yuma

ESG Report
2024

Hi there, we
are yuman.

We connect
digital transformation
with human nature.

The future
is human

Table of contents

Yuma is carrying out digital transformations in a way that benefits various companies in achieving their ideas.

In 2024, Yuma consists of XPLUS, Luminis, BPSOLUTIONS, TD, Aprico Consultants, and B12.

Preface

01

We are living in an era of transformation – not just digital, but also cultural, environmental and generational. Our response must be both technological and ethical. That's why we've made it our ambition to be a 'Do Good' organisation: one that delivers sustainable digital transformation by putting people at the heart of innovation.

As I take on the role of CEO at Yuma, I am filled with pride at what has been achieved, and with an even greater sense of ambition for the future. ESG at Yuma is not just a tick-box exercise. It is a compass. It is a way to connect who we are with the impact we want to make. This report is part of that story, reflecting our evolving commitment to doing good digitally and humanely.

Our ESG commitment is not a marketing trick. It's a commitment backed by a clear structure, accountability and action. In the past year, we have:

• appointed ESG ambassadors across our group companies and established an ESG group of ambassadors;
• launched B Corp certification trajectories, starting with TD, and committed to ESG assessments across all operating companies;
• rolled out concrete initiatives, ranging from ISO 14001 environmental certification to diversity and inclusion (DEI) working groups, electric mobility policies and circular IT strategies;

• designed a Total Green Computing Improvement Score (TGCIS) to measure our positive environmental impact with clients.

The most significant transformation we face today demands a change within ourselves to save nature, and ourselves.

Crucially, we have also aligned our work with upcoming CSRD requirements, recognising the rising expectations of employees, clients, shareholders, and regulators alike.

Our ESG vision is grounded in social innovation, long-term value creation and practical efficiency. It's about connecting sustainability with strategy – not as separate goals, but as integrated drivers of our future success. From Green Computing to zero carbon and from inclusive workplaces to responsible procurement, we are building something meaningful.

To all Yumans, I say this: ESG is not someone else's job. It is ours. Together. The only way to develop technology that will stand the test of time is to embed it in enduring values.

We are Yuma.

We connect digital transformation with human nature – not just in what we say, but in everything we do.

Mark de Groot
CEO, Yuma

Narrative

02

In the digital age, we, the humans of Yuma, choose: "Digital yet human." Our aim is to harmonize humanity and technology. We want to carry out digital transformations in a way that truly benefits people, enabling them to understand and actively participate. We believe in the power of digital technology to enhance the human element and perhaps further evolve our humanity. Unfortunately, the harmony between humans and technology is often lost in the present world. Digital transformations often fail due to insufficient consideration of people and their needs. Yuma aspires to change this. We place the human at the core of our approach and our results – a challenging goal that we have yet to fully realize. Achieving this necessitates acquiring and developing new competences, comprehending the delicate balance between humans and technology, and actively involving people in our plans, developments, and implementations.

This responsibility extends not only to our clients and the market, but also to our own employees and the surrounding community. Our social responsibility, the 'S' in ESG, begins with our own people and delves even deeper, into ourselves. By treating ourselves, our employees, colleagues, and our social environment well, we can better serve our customers in a more human-centric manner. This social consciousness is the driving force behind our brand's vision: "Digital yet human."

Merging the digital with human nature is a forward-looking approach within the IT and automation sector, but it has long been standard practice in other fields. Designers, for instance, have been embracing it for quite some time.

However, there are sectors where the human is no longer central. Environmental activists and even the scientific community openly call for a departure from anthropocentrism. Limiting ourselves to the human perspective threatens our natural surroundings. Humans themselves are responsible for climate change, the hole in the ozone layer, and the oceans' plastic pollution. In a world filled with technology and prosperity, systems aimed at convenience, efficiency, and profit often fail to bring out the best in people.

Our natural surroundings and the planet as a whole suffer as a result. Human nature obstructs nature, and ultimately, ourselves. We are our planet's greatest threat and thus our own threat. But the solution also lies in our (human) hands. Creativity is inherent in our nature. We devise solutions to problems and implement them. By striving for a better planet, we not only care for nature but also for ourselves and future generations.

The most significant transformation we face today demands a change within ourselves to save nature, and ourselves. This requires all of our social connectivity and ingenuity, alongside our technology. We have to connect technology and our way of working to human nature, to bring out the best in both dimensions. This is why our motto is,

"Connecting digital transformation to human nature."

ESG is not a side issue or obligation; it is at the core of our brand and intimately tied to our business. It is not solely about people; it is about humanity. Humanity for the world, its nature and for each other. This transcends anthropocentrism; it is a natural approach.

Green Comput-ing

03

The Growing Essence of Green Computing

The rapid expansion of digital technologies – especially in artificial intelligence (AI), data centres, and 5G – is driving a sharp rise in global energy consumption. Computing already accounts for nearly 10% of global electricity use, a figure that could reach 30% in the coming decades. At Yuma, we see this growing demand as a major challenge to global sustainability. Our ambition is to fully understand 'green computing,' lead meaningful discussions around it, and stay ahead of the curve before it becomes mainstream.

The urgency to focus on Green Computing now is underscored by recent developments: Microsoft signed a 20-year deal to reopen the Three Mile Island nuclear power plant, Amazon invested half a billion dollars in nuclear energy, and Anthropic's CEO requested an additional 50 GW of electricity capacity from the US government – equivalent to two and a half Three Gorges Dams – to sustain AI progress.

Green computing, the practice of designing and using computing resources sustainably, is becoming a critical focus.

It goes beyond reducing energy usage – it spans the entire IT value chain: responsible sourcing of materials, energy optimisation, and minimising e-waste through circular supply chains and modular hardware. AI and machine learning play a key role in identifying inefficiencies, predicting energy needs, and enabling more sustainable solutions.

This shift is not just necessary – it's an opportunity. By prioritising sustainability, companies can reduce costs, meet regulatory demands, and align with consumer expectations. Energy-efficient hardware, low-power software, and carbon-aware systems help organisations lead in responsible innovation while contributing to global sustainability.

Still, the transition is complex. It requires a holistic strategy across the computing lifecycle: decoupling from high-risk raw materials, fostering organisational buy-in, and embedding sustainability into company culture. Human-centred design and technological innovation must work together to create scalable, adaptable solutions.

Green computing also drives innovation in energy-efficient technologies, better AI systems, and optimised software that reduces the carbon footprint of everyday tasks. As more companies embrace sustainable practices, green computing will be a key driver of both technological progress and environmental stewardship.

Computing already accounts for nearly

10%
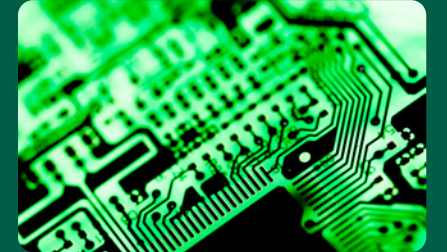
of global electricity use.

Our approach

At Yuma, we're already taking steps to prepare for the shift to green computing:

01 Environmental impact

We aim to better understand our own environmental impact, especially in relation to our core activities like computing.

02 Conversations

We're initiating conversations with clients about green computing, an area that is still rarely discussed.

03 Ready to act

We believe green computing will remain under the radar until it suddenly becomes urgent. Our internal efforts are designed to ensure we're ready to act when that moment arrives.

B Corp

04

Spoiler alert: TD will have officially become a B Corp by the time this ESG Magazine is published. But this issue reflects on 2024, so we won't include that milestone in this article – that's for next year. As for this article, we'll look at what the journey has already brought us so far. And thus present the takeaways from which other OpCos can benefit in the future.

Impact Assessment

At the end of 2021, we created our first corporate social responsibility (CSR) plan, which we needed for a tender. After drafting that plan, we wanted to further improve our sustainability performance and began filling out the B Corp Impact Assessment in early 2022. Just completing the form took over three hours! Our first critical attempt scored only 58 points – not enough for certification, which requires at least 80. The good news: we saw opportunities to surpass 100 points if we really went for it.

Based on those insights, we set an ambition and drew up an action plan. The assessment provided structure and clarity – it clearly showed what actions yield a lot of points, which ones don't, and what's realistic for your organization. That got us moving.

Points vs. Impact

One might think that it should not just be about the points. That's obviously true – but to become a B Corp, you do need to score the points. And they're based on the experience and vision of B Lab.

We trust B Lab. The scorecard saved us a lot of time – because we no longer had to define what a "good company" looks like ourselves. And it helped us internally: in discussions across teams and management, we could lean on a shared framework. This is B Corp, and this checklist comes with it.

We implemented, tightened, and documented many things, based on the assessment.

We also quickly realized that the points make sense. They're well-founded. And as an organisation, you can choose your focus within that framework – depending on what you find most important and achievable. It helps to set direction and make clear choices. Not a new insight, perhaps, but still very effective.

Broad, Broader, Broadest

The B Corp questionnaire is long, and as broad as the area of CSR itself. There are over 250 questions, spread out over five categories: Governance, Workers, Community, Environment, and Customers. You can earn points in each area.

The questionnaire covers topics like commuting policies, waste management, training opportunities, and whether you have an anti-corruption protocol. We started with 58 points, and we implemented, tightened, and documented many things, based on the assessment. From governance structures and meeting minutes to very practical matters like installing a Quooker for instant boiling tap water or replacing fluorescent lighting by LEDs.

An interesting fact: over 50% of our paid work at TD now qualifies as "good business", client work or projects with public ESG impact, according to B Corp criteria. It is also worth noting that we have already offset all our CO_2 emissions for 2023. That compensation cost £2,187.50, which we invested in a British rewilding project we've personally worked with.

It Takes Time!

One thing that stands out is that the process takes a lot of time. We submitted the Impact Assessment at the end of 2022, and by the end of 2024, we still weren't certified. This was in part because we were acquired by Yuma on January 31, 2023, which changed our ownership structure and required a resubmission, that was on us. But the delay was mainly on B Lab. They were clearly overwhelmed, and at times it felt like we had been forgotten. Only in the evaluation phase did we gain insight into the process and the remaining steps. Things still moved slowly, but at least we knew where we were going and we had communication.

What Now?

As mentioned at the beginning, we have become an officially certified B Corp organisation in early 2025. This calls for a small celebration and a big announcement. After that we'll kick off a roadshow across all Yuma OpCos. We'll share our experiences and make best practices available, so everyone can benefit from the work we've done over the past years. That way, we can help Yuma become a "good business" too.

Do you have questions about B Corp? Feel free to reach out to me!

martijn@totaldesign.com

**Martijn Arts,
Managing Director at TD.**

50%

of our paid work qualifies as "good business"

Charity

05

Planting Trees for a Better Future

Yuma at Tree Planting Day in Mechelen: Green thumbs, fresh air, and great company.

During Tree Planting Day in Mechelen, in the Dutch province of Limburg, our Yumans rolled up their sleeves for a greener Limburg. We joined forces to help plant what will become the longest hedge in Limburg – a living line of biodiversity that offers protection against drought and flooding. A beautiful initiative with a clear purpose: to restore nature and strengthen human connection.

What is Tree Planting Day?

Tree Planting Day brings people together to plant trees and shrubs in a collective effort to support the environment. In partnership with Natuurkracht.org – a coalition that includes Natuur en Milieufederatie Limburg, Het Limburgs Landschap, ARK Rewilding Nederland, Natuurmonumenten, and WWF-NL – the event contributes to long-term ecological resilience and a healthier natural landscape.

Natuurkracht is a client of TD Zuiderlicht; they developed the online platform and executed the campaign rollout.

Much more than compensating CO_2 emission.

As mentioned in the B Corp article, we have invested the cost for CO_2 emission in this rewilding programme. But what made this donation stand out is that it physically brought us together. While planting, colleagues from different teams got to know each other in a whole new way. No screens. No meeting rooms.

Just boots in the mud, hands in the soil, and a shared mission. We wrapped up the day with a well-deserved lunch, full of conversation, connection, and reflections on the day's achievements.

Human Nature.

At Yuma, we believe that sustainability starts with action. Tree Planting Day is a perfect example. It aligns with our ESG strategy and supports our ambition to become B Corp certified. We're not just talking about a better world – we're helping to build it.

The energy and enthusiasm this day sparked were truly inspiring.

No screens. No meeting rooms. Just boots in the mud, hands in the soil, and a shared mission.

Diversity Equity & 06 Inclusion

DEI at Yuma: Driving Innovation, Shaping Impact

At Yuma, Diversity, Equity & Inclusion (DEI) isn't an add-on. It's a core pillar of our ESG strategy. DEI is the lens we want to use to build stronger teams and deliver greater impact for our clients.

Diverse perspectives spark innovation. In tech – where solutions shift and scale at lightning speed – varied viewpoints, experiences, and backgrounds help us spot challenges sooner and solve them more creatively.

Within Yuma, we only just started to put DEI into effect. Where are we currently, with regards to DEI? And what do we aim for? To set goals, and before making a roadmap, we first inventoried our women/men ratio, age build-up, nationalities, etc., and compared them to the industry benchmarks.

Why do we often talk about the women/men ratio?

We get this question a lot. The short answer is that it's one of the few diversity metrics we can legally measure. Rules prevent us

from collecting personal data on topics like religion, sexuality, or ethnic background. That's why in ESG reporting, the focus is on what *can* be quantified – gender balance, nationality, pay gap, and other measurable factors.

But DEI is bigger than the numbers: it's about much more than tracking fair pay or improving gender balance. It's about creating a workplace where every team member is heard, valued, and empowered. We have only just begun...

	IT in NL/BE	NL and BE overall	Yuma
DEI charter / commitments	44% have DEI initiatives	51% have DEI initiatives	YES
% women	37% in European IT companies	~46–47 % of workforce is female	22% in NL/BE, 25% incl. Yuma Tunesia
% women in tech roles	20-25%	n/a	19% in NL/BE, 23% incl. Yuma Tunesia
% women in management positions	19% in BE	~25% of management positions are held by women in NL	18% in NL/BE, 31% incl. Yuma Tunesia
% women in board/Exco positions	21% in NL and 15% in BE	30-34%	0%

It's about creating a workplace where every team member is heard, valued, and empowered.
We have only just begun...

What the numbers show

With 22-25% of women overall in Yuma, we are low compared to the 37% of women in European IT companies. But 19% in tech roles could be seen as relatively good, when compared to the 20-25% women across the Netherlands and Belgium.

Interestingly, geography plays a role. In North-West Europe, female participation in tech is particularly low. In contrast, Southern and Eastern Europe – and particularly relevant to us, Tunisia – show a different and more even balance. At our Yuma office in Tunisia, women represent 49% of the workforce. These contrasts highlight how strongly culture and context shape diversity. However, this context does not satisfy our ambition to achieve a better gender balance.

The men/women ratio in Yuma is still something we want to improve, not only in board/Exco positions, but also across the company and in tech roles. We aim to do better than the sector benchmark, because we think it will strengthen us as a company, both by creating more value for clients and by becoming more attractive for future employees.

Our 2025 DEI Action Plan

But diversity isn't just about numbers. Through our Employee Satisfaction Survey (ESS), we also track whether employees feel valued and respected. Monitoring this feedback helps us to improve continually. For instance, between 2024 and 2025, 13% more employees agreed with the statement that TD makes them feel valued when it comes to safety, leaving only 5% to disagree.

In this magazine, you'll find focus areas of our DEI action plan for 2025. It outlines the steps we're taking to build a more diverse, inclusive, and equitable Yuma. These steps include:

- Including questions about safety in the Employee Satisfaction Survey.
- Appointing a confidential advisor.
- Developing a code of conduct and diversity policy.
- Monitoring women/men, age, and nationality in all operating companies.

Because building a sustainable future means building it together. Every voice matters.

22-25%
Women represent overall in Yuma

49%
Women represent our workplace in Tunisia

Zero Carbon

07

Yuma's Zero Carbon Pledge

In February 2024, the Yuma ExCo unanimously endorsed our Zero Carbon Pledge. This serves as a strict guideline for our internal Carbon emission policy. But on top of that, we hope that we can inspire our clients and partners to take a similar path.

01
Reducing energy consumption

02
Renewable Energy

03
Compensating

04
Mobility for the Long Term

05
Zero Waste office

100%
Renewable energy

50%
Electric or hybrid vehicles

0%
Waste-to-landfill

01 Reducing energy consumption

It is our goal to reduce energy consumption wherever possible, be it in our core business, our housing, or our mobility. We will implement this ambition not only in Yuma, but also aim to improve that with our clients, partners and suppliers.

02 Renewable Energy

One of our key efforts is to switch our operations to 100% renewable energy by 2030. This involves installing on-site solar panels, obtaining renewable energy from local providers, and ensuring that our buildings and data centres are energy-efficient. We not only minimise our carbon footprint by doing so, but by leading as example we also motivate others to follow our steps.

03 Compensating

In case the use of green energy isn't possible, we aim to compensate this. This creates a healthy drive to keep on reducing energy consumption and changing to renewables. We will make a plan to compensate all energy consumption by 2025. Supporting and participating in reforestation projects are concrete examples that help us in achieving our goals.

yuma

We understand that our obligations extend beyond the walls of our offices

04 Mobility for the Long Term

We understand that our obligations extend beyond the walls of our offices. As part of our commitment to sustainability, we want to convert 50% of our vehicle fleet to electric or hybrid vehicles before 2028. This demonstrates our commitment to promoting environmentally friendly mobility solutions and a more sustainable approach to business travel.

05 Zero Waste office

One of our key efforts is to switch our operations to 100% renewable energy by 2030. This involves installing on-site solar panels, obtaining renewable energy from local providers, and ensuring that our buildings and data centres are energy-efficient. We not only minimise our carbon footprint by doing so, but by leading as an example, we also motivate others to follow our steps.

Finally, Yuma's Zero Carbon Strategy is more than a goal; it is a pledge to be stewards of a prosperous, sustainable future.

Appendix

08

ESG 2024 Factsheet

Company presentation

General information

ESG Contact	Martijn Arts, Nils Lenstra, Hans Bossenbroek
Type of Investment	Direct & majority shareholding (63.5 %)
Data as of	31 December 2024
Main scope evolution	Yuma acquired Aprico Consultants NV/SA and B12 Consulting BV in 2024.

CSRD

|	
In scope	Yes
First year of reporting	2026 (on 2025 data)
Steps already taken	Yuma has set up an ESG framework with five pillars, along with action plans and reporting. They plan to draft their first double-materiality assessment by 2026. Then, by 2027, they aim to produce a detailed ESG report compliant with CSRD regulations.

Taxonomy

In scope	Yes, as subject to CSRD
Steps already taken	None
Cority's assessment	Yuma provides consulting services, develops software engineering solutions, and offers data hosting capabilities. The company could be eligible for Objective 1: 'Contributing to climate mitigation' and Objective 2 'Contributing to climate adaptation' as it works in the Data processing, hosting and related activities sector.

Overview

Revenue

€62M 2023

€62M 2024
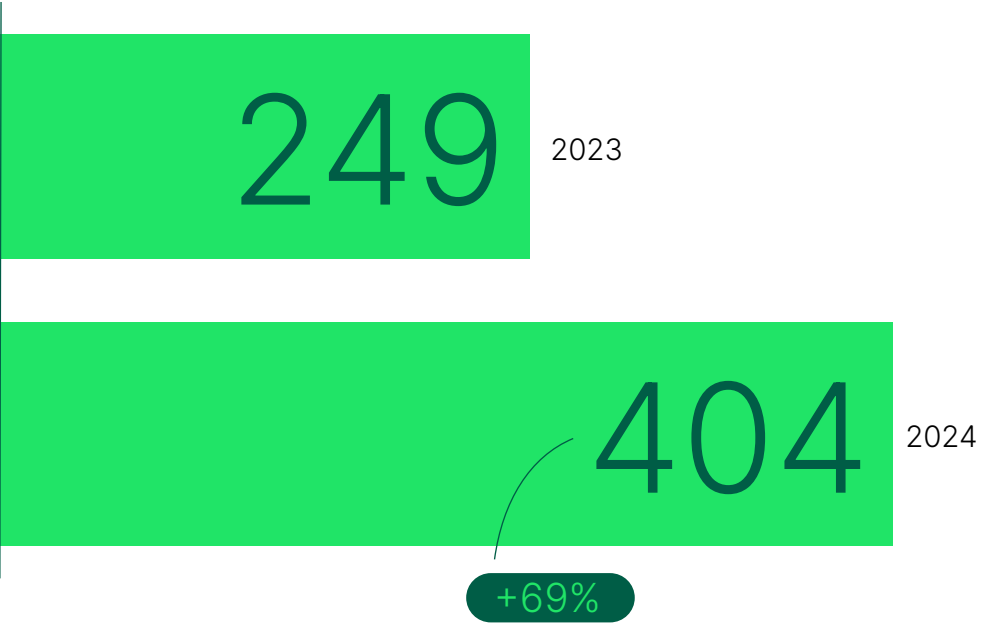
+86%

Total Employees

249 2023

404 2024

+69%
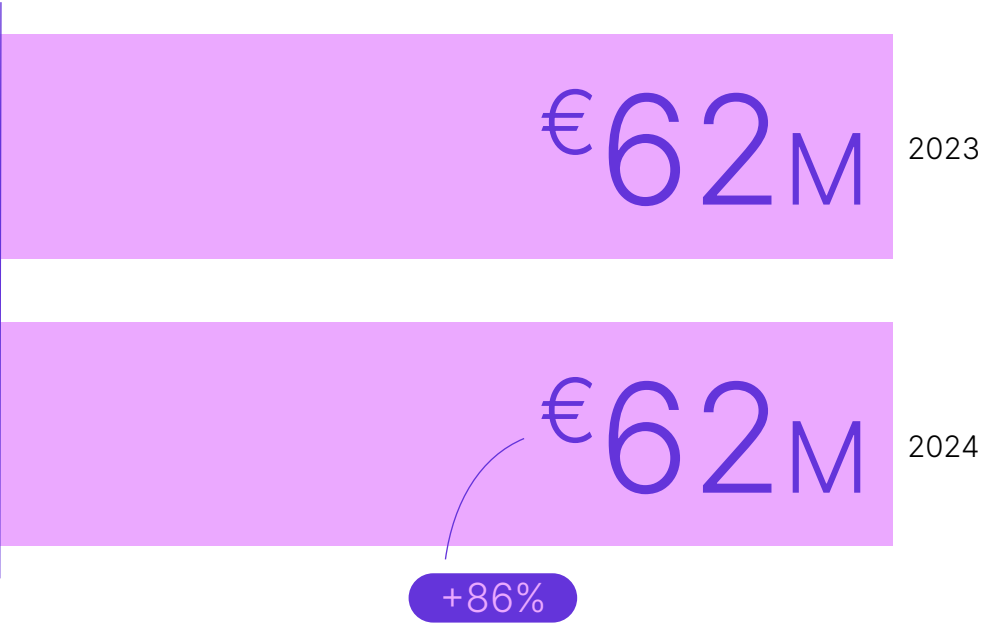
Reporting Coverage

2023

100% (includes BPSOLUTIONS and TD, acquisitions in 2023 are excluded)

2024

100% (acquisitions in 2024 are excluded)

Questionnaire completion rate

100% 2023
2024

33

Carbon Footprint Assessment[1]

Scope breakdown (TCO$_2$eq)

5
5
925 2023

39
117
1165 2024

● Scope 1   ● Scope 2   ● Scope 3
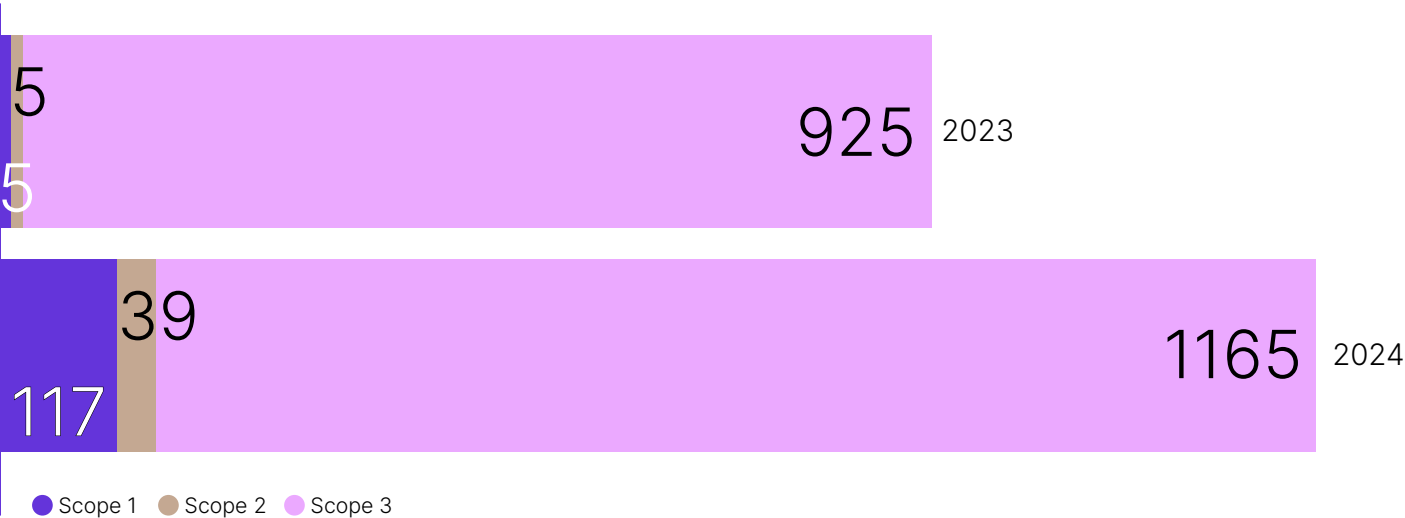
Scope breakdown (TCO$_2$eq)

Ratios	2023	2024	Benchmark
Carbon intensity per revenue (TCO$_2$eq/M€)	58	58	72[2]
Carbon intensity per employee (TCO$_2$eq/FTE)	15	15	-

[1] The 2022 data has been updated when either 2022 activity data provided by the company and/or emission factors from international databases have been updated.
[2] Sectoral benchmark: Software companies in the Netherlands. Source: Carnegie Mellon University Green Design Institute. (2019) Economic Input-Output Life Cycle Assessment (EIO-LCA) US 2007 (388 sectors) Producer model.

Yuma – 2023 Carbon Footprint (TCO$_2$eq)
Breakdown by emissions source

	0	100	200	300	400	500	600	700	800	2022	2023
Energy											
Electricity										4	30
Natural gas										5	32
Domestic and heavy fuels										0	0
Renewable energy										1	9
Diesel & gasoline										0	84
Air-conditioning and refrigerant gas leaks										0	0
Purchases											
Number of laptops										4	9
IT services (including cloud)										30	98
Other services/sub-contractors										724	771
Small office equipment (paper, pens, etc.)										13	34
Number of new cars										20	5
Business travel											
Plane										1	4
Train										1	2
Commuting											
Cars										129	167
Public transport (bus)										0	2
Public transport (train, metro)										4	72

● 2022 Carbon footprint   ● 2023 Carbon footprint

Evolutions in 2023:

- The 2023 GHG emissions increased in absolute value (+284%). This value cannot be effectively compared in relative terms unless it is contextualised against the intensities, given the size of the acquisitions performed. However, the surge in GHG emissions stems mainly from the expenses increase for subcontractors and other purchases, which has surpassed revenue growth in percentage terms.
- The majority of the GHG emissions for Yuma come from purchases: other services/sub-contractors represent 84% of the total, while IT services (including cloud and AI) account for 3%. Car commuting is also among the main emission categories, accounting for 5% of the total.
- It is important to note that Yuma's companies have already implemented mechanisms such as policies and incentives to drive the Carbon Footprint reduction, as part of their Zero Carbon strategy.

Areas of improvement for 2024:

Kindly refer to the paragraphs "Energy & Climate" of the section "ESG maturity assessment" for more information on Yuma's best practices and areas of improvement.

ESG Maturity Assessment

See also page 54

The ESG Maturity Assessment provides a comprehensive evaluation of Yuma's environmental, social, and governance performance. This assessment includes a detailed analysis of selected key areas such as internal control and ESG governance, Energy and Climate, Cybersecurity, GDPR & Business Ethics, Employee and employee development and Diversity and Inclusion, drawn from a broader list of potential focus areas. By measuring the company's current practices and future plans, the assessment highlights strengths and areas for improvement, offering a roadmap for sustainable growth and compliance with emerging regulations.

This maturity assessment is not updated in 2025 but will be updated in 2026.
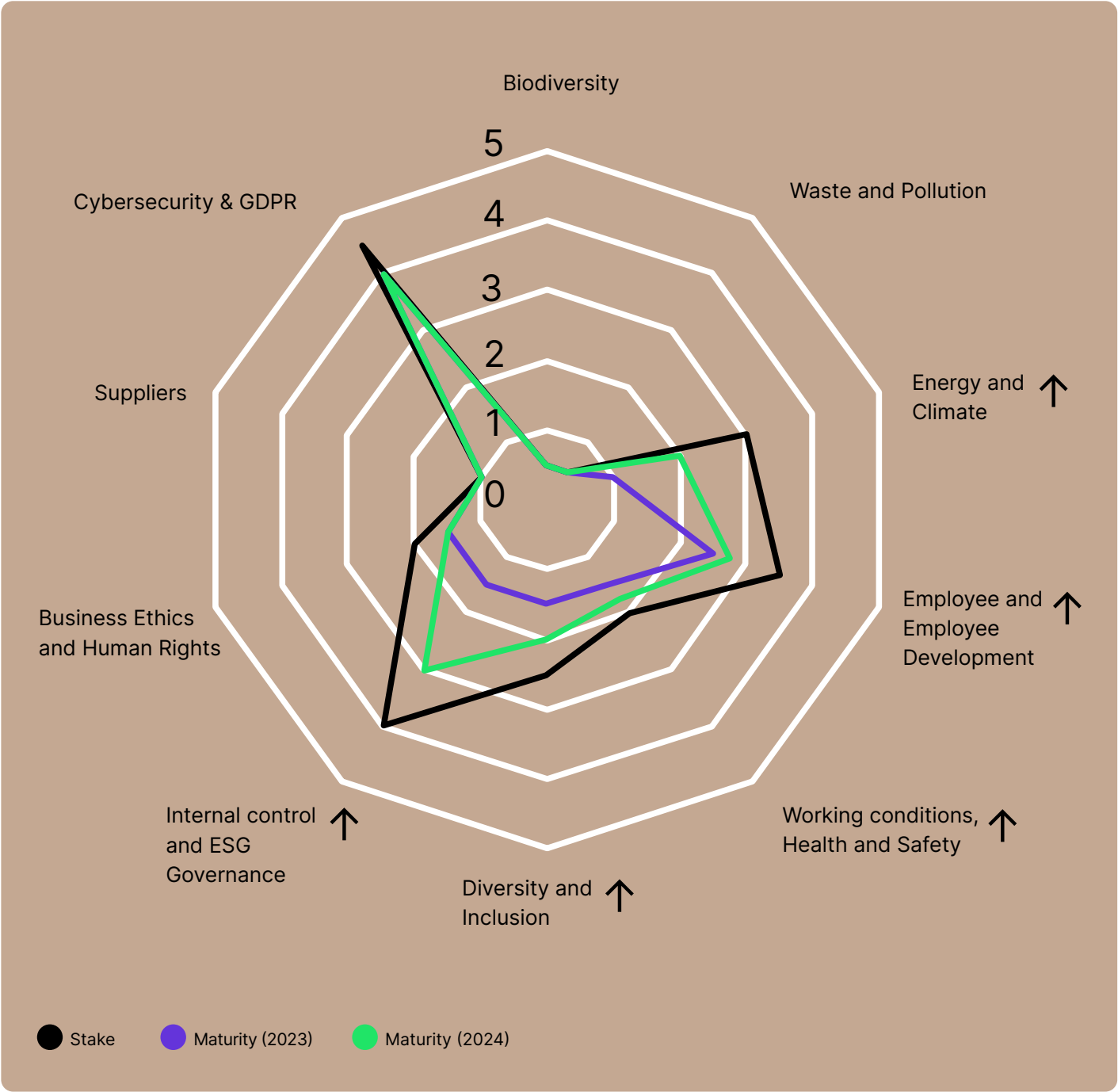
Business activity

Founded as a digital transformation collective in the Benelux region, Yuma unites over 600 professionals – from designers and developers to strategists and IT architects. Yuma's strength lies in its human-centric approach to technology, combining best-in-class expertise from companies like **XPLUS, Luminis, BPSOLUTIONS, Aprico Consultants, TD and B12 Consulting.** By bridging the gap between IT and business, Yuma delivers sustainable and pragmatic digital solutions that resonate with people. Its mission: to make digital transformation genuinely work – not just through tools and systems, but also through collaboration, empathy, and a shared vision.

Founded in 2010, **XPLUS** provides expert advice in enterprise IT architecture – a crucial role to develop digital transformation blueprints. XPLUS differentiates itself through its thought leadership and extensive expertise in business and IT architecture, and its expanded offering which now includes programme and change management.

Luminis was founded in 2002 and offers customers high-quality solutions in the field of Cloud and Data. Luminis has partnerships with Amazon Web Services (AWS) and Microsoft, among others. In addition, Luminis is the initiator and driving force of the IT training program Accelerate with Thales, Bosch, and the Dutch Tax Authorities.

Founded in 2002, **BPSOLUTIONS** helps organisations become smarter by organising their mission-critical IT. With a strong focus on Cloud, Managed Services, Data Analytics and AI, BPSOLUTIONS ensures business continuity while enabling digital transformation. The company distinguishes itself through its flexible approach, technical expertise, and commitment to making data work for its clients 1.

TD, founded in 1963, is a multidisciplinary creative agency based in Amsterdam. Known for its pioneering role in branding, communication and digital innovation, TD helps organisations stand out and transform through design. Now part of Luminis International, the agency continues to deliver impactful solutions across media, retail, finance and public sectors.

Aprico Consultants was founded in 1998 and specialises in ICT strategy and transformation. Based in Zaventem, Belgium, Aprico empowers clients through lean management, agile delivery and smart transformation. By improving operational productivity and reducing IT expenditures, Aprico plays a key role in driving business performance. The company is now part of BPSOLUTIONS.

Founded in 2012, **B12 Consulting** is a Belgian expert in artificial intelligence and custom software development. With a team of over 40 specialists, B12 delivers advanced AI-powered solutions for complex challenges in healthcare, energy, transport, and research. Their collaborative approach and technical excellence make them a trusted partner for innovation.

Together, these companies are more than the sum of their parts – they form Yuma.

Yuma operates in Belgium, France, Luxembourg, and the Netherlands.

Positive impact of the company's products and services

Yuma's direction follows the motto of "Digital yet human." The company aims to harmonise humanity and technology when providing expert advice in enterprise IT architecture, and high-quality solutions in the field of Cloud and Data.

Yuma is carrying out digital transformations in a way that benefits various companies achieve their ideas. By providing IT solutions for industries, Yuma contributes to Sustainable Development Goal #9, "Industry, Innovation and Infrastructure".

KPIs:
- % of annual budget in research and development of sustainable technologies and practices. To be reported in 2027

Maturity Assessment by ESG Stake

01 Internal Control and ESG Governance

Contextualisation of ESG Stake:
Consequent M&A operations during 2022, 2023 and 2024, expanded the presence of the group in the Benelux and French markets, requiring additional control and governance on ESG to harmonise the processes across the group.

Main Best Practices:
- In 2023, Yuma developed an internal CSR Policy. Moreover, at every Operating Company there is a dedicated person designated for CSR: they constitute the ESG/CSR team of Yuma, together with Martijn Arts (board member and responsible for ESG on Yuma level) and Mark de Groot (CEO of Yuma). The team is responsible for implementing the five pillars outlined in Yuma's ESG strategy and reporting.
  - Yuma's internal ESG strategy pillars: Green Computing, Diversity, Inclusion & Equity, B Corp Certification, Charity and Zero Carbon initiatives.
- In 2024, Yuma published an ESG magazine to communicate the ESG objectives to clients and staff, inform about progress and challenges and involve staff and clients to achieve all goals. This ESG magazine is published on the website and was also available on a trade fair in 2024, where it attracted a lot of attention.

Main Actions planned to be implemented:
- Publish an ESG magazine annually, optimise it until it also serves as a formal ESG report, before this becomes mandatory.
- Communicate on ESG progress to employees and other stakeholders periodically in newsletters and other updates. Moreover, communicate via the ESG working group and its representatives in the different OpCos.
- ESG strategy implementation planned for 2024 and on. As the regulations on ESG reporting have changed, we are still motivated to achieve all goals. We did, however, change some deadlines for specific goals (see in table).
- Yuma intends to extend TD's Code of Conduct to all other subsidiaries in 2025.

02 Green Computing

Contextualisation of ESG Stake:
Green Computing, green IT (Information Technology), or ICT sustainability, is the study and practice of environmentally sustainable computing or IT. Yuma aims to be recognised as a centre of excellence and as a thought leader for Green Computing. Attracting the best new projects, clients and staff that aspire to improve and achieve impact on this topic having a unique portfolio of products and services that stand out in the marketplace.

Main Best Practices:
- We aligned on goals, long-term planning, and narrative and made pilar plan(s) SMART and concrete.
- We set up working group for Green Computing and created get-togethers to work on theme and share knowledge.
- We completed the inventory of current activities and organise portfolio and started to align with Thought Leadership 'coalition of the willing'.
- We did research on what's happening on the field of Green Computing and made an influencer analysis and see what the competition is doing.
- We created a presentation ready to demonstrate to clients how good we are in Green Computing and also created sales-material and proposition for green computing and implement for Yuma and OpCos to sell and use more green computing.
- We identified easy wins (low hanging fruit) that can be implemented swiftly to create visible progress.

Main Actions planned to be implemented:
- Publish the Green Paper that was written in 2024 (print and electronic).
- Finalise the service offering slide deck for Green Computing.
- Publishing one white paper on Green Computing in 2025.
- Make a list of events (AWS game day ...) where we have to go to or be speaker.
- Participate in at least one event on Green Computing as a speaker.
- Discuss with marketing crew how to incorporate Green Computing in Yuma Branding, also for marcom plan 2026.
- Kick-start the internal conversation at the Yuma level about Green Computing, both at management level as well as staff level.
- Perform a green computing assessment (preferably Total Green Computing Improvement Score) of at least one OpCo to create a baseline.
- Generate recommendations for that OpCo with a target reduction (% to be defined) in power consumption compared to that baseline.
- Calculating Total Green Computing Improvement Score for a handful of clients.
- Create a plan for 2026.

03 Diversity and Inclusion

Contextualisation of ESG Stake:
At Yuma, Diversity, Equity & Inclusion (DEI) isn't an add-on. It's a core pillar of our ESG strategy. DEI is the lens we want to use to build stronger teams and deliver greater impact for our clients. We believe that we are a better company if our DEI is improved.

Main Best Practices:
- We aligned on goals, long-term planning, and narrative and made pilar plan(s) SMART and concrete.
- We published a DEI statement on Yuma recruitment website (and a mention on all OpCo websites).
- We gained knowledge on how to make Yuma more inclusive from a policy viewpoint and start the conversation to bring this into practice.
- We did internal baseline measurement and set up a Yuma DEI taskforce with accountable representatives from all OpCos.
- We gained knowledge on how to make offices more inclusive and started to bring this into practice.
- We formulated the Yuma code of conduct.

Main Actions planned to be implemented:
- Put a Code of Conduct in place at Yuma level, based on TD's or B12's existing CoC.
- Develop a first diversity policy for internal use.
- Identify DEI days to celebrate.
- Develop a training to kick-off internal development and improvement of a group (minimum 5) of motivated employees/managers on DEI.
- Yuma internal survey on conducting benchmarks and baseline measurements, revealing key areas for prioritisation.
- Based on survey assemble benchmarks and baseline measurements for key areas of prioritisation and develop KPIs and goals.
- Identify key areas of improvement revealed by internal survey.
- Monitor share of women and other underrepresented groups in job applications for jobs, interviews for jobs, by levels and positions.
- Appoint a trust-person at Yuma level.
- Propose to a diverse group of employees to participate in internal or external networks and initiatives.
- We will interview ExCo members to find out the attitude of ExCo toward DEI.

04 B Corp

Contextualisation of ESG Stake:
B Corp certification goes beyond traditional sustainability initiatives like ESG or corporate social responsibility (CSR). It is a holistic approach that urges a company not only to focus on profit, but also to have a positive impact on society and the environment. Companies that achieve this certification are often seen as leaders in terms of sustainable and ethical business practices. TD was already on its way to becoming B Corp when it was acquired by Yuma.

Main Best Practices:
- We aligned on goals, long-term planning, and narrative and made pilar plan(s) SMART and concrete.
- We proceeded in the certification process, which takes a lot of time and effort.

Main Actions planned to be implemented:
- Finalise audit B Corp in TD.
- NOW STILL IN THE PROCESS Get certified!
- Visit all OpCos with a presentation on how to become a B Corp organisation, why you would want to become one and what it delivers.
- Help OpCos who really want it to fill in a first B Corp self-assessment and find out what steps they would need to take to become B Corp.
- Make use of the certification and promote it, both internally in Yuma as well as externally towards the market and clients.
- Start the B Corp process possibly with one other OpCo.
- Create a plan for 2026.

05 Charity

Contextualisation of ESG Stake:
Doing charity work is part of being a socially responsible company. There are quite a lot of studies that show that corporate social responsibility pays off for organisations. Not only can the organisation's image be improved, but employees are more likely to be satisfied and loyal, and it can create a positive competitive position.

Main Best Practices:
- We create a briefing and design criteria for the Yuma group charity day, one day of doing voluntary work with a positive impact (incl. PR).
- We used the marcom working group to also do charity related discussions and creation of new ideas.
- We selected and proposed one big visible thing, which was the Tree Planting Day. This was a big success.
- We started with figuring out what is already being done now per OpCo and communicate this internally.

Main Actions planned to be implemented:
- Make an inventory of all charity related activities of all OpCos results and costs.
- Work out the chosen in goals, policy and indicators and also into an action plan.
- Plan charity day 2025.
- Create a long-term vision/ plan.
- Aligning with ExCo on time and cost, and how this can remain a priority in ESG (without losing focus on the business).
- Inform all staff what we do in the area charity and encourage staff to propose initiatives / participate in those offered.
- Give all attendees the opportunity to submit the charity they wish to support in a charity idea box. From this, we will select a few charities.
- Bomenplantdag 2025 (Tree Planting Day), just like last year with more attendees than in 2024.
- Create a plan for 2026.

06 Zero Carbon

Contextualisation of ESG Stake:
We recognise the need of addressing climate change and linking our actions with ethical and social responsibility. We regard reaching a zero-carbon footprint as an essential part of recognising the need and making in concrete.

Main Best Practices:
- Yuma committed to the zero carbon goals:
  - Reducing energy consumption wherever possible.
  - Switch our operations to 100% renewable energy before 2030.
  - We will compensate all energy consumption by 2025. It also helps by supporting reforestation projects.
  - We want to convert 50% of our vehicle fleet to electric or hybrid vehicles before 2028.
  - We are committed to achieving 0% waste-to-landfill status in our offices before 2028.
- We agree on changes in Key Areas like Transportation, Buildings, and Hosting.
- Yuma committed to employing green hosting options and decreasing our IT infrastructure's carbon footprint.
- We started to set up a process to collect data encompassing that translate into CO_2 emissions.

Main Actions planned to be implemented:
- Agree on changes in Key Areas like Transportation, Buildings, and Hosting.
- Commitment to employing green hosting options and decreasing our IT infrastructure's carbon footprint.
- Investigate the possibility of (other) direct investments in long-term projects such as reforestation (the rewilding project), renewable energy, and other carbon-reduction activities that we can support.
- Set up a process to collect data encompassing that translate into CO_2 emissions
- Follow-up on implementation to changes in Key Areas like Transportation, Buildings, and Hosting.
- Follow-up on commitment to green hosting.
- Start collecting real-time electricity consumption data – possibly in 'lab' Amsterdam – and align with IT and business proposals.
- Writing first paper or article on results of investigation and data collection for internal communication (possibly newsletter).
- Create a double materiality analysis and identify to topics most relevant to report on and initiate communication with a handful essential subcontractors to acquire their input on these topics.
- Create a plan for 2026.

ESG data tables

Environment

Indicators	Unit	2023 ESG reporting	2024 ESG reporting	ΔN-1 Value	Data Explanation
ΔN-1 Value	Data Explanation	100% No	50% Yes, on waste; 25% Yes, on water; 50% Yes, on energy; 25% Yes, on raw materials; 50% Yes, on suppliers; 25% Yes, other (please detail in comments); 50% No	Different	Other: ISO 14001 Certified – Environmental Management System
Environmental policy	MCQ	33% Yes, on waste; 33% Yes, on water; 33% Yes, on energy; 33% Yes, on raw materials; 33% Yes, on suppliers; 67% No	33% Yes, on waste; 16% Yes, on water; 33% Yes, on energy; 16% Yes, on raw materials; 50% Yes, on suppliers; 50% No	Different	Investing in Green Computing, we try to exclusively work with sustainable suppliers, we push for use of public transport or zero-emission cars
Total – Energy consumption	kWh	532,682	407,278	-23%	TD has offices (high overhead); BPSOLUTIONS (hosting servers and offices)
Share of non-renewable energy consumed	%	42.40	37.99	-4.41%	
Share of non-renewable energy produced	%	0.00	0.00		
Hazardous waste	Ton	0.01	0.01		
Non-Hazardous waste	Ton	0.00	0.00		No exact data available
Emissions to water	Ton	0.00	0.00		

Indicators	Unit	2023 ESG reporting	2024 ESG reporting	ΔN-1 Value	Data Explanation
Climate Change – Risk Exposure Assessment	MCQ	0% Exposure to physical risks has been assessed; 0% Exposure to transition risks has been assessed; 0% Exposure to raw materials risks has been assessed; 100% No	0% Exposure to physical risks has been assessed; 0% Exposure to transition risks has been assessed; 0% Exposure to raw materials risks has been assessed; 100% No	Identical	
Activity impacting biodiversity	Yes/No	0% Yes; 100% No	0% Yes; 100% No	Identical	
Environmental litigations	Euros	0.00	0.00		
GHG emissions – Total Scope 1	TCO2eq	116.76			Not calculated by SIRSA
GHG emissions – Total Scope 2	TCO$_2$eq	38.82			Not calculated by SIRSA
GHG emissions – Total Scope 3	TCO$_2$eq	3,440.25			Not calculated by SIRSA
GHG emissions – Total	TCO$_2$eq	3,595.82			Not calculated by SIRSA
Total carbon emissions intensity	TCO$_2$eq/m€	58.00			Not calculated by SIRSA
Total carbon emissions intensity based on FTE	TCO$_2$eq/FTE	15.29			Not calculated by SIRSA

Social

Indicators	Unit	2023 ESG reporting	2024 ESG reporting	ΔN-1 Value	Data Explanation
Physical headcount – Total employees	Integer	249.00	334.00	34%	
Physical headcount – external growth	Integer	29.00	23.00		
Share of women	%	22.89	15.87	-7.02%	
Share of permanent contracts	%	85.54	62.57	-22.96%	
Net job creation	Integer	-3.00		-143%	
Turnover – calculated	%	38.35		98%	Evolution linked to the integration post-acquisition
Absenteeism rate	Integer	11.04	7.27	-34%	
Frequency rate of accidents with lost days (LTIFR)	Integer	0.00	0.00		
Severity rate	Integer	0.00	0.00		
Share of employees trained	%	37.35	37.42	0%	
Unadjusted gender pay gap	%	25.82	10.38	-15%	
Profit-sharing system	Yes/No	67% Yes; 33% No	50% Yes; 50% No	Different	
Share of shareholder employees	%	0.80	0.60		
Philanthropy	Euros	80,600.00	81,600.00		

Governance

Indicators	Unit	2023 ESG reporting	2024 ESG reporting	ΔN-1 Value	Data Explanation
Independent members	%	0.00	0.00		
Members of the board of directors/supervisory board – Women	%	0.00	0.00		
First operational governance body – Women	%	14.29	0.00	-14.29%	
Board Committees	MCQ			Different	
Code of ethics / Code of conduct	MCQ	There is no formalised code of conduct/ ethical code	There is no formalised code of conduct/ ethical code	Identical	
Ethical litigations	Yes/No	No	No	Identical	
Global Compact Compliance mechanisms	Yes/No	No	No	Identical	
Global Compact Violations	Yes/No	No	No	Identical	
Sustainability policy	MCQ	Yes, we have an internal CSR policy (not public)	Yes, we have an internal CSR policy (not public)	Identical	
Sustainability governance	MCQ	Yes, a CSR committee; Yes, a CSR team	Yes, a CSR committee; Yes, a CSR team	Identical	
Cybersecurity breaches	Number	0.00	0.00		

Suppliers

Indicators	Unit	2023 ESG reporting	2024 ESG reporting	ΔN-1 Value	Data Explanation
Responsible purchasing charter	MCQ	0% Yes, others (please detail in comments); 0% Yes, an internal responsible purchasing charter; 50% Yes, a supplier code of conduct addressed to suppliers; 50% No	0% Yes, others (please detail in comments); 0% Yes, an internal responsible purchasing charter; 50% Yes, a supplier code of conduct addressed to suppliers; 50% No	Different	TD and BPSOLUTIONS have a Supplier Code of Conduct
Share of suppliers in Human rights risk areas	%	0.00	0.00		
Share of suppliers in Corruption risk areas	%	0.00	0.00		

Progress on the ESG Action Plan

Overall, Yuma was able to make some progress on its 2024 action plan:

- In 2023, Yuma created the ESG committee which includes representation of every subsidiary. Along with that, the company has implemented employee surveys in every subsidiary. This reporting year, Yuma disclosed some new data points allowing for a more comprehensive carbon footprint.
- As a priority for 2024, Yuma will focus on finalising the process of B Corp certification for TD in order to use it as a Best Practice for the other subsidiaries. The company will also work on ESG communication with stakeholders and investigate on the possibility to use renewable electricity supply across the group.

Environment

Stake	Possible course of action	Scope	KPI for monitoring	Target	Project owner	Deadline	Priority	Progress
Energy and climate	Actively investigate how to use renewable electricity supply across the group Create a working group to monitor the energy use	Yuma	Renewable electricity supply research conducted: Yes/No	Yes	TBD	2023	1 **2** 3	**In progress**
			The working group created: Yes/No	Yes	TBD	2024		
			Share of renewable electricity in the energy mix	(30% 50%)	TBD	(2023, 2025)		
	Integrate existing and new acquisitions in the carbon footprint as a part of the next reporting campaigns with M80 and Reporting 21 Create a carbon reduction plan based on the results of the carbon footprint assessment Monitor and refine the reduction targets yearly	Yuma	Acquisitions integrated into carbon footprint: Yes/No	Yes	TBD	2023	**1** 2 3	**In progress**
			Carbon reduction plan in place: Yes/No	Yes	TBD	2024		
			Reduction targets monitored and refined yearly: Yes/No	Yes	TBD	2024		
	Integrate GHG emissions from the vehicles used by the payroll employees as a part of the next reporting campaigns with M80 and Reporting 21	Yuma	Monitoring in place: Yes/No	Yes	TBD	2023	**1** 2 3	**Completed**
			The carbon footprint calculation is integrated: Yes/No	Yes	TBD	2023		
	Develop a first environmental policy that will include ambitions, and where possible commitments, on energy-efficiency, including incentives for employees to promote green mobility	Yuma	Environmental policy formalised: Yes/No	Yes	TBD	2025	**1** 2 3	**In progress**
			Ambitions and commitments on energy efficiency included: Yes/No	Yes	TBD	2026		
			Green mobility incentives: Yes/No	Yes	TBD	2026		

Social

Stake	Possible course of action	Scope	KPI for monitoring	Target	Project owner	Deadline	Priority	Progress
Employee retention & recruitment	Roll out quarterly measurement and annual in-depth review of the employee satisfaction survey implemented at Luminis to the whole group	Yuma	Employee satisfaction survey in place: Yes/No	Yes	**TBD**	**2023**	1 **2** 3	**Completed**
	Identify main areas of improvement based on outcome of the survey		Main areas of improvement identified	Yes	**TBD**	**2024**		
	Develop a unified employee engagement brand strategy to streamline internal and external communication regarding subsidiaries' actions on employee well-being	Yuma	Employee engagement brand strategy in place: Yes/No	Yes	**TBD**	**2025**	1 2 **3**	**In progress**
Diversity and Inclusion	Develop a first diversity policy for internal use, with the ambition to make it public in the future as part of the recruitment process	Yuma	Internal diversity policy in place: Yes/No	Yes	**TBD**	**2025**	1 2 **3**	**Not started**
			The diversity policy publicly available: Yes/No	Yes	**TBD**	**2026**		
	Include in the policy formal diversity and inclusion commitments		Formal diversity and inclusion commitments included: Yes/No	Yes	**TBD**	**2026**		
	Participate in sectoral diversity initiatives such as "Women in Tech"		Participation in sector diversity initiatives: Yes/No	Yes	**TBD**	**2026**		
	Monitor share of women in applications for jobs, in interviews for jobs, and by departments and position levels of the company	Yuma	Monitoring of share of women in recruitment: Yes/No	Yes	**TBD**	**2025**	1 **2** 3	**Not started**
	Investigate whether and how to monitor other specific groups		Monitoring of share of women by departments and position: Yes/No	Yes	**TBD**	**2025**		
	Incentivise employees to participate in sectoral networks and initiatives	Yuma	Education and communication on sectoral networks and initiatives in place: Yes/No	Yes	**TBD**	**2025**	1 2 **3**	**Not started**

Governance

Stake	Possible course of action	Scope	KPI for monitoring	Target	Project owner	Deadline	Priority	Progress
Internal control and ESG Governance	Finalise the process of B Corp certification	TD	The process is finalised: Yes/No	Yes	**TBD**	**2023**	① ② ③	**In progress**
			B Corp certification is obtained: Yes/No	Yes	**TBD**	**2024**		
	Share best ESG practices implemented on the way to the B-Corp certification with other subsidiaries	Yuma	Best practices identified and shared: Yes/No	Yes	**TBD**	**2024**	① ② ③	**In progress**
	Investigate whether and how this could be used in other subsidiaries		Use-cases for other subsidiaries found: Yes/No	Yes	**TBD**	**2025**		
	Creation of ESG-responsible committee which reports at least once annually directly to board of directors	Yuma	ESG committee created: Yes/No	Yes	**TBD**	**2023**	① ② ③	**Completed**
	Presence of role of ESG lead in every subsidiary	Yuma	ESG lead is present in every subsidiary: Yes/No	Yes	**TBD**	**2023**	① ② ③	**Completed**
	Developing a first sustainability policy for internal use, with the ambition to make it public in the future	Yuma	Internal sustainability policy created: Yes/No	Yes	**TBD**	**2024**	① ② ③	**In progress**
	Such policy is to include measurable sustainability goals and must come with reporting on their progress		Measurable sustainability goals are included: Yes/No	Yes	**TBD**	**2024**		
			Progress on the goals is monitored: Yes/No	Yes	**TBD**	**2024**		

Governance

Stake	Possible course of action	Scope	KPI for monitoring	Target	Project owner	Deadline	Priority	Progress
Internal control and ESG Governance	Communicate on ESG progress to employees and other stakeholders (e.g., by creating a dedicated sustainability section/page on the website with main objectives, targets, and actions)	Yuma	Internal communication in place: Yes/No	Yes	**TBD**	**2023**	① ② ③	**Completed**
			Dedicated sustainability page created: Yes/No	Yes	**TBD**	**2024**		
	Link executive management compensation to sustainability goals set in the policy	Yuma	Executive's compensation linked to sustainability goals: Yes/No	Yes	**TBD**	**2025**	① ② ③	**Not started**
Cybersecurity & GDPR	Carry out gap analysis between major IT and cybersecurity practices among subsidiaries to identify best practices	Yuma	Gap analysis carried out: Yes/No	Yes	**TBD**	**2024**	① ② ③	**In progress**
			Best practices identified: Yes/No	Yes	**TBD**	**2024**		
	Replicate the best practices (including relevant ISO certifications) across the subsidiaries to harmonise IT risk management system at group level		Sharing of best practices is in progress: Yes/No	Yes	**TBD**	**2024**		
	Monitor the implementation of the best practices with semi-annual board updates on the progress		Harmonisation of cybersecurity practices monitored: Yes/No	Yes	**TBD**	**2026**		
			Harmonisation of cybersecurity practices completed: Yes/No	Yes	**TBD**	**2026**		
Business ethics and human rights	Train all employees on business and technology ethics	Yuma	Share of employees trained	100%	**TBD**	**2026**	① ② ③	**In progress**

Supply Chain

Stake	Possible course of action	Scope	KPI for monitoring	Target	Project owner	Deadline	Priority	Progress
Suppliers	Integrate sustainability screening criteria of suppliers across all the subsidiaries	Yuma	Sustainability screening of suppliers in place: Yes/No Share of suppliers screened	Yes (20%, 40%, 60%, 100%)	**TBD** **TBD**	**(2025, 2026, 2027)**	① ② ❸	**In progress**
Customers	Display and promote to customers the green IT solutions that can drive their sustainability ambition via digital innovation	Yuma	Green IT solutions promoted: Yes/No	Yes	**TBD**	**2023**	① ❷ ③	**In progress**
	Develop pro-bono cybersecurity and architecture consulting offers for non-profit and local government organisations to reduce their cybersecurity vulnerability	Yuma	Pro-bono consulting offers created: Yes/No	Yes	**TBD**	**2025**	① ② ❸	**Not started**

ESG Maturity Assessment

The collected data allowed SIRSA to determine the company stakes and maturity levels in the following 10 areas. For each area evaluated, the stake and maturity levels are rated out of 5.

1 Evaluation of the ESG stake

o = no stake: 5 = significant stake
The stake is rated in relation to the size of the company, its sector of activity, the countries in which it operates, the data reported, and to a lesser extent, in relation to the other companies in the portfolio.
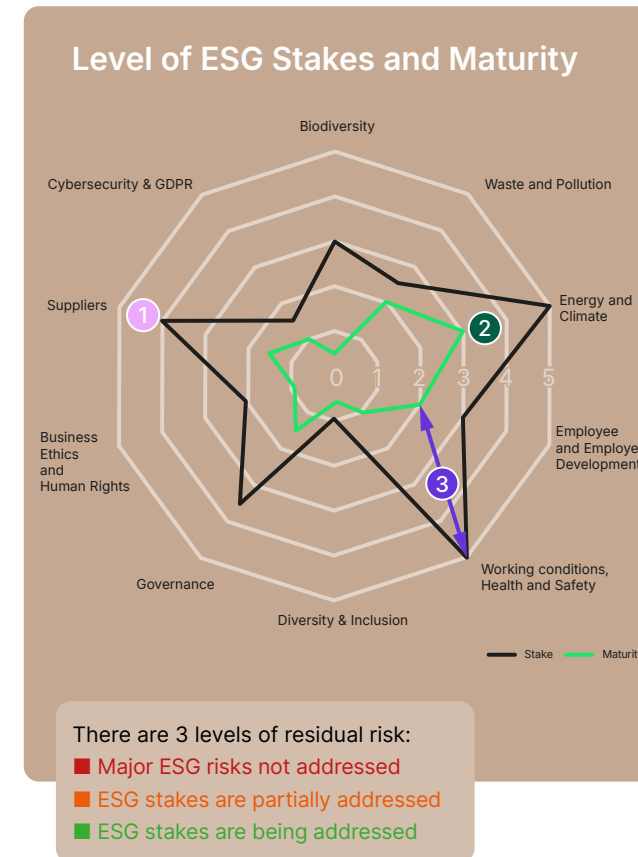
2 Evaluation of the maturity

It is rated in relation to the stake level and the following elements:

- Is the company a flare of the stake?
- Does the company have policies in place to deal with this stake?
- Does the company track quantitative data on this stake?
- Are the results satisfying (in absolute value, in intensity, compared to the benchmark, and in evolution over time)?
- Has the company done everything in its power to respond to the stake, and is there no potential room for improvement?

3 Evaluation of the residual ESG risk

The more important the gap between the stake level and the maturity level, the higher the ESG risk is.

Level of ESG Stakes and Maturity

There are 3 levels of residual risk:
- Major ESG risks not addressed
- ESG stakes are partially addressed
- ESG stakes are being addressed

Methodological limits

- This graph is designed for presenting a synthetic picture of the company's most salient ESG footprint and stakes. This synthetic representation is only an aid allowing to visualize the company's ESG stakes in its sector and market, and should be supported by the quantitative and qualitative elements from the following pages.
- The ESG analysis is carried out on the basis of the quantitative and qualitative data provided by the company on Reporting 21 and information collected during a telephone interview with the management. SIRSA's point of view (and therefore the representation of the ESG stakes) may be rendered incomplete or biased due to partial erroneous or unavailable information.
- By definition this graphical summary will contain analysis methodological biases.
- In order to provide materiality in the portfolio level analysis, the analysis results of each portfolio company are also harmonised and made consistent with those of the other companies in the portfolio.

Carbon Footprint Methodology

The tool

The Carbon Footprint is a **method for evaluating** GHG emissions produced by human activities. Its objective is to identify the **main sources of greenhouse gases** in order to **implement a reduction strategy** and manage an effective action plan.

The methodology

SIRSA's consultants are trained in the Carbon Footprint methodology by the "Bilan Carbone" Association (a reference organisation in France, depending on ADEME, the French public agency for the environment and energy management. The emission factors are mainly taken from the ADEME's Database ("Base Carbone").

Scopes 1 & 2

Data points for scopes 1 (direct emissions) and 2 (indirect emissions associated with the consumption of electricity, cold and heat networks) are common to all M80 Partners portfolio companies.

Scope 3

To calculate total GHG emissions on Scope 3, it is necessary to collect a considerable number of data points, potentially several hundred. In a logic of rationalisation, and because the result of a carbon footprint is generally not exempt from the Pareto Principle (20% of data points represent 80% of the carbon footprint), Sirsa identified for the portfolio company the most significant data points for the calculation of Scope 3.

The principle

$$\textbf{Activity} \times \textbf{Emission factors} = \textbf{CO}_2\textbf{eq}^{(1)} \textbf{ emissions}$$
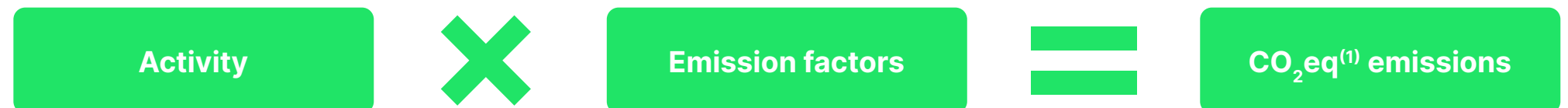
(1) CO_2 eq = CO_2 equivalent: Unit of measurement that converts all Greenhouse gases into CO_2-equivalent