

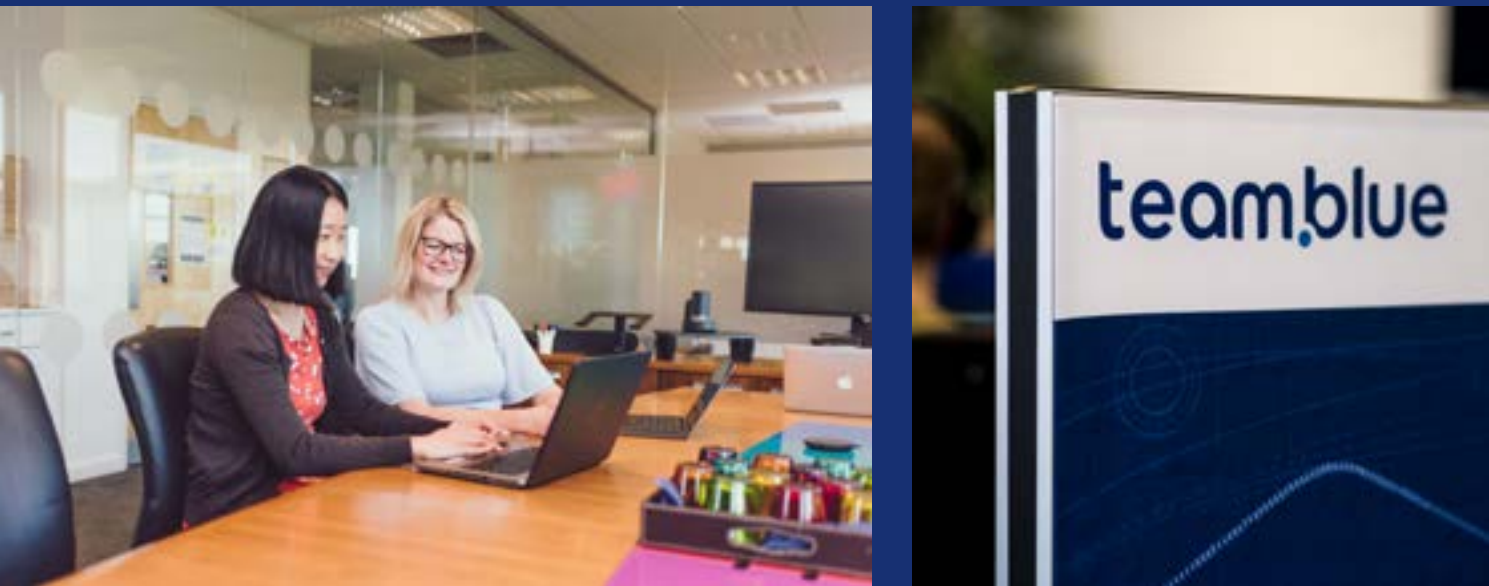
team.blue

# Going beyond: for people and planet

2023–24  
Impact Report



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# A letter from our Executive Chair and CEO



Crafting our second Impact Report has offered us the opportunity to pause and look back on the remarkable journey we've been on at team.blue. Last year we set forth with ambitious goals, aiming to redefine success by integrating sustainability and responsibility into every aspect of our operations.

Reflecting on our journey over the past year, we take immense pride in our growth and achievements. Through improved group-wide governance and operational practices, we were awarded 9.6 out of 10 in a recent external ESG audit report run by our investor, Hg. This score isn't just a number to us - it symbolises our commitment to strong business ethics, sustainability, and transparency. And our **submission of carbon reduction targets to the SBTi** underscores our dedication to upholding this commitment far into the future.

We are actively listening to our employees, ensuring everyone has an equal voice - and supporting our People leaders to create an inclusive environment. Our aim is for everyone to feel not only welcomed, but genuinely valued and able to be their true selves within our team.blue family.

Incorporating the B Corp framework into our strategy marks a pivotal moment in our sustainability journey. This holistic approach aligns perfectly with our core values and strategic objectives, empowering us to create a positive impact on society and the environment while ensuring long-term business success. Excitedly, we've also begun the journey towards B Corp Certification, symbolising our unwavering commitment to balancing purpose with profit.

This Impact Report is both a reflection of our past achievements and a testament to our shared vision for the future. Together, let's continue to innovate, collaborate, and lead by example, shaping a brighter and more sustainable tomorrow for all.

**Dawn Marriott**  
Executive Chair

**Claudio Corbetta**  
Chief Executive Officer

# Our DNA

## Our purpose

is to enable entrepreneurs to ignite their businesses online

## Our vision

to make this a reality is straightforward – we want to make online business simpler

## We're on a mission

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

## Our values

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

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

## Customer first



**Marijn Willems**  
Belgium

"We prioritise listening to our customers' needs to deliver tailored solutions that exceed expectations. Putting our customers first means understanding their unique challenges and working collaboratively towards the best outcomes."

## Openness



**Spyros Andrea**  
Cyprus

"I take immense joy in the way team.blue embodies openness. It brings me great happiness to see how open dialogue and inclusivity fuel our collective creativity and drive."

## Pace & momentum



**Miguel Calejo Pires**  
Portugal

"Being successful online has become much more than just having an online presence; we are constantly seeking better ways to ensure our customers' success."

## Respect



**Elise Carpentier**  
Belgium

"Using LEAP, people leaders learn to focus on people's talents and contributions, instead of focusing on negative aspects – resulting in leading with respect and positivity."

## Trusted collaboration



**Catalina Zubieta**  
Spain

"The most important aspect of a work environment is one where everyone feels safe to share ideas and opinions. Here, we can share and celebrate successes, learn from mistakes, and recognise efforts, ultimately building a collaborative environment based on trust."

# Our year at a glance

## 2023

### April

- Aligned our ESG reporting with the B Corp framework

### June

- Completed an 'Around the World Challenge' for mental health awareness, raising €16,030 [Read more on this →](#)
- **ESG criteria introduced in our Mergers & Aquisitions process**
- Completed our group-wide cybersecurity audit, scoring 8.5/10
- Our new governance framework was launched in our 5 key regions



### July

- **Kicked off our net zero journey with Seismic**

### August

- Published guidelines for generative Artificial Intelligence [Read our case study on this →](#)



### September

- Our subsidiary, Raidboxes certified as a B Corporation, with a score of 83.1



### October

- **Launched One Core, our group-wide job mapping and salary benchmarking framework**



### November

- Successfully implemented HiBob, our global HR System, across all team.blue subsidiaries [Read our case study on this →](#)



## 2024

### January

- **Launched our in-house Leadership Evolution & Advancement Program, LEAP**
- Secured new sustainable but ambitious lender KPIs with our banks
- Implemented our anonymous Speak Up channels across the brands

### February

- **Formally comitted to a near-term science-based target through the SBTi** [Find out more detail on this →](#)



### March

- Our corporate governance framework was rolled out to all newly aquired SaaS companies and remaining hosting regions, integrating sustainability across our entire group
- New group policies signed off by senior leadership team



### April

- Signed off on our near-term targets, ready for SBTi submission
- Finalised our double materiality assessment
- ESG criteria introduced for material suppliers



### May

- **Launched our Code of Conduct**

# Our material impact

In February, we carried out a double materiality assessment, a rigorous process evaluating the financial and impact materiality of European Sustainability Reporting Standards (ESRS) topics for team.blue.

Starting with a detailed mapping of our business operations and value chain, we identified potential impacts, risks, and opportunities (IROs). Each IRO was then assessed based on its likelihood, scale, and the potential for remediation.

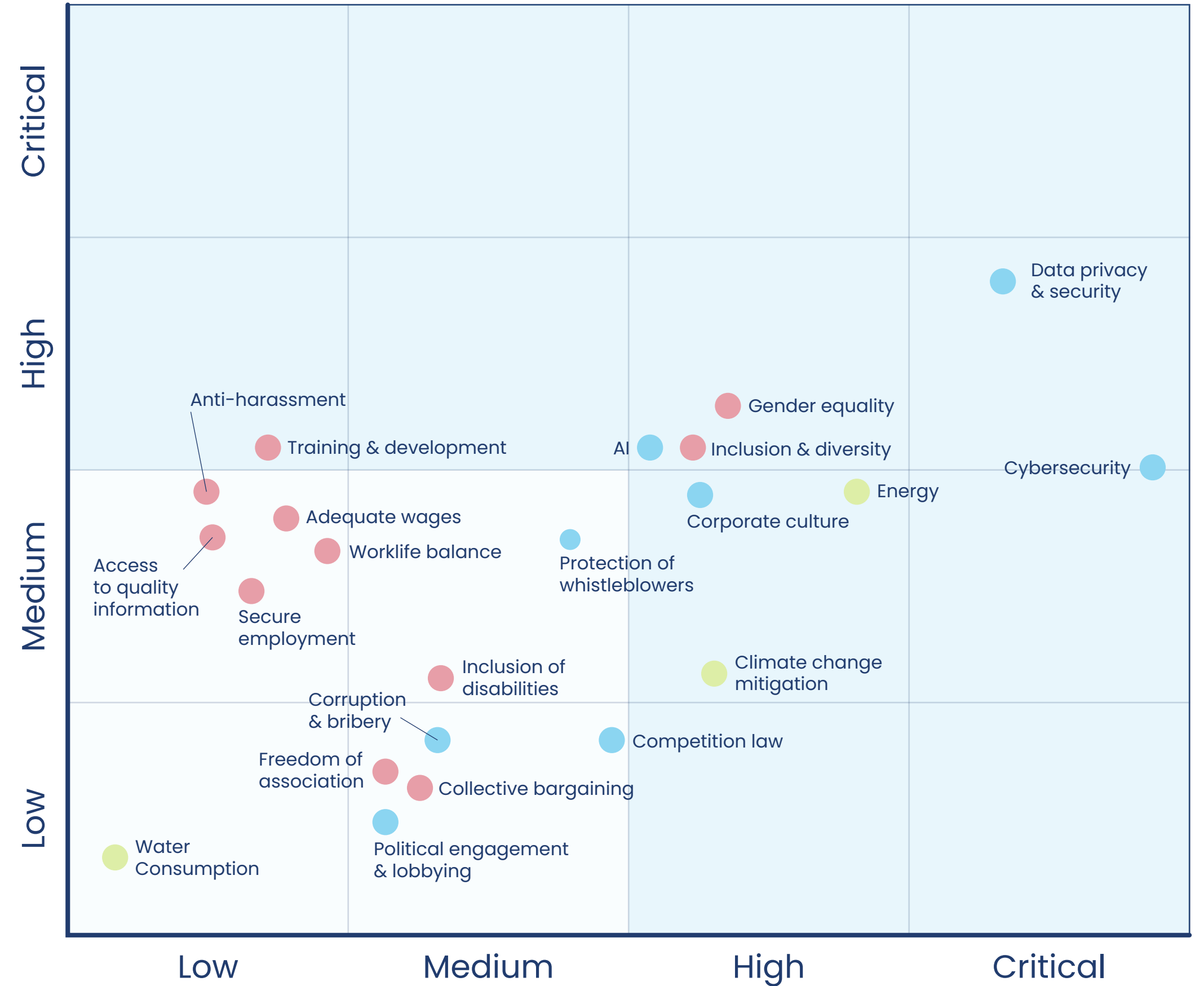
This assessment was informed by stakeholder engagement with senior management, investors, regulators, customers, employees, the media, and industry peers. Stakeholder insights were gathered through a combination of interviews, surveys, and desk-based research, ensuring a diverse range of perspectives. The prioritised IROs were visualised on a matrix and subsequently validated by our senior management team and ESG committee.

The assessment has identified the following topics to be material to team.blue:

- 1 Cybersecurity
- 2 Data privacy & security
- 3 Energy
- 4 Climate change mitigation
- 5 Gender equality
- 6 Corporate culture
- 7 Diversity
- 8 Artificial intelligence
- 9 Training & development

This process has consolidated our understanding of the business' impacts, risks and opportunities and will guide our future ESG efforts and strategic decision-making around our most material topics. We are now in the process of updating our ESG strategy and will report on the outcome in our next impact report.

## Impact materiality



## Financial materiality

- Environmental
- Social
- Governance
- Material topics in the highlighted area are High or Critical

# Our blueprint

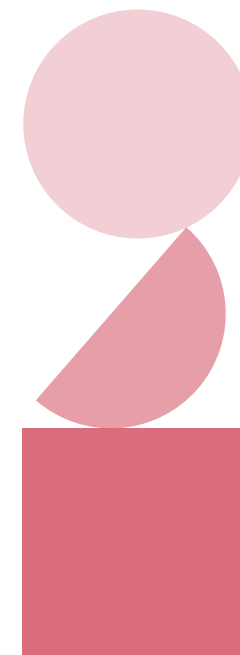
We're committed to embedding sustainability into how we operate as a whole

When we refer to governance at team.blue, we're talking about how things are run and how decisions are made. Good governance to us is about doing the right things at the right time.

With the launch of our group-wide governance framework, we've purposefully woven sustainability into the operational fabric of our organisation. This includes guidance on good governance, business ethics, compliance, and risk management.

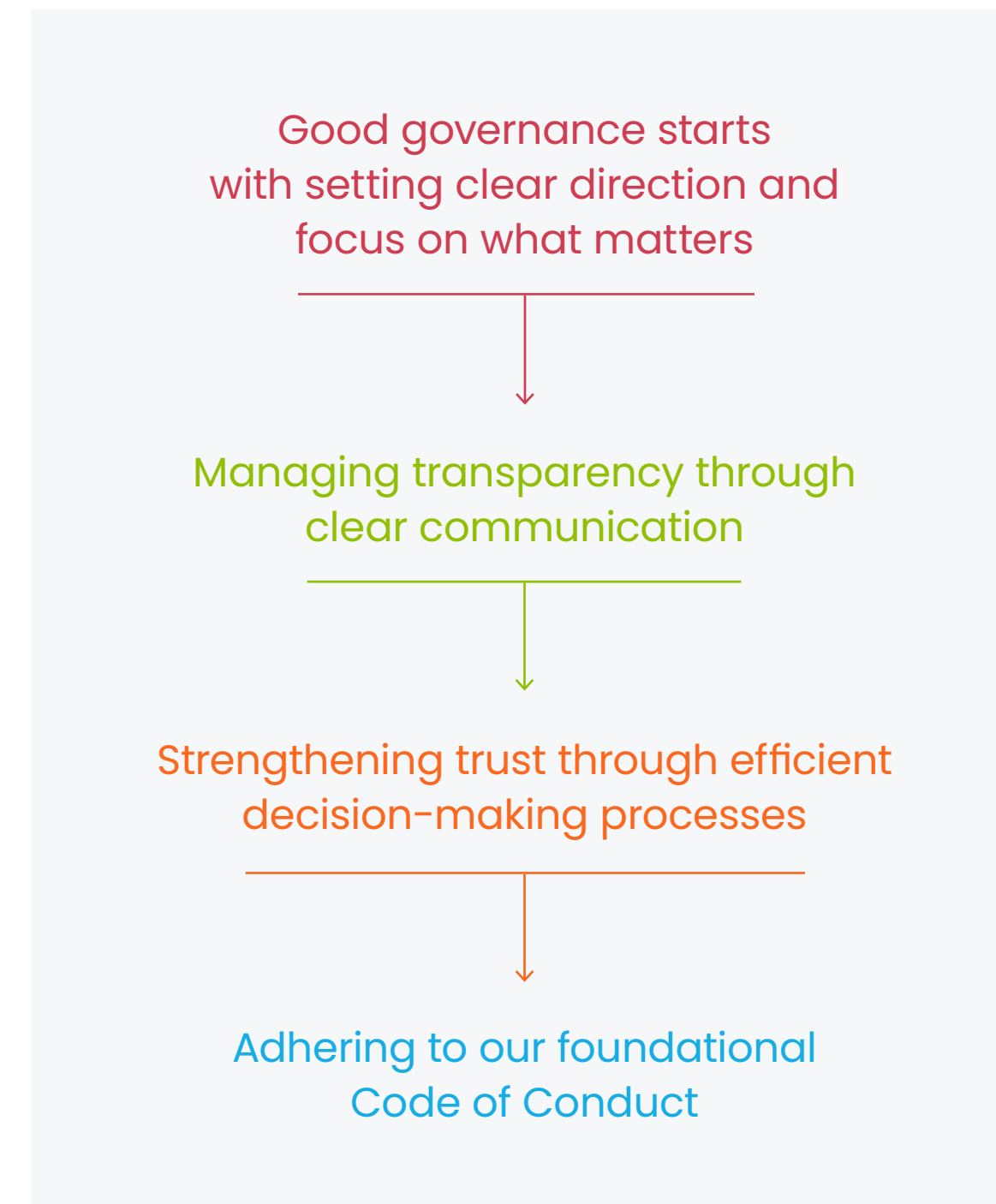
## 2023 governance in numbers

- 10** board meetings held on group level
- 2** board meetings in each region, 10 in total
- 7** workshops and training sessions on governance



We've also finalised and launched our group-wide Code of Conduct.

Our overarching goal remains unchanged - **to continue embedding sustainability into our culture with integrity.**



## Our ambitions

### 2022/23 ambitions

- ✔ Group-wide Code of Conduct
- ✔ Science-based net zero pathway
- ✔ B Corp ready

### Future ambitions

- Industry advocacy through CISPE and hosting communities
  - CISPE is the Cloud Infrastructure Services Provider in Europe. By embracing environmental responsibility, we're hoping to become signatories to CISPE's Climate Neutral Data Center Pact. **Find out more about how we're working with them here →**
- Boosting ESG sponsorship internally through local boards and brands
- Fostering ESG and governance awareness through legal and compliance training modules



# The transformative power of artificial intelligence



At team.blue, we're excited about the future of artificial intelligence (AI), when governed responsibly.

We have created clear guidelines for the use of Generative AI and seek to:

- Regularly assess and review data practices to ensure ongoing compliance
- Stay updated with evolving privacy laws and industry standards
- Promote an open culture of awareness, where everyone understands best practice use and data protection

We're not only helping to shape the future of business; we're shaping a future world that uses AI in a responsible and innovative way, setting the standard for excellence in our field and beyond.

BlueAI is our internally built AI gateway to control and steer all our AI interactions.

“When embracing AI, we recognise the critical role of good governance. Our approach combines innovation with a steadfast commitment to ethical standards, ensuring transparency, accountability, and fairness. By embedding these principles into our AI strategies, we safeguard our progress and reinforce our dedication to responsible and impactful technology use”



Ole Jensen MSc, PhD  
Chief Technology Officer, Nordics at team.blue

# Meet the team.blue family

The past year at team.blue can be described as one of many giant leaps forward.

Some highlight moments include having our carbon footprint verified, committing to our science-based targets, and building our action plan to drive a more sustainable internet service. We also launched a host of internal developments, like our group-wide compliance framework, our Code of Conduct to help guide everyday decision-making, and our state-of-the-art HR information system.

As much as it boosts energy to make such progress and see our mission being translated into tangible action, I also look forward to working on further strengthening, optimising, and innovating our work. This includes focusing on the small incremental changes we can make, as I believe continuous improvement is a crucial part of any successful journey.

Looking ahead, the future at team.blue is bright as we embark on our B Corp journey – a goal we'll use to further entrench our values in everything we do and demonstrate our ambition to be a force for good.



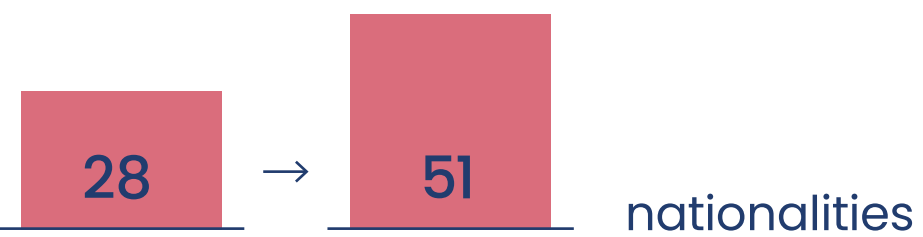
“Now that our foundation has been established, it’s time to decorate it with all kinds of flavours and colours, so everyone feels welcome, energised, and proud to be part of what we are building.”



Vanessa De Waele  
Group Sustainability & Legal Director

# Powered by our people

At team.blue, our people are at the heart of what we do. For this reason, we work hard to foster a positive, supportive environment, ensuring each team member feels valued, respected, and appreciated.

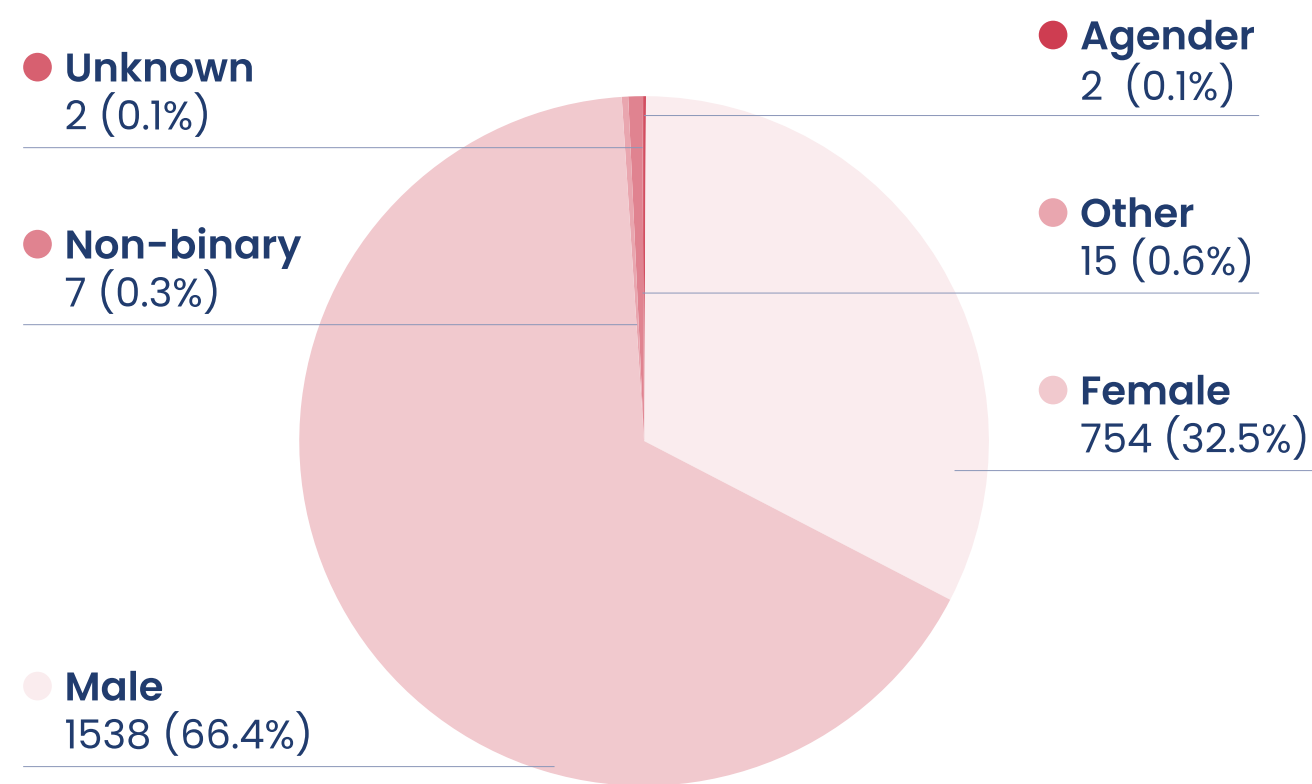


**9** new brand acquisitions, welcoming in 252 new colleagues

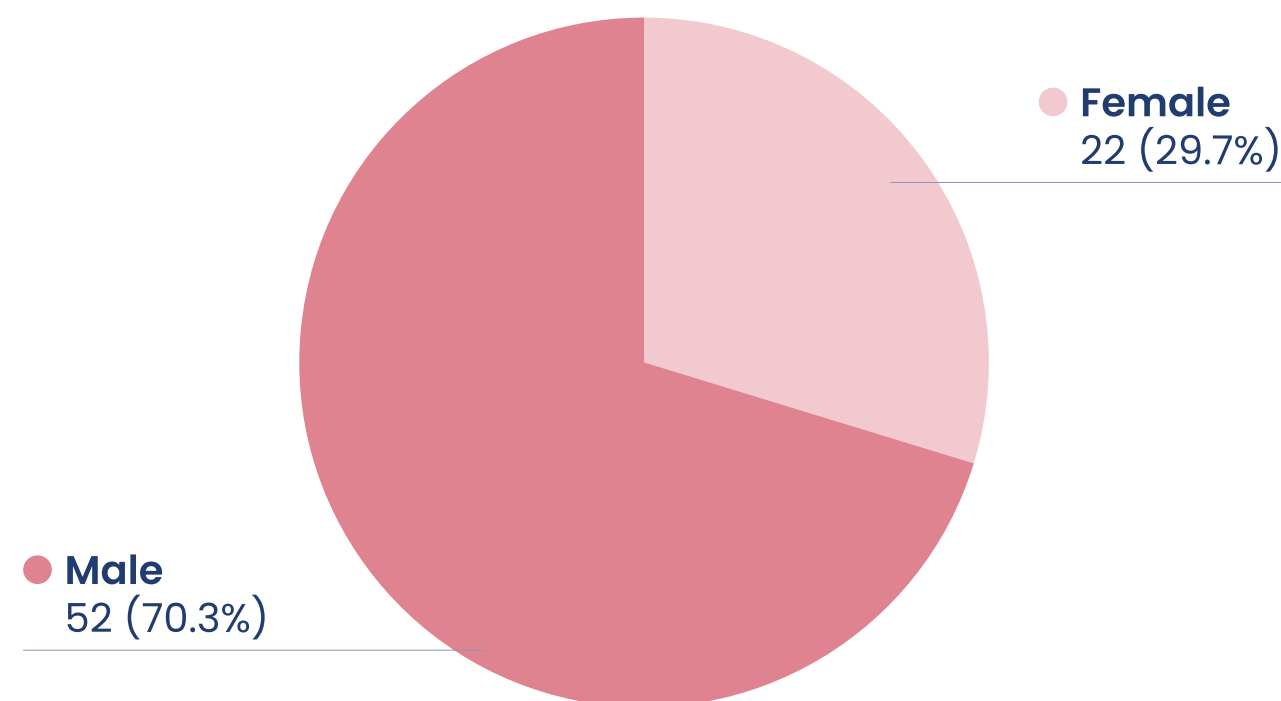
**6** sessions around DEI, culture of belonging, and mental health and wellbeing



## Employees (total workforce)



## Management (inclusive of C-suite)



## What are we doing to improve?

We're tracking these metrics to ensure we're working towards a more diverse workforce, specifically with the intention of enabling and promoting more diversity at the leadership level. To work towards this objective, we've introduced the Leadership Evolution & Advancement Program (LEAP) and have better visibility on DEI metrics across the group thanks to our HR software, HiBob. We're also in the process of gathering insights into team.blue's gender pay gap through our One Core project, where we're developing a job mapping and salary grading framework.

## Benefits

-  Flexible hours
-  Mentoring programme for future leaders
-  **Option to "work from anywhere in the world"**
-  Academy for leadership and personal development
-  **Enhanced holiday**
-  1 extra day holiday for everyone in team.blue
-  **Birthday leave day**
-  Social calendar with in-person and virtual events

# #lifeatteamblue

At team.blue, we're dedicated to the growth of our people. Transparent and innovative, we shape a workplace where our people are happy and thrive.

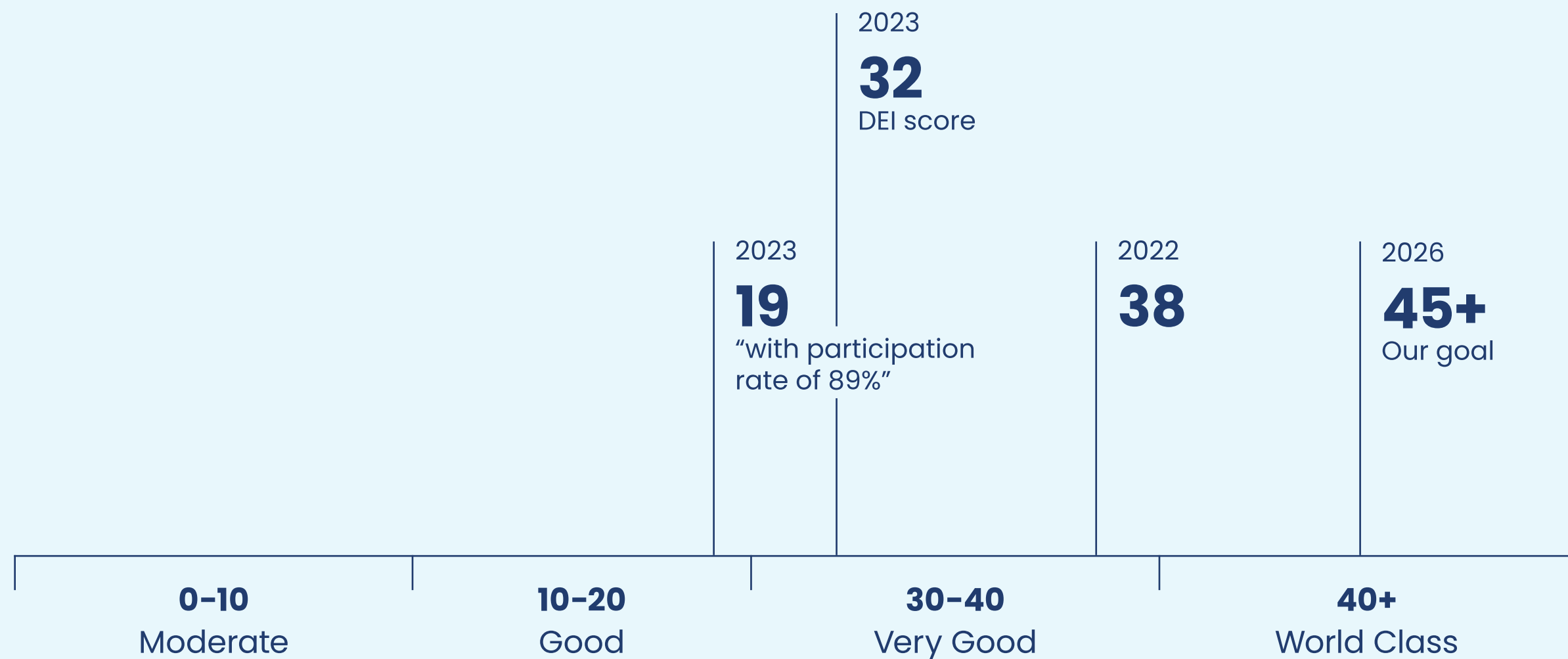
## Watch a snippet of what some of our team love most about working at team.blue

2023 was a transformative year where we shifted from purely working regionally to working internationally in functions, resulting in a lot of changes to team structure and ways of working, which impacted our eNPS score significantly.

As an international and multi-brand company, we embrace the local diversities and different heritages of our brands and people.

To respect the diversity within our team. blue family, we are adopting a localised approach to address the survey results.

This approach ensures that everyone's voice is heard and valued, reflecting our commitment to inclusivity and appreciation of unique perspectives. On a group level, we're reinforcing our company culture by enhancing our leadership capabilities through the Leadership Evolution & Advancement Program (LEAP).



"I was born with Osteogenesis Imperfecta, which causes extreme bone fragility and other associated problems.

In 2009, I created a website with Webnode to share my experiences with the disease. Inspired by their customer support, I pursued a job there and initially joined as customer support in 2013. Webnode's inclusive environment and flexible work options have been life-changing. They value abilities over limitations, allowing me to utilise my skills and passions fully."



Dagmar Sikorová  
Customer Care Specialist  
Webnode, a team.blue brand

# Embedding purpose in our company culture



## Some key people-focused initiatives we've implemented:

- **Lunch & Learn Sessions:** We began organising regular sessions to help boost employee well-being on topics including healthy lifestyles and stress management.
- **LEAP Leadership Program:** We launched our leadership program which equips our leadership team with skills to help accelerate their personal development.
- **One Core Salary Benchmarking Project:** The One Core project creates a system to fairly analyse salaries using outside benchmarks and the Hay methodology, ensuring transparency and supporting our growth goals.
- **World Compliments Day:** We created fun compliment cards and encouraged employees to send compliments to each other, with our senior management and people leaders getting involved too.

## Our ambitions

### 2022/23 ambitions

- Make all core processes inclusive
- Foster equality by benchmarking salaries
- Increase our eNPS score each year

### Future ambitions

- Make all core processes inclusive
- Foster equality by benchmarking salaries
- Increase our eNPS score each year
- Expand our training programme for personal development

This year, we are advancing the same three focus areas for our people and will continue to work on them. We've issued more inclusive language guidelines for HR, recruitment, and company-wide communications. Though we fell short of our eNPS score target, the feedback received has been invaluable for identifying areas to improve and recognising what's already successful, ensuring team.blue continues to be an outstanding place to work.

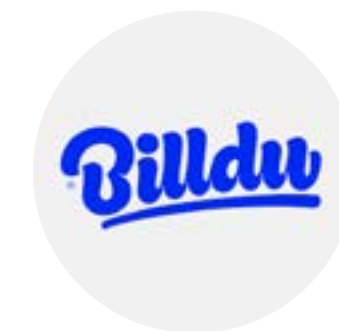


# Building the team.blue ecosystem



As part of our mission to empower entrepreneurs with the best possible tools to make their digital journey successful, we've been continuously expanding our reach. Over the past year, we've successfully acquired 9 new brands, further strengthening our ecosystem.

While our initial focus was on delivering exceptional hosting domains and services to drive our customers toward online success, our evolution now encompasses a broader range of digital solutions. By embracing SaaS offerings, we aim to curate a comprehensive suite of tools to simplify and enhance our customers' business journeys, ultimately amplifying their success.



"Teaming up with the folks at team.blue opens up an avenue for us to stay dedicated to our passion while leveraging team.blue's expertise and support in areas we're not super savvy at, like marketing, distribution, and data. Together, we're all set to walk down the road to a super bright future and make our success even bigger."

**Erik Hudák**, CEO, Billdu



"We believe that together we can make business life easier for our customers. Together with team.blue, we get the support to realise our growth ambitions, and our customers get access to the best tools from across the group to grow their own businesses."

**Anna Zalesak**, Head of Expansion, helloCash

## Our ambitions

### 2022/23 ambitions

- ✔ Global supply chain map
- ✔ Updated supplier selection process
- ✔ Group-wide sustainable procurement strategy

### Future ambitions

- Engage with material suppliers that demonstrate planet friendly practices and/or have SBTs
- Further transition our car fleet to electric vehicles
- Monitor ESG performance of our material suppliers more closely

# Working towards sustainable technology

**In 2023, we focused on improving our footprint calculations to ensure that we are capturing all relevant Scope 3 emission sources to give us a complete picture of our total footprint. The additional categories of emissions that we are now including are:**

- Purchased services
- Capital goods
- Upstream fuel and energy related emissions
- Upstream transportation and distribution

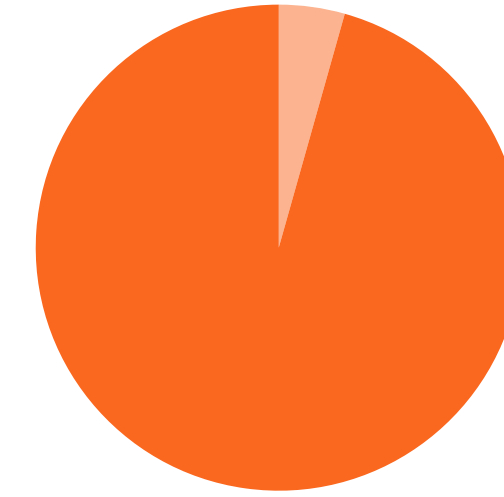
We recalculated and restated our 2022 footprint in line with this increased boundary as we will be using our 2022 footprint as our baseline when we submit our near-term science based target. Additionally, this means we can make more accurate year on year comparisons going forward. We were able to reduce our carbon footprint by 29% compared to our re-calculated 2022 data, while the group grew by +12%.

We are also striving year on year to improve data quality across our footprint to give us a more accurate understanding of our material emissions sources and allow us to drive emission reductions.

Our focus on enhanced data integrity over the past year has put us in a good place to formally begin our journey to net zero, making it all worthwhile.

Continuing to reduce our emissions will be an iterative area of improvement for team.blue, but we're determined to keep making progress - maintaining full transparency along the way.

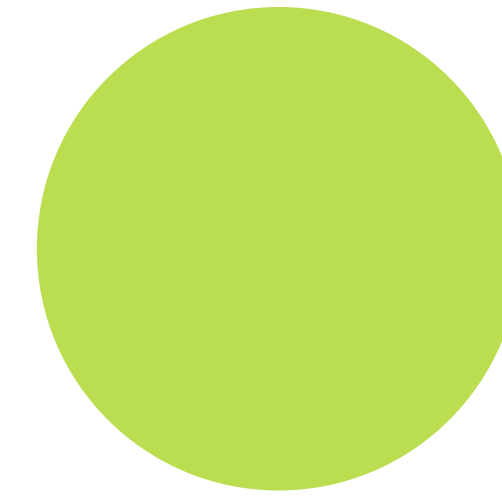
## Scope 1



2023	2022
4.38% Natural gas	10.36%
95.62% Vehicle fuel	89.64%

**2022 Total :** 475.87 tCO2e  
**2023 Total :** 477.18 tCO2e  
**% Reduction :** 0%

## Scope 2



2023	2022
0% Heating	2.95%
100% Electricity	97.05%

**2022 Total :** 895.47 tCO2e  
**2023 Total :** 855.00 tCO2e  
**% Reduction :** -5%

## Scope 3



2023	2022
40.94% Purchased goods and services	61.42%
14.88% Capital goods	2.45%
11.93% Upstream fuel and energy related emissions	5.94%
0.02% Upstream transportation and distribution	0.06%
0.97% Waste	0.45%
12.38% Business travel	3.47%
18.88% Employee commuting and work from home	26.21%

**2022 Total :** 7,807.93 tCO2e  
**2023 Total :** 5,228.68 tCO2e  
**% Reduction :** -33%

# Our journey to net zero

Here at team.blue, we acknowledge our contribution to climate change and commit to reducing and mitigating our impact as much as possible as we build our pathway to net zero.

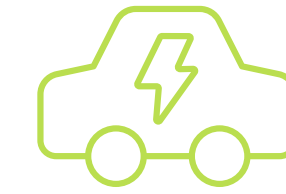
The Science Based Targets initiative (SBTi) helps companies set greenhouse gas emission reduction targets aligned with climate science to keep global warming to 1.5°C.

We've publicly committed to setting a near-term verified science-based target, through the SBTi. We are currently working on our target submission and are aiming to have this verified before the end of 2024.



- 1**  **Commit** to setting a science-based target
- 2**  **Develop** reduction targets in line with current science-based criteria
- 3**  **Submit** target to SBTi for validation
- 4**  **Communicate** approved target by publicly announcing to stakeholders
- 5**  **Disclose** progress made towards science-based target annually

## Continuing to reduce emissions



We have converted 23% of our vehicle fleet to electric



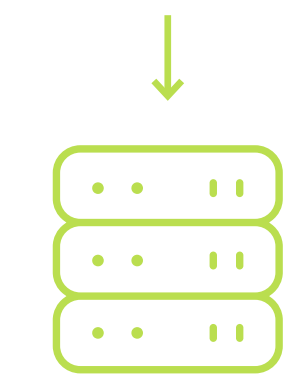
100% of our datacenters in Europe and UK run off renewable energy



Our data center in Turkey has committed to switch to renewable sources by year end



We recycled and refurbished 322 end of life servers in 2023



Of those, we donated 92 in Belgium, 61 in Denmark and 50 in the United Kingdom





# What more can we do?

After reducing our emissions, our next step is to fund high-quality climate projects to offset our business travel emissions. We're working with B Corp Ecologi, to support biodiversity enhancement and carbon avoidance projects.

We've funded the planting of **9,170 trees** across responsible reforestation projects around the world and supported the prevention of **831.12 tCO<sub>2</sub>e** from being emitted into the atmosphere through verified carbon avoidance projects:



**Avoiding methane emissions from landfill in Brazil**



**Generating wind power in the United States**



**Turning local organic waste into electricity in India**



**Protecting the Mataven forest in eastern Colombia**



**Peatland restoration and conservation in Indonesia**



**Conserving the Amazon in Brazil**

## Our ambitions

### Future ambitions

- Approved near-term science-based target
- Set credible carbon reduction plan on the journey to net zero
- Invest our resources in high-quality projects and solutions
- Continue to engage with our suppliers to set science-based targets and reduce their footprint.

# Empowering our customers

We put our customers at the heart of everything we do

At team.blue, we are dedicated to making a real difference for our customers and helping them become leaders in their segments. To do this, we continue to prioritise providing excellent customer service and engagement, coupled with implementing robust data security practices to support their ongoing growth and evolution.

“As we continue to grow, our dedication to empowering customers for online success remains steady and we’re excited to continue evolving by investing in new tools and software that enable digital success.”



**Jonas Dhaenens**  
Co-Founder & President of team.blue

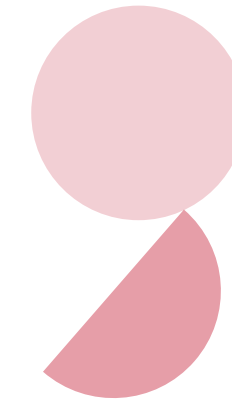


Embracing environmental responsibility, we are hoping to become signatories to CISPE’s Climate Neutral Data Center Pact. Additionally, some of our brands are already Green Web Foundation verified, reflecting their dedication to renewable energy. Future plans include verifying all European Brands to the Green Web Foundation.

The Green Web Foundation is an independent non-profit that tracks how much of the internet runs on renewable energy.

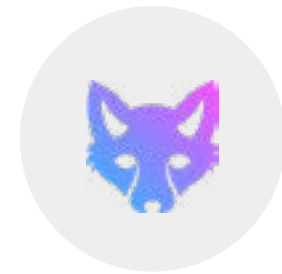
**67** Group-wide NPS score (+4 from last year!)

**2.5m+** Total number of customers



“Combell, a Belgian team.blue brand, is a real partner that gives us the right balance between a flexible and scalable IT infrastructure, IT costs control and a high level of IT security.”

**Mark Mallants**, co-director, benerail



“We have been working with Raidboxes since our agency was founded and for good reason: top performance, the highest security standards, easy server management and dedicated customer service that is one of the best we have experienced to date.”

**Nico Guenzel**, Managing Director, fuxteufelsweb

## Our ambitions

### 2022/23 ambitions

- ✔ Stay in the top quartile for NPS, scoring at least 64+ in 2023
- ✔ Launch customer sustainability survey procurement strategy

### Future ambitions

- 36% of brands verified by the Green Web foundation. Our ambition is to increase this to 100% by next year
- Continue to improve our Search Engine Optimisation to help current and future customers engage with what we do
- Maintain our NPS

# What's next?

We've always viewed sustainability as a journey of improvement, with no finish line. The goal for us is to keep finding innovative ways to contribute to a better future, for the benefit of our employees, our customers, and the world at large.

## Here's our upcoming plan:

- Continue on our B Corp journey, certifying within the next 2 years
- Apply the ESG sponsorship model used by our main board to our local boards
- Build further awareness within the workforce about ESG related topics and grow our Sustainability Network
- Continuously improve our ESG ambitions in our procurement process
- Engage more on sustainability with our customers through content, data transparency and sharing best practice

**We don't take our goals lightly, and we've never been more motivated to go beyond as team.blue.**



