



TOWARDS THE BEST
// CORPORATE PHILOSOPHIE

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1 PRELIMINARY REMARK

1.1 Acknowledgements

In the creation of this corporate philosophy, many colleagues have supported me with their advice. I would especially like to thank my division managers for their feedback and constructive contributions. Furthermore, the study of other corporate philosophies has been instrumental in establishing completeness and identifying structures. But ultimately, through all the conversations I have had with many employees, I have gained insights that have coagulated here into truths and thus principles of action. Every feedback, every criticism and every praise has made the philosophy formulated here more precise, more powerful and more true.



1.2 Philosophy in the company?

Every company needs principles – a spiritual superstructure. These principles provide each individual with a value system that gives orientation and enables competence in action and decision-making. The philosophy must formulate principles that enable a generally accepted level of culture in terms of interpersonal interactions. These rules are based on higher-level principles of our society and specify them for our area of responsibility. I hope that they do not contradict the current economic and social zeitgeist, but are in harmony with it. The permanent change of our value systems potentially leads to collisions with the zeitgeist. For this reason, this philosophy is to be subjected to a critical examination every two years. The term philosophy in this context is not to be understood in a scientific but in a pragmatic sense. Just as today we speak colloquially of a person's philosophy of life, the term corporate philosophy is to be used pragmatically here. It contains insights that I have come across in the course of the company's history. Taking these insights to heart should be to the benefit of our customers, our employees and PASS itself.

1.3 Philosophy goals

Our corporate philosophy pursues the following goals:

- Every individual should feel safe and comfortable in our PASS social system.
- Based on this feeling of safety and well-being, everyone should take responsibility for shaping the PASS social system within its boundaries.
- Mental and physical health must be ensured by responsible management.
- The community must remain competitive and operational.
- Rights, duties, guidelines and decisions shall not be arbitrary in character, but shall be based on and derived from the general value system of this philosophy.

1.4 Who is affected by this philosophy?

Our corporate philosophy concerns all members of the PASS Group:

All companies that trade under PASS, all companies in which PASS has a share > 51% or provides a managing director.

Within these companies, the philosophy is binding for all permanent employees and for all partners who work directly on behalf of PASS companies for customers of the PASS Group. All these companies are subsumed under the PASS Consulting Group, hereinafter referred to as PASS.

We advise our suppliers to take the regulations in chapters 4 and 6 to heart and to follow them. Should we find serious deviations, we reserve the right to terminate the business relationship.

1.5 Consideration of gender in language

Insofar as the masculine form is used in the text, this does not imply any preference for or discrimination against any group (male/female/diverse) not explicitly mentioned. As a purely precautionary measure, it should be noted at this point that all groups have absolutely equal rights. Rather, this is solely an abbreviated formulation in order to increase the readability of the agreement. It does not imply any valuation or statement.

Dipl.-Inf. Gerhard Rienecker, Founder of PASS



2 GENERAL CORPORATE GOALS

2.1 Qualitative goals

2.1.1 Benefit

Through our services, we strive to achieve both economic and business benefits for our clients. Thus, we are committed to objectivity, neutrality and factual truth. We advise our clients with regard to the production factor information. We support our clients in long-term, medium-term and operational planning, as well as in the realisation of information technologies and information systems to increase competitive advantages and productivity.

All instruments of consulting, analysis, evaluation, conception, realisation and training are used to realise benefits through our consulting.

2.1.2 Self-realisation and respect

PASS wants to offer all employees and also partners a long-term perspective in the cooperation. Everyone who is in a relationship with PASS should be able to lead a satisfied, balanced and fulfilled professional life. Performance is the key to longevity and life fulfilment.

Therefore, PASS must encourage performance, support development needs of the individual and provide perspectives for further development. The perspectives for further development should enable the self-realisation of the individual, whether a manager or a caretaker. Everyone should be given the perspectives they aspire to. The value of a person does not correlate with formal status, rather it is absolute. Everyone should value and respect everyone personally equally.

2.1.3 Participation

PASS wants its employees and partners to participate in the company. Participation in the sense of co-decision-making is granted to the extent that responsibility and risk are assumed and success is achieved in the sense of proven performance.

2.1.4 Independence

Payment is made according to the performance evaluation. The focus is not on attendance and discipline, but on the results of the work. The performance is primarily assessed by each employee or partner themselves, supplemented by the assessment of the customer. Employees who do not have an external customer have an internal customer in terms of the internal value chain.

2.1.5 Independence

In order to be able to give clients truthful advice and each individual an optimal perspective, PASS strives for the greatest possible independence. PASS does not want to be dependent on any financial backer. On the contrary, PASS is convinced that outstanding performance creates independence.

Every employee or partner can participate in PASS by developing a business idea that meets with market acceptance and is self-sustaining in the long term. PASS thus wants to offer everyone the opportunity to become independent. Spin-offs are intended to gradually form a corporation that has been created solely through the strength, expertise and creativity of its employees and partners.





2.2 Quantitative goals

2.2.1 Profit

Only through material independence can we realise our corporate philosophy and develop a company in which all future opportunities are open to everyone. Profit is therefore an absolute must. Performance and thus profit is the basis for self-realisation.

2.2.2 Growth

Growth is the proof of competitiveness. PASS wants to be better than its competitors, thus wants to increase the demand for PASS services and grow permanently, as far as the infrastructure allows it. PASS wants to market top services internationally.

2.3 Priority conflicts

In the operational implementation of this philosophy, there will always be conflicts of priorities. Therefore it is necessary that the values are weighted. Our values and principles can essentially be assigned to three groups:

- our customers,
- the company itself and
- the employees and partners.

From the employee's or partner's point of view, the following simple principle applies: Customer first, Company second, Me third. Every employee and partner should commit to this.

3 CUSTOMER ORIENTATION

What customers expect from us

The purpose of our company is to offer services to other companies. For this reason, the customer is at the centre of our actions. Customer satisfaction is in the foreground and all our activities must be geared in such a way that customer satisfaction is the result. It can only be achieved through Consulting by Competence.

Acquiring competence or ensuring up-to-date knowledge is the highest duty of the employee or our partners. In addition to professional competence, social, cultural and methodological competence as well as management competence must be developed in order to establish a fair relationship with the client based on partnership. The following aspects are intended to provide orientation as to which principles of action can be used to achieve customer satisfaction. These principles are strongly based on the principles for the professional practice of management consultants in the BDU (Federal Association of German Management Consultants).



3.1 Professional competence

We only take on assignments for which the necessary skills, experience and resources can be provided. We seek solutions that best reflect the state of the art, the evolution of the industry and the needs of the client. We make every effort to continuously improve our knowledge, skills and process techniques and make the benefits of this improvement fully available to our customers.

3.2 Seriousness and effectiveness

We only recommend our services if we expect our work to bring benefits to the client. We provide realistic performance, time and cost estimates and strive to meet them. We do not merely exercise an expert opinion or prepare recommendations, but participate in the realisation of the proposals and work with the client until he can continue the task without our help.

3.3 Objectivity and neutrality

We provide unbiased and objective advice and also speak openly about unpleasant matters. We do not provide favourable opinions and oppose the subjective influence of third parties on the results of our work.

We are committed to neutrality towards suppliers of equipment, aids and services that are necessary for the realization of our proposals and do not demand or accept any commissions, expense allowances or the like from them. If we recommend suppliers, this is only done on the basis of our client's requirements and a comparative analysis of the suppliers' range of services. If we recommend software packages or devices and aids which are distributed by us or in which we have a financial interest in any form, we point out this fact and do not give the impression of a neutral product selection.

3.4 Confidentiality

We treat all internal processes and information of the customer, which become known to us through our work, as strictly confidential. In particular, order-related documents are not passed on to third parties. Compliance with the provisions of data protection is a matter of course for us.

We do not grant a general exclusion of competition. Agreements on a special exclusion of competition will be made in special cases. We consider ourselves entitled to publish client lists, but will only give clients as references if we have obtained their consent in advance.

3.5 Refraining from solicitation

We do not directly or indirectly offer client employees positions with us or other clients.

We also expect our clients not to engage in recruitment negotiations with any of our employees or partners while working with us and not to poach our employees or partners. We require our employees and partners not to engage in recruitment negotiations with clients during the duration of the client relationship to ensure the objectivity of our work.

We resolve change needs of individuals in an open and trusting manner, maintaining the integrity of all parties involved, by sitting down with three people (client, staff/partner and PASS).

3.6 Fair competition

We respect the intellectual copyright of proposals, concepts and publications of others and only use material with reference to the source. In the case of factual and technical necessity, we only recommend colleagues whose level of performance is known to us.

In the case of cooperations, if it is not purely a matter of capacity balancing, we openly and clearly disclose to the client the project responsibility as well as the nature and scope of the cooperation.

3.7 Appropriate pricing

We charge fees that are in the right proportion to the type and scope of the work carried out and that are agreed with the client before the consultancy work begins.

We only submit fixed-price offers for projects whose scope can be surveyed or for which the scope and degree of difficulty of the problems to be solved have been worked out precisely and in a way that is clear and binding for both contracting parties after preliminary investigations that are subject to a fee. We specify our offers in such a way that the client knows what other costs will be charged in addition to the fee.

3.8 Serious Advertising

We commit ourselves to serious conduct in advertising and acquisition and present our qualifications solely in terms of our skills and experience. We adhere to the current status in our presentations of our turnover, employees and partners, areas of activity, etc.

3.9 Fair partnership

We respect our client's contact person not only as a representative of an institution that commissions us, but above all as a person and partner. The coopera-

tion with our clients is based on equal partnership and is supported by the understanding of mutual benefit. We fully protect our clients' interests within the scope of the mandates we receive, without neglecting our own interests.

Possible conflict situations are resolved fairly; problems are objectified and confrontations avoided.

3.10 Further guidelines in operational counselling practice

In addition to the above-mentioned points, the following guidelines should be taken into account for the external customers:

1. Each employee shall make his or her professional qualifications fully available to the decision-making process.
2. The professional work is carried out in a high-quality and effective manner.
3. The client is kept informed at all times of the current status of his projects, the level of knowledge, the experience and the current activities correctly.
4. It is the employee's responsibility to communicate with respect, understanding and competence.
5. In a permanent learning organisation, own mistakes are neither denied nor justified, but are effectively rectified and cleared up.
6. In order to become competent to act, it is up to the employee to proactively acquire knowledge.
7. The counsellor must always make sure that his personal integrity cannot be questioned. This means:
 - a. Problems from the private sphere of the counsellor must not be brought into the client's environment.
 - b. Always neat clothing and appearance should be a matter of course.

4 EMPLOYEE ORIENTATION

What employees can expect from PASS

The relationship between PASS, employees and partners should be built on a basis of trust in the sense of partnership, equality and competence. Competent, committed and motivated employees and partners are PASS' most important resource. The aim of PASS must be to motivate each individual to work well together in the long term.





4.1 Respect for human dignity

In the microcosm that is PASS, there are also a number of challenges to be taken into account when working together as colleagues. Our social system is based on the most elementary principle of our democratic society: human dignity is inviolable (GG. Article 1, paragraph 1). Adherence to this premise serves to prevent interpersonal misconduct. In general, every employee should have sufficient social competence to be able to develop a feeling for his or her colleagues in order to respond to their sensitivities by showing appropriate consideration. Racist, sexist or homophobic behavior or remarks, especially taking advantage of perceived positions of power, cannot be tolerated. PASS has set up an anti-discrimination office specifically for this purpose, which every employee can contact.

4.2 Duty of neutrality

Within the PASS social system, there is a wide range of political and religious world views. This freedom for each individual is expressly respected, provided it does not violate our free, democratic basic order and is characterized by the same tolerance as is granted vice versa. Everyone tolerates the world view of the other and does not restrict their freedom of conviction.

In order to ensure that cooperation is as frictionless and irritation-free as possible, we consider it essential that every employee is committed to neutrality in their business activities within the company, but also towards our customers, suppliers and partners in their external presentation. The dogmatic display and active promotion of one's own convictions cannot be tolerated in our business premises or in the premises of customers and suppliers.

4.3 Personal responsibility and leadership

The employee or partner is an advisor. His advice guides the client's decisions. Management at PASS – especially personnel management – is reduced to a minimum. The employee manages himself, just as he is responsible for his performance and his advice to the client. The employee manages his qualification needs and his development needs. PASS provides resources and infrastructure for this purpose. The employee appraisal is primarily a self-assessment using our competency profile, which is discussed in an open conversation. The ability to self-assess is the personal prerequisite for counselling skills.



4.4 Openness and sincerity

The personality of each employee or partner is inviolable. Each individual must be treated openly, sincerely and honestly. Employees who know the company will support new employees during their induction in technical, professional and cultural terms. Interaction with each other should be fair, open, honest, informal and without tactical ulterior motives. All employees pay attention to the quality of results. Team spirit and collegiality are prerequisites for good results. Every employee will promote both.

4.5 Natural Leadership

A leadership position is not a position of power but a position of competence and service. Leadership is legitimised through performance, good ideas and factual argumentation (cf. chapter 4.6.). Leadership views based on formalities and titles, expressed in instructions and lacking persuasiveness, must not exist at PASS. Every employee must be convinced of the correctness of decisions, procedures and behaviour. The company-wide use of first names is an expression of informal and familiar interaction based on competence. It is intended to contribute to the development of natural authority (natural leadership)

4.6 Personal development

The personal development of employees and partners is a top priority at PASS.

The six competences of a consultant, namely

- social competence
- management competence
- methodological competence
- IT competence
- professional competence
- cultural competence

are discussed annually. PASS provides resources for further development.

4.7 Participation and self-sufficiency

In our company, self-responsibility and performance-based remuneration are intended to promote employees and partners who work like entrepreneurs in the company on the basis of joint agreements.

By shaping market-relevant issues, taking on responsibility and founding a division, each employee or partner can acquire shares in a new company, which they in turn can manage autonomously and self-sufficiently

4.8 Guidelines for managers

The role of a manager is difficult to define in dynamically changing markets and therefore also difficult to fill. PASS managers should be guided by twelve guiding principles that are of fundamental importance to the manager and measure themselves permanently against them. The fundamental yardstick is the well-being (health) and personal development of the employee.

4.8.1 Honesty

Facts must not be distorted. The true facts must be communicated. The manager must also be able to communicate unpleasant true facts. This must be done in such a way that his counterpart accepts them without adopting a defensive attitude. In principle, the behaviour of the manager should be based on generally accepted ethical principles, so that his actions always find recognition in the judgement of third parties.

4.8.2 Fairness

Justice is the basic principle of all management behaviour. In order to judge and decide fairly, the manager must have a clear overview of the facts and be aware of the consequences of his actions. Therefore, influencing judgement by personal preferences should be avoided, as well as rash judgements and prejudices. Understanding and reconciliation of interests should be sought.

4.8.3 Self-knowledge

Here, the basic principle of lifelong learning is to strive for correct self-assessment. This also includes the critical, reflective handling of knowledge, which is the basis for permanent work on self-knowledge. Self-awareness is the prerequisite for clarity about one's own goals and desires: it is of fundamental importance for the manager, as it is a basis for efficient action. The manager actively seeks feedback from colleagues and staff. Mistakes are to be admitted.

4.8.4 Visionary thinking

The manager must believe in himself, his strengths and his people. He must see problems as challenges to be overcome, believe in success and inspire others. The vision and belief in it must be guided by general ethical core values. The manager must face complex situations undogmatically and openly.

4.8.5 Open-mindedness for change

An interest in new developments, improvements and innovations is indispensable for the manager. For this he needs a conscious and critical approach to experience. These must not become prejudices that impair objective judgement. He must therefore avoid self-sufficiency and be open to controlling, benchmarking and feedback.

4.8.6 Extraordinary self-discipline

It is a matter of taking responsibility for oneself and one's task.

4.8.7 Balance

A manager must be trustworthy and assessable. The manager must seek inner stability in order to maintain and show balance.

4.8.8 Make contributions

The will to perform is indispensable. The manager must contribute ideas. He must not limit himself to moderating, but must also act actively.

4.8.9 Do less - achieve more

A manager must do the right thing at the right time. He must concentrate on the essentials, achieve clarity about facts, goals and procedures and correctly assess active contributions. On this basis, he must be able to decide clearly, delegate and trust.

4.8.10 Making work fun

This must be exemplified by the manager. Doggedness and cynicism are counterproductive.

4.8.11 Getting the best out of yourself and others

Only someone who knows what he wants can act effectively and efficiently. But he must also promote this in others. Therefore, he must strive to assess them correctly and take their interests into account.

4.8.12 Clear vision and sight for the present

The manager must be able to realistically assess current situations. He must be able to see beyond them in a visionary way, develop perspectives and future scenarios, have competence in planning and implementation and set realistic step sizes.



5 CORPORATE ORIENTATION

What PASS expects from employees

Just as PASS sees its employees and partners as its most important resource and does everything possible to develop the PASS-employee/partner relationship positively, each individual must contribute to developing the reverse relationship positively.

Mutual commitment to improvement is the key to developing a corporate culture that ultimately lives up to the philosophy. Everyone shapes the culture of the company through their personal attitude towards the company. The joint effort for success and reputation opens up long-term perspectives for both sides.



5.1 Engagement

Identification and authenticity are basic prerequisites for successful cooperation.

The criteria for commitment are:

- Helping to shape the company through suggestions, ideas, designing workshops, taking on responsibility in projects or even in the company, without this being directly linked to a formal title,
- continuous professional and personal development through own initiative, permanent striving for high quality in the work results,
- interest in general, social or economic events, developments and trends (framework conditions of social competence).



5.2 Flexibility

Working in a management consultancy requires flexibility from all employees.

Flexibility has the following dimensions:

- Flexibility with regard to the roles to be played in the projects or within PASS,
- flexibility with regard to the topics or tasks,
- flexibility with regard to the place of work.

PASS assumes that everyone is flexible, that they do not work exclusively on topics for which they have a personal preference. Finally, PASS assumes that no one holds on to formal roles or titles. Flexibility means facing up to new challenges in the interest of the company and taking on new tasks and roles without formalities.

Of course, flexibility cannot be demanded unconditionally. Rather, a consensus must be reached between all those involved.

5.3 Loyalty

The employees and partners are unreservedly loyal both internally and externally. Through appearance, behaviour, statements and performance, each individual promotes the reputation of PASS among employees, partners, customer employees, customers or even external third parties. Especially in critical situations, each individual is prepared to put personal interests aside and help PASS.

PASS can rely on its employees and partners; trust is not abused.

Jointly set goals are taken seriously. Problems – wherever they may arise – are solved quickly and actively or communicated immediately. Employees or partners who leave the company will ensure that they do no harm to the company. PASS will also be loyal to its employees and partners.

5.4 Cooperation

Staff and partners take each other seriously:

- Professional or personal superiority is not played off at the expense of others, but is brought to the task objectively without any intention of advantage.
- Everyone makes their knowledge available to others. New employees or partners are trained by experienced mentors.
- Younger and older employees or partners accept each other.

Everyone is prepared to accept constructive criticism and to offer constructive criticism in turn. Corrosive criticism must be avoided because it does not promote the culture. PASS expects team spirit and collegiality; everyone helps the other to create a tension-free space of cooperation.

5.5 Knowledge acquisition and knowledge sharing

Knowledge is of particular importance to PASS, whereby the term „knowledge“ is understood to mean the information understood, linked and applied by people. Knowledge sharing is required so that PASS's knowledge, which is in the heads of its employees and partners, can be transferred as effectively as possible into new ideas and thus into a benefit for PASS's customers:

- Everyone makes their knowledge available to the others.
- New employees or partners are trained by experienced mentors,
- Everyone procures information independently and also passes on information relevant to decision-making.
- PASS also wants everyone to take part in the events offered and to be prepared to play an active role in shaping them; however, participation remains voluntary.

5.6 Resource optimization

Everyone must actively contribute to improving the earnings situation in their area of responsibility in order to strengthen the company's ability to invest. A high level of cost awareness is a prerequisite for good advice. Our clients also want optimal solutions, not wasteful concepts. All resources are to be subjected to a permanent economic examination. The CIP (continuous improvement process, cf. our process technology „ComPASS“ in the PASS Intranet) should guide everyone to become better every day, i.e. to optimise resources.

5.7 Corporate Identity / Corporate Design

Each individual is part of the market appearance. In contrast to enterprises that sell material goods, a counselling company can only produce its corporate design through the counsellor himself, who can weaken this design through his individuality. For this reason, each individual must ensure that his or her external attributes:

- promote the corporate design,
- prevent cognitive dissonance,
- ensure the success of counselling and
- increase subjective acceptance.

Perceptible attributes include:

- well-groomed appearance,
- ability to express oneself verbally, in writing, visually and in presentation
- empathy with the objective and subjective needs of the client,
- respect for and acceptance of the client's culture.

5.8 Leadership

Each employee or partner must manage themselves. PASS has no formal hierarchies, each individual controls his or her own target agreement in a binding way, he or she carries out his or her assignment as autonomously and self-sufficiently as possible within the framework of the target agreement and controls the counselling process at the client's site on his or her own responsibility.

Nevertheless, PASS assumes that self-control is related to competence. In this respect, PASS must be available to every employee with advice and support in the sense of integration and competence acquisition.

5.9 Independence

In order to be able to give clients truthful advice, each individual must be free from outside interests or subjective interests. If, in an assignment situation, an individual feels that he or she is not capable of objectivity because personal interests dominate the concepts, he or she must immediately inform PASS of this. PASS will then immediately inform the client.

6 SOCIETY ORIENTATION

What society can expect from PASS

PASS and its employees represent a system, which in turn is part of a higher-level system. PASS strives to co-exist in harmony and unison with the environment and to promote and positively develop the environment to the best of its ability.

Positive further development does not mean blind obedience and a belief in authority, but critical debate and constructive criticism. To this end, PASS must not focus its competency development only on economically operationally applicable topics, but must pursue a holistic approach and offer general topics of social relevance. Each of us should be a responsible citizen who takes his or her social responsibility seriously.



6.1 Strict compliance with all overriding standards and laws

A company benefits from a state constitution. The state provides framework conditions such as legal systems and a market economy order, but also infrastructures such as educational facilities, communication facilities, transport logistics, sports and leisure facilities and much more. PASS affirms these framework conditions. At the same time, we do not lose our critical faculties. The higher-level systems are created and optimised in democratic decision-making processes. Despite the knowledge of the need for optimisation of the higher-level systems, PASS must place itself in the overall national and pan-European structure by recognising the higher-level norms and laws.

Some of these norms or civic virtues – freedom of expression, equality of opportunity, equality before the law, respect for dissenters, democratic decision-making, etc. – are explicitly mentioned in this corporate philosophy. The rule of law and thus legal secu-

rity, the independence of the judiciary, the executive and the legislature are achievements for which people have fought for centuries. Law-abidingness and thus appreciation and preservation of all achievements of our society are an absolute must. We are currently experiencing various innovations as a result of the merging of individual European states into a European Union. We will also take these innovations to heart. For example, the General Equal Treatment Act has a concrete impact on each and every one of us. It is important to PASS that this law is implemented without reservation, as it reflects the intention of our corporate philosophy.



6.2 Contribution to public finance

Planned economies and bureaucratic systems have shown that it is inefficient for the state to claim all social tasks for itself. True to the principle of subsidiarity, all problems should be solved at the level at which they arise and only if no solution is in sight this way should the next higher level be called in. Nevertheless, the state will also always be called upon to solve problems that individuals or the private sector cannot solve because they only represent particular interests. The private sector benefits from the fulfilment of state obligations by making use of the infrastructure, by having access to employees trained at schools and universities, by having legal certainty and by many other things. PASS will therefore make its contribution to state financing and fulfil its tax obligation.



6.3 Corporate social responsibility

If the earnings situation remains good, PASS is able to engage in causes that do not directly serve the business interests, but which very much have a lasting effect on the company's reputation. PASS distinguishes between services for which a return is expected (sponsoring) – for example the financing of sports or cultural events – and services without a return (donations, social commitment).

The possibilities for PASS to get involved in the humanitarian field are manifold. This commitment is in line with the aforementioned image of humanity, which does not consider the person solely as human capital, but as a human being who has a „value“ even if he or she cannot contribute to the creation

of value. PASS focuses on supporting initiatives that work for children and young people, whether in social or educational institutions, sports clubs or other projects and organisations that contribute to the positive development of young people and make them strong. This is based on the conviction that experiences in childhood and youth are formative for the whole of life and thus an important foundation stone can be laid here for the path of life.

6.4 Ecological responsibility

PASS' high level of personal responsibility is also reflected in the topic of ecology. Only through proactive environmental awareness can a world worth living in be preserved for future generations. Our responsibility is expressed in products, services and internal value chains.

- Products: We try to design products that make a positive contribution to the eco-balance. In the area of logistics, for example, we have developed the PLANTOUR solution for route planning, which leads to a significant reduction in CO2 emissions by optimising delivery routes. According to our calculations, we achieve a monthly saving of 2500MWh through this, but only need 50MWh for our own operations. The goal is complete climate neutrality (2030).
- Services: We try to provide our services in such a way that unnecessary travel distances are avoided. Where possible,

real client visits, which often involve long journeys, are replaced by meetings via the virtual channel.

- Internally: We produce our own electricity. The installed photovoltaic system serves e-mobility on the one hand and the reduction of externally purchased energy on the other. In addition, different working models, such as the home office, also help to minimise resources and thus protect the environment.

Permanent ecological optimisation is a matter of course for PASS.



6.5 Engagement outside the company

The need for flexibility among employees is not just an annoying hassle caused by the changing economic and technical demands in a dynamic market. It is also an opportunity to broaden horizons, because no profession is so versatile that it is capable of offering more than a small section of the world. However, the more comprehensive our perception and thus our picture of the world, the greater the feedback effect on our tasks in the profession, because we recognise the way in which the problems of the individual, the company and society are interconnected. PASS therefore welcomes employees to engage culturally, politically or socially outside the company and then to use this diversity again themselves. Knowledge of different worlds serves to build personality. It increases tolerance, social competence and leads to the development of one's own point of view through comparison.



6.6 The further development of our society

A company dedicated to the introduction of information technologies in an advisory capacity has a comparatively exposed position with regard to the current development of industrialised countries into information societies. Every single employee is called upon not only to deal with the solution of his daily operative task, but to be aware of his own responsibility within this social upheaval. Only then can they maintain their ability to shape the future.

As in every structural upheaval, there are opportunities and dangers that need to be recognised. Every era has its challenges: Our time is characterised by digitalisation. The information technology companies, the political bodies and each individual must decide whether they want to be part of the problem or part of the solution.

In general, PASS sees the information society as an opportunity for the democratisation of knowledge and thus as a development opportunity for every individual. PASS appeals to employees to engage in the discussion about the information society and thus to influence this development in a humane and future-oriented way. This critical and constructive debate is initially a private matter for the individual. However, PASS would like to support it by repeatedly presenting topics from this environment in internal events and symposia. Despite all the fascinating possibilities of technology, we must be aware that it can only ever be a means to a better world, not the world itself.

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PASS IT-Consulting
Dipl.-Inf. G.Rienecker GmbH & Co.KG
Schwalbenrainweg 24
63741 Aschaffenburg
Germany
P: +49 6021 3881 0

www.pass-consulting.com

