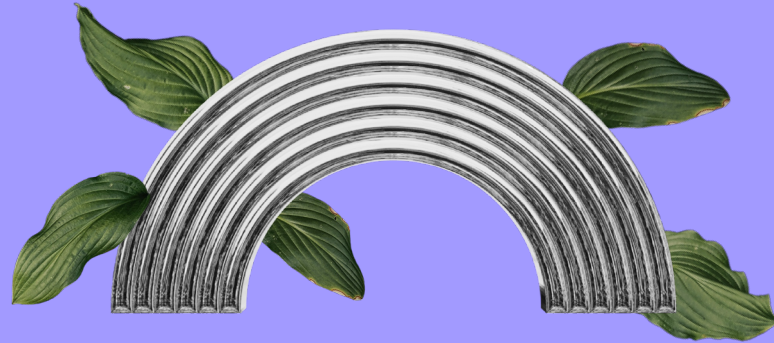


Netlight Consulting AB



SUSTAINABILITY REPORT

2023



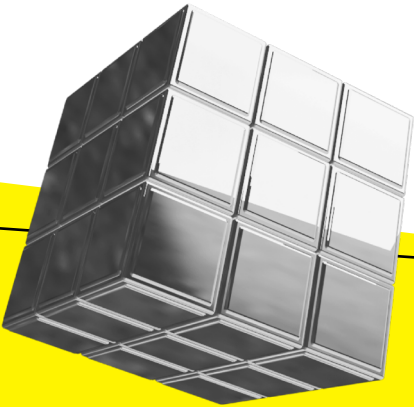


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Summary

Sustainability is a key aspect of our business, and we strive to be role models in the IT industry. In addition to the daily efforts of our consultants with our clients, the most substantial impact is achieved when we collectively contribute to positive societal change. Through active and ambitious engagement in environmental and societal issues, we extend our sustainability vision beyond Netlight's ecosystem.



Our climate policy, **Climate First**, serves as the basis of our environmental work and facilitates both transparency and concrete solutions. We regularly assess our climate footprint and continuously broaden our measurement scope to encompass a wider range of emission sources—not just the largest ones. Globally, we have reduced our total emissions by **9%**.

Netlight aspires to be an organisation characterised by **diversity**, fairness and inclusion. We aim to establish a creative and safe environment that embraces and celebrates our differences. Everyone should be afforded the opportunity to feel a sense of belonging. We are convinced that a focus on Diversity, Equity and Inclusion (DEI) is critical to business success and an integral part of Netlight. It has been a recurring theme in various ways throughout Netlight's history.

A fundamental requirement for a **gender-equal** company is an even gender distribution. Our recruitment and sales processes are governed by a continuous focus on gender equality. In 2022, women comprised 34% of Netlight's global workforce, a figure that rose to **36%** by the end of 2023.

As part of Netlight's sustainability work, the **employees** and their well-being play a central role. Netlight as an organisation is built on a strong community among our employees and respect for their similarities, differences, experiences, and qualities. All of our employees are offered equal opportunities to develop professionally and personally. Our main focus is on creating a safe workplace permeated by well-being. Netlight has zero tolerance for harassment, bullying and discrimination.

Highlights of the year

Greatest consultants not in, but for the world – that was Netlight's annual theme for 2023. Netlight works with annual themes as part of our strategic toolkit. Annual themes help us to put a spotlight on certain overarching matters, use it as lenses to approach different topics and give direction to our collective exploration. For the world as an annual theme helped Netlight to shift our attention from internal matters and ways of working to the external world around us through our consulting service as well as our direct and indirect impact on society.

Our environmental efforts are based on our climate policy, *Climate First*, which creates transparency and helps us to achieve concrete results. Since 2022 we have taken all material sources into account when calculating our greenhouse gas emissions. We now have a comprehensive baseline for our future climate reporting to have what it takes to measure, to analyse and to drive the change in our behaviour. In 2023 our total greenhouse gas emissions amount to 1,648 tonnes CO₂e, which is a decrease of 9.4 % from the previous year. We are proud of reaching our reduction goal for the year, although we acknowledge that the implementation of our weak market strategy *Rise to Challenge* did amplify our efforts to reach the goal.

In 2023, Netlight started partnerships with the UN World Food Programme (WFP) Innovation Accelerator and UNHCR's Digital Changemaker Lab. Netlight's official partnership with WFP Innovation Accelerator centres around solving one of the biggest global challenges – world hunger. Specifically, we actively scale high-potential disruptive innovations, technologies, and business models that aid WFP's mission of ending world hunger.

Our UNHCR relationship emphasises meaningful change to the forcibly displaced and stateless. Through the Digital Change Makers Lab, we create digital products at scale that are gathered through our intense collaborations with both private and public sectors across Europe. Netlight is honoured to offer the WFP and UNHCR dedicated expert support and mentoring.

Netlight is committed to building an inclusive workplace to unleash the potential of diverse talent. This goal is set forth in our DEI strategy *Kaleidoscope*, which was launched in 2022. One of the significant efforts of 2023 was to figure out how to measure DEI to understand our baseline for future DEI work. The results showed that there are 45 nationalities among Netlighters and that 36% of our colleagues are women. But we are far from content; building stronger equity and inclusion in the organisation is an ever-evolving process.

Netlight strives to be a role model company. We want to make 1+1=3 also when it comes to sustainability and social impact. Our own actions matter, and we believe we can amplify it by creating a movement with our clients and partners.

Katri Junna
Co-CEO



Felix Sprick
Co-CEO



- 1.1 Who we are
- 1.2 Our view on sustainability
- 1.3 Our climate journey
- 1.4 Our climate targets



Introduction

The sustainability report for 2023 constitutes the group's and the company's statutory sustainability report and is part of the management report for Netlight Consulting AB (publ) with company registration number 556575-6227.

We have actively engaged in measuring our climate impact since 2019. We began by carefully calculating the emissions from our business travel and since then we have continuously expanded our measurement of emission sources to improve our understanding of climate impact. We have updated our reduction targets in line with the Science Based Targets Methodology, to include our total emissions and to ensure that our ambition is in line with science.

Over the years, we have adopted guidelines to reduce our emissions and fund climate projects worldwide. As a consulting firm for leaders in the digital industry, we view it as our responsibility to help reduce global warming and ensure it does not exceed 1.5 degrees. Our aim is for our proactive climate engagement to inspire our clients to take climate action and to be an exemplary partner for clients desiring a sustainable value chain. This sustainability report will detail our carbon footprint for 2023, compared to previous years, and present measures describing how we will reduce emissions and attain our future goals.

2023 will be remembered as a year of market turmoil and uncertainty driven by high inflation, escalating interest rates, soaring energy prices and geopolitical conflicts. We entered the year with an awareness that the turbulent global situation was likely not temporary, but rather a more prolonged state in the business climate. Therefore, we devised a strategy to navigate through the challenging market conditions: Rise to Challenge.

Rise to Challenge encompasses four guiding principles:

- **Conscious growth** – continuously developing new generations
- **Continue to be consultants** – everyone delivers tangible value in trustworthy client relationships
- **Take command** – be a contributor to Netlight
- **Less is more** – creativity thrives despite limitations

1.1 Who we are

Netlight is an IT and management consultancy with around 2,000 employees in Europe. In Sweden, we have about 800 employees and internationally, Netlight operates in Denmark, Finland, Norway, Germany, Switzerland and the Netherlands, where there are another 1,200 employees distributed over a total of eleven offices. Since 1999, Netlight has been helping clients in industries such as media, finance, e-commerce and transport to succeed in their ambitious digitalisation journeys. Together with approximately 300 clients worldwide, Netlight can offer a wide range of digital services.

Netlight is characterised by an open, encouraging and prestige-free culture. We are a flat organisation without manager titles, with a focus on relationships and collaboration. The Netlight model creates great commitment and responsibility among the employees, which influences the entire organisation and the decisions we make. Instead of manager titles, each employee gets their own mentor and career coach for personal development, support and continuous learning. Over the years, Netlight has been awarded several times for growth as well as for driving important initiatives and areas, one example being gender equality.

The report focuses on Netlight's sustainability work in 2023, which includes climate, environment, society, gender equality, and diversity, as well as information security and data protection.

1.2 Our view on sustainability

Sustainability is a key aspect of our business, and we strive to serve as a role model in the IT industry and show that change is possible. In addition to our consultants helping our clients with change management and digitalisation, the biggest impact is made every day where we can together contribute to positive change in society. Through active and ambitious engagement in environmental and societal issues, we strive to extend our sustainability vision beyond Netlight. Netlight's climate policy, Climate First, serves as the basis of our environmental work and facilitates transparency while also leading to concrete results. We regularly measure our carbon footprint to drive positive change and focus on areas where efforts can have maximum impact. Over the years, we have broadened the range of emissions sources we track, demonstrating that we are ready to address the challenge of reducing emissions across all sources, not just the most significant ones.

Furthermore, Netlight is passionate about increased gender equality and diversity in the industry. We strategically and actively address these issues to foster a working environment where everyone feels included and where equal opportunities are afforded to all.

1.3 Our climate journey

Over time, we have recognised that our primary source of emissions is business travel. Furthermore, we note that IT equipment, events, food, and office operations are also significant contributors to our climate footprint. Netlight's climate policy, Climate First, is designed to engage our employees to make environmentally conscious choices and spread knowledge about environmental work. The policy contains the initiatives: *Train First*, *Veggie First*, and *Fix First*.

Train First – Replacing business trips with train travel instead of by air, with the aim of ultimately eliminating the use of air travel. This initiative also aims to raise awareness among our employees about the climate impact of air travel on our planet.

Veggie First – Always serve vegan or vegetarian food to reduce our climate impact. Vegetarian meals are always served at our events, conferences and meetings.

Fix First – Prioritise maintenance and repair of technical equipment, office furniture and other materials instead of buying new replacements.

The above internal guidelines aid us in making decisions that contribute to reducing climate impact. We are actively engaged in reducing our emissions in alignment with Climate First, focusing primarily on decreasing the use of transportation, events, and other activities that produce substantial emissions. We then break down these measures to carefully assess what further actions we can take to reduce our emissions. All calculations in this report are conducted according to the Greenhouse Gas Protocol (GHG), the most widely used standard for companies reporting carbon footprints.

Emissions are calculated based on different scopes:

- **Scope 1** – Emissions from cars and buildings, which Netlight does not own.
- **Scope 2** – Indirect emissions from the production of purchased electricity, heating and cooling consumed.
- **Scope 3** – Covers all other indirect emissions that occur in our value chain, but which we do not own or control. Netlight has opted to take a proactive approach by calculating Scope 3 emissions, even though it is not mandatory according to GHG guidelines.

1.4 Our climate targets

The emissions generated by the categories under each scope are presented in detail in chapter 2. Our sustainability report aims to accurately calculate and present the climate footprints we generate in our daily operations, striving for increased transparency and awareness of our overall environmental impact.

As our data quality continues to improve and we expand our sources of emissions, we compare the emissions for 2023 with those from the earliest fully calculated period, 2022, to ensure an accurate overview of emission trends. We opt to disclose emissions for years preceding 2022 in order to maintain transparency and continuity. Below are our climate targets, which will be compared over the years from 2023 to 2030.



By 2030, 90% of our offices will use green energy as an energy source.

In 2023, 83% of our offices used green electricity. The electricity distributed in Frankfurt and Cologne is currently unknown, while our Amsterdam offices currently use gas.

By 2030, Netlight will reduce our scope 3 emissions by 42% from 2022 levels.

Between 2022 and 2023, our total emissions decreased by 170,849 kg of CO₂e, or 9.4%.

2.1 Climate results and projections

2.2 Method

2.3 Our emissions

2.4 Scope 1

2.5 Scope 2

2.6 Scope 3

2.7 Risks and opportunities



2.1 Climate results and calculations

To control and reduce our emissions, even as the number of employees increases each year, it is essential to continuously monitor our targets. Each quarter, we gather data to track how emissions compare to previous years.

Our sustainability report aims to:

- Track and monitor the climate impact of all reported emissions at Netlight in 2023
- Monitor Netlight's climate impact over time and its emission sources
- To be used as a basis for external reporting and facilitate decision-making on how we can reduce emissions and our climate impact

2.2 Method


Each quarter, we provide data to our partner GoClimate, which analyses our emissions, and together we develop proposals to reduce emissions. GoClimate has used an aviation calculator to calculate emissions from air travel, using a multiplier of 3 to account for the radiative forcing of greenhouse gas emissions at high altitudes. The report also enables validation of carbon calculations from previous years. As new climate perspectives emerge, there is an opportunity to refine details in previous calculations to improve their accuracy where necessary.

Understanding the climate impact of our activities is essential for identifying areas where we need to reduce emissions the most, allowing us to focus on high-risk areas and prioritise our efforts. This chapter addresses Netlight's activities related to greenhouse gas emissions. All calculations in this report are conducted according to the GHG, the most widely used standard for companies reporting carbon footprints.

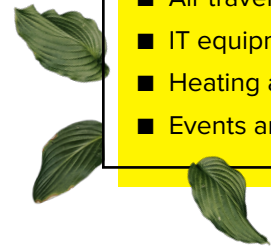
Emissions are quantified in the report as kilograms CO₂e (carbon dioxide equivalents). The unit aggregates different greenhouse gases taking into account their specific global warming effects. We round off all percentages to the nearest whole number throughout the report.

The emissions reported for the 2022 sustainability report for our flights have been updated due to accurate calculations and more precise data.

The calculations of carbon emissions in this sustainability report include:

- 
- Business travel – Transport and accommodation
 - Purchase of electronics – IT equipment
 - Conferences – Consumption of food and beverages, energy consumption of the venue, gifts
 - Events
 - Office energy and water consumption
 - Consumption of food and drink in offices
 - Commuting between home and work by employees
 - Working from home
 - Waste
 - Furniture

We have identified four areas as our main sources of emissions:

- 
- Air travel
 - IT equipment
 - Heating and electricity consumption of offices
 - Events and purchase of food

All of our calculations are carried out in co-operation with GoClimate. Netlight collected data on the number of flights, including destinations, which GoClimate then used to calculate emissions with its flight calculator. Calculations for rail travel used emission factors provided by the railway companies SBB, CFF, FFS, DB and SJ. To calculate emissions associated with business accommodation, emission factors related to the destination country were used, assuming that the accommodation entailed stays at 4-star hotels. The methodology used to calculate accommodation-related emissions has been refined since 2022. For 2023, accommodation was calculated based on the number of overnight stays instead of the amount spent, as in previous years. The change in the way we calculate this data represents a major improvement.

Limitations

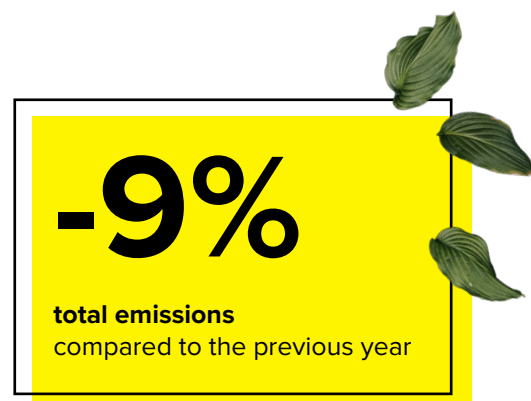
The calculations for 2023 and previous years do not include deliveries by external suppliers, air travel booked by clients on behalf of our consultants, or food paid for by employees on a reimbursement basis.

2.3 Our emissions

In 2023, we achieved a 9% reduction in our overall emissions compared to 2022, with reductions observed across all emission sources except for office-related emissions and commuting to the office. Each category is analysed in this chapter based on the scope to which they belong.

Table 2.3.1

Our emissions specified in categories over the years, global level specified in kg CO₂



Activity	2023	2022	2021	2020	2019
Business travel	1,010,025	1,054,823*	162,206	89,793	1,264,000
IT equipment	144,217	272,715	230,243	193,485	307,511
Food and drink	31,022	44,121	7,405	6,051	20,395
Office	181,767	124,687	65,457	67,251	71,591
Commuting	139,056	107,513	n/a	n/a	n/a
Other purchases and services	142,818	215,895	n/a	n/a	n/a
Total	1,648,905	1,819,754	465,311	356,580	1,663,497
% change	-9%				

Table 2.3.2

Emissions per employee over the years, global level specified in kgCO₂

	2023	2022	2021	2020	2019
Total kg CO ₂	1,648,905	1,819,754	534,712	427,037	1,663,497
Number of active employees	1,847	1,890	1,702	1,432	1,369
Total kgCO₂ per employee	893	963	314	298	1,215
% change	-7%				

**These emissions were updated from 2022 report due to corrected calculations and more accurate data related to flights taken by Netlight.*

Germany, with its five offices, demonstrates the highest emissions per employee among all countries, with Munich standing out as the office with the highest emissions. Please note that the figures may be misleading depending on how emissions are recorded and managed. Currently, Munich accounts for all travel-related emissions across all of our German offices. At the same time, we can see reduced emissions in Stockholm, Zurich, Oslo, Helsinki and Amsterdam. Clearly, our largest sources of emissions are our offices and business travel, where we need to review our procedures. Selecting offices and conference venues powered by green electricity, for example, will be essential for reducing our emissions.

Table 2.3.3
Emissions per office specified in kg CO₂

Office	2023	2022
Stockholm	506,466	668,058
Zurich	37,048	51,127
Oslo	131,502	179,543
Helsinki	107,258	123,663
Munich	533,301	504,034
Hamburg	36,546	2,940
Berlin	20,615	3,579
Frankfurt	23,935	6,688
Cologne	1,206	3,535
Copenhagen	129,124	67,988
Amsterdam	65,513	17,205
Shared emissions**	56,390	191,394
Total	1,648,905	1,819,754
% change	-9%	

***Shared emissions include emissions related to commuting between work and home, conferences and server use.*

Table 2.3.4
Emissions per employee reported per office specified in kg CO₂

Office	2023	2022
Stockholm	684	838
Zurich	862	947
Oslo	895	1,197
Helsinki	941	1,145
Munich	1,347	1,260
Hamburg	231	20
Berlin	166	32
Frankfurt	997	191
Cologne	110	1,178
Copenhagen	1,634	971
Amsterdam	5,956	1,434
Shared emissions**	31	101
Total kgCO₂ / employee	893	963
% change	-7%	

2.4 Scope 1

Cars and real estate

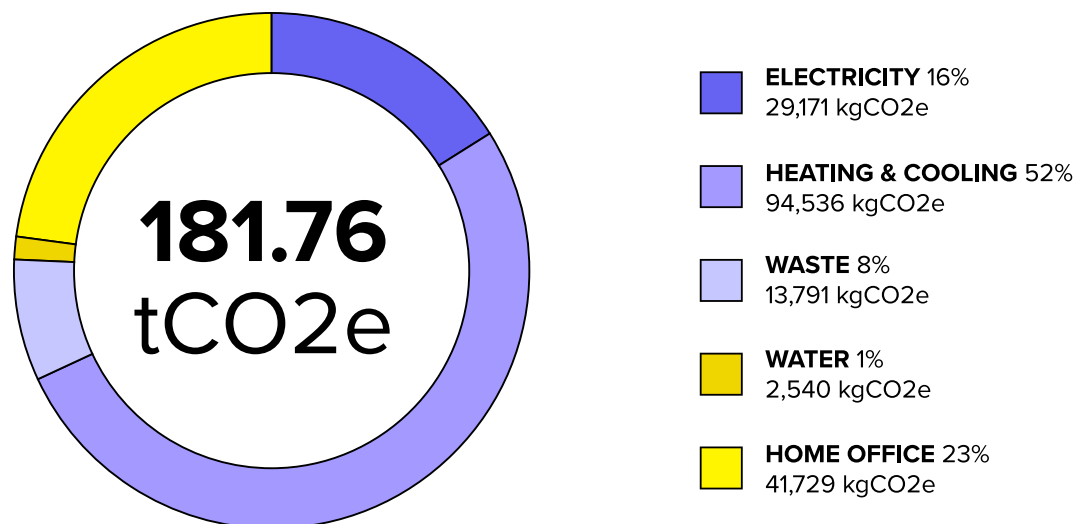
Netlight has no climate footprint that includes direct emissions from owned or controlled sources. Cars hired for business travel are outside the company's operational control. Also, Netlight does not own any real estate, as we rent our office premises.

2.5 Scope 2

Office, electricity and heating

Netlight's offices are important venues where colleagues, clients, and potential new employees meet and interact. We realise that our offices have an impact on the climate. Consequently, one of our climate targets for 2030 is to reduce emissions from this source. As a result of the strategic central location of all our offices, most of our employees can opt for sustainable modes of transportations such as cycling, walking or public transport. Chapter 2.6.4 presents our emissions related to commuting between home and the workplace.

Below is an illustration of emissions related to our offices in 2023, specified by category.



Our office emissions account for 6% of our total emissions. As a result of the global expansion of office space at Netlight, we saw a 46% increase in energy and heat consumption in 2023 compared to 2022. Over the course of the year, four of our offices either expanded their premises or moved due to space constraints for our employees: Munich, Hamburg, Berlin, and Frankfurt. In 2024, more offices will relocate, and additional expansions of office space are planned. Since Netlight is a growth company, our office premises have expanded in line with our growth. The selection of the new office spaces considers our long-term needs to prevent frequent relocations, as each office relocation carries a substantial climate impact. We are exploring options to lease larger areas and gradually expand into them, which will reduce the need for office relocations and promote a sustainable working environment.

Table 2.5.1
Emissions for electricity and heat per office
specified in kg CO₂

Office	2023	2022	2021	2020	2019
Stockholm	29,835	9,787	6,402	4,821	4,450
Zurich	5,452	4,019	0	2,061	0
Oslo	2,172	1,064	4,508	23,226	23,943
Helsinki	25,736	31,628	25,012	18,856	4,761
Munich	26,528	10,624	15,598	13,464	21,613
Hamburg	2,331	1,682	0	0	16,724
Berlin	13,504	2,590	2,284	3,043	550
Frankfurt	18,537	6,646	85	403	0
Cologne	557	3,535	6,913	1,378	0
Copenhagen	11,561	11,640	0	0	0
Amsterdam	3,563	3,030	0	0	0
Home office	41,729	38,441	n/a	n/a	n/a
Total	181,767	124,687	60,803	67,252	71,591
% change	+46%				

Table 2.5.2

Emissions from our office premises and home office in 2023 specified in kg CO₂

Office	Electricity consumption (market-based)	Heat consumption	Waste	Water	Home office	Total
Stockholm	6,081	17,053	5,728	973		29,835
Zurich	566	4,544	289	57		5,480
Oslo	908	n/a	1,023	183		2,172
Helsinki	923	23,718	774	321		25,793
Munich	1,367	21,817	2,725	459		26,528
Hamburg	1,083	n/a	1,056	208		2,442
Berlin	1,593	10,910	903	163		13,569
Frankfurt	13,733	4,598	175	32		18,537
Cologne	1	462	80	14		557
Copenhagen	350	10,532	575	104		11,561
Amsterdam	2,566	902	80	14		3,563
Total	29,171	94,536	13,791	2,540	41,729	181,767

When signing new office agreements and renegotiating leases, our aim is to partner with landlords offering green electricity agreements, smart recycling options, and climate-certified office buildings. In accordance with the GHG Protocol, we report energy emissions based on the location where the electricity is produced. Netlight's total electricity emissions for 2023 were 29,171 kg of CO₂ and total heating emissions were 94,536 kg of CO₂. The biggest increase in heating was in the Stockholm office, where emissions almost doubled.

We are working to develop and improve climate calculations to provide a more comprehensive overview of Netlight's total carbon footprint. Emissions related to electricity and heat consumption, as well as waste and water consumption, have been considered, primarily based on data from the Stockholm office. Netlight's total waste emissions for 2023 were 13,791 kg CO₂ and total heating emissions were 2,540 kg CO₂.

2.5.1 Furniture purchases

In 2023, we added the category of furniture purchases to increase awareness of our total emissions. We were also able to retroactively calculate 2022 emissions linked to furniture purchases for comparison purposes. In all purchasing decisions for new furniture, we adhere to our Fix first policy, prioritising repairs of broken items before considering new purchases. Other measures include recycling and reusing plastic where possible, as well as selling furniture we no longer need and sending it to our other offices where it can have a new lease on life. During the year, we also opted to rent furniture rather than purchasing, to avoid having furniture that we will not need in the long run.

2.6 Scope 3

2.6.1 Food and drink

Under our Veggie First policy, vegan or vegetarian options are always prioritised over meat or fish when serving food to our employees. At all major events, such as conferences, summer and winter events, only vegan or vegetarian food is served. Food and drink account for 1% of our total emissions. We achieved a reduction of about 30% in our food-related emissions compared to 2022, thanks to reviewing the quantity of food we purchase in collaboration with our suppliers. As vegetarian options can result in only half the emissions of a non-vegetarian diet, we recognise that offering exclusively vegetarian alternatives makes a substantial difference.

Table 2.6.1

Emissions related to food purchases over the years specified in kg CO₂

Office	2023	2022	2021	2020	2019
Stockholm	10,316	11,257	1,765	970	2,583
Zurich	645	350	91	84	1,441
Oslo	3,783	882	857	144	847
Helsinki	1,556	864	38	70.4	555
Munich	4,061	9,882	376	n/a	n/a
Hamburg	2,443	1,258	163	498	4,378
Berlin	1,833	989	174	208.8	223
Frankfurt	443	42	12	85	50
Cologne*	522	n/a	n/a	n/a	n/a
Copenhagen	806	419	700	148.2	1,852
Amsterdam**	204	3	2	n/a	n/a
Annual conferences (Summits)	4,409	18,176	3,229	3,842	8,465
Total	31,022	44,121	4,177	2,208	11,929
% change	-30%				

* The office opened in 2022

** The office opened in 2021



-30%

emissions linked to food
compared to the previous year

2.6.2 IT equipment

In 2023, we cut our IT equipment purchase by 47%, which is Netlight's main working tool; overall, electronics purchases account for 8% of our total emissions. The IT equipment category includes phones, computers, monitors and accessories such as cables and keyboards. Our Fix First policy, a market landscape in which we proactively avoided costs, and fewer new employees hired all contributed to this decline in the purchase of new electronics. IT equipment is both expensive and has a considerable environmental impact; by refraining from purchasing equipment that does not require replacement for critical reasons, we have managed to avoid emissions. As a result of this approach, we have gained insight into how we in the tech industry can cut costs and reduce emissions.

Table 2.6.2

Emissions related to the purchase of IT equipment per office specified in kg CO₂

Office	2023	2022	2021
Stockholm	49,687	95,163	91,728
Zurich	2,086	4,226	11,453
Oslo	10,024	20,514	12,672
Helsinki	7,629	14,609	23,169
Germany***	68,084	128,400	80,721
Copenhagen	6,708	7,320	10,500
Amsterdam	n/a	1,158	n/a
Total	144,217	271,389	230,243
% change	-47%		

*** Includes all offices in Germany: Munich, Berlin, Hamburg, Cologne, Frankfurt

Twice a year, we provide our employees with the opportunity to purchase equipment that is fully functional, but is not being used by our staff. This opportunity is currently offered in Munich and Stockholm, but we plan to introduce this type of sale in additional offices. This initiative allows our equipment to have a "second life," promoting a more sustainable utilisation of our resources.

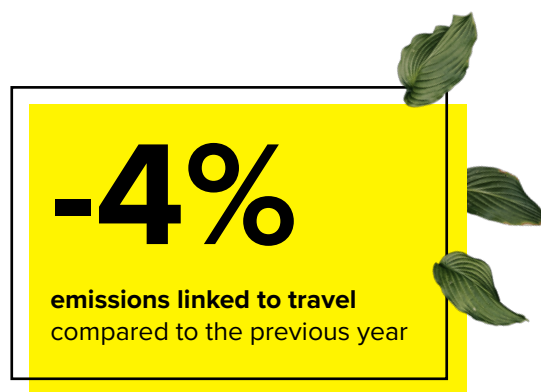
We have a responsibility to be aware of the entire lifecycle of the IT equipment we purchase. The emissions associated with the degradation of the equipment are also part of the purchase. We are assessing our procedures for managing defective equipment based on a climate report from some of our suppliers, exploring the feasibility of implementing similar approaches across all our offices. At present, our suppliers in Stockholm and Helsinki furnish a climate report for equipment that is no longer functional. Our aim is for all offices to have the ability to recycle electronic waste in an environmentally friendly and responsible manner, which includes documentation and receipt of climate reports that clearly illustrate how the equipment is handled.

Table 2.6.3
Emissions related to the purchase of IT equipment
per category, global level specified in kg CO₂

Emission source	2023	2022
Computers	90,184	169,274
Telephone	19,006	31,114
Screens	35,027	71,002
Total	144,217	271,389
% change	-47%	



2.6.3 Travel



The majority of our emissions associated with business travel come from the transportation used for travel to and from the destination, but also include the impact from lodging during the stay. Netlight's business travel, at a global level, totals 1,010,025 kg of CO₂, representing 61% of Netlight's total emissions. This year's travel-related emissions represent a 4% decrease compared to the previous year, when business travel at a global level totalled 1,054,823 kg of CO₂.

Collaboration among our various offices is integral to Netlight's development, fostering relationships and facilitating knowledge exchange. Since Netlight is a network organisation and we follow a policy called *Proximity First*, we need to proactively adopt methods to stay in close contact with one another. To promote deep and meaningful relationships, we rely heavily on digital communication and meetings. At the same time, we place a high value on face-to-face meetings to further strengthen our relationships. For these meetings, choice of transportation is a key factor in minimising CO₂ emissions. Netlight's Train First policy takes measures to promote rail travel as the primary mode of transportation whenever possible. When air travel is unavoidable, Netlight compensates for the climate impact to 100%, as described in chapter 3.

Table 2.6.4
Emissions related to business travel 2023
specified in kg CO₂

Office	Airplane	Train	Accommodation	Taxi	Bus	Total Emission
Stockholm	370,400	1,322	13,865	2,267	0	387,854
Zurich	26,100	215	1,635	1	0	27,951
Oslo	104,800	192	3,552	223	0	108,674
Helsinki	61,700	27	1,168	223	0	63,118
Germany***	316,600	3,127	46,054	495	0	366,276
Copenhagen	39,800	565	1,246	96	0	41,706
Amsterdam	11,100	99	651	72	0	11,923
Conference	400	14	1,799	0	311	2,524
Total	930,900	5,560	69,970	3,284	311	1,010,025

*** Contains all offices in Germany; Munich, Berlin, Hamburg, Cologne, Frankfurt

Given that air travel represents our most significant source of emissions, we want to present the changes over the years. Of the total emissions associated with business travel, this year's air travel accounted for 930,900 kg of CO₂. The figures for this year indicate a 1% increase in air travel compared to the previous year on a global scale, with total emissions from air travel amounting to 919,665 kg of CO₂.

During the year, we made efforts to reduce our air travel associated with our internal training programmes, Genuine Consulting. Instead of travelling to another location for participation, we have chosen to participate locally to a greater extent; historically, such events have been a major component of our travel. We have also reassessed our approach to meetings within our global teams. In order to still be able to meet and foster close relationships, we have actively promoted and encouraged meetings in the location where the majority of employees are already located, with the aim of reducing the number of flights. When booking flights through our external partner and platform Egencia, the emissions of the flight are always specified, along with encouragement to try alternative routes by train, with the aim of raising awareness, demonstrating responsibility, and educating our employees about emissions and their consequences.

Table 2.6.5Emissions linked to air travel per office specified in kg CO₂

Office	2023	2022	2021	2020	2019
Stockholm	370,400 11%	334,400	71,200	59,400	-
Zurich	26,100 -18%	31,800	10,000	6,200	-
Oslo	104,800 -27%	144,100	15,200	29,100	-
Helsinki	61,700 -12%	69,700	26,800	8,400	-
Germany***	316,600 11%	285,900	98,200	46,400	-
Copenhagen	39,800 -1%	40,200	6,100	7,100	-
Amsterdam	20,200 -2%	11,300	-	-	-
Conference	400 -82%	2,265	-	-	-
Total	930,900	919,665	227,500	156,600	1,264,000
% change	-5%				

*** Contains all offices in Germany; Munich, Berlin, Hamburg, Cologne, Frankfurt

A decrease in air travel is noted in all countries except Sweden and Germany, with notable figures in Oslo and Zurich. The increase in travel can partly be explained by an increase in the number of employees in Germany, leading to more trips. Our larger offices support the smaller offices, thus increasing the need for travel between the German offices.

The figures for travel this year show that Netlight still has a substantial need for face-to-face meetings. Nevertheless, it is essential to note that there has not been an increase; instead, there has been a slight decrease in travel, suggesting that we are progressively adjusting to changes in the work environment and seeking alternative means to meet and collaborate.

2.6.4 Commuting

Emissions linked to travel between home and work affect the climate and should be taken into account just like any other impact on the climate. This year, emissions linked to commuting accounted for 2% of our total emissions. These emissions were first calculated for 2022, which allows us to compare the figures this year. Like last year, we sent out a survey with the aid of GoClimate to all Netlight employees to collect data on their daily commuting patterns to either a Netlight office or to a client. The total emissions for commuting are calculated based on the response rate of the survey, which was 24%. However, the report presents the estimated emissions for a 100% response rate. In 2022, we had emissions of 113,093 kg CO2, representing an increase of 23% for 2023, where this year's emissions were 138,499 kg of CO2.

In line with our Climate First policy, Netlight has chosen to locate all of its offices in a central location in the city to enable easy access between home and office using environmentally friendly alternatives such as cycling, walking or public transport. 22% of our employees choose to travel between home and office by bike or on foot.

Table 2.6.6
Emissions related to commuting between home and workplace in 2023 specified in kg CO₂

Transport	Total	% users
Walk / Run	411	22%
Bicycle	361	20%
Electric Bike / Electric Scooter	42	2%
Train	386	21%
Metro / Tramway	1,258	68%
Bus	361	20%
Car	58	3%

2.6.5 Netlight's annual conferences – Summits

Netlight's annual conferences, referred to as summits in the report, are opportunities for all employees to meet in person at the same venue twice a year. Our summits are integral to our strategy of achieving One Netlight, aiming to ensure that despite the distance between offices, languages, and time zones, we are all Netlight, sharing and acting based on common values. Our summits are informational and knowledge-building events that are integral to our operations in erasing boundaries and fostering closeness as One Netlight, where we strengthen our relationships among employees and offices.

As we strive to reduce our travel-related emissions, 2023 was a year where we tested a new concept that may create new conditions for our summits moving forward. We opted to hold only one summit in 2023, rather than two as in previous years. We also assigned employees to summit destinations based on the geographical location of our offices, with the exception of the smaller offices traveling to our larger ones: Amsterdam travelled to Stockholm, Copenhagen to Berlin, Cologne to Hamburg, and Zurich to Munich. Since each city has local employees, most summit attendees had the option to avoid overnight stays away from home, which allowed us to minimise accommodation-related emissions. A total of 1,272 employees participated in the summit this year, with most attendees opting for bus and train travel to the destination, as the conference was held in centrally located venues in the respective cities.

Table 2.6.7
Emissions linked to the 2023 conference
specified in kg CO₂

Emission source	Nordics	Germany	Total
Air travel	400	0	400
Train travel	0	14	14
Bus travel	43	268	311
Accommodation	111	1,688	1,799
Food and drink	2,252	2,157	4,409
Site – market-based	25	1,184	1,209
Total	2,832	5,310	8,142
Site – site-based*	52	503	555

**Local emissions represent an average of the country's public electricity network, which we report in accordance with the GHG Protocol.*

In line with our Veggie First policy, only vegetarian food has been served at our summits; food-related emissions are reported under the heading of food in table 2.6.1. At this year's summit, our food-related emissions amounted to 4,409 kg of CO₂. If non-vegetarian options had been served at our annual conferences, food-related emissions would have been 8,809 kg CO₂e. By choosing vegetarian options, we avoided emissions of 4,400 kg CO₂e.

We have clearly developed our measurable emission sources related to summits over the years, and we will not stop here. We are pleased to see that active choices linked to the Summit have reduced our emissions by 78% compared to 2022. The years prior to 2022 are not comparable to this year's report because we did not compile the majority of the data we do today. Given our active efforts to avoid emissions such as air travel and gifts, we recognise the potential to identify further sources related to the summit to raise awareness of what truly leaves a footprint on our planet during our events.

Table 2.6.8

Emissions related to conferences over the years specified in kg CO₂

Emission source	2023	2022	2021	2020	2019
Air travel	400	2,265	-	-	-
Train travel	14	225	-	-	-
Bus travel	311	186	-	-	-
Accommodation	1,799	-	-	-	-
Food and drink	4,409	18,176	3,229	3,842	8,465
Site – market-based	25	1,184	1,209	-	-
Gifts	0	16,005	-	-	-
Total	8,142	37,147	3,229	3,842	8,465
% change	-78%				
Site – site-based*	52	503	555	-	-

**Local emissions represent an average of the country's public electricity network, which we report in accordance with the GHG Protocol.*



-78%

emissions linked to summits
compared to the previous year

2.4 Risks and opportunities

Future calculations

Netlight's internal processes for collecting climate data are constantly evolving. We recognise opportunities to further leverage our external partners for collecting climate data, leading to a deeper understanding of our emissions. Netlight's partner Skovik, a portal where the employees register expenses, helps us to extract more detailed figures for some of the calculations and simplifies the administrative work. In the future, we plan to increase our use of Egencia, our travel management tool, which serves as the portal for our employees to book accommodation and flights for business trips. Egencia offers us the opportunity to conveniently and efficiently track how our employees travel between our offices. Netlight's goal is for employees to book all air and rail travel using the Egencia travel tool. Moving forward, trips booked directly through Egencia's portal will serve as a basis for climate data associated with flights, as well as hotel and accommodation.

We are aware that data collection should be scalable and reliable. Currently, most of our climate calculations are gathered manually, a process that both is time-consuming and prone to human errors. Moving forward, we will prioritise a more scalable and sustainable method for calculating emissions, using a standardised template, and increasing the accountability of our suppliers to provide us with reliable data. By setting high standards for our suppliers, we can raise awareness about the emissions generated through purchases.

ISO certified in environment and quality

Netlight Consulting AB is certified according to ISO 14001 for environmental management and ISO 9001 for quality management for the Stockholm office. In autumn 2023, our Munich office was also certified by the same ISO standards. The ongoing ISO work creates the conditions for systematically identifying opportunities and risks in our environmental and quality work, which are then analysed and addressed. In 2023, Netlight underwent an external audit, which resulted in a favourable outcome. This review included an examination of internal environmental and quality standards, among other criteria.



Community engagement

3. Societal engagement

Each year, Netlight participates in pro-bono projects, both recurring commitments and new initiatives. This chapter presents the pro-bono projects we have opted to support in 2023.

World Food Programme

Since 2022, Netlight has partnered with the World Food Programme (WFP) Innovation Accelerator, an organisation that identifies, supports and scales up potential solutions aimed at fighting world hunger. The humanitarian sector needs to explore new methods to expand its aid activities, given that private and public contributions are declining, even as global needs continue to rise. Through the partnership, Netlight will continue to support the WFP Innovation Accelerator and provide active scaling of potential breakthrough innovations, technologies and business models to help fight hunger worldwide. With over 24 years of experience in the IT industry, Netlight is dedicated to sharing knowledge, expertise, and solutions with passionate innovators, striving to support vulnerable communities globally. The partnership with WFP gives Netlight an opportunity to leverage its expertise, networks, and capital for a greater purpose – fighting world hunger and laying the foundation for a better future.

Across all our offices, we have provided mentoring support to WFP projects worldwide. Mentoring support can vary from occasional speakers at special events to several months of active mentoring. The mentorship includes Netlight employees who work in areas ranging from IT consultants, recruitment, sales and operations.

Christmas gift

Rather than giving our employees a Christmas gift each year, we donate money to a cause we believe in. As part of the partnership with the WFP Innovation Accelerator, our 2023 donation, an investment of EUR 100,000, supported The Frontier Innovations Programme, a key initiative within the Accelerator.

The investment is combined with other supportive initiatives including internal projects, coaching, mentoring, and a hackathon organised by Netlight employees.

**Making
impact real**

Netlight's official partnership with WFP Innovation Accelerator centres around making impact real and tangible, by helping to solve one of the biggest global challenges – world hunger.

Co-operation with Frontiers

The Frontier Innovations programme at the WFP Innovation Accelerator explores breakthrough innovations and new technologies such as artificial intelligence, blockchain, autonomous vehicles, edge computing and robotics to support humanitarian and development work. A strategic goal for Frontiers is to build responsible AI solutions that harness cutting edge AI technology and make it accessible to those most in need of support. Netlight partners with WFP, where a dedicated team is designing and developing an AI sandbox – a dedicated, flexible and scalable cloud-based testing environment for AI-driven innovations.

By assessing current solutions and mapping domain models and processes for implementation, Netlight has crafted a business plan for WFP, fostering active involvement in the process. This will serve as the basis for many of WFP's future AI-driven initiatives. In addition, Netlight has assisted the Frontiers team with its expertise to address other technical challenges. One example is an analysis of large-scale language models for different applications. Since our collaboration began in March, we have crafted multiple work packages to facilitate the attainment of our goal and shared the first three deliveries, which outlined the conceptualisation of the desired state for an AI sandbox environment. Specifically, we have held workshops to gather requirements and generated documentation outlining the business plan, stressing the importance of laying a robust foundation for WFP's AI culture. We also assessed potential tools, best practices and reference cases, empowering the Frontiers team to make informed decisions to progress with the GCP solution. In the latest delivery, the requirements mapping, the domain model and its processes were derived, providing a mutual understanding and a clear basis for communication.

Cooperation with the PlugPAY team

When our consultants are between projects, they work internally at Netlight, and over 100 of them have been involved in various projects with the World Food Programme in 2023. One of these projects was in cooperation with the organisation PlugPAY. PlugPAY aims to increase financial inclusion through a modern, cash-based transfer mechanism. Several IT consultants at Netlight have supported the organisation by performing a GAP analysis of their business needs and assisted them in deciding which countries to roll out the service to next.

**1,000
committed
Netlighters**

Hackathon

A hackathon can be described as an event where participants collaborate intensely over a relatively short period of time, usually between 24 and 48 hours, to solve problems or create new solutions in a specific subject area. In the spring of 2023, over 1000 Netlight employees participated in the day-long *For the World* hackathon. Netlighter teams worked out various solutions to address some of the biggest challenges facing the WFP Innovaton accelerator today. The *Displacement Watch* project was born out of the winning idea from the For the World hackathon. This project aims to formulate a product vision for a tool that would help WFP fight hunger by providing a data-driven tool to track and visualise the movement of displaced persons, i.e. people forced to flee their homes due to conflict or disaster. The project was then realised as a triangular collaboration between the Early Warning Preparedness Unit (WFP), Netlight and three student teams from the Elite Software Engineering Graduate Programme at Augsburg University. The students have developed tools of exceptionally high quality, meeting the requirements set by the Early Warning Team.

The next step is to integrate their solutions, along with an internally developed solution by Netlight, into a final tool to be used by the Early Warning Team in their regular conflict analyses, accelerating the process of aid allocation and conflict management.

Internships

In 2023, Netlight offered summer internships to students in Oslo together with WFP, where interns worked on projects related to digital learning platforms: a blockchain project called Food4Crisis and a Proof of Concept (POC) for the Food for Rescue project. In this project, we helped design a prototype of a digital learning platform for business education. We have also developed systems for collecting and tracking cash-based donations to enhance transparency. Additionally, a project was initiated to illustrate how the Food4crisis platform will reduce food waste in Peru, and the next step is the hopeful implementation of the platform.

GoClimate

In 2023, Netlight continued to cooperate with GoClimate. As an internal project, Netlight staff have assisted GoClimate in crafting a solution to analyse receipt images and classify them into carbon categories, subsequently used to assess the carbon impact of the receipt or invoice. GoClimate is committed to refining the flight classification model and improving the accuracy of flight emissions by revising their previous approach of calculating the carbon footprint of a flight receipt solely based on the invoice amount. In addition, the improvement could result in a more precise assessment of the carbon footprint of companies than that obtained from their accounting records.

Carbon offsetting 2023

Carbon offsetting has long been integral to Netlight's Employee Value Proposition (EVP). Climate offsetting alone is not a solution for reducing our emissions, but rather a step towards encouraging our employees to initiate actions on how we can mitigate our climate impact through daily activities. As a component of our carbon offset plan, we have partnered with GoClimate to offset the carbon emissions generated by our travel activities over the course of the year. We have opted to reinvest in the project for the crucial reason that clean stoves are not financed through any other means than the financial support they receive from carbon credits.

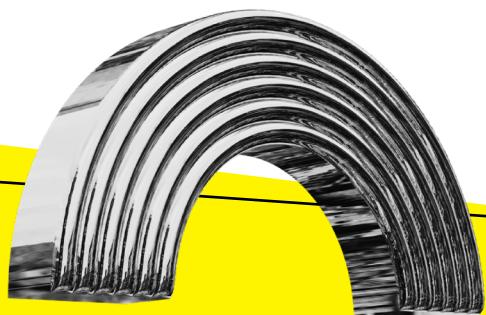
The project distributes affordable, sustainable and energy-efficient stoves to families across Kenya. The stoves reduce fuel consumption by almost 40%. In addition to producing nearly 100,000 stoves annually at a site near Nairobi, the project is developing local market channels and assisting affiliated businesses in establishing sustainable stove distribution networks adapted to local requirements. More than 60% of those engaged in the sales, manufacturing, and distribution of the stoves are women, allowing the project to foster opportunities in what is usually a male-dominated setting. Each stove has a serial number that is scanned and assigned to a customer so that sales can be recorded in a transparent and continuous manner.

The initiative not only helps in reducing emissions, but also fosters a healthy cooking environment. Rural families in Kenya traditionally use three-stone open fireplaces for cooking. In addition to creating harmful smoke that causes respiratory problems, this cooking method depends on collecting firewood from nearby forests, which is both time-consuming and degrades the forest over time. Nevertheless, many Kenyan households cannot afford fuel-efficient stoves – and because firewood is largely collected for free, there is no incentive to do otherwise.

We also engage in climate offsetting through active measures involving our employees, with the aim of encouraging them to implement climate actions in their daily lives to mitigate emissions. We continued the *Pass it forward* initiative, where our employees actively make choices in their daily lives to reduce emissions, such as abstaining from buying new clothes for a month, with the objective of inspiring others to embrace the same challenge. Netlight offset EUR 10 for each registered climate action completed and registered. Through climate action, Netlight employees raised EUR 8,370, which translates to 558 tonnes of CO2 emissions avoided in 2023. We then invested this EUR 8,370 in efficient stoves in India, contributing to both reduced deforestation and improved health.

Greenlight

Greenlight is a group of committed employees at Netlight with an interest in environmental issues who drive initiatives and climate projects within the company that benefit themselves, Netlight and even our clients. These initiatives can range from a strong desire to educate clients about fair recruitment practices to inspiring others in the community to live more eco-consciously. Greenlight is a global community for Netlight employees. Its aim is to encourage discussion, share information and forge new networks with the environment as a central focus.



4.1 Gender equality and equity work

4.2 Personnel

4.3 Work environment and culture

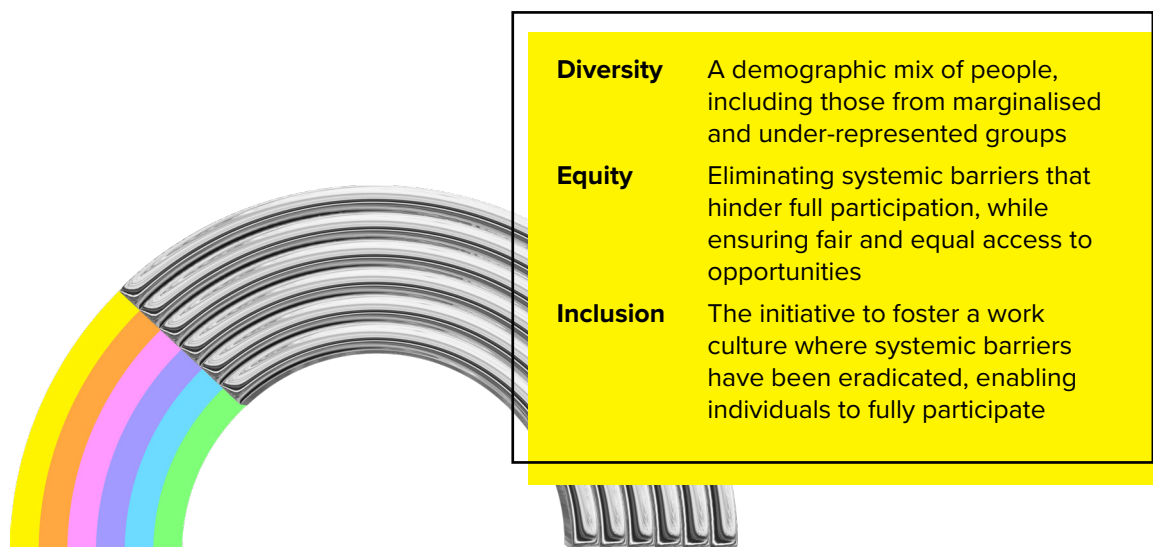


Employees

4.1 Gender equality and equity work

A fundamental requirement for a gender-equal company is an even gender distribution, which is why processes in recruitment and sales are permeated with a continuous focus on gender equality. In 2022, we continued our efforts to find, attract and recruit more women, resulting in 34% women globally at Netlight for the entire year. In 2023, the percentage of women has continued to rise, and we are now at 36% women at Netlight, as measured at year-end.

We are convinced that DEI (Diversity, Equity, Inclusion) is critical to business success and should therefore be seen as an integral part of Netlight. It has been a recurring theme in various forms throughout Netlight's history. Examples include our gender equality policy, Declaration of Equality, written in 2007, and the Vostok initiative launched in 2012, where we have actively worked to meet high standards of gender equality within the organisation, and help Netlight address binary equality. This does not mean that the work is easy. Nor does it mean that we are done. After 24 years of Netlight, we are well aware that we have only scratched the surface so far. There is still much work to be done for us to get where we want to be. To continue channeling this insight and take diversity, equity and inclusion to the next level, this year we formulated and introduced Kaleidoscope – a strategic agenda to define our approach and guide our work going forward.



Kaleidoscope

Netlight seeks to foster a safe and creative work environment where the diversity of all individuals is embraced. All employees should feel a sense of belonging by creating a diverse, fair and inclusive organisation. A safe and creative place where diversity is embraced, where everyone feels a sense of belonging.

The DEI strategy, called Kaleidoscope, is not only a strategy that Netlight lives by, it is also an umbrella term encompassing several sub-groups and initiatives from Netlight employees. Groups such as African Descent, Asian Descent or the Prism queer initiative create safe meeting places.

DEI Survey

Six months after the launch of Kaleidoscope, a group within Netlight gathered to review its progress and consider potential next steps for further developing the initiative. One of the decisions made was to regularly conduct a quantitative assessment of DEI to gauge progress and validate or question assumptions. Our external partner and DEI expert, Inklusiiv, conducted the survey and summarised the results in a report. Our first DEI survey in 2023 garnered participation from 1,089 employees.

We are both proud and excited about our first step in the right direction. The survey results allow a closer and more objective evaluation of our ongoing DEI efforts and provide guidance for actions in a manner that maximises value. At the same time, given that DEI is not a distinct set of activities, but rather an overarching business strategy, we anticipate that sharing the DEI survey results will have a positive impact on Netlight's culture.

The survey results show that:

- DEI is clearly a strategic priority for our employees
- Awareness of DEI is tangible
- Netlight has discovered an integrated approach to discussing DEI
- Minorities have negative perceptions of the workplace and there is room to develop more equitable practices, processes and awareness

10-year anniversary

The Code Pub

One of several gender equality initiatives at Netlight is *The Code Pub*, a network for women and non-binary people in IT, which currently has over 5,000 members across Europe and aims to attract and retain more women and non-binary people in the IT and technology industry. Netlight's efforts to be role models involve work through both internal and external initiatives. Every quarter, we invite current and new members to meetings where they have the opportunity to strengthen their programming skills, share their knowledge, and promote the presence of more female and non-binary role models in the IT industry. Within Netlight, this is an initiative that extends globally across all our offices.

In 2023, we celebrated the 10th anniversary of The Code Pub with a big event attended by 500 women and non-binary individuals (students, professionals and Netlight employees). Events were held simultaneously at our 11 offices across Europe to celebrate together. We enjoyed various lectures, skill-building sessions and networking opportunities where we celebrated gender equality and growth together.

TechEq

Netlight's external industry initiative, *TechEq*, started in 2014 and is an initiative for companies in the IT industry aimed at working together for gender equality. In the pursuit of a more equal industry, we are not competitors; instead, we benefit from cooperation. By signing an agreement, companies commit to actively working for a more even distribution of women and men throughout the company, to collaborating with the other companies in TechEq, and to counting the proportion of women and following up on the results of their work. Today, over 100 companies have joined TechEq.

Through the *Empower Women in Tech* mentorship programme, we aim to attract women studying technical courses and provide them with role models in the IT industry. In this initiative we connect students with women at Netlight who act as mentors and career coaches. Netlight also shares knowledge with clients on how they can recruit more women and create an inclusive culture.

36%
Women

Symmetry

Symmetry is an internal initiative and global network consisting of women and individuals who identify as women at Netlight. The aim is to create a safe space for women to exchange experiences, create role models, and support each other. Through this network and initiative, we want to promote inclusion at Netlight. We strive to create a strong network and inspire by increasing the visibility of our role models.

Men for gender equality

Netlight currently consists of 36% women as measured at year-end and they cannot do 100% of the gender equality work. Five years ago, a group of men at Netlight launched the *Purple Pill* initiative. Over the past two years, the number of people involved in Purple Pill has increased from 200 men at Netlight to more than 400 men. Under the umbrella of Purple Pill, members contribute to gender equality work at Netlight, including everything from creating initiatives to discussing real-life situations. The goal is for all men at Netlight to have participated in at least one meeting, which is why each participant is tasked with bringing a male colleague to the initiative. Purple Pill is also involved in organising events to mark International Women's Day, which was previously run by women.

Measurable goals and continuous work

Netlight has a strong focus on diversity and inclusion in recruitment, and we currently choose to measure and report figures related to gender equality. We are working with an external partner to review the type of measurable metrics that are valuable to introduce to measure and follow up on more dimensions. In 2023, we continued to focus on attracting and recruiting women to Netlight and actively working on networks, mentorship, and supporting women in technical education through mentorship and role models.

In 2023, the aim for Stockholm was to recruit 40% women, a milestone that was attained (40.4%) through dedicated efforts in breaking down the goal and weekly monitoring. As a result, we have a total of 36% women at Netlight globally, calculated at year-end.

4.2 Personnel

Total number of employees at year end

2,034



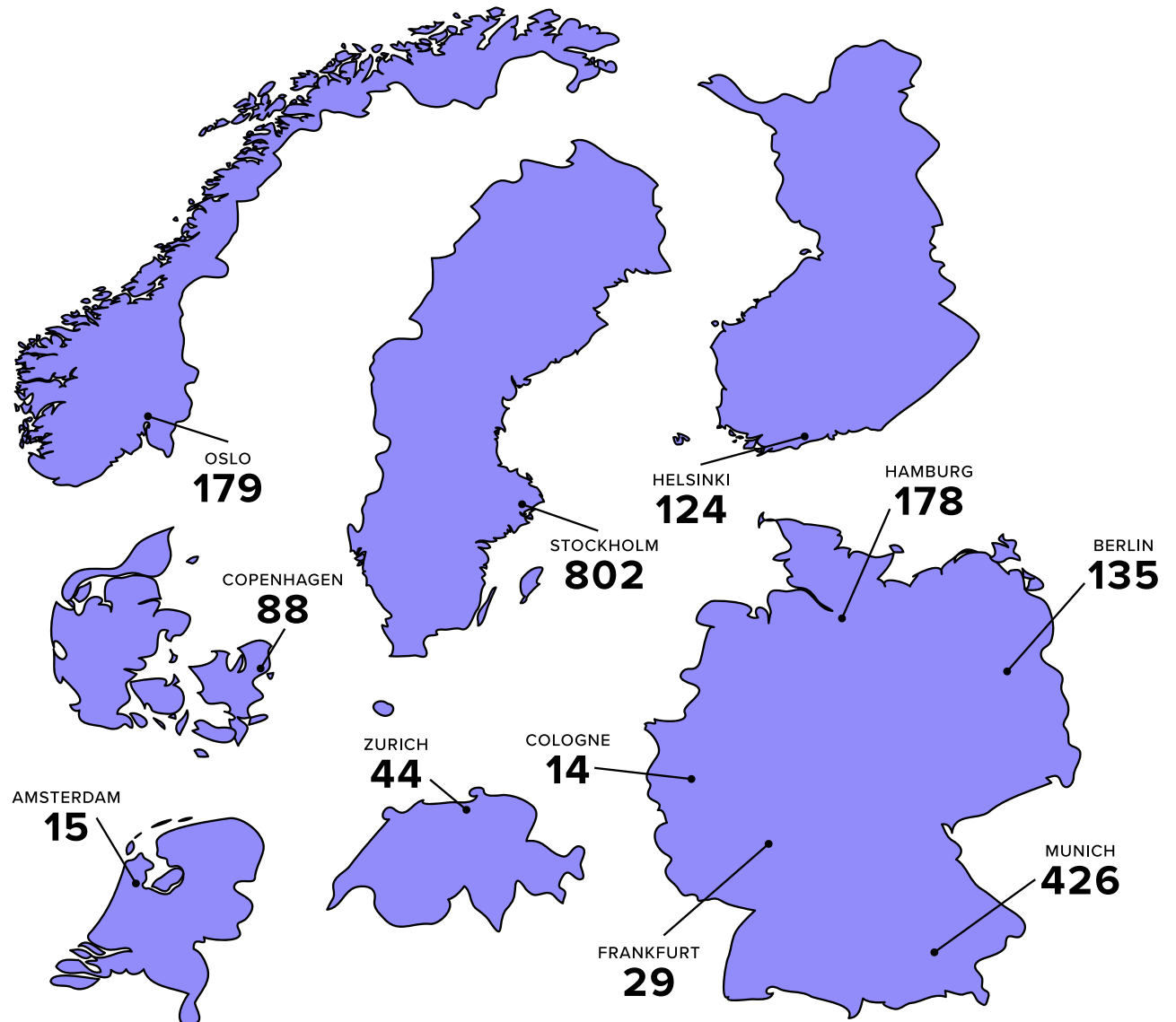
Group-wide staff distribution at year-end



1,299

735

Number of employees per office



4.3 Work environment and culture

Netlight is a network organisation based on genuine interactions and relationships with others. It is important to maintain and promote an inclusive working environment where employees feel a strong sense of community. By respecting and valuing both differences and similarities and showing commitment towards one another, we create a space where continuous learning is prioritised. Our goal is to ensure that all of our employees have the same opportunities for both personal and professional growth. We also strive to create a safe working environment with a focus on well-being. We have a zero-tolerance policy towards harassment, bullying and any form of discrimination and strongly condemn such behaviour.

Sustainable work life

Netlight's work environment is crucial for our growth and development. It is characterised by openness, respect and equal opportunities, where all employees are encouraged to participate and influence through various initiatives and forums. Health and safety concerns permeate our cooperation throughout Netlight and are a constant presence in our activities. Each employee has access to a personal support network comprising dedicated individuals who offer guidance and assistance in career development and well-being.

Our aim is to implement proactive measures at all our offices to foster sustainable work practices. Follow-ups and evaluations of sick leave are carried out continuously, followed by targeted initiatives as needed. The sickness rate for the entire Group in 2023 is 3.2%, a decrease of 0.2% compared to 2022 when the total sickness rate was 3.4%.

Eternal Flame

Netlight's strategy for a sustainable work life is summarised in the *Eternal Flame – Declaration of Sustainable Consulting*. The strategy highlights the important balance between passion for what we do and working sustainably throughout one's career. Netlight's way of working is characterised by self-leadership, being a role model as both leader and follower, for ourselves and others. Consequently, each employee has a significant personal responsibility for their career development and is trusted to make decisions based on the expertise and perspectives of their internal network. Based on this foundation, our goal is to create a safe environment where everyone feels empowered to challenge themselves and be vulnerable with one another. We learn from our own challenges and those of others.

Continuous monitoring of the working environment

In a proactive approach, Netlight's work environment group conducts regular risk assessments and formulates action plans for the physical, psychosocial, and organisational work environment to advance our occupational health and safety practices. The group consists of representatives from different functions in the organisation and works together with our safety officers. Together they ensure that Netlight's systematic work environment management is monitored, evaluated and addressed.

Skills development in sustainability

Netlight trains our employees on issues related to their working environment through internal training programmes. Similarly, the entire organisation has access to policies on our intranet concerning Netlight's approach to work environment issues. We also carry out training initiatives specifically aimed at our mentors and partners on health and safety responsibilities, communication and leadership. The purpose of these initiatives is to identify, prevent and respond to the different needs of employees. By leveraging our sales team, along with our consultants, work environment group, and HR function, we actively strive to ensure a positive work environment for our consultants who are out on engagements.

Targeted forums focusing on mental health

By sharing expertise and hosting specialised forums, we aim to destigmatise discussions about stress-related issues and ill health. We want to encourage our employees to actively participate in discussions about sustainability topics. Storytelling is used as a tool, where we listen to each other's narratives and the insights they provide. This approach fosters organic networks, with the aim of creating a safe space in which experiences, thoughts, and emotions can be shared.

Netlight collaborates with external partners at each local office to provide personalised support within the scope of a sustainable work life, where this may be needed. The purpose is to strengthen the internal support network, where the employee's mentor plays a central role. By leveraging external partners, we can provide specialised expertise in specific areas concerning sustainability and health.

Exercise promotion initiatives and physical work environment

Netlight promotes an active lifestyle in the workplace by providing instructor-led yoga classes and running sessions. In addition, several health initiatives are internally driven by dedicated employees, allowing everyone the chance to engage in sporting activities.

Netlight's offices have an activity-based layout and offer a variety of workspaces and meeting rooms. They favour social interactions as well as more focused individual work. The workplaces in the office landscape are ergonomically designed, including height-adjustable tables, standing mats, adjustable screens, and chairs. Netlight continuously adapts the work environment and provides ergonomic equipment and support based on employees' individual needs.

Netlight's workplace

Netlight's *Post New Normal Workspace* strategy, which was developed as part of the return to normalcy after the coronavirus pandemic, is still in force and applied. At the core of the strategy is the need for continuous adaptation and flexibility in the choice of workplace, with a focus on delivering the work expected of us and primarily ensuring the delivery we are expected to accomplish. This entails moving between the client's office and Netlight's own facilities, while also keeping the home office as an option when appropriate. The underlying principle of the strategy is that Netlight is not primarily a remote company and places considerable trust in our employees to find a dynamic way of working that benefits the organisation, the team, and the client, while allowing for a sustainable work-life balance.

The Netlight office will be a venue for building relationships, sharing knowledge, and enabling creative work together. We have therefore introduced spaces for social interaction, inspiring workshops, digital meetings and phone calls, as well as quiet zones for focused work.

Global collaboration for an equitable work environment remains a key objective, and Netlight continues to actively promote collaboration across office boundaries. Through global trainings, collaborations, development of digital forums, and access to materials, policies and support, we ensure that all Netlight employees have the same starting point. Moving forward, the objective is to further enhance our global collaboration and aim for a unified Netlight where every employee is offered equal opportunities for development, career progression, skills enhancement, and support.

Employee satisfaction

Netlight is its people. To further develop ourselves and Netlight, we conduct an annual employee survey to measure employee satisfaction on a global level. The purpose of this initiative is to gather data that will enable us to monitor progress over multiple years and take proactive measures accordingly. The response rate for 2023 was 72% globally, down -6% from 2022 (78%). Nevertheless, we want to stress that this is still a substantial improvement compared to 2021 (58%) and 2020 (61%).

The employee survey measures seven categories, as shown in the table below. The response scale ranges from 1-5, with this year's global results giving an engagement index of 4.03 compared to 4.15 in 2022. Despite the decline, the result is still considered positive, as 4.03/5 is still high, given the challenging year with the Rise to Challenge market strategy in place.

Category	Explanation
Personal and professional development	Development opportunities
Sustainability	Psychosocial work environment
Mentoring	Trust, clarity, and being seen
Support and facilities	Physical work environment and work tools
Compensation and benefits	Fair and relevant
Co-operation	Pride, in accordance with Netlight's direction
Belonging	Sense of being appreciated, comfortable being themselves, look forward to going to work

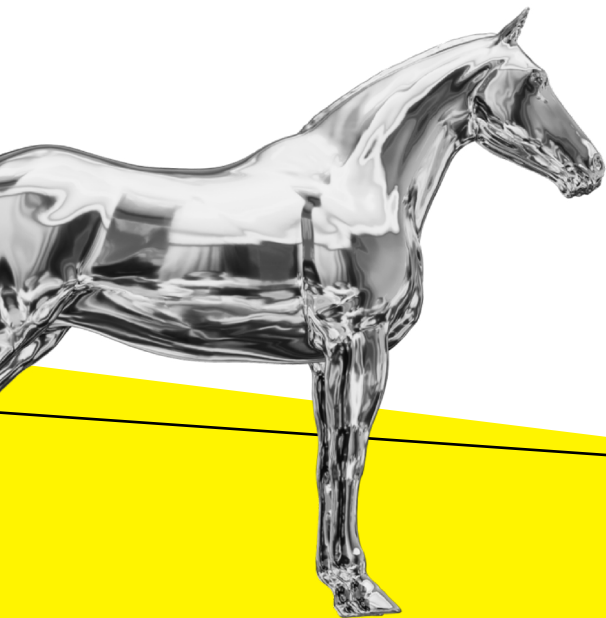
The unique attributes that set Netlight apart and make it an appealing employer are also what ultimately foster engagement among our employees in the long run – mentoring (4.32), personal and professional development (4.12) and collaboration (4.19). It can be concluded that trust and commitment to Netlight remain strong even in a sluggish market. Compensation and benefits (3.75) and sustainability (3.81) show a downward trend in all offices. To implement measures, we need a more precise understanding of where the pain points are, which will be a key area of focus for 2024. Netlight reviews benefits and compensation twice a year. At each review, adjustments are made to the benefit and compensation offering to a greater or lesser extent.

In addition to the seven fixed categories, the employee survey also includes a flexible component each year that is characteristic of the current year. The aim of this section is to collect data on specific focus areas and challenges that are relevant to our business. For 2023, Rise to Challenge has been identified as an area where we wish to gain greater insight from an employee perspective. Data shows that Netlight has continued to be perceived as a trustworthy place to work, despite a weaker market (4.06). However, we can identify significant challenges related to whether our employees have felt they were able to and were given the opportunity to unleash their full potential during Rise to Challenge (3.53). While the figure is not alarming, this is an area we aim to promote and bolster in the coming years through transparency and communication.

Risks and opportunities

Netlight's main occupational health and safety risks are stress-related problems and physical strain injuries. We encounter challenges as the majority of employees work at client locations, making it impossible for us to ensure or regulate the physical and psychological work environment on-site. Nevertheless, our sales team works closely with HR to proactively address any discrepancies that are not in line with Netlight's view of a healthy work environment.

We place great trust in the ability of our employees to navigate their safety net to signal, prevent and manage stress. This can generate a lack of clarity in expectations. Through training programmes and discussion forums, we want to create a natural environment for talking about how the personal safety net can be used to manage stress-related problems. Mentors are also trained in the field, specifically to coach, lead and support.



Moving forward, we aim to evaluate and ensure that the content of our training remains relevant and maintains a high standard aligned with the challenges we observe. It is crucial that Netlight remains proactive in addressing risks of ill health associated with the work situation as they arise. We will continue to actively collaborate with external partners for both proactive and reactive interventions concerning individuals, addressing both mental and physical health issues. In 2024, the goal is to evaluate and further develop our offering of individually tailored support.

Netlight ensures a conducive physical work environment by offering ergonomic seating and standing options in the office, essential for averting strain injuries, given the extensive hours spent in front of a screen. It is essential for each employee to take personal responsibility for their ergonomic work arrangements, including changing their work posture, taking regular breaks, and integrating physical activity.

More people adapting to hybrid offices entails more digital meetings, which risks a negative impact on the sense of inclusion and belonging. Netlight has developed office guidelines and equipment to improve the digital meeting experience, and has adapted our office to these increased needs, such as phone booths, more meeting rooms, quiet focus areas, and social spaces for relationship building. In periods where a larger proportion of consultants are between engagements, we see an increased demand for office space, potentially leading to a space shortage and consequent increase in remote work. One solution implemented in 2023 was the relocation of several of Netlight's offices to larger premises, with the intention of incorporating more space and additional ergonomic seating.

5.1 Respect for human rights

5.2 External suppliers

5.3 Anticorruption

5.4 Risks and opportunities



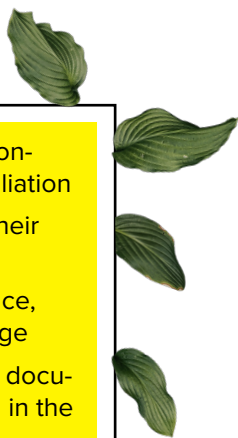
Social responsibility

5.1 Human rights

Supplier Code of Conduct

It is of paramount importance for Netlight that both our suppliers and clients respect and promote human rights. To ensure this, Netlight has developed a Supplier Code of Conduct that requires our suppliers to follow strict guidelines to uphold these rights. Through this document, suppliers are expected to act in accordance with Netlight's own human rights standards.

What we expect from our business partners:

- 
- Respect and uphold human rights, including creating a working environment free from harassment, sexual harassment, victimisation and retaliation
 - Apply a zero-tolerance policy against forced and child labour within their organisations
 - Actively work to prevent and counteract discrimination in the workplace, regardless of gender, sexual orientation, ethnicity, faith, disability or age
 - Ensure that all work is carried out in accordance with recognised and documented conditions of employment consistent with national legislation in the country where the work is carried out

By setting these requirements for our suppliers, Netlight aims to ensure that our business relationships are characterised by ethics, respect, and fairness for all parties involved.

Risks and opportunities

One identified risk occurs when business partners are not requested to sign the Netlight's Supplier Code of Conduct, which means that Netlight cannot effectively ensure that all clients adhere to the principles of human rights. To minimise this risk, Netlight will continue to actively encourage its business partners to adhere to and abide by the Netlight's Supplier Code of Conduct to ensure consistent and uniform application of ethical guidelines and values throughout the business.

5.2 External suppliers

Netlight maintains high standards of business ethics and sustainability, which are also expected from our business partners. We strive to be a leader in gender equality and sustainability and want to inspire others to follow our path by contracting with companies and organisations that share our values.

We use the Netlight Supplier Code of Conduct to communicate Netlight's core values and expectations to our suppliers. Netlight is therefore looking for working partners who:

- Recognise the principles of the UN Global Compact and proactively promote human rights, a safe working environment, sustainable climate action and anti-corruption
- Demonstrate commitment to environmental issues by reducing their own negative environmental impact and actively working with gender equality and sustainability
- Strive for mutually rewarding supplier relationships based on shared values

In 2023, Netlight conducted a review of both new and existing suppliers in connection with ISO audits, both internally and externally. The outcomes of this Supplier Evaluation indicated that Netlight can take pride in its collaborative partners, who exhibited good quality and credibility. These partners were either ISO-certified in environmental and quality standards or had clear climate profiles and policies with active efforts for climate action.

Some of the suppliers Netlight worked with in 2023 included Egencia and Skovik. Their efforts have been instrumental in illustrating the carbon footprint of Netlight and its employees during business trips, granting employees immediate access to information about climate impact. In addition, both Egencia and Skovik have contributed to improved data collection, which will continue to support Netlight's efforts to reduce its own climate impact.

5.3 Anticorruption

At Netlight, we strive to maintain high standards of responsibility and business ethics, taking a clear stance against bribery and corruption. We recognise corruption as a serious threat to economic, social and democratic development. It undermines competition and poses significant legal and long-term risks to businesses. To effectively combat corruption, Netlight has implemented an anti-corruption policy, aimed at establishing norms and guidelines to prevent, deter, and detect corruption within our operations. This policy also complements Netlight's Supplier Code of Conduct.

Netlight's commitment to anti-corruption also extends to our clients and suppliers. What we expect from our business partners:

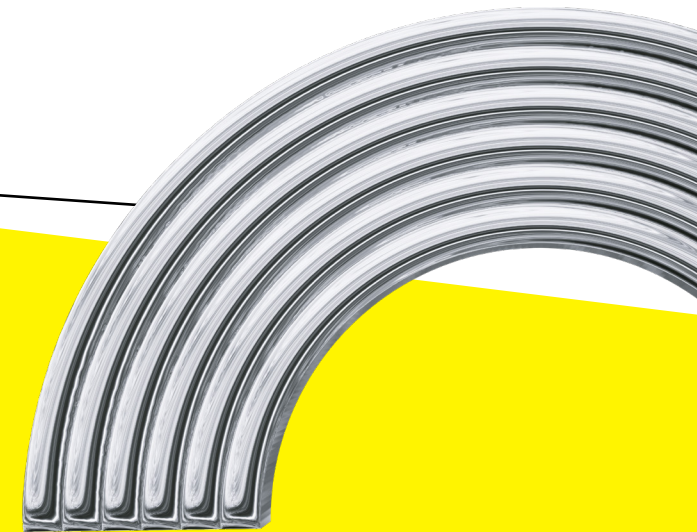
- Comply with all applicable anticorruption laws
- Neither accept nor offer bribes
- Respect all applicable laws and international agreements on intellectual property rights and refrain from infringing Netlight's intellectual property rights as well as those of third parties
- Maintain fair competition and support an open market, in compliance with applicable competition law
- Respect and comply with all applicable confidentiality restrictions

Our employees are not allowed to accept gifts or other benefits and actively work against corruption and unethical behaviour. This holistic approach is part of our commitment to sound and ethical business practices.

5.4 Risks and opportunities

To ensure the accuracy of our supplier invoices, they are thoroughly reviewed by the responsible purchaser. Following the review, the invoice is forwarded to one or two additional approval stages, depending on the amount, before the final payment is processed. In addition, the invoice amounts are also checked at the bank level before they are authorised for payment. We also conduct regular internal controls and random audits in our accounting to ensure accuracy and compliance with applicable regulations.

To maintain an up-to-date supplier register, we regularly conduct reviews of our contract register. For each new contract signed between Netlight and a supplier, the employee responsible for the contract is registered by Finance, our accounting department, in a supplier register. The contract expiration date is noted, and as the contract nears its end, a reminder email is sent to the responsible employee to review and update the contract, and to assess whether the collaboration should be renewed. This process ensures that our supplier portfolio is up-to-date and that we maintain open and transparent communication with our business partners.





Information security and data protection

6. Information security and data protection

At Netlight, we highly value the importance of information security and data protection. This includes the proprietary information of both the company and our clients, often business-critical in nature, as well as personal data (pertaining to Netlight employees or potential hires, and personal data processed in connection with Netlight's client engagements or supplier agreements). Our clients, other business partners, and private individuals expect, and rightfully so, that Netlight treats such data with appropriate discretion and professionalism. Therefore, information security and data protection are high-priority issues within Netlight.

We uphold our commitment to safeguard sensitive information through comprehensive monitoring and management of information security and data protection risks. This effort is guided by comprehensive Group-wide policies that are regularly reviewed by Netlight's Security Council and/or Data Protection Team, as appropriate. These policies are incorporated into our organisational control systems, which are designed to ensure the protection of sensitive information. For example, the internal and external data protection policies (including Netlight's Data Security Concept) where we inform our clients, other business partners and individuals about how we work to strengthen data protection and privacy, including (i) how we protect personal data from unauthorised access, (ii) how we collect, use and share personal data, and (iii) the rights and choices of data subjects. In addition, Netlight has an information security policy that establishes guidelines and requirements for maintaining information security. Our goal is to ensure easy and straightforward access to information about our procedures for information security and data protection. We achieve this by, for example, posting our internal policies on Netlight's intranet and our external personal data policy on Netlight's website. In addition, Netlight's Data Security Council and Data Protection Team ensure that we maintain compliance with industry standards, relevant regulations and other applicable requirements.

Alongside these policies, we also use a range of technical measures to maintain and ensure the quality and security of our technical systems. These measures span the gamut from firewalls to encryption, mobile device management and monitoring. They reinforce security and enable us to quickly discover and react to suspicious activity.

However, effective risk management is not just a matter of technical measures, but also involves fostering a culture of awareness and caution among our employees.

Netlight's training initiatives and awareness campaigns are crafted to furnish all Netlight employees with vital knowledge and understanding concerning the importance of information security and data protection. These initiatives enable our employees to protect not only Netlight's sensitive data, but also that of our clients, other business partners and private individuals. To ensure that our efforts target the relevant stakeholders, we implement a range of activities from mandatory annual digital training to designing customised strategies based on extensive risk assessments.

As proof of our commitment, Netlight has obtained a TISAX certificate in Munich and Hamburg, demonstrating compliance with comprehensive assessment and certification standards for an organisation's IT infrastructure, processes and systems. In addition to the above, Netlight has not received any complaints regarding information security or data protection during the last financial year, nor have we identified any breaches, leaks, thefts or losses of sensitive information.

To further foster a culture of ethics and to allow internal reporting of suspected violations of legislation or internal policies, Netlight has also established a whistleblower function with an associated whistleblower policy that complies with the requirements of the EU Whistleblower Directive. The whistleblowing function ensures quick and efficient handling of any breaches that may occur, including, but not limited to, information security and data protection issues. An audit conducted at the beginning of the last financial year confirmed the effective implementation of our whistleblowing process, thereby further strengthening our commitment to ethical practices and transparency.

Finally, it can be noted that Netlight is constantly working to improve its information security and data protection procedures. To ensure that our measures are effective and comply with industry standards and the relevant and ever-changing requirements, we conduct regular policy reviews, internal audits, risk assessments and performance evaluations. This work is a central component of our commitment to uphold the highest possible standards of security and integrity in all aspects of our business.

Below is a summary of the measures that Netlight takes to maintain adequate information security and data protection:

Governance and policies

- Information security and data protection are a vital part of Netlight's overall risk management work.
- Netlight's Security Council oversees the implementation of Netlight's information security measures and conducts routine internal audits. In addition, Netlight has formed a dedicated Data Protection Team responsible for supervising data protection activities and ensuring compliance with applicable data protection laws.
- All overarching policies within the Group are readily accessible to employees through Netlight's intranet, while our external personal data policy is available on Netlight's website.

Education and culture

- Information security also permeates Netlight's culture.
- Netlight offers an array of e-learning modules with a focus on information security and data protection, providing employees with the knowledge and skills they need to maintain our security standards.

Risk monitoring

- Netlight has a dedicated team responsible for continuously monitoring, identifying, analysing and managing information security incidents. This includes thorough risk assessments, with a focus on business continuity planning to mitigate the impact of potential incidents.
- A business continuity plan is in place to assess and monitor business-critical systems and suppliers, ensuring business continuity in the event of unforeseen events.

Compliance with regulatory standards:

- Netlight is committed to maintaining compliance with relevant standards and regulations, such as TISAX, in addition to following industry standards.
- Compliance with data protection laws, including GDPR, is a top priority to ensure the integrity and security of personal data processing.



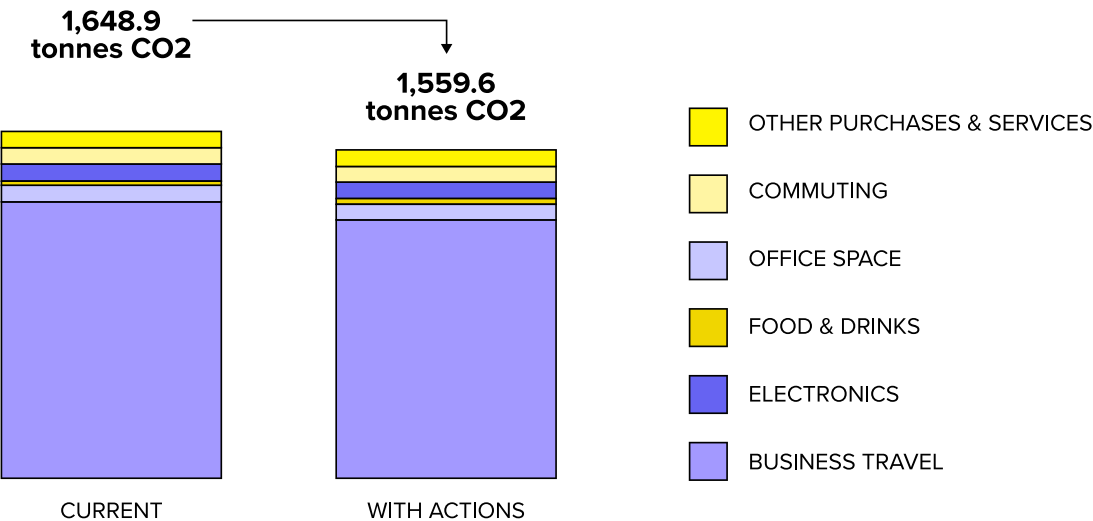
Continuous work

7. Continuous work

Netlight's commitment to sustainability is a fundamental aspect of our business operations and corporate values. We always endeavour to maintain a leading position and serve as a role model within the IT industry through our ongoing efforts to reduce our environmental impact and promote gender equality. Transparency and a focus on concrete results define our work through initiatives such as Climate First and our efforts in diversity, inclusion, and equal opportunities (DEI).

- Business travel is our main source of emissions, and we are deeply concerned about the environmental impact of air travel. Consequently, we stress the importance of our employees prioritising business-critical travel by train or bus according to our Train First policy. Starting in 2024, we will provide quarterly updates on the progress of our business travel using visualisations, with the aim of raising awareness among our staff. It is important for everyone to understand that every choice we make when travelling has an impact on the environment. Analysing and presenting emissions based on the function or purpose of travel helps to increase awareness about transportation choices.
- In negotiations for future office spaces, we will require green electricity contracts as a prerequisite for procuring new premises. We view it as our duty to set a precedent and impose high standards on the market and our suppliers to effect positive change for the environment. We will also continue to follow the Fix First policy when purchasing new furniture and equipment.
- Formulate a coherent and well-defined vision and strategy for all of Netlight's climate initiatives moving forward, while fostering internal awareness and compliance with our Climate First policy.
- Our objective for 2024 is to reach a 41% female recruitment target in Stockholm, surpassing our performance in previous years.
- Develop and follow up on the hard work we do in DEI, using the results of the survey to enable change throughout our organisation.
- In connection with the introduction of the EU's Corporate Sustainability Reporting Directive (CSRD), we have initiated a review of our reporting processes to ensure that they comply with the new requirements. Our ambition is not only to meet the formal requirements of the CSRD but also to promote transparency and accountability in sustainability. We have begun by identifying any discrepancies between our current processes and the Directive's standards. The aim is to fully report and collect data in line with the CSRD as soon as possible in the future, which will entail improvements to our data collection and our reporting procedures. By aligning with CSRD, we aim to strengthen our sustainability profile and contribute to a sustainable future. We are committed to transparency in this process and look forward to sharing our progress.

By setting higher standards for our suppliers and ourselves, we can influence our behaviour and thereby promote a positive change in our total emissions. Linked to our climate goals, there is much we can change and improve in our processes and decision-making, all in line with our climate policies. One approach could be to monitor short flights, such as those between Stockholm and Copenhagen, on a quarterly basis to continue promoting the idea that these trips have a much lower carbon footprint if undertaken by train rather than by air. It is also crucial that we insist on green electricity when negotiating for new office space, as we bear a responsibility to catalyse change in the market. The goal of the above-mentioned climate-related changes is as shown below:



The Board of Directors and CEO of Netlight Consulting AB in Stockholm on the date indicated by our electronic signature

Erik Fröberg
Chairman

Gustaf Eriksson
Board Member

Kristoffer Nilsson
Board Member

Julie Axelsson
Board Member

Mattias Falkehag
Board Member

Ellen Kugelberg
Board Member

Birgitta Elfversson
Board Member

Katri Junna
CEO

Our statement has been given on the date indicated by our electronic signature

Ernst & Young AB
Linn Haslum Lindgren
Authorised Public Accountant

Netlight Consulting AB, 556575-6227, Stockholm, Sweden

