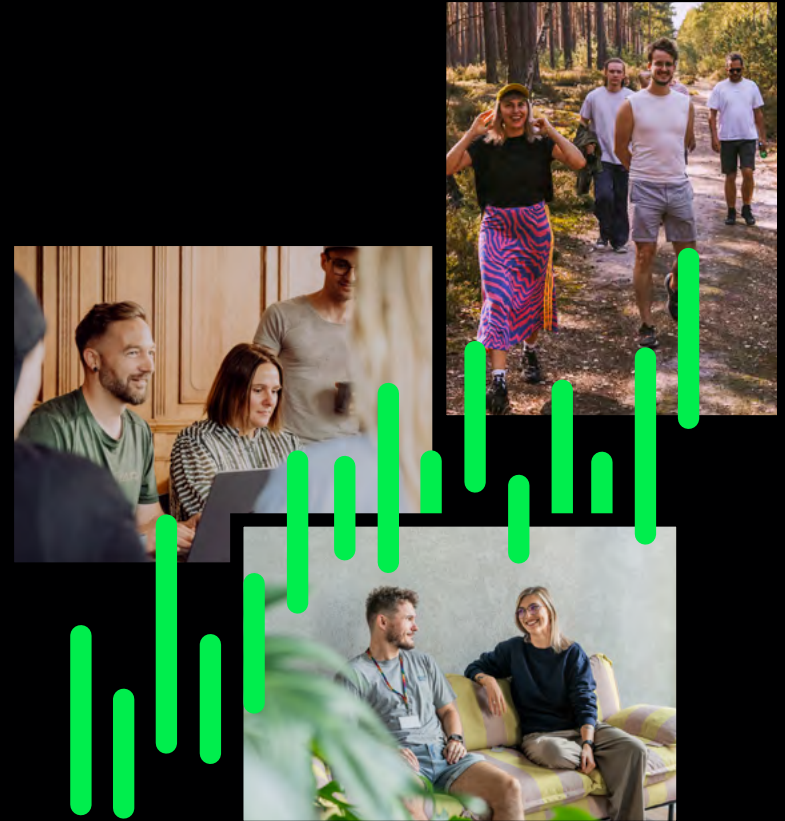


SYZYG/AG

Sustainability Report

/

2024



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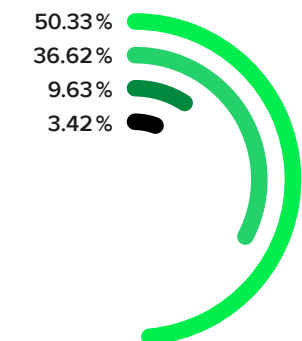
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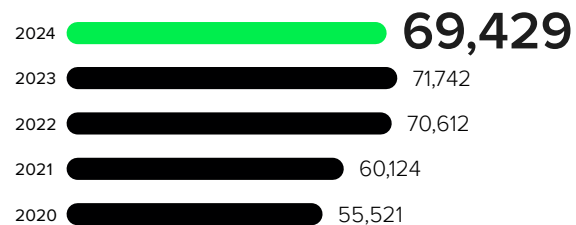


Key financial figures

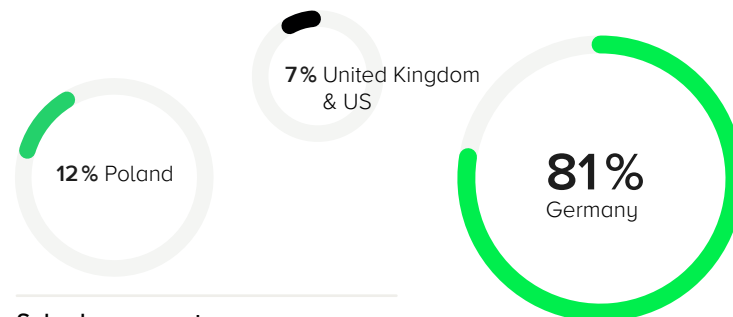


■ WPP plc., St. Helier
■ Private investors/others
■ Institutional investors
■ HANSAINVEST

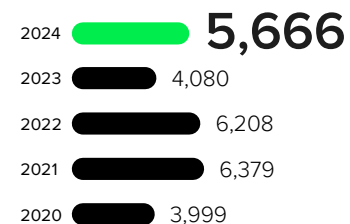
Shareholder structure



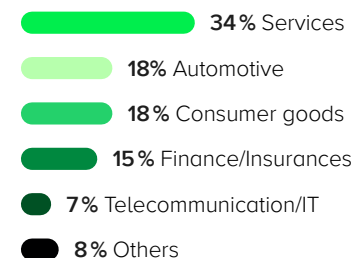
Development of sales (in kEUR)



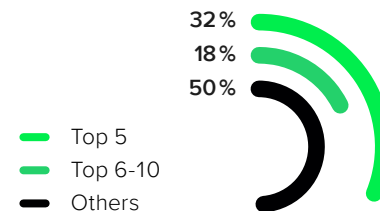
Sales by segments



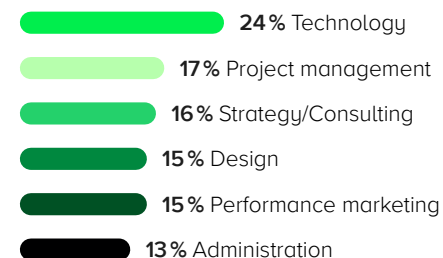
Operating income before goodwill write-downs (in kEUR)



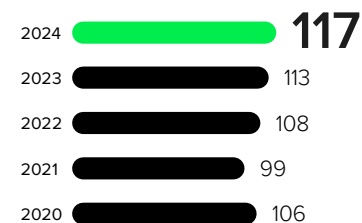
Sales allocation by vertical markets



Sales by clients' volume



Employees by function



Sales by employee (in kEUR)

Foreword by the Management Board



Dear shareholders,
dear employees,
dear partners and friends of Syzygy AG

As we celebrate our 30th anniversary, we not only reflect on our achievements, but more importantly, we look ahead — toward the responsibilities we shoulder and the contributions we aim to make for a sustainable digital future.

**Sustainable Growth. Embracing Responsibility.
Shaping the Future.**

For us, sustainability is not a trend, but an integral part of our corporate philosophy. It shapes every aspect of our work — from project implementation to how we interact with employees, partners, and society at large.



Management Board of Syzygy AG

“ **Sustainability is not a fixed state,
but a mindset** — and the courage to
take the right steps today to shape
tomorrow. ”



different / Berlin

We are committed to transparent reporting on our material environmental, social, and governance (ESG) issues, which form the foundation of our sustainable approach.

Our activities are also aligned with four of the United Nations.



We take responsibility for the climate

Digitalisation and green IT are key levers in our commitment to protecting the environment. We therefore develop sustainable solutions for our clients and constantly work on our own climate-positive corporate carbon footprint (CCF) by reducing and offsetting CO₂ emissions.



We are committed to equal opportunities

Diversity, equity and inclusion (DE&I) are an integral part of our corporate culture. We are committed to equal opportunities, reject any form of discrimination and foster a working environment that promotes participation, fairness and diversity. We support flexible and participatory working models.



Education is a pillar of our success

Every day, we see how rapidly the digital world is evolving. We believe education is the basis for shaping these changes in a creative, agile and targeted manner. Accordingly, we help our employees to grow professionally and personally so they can achieve their full potential.



We consider economic, environmental and social factors

As a listed company we take responsibility for economically sustainable growth. This applies to our economic, environmental and social principles – including developing staff, promoting diversity and inclusion and creating a decent working environment.

Sustainable Development Goals (SDGs), which we translate into tangible actions within our three ESG focus areas:

Environment – Taking Responsibility for our ecological footprint

We are committed to the conscious and efficient use of energy and resources, with the clear objective of achieving a measurable reduction in our CO₂ emissions. Furthermore, we actively support environmental protection efforts at both the regional and sustainable level. This year, we offset 250 tonnes of CO₂ emissions through the purchase of certified carbon credits, the proceeds of which directly support climate protection projects. Additionally, together with our employees and their families, we planted over 300 trees as part of the "Herzenswald" initiative.

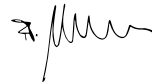
Social – Empowering Employees, embracing Diversity

We foster a workplace culture based on trust, openness, and equal opportunity. Diversity is a key driver of innovation for us. With initiatives such as 'Women in Tech', 'Dare IT', and the WPPStella community, we promote talent and diversity, especially the participation of women in the tech industry. Our annual TECH Camp strengthens the sense of community and idea-sharing across all our locations.

Governance – Integrity as the Foundation of our actions

Strong corporate governance starts with clear values: transparency, ethical conduct, data protection, and compliance are non-negotiable. Our governance structures foster stakeholder trust and ensure the long-term sustainability of our company. Sustainability is an ongoing journey and a shared responsibility. It begins with each individual — and gains momentum through collective action. We extend our heartfelt thanks to everyone who walks this path with us: with conviction, creativity, and a sense of responsibility.

Syzygy AG
Management Board



Frank Wolfram
(CEO)



Erwin Greiner
(CFO)



Frank Ladner
(CTO)



SYZYGY / J.P. Morgan-Run

We are the **SYZYGY Group** /

One of the leading consultancy and implementation partners for comprehensive digital experiences.



SYZYGY / Frankfurt

Curious. Analytical. Strategic.

We combine human-centric thinking with a deep understanding of brands, products and technologies.

We think in terms of customer journeys and ecosystems, with regard to both content and processes. Our work is based on creativity and curiosity. We apply agile methods to achieve our goals faster.

Data drives us, in a positive way. It is the basis for our analytical decisions and serves a higher purpose: delivering a better digital experience.

We provide well-informed advice. Develop customised strategies. Translate them into targeted actions. Implement them. Orchestrate them. Activate them. Measure the success. Learn.

Positive digital
experiences.
For greater business
impact.



SYZYG Performance / Hamburg

S / Z / G /

S / Z / G /
/ PERFORMANCE

S / Z / G /
/ TECHSOLUTIONS

Consulting and implementation partner
for digital experiences.

diffferent

Strategy consultancy
for new growth

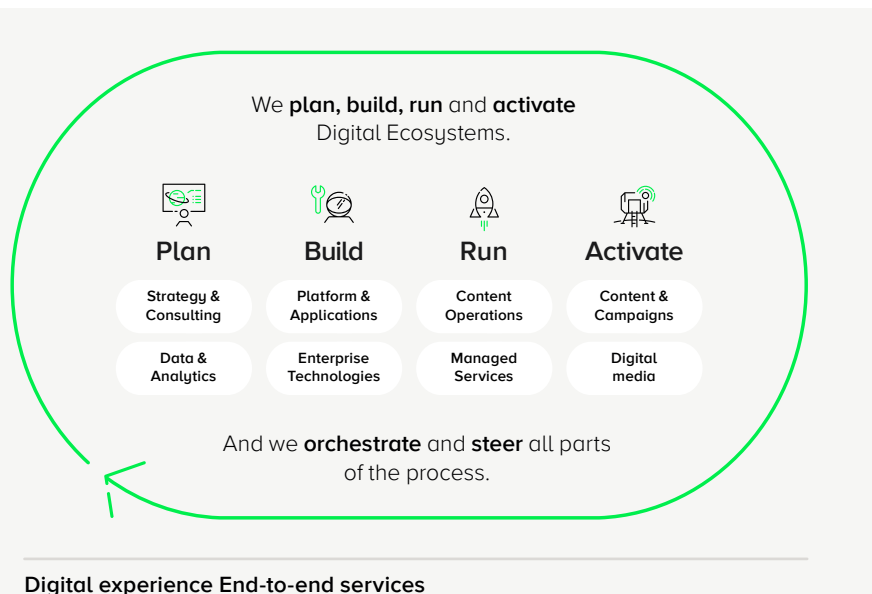
OrsPhaneo

Design & Crafts Studio

SYZGY

Holistic digital experience

We think and create inspiring digital experiences by supporting brands and companies throughout the entire process – from strategic planning to target group activation. Holistically managed and orchestrated, and all from a single source. Or scaled and integrated into an existing partner ecosystem.



Plan



The strategic foundation

Find the right insights! We identify user needs, analyse markets and develop strategies and concepts that align people, brands and business needs. Customer journey mapping, data-driven strategy development and advice on platform and technology solutions are at the core of our work. And, all as a natural continuum of measuring, analyzing, and optimizing.

Run



Continuous quality

A digital ecosystem is constantly evolving. We guarantee smooth operation and continuously improve performance through data-based iterations, A/B testing and customer experience monitoring. We always keep our clients' needs in focus and think beyond the next service ticket.

Build



Digital products with impact

Building digital platforms requires the perfect integration of user experience, design and technology. Our expertise includes modular, scalable architectures, iterative development and performance-optimised interfaces for e-commerce, brands, and personalized product experiences.

Activate



Target group-specific activation

Digital solutions must be visible and relevant. We ensure relevant traffic with data-driven marketing strategies, personalised communication approaches and creative content formats. We generate meaningful traffic – whether through SEO, SEA, performance media, or brand campaigns. We continuously measure, analyze, and optimize.

diffferent

Strategy consultancy

We advise companies and organizations, listen, ask questions, think from multiple perspectives and look for new solutions for sustainable business models and portfolios, organizational forms and structures as well as visions and brand experiences.

In doing so, we guarantee our clients **success** that is **not only economically profitable, but also socially and ecological meaningful**.

Ars Thanea

Design & Craft

We combine **design, technology** and **storytelling** to create extraordinary visual experiences.

We use **high-quality CGI, VFX, motion design and interactive solutions** to showcase brands in innovative ways. Our team of **creatives, technical experts and strategists** develop immersive campaigns, animations and digital content at the highest level. In doing so, we are constantly setting new standards by combining artistic excellence with the latest technology.

diffferent / Berlin

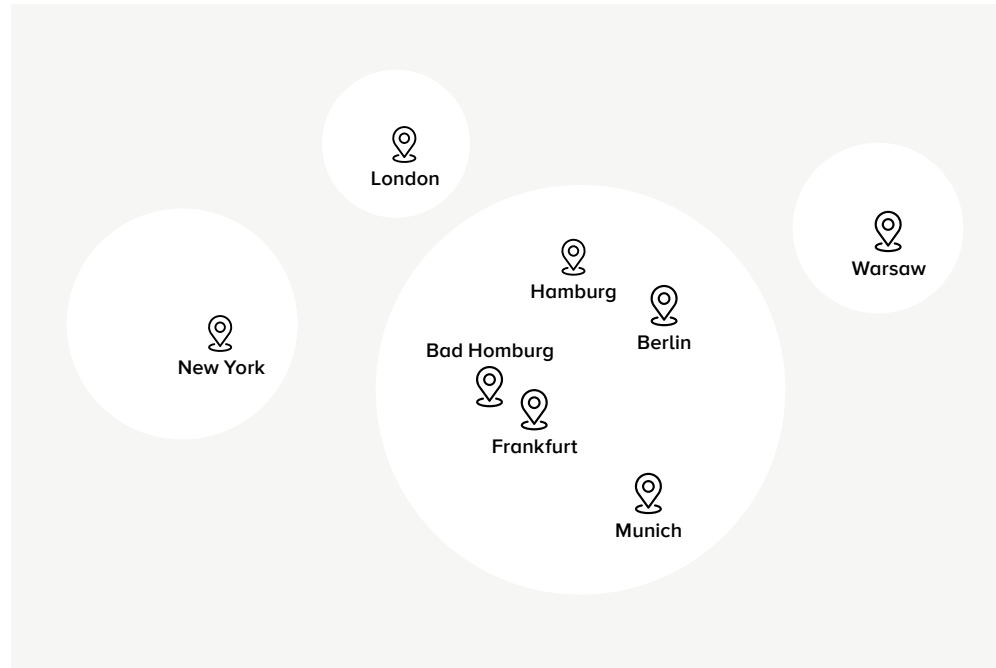


Ars Thanea / Poland



We service
our clients out
of **8 offices in
4 countries.**

Depending on the task and the
expertise required, we form integrated
cross-location teams.



69+
Mio. EUR
Sales

550+
Employees

**Our clients are
our partners.**

We understand
ourselves as part
of the team.

We maintain long-term relationships
with prestigious brands, major corpo-
rations and mid-sized businesses.

Our clients come from a wide range
of industries: Automotive, Transport,
Financial Services, Technology,
Construction, Healthcare, FMCG,
eCommerce and public authorities.



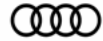
COMMERZBANK



iu
INTERNATIONALE
HOCHSCHULE

Notare Bayern
und Pfalz

SAMSUNG



condor



KYOCERA

O₂ Telefónica



Beiersdorf

Continental

Dr. Hauschka

LUFTHANSA
GROUP

PayPal

SENNHEISER

BMW
GROUP



EnBW



Paysafe

SOLARWATT®



Haspa
Hamburger Sparkasse

Miles & More



BUCHERER

DECATHLON



mobile.de

ROSSMANN

WEMPE



HYUNDAI

NDR

RTV EURO AGD

worldpay

Our values

Our compass

/



SYZYGY & Ars Thanea / Poland

Values show who we are.

They help to guide us in everyday life.

Our overarching values provide direction on how we interact with each other, how we carry out our work, how we cooperate with clients and partners, and how we run our agency.

These values represent us as a Group and also as individuals. It is therefore important to live them and make them a reality. **After all, even the most important values are worthless if they don't have a noticeable impact in our day-to-day lives.**

* Responsible
* Collaborative
* Curious

Our values

“ Our values aren't just words on slides – they shape how we work with each other every day. ”

Frank Wolfram (CEO, Syzygy AG)

* Responsible

Our attitude

We take responsibility.
For our clients and their business.
For our agency and our people.
For ourselves. For our planet.

We are straight talking. We are friendly
and treat people as equals.
We always look for the best possible solution.

We keep our promises. No excuses.
We believe that responsibility,
openness and honesty are fundamental
for trust and success.



The guiding principles for our actions are **four of the UN's Sustainable Development Goals (SDGs)**.



SYZGY / Frankfurt

We report transparently on our key **environmental, social and governance (ESG) topics**.

E

S

G

Environmental

Energy consumption and the company's responsible use of resources with regard to our carbon footprint

Social

Recruiting, retaining and supporting talent

Health and well-being

Diversity and equal opportunities

Data privacy and data security

Governance

Strengthening corporate culture and business ethics

Transparency on preventing corruption and bribery

Data privacy and data security

Our key ESG topics

Diversity. Equal opportunities. Inclusion.

We believe that every individual has unique abilities and talents. We support and promote that: **diversity, equal opportunities and inclusion (DEI) are pillars of our corporate culture – and of our success.**

All employees are valued. Irrespective of age, ethnic origin or ideology. Without prejudice. Each individual's skillset and every qualification helps us to move forward.



SYZGY Techsolutions / Bad Homburg



Women in Tech

We encourage women to embark on a career in the digital industry or switch to it. SYZGY Techsolutions is a member and supporter of Women in Tech.

This non-profit association promotes diversity and equality in technical professions. Discussion and dialogue within the network at online and local events are just as important as mentorship programmes and career coaching. Across industries. In Germany, Austria and Switzerland.



SYZGY / Poland

Dare IT – mentoring by women for women.

Our vision: technology is equality. That's why SYZGY Warsaw has been a partner of Dare IT for many years, a mentoring programme that helps women to enter the IT industry. Our experts are mentors who believe in passing on their knowledge and experience.

Equality is embedded in our values. As is our deeply rooted commitment to diversity and inclusion. Networking enriches our culture, and some programme participants have now become part of our team.

Welcome to WPP Stella

We are part of the WPP Group, and Stella is the community for women at WPP. **Stella aims to inspire. To promote talent and diversity. To empower and connect women in leadership roles.**

Country and regional groups organise network events such as the WPP STELLA City Tour in Germany. Meetings involving workshops and presentations are regularly held in various locations. Women in senior leadership positions take part in WPP's Walk the Talk training programme.



SYZYGY / Munich

Mission. Well-being. Mental health.

We promote a healthy and safe working environment.
All employees should be able to freely develop their talents.

Think up creative ideas for experiences. Feel cared for and supported. Be treated equally, irrespective of gender.

⌘ Well-being and mental health influence our thinking, our ideas and our behaviour. ⌘

Our teams include safety officers, mental health first aiders and inclusion officers.

This ensures that the health and safety of all employees are protected in each area – and we can adapt the physical environment if necessary.



Training and development. Professional and personal.

To develop innovative experiences, we need **highly qualified and agile employees**. Professional advancement and personal development are therefore vitally important for each and every individual.

Our development plans include a selection of training and development opportunities for all career paths, from professional training to comprehensive personal development.

Managers have opportunities to develop themselves as leaders. Coaching and mentoring are part of our corporate culture.



SYZYGY Group / Self-growth retreat

Self-growth retreat

Twice a year, 30 SYZYGY employees take part in a self-growth retreat. They learn more about themselves and develop new skills.

Joint workshops based on the concept of total fitness are held for the purpose of self-reflection on personal and professional experiences. Coaches help participants to set and achieve goals. To accept and tackle challenges more effectively. Alongside teambuilding activities, we also promote interaction and networking with newly acquired contacts from different areas outside the usual work environment.





SYZGY Techsolutions / 2024 TECH Camp

TECH Camp 2024 – Knowledge Base 2.0 with RAG

Can we improve our internal knowledge management with retrieval-augmented generation (RAG) and AI? Yes, absolutely – with *Kepler*, *Siggy* and *Solara*.

The solutions of our 22 colleagues from SYZGY Techsolutions, who came to the Taunus region from all over Germany, are impressive: a universal plug-in that taps into “buried” knowledge in a role-sensitive way, voice control included; a competent all-rounder for Microsoft Teams; and a friendly onboarding mascot that actively provides context-based responses. Equally impressive was the fact that the teams only had two days to collaborate on developing ideas and turning them into

☞ **The quality of digital experiences determines success in today’s world.** Both within our own company and also for our clients’ brands. ☞

Frank Ladner (CTO)

executable prototypes. The presentations on the second afternoon of the TECH Camp inspired the other groups and senior management alike. *Kepler*, *Siggy* and *Solara* and their features definitely have the potential to simplify the sharing of knowledge in SYZGY teams and also the onboarding of new colleagues in the future.

Lots of fun and opportunities for getting to know each other, a team challenge focused on fitness, creative games and a sociable evening were also part of the programme.



TECH Camp 2024

Environment. Climate protection. Herzenswald project.

Emissions cannot be avoided
in our digital industry.
So we looked for opportunities
to support our environment.
Regionally and sustainably.



☞ A small step for a tree,
a major step for a forest. ☞

Herzenswald



Project Herzenswald / Planting season

The Herzenswald project encourages teamwork.

Our employees have **planted 300 trees**
together with families and friends.

The Herzenswald project sees us
supporting the reforestation of the Taunus
region. It is meaningful, sustainable and
great teamwork that's fun.

250

**tonnes of CO₂ emissions
were offset by the
SYZYGY Group in 2024***

Climate protection in the region

We support climate protection
through regional projects.
Klim helps us do this. The
agritech platform is a good fit
for us because it is digital.
Klim enables farmers to take
steps towards regenerative

agriculture. In carbon farming, CO₂ is removed from
the atmosphere and stored in the soil. This signi-
ficantly improves soil health and biodiversity.

* through the purchase of certificates, the proceeds
of which benefit climate protection projects

KLIM / Our partner for regenerative agriculture



Klim

* Collaborative

Our way of working

We believe in the power of cooperation. In bringing together different types of knowledge. In diversity. In different perspectives, opinions and backgrounds.

Really good cooperation needs a shared vision and an environment that is open, transparent and respectful.

We believe that great (digital) solutions can only originate in interdisciplinary teams.

And let's be honest:
working together is simply much more fun.



A new way forward.

Our values-based way of working is part of our corporate culture and strategy. It makes our teams stronger and more agile, and opens up new opportunities for collaboration with our clients.

When our colleagues at SYZGY Warsaw wanted to develop even more innovative and sustainable solutions for clients, **they transformed their work model into a Teal organisation.**

Teal organisation for maximising client success

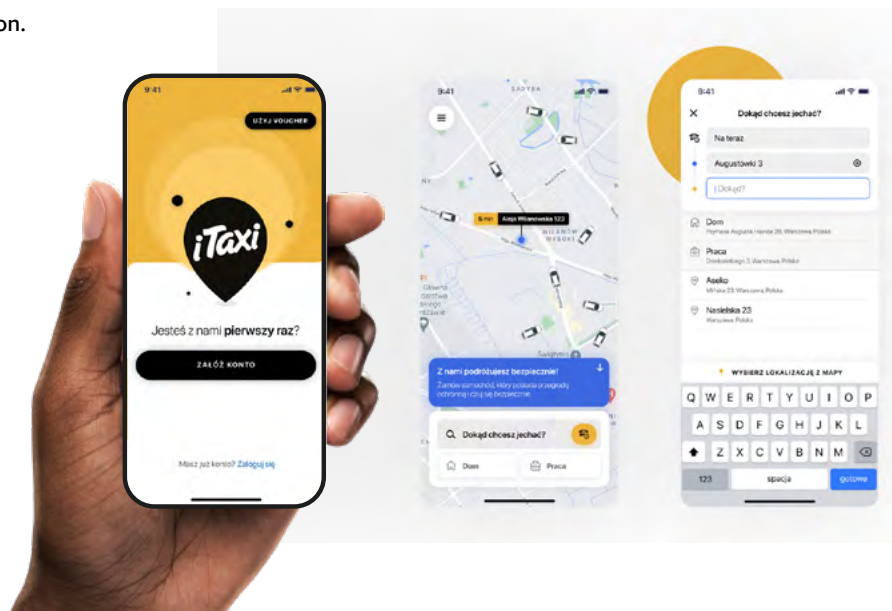
A few years ago, our office in Warsaw restructured its work with clients according to the three key pillars of the Teal model: **self-management**, **wholeness** and **evolutionary purpose**. These factors have underpinned its success ever since. One example is the development of an app for iTaxi, a leading ride-sharing service in Poland.

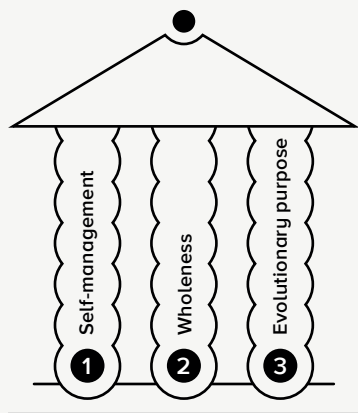
Self-management: agility for faster decision-making

All the colleagues in the Warsaw office and the iTaxi employees worked as a team without traditional hierarchies. They managed themselves and worked closely together, with everyone involved taking responsibility for the app project. They all had more freedom to make decisions, which meant they were able to respond more quickly to demands and take an agile approach to developing new features or improving existing ones in a smooth, efficient development process. Updates were also provided without delay. This flexibility has always been crucial in project work.

Wholeness: mutual trust promotes creativity

Wholeness is another success factor and core concept of the Teal organisation. The Warsaw-based designers and developers worked closely with the iTaxi team on a technical level and also helped to create an open and trusting working atmosphere. They were able to harness their full potential when developing the app and to jointly devise creative and user-centred solutions that improved the booking experience for iTaxi customers.





Self-management

Our teams manage their own processes, enabling them to be directly aligned with the needs of our clients. This independence results in faster decision-making, stronger personal responsibility and fewer delays due to approval processes.

Wholeness

We create a work environment in which our employees can be themselves. We encourage them to bring their personal authenticity to their professional roles. This promotes creativity, reinforces trust and supports cooperation – resulting in innovative and effective solutions for our clients.

Evolutionary purpose

Without the restrictions of traditional management structures, our teams can adapt flexibly to new challenges and seize opportunities. That's how we continually develop new and better ways of offering our clients greater value.

3 Pillars of Teal

Evolutionary purpose: adaptability and innovation

The creation of a dynamic unit drove forward innovative solutions for clients. Together, the team continuously and flexibly adapted to new challenges and market requirements.

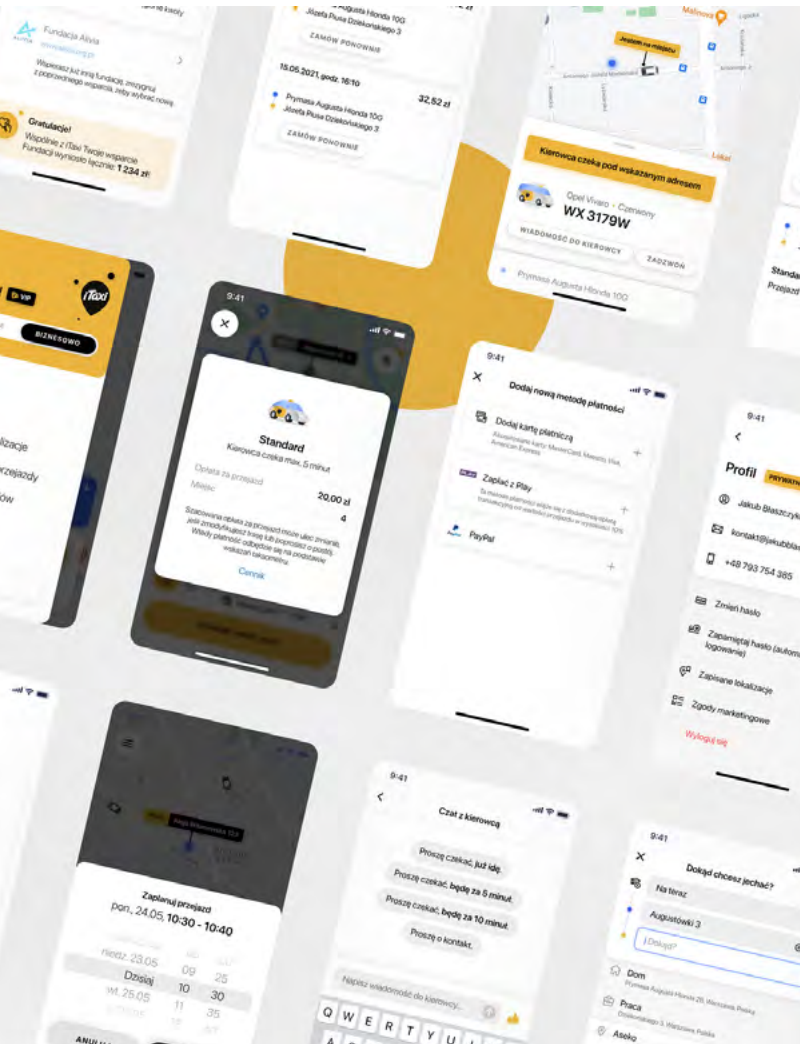
This meant the iTaxi app not only meets current requirements but is also future-proof – and users enjoy a completely new user experience (UX). New features were added so that users can book a trip in just two clicks, boosting efficiency by 80 per cent compared to the old app.

80%

Boosting efficiency
compared to the old app

SYZYG Warsaw / partnership-based project collaboration





Added value for clients and users

The Teal organisation worked efficiently and effectively: not only is the new iTaxi app faster and more user-friendly, it also sets new standards in the ride-sharing industry. Gawel Boguta, CTO of iTaxi, emphasised reliability, the high quality of the work and compliance with the budget as being particularly crucial during the collaboration.

Teal organisation as a model for success

The Teal principles – **self-management**, **wholeness** and **evolutionary purpose** – enabled the iTaxi project team to achieve more.

The organisational system was crucial for the success of iTaxi and also had a positive impact on all teamwork in Warsaw. It enabled the development of more innovative, adaptable and sustainable solutions that are tailored to the real-world needs of clients and the markets. Transformative values were also generated through the efficient joint working

approach. These had a positive impact on clients, teams and the future of work in our Polish office.

For our colleagues at SYZYGY Warsaw, the introduction of the Teal model meant more than just cultural change. It was a strategic step that helped to strengthen the teams and encourage greater transparency and adaptability. Collaboration was also redefined and a new standard set for future client partnerships.

With their commitment to the Teal model, our Warsaw-based colleagues are demonstrating their enthusiasm for **transparent collaboration, agility and a culture focused on shared objectives and autonomy** in order to unlock the full potential of teams and clients and ensure long-term success. ☞

syzygy.pl/projects/itaxi..

* Curious

Our mindset

Curiosity drives us forward.
It helps us to really understand challenges
and find new, smart solutions.

We look forward to new things,
because discovering new things means
learning. Curiosity also makes mistakes,
and helps us to become better.
Curiosity is positive about the future.

Curiosity takes us to the next level.
It leads to better results.
That is the only way for us
to set new benchmarks.





Design thinking for exploring new technologies.

For **Miles & More**, creating high-quality customer experiences is vital for boosting loyalty.

Nowadays, people value the customer experience more than ever before and **are 3.5 times more likely to recommend a company** to others if it delivers high-quality experiences.

Amid the hype surrounding the launch of the Apple Vision Pro, we had the idea of exploring the use of immersive VR experiences for Miles & More. We are doing this by following our three-stage design thinking process.



« **With virtual reality, we are able to immerse ourselves in fascinating worlds.**

It is another step towards making our programme even more compelling and experiential. »

Christoph Klee

(Head of Digital Touchpoints
Marketing, Miles & More GmbH)



Relevance and potential of **VR** for travellers.

Empathise:
Develop an understanding of users, technology and business.

With our broad knowledge of the target audience, we used service journey mapping to quickly identify the touchpoints where VR experiences could offer the most added value for frequent and leisure flyers. These were the moments when waiting times at the airport, in lounges or on board needed to be filled.

Our analysis also showed low market penetration of VR glasses and little experience of their use. Development of a service for private use was therefore ruled out and we pursued the idea of Miles & More providing glasses that could be used under guidance.

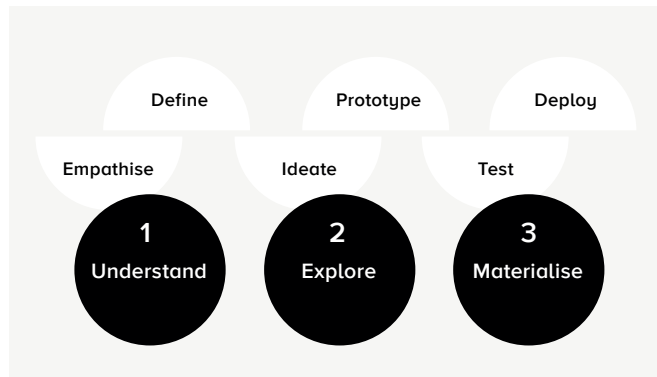
On the business side, two possible goals were identified: positioning of the brand as a trusted companion for travel experiences, and fun communication of Miles & More programme content.

Define:
From thought experiment to concrete question

Based on initial analysis, the key question emerged:

🔗 How can the Apple Vision Pro be used to **transform waiting times into virtual programme experiences or travel experiences for Miles & More members?** 🔗

This central question served as the starting point for developing initial concept ideas and ensured that the innovation process was aligned with customer benefits and the brand strategy.



Our three-stage design thinking process



Creative development and selection of the relevant ideas

Ideate: Outline possible ideas and prioritise them

An interdisciplinary SYZGY and Miles & More team of strategists, designers, concept developers and technologists developed a wide range of ideas in a creative brainstorming process: from a virtual hunt for miles at the airport to a bucket list experience in the lounge. The best concepts were captured in visual sketches and evaluated against defined criteria with the client in order to identify potential.

Prototype: Initial prototypes and implementation strategy

We carried out a feasibility study for the most promising concepts. This included the question whether the cases could be implemented with suitable spatial stock videos or more effectively with our own specially produced content. We are also currently looking at opportunities for integrating the VR experience into Miles & More events that are already planned.

🔗 **As soon as the framework is in place, development of an initial prototype will begin** to bring the vision of virtual travel experiences to life for members. 🔗

Non-financial group declaration

Non-financial group declaration

30	General disclosures
71	Environmental information
71	Compliance with the transparency requirements of the EU taxonomy
78	ESRS E1 – Information on climate change
91	Social information
91	ESRS S1 – Own workforce
111	ESRS S4 – Consumers and end-users
119	Governance information
119	ESRS G1 – Business conduct

2024

Non-financial Group declaration in accordance with Article 315c, HGB

ESRS 2 General disclosures

In this non-financial declaration (NFD), the SYZYGY Group reports on the development and progress of the sustainability-related action areas in the 2024 financial year, in accordance with the statutory requirements of Article 289 c-e of the German Commercial Code (Handelsgesetzbuch, HGB), Article 315c of the HGB and Article 8 of the Taxonomy Regulation.

Syzygy AG provides this non-financial Group declaration in partial compliance with the requirements of the Corporate Sustainability Reporting Directive (CSRD) (EU) 2022/2464 and the associated European Sustainability Reporting Standards (ESRS). The reporting period is the 2024 financial year (January 1, 2024 – December 31, 2024). In addition to general disclosures, Syzygy AG is also publishing the required information on governance, strategy, management of impacts, risks and opportunities, and metrics and targets for five topical standards:

- ESRS 2: General disclosures
- E1: Climate change
- S1: Own workforce
- S4: Consumers and end-users
- G1: Business conduct.

The topics were selected based on a double materiality assessment.

BP-1 – General basis for preparation of sustainability statements

This non-financial declaration was prepared on a consolidated basis. The scope of consolidation corresponds to the consolidated financial statements of Syzygy AG. The consolidated sustainability statement covers Syzygy AG and its subsidiaries.

SYZYGY has not used the option to omit certain information relating to intellectual property, expertise or the results of innovation. SYZYGY has also not opted out of disclosing upcoming developments or matters currently under negotiation.

The company's upstream and downstream value chains are also covered by policies, targets, actions and metrics where possible.

BP-2 – Disclosures in relation to specific circumstances

Time horizon

SYZYGY uses the short-, medium- and long-term time horizons defined in ESRS 1 in its reporting. The year under review is therefore defined as short-term, the period up to

five years as medium-term and the period over five years as long-term.

Value chain estimates

SYZYGY does not collect its own data on the value chain, and therefore does not use metrics based on estimated data from indirect sources.

Data is primarily collected based on primary figures that are available within the company. No indirect data sources, such as industry or sector-specific averages, are used to assess the value chain.

Due to short reporting cycles and the dependence on supplier data, estimated values have been used in E1 reporting where no precise consumption figures were available for the reporting year. A standardised process for checking and adjusting these estimated values has been implemented to ensure data is of high quality. Further details on the estimation methods used are documented in the respective disclosure requirements on the calculation of greenhouse gas emissions. Sources of uncertainty, assumptions and measurement methods are explained in more detail in the accounting principles for the relevant disclosure items.

The following actions and assumptions were made to minimise these uncertainties:

- If no concrete consumption data is available for specific locations, a figure is extrapolated from land consumption or historical average values.
- Heating energy and district heating for office spaces are estimated in some cases where no separate consumption data is available (e.g. for rented space).

Changes in the preparation or presentation of sustainability information

No Scope 3 disclosures are made this year due to the change in methodology as a result of reporting in accordance with CSRD/ESRS. The changes in methodology are reported with the respective metrics in the topical standards.

Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

This non-financial Group declaration, which was partially prepared in accordance with ESRS, also fulfils the requirements for the non-financial Group declaration required under Articles 315b to 315c of the German Commercial Code (HGB). For the first time, SYZGY partially used the ESRS framework, which was established as a recognised reporting standard by the EU Commission, to prepare its non-financial declaration. The following table shows how the material matters stipulated under Article 289c (2) of the German Commercial Code (HGB) map to the ESRS topics relevant to the SYZGY Group.

Matters in accordance with HGB Article 289c	Previous material issues	Mapping to ESRS topics
Environmental matters	Climate	<u>E1: Climate change</u>
Employee-related matters	Diversity and inclusion Working conditions Employee development Occupational health and safety	<u>S1: Own workforce</u>
Social matters	Client relationships	<u>S4: Consumers and end-users</u>
Respect for human rights Combating corruption and bribery	Business conduct	<u>G1: Business conduct</u>

In the reporting period, SYZGY was not exposed to any material risks from its own operations or business relationships, products or services that are highly likely to have a serious negative impact on the non-financial aspects detailed in Article 289c of the German Commercial Code (HGB).

Nor were there any key performance indicators relevant to management, i.e. no significant non-financial performance indicators within the meaning of Article 289c (3) of the German Commercial Code (HGB) were identified.

In this non-financial Group declaration, some of the environmental information is provided in Section E1 in accordance with Article 8 of Regulation 2020/852 ("Taxonomy Regulation").

Incorporation by reference

The following information is incorporated by reference into this declaration. It is included in the management report and designated as ESRS disclosures in the relevant places.

ESRS disclosure requirement	Information	Management report page reference
SBM-1. 40ai.	Significant groups of products and (or) services offered	3.6.4. Segment reporting
SBM-1. 40aii	Significant markets and (or) customer groups served	2. Group profile
ESRS 2 SBM-1 paragraph 40aiii	Headcount of employees by geographical area	3.4. Employees
ESRS 2 SBM-1 paragraph 42a	Fundamentals of the Group; operations and structure	2. Group profile
SBM-3. 48f.	The resilience of the strategy and business model	<u>6 “Risk management system” in the Group Management Report.</u>
GOV-5. 36a	Scope, main features and components of risk management and internal control processes and systems in relation to sustainability reporting	The risk management process is described in section 5 “Internal control system” and 6 “Risk management system”
E1-6_30 & E1-6_31	GHG emissions intensity (location-based and market-based) (total GHG emissions per net revenue	Consolidated statement of comprehensive income

Use of phase-in provisions in relation to the disclosure requirements

The SYZYGY Group chooses not to omit the information required by ESRS S1 and ESRS S4, which is reported in the relevant topical standards. Other topical standards that fall under the phase-in provisions have been classified as not material.

SBM-1 – Strategy, business model and value chain

The SYZYGY Group is a digital experience agency group based in Bad Homburg with a focus on the German market. Since it was established in 1995, SYZYGY has grown from a single digital agency into a global group focusing on digital experience services and transformational consulting. SYZYGY is one of the top agencies in the annual Internet agency ranking published by the German Association for the Digital Economy (BVDW). The SYZYGY Group

consists of Syzygy AG as the holding company and seven subsidiaries: Ars Thanea S.A., different GmbH, syzygy Deutschland GmbH, SYZYGY Digital Marketing Inc., Syzygy Performance Marketing GmbH, SYZYGY UK Ltd. and Unique Digital Marketing Ltd. The business activities and structure of the SYZYGY Group are described in detail in section 2 of the Group Management Report entitled “Group profile”.

The company employs around 550 people and 40 freelancers in Germany, the UK, the US and Poland. It has offices in Bad Homburg v. d. Höhe, Berlin, Frankfurt, Hamburg, Munich, London, New York and Warsaw. Other metrics on employees can be found in section 3.4 “Employees” of the Group Management Report and under S1, Own workforce.

SYZYGY is a consulting and implementation partner for digitisation, transformation and strategy in marketing and sales. The company offers a range of services from strategy consulting, development and operation of digital platforms and applications, creative services and implementation of content campaigns to performance marketing, media and data analytics. The company also offers managed services. SYZYGY serves various sectors, including services, automotive, finance/insurance, consumer goods and telecommunications/IT, and supports brands such as Audi, BMW, Lufthansa Group and Volkswagen. Further information and a breakdown of sales revenue can be

found in the consolidated statement of comprehensive income and in the Group Management Report under 4 “Segment reporting”.

The SYZGY Group does not offer any products or services that are banned in certain markets and is neither active in the sectors fossil fuels, chemicals production, controversial weapons or tobacco cultivation and production nor does it generate any revenue from these sectors.

Value chain

SYZGY procures products and services from a number of upstream suppliers that are essential to its business model, including manufacturers of digital infrastructure products, energy suppliers (coal, gas, water and renewables) and transport and distribution service providers. SYZGY’s upstream supply chain also includes hardware and software providers, data centres, consulting services and technology partners. In addition to ensuring quality and performance, sustainability aspects such as fair working conditions and environmental protection are becoming increasingly important when selecting and working with business partners. As a digital experience agency group, the value that SYZGY creates is primarily based on the expertise of its employees in end-to-end services such as strategy and consulting, content and campaigns, managed services, platforms and applications, digital media and data analytics. The services are aimed downstream at customers from the services, automotive and finance/

insurance sectors as well as participants in the capital market such as shareholders and investors.

Corporate strategy and sustainability strategy

The SYZGY Group has defined sustainability goals that are based on the values “responsible, collaborative, curious” and cover the ESG (environmental, social and governance) action areas. SYZGY is also guided by four of the United Nations (UN) Sustainable Development Goals (SDGs) as a framework for sustainable development:

- Quality education (SDG 4)
- Gender equality (SDG 5)
- Decent work and economic growth (SDG 8)
- Climate action (SDG 13)

SYZGY pursues a sustainable corporate strategy across the Group, focusing on environmental, social and corporate governance issues.

- Environmental: SYZGY focuses on reducing greenhouse gas emissions (Scope 1 and 2) and helping customers develop more climate-friendly digital products and services.
- Social: SYZGY focuses on employee development, respect for human rights, protection against corruption and bribery, and data protection and information security.

- Governance: SYZGY focuses on complying with clear ethical standards and values and implementing measures to combat corruption and bribery – all of which are essential components of the company’s governance strategy.

Specific actions and targets are described in detail in the following sections.

IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities

In 2024, the SYZGY Group identified and assessed its relevant sustainability issues for the first time using a systematic process. As part of the CSRD requirements, a double materiality assessment (DMA) was carried out in accordance with the ESRS. The relevant sustainability issues for the company and its stakeholders were identified and assessed in accordance with the principle of double materiality. The materiality assessment covered all subsidiaries of the SYZGY Group as well as the upstream and downstream value chain.

The impacts, risks and opportunities (IROs) were analysed and assessed in a multi-stage process. First, the corporate context, including business model, business relationships and value chain, was analysed. At the same time, relevant stakeholder groups were identified and their type of involvement in the materiality assessment process was determined. In the IRO assessment process, the project team from Investor Relations and Sustainability & Controlling first assessed the identified impacts and the financial opportunities and risks. Internal experts from various specialist departments then assessed the IROs according to their respective expertise and while taking into account the perspectives of the external stakeholders affected. These results were reviewed, adjusted and justified by the Chief Financial Officer of the SYZGY Group. In a final step, the Management Board and Supervisory Board of Syzygy AG confirmed and approved the assessment and thus the final list of material sustainability issues.

Involvement of stakeholders

The interests of relevant internal and external stakeholders were taken into account when analysing double materiality. Internally, these stakeholders include the employees and management of the SYZGY Group. External stakeholders include shareholders, investors, analysts and customers.

There was no direct consultation with affected external stakeholders (e.g. affected communities), but they were represented by internal experts from the company's specialist departments who are regarded as representative of these groups.

Input parameters

Both internal data and publicly available external sources such as media reports and studies were used as input parameters, in particular to identify and assess the impact on people and the environment.

Impact materiality

SYZGY used the sustainability aspects of ESRS 1 AR16 with their topics and respective sub-topics and sub-sub-topics to identify potentially important sustainability issues and the associated impacts, financial risks and opportunities. Relevant industry-specific topics were also discussed. Based on this comprehensive list, SYZGY analysed which of these sustainability aspects along the value chain have or could have an impact on people and the environment as a result of the company's own operations or business relationships.

The materiality of these impacts was described and individually assessed based on previously defined characteristics. Both actual and potential positive and negative impacts on people and the environment were

analysed within the company and along the upstream and downstream value chain. Short-, medium- and long-term time horizons were taken into account. Each impact was also analysed to ascertain whether it could have a negative impact on human rights.

The materiality of an impact depends on its severity and, in the case of potential impacts, also on its probability of occurrence (assigned a likelihood of either 20%, 40%, 60%, 80% or 100%). Severity was calculated as the average of the three characteristics scale, scope and irremediable character (in the case of negative impacts), each of which was rated on a scale of 1 to 5. This scale aligns with the SYZGY Group's existing risk management system. Overall ratings were calculated by multiplying severity by the respective probability of occurrence (in the case of potential impacts). In the case of potential negative impacts on human rights, the severity level takes precedence over the probability of occurrence. In accordance with the implementation guidance provided by the European Financial Reporting Advisory Group (EFRAG), a threshold value of 3.5 was set to determine material impact. According to the maximalist approach of ESRS 1 AR 11, negative impacts were also classified as severe if at least one of the characteristics scale, scope or irremediable character reached or exceeded the threshold of 3.5.

Financial materiality

When analysing financial materiality, the identified impacts provided an initial basis for identifying and allocating resulting opportunities and risks in order to capture interplay between the two areas, i.e. financial risks and opportunities arising from the impacts of the SYZYGY Group. Additional opportunities and risks were also identified.

The financial effects were described and individually assessed based on the characteristics of opportunity or risk, time horizon (short-, medium- or long-term) and stage of the value chain. The overall assessment was calculated by multiplying the probability of occurrence (assigned a likelihood of either 20%, 40%, 60%, 80% or 100%) by the size of the financial effect, which was assessed on a scale of 1 to 5. A threshold value of 3.5 was used to determine material opportunities and risks in accordance with EFRAG's implementation guidance.

Risk and opportunity assessment

As part of the assessment of material matters, Syzygy AG reviewed its business activities and locations for impacts, risks and opportunities in relation to potentially material issues. In addition to social issues, this also included climate change, environmental pollution, water and marine resources, biodiversity, resources and the circular economy and business conduct. The company's own activities and upstream and downstream value chain were analysed.

Reviewing and updating the material issues and aspects identified in the process of determining impacts, opportunities and risks is a continuous process. The results are reviewed annually and updated as required, particularly in the event of changes to the company's business model or regulatory environment, new scientific findings or changes in stakeholder expectations.

Description of the processes to identify and assess material impacts, risks and opportunities related to sustainability matters

Overall, no material impacts, risks or opportunities were identified for the SYZYGY Group in relation to environmental pollution, water and marine resources, biodiversity, circular economy and resource use.

Climate change

Climate-related impacts, risks and opportunities are identified and assessed in several steps. Firstly, the greenhouse gas emissions of Syzygy AG – as identified in its Corporate Carbon Footprint (CCF) (Scope 1, 2 and 3) – from previous years were analysed as part of the impact analysis (material impacts on the climate). Based on this, it was determined that Syzygy AG contributes to global warming through the emission of greenhouse gases, and therefore to the greenhouse gas effect, both with its own operations and upstream and downstream value chain. Physical impacts such as extreme weather events (e.g.

floods and heatwaves) were also taken into account in the materiality assessment. Furthermore, transition risks were likewise discussed as part of the materiality assessment.

The SYZYGY Group analysed climate-related impacts as part of the 2024 DMA but did not carry out a comprehensive scenario analysis. Instead, the company's resilience was assessed based on qualitative risk analyses, while taking into account the elementary threats outlined in the IT-Grundschutz Compendium of the German Federal Office for Information Security (BSI).

Climate-related risks and their potential impact on business activities were analysed, particularly in relation to company locations, infrastructure and critical business processes. In addition, the probability of occurrence and the scale of damage were assessed to determine the relevance of the identified risks.

Pollution

SYZYGY's business model is based on intangible services, such as the provision of knowledge, advice and digital products that do not release any physical pollutants. The company does not have any production activities, industrial manufacturing or chemical processes that typically make a material contribution to environmental pollution (e.g. through emissions, waste or pollutants). The company's locations are based in countries with strict environmental

protection laws and clearly defined pollution control regulations as well as high standards when it comes to disposing of waste, limiting emissions and using energy efficiently.

Water and marine resources

The water consumption of the SYZGY Group is limited to sanitary requirements and general office activities (drinking water, cleaning). The company does not have any other water-intensive processes. SYZGY does not draw any water directly from natural sources, and all the water the company requires is provided by public supply networks. Any water the company uses is discharged exclusively via public wastewater systems. SYZGY does not produce any hazardous wastewater or substances that could pollute water resources (e.g. chemical waste, toxic substances). The company is not involved in any maritime activities or supply chains that could negatively impact marine resources or ecosystems. SYZGY does not use any marine resources, as its business model is based entirely on services (consulting, digital products, knowledge provision).

Biodiversity and ecosystems

The SYZGY Group has no direct impact on biodiversity loss or the state of species and ecosystems, as the business model is based on intangible services. The company does not intervene in any natural habitats and only has an indirect connection with this impact through the energy consumption of data centres and servers that

are necessary for digital services. However, this impact is minimal and is already being addressed through energy efficiency measures. SYZGY has locations in urban, developed regions that already have strict regulations on land use and environmental impact. Although there are indirect risks from energy consumption and IT supply chains, they have already been minimised through efficient actions and strict environmental regulations. No remedial action relating to biodiversity had to be taken in the reporting year.

SYZGY does not currently have a transition plan to align its business model and strategy with the Kunming-Montreal Global Biodiversity Framework, the EU Biodiversity Strategy 2030 or the planetary boundaries relating to biosphere integrity and land-system change.

Resource use and circular economy

The SYZGY Group primarily uses intangible resources. Physical resource inflows include office supplies (e.g. paper, electronic equipment, furniture) and IT hardware (e.g. servers, computers). As such, the company only generates a small amount of waste, mainly office waste (paper, packaging, general waste) and electronic waste from obsolete hardware. SYZGY does not have any resource-intensive production processes, as the company only offers intangible products and services (e.g. digital consulting and software development), which do not require a direct outflow of resources.

SBM-2 – Interests and views of stakeholders

The SYZGY Group aims to maintain close dialogue with its stakeholders, which include employees, management and shareholders who are affected by or have a legitimate interest in the company's activities, decisions or impacts. Stakeholders also include customers, partners, suppliers and regulatory authorities who interact indirectly with the business or are involved through contractual or legal obligations. SYZGY also works with suppliers in the upstream value chain (e.g. technology providers, consulting service providers) and customers in the downstream value chain. Freelancers and external service providers play an important role in helping the company to deliver projects flexibly. As a listed company, investors, analysts and banks are also key stakeholders.

SYZGY actively involves key stakeholders such as customers and employees, shareholders and investors and partners in order to fulfil strict data protection standards and information security requirements.

The views and interests of workers in the value chain and affected communities were not taken into account, as they are not key stakeholders of the SYZGY Group. They have no relevant influence on SYZGY's strategic direction or business model.

Interaction with stakeholders helps the company to understand their expectations and views, and also identify potential risks and opportunities with regard to SYZGY's strategic priorities. SYZGY seeks to build trust between itself and stakeholders by ensuring both transparency and regular exchange. The company uses dialogue with stakeholders to help it make decisions that create long-term value and reconcile social, environmental and economic interests. Dialogue helps the company assess the impact of its business operations on the value chain and social environment. Discussions support the materiality assessment process, which takes into account both the impact on people and the environment (inside-out) and external factors influencing the company (outside-in). SYZGY uses prior input from stakeholders to prioritise and weight the material matters identified. The company also engages with stakeholders with the aim of generating suggestions for topics and potential improvements.

SYZGY carefully reviews and evaluates sustainability-related topics raised by stakeholders and derives corresponding actions for strategic adjustment where necessary. The conversations held with stakeholders in the reporting year provided a deeper understanding of key topics such as compliance, privacy and data protection, information security and employee development and retention. Incorporating these aspects into the double materiality assessment allowed SYZGY to thoroughly analyse their significance for its corporate strategy. SYZGY systematically analysed the views and expectations of

stakeholders and used them as a central foundation for setting strategic priorities. This is intended to ensure that the strategy and business model of the SYZGY Group are aligned with the identified interests and needs of the stakeholders and developed further.

The company uses various channels to engage with the key stakeholders of the SYZGY Group, including websites, surveys, employee meetings, capital market conferences, annual general meetings and one-on-one meetings. Further details on the involvement of key stakeholders can be found in the following table:

Stakeholders	Category	Form of involvement	Purpose of involvement
Employees	Affected	Group-wide (international) employee meetings (all-hands meetings) Cross-company and cross-departmental informational video conferences Performance reviews	Provide information on strategic and operational topics Discuss current issues Suggest topics and areas for improvement
Potential employees	Users of the sustainability statement	Lectures at universities and colleges Social networks (LinkedIn, Instagram) Career fairs Job interviews	Position the company as an attractive employer for talented individuals Address diverse talents to strengthen a forward-thinking corporate culture Ensure transparency around career paths and development opportunities
Shareholders and investors	Affected individuals/ users of the sustainability statement	Investor relations website Capital market conferences One-to-one or round table talks Virtual Annual General Meeting	Information on topics relevant to the capital market
Consumers/ end-users	Affected individuals/ users of the sustainability statement	Joint workshops and coordination meetings Segmented communication through digital contact points (e.g. personalised content strategies) Newsletters Trade shows and conferences Sustainability ratings	Understand and meet customer needs through close dialogue and iterative collaboration
Suppliers and partners	Users of the sustainability statement	Regular supplier meetings Contract-based ESG criteria and guidelines Technology and innovation partnerships	Optimise cooperation to increase efficiency in the supply chain Promote innovation and technological development with a focus on sustainability Ensure transparency and compliance in the value chain

Employees

The SYZYGY Group incorporates the interests, views and rights of its employees into its strategy and business model. Affected communities and workers in the value chain are not included, however, as they have no material influence on strategic direction or the business model.

Employees are actively involved in strategic and operational topics through regular Group-wide all-hands meetings, cross-departmental informational video conferences and individual performance reviews. The company focuses on ensuring continuous communication on current issues, identifying opportunities for improvement and actively helping shape how the company develops. SYZYGY regularly analyses the extent to which its strategy and business model influence working conditions and whether adjustments are needed. By digitalising work processes, promoting flexible work models and implementing health and well-being measures, the company is helping to minimise potential stress and increase positive effects for the workforce.

Consumers and end-users

The SYZYGY Group incorporates the interests and rights of consumers and end-users through data privacy and security measures based on the GDPR and ISO/IEC 27001. The company interacts with customers in a structured way in the form of joint workshops, regular meetings and beta tests in order to understand their needs at an early stage and incorporate these insights into the development of digital products. Segmented communication via digital contact points – such as personalised content strategies, newsletters, trade shows and conferences – ensures that the various customer groups are addressed in a targeted and transparent manner.

The SYZYGY Group continuously reviews how its strategy and business model impact consumers, focusing on data protection, cyber security and the ethical use of artificial intelligence. The company adjusts its strategy whenever material negative impacts are identified, e.g. by optimising information security measures, developing technologies further and maintaining close communication with customers.

The SYZYGY Group aims to consider the role that its strategy and business model can play in creating, exacerbating or mitigating material impacts on stakeholders, particularly its own employees and customers. These linkages are analysed and assessed as part of the materiality

assessment and strategy processes. If negative impacts on the company's own employees or customers become apparent, adjustments are made to the business model and/or strategy to counteract or minimise the impacts. In the reporting period, Syzygy AG made no adjustments to its strategy or business model as a result of stakeholder consultations with internal or external stakeholders. No adjustments are currently planned.

The Management Board and Supervisory Board are informed quarterly about the views and interests of the affected stakeholders with regard to the sustainability-related impact of the company's activities. This takes the form of written and verbal reports provided during and outside of meetings. The reports contain relevant information on the expectations and perspectives of the stakeholders potentially affected by the activities of Syzygy AG, e.g. outcomes of employee and customer interactions or insights from discussions with suppliers, shareholders, etc.

SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

As part of the materiality assessment, the SYZYGY Group identified material impacts, risks and opportunities related to sustainability aspects for the 2024 financial year. No potentially material impacts, opportunities or risks were identified that are covered by additional company-specific disclosures.

In the reporting year, SYZYGY did not identify any current financial effects of material risks and opportunities that could influence the company's financial and earnings position or cash flows. In particular, no material risks, i.e. risks that could jeopardise the company as a going concern, were identified that would require a material adjustment to the carrying amounts of the assets and liabilities recognised in the annual financial statements in the next reporting period. For a more detailed explanation of the company's risk and opportunity position, please refer to the corresponding section in the management report.

All of the IROs material to the SYZYGY Group along the entire value chain under review are shown in the following table:

Sub-topic	IRO title	IRO description	Directly caused/ Contributed to/ Indirectly caused	Value chain stage			Time horizon				
				Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term		
E1 Climate change											
Climate change mitigation	GHG emissions from server use	Impact (negative, actual) SYZYGY contributes to global warming by using energy-intensive servers and AI platforms with elevated CO ₂ emissions.	Contributed to	✓				✓		✓	
	GHG emissions from staff commuting	Impact (negative, actual) SYZYGY contributes to global warming through staff commuting.	Indirectly caused		✓		✓	✓		✓	
S1 Own workforce											
Working conditions / adequate wages	Unequal pay due to industry-specific salary differences	Impact (negative, actual) Salaries can vary in the agency industry. Some employees may find the salary level uncompetitive, which can lead to dissatisfaction.	Directly caused		✓		✓	✓			
	Increased employee turnover due to uncompetitive remuneration	Risk Non-competitive remuneration could reduce productivity and increase staff turnover, which can lead to a loss of expertise and higher recruitment and training costs.			✓			✓			
Working conditions / adequate wages	Flexible working hours	Impact (positive, actual) SYZYGY offers flexible working time arrangements that provide employees with a high degree of flexibility.	Directly caused		✓		✓	✓		✓	
	Increased employee loyalty through individualisation of working time	Opportunity The individualisation of working time can have a positive effect on employee retention, helping to reduce recruitment costs.			✓			✓			

			Value chain stage					Time horizon	
Sub-topic	IRO title	IRO description	Directly caused/ Contributed to/ Indirectly caused	Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Working conditions / health and safety	Health risks due to a lack of support services	Impact (negative, potential) A lack of resources such as coaching, medical examinations or programmes to improve self-confidence and resilience could lead to employees receiving less support in coping with challenges and changes. This could lead to stress, health problems and decreased performance.	Directly caused		✓		✓	✓	
	Increased productivity through health promotion	Opportunity Promoting and protecting the health of employees supports their well-being, promotes productivity and develops the financial added value of the company.			✓			✓	
Working conditions / working time	Increased employee loyalty through individualisation of working time	Opportunity The individualisation of working time can have a positive effect on employee retention, helping to reduce recruitment costs.			✓			✓	

Sub-topic	IRO title	IRO description	Directly caused/ Contributed to/ Indirectly caused	Value chain stage			Time horizon		
				Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Working conditions / secure employment	Financial security through long-term employment	Impact (positive, actual) SYZYGY offers its employees long-term employment contracts, which contribute to their financial security.	Directly caused		✓				✓
	Insecure employment due to project-dependent workload	Impact (negative, actual) In the agency sector, fluctuations in orders can lead to uncertainty that could affect job security and therefore the financial security of employees.	Directly caused		✓		✓	✓	
	Increased efficiency through freelancers	Opportunity Projects can use freelancers as required and pay them appropriately and in line with their performance. This increases efficiency and effectiveness, balances out peaks and avoids additional costs caused by increased permanent employment or idle staff.			✓			✓	
Working conditions / work-life balance	Improved work-life balance thanks to work-from-home options	Impact (positive, actual) The company allows employees to work from home, giving them an improved work-life balance.	Directly caused		✓		✓		
	Diminished work-life balance due to a lack of support with family obligations	Impact (negative, potential) A lack of support with childcare or caring for relatives could make it difficult for employees to reconcile their family commitments with work duties. This could lead to stress, overworking and lower job satisfaction.	Directly caused		✓		✓		

Sub-topic	IRO title	IRO description	Value chain stage	Time horizon					
				Directly caused/ Contributed to/ Indirectly caused	Upstream	Own operations	Downstream	Short-term	Medium-term
Equal treatment and opportunities for all / diversity	Reduced attractiveness as an employer due to a lack of diversity and openness	Impact (negative, potential) A lack of diversity and openness within the organisation could reduce employees' sense of belonging and hinder the development of a positive and inclusive work culture.	Directly caused		✓		✓		
	Increased employer attractiveness through diversity	Opportunity A diverse and open workplace culture increases employer attractiveness and strengthens the SYZGY Group's human capital.					✓		✓
Equal treatment and opportunities for all / training and skills development	Increased productivity through training	Opportunity Training, further education and skills development increase employees' expertise and therefore their productivity, which represents a financial advantage for the company.			✓				✓
	Unequal access to training opportunities	Impact (negative, potential) There is a risk that not all employees will benefit from training programmes, whether due to workload, lack of information or other barriers.	Contributed to		✓		✓	✓	

Sub-topic	IRO title	IRO description	Directly caused/ Contributed to/ Indirectly caused	Value chain stage			Time horizon		
				Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Other work-related rights / privacy	Risk of data leaks due to cyber attacks	Impact (negative, potential) Despite all efforts to ensure data security, there is a potential risk that employees' personal data could be compromised by technological vulnerabilities, human error or cyber attacks.	Directly caused		✓		✓	✓	
	Invasion of privacy through monitoring mechanisms	Impact (negative, potential) If monitoring or control mechanisms in the workplace are too strict or severe (e.g. due to tracking tools or monitoring of emails), this could be perceived as an invasion of employees' privacy and lead to a loss of trust.	Directly caused		✓		✓		
	Loss of reputation due to data breaches	Risk Violations of data protection requirements pose a risk that can harm employees and the organisation. This could result in both fines and reputational damage.		✓			✓		

Sub-topic	IRO title	IRO description	Directly caused/ Contributed to/ Indirectly caused	Value chain stage			Time horizon		
				Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
S4 Consumers and end-users									
Information-related impacts for consumers and/or end-users / privacy	Data privacy breaches	<p>Risk</p> <p>Violating any applicable data protection laws and regulations (e.g. the GDPR) can entail considerable administrative effort for SYZGY. The requirements for documentation, compliance checks and adjustments to processes could limit the company's flexibility and ability to innovate. In addition, SYZGY may incur fines of up to 4% of its annual turnover if it breaches the GDPR.</p>			✓		✓		
		<p>Impact (negative, potential)</p> <p>Despite comprehensive security measures, there is always the possibility of data breaches, e.g. data breaches against the GDPR, due to human error or technical vulnerabilities. Such data breaches may have a direct negative impact on the privacy of those affected and may constitute an infringement of the law.</p>	Directly caused		✓		✓	✓	
	Cyber attacks	<p>Impact (negative, potential)</p> <p>Despite extensive security measures, security vulnerabilities or weaknesses in digital services may occur, which could be exploited by cybercriminals. This could be due to human error or technical flaws. Data loss, identity theft, or unauthorized access to personal information could severely affect users</p>			✓		✓	✓	

			Value chain stage					Time horizon	
			Directly caused/ Contributed to/ Indirectly caused	Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Sub-topic	IRO title	IRO description							
G1 Business conduct									
Corporate policy	Clear values and ethical standards	Impact (positive, actual) Compliance with clear ethical standards and values strengthens integrity, fosters identification with the company and supports employee satisfaction.	Directly caused		✓		✓	✓	
	Contradictions between values and actual behaviour	Impact (negative, potential) If the values of the corporate policy are not put into practice, this could lead to a loss of trust among employees and promote an unsupportive and hostile working environment.	Directly caused		✓		✓	✓	
Corruption and bribery	Increased transparency through corruption prevention	Impact (positive, potential) Dealing openly with the issue of corruption and bribery and providing knowledge on how to uncover misconduct promotes transparency and trust within the company.	Directly caused		✓		✓	✓	
	Inadequate prevention of corruption	Impact (negative, potential) If training or actions are not practical or designed effectively, they will only have a limited effect on corporate culture and ethical behaviour.	Directly caused		✓		✓	✓	
	Strained working environment due to incidents of corruption	Impact (negative, potential) If incidents of corruption are not handled transparently and consistently, they may harm the working environment and lead to tension or mistrust among employees.	Directly caused		✓		✓	✓	

The material IROs of the SYZYGY Group were identified in the DMA process and are described in detail in the corresponding sustainability sections. These IROs are closely linked to the core activities of the business model and relate in particular to the company's own operations. The identified IROs relate to the development and provision of IT services, digital products, platforms and projects. They influence or are influenced by customers, end-users and employees. Many IROs are closely linked to the business model, so they can be managed directly within business processes. In particular, these include governance issues, labour standards and some aspects of climate change adaptation.

Environmental IROs that impact the upstream and downstream value chain are addressed by strengthening procurement guidelines and processes. IROs are also systematically incorporated into the existing sustainable risk management system. Negative environmental impacts are not limited to the countries in which SYZYGY operates, as climate change has a global impact. The main negative environmental impacts result from CO₂ emissions within the business model.

Social impacts are largely potential in nature and relate to industry-related challenges such as fair wages, working conditions, diversity, data privacy and cyber security.

However, these risks are mitigated by internal guidelines and measures. The negative impacts on employees, customers and end-users could increase if these are not properly applied.

In addition to risks, the SYZYGY Group also generates positive impacts. The company contributes to the qualification and ongoing development of employees, improves its attractiveness as an employer through flexible work models and diversity, and creates a working environment that promotes innovation. SYZYGY also supports digital transformation in companies, public institutions and for citizens by developing sustainable digital solutions, enabling efficient processes and improving access to digital services. The company also promotes data security and data protection through the responsible use of technology to ensure trust and transparency.

Resilience of the strategy and business model

The resilience of the SYZYGY Group's strategy and business model is continuously analysed to ensure that material impacts, risks and opportunities can be effectively managed and exploited. With regard to the SYZYGY Group's business areas and development, consideration is given to the general risks around economic trends and affecting the digital experience services market in the markets relevant to SYZYGY, and in particular to the rate of

technological change in the markets for Internet services. On the basis of the information currently available, there are no probable risks that would jeopardise the continued existence of Syzygy AG and its subsidiaries as a going concern. As part of operational internal control and risk management, business processes are protected against the impact of disruptive events and interruptions. By continuously analysing, assessing and managing risks, the risk management system not only ensures that the company is able to operate, but also strengthens its resilience and is designed to secure the company's sustainable growth in the long term.

Further information on the company's internal control and risk management system can be found in section 5 "Internal control system" and section 6 "Risk management system" of the Group Management Report.

GOV-1 – The role of the administrative, management and supervisory bodies

Composition and diversity

Management Board

The Management Board of Syzygy AG comprises three persons: a Chief Executive Officer (CEO), a Chief Technology Officer (CTO) and a Chief Financial Officer (CFO). The Management Board is also the executive body. As at December 31, 2024, the Management Board consisted of three men. This means that the proportion of women is currently 0 per cent. Succession planning for the Management Board is carried out collaboratively between the Supervisory Board and the current Management Board. When appointments are made to the Management Board, as wide a range of knowledge, skills and professional experience as possible should be represented in order to meet the objectives of the diversity statement. In relation to educational and professional background, particular emphasis is placed on extensive experience in the communications, IT and software sector and on many years of financial expertise. There is no age limit for members of the Management Board.

Skills profile	Management Board		
	Frank Wolfram (CEO)	Frank Ladner (CTO)	Erwin Greiner (CFO)
Communications, IT and software sector	✓	✓	
Auditing and finance	✓	✓	✓
Sustainability	✓	✓	✓
Innovation	✓	✓	
Marketing/communications	✓		✓
Strategy	✓	✓	✓

Supervisory Board

As at December 31, 2024, the Supervisory Board of Syzygy AG consisted of three members, one female Chair of the Supervisory Board and two male members of the Supervisory Board, meaning the proportion of women is currently 33 per cent. In accordance with recommendations C.6, C.7 and C.10 of the German Corporate Governance Code (DCGK), one of the members is considered independent of the company, of the Management Board and of controlling shareholders or shareholders with significant interests in the company; this corresponds to 33 per cent. The Supervisory Board is a non-executive body; no employees or other workers are represented. Syzygy AG aims to maximise company-specific and industry-specific expertise on the Supervisory Board, irrespective of attributes such as age or gender. A particular focus in terms of educational and professional background is on in-depth knowledge of the communications and digital sector,

sustainability management and an extensive skillset in accounting, auditing and internal control procedures. Due to the international outlook of the SYZYGY Group, members with an international background will also be considered when making appointments to the Supervisory Board.

	Supervisory Board		
	Antje Neubauer Chair of the Supervisory Board	Dominic Grainger Member of the Supervisory Board	Shahid Sadiq Member of the Supervisory Board
Skills profile			
Accounting, internal control and risk management			✓
Auditing and finance		✓	✓
Sustainability	✓		
Innovation	✓	✓	✓
Marketing/communications	✓	✓	
Strategy	✓	✓	✓

Tasks and responsibilities

The Management Board, and in particular the Chief Financial Officer (CFO), Erwin Greiner, is responsible for defining the company's strategy and objectives with regard to sustainability-related impacts, risks and opportunities and for monitoring progress on their implementation. The Finance function monitors results and progress on environmental, employee and social matters by way of metrics collected quarterly within the SYZYGY Group and the WPP Group, and is available to assist the subsidiaries with all sustainability issues. Compliance, information security and data protection is also part of Finance's sphere of responsibility. The Supervisory Board is responsible for monitoring the Management Board's sustainability-related impacts, risks and opportunities and the company's corresponding strategies and progress. The Management

Board provides the Supervisory Board with all necessary information and the Supervisory Board reviews the progress and results of sustainability management, which are published in non-financial reporting.

The SYZYGY Group has not yet defined the responsibilities of corporate bodies and individuals for the impacts, risks and opportunities identified as material in its Rules of Procedure, the mandates of the Supervisory Board or other relevant strategies.

Specific controls for managing impacts, risks and opportunities are still being defined and had therefore not yet been implemented in the reporting year.

The SYZYGY Group has established a clearly structured reporting system that ensures regular and systematic reporting to the Management Board and Supervisory Board. This takes the form of monthly, quarterly and annual reports, supplemented by ad-hoc reporting in the case of significant events. Those responsible for monitoring and implementing the sustainability measures are defined as follows:

Functional area	Role owner	Responsibility
Supervisory Board	Chair of the Supervisory Board Chair of the Audit Committee	Approval and review of the sustainability report in accordance with Article 171 (1) of the German Stock Corporation Act (AktG) (as per the skills profile in the CG declaration) The annual report and quarterly reports are subject to review and approval once prepared
Management Board / Finance	CFO Finance Director	Early detection, analysis and assessment of IROs
Legal & Compliance	CFO Manager for Legal & Compliance	Early detection, analysis and assessment of compliance risks
Information Security & Data Protection	Information Security Officer Information Security Coordinators (SYZGY Group) Data Protection Officers	Information security IT security Data protection within infrastructures
Information Technology / IT Operations	CTO Group Director of IT (Syzygy AG)	SYZGY Group IT security
Human Resources	MD / CEO / CTO / CFO / HR Director	Occupational safety Data protection for employees Payroll accounting Time recording Master data maintenance Hirings/terminations
Investor Relations / Sustainability	CFO Investor Relations Manager	Capital market communication Capital market reporting (annual, quarterly, remuneration and sustainability report) Annual General Meeting
Other	CEO / CTO / CFO	

Skills and expertise

The Management Board directly and indirectly has the necessary skills and expertise in relation to material sustainability aspects. Internal training and compliance measures enable continuous improvement in communication between technical experts and management bodies. As part of the WPP compliance programmes, Management Board members and two out of three Supervisory Board members undergo mandatory training, including on the WPP Code of Conduct, anti-corruption and bribery prevention, data protection and information security.

The Supervisory Board and Management Board can draw on the expertise of internal support functions such as Group Finance, Compliance & Legal and Sustainability for specific topics as required.

GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The Supervisory Board continuously monitored the work of the Management Board and provided support and advice throughout the financial year. The Management Board and Supervisory Board apply the principles of responsible corporate governance, working together in a trusting relationship in accordance with the principles laid down in the Corporate Governance Report. This included

monitoring actions taken by the Management Board in terms of their legality, regularity, appropriateness and commercial viability.

In the reporting year, the Supervisory Board was included by the Management Board in the double materiality assessment in accordance with ESRS at the end of the reporting year and informed of the results. This covered material impacts, risks and opportunities, the current management approach and actions, metrics and targets.

A total of seven ordinary meetings of the Supervisory Board were held together with the Management Board in the 2024 financial year. Ordinary meetings were held on February 7, March 28, April 23, July 8 and 24, October 29 and December 12, 2024.

In the 2024 financial year, all members of the Supervisory Board attended a total of seven ordinary meetings and one extraordinary meeting. Meetings were not held solely as virtual meetings via video conferencing in the year under review, but in some cases also as in-person meetings, or in-person meetings with the option of participating in virtual form (hybrid meetings). There was also continual dialogue between the Management Board and Supervisory Board between these dates. In particular, the Management Board provided regular written reports, at least quarterly, about the company's performance and other important events.

The Management Board fully complied with its reporting requirements. Reports provided by the Management Board complied with the legal requirements with regard to both content and scope, and also fully satisfied the Supervisory Board's information needs. The Supervisory Board also requested additional information where necessary. The Supervisory Board critically examined the information and reports provided, assessing them with regard to plausibility. ESG topics are dealt with as required, for example when there are current issues such as the results of the eNPS, results of the carbon footprint or information on Group-wide employee development measures.

The administrative, management and supervisory bodies of the SYZGY Group systematically consider material impacts, risks and opportunities (IROs) in strategy monitoring, decision-making and risk management. They focus on both the economic stability and long-term sustainability of the company. Potential conflicts of interest between profitability and ESG strategy are managed through structured risk analysis and careful reconciliation in the decision-making process.

Through their inclusion in the materiality assessment process, the Management Board and Supervisory Board addressed all material impacts, opportunities and risks in the reporting year. An overview is provided under SBM-3.

GOV-3 – Integration of sustainability-related performance in incentive schemes

The Syzygy AG remuneration system does not include a performance-related incentive scheme and therefore does not take any sustainability or climate-related performance into account.

GOV-4 – Statement on due diligence

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2 ESRS 2 GOV-3 ESRS 2 SBM-3
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2 ESRS 2 SBM-2 ESRS 2 IRO-1 ESRS S1-2 ESRS S4-2
c) Identifying and assessing adverse impacts on people and the environment	ESRS 2 IRO-1 ESRS 2 SBM-3
d) Taking actions to address those adverse impacts on people and the environment	ESRS E1-3 ESRS S1-4 ESRS S4-4
e) Tracking the effectiveness of these efforts and communicating	ESRS E1-5 ESRS E1-6 ESRS S1-5 ESRS S1-9 ESRS S1-14 ESRS S1-16 ESRS S1-17

GOV-5 – Risk management and internal controls over sustainability reporting

The sustainability-related internal control system comprises policies, procedures and measures to ensure the correctness of ESG data used in the non-financial declaration.

The risk management and internal control systems for sustainability reporting are an integral part of the risk management process. Sustainability-related risks and opportunities are systematically assessed in risk and opportunity management, including potential risks relating to sustainability reporting. No material risks were identified in this regard in the reporting year. Nevertheless, ongoing internal controls ensure the quality and reliability of the Group-wide ESG data collection process in accordance with the ESRS S1 topical standards related to the person-related risks and opportunities of digitalisation (S4). A detailed description of the risk management process can be found in section 5 “Internal control system” and section 6 “Risk management system” of the Group Management Report.

The overarching objective of SYZYGY’s sustainability-related internal control system (ICS) is to record and reduce all of the company’s material operational, financial and non-financial risks to an acceptable level. The ICS is

an integral part of company-wide risk management. The sustainability-related ICS performs both a preventive and detective function and helps the company to optimise its corporate processes. Comprehensive preventive and detective controls have been implemented to address the defined risks. These include clear responsibilities, defined schedules, the separation of functions, the two-person rule, systematic and manual reconciliations, security measures for IT systems and information security as well as process-integrated measures such as analyses, monitoring and plausibility checks.

The ICS consists of the following components:

- Risk management: identifying and assessing sustainability risks and actions to minimise risk.
- Compliance and regulations: ensuring compliance with all relevant sustainability regulations and standards.
- Transparency and reporting: developing mechanisms for regularly monitoring and reporting sustainability performance using key performance indicators (KPIs), actions and audits.
- Integrity of data: ensuring the accuracy and transparency of the data published as part of sustainability reporting.
- Information security management system (ISMS): supporting the sustainable underpinning of corporate objectives and values.

The ICS objectives include:

- Climate change: calculating the company’s Corporate Carbon Footprint (CCF) and identifying actions to reduce its ecological footprint as well as offsetting. By 2030, SYZYGY intends to set up a process to fully offset all company-related CO₂ emissions. This includes accurately recording and reducing emissions, and investing in certified climate protection projects to offset the remaining emissions. By regularly calculating its CCF, SYZYGY intends to ensure the transparency and effectiveness of its emission reduction and offsetting efforts.
- Employees: ensuring compliance with all relevant work-related requirements for our own workforce. This includes systematically monitoring and promoting measures to improve employee and customer satisfaction, diversity and inclusion, training programmes, health and work-life balance. SYZYGY also ensures data protection, data security and information security by adhering to the highest standards (e.g. GDPR, TISAX certifications).
- Legal & compliance: ensuring adherence to all ethical standards and compliance guidelines.

The Group-wide risk and opportunity management system of Syzygy AG records strategic, operational, regulatory, legal, compliance, financial, environmental and HR risks and opportunities. The process starts by identifying

deviations from planned values or company targets. These deviations are then analysed and assessed, leading to decisions on how to deal with them – whether to minimise risks or exploit opportunities. Risks are aggregated and managed at the level of Syzygy AG, or action is initiated by Syzygy AG. The internal control system for financial transactions is supplemented by approval procedures (two-person rule), the separation of functions and access rules in the IT system. A risk management system is integrated into financial and sustainability reporting which ensures that risk identification, risk communication and monitoring of operational sustainability risk takes place at quarterly intervals.

The identification of material risks includes environmental and social responsibility, data security and information security aspects, as well as ethical business practices. The identified risks are evaluated in terms of their probability of occurrence and potential impact on the company. Based on this, measures to minimise risk are developed by the respective risk owners. The risk assessment also takes into account relevant legal and regulatory requirements.

The risk early warning systems used are based on various reporting systems: monthly reporting (financial reporting with budget and actual figures, new business activities and key HR metrics); quarterly reporting (business review, forecast or budget meetings between the Management Board and management team of the subsidiary companies on business development, financial planning, customer development, new business, HR development and compliance requirements); and annual reporting, in which, among other things, the Corporate Governance Declaration is reviewed and adjusted by the Management Board and Supervisory Board. Risk management and risk assessment procedures are recorded separately in Guidance on Risk Management and Risk Management for Information Security documents. Control activities, which are documented in a separate Excel file, are used to manage the identified risks and ensure the ICS objectives are met. SYZYGY uses specific management and control measures to ensure all processes align with the sustainability targets.

Unanticipated risks are immediately reported to the Management Board, including outside of regular reporting. Monitoring of the internal control system ensures that it functions effectively and is continuously improved over time. This involves assessing whether the sustainability measures achieve the desired results and fulfil the legal requirements. All measures, audit findings and developed controls are documented by the role owners and made centrally accessible to ensure that decisions and their implementation are transparent.

The SYZYGY Group sees HR risks as a key challenge, since the company's success is heavily dependent on the expertise and innovativeness of its employees. A general shortage of skilled labour, competitive pressure and demographic change may make it difficult for the company to attract and retain talent. Work-life balance, diversity and mental health also pose significant risks for long-term employee satisfaction and productivity. SYZYGY counteracts these risks by focusing on targeted talent development, transparent career paths and a strong employer brand. Flexible work models, diversity programmes and mental health measures promote long-term employee loyalty and satisfaction.

The central Finance and Investor Relations departments of Syzygy AG manage the processes for preparing the non-financial declaration. ESG data is collected across departments and standardised in the subsidiaries and Syzygy AG. The Finance department monitors data preparation and consolidation, analyses and checks the data, and ensures that it is collected correctly. Employees in the finance, sustainability, compliance and HR departments regularly take part in internal and external training courses in order to meet current legal requirements.

Relevant data on climate change topics (CO₂ emissions), employees and governance are recorded, analysed and consolidated at the end of the financial year. Sustainability data is collected at the beginning of the new financial year (following year) via ESG questionnaires using a

data collection tool. All operating units provide the data annually by a set deadline at the beginning of the following reporting year.

Internal controls are prioritised based on risk, with incorrect or incomplete data identified as material reporting risks. Process-specific controls, including the two-person rule and plausibility checks, such as completeness checks and deviation analysis, are used to minimise risk. SYZGY will continue to expand implementation of controls in the current financial year.

MDR-P Policies adopted to manage material sustainability matters

Policy	(a) Key contents	(b) Scope	(c) Responsible for implementation	(d) Reference to third-party standards or initiatives	(e) Consideration of key stakeholders	(f) Communication
SYZGY Group Code of Conduct	Commitment to ethical and lawful behaviour in the areas of governance, social responsibility, data security and data protection, integrity and corporate ethics, environment and climate	Applies to management board members, executives, managers, employees and suppliers of the SYZGY Group	Management Board, supported by Legal & Compliance	UN Universal Declaration of Human Rights, National Action Plan for Business and Human Rights of the Federal Republic of Germany, International Labour Standards set by the International Labour Organisation (ILO) to protect workers, European Convention on Human Rights, Modern Slavery Act, import and export control laws, German Act on Combating International Bribery, UK Bribery Act, US Foreign Corrupt Practices Act, applicable national laws on working hours, the GDPR, generally accepted accounting principles, all applicable environmental regulations, guidelines of the German Corporate Governance Code	Developed with consideration for the interests of employees, customers and regulatory authorities	Published on the intranet

Policy	(a) Key contents	(b) Scope	(c) Responsible for implementation	(d) Reference to third-party standards or initiatives	(e) Consideration of key stakeholders	(f) Communication
SYZYGY Group Code of Conduct for Suppliers	Standards for ethical behaviour and sustainable practices along the supply chain in the areas of governance, social responsibility, information security and data protection, integrity and corporate ethics, environment and climate, and control rights and consequences of non-compliance	Applies to all relevant suppliers and their entire supply chain	Management Board, supported by Legal & Compliance	UN Universal Declaration of Human Rights, National Action Plan for Business and Human Rights of the Federal Republic of Germany, International Labour Standards set by the International Labour Organisation (ILO) to protect workers, European Convention on Human Rights, Modern Slavery Act, import and export control laws, German Act on Combating International Bribery, UK Bribery Act, US Foreign Corrupt Practices Act, applicable national laws on working hours, the GDPR, generally accepted accounting principles, all applicable environmental regulations	Consideration of requirements and expectations of customers and regulatory authorities	Incorporated into contracts, audited as required
SYZYGY Group policy on gifts and hospitality from and to third parties	Dealing with gifts and hospitality from and to third parties: de minimis threshold, reporting, approval and documentation process, annual approval	Applies to management board members, executives, managers and employees of the SYZYGY Group.	Management Board, supported by Legal & Compliance	No specific standards specified	Consideration of the interests of existing and potential business partners and consideration of effect on public perception	Published on the intranet
SYZYGY Group travel policy	Guidelines for planning, booking and taking business trips; focus on ecological and economic aspects	Applies to all SYZYGY Group employees who plan, book or take business trips	Management Board, supported by Legal & Compliance	Local legal and tax regulations	Consideration of ecological requirements	Published on the intranet

Policy	(a) Key contents	(b) Scope	(c) Responsible for implementation	(d) Reference to third-party standards or initiatives	(e) Consideration of key stakeholders	(f) Communication
Occupational health and safety policy	Health and safety in the workplace: minimising health risks, preventing accidents and providing information on safety standards	Applies to all employees	Management Board, supported by People & Culture and local safety officers	Local labour and safety laws, e.g. German Social Accident Insurance (DGUV), German Occupational Safety and Health Act (ArbSchG)	Involvement of employees and safety officers	Published on the intranet, training courses
SYZYGY Group environmental policy	Environmental and climate protection, social responsibility and economic sustainability: promoting sustainable behaviour by employees	Applies to management board members, executives, managers, employees and suppliers of the SYZYGY Group	Management Board, supported by Legal & Compliance, Investor Relations & Sustainability	European Climate Law, Paris Agreement, national environmental regulations	Consideration of environmental standards and stakeholder interests	Published on the intranet, incorporated into sustainability initiatives
Policy on the use of generative AI systems	Definition of rules and requirements for the use of generative AI systems in work processes	Applies to all employees and work processes that use generative AI systems	CTO, information security and data protection experts	ISO/IEC 27001, GDPR and company standards on information security	Consideration of ethical and legal aspects in dealing with generative AI systems	Published on the intranet

Policy	(a) Key contents	(b) Scope	(c) Responsible for implementation	(d) Reference to third-party standards or initiatives	(e) Consideration of key stakeholders	(f) Communication
SYZGY Group Information Security Mission Statement and derived guidelines	Protecting relevant information of the SYZGY Group with regard to confidentiality, availability and integrity, irrespective of form (digital, analogue, mental). Risk-based approach Includes proper handling of work equipment and information as well as defining standards for conduct	Applies to all employees at all German locations of the SYZGY Group, and partly to subcontractors and suppliers	Managers with support from information security coordinators (ISCs), CISO, IT Security	ISO/IEC 27001, TISAX, IT-Grundschutz Compendium of the German Federal Office for Information Security (BSI), WPP Standards	Inclusion of all employees to achieve and maintain a safe working environment with the aim of preventing damage (financial and reputational) to SYZGY	Published on the intranet and covered in regular training sessions to raise awareness, fortnightly meetings of all ISCs with CISO and DSB, quarterly management reviews
SYZGY Group policy on handling information security incidents	Recognising information security incidents and the correct approach to prevent damage to SYZGY	Applies to all employees at all German locations of the SYZGY Group	Group CISO, ISCs, managers	ISO/IEC 27001, TISAX, IT-Grundschutz Compendium of the German Federal Office for Information Security (BSI), data protection legislation	Inclusion of all employees to maintain a safe working environment with the aim of reducing damage (financial and reputational) to SYZGY	Published on the intranet, information posters
SYZGY Group Data Protection Mission Statement	Basis for protecting personal data, including data minimisation, transparency and intervenability	Applies to all employees at all locations of the SYZGY Group	Management board members, executives, managers and employees of the SYZGY Group	GDPR, national data protection laws	Consideration of the rights and interests of data subjects, including customers and employees	Published on the intranet, covered in regular training sessions and updates on compliance with data protection standards

IRO-2 – Disclosure requirements in ESRS covered by the undertaking's sustainability statement

The following table provides an overview of the ESRS reporting requirements covered in the non-financial declaration (NFD). It contains references to the respective page numbers and paragraphs in which the corresponding information can be found.

ESRS 2

General disclosures

2	<u>BP-1</u>	General basis for preparation of sustainability statements
2	<u>BP-2</u>	Disclosures in relation to specific circumstances
2	<u>GOV-1</u>	The role of the administrative, management and supervisory bodies
2	<u>GOV-2</u>	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
2	<u>GOV-3</u>	Integration of sustainability-related performance in incentive schemes
2	<u>GOV-4</u>	Statement on due diligence
2	<u>GOV-5</u>	Risk management and internal controls over sustainability reporting
2	<u>SBM-1</u>	Strategy, business model and value chain
2	<u>SBM-2</u>	Interests and views of stakeholders
2	<u>SBM-3</u>	Material impacts, risks and opportunities and their interaction with strategy and business model
2	<u>IRO-1</u>	Description of the process to identify and assess material impacts, risks and opportunities
2	<u>IRO-2</u>	Disclosure requirements in ESRS covered by the undertaking's sustainability statement
2	<u>MDR-P</u>	Policies adopted to manage material sustainability matters

ESRS 2

General disclosures

2	MDR-A	Actions and resources in relation to material sustainability matters	<u>E1-3</u> , <u>S1-4</u> , <u>S4-4</u>
2	MDR-M	Metrics in relation to material sustainability matters	<u>E1-5</u> , <u>E1-6</u> , <u>S1-6</u> , <u>S1-9</u> , <u>S1-13</u> , <u>S1-14</u> , <u>S1-15</u> , <u>S1-16</u>
2	MDR-T	Tracking effectiveness of policies and actions through targets	<u>E1-4</u> , <u>S1-5</u> , <u>S4-5</u>

ESRS E1 Climate change

E1	<u>GOV-3</u>	Integration of sustainability-related performance in incentive schemes
E1	<u>E1-1</u>	Transition plan for climate change mitigation
E1	<u>SBM-3</u>	Material impacts, risks and opportunities and their interaction with strategy and business model
E1	<u>IRO-1</u>	Description of the processes to identify and assess material climate-related impacts, risks and opportunities
E1	<u>E1-2</u>	Policies related to climate change mitigation and adaptation
E1	<u>E1-3</u>	Actions and resources in relation to climate change policies
E1	<u>E1-4</u>	Targets related to climate change mitigation and adaptation
E1	<u>E1-5</u>	Energy consumption and mix
E1	<u>E1-6</u>	Gross Scopes 1, 2 and Total GHG emissions
E1	<u>E1-7</u>	GHG removals and mitigation projects financed through carbon credits
E1	<u>E1-8</u>	Internal carbon pricing

ESRS E2 Pollution

E2	<u>IRO-1</u>	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities
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ESRS 2

General disclosures

ESRS E3 Water and marine resources

E3	<u>IRO-1</u>	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities
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ESRS E4 Biodiversity and ecosystems

E4	<u>IRO-1</u>	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities
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ESRS S1 Own workforce

S1	<u>SBM-2</u>	Interests and views of stakeholders
S1	<u>SBM-3</u>	Material impacts, risks and opportunities and their interaction with strategy and business model
S1	<u>S1-1</u>	Policies related to own workforce
S1	<u>S1-2</u>	Processes for engaging with own workforce and workers' representatives about impacts
S1	<u>S1-3</u>	Processes to remediate negative impacts and channels for own workforce to raise concerns
S1	<u>S1-4</u>	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches
S1	<u>S1-5</u>	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
S1	<u>S1-6</u>	Characteristics of the undertaking's employees
S1	<u>S1-7</u>	Characteristics of non-employees in the undertaking's own workforce
S1	<u>S1-9</u>	Diversity metrics
S1	<u>S1-10</u>	Adequate wages
S1	<u>S1-11</u>	Social protection
S1	<u>S1-13</u>	Training and skills development metrics

ESRS 2

General disclosures

S1	S1-14	Health and safety metrics
S1	S1-15	Work-life balance metrics
S1	S1-16	Remuneration metrics (pay gap and total remuneration)
S1	S1-17	Incidents, complaints and severe human rights impacts

ESRS S4 Consumers and end-users

S4	SBM-2	Interests and views of stakeholders
S4	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
S4	S4-1	Policies related to consumers and end-users
S4	S4-2	Processes for engaging with consumers and end-users about impacts
S4	S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns
S4	S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions and approaches
S4	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

ESRS G1 Business conduct

G1	GOV-1	The role of the administrative, management and supervisory bodies
G1	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities
G1	G1-1	Business conduct policies and corporate culture
G1	G1-3	Prevention and detection of corruption and bribery
G1	G1-4	Incidents of corruption or bribery

List of datapoints in cross-cutting and topical standards that derive from other EU legislation (ESRS 2 Appendix B)

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	✓		✓		<u>Material</u>
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			✓		<u>Material</u>
ESRS 2 GOV-4 Statement on due diligence paragraph 30	✓				<u>Material</u>
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	✓	✓	✓		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	✓		✓		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	✓		✓		Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			✓		Not material
E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				✓	<u>Material</u>

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		✓	✓		Not material
E1-4 GHG emission reduction targets paragraph 34	✓	✓	✓		<u>Material</u>
E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	✓				Not material
E1-5 Energy consumption and mix paragraph 37	✓				Not material
E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	✓				Not material
E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	✓	✓	✓		<u>Material</u>
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	✓	✓	✓		<u>Material</u>
ESRS E1-7 GHG removals and carbon credits paragraph 56				✓	<u>Not material</u>

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66		✓			Not material
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		✓			Not material
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69		✓			Not material
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil paragraph 28		✓			Not material
ESRS E3-1 Water and marine resources paragraph 9	✓				Not material
ESRS E3-1 Dedicated policy paragraph 13	✓				Not material
ESRS E3-1 Sustainable oceans and seas paragraph 14	✓				Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	✓				Not material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	✓				Not material

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS 2 – SBM 3 – E4 paragraph 16 (a) i	✓				Not material
ESRS 2 – SBM 3 – E4 paragraph 16 (b)	✓				Not material
ESRS 2 – SBM 3 – E4 paragraph 16 (c)	✓				Not material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	✓				Not material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	✓				Not material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	✓				Not material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	✓				Not material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	✓				Not material
ESRS 2 – SBM3 – S1 Risk of incidents of forced labour paragraph 14 (f)	✓				<u>Material</u>
ESRS 2 SBM3 – S1 Risk of incidents of child labour paragraph 14 (g)	✓				<u>Material</u>
ESRS S1-1 Human rights policy commitments paragraph 20	✓				<u>Material</u>

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8 paragraph 21			✓		<u>Material</u>
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	✓		✓		<u>Material</u>
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	✓				<u>Material</u>
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	✓				<u>Material</u>
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	✓		✓		<u>Material</u>
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	✓				<u>Material</u>
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	✓		✓		<u>Material</u>
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	✓				<u>Material</u>
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	✓				<u>Material</u>

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	✓		✓		<u>Material</u>
ESRS 2 – SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	✓				Not material
ESRS S2-1 Human rights policy commitments paragraph 17	✓				Not material
ESRS S2-1 Policies related to value chain workers paragraph 18	✓				Not material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	✓		✓		Not material
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8 paragraph 19			✓		Not material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	✓				Not material
ESRS S3-1 Human rights policy commitments paragraph 16	✓				Not material

Disclosure requirement and related datapoint	SDFR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page/ Not material
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	✓		✓		Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	✓				Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	✓				<u>Material</u>
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	✓		✓		<u>Material</u>
ESRS S4-4 Human rights issues and incidents paragraph 35	✓				<u>Material</u>
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	✓				<u>Material</u>
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	✓				<u>Material</u>
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	✓		✓		<u>Material</u>
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	✓				<u>Material</u>

Environmental information

Compliance with the transparency requirements of the EU taxonomy

The European Union's Taxonomy Regulation (2020/852) (EU taxonomy or Taxonomy Regulation) and especially its delegated regulations form the basis for various future and ongoing EU initiatives in relation to sustainable financial reporting.

The SYZGY Group is required by the Taxonomy Regulation to disclose information on how and to what extent its operations are linked to economic activities that qualify as environmentally sustainable economic activities under EU taxonomy legislation.

The first environmental objectives of the taxonomy – “Climate change mitigation” and “Climate change adaptation” – were adopted in EU legislation in the course of 2021. Since 2022, companies subject to reporting requirements must also establish that the reported taxonomy-eligible economic activities are taxonomy-aligned, in addition to an analysis of the taxonomy eligibility. This examines whether an economic activity substantially contributes to at least one of the six environmental objectives, does not do significant harm to any of the environmental objectives, and meets minimum social standards. In 2023, the requirement to disclose taxonomy eligibility on the “sustainable use and

protection of water and marine resources”, “transition to a circular economy”, “pollution prevention and control” and “protection and restoration of biodiversity and ecosystems” environmental objectives was expanded. Since 2024, full disclosure requirements must be implemented for all six environmental objectives. Taxonomy alignment must also be checked and disclosed in addition to taxonomy eligibility.

Taxonomy eligibility and taxonomy alignment: Turnover

In the 2024 financial year, the SYZGY Group only recorded a small amount of sales revenue or significant expenditure for the economic activities mentioned in the delegated acts. No sales revenue was recorded in connection with the other environmental objectives. In the 2024 financial year, the SYZGY Group did not record any sales revenue or significant expenditure for the economic activities mentioned in the delegated acts with regard to water and marine resources, the circular economy, pollution or biodiversity.

The taxonomy-eligible turnover of the SYZGY Group includes turnover from hosting activities for customers using external data centres or involving external service providers. This turnover is derived from the income statement by cost centre.

For data centres, the EU Taxonomy Regulation defines specific criteria under economic activity “CCM 8.1 Data processing, hosting and related activities” that emphasise sustainability and energy efficiency. The aim is to significantly reduce energy and water consumption. This category includes activities such as storing, managing, transmitting and processing data, including edge computing, and falls under NACE code J63.11. SYZGY realises its hosting activities by using external data centres, for which proof of compliance with the procedures of the European Code of Conduct for Energy Efficiency (CoC) is not yet available. The company can therefore not prove a substantial contribution to a taxonomy-aligned economic activity. As a result, the DNSH (Do No Significant Harm) criteria and minimum safeguards were not pursued any further. The SYZGY Group has therefore only categorised these activities as taxonomy-eligible to date. The previous year has been adjusted, as this turnover was not yet recognised as taxonomy-eligible in the previous year.

Taxonomy eligibility and taxonomy alignment: CapEx

The taxonomy-eligible capital expenditure of the SYZGY Group includes investment in rights of use for property and vehicles. The capital expenditure analysed here is derived from the access to rights of use within asset accounting.

With regard to the activities “CCM 6.5 Transport by motorbikes, passenger cars and light commercial vehicles” and “CCM 7.7 Acquisition and ownership of buildings”, no adequate documentation relating to climate risk analysis is available at this time. The company can also not prove a substantial contribution to a taxonomy-aligned economic activity. As a result, the DNSH (Do No Significant Harm) criteria and minimum safeguards were not pursued any further. The SYZGY Group has therefore only categorised these activities as taxonomy-eligible to date.

Taxonomy eligibility and taxonomy alignment: OpEx

The taxonomy-eligible operating expenditure of the SYZGY Group related to the environmental objective of climate change mitigation includes expenses for cleaning buildings, repairs and renovations as well as leasing office equipment (e.g. printers). The operating expenditure analysed here is derived directly from the income statement.

There is no evidence that the operating expenditure mentioned here makes a substantial contribution to at least one of the six environmental objectives of the EU Taxonomy. The company can therefore not prove a substantial contribution to a taxonomy-aligned economic activity. As a result, the DNSH (Do No Significant Harm) criteria and minimum safeguards were not pursued any further. The SYZGY Group has therefore only categorised these activities as taxonomy-eligible to date.

The SYZGY Group will use the findings of the associated analysis to prepare and improve individual reporting processes on the taxonomy alignment of taxonomy-eligible activities for the coming reporting year.

As the SYZGY Group does not carry out any business activities relating to gas and nuclear power as listed in the annexes to Commission Delegated Regulation (EU) 2022/1214 of 9 March 2022, the reporting forms shown in Annex 3 are not included for the 2024 reporting year.

Disclosure of taxonomy metrics

The following overview shows the proportion of taxonomy-eligible and taxonomy-aligned economic activities for the environmental objectives in terms of turnover, capital expenditure and operating expenditure:

Turnover resulting from taxonomy-eligible and taxonomy-aligned economic activities

1	2024			Criteria for a significant contribution						DNSH criteria ("Do no significant harm")							18	19	20
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			
Economic activities	Number	Total turnover	Proportion of turnover	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Minimum social standards	Proportion taxonomy-aligned (A.1) or taxonomy-eligible (A.2.) Turnover 2023	"Category (enabling activities)"	"Category (transitional activities)"
	kEUR	%		%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (taxonomy-aligned)																			
Turnover from environmentally sustainable activities (taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities)																			
Data processing, hosting and related activities	CCM 8.1	2,019	3%	N	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL			
Turnover from taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities) (A.2)		2,019	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%		
Total A.1 + A.2		2,019	3%																
B. Non-taxonomy-eligible activities																			
Turnover from non-taxonomy-eligible activities (B)		67,410	97%																
Total A + B		69,429	100%																

Meanings of the abbreviations:

Y – Yes, taxonomy-eligible activity that is taxonomy-aligned with the relevant environmental objective
 N – No, taxonomy-eligible activity that is not taxonomy-aligned with the relevant environmental objective
 N/EL – "not eligible", activity that is not taxonomy-eligible for the relevant environmental objective

E – enabling activities
 T – transitional activities

2024				Criteria for a significant contribution						DNSH criteria ("Do no significant harm")									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Economic activities	Number	CapEx total	Proportion of CapEx	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Minimum social standards	Proportion taxonomy-aligned (A.1.) or taxonomy-eligible (A.2.) CapEx 2023	"Category (enabling activities)"	"Category (transitional activities)"
	kEUR	%		%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (taxonomy-aligned)																			
CapEx on environmentally sustainable activities (taxonomy-aligned) (A.1)		0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	N/A	N/A
A.2 Taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities)																			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	84	4%	N	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	4%		
Acquisition and ownership of buildings	CCM 7.7	1,404	69%	N	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	45%		
CapEx on taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities) (A.2)		1,488	73%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%		
Total A.1 + A.2		1,488	73%														0%		
B. Non-taxonomy-eligible activities																			
CapEx on non-taxonomy-eligible activities (B)		556	27%	Meanings of the abbreviations: Y – Yes, taxonomy-eligible activity that is taxonomy-aligned with the relevant environmental objective N – No, taxonomy-eligible activity that is not taxonomy-aligned with the relevant environmental objective N/EL – "not eligible", activity that is not taxonomy-eligible for the relevant environmental objective E – enabling activities T – transitional activities															
Total A + B		2,044	100%																

Metrics for operating expenses (OpEx)

1	2	2024		Criteria for a significant contribution						DNSH criteria ("Do no significant harm")							18	19	20
		3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			
Economic activities	Number	OpEx total	Proportion of OpEx	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Climate change	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity	Minimum social standards	Proportion taxonomy-aligned (A.1) or taxonomy-eligible (A.2.) OpEx 2023	"Category (enabling activities)"	"Category (transitional activities)"
		kEUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (taxonomy-aligned)																			
OpEx on environmentally sustainable activities (taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities)																			
OpEx on taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Total A.1 + A.2		0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
B. Non-taxonomy-eligible activities																			
OpEx on non-taxonomy-eligible activities (B)		442	100%																
Total A + B		442	100%																

Meanings of the abbreviations:

Y – Yes, taxonomy-eligible activity that is taxonomy-aligned with the relevant environmental objective

N – No, taxonomy-eligible activity that is not taxonomy-aligned with the relevant environmental objective

N/EL – "not eligible", activity that is not taxonomy-eligible for the relevant environmental objective

E – enabling activities

T – transitional activities

Proportion of turnover resulting from taxonomy-eligible and taxonomy-aligned economic activities

	Proportion of turnover / total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	0%	3%
Climate change adaptation (CCA)	0%	0%
Water (WTR)	0%	0%
Circular economy (CE)	0%	0%
Pollution (PPC)	0%	0%
Biodiversity (BIO)	0%	0%

Proportion of CapEx relating to taxonomy-eligible and taxonomy-aligned economic activities

	Capital expenditure (CapEx) share / total capital expenditure (CapEx)	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	0%	73%
Climate change adaptation (CCA)	0%	0%
Water (WTR)	0%	0%
Circular economy (CE)	0%	0%
Pollution (PPC)	0%	0%
Biodiversity (BIO)	0%	0%

Proportion of OpEx relating to taxonomy-eligible and taxonomy-aligned economic activities

	OpEx share / total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
Climate change mitigation (CCM)	0%	0%
Climate change adaptation (CCA)	0%	0%
Water (WTR)	0%	0%
Circular economy (CE)	0%	0%
Pollution (PPC)	0%	0%
Biodiversity (BIO)	0%	0%

Delegated Regulation (EU) 2022/1214 furthermore requires SYZGY to provide specific information on economic activities relating to nuclear energy and fossil fuels. The detailed disclosure requirements stipulated in Annex XII of the Delegated Regulation do not apply to the SYZGY Group.

Nuclear and fossil gas related activities

Nuclear energy related activities

The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.

No

The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.

No

The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.

No

Fossil gas related activities

The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.

No

The undertaking carries out, funds or has exposures to construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.

No

The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.

No

ESRS E1 – Information on climate change

SYZGY views climate change as one of the most pressing global challenges and recognises the central role of business in developing sustainable opportunities for growth. As a partner for digital transformation, SYZGY develops innovative and sustainable marketing and technology solutions that help support the transition to a climate-friendly economy.

However, as a data centre user, SYZGY is also aware of the need to minimise the impact its business activities have on the climate. The energy required to process and store data is constantly rising due to the increasing demand for IT systems, data centres and network infrastructure, which also increases the need for renewable energy. Commuting by SYZGY employees also contributes to global warming in the form of CO₂ emissions.

SYZGY aims to reduce its energy consumption and associated emissions as much as possible.

Further information on this can be found in the section:
[ESRS 2 – GOV-3 – Integration of sustainability-related performance in incentive schemes](#)

E1-1 – Transition plan for climate change mitigation

SYZGY does not currently have a comprehensive decarbonisation transition plan in place to ensure that its business strategy and model are fully aligned with the transition to a sustainable economy and limiting global warming to 1.5°C.

However, SYZGY is committed to doing its part to mitigate the effects of climate change and support the transition to a low-carbon economy. The Group is therefore focusing on direct emissions produced by its business operations, although in the future it will also look more closely at indirect effects along the value chain, including emissions from suppliers and external partners.

SYZGY plans to implement these measures and strategies in stages over the coming years to achieve the defined goals and full ESRS compliance. The development of a transition plan is set to be completed in the course of the 2025 financial year.

E1-SBM-3 – Climate-related risks

Climate-related impacts were identified and assessed in the 2024 double materiality assessment (DMA) and associated analysis of IROs. The SYZGY Group categorises climate-related impacts on its business model, current assets and locations as low.

The SYZGY Group did not carry out a comprehensive scenario analysis as part of the assessment. Instead, the company's resilience was assessed based on qualitative risk analyses and taking into account the elementary threats outlined in the IT-Grundschrift Compendium of the German Federal Office for Information Security (BSI). This assessment considers potential climate-related risks to the company's business model, current assets and locations.

Despite not carrying out a formal scenario analysis, two climate-related impacts were identified:

- Greenhouse gas emissions from server use: the energy consumption of server infrastructure contributes to CO₂ emissions, which is why action to reduce and optimise IT infrastructure is required.
- Emissions from staff commuting: the emissions generated by staff going to and from work make it necessary for the company to take climate mitigation action, such as promoting sustainable mobility solutions.

Physical risks related to the business model, locations and business activities of the SYZYGY Group were examined as part of the analysis. Although potential risks were identified, they were categorised as non-material.

These risks were assessed based on qualitative analyses, which captured climate-related hazards and their potential impact on the company's business activities. In particular, the company's locations, the infrastructure it uses and its critical business processes were analysed. The probability of these hazards occurring was also assessed to determine the relevance of the risks identified.

Potential risks along the value chain were also assessed, and categorised as having a lower probability. SYZYGY does not consider them to have any direct impact on the Group's business model or strategy. This assessment is based on the analysis of existing supplier and service provider relationships and the ability of relevant actors to adapt to changes.

Over the course of the financial year, SYZYGY will set up a business continuity management (BCM) system for its German units, with the aim of increasing the resilience of business operations, securing the long-term success of the company and meeting the requirements of the market environment. This should ensure that SYZYGY is able to maintain its most important business processes even under critical conditions.

SYZYGY has not yet carried out a comprehensive resilience analysis to identify potential vulnerabilities and develop targeted countermeasures. Such an analysis would systematically evaluate climate-related physical risks, including natural disasters and extreme weather events.

Further information on this can be found in the section: [ESRS 2 - SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model](#)

E1-IRO-1 – Environmental IROs

As part of the overall process on material environmental matters, a combination of internal analyses such as the Corporate Carbon Footprint (CCF), which was calculated by Climate Partner for 2021-2023, and external environmental analyses and studies were used to properly assess the current situation. SYZYGY came to the conclusion that, although it is having an impact on climate change, it can be classified as low impact based on the greenhouse gas emissions attributable to the company to date.

Climate-related IROs are identified based on the findings of the Controlling and Sustainability department in close consultation with the Management Board. The assessment looks at the company's own operations and covers the whole SYZYGY Group in terms of the negative impact of greenhouse gas emissions from server use and staff commuting.

Further information on this can be found in the section: [ESRS 2 – IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities](#)

Material impacts, risks and opportunities

As part of the double materiality analysis (DMA) used to identify relevant impacts, risks and opportunities (IROs), negative impacts on the sub-topics of climate change adaptation and climate change mitigation were classified as material.

Negative impacts

Greenhouse gas emissions from server use

The use of energy-intensive servers and AI platforms in the company's own operations leads to increased greenhouse gas emissions and contributes to global warming. As digital services rely on considerable computing capacity, significant CO₂ emissions are generated, especially if servers are operated using non-renewable energy sources. The computing power required to provide digital services and the necessary cooling of servers consume large amounts of electricity. This poses a challenge for the sustainability strategy. Accordingly, SYZYGY is planning measures to increase efficiency and utilise climate-friendly IT infrastructures.

Greenhouse gas emissions from staff commuting

Commuting by SYZGY employees leads to increased greenhouse gas emissions and contributes to global warming. The use of fossil fuels in particular to travel to and from work increases CO₂ emissions and poses a challenge to reducing company-related emissions. As part of its measures, SYZGY aims to reduce greenhouse gas emissions in a targeted manner by promoting more environmentally friendly mobility alternatives.

E1-2 – Policies related to climate change mitigation and adaptation

The SYZGY Group's environmental policy, which is publicly accessible and available to all employees on the company's website and intranet, is the company's main policy for managing the material impacts, risks and opportunities of its business operations.

The environmental policy describes how SYZGY approaches identifying, assessing, managing and if necessary addressing material sustainability matters. It focuses on mitigating climate change with measures such as promoting energy efficiency, using renewable energy sources and reducing greenhouse gas emissions. The policy also includes strategies for adapting to the effects of climate change, including using resources sustainably, minimising waste and offsetting unavoidable emissions by way of specific offsetting projects.

This policy is an integral part of corporate strategy and is based on external standards such as the Paris Agreement, national environmental regulations and the requirements set out in the German Supply Chain Due Diligence Act (LkSG).

Within the SYZGY Group, the environmental policy is internationally binding for management board members, executives, managers and employees. Suppliers are expected to adhere to this environmental policy in order to ensure environmentally friendly practices and sustainable processes in all areas of the business. The policy is reviewed annually and approved by the Management Board.

E1-3 – Actions and resources in relation to climate change policies

The SYZGY Group aims to continue the progress made in reducing its Corporate Carbon Footprint (CCF) from previous reporting years to achieve the targets set and consistently implement measures to reduce carbon emissions.

As part of its sustainability strategy, SYZGY is taking action to reduce its own environmental footprint. This includes increasing the efficiency of IT infrastructure within rented office space, using electricity from renewable energy sources, reducing emissions by switching to electric fleet vehicles and promoting sustainable mobility concepts for employees.

The SYZGY Group promotes sustainable behaviour in everyday working life to help reduce carbon emissions attributable to the company's operations.

SYZGY also implements targeted measures to promote environmentally conscious behaviour among its employees:

- Sustainable mobility: providing job tickets, bicycle leasing offers and charging points for electric vehicle to reduce commuting emissions
- Allowing staff to work from home to reduce emissions generated by employee commuting
- Conserving resources in the office: promoting paperless processes, optimised waste separation and the use of recycling materials in office equipment
- Reducing business travel: promoting virtual meetings and rail travel as the preferred travel option to reduce emissions caused by business travel.

Actions to reduce Scope 1 emissions

Switching to electric company vehicles

The SYZGY Group is supporting environmentally responsible mobility by switching its company vehicles to electric and hybrid models. This step is intended to help to further reduce emissions. The goal is to use only electric and hybrid vehicles as company cars by 2025. Charging points will also be provided for employees and customers at the company's headquarters in Bad Homburg and at its Munich site.

Increasing the efficiency of IT infrastructure

The SYZGY Group operates its own server rooms at all locations. The services provided in these rooms are operated via virtual platforms such as Microsoft Hyper-V and VMware. Central services, in particular at the Bad Homburg location, run on virtualised systems.

SYZGY continuously optimises its IT infrastructure to improve its energy efficiency. Certain services are provided via Microsoft 365, Microsoft Azure and AWS, whose data centres utilise energy-efficient technologies and renewable energy. This reduces the direct energy consumption of the company's own physical servers. SYZGY also aims to keep the number of physical servers to a minimum as all services are provided via virtual instances. This avoids unused capacity and increases energy efficiency.

SYZGY also takes sustainability into account when procuring hardware: the company uses energy-efficient enterprise hardware that is optimised for continuous business operation and consumes less energy. The Group has also chosen longer usage periods of around 4 years for electronic devices, to continuously minimise energy and resource consumption and thus overall emissions. They are only included in the carbon footprint in the year of purchase. This means that each year that the devices continue to be used, the amount of emissions produced by the devices is not included in the footprint. SYZGY is using these measures to reduce the environmental impact of its IT infrastructure and create digital working methods that conserve resources.

Actions to reduce Scope 2 emissions

Using renewable energy: heat and electricity

The SYZGY Group is committed to using renewable energy at its office and service locations. The SYZGY Group has been purchasing electricity from 100 per cent renewable energy sources at all locations in Germany since 2021, having concluded purchase agreements for green power. This step underlines the company's commitment to a sustainable and environmentally friendly energy supply. The company's international locations in the UK and Poland are covered by Guarantees of Origin (GoOs) from renewable energy sources.

Reducing building emissions by promoting sustainable behaviour

The headquarters in Bad Homburg have met demanding green building and LEED Gold standards since 2017 to reduce climate-relevant emissions, i.e. this building is operated in an energy-efficient, resource-conserving and environmentally friendly way.

Although the Group does not have direct control over the energy efficiency of the buildings in which it rents office space, it promotes sustainable practices to reduce energy consumption for heat and electricity. This not only includes using energy-efficient hardware and lighting systems but also raising awareness of how to use energy in a conscious manner.

Actions to reduce Scope 3 emissions

Reducing emissions along the entire value chain

In the years ahead, indirect emissions along the value chain (Scope 3) in particular will be crucial to reducing the company's overall emissions.

Over the course of the 2025 financial year, the SYZGY Group will assess the relevance of additional Scope 3 categories and include them in future calculations to record greenhouse gas emissions even more accurately and continuously minimise them.

The SYZGY Group is also continuing to implement targeted measures to reduce carbon emissions in the categories of purchased electronics, business travel and products and services. This includes extending the useful life of purchased electronic devices to ensure resources are used more efficiently as well as increasing the use of trains and virtual meetings to reduce air travel. In addition, the SYZGY Group is actively helping its customers to reduce carbon emissions in the digital ecosystem by integrating sustainable solutions in projects and campaigns and promoting their implementation.

The SYZGY Group is implementing ongoing measures and initiatives in the areas of sustainable mobility and working from home to reduce the negative impacts identified, including the CO₂ emissions caused by staff commuting. The aim is to continuously reduce these emissions, thereby minimising the company's environmental impact.

Staff commuting

SYZGY is reducing the CO₂ emissions attributable to staff commuting by not only promoting public transport and the use of company bicycles but also switching to electric company vehicles. The SYZGY Group partly supports this through financial subsidies for using public transport, and promotes a culture of sustainability by incentivising staff to switch to alternative modes of transport, such as bicycles

or electric bikes. Another approach is promoting flexible work models, including working from home, to reduce the need for employees to commute. When an employee works from home, it entirely eliminates their commute, which has a direct impact on reducing CO₂ emissions.

Further information on this can be found in the section:

[S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches – flexible working models](#)

SYZGY conducts an annual employee survey to determine the carbon emissions caused by employees travelling to and from work. The company also uses this survey to identify and adapt targeted actions to reduce these emissions. The data collected is based on the use of various means of transport, the distance travelled, the number of months in the year under review, the average number of working days per week and the share of employees working from home. This analysis forms the basis for further action to reduce the carbon footprint of commuting.

E1-4 – Targets related to climate change mitigation and adaptation

The SYZGY Group is committed to reducing its emissions and looks at the carbon emissions identified to monitor its progress. As part of a bottom-up approach, actions are derived directly from the company's carbon footprint (CCF) and adjusted as necessary to ensure a practical and effective reduction in carbon emissions. 2021 is the baseline for the GHG performance of the SYZGY Group. This baseline was chosen due to the ongoing assessment of the Corporate Carbon Footprint (CCF) using a standardised calculation methodology, which ensures that the reference value is determined consistently and remains comparable over the years. SYZGY has not defined any specific quantified targets to date as it is focused on continuous optimisation and considering the opportunities specific to the company.

Scope 1: Company-owned vehicle fleet

A significant part of reducing Scope 1 emissions will be achieved with measures relating to the company car fleet. By the end of 2025, SYZGY aims for all company cars to be either electric or hybrid. By the end of 2027, the company plans to switch the entire fleet to electric vehicles for eligible employees.

Scope 2: Purchased energy (heating and electricity)

SYZGY aims to use 100 per cent renewable energy sources by 2030.

SYZGY has limited influence on the sources of heating energy, as all office space is rented and the respective owners determine how energy is supplied. When concluding new leases, however, the company aims to ensure renewable energy is used for heating wherever possible. SYZGY also aims to reduce, where possible, the amount of space it rents to lower the company's overall energy consumption and further minimise its environmental impact.

Since 2021, SYZGY has exclusively used electricity from 100% renewable energy sources for its business activities at all German locations, allowing the company to achieve climate neutrality in this regard. At the locations in the UK and Poland, the origin of electricity is guaranteed by Renewable Energy Certificates (RECs). SYZGY also seeks to achieve climate neutrality at its international locations by purchasing electricity from renewable sources.

The SYZGY Group aims to ensure that its IT infrastructure is energy efficient by optimising the energy efficiency of servers and data centres, reducing electricity consumption through modern technologies and relying exclusively on renewable energy to power them. The company also aims to take this further by using resource-saving cloud and AI platforms and extending the useful life of electronic devices to around 4 years, which will reduce energy and resource consumption as well as overall emissions.

Syzgy AG adopts a bottom-up approach based on potential to define realistic and practical emission reduction targets. This methodology differs from a top-down approach, such as the one set by the Science Based Targets Initiative (SBTi). While SBTi relies on global scientific climate models and predefined reduction pathways, SYZGY purposely takes into account the opportunities, processes and structures specific to the company.

The bottom-up methodology means that the emission reduction targets are not simply derived from external standards. Instead, they are developed from a detailed internal analysis of existing operating conditions. The following assumptions and factors influence the defined targets:

Analysing the specific sources of emissions within the Group involves looking at all relevant operational CO₂ emissions, particularly from energy consumption. The company specifically identifies areas with the potential to significantly reduce emissions, for example by increasing the use of renewable energy.

Another important aspect is the practical feasibility of the measures within the company's existing structure. This involves assessing which approaches can realistically be implemented without negatively impacting operational processes. The company also takes into account economic and operational factors to prioritise any measures that yield both a significant reduction in emissions and a high level of efficiency.

As the approach is designed to be dynamic, SYZGY regularly reviews and adapts the targets to align with technological developments and organisational changes. This flexible management allows measures to be optimised on an ongoing basis so that the emissions reduction strategy can be continuously developed and adjusted to reflect current conditions.

When setting its emission reduction targets, the SYZGY Group consulted various internal and external data sources to ensure the targets were both well-founded and realistic.

Internal data sources:

- Historical carbon footprint (CCF) of the SYZYGY Group (calculated since the 2021 baseline) used to identify key emissions.
- Energy consumption data at company locations.

External data sources:

- Emission Factors Database of the German Federal Environment Agency (UBA/DE), UK Government (BEIS), European Environment Agency (EEA/EU) and Global Emission Model for Integrated Systems (GEMIS) used to calculate location- and market-based emissions.
- Data from the German Federal Office for Economic Affairs and Export Control (BAFA) on energy efficiency measures and renewable energies.
- Industry and market studies on best practices in the digital sector with regard to reducing emissions, such as the Road to Net Zero for Digital Infrastructure report by the International Telecommunication Union (ITU) and the Global Enabling Sustainability Initiative (GeSI).

The targets are the responsibility of the SYZYGY Group and are initially approved by the Management Board. They are an integral part of the corporate strategy and are based on clearly defined action plans. Final approval is provided by the Supervisory Board. External stakeholders were not involved in the process.

E1-5 – Energy consumption and mix

ESRS ID		Unit	2021	2023	2024	Change
	Total consumption of electricity and heat		690	1,250	1,540	23%
	Heating	MWh	942	583	659	11%
	Electricity	MWh	748	667	890	33%
E1-5_02	Total energy consumption from fossil sources	MWh	1,693	303	305	21%
	Gas (total)	MWh	423	174	186	7%
	Total heating and electricity	MWh	918	606	800	32%
	Vehicle fleet (fossil fuels)	MWh	351	130	119	-8%
E1-5_01	Total energy consumption related to own operations	MWh	2,041	1,380	1,659	20%

ESRS ID	Total energy consumption from renewable sources	Unit	2021	2023	2024	Change
E1-5_07	Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	348	470	554	16 %
E1-5_05	Total energy consumption from renewable sources	MWh	348	470	554	16 %
E1-5_09	Share of renewable energy sources in total energy consumption		17 %	34 %	33 %	-1 pp

Overall, the SYZGY Group's total energy consumption increased by 20 per cent, rising from 1,380 MWh to 1,659 MWh. The main reasons for this increase included the UK team moving into a new office building in April 2024 and the company recording additional consumption data, including the total energy consumption of the rented office space, which was not previously taken into account.

The most significant contribution to this increase in energy consumption is attributable to the London location. In 2023, the London subsidiary operated fully remotely from the second quarter onwards due to an office relocation, which reduced energy consumption to just 20 MWh for the entire year. Following the move to a new office in 2024, electricity consumption rose to 120 MWh, an increase of 500 per cent compared to the previous year.

Another factor in the overall increase in energy consumption is the inclusion of shared office spaces in the calculations for 2024. Although these spaces were not included in 2023, they have been included this year to ensure more accurate reporting.

The reduction in the direct energy consumption of company vehicles is a positive development. This fell from 130 MWh in 2023 to 119 MWh in 2024, which corresponds to a reduction of around 8 per cent. This is due to the increased use of electric vehicles and is in line with SYZGY's energy efficiency targets.

The proportion of renewable energy sources in total energy consumption fell by 1 percentage point, from 37 per cent to 36 per cent. Total energy consumption from fossil sources increased by 1 per cent.

Information on the compilation of key performance indicators

The metrics in this standard are not externally validated. Some of the metrics are based on estimates, assumptions and extrapolations.

E1-5 – Energy consumption and mix

The energy data for own locations is based on consumption data provided by energy suppliers, which was recorded via meter readings and bills. Where consumption data was missing, estimates were made based on consumption in the previous year and an average consumption calculation per square metre.

For electricity, actual consumption was used where bills were available. Billing delays meant that both annual and Q4 consumption were estimated for all locations, with the exception of two offices for which complete data was available.

In terms of heating energy, the values from 2023 were used if the consumption data was only available via service charge billing. Heating energy consumption was estimated for locations without service charge billing information based on rented space and previous consumption.

E1-5_01 Total energy consumption related to own operations

Energy consumption in own operations forms the basis for Scope 1 and Scope 2 emissions. It includes energy consumption from fossil sources, electricity consumption and the use of district heating from fossil and renewable sources at all Group locations.

E1-5_02 Total energy consumption from fossil sources

Energy consumption from fossil fuels comes from two main sources:

- Company vehicles (fossil fuels) – Refers to the total fuel consumption of company vehicles powered by fossil fuels, recorded by leasing partners.
- Stationary combustion – Includes the consumption of natural gas (based on meter readings and supplier documentation)

E1-5_03 Total energy consumption from nuclear sources

While the SYZGY Group's energy consumption relies on a mix of energies, it does not directly purchase any nuclear energy.

E1-5_05 Total energy consumption

from renewable sources:

The proportion of renewable energy sources in electricity and district heating consumption.

E1-5_06 Total energy consumption

from renewable sources, including biomass

While the SYZGY Group's energy consumption relies on a mix of energies, it does not directly purchase any biomass (including industrial and municipal waste of biological origin), biofuels, biogas or hydrogen from renewable sources).

E1-5_07 Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources (market-based method)

The share of renewable energy in the consumption of purchased or acquired electricity and district heating is calculated based on market-based emission factors, as these are considered to be the most conservative and representative method.

E1-5_08 Consumption of self-generated renewable energy

While the SYZGY Group's energy consumption relies on a mix of energies, it does not generate any non-fuel renewable energy.

E1-5_09 Share of renewable energy sources in total energy consumption

This indicator shows what proportion of total energy consumption comes from renewable energy sources.

E1-6 – Gross Scopes 1, 2 and Total GHG emissions

ESRS ID	Scope 1 – GHG emissions		Baseline 2021	2023	2024	Change
E1-6_07	Absolute CO ₂ emissions	t CO ₂ e	94.74	42.02	79.01	88%
Scope 2						
E1-6_09	Gross GHG emissions (located-based)	t CO ₂ e	325.29	493.38	516.46	5%
E1-6_10	Gross GHG emissions (located-based)	t CO ₂ e	155.85	113.76	113.78	0%
Total greenhouse gas emissions						
E1-6_12	Total GHG emissions (location-based)	t CO ₂ e	420.03	535.41	595.47	11%
E1-6_13	Total GHG emissions (market-based)	t CO ₂ e	227.79	155.78	192.79	24%
E1-6_22	Percentage of contractual instruments used for purchase and sale of unbundled energy attribute claims in relation to Scope 2 GHG emissions	%	–	67%	68%	1 pp
ESRS ID	GHG intensity based on net revenue				2024	2023
E1-6_30	GHG emissions intensity, location-based (total GHG emissions per net revenue in EUR million)				8.58	7.46
E1-6_31	GHG emissions intensity, market-based (total GHG emissions per net revenue in EUR million)				2.78	2.17

The total Scope 1 and Scope 2 emissions of the SYZGY Group increased by 24 per cent (market-based) compared to 2023. This increase is mainly due to higher consumption of fossil fuels, such as natural gas for heating, and an increase in district heating and electricity consumption.

A key factor in this increase is the inclusion of shared office spaces, including lifts, reception areas and stairwells, which were not yet included in the 2023 report. Accordingly, the company was already anticipating higher emission values than the previous year.

Electricity consumption is declining at almost all locations. One exception is the UK office, where the team moved into new premises in the first quarter of 2024. While energy consumption was low in 2023 because the team worked remotely for most of the year, electricity consumption increased significantly when they moved into their new office.

Heating energy consumption also increased at almost all locations, which also contributed to the higher emission values.

Since 2021, the SYZGY Group has been sourcing electricity from 100% renewable energy sources for all German locations. The company ensures the same at its international locations in the UK and Poland with Guarantees of Origin (GoOs) from renewable energy sources. In total, the SYZGY Group covers 61 per cent of its total electricity consumption with GoOs.

Scope 1

Until 2023, emissions from gas heating at a German site were incorrectly reported under Scope 2. As this involves an on-site combustion process, these emissions must be correctly reported under Scope 1. This amounted to 46 tonnes in 2024.

Scope 1 emissions, which consist of the fuel consumption of leased company vehicles and natural gas consumption for heating office buildings, therefore rose by 88 per cent overall, from 42 to 79 tonnes of CO₂e. This increase is solely due to correcting the categorisation of gas heating in 2024.

The switch to electric and hybrid vehicles led to a further 22 per cent reduction compared to the previous year. At present, 76 per cent of vehicles are electric or hybrid, 41 per cent of which are all-electric vehicles.

Scope 2

Scope 2 includes indirect emissions caused by energy consumption for office space and the company's own IT infrastructure, particularly through purchased electricity and heat.

Location-based emissions rose by 11 per cent, from 535 tonnes to 595 tonnes of CO₂e, while market-based emissions increased by 24 per cent, up from 156 tonnes to 193 tonnes of CO₂e.

Information on the compilation of key performance indicators

Principles of GHG accounting (GHG emissions) for the SYZGY Group

E1-6 – Total Scopes 1 and 2

The GHG performance of the SYZGY Group provides a comprehensive overview of total greenhouse gas emissions, expressed in CO₂ equivalents (CO₂e). The calculations are based on internal and external data sources and follow the internationally recognised Greenhouse Gas Protocol (GHG Protocol) developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD).

The following greenhouse gases are reported, all of which are converted into CO₂ equivalents:

- CO₂ (carbon dioxide)
- CH₄ (methane)
- N₂O (nitrous oxide)
- SF₆ (sulphur hexafluoride)
- HFCs (hydrofluorocarbons)
- PFCs (perfluorocarbons)
- NF₃ (nitrogen trifluoride)

The methodology is based on the principles of the GHG Protocol and uses the financial control approach to determine which emissions are included in the carbon footprint. Emissions are categorised by source type and scope and reported separately to ensure transparency regarding the impact of each category.

The most important external data sources for calculating CO₂e emissions are:

- German Federal Environment Agency (UBA/DE)
- UK Government (BEIS)
- European Environment Agency (EEA/EU)
- Global Emission Model for Integrated Systems (GEMIS)

Scopes and reporting

E1-6_07 Scope 1 emissions (direct emissions)

Consists of direct emissions from fossil energy sources, including emissions from company vehicles and stationary combustion processes in company facilities.

E1-6_09 + E1-6_10 Scope 2 emissions
(indirect energy emissions)

Includes indirect emissions from purchased electricity, heating and cooling energy for locations under the operational control of the SYZGY Group.

In accordance with the GHG Protocol, Scope 2 emissions are calculated using both the location-based and market-based methods.

E1-6_11 Scope 3 emissions

Scope 3 emissions were not analysed in detail in current reporting because the SYZGY Group is making use of the phase-in provisions. A detailed analysis and report on the relevant Scope 3 categories will be provided at a later date in accordance with regulatory requirements.

Methodology and calculation of emissions

All Scope 1 and Scope 2 emissions are calculated based on the emission factors from the internal carbon accounting system of the SYZGY Group. All details on calculation methods, assumptions and factors used are documented separately for each scope.

E1-6_12 + E1-6_13 Total GHG emissions
(location-based and market-based) (tCO₂e)

The total greenhouse gas emissions of the SYZGY Group according to the location-based and market-based method consist of the sum of emissions from Scope 1 and Scope 2 (both location-based and market-based).

E1-6_22 Percentage of contractual instruments used for purchase and sale of renewable energy in relation to Scope 2 emissions

The energy consumption of the SYZGY Group includes electricity from renewable energy sources. The share of contractual mechanisms relating to Scope 2 emissions shows how much of the total electricity consumed is covered by Guarantees of Origin (GoOs). According to the GHG Protocol, these certificates are equivalent to Renewable Energy Certificates (RECs). The SYZGY Group covers 53 per cent of its electricity consumption with GoOs to reduce market-based emissions.

E1-6_30 & E1-6_31 GHG emissions intensity (location-based and market-based) (total GHG emissions per net revenue)

GHG emission intensity is calculated using total emissions (location-based and market-based) in tonnes of CO₂e. This is divided by net revenue in EUR million as per the consolidated statement of comprehensive income to obtain a comparable metric for emissions intensity.

Further information on this can be found in the section: Consolidated statement of comprehensive income from January 1 to December 31, 2024

E1-7 – GHG removals and mitigation projects financed through carbon credits

Offsetting CO₂ emissions

SYZGY follows a holistic climate protection strategy that includes both direct emission reductions and offsetting measures. As unavoidable emissions remain despite targeted CO₂ reduction measures, emissions are calculated and offset based on the location-based approach. This considers the average regional electricity mix at the location where the energy is consumed, without taking into account individual procurement decisions such as Guarantees of Origin or special electricity contracts. This approach therefore reflects the actual CO₂ emissions caused by the general energy supply.

SYZGY's CO₂ emissions are calculated accordingly for Scope 1 (direct emissions from own sources, e.g. company vehicles and heating) and Scope 2 (indirect emissions from purchased energy) based on this regional electricity mix. SYZGY purchases carbon credits from KLIM to offset the remaining 250 tonnes of CO₂. These investments support climate protection projects that reduce or bind emissions, which offsets the company's own carbon footprint.

KLIM is a developer of climate protection projects in Germany and supports farmers in implementing regenerative farming practices. These agricultural practices bind carbon in the soil and remove CO₂ from the atmosphere, improving soil health, biodiversity and water storage capacity in the long term. By purchasing carbon credits, the SYZYGY Group is actively helping to promote these sustainable agricultural methods and taking responsibility for its own emissions.

Both the carbon credits offered by KLIM and their methodology were externally validated by TÜV Rheinland in accordance with DIN ISO 14064-2. This covers key quality criteria for carbon credits such as additionality, permanence, avoiding carbon leakage and double counting. Ex-post validation is carried out by TÜV Rheinland every year in spring after the credits are generated. TÜV ensures that each credit was calculated correctly according to the validated methodology. The accuracy of the data provided by farmers is also verified via detailed data checks and in-person audits on the farms. Certification ensures that the offsetting measures meet the highest quality standards. The projects also comply with the Verra VCS VM0042 standard and fulfil ex-post verification.

E1-8 – Internal carbon pricing

SYZYGY does not currently use an internal carbon pricing scheme. An assessment of various models has shown that neither shadow prices nor internal carbon fees or implicit carbon prices are practicable or effective. The company decided not to use internal carbon pricing due to the small number of investment-relevant decisions, different national frameworks and the lack of specific emission reduction projects.

Instead, SYZYGY offset the reported Scope 1 and Scope 2 emissions for 2024 by purchasing carbon credits. The company does not believe that introducing internal carbon pricing would be effective, as regional differences and the comparatively low financial burden of credits would not create sufficient incentives to reduce emissions.

Social information

ESRS S1 – Own workforce

SYZGY is committed to ensuring a high-quality, safe and inclusive working environment that promotes well-being, personal development, diversity and equal opportunities. The company uses targeted strategies to create conditions that ensure the safety, development and satisfaction of employees and reinforce the company's objectives and a sustainable and responsible corporate culture.

S1-SMB-2 – Interests and views of stakeholders

Further information on this can be found in the section:
[ESRS 2- SBM-2 – Interests and views of stakeholders](#)

S1-SBM-3 – Impacts, risks and opportunities and their interaction with strategy and business model

The company has analysed both positive and negative impacts on its own workforce and has specific policies and standards in place to maximise opportunities and minimise risks. Positive impacts include promoting flexible working time arrangements that improve work-life balance and employee satisfaction. Flexible working hours help foster

employee loyalty and reduce staff turnover and recruitment costs. Long-term employment relationships ensure financial security while the targeted use of freelancers helps balance high demand periods and increase efficiency. The option of working from home also improves work-life balance. An open and diverse corporate culture increases the company's attractiveness as an employer and strengthens its human capital. Training and professional development options help employees develop their skills, which advances both their own personal development and the company's innovative capabilities. In addition, health promotion improves the well-being and productivity of employees over the long term.

SYZGY also faces potential challenges, which it addresses with targeted actions. Industry-specific salary differences can lead to dissatisfaction, while uncompetitive remuneration could increase staff turnover and result in a loss of expertise. Project-based employment carries the risk of economic insecurity for employees. A lack of health management, resilience support or childcare support options could affect work-life balance and result in stress and reduced job satisfaction. Similarly, unequal access to training programmes can mean that not all employees benefit equally. Data protection risks, particularly due to cyber attacks or inadequate security measures, pose another challenge, which the company minimises via a comprehensive cyber security and compliance strategy.

SYZGY also ensures that technological monitoring mechanisms do not encroach on employees' privacy, in order to maintain trust and a positive corporate culture.

Assessment of material negative and positive impacts on own workforce

The SYZGY Group does not see any systemic or widespread negative impacts on its own workforce arising from its business operations, as it operates predominantly in the EU, UK and US, where strict labour and human rights standards apply. Forced labour and child labour are excluded and prohibited throughout the company by its Code of Conduct and the requirements applying to suppliers. However, individual negative impacts arise from challenges common to the industry, including salary fluctuation, project-dependent workloads and significant work pressure during peak periods. These factors can have an impact on employees' job security, work-life balance and health and well-being. There are also potential risks related to data protection and cyber security that could arise from technological vulnerabilities or data breaches.

Certain employee groups may be more affected by negative impacts. For example, project-based teams are exposed to increased workloads during peak periods, which can lead to stress and a challenging work-life balance. Remote employees and freelancers are also affected, as they may have limited access to internal support services and feel less integrated into the social working environment. In addition, employees with family commitments may find it difficult to balance work and private life, especially if childcare options or flexible working arrangements fail to take individual needs into account.

SYZGY regularly conducts employee surveys and gathers feedback in various ways to identify these risks. Action to reduce negative effects includes flexible work models, targeted health programmes and data protection security measures to prevent data breaches.

The SYZGY Group generates positive effects through targeted action aimed at employee retention, job security and training. Flexible working arrangements help to improve work-life balance and increase employee satisfaction. Long-term employment prospects also provide financial security and help to reduce staff turnover. The company supports the professional development of all employees with targeted training opportunities that not only broaden individual career prospects but also secure the company's innovative capabilities over the long term.

SYZGY considers employees affected by material impacts to include anyone within its own workforce who has a direct employment relationship with the company as well as any freelancers who are regularly involved in projects and make a significant contribution to value creation.

Further information on this can be found in the section: [ESRS 2 - SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model](#)

S1-1 – Policies related to own workforce

The SYZGY Group follows a structured approach to minimise potential negative impacts and encourage positive developments. SYZGY is committed to complying with internationally recognised human rights and labour standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises. This includes respect for freedom of association, the right to collective bargaining, the prohibition of forced labour and child labour and the prohibition of discrimination, which are ensured by internal policies such as the company's Code of Conduct and occupational health and safety policy, supplier

requirements and an anonymous whistleblower system. Compliance with these standards is monitored through regular training sessions, systematic risk assessments and Occupational Safety and Health Committee (ASA) meetings to review occupational health and safety measures.

Four central policies guide the company's work to ensure a safe, inclusive and attractive workplace. These policies are reviewed annually by the Legal and Compliance, Sustainability, Occupational Health and Safety and Data Protection and Information Security departments, approved by the Management Board and then published on the Group intranet.

A key part of this approach is incorporating the policies into the onboarding process for new employees. This ensures that all new team members are familiar with the applicable security, data protection and compliance requirements from the outset and implement them consistently in their day-to-day work. The company also carries out regular training sessions and awareness-raising activities to ensure long-term compliance with the policies.

Code of Conduct of the SYZGY Group

The SYZGY Group's Code of Conduct is a key component of its corporate strategy. It ensures ethical, legally compliant and responsible behaviour across all areas of the business, which serves to protect all SYZGY Group employees. It sets out principles of integrity, fairness, transparency and responsible behaviour.

The SYZGY Group's Code of Conduct covers all material topics with which employees and external partners acting on behalf of SYZGY must familiarise themselves. It serves as guidance on how to behave when interacting with customers, colleagues, competitors, suppliers and other stakeholders, and forms the basis for ethical, fair and responsible conduct across all areas of the business. It describes what SYZGY expects from all of its employees, such as:

- Foster social responsibility, including an inclusive and diverse corporate culture, fair and safe working conditions and compliance with international labour standards. Do not tolerate discrimination, harassment or unethical behaviour. Promote flexible work models to support equal opportunities and work-life balance.
- Comply with laws and regulations, including the UN Universal Declaration of Human Rights, the European Convention on Human Rights and the Modern Slavery Act.

- Support the fight against corruption with a zero-tolerance policy towards bribery and corruption.
- Use whistleblowing procedures that promote a culture of transparency and provide an anonymous means of reporting any violations or concerns.

For managers, this means acting as a role model and actively promoting high moral and ethical standards. They are responsible for ensuring that all employees are familiar with the SYZGY Group's policies and protection measures and comply with them. Managers are also expected to take firm action against inappropriate behaviour and to actively reinforce the company's values through their actions.

Any violation of the Code of Conduct can have consequences under employment law. Every year, all employees complete a training course on the Code of Conduct and take a test to confirm they understand the principles enshrined in it.

The Code of Conduct explicitly covers the following grounds for discrimination: gender, nationality, ethnic background, religion, age and sexual identity. The company is committed to treating all employees equally, promoting equal opportunities and rejecting all forms of discrimination.

Other grounds of discrimination, such as race, skin colour, sexual orientation, gender identity, disability, political opinion, national origin and social background, are not explicitly mentioned in the Code of Conduct. However, SYZGY is guided by international human rights standards, including the UN Declaration of Human Rights and the International Labour Organisation's (ILO) Core Labour Standards, which ensures compliance with EU and national anti-discrimination regulations.

There are currently no specific policy commitments on the part of the SYZGY Group in relation to inclusion or targeted support measures for particularly vulnerable groups within its own workforce. Diversity and inclusion are promoted within the overall framework of corporate policies, and discrimination is prohibited by the Code of Conduct. The company also ensures a non-discriminatory working environment by taking action to prevent discrimination through training on recognising and combating discrimination.

Further information on this can be found in the section: [ESRS G1-1 – Business conduct policies and corporate culture](#)

Occupational health and safety policy

The SYZGY Group's occupational health and safety policy ensures that workplace health and safety is a top priority. The aim is to minimise health risks, prevent accidents and create a safe working environment for all employees.

This policy applies to all locations and employees and is based on national and international labour and safety laws, including the German Social Accident Insurance scheme (DGUV) and German Occupational Health and Safety Act (ArbSchG). It is implemented by the People & Culture department, local safety officers and external occupational health and safety partners.

Important measures include:

- Risk assessment and hazard analysis to identify and minimise potential hazards at an early stage.
- Emergency preparedness, including escape and rescue plans and training on fire safety and first aid.
- Accident and incident management to analyse incidents and identify preventive measures.
- Workplace ergonomics to reduce health risks and ensure safety in the workplace.

Employees are actively involved in implementing occupational health and safety measures and take part in annual training sessions and briefings. The policy is published on the intranet.

Data protection policy

The data protection policy of the SYZGY Group requires employees to actively contribute to protecting personal data and comply with the applicable data protection regulations in their day-to-day work. The policy places particular emphasis on data minimisation, transparency and intervenability to protect the rights and interests of all data subjects, including employees and customers.

The data protection requirements set out by the policy apply at all locations and for all companies of the SYZGY Group and are based on the GDPR, national data protection laws and any regulations specific to the markets in which SYZGY operates, including the UK Data Protection Act and the Polish Data Protection Act (Ustawa o ochronie danych osobowych). Data protection officers and data protection coordinators at the respective locations are responsible for monitoring and implementing the measures.

The Group provides relevant information and updates via the intranet to ensure compliance with data protection standards. Employees also take part in annual training sessions and awareness-raising activities to ensure that they are familiar with the latest data protection regulations and implement them consistently.

Information security policy

The information security policy of the SYZGY Group requires employees to actively contribute to the security of company, customer and project data. As a digital company, SYZGY is committed to the highest standards of information security to prevent unauthorised access, cyber attacks and data loss.

This policy ensures that data security and information protection are guaranteed across all areas of the company. It defines clear standards of behaviour and access controls to promote the proper handling of work materials and sensitive data.

This policy applies to all employees at all SYZGY Group locations and is monitored and implemented by security officers, IT staff and local managers.

The policy is based on ISO/IEC 27001 international security standards as well as company guidelines and ensures that all employees are actively involved in creating a secure and legally compliant working environment.

The policy is published on the intranet and reinforced with annual training courses to raise awareness of security information.

Policies related to climate change mitigation

The SYZGY Group is committed to sustainable business practices. The company's environmental policy defines measures to reduce its ecological footprint, use resources sustainably and continuously improve SYZGY's environmental performance.

Further information on this can be found in the section:
[ESRS E1-2 – Policies related to climate change mitigation and adaptation](#)

S1-2 – Processes for engaging with own workforce and workers' representatives about impacts

SYZGY has not signed a global framework agreement or comparable agreements with employee representatives to protect the rights of employees. Instead, SYZGY continuously analyses relevant data and findings as part of its commitment to human and labour rights. This includes reports from the internal Right to Speak whistleblower system, employee surveys and performance reviews that allow employees to express their opinions and suggestions openly. This due diligence allows the company to identify actual and potential adverse impacts on human and labour rights within the organisation at an early stage and decide on appropriate actions.

Employee engagement and feedback

Participation and feedback are important issues when it comes to employee commitment and motivation, and are gaining in importance. The SYZGY Group also encourages both openness and transparency. Group-wide (international) staff meetings (all-hands meetings) and cross-company and cross-departmental informational video conferences are held on a regular basis to keep employees up to date with strategic and operational matters and address any current issues.

In the spring of 2024, the SYZGY Group took part in the Count Me In survey initiated by the WPP Group. This anonymous, voluntary survey was conducted across the Group, with the aim of allowing the Group to make data-driven decisions that promote diversity, inclusion and a positive working culture. The Count Me In survey is a key tool for incorporating employee perspectives into decision-making processes. The SYZGY Group uses the results of the survey to drive structural changes, optimise internal processes and develop measures that promote an inclusive and equal-opportunity working environment.

The Count Me In survey gives employees the chance to anonymously share information about their demographic identity. The insights gained are used to develop and improve programmes and actions designed to promote equal opportunities, inclusion and a diverse corporate culture.

The data is collected and processed by independent third-party provider Medallia. The results are analysed solely in aggregated form to identify trends and areas for improvement.

The findings are shared with the management teams within the SYZGY Group to allow targeted measures to be taken at agency level.

Since 2019, SYZGY has been tracking the satisfaction of its employees across the Group using annual surveys based on the Employee Net Promoter Score (eNPS). This method is also used in the WPP Count Me In survey and provides precise insights into the mood and satisfaction of the company's workforce. It measures how likely employees are to recommend the company as an employer. SYZGY systematically analyses eNPS results to help it identify specific strengths and weaknesses in the working environment, enabling the holding company and each subsidiary to implement action to improve working conditions and increase employee satisfaction, with the aim of boosting employee loyalty.

In the year covered by the report, the Group achieved a score of +23 (previous year: +23). The score therefore remained the same as in the previous year.

	2024	2023	Change
eNPS	+23	+23	0 pp

The current eNPS score of +23 indicates stable employee satisfaction compared to the previous year. SYZGY analyses the eNPS results of each company individually to identify key influencing factors at each location and derive targeted improvement measures.

Unless otherwise stated, employees are involved both on an ongoing and ad-hoc basis. The SYZGY Group regularly informs its employees about how their feedback is incorporated into company decisions, including during Group-wide all-hands meetings or targeted follow-ups to surveys and transparent communication of measures in the individual subsidiaries. The company provides financial and human resources to promote employee participation, for example for conducting eNPS surveys. Findings from surveys such as the Count Me In survey and eNPS are systematically analysed and incorporated into specific improvement actions to enhance the corporate culture and working conditions.

Responsibility for implementing and integrating the findings lies with the Management Board, executives and the operational managers responsible for human resources.

Further information on this can be found in the section:
[ESRS 2 SBM 2 - Interests and views of stakeholders](#)

S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns

The SYZGY Group is committed to taking prompt remedial action in justified cases where it has demonstrably caused or contributed to negative impacts on employees. SYZGY offers its employees several ways to report concerns. Employees can contact their line manager or HR department at the individual company at any time. Alternatively, they can use the SYZGY Group's anonymous whistleblower mechanism.

The Group supports its employees in finding a solution if they feel their rights have been violated, thereby contributing to a fairer working environment. Employees who feel affected by bullying, discrimination or harassment are encouraged to seek support.

The company prefers potential issues to be dealt with initially by the line manager or, if necessary, the line manager's superior or the HR department.

The SYZGY Group's Code of Conduct explicitly states that all employees should report any actual or suspected non-compliant behaviour and any violations or suspected

violations of human or labour rights within the company, at business partners or in the supply chain. This obligation is communicated via various channels, including the intranet via the SYZYGY Group's Code of Conduct, the onboarding process and annual training on the WPP Code of Conduct.

Employees also have the option to report violations of the Code of Conduct or other misconduct confidentially to their contact person in the HR department or to submit official reports via the global Right to Speak whistleblower hotline (operated by an independent third-party provider).

All reported cases are recorded, reviewed and followed up to ensure the reporting systems and measures taken are effective.

The SYZYGY Group is committed to ensuring that employees not only have access to this channel but also have the knowledge, confidence and assurance to use it when necessary. The Group has a responsibility to take all reported cases seriously and to provide fair outcomes to investigated cases that take into account the needs of all parties.

The SYZYGY Group proactively ensures that employees are regularly informed about the complaint procedures available to them. This includes providing training on the Code of Conduct with special modules on the complaints

policy as well as regular internal information communicated via various internal channels such as email and the intranet. Further information about the whistleblower hotline is available and accessible to all employees on all websites of the SYZYGY Group and its subsidiaries.

Further information on the Right to Speak whistleblower hotline and how whistleblowers are protected from retaliation can be found in the section: [G1 – Reporting violations and whistleblower system](#)

S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches

The SYZYGY Group implements targeted action to minimise material risks for its own workforce and also exploit opportunities that help to create an attractive and sustainable working environment in the long term. Some of these actions are based on the specific local circumstances of the respective locations and subsidiaries and are not standardised across the Group. Unless otherwise stated, actions refer to ongoing measures across the Group without a fixed time horizon.

The SYZYGY Group ensures that its business practices, including procurement, sales and data utilisation, do not have any material negative impact on its employees. The company achieves this through clear policies and processes relating to labour and social standards, which apply to both SYZYGY's own employees and external partners.

Compliance with labour law requirements, ethical standards and data protection regulations is regularly reviewed and supported by appropriate actions in human resources management and occupational health and safety management. The company addresses any potential conflicts between avoiding negative impacts and fulfilling business requirements by responsibly weighing up economic, social and ethical factors. The aim is to ensure a sustainable and fair working environment.

The most important fields of action are:

Attracting, retaining and developing talent	Occupational safety, health and well-being	Diversity and equal opportunities	Data protection and information security
Competitive remuneration and long-term employment	Support programmes to promote resilience and stress management	Promoting a diverse corporate culture	Compliance with the highest safety standards
Flexible working arrangements	Preventing work-related health risks	Equal opportunities	Risk prevention for cyber attacks
Training and skills development			Training and awareness-raising

Each company within the Group prepares its own budget to ensure targeted measures to support employees and promote a positive working environment.

Budgets include funds for key areas such as professional development (conferences & training), employee well-being (staff well-being) and business trips and events (travel & entertainment).

Attracting, retaining and developing talent

The SYZYGY Group has adopted a long-term sustainable HR strategy to attract, retain and continuously develop talented people. The company creates attractive working conditions that offer both flexibility and security thanks to competitive remuneration, long-term employment prospects and individual and flexible work models. SYZYGY also promotes a sense of belonging and employee satisfaction through targeted training measures and skills development programmes.

Competitive remuneration and long-term employment

The SYZYGY Group ensures fair and competitive remuneration based on individual performance, the standards of the respective national labour market and the requirements of the relevant position. Remuneration is non-discriminatory, with men and women in comparable positions receiving the same salary. With a view to minimising the risk of increased employee turnover due to uncompetitive remuneration and ensuring transparency and fairness, the company has established salary bands to ensure standardised pay based on performance.

SYZYGY regularly reviews salaries and compares them with peers to ensure fair remuneration and career development. The Group has defined clear requirements for the various career stages and salary ranges to ensure fair and consistent pay for employees in accordance with the nature of their work, their professional experience, their position and career stage, and their regional location.

In addition to their basic salary, employees enjoy various additional benefits, including:

- Company pension scheme and state-backed employee savings scheme
- Subsidies for public transport tickets and company bikes
- Support with childcare costs

At SYZYGY Warsaw, a transparent remuneration system ensures fair, performance-related salaries in a self-organised structure (Teal organisation). Salary bands are clearly defined and visible to all employees, with regular adjustments ensuring competitiveness.

Instead of traditional top-down decisions, employees can apply for salary increases independently by demonstrating their development, project successes and peer feedback. This works together with a peer-based salary adjustment system that sees employees award 100 points annually to any of their colleagues they feel have performed particularly well. This system ensures that increases are based on actual contributions and not on negotiating skills or length of service.

All adjustments are made in accordance with the annual remuneration budget to ensure financial sustainability. The system strengthens trust, personal responsibility and long-term motivation by actively involving employees in their financial development.

The effectiveness of these measures in practice is monitored by means of regular employee surveys, staff turnover analysis and benchmark studies, such as salary reports in the IT sector, as well as relevant KPIs, including how long an employee has been with the company.

Job security and career development

The SYZGY Group favours long-term employment to ensure its employees are financially secure. Fixed-term contracts are only used in exceptional cases, to ensure a sustainable and stable employment situation.

Given the typical fluctuations in orders in the agency sector, the company plans projects and resources well in advance to ensure continuity of employment. Internal development programmes are also offered that allow employees to work flexibly on different projects. SYZGY also engages freelancers when needed to cover project-related peaks. This increases operational flexibility while also ensuring job security for permanent employees.

The effectiveness of these measures in practice is reviewed by means of regular analysis of resource utilisation, project duration and budget efficiency. Feedback loops with internal teams and freelancers are also used to continuously improve the utilisation and integration of external resources.

Implementation of flexible and individual working arrangements

The company offers flexible work models such as working from home, part-time work and flexible working hours to cater to the different circumstances and needs of its employees. These measures aim to not only improve work-life balance but also increase employee satisfaction and performance. The SYZGY Group places great emphasis on attractive working models and continues to develop them, especially with regard to flexibility and sustainability.

The aim is to create a culture of trust that gives employees a sense of belonging, regardless of where they work, and which enables flexibility while at the same time promoting efficient, trust-based working.

Each employee can choose the work model that suits them best – whether fully remote, hybrid or office-based – depending on the location and business model.

Regular employee surveys, e.g. eNPS, and feedback meetings with managers can ensure that the flexible work models have the desired effect on employee satisfaction and loyalty. Work models are adapted based on the findings.

Individual working time models

The SYZGY Group also offers various flexible working time models to allow employees to find the perfect work-life balance. These include:

- Part-time contracts tailored to personal circumstances
- Flexible start and finish times each day
- Workation opportunities to work from abroad for a certain period of time
- Sabbatical arrangements for longer career breaks

SYZYGY attaches great importance to offering all employees flexible working conditions geared to their specific stage in life. This also includes the option of working part-time. Young parents in particular use this option to reconcile starting a career with the challenges of family life.

Working remotely from abroad (workation) also provides greater flexibility and a better work-life balance for up to 20 working days per year. This applies to all EU countries, the European Economic Area (EEA), Switzerland and the UK.

The details of flexible working arrangements and working hours are agreed individually between employees and their line managers. Part-time employees are entitled to company benefits on a pro-rata basis.

At SYZYGY Techsolutions, employees can choose between working fully remotely, hybrid or in the office. Working fully remotely allows employees to work from anywhere while Syzygy AG, SYZYGY and SYZYGY Performance use hybrid work models.

The effectiveness of these measures is monitored by looking at the staff turnover rate and to what extent flexible working arrangements are being utilised. Productivity metrics and feedback from managers are also used to continuously optimise the models.

Training and skills development

The SYZYGY Group promotes an open corporate culture in which all employees, regardless of hierarchy or title, can contribute their ideas and continuously develop their skills. The company achieves this by using structured career paths, individual development plans and a broad range of training programmes that strengthen both professional and personal skills.

SYZYGY offers the following training options to help employees develop their professional and personal skills:

- Specialised training in software development, IT management, design, consulting and project management
- Leadership programmes and coaching for managers
- Internal and external training sessions, accompanied by knowledge transfer within the company
- Self-study and online training courses for individual skills development

One example is the self-growth retreat that takes place twice a year for around 30 employees from all companies. Based on the concept of total fitness, the retreat focuses on self-reflection, setting personal goals, lifelong learning and overcoming challenges.

The SYZYGY Group relies on internal knowledge platforms such as wikis, Microsoft Teams and project-related intranet solutions to allow employees to exchange and retrieve relevant information.

Internal initiatives in the operating companies help the SYZYGY Group to support employee development, further its innovative capabilities and encourage different teams to share and exchange knowledge – which is key to a forward-looking, agile working culture.

These initiatives include SYZYGY Techsolutions Camp 2024, where employees developed new technologies to optimise internal knowledge management. The event focused on Retrieval Augmented Generation (RAG), implemented with Microsoft Azure Cloud Services. The aim was to make information even more accessible for all employees, especially new joiners. Other events, such as the SYZYGY Warp Drive programme and cross-team tech camps, also provide a platform for teams to share information about new technologies and learn in a practical way.

In addition, all employees of the SYZYGY Group have access to a wide range of learning and development programmes via InsideWPP (WPP intranet), which are designed to deepen their specialist knowledge, help them develop new skills and prepare them for the future of the industry.

Employees also have the opportunity to take part in the WPP Future Readiness Academies, a global learning programme that provides information and insights into AI, data and technology, giving them the tools and knowledge they need to actively shape digital transformation. This is complemented by training courses on WPP Open and the Creative Studio, which allow employees to get to grips with state-of-the-art technology and learn how to optimise both creative and operational processes. The range of training courses offered also includes specialised programmes on leadership, resilience, change management, data, AI and industry-specific training.

The effectiveness of the training and skills development programmes is evaluated in regular feedback meetings with line managers, with the findings used to continuously optimise the programmes. Responsibility for this lies with the Management Board, executives of the companies, managers and the People & Culture and Human Resources departments.

Occupational safety, mental health and well-being

The SYZGY Group is committed to maintaining the physical and mental health and occupational safety of all employees. Compliance with all applicable occupational health and safety standards is ensured. The statutory regulations on occupational health and safety represent minimum requirements. Raising awareness, prevention and personal responsibility are particularly important.

The People & Culture department and the occupational safety officers at each of the units use emails and video conferencing (training sessions) to provide the mandatory instruction on occupational health and safety to employees each year. The accompanying material with useful information about safety advice and requirements can be accessed on the Group intranet.

As part of occupational health management, the Group supports initiatives such as participation in massage options and company runs. Rapid first aid in the event of an accident in the workplace is ensured by having a large number of first aiders among employees. All staff are also offered flu vaccinations and an occupational health eye examination for display screen equipment (G37).

The SYZGY Group promotes psychological well-being through workshops, mentoring programmes and soft skills training, such as initiatives anchored in the subsidiaries. These include, for example, Lunch & Learn sessions and microlearning sessions on building resilience to overcome professional and personal challenges, workshops on non-violent communication and dealing with emotions and constructive feedback.

For the well-being of employees and their families, the SYZGY Group offers all employees an external advisory service for personal, professional, health or family issues (Employee Assistance Programme, EAP). The EAP offers all employees free confidential psychological, financial and legal counselling in the form of an in-person or virtual conversation. This is supported in part by mental health first aiders, who are specially trained contact persons in the company that offer confidential counselling and refer employees to suitable resources if necessary.

The effectiveness of these measures is reviewed by regularly analysing participation rates in training courses and health offerings. The company also anonymously analyses use of the EAP, mentoring programmes and mental health services to better understand the needs of employees and develop options further as required.

Responsibility for occupational safety, health and well-being lies with the Management Board, executives and respective managers and the People & Culture and Human Resources departments.

Diversity and equal opportunities

The SYZYG Group attaches great importance to promoting the best possible culture and gender equality in the company. Each operating unit and Syzygy AG itself attach importance to equal opportunities and diversity when developing employees.

The SYZYG Group is actively committed to diversity and equality as well as the advancement of women in the workplace. The company uses targeted programmes, mentoring initiatives and networking events to support women in their careers, increase the visibility of female managers and create an inclusive corporate culture.

Inclusion officers, unconscious bias training and female empowerment circles also promote a corporate culture based on equal access to career opportunities and management positions.

SYZYG Techsolutions is also a supporting member of Women in Tech e.V., an initiative to support and encourage women in technical professions in Germany, Austria and Switzerland. This initiative provides targeted support to women in the tech industry in the form of digital and local events, role model programmes and mentoring and career coaching. Although the programme focuses on promoting women, it is open to all genders and aims to make the tech industry more diverse and inclusive.

In Poland, SYZYG has been working with Dare IT for several years, a mentoring programme that supports women entering the IT sector. SYZYG team members act as mentors, passing on knowledge and unlocking career opportunities for women in the tech world. This collaboration reflects the company's deep-rooted commitment to diversity, equality and inclusion, and SYZYG has already hired several female participants of the programme.

A key programme is WPP Stella, the community for women within WPP, which promotes the professional development of talented female employees with events, workshops and training courses. In addition to the regular WPP Stella City Tour, which serves as a networking platform, the programme offers Walk the Talk training, which is an intensive two-day leadership training course for women in management positions. The +1 initiative also allows women to have an experienced female mentor accompany them on their way to leadership positions.

Seven employees from the SYZYG Group took part in the WPP Stella programme in 2024.

With its Inclusion as a Skill programme, WPP is also committed to promoting a culture of diversity and equal opportunities by teaching practical strategies for inclusive working and leadership. This 90-minute virtual training course equips participants with practical strategies they can use to ensure an inclusive corporate culture. It is recommended for all employees, especially managers.

The effectiveness of these measures is reviewed via surveys and analyses, including evaluating diversity metrics, participation in mentoring and training programmes and feedback and discussions with participants. This allows the company to gauge the success of the measures and develop them further as required.

Responsibility for diversity and equal opportunities lies with the Management Board, executives and respective managers and the People & Culture and Human Resources departments.

Data protection and information security

Data protection and information security affect all employees of the Group and are crucial when it comes to protecting sensitive company and personal data. Every employee is expected to ensure the confidentiality, integrity and availability of information and minimise risks such as data loss, unauthorised access and cyber attacks.

Employees are made aware of the need to handle data in a conscious and secure manner through annual training sessions and clear security policies. This ensures compliance with legal requirements (e.g. the GDPR), protects business-critical processes and builds trust among customers, partners and colleagues.

The Information Security Mission Statement sets out SYZGY's core values, objectives and requirements and forms the basis for an effective information security management system (ISMS). The Management Board and executives are committed to the central importance of information security and implement measures to ensure an appropriate level of protection for all information assets and business processes. Raising awareness and training staff are key components in helping to promote security-conscious behaviour across the company. Annual awareness-raising activities help employees to recognise and avoid potential risks at an early stage.

The focus is on compliance with legal, regulatory and contractual requirements to ensure the confidentiality, integrity and availability of data. The company also continuously optimises the ISMS through regular risk assessments and audits to increase effectiveness and efficiency in dealing with information security.

Syzgy AG has established a clear structure to ensure information security and data protection. The Information Security Officer (Group CISO) is responsible for strategic management of the information security management system (ISMS). This officer develops security policies, monitors compliance with them and minimises risks. They are supported by the Information Security Lead Implementer, who assists with operational implementation, analyses risks and coordinates protection measures.

Information security coordinators, such as IT Operations and Finance/Controlling, implement the security policies in their specialist areas.

The Data Protection Officer monitors compliance with data protection regulations, advises the company and acts as a central point of contact for data protection issues.

The effectiveness of information security and data protection measures is monitored by means of regular training sessions and internal and external audits. Annual risk assessments and efforts to continuously optimise the information security management system (ISMS) ensure that security policies are adhered to and adapted to new threat scenarios.

The ISMS is fully integrated into the risk management processes of the SYZGY Group to ensure the company is adequately managing the key risks of "risk of data leaks due to cyber attacks" and "loss of reputation due to data breaches". Any IT-specific risks are systematically identified, assessed and addressed through preventive and reactive measures.

S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The SYZGY Group has not currently set any specific, time-bound or results-oriented targets to minimise negative impacts or maximise positive impacts on its employees. However, the effectiveness of existing guidelines and measures related to its own employees is regularly reviewed and the results reported internally to the Management Board and Supervisory Board.

No measurable results-oriented targets have been set, as the SYZGY Group focuses on continuously improving and adapting to changing conditions. Instead of relying on rigid targets, the Group adopts a dynamic approach that allows it to react flexibly to developments in the workplace, regulatory requirements and the internal needs of employees.

SYZGY also focuses on qualitative measures, such as promoting an open corporate culture, individual development programmes and continuously raising awareness among staff through training, rather than setting targets based solely on metrics.

The SYZYGY Group aims to create a safe, supportive and equal-opportunity working environment that allows employees to grow professionally and realise their long-term potential.

Attracting, retaining and developing talent

SYZYGY seeks to attract, promote and retain highly qualified and talented people by offering attractive career prospects. Targeted training programmes and individual development opportunities support the continuous professional growth of employees.

Occupational health, safety and well-being

The SYZYGY Group is actively committed to ensuring healthy and safe working conditions. Preventive measures, ergonomic workplace design and mental resilience programmes are designed to minimise work-related health risks and improve well-being.

Diversity and equal opportunities

SYZYGY aims to create an inclusive corporate culture that ensures equality at all levels. The Group works to provide staff with equal development opportunities through targeted actions, talent promotion and transparent career structures, with the aim of increasing diversity within the company over the long term.

Data protection and information security

SYZYGY is committed to maintaining the highest security standards and continuously raising employee awareness to rigorously protect sensitive data and actively counter cyber security risks.

The SYZYGY Group also uses three of the United Nations (UN) Sustainable Development Goals (SDGs) as a framework for developing its employees over the long term:

- Quality education (SDG 4)
- Gender equality (SDG 5)
- Decent work and economic growth (SDG 8)

In the current financial year, relevant metrics, such as those detailed under S1-6 – Characteristics of the undertaking's employees, are already being compiled to create a dependable set of data. The company is continuously developing the process of defining targets in close consultation with employees by monitoring the efficiency of measures in the individual subsidiaries. This ensures that future targets meet their actual needs and interests.

A central component of this is the feedback and evaluation process, which provides valuable insights into the practical relevance and effectiveness of actions through surveys, internal reports and dialogue with employees. SYZYGY also uses industry standards, regulatory requirements and market benchmarks to help it identify best practices and continuously incorporate them into the company's strategy.

Sustainability-related risks and opportunities, such as attracting and retaining employees, are recorded in the risk management process and included in strategic planning. The resulting adjustments to measures help to safeguard the sustainability targets over the long term. The findings of this effectiveness check are regularly documented and communicated to relevant stakeholders to ensure transparency and continuously develop the sustainability strategy.

Progress is assessed using qualitative indicators and quantitative metrics, including employee satisfaction, measured by regular surveys and eNPS scores, and diversity metrics such as progress made towards gender equality. Occupational safety data, including accident statistics and sick days, as well as data protection and information security metrics, such as the number and type of security incidents, are also used.

S1-6 – Characteristics of the undertaking's employees

ESRS ID	Characteristics of employees (headcount / FTE)	2024		2023	
	By gender				
S1-6_02	Male	287	52 %	288	49 %
	Female	262	48 %	300	51 %
	Other	0	0 %	1	0 %
	Not reported	1	0 %	0	0 %
S1-6_02	Total number of employees	550	100 %	589	100 %

	Characteristics of employees (headcount / FTE)	2024		2023	
	By country				
S1-6_04	Germany	441	80 %	478	81 %
	Poland	75	14 %	68	12 %
	United Kingdom	31	6 %	39	7 %
	USA	3	0 %	4	0 %
S1-6_02	Total number of employees	550	100 %	589	100 %

Changes in headcount

The SYZYGY Group's headcount fell by around seven per cent compared to the previous year. Gender distribution shifted slightly, with the proportion of male employees increasing by one percentage point and the proportion of female employees decreasing by the same amount.

Further information on the number of employees can be found in section 3.4 Employees in the Group management report.

Number of employees by contract type and gender

(headcount / FTE)

12/31/2024	female	male	other	not reported	Total
Total number of employees	262	287	0	1	550
of which: Number of permanent employees	252	278	0	1	531
of which: Number of temporary employees	10	9	–	0	19

Employee turnover

ESRS ID		2024	2023
S1-6_11	Employees who have left undertaking	143	153
S1-6_12	Employee turnover	25.5 %	24.9 %

Employees by working time model and gender

Number of employees by country	Number of full-time employees	Number of part-time employees
Germany	339	102
Poland	74	1
United Kingdom	31	0
USA	3	0
Total	447	103

Number of employees by gender	Number of full-time employees	Number of part-time employees
Male	269	18
Female	177	85
Other	0	0
Not reported	1	0
Total	447	103

Information on the compilation of key performance indicators

S1-6_02 Number of employees

The number of employees indicates the number of active employees of the SYZGY Group. This includes permanent and temporary employees but excludes non-guaranteed hours employees such as student workers, interns, temporary staff and freelancers. Breakdown is by gender and location. The figures are based on headcount at the end of the reporting period.

S1-6_02 Gender distribution

The total number of employees is broken down into male, female, other and not reported and also represented as a percentage distribution. Employees are free to choose whether or not to disclose their gender.

S1-6_05 Distribution by country

The employee figures are shown for the SYZGY Group's locations in Germany, Poland, the UK and the US.

S1-6_11 Employees who have left undertaking

The total number of people who left the company includes both voluntary and involuntary exits. This captures the total number of people who left each month in the year covered by the report. It includes permanent and temporary employees but excludes non-guaranteed hours employees such as student workers, interns, temporary staff and freelancers. Breakdown is by gender and location.

S1-6_12 Employee turnover (headcount)

This figure is calculated by dividing the number of leavers by the average total number of employees (headcount) in the reporting year.

S1-7 – Characteristics of non-employees in the undertaking's own workforce

The SYZGY Group complements its permanent team with various categories of non-employees who are used to support projects and business processes as and when needed. In particular, these include freelancers who work with the company based on individual orders and contribute their specific expertise in areas such as strategy consulting, technology, performance marketing, creative services, project management and administration. SYZGY also employs temporary student workers and interns.

Not all data can be collected at this time due to limited available information and different types of contracts. The SYZGY Group will therefore make use of the phase-in provisions. A detailed analysis and report on the relevant characteristics of non-employees in the undertaking's own workforce will be provided at a later date in accordance with regulatory requirements.

S1-9 – Gender distribution at top management level

The SYZGY Group's diversity policy for top management, the Management Board and executives aims to ensure that these groups are as diverse as possible in terms of background, age, origin and gender. The company takes particular care to ensure it takes into account a broad spectrum of knowledge, skills and professional experience to incorporate different perspectives into management.

Although the current figures for top management do not yet fully reflect this ambition, the company wishes to emphasise its clear commitment to promoting gender equality at all levels. SYZGY actively supports gender equality and aims to create an inclusive and flexible working environment that specifically promotes and improves diversity.

è Further information on the diversity policy of the Management Board and Supervisory Board can be found in the Corporate Governance Report available here.

ESRS ID	Number of employees at top management level by gender	2024	
S1-9_02	male	12	100 %
	female	0	0 %
	other	0	0 %
	not reported	0	0 %
	Total	12	100 %

ESRS ID	Number of employees	2024	
S1-9_03	under 30 years old	161	29 %
S1-9_04	30–50 years old	356	65 %
S1-9_04	over 50 years old	33	6 %
	Total	550	100 %

Information on the compilation of key performance indicators

Gender distribution in the management levels of the SYZYGY Group is based on the number of employees in management positions at the end of the year. This includes permanent and temporary employees but excludes non-guaranteed hours employees such as student workers, interns, temporary staff and freelancers.

S1-9_02 Gender distribution at top management level (headcount)

This records the gender distribution of the top management levels, i.e. the first and second levels below the Supervisory Board, consisting of the Management Board and executives.

S1-9_03 – 05 Age distribution of employees

The age groups are determined at the end of the reporting period and divided into under 30 years old, 30-49 years old and 50 years old and over.

S1-10 – Adequate wages

The SYZYGY Group ensures fair and competitive remuneration in line with the standards of the respective national labour market and based on performance. Remuneration is non-discriminatory, and all employees are paid equally for their work. SYZYGY offers paid internships and apprenticeships that are open to all qualified applicants, regardless of their background, in an effort to support young talent at an early stage.

The SYZYGY Group also ensures that all employees receive at least the applicable wage benchmark. Employees do not earn less than the defined minimum standards in any of the countries in which the company operates. This also applies to non-employees such as external service providers and freelancers, who also receive adequate remuneration.

S1-11 – Social protection

The SYZYGY Group contributes to public social security systems to ensure that all employees in the countries mentioned are fully covered by social security.

In Germany, cover is provided by state-run social security schemes such as the German Maternity Protection Act (MuSchG), the German Federal Parental Allowance and Parental Leave Act (BEEG) and the German Continued Remuneration Act (EntgFG). Social security also covers risks such as illness, unemployment, accidents at work, disability, parental leave and retirement.

In the United Kingdom, employees are protected by the national social security system (National Insurance). This system provides benefits in the event of illness, unemployment, accidents at work, parental leave and retirement. In the US, social security for employees is provided by state and private systems, and companies pay social security contributions (retirement, disability).

In Poland, social security is provided by the National Social Insurance Institution (Zakład Ubezpieczeń Społecznych, ZUS). The ZUS administers benefits such as retirement pensions, disability pensions, sickness and maternity benefits and accident insurance. Employees are thereby insured against loss of income due to illness, unemployment, accidents at work, parental leave and retirement.

S1-13 – Training and skills development

At present, training and skills development cannot be included in current reporting as sufficient data is not yet available. SYZGY is making use of the phase-in provisions, which means that a detailed analysis and report of the relevant metrics will be provided at a later date in accordance with regulatory requirements.

S1-14 – Health and safety metrics

All employees (100 per cent) are fully covered by a health and safety management system. No work-related illnesses were recorded in 2024, meaning that the number of days lost as a result was 0. In addition, there were no work-related fatalities or deaths resulting from accidents at work. The number of reportable accidents at work totalled one incident, which resulted in 5 days lost.

Not all data on external labour can be collected at this time due to limited information. In the current reporting year, SYZGY will work on a process to collect complete and accurate data to improve how the company captures and analyses relevant metrics. The SYZGY Group will therefore make use of the phase-in provisions. A detailed analysis and report on the relevant health and safety parameters will be provided at a later date in accordance with regulatory requirements.

S1-15 – Work-life balance metrics

At present, work-life balance metrics cannot be included in current reporting as sufficient data is not yet available. SYZGY is making use of the phase-in provisions, which means that a detailed analysis and report of the relevant metrics will be provided at a later date in accordance with regulatory requirements.

S1-16 – Remuneration metrics
(pay gap and total remuneration)

In the reporting year, the gender pay gap for employees was 16 per cent. This metric shows the average difference in remuneration between female and male employees, with women earning on average 84 per cent of the total income of men. In accordance with the ESRS standards, this is an unadjusted pay gap, as factors such as role, level of responsibility, education and professional experience are not included in the calculation.

In the reporting year, the ratio of the annual total remuneration of the highest paid individual to the median annual total remuneration for all employees was 4.1. This means that the highest paid individual earned 4.1 times more than the median salary of all employees. What can be considered an appropriate ratio varies depending on the size of the company and its geographical location.

Pay gap	2024
Gender pay gap	16 %
Total remuneration	2024
Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees	4.1 %

Information on the compilation
of key performance indicators

This includes permanent and temporary employees but excludes non-guaranteed hours employees such as student workers, interns, temporary staff and freelancers. The figures are based on headcount at the end of the reporting period.

The total remuneration of employees includes target amounts for basic annual salaries, any 13th month's pay and any short or long-term bonuses. One-off payments, life insurance policies and company cars, for example, are also included. The target amounts reflect the annualised gross target salary per full-time equivalent.

The ratio of the annual total remuneration of the highest paid individual to the median annual total remuneration for all employees shows how much the highest paid individual earns compared to the median pay of the rest of the workforce excluding this person.

Methodology

The metrics are prepared using the HR data system used across Germany and information provided by the foreign subsidiaries as at December 31, 2024.

To calculate the gender pay gap, employees' average gross hourly pay was first ascertained using the following formula: Total remuneration / 52.14 weeks / Planned weekly working hours on December 31, 2024.

The pay gap was then calculated according to ESRS using the following formula:

$$\frac{\text{(Average gross hourly pay level of male employees – hourly pay level of female employees)}}{\text{Average gross hourly pay level of male employees}} \times 100$$

The following formula based on ESRS was used to calculate the annual total remuneration ratio of the highest paid individual to the median annual total remuneration of all employees:

Annual total remuneration for the highest paid individual / Median employee annual total remuneration (excluding highest paid individual)

Validation

Neither the metrics nor the individual elements of each calculation have been reviewed by an external body.

Disclosures in relation to specific circumstances

Sources of estimation and outcome uncertainty: Salary components are taken from the HR data system used across Germany and from the foreign subsidiaries as at December 31, 2024. They are based on the contractually defined target values for the monthly fixed salary and any short-term and long-term bonuses, assuming the targets are fully reached (100%). These target values are stored in the system as annual amounts.

Changes to weekly working hours during the year are not taken into account and no adjustment is made to the amounts for unpaid periods, such as parental leave or sickness-related absences. Details of salary components that are not recorded in the HR data system used across the Group were provided on request by the consolidated Group companies. Here again, changes in weekly working hours during the year are not taken into account. The remuneration of employees who joined the company during the year is extrapolated to a full year.

S1-17 – Discrimination incidents

In 2024, no reports were received via the whistleblower system, i.e. there were no reports relating to incidents of discrimination. No material fines, sanctions or compensation payments were made in relation to the incidents and complaints described above.

Discrimination incidents

ESRS ID		2024	2023
S1-17_02	Number of discrimination incidents	0	0

Information on the compilation of key performance indicators

S1-17_02 Number of discrimination incidents

Discrimination is a collective term for incidents of discrimination, bullying, sexual harassment and other types of harassment that may occur in the workplace. Incidents are reported to the HR department via managers, directly to the HR department or via the whistleblower hotline.

S4 – Consumers and end-users

S4-SBM-2 – Interests and views of stakeholders

Further information on this can be found in the section:

[ESRS 2- SBM-2 – Interests and views of stakeholders](#)

S4-SBM-3 – Impacts, risks and opportunities and their interaction with strategy and business model

The SYZGY Group's strategy aims to support the economic growth and success of its customers. As such, it is essential for the company to guarantee data protection and information security in order to build trust among stakeholders, such as customers and end-users, and secure long-term partnerships.

SYZGY's core business is closely linked to consumers and end-users, whose data is processed and who use the digital products offered in both their professional and personal lives. Digital products such as digital experience platforms and digital campaigns influence consumers and end-users via digital media and can impact how they interact with brands.

Consistently implementing high security and data protection standards reinforces customer trust. SYZGY can increase customer loyalty and position itself as a trustworthy provider of digital services by continuously optimising security and communicating in a transparent manner.

Despite extensive security measures, there is a risk of security flaws or technical vulnerabilities in the company's digital services that could be exploited by cyber criminals. This could lead to data breaches that jeopardise the privacy of users and potentially lead to identity theft or unauthorised access to personal data. Violating data protection laws, particularly the GDPR, could have significant legal and financial consequences for SYZGY, including substantial fines and additional administrative effort to modify compliance mechanisms.

The identified risks and opportunities (IROs) related to security and data protection shape SYZGY's strategy and business model. Increasing cyber threats require the company to implement appropriate security measures in order to fulfil legal requirements such as the GDPR, build customer trust and safeguard its competitiveness.

This gives rise to activities such as developing secure digital products, implementing stricter compliance structures, investing in resilience measures and differentiating the company as a reliable partner. Despite comprehensive

protection measures, the risk of data breaches remains, which can have legal and financial consequences.

SYZGY considers the consumers of its digital services and products to be the employees of its customers and partners, while end-users are the people who directly use the products or services of these customers. In particular, this includes any members of the public who utilise the end-products for personal use. In this respect, there is a fundamental risk of personal data being compromised or security flaws appearing that could have material impacts on consumers and end-users.

Consumers and end-users who may potentially be affected by material impacts include individuals whose rights may be affected by shortcomings in data protection. This relates in particular to the right to privacy and the protection of personal data. People who are particularly at risk include anyone who reacts more sensitively to digital content due to health or social factors or who can be more easily influenced by targeted marketing and sales strategies. Studies show that certain demographics, such as older people, people with mental health conditions or people living in poverty, are exposed to specific risks when using digital products. A lack of digital skills, limited access and concerns regarding data protection may affect their participation in the digital world and make them more vulnerable to negative impacts.

When assessing the material financial risk associated with data protection, the company also takes into account any potential risks to business customers, job applicants and shareholders of the SYZGY Group.

SYZGY works closely with its customers to better understand the needs of consumers and end-users and identify potential impacts at an early stage. As digital products are often part of social infrastructure and used by both companies and the public, potential negative impacts can occur both on a large scale and in individual cases.

Further information on this can be found in the section: [ESRS 2 - SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model](#)

S4-1 – Policies related to consumers and end-users

The SYZGY Group follows a structured approach to minimise potential risks and encourage positive developments in a targeted manner. The company aims to ensure that all staff behave ethically, use technologies correctly and uphold the same level of appropriate data protection both within the Group and at the points of contact where it interacts with customers, suppliers and partners. Regular stakeholder dialogues capture expectations and

concerns, while data protection by design and by default keep personal data protected. This ensures that the company processes data in an efficient and standardised manner that complies with legal requirements and also safeguards the rights and freedoms of data subjects.

Further information on this can be found in section: [ESRS 2 – MDR-P Policies adopted to manage material sustainability matters](#)

Data protection policy and information security policy

Two central policies, the data protection policy and guidelines on the secure and responsible handling of information security incidents, provide the basis for a secure and compliant working environment. They ensure that all SYZGY employees are familiar with the applicable security, data protection and compliance requirements from the outset and implement them consistently in their day-to-day work.

The SYZGY Group adopts a responsible and customer-centric approach when working with consumers and end-users, focusing on data protection, information security and ethical behaviour. The data protection policy ensures that personal data is processed in accordance with the GDPR. The data protection policy defines clear processes for

reporting and resolving data protection violations, including the obligation to report data breaches to the relevant regulatory authority within 72 hours. If a security incident involves personal data, SYZGY informs any affected data subjects and, if applicable, consumers accordingly.

The SYZGY Group's data protection strategy is based on the EU General Data Protection Regulation (GDPR), which is recognised around the world as one of the leading regulations for personal data protection. In addition, the company's information security management system (ISMS) is based on ISO/IEC 27001 to ensure a high level of data protection and data security.

Further information on data protection and information security policies can be found in the section: [ESRS S1-1 – Policies related to own workforce](#)

Code of Conduct of the SYZYGY Group

Respect for human rights is a top priority for the SYZYGY Group. Particularly in customer relationships, the Group plays a responsible role and is committed to applying high ethical standards to its work.

As a creative company that can influence attitudes and behaviour, SYZYGY does not carry out any projects that violate human rights or contain content that violates common decency. The company also rejects any orders that contain discriminatory statements, representations or images. The interests of minorities are always taken into account, irrespective of race, religion, national origin, skin colour, sex, sexual orientation, gender identity, age or disability.

Furthermore, SYZYGY does not undertake work that is intended or designed to mislead in any way, including with regard to social, environmental and human rights issues. These obligations are set out in the SYZYGY Group's Code of Conduct, which serves as a vital benchmark for ethical and responsible behaviour.

The Code of Conduct is based on international standards such as the UN Guiding Principles on Business and Human Rights, the International Labour Organisation's (ILO) Fundamental Principles and the OECD Guidelines for Multinational Enterprises.

Further information on this can be found in the section:
[ESRS G1-1 Business conduct policies and corporate culture](#)

Guidelines for the responsible use of artificial intelligence (AI)

The SYZYGY Group recognises the importance of clear guidelines for the responsible use of artificial intelligence (AI), and as a company takes an active role in the ethical use of this technology. AI can have both positive and negative impacts, which is why its use must be carefully managed.

The SYZYGY Group has defined self-imposed policies and guidelines on using AI in customer projects to ensure that artificial intelligence is used responsibly. These policies and guidelines go beyond legal requirements and serve as a guide on how to use AI in a safe and ethical manner. Irrespective of the European Union's planned AI regulation (AI Act), which is intended to create a clear legal framework for the use of artificial intelligence, the SYZYGY Group has already established internal company rules to ensure this technology is used in line with the highest standards.

The SYZYGY Group's policies and guidelines are reviewed annually by the relevant department, such as Data Protection and Information Security, approved by the Management Board and then published on the Group intranet.

The guidelines on using generative artificial intelligence (GenAI) are binding for the entire SYZYGY Group, while specific policies on using GenAI are binding for the German units. The policies and guidelines are implemented in the Group's international companies in accordance with respective national legislation. All relevant information was made available to the companies via email and is also available on the intranet.

With regard to using new technologies, especially generative AI, the guidelines on using generative AI systems ensure that AI applications are used safely, transparently and in accordance with applicable data protection and security requirements. AI-powered content that interacts directly with end-users should be clearly labelled.

As part of its efforts to remediate any human rights impacts, the SYZYGY Group offers an anonymous whistleblower system and undertakes to report data protection violations promptly. This allows customers, employees and stakeholders to make the company aware of any problematic situations.

SYZYGY uses AI in compliance with ethical principles such as supervision, information security and data protection, copyright, personal rights and transparency. The company carefully reviews any generated content, adheres to the highest security and data protection standards, observes copyright regulations and protects personal rights. Each department also documents and, if required, discloses how it uses AI systems.

The company ensures the effectiveness of its AI guidelines through internal reviews and supervision. AI-generated content is checked for accuracy, ethics and data protection, employees are made aware of important issues and potential violations are recorded via internal reporting channels. Adjustments are made as necessary to comply with regulatory requirements such as the EU AI Act.

S4-2 – Processes for engaging with consumers and end-users about impacts

The SYZYGY Group actively incorporates the perspectives of its consumers into the decision-making process to minimise potential risks and promote positive developments. This takes the form of structured dialogue with customers and partners; end-users are not directly involved.

Dialogue takes place via workshops, digital contact points, personalised content strategies and direct communication through newsletters and visits to trade shows and conferences. This ensures that the company has an in-depth understanding of customer needs. SYZYGY also work closely with suppliers and partners, for example through regular discussions and technology partnerships. SYZYGY indirectly considers end-users through market analysis and customer feedback to help it develop responsible digital solutions.

The company engages with customers in all phases of product development, from workshops and user analysis in the early design phase to beta tests and feedback loops during implementation and continuous optimisation after market launch. For example, at clearly defined milestones, projects go through a quality assurance process focused on customer expectations, requirements and specifications.

The project team, led by the account director, evaluates feedback from consumers and makes any necessary adjustments to the solution. Once the project has started, SYZYGY works closely with customers and advises them on how to solve any problems or challenges reported by consumers and end-users.

Data leaks and cyber incidents require immediate action to minimise risk. In such cases, SYZYGY uses established procedures, such as those defined in the data protection policy for dealing with data breaches. This includes the obligation to report data breaches as defined by Article 33 of the GDPR. Affected customers are informed immediately, with relevant stakeholders then being included in the process going forward. Depending on the situation, SYZYGY also liaises with local authorities and affected data subjects.

SYZYGY evaluates the effectiveness of how it engages with consumers and end-users by regularly collecting customer feedback, analysing reported incidents and assessing response times to security incidents.

Further information on this can be found in the section: [ESRS 2 SBM 2 – Interests and views of stakeholders](#)

S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

The SYZGY Group provides consumers and end-users with various channels to submit enquiries and complaints relating to digital products and services. This includes email support and social media. Consumers and end-users can also contact SYZGY's data protection officers directly by email to report potential cases of data misuse. Contact information is provided on the respective company website. SYZGY does not carry out any separate assessment of the effectiveness of remedial measures.

Further information on this can be found in the section: [ESRS G1-1 – Business conduct policies and corporate culture](#)

SYZGY carefully evaluates any enquiries and reports received and forwards them to the relevant internal departments if necessary. When it comes to data protection, the company also assesses whether it needs to notify any regulatory authorities or inform any data subjects. This assessment is based on the data protection policy and any applicable regulatory requirements, particularly the GDPR. If necessary and possible, suitable corrective measures are implemented within the framework of internal policies.

Managing the impacts of data protection, artificial intelligence (AI) and information security requires close collaboration between various internal functions. The Data Protection department ensures compliance with legal requirements such as the GDPR, develops policies, conducts training sessions and assesses data protection risks. IT Operations implements technical measures such as encryption, access controls and firewalls, monitors systems for security vulnerabilities and responds to incidents. The Legal & Compliance department reviews contracts, assesses risks and ensures compliance with regulatory requirements. The HR department ensures that employee data is handled in compliance with data protection regulations.

Customers can use the Right to Speak whistleblower system at any time to report data protection incidents or share concerns about SYZGY's business conduct or possible misconduct by an employee.

Further information on this can be found in the section: [ESRS S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns](#)

S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions and approaches

Customer satisfaction

SYZGY relies on rigorous quality management, structured feedback management and continuous innovation to ensure that it fulfils customer expectations and maintains a high level of customer satisfaction. This approach significantly helps to build customer loyalty and ensure the long-term success of the business.

The company has defined established methods and processes for all development phases of digital solutions. This also includes a systematic approach to identifying, assessing and eliminating potential negative impacts on consumers and end-users.

Information security

Information security, data protection and data ethics are hugely important to the relationships the SYZGY Group has with its customers. The Group ensures information security through a comprehensive information security structure, comprising a certified Information Security Officer (ISO), a Lead Implementer for Information Security

and the associated Information Security Coordinators at the company's various locations. Each ISO reports to the Management Board on a quarterly basis. The information security team is supported by a certified Data Protection Officer (DPO).

The success of the information security management system is evidenced by successful audit outcomes (e.g. TISAX label). In addition to the Group-wide review of compliance with standards conducted by WPP Audit, the company can respond positively at all times to enquiries from clients, suppliers or other external parties.

In the 2024 reporting year, subsidiary SYZGY Techsolutions was again awarded the TISAX label (AL2), while SYZGY (Frankfurt location) received the TISAX label (AL2) for the first time. Subsidiary different was once again awarded the TISAX label (AL3) in September 2024.

Data protection

The same level of data protection must be guaranteed within the Group and at customers, suppliers and partners to ensure data is processed efficiently and in a legally compliant manner. For this reason, the Group carries out internal audits on compliance with data protection policies.

All companies and their employees are required to comply with the Group's applicable policies on information, data and security, as well as the relevant Code of Conduct. The

company provides mandatory training courses on data protection and information security to raise awareness among employees. Parent company WPP also offers training on Safer Data and operates an online platform with information and recommendations around conduct, privacy, security and data protection.

As part of the data protection audits, each operating unit is required to undergo a rigorous review of the design, implementation and effectiveness of its local data protection programme and associated processes and controls.

The frequency of these reviews depends on the risk, but they are carried out at least every two years. By the end of 2024, seven data protection audits had been carried out, including joint audits with information security and data protection officers from other units in the Group.

Privacy policies

SYZGY protects personal data by publishing privacy policies that explain in detail who the company is, how personal data is collected, used and shared, and what options individuals have to exercise their data protection rights.

Privacy policies for different groups, including shareholders and job applicants, are available to view on the website.

Data leaks or cyber security incidents (related to GDPR data)

SYZGY uses WPP's Security Operations Centre (SOC) – which operates 24/7 – to minimise cyber security risks. This system plays a key role in monitoring, detecting, analysing and responding to cyber security incidents and protecting IT infrastructure.

In the event that sensitive, GDPR-relevant data is leaked, SYZGY responds by immediately stopping the activity that caused the incident and restricting access to the exposed content. The problem is then analysed to identify the cause of the leak, and any affected data is deleted to minimise further risks.

IT security policy

The IT security policy, which applies to all units of the Group, describes the technical and organisational measures implemented to secure IT systems, ensuring a comprehensive level of security across the company. It combines various technological protection mechanisms, including network security, access controls, encryption technologies and monitoring systems, along with organisational measures such as security guidelines, training and emergency management processes.

Business continuity management (BCM)

In the 2024 financial year, the SYZGY Group began implementing a business continuity management (BCM) system to ensure the continuity of business operations and strengthen the company's long-term resilience to crises and disruption. The system covers a wide range of potential risk scenarios, including power outages, pandemics, natural disasters, cyber crime and IT failures.

SYZGY implemented the BCM system by identifying and evaluating business-critical processes to allow the company to minimise risks at an early stage and react quickly to any disruption. Contingency plans and recovery strategies are also defined to ensure that business operations can continue efficiently even in the event of a crisis.

The entire business continuity management (BCM) system will be reviewed once a year and modified if necessary to ensure it remains effective and up to date. Regularly updating the system ensures that emergency strategies are up to date, potential risks are identified at an early stage and any necessary adjustments are made to meet changing business requirements or external threats.

The SYZGY Group's BCM is based on a structured policy that defines the overarching principles, objectives and responsibilities for maintaining business operations in crises. The company also has detailed business continuity plans (BCPs), which define specific actions to ensure business continuity in the event of disruption or failures, as well as recovery plans, which include strategies for restoring affected systems and areas of the business following a disruption.

Responsibility for crisis management lies with the Emergency Response Team, which consists of the Management Board and executives at each of the respective locations. In emergencies, team leads and the People & Culture department are responsible for instructing and informing employees.

Business continuity management is being implemented in stages. While different GmbH in Berlin already has a BCM in place, business continuity plans were introduced for SYZGY Deutschland GmbH at the Bad Homburg location in the 2024 financial year. Business continuity plans will be introduced at SYZGY Performance Marketing GmbH and SYZGY's Frankfurt location in due course.

Certified quality management system

SYZGY Performance is DIN EN ISO 9001:2015 certified, confirming its commitment to ensure the highest quality when planning and implementing online marketing measures and SEA and SEO optimisation. This certification allows SYZGY Performance to continuously optimise its processes to achieve the best results for its customers and continuously increase customer satisfaction.

Employee training

All employees are trained in data protection law at the start of their employment with the company. Measures outlined in the training courses go beyond legal requirements to ensure that business activities do not have a material negative impact on consumers or end-users. In addition to the mandatory data protection training that all new employees must complete when they join the company, staff also receive additional training every year. Employees must also agree to maintain data confidentiality.

Training provides in-depth knowledge of compliance with data protection regulations, particularly when handling customer and company data. Courses cover how to securely process data, protect personal information and prevent data breaches. Participants are trained on what information is considered confidential, how it is protected and what legal and regulatory frameworks – such as the GDPR – must be followed.

The focus is on practical content, with training courses detailing specific actions to minimise risk, how to use IT systems securely, how to protect passwords, how to handle sensitive documents and outlining clear guidelines on sharing data. External consultants and service providers also complete these training courses to ensure the same data protection standards are upheld.

Further information on this can be found in the section: [ESRS S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches](#)

S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The SYZGY Group has not currently set any specific, time-bound or results-oriented targets to minimise negative impacts or maximise positive impacts on its consumers or end-users. However, the effectiveness of existing guidelines and measures related to consumers and end-users is regularly reviewed, and the results reported internally to the Management Board and Supervisory Board.

SYZGY adopts a targeted, qualitative approach to ensure that the interests of consumers and end-users are protected. The company focuses on the long-term effectiveness of measures rather than relying solely on metrics. Effectiveness is regularly reviewed by means of internal analysis and feedback processes to ensure the company is producing secure, transparent and user-friendly digital solutions over the long term.

The overall objective is to ensure the integrity, confidentiality and availability of information while also ensuring compliance with legal requirements. Information and data are essential resources for SYZGY's business operations. They allow the company to build trusting customer relationships, develop targeted communication strategies, provide personalised content, gain sound insights and make risk-aware decisions.

The objectives focus on strengthening the company's digital resilience by using data and technology responsibly to ensure sustainable and secure solutions for consumers and end-users over the long term:

- Ensuring the company has an agile information security management system with a comprehensive security structure that adapts flexibly to new threat situations to guarantee security standards.
- Promoting a corporate culture that is aware of data protection issues through mandatory training for all employees and additional information on data protection, privacy and data security.
- Establishing ethical guidelines on using artificial intelligence to ensure that AI technologies are used responsibly and in accordance with data protection and security requirements as well as ethical standards.

Governance information

ESRS G1 – Business conduct

G1-1 – Business conduct policies and corporate culture

The SYZGY Group views responsible and lawful conduct as foundational for its success as a company. An efficient governance structure plays a key role here. This includes strict compliance with relevant laws and regulations and international standards through effective compliance management. Promoting a corporate culture that focuses on protecting human rights, preventing corruption and safeguarding whistleblowers is crucially important both from a legal perspective and in terms of the company's culture and objectives. SYZGY expects its employees, partners and service providers to respect and actively implement these standards and values.

Further information on this can be found in the section [“ESRS 2 – SBM-3: Material impacts, risks and opportunities and their interaction with strategy and the business model.”](#)

Material impacts, risks and opportunities

As part of the double materiality analysis used to identify relevant impacts, risks and opportunities (IROs), corruption and bribery were classified as material negative impacts on corporate culture.

The findings of the Legal & Compliance department are used to identify IROs within the governance standards framework of the SYZGY Group. This process is carried out in close cooperation with the Management Board, which is responsible for developing Group-wide policies and internal guidelines. The business activities of the entire SYZGY Group are assessed.

The assessment is based on an initial exchange with relevant stakeholders. Current and future legal regulations and guidelines, such as the German Corporate Governance Code, the EU Whistleblower Directive, the UK Bribery Act 2019, the Foreign Corrupt Practices Act, current and future EU legislation on anti-corruption, the OECD Guidelines for Multinational Enterprises and the German Supply Chain Due Diligence Act (LkSG), were also consolidated and compared with the SYZGY Group's current practices.

		Value chain stage			Time frame	
		Upstream	Own operations	Downstream	Short term	Short to medium term
Corporate culture						
Lack of compliance with clear ethical standards and values A lack of compliance with clear ethical standards and values can undermine the integrity of the company, reduce employee identification with the company and negatively impact employee satisfaction within the team.	Potential negative impact		✓		✓	
Corruption and bribery / Prevention and detection including training						
Inadequate prevention of corruption If training courses or measures are not relevant or designed effectively, they might not be taken seriously by employees, which would limit the desired positive effect on corporate culture and ethical behaviour.	Potential negative impact		✓		✓	
Corruption and bribery / Incidents						
Strained working environment due to incidents of corruption If incidents of corruption are not handled transparently and firmly, they may strain the working environment and lead to tension or mistrust among employees.	Potential negative impact		✓		✓	

Business conduct policies and corporate culture

To support corporate policy and foster a strong corporate culture, SYZYGY has established Group-wide policies and guidelines to help guide employees and partners. The company uses these guidelines to manage material impacts, risks and opportunities related to business conduct. By consistently complying with and implementing these standards, SYZYGY not only minimises risks, such as reputational damage and legal consequences, but also increases the confidence that stakeholders have in the company. At the same time, the Group's clear positioning has created a corporate culture based on ethical principles that fosters both long-term employee motivation and loyalty. Compliance with these principles not only protects the company against potential legal disputes, it also underpins our position as a reliable and trustworthy partner in the international business environment.

Further information on this can be found in the section ["ESRS 2 – MDR-P Policies adopted to manage material sustainability matters."](#)

The SYZYGY Group Code of Conduct

Our Code of Conduct (CoC) sets expectations and guidelines for all employees and business partners who have committed to comply with the Code when working with the company. It covers key topics such as responsible conduct, ethical business practices, fair competition, confidentiality, protecting sensitive data and whistleblowers, information security and preventing financial crime.

Standardised processes have been introduced to implement the CoC, including the Right to Speak reporting system for compliance violations for employees and business partners, as well as a due diligence and audit process for suppliers. The company uses announced and unannounced inspections of business premises to help it verify compliance with the guidelines, particularly with respect to preventing corruption and bribery.

The CoC is based on the statutory requirements that apply to the SYZYGY Group and on recognised international standards, including the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the International Labour Standards set by the International Labour Organisation (ILO) and the UN Convention against Corruption.

Within the SYZYGY Group, the Code of Conduct applies worldwide to management board members, executives, managers and employees, who commit to complying with it. Suppliers are expected to comply with the Code of Conduct as specified for them in the Code of Conduct for Suppliers. The Code is reviewed annually and approved by the Management Board.

Guidelines on gifts and hospitality

The SYZYGY Group has defined clear rules on when benefits in the form of gifts and hospitality are appropriate. These rules apply to all employees and business partners who have agreed to comply with the guidelines. They specify which benefits are deemed appropriate, which require approval and which can pose potential risks for the integrity of the company.

The company has introduced reporting, approval and documentation processes to implement its guidelines on gifts and hospitality. These processes ensure that all gifts given or received and hospitality are documented in a transparent way and that approval is granted if defined limits are exceeded. This includes keeping a Gift and Entertainment Register, which is administered by the Compliance department of Syzygy AG and reviewed annually to ensure compliance with the guidelines.

The guidelines are based on the Group-wide requirements of the WPP Gift and Entertaining Policy and applicable legal framework. They are reviewed annually and approved by the Management Board to ensure the highest standards in terms of both transparency and compliance.

Syzygy AG is also committed to sustainable and responsible business conduct as defined in the German Corporate Governance Code (DCGK). The Management Board and Supervisory Board promote transparent and trust-based leadership aligned with the interests of shareholders,

employees and customers, with particular importance being attached to securing the long-term future of the company and sustainable value creation. They take into account social and environmental factors as well as their impact on the success of the company. The Declaration of Corporate Governance includes the Declaration of Conformity in accordance with Section 161 of the German Stock Corporation Act (AktG). It also provides details about corporate governance practices beyond what is legally required, the working methods of the Management Board and Supervisory Board, defined targets for the proportion of women in management positions and the company's diversity strategy.

Syzygy AG provides an annual Declaration of Corporate Governance in accordance with Section 289f of the German Commercial Code (HGB), which can be found in the Corporate Governance Report section.

Compliance and control management to safeguard corporate culture

The SYZYG Group views corporate policy, ethics and culture as interconnected elements that create the framework for sustained success. Responsible corporate policy forms the foundation for all decisions and actions, while ethical principles ensure that they align with social and environmental concerns. SYZYG's corporate culture brings these principles to life by integrating values such as

responsibility, collaborative work and open-mindedness into everyday working life.

Compliance with statutory and regulatory requirements is a key component of our corporate policy, which is buttressed by effective compliance and control management. As part of its business activities, SYZYG is committed to complying with applicable laws and guidelines, including working against corruption and bribery, to ensure an ethical and legally compliant working environment.

1. Distinct areas of responsibility and defined processes ensure that responsibilities are clearly set out and that processes are transparently designed.
2. The separation of duties and the two-person rule prevent conflicts of interest and reduce the risk of decision-making processes being manipulated.
3. Systematic and manual reconciliation and regular plausibility checks ensure the accuracy and integrity of data.
4. Security measures for IT systems and information security protect sensitive data and prevent unauthorised access.
5. Process-integrated measures such as monitoring and analyses allow the company to detect irregularities at an early stage.
6. Ongoing training and guidelines, including rules for gifts, hospitality and business travel, raise awareness of ethical behaviour and compliance requirements.

These measures are reviewed regularly and supplemented with specific controls such as SOX certifications and risk assessments to ensure compliance with both statutory and internal requirements.

The compliance and control management of the SYZYG Group is based on a structured control system.

1. Responsibility for operational risk management lies with the business areas of the subsidiaries and central functions. They implement corporate guidelines and instructions and ensure compliance with both internal and external requirements.
2. The compliance, risk and control functions monitor compliance with statutory and internal requirements, assess existing measures and ensure effective risk management.
3. The Legal & Compliance function ensures that internal control, risk management and governance processes are assessed independently and objectively. The company ensures compliance with regulatory requirements through regular internal and external assessments.

Corporate culture of the SYZYGY Group

Values form the foundation of the SYZYGY Group and are key to a sustainable and innovative corporate culture. To fulfil its purpose, successfully implement its strategy and create sustainable added value for customers and society, SYZYGY has defined three core values that shape its corporate culture and apply to all employees – regardless of their position or function:

Curious: explore new directions, solve complex problems and never stop learning.

Responsible: act in an honest, reliable and solution-oriented manner – for customers, the company and employees.

Collaborative: collaboration is a key factor for success because strong teams, diversity and working together lead to better solutions.

Code of Conduct training

The SYZYGY Group attaches great importance to strengthening its corporate culture with comprehensive training programmes and access to key guidelines. The goal is to promote a shared understanding of ethical conduct and compliance, and to ensure that all employees act responsibly in their day-to-day work.

These mandatory online annual training courses are designed to communicate the Group's ethical and business objectives. They contain units on business integrity, data protection and sustainability to make the requirements of the Code of Conduct easy to understand. The training also promotes awareness of diversity, inclusion and overcoming prejudices when working together. In addition, the company provides green claims training, which focuses specifically on sustainable action in day-to-day business.

The online training courses are available to all employees of the SYZYGY Group and can be accessed via the central online portal (intranet, INSIDE WPP). Supplementary policies, guidelines and information about the whistleblower protection system are available on the SYZYGY intranet at all times. Comprehensive support around any questions related to the training courses is provided in the form of FAQs, training guides and dedicated contacts in the People & Culture department.

The training courses aim to not only promote understanding among employees of ethical and responsible behaviour but also reinforce an open and inclusive corporate culture. Employees should feel encouraged to get involved, express their concerns and actively contribute to creating a work environment based on trust.

Reporting violations and whistleblower system

The SYZYGY Group allows its employees, partners, suppliers and other external stakeholders, such as shareholders, to report potential or actual violations of the Code of Conduct or other guidelines through various reporting channels. This includes the option to contact a manager or go directly to the People & Culture function or Human Resources.

The Right to Speak whistleblower system allows people to anonymously and securely report serious violations that fall under the scope of the whistleblower guidelines, including corruption, bribery, fraud, sexual harassment, violations of environmental regulations and human rights violations. Violations of competition or financial regulations and discrimination and harassment can also be reported.

The SYZYGY Group ensures that the whistleblower system is independent and autonomous. It complies with the legal requirements of the EU Whistleblower Directive and offers special protection from retaliation, provided that reports are made in good faith and with just cause. The identity of whistleblowers and the people concerned is protected by a secure and confidential complaints mechanism that guarantees anonymity on request. The external service provider and responsible departments at WPP and the

SYZYGY Group do not pass on any confidential information to unauthorised parties. The investigative teams are also independent, autonomous and appropriately trained to ensure a fair and impartial assessment.

Any reports received are encrypted by a trusted third-party provider, who acts independently of the SYZYGY Group, and securely forwarded to the WPP Group, where the Chief Counsel and General Counsel Corporate Risk arrange for it to be assessed and investigated. The Business Integrity Team at WPP reports relevant cases to the Audit Committee. If violations of human rights or environmental obligations as set out in the German Supply Chain Due Diligence Act (LkSG) are found, WPP informs the relevant persons in the SYZYGY Group, who support any necessary follow-up measures and ensure that the case is handled transparently.

This complaints mechanism ensures that the SYZYGY Group fulfils its legal obligations under the German Supply Chain Due Diligence Act (LkSG) and the Whistleblower Protection Act (HinSchG).

Training sessions on the whistleblower system are part of regular mandatory compliance training for all employees. Detailed information can be found in the relevant procedural rules on the websites of all companies in the SYZYGY Group.

G1-3 – Prevention and detection of corruption and bribery

The SYZYGY Group uses a comprehensive system of guidelines, policies, processes and control mechanisms to effectively prevent, uncover and combat corruption and bribery. These procedures ensure compliance with the highest ethical standards and aim to promote a strong compliance culture.

The SYZYGY Group has a strictly zero-tolerance policy on corruption and bribery. The Anti-Fraud, Bribery & Corruption Policy (AFBAC) sets out clear rules of conduct for all employees, business partners and suppliers.

The SYZYGY Group relies on independent expert teams to detect potential violations at an early stage. These teams work separately from the operational management level to ensure their findings are objective. The Right to Speak whistleblower system is another key element that allows employees and external stakeholders to report potential violations anonymously and confidentially. This system is available 24/7 and supports multiple languages.

The company also uses an internal control system based on the COSO framework to systematically monitor financial transactions and risk processes. Regular internal audits help to detect any weak points.

Report findings are communicated according to a defined process. Confirmation that a report has been received is provided within seven days by the Group Chief Counsel and the General Counsel Corporate Risk of the WPP Group. An investigation is initiated once the report has been assessed, if necessary including relevant teams such as the WPP Business Integrity Team or the People & Culture Team of the SYZYGY Group.

The reporting frequency stipulates that WPP will provide an update on the progress of the investigation within three months from receipt of the report. Relevant findings are also incorporated into the internal risk assessment and regularly reported to the Audit Committee at WPP.

Not all reports are forwarded directly to the Management Board. Only reports with a specific risk assessment, particularly if they relate to serious risks or violations of human rights or environmental regulations as defined in the German Supply Chain Due Diligence Act (LkSG), are forwarded to the relevant people within the SYZYGY Group. These individuals then assist in implementing any necessary measures.

Violations of the guidelines lead to severe consequences, ranging from warnings to the termination of business relationships with external partners. Independent auditors such as PwC also conduct external audits to ensure the transparency and integrity of processes.

The effectiveness of control mechanisms is regularly reviewed via internal audits and self-certification. These measures, which are based on the Internal Controls Policy, ensure that the established control systems meet the current requirements. All control systems and guidelines are also continuously updated to meet new legal requirements and operational risks to ensure that prevention measures remain effective.

Investigations into allegations of corruption and bribery are carried out under the supervision of the Management Board and the Compliance department, which acts independently of operational management. This department works closely with the Business Integrity Unit at WPP to investigate incidents in a neutral and objective manner.

Functions with the highest risk of corruption and bribery

At SYZYG, certain functions are exposed to greater risk of corruption and bribery because they are involved in critical financial transactions, interact closely with external stakeholders or require a high level of sensitivity for compliance with legal and ethical requirements. High-risk functions include finance, accounting, procurement and business development, which are considered particularly susceptible to these types of risks.

Criterion	High-risk functions	Managers	Management Board Supervisory Board	Other workers
Business integrity: Communication of the WPP Conduct of Code, ethical behaviour	✓	✓	✓	✓
Anti-corruption and anti-bribery: Detecting and preventing corruption, dealing with gifts and hospitality				
Data protection: Compliance with standards, data security	✓	✓	✓	✓
Sustainability: Supporting sustainable business processes				
Whistleblower system: Using the Right to Speak system, protecting whistleblowers				
Diversity and inclusion: Unconscious bias, promoting a positive working environment	✓	✓	✓	✓
Abdeckung: <ul style="list-style-type: none"> Germany: 441 employees Poland: 75 employees United Kingdom: 31 employees USA: 3 employees 	15 2.7%	11 2%	5 1%	550 100%

Training programmes on anti-corruption and bribery

The relevant guidelines are made available to employees through regular training courses, on the intranet and dedicated points of contact. This also includes providing informational materials such as FAQs and training guides.

Training courses at the SYZGY Group are available in different languages, with both online and offline options to ensure everyone can participate. Employees are required to complete the training within six weeks of joining the Group. After this, they are required to repeat the courses once a year. Content such as business integrity, anti-corruption, data protection and sustainability is delivered and explained using interactive scenarios and practical examples. These measures are intended to ensure a high level of awareness, with the goal of fostering a good understanding of compliance and ethical behaviour.

G1-4 – Incidents of corruption – whistleblower reports

Incidents of corruption and bribery

In 2024, there were no incidents, convictions or financial penalties resulting from violations of anti-corruption or anti-bribery laws within the SYZGY Group. Similarly, there were no violations of internal guidelines or standards relating to corruption and bribery prevention.

Furthermore, no legal proceedings relating to corruption or bribery were initiated against the SYZGY Group or its employees. No cases of corruption or bribery, caused by business relationships within the supply chain or maintained by the company, were directly or indirectly identified.

Incidents of corruption and bribery	2024	2023
Number of convictions for violations of anti-corruption and anti-bribery laws	0	0
Financial penalties for violations of anti-corruption and anti-bribery laws	0	0

Information on the compilation of key performance indicators

Convictions for violations of anti-corruption and anti-bribery laws

A criminal conviction of a Group entity established by a court over the course of the financial year.

Financial penalties for violations of anti-corruption and anti-bribery laws

Financial penalties for a Group entity imposed by a court over the course of the financial year.

Whistleblower reports

In 2024, no reports were received via the whistleblower system, i.e. there were no reports relating to corruption or bribery.

Whistleblower reports	2024	2023
Number of reports received via the whistleblower system	0	0
Number of reports within the scope of the whistleblower system	0	0

Information on the compilation of key performance indicators

The number of reports received via the whistleblower system over the course of the year is based on the information and confirmation provided by the third-party provider of the whistleblower protection system, NAVEX Global, as at year-end.

The number of reports that fall within the scope of the whistleblower system would include reports that meet the defined criteria for persons and circumstances.

Objectives to avoid negative impacts


A key objective of the SYZYGY Group is to ensure continuous and open communication with employees, partners and stakeholders on compliance topics. With the ongoing involvement of the above-mentioned groups, the company aims to ensure that compliance is not just a formal requirement, but also forms an integral part of the corporate culture of the SYZYGY Group.

By regularly providing information on ethical standards, corruption prevention and compliance requirements, the company aims to foster a shared understanding of responsible conduct. Mandatory participation in training sessions and awareness-raising measures are a key component of this strategy, as they help raise awareness of corruption risks and provide practical recommendations for action.


SYZYGY relies on regular internal communication via the intranet or in the form of employee meetings to effectively integrate compliance requirements into everyday working life.

Bad Homburg v.d.H., den March 25, 2025

Syzygy AG
Management Board



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Syzygy AG

Credits

SYZYGY Group, Pascal Bünning, Colleagues of the SYZYGY Group, and much more.



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