emissions has not been reached again. In the coming years, we aim to further reduce emissions.

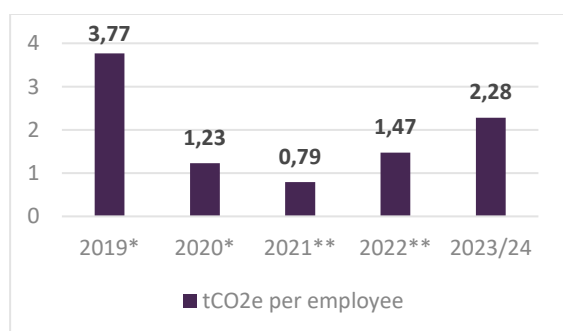


Figure 3: Development of CO<sub>2</sub> emissions per employee over time (\*calculation for Germany and Switzerland only, \*\*calculation for all global Q\_PERIOR sites excluding Poland)

### 7.2.4 Emission Reduction Strategy

#### GRI 3-3|305-5

Following our merger with Wavestone (see chapter 2), the main focus in 2024/25 is to re-define our carbon emissions reduction strategy and objectives in line with Wavestone's Science Based Targets initiative (SBTi) reduction trajectory and alongside CSRD compliance.

Based on our carbon footprint to the end of fiscal year 2023/24, carbon emissions from air travel were discovered as the biggest lever for reducing our carbon footprint in the future. Therefore, the biggest lever will primarily focus on decreasing the number of short-haul flights. Starting in April 2024, a carbon emissions reduction strategy and objectives will be developed with Wavestone based on this assessment, while actions are launched on priority areas of progress. In addition to these actions centered around avoiding and reducing emissions, we are also focusing on increasing data quality and availability to enable effective, time-sensitive monitoring and steering of our reduction objectives in the future.

The following prioritized actions are the focus topics of our reduction strategy:

- Manage and reduce the number of flights.
- Implement travel and awareness measures.
- Increase data quality and availability to build a more exhaustive measure of Scope 3 emissions as part of our integration into Wavestone's SBTi trajectory.

### 7.2.5 Energy Consumption & Renewable Energy

#### GRI 302-1

The calculation of our direct and indirect energy carbon emissions (e.g., electricity and heating, fuel consumption by company cars) is

primarily based on a consumption-based approach, built around service charge statements combined with location-based emission factors.

Some of our permanent office locations already obtain renewable electricity. At some locations, however, the purchase of renewable electricity is not possible because Q\_PERIOR is part of a shared office where we cannot choose the electricity supplier. Therefore, most of our shared office locations also obtain renewable electricity. To ensure sustainability for future new sites, we will develop sustainability criteria in 2024/25 for selecting new shared office providers.

The total energy consumption<sup>8</sup> in 2023/24 over all permanent<sup>9</sup> Q\_PERIOR sites, including electricity and heating consumption, was 2,353.10 MWh. Of this, 236.49 MWh were consumed as electricity with a share of 40% (94.17 MWh) green electricity.

	<b>Total electricity consumption (MWh) non renewable</b>	<b>Total electricity (MWh) renewable</b>
2019 <sup>10</sup>	61.02	59.58
2020 <sup>10</sup>	6.46	99.53
2021 <sup>11</sup>	32.66	96.94
2022 <sup>11</sup>	34.58	100.74
<b>2023/24</b>	<b>142.32</b>	<b>94.17</b>

Table 3: Total electricity consumption (renewable and non-renewable)

	<b>Share of renewable electricity consumption<sup>12</sup></b>
2019 <sup>10</sup>	49%
2020 <sup>10</sup>	94%
2021 <sup>11</sup>	75%
2022 <sup>11</sup>	74%
<b>2023/24</b>	<b>40%</b>

Table 4: Renewable electricity consumption relative to total electricity consumption

<sup>8</sup> Including electricity (conventional and renewable), district heating and natural gas.

<sup>9</sup> For the calculation of energy consumption, only the permanent office sites were in scope. Due to the subtenancy in the shared office locations, it is not possible to determine Q\_PERIOR's individual energy consumption in the premises there.

## 7.2.6 Business Travel & Commuting

### GRI 305-2

Business travel accounts for 51% of total carbon emissions in 2023/24, making it the largest share of Q\_PERIOR's emissions. As described in chapter 7.2.4, we are working on effective measures that will reduce our travel-based emissions significantly while enabling personal customer contact and employee-friendly travel times.

By promoting hybrid working models we allow our employees to choose their workplace flexibly while reducing commuting-based emissions, because employees can work from home (for further explanations on flexible working see chapter 8.5.2).

The calculation of business travel-related emissions currently follows an expenditure-based approach. Medium- to long-term we aim for increased data quality which will enable us to successively switch to a consumption-based approach.

Emissions referring to employee commuting were initially calculated for 2019 and 2020 for Germany and Switzerland based on assumptions. The intention was to determine the share of Q\_PERIOR's total emissions and therefore identify the savings potential. Due to the lack of quantitative data and the non-significant share in 2019/2020 of  $\leq 1\%$  of total CO<sub>2</sub> emissions, we will report the emissions from employee commuting starting in 2024/25 for all Q\_PERIOR sites. We aim to establish a reliable data basis in 2024.

## 7.2.7 Sustainable Procurement

As a service provider, the environmental impact caused by our business activities is comparatively low. We actively try to identify any

<sup>10</sup> Calculation for permanent office sites in Germany and Switzerland only.

<sup>11</sup> Calculation for permanent office sites excluding Poland.

<sup>12</sup> At permanent office locations in Cluj, Gliwice, Hamburg, Ingolstadt, Munich, Nuremberg, Sarajevo, Stuttgart, Vienna and Zurich.

negative environmental impact and to minimize it through continuous improvement.

Q\_PERIOR has developed an international procurement policy that applies to all its locations worldwide. It stipulates that environmental and sustainability aspects are to be considered when selecting contractors and suppliers, as well as in the procurement of products and services. The following departments are subject to the procurement policy:

- Office Management
- Technical devices and IT
- Marketing & Communications
- Staffing Solutions
- Finance
- Travel & Mobility
- Human Relations
- Legal & Compliance

Q\_PERIOR has high ethical standards and expects suppliers to comply with them. Our business relationships are based on integrity, honesty and respect. To ensure that suppliers share the same values, our procurement policy lists them in required and optional criteria. We apply the principle of "Reduce, Reuse, Repair, Recycle, Recover."

In addition to the selection criteria, further department-specific regulations have been introduced.

Furthermore, our suppliers are subject to a Business Partner Code of Conduct (chapter 9.4). It regulates issues of compliance, environmental and social sustainability, respect for human rights, diversity and inclusiveness, ethical principles, and controls.

### 7.2.8 Sustainable Offices

GRI 303-1

In recent years measures implemented to make our offices more sustainable include:

- Energy-saving light bulbs

- Light motion detectors
- Energy-saving cooling ceiling instead of an air conditioning system (Munich office)
- Energy-efficient electrical appliances such as refrigerators and dishwashers
- Home office options to save emissions and energy
- Fairtrade coffee
- Regional catering services without one-way packaging
- Still and sparkling water pump (Munich office)

Currently, Q\_PERIOR has 20 on-site offices in six countries. There are 12 offices in Germany, three in Poland, two in Switzerland, one in Austria, one in Bosnia and Herzegovina and one in Romania.

Due to the various types of rent within the Q\_PERIOR universe (e.g. individual rent, shared offices), the offices have different opportunities and challenges with respect to sustainable transformation. Additionally, regulations vary according to the different regions and countries.

The provider of our shared offices also focuses on sustainability and a climate-neutral working environment. Besides renewable energy, the provider uses regional products and relies on sustainable and smart solutions in its offices.

To expand our sustainability approach in our offices, we analyzed the current state of the main offices in 2023/24. Based on this analysis, we have developed further objectives and measures for the following categories:

- Purchase of office materials and furniture
- Catering
- Hygiene and cleaning products
- Energy and water consumption
- Waste management

After a pilot phase in selected offices, the implementation of measures in all offices started in the fall of 2022 and was successfully integrated in all offices early in 2023. For every office, adapted goals and measures to make the office as sustainable as possible, were set and gradually implemented.

In this regard, we exchanged standard office items for sustainable alternatives, such as recycled printing paper. In general, our paper consumption is relatively low, as we mainly use paperless digital alternatives such as DocuSign for contract signing. In addition, the figure below shows that paper consumption per employee in 2023/24 has reduced by around 25% compared with 2022.

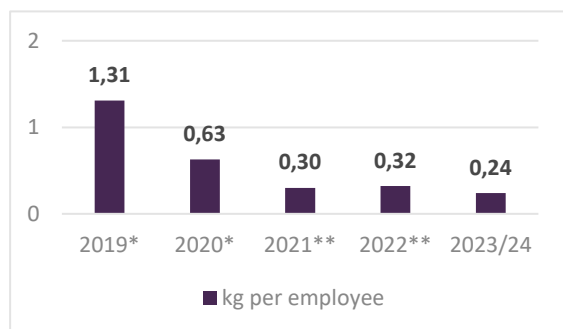


Figure 4: Development of paper consumption per employee (\*calculation for Germany and Switzerland only, \*\*calculation for all global Q\_PERIOR sites excl. Poland)

Also, further office material such as folders, pencils and workshop items, are purchased as products with sustainability certifications.

We provide beverages in glass bottles and carafes and offer fairtrade, organic tea and coffee. In our main offices, healthy snacks such as organic fruits, energy bars and nuts are readily available to everyone. Regarding hygiene products, hand towels and paper tissues from recycled material are purchased in 90% of our directly rented offices. Likewise, eco- and skin-compatible cleaning items and hand soaps are used in our own offices.

In addition, wooden or electric hutches for existing desks were purchased as a sustainable

alternative to replacing the tables with electronically height-adjustable ones.

### Waste Management

Q\_PERIOR is committed to sorting waste as much as possible at its offices. Our intention is to separate all residual, glass, paper, plastic, and special wastes. Due to the different types of rent and local regulations, however, the opportunities to do so vary. Paper is currently separated in 87.5% of our offices, and only in Bosnia-Herzegovina and Poland is the segregation of paper unfortunately still difficult. Paper and residual waste are also sorted within the working areas themselves wherever possible. Also, glass is segregated in 75% of all offices, whereas the ability to sort plastic is still limited. We have posted notices in each office location to raise employee awareness of waste separation and recycling.

Due to the disposal processes of our landlords and the use of shared office locations, there is no available quantitative data on the amount of waste generated at Q\_PERIOR. However, since waste is not a major issue for Q\_PERIOR as a service provider and the potential for improvement is relatively small (compared with manufacturing companies), the assessment of the success of waste reduction measures is made qualitatively.

### Natural Resources – Water Consumption

At Q\_PERIOR, we use water exclusively for the activities of daily life in our office locations. For this purpose, we obtain and dispose of the (waste) water from and into the public grid.

Water consumption at Q\_PERIOR is generally low due to the modern sanitary facilities in our office buildings. Nevertheless, we have decided to measure consumption data (see chapter 7.3.2.2) to document, for example, the effects of the frequency of business trips and extraordinary events such as the pandemic.

As we observed that especially the usage of the dishwasher was very high in some of the

offices, we started a “One cup per day” awareness campaign. The aim was to inspire employees to use only one cup per day instead of taking a new one each time for another tea or coffee. The campaign has helped to reduce the number of wash cycles.

### **Employee Awareness**

Sorting waste as much as possible, and reducing the amount of waste and use of energy, water and heating are important objectives for raising employee awareness in sustainability at the office. Information sheets on waste management, energy consumption and heating are published on the intranet and publicly displayed in our offices.

### **7.2.9 Sustainable Meetings & Events**

Our number of trade shows, events and meetings decreased significantly due to the pandemic. To make our events and meetings as sustainable as possible, we used this momentum to establish changes in the behavior patterns at work. Physical meetings and events are planned with more consideration, with the aim of reducing emissions due to travel and hotel accommodation. In addition, meetings are partly replaced with virtual events and often offered in a hybrid format.

### **Sustainable Marketing Items**

When selecting new marketing items such as ballpoint pens, we commit to using locally manufactured products, made from recycled and environmentally friendly materials, whenever possible. We make sure that our marketing items are durable and long lasting, and we accept that these articles are much more expensive.

For example, for our branded notebooks we use paper with FSC (Forest Stewardship Council) certification and the EU Ecolabel.

To raise awareness, all new employees receive a welcome box containing sustainable items such as a reusable coffee cup, flyers made of

seed paper, a plant cup and eco-friendly tennis socks.

We also pay particular attention to the environmental impact of the giveaways for events. For example, our flyers are made from sustainable paper, and we provide organic, fairtrade coffee, vitamin shots in glass bottles, and local honey chocolates in sustainable packaging.

### **7.2.10 Green IT**

We see green IT as the practice of using IT in an environmentally friendly and sustainable way. We pay particular attention to the following four elements:

- Raising awareness among our employees
- Software development
- IT operating services
- Hardware usage

### **Raising awareness among our employees**

We raise awareness and train our employees in the appropriate use of green IT, both in development and in the use of digital tools.

To this end, we offer regular training courses on energy- and resource-saving development and the use of digital tools as well as the potential of digitalization to increase environmental and climate performance.

In our training formats for qualifying our employees in this context, we essentially differentiate between the "Green in IT" and "Green by IT" fields of action. "Green in IT" refers to the appropriate use of green IT when using digital tools or in software development. "Green by IT" includes, for example, the potential of digitalization to achieve environmental and climate targets.

### **Software development**

In our view, sustainable software is also software of high quality (in accordance with ISO



25010) in terms of user needs (quality in use model) and non-functional requirements (product quality model).

For us, the efficient design of software solutions begins with requirements analysis and design. This must be established during implementation and guaranteed during operation.

Our action dimensions include avoiding over-engineering and technical obsolescence, energy-saving user interfaces, resource-saving data transfer and applying efficient test strategies.

### **IT operating services**

In addition to the application of development methods (including DevSubOps, GreenOps and Life Cycle Assessment) and measurement methods (e.g. Software Carbon Intensity, SCI), we focus on other action dimensions in the context of our IT operating services.

These include sustainable data management through the reduction/compression of data and the deletion of unnecessary data, resource-saving data transfer (the amount of data transferred, the number of data transfers, the type of transfer and the distance) and handling resources that are not required/used, such as scheduling required instances for development and testing.

### **Hardware usage**

In the consulting business, we depend on the permanent use of notebooks and smartphones in our everyday work. Q\_PERIOR promotes longer use of assets and provides necessary incentives. In this light, Q\_PERIOR has taken various measures focused on the following:

Devices that are returned in good to as-new condition are reissued, pool equipment is offered as a sustainable option when replacing equipment, and pool devices are provided for new joiners and as replacement devices at various locations. In addition, used accessories such as webcams and USB hubs are available

for new joiners for pick-up during their onboarding workshops.

If employees want to work with their private smartphones instead of company smartphones, we offer our "Usage of Private Device" option. Additionally, we select business phones with dual-SIM capability. In this way, employees can choose to use their business phones privately. The work SIM can be deactivated outside business hours.

The minimum time for usage of technical devices is three years for notebooks and 2.5 years for smartphones. Employees can voluntarily extend the use of their devices. In cases of renewal, employees have the chance to buy and further use their former work devices, which reduces the purchase amount and enables longer use of the devices.

IT hardware taken out of our equipment is given to a non-profit IT systems house, where it gets a second life. The certified waste management company, which supports social projects all over Bavaria, offers professional disposal solutions for electrical and electronic waste and IT recycling. It provides data secure "end of life" solutions for decommissioned IT devices with audit-proof data destruction and economical IT remarketing. A total of 166 notebooks (2022: 111) and 134 smartphones (2022: 85) were handed over in 2023/24. Roughly 90% of this hardware was still fully functional and therefore could be remarketed.

### **7.2.11 Promotion of Sustainable Mobility Solutions**

#### **Mobility within ESG @ Q\_PERIOR**

Because business travel and its accompanying usage of mobility solutions is one of the main drivers of our corporate emissions, mobility is a focus topic in our internal ESG project. The work package SDG 9 deals mainly with sustainable mobility solutions and is divided into three streams:

- Business travel (adjustments to the Q\_PERIOR Travel Policy)
- MyMobility
- CompanyCar

Within the business travel stream we adjusted the Travel Policy, developed a BahnCard process and extended the Q\_PERIOR Travel Compasses. The Travel Compasses aim to raise awareness among employees of the emission intensity of different means of transport. Employees will be able to decide for themselves which kind of transport is the best, considering financial and sustainable parameters, as well as time constraints.

Among other things, we adjusted the relevant mobility sections in the company guidelines, developed “How-To” manuals, examined further possibilities of using Mobiko (mobility budget) for things such as bicycle repair costs, and established an overview showing the mobility options at our office locations in the MyMobility stream.

For the third stream (CompanyCar) we made a due diligence check of our company car guidelines and processes, collected information on the THG Quota, and suggested adjustments of company car guidelines such as no hybrid cars starting January 2024.

#### **MyMobility @ Q\_PERIOR**

MyMobility offers several mobility-related benefits for Q\_PERIOR’s employees. In Germany, Austria and Switzerland, all<sup>13</sup> Q\_PERIOR employees can sign up for a mobility budget (Mobiko). The amount of the Mobiko budget depends on the employee’s role and country. Within their respective monthly budget limits, employees can submit expenses for public transport tickets, train journeys or the bill for their last bicycle repair, for example.

Additionally, bike leasing is offered in Germany and Austria. Employees who are already using the Mobiko budget can also profit from bike

leasing via salary conversion. With these measures, Q\_PERIOR offers and promotes sustainable and emission-reduced mobility solutions to its employees.

#### **Sustainable mobility regarding our offices**

All our office locations are centrally located to the public transport system. This creates the possibility of resource-efficient trips to all offices. As we have more electric vehicles in our fleet, parking options for electric cars are currently in progress. The first charging stations are to be installed at our main location in Munich. We have agreed our need for charging stations with the landlord and these are to be installed soon as part of the renovation of the underground parking garage.

#### **Q\_UNU – Energetic through Hamburg & Munich**

Employees in Munich and Hamburg can also borrow an electric scooter to go to the office, to lunch or to the next customer meeting. The scooters are free to use for every employee with a valid driver’s license.



<sup>13</sup> Depending on whether they already use another mobility related benefit.

## 7.3 Environmental Indicators & Carbon Footprint

### 7.3.1 Scope of Carbon Footprint

GRI 305-1

In 2023/24, we accounted for the emissions of all Q\_PERIOR sites. This includes the emissions resulting from all our global business activities as well as those produced by permanent office locations<sup>14</sup> (e.g., electricity consumption).

#### Q\_PERIOR sites in scope for 2023/24:

- Austria (permanent office in Vienna)
- Bosnia and Herzegovina (permanent office in Sarajevo)
- Canada (no permanent offices)
- Germany (permanent offices in Hamburg, Ingolstadt, Munich, Nuremberg, Rosenheim and Stuttgart)
- Romania (permanent office in Cluj)
- Switzerland (permanent office in Zurich)
- UK (no permanent offices)
- USA (no permanent offices)
- Poland (permanent offices in Gliwice, Breslau and Opole)
- Italy (no permanent offices)
- Spain (no permanent offices)

#### Business activities and resource consumption accounted for:

##### Scope 1:

- Fuel consumption of company cars (e.g., petrol, diesel)
- Stationary plants: fossil fuel consumption for heating purposes (e.g., natural gas, oil or wood pellets)

##### Scope 2:

- Indirect emissions from purchased energy (e.g., consumption of conventional and renewable electricity and electricity charged for company cars)
- District heating

##### Scope 3:

- Upstream energy-related emissions
- Business travel and hotel accommodation
- Water consumption
- Office consumables: paper consumption
- Home Office
- IT equipment<sup>15</sup>
- Employee commuting<sup>15</sup>

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<sup>14</sup> Due to the sublease relationship in our shared offices in Bern, Stuttgart, Frankfurt, Cologne, Breslau and Opole, and the resulting use of shared premises, it is not possible to assess individual energy consumption for Q\_PERIOR activities at these locations. For this reason, these locations are not included in the calculation of energy consumption. To nevertheless reduce the emissions resulting from the use of shared offices in the long term, current requirement criteria for the sustainability of office locations are being developed. In addition, some shared offices such as in Stuttgart, are already climate-neutral according to the operator, who reduces emissions and offsets accordingly.

<sup>15</sup> For IT equipment and employee commuting, it was not possible to collect data until 2023/24.

## 7.3.2 Environmental Indicators including Development over Time

### 7.3.2.1 Carbon Footprint & GHG Emission Intensity

GRI 302-4|305-1|305-2|305-3|305-4

#### Carbon Footprint

Our carbon footprint comprises emissions resulting from the activities mentioned in chapter 7.3.1. We report our total emissions in tons of CO<sub>2</sub>-equivalents.

	Scope 1 <sup>16</sup> in tCO <sub>2</sub> e	Scope 2 <sup>17</sup> in tCO <sub>2</sub> e	Scope 3 <sup>18</sup> in tCO <sub>2</sub> e	Total emissions in tCO <sub>2</sub> e	Δ <sup>19</sup>
2019 <sup>20</sup>	154.10	49.30	2,315.10	2,518.50	-
2020 <sup>20</sup>	73.40	29.00	730.30	832.70	↓ 67%
2021 <sup>11</sup>	80.14	67.20	618.73	766.07	-
2022 <sup>11</sup>	107.94	69.79	1,593.70	1,771.43	↑ 131%
<b>2023/24</b>	<b>168.87</b>	<b>577.11</b>	<b>2,247.01</b>	<b>2,992.98</b>	<b>↑ 69%</b>

Table 5: Carbon Footprint GRI 302-4|305-1|305-2|305-3

GHG Emission Intensity (revenue <sup>21</sup> )			GHG Emission Intensity (per employee <sup>22</sup> )		
	Total emissions in tCO <sub>2</sub> e/EUR M revenue	Δ <sup>19</sup>		Total emissions in tCO <sub>2</sub> e/em- ployee	Δ <sup>19</sup>
2019 <sup>20</sup>	12.29	-	2019 <sup>20</sup>	3.77	-
2020 <sup>20</sup>	3.91	↓ 68%	2020 <sup>20</sup>	1.23	↓ 67%
2021 <sup>11</sup>	3.08	↓ 21%	2021 <sup>11</sup>	0.79	↓ 36%
2022 <sup>11</sup>	5.85	↑ 90%	2022 <sup>11</sup>	1.47	↑ 86%
<b>2023/24</b>	<b>8.96</b>	<b>↑ 53%</b>	<b>2023/24</b>	<b>2.28</b>	<b>↑ 55%</b>

Table 6: GHG Emission Intensity based on revenue and employee headcount GRI 302-4|305-4

<sup>16</sup> The following categories were included in the Scope 1 calculations: Stationary plants (e.g., natural gas, oil, wood pellets), fuel consumption in the company (e.g., petrol, diesel). The calculation was based on service charge statements, information by the real estate management, extrapolations and estimations based on performance data.

<sup>17</sup> The following categories were included in the Scope 2 calculations: indirect emissions from purchased energy (e.g., electricity, electricity charged for company cars), district heating. The calculation was based on service charge statements, information by the real estate management, extrapolations and estimations based on performance data.

<sup>18</sup> The following Scope 3 categories according to the GHG protocol were included in the Scope 3 calculation: Fuel- and energy-related emissions (not included in Scope 1 and 2); Business travel; Purchased goods and services (paper consumption); Homeoffice, water consumption, IT equipment, employee commuting. The data basis results from internal calculations based on billings, extrapolations and an expenditure-based approach. The data quality has potential for improvement, especially with regard to replacing an expenditure-based approach by a consumption-based approach. This requires the implementation of IT solutions for data collection and consolidation, which is planned for 2024/25.

<sup>19</sup> Development compared with the previous year. Since the results for 2019 and 2020 only include emission data from our sites in Germany and Switzerland a comparison between absolute results of 2021 and 2020 are not meaningful. For this reason, the percentage development compared with the previous year is only shown for relative key figures with reference to revenue and headcount throughout from 2020 to 2022. For absolute emission figures, the development from 2019 to 2020 and from 2021 to 2022 to 2023/24 is shown separately.

<sup>20</sup> Calculation for sites in Germany and Switzerland only.

<sup>21</sup> Data basis is formed by the non-consolidated annual revenues: 2019 EUR 205.01 M (Q\_PERIOR AG Germany including Q-Perior Energy GmbH, Q-Vertion and qdive; Q\_PERIOR AG Switzerland) | 2020 EUR 212.89 M (Q\_PERIOR AG Germany including Q-Perior Energy GmbH, Q-Vertion and qdive; Q\_PERIOR AG Switzerland) | 2021 EUR 248.90 M (Q\_PERIOR AG including ESPRiT Engineering) | 2022 EUR 302.82 M (Q\_PERIOR AG including ESPRiT Engineering) | 2023/24 EUR 334 M (Q\_PERIOR AG including ESPRiT Engineering)

<sup>22</sup> Calculation of GHG emission intensity of Q\_PERIOR AG's aggregated emissions per employee (total headcount: 2019 668 | 2020 678 | 2021 968 | 2022 1,204 excluding Poland) | 2023/24 1,311

### 7.3.2.2 Resource & Energy Consumption

GRI 301-1|302-1|302-3|303-5

#### Paper Consumption<sup>23</sup>

Paper consumption total in kg		Paper consumption per employee in kg	Δ <sup>19</sup>
2019 <sup>10</sup>	876	1.31	-
2020 <sup>10</sup>	424	0.63	↓ 52%
2021 <sup>11</sup>	288	0.30	↓ 52%
2022 <sup>11</sup>	383	0.32	↑ 7 %
<b>2023/24</b>	<b>310</b>	<b>0.24</b>	↓ 25%

Table 7: Paper Consumption GRI 301-1

#### Water Consumption (Fresh Water)<sup>24</sup>

Water consumption total in m <sup>3</sup>		Water consumption per employee in m <sup>3</sup>	Δ <sup>19</sup>
2019 <sup>10</sup>	1,017	1.52	-
2020 <sup>10</sup>	739	1.09	↓ 28%
2021 <sup>11</sup>	1,673	1.73	↑ 59%
2022 <sup>11</sup>	1,837	1.53	↓ 12%
<b>2023/24</b>	<b>6,180</b>	<b>4.71</b>	↑ 208%

Table 8: Water Consumption GRI 303-5

#### Energy Consumption – Electricity<sup>24</sup>

	Electricity consumption total in MWh	Electricity consumption renewable in MWh	Share of renewable energy consumption	Total electricity consumption per employee in MWh	Δ <sup>19</sup>
2019 <sup>10</sup>	120.60	59.58	49%	0.18	-
2020 <sup>10</sup>	105.99	99.53	94%	0.16	↓ 11%
2021 <sup>11</sup>	129.60	96.94	75%	0.13	↓ 19%
2022 <sup>11</sup>	135.32	100.74	74%	0.11	↓ 15%
<b>2023/24</b>	<b>236.49</b>	<b>94.17</b>	<b>40%</b>	<b>0.18</b>	↑ 64%

Table 9: Energy Consumption – Electricity GRI 302-1

#### Energy Consumption – Heating (natural gas)<sup>24</sup>

Natural gas consumption total in MWh		Natural gas consumption per employee in MWh	Δ <sup>19</sup>
2019 <sup>10</sup>	110.01	0.16	-
2020 <sup>10</sup>	105.71	0.15	↓ 6%
2021 <sup>11</sup>	110.99	0.11	↓ 26%
2022 <sup>11</sup>	114.53	0.10	↓ 9%
<b>2023/24</b>	<b>358.91</b>	<b>0.27</b>	↑ 174%

Table 10: Energy Consumption – Heating (natural gas) GRI 302-1

<sup>23</sup> Calculations are based on the purchase of paper by the respective office management of each office in the reporting period. For 2019 and 2020 only Hamburg, Zurich, Nuremberg, Munich and Bern were considered. For 2021 and 2022 all permanent offices excluding Poland (see Chapter 7.3.1) were included. For 2023/24, all permanent offices were included.

<sup>24</sup> Calculations are based on actual consumption data provided in service charge statements or by the real estate management. If no consumption data is available, data is calculated on the basis of the consumption data of previous year(s). For 2019 and 2020 only Hamburg, Zurich, Nuremberg, Munich and Bern were considered. For 2021 and 2022 all permanent offices excluding Poland (see Chapter 7.3.1) were included. For 2023/24, all permanent offices were included.



## Energy Consumption – Heating (district heating)<sup>24</sup>

District heating consumption total in MWh		District heating consumption per employee in MWh		Δ <sup>19</sup>
2019 <sup>10</sup>	115.20	0.17	-	
2020 <sup>10</sup>	99.50	0.15		↓ 11%
2021 <sup>11</sup>	180.55	0.19		↑ 26%
2022 <sup>11</sup>	180.04	0.15		↓ 21%
<b>2023/24</b>	<b>1,757.70</b>	<b>1.34</b>		↑ 794%

Table 11: Energy Consumption – Heating (district heating) GRI 302-1

## Energy Consumption (total)<sup>25</sup>

Total energy consumption (electricity and heating purposes) in MWh	
2019 <sup>10</sup>	345.81
2020 <sup>10</sup>	311.20
2021 <sup>11</sup>	421.13
2022 <sup>11</sup>	429.89
<b>2023/24</b>	<b>2,353.10</b>

Table 12: Energy Consumption (total) GRI 302-1

## Energy Intensity (revenue)<sup>26</sup>

Total energy consumption in MWh /EUR M revenue		Δ <sup>19</sup>
2019 <sup>10</sup>	1.69	-
2020 <sup>10</sup>	1.46	↓ 14%
2021 <sup>11</sup>	1.69	↑ 16%
2022 <sup>11</sup>	1.42	↓ 16%
<b>2023/24</b>	<b>7.05</b>	↑ 396%

## Energy Intensity (per employee)<sup>27</sup>

Total energy consumption in MWh /employee		Δ <sup>19</sup>
2019 <sup>10</sup>	0.52	-
2020 <sup>10</sup>	0.46	↓ 11%
2021 <sup>11</sup>	0.44	↓ 4%
2022 <sup>11</sup>	0.36	↓ 18 %
<b>2023/24</b>	<b>1.79</b>	↑ 399%

Table 13: Energy Intensity based on revenue and employee headcount GRI 302-3

<sup>25</sup> Comprises emissions from electricity (conventional and renewable), district heating and natural gas including upstream energy related emissions.

<sup>26</sup> Data basis is formed by the non-consolidated annual revenues: 2019 EUR 205.01 M (Q\_PERIOR AG Germany including Q-Perior Energy GmbH, Q-Vertion and qdive; Q\_PERIOR AG Switzerland) | 2020 EUR 212.89 M (Q\_PERIOR AG Germany including Q-Perior Energy GmbH, Q-Vertion and qdive; Q\_PERIOR AG Switzerland) | 2021 EUR 248.90 M (Q\_PERIOR AG including ESPRiT Engineering) | 2022 EUR 302.82 M (Q\_PERIOR AG including ESPRiT Engineering) | 2023/24 EUR 334 M (Q\_PERIOR AG including ESPRiT Engineering)

<sup>27</sup> Calculation of GHG emission intensity of Q\_PERIOR AG's aggregated emissions per employee (total headcount: 2019 668 | 2020 678 | 2021 968 | 2022 1,204 excluding Poland) | 2023/24 1,311)

### 7.3.2.3 Business Travel

GRI 302-2|305-3

#### Business Travel<sup>28</sup>

##### Air Travel

	Air travel, long-distance in tCO <sub>2</sub> e	Air travel, mid-distance in tCO <sub>2</sub> e	Air travel, short-distance in tCO <sub>2</sub> e	Total emissions in tCO <sub>2</sub> e	Δ <sup>19</sup>
2019 <sup>10</sup>	34.91	46.95	1,624.16	1,706.02	-
2020 <sup>10</sup>	8.73	10.88	381.43	401.04	↓ 76%
2021 <sup>11</sup>	6.99	18.48	184.09	209.57	-
2022 <sup>11</sup>	30.43	77.18	839.03	946.64	↑ 352%
<b>2023/24</b>	<b>41.46</b>	<b>102.38</b>	<b>1,175.92</b>	<b>1,319.77</b>	<b>↑ 39%</b>

Table 14: Business Travel – Air Travel GRI 302-2|305-3

##### Train<sup>28</sup>

	Total emissions in tCO <sub>2</sub> e	Δ <sup>19</sup>
2019 <sup>10</sup>	56.91	-
2020 <sup>10</sup>	24.89	↓ 56%
2021 <sup>11</sup>	9.65	-
2022 <sup>11</sup>	24.54	↑ 154%
<b>2023/24</b>	<b>38.60</b>	<b>↑ 57%</b>

##### Public Transport<sup>28</sup>

	Total emissions in tCO <sub>2</sub> e	Δ <sup>19</sup>
2019 <sup>10</sup>	35.72	-
2020 <sup>10</sup>	7.61	↓ 79%
2021 <sup>11</sup>	3.12	-
2022 <sup>11</sup>	10.68	↑ 242%
<b>2023/24</b>	<b>17.27</b>	<b>↑ 62%</b>

Table 15: Business Travel – Train and Public Transport GRI 302-2|305-3

##### Taxi, Private and Rental Cars<sup>28</sup>

	Total emissions in tCO <sub>2</sub> e	Δ <sup>19</sup>
2019 <sup>10</sup>	110.01	-
2020 <sup>10</sup>	81.28	↓ 26%
2021 <sup>11</sup>	52.75	-
2022 <sup>11</sup>	91.93	↑ 74%
<b>2023/24</b>	<b>141.68</b>	<b>↑ 54%</b>

Table 16: Business Travel – Taxi, Private and Rental Cars GRI 302-2|305-3

<sup>28</sup> Emissions caused by business travel were calculated on an expenditure-based approach. Therefore, the total costs of the respective travel activities were converted into kilometers with the help of different assumptions based on statistical and sector data. For 2019 and 2020 only Germany and Switzerland were considered. For 2021, 2022 and 2023/24, all Q\_PERIOR locations (see Chapter 7.3.1) were included.

### 7.3.3 Emission Factors<sup>29</sup>

GRI 305-1|GRI 305-2|GRI 305-3

#### Scope 1

##### Stationary plants – Scope 1

Natural gas – Scope 1	0.2000	kg CO <sub>2</sub> e / unit	GEMIS 5.0
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Wood pellets – Scope 1	0.0017	kg CO <sub>2</sub> e / unit	GEMIS 5.0
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##### Fuel consumption in the company – Scope 1

Petrol – Scope 1	0.1470	kg CO <sub>2</sub> e / unit	UBA 2021
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Diesel – Scope 1	0.1850	kg CO <sub>2</sub> e / unit	UBA 2021
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#### Scope 2

##### Indirect emissions from purchased energy – Scope 2

Conventional Electricity – Scope 2	0.3000	kg CO <sub>2</sub> e / unit	GEMIS 5.0
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Renewable Electricity – Scope 2	-	kg CO <sub>2</sub> e / unit	GEMIS 5.0
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Electricity (charged) – Scope 2	0.0598	kg CO <sub>2</sub> e / unit	GHG Protocol UK / converted
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<sup>29</sup> The same emission factors were used for all Q\_PERIOR sites to ensure internal consistency and comparability of the results.

#### District heating / district cooling / steam – Scope 2

District heating – Scope 2	0.3000	kg CO <sub>2</sub> e / unit	UBA 2017/2018 / modified
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#### Scope 3

#### Other indirect emissions with upstream chain – Scope 3

Natural gas – Scope 3	0.2700	kg CO <sub>2</sub> e / unit	GEMIS 5.0
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Diesel – Scope 3	0.0395	kg CO <sub>2</sub> e / unit	UBA 2021
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Petrol – Scope 3	0.0279	kg CO <sub>2</sub> e / unit	UBA 2021
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Conventional electricity – Scope 3	0.0800	kg CO <sub>2</sub> e / unit	GEMIS 4.9
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Renewable electricity – Scope 3	0.0500	kg CO <sub>2</sub> e / unit	GEMIS 4.9
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Externally charged electricity (vehicle fleet) – Scope 3	0.0598	kg CO <sub>2</sub> e / unit	GHG Protocol UK / converted
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District heating – Scope 3	0.0400	kg CO <sub>2</sub> e / unit	UBA 2017/2018
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#### Business travel and hotel accommodation – Scope 3

Air travel, long-haul (travel) – Scope 3	0.1800	kg CO <sub>2</sub> e / unit	Defra 2020
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Air travel, medium-haul (travel) – Scope 3	0.1900	kg CO <sub>2</sub> e / unit	Defra 2020
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Air travel, short-haul (travel) – Scope 3	0.2400	kg CO <sub>2</sub> e / unit	Defra 2020
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Train journeys (travel) – Scope 3	0.0100	kg CO <sub>2</sub> e / unit	DB 2017
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Public transport (travel) – Scope 3	0.0700	kg CO <sub>2</sub> e / unit	own calculation
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Cab rides – Scope 3	0.1500	kg CO <sub>2</sub> e / unit	Defra 2020
Rental cars – Scope 3	0.1500	kg CO <sub>2</sub> e / unit	Defra 2020 / modified
Private cars – Scope 3	0.1500	kg CO <sub>2</sub> e / unit	Defra 2020 / modified
3-star hotel – Scope 3	16.9000	kg CO <sub>2</sub> e / unit	DEHOGA 2016
4-star hotel – Scope 3	21.0000	kg CO <sub>2</sub> e / unit	DEHOGA 2016
Homeoffice			
Homeoffice emissions – Scope 3	1.0000	kg CO <sub>2</sub> e / unit	own calculation
Water – Scope 3			
Fresh water – Scope 3	0.3000	kg CO <sub>2</sub> e / unit	Ecoinvent 3.6 / modified
Waste water – Scope 3	0.5000	kg CO <sub>2</sub> e / unit	Ecoinvent 3.6 / modified
Office consumables – Scope 3			
Paper, fresh fiber – Scope 3	0.9000	kg CO <sub>2</sub> e / unit	Defra 2020

Table 17: Emission Factors used





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**SOCIAL CONCERNS REGARDING  
HUMAN RIGHTS & LABOR**

Q\_PERIOR is aware of its responsibility toward society. This includes the protection of labor and human rights. We believe that this is especially a task for strong economic nations. We therefore take a clear position against any use of child labor, forced or compulsory labor and human trafficking, as well as harassment and discrimination. The success of any company is based to an essential extent on the respectful and supportive treatment of its employees. For Q\_PERIOR, as a management consultancy, the satisfaction, health and well-being of its employees is a top priority. Therefore, Q\_PERIOR is committed to creating a pleasant, modern and inclusive working environment in which all employees feel valued.



The following information relates to the adherence to and observance of human and labor rights at Q\_PERIOR. Human and labor rights in the supply chain are explained in chapter 9.4. In this context, the focus is on the following human and labor rights:

- Non-discrimination regarding employment and occupation
- Safe and healthy working environment
- Fair working conditions
- (Gender) Equality and women's rights
- Career and talent management

These human rights topics were identified based on the most severe potential negative impacts on people.

## 8.1 Commitment & Materiality

Human and labor rights are a material topic for Q\_PERIOR. By joining the UN Global Compact, Q\_PERIOR has undertaken to comply with international human rights. Q\_PERIOR supports the United Nations' 17 Sustainable Development Goals, focusing on those topics to which it can contribute. Regarding human and labor rights Q\_PERIOR especially focuses on SDG 3 "Good Health & Well-Being", SDG 4 "Quality Education", SDG 5 "Gender Equality", SDG 8 "Decent Work and Economic Growth" and SDG 10 "Reduced Inequalities".

## 8.2 Our Employees

### GRI 2-7|2-8|405-1

As of March 31, 2024, Q\_PERIOR had 1,323 permanent employees<sup>30</sup> (see table below). The turnover rate amounted to 9.19% for the period from April 1<sup>st</sup>, 2023, to March 31<sup>st</sup> 2024 (including Esprit Engineering, q-dive and New Outcome). As the turnover rate of IT-focused consulting companies in Germany is 12.6%<sup>31</sup>, we are below the industry average.

Regularly, we measure the engagement of our employees through the Engagement Index, a measure that is part of "The Great Place to Work®" employee survey. The index is based on a set of 13 questions designed to assess employee engagement. The "Engagement Index" scored 85 out of 100, reflecting a very high level of engagement and positive attitude among

our employees. In 2023, this survey produced strong results overall, as Q\_PERIOR ranked 6<sup>th</sup> across all industries in Germany and 1<sup>st</sup> in the consulting industry.

The table below provides a view of the employee distribution at Q\_PERIOR among the different countries and companies.

The number of employees with disabilities was nine on March 31, 2024. We believe in employees who want to achieve great things and are excited about their own development. Therefore, we provide career and development opportunities for all our employees that are tailored to their individual visions.

Gender	Number of employees		Number of permanent employees		Number of temporary employees		Number of full-time employees		Number of part-time employees	
	head count	FTE	head count	FTE	head count	FTE	head count	FTE	head count	FTE
<b>Female</b>	476	417	439	390	37	26	347	347	129	70
<b>Male</b>	943	906	868	841	75	66	849	849	94	57
<b>Total</b>	1,419	1,323	1,307	1,231	112	92	1,196	1,196	223	127

Table 18: Overview of all employees of the Q\_PERIOR Group among different genders and ways of employment GRI 2-7<sup>32</sup>

<sup>30</sup> FTE, including Experts, B2B and students.

<sup>31</sup> Source: Bundesverband Deutscher Unternehmensberatung, Benchmarks im Consulting 2022.

<sup>32</sup> Figures are given in headcount and FTE based on the figures at the end of the financial year (March 31<sup>st</sup> 2024).

It is important to note that working students are included in "temporary employees" and "part-time employees". Employees on paid/unpaid/partly paid leave are included in the headcount and have a negative impact on the FTE.

Country	Company	Number of employees		Number of permanent employees		Number of temporary employees		Number of full-time employees		Number of part-time employees	
		head count	FTE	head count	FTE	head count	FTE	head count	FTE	head count	FTE
<b>Austria</b>	Q_PERIOR GmbH Austria	13	11	12	10	1	1	9	9	4	2.3
<b>Canada</b>	Q-PERIOR Canada Inc.	13	13	13	13	0	0	13	13	0	0
<b>Germany</b>	ESPRiT Engineering GmbH	158	147	149	140	9	7	118	118	40	28.53
	Q_PERIOR AG Germany	735	672	691	643	44	29	601	601	134	70.8
	Q_PERIOR Energy GmbH	17	16	17	16	0	0	15	15	2	0.5
	qdrive GmbH	12	11	11	10	1	0.5	8	8	4	2.6
	new outcome GmbH	9	9	9	9	0	0	7	7	2	1.8
<b>Italy</b>	Q_PERIOR Italia S.R.L.	11	11	11	11	0	0	11	11	0	0
<b>Poland</b>	Q-PERIOR Sp. Z o.o.	120	116	100	98	20	18	111	111	9	5.3
<b>Romania</b>	ESPRiT Engineering S.R.L	21	21	21	21	0	0	21	21	0	0
	Q_PERIOR S.R.L. Romania	73	68	73	68	0	0	67	67	6	1.25
<b>Spain</b>	Q-PERIOR Espana, S.L.	7	7	7	7	0	0	7	7	0	0
<b>Switzerland</b>	Q-PERIOR AG Switzerland	217	209	181	173	36	36	195	195	22	13.7
<b>UK</b>	Q_PERIOR Inc. UK	3	3	3	3	0	0	3	3	0	0
<b>US</b>	Q-PERIOR Inc. USA	10	10	9	9	1	1	10	10	0	0
<b>Total</b>	Q-PERIOR Group	1,419	1,323	1,307	1,231	112	92.5	1,196	1,196	223	126.8

Table 19: Overview of all employees of the Q\_PERIOR Group among different countries and entities *GRI 2-7<sup>33</sup>*

<sup>33</sup> Figures are given in headcount and FTE based on the figures at the end of the financial year (March 31<sup>st</sup> 2024). It is important to note that working students are included in "temporary employees" and "part-time employees". Employees on paid/unpaid/partly paid leave are included in the headcount and have a negative impact on the FTE.

### Overview of Career Level for Consultants

Q\_PERIOR has established the Q\_PERIOR Career Model in the last few years. It is continuously revised and developed and contains different levels and opportunities to specialize and grow.

After the first three levels (Associate Consultant, Consultant and Senior Consultant), the Career Model offers two career paths, based on personal development goals and preferences.



Figure 5: Q\_PERIOR Consultancy Career Levels

The **Q\_PERIOR Expert Track** promotes employees who are looking for specialization in their sphere of responsibility by becoming an expert in a specific domain:



Figure 6: Q\_PERIOR Career Levels Expert Track

On the **Q\_PERIOR Management Track**, employees primarily assume personnel management and acquisition tasks, thereby gaining experience with entrepreneurial responsibility:



Figure 7: Q\_PERIOR Career Levels Management Track

The last level is the **Partner** level, which can be reached via the role of Associate Partner. The role of Principal Consultant requires a sidestep toward the role Associate Partner beforehand.



Figure 8: Q\_PERIOR Career Level Partner

### Overview of Career Level for Internal Service Organization

In addition to a consulting career, Q\_PERIOR offers a broad range of jobs within non-consulting areas called “ISO” (Internal Service Organization). This includes departments such as Marketing, Human Relations, Accounting, and Office Management.

The career path for ISO roles consists of seven levels:

- Assistant
- Associate Professional
- Professional
- Senior Professional
- Managing Professional
- Director
- Managing Director

The **Assistant** role is the entry level for working students, whereas young professionals may start their career as **Associate Professionals**.

Promotion to **Professional** is possible for employees who have demonstrated clear self-reliance.

With further experience and growing expertise, the role of **Senior Professional** can be achieved, which includes assuming more responsibility in teams or projects.

The **Managing Professional** acts as an employee with management and subject responsibility in a completely independent manner.

Promotion to **Director** increases the responsibility regarding leadership and subjects. In this position, active interaction with external customers is included. The highest position is **Managing Director**, who assumes



comprehensive corporate responsibility at Q\_PERIOR. This includes areas such as ISO, subsidiaries, ventures, and other business endeavors.

In the following tables, we provide further information about the diversity of gender and age distribution for each level of our employees. At this stage, the levels for ISO are summarized and not further divided. Non-binary persons are not listed to ensure data anonymity.

<b>Gender</b>	
Female	<b>11%</b>
Male	<b>89%</b>

Table 20: Share of individuals in Q\_PERIOR's governance bodies by gender GRI 405-1a i

<b>Age Group</b>	
30-50 y	<b>38%</b>
>50y	<b>62%</b>

Table 21: Share of individuals in Q\_PERIOR's governance bodies in age group GRI 405-1a ii

<b>Nationality</b>	
Germany	<b>81%</b>
Switzerland	<b>11%</b>
Austria	<b>5%</b>
Canada	<b>3%</b>

Table 22: Share of individuals in Q\_PERIOR's governance bodies by countries GRI 405-1a ii



<b>Level</b>	<b>Female % [FTE]</b>	<b>Male % [FTE]</b>	<b>Total FTE</b>
Partner	<b>10%</b>	<b>90%</b>	
	4	35	39

<sup>34</sup> ISO = without students

Associate Partner	<b>11%</b>	<b>89%</b>	
	6	51	57
Principal Consultant	<b>13%</b>	<b>87%</b>	
	5	33.9	38.9
Senior Manager	<b>25%</b>	<b>75%</b>	
	9.8	29.8	39.6
Senior Managing Consultant	<b>11%</b>	<b>89%</b>	
	3.8	30	33.8
Manager	<b>29%</b>	<b>71%</b>	
	23	55	78
Managing Consultant	<b>12%</b>	<b>88%</b>	
	12	85	97
Senior Consultant	<b>27%</b>	<b>73%</b>	
	68	183	251
Consultant	<b>32%</b>	<b>68%</b>	
	101	219	320
Associate Consultant	<b>40%</b>	<b>60%</b>	
	37	56	93
ISO <sup>34</sup>	<b>71%</b>	<b>29%</b>	
	110	45	155
Students <sup>35</sup>	<b>48%</b>	<b>52%</b>	
	10	11	21
<b>Total</b>	<b>32%</b>	<b>68%</b>	
	389.6	833.7	1,223.3

Table 23: Share of employees by gender in percentage GRI 405-1b i

<sup>35</sup> Students = without interns and graduands

Level	<30 years % [FTE]	30-50 years % [FTE]	> 50 years % [FTE]
Partner	<b>0%</b> 0.00	<b>33%</b> 13.00	<b>67%</b> 26.00
Associate Partner	<b>0%</b> 0.00	<b>65%</b> 37.00	<b>35%</b> 20.00
Principal Consultant	<b>0%</b> 0.00	<b>36%</b> 14.00	<b>64%</b> 25.00
Senior Manager	<b>0%</b> 0.00	<b>88%</b> 35.00	<b>12%</b> 5.00
Senior Managing Consultant	<b>0%</b> 0.00	<b>71%</b> 24.00	<b>29%</b> 10.00
Manager	<b>4%</b> 3.00	<b>90%</b> 76.00	<b>6%</b> 5.00
Managing Consultant	<b>1%</b> 1.00	<b>72%</b> 70.00	<b>27%</b> 26.00
Senior Consultant	<b>14%</b> 35.00	<b>77%</b> 190.00	<b>9%</b> 23.00
Consultant	<b>53%</b> 169.00	<b>47%</b> 149.00	<b>0%</b> 2.00
Associate Consultant	<b>70%</b> 65.00	<b>30%</b> 28.00	<b>0%</b> 0.00
ISO <sup>30</sup>	<b>26%</b> 40.10	<b>65%</b> 101.40	<b>9%</b> 13.20
Students <sup>31</sup>	<b>95%</b> 19.40	<b>5%</b> 1.00	<b>0%</b> 0.00
<b>Total</b>	<b>27%</b> 332.50	<b>60%</b> 738.40	<b>13%</b> 155.20

Table 24: Share of employees by age in percentage GRI 405-1b ii

## 8.3 Diversity, Equity & Inclusion

### 8.3.1 Commitment

Diversity, equity and inclusion are part of Q\_PERIOR's strategy and values. To underline our management commitment, the CEO created a video for employees emphasizing the

business value of D&I (diversity, equity and inclusion).

Diversity stands for a representation of people of different group identities within the same organizational social system. This includes varieties of individuals with respect to gender, age, ethnicity, nationality, religion, and neurodiversity.

The United Nations has made a commitment toward diversity, inclusion and therefore equal rights for everyone through the following Sustainable Development Goals: SDG 5 "Gender Equality" and SDG 10 "Reducing Inequalities", SDG 4 "Quality Education" and SDG 8 "Decent Work and Economic Growth".

For us, these measures are not just about embracing diversity and providing an inclusive workplace where everyone is respected and valued for who they are. At Q\_PERIOR we go one step further: We endeavor to build an inclusive environment where differences fade into the background.

Our corporate culture is built on very strong corporate values. Within the diversity & inclusion work package, we have tasked ourselves with an additional mission to be shared with all employees:

***We strive to be diverse. And this is great!***

We have also underlined our commitment to foster inclusion and diversity with our signature on the "Charta der Vielfalt" (Diversity Charter of the German government). In this way, we are raising our collective awareness and the need to act.



In detail, for us, diversity and inclusion means:

- We make no distinction regarding any differences of human individuals in terms of gender, age, ethnicity, nationality, religion, and neurodiversity.
- We welcome and value every individual equally and aspire to provide a work environment in which the individual can flourish.
- We embed diversity and inclusion in our corporate culture.
- We conduct awareness-raising training focused on diversity and inclusion.
- We are committed to promoting diversity and inclusion beyond our company.
- We establish standards and guidelines for how we deal with diversity and inclusion.
- We continuously review our diversity and inclusion successes and define new targets.

### 8.3.2 Organizational Structure

To give diversity, equity and inclusion meaning as a company in our daily business life, “Diversity, Equity & Inclusion Initiative @Q\_PERIOR” was established as one of the six main topics within the ESG initiative (see chapter 9.2).

The D&I initiative @Q\_PERIOR is a forward-looking project group committed to fostering diversity, equity and inclusion in Q\_PERIOR. It is spearheaded by a dedicated team comprising two partner sponsors, an operational project team and D&I advocates. This structure ensures the initiative is well-integrated at both strategic and operational levels, driving effective progress.

The initiative's primary mission is to educate and raise awareness on D&I matters across the organization. The focus topics are Gender Equality, Interculturality, and Belonging. These focus areas have been chosen to make

concrete improvement for a positive and inclusive work environment.

To foster deeper connections, better understanding and a stronger sense of belonging among employees, we have established diversity networks. These serve as a safe space and a platform for developing and implementing new ideas to promote diversity, equity and inclusion. Through regular meetings, workshops and collaborative projects, they offer a unique opportunity to share and learn from different perspectives.

#### **Women’s Network**

The Women’s Network gets together to work on female development focused initiatives.

#### **LGBTQI+ Network**

The LGBTQI+ Network provides educational content on LGBTQI+ topics.

#### **Ethnic and Religious Diversity Network**

The Ethnic and Religious Diversity Network creates intercultural competence training and works on different measures to connect cultures in the organization.

#### **Ability and Neurodiversity Network**

The Ability and Neurodiversity Network is a safe area to share experiences in the workspace, and to support and empower each other.

The Equality Team is a recently launched internal initiative focused on addressing incidents of discrimination, bullying and harassment in alignment with Articles 1, 12 and 16 of our Code of Conduct. Complaints are investigated thoroughly and anonymously, with the utmost confidentiality and sensitivity throughout every step. The Equality Team, comprising three subject matter experts, provides support to affected individuals, guides the Diversity & Inclusion (D&I) team on necessary equity measures, and advises HR on corrective disciplinary actions when applicable.

### 8.3.3 Equality

GRI 405-2 | 406

Q\_PERIOR is committed to ensure full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Furthermore, we are in the process of adopting and strengthening sound policies to promote equality, aimed especially at empowering women at all career levels.

#### Gender distribution and gender pay gap

Besides the overall gender distribution of employees at Q\_PERIOR, which is listed in chapter 8.2, we will have a closer look at the proportion of women and men in managerial positions and in different consulting levels. In this case, non-binary genders are not listed due to their small number and our obligation to ensure anonymity.

Currently, around 21.6% of all managerial positions at Q\_PERIOR are female and 78.4% are male. Managerial positions include Middle and Senior Management, such as Board Member/Partner, Associate Partner, Sector Leads, Topic Area or Topic Chapter Leads, (Senior) Manager, the respective roles for the expert track, ISO Directors, and ISO leads, i.e. Q\_PERIs who take up the Leads role.

As part of our gender action plan, we have launched an initiative to steadily increase the proportion of women in management over the coming years. Starting with around 22% women in management in 2024, our goal is to increase this number by 1% per fiscal year. This goal will be achieved through three main levers driven by the initiative:

Increased recruitment (1), development (2) and retention of women (3).

The gender ratio for Consultants can be further specified by the various levels of the career track. At Q\_PERIOR, career tracks are divided into the Management Track with acquisition responsibility versus the Expert Track (see chapter 8.2). The share of women in the

Management Track is higher than the share of women in the Expert Track: 30% of all managers are female compared with 13% of female managing consultants.

Q\_PERIOR's gender balance is highest at the Associate Consultant and Consultant levels, with 37% and 41% women, respectively.

Our goal is to retain female employees and improve the overall share of women at Q\_PERIOR, and especially encourage more women to take on a senior role. To reach this goal, measures introduced include female mentoring through participation in female networks (see chapter 8.2) and the establishment of Family @ Q\_PERIOR to ensure family-friendly working conditions (see chapter 8.5.3).

Q\_PERIOR calculated the gender pay gap and average ratio of salary and remuneration for all employees at key locations to identify the (in)equality of salary and remuneration among different genders.

The salary considered includes the base salary and a bonus at 100% target achievement, on an hourly basis. The calculation was done in local currency. The currency was not converted due to salary differences among countries.

This measurement does not include experts, students, partners<sup>36</sup>, or inactive or long-term absent colleagues. Furthermore, for roles occupied only by men or women of entities with fewer than 15 employees, no comparisons were conducted.

As a result of our calculations, the gender pay gap and salary ratio for Germany, Poland, Switzerland, and Romania are representative and listed.

<sup>36</sup> Salary of experts, students and partners is not listed in the Human Resource Management System, which is used as a data source.

Whereas the gender pay gap in the EU was 13% in 2022<sup>37</sup>, our gender pay gap varies between 2.0% and 10.3%. It shows our strong commitment to equal treatment of our employees. The following table shows detailed information about Q\_PERIOR's gender pay gap compared with the gender pay gap of the previous year. Furthermore, the difference between them has been calculated.

Nation	2022	2023/24	Difference
Germany	1.4%	2.0 %	0.6%
Poland	1.4%	5.6 %	4.2%
Romania	3.4%	10.3 %	6.9%
Switzerland	2.3%	3.8 %	1.5%

Table 25: Gender pay gap 2023/24 of Q\_PERIOR compared with the previous year **GRI 405-2**<sup>38</sup>

### Unconscious Bias Training

In 2023, our company again conducted Unconscious bias training for partners. Additionally, the core Diversity and Inclusion team created a Diversity and Inclusion training program for Leads, together with the Human Relations Department. Unconscious bias training is also an essential part of our training for all Q\_PERIs involved in the recruiting process.

### Intercultural Training

We created comprehensive training for all Partners, designed to establish foundational knowledge on diversity, equity and inclusion. The focus is on empowering women in leadership positions and fostering intercultural collaboration.

### Female Networks

With cross-sectoral events and through the exchange of experience in various women's networks, we want to promote the personal and professional development of ambitious female achievers.

Q\_PERIOR is a sponsoring member of the ISC Group as well as a founding member of ISC Germany and Switzerland. The ISC Group is a business community that provides personal,

professional and business development for women in insurance, aiming to provide:

- A global platform for women working in insurance to connect and learn from one another as well as educational resources to aid development and inspire the next generation of leaders.
- Easy access to informal and formal mentoring and sponsorship with insurance professionals; women's careers coaching to increase retention; awareness about the different career paths available within insurance.
- A global community for female executives to meet and exchange views on business challenges; topical thought leadership discussions and content to enable female leadership; board-ready resources to accelerate the transition of women onto boards.
- Industry best practice and learning among insurance companies to aid accelerated industry-wide culture change; outsourcing of specific D&I projections to help insurance companies reach their goals more quickly.

Furthermore, Q\_PERIOR participates in female networking events such as "HerCareer" and offers mentoring via Cross Mentoring by Cross Consult.

### Gender-Sensitive Communication

We integrated a communication guideline focusing on gender-sensitive language. Q\_PERIOR decided to use neutral or gender-sensitive spelling in internal and external communications. Work contracts have been revised accordingly. Gender-neutral language has been adopted for all documents.

Our established communication principles are:

- At eye level
- Empathetic and understanding
- Open, honest, decisive and direct
- Explanatory and informative
- Up to date, correct, relevant.

<sup>37</sup> Source: EU Commission.

<sup>38</sup> Changes in the gender pay gap compared with the previous reporting period can be attributed to a small

number of cases in the population or the individual levels; as a result, outliers have a relatively greater influence.



## Remediation & Reporting regarding Discrimination

GRI 406

Q\_PERIOR measures incidents of discrimination, such as indecent behavior or language, via the whistleblower system (chapter 9.4). In case of any reported incidents, appropriate remedial actions are initiated. These actions include offers of individual support and coaching for affected employees. In 2023/24, no incidents of discrimination were reported.

### 8.3.4 Cultural Background

With employees from 50 countries, Q\_PERIOR is a diverse, international company, which we consider as one of our essential strengths. Therefore, inclusion is encouraged. We want to learn from each other's cultures and use this knowledge to develop our teamwork internally and our international business externally. We introduced two main measures to foster cultural exchange:

#### Establishment of Diversity Communities

To enhance our activities further, we implemented "Diversity Networks" (Chapter 8.3.2). Within these working groups, specific topics will be discussed and related activities will be offered, such as language clubs, a diversity newsletter, and a cultural diversity podcast.

#### Meet me I'm a Q\_PERI

Q\_PERIOR has many diverse employees. In the virtual session "Meet me – I'm a Q\_PERI", which was initiated by the Diversity Communities, we offer the opportunity to get to know other Q\_PERIs and their stories in detail. One specific goal of these sessions is to raise awareness of diversity. We want to challenge stereotypes and present interesting Q\_PERIs – regardless of factors such as gender, age and background. Every employee can participate.

### 8.3.5 Research Project KIDD

KIDD – short for "Künstliche Intelligenz im Dienste der Diversität" (Artificial Intelligence in Service of Diversity) – is a research project dedicated to making corporate digital transformation fairer, more explainable and more transparent. The research project was funded by the Federal Ministry of Labor and Social Affairs under the umbrella of the New Quality of Work Initiative (INQA). The associated consortium of eight companies and partner organizations worked on the project between October 2020 and September 2023.

The final results of the project are the KIDD process, its quality criteria and various tools for implementing the process in companies of all sizes. The process is made available to the public as part of a digital handbook: <https://kidd-handbuch.gitbook.io/kuenstliche-intelligenz-im-dienste-der-diversitaet>. Q\_PERIOR was part of the KIDD consortium.

We pursued the goal to introduce AI solutions in the area of employee services and employee scheduling with different requirements for incorporating ethical considerations. In doing so we have implemented a buddy-matching program that automatically pairs newcomers to the company with existing employees based on various social preferences to help the newcomers start well. Furthermore, we have successfully introduced the ProfileMap software in line with the KIDD process. ProfileMap aims to match project requests with the skills and capabilities of our consultants.

The topic of trustworthy AI is gaining momentum on the legal side following the final approval of the EU AI Act by the EU Parliament in March 2024, the very regulation that KIDD has been considering in developing the KIDD process since the first draft of the process was published. Of course, the KIDD process also lives on at Q\_PERIOR. We continuously train our consultants on digital ethics, the EU AI Act and the KIDD process as part of our AI

governance training courses. In turn our consultants can pass this knowledge on to our clients. The goal: trustworthy and diversity-sensitive AI for everyone.

### 8.3.6 Customers

The aim of the customer focus group is to identify the diversity needs of our customers and act on them through initiatives such as the KIDD Project. In addition, Q\_PERIOR aims at showing its customers the advantages of diverse teams in terms of efficiency and motivation.

Diversity and inclusion are important factors when creating offerings for our customers – we are frequently asked to elaborate on our diversity and inclusion activities in pitch processes or existing business partner relationships.



## 8.4 Safe & Healthy Working Environment

### 8.4.1 Commitment

At Q\_PERIOR, we believe that a safe and healthy working environment benefits our employees and contributes to our overall success as a company. Therefore, we commit ourselves to implementing and maintaining measures within our organization that improve the physical and mental health, as well as the general well-being, of all employees. In this context, it should be emphasized that as a management consultancy, we focus our measures on mental health, as our dynamic, rigorous work environment demands a lot from our employees. In addition, we support the physical health of our employees by special sports program offerings and medical services.

### 8.4.2 Medical Support

GRI 403-3 | 403-6 | 403-9 | 403-10

Q\_PERIOR provides all employees with medical assistance as needed. We work with physicians who support us in occupational health management and safety. Q\_PERIOR has also trained first responders and emergency teams at its various offices to provide first-aid measures in cases of incidents.

In 2023/24 three work-related injuries were reported (also three work-related injuries in 2022). Therefore, the number is still very low.

Due to the screen-intensive work of most of our employees, we offer special eyesight treatments. The company physician provides occupational health checkups at regular intervals in accordance with G37 (eye test and inspection of computer) at our head office. This examination can determine whether an employee needs special glasses for screen work, or regular glasses. Q\_PERIOR supports employees with an allowance of up to EUR 100 for the screen glasses and covers the costs of examinations by

ophthalmologists in other locations as well as the reimbursement of glasses.

### 8.4.3 Emergency Protocol

GRI 403-2 | 403-5 | 403-7

To address situations that might have a negative impact on the health and safety of our employees, we have developed an emergency protocol. Within this protocol, risks are evaluated, and manual processes and responsibilities for maintaining and continuing business-critical processes are described. Furthermore, measures in case of specific incidents of fire, pandemic situations, and other threats are designed to address these issues adequately and promptly should they arise.

Regular emergency exercises carried out at our offices serve to test the effectiveness of measures taken by Q\_PERIOR. On the one hand, these exercises are used to test the effectiveness of our emergency plans and, on the other, to uncover previously unrecognized deficiencies. In addition, emergency exercises serve to familiarize employees with the existing emergency plans.

### 8.4.4 Insurance

Q\_PERIOR has taken out accident insurance policies for all its employees, which provide 24-hour coverage for professional and private matters. In addition to work-related accidents, accidents related to daily life and sports activities are also insured.

Furthermore, Q\_PERIOR has taken out group international health insurance for all employees. It covers acute illnesses for all professional and private trips up to six weeks/42 days at a time. For work-related stays abroad, employees also receive insurance that covers medical expenses and a daily hospital allowance in the respective country, as well as repatriation measures.

#### **8.4.5 Employee Assistance Program**

GRI 403-6

In situations where the internal support provided by Q\_PERIOR cannot help further, employees have the possibility to get external help through our Employee Assistance Program. In collaboration with an external provider, we offer all our employees professional support in difficult private situations. This includes 24/7 psychological support and counseling sessions led by an experienced team of psychologists, counselors and doctors. This support is anonymous and confidential. No information about the sessions is shared with Q\_PERIOR.

#### **8.4.6 Office Equipment**

Our office equipment is based on the concept of modern working environments. In doing so, we always consider health-promoting and resource-saving components. This includes, for example, the provision of ergonomic office chairs in our offices and the offer of height-adjustable desk stands and curved monitors. In addition, our employees can also order monitors for their homes, so that they also have adequate equipment in their home offices.

#### **8.4.7 Mindful\_Q Training & Meetings**

GRI 403-6

At Q\_PERIOR, we believe that the way we work and the way we feel must be in balance. With our mindfulness training we ensure a positive impact on the way we work together. We will support all employees by sharing our knowledge and fostering exchange.

In 2020, the Mindful\_Q Community, where employees can exchange information about current topics around “Mindfulness” and “Systemic Coaching”, was established. With the Mindful\_Q initiative, our organization aims to reach full potential by establishing a mindful project culture. The benefits are increased resilience and improved general health, which in

turn have a positive impact on communication, divergent thinking and productivity.

In monthly meetings, accessible to all interested employees, insights about a specific topic or method are shared. Previous topics include an introduction to systemic coaching and how to handle the new normal in challenging times such as the pandemic. In 2023 a full month was dedicated to Mindful\_Q topics (see next page).

#### **8.4.8 Sport & Fitness Programs**

GRI 403-6

We provide our employees with different opportunities and programs to support their physical health and fitness.

In addition to membership in local fitness studios, as of 2022 employees can sign up for a sports package called “EGYM Wellpass” for a subsidized fee. The EGYM Wellpass includes numerous sports, fitness and wellness offers in collaboration with over 4,000 providers and 1,000 online courses. In the app, employees can find the nearest EGYM Wellpass partner to train on-site in a studio or make use of the online/on-demand offer.

It is important to gain and maintain inner strength and stability. We can achieve this by focusing on ourselves and on activities that promote our well-being, such as yoga, meditation and breathing exercises. In collaboration with three yoga teachers, we offer all our employees the possibility to take free yoga classes. The classes themselves are provided in person or via live video sessions to give all employees the opportunity to participate.

## MINDFUL OCTOBER

Mindfulness can be an answer to the complex challenges of modern life (stress, pressure, constant connectivity). It is now scientifically proven and recognized that mindfulness has many positive effects on health and performance.

With Mindful October, we succeeded in drawing attention to the topic of mindfulness and offered all Q\_PERIOR employees, selected customers, and business partners the opportunity to find out more and familiarize themselves with a wide range of formats and methods. The aim was to offer a broad spectrum of approaches to showcase diversity and create the space for participants to find a format that suits them and their situation.

Mindful October offered numerous inspiring events, including **keynote speakers** who shared valuable expertise:

- **Holger Stromberg**, former chef of the German national football team, provided insights into sustainable nutrition.
- **Felix Rübcke**, coach and partner at Dietz Training, spoke about conscious leadership and its significance in today's world.
- **Rudi Ballreich**, a renowned organizational consultant specializing in transformations within large corporations, shared his insights into mindful leadership in corporate settings.

These keynote speakers were particularly memorable as they took place during our hybrid events at the office in Munich. It was delightful to experience these speakers first-hand and to engage in discussions afterward over a sustainable buffet.

The **daily morning routine** enabled a conscious start to the day, while keynote speeches provided new food for thought. The **"Challenge of the Day"** encouraged daily mindfulness practice, and hands-on training sessions improved the targeted handling of

mindfulness and stress management in various areas of life. **Breathing exercises, meditation, yoga and journaling** created a multifaceted experience for relaxation and personal growth.

Mindful October was a huge success and we can proudly look back on impressive figures: 97% of participants would like to take part in Mindful October again and recommend it to others. There were a total of 1,460 registrations for the various dates, with 61 events successfully held. The participation of 93 people in the "Mindful Challenge of the Day" was particularly pleasing.

The feedback we have received reflects the positive experiences of participants. We would like to share some of the comments with you:

- "It was an incredible event. I learned a lot from it and applied it to my personal and private life."
- "Great event – we should really do this every year – and create a brand out of it!"
- "I felt that Q\_PERIOR cared about me and my health, and that's something I find very important and satisfying."

Mindful October also attracted a lot of attention on social media and successfully positioned Q\_PERIOR on the market as a company focusing **on mental health**.

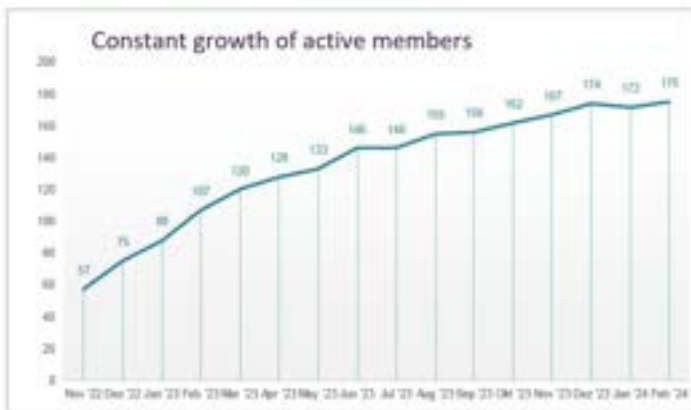
Thank you to all participants and supporters for making Mindful October a success! If this event left you eager for more, you can look forward to **Mindful October 2024!** Save the date and prepare for another inspiring journey – we'll welcome you back!





## Success of our Sport & Fitness Program

# EGYM WELLPASS

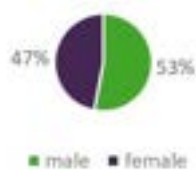


**3** GOOD HEALTH AND WELL-BEING



Q\_PERI training venues are distributed around Q\_PERIOR and client locations

### Gender



For Wellpass, Q\_PERIOR has a high activation rate with over 20% compared with an average of 12-15%

**>4**

Check-ins per active member per month

## 8.5 Working Conditions that Include Everyone

At Q\_PERIOR, the satisfaction of our employees is particularly important. To ensure this, we aim to create a working environment in which our employees feel comfortable and valued. We strive to enable all employees to create a balanced working day so that they can easily combine their work and private lives. In this way, we want our employees to feel secure, satisfied, and able to plan their personal lives without difficulty.

### 8.5.1 Compensation @ Q\_PERIOR

GRI 2-19|405-2

Our system for compensation has been designed to achieve a high level of employee motivation and financial success while considering Q\_PERIOR's core values. Therefore, our compensation policy is based on two principles:

#### Fixed Salary Component

For the fixed salary, salary bands are defined for each seniority level (Associate Consultant, Consultant, Senior Consultant, Manager, ...). Depending on their education and experience, new employees are placed in one of these bands. This is based on the applicants' objectively measurable success or performance criteria (e.g., degrees and certificates, projects completed) and is independent of factors such as gender, age, religion, ethnicity and nationality.

#### Variable Salary Component

Calculation of the performance-related variable compensation based on bands to ensure fairness, is transparent and understandable.

Performance-related variable compensation is calculated based on the achievement of "Strategic Success Factors" (SSF). These define the content of the performance-related variable remuneration component for each role with

different percentage weights. The percentage weights can vary depending on the role.

The percentage weights can also change in amount and distribution and are determined by the partnership at the beginning of each year. Not all SSF are relevant in all roles.

In a competitive market, it is essential to have a competitive compensation policy. Therefore, Q\_PERIOR conducts a company-specific compensation benchmark study every two years. The aim is to understand how the compensation of our organization compares to the market level. From these conclusions, individual salaries can be set at an appropriate market level and compensation structures can be designed. Q\_PERIOR uses the information from a compensation comparison to set formalized compensation structures such as salary bands and salary groups.

In line with our diversity strategy (see chapter 0), salaries are determined exclusively based on the job description and employees' qualifications and performance. The grading of positions at expert and management level is also based solely on the tasks and responsibilities associated with the position. Gender, on the other hand, does not play a role in Q\_PERIOR's compensation policy. This is also confirmed by the gender pay gap analysis (see chapter 0) that we carry out regularly.

### 8.5.2 Flexible Working Arrangements @ Q\_PERIOR

Flexible and mobile working is part of the Q\_PERIOR DNA. As a matter of principle, we support employees' desire for part-time work at any level and in any arrangement of working days.

#### Part-Time Models

Q\_PERIOR offers its employees maximum flexibility in the design of part-time models. Several dozen individual work schedules are currently set up in the HR systems, reflecting different combinations of weekly working hours

and their distribution over individual working days. As of the reporting date of March 31, 2024, 178 permanent employees are working under a part-time model.

In most cases, reduced working hours can be easily reconciled with upcoming projects.

#### **Fluid Company**

Q\_PERIOR makes it possible to change departments at any time. This offers flexibility within Q\_PERIOR and more individual development opportunities for all employees. The fluid company model was introduced in 2019. 76 employees made use of the Fluid Company between January 1<sup>st</sup> 2023 to March 31<sup>st</sup> 2024.

#### **Mobile Working @ Q\_PERIOR**

With our Mobile Work Policy, we offer our employees a framework based on mutual trust and commitment. Employees can work in the location of their choice in their own country of employment (mobile working).

Provided this is compatible with the customer's wishes, employees can work at any location of their choice, including home. The Q\_PERIOR offices were open during the Covid 19 pandemic and could be used with appropriate testing, verification, and hygienic precautions. A clear compass was established during the pandemic: The health of all Q\_PERIs always comes first, the interests of our customers second and the interests of the company last. This clear compass not only included protective measures, but also practical support in making working models more flexible.

#### **Working Abroad**

Since 2022, Q\_PERIOR has allowed employees to work abroad temporarily, as an extremely attractive benefit that fits the modern workplace, without the employee and Q\_PERIOR having to worry about compliance (e.g., tax and legal) or any other risks involved. Currently, "Workation" is offered by Q\_PERIOR in Austria, Germany and Switzerland with a perspective of expansion to further countries. Mobile work abroad is allowed for up to 50 days per year

within the EU including Switzerland, Iceland, Norway, Liechtenstein and the UK. In 2023/24, 131 employees took "workation".



#### **8.5.3 Family @ Q\_PERIOR**

By establishing Family @ Q\_PERIOR, we support our employees with information concerning topics such as parental leave, maternity protection and everything else we at Q\_PERIOR offer around family and children.

Q\_PERIOR has designed a Family @ Q\_PERIOR process that includes guidelines to follow before and during parental leave, re-entry possibilities and support from leads.

A specific intranet page provides helpful information concerning parental leave and maternity protection. Examples are:

#### **Q\_Breath**

Q\_Breath aims at supporting our employees, especially in challenging family situations.

In these cases, it enables employees to take additional paid holiday for up to five days per calendar year. The additional paid leave can be approved without any further explanation besides a brief exchange with the Lead. In the period January 1<sup>st</sup> 2023 to March 31<sup>st</sup> 2024, the

Q\_Breath program has been used by 27 employees.

### **Sabbatical @ Q\_PERIOR**

We are keen to offer our employees opportunities to broaden their horizons, acquire new skills and subsequently add value to Q\_PERIOR. Therefore, we offer our employees the opportunity to take a sabbatical. For a period of up to six months, Q\_PERIs can follow their personal interests. In this way, we strive to support all Q\_PERIs in discovering and developing their personal potential. After consulting with the Lead, this offer is typically available to every employee and no further approval or application is required.

To ensure continuous improvement in employee satisfaction regarding our working conditions, we participate in the “Great Place to Work” survey every two years (see chapter 8.2). This is done to reflect our work settings and to benchmark our organization against competition – and so shed light on our areas for development. With a high response rate of almost 70% for the latest survey, which is significantly above average, we ensure the feedback of our employees in this formal and anonymous process. Analyzing the data and deriving the right initiatives for our development is an essential part of our vision to put people and values at the center of all our ambitions.

## **8.6 Career & Talent Management**

GRI 404-1 | 404-2 | 404-3



Our employees are our most valuable assets and therefore investment in their professional and career development is of utmost importance to us. We strive to provide them with the resources and support they need to reach their full potential.

We aim to show our commitment to career and talent management through various initiatives and programs designed to foster a culture of learning and growth.

We believe that by providing our employees with continuous training and development opportunities, we can enhance their skills and knowledge and ultimately drive the company's success.

To achieve our goals, we will continue to invest in training and development programs, including several training and learning opportunities.

We also provide ongoing feedback and coaching to help our people succeed and reach their full potential.

### **8.6.1 Recruiting @ Q\_PERIOR**

The Q\_PERIOR recruiting and application process is lean, fast, demanding, and most importantly, personal. We do not conduct online assessments, recruitment tests or assessment center tests and stressful interviews that lead to uncertainty and discomfort. We want to give potential employees an authentic impression of Q\_PERIOR and get to know the candidates as best as possible – including their personalities, individual interests, and strengths.

A significant characteristic of our recruiting process is to ensure non-discrimination. We strictly ensure that we only obtain information about applicants that is required for the skill assessment or that complies with national laws (e.g., the query of religious affiliation for tax reasons). To maintain these standards, our recruiters receive separate topic-specific training. In 2023/24, for example, our interviewers and recruiters undertook various training that

covered topics such as gender-appropriate job advertisements, unconscious bias, and gender-appropriate approaches.

### 8.6.2 Q\_PERSONAL GROWTH MODEL

We want to grow together and get smarter every day – together with our employees.

Our Q\_PERSONAL GROWTH MODEL is meant to provide a transparent structure for our employees' career paths.

We consider three areas in which our employees can continue to grow: actions, skills and assets. These three areas allow a holistic view of our employees' development. Through a tailored approach, personal goals can be identified and focused on.

#### The Coaching & Leading Model

With our Coaching & Leading model, we ensure that the employee's individual goals are optimally aligned with Q\_PERIOR's corporate goals. Together, we work on ensuring the success of our projects, living our corporate values, achieving employees' personal work-life balance, and promoting their development. In this light, our employees are supported by Coaches, Leads and by the Human Resources department.



Figure 9: Q\_PERIOR's Coaching & Leading Model

Our employees form the center of the model. At the start of each year, all employees are asked to formulate their own vision for development. Subsequently they participate in goal setting together with their Leads. Within the

project context, specific goals are defined with the project coach.

Our open feedback culture aims to give employees the opportunity to communicate praise and criticism directly and in a timely manner.

For regular performance and career development reviews, we use IT tools which support us. Based on this, our records show us that in 2023/24 more than 90% of employees got an annual review. Exceptions are General Managers, working students and USA branch employees.

### 8.6.3 Q\_PERIOR Career Model

As already described in chapter 8.2, employees can choose between two career paths:

The **Q\_PERIOR Expert Track** promotes employees who are looking for specialization in their sphere of responsibility by becoming an expert in a specific domain.

On the **Q\_PERIOR Management Track**, employees primarily assume personnel management and acquisition tasks, thereby gaining and perfecting entrepreneurial skills, and responsibility.





Both developmental paths are on equal terms and carry the same importance. We view ourselves as a fluid company, facilitating not only transition between departments at any time, but also transitions from the Management Track to the Expert Track or vice versa. For our internal functions we also provide a similar career track up to Managing Director.

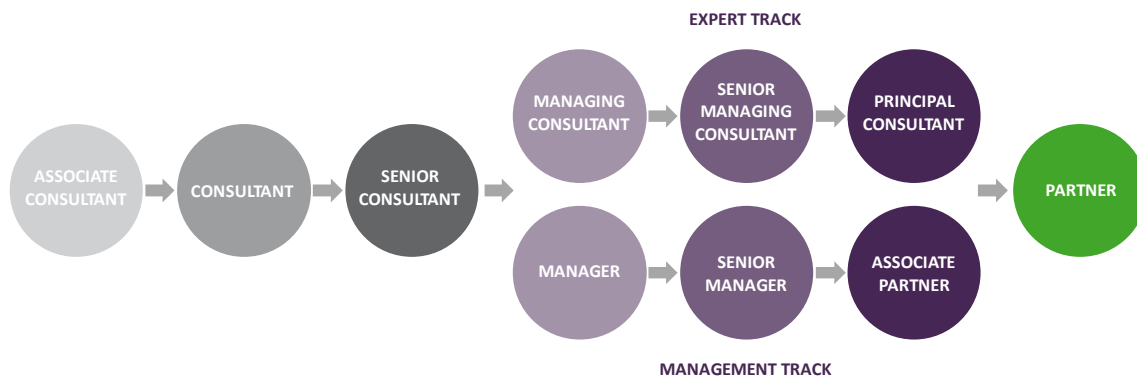


Figure 10: Q\_PERIOR Career Model

#### 8.6.4 Q\_ACADEMY

A core element of our business model is the preservation and development of internal knowledge and its dissemination within the company.

With the Q\_ACADEMY, we offer our employees about 170 training days a year. These sessions are constantly developed and adapted to the wishes of our employees as well as the requirements of our customers and markets. We also offer certification courses for a wide range of process and procedural models such as PMP, SCRUM and ITIL. In 2023/24, employees could choose among 78 different offerings in our official internal course catalogue, compared with 32 offerings in 2022, with multiple training dates at different international Q\_PERIOR locations. This number is steadily growing as we build an active and highly motivated internal training community. We thereby ensure having a sustainable process to transfer knowledge within the company. Along with our internal training, employees can attend external training courses in coordination with their Lead. The average training hours per employee is 20.3 hours. Non-binary average training hours per gender are not listed due to deviation of a small number of people.

In this way, our employees are empowered to follow a self-defined path to achieve new skills and competencies. The competency development is divided into three parts:

**On-the-job training:** Projects serve as development opportunities to move from knowledge to ability by taking over challenging tasks, sparring with coaches, exchanges with colleagues or knowledge transfer via lectures.

**Training & Workshops:** Our various departments and the Q\_PERIOR Academy offer classroom training, web-based training and individual coaching.

**Self-Study:** Employees develop themselves independently via textbooks, magazines and professional platforms.

Level	Average hours
Partner	13.3
Associate Partner/ Principal Consultant	19.3
(Senior) Manager/ Managing Consultant	20.9
Senior Consultant	16.7
Consultant	27.2
Associate Consultant	60.8
ISO	3.6
Students	0.9
<b>Average</b>	<b>20.3</b>

Table 26: Training hours provided by level. GRI 404-1a



Level	Female	Male	Total <sup>39</sup>
External Training	2,152	4,554	6,706
Internal Training	2,423	5,690	8,113
Q_Academy	7,098	11,509	18,607
<b>Total</b>	<b>11,673</b>	<b>21,754</b>	<b>33,426</b>

Table 27: Training hours provided by gender. GRI 404-1b

<sup>39</sup> Non-binary persons are not listed and provided training hours not included to ensure data anonymity.

## 8.7 Social Commitment at Q\_PERIOR

For us, corporate social responsibility (CSR) means assuming our share of responsibility and making a sustainable contribution to society beyond our consulting work. In this view, Q\_PERIOR engages in various projects and activities.

### 8.7.1 Active Employee Engagement – Social Challenges

A cornerstone of our social commitment is “Social Challenges”. On the occasion of our 10<sup>th</sup> company anniversary, we decided to increase our social contribution, and the “Social Challenges” initiative was born. We invited all Q\_PERIORs to get creative and come up with ideas for social projects, e.g., to help other humans, animals or to contribute to environmental measures. Every employee could participate in one or more social challenges. To conduct the projects, Q\_PERIOR offered every employee paid leave to devote a full day to the chosen project (+ EUR 100 per participant, to be used for the challenge or to donate to the organization).

In 2023/24, we spent more than 750 hours together on our Social Challenges. This means that we have more than doubled the number of hours of social engagement compared with 2022 (332 hours), impressively demonstrating the importance of social engagement at Q\_PERIOR.

We planted trees, cleaned animal shelters, ran and biked for miles, picked up trash from the streets, and handed out food. We use the following selected Social Challenges to illustrate the spectrum of our social commitment.

Furthermore, the Social Challenges were financially supported, depending on the number of participants in each project.



As the Social Challenges were such an enormous success since starting in 2021 in the course of Q\_PERIOR's 10<sup>th</sup> anniversary, we decided to continue the Social Challenge initiative in 2024/25 under a new name: **Powerday**.

Furthermore, selected Social Challenges will become an integral part of our ESG activities.

For 2021 until 2023/24, our social challenges are summarized by the following numbers:



### Some examples of our Social Challenges

#### Social Challenges – Environment

##### Traditional Tree Planting

Our traditional tree-planting social challenge took place in the Böhmenkirch community forest (near Stuttgart) where more than 1,000 beech trees were planted – and in the most adverse weather conditions.



### Cleaning up in the city

Our team ventured into different neighborhoods in Nuremberg and went on a quest to find trash. The colleagues were overwhelmed by the amount of waste they discovered – plastic bottles, cigarette butts and packaging materials ... the list goes on. But everyone was proud to have made a small but important contribution to environmental protection.



### HR plants trees

Another tree planting activity of our HR team reached its goal to plant 400 seedlings of different conifer species, including larch and fir, in existing woodland and integrated into the existing tree structure.



## Social Challenges – Society

### Hanseatic Help in Hamburg

We spent a Social Day at the non-profit organization Hanseatic Help e.V. to sort and pack clothes, bed linen and sleeping bags. Hanseatic Help e.V. takes on the role as a logistics service provider. Donations are accepted, collected, planned and delivered. Charitable organizations can order everyday goods and have them delivered free of charge. Refugees, homeless and socially disadvantaged people benefit from the donations.



### Connecting senior citizens

For several years we have been organizing Social Challenges with the organization Lichtblick e.V., where we do the groceries and deliver them in Q\_PERI duos for a day for seniors suffering from poverty in old age. In 2023 we organized something different: Movie afternoons showing the series "Schickeria – when Munich was still sexy!" focusing on the time in Munich the seniors lived through in their younger years. The 18 senior citizens who were there



enjoyed both afternoons very much, they laughed, marveled and certainly reviewed their own time in Munich during those years.



### Supporting Fort York Food Bank

Fort York Food Bank (FYFB) is a charitable organization in Toronto, Canada. Bulk food donations are transformed into accessible grocery stations, ensuring less fortunate families in the community receive essential supplies. We supported with staple foods such as dairy and canned goods and assisted families in navigating each station.



### Moving for Young Cancer Fighters

The Social Challenge has been made for the benefit of the cancer organization "German Foundation for Young Adults with Cancer". The team set up a sporty charity event in Munich and wherever Q\_PERI's wanted to take part remotely. According to the idea the idea of "100 moving minutes for young cancer

fighters", they moved for 100 minutes to collect one euro as a donation for the foundation for every minute of movement.



## Social Challenges – Animals

### Shelter in Cluj

Our mission for that day was to enhance the living conditions of the dogs in the shelter. We started with painting the dogs' cages. Afterward we cleaned the dog pens. Mucking out, scrubbing and disinfecting, we ensured that the living areas were not only clean but also safe and comfortable for the dogs.



### 8.7.2 Caritas Children's Village Irschenberg

For over 15 years Q\_PERIOR has been supporting the Caritas Children's Village Irschenberg in Germany by organizing regular joint activities



with the children and young people, e.g., excursions, visits to the cinema and summer parties.



Once a year, we organize a career information day for young people of the Children's Village. We provide information about educational opportunities and give advice on how to apply to a company. On this information day, we use our long-term customer contacts to introduce the children to companies from a wide range of industries.

In cooperation with the NGO Aktion Baum and the environmental group of the children's village, we put all our shades of green together and gave the visitors a playful introduction to the local trees at the summer event of the Caritas Kinderdorf Irschenberg.



Visiting basketball games of FC Bayern in Munich is also a regular part of our program for the Kinderdorf Irschenberg, and is possible due to our cooperation with FCBB. The kids from the Children's Village enjoy the visit and want to get autographs and take selfies with the pros.

### 8.7.3 Further Social Engagement

Unfortunately, there has been no shortage of social crises, natural disasters and humanitarian emergencies this year. This year, in addition to our Social Challenges, we donated to the following organizations:

- We have organized a social challenge for the **Swiss Rescue Dog Team** to which we donated instead of giving customer gifts at Christmas.
- **Aktion Deutschland Hilft** – for the victims of the earthquakes in Syria and Turkey.
- **Shelterbox e.V.** – an international organization for disaster relief for the accommodation of earthquake victims in Syria and Turkey.

Overall we raised around EUR 16,000, which we donated to three different humanitarian organizations to help the people in their emergency situation.



G

CORPORATE GOVERNANCE

Effective, group-wide corporate governance is the key to ensuring responsibility, trust and value-based corporate management for our internal and external stakeholders. Q\_PERIOR's corporate governance provides the framework for corporate management and control. This includes our organization, values and the principles that govern how we do business.



9.1 Corporate Governance

GRI 2-9 - 2-15 | 2-19 | 2-22 | 2-23

Q\_PERIOR is an owner-managed German public limited company. It is headquartered in Munich, Germany. Q\_PERIOR is structured in a holding structure with an overall holding corporation and an operative working corporation. The following section describes the Board structure's composition as of December 31, 2023.

The Q\_PERIOR Holding AG is governed by a two-tier Board structure, consisting of a Board and a Supervisory Board.

The members of the Board are:

Laurent Stoupy	Robert Schneeberg
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The members of the Supervisory Board are:

Stefan Marchner, Chairman
Pascal Imbert, Vice Chairman
Reza Maghsoudnia

The Supervisory Board is appointed for a period of four years.

The operating company is Q\_PERIOR AG, which is governed by a two-tier Board structure, consisting of a Board and a Supervisory Board.

The members of the Board are:

Karsten Höppner, Chairman and CEO
Michael Girke, Chief Financial Officer
Dr. Bernhard Braunmüller, Chief Sales Officer
Hasan Tekin, Chief Technology Officer

The members of the Supervisory Board are:

Stefan Marchner, Chairman
Pascal Imbert, Vice Chairman
Reza Maghsoudnia

The Supervisory Board is appointed for a period of four years.

All members of the Supervisory Board are independent and do not have a senior management role in operations at Q\_PERIOR AG.

The Supervisory Board appoints, monitors and advises the Board. It is involved in decisions of fundamental importance and collaborates closely with the Board. In line with the two-tier Board system, however, the Supervisory Board does not perform any management tasks, to preserve the separation between control and management.



For Q\_PERIOR AG the following people are General Managers and have individual procurement:

Peter Benthake	Stephan Blankenburg
Astrid Blechschmidt	Armando Chiodi
Raimondo Costa	Eduardo D`Alma
Bernhard Davignon	Holger Eder
Lars Erdmann	Christian Gensch
Michael Gomolka	Christoph Hahn
Craig Henningsen	Martin Hesse
Heiko Huhn	Alwin Jobb
Walter Kuhlmann	Christine Kusztrich
André Landefeld	Florian Lang
Klaus Leitner	Christof Merz
Peter Niederberger	Uta Niendorf
Andreas Paul	Malte Penther
Frank Petczelies	Roland Roudny
Sebastian Scheube	Roger Schmid
Thorsten Schrader	Wolfgang Schütte-Felsche
Didem Steinbauer	Jan-Hendrik Uhlenberg
Claudio Volk	Oliver Wucher

Overall, all members of the Supervisory and Board are male and have German or Swiss nationality. General Management is comprised of four females and 32 males with various nationalities.

With this report, the Board of Q\_PERIOR has issued the second annual public statement about ESG, which contains the following (this commitment can be found in chapter 1):

- the relevance of sustainable development of Q\_PERIOR
- the impacts of Q\_PERIOR's own operations and the value chain (e.g., suppliers, customers) on people (human rights, labor rights)
- the impacts of Q\_PERIOR's own operations and the value chain on the environment
- the zero tolerance for corruption (Anti-Corruption)

The Board supervises the ESG activities and reporting. Through workshops, the Board was actively involved in implementing the ESG@Q\_PERIOR project, the ESG strategy and its goals and vision for the future. In the end, the ESG strategy, ESG policy and the related goals and vision were approved by the Board.

In addition, the Board oversees the Q\_PERIOR due diligence process as well as the risk assessment. Further information can be found in chapter 9.3.

Currently, no collective bargaining agreements exist. The share of employees covered by collective bargaining agreements is 0%. At Q\_PERIOR, we place a high value on employee participation. This is reflected in our numerous open initiatives, our commitment to transparency, and our various communication formats.

### Executive Pay

The Management (Partner Level) remuneration is divided into a fixed and a variable component. The following factors determine the remuneration:

**Partner level** (currently six levels): The classification is carried out individually based on quantitative and qualitative criteria. The qualitative criteria include employee advancement, commitment to the company and various competencies critical for corporate development. The partner level influences the amount of both the fixed and variable part of the remuneration.

**Individual performance** (measured against individual financial indicators): Individual performance also influences the variable part of the remuneration, which is determined annually.

Retirement benefits are within the framework of legal requirements. Additional retirement benefits are not paid.

Executive pay for Board members (Vorstand) will be linked to performance on non-financial topics starting April 1<sup>st</sup> 2024. The criteria will be made transparent via the Board of Directors' Report to the Shareholders.

## 9.2 ESG Governance

GRI 2-12|2-13|2-14|2-17|2-22|2-23|2-28

Q\_PERIOR has established an overall ESG Governance. The project ESG @ Q\_PERIOR is led by a core team and supervised by an ESG Steering Committee.

The Steering Committee consists of the CEO, CFO and CSO, representatives from different countries and departments within Q\_PERIOR and the ESG core team.

The Steering Committee is informed every two to three months about current topics and the overall status of ESG @ Q\_PERIOR by the core team. There is a progress report on the SDG implementation status. In addition to a status update on the measures achieved so far and the planned measures for the upcoming quarter, the pain points that delay, complicate or make processing more complicated than planned are also highlighted.

The ESG @ Q\_PERIOR project's operative execution is ensured by a cross-functional ESG-team, comprising employees from various

departments. The project is divided into six work packages:

1. Compliance and Communication (see chapter 9.4)
2. Reporting (CSRD)
3. CO<sub>2</sub> & Focus SDGs (see chapter 0 and 7.3)
4. Diversity & Inclusion (see chapter 0)
5. Mindful\_Q (see chapter 8.4.7)
6. Q\_Family (see chapter 8.5.3)

Each work package focuses on its core topic, perfecting existing measures, establishing new measures, and ensuring overall ESG strategy compliance.

Furthermore, Q\_PERIOR is also a member of several associations including BDU (Bund Deutscher Unternehmensberater), Club of Rome and Board Academy.

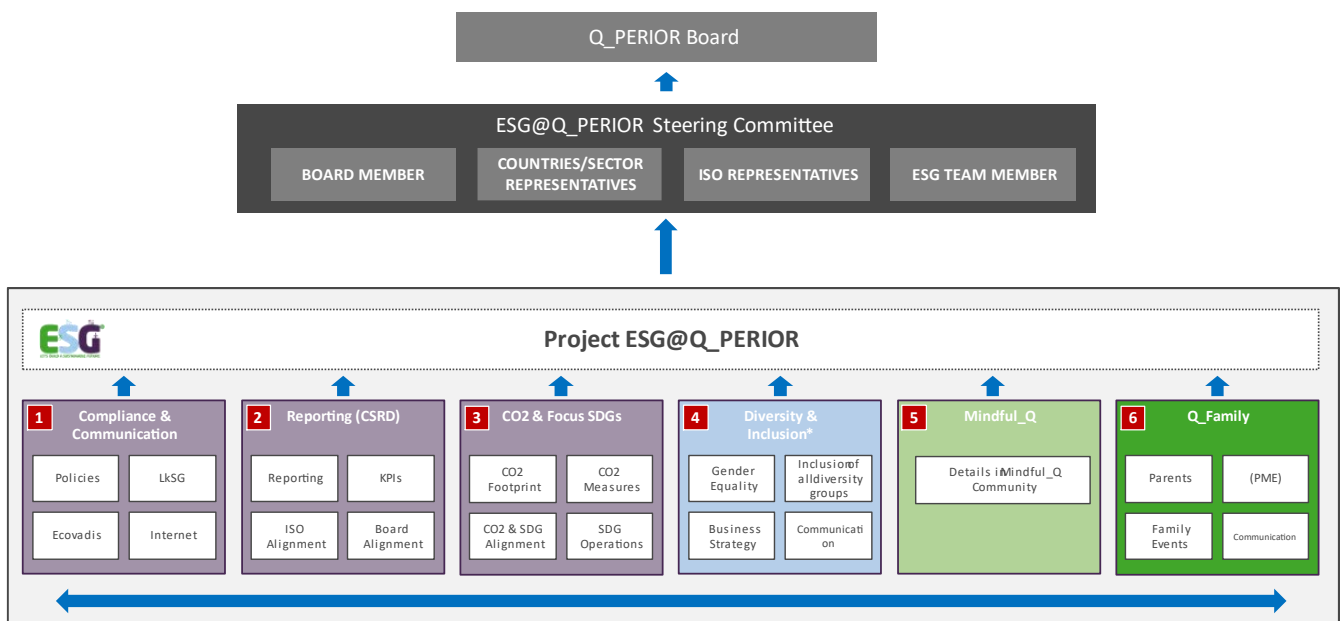


Figure 11: Organizational structure of the ESG project @ Q\_PERIOR



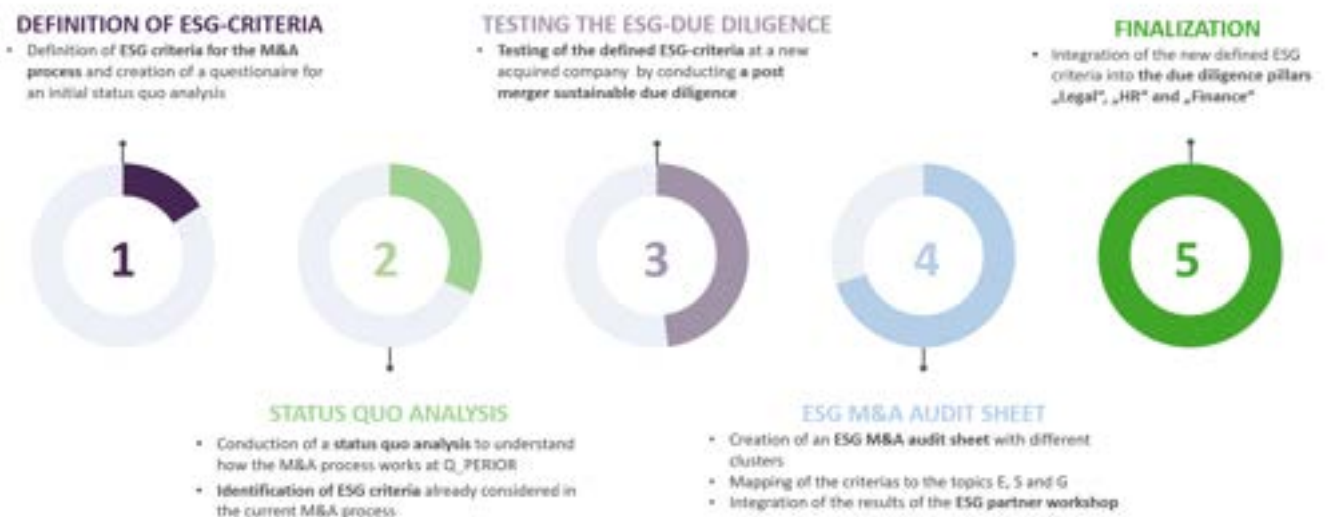
### Integration of ESG in our Q\_PERIOR M&A Process

ESG criteria have been integrated into our Mergers & Acquisitions (M&A) due diligence project since 2022. As our 2025 corporate strategy focuses on a growth approach, M&A are an essential part of our strategic actions. To ensure sustainable economic growth we integrated ESG criteria and risks into our Q\_PERIOR M&A due diligence process, to ensure a holistic and comprehensive perspective.



First, we defined possible ESG criteria and risks for the M&A process. Then a status quo analysis was conducted to understand the current due diligence process in detail. This enabled us to identify and classify existing ESG criteria and to adapt the newly defined criteria to the current process. Subsequently, the criteria were tested on a newly acquired company as a “post-merger sustainable due diligence.” It turned out that an integration of the ESG criteria into the already existing due diligence pillars of finance, legal, HR and tax was the best solution and that no new due diligence pillar for sustainability was necessary. This allowed us to create synergies with the existing criteria and to quickly integrate the newly defined criteria into the due diligence process. Next, an M&A audit sheet with the ESG criteria was created, assigned to the existing due diligence pillars, and validated at management level in a partner workshop. Finally, the ESG criteria were integrated into the three pillars of Legal, HR and Finance.

### Integration of ESG into the Q\_PERIOR M&A process



## 9.3 Risk Management

### GRI 3-3

To fulfill the legal requirements, meet the expectations of our customers, and live up to our name ("Q" for Quality and "\_PERIOR" for "Superior"), Q\_PERIOR is committed to proactively manage its risks. Therefore, we have implemented a process to assess risks related to our own operations. This process is applicable and binding for compliance, information security and data protection management. To ensure a comprehensive approach, we implemented an integrated management system called "DIRC":

- DSMS (data protection)
- ISMS (information security)
- RMS (risk management)
- CMS (compliance management)

The integrated approach ensures a uniform procedure for managing risks in the various management systems. The overarching goal is to use efficient risk management to identify risks at an early stage, keep them as low as possible, and avoid them altogether wherever possible.

The four DIRC officers are responsible for their areas, hence their individual management system. They perform risk assessment as part of their work. Currently, this involves the Risk Management Coordinator, the Compliance Management Officer, the CISO (Chief Information Security Officer) and the CDPC (Corporate Data Protection Coordinator).

The tasks of the DIRC officers are described in detail in other company policies and guidelines.

Regarding risk management, the main task is to support the risk management coordinator and the risk owners with:

- regular risk inventories
- quality assurance of the documented risks
- insurance of risk management

- advice for risk owners throughout the risk management process
- coordination of the implementation of measures to reduce risks
- reporting on the current risks, measures and changes to the management system within their mandate

The risk management coordinator initiates a risk inventory every six months. As part of this risk inventory, the risk owners identify new risks or update existing risks. Risks must be documented in the company-wide risk inventory.

We are planning to extend the process to also assess risks for our value chain, including suppliers, by introducing an ESG-related supplier questionnaire in 2024.

Our business activities and the associated supply chain can have a potentially negative impact on human rights and environmental concerns. To prevent this, Q\_PERIOR has introduced a process for the integration of human rights and environmental risks based on the existing risk management system according to the German Supply Chain Act. This process is intended to ensure the appropriate handling of human rights and environmental risks in our own business area and at our direct suppliers.

The risk analysis in our own business division and at our direct suppliers is carried out at least once a year. In addition, an event-driven risk analysis is undertaken if there are signs of significant changes in the risk situation in our own business division and/or in the supply chain.

## 9.4 Compliance

GRI 2-16|2-23|2-25|2-26|2-27|3-3

The Q\_PERIOR Management must ensure legally compliant business execution and is aware of its obligation to perform ethically and consciously regarding social and environmental issues.

Compliance is located at group level in the Legal & Compliance department. It is led by the Head of Legal as Compliance Coordinator, who reports directly to the Chief Financial Officer of the Board and is supervised by an externally appointed Compliance Officer. The goal is to ensure adherence to laws, regulatory requirements and internal rules, and to actively live them as part of the corporate culture. Therefore, the compliance department ensures that corporate policies and structures are designed to ensure compliance, follows up on complaints and breaches of regulations, and conducts internal training. In addition, it provides in-depth advice on relevant compliance issues.

The Q\_PERIOR Compliance Management System (CSM) is an essential component of our conceptual and operational work. It consists of several different elements: Compliance Culture

Compliance Plan, Whistleblowing System, Training and Communication, and Monitoring and Improvement. The core element of our Compliance Management System is our Code of Conduct.

Our [Code of Conduct](#) summarizes the essential principles derived from law and regulations and takes moral and ethical standards into account. It constitutes the core element of our Compliance Management System by providing guidance in our daily work processes. It is intended to support and promote correct, honest and responsible conduct.

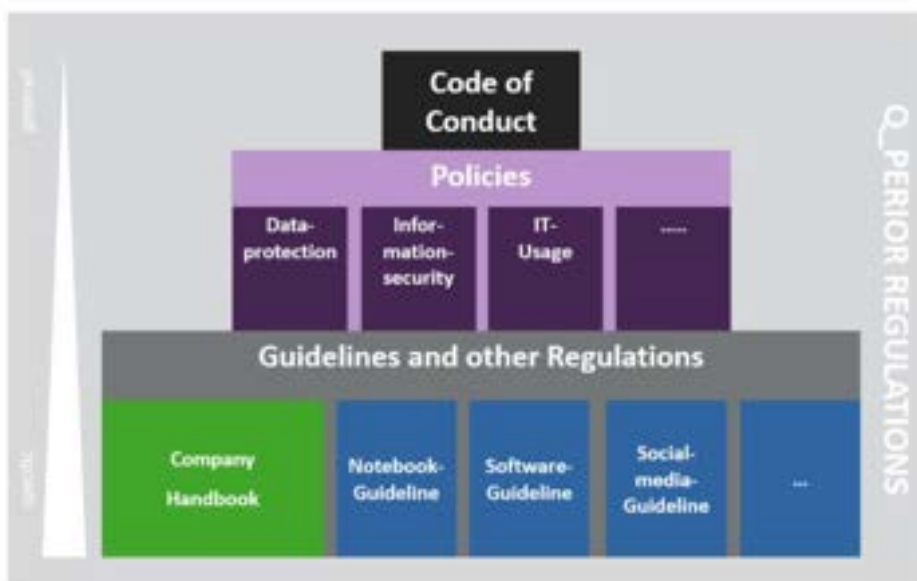
It includes topics such as anti-corruption, data protection and secrecy as well as environmental protection.

In 2022, we created a [Business Partner Code of Conduct](#) to ensure obedience of our values throughout our entire supply and value chain.

The Business Partner Code of Conduct bundles the most important principles to ensure compliance with law and regulations, as well as moral and ethical standards in business transactions. Environmental and human rights topics are also covered. The Business Partner Code

of Conduct constitutes a binding part of any contract with Q\_PERIOR.

To ensure integration of our compliance standards into everyday work life within Q\_PERIOR, compliance communication is another essential part of our Compliance Management System. The goal is to anchor the rules and principles



and Rules, Compliance Risk Analysis,

principles in the consciousnesses of all employees.

Every employee must participate in annual compliance training, to ensure regular refreshment of basic compliance knowledge. Based on this rationale, by March 31, 2024, 1,055 (81%) Q\_PERIOR employees were trained.

New employees are familiarized with the compliance framework in our “First Steps,” the introductory event at Q\_PERIOR.

Another cornerstone of our Compliance Management System is our [whistleblower system](#). This offers employees, customers, suppliers, and other business partners the possibility to report possible violations of the law, the Code of Conduct, or any other Q\_PERIOR policies. This report is anonymous.

Furthermore, our whistleblowing procedure gives employees, business partners and other stakeholders the opportunity to report violations of the Business Partner Code of Conduct, other company policies and other potential misconduct.

The protection of whistleblowers in the process has top priority and is ensured through a high level of confidentiality, respect for anonymity, and the strict refraining from retaliation. The objective of our whistleblowing procedure is to identify, counteract and ultimately prevent potential misconduct. The Legal & Compliance Department follows up on the reports if necessary. The system is accessible worldwide via the Q\_PERIOR website and is currently available in German and English.

Besides the online reporting system, reports of violations can also be made by telephone, e-mail or letter to the respective supervisor or directly to the Compliance Officer.

Additionally, an internal reporting system, the “Equality Team,” has been established, focused on addressing incidents of discrimination, bullying and harassment in alignment with Articles 1, 12 and 16 of our Code of Conduct. A comprehensive complaint investigation process

alongside anonymous reporting is offered, prioritizing confidentiality and sensitivity throughout every step. The Equality Team, comprising three subject matter experts, offers support to affected individuals, guides the D&I team on necessary equity measures and advises the HR on corrective disciplinary actions when applicable.

There are no known fines or non-monetary penalties for non-compliance with laws and regulations or cases of anti-competitive behavior or cartel and monopoly formation for the 2023/24 fiscal year.

The Legal & Compliance department is also responsible for policy management within the Q\_PERIOR Group. The aim of policy management is to establish uniform processes that ensure the creation, distribution and maintenance of policies within Q\_PERIOR.

The policy management therefore follows a regulatory hierarchy.

The first level comprises the Code of Conduct, which represents the overarching Q\_PERIOR regulations and contains binding guidelines for the responsible conduct of all employees and business partners. This is issued by Q\_PERIOR AG and applies to all companies in the Q\_PERIOR Group.

The second level involves policies that contain fundamental and binding guidelines on core topics such as data protection and information security.

The third level contains all other regulations, such as instructions, process descriptions, guidelines and manuals. In contrast to policies, they do not regulate fundamental aspects of core topics. Third-level regulations may contain more detailed, comprehensive and concrete requirements than Policies.

## Combating Corruption & Bribery

GRI 205-1 | 205-2 | 205-3

As a management consultancy operating mainly in the DACH region, the risk of corruption and bribery is relatively low. Nevertheless, combating corruption and bribery is an essential part of our Q\_PERIOR Compliance Management.

Our Code of Conduct states that we stand against all forms of corruption and bribery. It also regulates how donations and sponsoring are to be handled, which is solely made within the framework of the legal system and in accordance with the applicable internal regulations.

Anti-corruption and bribery aspects are also included in the annual compliance training, mentioned above.

Corruption is viewed seriously in our company, and we work hard to ensure transparency in these matters. During the year of reporting, Q\_PERIOR has not identified any incidents of corruption or any instances of corruption in its employees' conduct.





## 9.5 Information Security, Cyber Security & Data Protection

### GRI 3-3

Q\_PERIOR depends heavily on information and communication technology (hereinafter referred to as "IT") and its secure and reliable functioning, as this is the basis for the business activities of the company with customers, employees and partners. Therefore, Q\_PERIOR commits to ensure the information and digital security of all its actions. Accordingly, Q\_PERIOR has developed a set of policies regarding information, data and digital security:

The **Policy Information Security** regulates the framework conditions for the Information Security Management System (ISMS), which ensures the provision and maintenance of the required level of security for all data, systems, networks and locations in Q\_PERIOR's area of responsibility.

The **Policy Information Classification** protects Q\_PERIOR information and raises the awareness of all employees in the company. Targeted classification and appropriate handling of all information are intended to prevent damage.

The **Privacy Policy** creates one of the necessary framework conditions for worldwide data transfers among the Q\_PERIOR companies. It ensures an adequate level of data protection for cross-border data traffic.

The **Policy IT Usage** regulates the secure use of information and communication technology within the company. The aim is to make the terms of usage and the measures taken to verify compliance with these conditions transparent.

Further measures are covered in more detailed guidelines, such as the ISMS Risk Management Guidelines and the Guidelines for Security Incidents.

### 9.5.1 Information & Cyber Security

#### GRI 3-3

Q\_PERIOR's business activities require the use of the latest information technologies to shape the interaction with relevant stakeholders efficiently and effectively. Therefore, we are committed to ensuring compliance with applicable regulations.

Our Information Security goals are focused on the following topics:

- Protection of personal data
- Compliance with contractual obligations and requirements
- Compliance with applicable laws and regulations relevant to Information Security
- Creation and promotion of an Information Security culture within the organization
- The continuous improvement of Information Security

The core of our Information Security Management is the ISMS. Tasks, processes, organizational structure and responsibilities are brought together in this system. The ISMS – as part of **DIRC**, our Integrated Management System (concerning **Data Protection**; **Information Security**; **Risk Management** and **Compliance Management**) – builds the organizational core element of our Information Security Management. Our policy for Information Security forms the cornerstone for our related action. It supports the management bodies of the Q\_PERIOR companies in fulfilling their responsibility for information security. As the ISMS affects both internal and external interest groups, they are identified and included in the requirements determination process.

The ISMS is set up in accordance with the ISO/IEC 27001 and TISAX standards and is certified according to both standards. The last recertification for ISO/IEC 27001 was granted in the fiscal year 2023/24 and is still valid.

The Chief Information Officer (CISO) is appointed by the Board and reports directly to it. The CISO is responsible for the ISMS. The management bodies of the Q\_PERIOR companies are responsible for ensuring the rules regarding Information Security and providing the necessary financial and human resources.

Essentially, the bodies are obliged to ensure that the statutory information security requirements and those contained in the Information Security Policy are considered, and that the continuous implementation of the information security objectives is supported. Our ISO units must ensure compliance with the information security regulations in their areas of responsibility and the relevant implementation of information security measures and procedures as well as their compliance and monitoring.

The effectiveness of an ISMS depends on the “human factor,” – all employees.

To ensure that all employees can contribute to the effectiveness of the ISMS, we share frequent communications about the importance of information security with them. Regular awareness measures have been implemented, including emails with awareness videos.

Initially, employees must successfully complete information security training in the first four weeks at Q\_PERIOR. Subsequently, all employees must successfully undertake annual information security training.

In addition, ad-hoc cyber security measures are carried out, for example by sending simulated phishing mails. If an employee follows the instructions of the phishing mail and does not report it as such, additional information security and cyber security training must be completed.

Finally, employees can find more information and help concerning information security issues in our IT Knowledge Base.

Information Security incidents can be reported directly to the CISO via the Q\_PERIOR intranet.

Violations of our Information Security Policy or other related regulations can also be reported via the whistleblower system.

	2021	2022	2023/24
<b>Reported Information Security Incidents</b>	21	28	41

Table 28: Reported Information Security Incidents

Essentially, Q\_PERIOR continuously strives to improve the ISMS. Information Security is not a static topic but is influenced by many internal and external elements including new threats, new laws and even the development of new technical solutions. It is, therefore, of utmost importance to constantly review all existing and potentially new assets, existing policies, processes and roles and responsibilities, and adjust them if necessary. The ISMS is subject to a specific dynamic, which makes a continuous improvement process essential. Ongoing improvement is achieved through implementation of Plan, Do, Check, Act (PDCA) methodology.

### 9.5.2 Data Protection

#### GRI 3-3

The protection of data privacy is a basis for trustworthy business relationships with customers. Furthermore, Q\_PERIOR is committed by law to ensure compliance with data protection regulations.

Customers and business partners as well as employees themselves expect Q\_PERIOR to handle their personal data carefully and in accordance with the applicable data protection laws. A violation of data protection laws will have severe financial and reputational consequences for Q\_PERIOR as a company, as well as for the individual Q\_PERIOR employee.

For this reason, personal data is only processed (collected, stored, used or processed in any other way) by Q\_PERIOR with the consent of the individual concerned or when permitted by

law. In addition, personal data is only processed to the extent necessary and only for the initially defined purpose.

The data protection organization at Q\_PERIOR is part of the Legal & Compliance department. An external Data Protection Officer, who is responsible for most of the companies of the Q\_PERIOR Group, acts as a supervisory body. He is a non-technical body, supporting Q\_PERIOR's compliance with national and international data protection regulations. He monitors compliance with our Data Protection Policy and is appointed by the Board.

Additionally, Q\_PERIOR locations in Germany, Austria, Switzerland, Romania, Bosnia and Herzegovina, and Poland have a Data Protection Coordinator.

The Human Resources, Finance, Marketing & Communication, IT, Office Management, Sales, and Staffing Solutions departments also have a decentralized Data Protection Coordinator. This role ensures that basic knowledge of data protection law is available.

The Boards of the companies of the Q\_PERIOR Group are responsible for data processing in their designated areas. They are therefore obliged to ensure that legal and privacy requirements are considered.

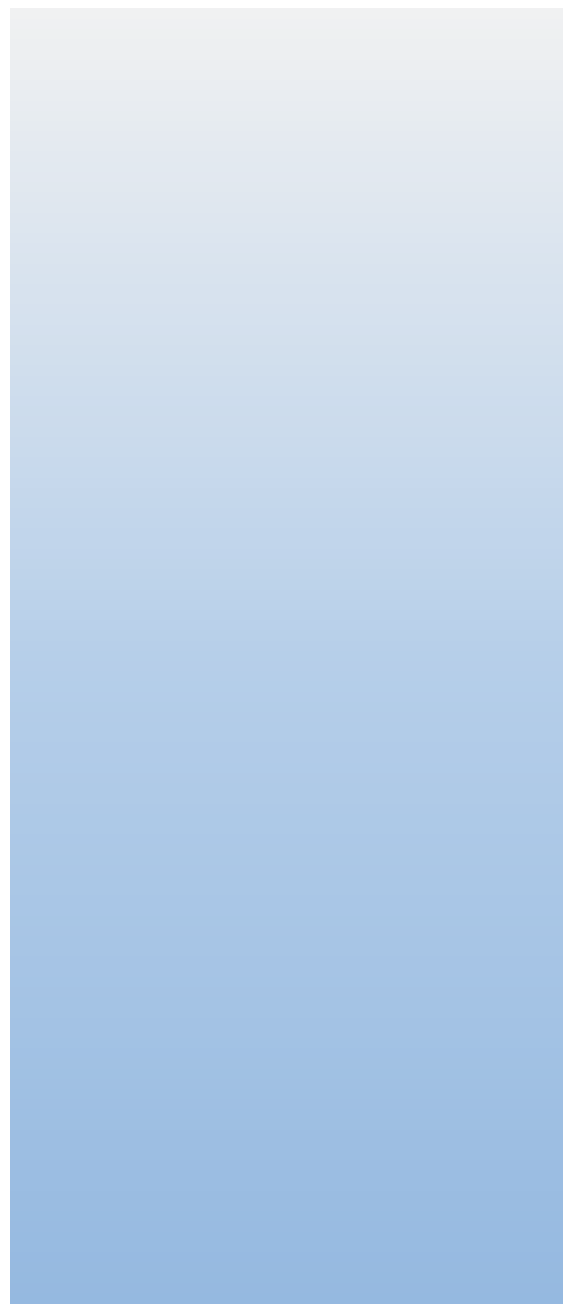
The Q\_PERIOR Data Protection Management System (DSMS) – as part of our Integrated Management System DIRC – is an essential component of this conceptual and operational work. Our Data Protection Policy serves as our core element for acting in accordance with data protection law. This policy sets out the principles for handling personal data. It creates the necessary framework for data processing among the Q\_PERIOR companies.

As part of our compliance training, all employees are trained and sensitized to data protection at least every two years. This ensures that over 80% of all employees are trained within the two-year cycle. Based on this rationale,

until March 31, 2024, 1,055 Q\_PERIOR employees were trained on Compliance Basics. In addition, our Data Protection training has been attended by 296 employees and Code of Conduct training by 465 employees.

Data protection incidents can be reported directly to our Legal & Compliance department or via the Q\_PERIOR intranet. Violations of our Data Protection Policy or other related regulations can also be reported via the whistleblower system.

In 2023/24, we had a total of three data protection incidents, one of which was reportable.



9.6 Sustainable Services

GRI 3-3

At Q\_PERIOR we consider sustainability as an opportunity. Environmentally conscious, responsible and ethical actions have a positive impact on all areas of the company and can make a significant contribution to increasing competitiveness and customer satisfaction.

In terms of our consulting services, Q\_PERIOR therefore offers cross-industry solutions for sustainable transformation projects with a focus on risk management, compliance, business processes, reporting (CSRD) and digitalization.

Q\_PERIOR has developed various solutions to support its clients in sustainable transformations. These offerings integrate sectoral, functional and technological expertise and focus on topics such as strategy development and implementation, social responsibility, responsible procurement and risk management, clean mobility, and circular economy, as well as supply chain issues, finance and sustainable marketing.

In addition, we offer consulting services in sustainable finance, insurance and banking.

Our updated “House of ESG” summarizes our main consulting areas, as shown below:



Figure 13: Q\_PERIOR House of ESG

## 10 GRI Content Index

The Q\_PERIOR Group has reported the information cited in this GRI content index for the period from April 1, 2023, to March 31, 2024, with reference to the Universal GRI Standards (as amended in 2021).

GRI Standard	Title / Content short	Comment	page
<b>GRI 1</b>	<b>Foundation 2021</b>		
	GRI 1 used	GRI 1: Foundation 2021	
	Applicable GRI Sector Standards	No applicable sector standards available	
<b>GRI 2</b>	<b>General Disclosures 2021</b>		
2-1	Organizational details	Chapter <u>5</u>	11
2-2	Entities included in the organization's sustainability reporting	Chapter <u>5</u>	11
2-3	Reporting period, frequency and contact point	Chapter <u>5</u>	11
2-4	Restatements of information	Chapter <u>5</u>	11
2-5	External assurance	Information unavailable: an external assurance for the sustainability reporting will be conducted in future reports, starting with the reporting period 2024/25.	-
2-6	Activities, value chain and other business relationships	Chapter <u>3</u>	8
2-7	Employees	Chapter <u>8.2</u>	42
2-8	Workers who are not employees	Information not reported	-
2-9	Governance structure and composition	Chapter <u>9.1</u>	67
2-10	Nomination and selection of the highest governance body	Chapter <u>9.1</u>	67
2-11	Chair of the highest governance body	Chapters <u>3</u> & <u>9.1</u>	8, 67
2-12	Role of the highest governance body in overseeing the management of impacts	Chapter <u>9.1</u>	67
2-13	Delegation of responsibility for managing impacts	Chapter <u>9.1</u>	67



2-14	Role of the highest governance body in sustainability reporting	Chapter <u>9.1</u>	67
2-15	Conflicts of interest	Chapter <u>9.1</u>	67
2-16	Communication of critical concerns	Chapter <u>9.4</u>	72
2-17	Collective knowledge of the highest governance body	Chapter <u>9.2</u>	69
2-18	Evaluation of the performance of the highest governance body	Planned for next year	-
2-19	Remuneration policies	Chapter <u>8.5.1</u>	56
2-20	Process to determine remuneration	Chapter <u>8.5.1</u>	56
2-21	Annual total compensation ratio	Planned for next year	-
2-22	Statement on sustainable development strategy	Chapters <u>1</u> & <u>9.1</u>	4, 67
2-23	Policy commitments	Chapters <u>6</u> & <u>9.1</u>	12, 67
2-24	Embedding policy commitments	Chapters <u>6.1</u> & <u>7.3</u> & <u>8.6</u>	12, 32, 58
2-25	Processes to remediate negative impacts	Chapter <u>9.4</u>	72
2-26	Mechanisms for seeking advice and raising concerns	Chapter <u>8.3</u>	46
2-27	Compliance with laws and regulations	Chapter <u>8.3</u>	46
2-28	Membership associations	Chapter <u>9.2</u>	69
2-29	Approach to stakeholder engagement	Planned for next year	-
2-30	Collective bargaining agreements	Not applicable	-
<b>GRI 3      Material Topics 2021</b>			
3-1	Process to determine material topics	Chapter <u>6</u>	12
3-2	List of material topics	Chapter <u>6</u>	12
3-3	Management of material topics	Chapters <u>6</u> & <u>7.1</u> & <u>7.2.1</u> & <u>9.3</u>	12, 22, 24, 71
<b>GRI 205      Anti-corruption 2016</b>			
205-1	Operations assessed for risks related to corruption	Chapter <u>9.4</u>	72
205-2	Communication and training about anti-corruption policies and procedures	Chapter <u>9.4</u>	72
205-3	Confirmed incidents of corruption and actions taken	Chapter <u>9.4</u>	72

<b>GRI 301</b>	<b>Materials 2016</b>		
301-1	Materials used by weight or volume	Chapter <a href="#">7.3.2.2</a>	34
301-2	Recycled input materials used	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
301-3	Reclaimed products and their packaging materials	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
<b>GRI 302</b>	<b>Energy 2016</b>		
302-1	Energy consumption within the organization	Chapters <a href="#">7.2.5</a> & <a href="#">7.3.2</a> & <a href="#">7.3.2.2</a>	25, 33, 34
302-2	Energy consumption outside the organization	Chapter <a href="#">7.3.2.2</a>	34
302-3	Energy intensity	Chapter <a href="#">7.3.2.2</a>	34
302-4	Reduction of energy consumption	Chapter <a href="#">7.3.2.2</a>	34
302-5	Reductions in energy requirements of products and services	no quantitative data available	-
<b>GRI 303</b>	<b>Water and Effluents 2018</b>		
303-1	Interactions with water as a shared resource	Chapter <a href="#">7.2.8</a>	27
303-2	Management of water discharge-related impacts	Not applicable as Q_PERIOR obtains and disposes (waste) water exclusively from and into public grid	-
303-3	Water withdrawal	Not applicable as Q_PERIOR obtains and disposes (waste) water exclusively from and into public grid	-
303-4	Water discharge	Not applicable as Q_PERIOR obtains and disposes (waste) water exclusively from and into public grid	-
303-5	Water consumption	Chapter <a href="#">7.3.2.2</a>	34
<b>GRI 305</b>	<b>Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	Chapters <a href="#">7.2.1</a> & <a href="#">7.2.2</a> & <a href="#">7.3.2</a>	24, 24, 33
305-2	Energy indirect (Scope 2) GHG emissions	Chapters <a href="#">7.2.1</a> & <a href="#">7.2.2</a> & <a href="#">7.2.6</a> & <a href="#">7.3.2</a>	24, 24, 26, 33
305-3	Other indirect (Scope 3) GHG emissions	Chapters <a href="#">7.2.1</a> & <a href="#">7.2.2</a>	24, 24
305-4	GHG emissions intensity	Chapters <a href="#">7.3.2.1</a>	33

305-5	Reduction of GHG emissions	Chapters <a href="#">7.2.4</a> & <a href="#">7.3.2</a>	25, 33
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
305-7	Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
<b>GRI 403 Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	Q_PERIOR follows the regulation and other standards, but does not have a formal management system in place	-
403-2	Hazard identification, risk assessment, and incident investigation	Chapter <a href="#">8.4.3</a>	52
403-3	Occupational health services	Chapter <a href="#">8.4.2</a>	52
403-4	Worker participation, consultation, and communication on occupational health and safety	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
403-5	Worker training on occupational health and safety	Chapter <a href="#">8.4.3</a>	52
403-6	Promotion of worker health	Chapters <a href="#">8.4.2</a> & <a href="#">8.4.5</a> & <a href="#">8.4.7</a> & <a href="#">8.4.8</a>	52, 53, 53, 53
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Chapter <a href="#">8.4.3</a>	52
403-8	Workers covered by an occupational health and safety management system	Not applicable for Q_PERIOR due to business model   no quantitative data available	-
403-9	Work-related injuries	Chapter <a href="#">8.4.3</a>	52
403-10	Work-related ill health	Chapter <a href="#">8.4.3</a>	52
<b>GRI 404 Training and Education 2016</b>			
404-1	Average hours of training per year per employee	Chapter <a href="#">8.6</a>	58
404-2	Programs for upgrading employee skills and transition assistance programs	Chapter <a href="#">8.6</a>	58
404-3	Percentage of employees receiving regular performance and career development reviews	Chapter <a href="#">8.6</a>	58
<b>GRI 405 Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and Employees	Chapter <a href="#">8.2</a>	42

		Information incomplete: GRI 405-1a ii and 1b iii “Percentage of individuals by further diversity characteristics” could not be listed due to a lack of data	
405-2	Ratio of basic salary and remuneration of women to men	Chapters <u>3</u> & <u>8.5.1</u> Information incomplete: overview over ratio for each employee category will be specified within the next report	8, 56
<b>GRI 406</b>	<b>Non-discrimination 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	Chapter <u>3</u>	8

## Figures

Figure 1: Q_PERIOR's service portfolio in its core industries.....	8
Figure 2: Q_PERIOR ESG Materiality Matrix.....	13
Figure 3: Development of CO <sub>2</sub> emissions per employee over time .....	25
Figure 4: Development of paper consumption per employee.....	28
Figure 5: Q_PERIOR Consultancy Career Levels .....	44
Figure 6: Q_PERIOR Career Levels Expert Track.....	44
Figure 7: Q_PERIOR Career Levels Management Track .....	44
Figure 8: Q_PERIOR Career Level Partner .....	44
Figure 9: Q_PERIOR's Coaching & Leading Model .....	59
Figure 10: Q_PERIOR Career Model .....	60
Figure 11: Organizational structure of the ESG project @ Q_PERIOR .....	69
Figure 12: Q_PERIOR Policy Hierarchy .....	72
Figure 13: Q_PERIOR House of ESG.....	78

## Tables

Table 1: Action areas and action fields regarding ESG.....	13
Table 2: Overview of ESG objectives .....	19
Table 3: Total electricity consumption (renewable and non-renewable).....	26
Table 4: Renewable electricity consumption relative to total electricity consumption .....	26
Table 5: Carbon Footprint GRI 302-4   305-1   305-2   305-3 .....	33
Table 6: GHG Emission Intensity based on revenue and employee headcount GRI 302-4   305-4 .....	33
Table 7: Paper Consumption GRI 301-1 .....	34
Table 8: Water Consumption GRI 303-5.....	34
Table 9: Energy Consumption – Electricity GRI 302-1 .....	34
Table 10: Energy Consumption – Heating (natural gas) GRI 302-1 .....	34
Table 11: Energy Consumption – Heating (district heating) GRI 302-1.....	35
Table 12: Energy Consumption (total) GRI 302-1.....	35
Table 13: Energy Intensity based on revenue and employee headcount GRI 302-3 .....	35
Table 14: Business Travel – Air Travel GRI 302-2   305-3 .....	36
Table 15: Business Travel – Train and Public Transport GRI 302-2   305-3 .....	36
Table 16: Business Travel – Taxi, Private and Rental Cars GRI 302-2   305-3.....	36
Table 17: Emission Factors used .....	39
Table 18: Overview of all employees of the Q_PERIOR Group among different genders and ways of employment GRI 2-7 .....	42
Table 19: Overview of all employees of the Q_PERIOR Group among different countries and entities GRI 2-7 .....	43
Table 20: Share of individuals in Q_PERIOR's governance bodies by gender GRI 405-1a i .....	45
Table 21: Share of individuals in Q_PERIOR's governance bodies in age group GRI 405-1a ii.....	45
Table 22: Share of individuals in Q_PERIOR's governance bodies by countries GRI 405-1a ii.....	45
Table 23: Share of employees by gender in percentage GRI 405-1b i .....	45
Table 24: Share of employees by age in percentage GRI 405-1b ii.....	46
Table 25: Gender pay gap 2023/24 of Q_PERIOR compared with the previous year GRI 405-2.....	49
Table 26: Training hours provided by level. GRI 404-1a .....	61
Table 27: Training hours provided by gender. GRI 404-1b .....	61
Table 28: Reported Information Security Incidents .....	76



Munich, 14.06.2024

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