

team.blue

# blue.shift: Evolving for impact

2025-26  
Impact Report

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This Impact Report shares the sustainability highlights, learnings and future ambitions of team.blue Group (“team.blue”) across 2025-26. Performance against our 2030 Commitments aligns with the calendar year (except where otherwise stated). Progress relating to sustainability initiatives and programmes spans 1 April 2025 to 31 March 2026, maintaining consistency with previous disclosures.

As we refine our internal processes, some data may reflect updates to previously disclosed information.



# A letter from our Executive Chair and CEO

## This has been a defining year for team.blue.

We have witnessed the extraordinary integration of AI across our lives and businesses, sparking an exciting increase of pace as we evolve our ecosystem. We've learned that fast execution is key – not only in developing services but in the speed at which we respond to our customers' changing needs.

Our family of brands continues to grow as we welcome the likes of Macaly, B2BRouter, Shoptet and Windsor.ai to the Group, each adding a unique layer of expertise and opportunity to our collective vision.

Growth, however, must be purposeful. We are intentionally looking ahead to how we do better, ensuring we leave a positive impact on people and the planet. A critical milestone is the ongoing development of blue.shift, our programme to make online business success sustainable, inclusive and trusted.

As we look towards the future, we are transforming our ways of working while staying true to our entrepreneurial core. With 4,000+ team members, we're working hard to maintain our agility and the true essence of team.blue. After all, it is our human impact that remains the true measure of our progress.



A stylized, handwritten signature of Dawn Marriott in black ink.

**Dawn Marriott,**  
Executive Chair

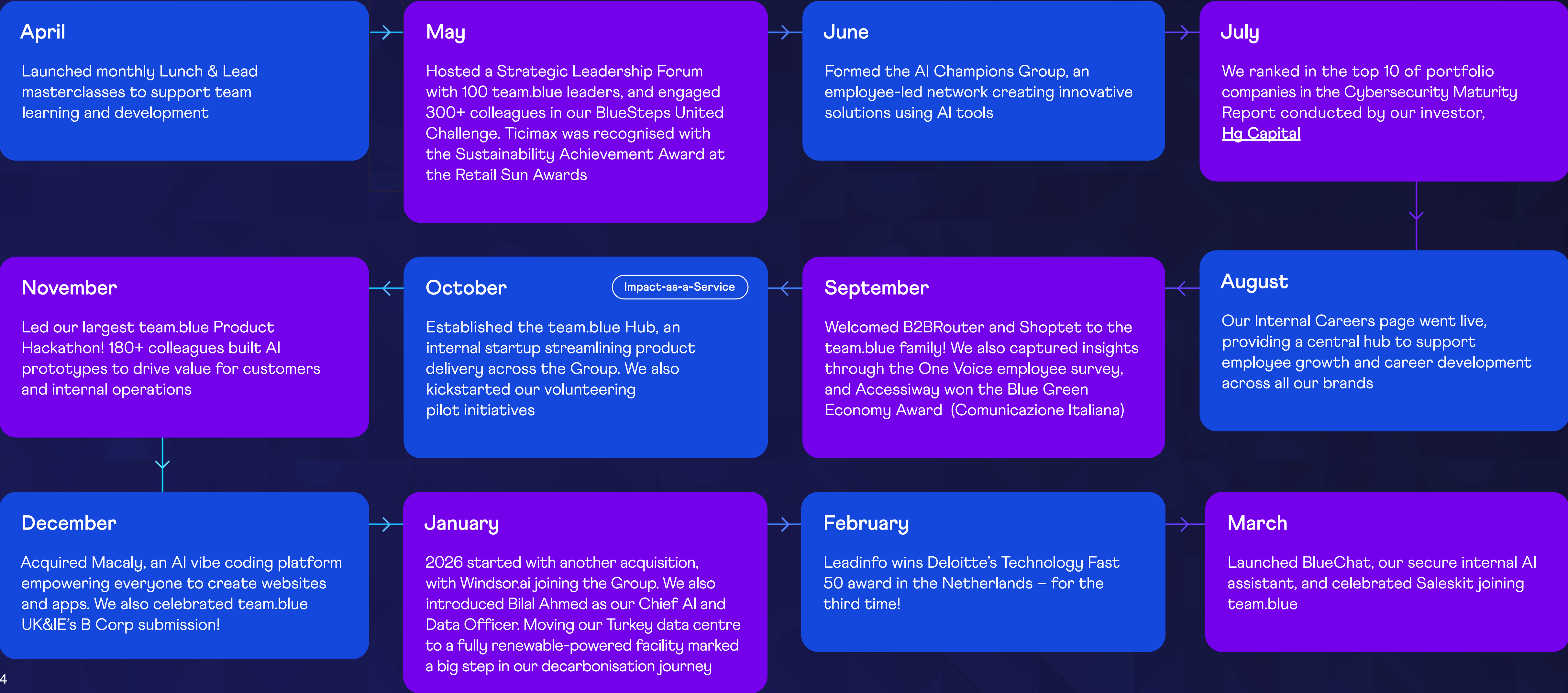


A stylized, handwritten signature of Claudio Corbetta in black ink.

**Claudio Corbetta,**  
CEO



# Our year at a glance





# We're the pan-European digital partner for small and medium businesses

Making online business success simpler through seamless, AI-powered digital products and services.

**3.3M**  
customers

**60+**  
brands

**23**  
countries

**4,000+**  
employees

## Our purpose

is to help our customers achieve their business potential by connecting them with the world

## Our vision

is to make online business success simpler

## Our mission

is to unite our technology skills, diversity of thought and local expertise to deliver a competitive edge through online products and services

## Our values

- Customer first
- Trusted collaboration
- Pace & momentum
- Openness
- Respect

At team.blue, our Code of Conduct is our daily behavioural blueprint – how we're creating a workplace where employees are happy, supported and proud to be part of team.blue.





# An ecosystem of trusted brands, empowering entrepreneurs across Europe.

Together, we help SMBs launch, grow and scale online.

## How we're scaling impact

### SaaS

Our SaaS solutions deliver smart, AI-powered software solutions designed to help businesses grow and scale online, making it easier to stay compliant, connect with customers, and succeed with confidence.

### Internet Infrastructure

Our foundational local brands combine strong local presence with trusted expertise. They understand the unique needs of their markets, offering tailored services and hands-on support that help businesses launch and grow online.





# Our extended network, creating value at every step

## Customer Perspective: Finding a Trusted Partner

“

We need a trusted technology partner who can enable us to centralise the management and support of several domains, email hosting and technical services. This is made possible with register.it, a team.blue brand.”

Giulio Bordonaro,  
Head of Graphic and Web Design, ICONS



## team.blue value chain

| Resources                                                                                                                                                                                                     | Operations                                                                                                                                                    | Solutions                                                                                                                                                                                                                                                              | Impact                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>→ Software licenses</li><li>→ Cloud computing</li><li>→ IT services</li><li>→ Domain registration</li><li>→ Hosting</li><li>→ Software</li><li>→ Data centres</li></ul> | <ul style="list-style-type: none"><li>→ Product</li><li>→ Technology</li><li>→ Marketing &amp; Sales</li><li>→ Customer support</li><li>→ Resources</li></ul> | <ul style="list-style-type: none"><li>→ Online presence (including mass hosting, emails, servers, domains)</li><li>→ Security &amp; compliance (including cyber scanning, Secure Sockets Layer (SSL), consent management)</li><li>→ Commerce &amp; marketing</li></ul> | <ul style="list-style-type: none"><li>→ Small and medium size businesses</li></ul> |

Sharing our value chain gives our stakeholders complete clarity over our operational ecosystem. This framework is essential to our sustainability compliance strategy, directly underpinning both our Double Materiality Assessment and our active preparation for Corporate Sustainability Reporting Directive (CSRD) reporting.





**We want to make online business success sustainable, inclusive and trusted.**

**This ambition is called the blue.shift.**

Our programme, blue.shift, is built around a clear and actionable mission: to make online business success sustainable, inclusive and trusted. We are mobilising our teams, customers and partners to scale meaningful change for the businesses and communities we connect with every day.

Our blue.shift strategy aligns with three pillars:

**Sustainable tech**



**Digital inclusion**



**Digital trust**





# Our 2030 commitments

## Sustainable tech

| 2030 Commitments                                                                                                                                        | 2030 Goals |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
|  Renewable energy use                                                   | 100%       |
|  Company cars converted to EVs                                          | 100%       |
|  End-of-life electric items donated                                   | 100%       |
|  Supply chain emission intensity reduction                            | 52%        |
|  Direct and electricity emission reduction                            | 42%        |
|  Nature restoration contribution (tCO2e) vs business travel emissions | 100%       |

## Digital inclusion

| 2030 Commitments                                                                                                                      | 2030 Goals  |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------|
|  Diversity in new hires (non-male representation*) | 40%         |
|  Leadership diversity (non-male representation*)   | 30%         |
|  Employee engagement survey participation        | 85%         |
|  Engagement score                                | 75+         |
|  Sustainability training sessions per year       | 5 (minimum) |
|  Volunteering initiative                         | TBC         |

## Digital trust

| 2030 Commitments                                                                                                               | 2030 Goals                           |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|  Board diversity (non-male representation)* | 30%                                  |
|  ESG in Board meetings                      | 4 per year                           |
|  Transparency for sustainability          | 1 x Impact Report                    |
|  Cyber, AI & data privacy training        | 100% participation<br>85% completion |



# Our materiality

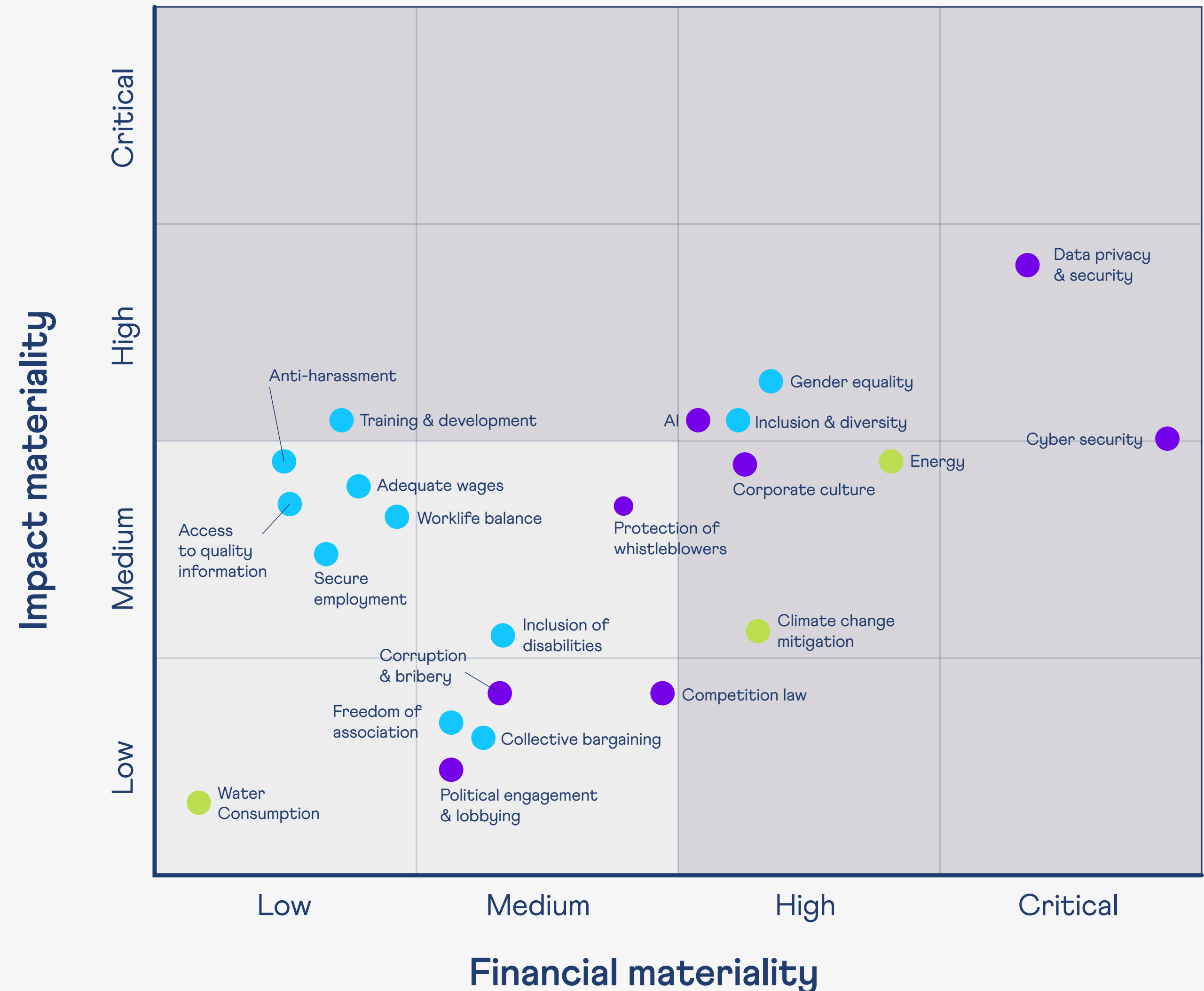
In 2024, we partnered with the Sustainability team of our investor, Hg, to conduct a double materiality assessment and identify the risks and opportunities for our business.

We identified 9 material issues across environmental, social and governance topics, considering the short, medium and long-term impacts. These are the topics that will be addressed as a priority for team.blue

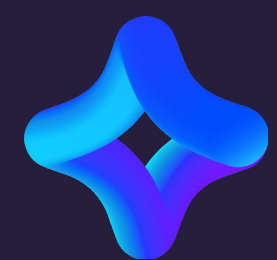
- Cyber security
- Data privacy & security
- Energy
- Climate change mitigation
- Gender equality
- Corporate culture
- Diversity
- Artificial Intelligence (AI)
- Training & development

We have embedded these material topics into the blue.shift strategy, under our three pillars of Sustainable tech, Digital inclusion and Digital trust.

Given the rise of AI since undertaking this assessment, we will be refreshing our materiality in 2026.







# Leaning into the uncomfortable: the net impact of AI



Bilal Ahmed,  
Chief AI and Data Officer

“

We’re entering a new era with the BlueAI Platform, our group-wide AI infrastructure, the foundation for scaling impact and business success for team.blue customers.

As for many digital businesses, this evolution brings uncomfortable questions to the surface, particularly regarding AI’s true environmental impact.

We strongly believe digital tools can be enablers for sustainability progress, by accelerating conversations, harnessing efficiencies and improving awareness. And we’re optimistic about how to best leverage these tools. We’re already making a start, taking actions like switching to renewable energy in our data centres, and centralising our AI consumption.

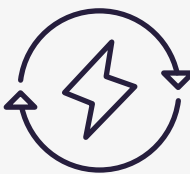
But best intentions aren’t enough on their own, and we don’t yet have the answers we need. To manage this transition effectively, our Summer 2026 Double Materiality Assessment refresher is expected to elevate AI to an absolute priority. This assessment will provide the vital insights we need to establish forward-looking KPIs and a strategic action plan, ensuring we accurately monitor and understand the true impact of our AI infrastructure.”



How we’re enabling the blue.shift

# Impact-as-a-Service

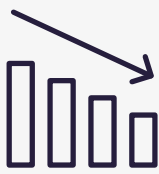
We provide targeted support to local team.blue brands through:



### B Corp certification

Helping team.blue brands access strategic support to achieve B Corp certification

team.blue UK&IE and Accessiway are on their B Corp journey already



### Decarbonisation strategy

Creating bespoke reduction action plans, targeted stakeholder engagement and product lifecycle emissions

Loopia, a team.blue brand, shifted to a renewable energy programme via its existing data centre, supporting emission reduction



### Volunteering initiative

Partnering with Accessiway, we build impactful networks with local organisations through employee volunteering initiatives and projects

Find out more on our pilot initiatives →



### Reporting and communications

Enabling teams to promote their unique impact journey, and celebrate successes with materials like Impact Reports

Two local impact reports published for team.blue UK&IE and Combell →

“

As a Group, we believe that each local brand should have access to the tools and guidance needed to be a more sustainable, inclusive and trusted business.

We recognise that developing sustainability practices, procedures and projects is challenging. To help our teams, we’ve developed Impact-as-a-Service to provide additional resource when needed.”

Vanessa De Waele,  
Group General Counsel  
and Sustainability Director





# Sustainable tech



\*Following recent acquisitions, we will be rebaselining our carbon footprint in FY27 to align with Science Based Targets initiative (SBTi) guidance. This will impact our baseline emissions, carbon reduction targets and our decarbonisation progress.

So while we’re currently ‘on track’ to meet our existing near-term targets, this progress might change – look out for updated metrics in our next Impact Report.

## Pioneering climate-conscious practices to achieve net-zero emissions, setting a bold standard for environmental excellence

| Commitments                                                                                                                                                | 2030 Goal | Progress |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|---|
|  Renewable energy use                                                   | 100%      | 94%      | ↑ |
|  Company cars converted to EVs                                          | 100%      | 66%      | ↑ |
|  End-of-life electric items donated                                   | 100%      | 100%     | ✓ |
|  Supply chain emission intensity reduction                            | 52%       | >100%*   | ↓ |
|  Direct and electricity emission reduction*                           | 42%       | 47%      | ↑ |
|  Nature restoration contribution (tCO2e) vs business travel emissions | 100%      | 100%     | ✓ |



# Checking progress against our climate commitments

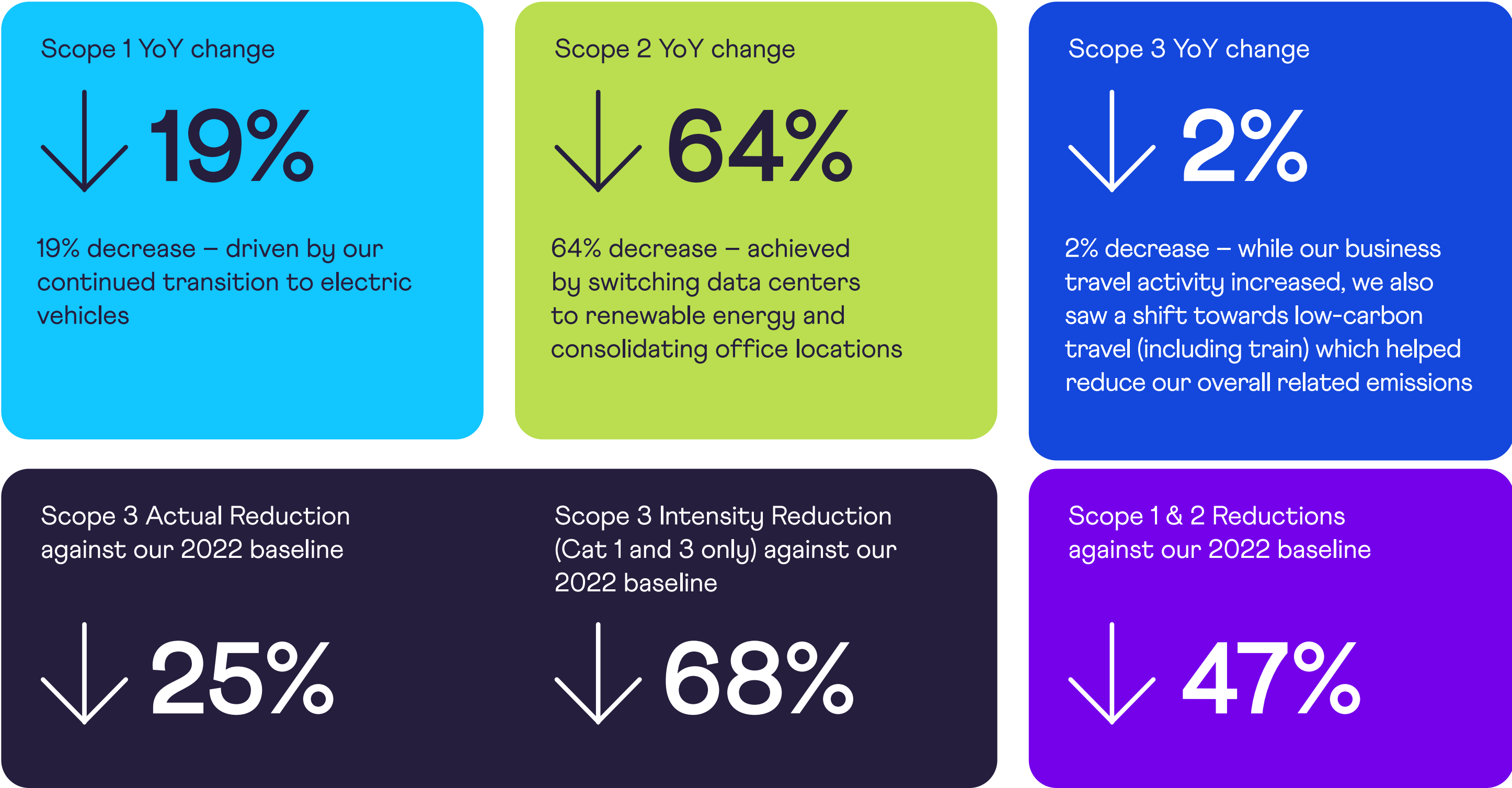
Calculating our scope 1, 2, and 3 carbon footprint is central to blue.shift, giving us the need-to-know data on our decarbonisation progress.

Working with local brands, Group entities and our supply chain, every year we calculate our carbon emissions in line with the Greenhouse Gas Protocol.

Data quality and accuracy is critical to our success, which is why we formally review our carbon calculations every year. In our 2025 review, we identified reporting errors in our previous Impact Report regarding 2023 scope 3 emissions and carbon intensity. We have corrected these figures in the data shared here to ensure full transparency and an accurate baseline for our targets.

Our sustainability partner, **Seismic**, supports with the review of the Group footprint.

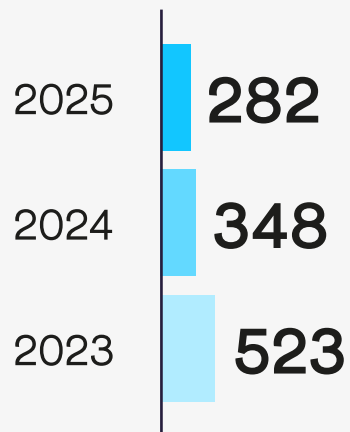
## A closer look





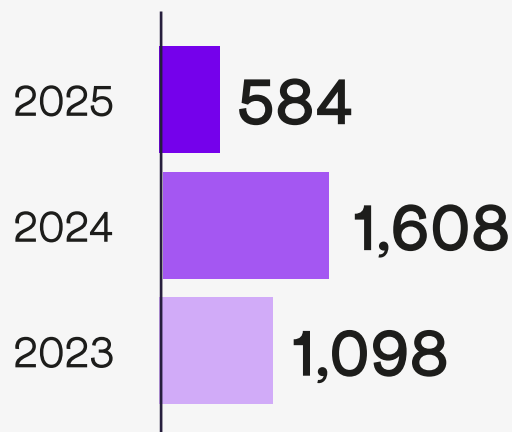
Scope 1 - (tCO2e)

↓ **19% YoY change**



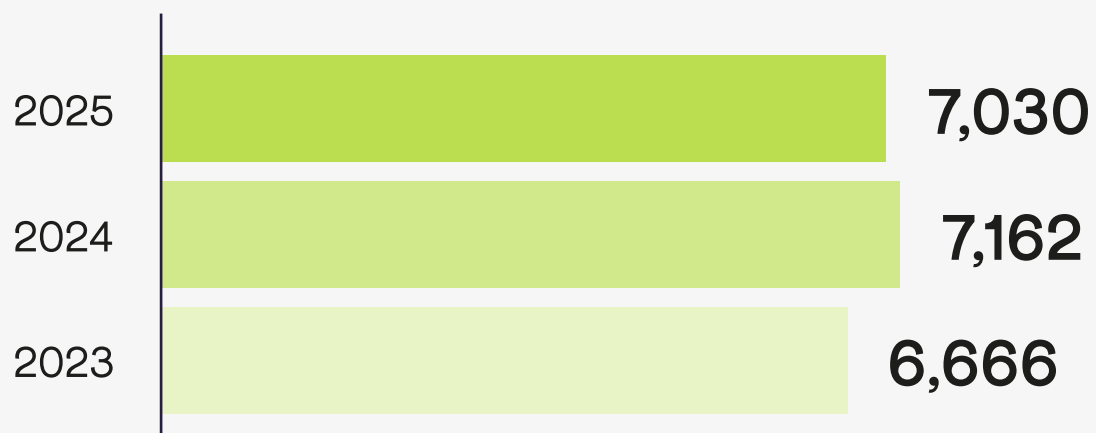
Scope 2 - market-based (tCO2e)

↓ **64% YoY change**



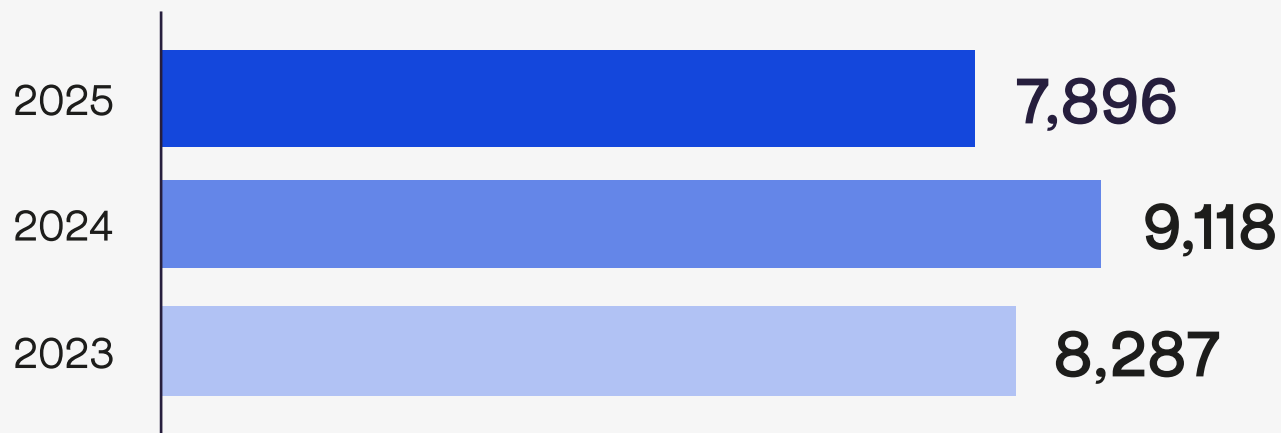
Scope 3 (tCO2e)

↓ **2% YoY change**



Total footprint - market-based (tCO2e)

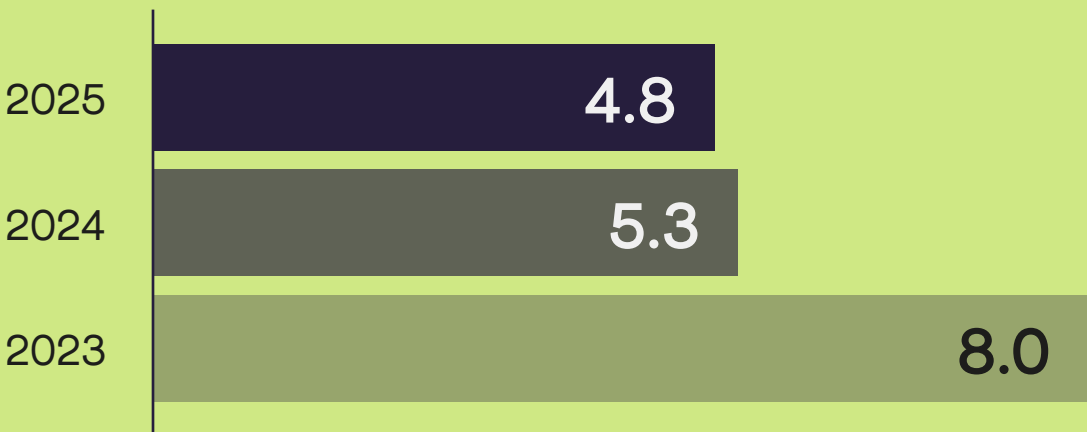
↓ **13% YoY change**



Carbon intensity\*

↓ **9% YoY change**

\*(Scope 3, purchased goods and services and fuel-and energy-related activities only per € million revenue)



## What this means for our climate targets

Our near-term targets, validated by the Science Based Targets initiative (SBTi), define our decarbonisation pathway.

Following recent business growth and new acquisitions within the team.blue family, we are rebaselining our carbon footprint. This recalculation is aligned with SBTi guidance, which recommends a baseline adjustment after exceeding a 5% growth threshold.

Recalculating our base year emissions means that our decarbonisation targets will accurately reflect our Group impact, and remain aligned to the latest climate science.

We'll complete this rebaselining in the next year and will share updated targets (and our progress) in our next Impact Report.





# Driving emissions reductions across our value chain



## Sustainability in the supply chain

Over 25% of our total supplier spend was with businesses who have committed to the SBTi for emissions reduction



## Business travel

Our revised Travel Policy now includes an environmental impact section: reminding our employees to think twice before booking business travel and prioritising low-emission suppliers



## Employee commuting

With 61% of our staff now working from home or following a hybrid model, we have improved our data collection through a new employee survey. This allows us to move away from estimated figures towards more accurate, activity-based carbon reporting for commuting



## End-of-life resources

We're fully committed to giving our equipment a second life. In 2025/26, we donated 100% used electric items for recycling or repurposing



## Powered by renewables

In January 2026, we closed our own data centre in Turkey and moved to a facility operated fully by renewable energy. We know there's more to be done to reduce our footprint, but this is an important step towards sustainable digital growth and stronger earthquake resilience



## Company fleet

Across team.blue, our company fleet is made up of 66% electric vehicles and 15% hybrid cars



## Low-carbon websites

88% of team.blue hosting brands are verified by the Green Web Foundation (compared to 71% last year), confirming that even more of our websites are powered by renewable energy. This is separate from our overall renewable energy figure of 94%



## Contributing to nature restoration

Since the start of our Ecologi partnership we've planted over 20,000 trees and avoided 2,600+ tCO2e through renewable energy projects, nature protection initiatives and capturing methane gas



Brand spotlight

# Redefining sustainable IT solutions with Combell

Combella, founded in 1999 and headquartered in Ghent, is a leading hosting and digital infrastructure provider in Belgium, and one of the three founding companies of team.blue. They are reshaping what sustainable tech means for small business, driving transparency and efficiency while bringing value to customers and the planet.



“ We believe sustainability should be a built-in standard. Our goal is to handle the complex infrastructure so that our customers get high-performance hosting that is more sustainable by default.”

Stijn Claerhout,  
Chief Technology Officer - Digital Infrastructure, Combella



“ We are optimising our infrastructure to minimise emissions by combining precise hardware and energy data. While we currently provide these insights via custom reports, we are working to integrate them directly into our customer control panel, giving our clients transparent, actionable data across all our services.”

Veerle Van Hecke,  
Compliance & Sustainability Analytics Manager, Combella



Find out more about Combella’s progress in their 2024-25 Impact Report →



# Digital inclusion

## Driving access to technology through inclusive design and empowering communities with tools, skills and training



| Commitments                                                                           |                                                                            | 2030 Goal   | Progress                                                                                                       |   |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------|---|
|    | Diversity in new hires<br>(non-male representation*)                       | 40%         | 39%                                                                                                            | ↑ |
|    | Leadership diversity<br>(non-male representation* at L1 and L2 management) | 30%         | 32%                                                                                                            | ✓ |
|   | Employee engagement<br>survey participation**                              | 85%         | 88%                                                                                                            | ✓ |
|  | Engagement score*                                                          | 75+         | 64                                                                                                             | ↑ |
|  | Sustainability training sessions per year                                  | 5 (minimum) | 6                                                                                                              | ✓ |
|  | Volunteering work                                                          | TBC         | 2 brands onboarded<br>40 employees participated<br>152 hours of volunteering<br>work across 7 regions in Italy | ↑ |

\* Female or gender-diverse  
\*\*Refers to Q1 2026 progress



# Empowering diversity of thought

We’re a proud multicultural team that views our differences as a superpower. But this goes far beyond surface-level metrics; we’re focused on empowering diversity of thought to build a more resilient, innovative and inclusive company.



**60+**  
nationalities



**37%**  
identify as women or gender-diverse



**39%**  
of new hires were women or gender-diverse

How do we know that diverse voices are welcome? By listening to our teams, through regular pulse surveys, open discussions and anonymous feedback – like our annual employee engagement survey.



**87%**  
feel they can be their authentic self at work



**Problem-solving,  
where diverse  
perspectives thrive**

In November, we held our largest ever hackathon for our Product colleagues, bringing our teams together to design prototype AI solutions. We’re excited to co-create ideas that can be integrated into both our internal and customer services.

**181 colleagues  
26 teams**

**“**

**The quality of  
thinking and the  
curiosity on display  
were impressive,  
and I am so proud.”**

Claudio Corbetta,  
CEO



# Celebrating our Women In Leadership

We want to provide a blueprint for the next generation of digital talent. And that means bringing more female voices into the room.

Our Women in Leadership campaign shares lived experiences from our senior leaders to challenge barriers and inspire careers in STEM.



**Meet Manuela Venturi**  
Director of Data & Analytics

A former CERN physicist, Manuela joined team.blue in 2022 to build our central Data & Analytics function. She advocates for a workplace where achievement is defined by impact, supported by the flexibility to balance life and work.

“Great leadership is about helping others shine. My role has taught me how to rely on others, to let go, and to appreciate the value of gentle guidance rather than constant direction.”



**Meet Danielle Kroes**  
CTO Netherlands and  
Head of Service Management

From journalism to the C-suite, Danielle joined in 2024 with 20 years of global leadership experience. She believes that leadership isn’t just technical mastery; it’s about fostering collaborative spaces for diverse perspectives.

“Too often, women underestimate what they can do, partly because they don’t see people like themselves in certain roles. Imposter syndrome isn’t a personal flaw; it’s a systemic reflection of underrepresentation.”

## Introducing our Male Ally Playbook

Our new Male Ally Playbook moves beyond passive support. We’re asking our male leaders to use their influence to actively drive change through four key behaviours:

**Sponsorship**

**Creating visibility**

**Challenging bias**

**Modelling inclusion**





# What's new

As part of our AI strategy, powered by the BlueAI Platform, we're harnessing AI to support our brands through three key pillars:

## Awareness

Bringing clarity through Group-wide policies and training to ensure everyone understands how to use AI safely

## Understanding

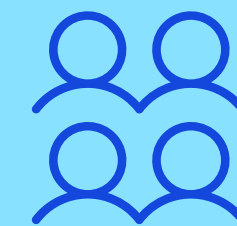
Educating our teams through tailored training and a network of AI Champions to build confidence

## Adoption & usage

Rolling out the BlueAI Platform and BlueChat to provide secure, practical tools for daily work.

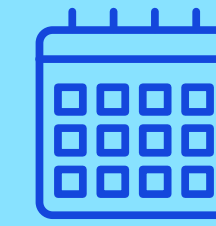
## AI Champions

To help drive our strategy forward, in 2025 we launched our AI Champions network. Over 230 employees are supporting AI adoption by testing and experimenting with new tools and sharing knowledge across their direct network.



2,200

team.blue  
colleagues engaged



53

events



4.43/5

star event  
participant rating

“

I am incredibly proud to empower our AI Champions, a community that is the heartbeat of our AI enablement strategy. Seeing this community learn and experiment with new technology to create innovative solutions, while sharing the learnings with the wider team, is a testament to the ambition and collaborative spirit that defines team.blue.”



Ioana Codoban,  
Director Program Management, AI & Data



# What’s evolving



## Hungry to learn

We hosted 23 online Lunch & Learn sessions to explore a huge range of topics, from technical Jira mastery through to neurodiversity and mental health.

Each event had an average of 250 attendees



## Stepping up for charity

In May 2025, our annual BlueSteps challenge brought together 315 colleagues across 45 teams and 18 countries. Together, they covered an impressive 58,000 km.

Over 76 million steps recorded



## Advancing professional success with our Leadership Evolution & Advancement Programme (LEAP)

This year, we introduced Ignite into LEAP, targeting aspiring and new people leaders. This development track sits alongside our Emerge and Accelerate programmes to ensure leadership growth at every career stage.

LEAP supported 290 colleagues in 2025/26



## team.blue Academy, our central learning hub

Since launching the team.blue Academy in 2026, the platform has grown with new content and partnerships, including with Udemy. We focus on training in high-priority areas like AI and cyber security. 3,000+ colleagues have used team.blue Academy and completed 6,700 courses, with employees enrolling in more than 8,000 courses in total.

4.3/5 course satisfaction score



# Launching our volunteering initiative with Accessiway

At team.blue, we want volunteering to be different. Through a new initiative with Accessiway, a team.blue brand, we're matching our employees' professional skills with the specific technical needs of local non-profits. It's about speaking the same language, so we can deliver real, long-term impact for everyone involved.

**1\_ Target** Finding the right locations and charities where our teams can make the most impact

**2\_ Project** Defining the project scope and dream outcomes, ensuring that we're tracking clear impact markers for our teams and the non-profits

**3\_ Match** Opening applications to employees and matching volunteers based on specific needs

**4\_ Deliver** Volunteering is underway! We then collect feedback through experience questionnaires to improve future projects



## Volunteering pilot underway with iubenda and register.it

**“** This initiative empowers team.blue colleagues to drive both digital and real-world impact. We're currently piloting this scheme with iubenda and register.it and the feedback has been really positive so far, with interest exceeding available spots.

We are now looking to expand this across the Group, empowering every brand to drive meaningful change in their local area.”

Dajana Gioffrè,  
Chief Visionary Officer, Accessiway



**“** The most powerful takeaway from this experience is how much a group of people you trust can help you push past your limits. Working together helps us break through mental blocks and see situations from new perspectives.”

Silvia Mazzanti, Commercial Director, Italy register.it

( )register.it





## Brand spotlight

# Including everyone in online business success with Macaly

For team.blue, digital inclusion means innovating for everyone. In December 2025, team.blue acquired Macaly, a Czech AI vibe-coding platform founded in 2023. Macaly turns a natural-language prompt into a production-ready web application, with hosting, CMS, data, workflows, analytics and deployment built into a single integrated stack. Rollout across team.blue's hosting brands is now underway.

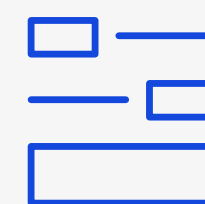


## A tool for everyone



### Build by describing it

Describe your idea in plain language and Macaly generates a complete, multi-page website or web app



### Databases built in

Add user accounts, product catalogs, bookings, or blog posts; the data layer real apps need, no separate tools required



### Publish and grow

Go live on a custom domain with hosting, SEO, and analytics handled automatically; see who's visiting the moment you publish

Soon we'll be integrating Macaly's technology into a new AI no-code builder across the team.blue portfolio.

**“**Joining team.blue lets us move faster towards our vision: unlocking creativity for anyone and giving them all the essential building blocks for a professional online presence: from idea, to a live and production-ready webapp in just a few minutes.”

Martin Ďuriš,  
COO and Co-founder, Macaly





# Digital trust



## Empowering everyone with open, responsible and accessible tools that make innovation safe and impactful

| Commitments                                                                           |                                               | 2030 Goal                            | Progress                             |                                                                                       |
|---------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------|
|    | Board diversity<br>(non-male representation*) | 30%                                  | 30%                                  |    |
|  | ESG in Board meetings                         | 4 per year                           | Monthly                              |  |
|  | Transparency<br>for sustainability            | 1 x Impact Report                    | Achieved                             |  |
|  | Cyber, AI & data<br>privacy training          | 100% participation<br>85% completion | 100% participation<br>84% completion |  |

\* Female or gender-diverse

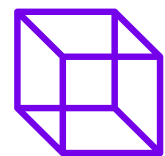


# Our foundation of digital trust

Ethical, transparent decision-making, with integrity at its core, is the driving force of digital trust.

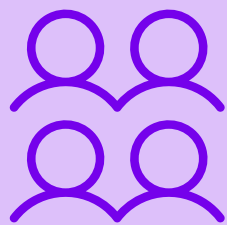
Our governance structure plays a critical role in embedding the blue.shift across the Group.

By making sustainability a standing item at Board meetings, we keep environmental, social and governance topics at the forefront of our business decisions. Our Committees and Impact Board help communicate updates, assess risks and drive engagement at every level.



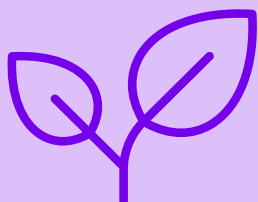
Our new Sustainability Policy provides a clear framework for the blue.shift. Designed to be a living document rather than corporate jargon, this policy serves as a transparent reminder of our commitments and the concrete steps we are taking to reach them.

## Our team.blue governance structure



### Board

Highest governing body, driving sustainability progress through our business model and growth



### ESG committee

Connecting our executive team with broader senior leadership



### Impact Board

Senior leaders who are responsible for embedding environmental, social and governance action into everyday behaviours



### Impactreneurs

Local entrepreneurs leading the way through the Impact-as-a-Service model



# In focus: Building trust with authentic marketing

Our 2025 survey confirmed that team.blue customers have no shortage of ambition, but many feel overwhelmed by the sheer pace of digital change.

We quickly realised that being impactful means listening better and not adding to the noise. Our strategy has shifted to focus more on building the confidence customers need to succeed.

## Our marketing strategy:

### Listening at the local level

We launched dedicated focus groups in several markets including the UK and Italy, creating a direct feedback loop with our customers

### Expertise through enablement

Through our new Marketing Centre of Excellence, we provide our local teams with the expertise and training, required to address changing market and customer needs

### Building a foundation of trust

Our new Responsible AI marketing policy means that we're acting transparently, ensuring that our innovation is shared honestly and openly

### Collaboration to drive impact

We're bringing our teams closer together - sharing insights, aligning priorities and delivering a consistent and scalable approach to marketing

“By working more collaboratively across team.blue, and leading with education, we're helping customers build the confidence to grow in ways that are both impactful and sustainable.”



Shelby Torrence,  
Group Marketing Director

## Did you know...

Our research found that 72% of European SMBs are concerned with their data being stored under foreign jurisdictions (like the US).

[Find out more in this blog post →](#)

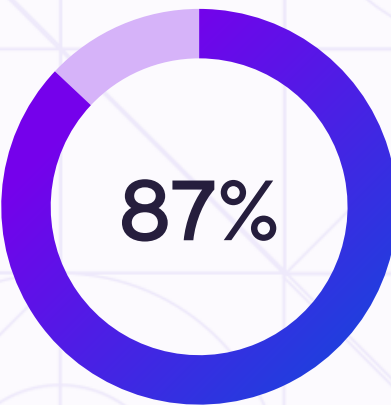
More recently, we've found that 67% rank trust in their digital provider as the #1 factor in choosing who to work with.

[Find out more in this blog post →](#)



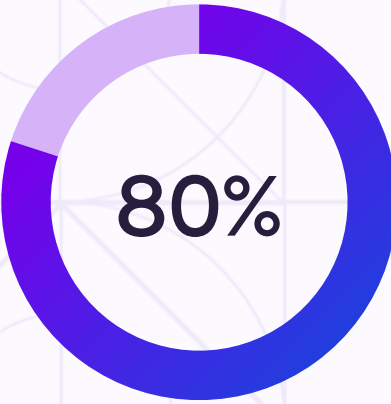
# Time to upskill

Understanding comes before action, which is why we invest in learning and development to build capabilities across the Group:



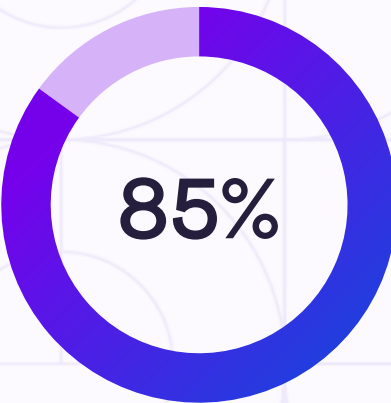
### Code of Conduct

- 87% training completion, since launch in December 2025
- Annual e-Learning ensures our teams lead with integrity, respect and responsible decision-making



### AI Policy

- 80% training completion
- Practical governance training on using AI tools responsibly while managing data safety and risk



### Cyber security

- 85% completion
- 100% participation rate
- Empowering our people to identify suspicious behaviour and respond to threats with confidence

## Here’s a closer look at the ways we’re improving transparency, inside and outside the team.blue world:

### UN Global Compact

As a proud signatory, we disclose our annual sustainability efforts through the Communication on Progress (CoP) every summer.

### Investor review

We continue to report our ESG performance to our investor, Hg, to benchmark our progress against other companies in their portfolio. In 2025, we were ranked third in Hg’s Integrity and Stewardship report, scoring 100% compliance with minimum policy and governance requirements.

“team.blue is a great example of what it looks like when sustainability is genuinely embedded in how a business is – not bolted on.”

Caroline Lofgren,  
Chief Sustainability Officer, Hg



### Corporate Sustainability Reporting Directive (CSRD)

Due to the EU Omnibus ‘stop-the-clock’ delay, team.blue Group is in scope to report to CSRD with our first disclosure in 2028 (based on 2027 data). We are already preparing for this disclosure, allowing us to refine internal data collection and ensure full compliance.

### Impact-as-a-Service

### Local Impact Reports

While our Group report tracks collective progress, meaningful work happens locally. In 2025, we supported Combell and team.blue UK&IE to produce their own dedicated Impact Reports.





# Open source coding for positive change

In January 2026, we became an official Gold Sponsor of the PHP Foundation.

PHP is one of the world's most widely used programming languages, powering nearly 75% of global websites and embedded across team.blue's platforms and products.

As an open-source model, PHP relies on the Foundation to fund its development.

As a Gold Sponsor, we're fuelling innovation, security and future readiness for the global PHP ecosystem, supporting the open-source technologies that power our products, while giving back to the developer communities.

The PHP  
Foundation

**63%**  
of team.blue brands have a  
security certification

We also collaborate with [Intigriti](#), a leading global bug bounty provider, to help keep our systems secure.

teamblue



“ PHP has shaped my career, my thinking, and countless projects I've had the privilege to work on.”

Jachim Coudenys,  
Director of Software Engineering, team.blue







Brand spotlight

# Driving transparency in the social era with Kolsquare

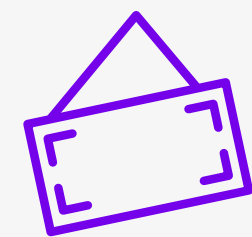
As a certified **B Corp** and one of Europe’s leading influencer marketing platforms, Kolsquare (now including Inflead and Storyclash) empowers all ideas, people and organisations with Key Opinion Leader (KOL) marketing to positively impact the world. Kolsquare leverages resources, technology and its tribe to inspire and implement solutions to social and environmental issues.

“ Being a B Corp is not just a label for us; it is a way to prove that we are using our technology and our influence as a force for good in the world.”

Quentin Bordage,  
Founder & CEO, Kolsquare

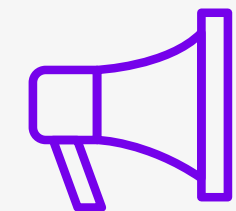


## What responsible business looks like:



### Open access:

Providing access to the Kolsquare platform for NGOs and nonprofits at reduced or no cost



### Amplify causes:

Amplifying social and environmental causes through KOL marketing



### Promote ethics:

Sharing research and promoting ethical online behaviour



### Run a responsible business:

Contributing 1% of annual sales to social and environmental causes, reducing our carbon footprint and upholding equality and industry ethics





# What's next?

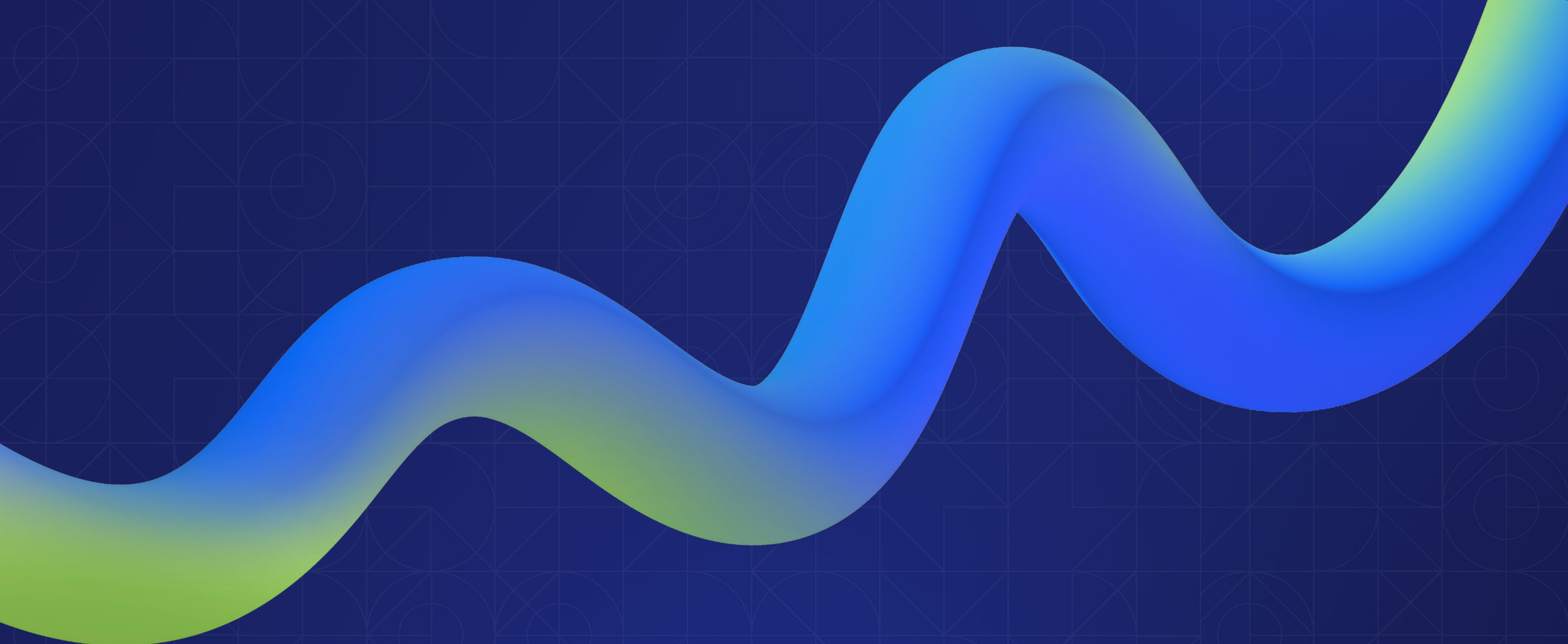
As we enter our fifth year of reporting, the next phase of blue.shift marks a bold leap from tactical execution to scalable, long-term transformation. Over the coming years, we will accelerate our momentum, refreshing our Double Materiality Assessment (DMA) and recalibrating our targets to unlock even greater impact.

## Real change requires collaboration.

Building on successful pilots, we are ready to scale Impact as a Service across our ecosystem, delivering sustainable digital solutions alongside key partners like local Impactpreneurs, Accessiway, and River Clean Up. Underpinning this ambitious future is our focus on strengthening our internal foundations. By nurturing talent development and cultivating future leadership readiness across all levels of team.blue, we are ensuring our community is fully empowered to drive this evolution. Together, we are creating an ecosystem that delivers simple, powerful, and sustainable digital solutions for our customers.







# team.blue



[Impact Report 2024 →](#)



[Impact Report 2025 →](#)

