

REPORTING YEAR 2022



H&Z SUS TAIN ABIL ITY REP ORT



Sustainability report for H&Z Core
plus aneon, excl. rpc

Letter from the C-Suite



We are thrilled to unveil our first ESG report, a testament to our strong commitment to sustainable business practices. Creating a sustainable business has always been at the core of our consulting philosophy with “Head, Heart and Hand”. But this is the first time we have given a comprehensive, tangible and codified account of our initiatives.

From the beginning, when H&Z was founded in 1997, we knew what type of business we wanted to run, which is why we founded Hirn Herz Hand e.V. This charity was set up so that our employees could initiate and support social projects and play a key role in making those projects successful. To date, Hirn Herz Hand e.V. has supported over 50 projects with consultation and funding. This illustrates our bottom-up approach to making a positive impact on society.

There’s a saying that ‘charity begins at home’, meaning that you first have to take care of those nearest to you before offering external help. This is something we do at H&Z. We value our employees, they are the foundation of our business, and so we make sure that they are well looked after financially, professionally, and personally. There is always room for improvement, as we highlight later in this report, but we must be doing something right because we’ve won seven ‘Great place to work’ awards in various categories since 2011.

In addition to social responsibility, we’ve always been mindful of our impact on the environment. We’ve worked tirelessly to reduce our carbon footprint so it

was a significant milestone when H&Z became carbon neutral as an organization in 2020. This was achieved in alignment with the Science Based Target Initiative (SBTi) and the UN Global Compact. As sustainable transformation, with the focus on carbon removal and the promotion of circularity, is one of our main areas of expertise, it's clearly vital that we don't just talk the talk, we must also walk the walk.

Our consultants know what they're doing when it comes to guiding our clients towards sustainable value chains. They demonstrate this every day in the projects they work on and a team of them even found time to write an award winning book, *Responsible Procurement: "Leading the way to a Sustainable Tomorrow."**

If we all want a better tomorrow, we have to accept that sustainability is a shared journey. With this in mind, we launched SUSTAINX, a platform and community to help organizations find innovative solutions for their challenges and to connect with like-minded on their sustainability journey. These are examples of how we go beyond conventional consulting to help our clients improve their carbon footprints. Sustainability is an opportunity, and we go the extra mile to help our clients fully embrace it.

Polar explorer Robert Swan once aptly framed the ESG challenge with the words: "The greatest threat to our planet is the belief that someone else will save it." We refuse to fall into this trap. Instead, we roll up our sleeves, immerse ourselves in action, and invite you to explore firsthand the measured progress we're making towards a sustainable future.

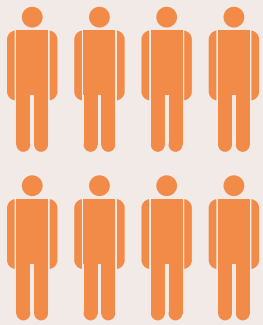
Our thanks go to all the H&Z'ers that made and make this possible – every day.

Harald, Michael, and Stefan

About H&Z

Sustainability & Transformation

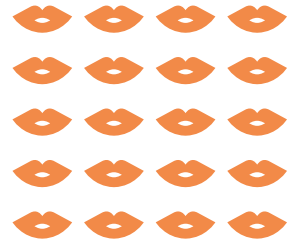
Strategy & Performance



> 200
consultants and
trainers



we support clients
on a global scale



in > 20
languages

Digital Supply
Chain & IT
Implementation

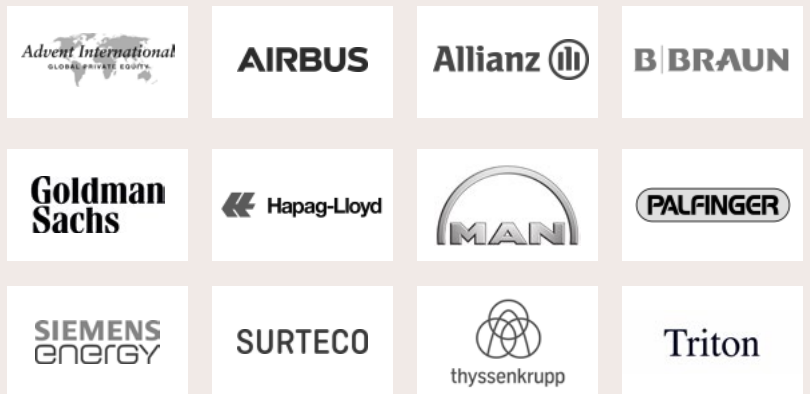
Procurement &
Supply Chain

Sustainability report for H&Z Core plus aneon, excl. rpc

> 3,500

Successful projects
and numerous awards

Supporting leading companies



H&Z – over 25 years of head, heart, and hand

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Who we are



We deliver more than successful strategies. We partner with our clients to make them happen. We work with the world's leading companies, creating change, improving performance, and driving sustainable growth. Our experts design, manage and accompany the entire transformation journey, all with measurable results. We consult with head, heart, and hand.

Since starting out in 1997, we've successfully completed over 3,500 projects. Our customers love working with us. We guide clients in their sustainable business transformation with research and thought leadership in the areas of strategy, operational performance, procurement, transformation, sustainability, technology, and M&A.

We develop innovative methods to create sustainable change in companies as part of The Transformation Alliance, a coalition of independent European consultancies, and we provide a global network of expertise and implementation capability.



Head - Thinking to the future. Our world is changing rapidly and in ways that we can't fully predict. We help our clients to reinvent themselves and make a positive contribution to society.



Heart - Sparking enthusiasm. We focus on proximity, create trust at all levels and give every individual the chance to participate. This is how to achieve success.

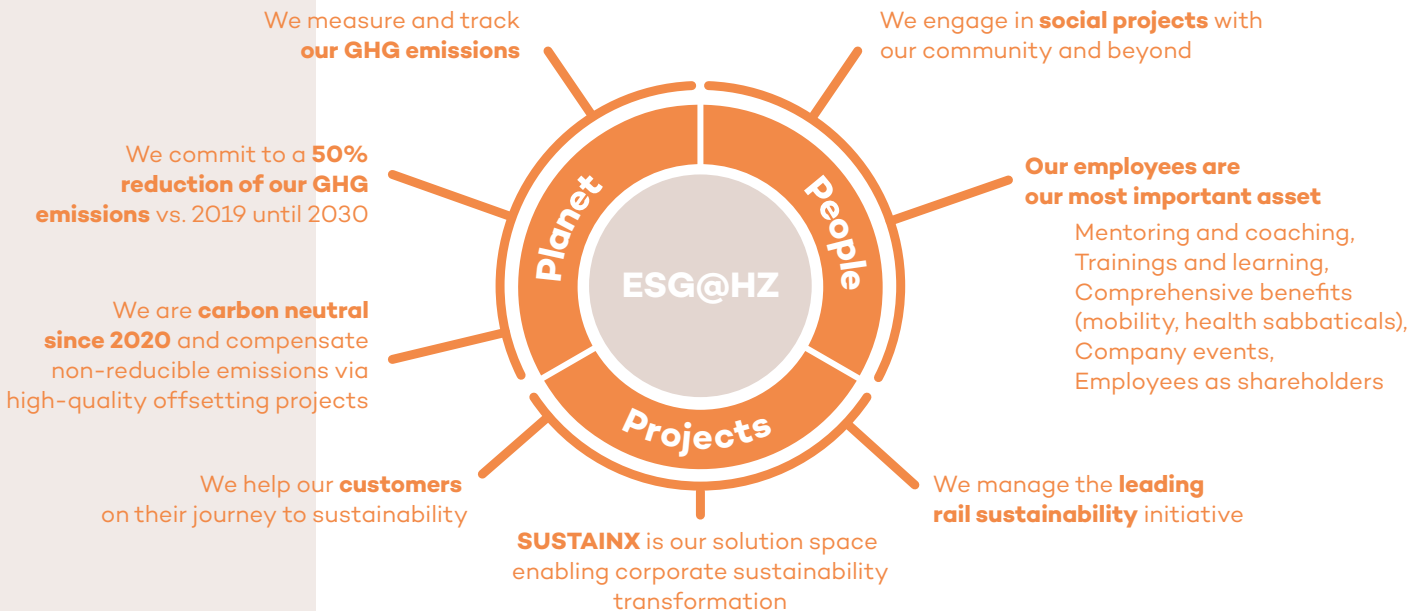


Hand - Shaping change. Our advisors are on site, they listen carefully and offer pragmatic solutions. We move forward with a clear plan, generate courage for change and pave the way for top performance.

H&Z Sustainability Approach



Our goal is to make a positive impact on people and the planet. We've been a certified climate neutral company since 2020, but we still have a long way to go. We acknowledge that the criteria and demands for reliable net-zero strategies will change as advances in technology generate more and more progress. And so, as we continue on our journey, we'll refine and update our strategies and actively collaborate and co-create with our stakeholders.



People



In this chapter, we delve into the beating heart of H&Z – our dedicated employees. Guided by our motto Head, Heart, and Hand, we cherish our exceptional team, invest in their personal and professional wellbeing, and applaud them for being the cornerstone of our achievements and the driving force behind our sustainable impact.

Our Values



Impact

We deliver sustainable results.



Excellence

We fight for the best solutions and constantly develop ourselves both professionally and personally.



Individuality

We value personality and individual opinions.



Solidarity

We work as a team and support each; we act responsibly towards society.



We are down-to-earth

We have an open working style that's founded on mutual respect and a focus on the issues at hand.

H&Z Man ife sto



Equality

We treat each other with respect and remain open-minded to all opinions, regardless of hierarchy. Our decisions are shaped by the quality of our debate rather than the seniority of our staff.

Performance

Performance is important to us! We strive for excellence in all aspects of our work life and encourage curiosity and entrepreneurship.

Social Responsibility

We act with integrity and fairness towards our clients and each other. We're committed to give back to the community and help those less fortunate than ourselves.

Loyalty

We are loyal to our clients, the companies they represent, and to H&Z.

Purpose

We strive to increase the proportion of projects that align with the H&Z ethical code. No employee is expected to work on a project that doesn't align with their individual beliefs.

Community

We believe in the power of community. We don't want lonely warriors, but superheroes acting together in great teams.

Consensus

We're a consensus-driven organisation that looks to involve all areas of the company in the decision-making process. Every employee is valued, and their opinions respected – broad consensus is our minimum requirement.

Fun

Working at H&Z is fun! Maintaining a fun and social working culture is extremely important to us.

Our Employee Benefits

A share in our success: employee share program

Irrespective of title or position, our employees have the opportunity to acquire shares in H&Z after two years of employment. This is how everyone here is empowered to become a co-partner and to share the financial success and growth of H&Z. We grow together!

Fostering a strong community: Company retreats and in-house treats

We're convinced that a strong sense of community and camaraderie is one of the keys to our success. This is reflected in the social benefits we offer: from bi-annual retreats that take us to diverse locations; our autumn retreat for families; and the get-togethers in the HIVE where we share thoughts and ideas over communal breakfasts and lunches every Friday or while enjoying a free snack and sipping a complimentary coffee. And, nobody misses out on the "afterworks" in our "bar centrale" – open tab of course. Teamwork makes the dream work!

Beyond compensation: Financial benefits and wellbeing

Finally, we look after the financial wellbeing of our people through a range of tailored benefits. These include flexible pension plans featuring deferred compensation via a company pension plan or a transfer of existing contracts. We support diverse commuting options so everyone has the flexibility to choose the form of mobility that suits them best.

There's a referral scheme in place and any member of the team who refers someone from their network for a full-time position at H&Z can earn exciting weekend getaways. Getting the right work-life-balance is a vital part of employee wellbeing, so we offer colleagues who've performed well and been with us for more than two years the option of buying extra vacation days. Lastly, we want everyone to be fit for life so we offer subsidized sports memberships at Urban Sports Club or EGYM Wellpass and complementary health checks.

Learning@H&Z

As a company, we're only as good as the people who work for us. That's why we believe strongly in continuous learning.

Continuous learning helps to keep our people at the top of their game and that's good for them, good for our clients and good for the company. We use a 10-20-70 framework—formal training for individuals, group learning, and most crucially, on-the-job learning to develop the practical skills needed to overcome real-world challenges. In this way, we harness our internal expertise and get fresh perspectives from external trainers and learning platforms.

We encourage self learning by continuously developing and updating our consultant kits, which contain highly practical content on a variety of topics. In addition, we use Microsoft Viva, an employee engagement platform, and all staff have access to e-learning provider Udemy so they can top up their knowledge on pretty much any topic they like.

In 2022, we offered our employees a choice of 55 group training sessions, with 71% of those using internal trainers, underlining our philosophy to leverage internal knowledge. To make sure they can take advantage of these learning opportunities, we allocate 10 training days a year to every employee. These sessions offer great learning opportunities, but we strongly believe there's no substitute for on-the-job learning. This is precisely why we make sure on-the-job-learning is expertly supported and supervised by project managers and mentors who act as key drivers of personal development.

10

"Self"



On-demand
H&Z content
Consultant-Kits
and tutorials

20

"Social"



Training, the-H&Z-Way,
exercise, discussion,
reflection

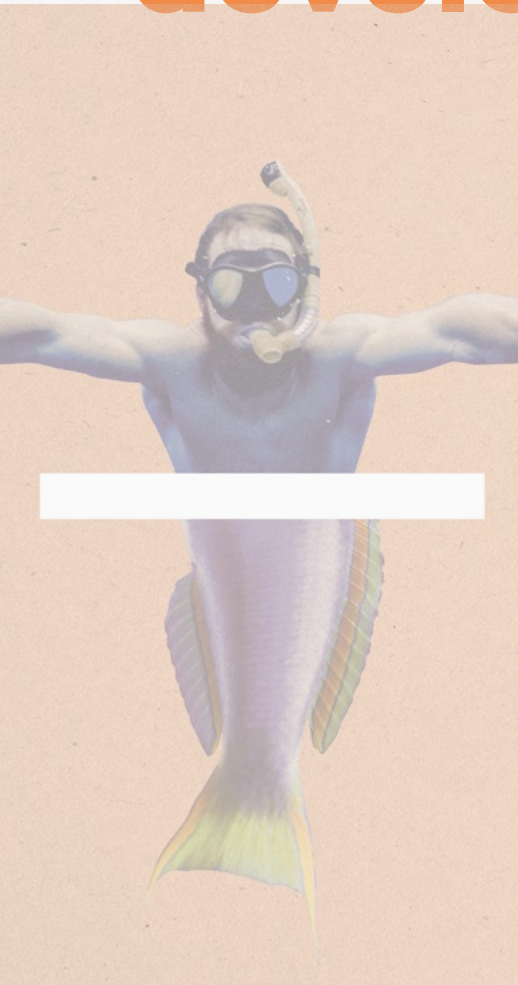
70

"On-the-Job"



Practical application,
"real-world challenge",
mentor- and project
manager coaching

Personal development@H&Z



Continuous improvement is a shared journey, or at least that's what we think. We do all we can to make sure every team member is empowered to deliver their best through a process of feedback, coaching and mentoring.

Twice a year we engage in a systematic digital process of evaluations and promotions, giving our employees multiple opportunities to reflect on their progress, receive feedback, and set new goals. We use our in-house competency model to do these evaluations, which incorporates personal, team, and project dimensions. The results are discussed in calibration rounds, where each team member is discussed individually.

Every employee has a mentor whose role is to guide their personal development and wellbeing, oversees their professional growth, and represent them in staffing and promotion decisions.

Alongside mentorship, we also offer specialized coaching to our young professionals to support them during the formative points in their careers.

FEEDBACK CULTURE @H&Z

There's a lively feedback culture at H&Z and we regard this as a key driver for success and personal development.

That's why we:

- ⇒ Integrate top-down and bottom-up feedback discussions into all our projects
- ⇒ Perform a 360-degree feedback cycle across all areas twice a year via Leapsome
- ⇒ Exchange instant feedback all year long personally and via Leapsome

Working culture@H&Z

“GREAT CULTURE YIELDS GREAT RESULTS! THAT’S WHY WE WORK HARD TO CREATE A POSITIVE WORK CULTURE AND CARE FOR OUR EMPLOYEES!”



Integration Camp We run integration camps three times a year, where senior leadership meets the new hires to delve into H&Z’s values, history and philosophy. This helps to create an environment of shared learning and camaraderie.



Jour Fixe Every Friday, all employees meet in the HIVE for breakfast and to talk about the latest developments and achievements. This helps to create a shared working culture.



Retreats Twice per year our team goes on a retreat to a secret location. We use this get-together to reflect on H&Z’s performance, work on strategic topics and engage in some fun team-building activities. Again, this helps to reinforce the strong, collaborative culture that we pride ourselves on.



Honestly Every month we run our ‘Honestly’ survey where we ask each team member to rate their engagement in the company and how happy they are. This gives us an employee net promoter (eNPS) score. Every one-to-three months, the HR team and the management board review the results and look at ways of addressing pain points. In 2022 we reached an eNPS of 20,8 (generally, anywhere between 10-30 is a ‘good’ score).



Awards Everyone loves to get an award and we’re no different. That’s why we’re immensely proud to have won seven ‘Great place to work’ awards in various categories since 2011. This shows that our efforts to create a strong company culture are paying off.

Diversity@H&Z

We've made it a priority to create a culture of inclusivity where everyone, irrespective of their gender, ethnicity, sexual-orientation, religion, or age, feels valued and appreciated as part of H&Z. But we also recognize that diversity and inclusion is an evolving process so we're committed to change with the changing times.

As a reflection of how important these topic are to us, we created the Fe&Male Network as a platform for networking and exchanges about diversity and inclusivity. This initiative has created a space where matters relating to equal opportunities, such as diversity in recruitment or the reconciliation of family and career, are openly discussed. We regularly organize networking events around the topic and drive the issue forward internally by providing extra support to colleagues who need child or elder care (PME Family Service), or by offering targeted mentoring.

Externally, we focus on promoting diversity and internationality in HR, by consciously participating in target group-specific recruiting events. For instance, we connect with potential female candidates in relaxed settings like the Career Tapas event, hosted by our network partners. Overall, our aim is to create an environment where everyone feels heard, has equal opportunities and feels empowered to contribute to the continued development of H&Z.



“This was truly one of the best networking events after the pandemic, thanks for that!”

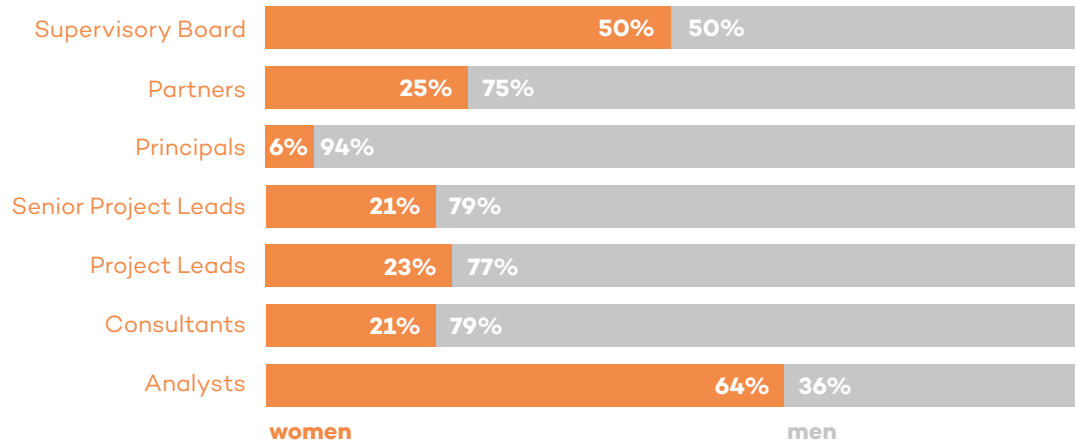


“Fe&Male networking, it only works together, and you guys not only get it, you already practice it, chapeau!”

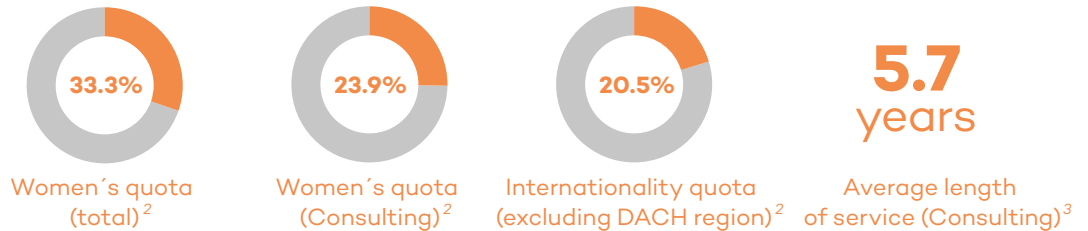


“This group of great women from different fields, the input, the open atmosphere, the great organization and the super hospitality. Thanks to all!”

Gender balance by role ¹



Further KPIs to report for 2022



1) Status 31.12. (after all entries/exits – including those on 31.12.)
 Role description as of 31.12.
 2) Status 31.12. (after all entries/exits – including those on 31.12.)
 3) in years (entire year)

After reviewing our diversity KPIs for 2022, we can see that our gender and international diversity progress is promising, but there's more we can do. Only 33.3% of our total workforce are women, and that figure falls to 23.9% in the consulting team. We're aware that this gap extends into leadership and are working hard to promote diversity internally and externally. Our commitment to fostering gender parity remains strong, as is seen by the rapid progression of female talents lower down the hierarchy.

We fully recognize and embrace the need to be an international company. This is why we switched to English as our corporate language in 2022. So far, 20.5% of our employees are non-native German speakers. This echoes our dedication to more international collaboration in the future.

Retaining talents is another priority for H&Z. In 2022, we had a relatively high staff fluctuation rate of 18.1%. This is a reminder that we need to work harder to keep our people, and we're committed to doing exactly this. At the same time, we're also proud to have an almost six-year average staff tenure, something that we feel reflects our nurturing environment. Overall, we're aware of where we can be better and our dedication to promoting diversity and inclusivity is unwavering.

Mobility@H&Z

We all have different needs and preferences when it comes to traveling to and from work. That's why we created the Mobility@HZ initiative, which offers all full-time employees the opportunity to use one of three mobility schemes.

Company cars are available to all full-time employees who have a driving license. A selection of vehicles is available (such as hybrid and electric vehicles) and costs are subsidized by the company, including a fuel card. In accordance with the Worldwide Harmonized Light Vehicle Test Procedure (WLTP), we've had a CO2 threshold in place for new cars since 2012.

If the threshold is exceeded, the employee has to pay a monthly donation based on the vehicle's emission profile.

We offer subsidized bike leasing or a public transport tickets as alternatives to those employees who prefer not to use a company car.



COMPANY CAR OFFERING



PUBLIC TRANSPORT TICKET



JOBRAD BIKE LEASING



Health@H&Z

Nothing is more important than the health and safety of our employees. Our Health@HZ team has developed a range of measures to ensure our people stay fit and healthy, especially with the increased expectations following the pandemic.

Sport and exercise is good for mind and body. We offer membership of a local sports club to all full-time employees in Germany. In 2022, we added the EGYM Wellpass to the existing Urban Sports Club membership discount option to ensure even better coverage. Additionally, we sponsor a comprehensive health check every two years for all employees over 40 years of age (with at least 2 years of service). This is exactly the right prescription to incentivize both fitness and prevention. During the annual compulsory training on occupational safety everyone is informed about healthy behavior in the workplace and on the road.

The Health@HZ team also organizes a variety of sport events such as weekend skiing trips, meet-ups for joint sport activities, and participation in the Consultant Cup, a football tournament featuring Munich-based consultancies.



SPORT OFFERINGS



HEALTH CHECK



SPORT EVENTS



Social Impact @H&Z



Creating a positive social impact has always been high on our agenda. We do this through the non-profit organization "Hirn Herz Hand e.V.". The way this social initiative works echoes H&Z's approach to work: while management provides the framework, it's our employees who have the agency to drive change. Each employee has an equal voice in selecting and shaping the initiatives we invest time and resources into. Hirn Herz Hand e.V. serves as a platform for employees to actively engage in social commitments, from idea generation to hands-on implementation of projects.

Social Impact@H&Z

We're committed to creating a positive social impact.

This commitment to social responsibility is personified by our Hirn, Herz, Hand (Head, Heart, Hand) initiative

H&Z provides financial support and administrative assistance to enable social impact projects, but it's our employees who are strongly encouraged to take agency and drive change. In 2022, staff members were given 100 days for larger pro bono work as well as funding of up to 3% of EBIT to bring to life the social projects they're passionate about. This work counts towards their utilization targets, so with nothing standing in the way, everyone can take part and contribute.

Hirn Herz Hand e.V. has already supported over 50 projects, some of which have been funded for more than a decade. From combating homelessness to numerous other social challenges, this is where H&Z's social commitment to positive change in the community is put into action. As the initiative's name suggests, our philosophy of head, heart and hand applies not only to consulting, but also to our approach to social impact:



We provide consulting know-how for non-profit organizations



We maintain close personal contact, especially with our donation projects



We actively help and support locally. We all lend a hand!

What we do



Although Munich is one of the wealthier cities in Germany, there are over 10,000 homeless people. We want to change this so, in close cooperation with other organizations active in this area, politicians and some of Munich's other business enterprises, we've set up a strategic project to significantly reduce homelessness by 2030. This is a great example of skills-based volunteering!



In aid of those impacted by the war in Ukraine, we've backed crucial supplies like generators, building materials and first-aid supplies. We've also introduced a no-cost interpreter service to help ease the journey of Ukrainian refugees and their supporters as they adapt to life in Germany. Our commitment remains firm in times of need.



We work with Arrival Aid to assist newcomers to Germany in finding suitable employment or training opportunities. We help with a wide range of activities, from reviewing application documents to practising job interviews and coaching during the first few weeks in a new position. We believe that putting in such time and effort can make significant difference.

Further projects supported by the Hirn Herz Hand e.V. in 2022 include, among others, Caritas or the Kaniya Collective.

Outlook – People



We've made clear progress in some aspects of diversity, but we can – and are – doing better in 2023

For 2023 and beyond, we'll be spending more time and effort to ensure there's greater diversity in the talents we hire (see page 16). Our international representation of non-native German speakers accounted for around 20% of employees, which is still below our target of 30%. Although we expect to see this number rise in 2023 now that Covid-19 restrictions no longer apply it's still something we need to work on if we want to see greater cultural diversity in our organization.



We are working on leadership diversity as a topic in 2023

We understand there's work to be done in ensuring gender parity, but we're confident that our intake of female talent lower down the hierarchy will progress swiftly. We've made it a priority to foster a culture of inclusivity throughout the entire organization, where everyone, irrespective of their gender, ethnicity, sexual-orientation religion, or age, feels valued and appreciated as part of H&Z.



Social Revenue share / days pro-bono will be increased in 2023

We're conscious that the share of social revenue must grow in line with the size of our organization, and this has become a focus in 2023. We've also committed new resources to Hirn Herz Hand e.V. to support their charitable activities.

Planet



Head, heart, and hand are the basic principles that guide everything we do at H&Z. This includes our approach to minimizing our climate impacts and they're the same principles that we use to guide our clients on this important journey.

When it comes to our operational emissions, we prioritize reduction over compensation every time. This is the only way to take effective action against climate change and the only way to reach globally-agreed reduction targets.

Climate action



Measure

We calculate our carbon footprint annually.



Set targets

We set ourselves science-based emission reduction targets.



Avoid & Reduce

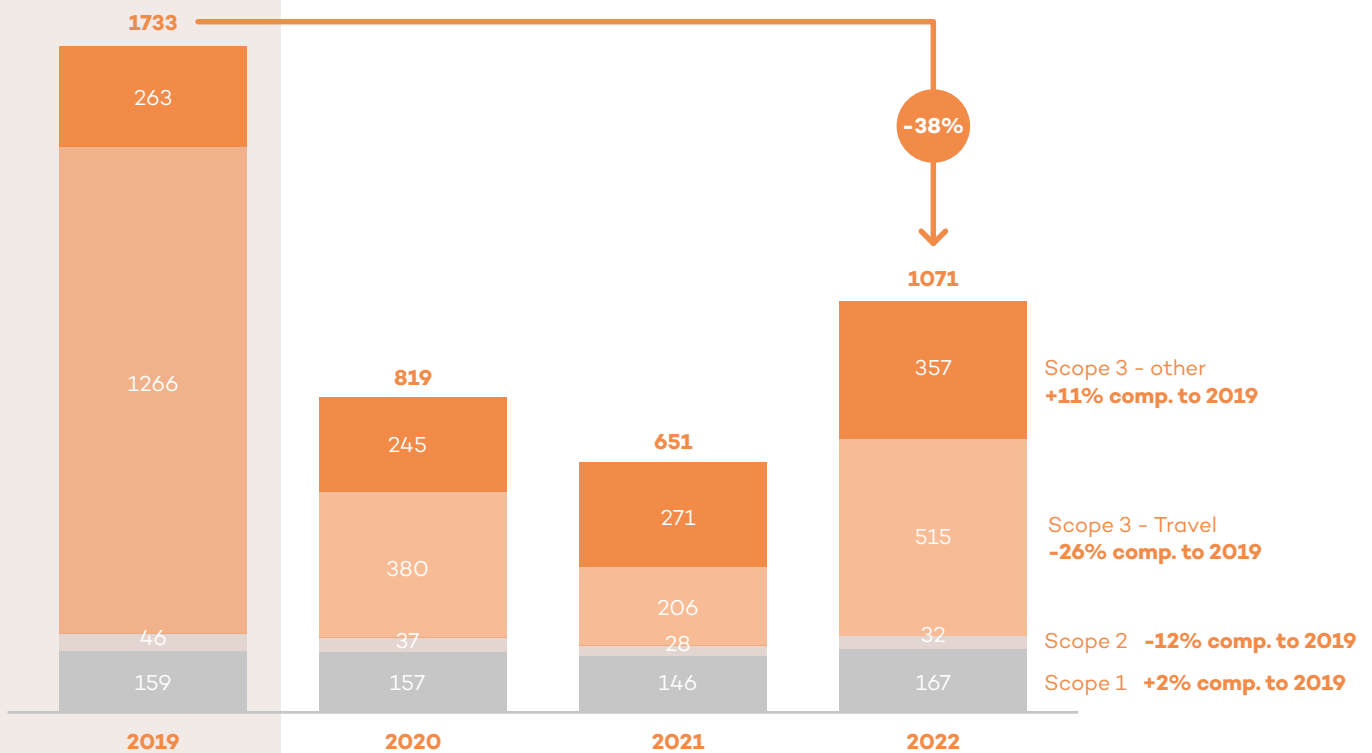
We implement measures to avoid and reduce our emissions.



Compensate

We offset unavoidable emissions through imate projects.

Measure: Scope 1, 2 & 3 in tCO₂e

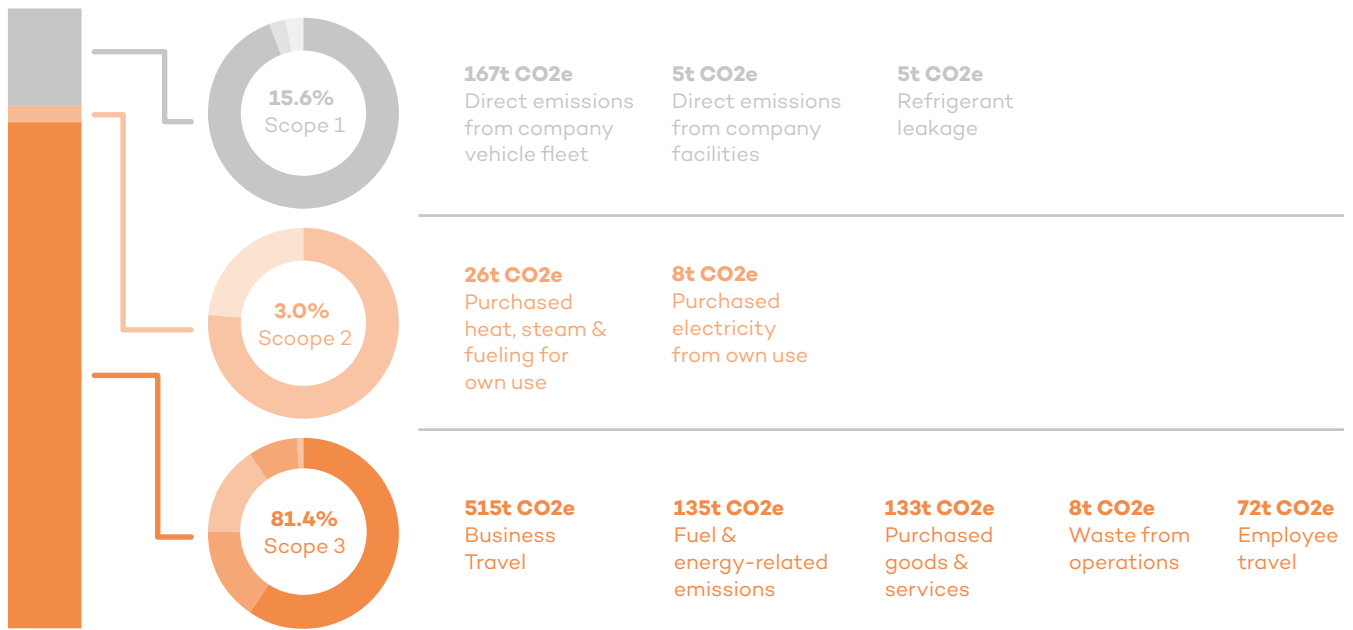


We've been calculating our annual carbon footprint since 2019. We partnered with Climate Partner to ensure the accuracy and credibility of our emissions data. Our Scopes 1, 2 and 3 emissions are calculated using methods aligned with the GHG Protocol Corporate Standard.

This includes:

- (1) defining system boundaries;**
- (2) gathering consumption data;**
- (3) researching emission factors;**
- (4) calculating carbon emissions; and**
- (5) documenting results.**

Measure: Emissions breakdown



Scope 1

The nature of our business, consulting services, means the biggest source of direct emissions are the cars our employees drive.

Scope 2

We've switched to renewable electricity as well as remote cooling and heating at our headquarters in Munich. Our office building's heating and electricity are the main contributors.

Scope 3

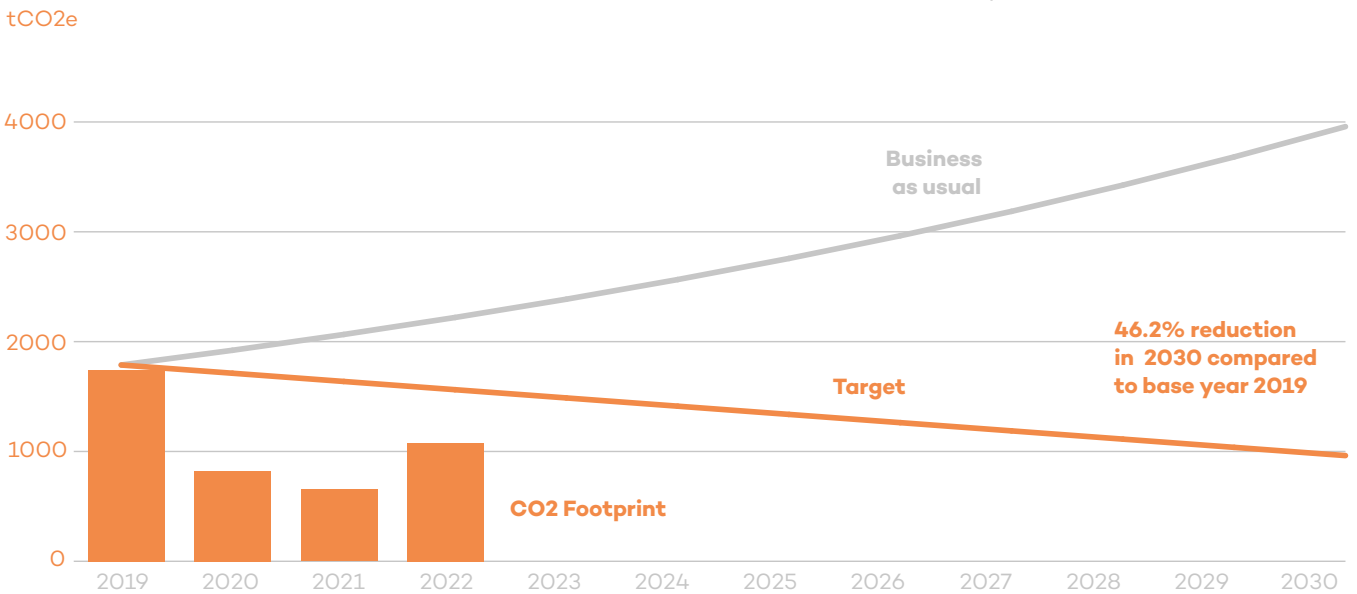
By far the biggest source of our Scope 3 emissions comes from traveling to and from our clients when we work face-to-face. This close, personal collaboration is something we truly value and believe in, and so do our clients. Nevertheless, the pandemic taught us that working remotely can also be effective so the challenge is to find the middle ground between the two as well as a balance between train and plane travel, where possible and feasible.

Set targets



If we're going to reach the 1.5°C target set by the Science Based Targets Initiative (SBTi), we need a 46.2% emissions decrease from the 2019 base year. This translates into reduction targets of 110tCO₂e for Scopes 1 and 2, and 822tCO₂e for Scope 3.

The total emissions reduction goal for 2023 is 932t CO₂e. We're well on track to hit this target thanks to the significant impact of the reduction measures we've already put in place. The effects pandemic had on businesses and travel in 2020 and 2021 also played a role. Looking ahead, we're aiming to introduce other significant reduction measures and to keep emissions from business travel as low as possible.



In 2021, we joined more than 1,600 companies that use science-based targets. The near-term 1.5°C target for 2030 was approved and validated by the Science Based Targets Initiative (SBTi).

We've been actively participating in the UN Global Compact since 2021. The aim is to promote the 10 principles of the UN Global Compact, which include the promotion of environmental responsibilities with suitable measures.

Avoid & Reduce



Switching to sustainable energy

We shifted successfully to renewable energy sources in 2020. We use remote cooling and heating for the office and energy use has been optimized by using efficient lighting and equipment.



Reducing carbon-intensive business travel

By changing our work-related behavior we're aiming for a 75% reduction in flights per employee. We'll do this by finding effective ways to work that don't require travel, promoting sustainable transport modes, and by limiting flights to locations that aren't reachable by train within four hours.



Sourcing sustainably

Sustainable sourcing will enable more environmentally-friendly purchasing choices. Vegetarian and organic catering, as well as reusable bottles and boxes, are a good start. By 2025 we want to have a comprehensive sustainable sourcing policy in place.



Switching to 80% electric car fleet

We already support employees who want to use public transport or lease bicycles. Our next goal is to increase the number of electric vehicles (EV) in the company fleet and to install a charging infrastructure. These measures will greatly reduce direct emissions from employees who travel by car.

Compensate

According to the Greenhouse Gas Protocol, compensating for emissions should only be used when certain emissions are unavoidable. If compensation is the only course of action, our experience shows that it's important to deep dive into the details before choosing which projects to invest in. Reports in the media have shown that it's unwise to blindly trust the claims and promises made by even some of the biggest certifiers.

This is why we use our sustainability expertise to carefully investigate carbon offset projects before choosing them. We too are on this sustainability journey, and we want to continue getting better day-by-day. We not only focus on avoidance projects but also have high-quality removal projects in our portfolio. To compensate for our 2022 emissions, we chose projects focussing on three metrics:

- ⇒ **Additionality** The project needs to be issuing carbon credits in a threatened area so that the added value is real. Financial additionality, which means that the project could not exist without the issuance of carbon credits, is also required. Projects that are already financially feasible or legally required can't be used for compensation.
- ⇒ **High impact** Be careful of projects that overestimate emissions reductions. Permanence is also important – emission reductions represented by carbon credits can't be reversed after the credits have been issued. For example, forestry and tree planting projects must look after the trees over the long term.
- ⇒ **Human rights** With all climate projects, emissions reductions aren't enough. They must also take into account the rights of the local communities where they take place.

Outlook – Planet



Conduct Double Materiality Analysis

In the future we'll conduct a comprehensive double materiality analysis with our relevant stakeholders. This will anchor our reporting and focus our actions on the most material topics. All relevant stakeholders will be involved in this.



Further increase primary data

We'll switch from spend-based data to using primary data to accurately measure the heat-related emissions from our daughter company aneon. Measurements of the emissions linked to rail travel and food and drinks will also become more accurate. These actions will undoubtedly result in a reduced overall number as our current estimates are conservative.



Add low-priority scope 3 sources

Carbon calculations can be extended and data granularity improved by considering some minor emissions sources such as capital goods and leased assets.



Review Car policy

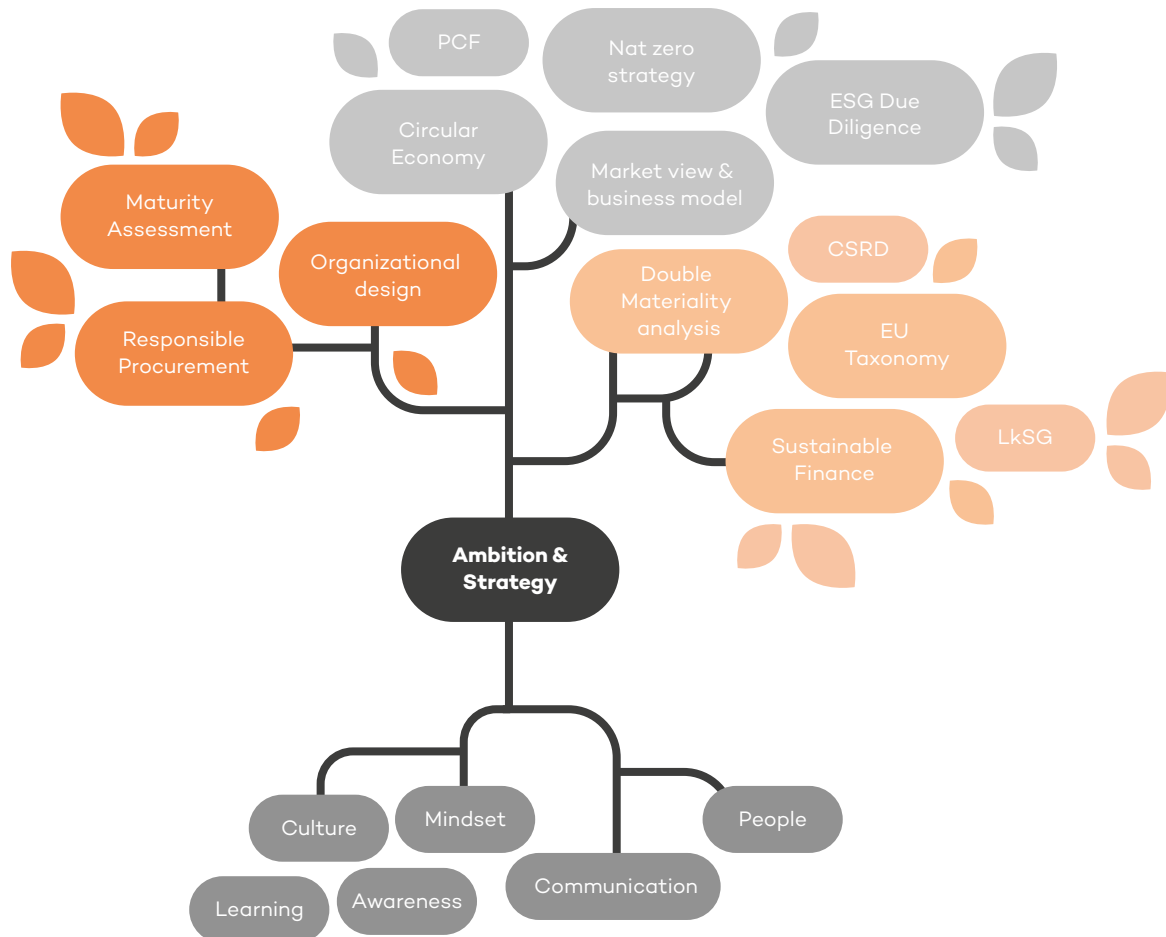
Our car policy will be reviewed in 2023 to include more sustainable options and we'll incentivize sustainable alternative travel options.

Projects



Sustainability consulting is one of the fastest growing areas of our business. Our track record is improving all the time and we've successfully helped a number of companies to design and implement their sustainability strategies, define positive impacts for their business, and create green value.

Our Project Portfolio



Our commitment to sustainability is deeply rooted and our approach is comprehensive. At the foundational level, we assess your current sustainability status to develop a clear vision and strategy. Our services ensure that clients meet regulatory standards, mitigate associated risks, and achieve full compliance in their business operations.

However, compliance is just the starting point. Our consultancy goes beyond, specializing in sustainability projects that cover not only product carbon footprint assessments and decarbonization strategies but also circular economy initiatives and responsible procurement practices.

Our experts are committed to leading our clients through a sustainable transformation. To reinforce this, we offer extensive training programs aimed at fostering a culture of sustainability awareness across all organizational tiers at H&Z.

SUSTAINX

Sustainability is a transformation journey that affects everyone, everywhere, so it seemed natural to us to drive this transformation by applying the Head, Heart and Hand philosophy for the good of society and our planet. This is why we created SUSTAINX, an independent company to spearhead H&Z's sustainability initiatives.

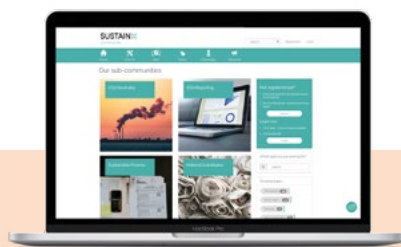
Founded in 2021, SUSTAINX is a dynamic platform and community designed explicitly for sustainability specialists. As a global beacon for sustainability, it serves as a comprehensive and interactive hub where users can stay up to date with the latest sustainability news and gain insightful knowledge about current best practices, innovative solutions, and valuable sustainability studies.

More than a knowledge repository, SUSTAINX connects sustainability experts worldwide, facilitating dialogue and collaborative problem-solving to meet sustainability challenges. The community feature of SUSTAINX allows > 2.500 sustainability experts from around the globe to connect and share experiences, discuss pressing sustainability challenges, and collectively craft robust sustainability solutions. It offers an innovative digital space where ideas are exchanged, challenges are confronted, and meaningful partnerships are forged.



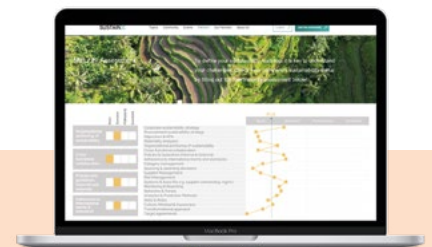
Solution Platform

SUSTAINX is the home of the latest news, trends and solutions for the successful implementation of sustainability strategies. It's also a great platform for swapping best practice examples.



Community

SUSTAINX makes it easy to exchange ideas with experts on a variety of sustainability topics, including regulations, materials, process changes, and more. It's also a dedicated networking platform for meeting like-minded professionals and to jointly develop or improve sustainability solutions.



Coming in 2023

Sustainability maturity assessment. This will be used to measure the status quo of our clients' current sustainability status. It will help to identify pain points and areas of particular relevance before creating a sustainability roadmap.

Driving Impact

We're committed to driving sustainable impact. Together with our clients, we craft strategies that prioritize environmental stewardship, ensuring businesses thrive while leaving a positive footprint. Our collaborations transform visions into actionable green initiatives.

H&Z partnered with logistics leader Hapag-Lloyd to address the company's Scope 3 emissions, with a particular focus on transportation services. Our strategy involved mapping out key customers, their routes, and suppliers active on these routes. After evaluating Hapag-Lloyd's six main operational regions, we produced foundational lists vital for identifying green solutions and facilitating supplier innovation workshops. In the realm of procurement, processes were enhanced to fully embrace sustainability: we refined supplier management techniques, rethought our category management strategies, and optimized the methods used in the selection and awarding of contracts. To champion these initiatives, we created an international "sustainability champions" network. This team ensures our alignment with the latest sustainability standards and fosters collaboration across different regions. Furthermore, we crafted a "green solutions" map to provide a clear view of sustainable options available for various routes. Lastly, we set up a tracking system to keep tabs on the implementation and cost factors of these eco-friendly solutions.



Sustainability Maturity Assessment at a major European railway operator:

We used an interview-based approach across functions to assess the current state of sustainability using their proprietary sustainability maturity assessment tool. We then did a materiality analysis to set the strategic direction and evaluate category-specific risks



Heat-mapping & Decarbonization Strategies at a premier particle physics research institution in Europe:

We delved into strategies for heat-mapping and decarbonization addressing a scope of 450,000 tons of CO₂e. The initiative encompassed sustainable maturity assessments and the development of decarbonization strategies.



Supply Chain Act Readiness at a global innovator in lighting solutions:

We used a workshop-based method to explore obligations arising from the Supply Chain Act. This involved reviewing existing processes, documents, and tools. Our expert consultants also discussed ambition levels and carried out a gap analysis.

Outlook – Projects



Ambitious growth plans for SUSTAINX:

As SUSTAINX accelerates its growth trajectory into 2023, our ambitions for the platform are soaring. With a rich repository of solutions, reports, and studies, and a notable addition of 2,000 professionals joining the community this year, we're not just seeking to expand its influence. We're committed to continually enriching the platform with more cutting-edge solutions and best practices. Our vision is unwavering: to position SUSTAINX as Europe's premier sustainability platform – a central hub where professionals connect, exchange ideas, tackle challenges, and access the finest resources.



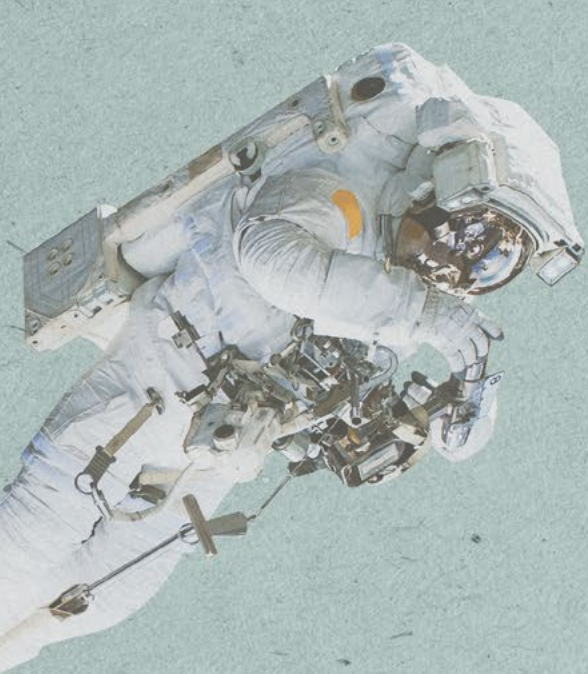
Scaling our sustainability projects:

Building on our past successes, we're poised to undertake an increasing number of sustainability projects in the upcoming years. While regulatory requirements intensify, we remain dedicated to supporting our clients in navigating these challenges. However, our primary focus is guiding them through the transformative journey from a linear to a circular economy. From our perspective, this shift represents the future license to operate. By leveraging our approach and expertise, we aim to collaborate with a diverse array of organizations, facilitating their sustainability transitions and ensuring enduring, beneficial impacts on the environment.



Strengthening sustainability training and awareness:

Our commitment to sustainability education remains unwavering. We'll continue to invest in our training programs to instill a culture of sustainability awareness across all levels of our organization. This will empower each member to contribute actively to our shared vision of a more sustainable future.



Closing Remarks

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