all for one
Group

**SUSTAINABILITY REPORT**

# 2020
# /21

# KEY FIGURES
## 2020/21

**SALES**
in EUR MILLIONS
**372,9**
2019/20: 354,4

**ENERGY CONSUMPTION**
in MWh
**14.694**
2019/20: 18.554

**EMPLOYEES**
at 30.09.2021
**1.991**
30.09.20: 1.841

**GHG-EMISSIONS**
in t CO2e
**3.828**
2019/20: 5.600

**EMPLOYEE RETENTION**
in %
**93,6**
2019/20: 93,2

**MOBILITY INDEX**
in %
**3,33**
2019/20: 6,11

**DIVERSITY**
Share of women in %
**33,6**
2019/20: 33

**DATA CENTER
SUSTAINABILITY INDEX**
**0,4174**
2019/20: 0,3400

**HEALTH INDEX**
in %
**97,4**
2019/20: 97,3

**REUSED
DEVICES**
2020
**389**

**EMPLOYEES IN TRAINING**
at 30.09.2021
**93**
30.09.20: 67

**TRAINING COST**
in KEUR
**1.297**
2019/20: 1.226

# ABOUT US

**WE ENHANCE THE ABILITY OF OUR CUSTOMERS TO COMPETE IN A DIGITAL WORLD**

In pursuit of this mission and self-imposed challenge, the 2,500 experts at All for One Group SE do everything they can every day, drawing on their implementation prowess and innovative strength to support their more than 3,000 customers based in Germany, Austria, Switzerland and Poland in transforming their companies and digitalising their business. Areas of activity range from cybersecurity to new work, customer & employee experience or business analytics right up to machine learning and managed services. As a leading consulting and IT group, All for One Group has extensive process and industry expertise, coupled with in-depth techno-logical proficiency. All for One Group customers – who mainly belong to the (larger) midmarket – appreciate the vast wealth of experience gleaned from thousands of successfully delivered projects and the consulting exper-tise of a provider of full-range services focusing on strategy, business & IT. The broad portfolio of the multi-award-winning Group includes best-in-class solutions and services based on SAP, Microsoft & IBM, which can be used throughout a business and beyond, and which aim to enhance the ability of customers to compete.

All for One Group. One idea ahead

# TABLE OF
# CONTENTS

# MORE DIGITALISATION
# MORE SUSTAINABILITY

## INTERVIEW WITH MANAGEMENT BOARD MEMBER MICHAEL ZITZ

Buzzwords such as »digitalisation« and »sustainability« are mainly brought to life – apart from one's personal viewpoint – by the companies that engage with them. An impressive 3,000 customers in the German-speaking region and Poland are meanwhile digitalising their business with the help of All for One Group. Opening the door to more sustainability? Definitely »yes«. There is no way of avoiding more sustainability. Which is why All for One Group wants to not only take responsibility for its staff, for reducing greenhouse gas emissions and for making sure it uses resources sparingly, but also to accompany its customers on their journey towards more sustainability and to contribute important input to the sustainability debate. Talking to CSO Michael Zitz.



| STEFAN LAND | LARS LANDWEHRKAMP | MICHAEL ZITZ |
| CFO | CEO | CSO |

**Michael, where does All for One Group currently stand in terms of sustainability?**

*Zitz:* Personally, I am delighted that the issue of sustainability is currently experiencing a boom at the company and being very firmly anchored in our corporate strategy. Back when we were working on our wide-scale values project in 2021, we were already ranking sustainability as one of our top priorities. Moreover, we have already made quite some progress with sustainability in the past although that might not have been consciously obvious to some people. It started with our office design, which includes LED lighting, for example, or sustainable resources and materials that consume less energy, but is also reflected in many of the things we offer, such as our job bikes. We are on the right track, but are fully aware of course that there is still an awful lot to do, in respect of both our in-house processes and our portfolio with regard to our customers.

## THE ENTHUSIASM IS CLEARLY TANGIBLE

MICHAEL ZITZ
CSO

**So sustainability is a multi-faceted topic…**

*Zitz:* …that is true. Which is why we are specifically spotlighting sustainability, starting in financial year 2021/22 and asking ourselves questions: How do we want to manage the business? How do we want to work and how do we want to act as employers? How do we want to position the company and how do want to help our customers become more sustainable? There is a lot to do and I am very much looking forward to our Group making a real difference – not least because the issue is one of huge importance to me personally. I try to make my private life more sustainable as well. Such as the photovoltaic system we have installed at home to produce sustainable power. And I am not alone. On the contrary, the enthusiasm of our colleagues throughout the entire Group is clearly tangible when it comes to sustainability, and we have realised that we can now evolve into a sustainable IT company.



**MICHAEL ZITZ**
CSO

**Looking at our customers, in which markets do you see the biggest opportunities for new products and services?**

*Zitz:* We are all witnessing how sustainability is affecting all sectors of industry and markets. There will be no way of avoiding the topic anywhere in the years to come. The impact on some sectors of industry will, of course, be stronger than on others. The automotive industry, for example. Nevertheless adopting as broad a stance as possible will be crucial to enable us to offer solutions for the widest range of scenarios, industries and areas of customer focus. Logistics & supply chain issues are one possible area where we can definitely score points. Supply chains, particularly, offer enormous design scope and potential with regard to enhancing sustainability through increasing efficiency, automation and digital processes.

**What specific examples do you have in mind?**

*Zitz:* One example I can think of is our customer MULTIVAC. We actually plan to present this customer case at our Midmarket Forum 2022. As a manufacturer of packaging machinery, MULTIVAC is on the verge of a complete turnaround. It faces enormous changes and is right in the middle of its transformation. The marketplace if full of MULTIVACS whose business models will experience massive cuts in some cases, but who also have the opportunity to break entirely new ground. We are eager to accompany them on this journey – regardless of

whether focus is on the IoT, machine learning, intelligent ERP, new work or elsewhere.

# EVEN SMALL CHANGES CAN MAKE A BIG DIFFERENCE

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MICHAEL ZITZ
CSO

**Sustainability is strongly characterised by standards and certifications. What does that mean for you?**
*Zitz:* Standards and certifications are important as they create a certain degree of comparability and credibility, and let you adopt a clear position vis-à-vis the outside world. However, for us and our customers, focusing on the work behind the standards is much more important than just blindly chasing after certificates. Mere certification on its own is worthless if you don't focus on sustainability every day, actively practise sustainability and, especially, invest specifically in resources to assure continuous development and improvement. I would therefore say that yes, we too will continue to make sure we meet the standards and obtain the certifications. But what is much more important to me is that sustainability is actively practised both within and outside the company with as many colleagues as possible coming on board and getting actively involved to ensure we remain successful in the long run.

**Our Sustainability Report lists a lot of targets. Which of them is most important to you? And why?**
*Zitz:* Given that sustainability has so many different facets and covers so many areas, I would be loath to opt for just one specific target. I personally find it much more important to get the whole team on board when it comes to sustainability, i.e. we manage to achieve a high level of participation with as many colleagues as possible voicing their ideas – the potential within the Group is absolutely huge! And we need to address processes and structures that affect a lot of the staff so that we can show how to achieve a lot through small changes. One major factor, for example, will be the topic of travel, both within the Group and elsewhere: planning trips, offering incentives to use public transport, car pooling, efficient arrival/departure planning, planning events such as team events and team meetings, or generally our company fleet and office locations. There is much potential that can be leveraged quickly and which will be widely welcomed by a lot of our colleagues, as indicated by the increased number of enquiries in this direction. Defining specific targets and

transparent KPIs is definitely a key factor for the successful implementation of our strategy, as they motivate and, especially, define a clear direction. Such targets can be "conventional", such as reducing $CO_2$ emissions, but they can also be other, softer targets and factors. In this respect, we are hoping for lots of ideas from our colleagues and I look forward to the involvement of many of them.

# SUSTAINABILITY IS INCREASINGLY EVOLVING INTO A COMPETITIVE ADVANTAGE

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MICHAEL ZITZ
CSO

**Just imagine if our sustainability initiatives were not far-reaching enough for our customers. Or, the other way around: how do we want to handle business partners in the future if they don't satisfy our requirements in this respect?**
*Zitz:* All customer feedback is valuable and gives us the opportunity to improve. If we find ourselves in a situation where our sustainability requirements are not good enough for a customer or business partner, we should certainly not opt for the ostrich approach. Quite the opposite: these are the opportunities to start talking and to start listening closely. Where is there room for us to improve? Which criteria have been missing from our agenda to date? Which topics are relevant for the marketplace/customer but have not yet been adequately addressed by ourselves? Sustainability is a topic that will occupy us to a huge extent over the next years and decades. We must accept the need for continuous improvement in this area. If the boot is on the other foot, I believe it is important to take an unambiguous stance. If we want to support sustainability credibly, and actively practise it, making our customers and partners clearly aware of our requirements is also important, as is our response to any major discrepancies that might arise. After all, we don't want to use sustainability as a marketing gag or to polish our image. Rather, we are convinced that at All for One Group we have a responsibility towards our employees and that we are able and willing to make our contribution towards helping companies become more sustainable through digitalisation.

**The federal government and the United Nations often mention the Agenda 2030. Where do you see All for One Group by then when it comes to sustainability?**

*Zitz:* Our clear objective is to be perceived in the marketplace as an innovative IT company that doesn't just half-heartedly practise sustainability merely because climate conferences, Fridays for Future, etc., are prompting – or more or less forcing – all businesses to jump aboard. Instead, we want to anchor sustainability very firmly both in our in-house structures and processes, and in our portfolio and approach to customers. And we want to anchor it in various dimensions – from responsibly handling the environment and resources to innovative solutions and products for our customers, right up to sustainable personnel development and corresponding approach to handling our own resources. We want to be sure that our customers are fully aware that we at All for One Group have internalised sustainability, provide manifold solutions to drive our customers' sustainability as well, and act as a player in the marketplace contributing important input to the sustainability debate.

# 89% RECYCLED
## 47 TONS OF RAW MATERIALS SAVED
## EQUALS 111 TONS LESS CO2

Germany is seen as the world champion when it comes to separating waste. And yet: only around 12% of all raw materials are recycled, which puts us still far removed from any »circular economy« worth mentioning. If we could manage to recycle more and extract the original materials from the waste, we could protect valuable resources, eliminate supply bottlenecks and, at the same time, protect the climate.

IT hardware is not particularly sustainable. »We are making every effort to ensure that used company equipment is given a second chance at life rather than landing on the tip once we have erased the data. This reduces $CO_2$ emissions and protects resources around the globe by reducing the volume of new equipment that has to be manufactured«, explains Johannes Eisele, Partner Manager at AfB Group.

Achievements over the meanwhile 10-year partnership: All for One Group has handed 1,198 pieces of IT equipment that it no longer needed over to AfB.

Of this volume, 89% has been re-marketed. The remaining 11% was professionally dismantled to extract valuable raw materials. Eisele continues: »This is a really great contribution by your company«. By the way: a lot of people with disabilities are involved in the certified IT re-marketing services provided by AfB. The company actively practises inclusion and diversity rather than just claiming to support them.

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# SUSTAINABILITY IN THE SUPPLY CHAIN

## HOW UNITED VARS ENSURES THE AVAILABILITY OF MORE CLEAN WATER

Germany owes its position as world champion exporter to its many »hidden champions«. Their global IT is critical for business and is therefore frequently supported by All for One Group despite the consulting and IT Group's focus on the D A CH region and Poland. How come? And what does that have to do with sustainability?

Working in ecosystems has always been a top priority at All for One Group to strengthen supply chains and create value in a manner that is globally sustainable as well. Instead of sending our consultants all over the world, All for One Group co-founded United VARs back in 2006. 15 years on and the association comprising meanwhile around 50 United VARs partners from more than 100 countries is viewed not just as the most powerful alliance of SAP partners but as trailblazers when it comes to sustainability.

Turn on the tap and hey presto. So why bother thinking about clean water at all? More than 800 million people around the globe can only dream of such a convenience. They can't wash their hands, they have no toilets, their only water supply – if at all – is a dirty river. The consequences are catastrophic. More than 800,000 children die each year due to a lack of clean water.

Systems that can each collect 4,000 litres of rainwater, proper washrooms and toilets, hand-washing facilities, bio-sand filters for recycling, on-site training courses on basic hygiene and how to use the sturdy equipment properly – these are all achieve-ments of the WASH (Water, Sanitary Facilities and Hygiene Training) programme. The Kleine Hilfsaktion e.V. association has equipped more than 20 schools in total – with the support, this time, of United VARs and SAP. Added to which, WASH acts as a multiplier: the children proudly take their newly-acquired under-standing of hygiene and clean water home with them. Which benefits both their parents and future generations of schoolchildren.

# ABOUT THIS REPORT

This reporting year 2020/21, for the first time, All for One Group SE is publishing a Sustainability Report that adheres to the criteria of the DNK (Deutscher Nachhaltigkeitsindex / German Sustainability Code) as issued by the RNE (Rat für Nachhaltige Entwicklung / Council for Sustainable Development). It includes the disclosures required under the CSR Directive Implementation Act (CSR-Richtlinie-Umsetzungsgesetz, CSR RUG) relating to the five aspects required of the combined Non-Financial Statement as per Sections 289b, 289c, 315b, 315c HGB: environmental, employment and social concerns, respect for human rights, and fighting corruption and bribery.

In addition, our Sustainability Report also complies with specific standards issued by the Global Reporting Initiative (GRI) and includes a discussion of how we implement the NAP (»National action plan for economic growth and human rights).

**Audit and publication**
Pursuant to Section 317 (2) sentence 4 HGB, the content of our Sustainability Report was not subject to examination by the auditors. The DNK has, however examined our Sustainability Report to ensure its completeness and has provided us with qualified feedback, which was incorporated into the published version.

The Supervisory Board of All for One Group SE has reviewed this Sustainability Report and approved it for publication at its meeting to discuss the annual financial statements on 9 December 2021.

Our Sustainability Report was published on 15 December 2021, together with the annual financial statements and the consolidated financial statements for financial year 2020/21, to coincide with the financial statements press conference. Our Sustainability Report is available for public inspection on both our website at www.all-for-one.com/csr_e and on the DNK website at https://www.deutscher-nachhaltigkeitskodex.de.

# GENERAL INFORMATION

## REPORTING COMPANY

All for One Group SE, Filderstadt/Germany is a European corporation (Societas Europaea, SE). The Company is listed in the commercial register of the District Court of Stuttgart under registration number HRB 774576. Its registered office is Rita-Maiburg-Strasse 40 in 70794 Filderstadt/Germany. All for One Group SE shares are listed in the Prime Standard of the Frankfurt stock exchange (ISIN: DE0005110001).

All for One Group SE and its subsidiaries (together »All for One Group« or »Group«) provide their services mainly in the German-speaking markets of Germany, Austria and Switzerland (DACH region) and, since 1 October 2021 increasingly, in Poland (acquisition of SNP Poland).

As a capital market-oriented company, this Sustainability Report also includes the **Combined Non-Financial Statement** (»Non-Financial Group Report«, Sections 289 b-e, 315b and c German Commercial Code (Handelsgesetzbuch, HGB), DRS 20, Note 248) for All for One Group SE and its subsidiaries. Disclosures relating solely to the parent company All for One Group SE are marked accordingly (Section 298 (2) sentence 3 HGB).

### National action plan for economic growth and human rights (NAP human rights)

This Sustainability Report, which has been compiled for the first time in line with the recommendations of the **German Sustainability Code**, also incorporates the recommendations of the German **»National action plan for economic growth and human rights«** and contains the appropriate information.

### Sustainability Report and the »Sustainable Development Goals« (SDGs) issued by the United Nations

By issuing its »Sustainable Development Goals«, the United Nations has created a system of goals for managing global sustainability development. The system defines 17 individual SDGs together with corresponding sub-goals and indicators. Application is primarily aimed at governments and state-run organisations although a growing number of business such as All for One Group are using the SDGs as guidelines. Any direct correlation between our sustainability activities and the UN's SDGs is highlighted in this

Sustainability Report with the corresponding SDG icon, and a brief explanation is provided. These sections are highlighted separately and were not included in the DNK's review.

## BASIS OF PRESENTATION

### Financial year

The financial year 2020/21 of All for One Group SE commenced on 1 October 2020 and ended on 30 September 2021. The corresponding prior-year period therefore ran from 1 October 2019 to 30 September 2020. Our Sustainability Report relates to these aforementioned reporting periods. In the financial year just ended, All for One Group generated sales of EUR 372.9 million (prior year: EUR 354.4 million). As of 30/09/2021, 1,991 (30/09/2020: 1,841) people were employed.

### »Covid-19« is synonymous with the coronavirus pandemic

Our current reporting year 2020/21 was also dominated by the consequences of the global coronavirus pandemic. For reasons of simplification and consistency with the English version of this report and to avoid repetitious descriptions of one and the same circumstances in various sections of this report, we always use »Covid-19« as an abbreviated synonym.

### Forward-looking statements

This report contains forward-looking statements. These statements reflect both our and third-party estimates and assumptions that were valid at the time they were made or when this report was issued. Forward-looking statements are always subject to uncertainty. If estimates and assumptions prove to be mistaken or only partially correct, actual results may deviate – quite substantially – from expectations.

### Gender neutrality

For reasons of simplification, we only use one gender. All other genders are explicitly included.

### Integrated report versus separate report

Sustainability reports can be either included in the corresponding management report or issued as a separate document. We continue to opt for the second variant although non-financial content (such as »non-financial performance indicators«) is also mandatory in management reports. We consciously accept this redundancy, however, and believe that our Sustain-

ability Report – as issued separately at present and summarising all relevant sustainability aspects and strategies in a single document – is more easily understandable, compact and therefore user-friendly. As such, our Sustainability Report supplements our business reports and should therefore always be read in conjunction with the following documents:

– Annual and consolidated financial statements (including combined management report)
– Report of the Supervisory Board
– Remuneration report
– Corporate governance report

All these reports – including this Sustainability Report – can be found on our website at www.all-for-one.com/reports_e, together with a whole host of detailed information.

### Additions to the scope of consolidation
The two acquisitions – of »SNP Poland« and »ACS-Gruppe« – that were completed at the start of our new financial year 2021/22 on 1 October 2021 will be included for the first time in our Sustainability Report 2021/22.

## BUSINESS MODEL AND PORTFOLIO

All for One Group AG sees itself as a leading consulting and IT Group, valued digitalisation partner and the number 1 in the German-speaking SAP midmarket. Our strategy is tailored to enhancing the ability of our customers to compete in a digital world. With our expertise and implementation skill we provide companies with comprehensive advice that encompasses all relevant issues, and aims to ensure as perfect and seamless an interaction between people, strategies, processes, data and systems as possible. Our integrated business model combines strategic and management consulting, process consulting, industry expertise, technology expertise, IT consulting and services, and transformation management. At the same time, the integrated business model is designed to generate the highest possible recurring revenues from cloud services and support, and software support.

### Focus on selected customer and market segments
Our **customers** mainly rank as midmarket, although a growing number ranks as »larger« midmarket. These are companies with annual sales up to a range in the middle single-digit billions yet still with an "SME" culture when it comes to their organisation, processes and how importantly they want to be treated by »their« service provider. Our **industry focus** is on companies operating in mechanical and plant engineering,

automotive supply, consumer goods and project services. We mainly use our own resources at numerous offices close to our customers to manage our business relationships in Germany, Austria and Switzerland. To secure the **global provision of local support** to our mostly international customers, we set up the United VARs partner network in 2006. This alliance enables us to offer local support in – meanwhile – more than 100 countries based on uniform quality standards and recognised project methods.

### Service portfolio aligned to all-inclusive customer support
The Market Unit with the »All for One Steeb« brand forms the core of our **Service Portfolio**. It offers »SAP excellence« focusing on SAP S/4HANA – vastly advanced corporate software that forms the basis and »Digital Core« of any business software landscape. Our service portfolio, which was hugely expanded as part of our »Strategy Offensive 2022« also includes solutions for »Employee Experience« (personnel management), »Customer Experience« (customer relationship management), »Business Analytics« (data analytics), »IoT & Machine Learning« (sensor-driven business workflows), »Cyber Security & Compliance« (information security) and »New Work & Collaboration« (company-wide agile collaboration). Wherever possible, we operate and manage the extensive application land-scapes of our customers from the cloud (Market Unit »Managed Cloud Services«). We also provide strategic, management and transformation consulting at »C Level« (management level). This comprehensive port-folio enables us to assist our customers on their journey to becoming intelligent, networked, and highly pro-gressive and innovative companies.

### Strategic partnerships
Our daily business focuses on our **partnership** with **SAP**. We further expanded our partnership with **Microsoft** in financial year 2019/20. Both partners – SAP and Microsoft – are also increasingly collaborating with each other and are firmly anchored in our strategic initiative »CONVERSION/4« within the framework of our new cooperation with **SNP** (Schneider-Neureither & Partner SE, Heidelberg). This subscription model not only enables companies to migrate safely and parti-cularly efficiently to SAP S/4HANA; it also gives them access to ongoing innovations at the same time.

# STRATEGY

## HOW DO WE WANT TO CONTRIBUTE TO SUSTAINABLE DEVELOPMENT? WHAT SUSTAINABILITY TARGETS ARE WE SETTING OURSELVES AND HOW DO WE WANT TO MAKE SURE WE REACH THEM?

**GERMAN SUSTAINABILITY CODE...**

...**in the main section on strategy**, the reporting company must disclose whether it pursues a sustainability strategy and how it assures that the strategy complies with recognised standards.

The interaction between business activities and sustainability must be discussed in detail. Specifically: which aspects of a company's business activities have a substantial impact on aspects of sustainability. How do aspects of sustainability materially impact the business activities of the reporting company? In addition, the positive and negative effects must be analysed and explanation provided as to how these lessons learned are incorporated into the reporting company's processes.

Further disclosure is required of the qualitative and/or quantitative sustainability targets with defined time frames that have been set and operationalised and how the company controls the degree of achievement. To this end, the reporting company must also indicate the significance that aspects of sustainability have for its value creation and the depth to which sustainability criteria are examined in the value chain.

# 01

## STRATEGY//

## STRATEGIC ANALYSIS AND ACTION

In recent years, we have vigorously pursued various individual aspects of sustainability, such as the environment, employee concerns, social engagement, respect for human rights, and fighting corruption and bribery and provided information on them as part of our non-financial reporting activities (Non-Financial Group Report 2019/20 of All for One Group SE (all-for-one.com).

This reporting year marks the first time we have compiled a Sustainability Report in line with the German Sustainability Code. In the coming financial year 2021/22 we plan to expand our commitment to sustainability to firmly anchor it in our company strategy. We have set ourselves the target of making our customers better able to compete. That includes incorporating aspects of sustainability. Looking ahead, this basic principle needs to be reflected in our vision.



*By compiling a Sustainability Report that complies with DNK requirements, we are making a substantial contribution towards sub-goal (12.6).*

Our materiality assessment, which is discussed in Criterion 2, constitutes a further key basis for tying our commitment to sustainability into our company strategy.

We currently implement sustainability actions in the following activities:

- Employee upskilling and healthcare
- Employee retention
- Supporting social engagement
- Increasing diversity and equal opportunities
- Digitalising business processes
- Individual approaches to environmental sustainability (e.g. conversion to green power; integration of eMobility)

These are organic measures that have become established within our Group and which we discuss below. To underpin our sustainability strategy in the context of our company strategy, we follow not just the recommendations of the German Sustainability Code (DNK) but also the sustainability reporting guidelines issued by the Global Reporting Initiative (GRI).

# 02
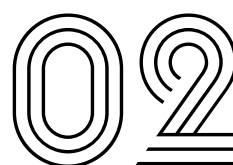
## STRATEGY//

## MATERIALITY

All for One Group operates in a dynamic market environment that is subject to rapid change and exposed to severe transformation and digitalisation pressure. So far, the particular environmental, socio-economic and political attributes of our markets have been dictated primarily by key factors such as »midmarket«, »business customers« (business to business) and »German-speaking region« (D A CH market). In future, Poland will also become one of our markets.

We are currently working for more than 3,000 business customers operating mainly in strongly export-driven and resource-intensive industries in the manufacturing and consumer goods sectors, and in various services segments. In terms of suppliers, our supply chain is shallow, with a high proportion of »intellectual property«.

In line with our sustainability strategy, which we are still in the process of establishing, we want to build sustainability into a competitive factor that extends beyond the high density of regulations. Given our

position in the market and the multiplying potential of our large customer base, in particular, we believe we are well placed to make an active contribution towards achieving higher-ranked sustainability targets.

In our **customer market**, we enhance the ability of businesses to compete by realigning their business workflows. In doing so, we help to ensure better monitoring and faster achievement of sustainability targets. As a services company, our business success is closely linked to our highly qualified and motivated workforce. Our **human capital markets** for recruiting experts are proving to be extremely tight. Sustainability is becoming increasingly important in the »war for talent« and plays a key role in increasing employee identification, loyalty, motivation and their health, while strengthening our »Employer Branding« and helping us to reach our growth targets. As a listed company (Prime Standard), we are, moreover, obliged to meet the much stricter sustainability requirements of the **capital market**.

## ASSESSMENT OF MATERIALITY

In light of this scenario, we performed an extensive assessment of materiality in the year under review in order to identify the material sustainability aspects of relevance for All for One Group. The purpose of this materiality assessment, on the one hand, was to guide our reporting activities to enable a more detailed discussion of the material sustainability topics. At the same time, it will form the basis for the next step of developing our sustainability strategy within the context of our company strategy.
The materiality assessment was performed between June and September 2021 together with an external partner. It complies with GRI specifications. The assessment centred around surveys conducted with in-house and external stakeholders, supplemented by interviews with experts.

### Preparing the assessment
To obtain a comprehensive portfolio of information we evaluated industry guidelines, competitors, studies on topics such as sustainable IT and sustainable services, together – of course – with in-house data. The resulting, initially extensive list of potentially relevant sustainability issues was subjected to test criteria and boiled down to a short list of 19 sustainability topics. These topics relate to three areas: »Sustainability in customer business«, »Social sustainability and governance« and »In-house environmental sustainability«. This clearly demonstrates our efforts to view sustainability from an all-round perspective. The aim of the analysis that followed was to determine where All for One Group particularly impacts the

environment/society, but also where the environment/society particularly impacts All for One Group.

### Assessment of the material sustainability topics
The assessment centred around online surveys of more than 550 in-house and external stakeholders. The survey was open to all employees. The stakeholder groups were as follows: Employees, management, customers, partners/suppliers and investors.
Interviews were also conducted with experts. The interviews – lasting between 30 and 60 minutes – were conducted with representatives from the world of academia, market players and adjacent sectors of industry. The 19 sustainability topics were discussed with all representatives.

## EVALUATION OF THE FINDINGS FROM THE ASSESSMENT

The aim of the evaluation was partly to identify stakeholder-specific statements about the sustainability topics as the basis for developing the sustainability strategy, and partly to enable compilation of a materiality matrix as specified in GRI 101. To achieve this, the »materiality for stakeholders« and the »significance of a sustainability topic« were derived from the online survey, the interviews with the experts, and findings from up-front research. »Materiality for stakeholders« constitutes a quantitative index compiled with a weighting of 50% each of the evaluations of two combined groups: »in-house stakeholders« and »external stakeholders«.

To determine the »significance of a sustainability topic«, a quantitative index was first compiled with a weighting of 2/3 management and 1/3 evaluation by the experts. The quantitative index was supplemented by a qualitative index compiled with a weighting of 1/3 from the materiality map issued by the SASB (www.sasb.org/standards/materiality-map/) and 2/3 from the qualitative interviews with the experts and the findings from our up-front research.

### Findings from the materiality assessment
Thirteen sustainability topics were identified as particularly material with the aid of the materiality assessment. The discussion of these topics in this report is particularly comprehensive. They form the basis for developing our strategy.

### Materiality matrix
The particularly material topics are situated in the red-framed area in the materiality matrix below. The colour coding in the matrix is explained below and enables

their assignment to topic clusters that are currently being developed.



Signifikanz des Nachhaltigkeitsthemas
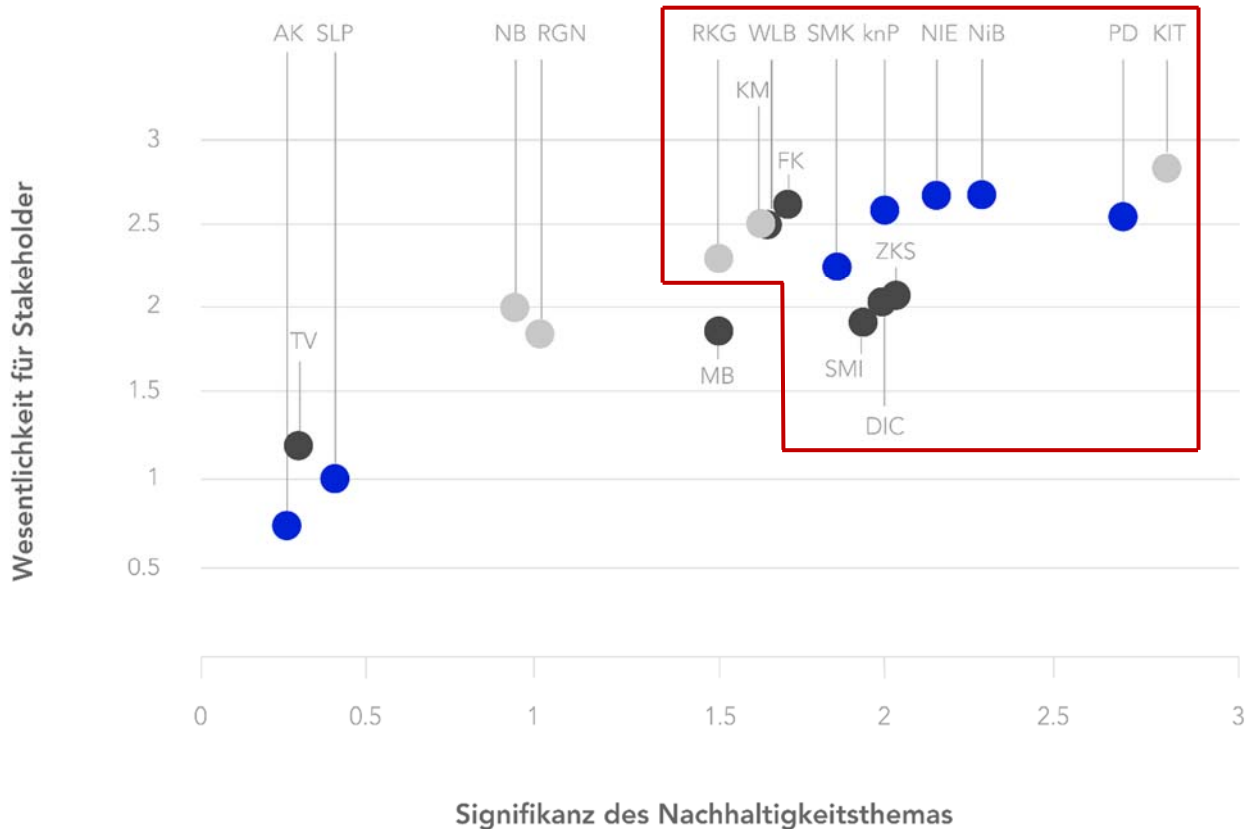
**In-house environmental sustainability**
- KIT: Climate-friendly operation of IT infrastructure
- KM: Climate-friendly mobility
- RKG: Careful use of resources with regard to buildings

- NB: Sustainability in procurement
- RGN: Careful use of resources with regard to equipment

**Sustainability in customer business**
- PD: Proprietary sustainability products
- NiB: Integration of sustainability in products and services
- NIE: Sustainability in innovation, development
- knP: Portfolio of climate-neutral products and services
- SMK: Employee training on sustainability in customer business

- SLP: Sustainability training for suppliers
- AK: Exclusion of customers on grounds of sustainability criteria

**In-house social sustainability and governance**
- ZKS: System for sustainability target definition and control
- SMI: Employee training on in-house sustainability

- DIC: Diversity, inclusion, equal opportunities
- FK: Leadership culture
- WLB: Work-life balance

- MB: Employee co-determination
- TV: Transparency of supplementary benefits and bonuses

## CONSEQUENCES OF THE FINDINGS

We have clustered the 13 sustainability topics identified with the aid of the materiality assessment into three particularly relevant areas for action which – given their respective opportunities and risk profiles as discussed below – are likely to exert substantial influence on our sustainability targets and therefore form the basis for the development of our sustainability strategy.

**Area for action: Sustainability in customer business**
The influence – and, with it, the potential – offered by our core business with regard to sustainability is clearly recognisable. Here we have a particularly large impact and bear a correspondingly large responsibility. At the same time, this area offers the most opportunity to actively make a positive contribution by using our services to help our customers achieve better sustainability. Likewise, the stakeholder-specific assessment revealed that customers also rank this area as extraordinarily important, which is why we assume

that the demand for these topics will increase in future – and, with it, the requirements we will have to meet. We believe the social and environmental risks associated with this area for action to be low. Looking ahead, we see good opportunities in this area, given our extensive knowledge of the primary and secondary business processes of our customers. First, however, we need to align selected consulting models more closely to the specific sustainability aspects of our customers. Overall, the opportunities in this area for action should far outweigh any potential risks (e.g. project risks).

**Area for action: In-house environmental sustainability**
The use of resources in IT infrastructure, mobility and our buildings is a further major impact. We see opportunities for marked improvement in all areas and plan to focus closely on them. We believe the social risks in this area for action are low, whereas the environmental risks – despite the good opportunities overall – are judged to be medium. This area for action is exposed to not inconsiderable influence from technologies that are beyond our control and whose availability and impacts on our sustainability targets cannot be predicted with any assurance.

**Area for action: In-house social sustainability and governance**
Last but not least, the assessment confirmed that – as a large company who has employees in several European countries, is extremely mobile and performs challenging work – we have a large impact on in-house social topics. We impact our employees directly and society indirectly through our work-life balance, leadership culture and measures to promote diversity. While additional analysis of the state of progress of the topics revealed that we have already made good progress, we are still highlighting these topics as being particularly relevant. Added to which, we assume that future employees will place even stronger emphasis on these topics. This is the area for action where we have currently made the most progress. Accordingly, we believe it offers the best opportunities for making further significant progress in a relatively short space of time. If we are not able to do so, unexpectedly, heightened social risks might well arise.
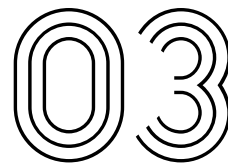
# 03
## STRATEGY//
# OBJECTIVES

Following on from our materiality assessment, we organised a workshop to identify our vision and targets. We consciously chose a group of participants who were as diverse as possible, with appropriate expert knowledge of the various material sustainability aspects of All for One Group. Since many of the participants are, moreover, decision makers in their fields, we were able to assure that the specified targets would be achievable. Our Management Board members also took part in the workshop.

In the following financial year, we performed a sounding board to determine the findings from the workshop. All for One Group frequently uses sounding boards as a means of obtaining direct, unfiltered feedback from a selected group of participants about various findings and issues. We plan to incorporate this feedback into our sustainability visions and targets in future.

**Sustainability as a strategic initiative**
To enable a more concerted approach to addressing the findings of the materiality assessment, we have formed initial topic areas for visions and targets:

- Examplers
- Enablers
- Diversity and multiculturalism
- Climate neutrality

Below we discuss our thoughts on the working status of visions and targets to be pursued in the individual topic areas by All for One Group in the future. To achieve this, we plan to establish a strategic initiative for two or three years to define the visions and targets more clearly and to drive the topics. At All for One Group we establish strategic initiatives to build a strategic business or to fundamentally advance Group strategy.

**Ongoing monitoring and progress control**
Separate steering committees are formed to control a strategic initiative and to ensure, for example, that targets and deadlines are met. A member of the Group Management Board usually has a seat on these committees. Within a strategic initiative, metrics, performance measures and KPIs are developed for subsequent use in planning, monitoring and managing the ESG measures. The metrics discussed in section 7 (»Process management / Control«) serve as the basis for this. The actual management and monitoring of the ESG measures are performed – on the basis of the previously defined metrics – outside the strategic initiative but within our sustainability organisation, which is headed by a member of the Management Board (i/c sustainability).

**Sustainability targets and the »Sustainable Development Goals« issued by the United Nations**
Our development of sustainability targets, which is planned for financial year 2021/22, will be guided by the »Sustainable Development Goals« issued by the United Nations (UN) primarily for use by governments. Any direct correlation already existing between our sustainability activities and the UN's SDGs is highlighted in this Sustainability Report with the corresponding SDG icon, and a brief explanation is provided. Such correlation focuses mainly on our primary areas for actions – mobility and resource (energy) consumption – and how they impact the achievement of climate targets and the aspects of diversity and social engagement.

**Examplers: How can we build sustainability knowledge and skills internally and become a role model for others?**
Thoughts on the vision: *Looking ahead, we see ourselves as setting the bar for sustainability in our sector of industry. Each of us practises sustainability out of their inner conviction. This is recognisable in our structure, diversity and business development. As such, we are a link in a sustainable ecosystem and we drive sustainable change.*

To achieve this, we are initially setting ourselves the following targets:
– Sustainability will become the core of All for One Group's corporate strategy.
– Starting in 2021, we will issue a progress update with corresponding report at least once a year.
– Starting in 2022 we will design training programmes, open formats (jams, bar camps, etc.) and methodology courses, all focusing on sustainability.

**Enablers: How do we want to us our services to help our customers achieve better sustainability?**
Thoughts on the vision: *We want to enhance the ability of our customers to compete. Also from the point of view of sustainability in the future. We want to become process facilitators for sustainability for our customers.*

We have not yet defined clear targets for this aspect, but will work on them in future in our strategic initiative.

**Diversity and multiculturalism: How do we want to strengthen and actively practise diversity and multiculturalism at All for One Group?**
Thoughts on the vision: *Looking ahead, we want diversity to become so internalised that we just take it for granted.*

To achieve this, we are initially setting ourselves the following targets:
– We want to create a corporate culture where everyone grasps the potential offered by diversity.
– We are developing and implementing actions to actively encourage diversity and inclusion within the company.
– We are establishing participatory processes and projects with particular focus on the diversity of the participants to enable the constant practice and promotion of diversity in cooperation.

**Climate neutrality: How do we want to become climate neutral and keep on promoting climate protection?**
Thoughts on the vision: *We want to be genuinely climate neutral, i.e. reduction rather than compensation. We want to support the climate protection efforts of our customers and to contribute our technologies and expertise towards driving climate protection.*

We have not yet defined clear targets for this aspect. We plan to work on them in future in our strategic initiative.

# 04
## STRATEGY//
# DEPTH OF THE VALUE CHAIN

### FAIRLY SHALLOW VALUE CHAIN

When examining the sustainability aspects of our value chain, we distinguish between upstream supply chain and downstream stage of our customers, most of whom are industrial.

**Supply chain is strongly defined by intellectual property**

Group supply chain

| (EUR million) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Procurement volumes | 185 | 172 |
| of which (%) | 84 | 78 |
| is attributable to number of suppliers | 86 | 85 |

To increase as effectively as possible the ability of our customers to compete in a digital world and, in doing so, to actively practise sustainability, we align our cloud, consulting and support services primarily to selected platforms of a few global software leaders. In terms of our suppliers, SAP and Microsoft play key roles in this respect. Above and beyond purchasing intellectual property in the shape of cloud subscriptions and software licensing rights and software maintenance, our supply chain primarily serves to procure data center co-location services, ranging from hardware to equipping our (leased) data center and office desks, and to procure vehicles for our car pool. Actual procurements are generally customer related and only triggered once the customers have issued the corresponding purchase orders. Since virtually nothing is held in stock, sustainability is not impacted.

### DOWNSTREAM VALUE CHAIN – STRONG INDUSTRIAL CUSTOMER BASE

Our customer base includes more than 3,000 companies in the German-speaking region. Sustainability aspects are increasingly occupying a key role, especially among our strong base of industrial customers. In keeping with our maxim of »one idea ahead«, we want to become a driving force in terms of sustainability in the future and increasingly contribute to our customers making sustainable progress in their sustainability development. This ambition is fuelled by the realisation and conviction that the value we generate for our clients with our software and consulting services can have a significant impact on the environment and society and strengthen sustainability development within the entire supply chain, i.e. even among our customers' customers. This issue is discussed in more detail in Criterion 10. For example, we have set ourselves the target of creating an improved data basis within the next reporting year so that we can firmly anchor particularly sustainability-relevant products and services in our EDGE/4 customer loyalty programme within the next two reporting years.

### DUE DILIGENCE PROCESSES, MANAGEMENT, RISKS AND GOALS OF OUR SUPPLY CHAIN

Overall, our upstream value chain is quite shallow. Our sustainability monitoring activities therefore focus predominantly on tier 1, which has a high proportion of SAP and Microsoft intellectual property. Both of these companies are particularly active in all aspects of sustainability. In addition to SAP and Microsoft, tier 1 of our supply chain consists largely of other large companies or subsidiaries of such companies that have implemented their own comprehensive sustainability standards or, as large corporations, are subject to the same legal requirements in terms of sustainability as we are.

Cooperation with our suppliers is geared towards long-term business partnerships for the benefit of our customers. This principle is also relevant for the due diligence processes, risk management governance, and for the objectives of our supply chain. We select our suppliers with care, paying particular attention to the following:

– When selecting our data center operators, we opt for providers whose power supply is at least predominantly based on renewable energy sources.
– The highest energy efficiency standards play an important role in hardware investments.
– When procuring goods, we combine as many individual transactions as possible in order to

shorten transport routes and reduce the use of packaging material.

- We also primarily use domestic suppliers from the same country, which allows us to further reduce transport routes.
- Our suppliers are usually subject to the respective national legislation in the German-speaking countries. This scope of application gives us better protection against possible violations of compliance with social standards within our supply chain.
- We also actively practise sustainability in the supply chain and participate, for example, in ESG initiatives and projects of our business partners (e.g. »How the United VARs alliance is improving lives« (https://www.united-vars.com/en/blog/how-the-united-vars-alliance-is-improving-lives)). Together with Microsoft, we jointly examine sustainability initiatives for specifically advising customers and for IoT (»Internet of Things«) scenarios that interact with our sensor solutions (»Big Data«) and the analysis of the same, and the processing of data (»Smart Data«) in the Azure cloud.

We are not aware of any violations of labour, environmental or social issues, cases of corruption or violations of human rights that occurred outside All for One Group but within our supply chain in the current reporting year. The occurrence of such events could, however, indirectly have an adverse effect on our net assets, financial position and results of operations. In terms of sustainability, we therefore expect our suppliers to use natural resources sparingly and to respect and observe the values, principles and rules anchored in our Code of Conduct and also to comply with them within their own supply chain. Compliance is assured through spot checks. Our Code of Conduct is discussed in detail in Criterion 20.

Although we do not yet continuously check all business partners, we characterise the associated risks as »low«, given the shallow depth, the large proportion of intellectual property and the fact that most of the suppliers in our value chain operate from within the German-speaking region.
A more detailed definition of our plans regarding continuous control of the sustainability aspects of our supply chain will therefore primarily be consistent with future legal requirements (such as supply chain legislation). Nevertheless, we do observe the sustainability trends in our value chain very closely as part of our customer and supplier management efforts.

# PROCESS MANAGEMENT

## TO ACHIEVE OUR SUSTAINABILITY TARGETS AND IMPLEMENT A STRATEGY OF SUSTAINABLE DEVELOPMENT, WE WANT TO FIRMLY ANCHOR SUSTAINABILITY IN OUR PROCESSES AND MANAGE IT.

**GERMAN SUSTAINABILITY CODE...**

...**in the main section on process management**, the responsibility for sustainability at management level must be disclosed, together with an explanation of how the sustainability strategy is to be implemented in operational business through rules and processes. Which performance indicators are routinely used for internal planning and control purposes? How do which processes assure the dependability, comparability and consistency of data used for management and communication purposes? How are target agreements and remuneration for management and employees aligned to the achievement of sustainability targets and long-term value creation? To what extent does the achievement of these targets affect the evaluation of upper management by the Supervisory Board?

In addition, the means of identifying socially and economically relevant stakeholder groups must be disclosed, together with how they are integrated in the sustainability process, whether and how continuous exchange takes place with them, and how the outcome of such exchange is incorporated into the sustainability process. In doing so, the company must explain how it improves sustainability in respect of both its own and its users' utilisation of resources through product and service innovations. Explanation is likewise required as to whether and how the current and future impact of the material products and services on the value chain and product lifecycle is measured.

# 05

## PROCESS MANAGEMENT//
## RESPONSIBILITY

At present, all three members of the Management Board are jointly responsible for sustainability at All for One Group. Our board members play a key role in shaping the development of the sustainability strategy and ensure that it is reflected in the corporate strategy.

The central operational responsibility structure will be established over the next few months when we tie our sustainability aspects into the company strategy. Based on the sustainability measures and actions taken so far, responsibility for sustainability currently lies with our divisional manager for People & Culture. She reports regularly to the Management Board. With sustainability requirements increasing, we want to be able to focus more strongly on other material sustainability aspects (see materiality assessment) as well and therefore plan to establish a separate »Corporate Responsibility« department in the 2021/22 financial year. For the first time, we have created a separate position for sustainability management.

In addition, the issue of sustainability will be established as a strategic initiative within All for One Group. At All for One Group we use strategic initiatives to build a strategic business or to fundamentally advance the Group. This instrument gives us the assurance that sustainability remains an issue of outstanding importance at All for One Group for the years to come.

In the process of strategically developing and anchoring sustainability within All for One Group, we want to ensure a participatory approach that welcomes the involvement of our employees. This includes raising awareness for sustainability-relevant issues, giving each individual more responsibility, and ensuring transparency. By ensuring the best possible transparency we want to be able to measure ourselves against our targets. We are also debating whether to establish a control board comprised of employees, experts and externals to measure the achievement of our sustainability targets.

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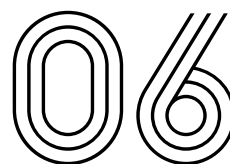
## PROCESS MANAGEMENT//
## RULES AND PROCESSES

So far, All for One Group has pursued various individual aspects of sustainability focusing on the environment, employee concerns, social engagement, respect for human rights, and fighting corruption and bribery and has provided information on them as part of its non-financial reporting activities. Our materiality assessment has, however, now given us a basis for establishing sustainability as a core element of our company strategy in financial year 2021/22. We then want to develop further management systems and processes to enable implementation of our sustainability strategy in our operational business as well.

We already have systems in place for some sustainability topics, which – based on what we know today – we assume will be suitable for supporting our future strategy and can ultimately be bundled together as part of the strategy:

**Opportunities and risk management system**
Management of All for One Group is aligned to values and uses a comprehensive opportunities and risk management system to grasp opportunities and mitigate the impacts of risks.

**»Code of Conduct«**
We actively use our »Code of Conduct«, which we updated in 2020 and which reflects our values.

**Personnel development round table and One Academy (learning management system)**

The system governing our personnel development is established in our One Academy. We can assign learning paths for certain fields of development to our employees and track the degree of implementation. Moreover, employees can identify relevant upskilling topics themselves and take part in the programmes. Employees are also encouraged to suggest or – once they are officially qualified – to offer topics of their own. The introduction of a further module in the middle of financial year 2021/22 will enable a target-actual comparison of learning progress in future.

The systemic representation alone is, in our view, not sufficient for made-to-measure, targeted personnel development. We also make use of our round tables, where twice a year mixed teams of managers and experts talk about the development opportunities of our employees and translate them into specific actions.

**Career model**

Our career model creates transparency and clarity about career steps throughout the entire Group. Everyone can look at our career model to see which steps they can take and what they have to do. Based on objective standards, it promotes fairness and equality.

**Employee referral programme**

Our employee referral programme creates added incentives to recruit staff. All employees and managers receive a reward from our catalogue for each employee they recruit. This enables us to strengthen our recruiting channel by being introduced by staff members to additional candidates for our vacancies. Experience has shown, moreover, that new colleagues recruited through referrals by our own employees are often a better fit for our corporate culture, learn the ropes more quickly, and remain loyal to the company for a long time.

**Values and leadership guidelines**

Our values and leadership guidelines help to guide our employees in their actions and how we cooperate. When filling vacancies from within and outside the company, we make sure the personal values of the employees and candidates match our corporate values. Our Embassy of Values is a forum organised by the staff to discuss our corporate values. It acts as the point of contact for both employees and management for everything to do with corporate values and leadership guidelines. The values were developed in a participatory project with over 30 colleagues from all areas of the company. As a result, recognition is high within the company.

**Integration of sustainability targets in the OKR system**

Our OKR (Objectives and Key Results) system enables us to track our targets transparently, flexibly, measurably, and with the involvement of our employees. We plan to use this tool in future to track our sustainability targets as well.
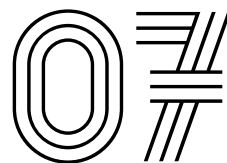
# 07
# PROCESS MANAGEMENT//
# CONTROL

**Sustainable growth in line with financial and non-financial targets**

One goal of our corporate development is to raise the value of the business in the interests of all stakeholders and to ensure growth that is both profitable and sustainable. In this respect, sustainability criteria are playing an increasingly important role. Our management system therefore comprises not just the financial performance indicators »sales« and »EBIT«, but also non-financial performance indicators. All performance metrics – both financial and non-financial – are coordinated to ensure that growth is as sustainably profitable as possible.

Just like the financial performance indicators, our non-financial performance indicators are also defined, monitored, controlled and planned throughout the Group based on a uniform system for monthly and quarterly financial statements (unaudited) as well as for the annual and consolidated financial statements (audited by the auditors) and the corporate governance report. In addition, the non-financial performance metrics are subject to constant monitoring with regard to their influence on achieving the financial targets. The specific target figures are mostly determined when planning the annual budget and must always be approved by the Supervisory Board. We publish our specific targets for the non-financial performance metrics for the next financial year separately for Group and parent company in the guidance section of our

combined management report and in the »Employees« section (diversity).

### Focus on human resources

Given the key importance in many respects of »human capital« in a services company such as All for One Group, our Group-wide management system tracks the following primary non-financial performance indicators:

– Employee retention
– Health index
– Diversity

The computation of these performance metrics is discussed below.

## NON-FINANCIAL PERFORMANCE METRICS

### Employee retention

The success of our business is essentially dependent on the quality of our efforts to satisfy business partners, such as customers, suppliers or shareholders. Staff continuity and the ability to use it to build and maintain sustainably stable and strong relationships with business partners are also key to shaping the perception of our quality of service. In light of this, we use employee retention (100% minus ratio of unwanted departures to headcount at start of period plus new recruits during the year under review) as a performance metric.

### Health index

Our health management scheme is designed to maintain and expand the superb performance capabilities of our staff. We also hope it will actively help to reduce illness-related absences. We therefore use the health index (100% minus ratio of number of days off sick to target work days in any reporting period) as a performance metric.

### Diversity

Diversity is an integral part of our DNA. We want it to serve as a role model internally as well as externally towards all stakeholders. Our diversity targets with regard to the proportion of women are reported separately for Supervisory Board, Management Board, and second and third managements levels at All for One Group SE.

## VALUE DEVELOPMENT AND OTHER METRICS

The specific development of the aforementioned non-financial performance indicators is discussed by topic in the following sections. We also discuss further metrics relating to our sustainability performance, such as the »Data Center Sustainability Index« or »Mobility Index« which act as direct reference values between the

relevant financial and non-financial parameters. Which is why these metrics are hard to budget. Other non-financial performance indicators are also used for purposes of fine tuning at the level of our subsidiaries and department and team leaders.

## GRI SRS-102-16: VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOUR

The reputation enjoyed by All for One Group in the marketplace is substantially determined by how we treat each other and how we act – both publicly and behind closed doors. We want to be perceived as a responsible and trustworthy group of companies. Customers and business partners can rest assured that all employees' actions are ethical, reliable and legitimate. The reputation, not just of our company but of each individual, depends on it. Which is why the Management Board and employees from various departments have developed a »Governance Model«. This model builds on our »Code of Conduct« and our seven corporate values:

– »Valuable Space«
– »Respectful Communication«
– »Pure Enthusiasm«
– »Smart Innovation«
– »Entrepreneurial Mindset«
– »Serious Sustainability«
– »We are One«

According to these values, our corporate culture is based on individual responsibility and mutual trust. Both our corporate values and our »Code of Conduct« are binding on all employees throughout the Group. Regular training sessions are held on the application of the same. The content is routinely examined in workshops attended by the Management Board and employees from different departments, and adjustments or additions made where necessary. New recruits are, moreover, familiarised with our norms and values as soon as they commence induction training. Our corporate values and »Code of Conduct« are supplemented by the annual declaration of compliance submitted jointly by the Management and Supervisory Boards as per Section 161 German Stock Corporation Act (Aktiengesetz) with regard to the current recommendations issued by the government commission responsible for the German Corporate Governance Code. This information is available in both German and English to eliminate any language barriers in the application of the same. Targeted communication measures are implemented regularly to flank the application of and compliance with our corporate values and »Code of Conduct«.

# 08
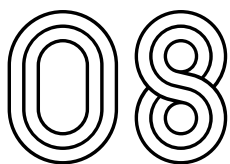
## PROCESS MANAGEMENT//
## INCENTIVE SCHEMES

Our remuneration system at All for One Group does not yet include any sustainability targets. The new remuneration policy for the Management Board that was developed by the Supervisory Board in the financial year 2020/21 just ended is discussed in the section »Remuneration policy« (cf disclosures relating to GRI SRS 102-35). According to this remuneration system, sustainability targets can be taken into consideration when determining remuneration.

### Fleet with lower CO₂ emissions

To reduce $CO_2$ emissions in our fleet, freely configurable vehicles are assessed with regard to their $CO_2$ emissions. Our portfolio also includes electric and hybrid vehicles. The budget available to a driver is reduced if the vehicles exceed pre-defined reference values whereas lower $CO_2$ emissions are subsidised with a higher budget. This raises the incentive to select vehicles with low $CO_2$ emissions.

### Sustainable personnel development – Employee referral programme

Our employee referral programme is another incentive system aimed at making it easier to identify the right candidates. Employees receive a reward from our catalogue if the candidate they refer for a vacancy is actually hired. Rewards can be monetary or material or a combination of both. We are also in the process of developing and gradually implementing a suitable OKR (Objectives and Key Results) management system, which we want to use as a non-monetary system for tracking sustainability targets.

### GRI SRS-102-35: REMUNERATION POLICIES

In January 2021, the Supervisory Board specified a new remuneration policy for the Management Board, which was approved by the Annual General Meeting on 11

March 2021. The new remuneration policy applies for the first time to board member Michael Zitz (board member since April 2021). By contrast, the present contracts of Management Board members Lars Landwehrkamp and Stefan Land are not affected by the provisions of this remuneration policy. The previous remuneration policy continues to apply for them.

The following brief discussion therefore focuses on the basic principles of both Management Board compensation systems. For details, please refer to our website www.all-for-one.com/compensation_d.

### BASIC PRINCIPLES OF THE PREVIOUS REMUNERATION POLICY FOR THE MANAGEMENT BOARD

The total compensation paid to members of the Management Board is comprised of »Fixed compensation« and »Variable compensation« plus the »Benefits« and »Pension expenses« that are customary in the market and the Group. The Supervisory Board regularly reviews the total compensation packages to ensure they are appropriate.

### BASIC PRINCIPLES OF THE NEW REMUNERATION POLICY FOR THE MANAGEMENT BOARD

The remuneration policy provides for both non-performance-related (fixed) and performance-related (variable) components. The fixed basic salary, fringe benefits and annual pension contribution comprise the non-performance-related components. Performance-related components include variable compensation for one year (short-term incentive (STI) plan) and a multi-year programme (long-term incentive (LTI) plan). As part of this policy of short-term and long-term remuneration, individual financial and non-financial performance indicators can be envisaged for the members of the Management Board.

### SUPERVISORY BOARD REMUNERATION POLICY; AMOUNT AND STRUCTURE OF COMPENSATION PAID TO THE MANAGEMENT AND SUPERVISORY BOARDS

We discuss the aforementioned basic principles of the policy governing Management Board remuneration and, moreover, Supervisory Board compensation in our Remuneration Report (part of the combined management report in the consolidated financial statements, see also www.all-for-one.com/reports_d). The individual amounts and structure of the remuneration paid to each member of the Management and Supervisory Boards are also listed in the Remuneration Report.

## GRI SRS-102-38: ANNUAL TOTAL COMPENSATION RATIO

The annual compensation of the highest-paid employee at All for One Group SE (Management Board) in the year under review was 15 times the median annual remuneration paid to all other employees of All for One Group SE (including supplementary benefits and variable elements of remuneration on the median).
(Median: EUR 78,741.72).

# 09
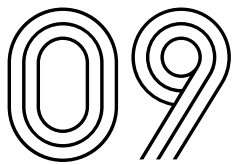
# PROCESS MANAGEMENT//

# STAKEHOLDER ENGAGEMENT

To ensure the lasting success of our business, we must understand the different interests of our relevant stakeholders and involve them in key business decisions. We defined the stakeholders of relevance together with our Management Board members. Stakeholders of relevance for us are our **customers, employees, investors, partners and suppliers**. Although we communicate regularly with these stakeholders in firmly established formats such as customer forums, webinars, investor conferences, staff calls, and many other formats, we are still in the process of establishing an ongoing exchange on specific sustainability topics. We therefore involved all stakeholders in our materiality assessment (see Criterion 2) and in the in-depth interviews for establishing sustainability aspects in our company strategy.

As part of our materiality assessment, our stakeholders identified 13 relevant sustainability aspects that can be bundled into three blocks: »Sustainability in customer business«, »In-house environmental sustainability« and »Social sustainability and governance«.

## GRI SRS-102-44: KEY TOPICS AND CONCERNS RAISED

Below is a summary as per GRI SRS-102-44 of the topics of relevance for the individual stakeholder groups, which were derived primarily from the stakeholder survey as part of the materiality assessment and from in-depth interviews. The decision as to whether and at what intervals regular stakeholder surveys and in-depth interviews will be conducted will be taken in the coming financial year.

### Customers
We talk to our customers all the time. We know what they want and are able to offer suitable solutions in collaboration with our partners. We noticed that a particularly large number of customers – but also employees working in customer business – took part in our stakeholder survey, which indicates huge interest in sustainability.

Our customers identified the following issues relating to our **customer business** as particularly relevant sustainability aspects:

– Promote sustainability in innovation and in the development of products and services
– Offer climate-neutral products and services
– Proprietary products and services focusing on sustainability topics
– Sustainability aspects in consulting and implementation

Our customers identified the following aspects with regard to **social sustainability, governance and environmental sustainability**:

– System for sustainability target definition and control
– Leadership culture
– Training employees on in-house sustainability topics
– Work-life balance
– Climate-friendly operation of IT infrastructure
– Climate-friendly mobility

We use the widest range of channels to contact our customers. Apart from various customer events and visits to trade fairs, we would like to particularly spotlight the Midmarket Forum we organise for our customers. This event gives our customers the opportunity to learn much more about our portfolio. At the next Midmarket Forum in November 2021 we will, for the first time, join forces with an external partner to provide information on sustainability and how it can be implemented in a business. Our »Customer Success

Management« also serves to enhance the loyalty and performance of our legacy customers.

### Employees

We strive to be an attractive employer and want our staff to be enthusiastic about working for All for One Group. To achieve this, a suitable work environment must be created. The actions taken to assure this are discussed in Criteria 14 to 16.

The stakeholder survey revealed that our employees felt that the following sustainability aspects were particularly important in our **customer business**:

– Train employees on sustainability in customer business
– Promote sustainability in innovation and in the development of products and services
– Offer climate-neutral products and services
– Proprietary products and services focusing on sustainability topics
– Sustainability aspects in consulting and implementation

Our employees identified the following aspects with regard to **social sustainability, governance and environmental sustainability**:

– Leadership culture
– Work-life balance
– Diversity und inclusion, equal opportunities and fairness
– Careful use of resources and climate protection in buildings
– Climate-friendly operation of IT infrastructure
– Climate-friendly mobility

The in-depth interviews also clearly showed that our employees want a transparent and participatory process with a clear strategy and ambitious targets. They also expect our Management Board and executives to support the issue and that we start by building in-house sustainability expertise among the staff. Sustainability should already be recognisable in everyday business in small ways; it must be practised authentically and must fit All for One Group.

### Investors

Our shareholders buy our shares in anticipation of sustainably rising share prices and reasonable dividend yields. More than half our shares are held by anchor shareholders with a long-term investment horizon. Our Investor Relations department communicates regularly with our investors and the financial community. Since our initial listing (30 November 1998), our shares have been registered, which makes it easier to identify and communicate with investors. In addition to shareholders (»Equity«), we also focus on those investors who have issued promissory note loans (»Debt«). They expect us both to make the agreed interest payments and to comply with the covenants. Sustainability aspects are increasingly becoming important.

In our stakeholder survey, our investors identified the following sustainability aspects as relevant for our **customer business**:

– Promote sustainability in innovation and in the development of products and services
– Offer climate-neutral products and services
– Proprietary products and services focusing on sustainability topics
– Sustainability aspects in consulting and implementation

Our investors also classified the following aspects of **social sustainability, governance and environmental sustainability** as particularly material:

– System for sustainability target definition and control
– Leadership culture
– Careful use of resources and climate protection in buildings
– Climate-friendly operation of IT infrastructure

### Suppliers & partners

We maintain close and regular contact with our suppliers and partners. Relationships with suppliers are managed by our Purchasing department. The development of a strategic and strong relationship with our partners is the responsibility of our firmly established Partner Management function. Our suppliers and partners accounted for the smallest share of participants in our stakeholder survey.

The following sustainability aspects were identified by our suppliers and partners with regard to our **customer business**:

– Promote sustainability in innovation and in the development of products and services
– Offer climate-neutral products and services
– Proprietary products and services focusing on sustainability topics
– Sustainability aspects in consulting and implementation

In terms of **social sustainability, governance and environmental sustainability**, our suppliers and partners classified the following topics as particularly relevant:

– System for sustainability target definition and control
– Leadership culture
– Careful use of resources and climate protection in buildings
– Climate-friendly operation of IT infrastructure
– Sustainability in procurement
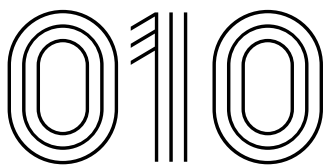– Climate-friendly mobility

# 010

## PROCESS MANAGEMENT//

# INNOVATION AND PRODUCT MANAGEMENT

### Opportunities management: Sustainability as a competitive advantage

The innovativeness of our solutions and services is critical to the business success of our customers and therefore also to our own success. We show our customers how to successfully digitalise business workflows or even how to develop and expand new business models in order to secure a competitive advantage. Likewise, we align All for One Group to the same parameters to make us fit for the future. Sustainability is becoming increasingly important and is evolving more and more into a competitive advantage for both our customers and ourselves. Of the manifold opportunities offered by digital transformation, environmental aspects are therefore increasingly defining our opportunities management. Likewise, our own workflows become more efficient and sustainable through the targeted use of new technologies, which helps us to successfully grasp the increased opportunities.

### Enhanced consideration of sustainability aspects in innovation management

Within the framework of our extended innovation management, we want to increasingly address the current and future requirements of our customers and their industry-specific success factors in terms of sustainability. We want to focus more on the aspect of environmental protection for our customers when monitoring and evaluating market, industry and technology trends, innovations by our strategic partners SAP, Microsoft and IBM and their associated software solutions. In doing so, we want to increasingly better clarify the impact of our solutions on more sustainability for our customers and to define the impacts more specifically. In this respect, too, our integrated consulting approach provides us with starting points for comprehensively increasing the ability of our customers to compete in a digital world.

### Starting point for more sustainability – »Orchestration« of comprehensive business solutions

There is a growing demand for made-to-measure fulfilment of orders that our customers receive from their customers (»on demand«, »batch size 1«). The aim being to avert damage, such as the imminent failure of devices (machines, equipment, etc.), as precisely as possible: Perform repairs only when shutdown is sufficiently obvious or imminent instead of replacing on suspicion at rough service intervals. Anyone operating in the digital economy who wants to drive their business model successfully towards more sustainability must analyse and compress large volumes of data in real time (»Big Data« / »Smart Data«) as the only means of obtaining faster and better reassurance when implementing decisions that consider sustainability aspects (»Business Transactions«). The relevant data stems from any number of conceivable sources and may be structured or totally unstructured. As a result, the corporate software landscapes themselves are growing constantly. Complexity and dynamics – although already considerable – increase further as a result of upgrades, release changes or the incorporation of entirely new technologies (artificial intelligence, »Machine Learning«). The operation of such landscapes is increasingly becoming »hybrid«, spread among local dater center where the customer is located (»on premise«) and the »All for One Enterprise Cloud«, which includes (public) cloud infrastructures operated by hyperscalers with their virtually unlimited scalability. Business software is likewise becoming increasingly critical for success. The applications must therefore continue to run even during a shutdown (»Business Continuity«, »Service Continuity«). Compliance conformity in operation is also mandatory. Accordingly, the requirements with regard to data and information

security – for repelling cyber attacks, for example – are growing. Rollout and utilisation of the many innovative solution modules from an extended sustainability perspective likewise requires a growing need for consulting services in respect of business processes, integration and their impacts on sustainability. Even larger midmarket companies are therefore increasingly turning to external providers such as All for One Group. As an integrated digitalisation partner with extensive business and technology expertise, the opportunities for us to use specific innovations to effectively assist our – mostly industrial – customers with their manifold sustainability aspects are growing.

### ONE Innovation – Basis for more sustainability

»Serious Sustainability«, »Smart Innovation«, »Entrepreneurial Mindset« – these guidelines are all firmly anchored in our corporate values. We therefore see innovation management as systematically generating ideas, sharing them, discussing them from all possible perspectives, evaluating them and finally translating the most promising of them into made-to-measure solutions and services and successfully marketing them. Experience has shown us that good ideas can crop up anywhere. Which is why the ideas and suggestions submitted by each individual employee are so important for us.

All employees are encouraged to voice their ideas along our innovation management processes. We have bundled the entire process landscape in a process platform called »ONE Innovation«. The Group-wide platform is managed by our Corporate Development function.

### Intelligent Enterprise Innovation: Smart Factory

For our large industrial customer base, more sustainability is closely linked to smart manufacturing workflows that are subject to continuous improvement. Individual products must be traceable – back to the input material, supplier or worker. This cannot be effectively achieved without the aid of huge volumes of data that are captured, processed and analysed in real time as the only means of quickly spotting deviations from fixed quality management specifications. After all, output quality must be maintained at all times, and scrap avoided wherever possible. Our Smart Factory (SAP Industry Cloud) Solution is the key to all of this. It enables the continuous provision of real-time data from the shop floor (production cells, machinery, manual workstations). The benefits are reaped not just by manufacturing, which can be planned with precision. Since we usually orchestrate the entire business software landscape for our customers, above and beyond just the manufacturing side, the resulting real-time data can be used in numerous associated

workflows – such as maintenance and scheduling – and by those departments that reciprocally strengthen each other's sustainability impact.

### »Cloud First« supports the focus on core business for more sustainability

The contribution we plan to make with our »Cloud First« strategy towards lowering both our and our customers' greenhouse gas emissions is discussed in Criterion 13. In addition, our »Cloud First« strategy also plays a key role for our innovation and product management in raising both our own and our customers' sustainability awareness. The vast majority of our cloud solutions are based on best practices. Our proprietary business process library contains ready-to-use preliminary settings and add-on solutions for digitalising hundreds of workflows. Lessons learned from standardisation and efficiency-enhancing projects involving more than 3,000 customers in manifold fields of application have been incorporated into the library. As such, our »Cloud First« strategy is also tailored to the most efficiently possible participation in process innovations.

Accessing and operating our solutions from the »All for One Enterprise Cloud« also reduces quite significantly the proprietary spend and resources needed to technically operate the systems and applications. In keeping with our »Cloud First« strategy, our customers can focus strictly on their core business and, despite tight labour markets, can build on our solutions to develop value-adding innovations that enhance sustainability. Such activities might start, for example, with more projects to rollout SAP Recycling Administration, might focus on predictive maintenance that uses less resources or might evolve into entirely new business workflows and models. The increased use of machine learning or artificial intelligence technologies, for example, can free up resources previously needed for time-consuming routine activities for much more demanding tasks and, in doing so, can improve sustainability aspects such as employee retention and health index.

### More sustainability through new work and collaboration

Our efforts to improve agility and collaboration (»New Work«) and to contribute towards lowering our and our customers' greenhouse gas emissions through our »Mobility 2.0« and »Working World 2.0« initiatives are discussed in Criterion 13. Above and beyond these efforts, we want to use our innovation potential derived from new work and collaboration and from our management and strategy consulting activities to increase sustainability.

Many of our customers are going to have to change fundamentally and thoroughly to remain fit for the future and to expand their good competitive ability. In this respect, »Covid-19« is providing strong additional stimulus. Enhanced sustainability is playing an increasingly important role. Smarter business processes and better technologies are important and useful but by no means sufficient on their own. Without the right strategies and culture fit, it is rare for a corporate transformation to be sustainably successful. As a valued partner for digitalisation in the midmarket, our portfolio of products and services therefore extends far beyond business process and technology solutions. In »Design Thinking Workshops«, our management consultants work directly with the management boards of our customers (»C Level«) to review their strategies, develop new business models and smarter workflows, re-align the corporate culture and facilitate the exchange of lessons learned and the establishment of new business relationships and innovation partnerships through our start-up network (»Start-up meets Mittelstand«). In doing so, we not only expand customer access to our software and technology services. Rather, we want to use this integrated approach to open the door to sustainability improvements linked to the specific use of our solutions. Our extended business approach is particularly useful here, given that digital transformation affects every single area and department in a company.

**United VARs – global performance at local level, without a proprietary global footprint**
Globalisation and sustainability do not have to contradict each other, as demonstrated by United VARs, our service innovation. Most of our business is conducted in German-speaking regions. Nearly all our customers, however, operate internationally, and a lot of them at global level. After all, our target industries – such as mechanical and plant engineering and the supply industry – form the backbone of the German export economy. Companies such as these must follow their customers around the entire globe. Their SAP projects are just as international as they are themselves. To execute them, our customers need local partners who understand their business and are able to optimise their business processes, not just because they are familiar with the country specifics and local business culture, but because they can also offer proprietary localised solutions in each country.

This drove us to establish United VARs as far back as 2006. The alliance unites the global SAP system leaders, their industry expertise and their many years of SAP experience. Via United VARs we can service our numerous international customers without squandering resources and without a proprietary global footprint yet still at global level as if from a single source, ensuring a consistently high standard of performance and quality, locally in around 100 countries across national and regional borders, and with local support and service resources wherever they are needed. Nowadays, United VARs ranks as the world's largest and most powerful alliance of SAP resellers.

## G4 FS11: FINANCIAL INVESTMENTS

We do not make financial investments in the narrower sense. Rather, we invest our free cash flow primarily in further building our business, i.e. in our employees, customers and our service portfolio, and in the acquisition of companies. In addition, we always propose to the Annual General Meeting the payment of a reasonable dividend to shareholders. In the case of financial investments in the broader sense, e.g. for company pension schemes, we cooperate with major partners (e.g. Allianz) who must themselves comply with very far-reaching sustainability requirements.

# ENVIRONMENTAL MATTERS

## WE TAKE SPECIFIC ACTION TO REDUCE OUR RESOURCE CONSUMPTION, AND PAY PARTICULAR ATTENTION TO OUR GREENHOUSE GAS EMISSIONS.

**GERMAN SUSTAINABILITY CODE...**

**...in the main section on the environment**, the volume/quantity of natural resources used for business purposes must be disclosed. Resources include materials and the input and output of water, soil, waste, energy, space, biodiversity and emissions for the lifecycles of products and services.

Detailed reports are required as to which qualitative and quantitative targets a company has set itself in respect of resource efficiency, with particular focus on the use of renewable energy, increasing raw material productivity and reducing the use of eco-system services, which actions are being taken and which strategies are being pursued, how a company is meeting the targets or planning to meet them in future, and where it sees risks.

Companies must also indicate their greenhouse gas emissions in line with the Greenhouse Gas (GHG) Protocol or standards based on the same, together with the targets they have set themselves for reducing said emissions.

# 011

## ENVIRONMENTAL MATTERS//

## USAGE OF NATURAL RESOURCES

As a rule, services companies use fewer resources than manufacturing businesses. That is no reason for us to rest on our laurels, however. We want to take responsibility for our impact on the environment and to successively reduce the negative effects.

The natural resources mainly used by All for One Group are listed below, together – where possible – with the consumption quantities. The list includes figures for both All for One Group SE and its subsidiaries.

### Electricity
In terms of volume, electricity constitutes the most important resource for All for One Group. In addition to the data center infrastructure of two co-location providers that we use to provide innovative services and store our customers' data, we also draw on the services of hyperscalers/public cloud providers (e.g. Microsoft Azure, Amazon Web Services). Together, they account for a considerable share of the total electricity consumption of All for One Group. The table below only shows the directly administered electricity consumption in our co-locations, however, as we cannot access the consumption data of the hyperscalers/public cloud providers. Additional electricity is needed to power the offices and the electric and hybrid vehicles that have been part of our fleet since the beginning of 2021. The latter all run on electricity from renewable sources; appropriate charge cards have been provided.

**Electricity consumption (total)**

| (MWh) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total Group consumption** | **4,255** | **4,316** |
| of which data center | 3,696 | 3,713 |
| of which office buildings | 555 | 603 |
| Other[1] | 3.2 | 0 |

1) Charging electric vehicles using electricity generated from 100% renewable energy sources.

**Electricity consumption (offices)**

| (kWh) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Office electricity consumption** | **555,327** | **603,034** |
| | | |
| Consumption per $m^2$ | 20.40 | 23.30 |
| Staff consumption[1] | 325 | 367 |

1) Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

Our annual electricity consumption per square metre of office space is 20.40 kWh (2019/20: 23.3 kWh). As such, we are well below the reference values for energy consumption in services buildings of about 65 kWh/$m^2$ (median) and 75 kWh/$m^2$ (average) (https://energieinstitut.net/de/system/files/0903_final_dienstleistungsgebaude_20120530.pdf).

We can also noticeably impact the electricity consumption of our customers, although the extent of this influence cannot be quantified at present. The Group is, however, aware both of its responsibility and the leverage it can exercise in saving these resources. How we plan to embrace this responsibility is discussed in Criterion 13.
Last year, electricity was also consumed for business activities in the private rooms of our employees as working from home was expanded. In the coming reporting year, we plan to examine the extent to which this share needs to be reflected in the overall footprint.

### Heating
At present, the All for One Group offices are heated with natural gas and geothermal systems. The exact consumption can be seen from the table.

**Energy consumption (heating)**

| | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total energy consumption (MWh)** | **1,619** | **1,629** |
| | | |
| Energy consumption per $m^2$ (kWh) | 69.36 | 65.16 |

The energy used for heating purposes is also well below the reference values for energy consumption in services buildings of about 102 kWh/m$^2$ (median) and 96 kWh/m$^2$ (average) (https://energieinstitut.net/de/system/files/0903_final_dienstleistungsgebaude_20120530.pdf).

## Fuel

Our fleet of company cars requires fuels such as petrol and diesel, and operating fluids such as oil and AdBlue.

**Fuel consumption (company fleet)**

| (litres) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total fuel consumption** | **874,787** | **1,208,884** |
| Diesel | 816,084 | 1,119,684 |
| Petrol | 58,703 | 89,201 |
| **Fuel consumption per vehicle[1]** | **1,014** | **1,472** |

Staff are allowed to our company vehicles for private purposes. As such the consumption figures also include private trips.
1) Number of vehicles in 2020/21: 863, number of vehicles in 2019/20: 821

**Fuel consumption (private vehicles)**

| (litres) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Total fuel consumption | 16,307 | 65,497 |

Fuel consumption relating to business trips in private cars. Breakdown by type of fuel is not possible.

Mobility is a fundamentally key issue in the services industry. By encouraging digital collaboration instead of on-site meetings we were able to significantly reduce travel and thus fuel consumption over the past months. This trend was strengthened by »Covid-19« and has meanwhile become firmly established throughout the company. All departments and subsidiaries of All for One Group plan to keep offering their staff the option of working from home and also want to drive digital collaboration with suppliers, customers and other business partners in order to keep fuel consumption down. Our employees also take the train or plane when travelling on business. The fuel consumption for these trips cannot be included in these figures. The impacts on the environment are, however, included in Criterion 13 as greenhouse gas emissions.

## Water

The water used by All for One Group is limited to supplying the offices with fresh water.

**Water usage**

| (m$^3$) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total water usage** | **4,186** | **4,372** |
| | | |
| Staff consumption[1] | 2.45 | 2.66 |

1) Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

## Space

Space is also a natural resource that we occupy with our offices. The Group business premises are leased and mostly located in complexes occupied by multiple parties. As a result, the sealed areas are divided and thus reduced from an overall perspective. In addition, the roofs of some buildings (e.g. offices in Filderstadt) have been planted to compensate. Sealed areas include the car parks, paths, etc. belonging to our offices. At present we can only estimate a value. We plan to examine further possible means of calculation in the coming financial year.

**Space usage**

| (m$^2$) | Office space |
|---|---|
| **Total space usage** | **25,453** |
| | |
| Staff usage[1] | 14.88 |

1) Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

## Paper

In keeping with the digital transformation that we are driving with our products and services, we are constantly striving to reduce our paper consumption. In our day-to-day business, especially, we have been able to realise huge savings potential from the use of DocuSign (www.docusign.de). By using the service to send and sign contracts and other documents online, we can dispense with paper for the majority of our correspondence.

**Paper consumption**

| (sheets) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total paper consumption** | **242,536** | **473,710** |
| | | |
| Staff consumption[1] | 142 | 288 |

The figures relate to the use of copy paper.
1) Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

## Waste

Since All for One Group is not a manufacturing company, it only incurs waste through the operation of its business premises. The waste is duly separated and disposed of properly through local disposal companies. This aspect was not classified as material for the Group in the materiality assessment. As such, the effort to collect the data would exceed the benefit to be gained from the same.

The recently developed furnishing concept for all our offices ensures that the interiors can be reused. In addition, discarded hardware is reused or recycled in the Group in cooperation with AfB gGmbH (www.afb-group.de). The equipment is prepared for reuse once certified data erasure has been completed. This extends the lifecycle and saves raw materials and emissions. With the exception of two of our subsidiaries, all Group entities donate 100% of all notebooks and, in some cases, screens as well, once they have been written off. In doing so, we help to preserve jobs for people with disabilities while at the same time achieving a significant environmental impact. For example, in 2020, we were able to contribute towards saving more than 43 tons of $CO_2$ equivalents and 240,889 litres of water by submitting 389 pieces of equipment (figures provided by AfB gGmbH).

We also contribute to the careful use of resources with our company mobile phones by using the »Phone as a Service« option offered by everphone GmbH (www.everphone.com). During the utilisation phase, the provider takes care of any repairs before ultimately preparing the phones for reuse or recycling in keeping with the concept of a circular economy.



*By working with AfB gGmbH to recycle our used IT hardware, we assure wherever possible the continued use of the equipment or otherwise its recycling. This partnership reduces the need for new resources and is testament to more sustainable consumer behaviour (12.5) (SDG 17).*

## Emissions

The greenhouse gas emitted by All for One Group is predominantly caused by staff travel activities, utilising the services of our data center providers and operating our offices. Detailed information can be found in Criterion 13.

## Biodiversity

Our materiality assessment did not identify biodiversity as material for All for One Group. Added to which, we have no specific figures describing the impacts of our business activities on biodiversity. Nevertheless, we are well aware of the effects caused by the utilisation of natural resources. They include, for example, the impacts on the climate of greenhouse gas emissions. Even though most of the electricity consumed can be generated from renewable energy sources, the actual production of the same – such as the operation of wind turbines – does impact biodiversity at a local level. The offices occupied by the Group require land to be sealed, which impacts the water balance, micro-climate and soil fertility (see Federal Environmental Agency (2020)).

# 012
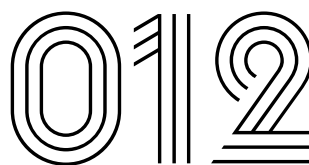
# ENVIRONMENTAL MATTERS//

# RESOURCE MANAGEMENT

Our materiality assessment revealed some key areas for action for All for One Group in respect of the climate-friendly operation of our offices, climate-friendly mobility, and with regard to the careful use of resources in our customer business. In discussions with decision makers from various departments in the Group and with our Management Board, we derived target visions for various issues. With regard to resource management, these visions currently centre around reducing our greenhouse gas emissions. These efforts would directly affect material resources such as electricity and fuel. We will be defining specific targets over the coming reporting year, based on our sustainability strategy.

We have already taken numerous measures to enhance resource efficiency even if they have not yet been united under a common sustainability agenda. Examples of activities that we classify as material are discussed below:

## Offices – renewable energy and efficient utilisation of space

The sparing use of resources to operate our offices was identified as a material topic for our Group. We therefore want to focus on expanding the use of renewable energy in this area. In financial year 2020/21 we were able to complete the shift to electricity from renewable sources at some of our offices. There is, however, still a need for further action, and we plan to define specific targets and actions in the coming financial year.

In our newer offices, particularly, we are focusing on technology that uses resources sparingly. Efficient LED lighting, for example, reduces energy consumption. The lighting can, moreover, be controlled centrally, thus avoiding unnecessary power consumption outside working hours.

CDE GmbH – a subsidiary of All for One Group – has developed a sensor system for our office in Filderstadt that, based on various parameters, enables actions to be taken to protect resources. By measuring the temperature, for example, the system can determine whether windows have accidentally been left open. Furthermore, the sensor technology can link the cleaning of the premises to the frequency of their occupancy. Tracking frequency of use also promotes the efficient use of space as it clearly shows which areas are routinely unoccupied. Testing in Filderstadt has been ongoing since the start of 2021. The effectiveness of the actions is currently being reviewed to determine whether to use the sensor technology in other office buildings. Corresponding talks are already being held with the landlords.

Increased remote working has resulted in the declining use of office space. This raises the question for All for One Group as to whether the space can be reduced or modified. At present, all offices are being reviewed accordingly and a strategy for reducing or modifying space is being developed. As this will result in changes to the space currently occupied by staff members, the relevant employees are involved in the process through our strategic project »Working World 2.0«. This is the only way to ensure that a solution is identified that considers both the efficiency criteria and the interests of the employees in equal measure.



*By using renewable energy, we help to raise its share of the global energy mix (7.2). Our energy efficiency is boosted by the use of energy-saving technologies, such as LED lamps in our buildings (7.3). By using sensor technology in some of our buildings, we are developing innovative, energy-saving technologies for the market (9.4), which we also use ourselves. Such use is stipulated in our in-house policies (governing construction and fittings, for example). In doing so, we reduce our greenhouse gas emissions (13.2).*

## Mobility 2.0 – creating a new understanding of mobility

We believe that climate-friendly mobility offers huge leverage for reducing energy consumption, which was also reflected in the findings of our materiality assessment. Appropriate actions are being united to form a strategy concept entitled »Mobility 2.0«. It includes, for example, the establishment of an organisational framework to maintain a reasonable level of remote working, even after »Covid-19«, and ensuring that we drive vehicle models that are as efficient as possible. Looking ahead, we plan to supplement the strategy with a mobility budget that can be used for flexible mobility models in place of vehicles assigned to specific individuals. In doing so, we want to foster a new understanding of mobility that unites customer-focused consultancy services with climate protection.



*Our modern vehicle fleet is becoming increasingly energy efficient, with a growing share of electric vehicles, and raises the energy efficiency of our fleet-related mobility considerably (7.3). Our »Mobility 2.0« strategy also offers expanded possibilities for using sustainable traffic systems (11.2). A sharing model reduces the requirement for vehicles and lowers emissions, while still meeting mobility needs. The frequency of use and efficiency of each individual car are also substantially increased (12.2). All of these measures aimed at*

*increasing resource efficiency help to lower $CO_2$ emissions (13.2).*

**Data Center – efficient production resources**
As far back as 2007, we started implementing a rigorous co-location strategy focusing on »Green IT« for our data center infrastructure. The data center are chosen on the basis of technological standards and energy efficiency. Both of the facilities we use reflect best engineering practice, are DIN EN ISO 50001 certified and are mainly powered with electricity from renewable sources. In addition to the leased data center, All for One Group also uses hyperscalers' public cloud services – especially Microsoft Azure under a strategic partnership agreement with Microsoft. We plan to gradually increase the share of systems in the Azure cloud considerably as part of our »Cloud First« strategy. Further greenhouse gas emissions can be saved by increasing energy efficiency through enhanced hardware and process efficiency in the public cloud. According to Microsoft, the cloud is up to 93% more energy efficient than conventional data center in terms of the entire lifecycle (see Microsoft Corporation (2020)). We only ever use this option, however, if it complies with the wishes of our customers.

In addition, various actions have been implemented in our data center to raise energy efficiency:
– We build on cutting-edge technologies procured through long-standing partnerships with technology providers. The hardware in the data center is regularly inspected and, if necessary, replaced with more energy-efficient equipment. This innovation rate of three years on average keeps the pace of our innovations consistently high. Depending on the condition of the discarded infrastructure, it is either reused or recycled.
– Consistent virtualisation and smart load balancing enable us to assure the long-term utilisation of our resources without compromising performance.
– We adopt the principle of »One to Many Resource Sharing«, wherever possible, using resources jointly without impeding each other.
– Steadily increasing the packing density of each system unit reduces the hardware requirement and thus the need for space and energy. This affects the space-saving arrangement of the racks, on the one hand, and the increase of virtual services on a single physical server, on the other. This enables a marked reduction in the energy needed to cool the systems, in particular. All these considerations naturally include analysis of the increased impacts of potential disruptions and shutdowns.
– The energy efficiency of the cooling equipment is further optimised by raising operating

temperatures, avoiding hot spots and making comprehensive use of cold/hot aisle equipment.
– More efficient data storage mechanisms such as deduplication and compression of data sets can reduce the storage volume by up to 70%.
– Automated workflows for fine tuning specific computing resource requirements (e.g. »AutoScaling« and »Just-in-time-Provisioning«) can reduce the requisite server output.
– In the course of digitalisation and transformation, system landscapes and underlying infrastructure components of our customers are transferred to target-oriented, next-generation service hubs in line with their requirements (retain, rehost, replatform, refactor, rearchitecture), while infrastructures with considerably lower energy efficiency are migrated to the »All for One Enterprise Cloud«.



*By using renewable energy in our data center, we help to raise its share of the global energy mix (7.2). We increase the energy efficiency of our data center operations by constantly optimising our hardware and software (7.3). With our preference for cloud computing (»Cloud First«) we offer innovative service models to work with data center resources even more efficiently and sustainably (9.4). All of these measures aimed at increasing resource efficiency help us to lower $CO_2$ emissions (13.2).*

**Biodiversity – a challenge for the future**
Since all All for One Group offices are leased, the possibilities for influencing office building design in the interests of biodiversity are limited. The Group therefore focuses on individual projects that allow it to nevertheless make a contribution. These include, for example, supporting managed reforestation and forestry protection projects in Germany run by PLANT-MY-TREE® (www.plant-my-tree.de) and planting flowers as part of our »Serious Sustainability« value month. Looking ahead, we see potential for development in this area. Over the coming years we want to work with academic and other partners to examine further means of driving this topic through ongoing projects.

**Risks and due diligence processes**
The business activities of All for One Group must always be seen within the framework of our relationships with customers, investors, partners and the environment. We are well aware that our activities impact resources and

ecosystems. Our materiality assessment revealed sustainability aspects in consulting, climate-friendly building utilisation and mobility that are material for All for One Group. As a result, we see potential for environmental risks, as well, especially with regard to our greenhouse gas emissions.

Furthermore, we realise that the IT hardware in our offices and data center impacts resources and ecosystems throughout its entire lifecycle. In terms of manufacturing, this applies explicitly to the intensive use of resources and rare earth. During the utilisation phase, greenhouse gases are emitted through the supply of energy, whereas disposal of the equipment raises problems due to the raw materials used, such as toxic heavy metals. To address this problem, we cooperate with AfB gGmbH (www.afb-group.de). Detailed information can be found in Criterion 11.

The aforementioned risks are identified and monitored in discussions between the responsible departments (e.g. Fleet Management) and management. Routine due diligence processes for these environmentally specific risks have, however, not yet been established. During the next reporting year, we plan to examine how to add an »inside-out« perspective to our Group-wide risk management or whether we need to take other action.

We classify the occurrence of such risks as »occasional«. The possible impacts on our net assets, financial position and results of operations are judged to be »low«. In our »outside-in« overall assessment, the risks associated with these environmental concerns are classed as »low«. Nevertheless, the occurrence of such risks cannot be ruled out entirely, which could adversely affect our contribution towards the achievement of superior climate targets (»inside-out« analysis).

Embedding sustainability aspects in the definition of targets and in the processes at All for One Group is currently still at the nursery stage. We started incorporating sustainability aspects into our company strategy together with the Management Board during the final quarter of financial year 2020/21 and plan to continue over the coming months. On this basis, areas requiring action will be determined, actions defined and processes developed to track the implementation of the same.

## GRI SRS-301-1: MATERIALS USED BY WEIGHT OR VOLUME

As a service provider, All for One Group does not use materials to any significant extent.

## GRI SRS-302-1: ENERGY CONSUMPTION WITHIN THE ORGANISATION

**GRI SRS-302-1: Energy consumption within the organisation**

| (MWh) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Fuel consumption** | **10,439** | **14,238** |
| of which vehicles | 8,820 | 12,609 |
| of which heating (heat) | 1,619 | 1,629 |
| **Electricity consumption** | **4,255** | **4,316** |
| **Total energy consumption** | **14,694** | **18,554** |

Complete differentiation between the use of energy from renewable and non-renewable sources is not possible at present. One of our two co-location providers is, however, definitely sourcing 100% of its electricity consumption from renewable energies. In addition, our electric and hybrid vehicles are only charged with electricity from renewable sources.

## GRI SRS-302-4: REDUCTION OF ENERGY CONSUMPTION

In financial year 2020/21, we substantially increased our technology investment in the cloud infrastructure of our co-location data center compared to prior year (see also our disclosures relating to »GRI SRS-201-1: Direct economic value generated and distributed« under Criterion 18). This increased capital expenditure also focused on specific measures to reduce energy consumption, respectively increase energy efficiency. Despite processing more data, the electricity consumption in our co-location data center was further reduced (see our disclosures on »Electricity consumption« under Criterion 11 and on »Data Center Sustainability Index« under Criterion 13).

We have not included any reduction in our energy consumption due to the knock-on effects of current changes in how we are working (remotely) primarily as a result of »Covid-19« in our figures for »GRI SRTS-302-4« (see also our disclosures relating to GRI SRS-302-1 »Energy consumption within the organisation«).

## GRI SRS-303-3: WATER WITHDRAWAL

**GRI SRS-303-3: Water withdrawal**

| (m³) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Total water usage | 4,186 | 4,372 |

## GRI SRS-306-2: WASTE BY TYPE AND DISPOSAL METHOD

Since All for One Group is not a manufacturing company, it only incurs waste through the operation of its business premises. The waste is duly separated and disposed of properly through local disposal companies. This aspect was not classified as material for the Group in the materiality assessment. As such, the effort to collect the data would exceed the benefit to be gained from the same.

# 013

## ENVIRONMENTAL MATTERS//

## CLIMATE-RELEVANT EMISSIONS

Our business operations cause greenhouse gas emissions by using natural resources. The table below lists total greenhouse gas emissions relative to headcount:

**Total greenhouse gas emissions**

| (t $CO_2$eq) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total greenhouse gas emissions** | **3,828** | **5,600** |
| Greenhouse gas emissions per member of staff[1] | 2.24 | 3.41 |

1)   Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

Detailed information can be found in the explanations of GRI SRS-305-1 to GRI SRS-305-3.

To enable us to manage these emissions, we have identified the following internal and external sources of emissions as material, based on their ratio to total volume:

– Data center (internal)

– Mobility (internal)
– Customers (external)

This assessment clearly shows the integrated approach we adopt in our analysis and that we want to include the greenhouse gas emissions of our customers and our efforts to lower the same, in addition to our own internal emissions within All for One Group that we can manage directly. Due to our large, primarily industrial customer base, we are increasingly acting as a significant multiplier here.

## OBJECTIVE: TO MANAGE AND LOWER GREENHOUSE GAS EMISSIONS OVERALL

So far, neither the internal nor the external greenhouse gas emissions of All for One Group have been captured in a structured manner. The aforementioned development of greenhouse gas emissions was therefore approximated based on real data and estimates. The trend analysis also shows the considerable impact of »Covid-19«, which significantly influenced the prior-year figures for around 6 months (Apr – Sep 2020) but the entire current reporting year 2020/21, especially with regard to mobility.

To enable better assessment and management of our greenhouse gas emissions, we plan to establish a sustainability accounting function during the next reporting period to provide us with complete, consistent, transparent and correspondingly accurate data about our climate footprint, as specified in the Greenhouse Gas Protocol, at least for the internal emission sources of relevance. This objective is a top priority.

In the medium term, we plan to include the downstream parts of our value chain, in particular, in our analysis for lowering greenhouse gas emissions (see Criterion 4). When we implement software solutions at our customers' premises, we want to increasingly try to lower climate-relevant emissions in the process. In doing so, we want to reduce not only the greenhouse gas emissions caused directly and indirectly by ourselves. Rather, we want our software solutions to help our customers to better manage and more quickly achieve their own targets for lowering greenhouse gas emissions.

Over the coming reporting year, we plan to establish a path for reducing our greenhouse gas emissions and to identify the impact of our key products on the climate. These efforts will be based on our provisional vision: *We want to be genuinely climate neutral, i.e. reduction rather than compensation. We want to support the climate protection efforts of our customers and to*

*contribute our technologies and expertise towards driving climate protection.*

## »Cloud First« – managing data center, which are a source of emissions

As a multi-cloud service provider, we process with high intensity the business data and transactions of our customers. As digitalisation progresses, the volume of the same is soaring. The same also applies to our own IT systems. In general, we always strive to enhance our energy efficiency by further improving the scalability of our cloud infrastructures. In doing so, we want to lower the greenhouse gas emissions caused by ourselves and our customers. The actions aimed at achieving this are discussed in Criterion 12 of this report.

We monitor and manage the energy efficiency of the data center we use (»co-location«) based on the **Data Center Sustainability Index.** The index is calculated using the formula »*1 minus the ratio between the energy consumed and the number of systems operated with it on average during the reporting period*«. Further investments in technology in the reporting year just ended enabled us to again achieve improvements in this area. The performance metric developed as follows:

| | 10/2020 - 09/2021 | 10/2019 - 09/2020 | Delta (%) |
|---|---|---|---|
| Data Center Sustainability Index | 0.4174 | 0.3400 | 23 |

With our customer base growing, we have again further expanded our data center system landscapes (more systems, more servers, more storage, etc.) and increased processing capacity. Despite this, we were able to again reduce the electricity needed to power our system landscapes. Overall, energy efficiency increased by 23% year on year.

To enable direct comparison with the prior-year index (October 2019 –September 2020), the index was also calculated for the current 2020/21 year under review for the operation of our IT from co-location data center. The figures do not include the energy needed to run systems based in »hyperscalers«. Added to which, we expect a greater shift away from co-location data center and towards »hyperscalers« in future, which in turn will impact our Data Center Sustainability Index.

In addition to our technology investments to continuously improve the energy efficiency of our Enterprise Cloud, the fundamental **Power Usage Effectiveness (PUE metric)** of the co-location data center we use has also contributed to the

aforementioned development. PUE is calculated from the ratio of the total energy consumption of the data center to the energy consumption of just the IT equipment. A PUE of 1 would mean that all energy is consumed by servers, storage, switches, etc. and is therefore only used for direct computing power. However, energy in a data center is always needed for more than server output. Cooling systems require energy, as do components such as switchboards, lighting, access control and numerous other consumers. A PUE of 1 is therefore not achievable in practice. In 2000, for example, the average PUE of all data center in Germany was 1.63 (see Hintemann (2021)). By comparison, the PUEs of our co-location data center were between 1.42 and 1.45. In addition to our Data Center Sustainability Index, these statistics also emphasise the energy efficiency of our »Cloud First« strategy and its influence with regard to lowering greenhouse gas emissions.

## Mobility as a source of emissions – the new normal will become a key influencing variable

Our principle of »close customer proximity« with currently more than 30 offices ensures shorter distances to both customers and offices, and generally allows us to reduce environmentally harmful journeys and flights. We also reduce our mobility through our flexible working strategy that is independent of fixed locations and linked to the expansion of our »Remote Support Services«.

Since »Covid-19«, we have mostly been working remotely rather than on site at our customers' premises or in the office. Event formats such as meetings, trade fairs, roadshows and training programmes are much more frequently online or »hybrid« nowadays. This has resulted in a very severe drop in our overall travel. Together with our customers, we will make every effort to hold on to these drastic changes in how we work wherever feasible, even once things have returned to normal. In doing so, we can reduce not just our own direct and indirect greenhouse gas emissions but also those of our customers. The scope, intensity, specific progress over time and the means by which we return to a new normal after »Covid-19« could significantly impact the further progress of the overall greenhouse gas emissions footprint of our mobility.

We currently use our **»Mobility Index«** to indirectly monitor and control the impacts of mobility, as a source of emissions, on our overall mobility-related greenhouse gas emissions footprint. The index is calculated using the formula »*ratio between mobility cost (vehicles, travel, accommodation) and the consulting and services revenues generated as a result*«.

The performance metric developed as follows:

| (%) | 10/2020 - 09/2021 | 10/2019 - 09/2020 | Delta (%) |
|---|---|---|---|
| Mobility Index | 3.33 | 6.11 | -45 |

We were able to reduce our mobility cost (vehicles, travel, accommodation) from EUR 8.8 million (2019/20) to EUR 5.1 million (2020/21). At the same time, consulting and services revenues increased from EUR 143.4 million (2019/20) to EUR 152.7 million (2020/21). Accordingly, EUR 100,000 in consulting and services revenues were generated at a mobility cost of just EUR 3,330 (prior year: EUR 6,110). As such, we were able to reduce our Mobility Index by 45% in the current year under review. This was due primarily to a severe reduction of travel during »Covid-19« and the need to work from home, while consulting and services revenues increased at the same time. Our overall performance in lowering mobility-related greenhouse gas emissions is therefore significantly positive for the year under review.

To produce an overall footprint that is more differentiated and calculated directly in future, we plan to analyse more closely the impacts of less relevant but countervailing effects as well. Remote working from home could, for example, shift the cause of greenhouse gas emissions away from our offices and more towards the homes of our employees. Greenhouse gases would, however, still be emitted by our offices despite the reduced occupancy (»base load«) and would need to be offset. We also expect reduction to be driven by our initiatives such as Mobility 2.0 (see Criterion 12) and Working World 2.0 (see Criterion 16).

**Our customers' business as a source of emissions**
Our mission is to enhance the ability of our customers to compete in a digital world while at the same time actively driving sustainability. To achieve this, we offer our customers support that is as comprehensive as possible, starting with issues of strategy and business processes and including the use of all business-critical software solutions right up to the provision and operation of the same from the cloud. In doing so, we strive to raise process efficiency, which increasingly includes optimising the use of raw and other materials, machinery and energy.

Lowering the greenhouse gas emissions of our customers is playing an increasingly key role in strengthening their ability to compete. Within the framework of our sustainability vision, we want to spotlight all relevant aspects relating to our customers and to achieve our emissions targets more quickly. For

instance, we plan to anchor sustainability criteria in our consulting function and to offer made-to-measure services for SAP and Microsoft solutions to digitalise those of our customers' processes that are particularly relevant from an emissions perspective.

**Challenges and risks**
The challenge of reducing our greenhouse gas emissions will probably face us for many years to come. The actions described in Criteria 12 and 13 constitute important steps in the right direction. As things stand at present, however, we are limited by the fact that we cannot entirely dispense with direct personal contact – with our employees, business partners or investors, for example – as it also offers potential to foster loyalty, creativity, innovation and exchange. The normal approach to working makes it hard for our employees to give up cars. Which is why we are striving to develop attractive alternative means of mobility for our employees to ensure that the emissions caused by journeys to customers are kept as low as possible. Individual aspects, such as the dynamics of future technological progress, are, however, largely outside our control and cannot be predicted with certainty. By the same token, larger leaps in the growth of our cloud services could trigger transformation processes within our »Multi Cloud Strategy« (co-location plus hyperscalers) and adversely affect energy efficiency and thus the overall footprint of our greenhouse gas emissions temporarily. Added to which, since we lease our data center and cooperate with hyperscalers, we are reliant on their commitment to meet climate targets. Although we are on the right track, having chosen suitable providers, we can only influence their future decisions to a limited degree. A further risk aspect is raised by the degree to which our customers are willing to embrace our sustainability actions.

Our risk assessment of the sub-risk »reducing greenhouse gas emissions« is included in our overall assessment of »Resource management« risks. Please therefore refer to our discussion in Criterion 12.

**GRI SRS-305-1: DIRECT (SCOPE 1) GHG EMISSIONS**

The business activities of All for One Group do not produce any direct greenhouse gas emissions (Scope 1).

**GRI SRS-305-2: ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS**

Our calculation of indirect energy-related greenhouse gas emissions is based on the "GHG Protocol Corporate Standard". Current data constraints prevent

us from meeting all requirements, however. Calculation details can be found in the notes to this Report.

The tables below show the emissions using the location-based and market-based methods separately.

**GRI SRS-305-2: Energy indirect (Scope 2) GHG emissions (Scope 2) (location-based)**

| (t CO₂eq) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Electricity | 696 | 813 |
| Heat | 395 | 398 |
| Scope 2 total | 1,091 | 1,211 |

**GRI SRS-305-2: Energy indirect (Scope 2) GHG emissions (Scope 2) (market-based)**

| (t CO₂eq) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Electricity | 657 | 771 |
| Heat | 395 | 398 |
| Scope 2 total | 1,052 | 1,169 |

## GRI SRS-305-3: OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Most of the greenhouse gas emissions caused by our business activities is attributable to Scope 3 according to the GHG Protocol. As consultants, we have a large car pool that is, however, comprised in its entirety of leased and hired vehicles. It also largely covers the shuttling back and forth between our offices. Having said that, we cannot capture commutes using private cars and public transport at present, but plan to do so in the next reporting year2021/22. Greenhouse gas emissions also arise during business trips by train and air.

The table below also shows the emissions caused by our use of paper.

**GRI SRS-305-3: other indirect (Scope 3) GHG emissions**

| (t CO₂eq) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Mobility | 2,775 | 4,429 |
| Rail travel | 0.6 | 3.6 |
| Air travel | 52 | 534 |
| Fuel consumption | 2,722 | 3,892 |
| Paper | 1.3 | 2.5 |
| Scope 3 total | 2,776 | 4,432 |

## GRI SRS-305-5: REDUCTION OF GHG EMISSIONS

Compared to the prior financial year 2019/20, we were able to save a total of 1,772 tons of $CO_2$ equivalents in reporting year 2020/21. Most of these savings were attributable to reduced travel as we increasingly switched from face-to-face consulting to remote services. Having said that, however, the restrictions imposed by the Covid-19 pandemic and the resulting changes to how we work will also have played a key role in this reduction.

Nevertheless, we also took specific action to lower our greenhouse gas emissions. By investing in the energy efficiency of our co-location data center, we were able to lower electricity consumption and, as a result, greenhouse gas emissions by more than 93 tons of $CO_2$ equivalents (see also our disclosures relating to GRI SRS-302-4).

# SOCIETY

## WE HAVE LONG BEEN SUPPORTERS OF SOCIAL SUSTAINABILITY AND EQUAL OPPORTUNITIES. WE ARE ALSO COMMITTED TO THE NATIONAL ACTION PLAN FOR HUMAN RIGHTS.

### GERMAN SUSTAINABILITY CODE

**...in the main section on society** , a company must substantially disclose how it complies with recognised standards governing employment rights and how it supports the involvement of the staff in the company and in the company's sustainability management, which targets are in place, what has been achieved so far, and where are risks perceived. Companies must also explain the processes in place and targets defined to ensure equal opportunities and diversity, health and safety at work, co-determination, the integration of migrants and people with disabilities, commensurate remuneration and work-life balance, and how they are implemented.

Further, the targets in place and action taken to enable all employees to participate in the working and professional world must be disclosed, together with deliberations regarding adjustments to demographic trends, and the perceived risks. The actions, strategies and objectives in respect of the supply chain to ensure respect for human rights around the globe and the prevention of forced and child labour and any kind of exploitation must also be discussed. The results of the actions and any risks also need to be addressed.

The same applies to efforts to support the communities in those regions where a company's business operations are substantial. All material input to legislative procedures, all entries on lobby lists, all material payments of membership fees, payments to governments and all donations to political parties and politicians must be listed by country.

In addition, a company must disclose the actions, standards, systems and processes in place to avoid illegal behaviour, and especially corruption, together with how this is monitored, what results are available, and what risks are perceived. It must also explain how it prevents, discovers and punishes corruption and other violations of the law within the company.

# 014

## SOCIETY//

# EMPLOYMENT RIGHTS

All for One Group's vision firmly states our intention of being an attractive employer. This requires an attractive working environment in which employee rights are highly valued, development options with future prospects are offered without question and equal opportunities are practised. If we are to make our customers successful, we must have very well trained employees who enjoy working for All for One Group.

The employment rights specified in the DACH region are extremely strict by European and international comparison, We comply with them in full. As a result, we currently do not see an increased risk for our employees. Our »Code of Conduct« also reflects the high priority we place on employees' rights: »*We commit to responsible, sustainable and transparent corporate governance that respects human rights and internationally recognised core labour standards. In particular, we condemn any form of forced or child labour and ensure health and safety as well as commensurate pay in line, at the very least, with respective national legislation*«. We also comply with ILO core labour standards (http://www.ilo.org/berlin/arbeits-und-standards/kernarbeitsnormen/lang--de/index.htm) governing the prohibition of discrimination, child and forced labour and guaranteeing the right to freedom of association and collective bargaining.

We make every effort to ensure compliance with these core labour standards at our foreign subsidiaries and along our upstream and downstream value chain. A process to ensure the same has so far only been put in place in Turkey (see section »Labour law standards in Turkey«). Our objective is to continue to not allow any violations of employment rights along the entire value chain. Further specification of the corresponding

management concept including processes and objectives is planned in the next financial year 2021/22.

In many respects, we give our own employees more than the specified legal minimum, especially with regard to healthcare and work-life balance.

We remain closely in touch with our employees through our managers and our People & Culture Team support model, and helped by our SE Works Council. This close contact, especially in the form of standardised annual meetings, enables us to ensure the detection of violations of employee rights. Organisational reporting procedures ensure that our Management Board is regularly informed of relevant issues. The Works Council, Management Board and representatives from the People & Culture Team discuss employment rights and any need to adjust the same at meetings of the HR Council, which take place several times a year.

### Labour law standards in Turkey
We employ 77 people at All for One Steeb Yazilim (as of 30/09/2021). Given the political and social environment in Turkey, we see a heightened risk associated with assuring the employment rights of our colleagues in Turkey. We take the following actions to mitigate this risk:
Wherever possible, we define German standards that apply to All for One Steeb Yazilim as well. We do this to try and gain a competitive advantage as an employer in Turkey over local Turkish companies and to enhance our attractiveness as an employer in Turkey. The standards include, for example, our salary system, work hours based on trust, and the rules governing working from home, if required. The same applies to our benefits, which have in some cases been adapted to the circumstances in Turkey (e.g. rewards for employee referrals), but in some case are better than their German counterparts (e.g. Istanbul Card for public transport, meal allowances, etc.). All deviating regulations are described in the employees manual for All for One Turkey.

### Works Council for more co-determination
All for One Group has had an SE Works Council since March 2021. Cooperation has got off to a good start and is to be further intensified in a constructive and trusting manner. The Works Council is consulted on all decisions relating to the staff. We believe the establishment of our Works Council is a complement to employee participation, not a shift.

### Strengthening individual responsibility
We encourage our employees to act on their own initiative, as also reflected by our »Valuable Space« value. We want to raise awareness among our

employees for sustainable thoughts and actions and thus ensure that sustainability is firmly anchored in their everyday professional lives. We want this aspect to form part of our sustainability strategy. Two examples that are already in existence are our healthcare management and our efforts to establish a culture of learning. We also promote personal responsibility through education on preventive healthcare and a wide range of upskilling opportunities that are open to all employees without the need for an approval process.

**Due diligence processes, performance metrics, targets and risks**
Employee retention and our health index (see Criterion 7) are the indirect performance metrics we use for employee rights.

We specify new specific ranges for both of the aforementioned metrics each year, in each case separately for »All for One Group« (Group) and for All for One Group SE (parent). The targets are published in the guidance section of our combined management report. Target achievement is monitored monthly by the Management and Supervisory Boards (monthly reporting procedure).

The following targets, explained below in more detail, will also become part of our sustainability strategy.

These performance metrics developed within the **Group** as follows:

| (%) | Target 2020/21 | Actual 10/2020 - 09/2021 | Actual 10/2019 - 09/2020 | Delta (%) |
|---|---|---|---|---|
| Employee retention | 92.7– 93.7 | 93.6 | 93.2 | +0.4 |
| Health index | 96.8– 97.8 | 97.4 | 97.3 | +0.1 |

The development of the two performance metrics for the parent company **All for One Group SE** was as follows:

| (%) | Target 2020/21 | Actual 10/2020 - 09/2021 | Actual 10/2019 - 09/2020 | Delta (%) |
|---|---|---|---|---|
| Employee retention | 93.7– -94.7 | 94.7 | 94.2 | +0.5 |
| Health index | 97.0– 98.0 | 97.4 | 97.5 | -0.1 |

Overall, we were able to marginally improve employee retention, which we believe to be well above the average for our sector. Our health index also improved slightly compared to the already high level witnessed last year.

For the coming reporting year 2021/22, both the Group and the parent company have been set the target of more or less maintaining (minus 0.5 percentage points) the already high level of both metrics.

We monitor the risks of violations of or impairments to employee rights within our risk management system under »risks associated with human resources«. If we are not sufficiently successful in retaining and developing existing staff, promoting talent and recruiting new human resources, we will no longer be able to successfully grow our business. We classify the occurrence of such »human capital risks« as »occasional«. The possible impacts on our net assets financial position and results of operations are judged to be »critical«. Although we believe that violations of or impairments to employee rights are »unlikely«, we continue to classify »human capital risks« as »high« in our overall assessment. This risk assessment is primarily

based on the severe shortage of experts, which has worsened further over the year under review.

# 015

SOCIETY//

# EQUAL OPPORTUNITIES

All for One Group actively practises equal opportunities and diversity. Both are firmly anchored in our corporate value »Serious Sustainability - *Our actions regarding personnel development, equal opportunities, the environment, customer relationships and the value of*

*the company are designed with a view to their long-term impacts.«* ([WE ARE ONE (all-for-one.com)](http://all-for-one.com)). We strive to ensure that all employees at All for One Group have the same opportunities, irrespective of their ethnic or social background, age, gender, skin colour, religion or political beliefs. In our field of business, we work with various cultures, which we believe gives us an economic advantage. Greater diversity and actively practised equal opportunities make us more attractive as an employee and make it easier for us to collaborate with other cultures. They open up new opportunities when it comes to recruiting, acquiring new customers and offering our services. If employed and managed properly, diversity encourages innovation, customer loyalty and the ability to adjust to rapidly changing markets. As an all-inclusive provider of IT services, these issues are all hugely critical to our survival and thus contribute to the success of our business. Accordingly, the topic was identified as particularly relevant in our materiality assessment.

### Processes for combating discrimination

We do not tolerate discrimination. Our employees have various options for reporting incidents of discrimination at the company since we realise that discrimination can also stem from an individual designated as a potential point of contact for reporting acts of discrimination:

– »Equal Treatment Board« comprised of People & Culture employees
– Direct supervisor
– Member of the Management Board or management
– Compliance Officer
– Integrity Line whistleblowing system

These points of contact are listed on our intranet and communicated transparently. A training programme focusing on this issue is also available to all members of staff. Reports can be filed in person, by telephone, in writing or by eMail. Reports can also be submitted anonymously.

### Overarching initiatives to increase diversity and equal opportunities

We are planning various initiatives to increase diversity and equal opportunities, which we will be defining in more detail over the coming months. One initiative that is already in place is participation in the Changemakers programme offered by SAP and Socialbee. As a partner in the programme, we help refugees get off to a good start in their working lives ([CHANGEMAKERS 2.0 – A SOCIAL PROJECT FOR REFUGEES (social-bee.de)](http://social-bee.de)).

We are also considering taking part in a diversity and equal opportunities initiative that requires us to be measured in terms of how well our actions and corporate culture encourage diversity and equal opportunities. This would raise our profile externally, which in turn would help with the implementation of our strategy. However, rather than just focusing only on marginalised groups, we want to promote greater diversity and equal opportunities both within All for One Group and among our customers by highlighting the advantages and eliminating prejudice. Measures to achieve this include plans to offer culture training programmes and examples of successful collaboration with colleagues from different cultures. We plan to develop further strategies and actions for increasing equal opportunities and diversity over the coming financial year and to incorporate them into All for One Group's sustainability strategy.



*We are engaged in programmes and initiatives to promote equal opportunities and diversity. In doing so, we help refugees, for example, to improve their chances of getting a decent job, and reduce inequality in the labour market (10.2) (SDG 17).*

### Promoting equal opportunities among our colleagues in Turkey

Given the political and social environment in Turkey, we also see a heightened risk associated with assuring equal opportunities for our colleagues in Turkey. We are therefore taking specific steps to promote diversity and equal opportunities at our office in Istanbul. Our colleagues there are subject to the same rules governing discrimination as all other offices in the DACH region. We offer language courses to give those of our colleagues who do not speak German or English the opportunity to improve their language and communication skills. To promote their personal and professional development, colleagues at our office in Istanbul can access the same training and upskilling courses as our staff in the DACH region. Since many of our training sessions are held online, everyone has the same access requirements. We also make sure our colleagues in Turkey are invited to important face-to-face meetings so that they do not feel excluded. These latter efforts were, however, hampered by the travel restrictions imposed under Covid-19 over the past 18 months.

The salaries of our Turkish colleagues in Istanbul are significantly lower than the remuneration level in the DACH region. The economic advantage that All for One Group could gain in saving costs here is not

inconsiderable. Compared to the DACH region, however, the cost of living in Turkey is much lower and All for One Group pays competitive salaries compared to other companies in Turkey. In addition, colleagues in Istanbul are provided with health insurance cover that allows them to seek hospital treatment that corresponds to western standards. We have, moreover, revised the salary model for Turkey to cushion the impacts of soaring inflation on salary payments to our employees. We strive to ensure that our colleagues in Turkey are treated the same as our other employees and not just as an »in-house service provider«.



*We work in accordance with proprietary, firmly established standards that reflect applicable legislation, ordinances and regulations in the countries that make up the DACH region. We offer the benefits of these highly developed standards and programmes – such as preventive healthcare, avoidance of discrimination, or personnel development – to all employees equally, not just those within the DACH region. When calculating salaries, we are guided by industry standards, taking account of the specific cost of living in the individual countries (10.2, 10.3).*

### Age structure – Collaboration that transcends generations
Most of the employees at All for One Group SE (55%) are between 30 and 50. 50+ is the second-largest age group (28%), while the under-30s constitute the smallest group (17%). This age spread is logical. We assume that the under-30s form the smallest group because a lot of our entry-level employees don't start working until they are 23 to 25 and have finished studying. Having said that, this is the age group where we need to recruit even more staff as a key to promoting diversity and tackling demographic change. We are happy with the share of over-50s employees. It shows that we are also attractive for older employees and that our programmes for flexible retirement fit the requirements.

### Education – Potential for greater diversity
Most of the employees at All for One Group SE (53%) have academic qualifications. This is due primarily to our business model, which frequently requires a university degree for access. We believe this trend will continue in the years to come. We do, however, also employ people who have not graduated high school or gained a university degree. Furthermore, we offer dual

training programmes. In this respect, we see additional potential to hire more employees who have trained for a profession rather than graduates. We are not, however, specifically focusing on this at present.

### Origin – Grasping the opportunities of diversity
At present, 6.2% of all employees at All for One Group do not have a passport from the DACH region. The largest share of these are our Turkish colleagues, who account for 3.7%. The share of employees with a migrant background is much higher, and spread throughout all units of All for One Group. A year ago, the share of employees who do not speak German started increasing and will rise further in future. In some cases, we specifically recruited non-German speakers, in others we did so because of conditions on the labour market. This trend was reinforced, moreover, by extensive working from home during the contact restrictions imposed under Covid-19.

Strengthening operations at international level is a further strategic cornerstone for All for One Group. Being able to understand each other is a key success factor. This year, we launched a project entitled »englisch@all-for-one« to encourage in-house communication and boost the language skills of our employees. The project gives all employees the chance to individually learn and use the English language.

The acquisition of SNP Polen Sp. z o.o. in financial year 2021/22 will significantly increase the cultural diversity among the staff at All for One Group. The intercultural differences and the use of the English language are challenges that we want to grasp as opportunities for working together and for the personal development of each individual. Overall we are extremely positive about the current trends and are looking forward to opportunities to benefit from a greater international presence by also expanding the diversity within our Group.

### More opportunities for people with disabilities
Of the people who work at All for One Group, 1.5% are known to be severely disabled, which is less than the legal requirement of 5%. By cooperating with institutions that work with disabled people, we want to encourage entry-level candidates with severe disabilities to apply for jobs with us. Given the large share of remote activities, we can demonstrate integration into everyday working life particularly well, even for people with physical handicaps. At the time of writing this report, the talks with institutions on possible cooperation arrangements were still ongoing.

**Expanding gender diversity**

The share of women working at All for One Group in all functions amounted to 33.3% in reporting year 2020/21 (2019/20: 33.0%). As such, we are well above the industry average of 17% (https://www.faz.net/aktuell/wirtschaft/digitec/nur-17-prozent-frauen-in-deutscher-it-branche-16666734.html). We are not satisfied with the result, however, and want to raise the share of women – especially in technical professions. Two years ago we started specifically trying to inspire more women to opt for MINT professions and to recruit them to All for One Group. In 2019 for the first time, we provided _female_ graduates with a mentor under our mentoring programme to facilitate their entry into a MINT profession. In training year 2019, we were able to recruit six women through our mentoring programme. At the start of training year 2021 we made our mentoring programme available to all entry-level candidates who might find it harder to get started in their careers due to their gender, origin, beliefs or health situation. In doing so, we want to raise not just the share of women but also diversity itself within the Group. Within the framework of the mentoring programme, the mentors themselves are also trained with regard to intercultural skills and diversity.



_Our mentoring programme and active efforts to inspire women to learn MINT professions are testament to our commitment to gender equality (SDG 5)._

**Due diligence processes, targets and performance metrics**

We primarily use the diversity metrics explained in more detail below to manage equal opportunities. The targets were defined some years ago and are subject to annual review. The targets were not adjusted for the reporting year just ended. Target achievement is subject to regular monitoring throughout the year.

So far, we have only set specific targets for appointing women to management positions for the Supervisory Board and, additionally, for the upper three management levels of All for One Group SE. Overall, women occupied 19% of all management positions within the Group at the end of the year under review. We are also striving to increase the proportion of women in technical professions while aiming for a reasonable balance between men and women in the commercial areas. In financial year 2021/22, we plan to define additional measures to achieve this.

Diversity at All for One Group SE

| Proportion of women (%) | Target 2020/21 | Actual 30/09/2021 | Comparison | Actual 30/09/2020 |
|---|---|---|---|---|
| Supervisory Board | 17 | 17 | achieved | 17 |
| Management Board | 20 | 0 | not achieved | 0 |
| Second management level | 10 | 40 | exceeded | 31 |
| Third management level | 20 | 16 | not achieved | 15 |

Despite recognisable improvements at the second and third management levels, »diversity« remains a huge challenge for us. Alongside our »Up Talent Programme«, which we launched at the end of financial year 2017/18, we take a lot of small steps to strength our diversity in the long run. One such example are our regular »Girls' Days«, where we show schoolgirls career possibilities in engineering.

When appointing Michael Zitz as a new member to the Management Board in financial year 2020/21, the Supervisory Board conducted an extensive process of evaluation that included consideration of the target set for Management Board composition of 20% women, which has not yet been met. Although fundamentally suitable candidates – including women – were identified during the selection process, the further process of evaluation made it clear to the Supervisory Board that a female candidate who appeared equally suitable for driving the sustainable development of the company was not among the applicants. When deliberating future appointments to the Management Board, however, the Supervisory Board will make a particular effort to identify suitable female candidates.

Headcount (diversity within the Group)

| | 30/09/2021 | 30/09/2020 |
|---|---|---|
| Total headcount | 1,991 | 1,841 |
| of which women | 668 | 608 |
| of which men | 1,323 | 1,233 |

Above and beyond the parent company, we are striving to expand diversity within the Group as a whole and were able to raise the proportion of women to 33.6% (30 September 2020: 33.0%).

**Remuneration system – Transparent, fair and commensurate**

All for One Group is not subject to any collective agreements. In Austria, the relevant collective agreements apply. Our remuneration system reflects the market standard for our industry and is tailored to

the respective functions of the staff. Our remuneration system is comprised of a fixed and a variable element. The variable element grows as responsibility in the relevant function increases. We are currently revising our remuneration system. To come more in line with market standards for the industry, we will modify our remuneration policy to give greater weighting to fixed salaries. Our subsidiaries Empleox GmbH, avantum consult GmbH and some divisions at All for One Group SE will start implementing this modification in financial year 2021/22 or have, in some cases, already taken the initial steps back in financial year 2020/21. Our subsidiary Allfoye Managementberatung GmbH has already completely implemented the change. Further divisions and subsidiaries will follow in the year thereafter. Our SE Works Council will be involved in the changes to the remuneration policy.

The remuneration system at All for One Steeb Yazilim in Istanbul will also be modified to give greater weighting to fixed salaries in financial year 2021/22. In light of soaring inflation, salaries will be based in euros in future and paid out at the current exchange rate. In doing so, we want to cushion the adverse impacts facing our employees as a result of the soaring inflation in Turkey.

In compliance with the German Remuneration Transparency Act (Entgelttransparenzgesetz), we regular review the salaries of our employees at All for One Group SE (see also our Remuneration Report for this year). Noticeable pay gaps between the genders can be explained or do not exist. Overall, the remuneration policy at All for One Group SE can be classed as balanced. We plan to extend these efforts to the entire Group over the coming reporting years.

IMPROVING WORK-LIFE BALANCE

We believe that good reconciliation of family life and careers is important. We encourage the long-term loyalty of our staff and a good working environment by being sympathetic to the individual situations of our employees. Even before Covid-19, we were offering our employees flexible and mobile working models (e.g. working from home), which made it possible – especially for parents and people who nurse family members – to continue working while also performing their tasks within their families. Covid-19 strengthened this trend even further. For some years now, we have been enabling employees who nurse family members to perform their nursing duties and take time off for nursing without jeopardising their jobs. Our support in this respect goes above and beyond the legal requirement and is described in a policy document.

All for One Group does not stipulate core working hours. We offer our staff flexible work time models and a good IT infrastructure for mobile working. Even managers can work part time. If a member of staff is required to appear in person, they can bring their children with them if they cannot find anyone to look after them. These framework conditions give our employees a good basis for reconciling families and careers. The option of mobile working combined with flexible work hours is used most to ensure a good work-life balance.

We also see the – in some cases large – workloads of our employees as a challenge. Our own growth entails additional complexity in our processes and collaboration models. We have therefore launched organisation development projects in various areas to counter the growing workloads and increasing complexity.

In the past financial year, All for One Group employed 36 people (excluding students, interns and apprentices) on short-term contracts.

Of the Group headcount of 1,991, 337 employees (17%) throughout the Group work part time.

# 016

## SOCIETY//

# QUALIFICATIONS

Experience in recent years has confirmed that it is becoming increasingly difficult, in light of the fiercely competitive labour market, to find and keep good professionals. To ensure our continued ability to deliver and to employ the right people in future, a good working environment is crucial, as is ensuring that our staff enjoy working for us and that we are perceived as an attractive employer in the marketplace. Maintaining and promoting the employability of our employees and thus creating a close bond with All for One Group is therefore of great importance to us. We want to offer them the chance to develop individually and in line with their personal life situation. Over the past years, we

have put some measures in place and plan to expand them as we move forward. At present, we are in the phase of developing a Group-wide strategy governing qualification, preventive healthcare and the use of modern working methods.

## Upskilling – Individual programmes to tap potential

We want our employees to be able to further their education individually to suit their roles, functions and preferences. In a rapidly changing digital world, keeping technological expert knowledge up to date is a challenge. We want to give our employees a modern learning environment offering the greatest possible flexibility. By rolling out a learning management system – our ONE Academy – in April 2021, we have created a modern learning environment with a broad programme of training content for our employees. In addition to professional and technological topics, the programme also offers numerous courses focusing on soft skills. Examples include our training programmes focusing on leadership topics, hybrid forms of collaboration, communication, or time and conflict management. In addition, our employees can apply for various language courses at any time through our ONE Academy.

As the next step, we want to incorporate learning paths for each role and function in line with our careers model so that employees can see exactly which training modules they need to complete.

The use of our ONE Academy and the relevant courses is key to qualification.

Use of the programme is demonstrated in the table below which shows user profiles as of 30/09/2021 compared to the first week after rolling out One Academy (end of April 2021):

### ONE Academy user profiles

| | 30/09/2021 | April 2021 |
|---|---|---|
| Total use (h) | 605 | 30 |
| Number of people who logged in | 522 | 243 |
| Courses examined | 2,855 | 232 |
| Videos watched | 14,186 | 846 |
| Learning paths examined | 168 | 0 |

Looking ahead, we want to calculate the ratio of users to total headcount and to count the number of training hours per user and year as the performance metrics.

Since our aim is for all our employees to use ONE Academy as a central learning platform, our focus in the coming financial year will be on raising utilisation and establishing ONE Academy as the central learning platform. To do this, we want to add attractive and

required learning content and advertise it even more among the relevant target groups.



*Our eLearning management system OneAcademy offers a comprehensive range of high-quality training and upskilling programmes that can be accessed any time, anywhere. It addresses not just general topics, such as languages, but also numerous specific areas, such as management training (SDG 4).*

## Management and targets

Our new learning platform ONE Academy was established gradually over the course of the year under review following the successful completion of the implementation project. Since then, we have been monitoring use very precisely, as well as expanding the content to include new training programmes. So far, we have put off compiling specifically quantified targets for the aforementioned statistics for the coming reporting year due to the fact that the database is still small.

## Tackling demographic change

We are aware of the demographic change. It is visible in our age structure (see GRI SRS-405-1). At present, 20 employees are still working for All for One Group despite having reached retirement age, and 6.8% of our employees are older than 60 and will become eligible for pension payments over the next three to five years. We have issued a policy governing a flexible approach to retirement age to take the individual requirements of our employees into consideration. Our employees are given various opportunities to make their transition from work to retirement as flexible and pleasant as possible. They can opt to work beyond retirement age under different work time models, can reduce their work commitments somewhat, or retire early. A further preventive healthcare option allows our older employees (55+) to purchase an additional 15 days of annual vacation. Employees under the age of 55 can purchase an additional five days maximum.

To tackle demographic change and the associated consequences for the labour market, we focus on recruiting and training young professionals. Our efforts in this respect include our dual apprenticeship and dual study programmes, our trainee programme and job opportunities for works students and interns. The corporate values that we drafted in 2020 also describe our efforts to be an attractive employer for younger staff members.

**Number of young professionals as of 30/09/2021**

|  | Total | Men | Women | Men (%) | Women (%) |
|---|---|---|---|---|---|
| Total in training | 93 | 60 | 33 | 65 | 35 |
| of which apprentices | 16 | 12 | 4 | 75 | 25 |
| of which dual students | 22 | 13 | 9 | 59 | 41 |
| of which trainees | 16 | 10 | 6 | 62 | 38 |
| of which works students | 22 | 14 | 8 | 64 | 36 |
| of which interns | 17 | 11 | 6 | 65 | 35 |

**Number of young professionals as of 30/09/2020**

|  | Total | Men | Women | Men (%) | Women (%) |
|---|---|---|---|---|---|
| Total in training | 67 | 41 | 26 | 62 | 39 |
| of which apprentices | 10 | 7 | 3 | 70 | 30 |
| of which dual students | 23 | 15 | 8 | 65 | 35 |
| of which trainees | 16 | 10 | 6 | 63 | 38 |
| of which works students | 16 | 8 | 8 | 50 | 50 |
| of which interns | 6 | 2 | 4 | 33 | 67 |

We also routinely offer to support and flank students' graduation projects. Finished papers can then be read by our employees on the intranet if they are interested.

### Management and targets

So far, we have put off compiling specifically quantified targets for tackling demographic change. We do, however, monitor the age structure, particularly, of our workforce (monthly reporting procedure), which enables at least clear identification and targeted responses to changes versus prior periods.

### UP Talent programme for personal and professional development

We also focus particularly on UP Talent – our programme to develop and foster young high potentials. 12 participants from throughout the Group took part in our first UP Talent programme from 2018 to 2020. Apart from ensuring participants were basically suitable and had the relevant potential, our selection process paid particular attention to creating as diverse (in terms of function, gender, origin, etc.) a group as possible. Selection was made by a management body comprised of upper management members who also constituted a diverse group in terms of function, department and gender. Based on their career plans, our UP Talents have been able to find a suitable management or expert function within All for One Group and to raise their visibility within the Group. Our next UP Talent programme will commence in financial year 2021/22 with 16 places available for occupancy by our employees. As was also the case with the previous UP Talent programme, we will make sure the

composition of both the UP Talent group and the selection board is diverse.

### OCCUPATIONAL HEALTH AND SAFETY

As part of our health management efforts, we regularly train our health and safety officers and engage an external partner to perform risk assessments as preventive means of assuring the requisite health and safety at work. We see particular risk potential in the specific areas of administrative and IT activities, driving safety and »Covid-19« infections. The risks associated with administrative and IT activities include, in particular, health problems caused by long periods of sitting and intensive work with computers, such as back and eye problems. The mobility necessitated by our business model exposes us to a higher risk of accidents. Because of the coronavirus, we also see a risk of our employees contracting »Covid-19« and mental health problems caused by contact and other restrictions.

We are putting measures in place to increase health and safety, and prevention, at work in the various areas:

– Driving safety: Driving safety training programmes for our employees, in cooperation with ADAC.
– Administrative and IT activities: Ergonomically correct workplace equipment at our offices (see also our Ergonomics policy), subsidies for glasses needed for screen work, virtual sports programme during lunch break and just before or after work to preserve motor skills

– »Covid-19« infection: All our employees were asked to work from home as much as possible. They were able to borrow office furniture for working from home. In some instances, we supported the acquisition of ergonomic workplace equipment for their homes. Our employees were able to order additional IT equipment, such as screens and keyboards, for working from home. avantum consult GmbH also provided its employees with equipment for raising laptop heights. We expanded our hygiene concept for working at the offices to include a self-commitment to test for coronavirus when attending meetings in person. We also joined forces with an external partner to offer our employees counselling and coaching options to cope with the coronavirus crisis and the associated burdens, such as homeschooling, loneliness due to contact restrictions, etc. Working with a provider (www.meinEAP.de), we expanded the range of counselling options open to our employees this summer focusing on work & professional life, family & partnerships, body & soul, nursing & childcare, life balance & healthcare, critical situations in life, and legal & financial topics. Together with TK health insurance, we offer our employees online courses focusing on various health topics.

– In addition, we offer our employees online cookery courses focusing on healthy nutrition, and frequently upload recipes to our communication platform Yammer for them to try out.

– Our offer of subsidising Qualitrain membership gives our employees access to a varied high-quality sports and exercise programme.

We are generally satisfied with our efforts to support the health of our employees. Nevertheless, we are still in the middle of a pandemic and cannot fully determine at present the direction that future working worlds will take. We are keeping an eye on these aspects and risks and will continue to adapt our healthcare programme for our employees to the relevant circumstances and associated risks in the future.



*We offer comprehensive preventive programmes focusing on health, fitness, ergonomic work conditions and workplace safety, which form an important base for supporting the well-being of all employees (SDG 3).*

## Working World 2.0 – A project for shaping »New Work«

During the first months under the influence of »Covid-19«, we noticed a change in our method of working and collaborating with our employees. We realised how well we work virtually and that there are benefits to not having to travel to offices or customers for meetings. At the same time, we noticed that we still need personal contact with our colleagues and customers in certain situations, notwithstanding how well we work remotely. We were aware that this extreme period would not pass without leaving traces on us and our working world, which is why we launched Working World 2.0 in the late summer of 2020, a strategic project that was supported by management.

The project focused on the following topics:

– Mobile working
– Role played by the offices
– Mobility
– Loyalty to and identification with All for One Group
– Designing hybrid leadership and collaboration
– Self-management
– Digitalisation

Together, we derived solutions and actions for the aforementioned topics in mixed teams that transcended all hierarchy levels. They will be presented to the Management Board at the end of 2021 for incorporation into our working world, and will form the basis for how we work and collaborate in future.

## Developing a leadership culture based on the corporate values

In December 2020, we published our corporate values at All for One Group. We wanted to have common values for collaboration within All for One Group to ensure everyone's actions were guided by the same principles and to pursue our common goals. Our corporate values also form the basis for our leadership culture, which we believe is a material success factor. Over the past financial year, we submitted our seven corporate values to in-depth analysis during our value months and established initial links to our leadership guidelines. Over the coming financial year, we will be paying particular attention to developing and establishing our leadership culture, which will always find its starting point in our values. At the same time, it will be guided by measures from the Working World 2.0 project as well as the demands placed on us by the current labour market and the next generation. We see leadership in a change process, therefore, with focus increasingly on employees being responsible for their own actions, and on self-management.

**Having a say in decisions and plans – WE ARE ONE**

We want to involve our employees in our development and decision-making processes. This principle is also described in our value »Entrepreneurial Mindset«. Over the past year and a half, this principle has been included in our values project and in the development of new remuneration models. The project team for our corporate values included representatives from all divisions and hierarchy levels. We often use sounding boards as a tool to further increase co-determination at All for One Group. Sounding boards are good for obtaining direct feedback on various actions, possible solutions, and ideas. Their composition should ideally be as diverse as possible.

Empleox GmbH and avantum consult GmbH were the first entities to start gradually adjusting their remuneration policies. Others will follow in financial year 2021/22. Our SE Works Council will be involved in these processes in addition to project teams and sounding boards, both with diverse compositions.

**Management and targets**

The topics discussed in the main section above entitled »Occupational health and safety« are mainly managed indirectly. Accordingly, no direct targets have been set. We primarily use the two performance metrics discussed above: »employee retention« and »health index« (cf Criterion 14)

**GRI SRS-403-9 (a+b): WORK-RELATED INJURIES AND GRI SRS-403-10 (a+b): WORK-RELATED ILL HEALTH**

**GRI SRS-403-9 (a+b) & GRI SRS-403-10 (a+b): Work-related ill health, injuries and deaths in the All for One Group SE**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Reportable work-related injuries | 0 | 1 |
| Work-related illnesses | 0 | 0 |
| Work-related deaths | 0 | 0 |

For reasons of materiality and to enable better comparison with the case numbers from the prior year, we again included the biggest, but not all, companies and offices belonging to All for One Group in the calculation of case numbers in reporting year 2020/21.

We have received no reports of work-related illnesses. Assuming, however, that people suffering from work-related mental health issues, especially, do not report them, the figure is probably greater than the number of reported cases.

**GRI SRS-403-4: WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY**

In order to provide preventive support and aid the recuperation of our colleagues, we draw in such instances on the support of our external partner meinEAP ([www.meinEAP.de](www.meinEAP.de)) and the mindfulness of management and employees for each other. To raise awareness, we offer mindfulness training programmes for our employees and, particularly, for our management. Resilience training programmes help our employees to strengthen their mental resilience.

**GRI SRS-404-1: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE**

The following table lists the hours spent on soft skills, professional and language training courses at **All for One Group / Group**. The number of hours spent on technical training, especially with regard to our major partners SAP, Microsoft and IBM, is not available at present. We plan to analyse these figures in the coming financial year, however.

We are fundamentally striving to raise the usage of individual and flexible, modern learning formats, such as eLearning, webinars or videos. Moving forward, we plan to continuously expand the programmes on offer. In doing so, we will replace some of the face-to-face professional, soft skills and language courses with online formats. An initial trend is already emerging and was further boosted by the severe restrictions on face-to-face training programmes in the response to »Covid-19«. We will, however, continue external face-to-face formats for certain training programmes. We are, moreover, building expertise within the company so that we can offer more training formats ourselves.

**Training and upskilling: Hours and participants**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total training hours** | **8,466** | **3,640** |
| of which external training | 3,632 | 3,120 |
| of which in-house training | 880 | 520 |
| of which online language training | 965 | 0 |
| of which miscellaneous in-house eLearning | 2,989 | 0 |
| | | |
| **Total number of participants** | **490** | **88** |
| of which external training | 56 | 57 |
| of which in-house training | 44 | 31 |
| of which online language training | 390 | 0 |
| of which miscellaneous in-house eLearning | n/a | 0 |

1)   excl. technical SAP, Microsoft, IBM etc., training

At present, the hours spent on technical training sessions, such as offered by SAP, Microsoft, IBM and others, are not captured. The cost of these trainings programmes is, however, documented, and included in the total cost in the table below.

**Training and upskilling: Cost**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| **Total training cost (KEUR)** | 1,297 | 1,226 |
| Average training cost per employee[1] (EUR) | 759 | 746 |

1)    Average **F**ull **T**ime **E**quivalents 2020/21: 1,710; average number of FTE 2019/20: 1,644

## GRI SRS-405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

### Diversity on the Supervisory Board
Our Supervisory Board has six members. Four of them are elected by the shareholders at the Annual General Meeting; the other two by the staff to ensure one-third co-determination. One woman sits on the Supervisory Board alongside five men. In terms of nationality, four members are Austrian and one each Italian and German.

**GRI SRS-405-1 a: Diversity of supervisory board**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Total members | 6 | 6 |
| Women (%) | 17 | 17 |
| Men (%) | 83 | 83 |
| Younger than 30 (%) | 0 | 0 |
| Between 30 and 50 years old (%) | 50 | 33 |
| Older than 50 (%) | 50 | 67 |
| Quota of people with disabilities | – | – |

### Diversity in the workforce
Year on year, we were able to slightly raise the proportion of women, above all, and the proportion of employees younger than 30.

**GRI SRS-405-1 b: Diversity of employees**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Total headcount[1] | 1,991 | 1,841 |
| Women (%) | 34 | 33 |
| Men (%) | 66 | 67 |
| Younger than 30 (%) | 17 | 16 |
| Between 30 and 50 years old (%) | 55 | 56 |
| Older than 50 (%) | 28 | 28 |
| Quota of people with disabilities | 1.5% | 1.6% |

1)    Headcount at the end of the reporting year

## GRI SRS-406-1: INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

Over the past financial year, **one** incident of proven discrimination was reported, and corrective action taken.

# 017
## SOCIETY//
# HUMAN RIGHTS

**Policy declaration is firmly anchored in the Code of Conduct, actively practised, and monitored**
In our »Code of Conduct«, which is firmly embedded throughout the Group, we commit to respecting human rights and have issued the following **policy statement**: »*We commit to responsible, sustainable and transparent corporate governance that respects human rights and internationally recognised core labour standards. In particular, we condemn any form of forced or child labour and ensure health and safety as well as commensurate pay in line, at the very least, with respective national legislation*«.

We consider violations of human rights to be highly reprehensible. They would in no way be compatible with our business ethics or with our corporate governance practices. With regard to our value chain, we expect our business partners to comply with our policy declaration and to respect and uphold nationally and internationally recognised labour and human rights standards vis-à-vis their employees.

**Our aim is to continue ensuring no violations of human rights**
Our aim is to continue to do business without violating human rights and to always comply with nationally and internationally recognised norms and standards.

**Management concept: Coordinated actions to ensure target achievement**
In order to achieve the aforementioned target, our Compliance Management organisation and Internal Auditing function make sure that we always comply with applicable German legislation, such as the basic rights in the Basic Law for the Federal Republic of Germany

(Art. 1 - 19), and with European Union legislation on human and employment rights, and that we observe and adhere to the principles and requirements of internationally recognised norms and standards. These include, above all, the United Nations Universal Declaration of Human Rights, the ILO Core Labour Standards and the Global Compact. In accordance with legislation governing employee co-determination in European joint stock corporations (Gesetz über die Beteiligung der Arbeitnehmer in einer Europäischen Aktiengesellschaft, SEBG), one third of our Supervisory Board is, moreover, made up of employee representatives. They represent the interests of our employees on the Supervisory Board thoroughly, carefully and responsibly.

The head of our Compliance organisation – the Compliance Officer – regularly reports directly to the Management Board, the management of our subsidiaries, the Supervisory Board and, in particular, the Audit Committee of the Supervisory Board on the observance of and compliance with our policy statement and the laws and standards, and on violations thereof. For special incidents, we have also implemented ad-hoc guidelines outside the regular communication channels. The Management Board is therefore always properly involved.

Our management concept for mitigating risks associated with human rights also includes regular monitoring and evaluation procedures. We specifically address queries, suggestions and concerns, and actively and continuously strive to ensure that all employees are not just familiar with the policy declaration on compliance with human rights in our Code of Conduct but also observe and adhere to it. These efforts commence during induction training. We also offer special training for managers and their function as role models.

**Target achievement to date**
To date, our management concept has proven to be effective with regard to the aforementioned objective. We have not discovered any instances of human rights violations in our business activities, so far, not even in financial years long past. The strict practice of our risk management system has doubtless contributed to this track record.

**Risk management for identifying risks associated with human rights**
Within the framework of our Group-wide risk management system, we also examine the potential risks associated with violations of human rights. To do this, we analyse not just our in-house management organisation but also and above all our business model,

solutions and service portfolio, our geographic markets and their political regimes, and the industries in which we and our business partners operate. We also check the whistleblowing system that is available to all stakeholders and publicly accessible at https://all-for-one.integrityline.org as well as the findings of regular internal audits for any potential violations of human rights. In addition, we pay particular attention to risks associated with human rights in our value chain.

**Risk management to avoid violations of human rights along the value chain**
We expect our suppliers to generally observe the same standards of conduct as we have committed ourselves to under our »Code of Conduct«. That includes compliance with human rights and the four ILO core labour standards. We also spot check whether our suppliers meet our expectations. Risks are generally lessened by the fact that the value creation in our supply chain is shallow in depth. A large portion of our procurement volume is, moreover, spent on intellectual property and software services provided by SAP, Microsoft and IBM. These companies are themselves bound by, and comply with strict standards governing human rights, and report on the same.
When directly engaging freelancers, we also make sure they observe human rights. In the case of secondary services such as IT hardware, electricity or office equipment, we are currently not fully able to ascertain whether human rights are fully respected, particularly at the beginning of the value chain (extraction of precious metals, etc.). The particular features of our value chain are discussed in detail in Criterion 4.

**Risks associated with human rights, performance metrics**
The damage to our reputation could be considerable if violations of human rights were to occur and become known in our direct or indirect surroundings. In such instances, we cannot with certainty rule out consequences such as:

– customers excluding us from tender awards for new projects or even trying to terminate existing contracts
– significant damage to our high level of employee retention, and enhanced difficulties with recruiting new staff
– damage to our good business relationships with key suppliers
– investors no longer wanting to invest in our company and selling off their shares
– considerable damage to our good reputation in the public domain as a dependable and ethically always impeccable company.

In all these cases, achievement of our non-financial targets and thus our net assets, financial position and results of operations could be compromised. We therefore focus closely and carefully on identifying risks associated with human rights.

Specific case numbers are therefore the key performance metric to avoiding human rights violations and thus mitigating the associated risks.

**Overall balance of human rights risks**
After consideration of the aforementioned human rights risks and countermeasures taken to mitigate them (management concept), we continue to classify the likelihood of occurrence of such risks as »remote« in our risk matrix for overall risk assessment. The possible impacts on our non-financial targets and thus also on our net assets, financial position and results of operations are judged to be »moderate«. In our overall assessment, these risks therefore continued to be classed as »low« but cannot be entirely ruled out.

In addition to our management concept and our well-established culture of tolerance, circumstances such as our high level of education have probably also contributed to the fact that we have not identified any particularly vulnerable groups of people or human rights violations per se in our environment to date.

Particular attention is paid to our supply chain. With our expectations and spot checks to assure compliance with our »Code of Conduct«, we should continue to effectively mitigate the risk of human rights violations, given the particular characteristics of our supply chain as explained above. And yet, we cannot rule out such risks entirely. We do not currently believe that further conceivable measures extending above and beyond the aforementioned – such as a special code of conduct for suppliers, expanding our risk management system to include a separate focus on »risks associated with human rights in our supply chain« and a special process landscape for monitoring compliance with human rights in our supply chain – would significantly improve the risk situation. Accordingly, we have so far always desisted from taking such conceivable action. We do, however, constantly review these and other actions as part of our risk management system.

As we are not aware of any violations of human rights in the reporting period under review, we have not defined a strategy of redress. Wherever we can directly influence respect for human rights, we do so by complying with applicable laws and going beyond legislation, as described in Criteria 14 and 18. In addition, as economic players we believe we have a multiplier effect that has an indirectly positive impact on human rights. Our business model helps companies to optimise their processes. In doing so, the solutions that we implement for our customers can have a positive impact on numerous supply chains as explained in the following examples.

EXAMPLES

**Monitoring ILO guidelines via supply chain management with SAP Ariba**
Companies can use »SAP Procurement (Ariba)« to manage their supply chains, select the right suppliers, manage agreements governing compliance with human rights and other standards, and thus assure compliance in procurement. **Our SAP add-on »Supplier Assessment«** is, moreover, a good tool for assessing relationships with suppliers. Compliance with ILO guidelines for preventing child and forced labour, freedom of association, health protection, etc. can be incorporated into the selection and assessment of suppliers.

**GDPR conformity with »Azure Information Protection«**
»Azure Information Protection« is a solution we offer our customers to assure data confidentiality and integrity. Our »Data Protector for SAP« solution bundles SAP and Microsoft security concepts, thus ensuring the comprehensive protection of data beyond system boundaries. Customers can perform a Business Security Audit for GDPR-compliant documentation of their measures to protect employee data in SAP. The protection of personal data, such as data that provides information on an employee's age, religious affiliation or state of health, is taken into account.

## GRI SRS-412-3: SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING

Most of our procurement transactions take place in the DACH region and in the EU. The legislation applicable in these areas ensures that human rights are taken into consideration. As things stand at present, we therefore do not have any specific human rights clauses in our investment agreements and contracts. Our »Code of Conduct« includes our policy statement on compliance with human rights, which also has a positive effect on our business relationships with suppliers.

## GRI SRS-412-1: OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR IMPACT ASSESSMENTS

Our offices are mainly located in the DACH region and in Turkey. We will also be operating offices in Poland in

future. We do not, nor do we currently plan to, perform human rights reviews or impact assessments.

## GRI SRS-414-1: NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA

We do not currently apply social criteria when screening new suppliers. We are, however, constantly reviewing this practice.

## GRI SRS-414-2: NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

We are not aware of any negative human rights-related impacts in our supply chain. If we become aware of potential human rights violations in future, we will take immediate and appropriate action that might also include terminating the business relationship.

# 018

## SOCIETY//

# CORPORATE CITIZENSHIP

As a business, we want to embrace our responsibility to society and the community. We believe that society should be allowed to participate in our success, and we want to give something back. Instead of an overarching and comprehensive management concept for designing and selecting individual measures and programmes, our activities primarily follow our guiding principle of strengthening the diverse social commitment of our employees. Added to which, we want to teach young people, especially, responsibility when handling the various forms of online gaming. Management is involved in the crafting of actions and programmes and in the selection of projects to be sponsored. In addition to the involvement of our employees, we also look for appropriate certifications when selecting projects to be sponsored. Depending on the project and action, our sponsorship may be once only, sporadic, or continuous. The aforementioned guiding principles will be incorporated into a further

expanded management concept in financial year 2021/22.

## Social engagement of our staff

For some years now, we have been encouraging and supporting the social engagement of our staff (Engagement (all-for-one.com)). Every year, our employees can apply for support and financial aid for social projects in which they themselves are involved. A small board of colleagues determines which projects are worthy of support. Projects that are deemed worthy of support receive a donation from All for One Group. Criteria for determining whether a project is worthy of support include social relevance, or the extent to which our employees or our customers are involved in it. A further criterion is the promotion and support of children. Employees involved in social projects can apply for up to three days unpaid vacation for volunteer work.



*We sponsor social projects suggested by our staff and make a major contribution towards many areas of sustainable development. (SDG 17)*

## Youth welfare

The promotion of children and teenagers is particularly close to our hearts. Every year, our employees can win shirts for all members of a sports team that they either actively train or in which their child plays. As a business, we also strive to cooperate directly with organisations that lastingly support and promote youngsters – in the fields of sports, school, professional training and social issues, for example – thus giving them a good start for their private and professional futures. Within such cooperation arrangements, we aim to provide general and specific professional training, for which we offer, for example, individual classes focusing on information technology or how to give presentations and apply for jobs. We also give youngsters the opportunity to work as interns or to learn a profession within our Group. At the time of writing this report, the talks with institutions on possible cooperation arrangements were still ongoing.

## eSports

All for One Group has had its own eSports team since September 2020. We want to use this team and our initiative to educate particularly young people and their parents and to show them how to handle online gaming and eSports responsibly. In July 2021 the eSports team at All for One Group hosted the first-ever

eSports Charity Week (All for One Gaming (all-for-one.com)). Players collected donations through the Charity Week for the victims of the catastrophic flooding in summer 2021. All for One Group doubled the amount donated and gave it to the Heart Gaming Foundation (Heart Gaming Foundation - Mit Gaming Kindern helfen! (heart-gaming.org)).

### Cooperating with schools

Prior to the pandemic, we held teaching sessions focusing on IT in schools or invited students to our offices about six times a year. In doing so, we want to familiarise school students with topics surrounding IT and mobile phone security and to use our knowledge to help raise their awareness for cyber security. We also provide support on how to give presentations and apply for jobs.

### Donation of IT equipment

This year we celebrated the tenth anniversary of our cooperation with AfB gGmbH (www.afb-group.de). The non-profit company recycles used IT equipment and puts it back on the market. The social-environmental impacts of donating our hardware can be found in Criterion 11.

## DUE DILIGENCE PROCESSES, TARGETS, PERFORMANCE METRICS, RISKS

Although we have not yet defined any specific targets for our social commitment as part of an overarching management concept, we are pursuing the guiding principle of supporting the private commitment of our employees. With regard to the measures and programmes explained above, we were also able to achieve and implement this guiding principle in reporting year 2020/21.

As a material metric for measuring our contribution to the community, we therefore draw on the direct involvement of our employees in the individual initiatives we sponsor. Depending on the project and measure, we may also make sure appropriate certifications are available to lend credibility to the intended recipient of funds. When selecting projects suggested by our employees, and deciding on the amount to be made available, one of the aspects we look at is diversity. A list of supported projects is published on our website at https://www.all-for-one.com/sozialprojekte.

Despite these risk mitigation precautions, we can by no means rule out the danger of

– our funds for individual projects going to the wrong people

– the monies we sponsor being used less efficiently and directly than indicated in the prior analysis that we always conduct
– further circumstances beyond our control jeopardising the survival of a social project without our being able to recover funds already granted and channel them to other projects.

Potential risks are identified in an annual review performed by the person responsible for selecting projects to be sponsored, and discussed with the person responsible for CSR. In our overall assessment, we classify the likelihood of occurrence of such risks as »remote«, mainly due to the continued close and permanent involvement of our employees in the projects. The impacts of such risks on our net assets, financial position and results of operations are judged to be »low«, which results in an overall classification of such risks as »low«.

## GRI SRS-201-1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

We disclose the direct economic value generated and distributed as discussed below. The values are derived straight from the consolidated financial statements of All for One Group for the current financial year and determined in accordance with IFRS (International Financial Reporting Standards). Please refer to our **Annual Report** for explanations, analysis and additional information.

**GRI SRS-201-1: Direct economic value generated and distributed**

| (EUR million) | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Sales | 372.9 | 355.4 |
| Personnel expense | -169.6 | -156.4 |
| Income taxes (expense) | -5.8 | -4.8 |
| Income tax payments | -5.3 | -1.0 |
| Dividend payments to company owners and non-controlling interests | -6.0 | -6.0 |
| Capital expenditure (additions to right-of-use assets, intangible assets and tangible fixed assets) | 23.6 | 12.7 |

# 019

# POLITICAL INFLUENCE

### SUBJECT TO STRICT REQUIREMENTS – NO POLITICAL INFLUENCE

As a group of companies that operates mostly in German-speaking regions, we are subject to all sorts of regulatory requirements. They include laws and regulations governing taxes and accounting, information security to protect personal rights and privacy, climate protection targets, energy management or pollution control. Sustainability aspects such as compliance with environmental, social and ethical standards are playing a growing role in regulation, as are regulations applicable to capital market-oriented companies. This generally high density of regulations is likely to influence or even impair our business development. Nevertheless, we do not attempt to politically influence parties or state authorities. Nor do we contribute money or material directly or indirectly to parties, lobbyists or other political organisations. We do not try to influence future legislative procedures.

Our membership in associations such as the VDMA (Verband Deutscher Maschinen- und Anlagenbau/German Mechanical Engineering Industry Association) or the BME (Bundesverband Materialwirtschaft, Einkauf und Logistik/Association Supply Chain Management, Procurement and Logistics) does not constitute political influence; rather it enables us to strengthen our industry expertise in our target markets and raise customer loyalty. Our involvement and, in some cases, co-initiation of start-up networks such as »Gründerszene« (https://www.businessinsider.de/gruenderszene) and others (see https://www.allfoye.com/de/innovation-space/#498992) is not aimed at exerting political influence but at taking on (co-)responsibility for society and networking based on the principle of business angels.

### GRI SRS-415-1: POLITICAL CONTRIBUTIONS

Since we do not donate to political parties, we do not have any corresponding performance indicators in our reporting systems.

# 020

# CONDUCT THAT COMPLIES WITH REGULATION AND POLICIES

**Value-oriented leadership within a framework that complies with all laws and guidelines**
All for One Group is managed in keeping with its values. The Group operates in a fairly dynamic market environment. We have developed and put in place a proprietary governance model to enable the successful implementation of our strategies, to ensure sustainably profitable growth, and to budget, manage and achieve our financial and non-financial targets. This model is based on our corporate values (»WE ARE ONE«). Our opportunities and risk management system, internal control system and compliance management are all built on these foundations. This third pillar of our governance model is particularly relevant for making sure our activities comply with laws and guidelines.

### COMPLIANCE MANAGEMENT SYSTEM

Specifically, our compliance management system, which is firmly anchored throughout the Group, serves to ensure compliance with and adherence to laws, regulations and guidelines, contractual obligations, voluntary commitments and our conformity with standards. The core of our compliance management system is our »Code of Conduct«. It was derived from our corporate values and provides a binding framework for action for all employees and managers.

**Firmly anchored »Code of Conduct«**

Although we operate in fiercely competitive markets, we want to ensure the integrity and responsibility of our actions at all times. We do not tolerate any actions that inappropriately restrict the freedom of business partners to acquire or deliver performance. On the contrary, we are committed to the rules of fair competition that, moreover, promotes efficiency and innovation. We do not engage in price-fixing or other prohibited collusion in respect of competitors' market behaviour, nor do we engage in measures such as corruption to secure unfair competitive advantages. This basic attitude is an integral part of our culture and is, moreover, dictated by our »Code of Conduct«. Our Code of Conduct addresses the following issues:

– Basic principles such as adherence to our corporate values, legally compliant conduct, mutual respect, fairness and integrity, responsibility for our reputation
– Business relationships with customers, business partners and co-competitors
– Sponsorship and donations
– How to behave if conflicts of interest arise
– Anti-corruption
– Handling information, especially insider knowledge
– Data protection and information security
– Risk management, financial matters and taxes (including transparent financial reporting procedures, tax compliance)
– Social progress, health, work safety and sustainability

**Compliance Management organisation trains, advises and monitors**

The individual elements of our compliance management system are accessible to all members of staff on the intranet. Our Compliance Management organisation trains, advises on, and monitors compliance with our »Code of Conduct«. It is headed by a Compliance Officer who is aided by a Compliance department and Compliance Coordinators in the subsidiaries. The Compliance Officer reports directly to the Management Board. The regular compliance reports focus particularly on the further development and continuous improvement of the Group-wide compliance management system and its tools, on completed training programmes and on general compliance queries and incidents. The Management Board is also informed ad hoc of any material compliance incidents, as are the managers in our subsidiaries. In addition, the Compliance Officer reports directly to the Supervisory Board and its Audit Committee on any compliance violations, corrective actions and the effectiveness of the same.

We consider continuous training and awareness-raising to be particularly important to preserve and further expand the already good effectiveness of our compliance management system. Compliance training is part of the induction process for new hires. The training sessions not only spotlight the basic principles and guidelines of the compliance management system, they also address particularly compliance-relevant issues such as events, gifts, conflicts of interest and anti-corruption, and demonstrate conduct that is compliant with the guidelines. During the induction of new managers, they also take part in special compliance training sessions that focus particularly on issues surrounding role models and the special duty of care and responsibility that these people have with regard to compliance.

In addition, all employees – and managers – attend regular training sessions focusing on anti-corruption and business integrity principles. For these training sessions we are increasingly using tools such as check-lists (for event management purposes, for example) and, especially, the eLearning platform (ONE Academy) that was set up throughout the Group in the year under review, supplemented by newsletters spotlighting topical compliance issues.

**Consciously made accessible to third parties, as well – »Integrity Line« whistleblowing system**

All for One Group has a multi-lingual reporting system – »Integrity Line« – aimed at preventing wherever possible and otherwise identifying misconduct. Our whistleblowing system is available at https://all-for-one.integrityline.org as a uniform system throughout the Group that is freely accessible to all employees, customers, suppliers and other third parties. It can be used for preventive enquiries and to report misconduct – anonymously if preferred. Specific suspicious activity reports are examined confidentially by the Compliance department. In addition to the »Integrity Line«, the Compliance department can also be contacted confidentially in person, or by telephone or eMail, in keeping with our firmly embedded open door culture. If illegal conduct – particularly a criminal offence – is suspected, the Compliance Officer must always be informed immediately. This is specified by our Code of Conduct. We monitor our cash flows very closely and strive to identify abnormal business transactions as soon as possible so as to avoid unwanted cash outflows, in particular. In this respect, our Compliance department works particularly closely with the Financial Accounting function of All for One Group SE and the Compliance Coordinators in the subsidiaries.

In addition to the monitoring function of our whistleblowing system, we also investigate on suspicion

and perform random spot checks to monitor the effectiveness of our compliance management system and its further improvement. We also use KPI measurements – regarding the number of training programmes and participants, compliance queries and compliance incidents during the same period, for example – to specifically raise the effectiveness of our compliance management system. In doing so, we had to abandon one of our targets for the coming financial year. We had originally intended to adapt our compliance management system in response to the requirements of the planned German law to strengthen integrity in business (»Gesetz zur Stärkung der Integrität in der Wirtschaft«). The corresponding bill was not, however, passed in the relevant legislative period.

### Effectively punishing misconduct

Any employee whose conduct breaks the rules must expect to face the appropriate consequences. They can range from criminal punishment to termination of employment and claims for damages. The actual punishment depends on the individual incident. Punishments are always appropriate, effective and designed to produce a lasting impact.

### DUE DILIGENCE PROCESSES, PERFORMANCE METRICS, RISKS AND TARGETS

We use the following metrics to monitor and control our measures and programmes to strengthen compliance with the guidelines.

**Compliance (incl. data protection)**

|  | 10/2020 – 09/2021 | 10/2019 – 09/2020 |
|---|---|---|
| Compliance incidents | 63 | 19 |
| of which violations | 9 | 4 |
| of which enquiries | 54 | 15 |
| Data protection incidents | 22 | 21 |
| of which violations | 6 | 7 |
| of which enquiries | 16 | 14 |

The increase in compliance incidents is mainly due to a growing number of enquiries from business partners (supply chain). Our relationships with business partners, employees, competitors, shareholders and the general public are coloured mainly by our good reputation. We therefore place great importance on our unequivocal commitment to values such as credibility, dependability, discretion, integrity and quality, combined with our compliance with laws, ordinances, regulations and our own standards. Incidents of corruption could have an adverse effect on our net assets, financial position and results of operations. We therefore make every effort to practise integrity and fairness and to anchor

effective control mechanisms firmly in our day-to-day business. We also constantly monitor and evaluate the effectiveness of our Code of Conduct and identify areas in need of updating or adjustment, which we implement promptly. In addition, we address internal and external queries, suggestions and concerns, and work constantly with our Compliance Management organisation to ensure that all employees are familiar with the Code of Conduct, and observe and adhere to it. Our processes for avoiding corruption also rely on our Internal Auditing function. Additional audits are performed sporadically at the level of selected entities and on the business processes within our Group. Our Compliance Management processes are used as a material means of avoiding incidents of corruption and thus mitigating the associated risks.

The identification and assessment of corruption risks includes both in-house information (e.g. our business activities) and external sources of information (such as Transparency International's corruption index). Risk assessment is based on the principles of our risk management system (for more detailed information, please refer to the Annual Report of All for One Group SE). On this basis, further action is taken to prevent corruption, if such a need is identified. The risk is mitigated by the fact that we acquire virtually all our customers from German-speaking regions and therefore not from countries exposed to a greater risk of corruption.
Overall, we classify the probability of such risks occurring to our reputation as »remote«. The possible impacts on our net assets, financial position and results of operations are judged to be »serious«. In our overall assessment, risks associated with corruption are classed as »medium« although such risks to our reputation cannot be entirely ruled out.

Since no confirmed incidents of corruption were identified in the reporting year 2020/21, there was no need to take any action. Equally, we are not aware of any incidents of violations of laws and regulations in the social and economic area.

### Qualitative targets focusing on continuous improvement

Our Compliance Management is not only firmly embedded in our day-to-day business; it is also subject to continuous improvement. Accordingly, we have set ourselves the goal of further improving and maintaining the high level of efficiency quality of our compliance management system in the current reporting year 2021/22, as well. By contrast, we do not pursue any quantitative goals in this respect. Focus of the planned measures will be on the Group-wide adaptation of our Compliance organisation and corresponding processes

to the further development of our strategy and business model.

Particular focus in the coming reporting year will centre around on-boarding the large number of new employees – from manager to office team member – especially from the subsidiaries acquired as of 1 October 2021 (see also the »General information« section). To this end, we plan to increasingly digitalise our compliance training content and make more use of the ONE Academy eLearning platform that we recently launched throughout the Group. This platform also gives us more means of monitoring the use of our training units. For example, control questions can be easily incorporated into the training units and evaluated. This will enable us to detect gaps more easily, and to close them. We will start with a new eLearning session on anti-corruption.

Further areas of focus in the coming reporting year will be on Group-wide digitalised workflows for checking sanctions lists. In this respect, we will increasingly draw on the support provided by our new »Digital Core« – SAP S/4HANA business software. Over a target horizon of two years we also plan to expand our compliance management system with regard to supply chain legislation to enable us to also comply with these future requirements (see Criterion 4).

### GRI SRS-205-1: OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

Every year, selected entities within our Group are internally audited, alongside the Group-wide workflows and transactions, as an integral part of our internal control system. During such audits, adherence to our »Code of Conduct« is also examined. Our code forbids participation in price fixing or other prohibited collusion in respect of competitors' market behaviour, and engagement in corruption. As a rule, two entities within the Group are internally audited each year, together with their offices. This equates to around 1/6 or 17% of the Group. No incidents of corruption were identified. We also monitor the »risks associated with corruption« on a Group-wide basis through our risk management system as part of the »Compliance Risks«. We currently rate the likelihood of their occurrence as »remote« and the severity of impact as »serious«, resulting in an overall risk classification of »medium«.

### GRI SRS-205-3: CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

Since no confirmed incidents of corruption were identified in the current reporting year 2020/21, there was no need to take any action extending beyond the aforementioned (see GRI SRS-205-1). Equally, we are not aware of any incidents of violations of laws and regulations in the social and economic area.

### GRI SRS-419-1: NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA

We also use our Group-wide Compliance organisation to monitor compliance with laws and regulations in the social and economic area. Furthermore, as part of our internal control system, selected entities within our Group are internally audited every year, together with our Group-wide processes and transactions, to examine compliance with laws and regulations in the social and economic area. No violations of any magnitude were identified in the reporting year 2020/21.

# NOTES: NOTES ON CALCULATION METHODS AND ASSUMPTIONS

### CRITERION 11: USE OF NATURAL RESOURCES

#### Electricity consumption
Electricity consumption at the data center we use (»co-location«) is derived from the bills issued by the co-location providers. When calculating the electricity consumption of our office buildings, we were not able to access all figures issued by the power companies or our landlords. Our figures therefore include extrapolations derived from average consumption statistics within the Group.

#### Energy consumption
Energy consumption for heating our offices is collected from the bills of the energy providers and landlords. Again, not all figures were available for access. Our figures therefore include extrapolations derived from average consumption statistics within the Group.

#### Fuel consumption
All for One Group's fleet is made up of leased and long-term hire vehicles. In addition, the mileage travelled by our employees in their private cars on official business is recorded in the travel management system. For these vehicles, however, differentiation by fuel type is not possible. Conversion to litres was based on average consumption of 7.4 litres per 100 kilometres, as recommended by the Federal Environmental Agency (source: Average fuel consumption of cars and estate cars per 100 kilometres | Umweltbundesamt)..

#### Water usage
The volume of water used at our offices is collected from the bills of the energy providers and landlords. Again, not all figures were available for access. Our figures therefore include extrapolations derived from average consumption statistics within the Group.

#### Paper consumption:
An in-house IT system records the consumption of copy paper at all offices of All for One Group. Because the method of capturing consumption changed at the start of financial year 2020/21, the indicated figures include extrapolations based on monthly averages for the period from October through December 2020.

### CRITERION 12: RESOURCE MANAGEMENT

#### Energy consumption within the organisation (GRI SRS-302-1)
Conversion of fuel consumption from litres to megawatt hours was based on the heating values in kWh per standard unit as recommended by the Federal Environmental Agency (source: ea_ermittlung_gesamtenergieverbrauch.pdf (bafa.de)). Trips that were missing fuel figures were included on the assumption that the vehicles were diesel powered as this is the preferred fuel in our company fleet.

### CRITERION 13: CLIMATE-RELEVANT EMISSIONS

#### Direct greenhouse gas emissions (Scope 1) (GRI SRS-305-1)
Since All for One Group does not own any proprietary vehicles or other fuel burning equipment, the greenhouse gas emissions caused by our business activities are attributable solely to Scope 2 and 3.

#### Indirect energy-related greenhouse gas emissions (Scope 2) (GRI SRS-305-2)
Our calculation of indirect energy-related greenhouse gas emissions is based on the »GHG Protocol Corporate Standard«. Accordingly, the greenhouse gas emissions were derived from the location-based and market-based electricity consumption.

#### Electricity
Electricity providers or landlords were able to provide information including emission factors for the relevant electricity mix for 20 of our 33 total offices. The remaining greenhouse gas emissions were calculated using location-based emission factors, even for the market-based method. Some information was taken from the Federal Environmental Agency's ProBas database (ProBas – Welcome to ProBas! (umweltbundesamt.de)). In the absence of more detailed information, the figures for 2020 were taken for all three years included in the Report (2019, 2020, 2021).

**Location-based emission factors: electricity**

| Country: | Emission factor | Source |
|---|---|---|
| Germany | 2019: 0.408 2020: 0.366 2021[1]: 0.366 | Development of specific carbon dioxide emissions in the German electricity mix; 1990 - 2020 (umweltbundesamt.de) |
| Austria | 0.077 | EC_Stromkennz20_16.10_HP.indd (e-control.at) |
| Switzerland | 0.092 | ProBas process details: El-KW-Park-CH-2020 (umweltbundesamt.de) |
| Turkey | 0.497 | ProBas process details: El-KW-Park-TR-2020 (umweltbundesamt.de) |
| Luxembourg | 0.373 | ProBas process details: El-KW-Park-LU-2020 (umweltbundesamt.de) |
| Belgium | 0.222 | ProBas process details: El-KW-Park-BE-2020 (umweltbundesamt.de) |

1) Figure for 2020 used in the absence of other figures at present.

## Heat

Energy providers or landlords were able to provide information on the type of energy for 14 of our 33 total offices. Calculation of the remaining greenhouse gas emissions was based on the assumption that natural gas was used.

**Emission factors of heat sources**

| Energy source | Emission factor | Source |
|---|---|---|
| Natural gas | 0.247 | GEMIS 5.0 (GEMIS download - IINAS - DE) |
| District heat | 0.254 | GEMIS 5.0 (GEMIS download - IINAS - DE) |
| Heat pump (geothermal) | 0.175 | Emissions balance of renewable energy sources (umweltbundesamt.de) |

## OTHER INDIRECT ENERGY-RELATED GREENHOUSE GAS EMISSIONS (SCOPE 3) (GRI SRS-305-3):

### Rail travel

Greenhouse gas emission figures for our rail travel were derived from reports from various travel agencies that All for One Group uses to book trips. Some of our business trips are, however, not booked through travel agencies. These figures are not yet quantifiable. It has not been possible to analyse the data and incorporate it into our calculations.

Deutsche Bahn's environmental comparison calculator was used to calculate the greenhouse gas emissions caused by rail travel within Germany (DB environmental mobility check). Calculation of cross-border rail travel was based on the Federal Environmental Agency's

emission factor for long-distance rail travel (29 g/Pkm) (Comparison of average emissions of individual means of passenger transport | Umweltbundesamt).

### Air travel

Air travel data was also generated from travel agency reports. Likewise, a not yet quantifiable portion of air travel is currently booked without engaging an intermediary, and could therefore not be analysed or included in our calculations.

Calculation of the greenhouse gas emissions caused by air travel was based on the Federal Environmental Agency's ProBas database (ProBas – Welcome to ProBas! (umweltbundesamt.de)).

**Emission factors: air travel**

| Scope | Emission factor | Source |
|---|---|---|
| Flights within Germany | 0.213 | ProBas process details: Air passengers in Germany -DE-2020-Basis (umweltbundesamt.de) |
| International flights | 0.145 | ProBas process details: International air passengers -DE-2020-Basis (umweltbundesamt.de) |

### Fuel consumption

Calculation of the greenhouse gas emissions caused by trips by car was based on the energy consumption of the fuels (see disclosures relating to GRI SRS-302-1 for calculation) and emission factors as per GEMIS 5.0.

**Emission factors: fuels**

| Fuel | Emission factor | Source |
|---|---|---|
| Diesel | 0.3086 | GEMIS 5.0 (GEMIS download - IINAS - DE) |
| Petrol | 0.3093 | GEMIS 5.0 (GEMIS download - IINAS - DE) |

### Paper consumption

Calculation of the emissions caused by All for One Group's paper consumption were based on the sustainability calculator of the Pro Recyclingpapier initiative (Papiernetz sustainability calculator), which draws on data issued by the IFEU Institute.

# MASTHEAD

## DISCLAIMER

This Report contains forecasts, estimates and expectations that involve risks and uncertainties. Actual results and developments may differ considerably from our expectations and assumptions. Such deviations may be the result of changes in the general economic situation and competitive environment, especially in our core business areas and markets, or amendments to laws. The company is under no obligation to update the statements in this Report.

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