1. Purpose and scope

BICG's purpose is to advance the world of work by helping organisations transform the way they work and improve their people's experience. We achieve this through consultancy services in organisational transformation, workplace strategy, change management, artificial intelligence adoption and digital transformation, supported by our own digital solutions.

BICG's Top Management establishes this Integrated Management System (IMS) Policy, bringing together quality management, information security and environmental management within a single framework, in accordance with the requirements of the current editions of ISO 9001, ISO/IEC 27001 and ISO 14001. This policy applies to all activities, offices and personnel within the scope of the IMS and, where applicable, to suppliers and other external parties acting on behalf of BICG.

2. Common framework of the Integrated Management System

The IMS provides the framework through which BICG plans, manages and continually improves its activities. It ensures that quality, information security and environmental protection are embedded in BICG's decisions, processes and services, contributing to the achievement of our organisational objectives and enhancing customer satisfaction.

2.1 Foundations of the system

The IMS is built on the following elements, which are common to all three disciplines:

- **Organisational context**: we regularly assess the internal and external issues that may affect our activities and the intended outcomes of the system, including climate change where relevant.
- **Interested parties**: we identify the relevant needs and expectations of our customers, employees, partners, suppliers, collaborators and other interested parties, and determine which of these constitute requirements of the system.
- **Risks and opportunities**: we systematically assess risks and opportunities that may affect the conformity of our services, information security and environmental performance. These assessments inform our decision-making.
- **Process approach**: we manage our activities as interrelated processes, with clearly defined responsibilities, controls and criteria for evaluating their effectiveness.
- **Planned management of change**: we manage changes that may affect the IMS in a planned and controlled manner, taking into account their potential consequences and the resources required.

2.2 Common commitments

BICG's Top Management is committed to:

- Meeting applicable legal, regulatory, contractual requirements as well as requirements agreed with customers and those voluntarily undertaken by the organisation.
- Establishing a framework for setting, measuring and reviewing quality, information security and environmental objectives aligned with this policy and BICG's strategic direction.
- Integrating IMS requirements into business processes, with responsibilities and authority clearly defined and assigned for the system's effective operation.

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- Providing the necessary resources, including people, skills, infrastructure and technology to establish, implement, maintain and continually improve the system.
- Continually improving the suitability, adequacy and effectiveness of the IMS.
- Promoting a culture of quality, security and sustainability underpinned by ethical behaviour, transparency and individual responsibility.

2.3 Principles of operation

BICG is guided by the following principles in implementing the IMS:

- **Customer focus**: we align our services with our customers' needs and expectations, tailoring our approach to quality, information security and environmental measures where necessary, while ensuring that agreed requirements are met.
- **Evidence-based continual improvement**: we use monitoring and measurement, internal audits, management review, and the analysis of nonconformities and incidents to identify opportunities for learning and improvement.
- **Collaboration with suppliers and other external parties**: we assess and encourage compliance with the quality, information security and environmental requirements applicable to our suppliers and other external parties.
- **Cultural alignment with our customers**: through regular communication and joint initiatives, we foster a shared culture and commitment to quality, security and sustainability.
- **Awareness, competence and participation**: through ongoing training and communication, we ensure that everyone in the organisation understands this policy, their responsibilities and how they contribute to the effectiveness of the IMS as well as the implications of failing to meet its requirements.

2.4 Leadership, communication and review

BICG's Top Management provides leadership and takes accountability for the effectiveness of the IMS. It ensures that this policy and its associated objectives remain aligned with the organisation's context and strategic direction.

The policy is maintained as documented information, communicated to everyone within the organisation and to those working on its behalf, and made available to relevant interested parties. Top Management reviews it periodically as part of the management review process that ensures it remains appropriate to BICG's purpose, organisational context and strategic direction.

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3. Quality commitments (ISO 9001)

Quality is integral to BICG's strategy and culture, shaping how we deliver our services, build customer relationships and pursue excellence. To uphold these standards and demonstrate its commitment to quality, BICG is committed to:

- Putting customers at the centre of our work by understanding their needs and expectations from the initial proposal through to project completion and delivering services that meet those needs and expectations.
- Meeting agreed customer requirements, alongside all applicable legal and regulatory requirements.
- Ensuring the quality, reliability and consistency of the consultancy services and digital solutions we provide.
- Listening to our customers by actively seeking feedback, monitoring satisfaction, and addressing complaints or concerns, using these insights to drive continuous learning and improvement.
- Identifying and managing risks and opportunities that could affect service quality or our ability to enhance customer satisfaction.
- Establishing, measuring and reviewing quality objectives that support this policy and align with BICG's strategic direction.
- Developing and maintaining the skills and capabilities of our people, ensuring that everyone involved in service delivery has the competence and support needed to perform their roles effectively.
- Promoting innovation, efficiency and continual improvement of our processes, services and quality management system.

4. Information security commitments (ISO/IEC 27001)

Information is a fundamental asset in how BICG delivers its services and makes decisions. We are committed to protecting both our own information and the information entrusted to us by our customers. This commitment forms part of our wider approach to risk management, business continuity and a strong security culture.

4.1 Information security principles

BICG's approach to Information security is based on preserving three fundamental properties:

- **Confidentiality**: ensuring that information is not disclosed or made available to unauthorised individuals, entities or processes.
- **Integrity**: maintaining the accuracy and completeness of information.
- **Availability**: ensuring that information is accessible and usable by authorised individuals and systems when required.

These principles apply to information in any format or medium and cover the physical, digital and organisational dimensions of security.

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4.2 Commitments

To protect information and maintain the trust of our customers and stakeholders, BICG is committed to:

- Meeting applicable information security requirements, including legal and regulatory obligations, particularly those relating to personal data protection legislation, as well as contractual commitments and requirements agreed with customers.
- Identifying, assessing and managing information security risks through a systematic risk assessment and treatment.
- Protecting information assets according to their sensitivity, criticality and exposure to the risks by classifying them appropriately and applying appropriate security measures.
- Managing security incidents effectively, ensuring timely responses and maintaining service continuity during adverse events.
- Establishing, measuring and reviewing information security objectives aligned with this policy, taking into account applicable requirements and the outcomes of risk assessment.
- Continually improving the Information Security Management System (ISMS).

4.3 Security controls

To fulfil these commitments, BICG implements and maintains appropriate organisational, people-related, physical and technological controls identified as applicable through risk analysis. These include access control; asset management and classification; operational and communications security; secure development; security in supplier relationships, cloud service security; incident management; business continuity; and legal and regulatory compliance, with particular attention to intellectual property and personal data protection. The applicability, implementation and periodic review of these controls are documented in the Statement of Applicability and other ISMS documentation.

5. Environmental commitments (ISO 14001)

BICG recognises its responsibility to minimise the environmental impact of its activities and promote sustainable business practices. We manage our environmental performance in a manner appropriate to the nature, scale and impacts of its activities, including office use, business travel and the use of digital equipment and services. In this area, BICG is committed to:

- Protecting the environment, including the prevention of pollution, by minimising the environmental impacts associated with our activities.
- Promoting the responsible use of resources, including energy, water, paper and other consumables, and managing waste appropriately, including waste electrical and electronic equipment (WEEE), prioritising reduction, reuse and recycling.
- Contributing to climate change mitigation by reducing emissions associated with our activities, particularly those arising from business travel, favouring lower-impact alternatives and remote collaboration where feasible.
- Considering environmental impacts throughout the life-cycle of the products and services we use, incorporating environmental criteria into purchasing decisions, supplier selection and the use of digital and cloud services.

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- Promoting, where applicable, the contribution of our consultancy services to more efficient use of space and resources by our customers.
- Meeting legal obligations, applicable environmental requirements and other commitments undertaken by BICG.
- Establishing, measuring and reviewing environmental objectives that support this policy and contribute to improved environmental performance.
- Developing environmental awareness and competence through training, communication and promotion of good environmental practices across the organisation.
- Continually improving our environmental management system to strengthen environmental performance and support our sustainability commitments.

This policy is approved by BICG's Top Management

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