

team.blue

# A blue.shift for people and planet



2024-25  
Impact Report

# Contents

|   |
|---|
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |

|   |               |
|---|---------------|
| 6 | Environmental |
| 7 | Social        |
| 8 | Governance    |
| 9 |               |

# A letter from our Executive Chair and CEO



The past year has been one of growth and impact at team.blue, with our sustainability efforts gaining real momentum and scale.

A key milestone was completing our double materiality assessment, which sharpened our focus and helped shape our Group-wide Sustainability Strategy. We're also unlocking local action with Group support; team.blue UK&IE is progressing on its B Corp journey, aiming to certify in 2026. This sets the bar for what our global standard can, and should, look like.

Across 2024 and 2025, our team.blue ecosystem evolved, with new investors CPP Investments and Sofina joining Hg to strengthen our vision of enabling digital transformation. Our family of brands also grew, with AccessiWay and AssoConnect joining the team.blue Group, each adding another layer of expertise to our offering – for digital accessibility and non-profit support, respectively.

None of this would be possible without our 3,300-strong team who bring deep local knowledge and diversity of thought. Read on, as we celebrate the brilliance of our people, and how we're investing in their ongoing success.

This, our third Impact Report, reflects both our progress and our shared vision for the future. We're proud of what we've achieved and even more excited for what's to come, as we build a future where impact and innovation go hand in hand.

A handwritten signature in black ink, reading "Dawn".

**Dawn Marriott**  
Executive Chair

A handwritten signature in black ink, reading "Claudio".

**Claudio Corbetta**  
Chief Executive Officer

# Our year at a glance

## April

2024

Completed our Group double materiality assessment with our investor, **Hg**, to restate our sustainability priorities



## May

Established AI guidelines and renewed Group policies

## June

Launched our Group-wide Code of Conduct and introduced our SpeakUp channel, powered by **iubenda**



## July

Welcomed two new investors: **CPP Investments** and **Sofina**. Launched the CultureAmp engagement tool and monthly pulse surveys to strengthen employee feedback



## August

Agreed new environmental, social and governance (ESG) KPIs with our lenders, continuing to integrate sustainability into our financing agreements

## September

Launched new cybersecurity awareness training for all teams



## October

**team.blue UK&IE** began their B Corp journey



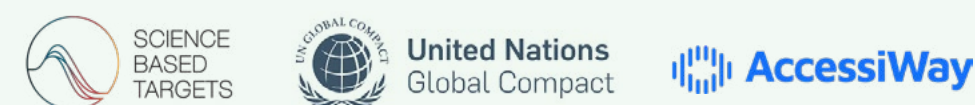
## November

Celebrated **Kolsquare**, a certified **B Corp**, joining team.blue



## December

Near-term emissions reduction targets approved by the **SBTi**. We also joined the **UN Global Compact** as a Group, while **AccessiWay** became part of the team.blue ecosystem



## January

2025

Leadership Evolution & Advancement programme (LEAP) launched for more team.blue colleagues

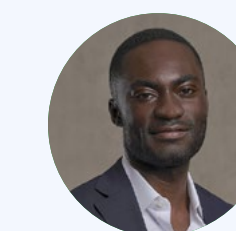


## February

Created ESG stewardship and ESG as a Service programme

## March

Welcomed new **Chief AI & Data Officer**, and the team.blue Academy kicked off



**Kwaku Yeboah-Antwi**,  
Chief AI and Data Officer



# Our DNA

The why, what and how of our business – and where we're headed.

## Our purpose

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

## Our mission

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

## Our vision

is to make online business simpler

## Our values

our Code of Conduct is our moral compass, guiding every step we take. Our company values help guide our behaviour along the way

## The team.blue family brings five values to life

- Customer first
- Openness
- ▼ Pace & momentum
- ◐ Respect
- ◑ Trusted collaboration

# A trusted digital enabler for online businesses

Composed of over 60 brands across Europe, the team.blue ecosystem provides small and medium businesses (SMBs) with a full suite of digital products to grow their businesses online.

Our product portfolio provides SMBs with an integrated solution for their digital needs – across domain hosting, website building, cloud-based payment solutions, SaaS sales tools, marketing automation and e-commerce software. Cybersecurity, privacy and compliance is embedded into all team.blue products and services, being a **beacon of trust** to ensure that our customers' businesses are safe and secure.

## Our value chain

### Suppliers

- Software licenses
- Cloud computing
- IT Services
- Domain registration
- Hosting
- Software
- Data centres

### team.blue

#### Functions:

- Product
- Technology
- Sales & marketing
- Customer support
- Supporting services

#### Outputs:

- Online presence
- Security & compliance
- Sales & marketing tools
- E-commerce & transactional formation
- Websites & Wordpress

### Small and medium businesses



3.3 million customers



60 brands across Europe



3,300+ employees

# Engaging with our stakeholders

Across the team.blue ecosystem, we stay closely connected with our internal and external stakeholders to understand how well we're delivering effective digital solutions that are **good for people and for the planet**.

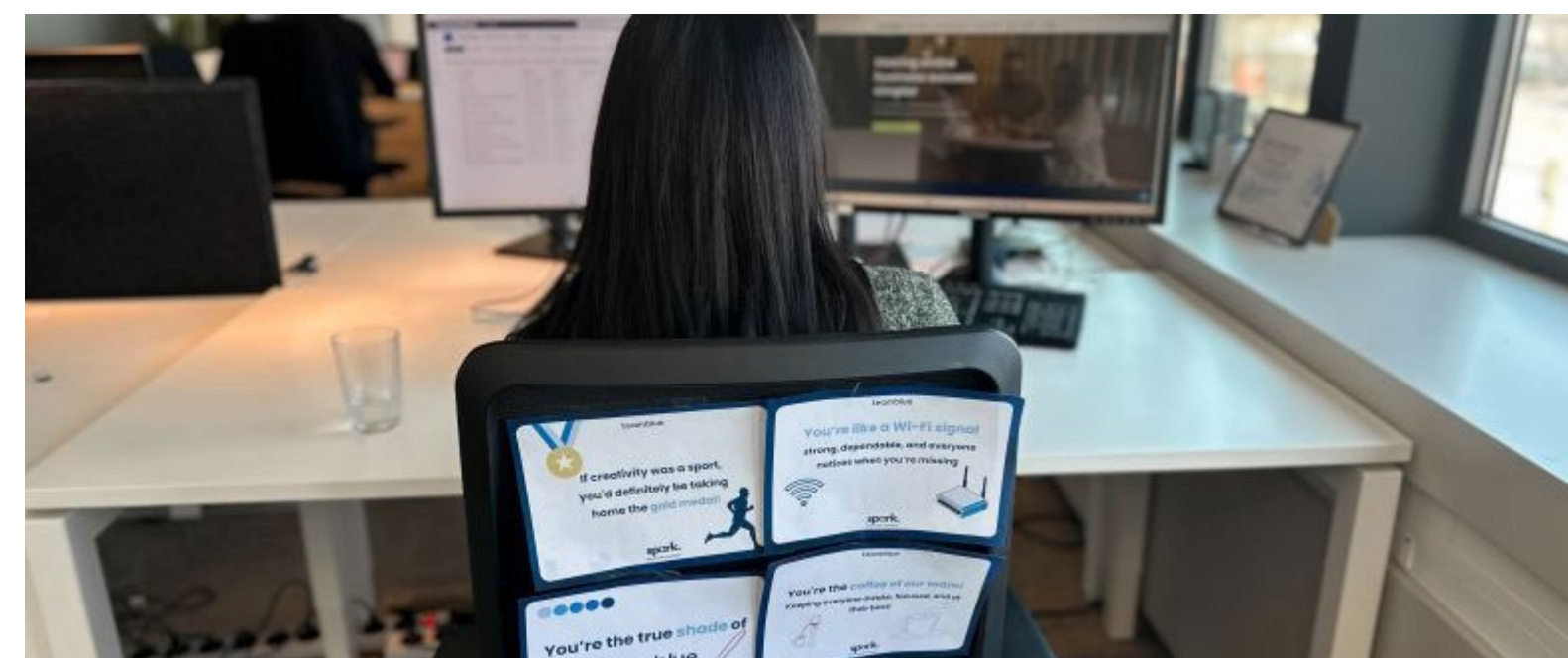
## Employees

Inspiring, empowering and enabling our teams to be their happiest and healthiest

"Being recognised for your efforts is key to staying motivated. I think it's great how team.blue encourages positive feedback with this fun initiative!"



**Mafalda Lopes**, UX Design, team.blue Netherlands on the launch of Spark, team.blue's internal initiative to boost employee recognition and gratitude



## Customers

Evolving our portfolio to adapt to our customers' diverse needs and simplify online business

"After we found Combell (a team.blue brand), it was like coming home. We now have a trusted partner that understands our business and can think like us."



**Mark Caelenberghe**, Founder and CEO



# Engaging with our stakeholders

## Suppliers

Partnering with  
values-aligned  
businesses who strive  
to do more, everyday

“In team.blue, we’re proud to have a dynamic partner that recognises and engages with **Lenovo’s** own ESG ambitions. They are a great example of a business that is actively trying to make a difference through sustainability, by looking at the full solution lifecycle and setting a clear roadmap for future progress. We’re excited to collaborate with the team.blue group, and pioneer what the technology sector can do.”



**Stefan Larsen**, Global Sustainability  
Services Leader

**Lenovo**

## Investors

Connecting with  
investors who recognise  
impact as a vehicle for  
business growth

“At **Sofina**, we support and invest in businesses that share our values and approach to sustainability, combining commercial success with meaningful contributions to society.

team.blue stood out early on as a company with a clear purpose and a mature, forward-thinking approach to responsible growth and impact. Their determination to go beyond expectations resonates, always guided by a long-term vision. We’re very glad to accompany the group in their next stage of development.”



**Anthony Keusters**, Investment Manager

**S O F I N A**

# Local impact, Group support

**Introducing ESG as a Service: how we're developing a system for global sustainability support at a local level.**

By investing in Group-level resources and expertise, we're committed to providing strategic guidance to the wider team.blue ecosystem – unlocking grassroots action and contributing to collective progress across sustainability issues. Driving local action means getting closer to our customers and deepening team connections. Stay tuned as we evolve ESG as a Service in 2025.



**We're establishing a channel of targeted support across various ESG topics.**



B Corp  
certification



Decarbonisation  
strategy



Volunteering  
programmes



Reporting and  
communications

# Our materiality

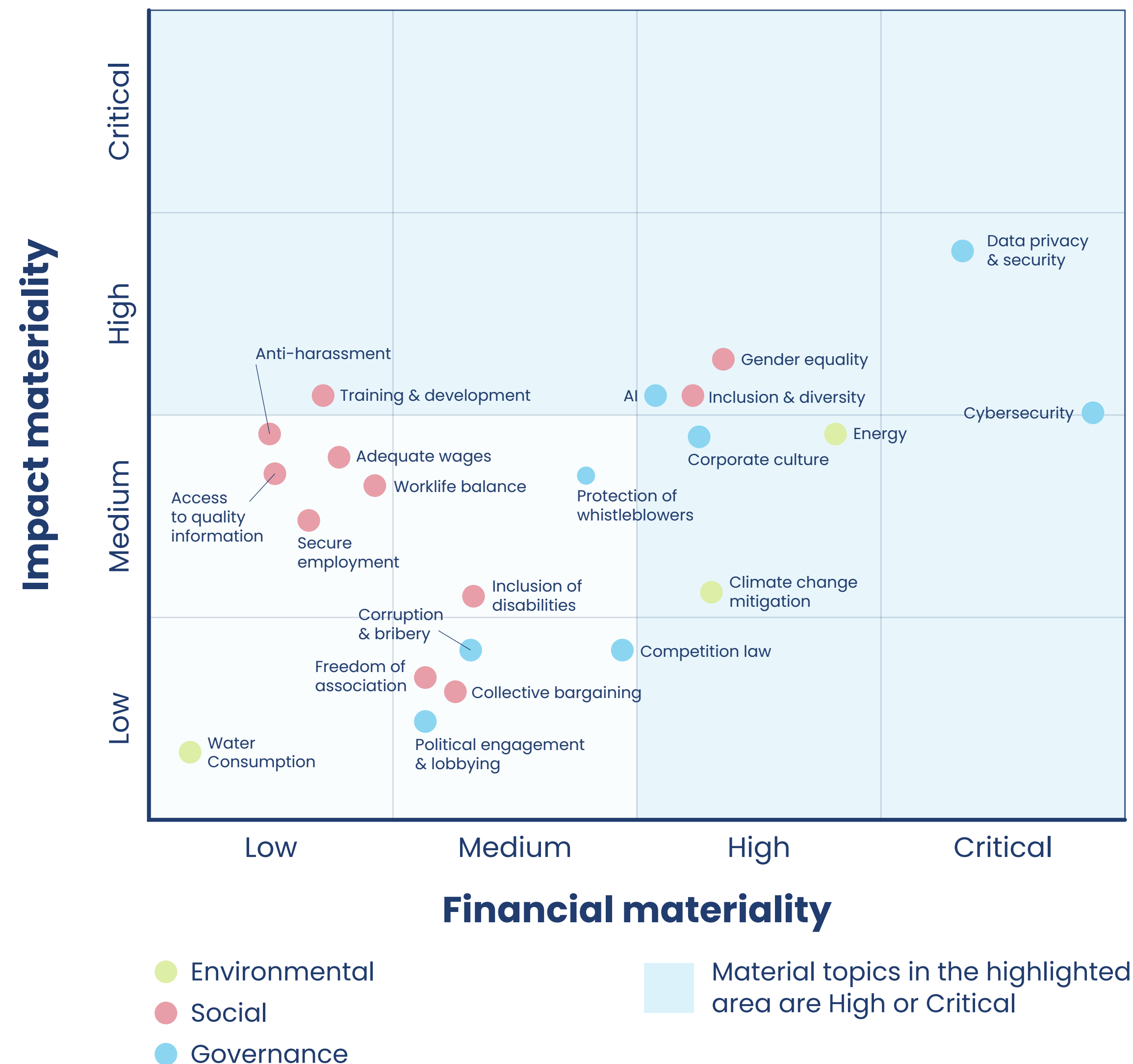
In 2024, we partnered with the sustainability team of our investor, Hg, to conduct a double materiality assessment.

This exercise helped us understand both financial and impact materiality; identifying risks and opportunities for our business, and assessing our impacts on people and the environment over the short, medium and long term.

We have identified **9** material issues across environmental, social and governance topics. These are the topics that will be addressed as a priority for team.blue:

- |                                |                                   |
|--------------------------------|-----------------------------------|
| ● 1. Cybersecurity             | ● 6. Corporate culture            |
| ● 2. Data Privacy & security   | ● 7. Diversity                    |
| ● 3. Energy                    | ● 8. Artificial Intelligence (AI) |
| ● 4. Climate change mitigation | ● 9. Training & Development       |
| ● 5. Gender equality           |                                   |

All material topics are integrated into our Sustainability Strategy, with specific progress detailed throughout this report.



# A note on our materiality



**“This double materiality assessment has allowed us to connect our business purpose to targeted sustainability priorities, which now form the foundation of our Sustainability Strategy.**

**With this understanding, we’re ready to unlock greater progress across our material issues, and continue to be the trusted digital and sustainable partner for our stakeholders. The time for the blue.shift is now.”**



**Vanessa De Waele,**  
Group Sustainability & Legal Director

# **Our strategy** Make online business success sustainable, inclusive and trusted

Our Sustainability Strategy aligns with three pillars:



## Environmental

Building sustainable tech excellence for a resilient planet, where climate responsibility meets innovation



## Social

Driving inclusive digital transformation, as a connected world is a fairer world



## Governance

Advocating digital trust and responsible innovation, to build the products people can believe in



# Our commitments

## Sustainable tech excellence

Environmental

Renewable energy:

100%

Cars converted to EVs:

100%

Electric items donated:

100%

Supply chain emission intensity reduction:

52%

Business travel emissions offset by planting trees & emission-saving projects:

100%

Direct emission and electricity reduction:

42%

## Inclusive digital transformation

Social

Diversity in new hires:

40%

female representation

Leadership diversity:

30%

or above female representation

Survey participation rate:

85%

Engagement score:

75%+

ESG & DEI training sessions per year:

x5

minimum

Donations through our annual step challenge:

€1

per km walked



**Volunteering work:**

Initiate Group-wide programme, focused on inclusion & accessibility

## Digital trust & responsible innovation

Governance

Board diversity:

30%

female representation

ESG in board reporting:

4

per year (quarterly)

Transparency on ESG:

x1

annual public report

Cyber, AI & data privacy training completion rate:

80%

minimum



Aligned with UN Global Compact principles



United Nations  
Global Compact



Aligned with the B Corp framework



Aligned with the Science Based Targets initiative (SBTi)



SCIENCE  
BASED  
TARGETS

Environmental

# Sustainable tech excellence

Everyday life at team.blue is centred on increasing positive impacts – for our people and our team.blue customers.

At the same time, we know that we need to mitigate our negative impacts, including the footprint we leave on our planet. By reducing our carbon emissions and resource consumption, we're committed to making online business simpler – and more sustainable.

Net Zero targets? Verified 

In December 2024, the Science Based Targets initiative (SBTi) approved our near-term emissions reduction targets. This marks the next stage of team.blue's journey to Net Zero.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

In line with a 1.5°C scenario, we've committed to:

- Reducing absolute scope 1 and 2 greenhouse gas emissions by **42% by 2030** (from our 2022 baseline).
- Reducing scope 3 GHG emissions from purchased goods and services and fuel-and-energy-related activities by **52%** per million EUR value added in the same period.

Now, our focus is on action: developing and implementing emission reduction initiatives to significantly mitigate our climate impact across scopes 1, 2 and 3.

# Measuring our climate impact for consistent progress



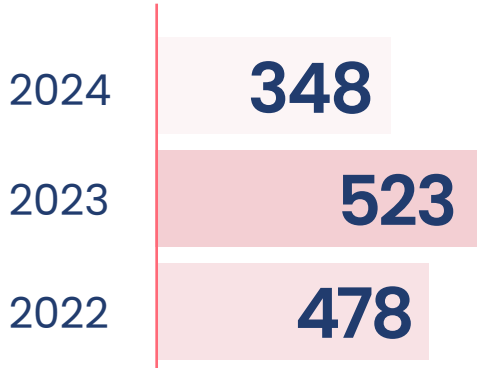
Every year, we track and report on our Group-level carbon emissions across Scopes 1, 2 and 3. This takes into account business activities across the team.blue ecosystem.

Over the last few years, we've refined our internal tools and processes to ensure that our carbon accounting accurately represents team.blue's overall footprint.

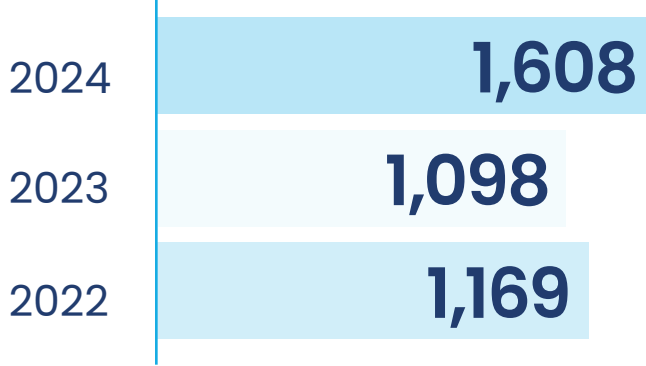
**Restating previous carbon emissions:**  
Following the addition of team.blue Nordics & CEE (formerly Loopia) to the team.blue family in 2024, we made the decision to restate our baseline year emissions (2022). This gives us a better understanding of our climate progress. team.blue Nordics & CEE has an existing science-based target, and we're looking forward to accelerating their progress to meet any commitments early. Going forward, they will align with team.blue's wider reduction targets.

We work with our sustainability partner, [Seismic](#), to calculate our carbon footprint.

○ Scope 1 – (tCO2e)  
**27%▼ decrease from baseline year**



○ Scope 2 – market-based (tCO2e)  
**38%▲ increase from baseline year**



○ Scope 3 – (tCO2e)  
**23%▼ decrease from baseline year**



- 1

**Purchased goods and services** (38%)
- 2

**Capital goods** (19%)
- 3

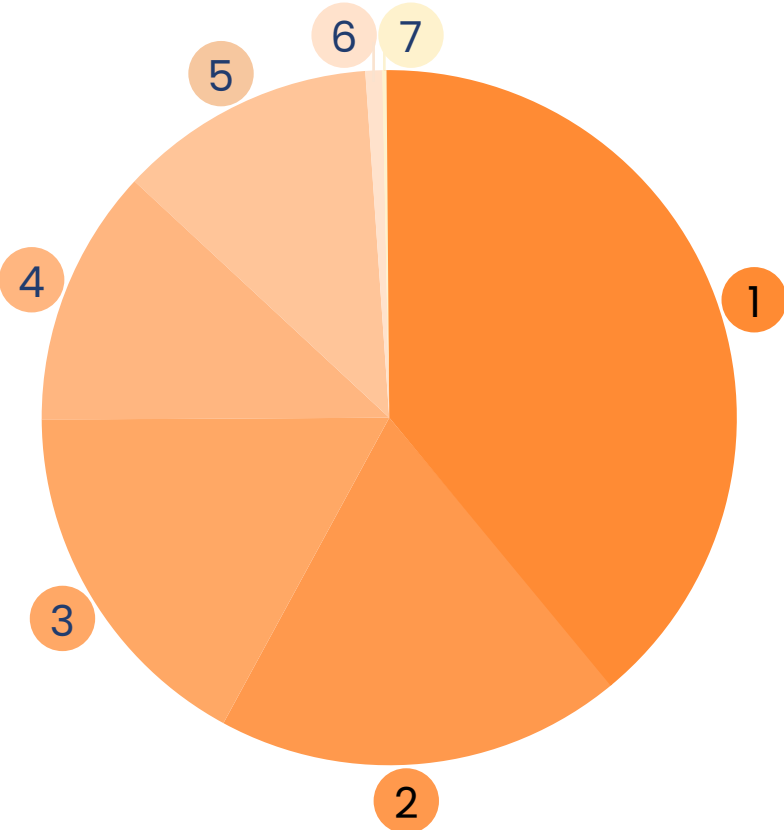
**Employee commuting** (17%)
- 4

**Fuel and energy-related activities** (12%)
- 5

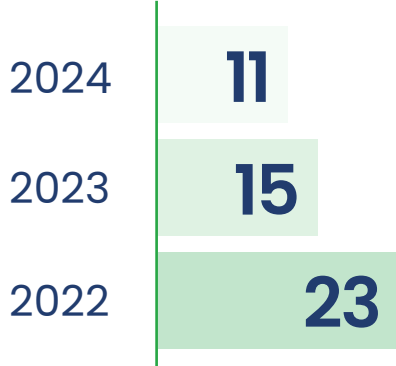
**Business travel** (12%)
- 6

**Waste generated in operations** (0.87%)
- 7

**Upstream transport and distribution** (0.03%)

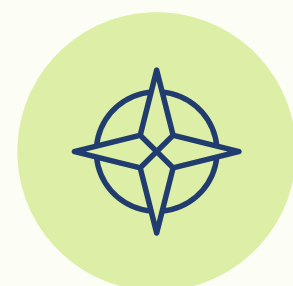


○ Carbon intensity (purchased goods and services and field-and-energy-related activities only)  
**65%▼ decrease from baseline year**



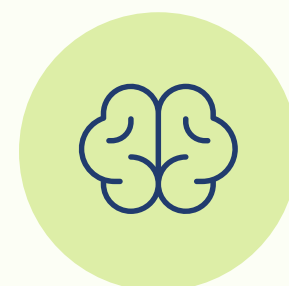
## Environmental

# How we're reducing our emissions



## Driving the transition

In 2024, we converted 40% of team.blue's fleet to electric vehicles (EVs), cutting our Scope 1 emissions by 24%. We're well on track for a 100% EV fleet by 2027.



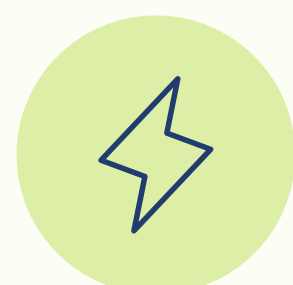
## Rethinking our approach to waste

In 2024, 100% of end-of-life servers were recycled or reused, and diverted from landfill.



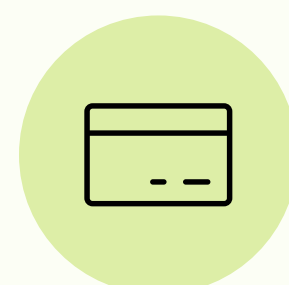
## Committing to a fossil free internet

71% of team.blue hosting brands are now verified by the [Green Web Foundation](#), which tracks websites that are powered solely by renewable energy.



## Powering newly acquired data centres

Our Scope 2 emissions increased due to acquiring data centers (including team.blue Nordics & CEE) that use non-renewable energy. Where possible, we transitioned these sites to low-emission sources in June 2025, a commitment we'll extend to all future data centers.



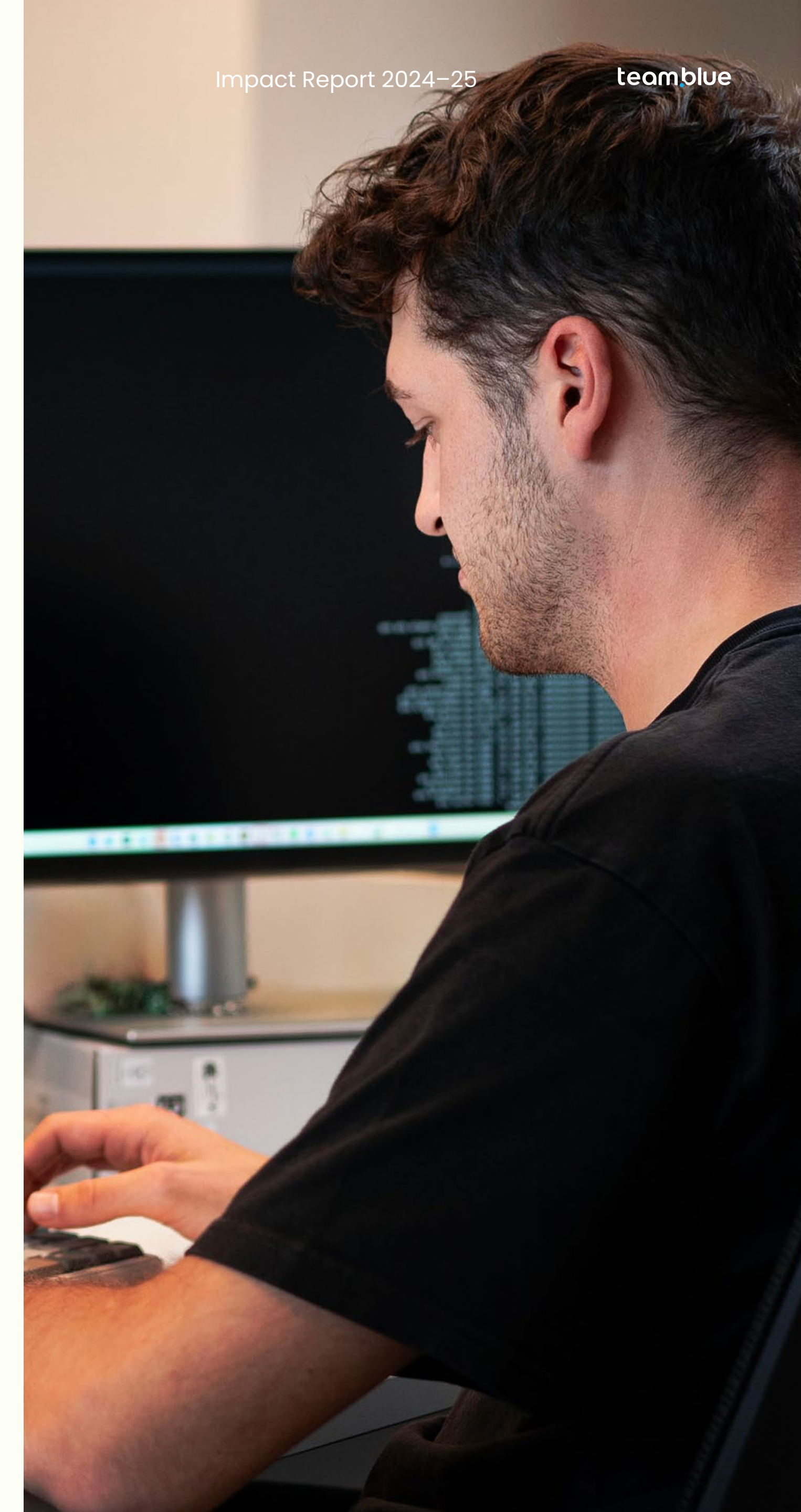
## Pay-as-you-go server access

All data for our EU customers is stored in European data centers under a 'pay-as-you-go' model. The result: streamlined use of server space, reducing the related carbon emissions.



## Targeting supplier engagement with SBT-aligned businesses

We're developing the necessary processes to formally track our procurement activities with suppliers who have set Net Zero targets. This will be a priority for our team.blue across 2025 and beyond.

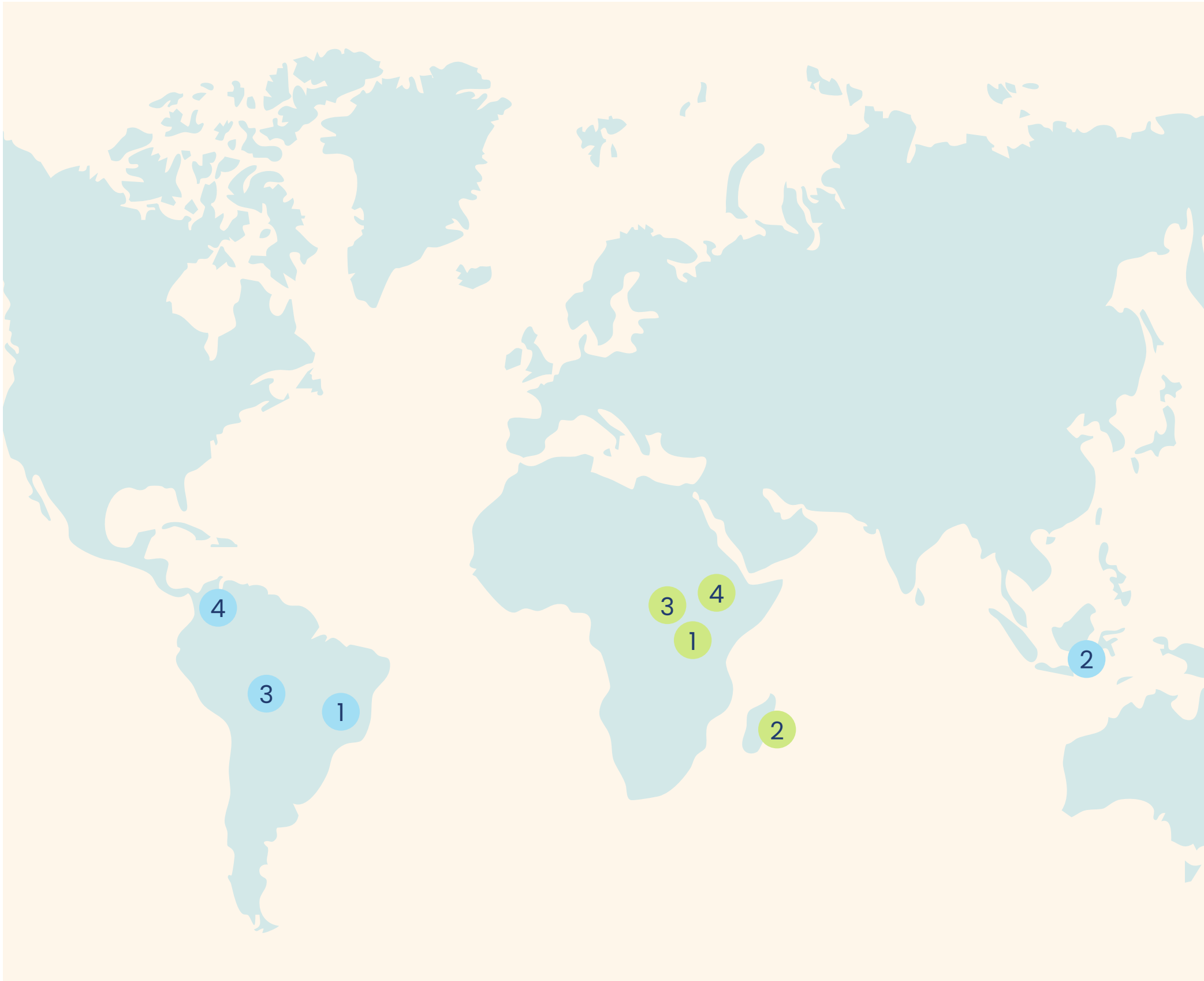


Environmental

# Thinking outside the box

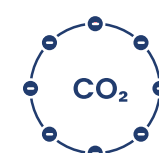
Our priority remains the same: to reduce our negative environmental impacts by changing our ways of working and business activities, and collaborating with like-minded stakeholders.

But we recognise that there is more to be done, which is why we’re partnering with **Ecologi** to fund high-quality verified carbon offsets.



## Reforestation and Restoration

- 1 Forest restoration in Kenya: Mau region, Dundori Forest Kakamega Tropical Rainforest
- 2 Mangrove planting in Kandrary, Madagascar
- 3 Forest gardens in Uganda: Namayingo District, Busoga Mount Elgon region
- 4 Restoring degraded land in Gewocha Forest, Ethiopia



## Carbon Avoidance

- 1 Avoiding methane emissions from landfill in Macaúbas, Brazil
- 2 Peatland restoration and conservation in Katingan, Indonesia
- 3 Conserving the Amazon in Manoa, Brazil
- 4 Protection of the Matavén Forest in Eastern Colombia

# 1,120 tCO2e offset

That’s more than 100% of our business travel emissions

# Almost 16,000 trees planted

Since the start of our Ecologi partnership

“What makes team.blue standout is their consistency, integrating climate action across their business while supporting high-integrity, community-led solutions. At Ecologi, we’re proud to support them as they continue to scale meaningful impact for both people and planet.”






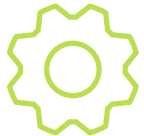


**Sean Earp,**  
Associate Account Director



Environmental

# Checking in on our progress

| Our commitments                                                                     |                                                                             | Goal | 2024/5                            | Progress                             |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------|-----------------------------------|--------------------------------------|
|     | Renewable energy                                                            | 100% | 90%                               | ● On track                           |
|     | Cars converted to EVs                                                       | 100% | 40%                               | ● On track                           |
|    | Electric items donated                                                      | 100% | 100%<br>1,346 end-of-life servers | ● Achieved                           |
|  | Business travel emissions offset by planting trees & emissions cut projects | 100% | > 100%<br>1,120 tCO2e offset      | ● Achieved                           |
|  | Direct emission and electricity reduction (from baseline) by 2030           | 42%  | -19%                              | ● More to be done<br>Action underway |
|  | Supply chain emission intensity reduction (from baseline) by 2030           | 52%  | 65%                               | ● On track                           |

## **Social** Inclusive digital transformation

**We believe a more connected world is a fairer world. One where everyone can access the tools, opportunities and support they need to thrive.**

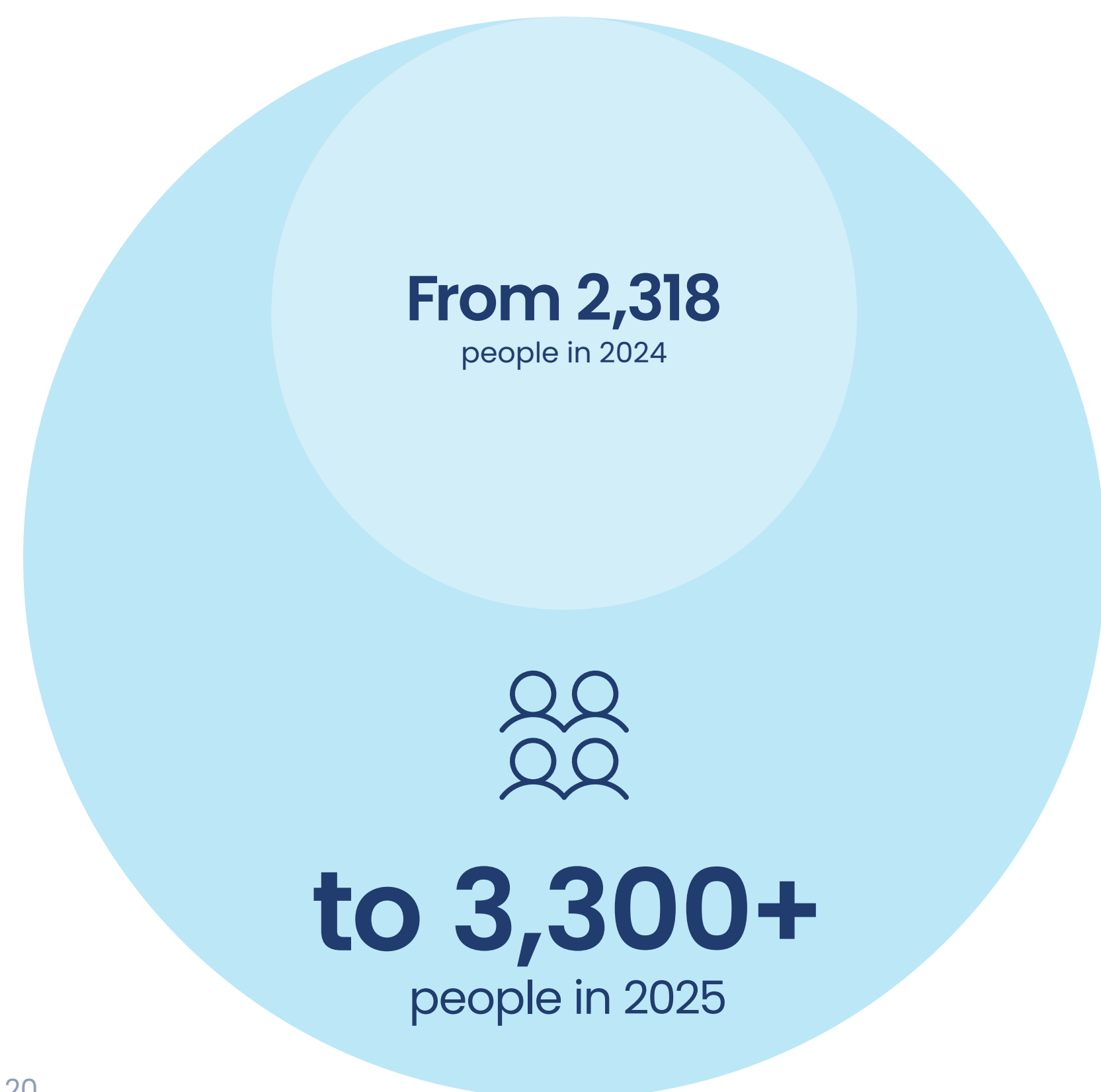
Inclusivity and accessibility is embedded in our culture, and reflected in how we engage with everyone around us. In other words, it powers the connectivity of our team.blue ecosystem.



Social

# Our people: the not-so secret sauce to our success

As a multi-cultural company, our strength lies in our people. We are always growing and we're committed to helping our teams grow too, by supporting their wellbeing, development and sense of belonging every day.



Across  
**60 brands**

**From 51**

in 2024

**to 59**

in 2025



nationalities

**33.4%**

of our total workforce  
identify as women or  
gender-diverse

**35%**

of new hires were  
gender-diverse, bringing us  
on track to meet our 40% goal

**30%**

female representation  
at Board level

# Investing in our people

## How do we do this?

Step one: listening. We regularly engage with our teams through surveys, open discussions and anonymous feedback, to understand what's going well and where we can do better. We take a local approach to improvements, considering the unique needs of different teams and locations.

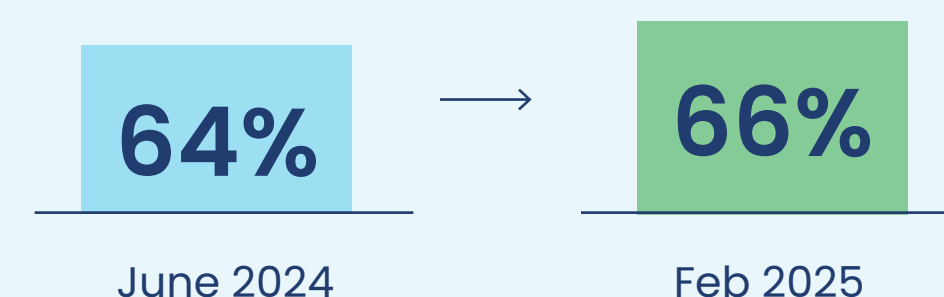
“Seeing the growing participation in our survey is incredibly valuable for driving continuous improvement and growth. Having so many people share their voices and seeing our results continuing to improve after a year of change, is a big win. It shows that the practices we are putting in place are truly making a positive impact.”



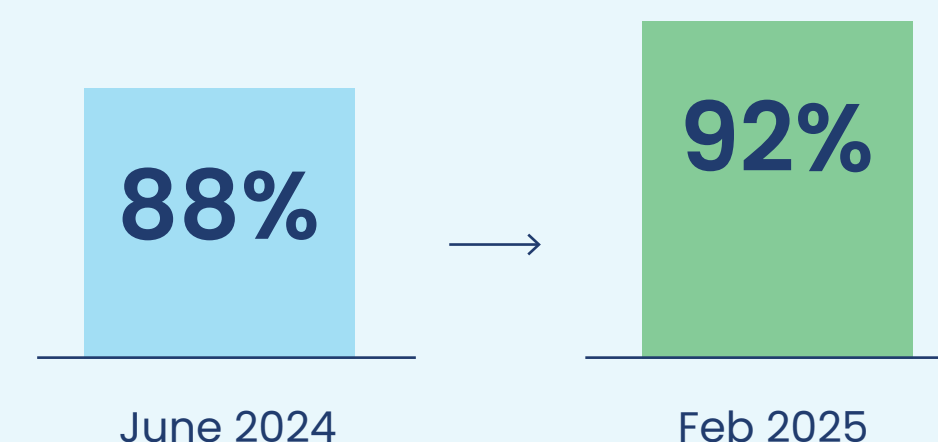
**Sylvia Groenewold,**  
Chief HR Officer

### Engagement score

Just below the industry benchmark (67%)



### Participation rate across team.blue:



## Our inclusive culture

We have taken great care to build a collaborative, authentic and respectful culture, recognising each individual has unique value, and being intentional in our hiring process to ensure our team reflects the broad range of perspectives and experiences of our customers.

“Being part of team.blue means being part of a large multicultural community spread across Europe. I am thrilled about how we, as different companies, can learn from each other in the way we deliver assistance to our customers, lead the production process, and solve problems daily. Our unity goes beyond borders.”



**Giuditta Giovanardi,** Tech Support Team Leader at Register.it, a team.blue brand

**77%**

recommend team.blue as a great place to work\*

**86%**

say they can be their authentic self at work\*

**80%**

agree that people from all backgrounds have equal opportunities to succeed at team.blue\*

\*from 92% of team who participated in our latest engagement survey

# What's new?

## Leap 2025

Last year, we launched our Leadership Evolution & Advancement programme (LEAP), with 92 participants. Building on the success and learnings of the programme, we've evolved LEAP 2025 into two distinct six-month tracks:



### Emerge

for aspiring leaders and  
leaders of teams



### Accelerate

for "leaders of leaders"  
and specialists

Both programmes aim to empower our people to strengthen their leadership skills, through a combination of self study, interactive sessions, mentorship and coaching.



# 216

employees are taking  
part in LEAP 2025

## team.blue Academy

The team.blue Academy is our bespoke learning hub, designed to equip people with the knowledge and skills to drive innovation, growth and impact.

"The team.blue Academy makes learning accessible to all our people, helping them build the skills they need to thrive. When we grow as individuals, we grow as a company – delivering even greater value to our customers and the online businesses we support."



Sylvia Groenewold,  
Chief HR Officer



# 6,700

courses completed, with  
employees signing up to  
over 8,000 courses in total

# 6

training sessions  
across ESG and DE&I

# 13

cybersecurity & data  
privacy training modules

# 20

SpeakUp! channels in  
different languages

## Social

# Life at team.blue



## Lunch & Learn

Coming together to talk about different health topics, led by members of our team and external experts, covering everything from stress management to menopause.



## Moving for health

We encourage physical activity as part of maintaining overall wellbeing. Whether it's team workouts or company-wide challenges, we're always moving to stay healthy.



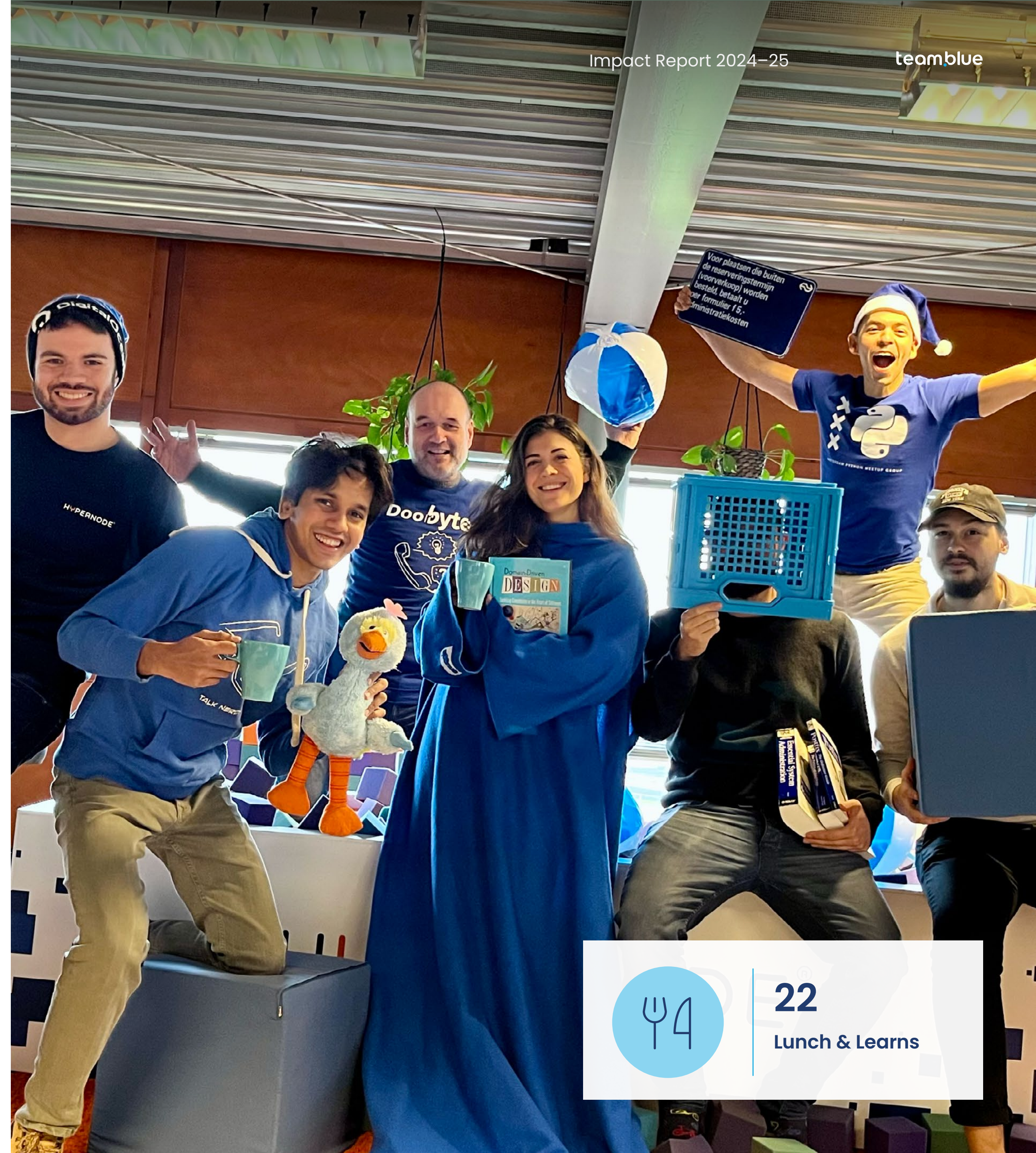
## Gathering together

We meet as individual teams and as one team.blue to connect and collaborate – from our Product & Tech Summit, to summer parties to SaaS pizza nights.



## Annual Step Up challenge

Every May, we invite our colleagues to get moving as part of Mental Health Awareness month, taking significant steps to promote mental and physical wellbeing.



22

Lunch &amp; Learns

# Community impact



**At team.blue, when we step up, it's never just for ourselves – it's also for our wider community.**

For every kilometre travelled in May, we donate €1 to charity. This year, we partnered with **MOVE Europe**, a charity dedicated to empowering young people with disabilities to move independently.

“MOVE stands for Movement Opportunities Via Education as we believe that movement and learning are inseparable. Currently we support over 160 settings, including 4 Health Boards, to utilise the MOVE programme, supporting children with physical disabilities to develop purposeful, meaningful and functional physical skills.

team.blue has provided us with an opportunity to thrive as a small but mighty charity. With this donation we can continue delivering our core MOVE programme, currently being used with over 1,500 children across the UK and Europe.”



**Emma Dyer,**  
Operations Manager,  
MOVE Europe



**Chloe Plummer**  
Programme Coordinator,  
MOVE Europe

team.blue

MOVE Europe

**18,000 km**

covered

**€18,000**

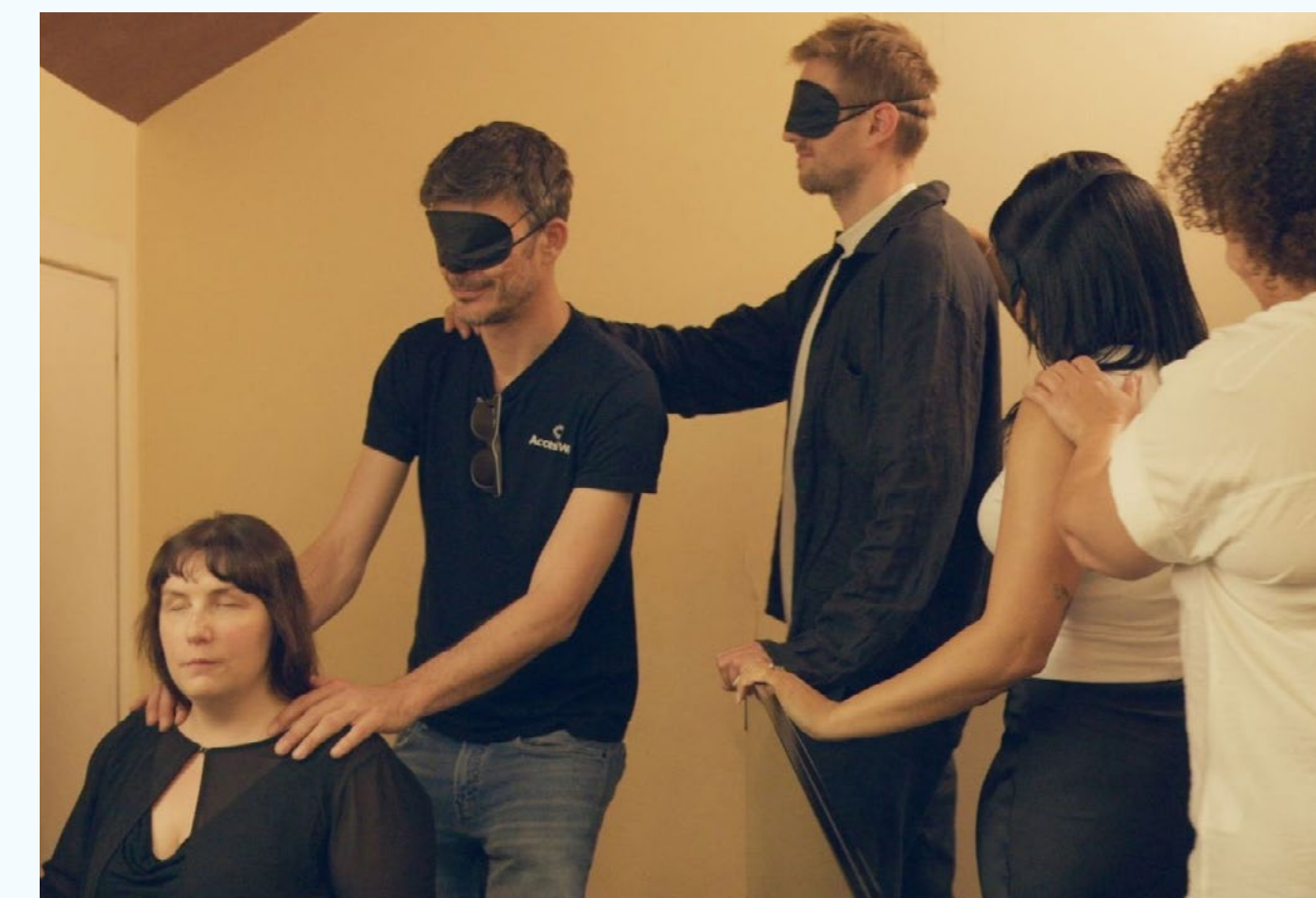
raised for MOVE Europe

**93%**

of young people accessing  
MOVE experienced improved  
health & well-being

**90%**

have increased engagement  
with learning at school



## Looking ahead: accessible volunteering programme

We're excited to launch a new volunteering programme with AccessiWay, who joined the team.blue ecosystem last year. Focused on accessibility and social impact, this initiative builds on AccessiWay's existing model, creating structured volunteering opportunities with NGOs from their network. Read more about AccessiWay [here](#).

### Key elements:

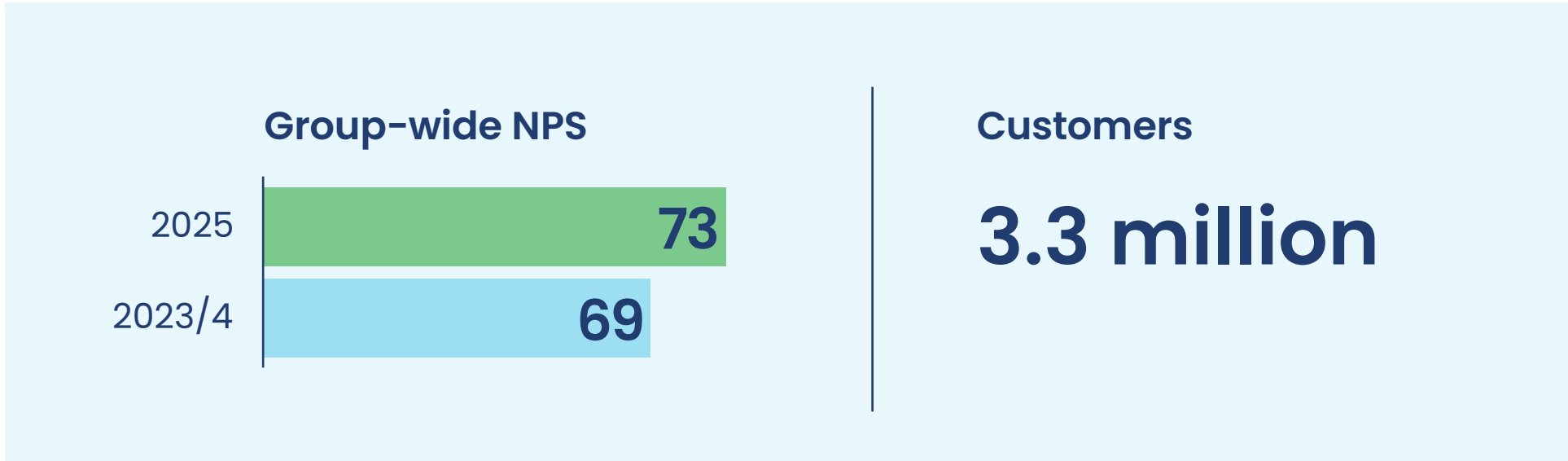
- > Paid volunteer time for employees
- > Disability inclusion support for all activities
- > A feedback loop for continuous improvement and growth

# Social Empowering our customers to grow online – and to grow sustainably

**Our customers’ needs are always evolving – and so we continue to evolve our team.blue ecosystem.**

Since 2019, we’ve invested in 60 businesses, welcoming innovators and accelerators into team.blue to further expand our potential in the digital world.

Every company is unique, with diverse needs and varied paths to finding success. We support customers at every stage of their business journey, with seamless product integration and localised support in 26 different languages.



“Founders and SMBs alike know that when they choose team.blue, they’re making a conscious decision. We are committed to helping SMBs not just reduce their environmental impact, but also improve their operational practices, enhance security and data privacy, create job opportunities, and drive digital innovation.”



**Vanessa De Waele,**  
Group Sustainability & Legal Director

“As our hosting partner, team.blue is the reason that our clients are online, all the time. With team.blue, we have the benefit of a trusted, local partner – who are easy to engage with and quick to respond – while leveraging their global outlook, to inspire our business and our own customers.”



**Sara Green,** Group Sustainability

PICOPUBLISH

# Making an inclusive future a reality with AccessiWay

In 2024, AccessiWay joined the team.blue ecosystem. AccessiWay is on an incredible pathway to create a digitally accessible world for people with disabilities.

We're excited to align AccessiWay's vision – to build an accessible world through inclusive companies – with our own vision of making online business simpler. We know that joining team.blue will open up opportunities for AccessiWay to scale their impact and accelerate positive change for inclusion.

Now, team.blue customers can access digital accessibility tools to enhance their employee and client experience, leveraging:



**Website accessibility audits**



**User testing**



**The AccessWidget**



**AccessiWay Academy**

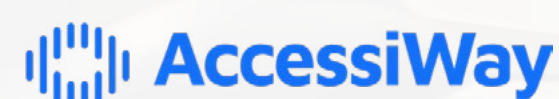


AccessiWay supports companies on their compliance with the EU Accessibility Act, which became effective in mid-2025.

"Joining team.blue has sparked a revolution in how we can make tech accessible. We're now in an incredible position to embed accessibility within a global marketplace – and help businesses around the world integrate inclusivity in everything they do."



**Dajana Giofrè,**  
Chief Vision Officer



Social

# Accelerating digital transformation across Europe's non-profits

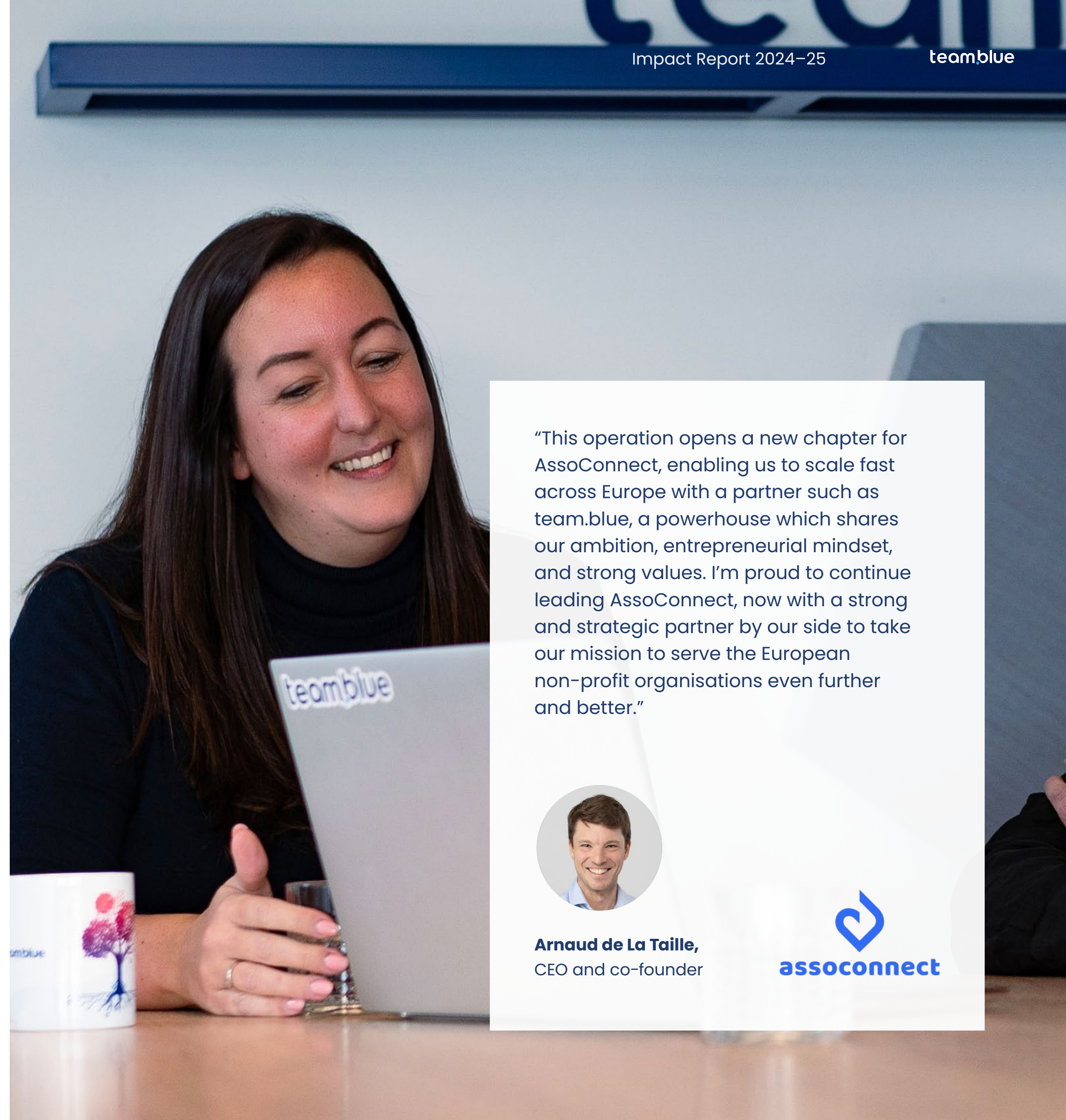
We also recently welcomed AssoConnect into the team.blue family.

**AssoConnect's mission is to simplify the daily operations of non-profits so they can focus on what matters: increasing their impact for the communities they serve.**

Bridging the digital gap in a sector that's often underserved and underresourced, AssoConnect provides robust, scalable

and easy-to-use tools to more than 40,000 non-profits.

Together, we are working to broaden their reach, so that many more purpose-driven businesses can benefit from this support, giving time back to those changing the world.



"This operation opens a new chapter for AssoConnect, enabling us to scale fast across Europe with a partner such as team.blue, a powerhouse which shares our ambition, entrepreneurial mindset, and strong values. I'm proud to continue leading AssoConnect, now with a strong and strategic partner by our side to take our mission to serve the European non-profit organisations even further and better."



**Arnaud de La Taille,**  
CEO and co-founder



Social

# Checking in on our progress

| Our commitment                                                                                                 | Goal                             | 2024/5                                        | Progress   |
|----------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------|------------|
|  Diversity in new hires        | 40%                              | 35%<br>female representation<br>in new hires  | ● On track |
|  Leadership diversity          | 30%<br>on or above               | 33%<br>female representation<br>in Leadership | ● Achieved |
|  Survey participation rate    | 85%+                             | 92%                                           | ● Achieved |
|  Engagement score            | 75%+                             | 66%                                           | ● On track |
|  ESG & DEI training sessions | 5                                | 6                                             | ● Achieved |
|  Volunteering work           | Initiate Group-Wide<br>programme | With AccessiWay                               | ● On track |

# Digital trust and responsible innovation

**We're not into box-ticking and simply meeting the minimum requirements; we're committed to going above and beyond compliance.**

For team.blue, effective governance of data, artificial intelligence and systems is part of daily operation – and the launchpad to unlock our greatest potential.



# team.blue as a force for good



**As a Group, we're excited to leverage the B Corp framework as a strategic guide, helping to inform decision-making, shape long-term goals and keep us accountable for driving positive impact.**



**We have two certified B Corps in the team.blue Group already:**



**kolsquare**



**raidboxes**

## team.blue UK&IE: our B Corp journey

team.blue UK&IE is well on their way to B Corp certification, looking to submit their B Impact Assessment by the end of 2025.

More than a regional milestone, this is a catalyst for change across the wider team.blue Group. It has shown us existing strengths and areas for

improvement that all team.blue brands can benefit from, fostering deeper collaboration between leadership and local teams.

**UK&IE's journey is setting a precedent that B Corp isn't just a goal, it's becoming part of team.blue's identity.**

"We're not just changing business for the UK&IE team – we have an opportunity to break ground for the team.blue Group. Acting as a pilot, our B Corp journey is shaping the Group's broader approach to sustainability, wellbeing and governance, proving that meaningful change happens when values are embedded into everyday operations."



**Benjamin Haskey,**  
CISO, team.blue UK&IE

## Governance

# Embedded in every decision we make

Through regular Board meetings, team.blue leadership discusses updates on ESG progress, as well as assessing risks and opportunities.

“I’m delighted to join the team.blue Board, representing CPP Investments as a new shareholder in the organisation. As a long-term patient investor of capital, we believe companies that effectively anticipate and manage material sustainability-related factors are better positioned to be more profitable and resilient over the long term – which we know is important to team.blue’s vision, too. We’re looking forward to supporting team.blue in unlocking more positive change.”



Richa Sirohi,  
CPPI Investor Director,  
& Board Member, team.blue

CPP Investments

Decisions are shared with our cross-Group ESG Committee to ensure this feeds into everyday team.blue processes.

Our employee incentive programme keeps team.blue colleagues focused on sustainability too, with objectives aligned to seven pillars. One of these is **care about the environment and each other**.

## 10 senior ESG sponsors

driving sustainability at leadership level

## 13 Board meetings

to review Group-level ESG progress

## 30%

female representation in leadership roles, including C-Suite

## 2 new female directors

joined our Board, alongside our female Chair

# eamblue



# Finding new ways to keep our business safe and secure

Cybersecurity is a serious issue that presents significant risks to our business. But cybersecurity training... this can be a lot more fun.

In September, we launched a revised training programme for all team.blue employees, empowering them with the necessary tools and skills to spot suspicious behaviour and respond appropriately.

In partnership with [NINJIO](#)



100%

participation rate

84% completion

across team.blue Group



## Keeping things transparent

Alongside our annual impact report, we continue to disclose our ESG progress – the good and the bad – through the below channels.

### Investor review

Each year, we report ESG performance to our investor Hg, to benchmark our efforts. We consistently score 100% on policies and procedures for key compliance issues, positioning us as a leader in their portfolio for ethical and transparent business.

## UN Global Compact

Having joined this initiative in 2024, we'll prepare our first Communication on Progress (CoP) in summer 2025 – demonstrating our commitment to the four Global Compact pillars.



## Corporate Sustainability Reporting Directive (CSRD)

Preparations are underway to ensure that we meet all disclosure requirements as part of the EU's CSRD. We'll continue mapping out the necessary data points, with more to come in our next impact report.

# Shaping the future with responsible AI

This year we proudly welcomed Kwaku Yeboah-Antwi as our new Chief AI and Data Officer, bringing a strategic focus on responsible AI and data innovation to our leadership team.

AI is becoming a key driver of business growth. It's changing how we do business and unlocking new opportunities for innovation. With Kwaku onboard, we're focused on ensuring that AI empowers our customers and teams, so they can harness its potential.

From helping employees upskill and build their own tools, to enabling faster, smarter decision-making, we believe AI can adapt to real workflows, not the other way around.

Democratising AI is also about trust. We're now building team.blue's Responsible AI Policy, centred on optimising infrastructure, reducing environmental impact, and ensuring transparent, ethical data use.

"To shape a future where AI supports and enables small businesses, democratisation and co-creation are key. I want everyone to feel confident leveraging AI as a companion to their work, not as competition. Every morning I ask myself: how can these new innovations help our customers do what they do better? How can they partake in this new revolution?"



**Kwaku Yeboah-Antwi,**  
Chief AI and Data Officer

# Ethical business at the heart of team.blue culture

Our approach to governance involves defining what business should look like – and integrating this into Group-level ways of working. This means creating policies and processes to lay the foundation for all team.blue brands.

In 2024, we published our Group-wide Code of Conduct to manage expectations across the team.blue ecosystem and keep us accountable.

## Taking a different approach

We want our people to feel empowered and inspired by team.blue's social and environmental impacts. The second half of 2025 will see the launch of our new Sustainability Policy, a Group-wide standard that's less "corporate jargon" and more human action.

## Embracing our duty to Speak Up, powered by iubenda

2024 saw the launch of a new Speak Up! policy, as part of our wider Code of Conduct. Grounded in transparency and trust, we're empowering our stakeholders – employees, suppliers, customers and wider business connections – to report anything that doesn't look right.

Because every situation is different, we've created unique whistleblowing channels for each team.blue brand to report misconduct or suspicious activities (alongside a Group-wide reporting tool).



"In 2020, we legally became a mission-driven company as a Benefit Corporation (Entreprise à mission) and then achieved B Corp certification in 2024. This means placing purpose at our core, using our #InfluenceForGood and doing business responsibly."



**Quentin Bordage,**  
CEO



# Checking in on our progress

| Our commitments                                                                                                                     | Goal                           | 2024/5                                                | Progress   |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------|------------|
|  <b>Board diversity</b>                             | 30%                            | <b>30%</b><br>female representation<br>on the Board   | ● Achieved |
|  <b>ESG in Board reporting</b>                      | Minimum quarterly              | Monthly                                               | ● Exceeded |
|  <b>Transparency on ESG</b>                       | Annual public reporting        | You're reading it!                                    | ● Achieved |
|  <b>Cyber, AI &amp; data<br/>privacy training</b> | Minimum 80%<br>completion rate | <b>84% completion rate</b><br>with 100% participation | ● Achieved |

# What's next?

**Get ready to embrace the blue.shift as we make our online success more sustainable, inclusive and trusted**

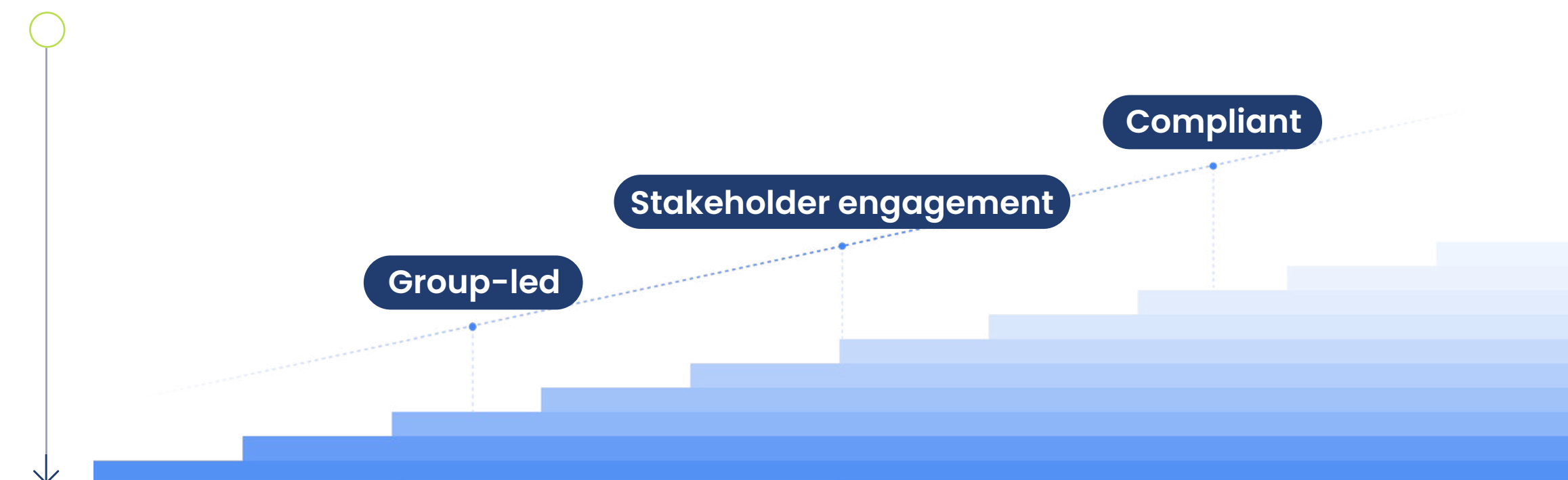


The past three years have been foundational for our Sustainability Strategy. Our Science-Based Targets are driving real momentum towards sustainable tech. We're now proud participants of the UN Global Compact, upholding fundamental responsibilities in human rights, fair labour and anti-corruption. And we've initiated our B Corp journey, translating ambition into tangible action.

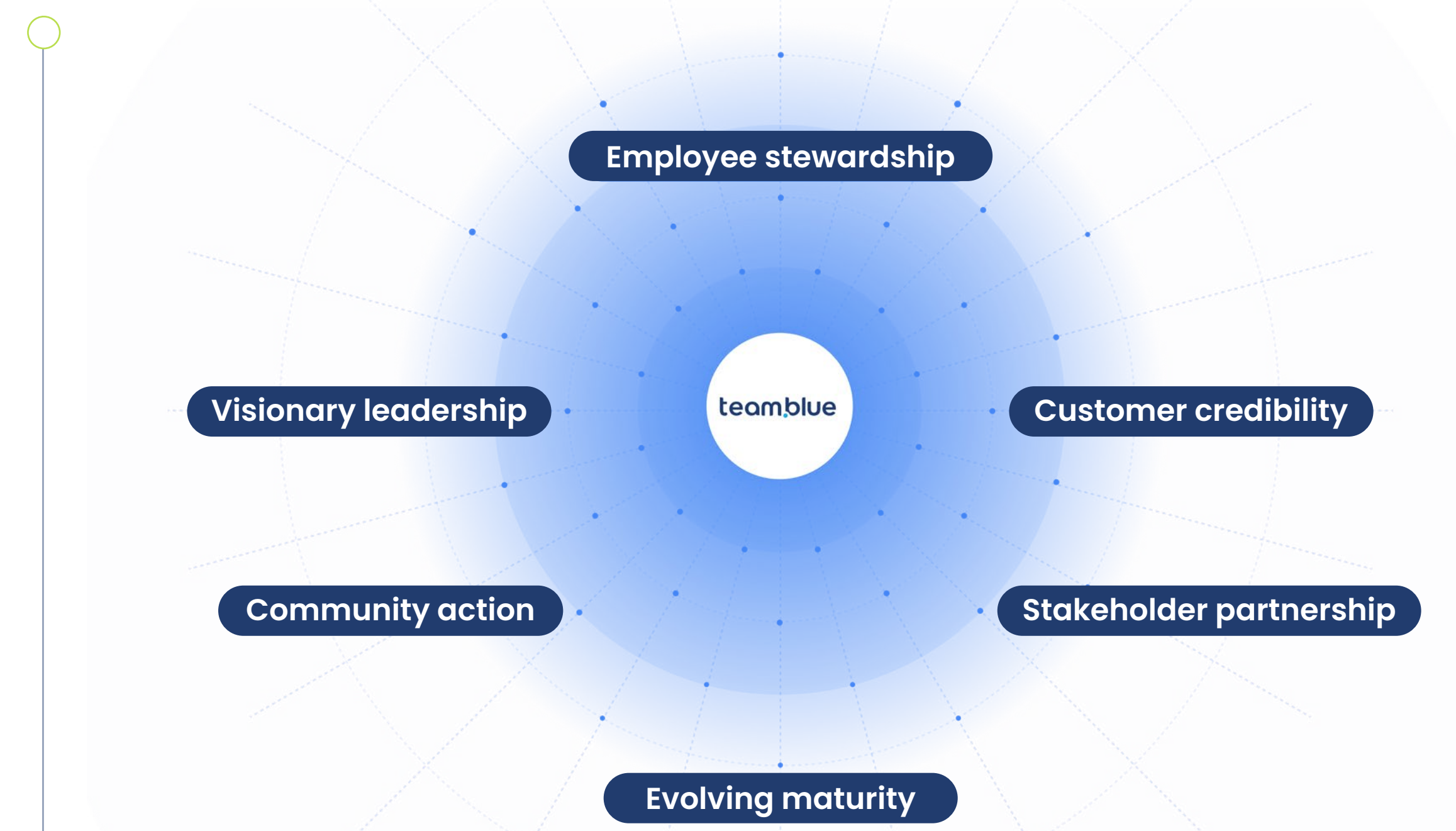
These efforts, and more, are captured in three years of reporting. We've now laid the groundwork, setting us in motion towards something much bigger.

**Expect more to come.  
Expect to see a blue.shift.**

## Laying our foundations



## Amplified impact for the global team.blue ecosystem



team.blue

