

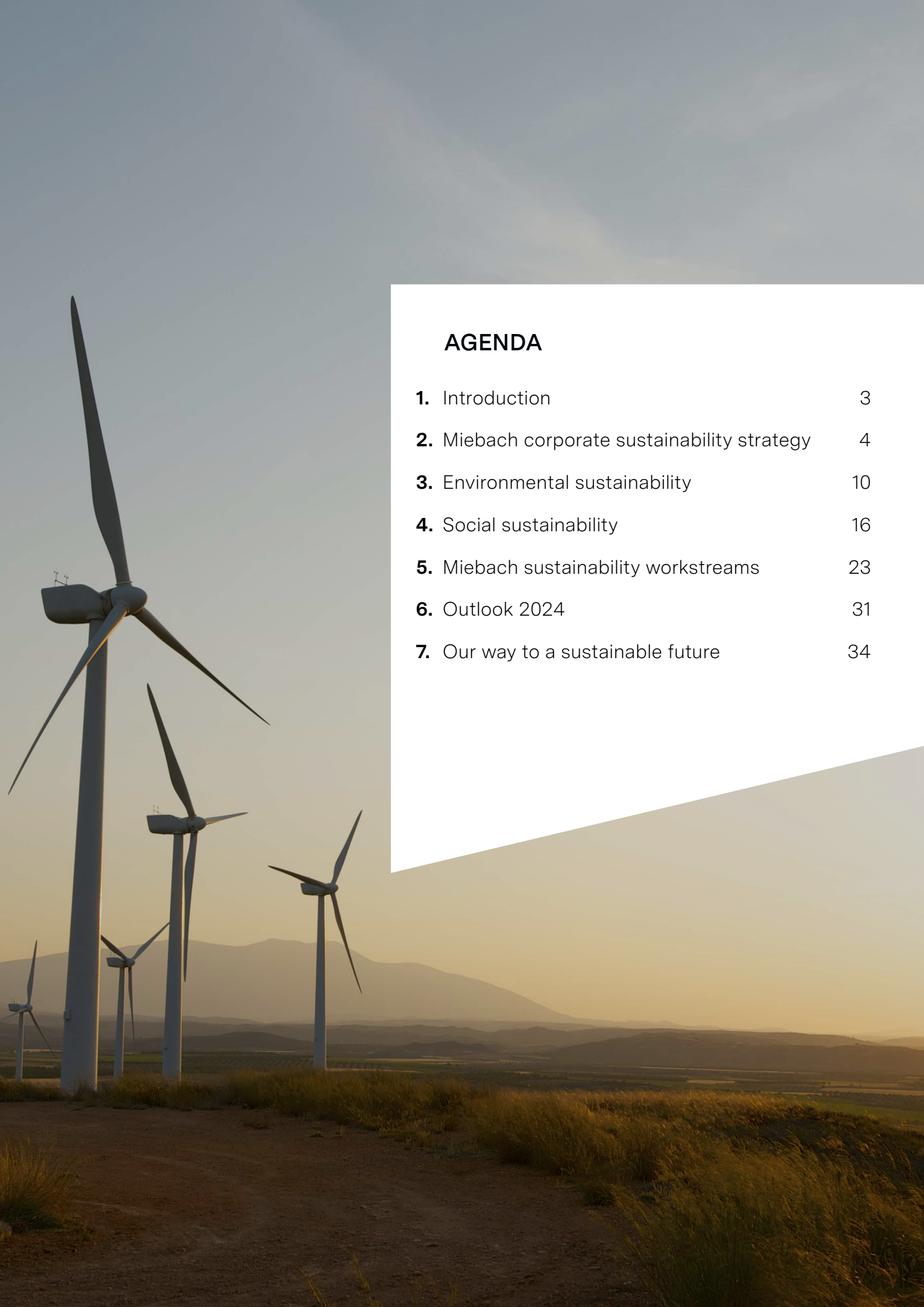


**Miebach**

*Sustainability*

Report 2023/2024





## AGENDA

<b>1.</b> Introduction	3
<b>2.</b> Miebach corporate sustainability strategy	4
<b>3.</b> Environmental sustainability	10
<b>4.</b> Social sustainability	16
<b>5.</b> Miebach sustainability workstreams	23
<b>6.</b> Outlook 2024	31
<b>7.</b> Our way to a sustainable future	34

# Welcome to our *sustainability report* for 2023/2024

Dear All,

It is with great pleasure and enthusiasm that we present to you our sustainability report, a significant milestone in our company's journey towards a more responsible and sustainable future. Sustainability has become a crucial part of our overall business strategy, fully integrated into our values and the services we provide.

As consultants, we navigate the ever-growing demand for sustainable operations from our customers daily. Recognizing the imperative role we play in promoting sustainable practices, we are sincerely committed to supporting our clients on their sustainability journey while thoughtfully managing our own impact as well. Our first important step is reducing our carbon footprint, with the goal of achieving climate neutrality as soon as possible. Our sustainability commitment extends beyond environmental considerations, as we are equally dedicated to fostering social sustainability within our company and our society.

We are eager to share the progress we have made and the journey that lies ahead. In this report, you will find a comprehensive overview of our current initiatives, the challenges we've encountered, and our ambitious plans for the future. We invite you to join us on this transformative path towards a more sustainable and resilient future.

Thank you for your support and shared commitment to sustainability.

Warm regards,  
Jürgen Hess and Jorge Motjé



**Jürgen Hess**  
CEO Miebach Group



**Jorge Motjé**  
CEO Miebach Group

# Miebach corporate *sustainability strategy*

## OUR MOTIVATION

*We acknowledge our impact on the planet and take proactive steps to minimize our ecological footprint.*

### **Act on our responsibility**

By adopting sustainable practices, we acknowledge our impact on the planet and take proactive steps to minimize our ecological footprint. This proactive approach not only aligns with our values, but also communicates to our stakeholders that we prioritize long-term environmental and social sustainability, fostering trust and loyalty among customers and the broader community. It is essential for us to leverage our expertise, knowledge, and global market presence for a good cause - to support sustainability projects and initiatives both within Miebach as well as beyond our company.

### **Manage our environmental impact**

As a service company, most of our CO<sub>2</sub>e\* emissions come from our customer travel and office operations. Often, logistics projects require on-site inspections and audits, direct contact with processes and operations, and personal management of realization and implementation projects. Nevertheless, it is currently our highest priority to find ways to lower our emissions without affecting our projects or eliminating necessary travel. Our team is set to ensure that we are working effectively, using resources available to us responsibly, and decreasing our consumption levels.

\*\*Carbon dioxide equivalent” or “CO<sub>2</sub>e” is a term for describing different greenhouse gases in a common unit

## Lead by example

Our mission is not simply to mitigate our environmental impact on the world. We are committed to setting an example for our clients, partners, and friends of how a global company can operate sustainably. It is imperative that we incorporate sustainability into our projects, ensuring that our clients build sustainable and resilient supply chains set for their future success. In addition, we want to promote sustainability for our colleagues, community, and more, raising sustainability awareness and educating those that we can about sustainable ways of responsibly doing business.

*We are committed to setting an example how a global company can operate sustainably and responsibly.*



*“This year I have decided to continue my tenure as the Sustainability Officer for our office in Poland because I would like to raise awareness about environmental issues in our local community. My focus currently is to analyze company processes to identify energy consumption and generation of CO2 and to implement strategies to reduce pollution. All together in our office we are trying to balance our business goals with improving the general education of our people on sustainability.”*

Daria Lein, Miebach Poland

*Within our sustainability strategy we focus on reducing our environmental impact, without supplanting our long term goals for social and economic sustainability.*

## OUR GOALS

Our sustainability strategy is based on the three pillars of sustainability, as defined by the European Commission: economic, social, and environmental. We have also aligned our sustainability goals with the 17 UN goals of sustainable development.

Because we understand where most of our negative environmental impact is coming from, our current focus has been on environmental sustainability. With our initiatives we aim to reduce our CO<sub>2</sub>e emissions, to focus on responsible consumption, and to cut down on the waste we produce.

This focus on environmental sustainability has not supplanted our long-term goals for social and economic sustainability, the other two pillars of our 3-pillar approach to our sustainability strategy. Good health, gender equality, and reduced inequalities are among the UN goals that we want to tackle with our strategy. Economically, we continually provide secure jobs and ensure economic growth by following fair and responsible business practices.

## MIEBACH FOCUSSES ON THE FOLLOWING UN GOALS FOR SUSTAINABLE DEVELOPMENT:

No poverty



No Hunger



Good health



Quality education



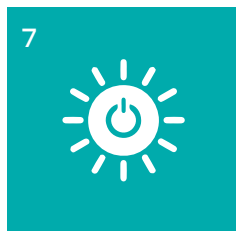
Gender equality



Clean water and sanitation



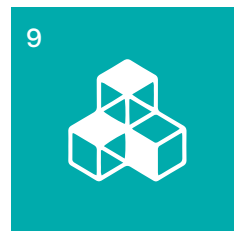
Renewable energy



Good jobs and economic growth



Innovation and infrastructure



Reduced inequalities



Sustainable cities and communities



Responsible consumption



Climate Action



Life below water



Life on land



Partnerships for the goals



Peace and justice

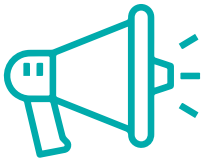


# Global sustainability *network*

*With our 27 offices around the world we have created a global sustainability community.*

With 27 offices around the globe, we form a diverse and culturally rich company. All offices differ in their size, number of employees, available resources, and general sustainability development. Nevertheless, we are committed to rolling out our sustainability strategy and promoting our sustainability agenda and awareness at all of our locations simultaneously.

To achieve this, we have established a team of 22 colleagues – Sustainability Officers, each responsible for their own office or region. The Sustainability Officers have three main tasks:



*Promoting sustainability awareness in their region and motivating their colleagues for action*



*Adjusting Miebach Sustainability Strategy to their local needs and resources*



*Executing CO2e emissions calculations and reduction initiatives*

Sustainability Officers make sure they prioritize sustainability actions that make the biggest impact in their given region and that reduce our negative impact as soon as possible.

Currently, all our offices have different sustainability initiatives and priorities in the pipeline.





*“I have chosen to pursue the role of Sustainability Officer because of my academic background in this field. Also, I firmly believe that the initiatives related to sustainability are of huge importance for the future of our planet and the well-being of humanity. Miebach presents a unique opportunity not only to enhance our workplace environment but also to contribute positively to our communities. My primary objective for Miebach’s Mexico office is to focus on improving waste management practices, minimizing the generation of CO<sub>2</sub> equivalents from travel, and increasing awareness of a healthier and more sustainable way of living and working.”*

Ximena Martinez Juarez, Miebach Mexico



# Environmental *sustainability*

## GREEN TRAVEL: TRAVELING LESS AND MORE EFFICIENTLY



*Reduce non-essential site & customer visits*



*Use methods and tools for high-quality online and hybrid meetings*



*Environmental friendlier travel (trains, electric vehicles, taking advantage of public transportation, etc.)*

Our projects often require us to work on site, however, like many other companies, during COVID-19 we realized that a great share of meetings can be just as effective if done online. Now, as are back to “business as usual” we have developed a guideline for our project managers to make sure they reduce the amount of non-essential travel. We still value greatly personal communication with our customers and there is a benefit to working with them directly on site.

To ensure high-quality online communication we have equipped our offices with state-of-the-art furniture and technology. This allows us to organize effective workshops and meetings in online or hybrid mode with dozens of participants.

When travel is essential, it is up to us to ensure that we are choosing the most environmentally friendly transportation mode. Depending on the country and region, we have developed travel policies, which secures that such CO<sub>2</sub>-heavy options as flights or fueled cars are chosen only if absolutely necessary.

We encourage our colleagues to make use of public transportation or bicycles through various monetary incentives which provide an opportunity to save money on their commute by choosing environmentally friendly options. Additionally, we encourage our employees to choose hybrid or electric vehicles as company cars, used for commuting and customer travel. In the countries with available e-car infrastructure our target is to switch to 100% hybrid or fully electric cars.

## GREEN OFFICE: REDUCE, REUSE, RECYCLE



*Reduce consumption of electricity and other consumables*



*Reduce waste*



*Improve quality and longevity of electronics, consumables, and appliances*



*Reuse materials, if it is not possible recycle correctly*

We follow the principle of reduce, reuse, recycle. As we make decisions, our first step is to make sure that we use the resources available to us as efficiently as possible. For instance, to help reduce our energy consumption, we use special tools, such as electricity timers, to raise awareness of our overall energy consumption.

Waste reduction is the next step of our environmental policy. For instance, we make sure that we provide the infrastructure and appliances needed to reduce kitchen waste, such as one-use food packaging or cutlery, plastic bottles, etc. in our offices globally both in our everyday work as well as during special events, meetings, or trainings. We have also set targets to reduce paper consumption and waste.

Our office purchasing strategy focuses on sustainable procurement. We aim to switch to sustainable, certified suppliers of office equipment, cleaning products, foods, paper, etc. in all of our offices. We also make sure we use high-quality products with a long lifecycle.

Circular and sharing principles are also a part of our sustainability strategy. In our offices, we've set up sharing stations for supplies to reduce the total amount of products required.



# Our *carbon footprint*

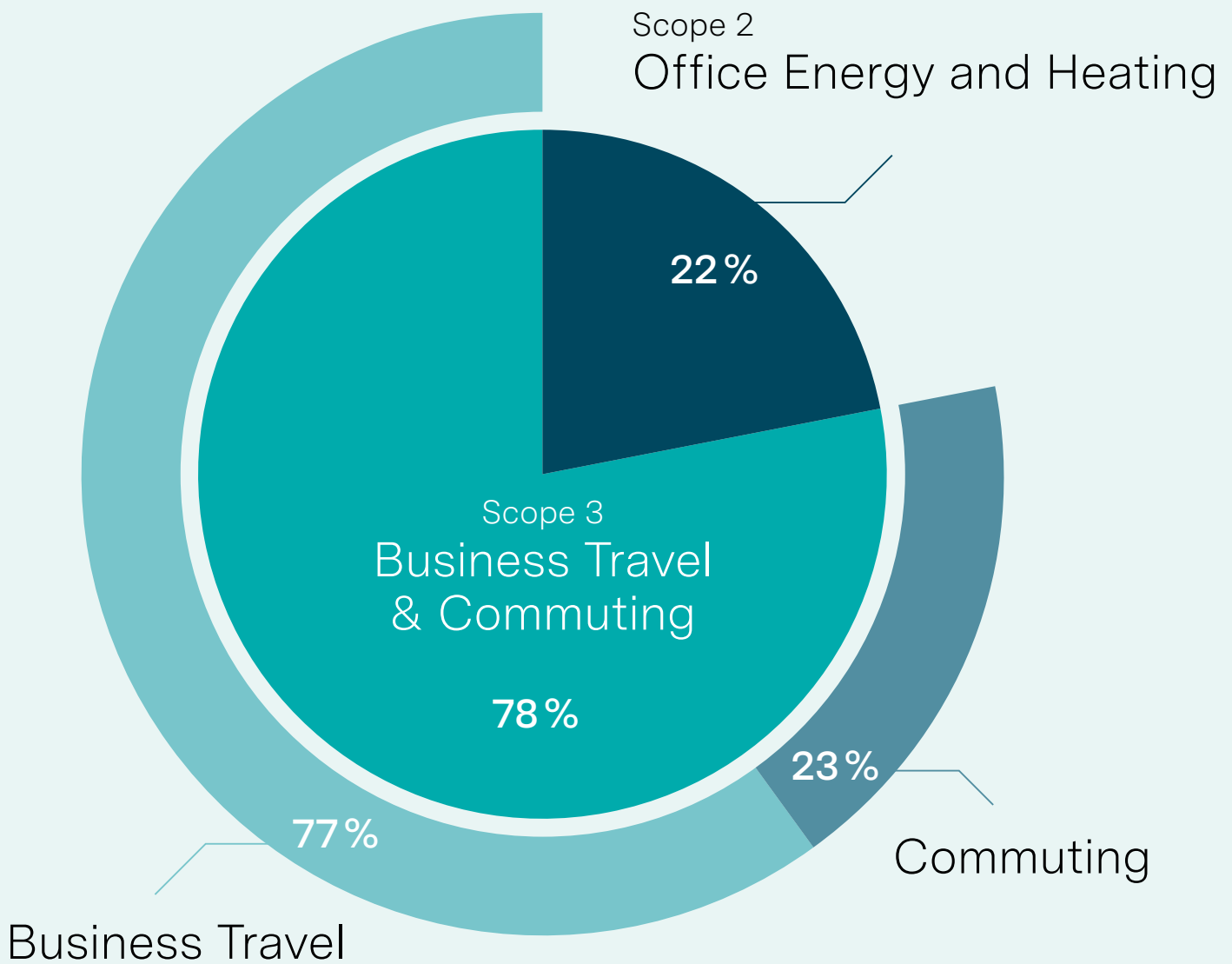
*The 2022 CO<sub>2</sub>e report will serve as the baseline for our main target – climate neutrality.*

In 2023, we began to measure our CO<sub>2</sub>e emissions globally based on the GHG framework.

As a service company, we understand that most of our emissions come from the scope 2 and 3, so this is where we began our calculations. Currently, Scope 2 emissions in the calculations include heating and electricity in our offices. Scope 3 emissions include business travel and employee commute. We understand that this does not reflect the full scope of our emissions and is not yet as precise as we aim it to be in the future. However, this is a good place to start rolling out the GHG emission recordings across all of our offices and to understand the range of our annual footprint. Because we want to be 100% transparent with our stakeholders, our goal is to deliver more precise and detailed carbon footprint calculations each year.

Figure 1 on the next page shows our global CO<sub>2</sub>e emissions for 2022. According to our calculations, we emit about 1300 tons CO<sub>2</sub>e annually. The lion's share of our emissions is travel and commuting, with slightly over 1000 tons per year. We emit almost 300 tons with our office activities. In most of our offices worldwide, over 90% of CO<sub>2</sub>e emissions occur from commuting and business travel.

**FIG. 1: YEARLY MIEBACH GLOBAL CO2E [TONS] EMISSIONS 2022 SCOPES 2 AND 3\***



\*Data collected from Miebach offices in Germany, France, Poland, Spain, Switzerland, Mexico, Peru, Chile, Colombia, KSA, and the UAE (represents >70% of Miebach employees). Data from the US & Canada, India, Argentina, Brazil, UK, and Belgium was not verified and based on the benchmark from other countries.

*With the increase in business travel after the pandemic, it is our goal to ensure we align our projects with our sustainability goals.*

Figure 2 on the following page shows that the majority of our Scope 3 emissions is business travel. After the Corona pandemic, there has been a significant increase in travel as business is going back to usual, with the amount of travel increasing even more in 2023 and 2024. This can be seen in the chart of the CO<sub>2</sub>e emissions in our largest market - Germany - which is responsible for more than 25% of all emissions.

Thus, our travel policy plays an especially important role in our sustainability strategy. We are committed to continue reducing our carbon footprint and with this travel policy, we aim to increase the general awareness of sustainability and to encourage the implementation of sustainable business and project management practices.

The 2022 CO<sub>2</sub>e report will serve as the baseline for our main short-term target – climate neutrality with the help of carbon offsetting – which we are committed to achieve by 2025. Our long-term goal is to align our sustainability strategy with the Paris Agreement and the 2050 global warming target of 1,5 °C.

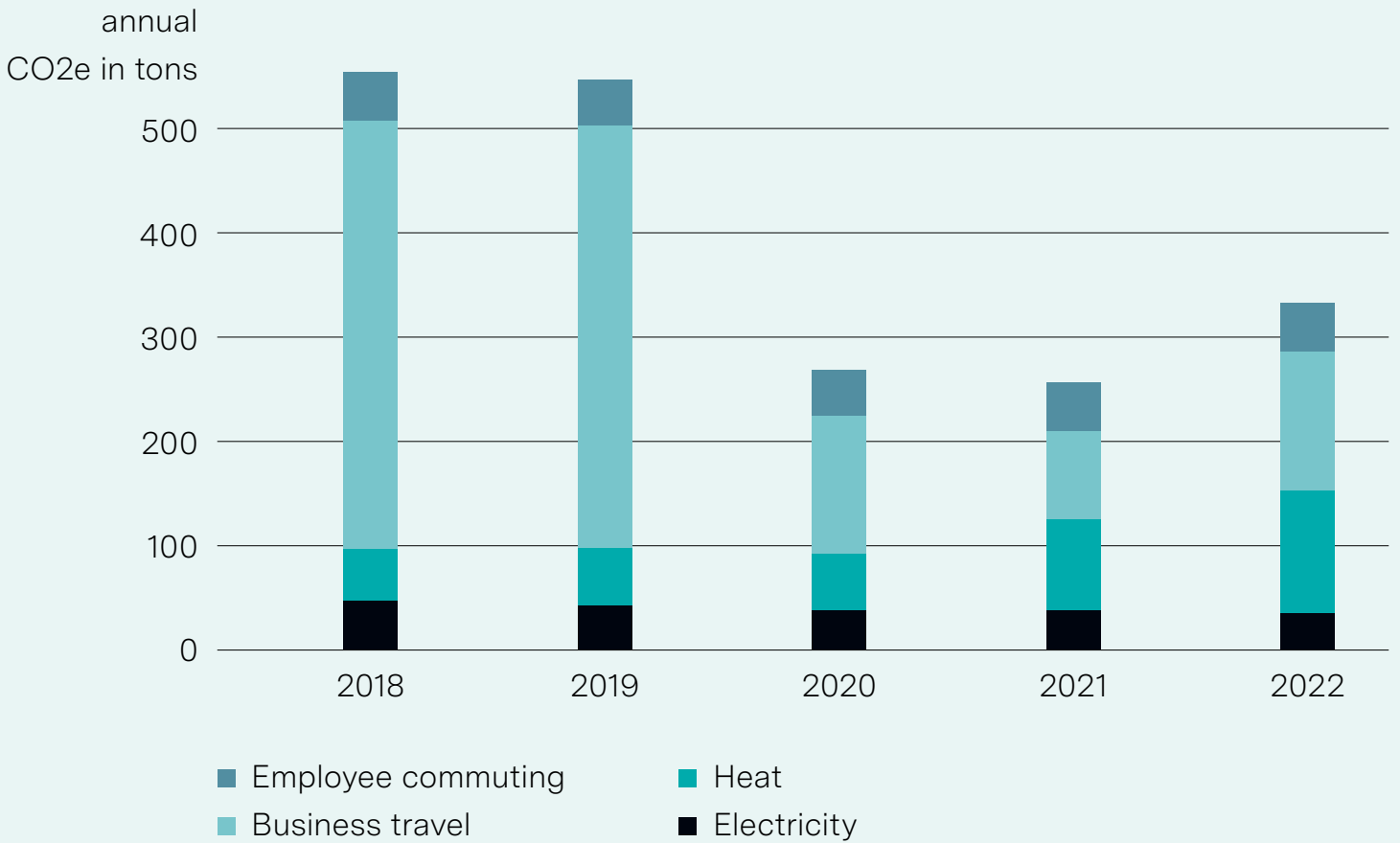


*“I've decided to contribute to sustainability at Miebach because it's a crucial part of our identity that goes beyond just business strategy. It's a commitment to our values and the world we live in. Currently, my focus is to raise sustainability awareness in both GCC offices, to manage energy use, and to minimize unnecessary travel to reduce our carbon footprint.”*

Saud Abal'ala, Miebach UAE & KSA



**FIG. 2: YEARLY CO2E EMISSIONS [TONS] FOR ALL LOCATIONS IN GERMANY SCOPES 2 AND 3**



# *Social* sustainability

## OUR CORE VALUES FOR A GREENER FUTURE



### *Every action counts*

We know that everything we do – no matter how seemingly small – is important. Caring deeply about the impact we can make, we take every opportunity to build towards something bigger. And every day we do it together, leveraging our differences to make a difference. We do this for each other, our clients, and the world.



### *Freedom ignites innovation*

Real innovation happens without the pressure of perfection, when we're able to pursue blue-sky ambitions and take risks, experiment and (sometimes) fail. We are passionate about transforming our biggest ideas into real-world solutions for our clients.



### *Integrity is a verb*

Acting with integrity is both a principle and a practice. We dig deep into the details and make purposeful decisions, not because it's easy, but because it's the right thing to do — always confident that we've considered every angle and stayed true to our core values.



### *Grit makes all the difference*

Our dynamic determination is the engine that drives our work. We navigate challenges and overcome obstacles with resilience and resolve. Led by our passion and pursuit of great results, we learn from our past, adapt fast, and find a way forward.

# *Global* social sustainability initiatives

*We support flexible working models to improve work-life balance and employee satisfaction.*

*Together, let's make sure we are all taken care of.*

Based on our values, we implement various social sustainability initiatives globally to ensure the well-being of our employees.

## **Flexible working model**

Miebach recognizes the importance of achieving a fair balance between work and personal life and other responsibilities, such as family responsibilities.

Miebach acknowledges the benefits of implementing flexible working arrangements such as improved productivity, retention of skilled staff, and improved employee satisfaction.

## **Sexual harassment policy**

At Miebach, we want to ensure a safe work environment. A psychologically safe work environment is one in which employees feel comfortable, secure, and at ease when it comes to both their physical and emotional safety. Safe work environments prioritize and focus on the well-being of our employees as a key feature.

In order to ensure a safe and free work environment, our Sexual Harassment Prevention policy aims to promote comprehensive procedures that prevent, investigate, punish, and eradicate sexual harassment and gender discrimination.

Policies and procedures are essential to the proper functioning of an organization. In this manner, rules are established, guidance is provided, and processes are simplified, which leads to a more efficient and consistent working environment.





Miebach Colombia



Miebach Guatemala



Miebach Peru

Also, our longstanding traditional practices, nurtured by our diverse and vibrant corporate culture, play a significant role in fostering social sustainability, employee happiness, a sense of belonging, and individual growth.

### **Global people development visits**

In recent years, Miebach has experienced great growth and expansion, with more people, increased diversity, and a more global outlook. During this development, we have discovered that it is crucial that we stay interconnected.

As People Development directors visit different offices, spending quality time with our team members, the group's initiatives can be introduced directly to the people that they're affecting. In this way, employee needs can be concurrently understood and our teams can work together to make the workplace as sustainable as possible.

### **Trainings**

Trainings are used to promote personal and professional growth, to bring teams closer, to help employees to keep up with technical and soft skills, to exchange knowledge, and to cultivate the Miebach spirit.

### **Annual meeting**

For the past two years, we have been working together with Ecologi to compensate the CO<sub>2</sub>e of our traveling to our international annual meeting. For this, we have already funded the planting of more than 16,000 trees.





*We celebrated our 50th anniversary in 2023.*



# *Local* sustainability initiatives

*We encourage local initiatives to address most relevant sustainability topics in the region.*

In addition to our global sustainability strategy and the CO2 reduction program, we encourage employee initiatives to implement sustainability measures and programs independently in different offices. Our colleagues globally have launched actions to tackle problems of diversity, mental and physical health, waste reduction, and more. Here are a few of them in the short overview.

## **Health and sport initiatives** / *Germany*

In promoting corporate health in our German office, we have embraced a multi-faceted approach, encompassing various initiatives to ensure our employees' well-being.





To encourage healthier snacking habits amidst the bustle of a busy workplace, we have established a system of readily available fruits and nuts within the office premises, allowing for convenient and nutritious options for our colleagues. Additionally, we've allocated a dedicated yearly budget for a flexible health, sport, and wellness platform, facilitating access to gym memberships, yoga classes, and other sports activities. This platform also covers essential aspects such as mental health support and ergonomic workplace guidance, providing a holistic approach to employee well-being.

Moreover, we prioritize mental health by organizing a series of insightful lectures that offer invaluable guidance on addressing mental health challenges and fostering a supportive and resilient work environment. Through these initiatives, we aim to enhance the physical and mental health of our team, boost job satisfaction, and position ourselves as an attractive employer, alleviating the existing pressure on our current employees while also appealing to prospective talent.

#### **Greener offices / Spain**

The Spanish team has been working on establishing healthy and comfortable work environments, as well. They have implemented weekly seasonal fruit delivery in their offices as well as purchased indoor plants to improve air quality and create a healthier work environment.

*We focus on mental health and physical well-being of our employees.*

*The Spanish team has implemented measures to provide healthy and comfortable work environments.*

*We are taking care  
of our people,  
improving diversity  
and equality.*

### **Women at work / *Germany***

Our goal: Create diversity and equality among all employees with a special focus on female colleagues and the introduction of more women into senior leadership and key roles. Also focusing on part-time roles and integrating parental leave among men and women equally.

### **Seminars on sleep and its impact on health / *India***

Taking care of the health of the employees has always been a priority of our organization. Considering health as an important part of social sustainability, we at our India office recently organized an online seminar focusing on the aspects of “Sleep and Its Impact on Health.” We had a renowned psychologist discuss various aspects of sleep and its impact on health (both physical and mental) with our employees. It was followed with a Q&A session.



# Miebach sustainability *services*

*We strive to integrate sustainability into all of our projects and services.*

Over the past two years, we have made significant steps in augmenting and refining our knowledge base to better serve our clients in matters related to sustainability. Sustainability has evolved into an omnipresent concern, influencing a multitude of projects and various facets of our work. Looking ahead, our commitment remains unwavering. We will continue to offer our utmost support to our clients and actively contribute to the advancement of sustainable practices within supply chain management.

For this purpose, we have established a Center of Excellence for sustainability with three services, focusing on facility design, network design, and urban logistics. Detailed descriptions of our sustainability services will be provided in the subsequent sections.

Our enduring goal is to foster the development of more sustainable supply chains, reflecting our dedication to both our clients and the broader sustainability agenda.



*“I am really proud to be part of the sustainability network at Miebach. It is very rewarding to help our offices make greener decisions and to have the support and expertise from the Miebach Sustainability CoE.”*

Silvia Torrecillas, Miebach Spain



# Facility design



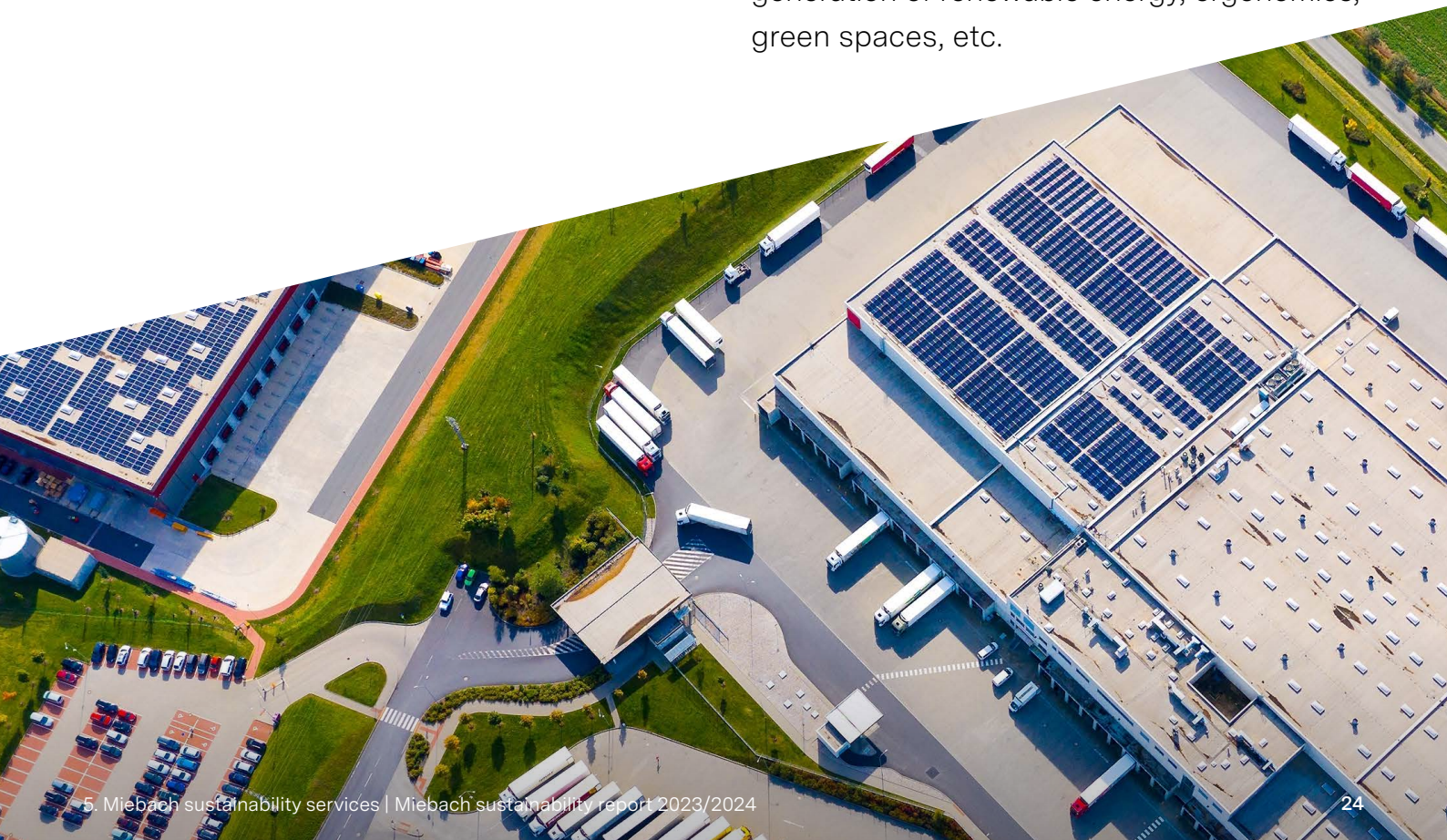
*“Sustainability in warehouse planning is not only a way to protect the environment, but also a key to long-term efficiency and competitiveness. Planning sustainably today secures resources for tomorrow and lays the foundation for future-proof logistics.”*

Freya Hüttemann, Miebach Germany

## WHAT WE DO

Sustainable facility design is an important sub-stream of sustainability management that focuses on the development and design of buildings, facilities, or equipment to minimize environmental impacts and be resource efficient in the long term. This workstream addresses various aspects of design and planning to ensure that all 3 pillars of sustainability are met: economy, ecology, and social aspects.

Here are the key elements considered during the planning: certifications, resource efficiency, energy efficiency, usage and generation of renewable energy, ergonomics, green spaces, etc.





## WAREHOUSE SUSTAINABILITY PLAYBOOK FOR A GLOBAL MARKET LEADER

The primary task of the project was to develop a strategy aimed at eliminating operational emissions from hundreds of warehouses of our client in Europe and Asia. The methodology involved first calculating the current carbon emissions and conducting a detailed analysis of the key contributing factors.

Subsequently, a warehouse sustainability concept was crafted, tailored to the company's operations and emission profile. A crucial aspect of the project was the development of a warehouse maturity assessment tool, allowing each warehouse to evaluate its sustainability performance independently.

Finally, a comprehensive warehouse sustainability playbook was created to address gaps identified in the maturity assessment and adjust warehouse technology and operations. Key chapters in the playbook covered innovative sustainability solutions for heating, electricity usage, automation, and materials.

*The project was to develop a strategy aimed at eliminating operational emissions from hundreds of warehouses.*

# Urban logistics



*“The rapid growth of e-commerce, the on-demand economy, and the associated surge in shipments is leading to escalating traffic and environmental pollution in cities. This results in the need for new concepts in urban logistics. It is there where we can help our clients to implement new solutions for urban freight within their distribution network to keep on delivering the last mile not for the last time.”*

Anna Keim, Miebach Spain

## WHAT WE DO

Urban logistics plays a significant role in urban space utilization and mobility and accessibility planning. Among all the activities, freight distribution is one of the primary users of urban space, and it adds to the complexity of the planning process. The growth of e-commerce has led to a surge in the importance of last-mile logistics, which has become more complicated due to the emission restrictions in urban areas.

Our approach to urban logistics evolves around emissions reduction and optimizing the last-mile delivery sustainability through parcel lockers as parcel lockers, zero emissions vehicles, urban consolidation centers and micro hubs.

## SUCCESSFUL PROJECTS RELATED TO URBAN LOGISTICS

**ULaaDS** (Urban Logistics as an on-Demand Service) is an EU-funded project that started two years ago with the aim of turning certain European cities into more sustainable places by relocating logistics activities and reconfiguring freight flows at different scales. This project was developed through a consortium that is made up of 24 entities related to various professional activities and of which Miebach is a member, acting as a logistics consulting representative. The project is structured around seven urban logistics business models and schemes that were piloted in Bremen, Groningen, and Mechelen which have been replicated in other satellite cities (Alba Iulia, Bergen, Edinburgh, and Rome). Miebach's task was the assessment of the socio-economic impact of the different trials.

*Turning certain European cities into more sustainable places by relocating logistics activities and reconfiguring freight flows at different scales.*

# Network design



*“Within the last years the view on sustainability became a success factor. The trend move towards more sustainability has arrived in our strategic projects and is now often requested. The prioritization of sustainability in SCM is driven by sustainable market trends. These market developments highlight an irreversible shift in the importance of sustainability in our network design projects.”*

Jakob Stary, Miebach Germany

## WHAT WE DO

The objective of the workstream is to prepare Miebach for the changing requirements for network design projects. We strive to have the necessary information available to support our colleagues worldwide to meet our client’s expectations regarding sustainability. This includes our extensive emission database and methodologies to integrate emissions calculation in our network design projects.

In our projects, we offer support to our clients by measuring their transport, warehousing, and overall network emissions. Through careful analysis, we can compare different scenarios based on carbon emissions as a key factor. By balancing considerations such as cost, emissions, and service levels, we help identify the optimal network configuration. This approach enables us to offer strategic recommendations that not only mitigate environmental impact but also enhance operational efficiency and service quality.



## **NETWORK STUDY FOR A NON-FOOD DISCOUNTER**

### **What was the background and the scope of the project?**

The background of the project was the restructuring of the procurement strategy towards more direct sourcing from European factories instead of wholesalers/importers. The project's target was to evaluate the feasibility of multimodal transport and analyze the impact of the new sourcing strategy regarding network design, cost, and CO<sub>2</sub>e emissions.

### **What role did sustainability play & where was emission estimation integrated?**

Sustainability was integrated into the project by considering the CO<sub>2</sub>e emissions for transportation. For more than 30 scenarios and sensitivities the overall transport emissions were calculated and compared. For short-sea-shipping and rail transport, more than 40 terminals were considered and the emission calculation included the pre- and post-carriage to/from the terminals. In addition, the CO<sub>2</sub>e optimal solution was simulated as sensitivity.

### **What was the impact of sustainability on the project and the final results?**

The view on sustainability from the client changed compared to joint projects in previous years. From the beginning of the project CO<sub>2</sub>e emissions were defined as a target criterion. During the scenario simulation, the client showed a strong interest in understanding the impacts of various network factors on the carbon footprint. The simulation of the CO<sub>2</sub>e optimal solution gave the client additional insights into a sustainable target picture for the future. Although the CO<sub>2</sub>e optimal solution was not the preferred scenario, emissions played a significant role in the selection and development of the final solution.

## **MODAL SWITCH FOR PRIMARY TRANSPORT OF A FMCG COMPANY IN EUROPE TO REDUCE CO<sub>2</sub>E EMISSIONS**

Multimodal solutions evolve into an important instrument to address different challenges in monomodal road freight. Miebach has developed a project approach to analyse and implement mode shift opportunities in primary transport. The main goal of this approach is a concept, cost & implementation plan for developing new intermodal connections to reduce CO<sub>2</sub>e emissions in the European transport network.

# Outlook 2024: *Our ESG strategy*

As 2023 was a great start for our sustainability strategy implementation, we realize that we have a lot of work ahead of us. We have developed our Miebach ESG (environmental, social, governance) strategy, based on three pillars of sustainability as our guiding principles to continue our green transformation.



## *Environmental*

*Green travel & green office,  
Carbon emissions*



## *Social*

*Work life balance,  
Health management,  
Social justice & diversity*



## *Governance*

*Sustainability services  
Investments & partner-  
ships. Fair and transparent  
business practices*

*We will continue our  
green transformation  
journey and establish  
a global sustainability  
standard in all our  
offices.*

**Environmental outlook:** Our carbon footprint will remain our environmental pillar focus for 2024. It is our goal to improve our CO<sub>2</sub>e calculation to be even more transparent with our stakeholders and employees. Based on this calculation, we aim to continue our journey to fully decarbonize our operations. Our first major milestone for 2025 is to achieve climate neutrality – we have already started to reduce our emissions and will continue to build on these actions, as well as to find a trusted partner to help us to neutralize our emissions, short- and mid-term. Furthermore, our long-term sustainability goals are fully aligned with The Paris Agreement.

**Social Outlook:** In 2024, we will continue to work on our internal social sustainability, ensuring that we are following our values, creating positive working environments, and ensuring work-life balance of our employees. At the same time, we will be focusing on our ability to extend our sustainability efforts beyond our internal Miebach environment. Using our unique expertise and set of skills, we plan to introduce voluntary external projects that will benefit our local communities and drive positive change in the world.

**Governance Outlook:** Miebach will carry on working towards sustainable growth in 2024. We will continue to embrace our partnerships to deliver unique services to our clients. At Miebach, we always follow fair and legal business practices and remain transparent with our stakeholders.

Driven by continuous improvement and innovations, we will further expand our sustainability and digital services and ensure we deliver state-of-the-art solutions to our customers.

As all Miebach offices across the world are different with unique challenges, we will maintain our decentralized approach and encourage each office to find their best fit when implementing our ESG strategy. With the help of our global guidelines and network, as well as various incentives and initiatives, trainings, and collaborations we aim to bring all Miebach groups to the same sustainability standard in the near future.

*With the help of our partners we can deliver unique services to our clients.*

# Our way to a *sustainable future*



**Anastasiia Flechsig**  
Miebach Germany

As I reflect on the journey we embarked upon with our first sustainability report, I am filled with a profound sense of gratitude and optimism. When we began rolling out our sustainability strategy, we did not expect such level of support from our offices globally. Our Sustainability Officers around the world took on an entirely new role, carving out time from their busy schedules between projects to contribute to a cause that extends far beyond our daily responsibilities. This collective effort speaks volumes about the dedication and values that define our company culture.

In 2022, we have already implemented various sustainability initiatives in our offices around the world and initiated our CO2e calculations that we will continue to do every year, making our report more precise and detailed, as we aim to provide full transparency and accountability in our sustainability efforts. Sustainability is not just a goal; it's a continuous journey, which we are fully committed to.

I am very grateful to the entire global team for their hard work, adaptability, and passion for embracing sustainability. It's through your collective efforts that we have laid a foundation for positive change within our company and beyond. Looking ahead there are ambitious steps planned for 2024. I am excited about the prospect of achieving even greater milestones with this wonderful team. Together, we will continue to lead the way towards a more sustainable and responsible future.

Anastasiia Flechsig







# One Miebach around the world

>550

Employees

27

Offices worldwide

## Miebach Consulting GmbH

[www.miebach.com](http://www.miebach.com)

[sales@miebach.com](mailto:sales@miebach.com)

Rotfeder-Ring 7-9  
60327 Frankfurt am Main  
Tel. +49 69 273992-0

Katharinenstraße 12  
10711 Berlin  
Tel. +49 30 893832-0

Balanstraße 69b  
81541 München  
Tel. +49 89 2444210-0

Would you like to find out more or do you need support in realizing the *full potential of your supply chain*? Please contact us; we develop supply chain solutions that power your business forward.