

2024 update on our path to help ambitious  
companies thrive in a sustainable world

verdane

# Sustainability Report

2024 |

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Verdane’s mission is to be the preferred growth partner to ambitious companies that will thrive in a sustainable world.

In this latest Sustainability Report for 2024, we share our approach to achieving this vision. We also showcase the latest highlights and details of our progress at Verdane and across our portfolio companies.

We continuously strive to be at the forefront of sustainability and impact. We welcome any feedback or questions you may have.

Email  
[sustainability@verdane.com](mailto:sustainability@verdane.com)

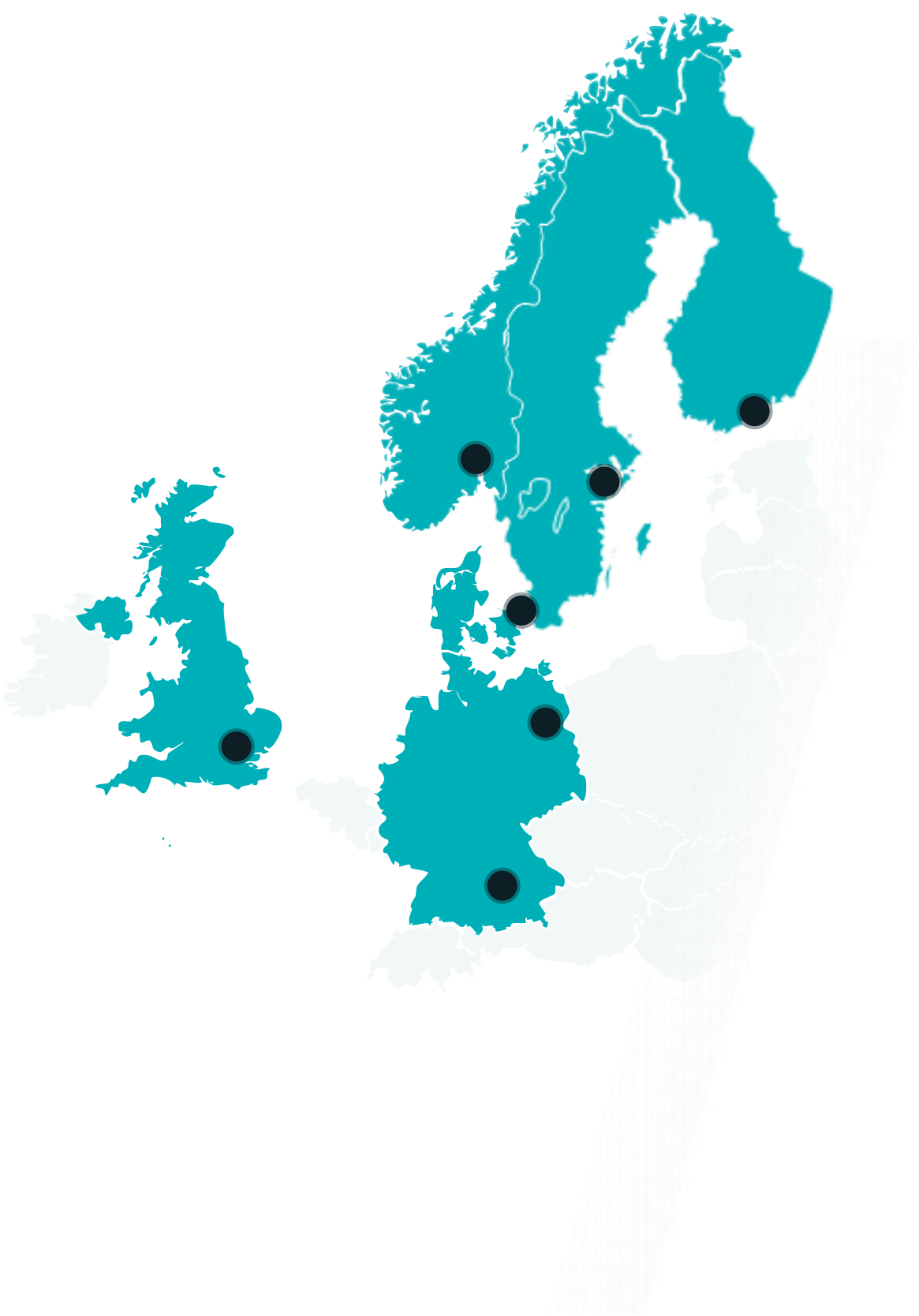
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[linkedin.com/company/verdane](https://www.linkedin.com/company/verdane)

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[verdane.com](https://www.verdane.com)

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# Verdane at a glance



				
Ranked 149 <sup>th</sup> globally in the PEI 300 ranking of the world's largest private equity firms	Actively partnering with non-profit organisations advancing social and environmental standards	Internal carbon tax on our scope 1-3 emissions of €200 per ton CO <sub>2</sub> e	Consistent top quartile performance	Idun II: Europe's leading Article 9 growth fund
Portfolio companies	Follow-on capital deployed '24	Assets under management	Aggregate portfolio revenue	Capital raised from non-profit sources in the most recent fund
80+	€230m+	€8bn	€6.5bn	~50%
Offices across Europe	Total employees	Nationalities	Female employees	Employee Net Promoter Score
7	150+	18	43%	+38



## Letter from our Managing Partner

At Verdane, we work every day to prove that it's possible to generate world class returns for investors while nudging the economy to become more sustainable. We do this by backing some of the world's most successful companies that are also helping to decarbonise our planet.

We're rigorous in our investment approach, using our proprietary 2040 Test to measure whether all our prospective investments would thrive in a more sustainable economy. By only backing companies that pass this test, we ensure that we're future proofing our returns.

Our rigour around measuring the impact of our portfolio extends to closely tracking the footprint of Verdane's own operations through tools such as this annual sustainability report.

Our sustainability report covers our emissions and commitments along with our progress towards our targets. We are encouraged that despite some challenges, we perform well on carbon intensity compared to our peers in the private equity industry.

We previously made the ambitious commitment to reduce the intensity of Verdane's scope 3 greenhouse gas emissions by 65% per full-time employee by 2030 from our 2022 baseline. In 2025, we are updating our greenhouse gas emissions reduction plan. This will identify the most effective reduction levers and help us to meet our 2030 reduction target. Despite these efforts, a key source of emissions for us is air travel and our industry continues to rely on face-to-face interaction, meaning business travel remains essential.

While it is important that we do our part at Verdane, our greatest impact originates in our portfolio of more than 100 portfolio companies. In this sustainability report, we showcase key initiatives that we enact across the portfolio.

Our portfolio companies continue to make strides towards improving their own sustainability. In 2024, an increased amount of our portfolio companies have an internal sustainability champion, have a board-approved sustainability strategy and have carried out a sustainability double materiality assessment.





We have set specific targets for our portfolio companies to reach by 2030 inside three core sustainable goal areas: decarbonisation, diversity and creating secure and responsible companies.

**Respect the planet**

We are making progress towards our goal of reducing the greenhouse gas intensity of our portfolio by 2030 by 60% from our 2021 baseline. We are continuously working to improve the quality and coverage of our portfolio companies’ greenhouse gas emissions, giving us an increasingly accurate view for decision making. Whilst we measure the intensity across our portfolio, we continue to focus on supporting our individual portfolio companies on their decarbonisation journeys.

**Be the best place to work, for everyone**

It’s vital that all of our portfolio companies have effective teams. To facilitate this, we monitor the composition of these teams along with measuring their growth and emissions.

We are on track to reach our goal of having 40% of our portfolio companies’ management teams and boards come from underrepresented groups, for example. In 2024, this percentage increased to 31% for underrepresented groups in management.

**Create secure and responsible companies**

Strengthening the cybersecurity posture of all of our portfolio companies remains key to Verdane. During 2024, we established an incident response agreement which gives all our companies access to a professional incident response team for 24/7 support in case any incidents occur. Our work in this field is extensive and ongoing, yet much of it is understandably confidential.

Looking back, it’s clear that 2024 was a challenging year for companies working to decarbonise our economy. These headwinds came at a time when the need to decarbonise our economy is more urgent than ever. The World Meteorological Organization confirmed in January that 2024 was the warmest year on record, based on six international datasets.

At Verdane, we’ve seen a number of our companies tackle these factors. We’ve also felt these challenges as we endeavour to neutralise our internal residual carbon emissions through high quality carbon removals, including engineered permanent solutions. The market for this technology remains nascent despite significant demand and has experienced challenges in delivering timely supply within forecasted costs.

In the face of a changed market outlook and unpredictability, we’ve adjusted our approach and set an internal carbon tax to €200/tCO2 going forwards to help us reach our ambitious climate goals and to properly account for our residual emissions. This is consistent with our 2040 Test and is in line with the International Energy Agency’s predictions for estimated carbon taxes in advanced economies by 2040 in its Net Zero by 2050 scenario. This will also help us make long-term commitments to buy the best quality carbon removals available while supporting the market to develop. Supplies of the most rigorously verified carbon credits remain limited, so our adjusted carbon pricing level is a practical step to allow us to plan long term and to offset our emissions with the highest available carbon abatement return for each euro spent.

These global macroeconomic factors have also affected Njord Carbon, our project to develop commercial-scale, high-quality permanent carbon removal. We now expect this will take longer to implement than initially planned.

We remain firm in our belief that reason will prevail and that we shall continue to see global recognition of the need to move towards a greener society. Throughout 2024, we have also seen numerous examples of how decarbonisation remains a compelling investment opportunity in the current environment.

It is inspiring to see some of our portfolio companies act as trailblazers, showing how it’s possible to contribute to a more sustainable economy whilst enhancing financial performance and investor returns. This includes everything from momox’s embrace of the circular economy to scale its reuse platform for books and fashion, to Scanbio taking seafood waste to create bioenergy and feed.

The closing of our latest decarbonisation fund Idun II at its €700 million hard cap in October was a key milestone for all of us at Verdane. We’re grateful to have the continued support of our investors as we invest in companies that can deliver both strong financial returns and a material carbon abatement contribution.

At Verdane, we made our first decarbonisation investments almost 20 years ago and continue to believe that this area represents a generational investment opportunity. We committed to invest only in businesses that will succeed in a more sustainable economy almost a decade ago and we remain fully committed to the thesis that over time this approach will generate superior investment returns compared to those of firms that invest in companies where externalities are today not priced by governments or the markets.

**Bjarne Kveim Lie**

Managing Partner and Founder, Verdane

# Verdandi

*/ˈvɛrdəndi/*; Old Norse  
Verðandi

“Looking into the future”  
“Weaving the destiny of people”

# Verdant

*/ˈvɜːdənt/*; Old French  
Verd(ure)+ant

“Green with vegetation;  
covered with green”





# Our approach to sustainability



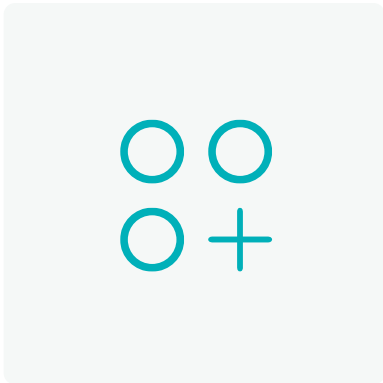
# Sustainable growth sits at the core of our operations

We believe the key to success lies in embracing three core and reinforcing principles:

- Be driven by a clear purpose
- Incorporate a broad concept of stakeholder value
- Clear focus on commercial success

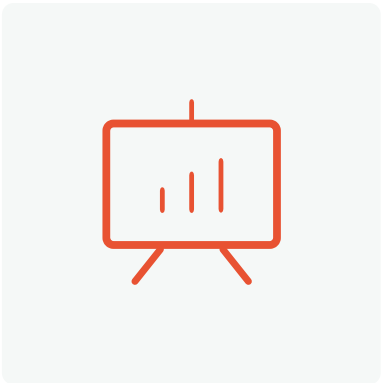
We seek and support businesses built on these principles. Following our investment, we guide companies to become industry leaders while contributing to a more sustainable future. Our goal is to be the partner of choice for forward-thinking companies that will thrive in a sustainable world.

Our investment strategy is thematic, reflecting our deep-rooted values. We focus on three sustainability goals that involve scaling up growth businesses and shaping a better future.



### Our purpose

Growth for a better future



### Our vision

We are the preferred growth partner to ambitious companies that will thrive in a sustainable world



### Our values

- We dare to be different
- We love what we do
- We get things done
- We respect people and the planet



### Our aspiration

With a sustainable mindset and a values-based culture, we use thematic investment strategies, operational expertise, proprietary data and an unrivalled ecosystem to scale growth businesses



### Sustainability goals

- Respect the planet
- Be the best place to work for everyone
- Create secure and responsible companies



# Our 2030 commitments

## Verdane portfolio companies



### Respect the planet

Promote decarbonisation and adapt to climate change



### Be the best places to work, for everyone

Ensure equal rights and opportunities and attract/retain top talent



### Create secure and responsible companies

Integrate sustainability into decision-making, ensure cybersecurity and transparency

#### 2030 targets

-60%

Scope 1–3 greenhouse gas emissions intensity by 2030 from 2021 baseline

40%

Underrepresented groups in board and management

>+30

Employee Net Promoter Score<sup>4</sup>

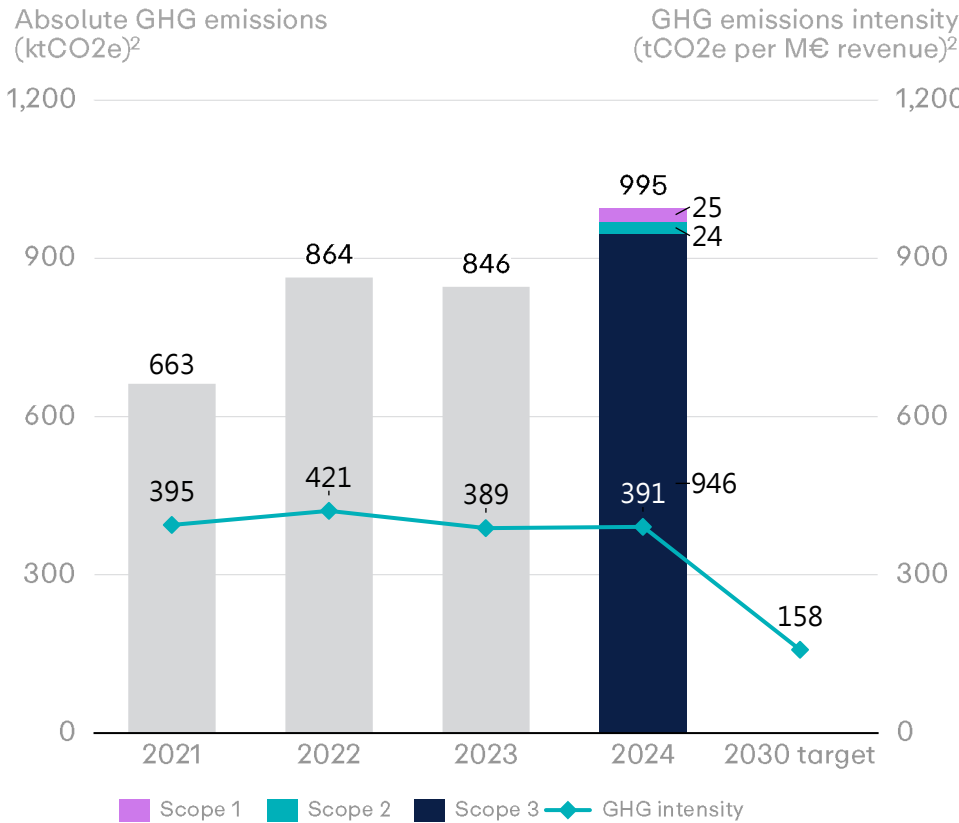
100%

Companies with key policies in place



Cybersecurity measures in place (not disclosed as a matter of policy for risk prevention)

#### Progress in 2024<sup>1</sup>



31%

Underrepresented groups in management<sup>3</sup>

24%

Underrepresented groups in board<sup>3</sup>

+22

Employee Net Promoter Score<sup>4</sup>

82%<sup>Yes</sup>

6%<sup>In Progress</sup>

Company code of conduct

64%<sup>Yes</sup>

5%<sup>In Progress</sup>

Supplier code of conduct

88%<sup>Yes</sup>

5%<sup>In Progress</sup>

Whistleblower protection

1. Presents average progress across our portfolio companies. 78 companies included, except Employee Net Promoter Score which includes 63 companies (response rate of 89% and 71%, respectively).

2. Due to improved data quality and reporting scope among Verdane portfolio companies, historical GHG emissions for 2021–2023 have been adjusted using updated figures from the companies or extrapolations. Previously reported portfolio GHG intensities (tCO<sub>2</sub>e per M€ revenue) were 2021: 611, 2022: 474, 2023: 420. Intensity reduction needs to be assessed on company level. We work to get more accurate data on company-level developments.

3. We currently measure gender diversity only (% female share). We have not yet found a GDPR-compliant way to track other characteristics such as sexual orientation, disability, ethnicity and socio-economic background.

4. 100 to 70 Excellent | 70 to 30 Great | 30 to 0 Good | 0 to -100 Poor.

# Our 2030 commitments

## Verdane operations



Respect the planet

Promote decarbonisation and adapt to climate change



Be the best places to work, for everyone

Ensure equal rights and opportunities and attract/retain top talent



Create secure and responsible companies

Integrate sustainability into decision-making, ensure cybersecurity and transparency

### 2030 targets

0

Net zero scope 1 & 2 by 2022

-65%

Scope 3 greenhouse gas emissions intensity by 2030 from 2022 baseline

>50%

External partner recruitment shortlists from underrepresented backgrounds

50%

Other recruits from underrepresented backgrounds

>+50

Employee Net Promoter Score <sup>4</sup>



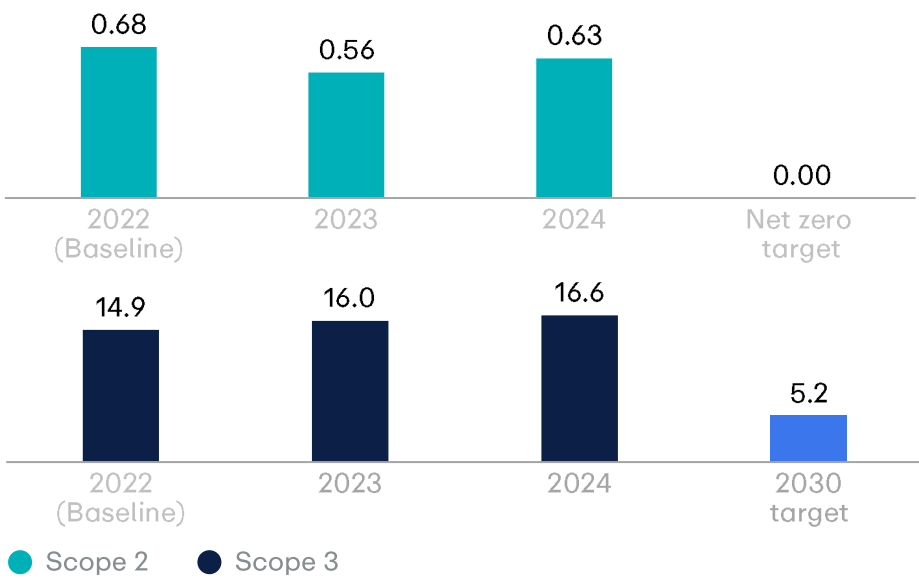
Key policies in place



Cybersecurity measures in place

### Progress in 2024

GHG emissions intensity<sup>1</sup> (tCO2e per FTE<sup>2</sup>)



43%

External partner recruitment shortlists from underrepresented backgrounds<sup>3</sup>

37%

Other recruits from underrepresented backgrounds<sup>3</sup>

+38

Employee Net Promoter Score<sup>4</sup>



All employees received code of conduct training



Cybersecurity-related initiatives not disclosed as a matter of policy for risk prevention

1. In 2024, Verdane took several actions to improve its GHG accounting methodology, leading to the restatement of previously reported emissions for the years 2022 and 2023. Further details on these methodological improvements are available on page 42. The previously reported GHG emissions intensities were as follows: 2022 – Scope 1&2: 0.44; Scope 3: 14.1.

2. Full-time equivalent: An employee's scheduled hours divided by the employer's hours for a full-time workweek.

3. We currently measure gender diversity, nationality and age only. We have not yet found a GDPR-compliant way to track other characteristics such as sexual orientation, disability, ethnicity and socio-economic background.

4. 100 to 70 Excellent | 70 to 30 Great | 30 to 0 Good | 0 to -100 Poor.

10



## Investing in sustainability

The use of innovative technology is vital to making our economy more sustainable. We believe that the private equity industry plays a key role in helping to grow these technologies and the businesses that deploy them, enabling and accelerating the green transition.

At Verdane, we believe that companies within the structural megatrends of digitalisation and decarbonisation will grow faster than the economy at large.

Furthermore, we believe all of our portfolio companies are able to integrate sustainability and impact into their operations. This is crucial to thrive in the economy of the future. We aim to always exit more sustainable businesses than the ones we initially invested in.





We focus on two mutually reinforcing megatrends

Decarbonisation

Companies that offer low emission solutions for private and public sectors have a competitive advantage over other businesses. This remains true in 2024, despite global macroeconomic conditions.

We partner with businesses that grow through the shift to a more sustainable economy by delivering proven products and services that avoid or eliminate emissions.

Our sustainability team and the wider Verdane ecosystem offer leading experts on this market along with the ability to add value to help companies scale, generating strong financial returns.

Focus areas

Energy transition | Resource efficiency



Digitalisation

As the world becomes increasingly digital, businesses that can effectively harness technological innovation are primed for exponential growth. Technology is the catalyst reshaping industries, creating new markets and challenging business models. Verdane recognises and invests in companies that drive digitalisation forward.

By partnering with Verdane, these businesses tap into proven expertise and proprietary strategic resources that allow them to outpace their peers. With a 20-year track record of partnering with tech-enabled companies, technology is a key part of the Verdane legacy.

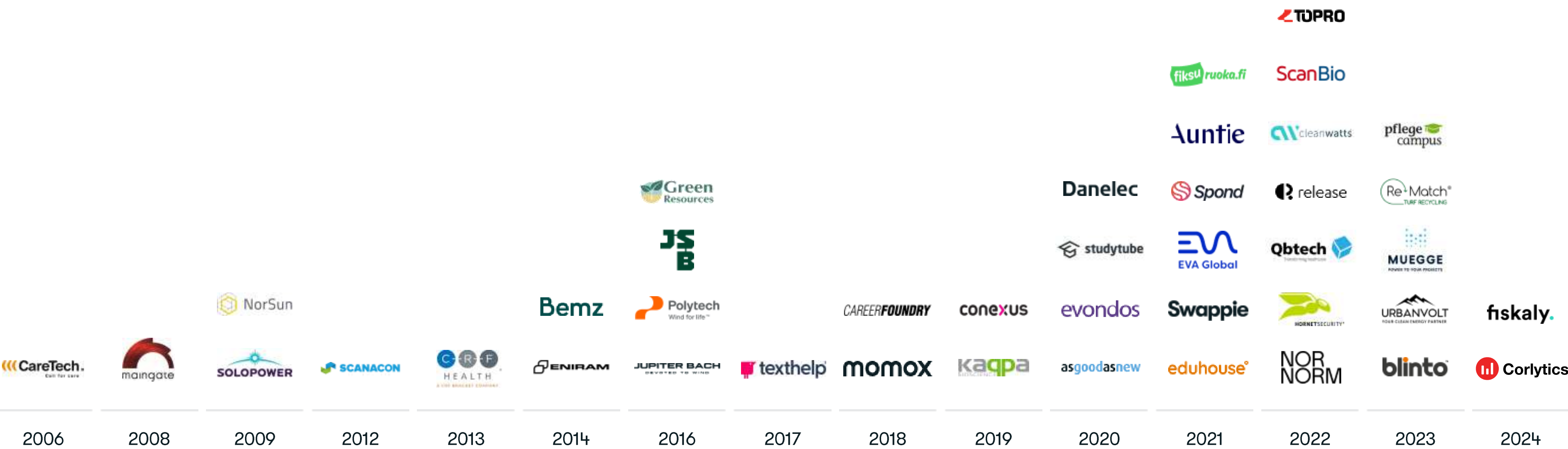
Focus areas

Operations software | CX software | IT and infrastructure | Healthcare | Consumer products | Digital services

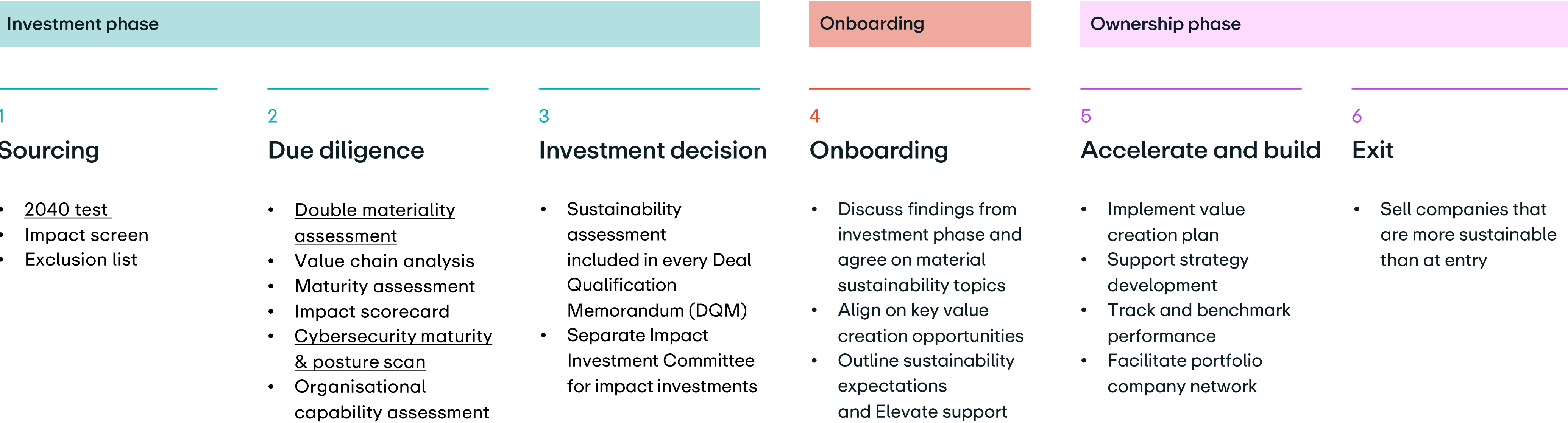




Extensive history of making impactful investments



Sustainability is integrated throughout the investment lifecycle





# Investment phase



Sourcing

# Tools that help identify the right investment opportunities

## 2040 Test

We only invest in companies with long-term, future-proof business models and sustainable operations, because these companies are well-positioned to be successful in a more sustainable economy.

## Impact screen

The impact screen applies in instances when a company could be considered an ‘impact investment’. We use a screening tool to assess the company’s impact based on four main dimensions: intentionality, total impact, additionality and risk.

## Exclusion list

There are certain industries that we will not invest in under any circumstances. For further details, please refer to our ESG policy.

1

2

3



Sourcing - Example

The 2040 Test

The 2040 Test is Verdane’s proprietary framework developed to support our investment decisions and help determine if a company will thrive in a more sustainable economy.

The test explores assumptions about what the world will look like in 2040, such as higher carbon taxes and evolving regulations, with each potential investment screened based on these scenarios.

The example to the right is a sample from the framework, displaying the outcome for a company installing energy efficiency equipment in buildings.

The 2040 Test questions	Initial assessment
<div>Would the company succeed if consumers/businesses increasingly integrate sustainability into purchasing decisions?</div> <div>Customers will avoid purchasing products and services that have a negative sustainability impact</div>	Strengthens company’s position
<div>Would a carbon tax of 200 €/tCO2 emitted materially impact profitability?</div> <div>Carbon will at some point be priced – will that improve or reduce right to win</div>	Strengthens company’s position
<div>Would meaningful regulations and/or taxes on other externalities materially impact profitability?</div> <div>Other negative externalities<sup>1</sup> will increasingly be regulated and, at some point, be priced</div>	No concern
<div>Are people treated decently in the value chain?</div> <div>Low risk of human rights violations or corruption across value chain</div>	Double click
<div>Would the company’s customers also pass The 2040 Test?</div> <div>Surrounding the company with like-minded customers and investors to amplify the positive impact up and down the value chain</div>	No concern

● Strengthens company’s position

● No concern

● Double click

● Reconsider case

1. Other negative externalities may include significant materials waste and land use requirements, dependence on deforestation, negative impact on biodiversity, (chemical) pollution, unsustainable resource extraction (e.g. high dependence on virgin metals or plastics) or water consumption, negative impact on (mental) health, employment or educational outcomes.





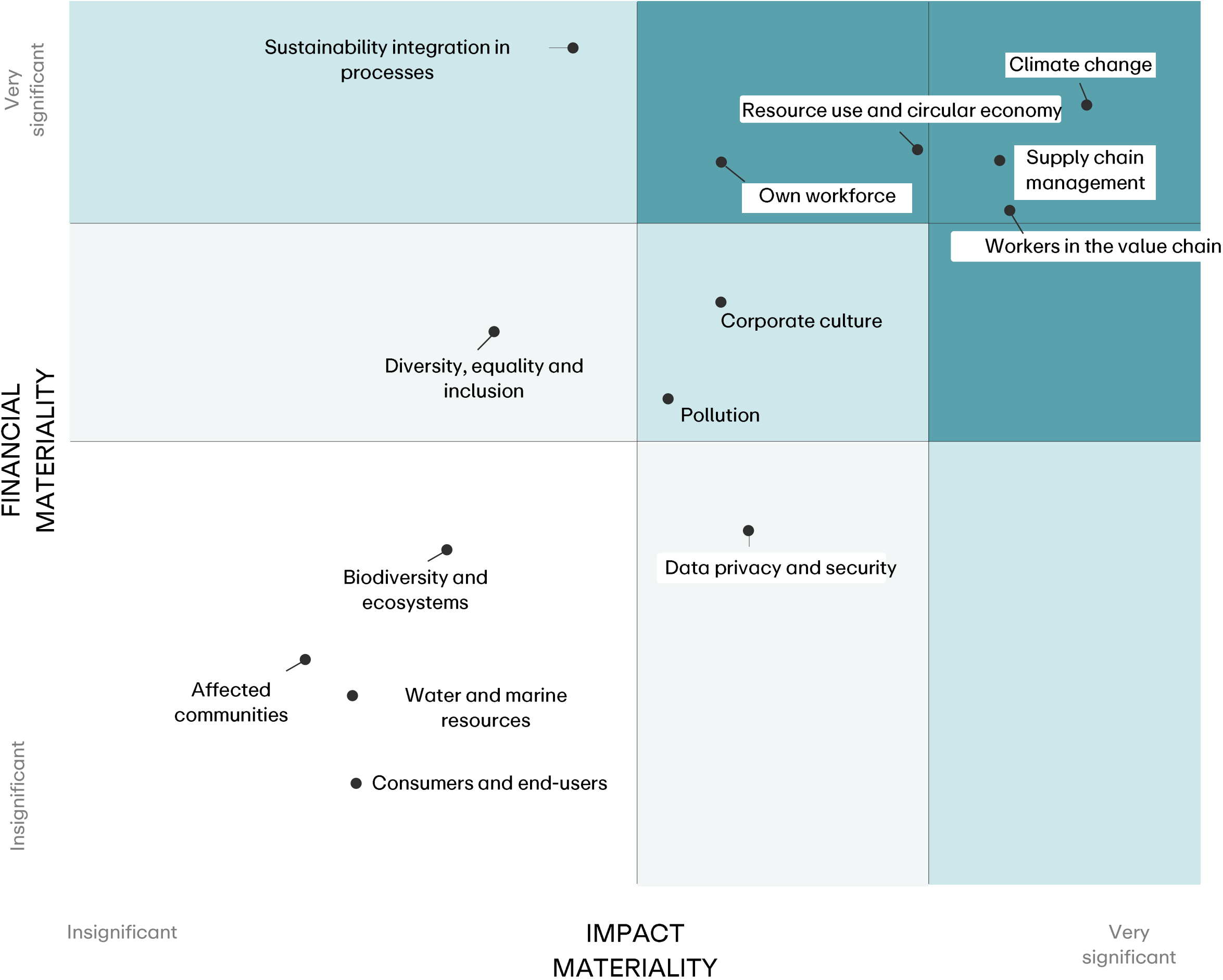
Due Diligence - Example

Double Materiality Assessment

The Double Materiality Assessment is used to identify, assess and ultimately choose the ESG topics that are most important for each company. We undertake the assessment on a list of ESG topics based on the European Sustainability Reporting Standards (ESRS).

The importance of an ESG topic is determined across two dimensions; impact materiality and financial materiality. Impact materiality refers to a company’s actual or potential impacts on people or the planet and financial materiality refers to an ESG topic that affects or may affect financial performance.

The illustration to the right is an example of a materiality mapping for a company installing and assembling energy efficiency equipment.





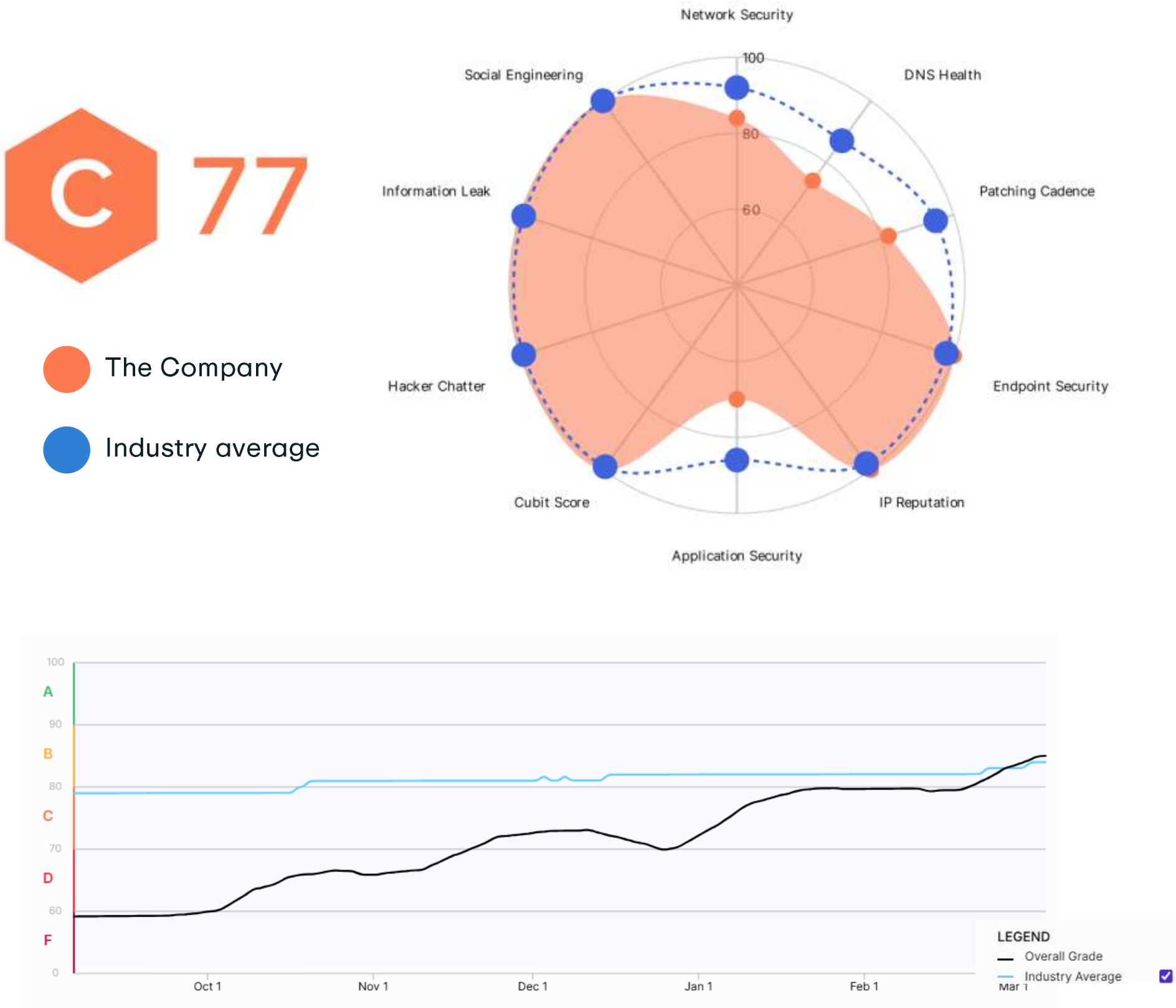
Due Diligence - Example

Cybersecurity posture scanning

The cybersecurity due diligence aims to understand the maturity of the company, identify relevant risks and provide input on how the company can achieve an adequate state within an acceptable timeline and cost.

In addition to management interviews, questionnaires and documentation reviews, the due diligence includes a security posture scan. We utilise a cybersecurity platform called Security Scorecard, which offers data-driven assessments of the company's security posture, identifies vulnerabilities, and benchmarks performance against industry peers. Based on data, the platform provides predictive insights into the probability of a security breach. For instance, a company with a security rating below 50 (‘F’) is 13.8 times more likely to be breached compared to one rated 100 (‘A’). Additionally, it displays historical data, allowing us to track a company’s security posture over the past 12 months.

The illustration on the right shows an example of a company’s posture scan and the comparison to the industry average of that company.



<div>A100</div> <div>Information Leak</div> <div>Potentially confidential company information which may have been inadvertently leaked</div>	<div>B84</div> <div>Network Security</div> <div>Detecting insecure network settings</div>
<div>A100</div> <div>Hacker Chatter</div> <div>Monitoring hacker sites for chatter about your company</div>	<div>C74</div> <div>DNS Health</div> <div>Detecting DNS insecure configurations and vulnerabilities</div>
<div>A100</div> <div>Cubit Score</div> <div>Proprietary algorithms checking for implementation of common security best practices</div>	<div>B82</div> <div>Patching Cadence</div> <div>Out of date company asset which may contain vulnerabilities or risk</div>
<div>D70</div> <div>Applications Security</div> <div>Detecting common website application vulnerabilities</div>	<div>A100</div> <div>Endpoint Security</div> <div>Detecting unprotected endpoints or entry points of user tools, such as desktops, laptops, mobile devices and virtual desktops</div>
<div>A100</div> <div>IP Reputation</div> <div>Detecting suspicious activity, such as malware or spam, within your company network</div>	<div>A100</div> <div>Social Engineering</div> <div>Measuring company awareness of a social engineering or phishing attack</div>

Case study

Cropster: Driving the coffee industry’s transition into a fairer, more economically sustainable, and environmentally responsible model for everyone

Sustainability drivers

Founded in 2008, Cropster is the leading vertical ERP for the coffee industry with a customer base of more than 3,700 coffee roasters around the globe. Cropster's software tools address the business-critical needs of coffee professionals who produce, trade, roast and sell coffee through wholesale and retail channels, both online and offline.

The company's tightly integrated suite of tools and real-time data analytics help coffee farmers, traders, roasters, and cafés to manage risks, improve quality, consistency and efficiency from crop to cup to reduce waste and deliver the best coffee taste to their customers.

Cropster drives the coffee industry’s transition into a fairer, more economically sustainable and environmentally responsible model for everyone, mainly by directly connecting farmers and roasters and by enabling supply chain transparency.

With its end-to-end software offering, Cropster's tools help market participants navigate emerging regulatory environments, such as the EU's forthcoming deforestation regulation to promote the consumption of deforestation-free products and assist them in managing the resulting administrative complexity.

Value creation opportunities

**M&A opportunity to expand along the coffee supply chain & adjacent verticals**

Cropster is well-positioned as a buy-and-build platform growing upstream (sourcing/farming), horizontally (direct competitors), and downstream (coffee shop chain management) – thereby digitalising the coffee supply chain from crop to cup

**Expansion of core product functionalities to increase ARPA/share of wallet**

Focus on product expansion to solve the pain points of upper-end of customer size segment by adding functionalities related to supply chain management/traceability and governance

**Optimisation in go-to-market and product delivery**

Scaling the sales & marketing motion on inbound and outbound channel by supporting the sales organization with best practices and structured go-to-market approach, including e.g., self-served customer onboarding to increase sales efficiency



Theme	Digitalisation
Headquarters	Innsbruck, Austria
Markets	>100 countries



Due Diligence

Underwriting impact

We use a proprietary impact qualification framework developed in collaboration with Bridgespan Social Impact, a leading social impact consultancy, to underwrite the efficacy of our impact investments. The framework is grounded in world-leading analysis from the Impact Management Project, a global initiative aimed at fostering a shared understanding of how organisations can manage their impact on people and the planet.

**We assess four key dimensions:**  
intentionality, total impact, additionality and risk.

Each dimension has defined, concrete criteria that we evaluate all potential impact investments against, resulting in an aggregate score from 0 to 100%.

Our team has developed a best-in-class methodology to estimate the emissions avoided through decarbonisation-related investments and the benefits to people and society of social impact investments. This approach, which we work to spread and develop together with other industry players, has been instrumental in guiding our investment decisions and measuring the impact of our portfolio companies.

We have used the framework consistently for all Idun I investments and the resulting learnings have enabled us to now underwrite impact across the broader platform. In 2024, we made two impact investments in Edda III.

Verdane impact framework



Intentionality

Management is aligned on prioritising and growing the positive impact of the business



Additionality

Clear opportunity for Verdane as owners to drive value creation in terms of additional impact and sustainable operations



Total Impact

Clear impact generated by the company’s product/service or product/service enables positive impact

The impact is reliably quantifiable and would not have occurred independently<sup>1</sup>



Risk

Limited potential negative impact pathways, clearly outweighed by the positive impact and/or subject can be mitigated



# In 2024, we launched the Verdane Idun II fund at its €700 million hard cap to back companies that will create a more sustainable future

Idun II, which is classified as an “Article 9” fund under the European Union’s Sustainable Finance Directive, will invest in decarbonising the economy, specifically in the areas of energy transition and resource efficiency.

Verdane’s Idun funds invest between €20 and €100 million into sustainable businesses. All investments made from Idun II pass strict sustainability criteria to measure their positive environmental impact such as a carbon avoidance target of a minimum of 5,000 tonnes of CO2 avoided per €1 million invested.

Verdane has backed 42 sustainable businesses since 2003. Current holdings from the first Idun fund include NORNORM, which enables businesses to reduce their greenhouse gas emissions through its innovative office furniture subscription model and Scanbio, a leading producer of highly nutritious fish protein concentrates and fish oils that focuses on the upcycling of waste and allows businesses to reduce their use of resource-intensive commodities.

Idun investments to date	11
Annual impact improvement in 2024	+19.5% <sup>1</sup>
Average total impact score*	83%
Countries represented in the Idun portfolio	5
Committed capital	€700m
Classification	SFDR Article 9





<div>Due Diligence</div> <div>We have developed a best-in-class approach to measure CO2 avoidance</div>	<p>Since the launch of Idun I, we have gained valuable insights and experience in how to measure CO2 avoidance and refined our approach based on our learnings. We have outlined our approach and methodology in a <u>whitepaper</u>.</p> <p>Our intention was to create a robust methodology that was objective, could be implemented across various investment scenarios and embedded comparability. It also reflects the need for a pragmatic approach that can be applied across different markets.</p> <p>Our goal is to foster a broader understanding and adoption of best practices in relation to measuring CO2 avoidance and accelerate the creation of a decarbonised economy.</p>	<div>Key design principles:</div> <p>Objectivity: Leverage independently verifiable data to reduce / eliminate the need for subjective opinion</p> <p>Comparability: The methodology is aligned to existing reporting frameworks and principals to enable standardisation over time and indexation to other methodologies and scenarios</p> <p>Conservatism: Reflect the challenge of uncertainty over data quality and consider the wide range of carbon abatement solutions</p> <p>Transparency: Frequent reporting which reflects changes in emissions and technologies over time to enable stakeholders to monitor progress</p>
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Our approach consists of four key steps

1	2	3	4
Convert	Calculate	Estimate	Scale
the entity or technology into a standardised ‘functional unit’	emissions per functional unit, based on the chosen reference scenario and corresponding emissions factors	the emissions savings over the holding period and for a period afterwards, based on expected growth trajectory and (horizontally) attribute a share of estimated emissions	emissions to Verdane (vertical attribution) proportional to Verdane’s ownership stake

Case study

# Corlytics: Enabling regulatory compliance in a structurally growing global market

The global regulatory landscape is becoming increasingly complex and fast-moving, with businesses struggling to manage compliance across jurisdictions. Manual, fragmented processes lead to inefficiencies, risks and missed opportunities.

Corlytics addresses this challenge by offering an end-to-end regulatory intelligence platform that enables enterprises to monitor, interpret and respond to regulations at scale. With coverage of over 2,300 regulatory bodies worldwide, Corlytics empowers financial institutions and corporates to automate compliance workflows, reduce risk and protect reputation.

Corlytics has a strong client base comprising global financial enterprises. The platform supports more sustainable business operations by streamlining policy management, reducing regulatory risk and improving governance practices across industries.

Value creation opportunities

Impact acceleration

Support clients in navigating increasingly complex regulatory environments. Enable better governance, transparency and risk mitigation through automation and proactive compliance.

Operationalisation

Opportunity to further professionalize and drive sustainability performance in the company through Verdane Elevate support.

Commercialisation

Expanding and commercialising on the challenge of tracking and keeping up to date with global sustainability regulations across industries and jurisdictions.



Theme	Regtech
Headquarters	Ireland
Markets	Global



Case study

# Corlytics’ regulatory platform helps organisations reduce compliance risks and improve governance

Impact thesis

Corlytics addresses the growing complexity of global regulation and enabling compliance by offering an integrated platform for regulatory monitoring. As financial institutions face increasing scrutiny—reflected in a threefold rise in global AML and KYC fines between 2010 and 2020<sup>2</sup>—Corlytics enables customers to reduce monetary and reputational risk while improving operational efficiency. Its coverage spans key areas like cybersecurity, data privacy and financial crime.

The platform replaces manual, fragmented regulatory and policy management, which accounts for up to 20% of Governance Risk and Compliance (GRC) spend in financial services. With a low carbon footprint, minimal supply chain risk and alignment to long-term governance and sustainability goals, Corlytics supports customers in complying with regulations leading to a safer and more ethical society.

Impact assessment<sup>1</sup>

100%

Intentionality

Established to help organisations comply with regulations and thereby make products and markets safer.

100%

Additionality

Growth in company enabled by Verdane coupled with support in operationalising sustainability will improve the impact it has.

69%

Total impact

Corlytics is helping address legal compliance, such as money laundering which cost 2-5% of global GDP in 2020.

75%

Risk

Some risks identified, with mitigation efforts in place (e.g. developing KPIs to better measure impact through customers)



1. Based on the Idun I impact framework, which has now been slightly adjusted based on key learnings since implementation (see page 22).  
2. Corlytics data.  
3. Bain, *Banking Regtechs to the Rescue*.



Investment Decision

Onboarding

# Sustainability is a key consideration in all investment decisions

Investment decision

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Onboarding

## Sustainability insights

Decision-making materials for all potential investments at Verdane include a section on sustainability that highlights material opportunities, potential red flags and key actions to implement.

## Impact Investment Committee

All impact investments are approved by a separate investment committee that assesses the impact case for each business independently of the financial attractiveness of the company.

## Onboarding a new portfolio company

Our due diligence insights underpin the onboarding of every new portfolio company, ensuring sustainability is built into the company’s growth strategy from the outset through the value creation plan.

We work closely with management teams to align around key sustainability-related priorities in onboarding sessions. This includes agreeing on requirements, material sustainability topics, value creation opportunities, and how Elevate and the portfolio ecosystem can support the portfolio company on their sustainability journey.

We apply a set of standardised Key Performance Indicators (KPIs), including Employee Net Promotor Score (eNPS) and Greenhouse Gas (GHG) emissions, across the portfolio. These KPIs are tracked on a bi-annual and annual basis, respectively, throughout the ownership period to ensure sustainability remains a key focus, improves over time, and that the company is more sustainable at exit than when Verdane first invested.





# Ownership phase



Accelerate & build

# Value creation during ownership

Elevate, Verdane’s in-house team of more than 30 operational experts, offers portfolio companies hands-on support as they scale. The Elevate team’s areas of expertise include data, finance, sustainability & decarbonisation, talent, go-to market, product and technology.

The Sustainability, Decarbonisation, Talent and Cybersecurity teams help portfolio companies across the entire sustainability journey, from strategy to implementation. These teams have developed scalable solutions and frameworks that can be leveraged across the entire portfolio.

These tools include standardised strategy blueprints and sustainability software solutions. In 2024, the teams completed 78 projects and held sparring sessions with more than 50 portfolio companies. These projects and sessions covered a wide range of focus areas, from benchmarking to strategy development.

## Sustainability & Decarbonisation



Nikolaj Hamann  
Senior Decarb Director



Stine Jørgensen  
Impact Director



Kristofer Gravning  
Sustainability Director



Hampus Bergqvist  
Sustainability Senior Associate



Lisa Belván  
Sustainability Senior Associate

## Talent



Nicola Mann  
Chief of Staff and interim Chief People Officer



Martin Beijer  
Senior Director, Talent



Katinka Tangen  
Senior Talent Associate

## Cybersecurity



Thomas Baasnes  
Senior Cybersecurity Director



Lina Lynås  
Cybersecurity Manager



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# Create value during ownership

## Progress in 2024

Our team conducts an extensive annual mapping of the portfolio's sustainability work to assess progress and identify opportunities for further impact. As part of this process, each company receives a report providing insights into its performance and sustainability maturity.

Findings from the 2024 survey show that the Verdane portfolio continues to demonstrate a strong sustainability foundation. A clear majority of portfolio companies have a dedicated sustainability champion, address sustainability at board level and track relevant sustainability KPIs. Notably, the number of companies that have conducted a double materiality assessment and adopted a board-approved sustainability strategy has increased.

Looking ahead, we will continue working with all portfolio companies to further elevate their impact. This includes supporting the implementation of strategies based on double materiality assessments, ensuring companies manage topics that are both financially and impact material.



Baseline	Sustainability benchmarking	GHG emissions baselining
	Board and management capability assessment	Cybersecurity maturity assessment
Strategy	Double materiality assessment	Carbon reduction planning
	Sustainability strategy development	Strategic roadmaps for cybersecurity
Implement	Implementation of key sustainability initiatives	EU Taxonomy alignment
	Culture transformation	Implementation of good governance practices

1. As part of the 2024 data validation process that identified some inconsistencies in earlier responses, the 2023 figures have been updated. Previously reported figures as “Yes”: Sustainability champion appointment – 73%, Sustainability addressed at board meetings - 66%, Sustainability double materiality assessment conducted – 16%, Board approved sustainability strategy - 44%, Track sustainability KPIs - 65%.

2. The question has been updated from previous years to focus more specifically on sustainability KPIs, rather than a broader scope of sustainability and impact KPIs.

30

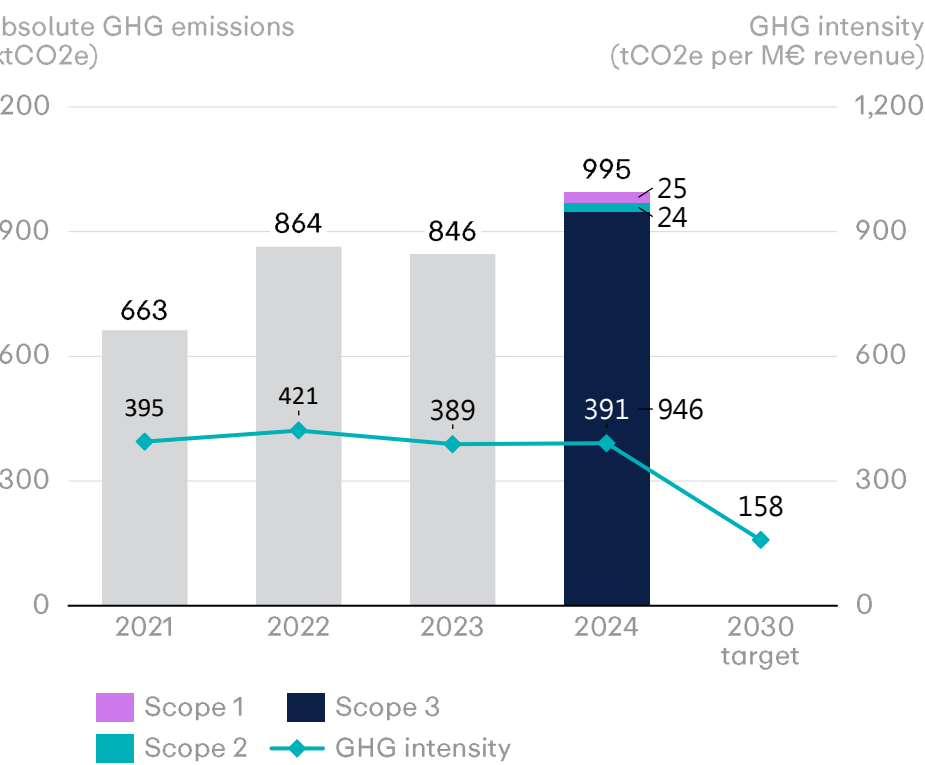
Accelerate & build

Respect the planet

Greenhouse gas emissions



Portfolio GHG emissions Scope 1-3<sup>1</sup>



As we navigate the next 10 years and beyond, it is crucial to take bold steps to limit and mitigate the consequences of climate change. There is a unanimous agreement among experts that we must cut global emissions by half by 2030. It is our conviction that companies that excel in reducing their environmental footprint and pioneer sustainable business models will have an outsized impact on their respective markets.

Our primary focus so far has been to reduce greenhouse gas emissions intensities in scope 1, 2 and 3. The initial step involves a thorough assessment of emission sources. This creates a solid foundation for our companies to identify reduction levers and implement a reduction plan. We have set an ambitious goal to reduce portfolio GHG emission intensity by 60% by 2030 vs 2021, which is measured on a year-on-year basis.

Portfolio GHG emissions scope 1-3<sup>1</sup>

Verdane’s absolute portfolio emissions in 2024 amounted to 995 ktCO2e, with a GHG intensity of 391 tCO2e per mEUR revenue. Since 2021, our portfolio revenue has grown at a slightly higher rate than portfolio emissions, resulting in a small reduction in the GHG intensity when comparing 2024 to 2021. However, intensity reduction needs to be assessed on company-level and we are constantly working improve the accuracy of GHG developments on a company-level.

Several of Verdane’s portfolio companies enhanced their GHG reporting in 2024 by improving data quality and/or increasing their reporting scope. To account for these improvements, we have updated our historical figures. As a result, historical emissions data for 2021-2023 have been adjusted for the 2024 reporting (please see appendix for more details).

The Elevate approach

The Elevate Sustainability team supports all Verdane’s portfolio companies to identify reduction levers and implement decarbonisation initiatives to cut their overall emissions.

To do this, the team has partnered with a carbon management software provider that helps companies tackle their emissions - this includes mapping, measuring, reducing and reporting.

Progress in 2024

In 2024, our Elevate Sustainability team improved our simplified carbon accounting tool and provided hands-on support to companies early in their GHG journey, in collaboration with our software partner. For more mature companies, we offer a GHG reduction strategy package. Looking ahead, we will continue to help our companies improve their GHG accounting practices, while working closely with our largest emitters to ensure their reduction efforts are in line with our portfolio reduction target.

We have also continued to work with our SFDR and EU Taxonomy partner to help relevant portfolio companies assess EU Taxonomy eligibility and alignment and report on Principal Adverse Impact indicators.<sup>2</sup>

1. Due to improved data quality and reporting scope among Verdane portfolio companies, historical GHG emissions for 2021–2023 have been adjusted using updated figures from the companies or extrapolations. Previously reported portfolio GHG intensities (tCO2e per M€ revenue) were 2021: 611, 2022: 474, 2023: 420.

2. PAI indicators are a set of environmental, social and governance indicators that aim to comprehensively represent how financial market participants consider the sustainability risks of their investment decisions.



Case study

momox:  
Caring for the planet one  
second-hand product at a  
time

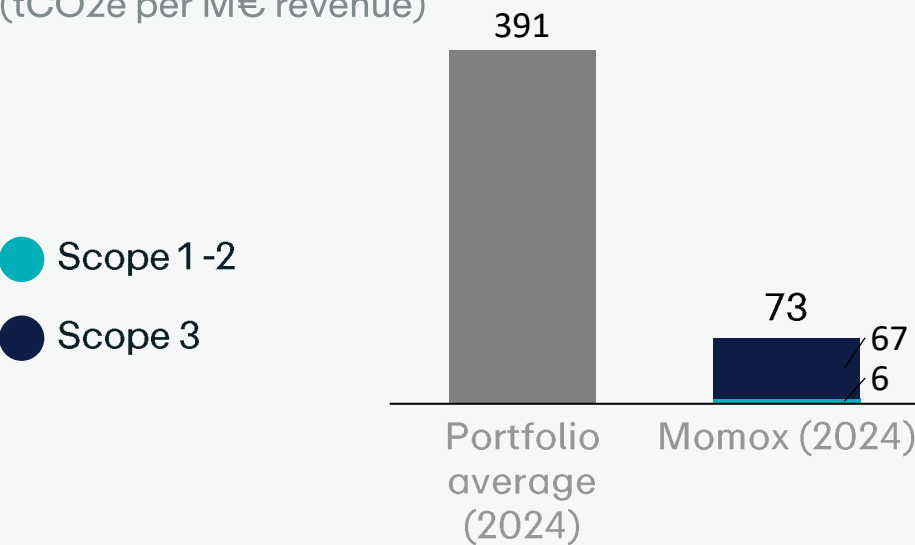
Sustainability  
drivers

momox, one of the leading re-commerce companies in Europe, has provided a hassle-free way for customers to sell and buy pre-owned items since 2004, integrating circular economy into the heart of its business model. For 2024, momox is preparing to publish its first sustainability report in accordance with the Corporate Sustainability Reporting Directive (CSRD), two years before needed, demonstrating its commitment to transparency and sustainability.

Sustainability is a core part of the mission and vision statement of momox. It is firmly integrated within the company’s strategy, targets and day-to-day operations. In 2024, momox updated its sustainability strategy and established a cross-functional, diverse team to set the strategic direction with initiatives and clearly defined goals as well as targets against its material topics of circularity, own workforce and climate change.

Progress towards Verdane’s 2030 targets  
Respect the planet

Greenhouse gas emission  
intensity  
(tCO2e per M€ revenue)

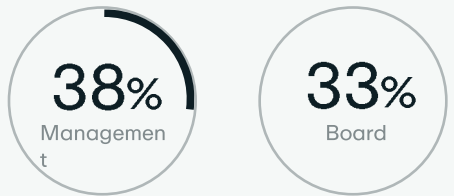


Be the best place to work, for  
everyone

Employee engagement (eNPS)

+15 Good

Diversity (% female share)



Create secure and responsible  
companies

Company code of  
conduct

Yes

Whistleblower protection

Yes



Theme	B2C
Headquarters	Germany
Markets	Germany

Case study

Respect the planet:  
Ambitious targets set to  
reduce and avoid  
emissions



When momox chose to take a leading role in implementing the new European Sustainability Reporting Standards two years ahead of the official requirement, the initiative became more than a reporting exercise. It was used as a strategic opportunity to drive action and set clear targets. Central to this process was a Double Materiality Assessment and a competitor analysis to understand impacts, risks, opportunities and competitive positioning. As part of this journey, momox also formalised climate targets.

momox measures GHG emissions in scopes 1, 2 and 3, in line with the global GHG Protocol standard. In addition, it reports and sets goals on avoided emissions through its used products. As part of its CSRD readiness and strategy process, momox has set a highly ambitious goal, in line with Verdane’s climate target, with an 80% GHG intensity reduction in scope 1, 2 and 3 per mEUR in revenue by 2030 and to increase avoided emissions annually by 5%.

Scope 1-2: ~ 8% of emissions

Natural gas and fuel used in vehicles, electricity consumption, and heating are the main sources of scope 1 and 2 emissions. Key initiatives to reduce emissions include:

- Using 100% renewable energy at all sites
- Deploying a smart heating system in the Berlin HQ

Scope 3: ~92% of emissions

Purchased goods and services, including materials for production, are the main sources of scope 3 emissions. Key initiatives to reduce scope 3 emissions:

- Optimising transportation between momox warehouses
- Reducing amount of data storage
- Implementing more sustainable shipping solutions

Scope 4: Increased avoidance

momox also tracks avoided emissions, which it defines as avoiding the production of new equivalent products. As a re-commerce provider, it is ensuring goods that would otherwise be likely discarded, gets a second life. Key initiatives are:

- Implementing CO2 tags on online product pages to show positive impact from the purchase of second-hand products

Initiatives planned for 2025

- Setting supplier decarbonisation targets and tracking of their emissions
- Rethinking packaging and exploring reusable and circular options
- Improving reuse and recycling of unsellable items
- Testing repair and upcycling alternatives

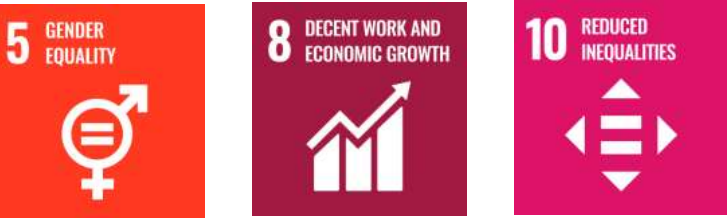


Accelerate & build

Be the best place to work,  
for everyone

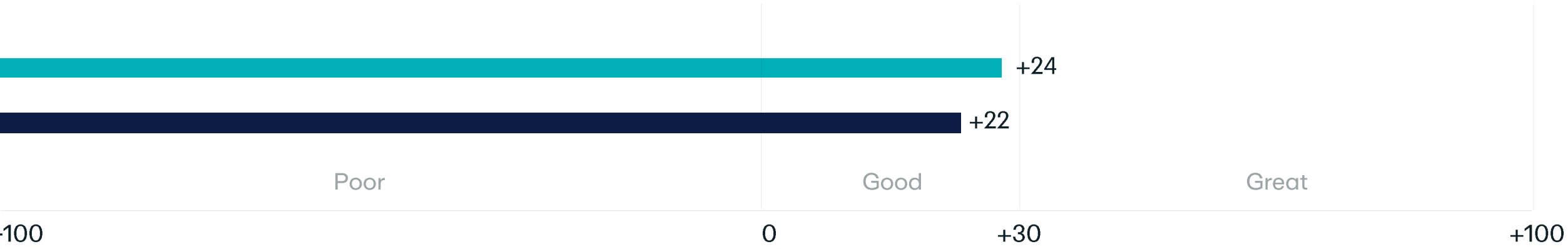
Employee engagement

Sustainable development goals



2023 2024

Employee engagement (eNPS)



Respondents: 59 companies (72%)

Securing and maintaining top talent remains a cornerstone of success for technology-enabled and socially conscious companies. The Employee Net Promotor score (eNPS) stands as a benchmark and research-backed indicator of organisational health. A score above 20 is widely recognised as positive across industries and geographies.

The eNPS is a crucial metric as it enables us to monitor the level of employee engagement across our portfolio. We benchmark scores with global averages and the Verdane portfolio average.

The Elevate approach

Our firms receive tailor-made benchmarking reports that include comparative scores, historical development, and practical recommendations for improving employee engagement.

We offer our portfolio companies a more comprehensive organisational diagnostic tool called the Organisational Capability Assessment (OCA), which measures engagement, diversity & inclusion, employee wellbeing, leadership, strategic alignment, and operational efficiency.

The results from the OCA offer insights into organisational strengths and improvement areas, and follow-up actions can vary widely, encompassing everything from focused coaching sessions to in-depth cultural overhaul projects, all facilitated through the support of Verdane Elevate.

Progress in 2024

The Verdane portfolio average eNPS of 22 is considered strong, and has remained relatively stable since 2023, where the average was 24.

Following data collection, we developed and shared eNPS guides with our portfolio, leading to new companies participating in our benchmark. The guides included suggestions for improvement and tips for how to increase eNPS across the company. Our aim is to create a playbook on how to foster employee engagement in the context of being a Verdane company.

Accelerate & build

Create secure and responsible companies: Governance

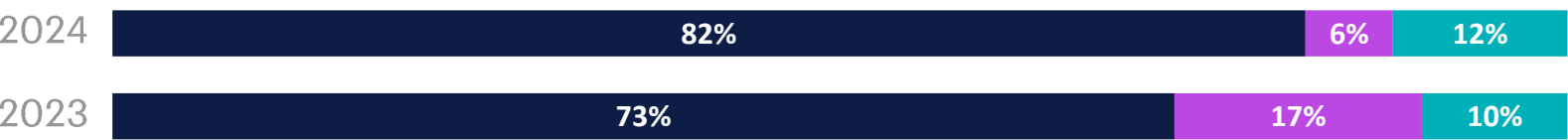
Sustainable development goals



● Yes   ● In progress   ● No

Policies in place (respondents: 78 companies (89%))

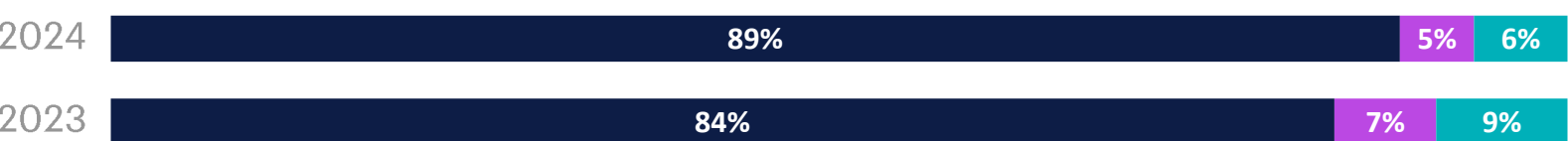
Company code of conduct<sup>1</sup>



Supplier code of conduct<sup>1</sup>



Whistleblowing protection<sup>1</sup>



It is vital that all companies act responsibly. This can be carried out using codes of conduct that outline expectations for employees as well as suppliers at every portfolio company. Verdane’s goal is to ensure that all portfolio companies have robust policies in place that are followed by our portfolio companies.

These companies must facilitate whistleblowing and provide protection to anyone who reports incidents. We expect portfolio companies to have these policies and systems in place, regardless of whether they are legally required.

The Elevate approach

Elevate offers companies a series of policy templates such a Company Code of Conduct, Supplier Code of Conduct and Whistleblowing Policy with implementation guides that they can use to put them into action.

Elevate also has a framework agreement with Lumgo, a whistleblowing application provider. Lumgo allows employees to anonymously submit complaints. The complaints are then stored securely, making it easier to follow up on them and manage them appropriately.

Progress in 2024

In 2024, we continued to apply our governance “toolbox”, including policy templates, implementation guidance and our partnership with Lumgo to support our portfolio companies in establishing key governance policies. The ongoing use of these resources has resulted in meaningful progress in the portfolio in all three key policy areas.

We will continue to promote the governance toolbox to new investments and companies that have not yet implemented one or more of the key policies and remain committed to reaching our target of 100% portfolio coverage.

1. As part of the 2024 data validation process that identified some inconsistencies in earlier responses, the 2023 figures have been updated. Previously reported figures as “Yes”: Company code of conduct - 75%, Supplier code of conduct - 59%, Whistleblowing protection- 85%



Accelerate & build

Create secure and responsible companies: Cybersecurity

Sustainable development goals



Cybersecurity continues to be a prerequisite for doing business, with both customers and authorities expecting higher levels of regulatory compliance. At Verdane, we have always believed that companies with robust cybersecurity practices have a competitive advantage over businesses that have failed to make progress in this area.

Cyber threats continue to grow more complex and widespread, meaning it’s crucial for companies to prevent or reduce the impact of any attacks. Doing this builds trust with stakeholders and increases operational effectiveness.

The Elevate approach

Elevate advises our companies and operates a community of cybersecurity peers. Our companies have access to playbooks, benchmarks, discounted agreements and trusted partners. Elevate also runs projects such as maturity assessments to develop strategic roadmaps and ISO 27001 implementation.

Progress in 2024

We improved our standardised delivery model for cybersecurity. This helps portfolio companies assess their security programme, build strategic roadmaps and solve specific challenges such as implementing ISO 27001 certification, procurement and hiring.

In 2024, we interacted with 84% of our portfolio companies in one-to-one sparring sessions with the cybersecurity responsible. We supported over 25 companies with different security challenges, big and small, and achieved an NPS score of 92.

We scaled up our cybersecurity community of experts. The community comprises more than 160 security responsables and works as a platform for sharing knowledge and resources, gaining access to trusted partners and taking part in workshops, webinars and more.

In 2024, we hosted 12 cybersecurity events such as gatherings, webinars and workshops. We continuously maintain and improve a library of resources including policy templates and playbooks.

We monitor our portfolio’s external security posture. Our tool constantly scans and offers a comprehensive view of all portfolio companies' external security postures. It notifies us of critical vulnerabilities, allowing companies to access the portal and resolve issues.

In 2024, more than 60 companies were provided with the scan results and recommendations for remediation.

We established a 24/7 Incident Response Agreement. This provides our portfolio companies with round-the-clock access to expert technical support in the event of a cybersecurity incident. This enables rapid assistance from an experienced team, which is crucial when every second counts.

In 2024, the agreement was used to provide general advice to several portfolio companies and to assist with live incidents.

Case study

Talentech: Securely enhancing recruitment efficiency and quality

Talentech specialises in providing HR software solutions designed to streamline, enhance and automate HR processes. By combining innovation from leading HR tech companies, the platform provides an end-to-end solution for the entire recruiting process and an efficient system for HR management. The goal is to replace repetitive tasks and complex HR management with an easy-to-use platform in a user-friendly format.

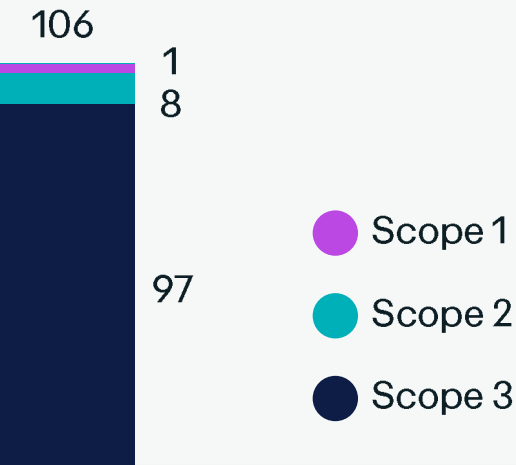
Sustainability drivers

The inherent sensitivity of HR information sets stringent requirements for secure storage of HR data to ensure compliance with rules and regulations. The sector has undergone significant digital transformation in recruitment and HR processes and is now facing a new challenge with AI technology.

Progress towards Verdane’s 2030 targets

Respect the planet

Greenhouse gas emission intensity (tCO2e per M€ revenue)

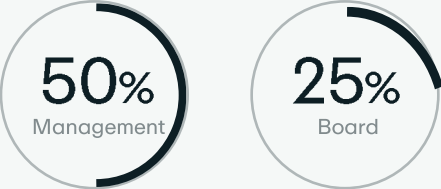


Be the best place to work, for everyone

Employee engagement (eNPS)

2024: +4 Good  
2025: +18 Good

Diversity (% female share)



Talentech increased its eNPS score in 2025 by:

- Collaborating more across teams
- Engagement in taking the lead on AI in its products
- Following up on feedback and focusing on the employee experience

Create secure and responsible companies

Company code of conduct

In progress

Whistleblower protection

Yes



Theme	Digitalisation
Headquarters	Norway
Markets	Nordics and Europe



[Case study](#)

# Cybersecurity

## Create secure and responsible companies

Talentech and Verdane Elevate have collaborated on assessing the cybersecurity maturity level of the company and the development over the past years. In 2024, cybersecurity was a key focus area as Talentech introduced an AI Copilot within its HR platform, securely enhancing recruitment efficiency and quality.

### Talentech Copilot – Security and Privacy by Design

To leverage data from 303,000 jobs and 9.2 million job applications with AI, Talentech required a robust platform for efficient and secure data processing. Microsoft Fabric provided comprehensive security across all data points and hosted OpenAI GPT models at the tenant level, ensuring the necessary control for customer data.

### Key highlights

Talentech appointed a dedicated CISO, demonstrating a strong commitment to cybersecurity. This enabled a more streamlined and efficient approach to cybersecurity governance and implementing a security strategy.

Significant developments made during 2024:

- **Governance, risk and compliance:** Implemented an Information Security Management System (ISMS) based on the ISO 27001 standard, using a tool that enables automated verification of security controls and obtained ISO 27001 certificate for the Dutch organisation.
- **Security awareness:** Launched platform for automated phishing simulation and awareness training to increase awareness and understanding of security practices and common threats.
- **Endpoint management:** Implemented device management with Microsoft Intune.
- **Vulnerability management:** Conducted penetration tests to identify weaknesses and remediate findings in a structured manner to reduce the risk of unknown vulnerabilities that can be exploited by threat actors.
- **Threat detection and response:** Acquired an external Security Operations Center (SOC) for managed detection and response 24/7 to ensure timely detection of and response to cybersecurity attacks.

### Plans for 2025

- Enhance cloud security infrastructure and monitoring using advanced tools and services.
- Perform disaster recovery exercises in collaboration with hosting partners.
- Expand the Information Security Management System (ISMS) to cover the entire organisation
- Continue improving Talentech’s external security posture and manage third party cyber risk by using the Security Scorecard. platform.



# Verdane Operations



# Sustainability is at the heart of Verdane

Verdane is certified as a B Corporation, the most ambitious sustainability accreditation globally. This certification reflects our commitment to harnessing private capital to drive positive outcomes. B Corporations are businesses that demonstrate the highest standards of social and environmental performance, transparency and accountability.

## Continued advocacy for a standard on measuring carbon emission avoidance

Throughout 2024, Verdane has continued its pioneering work in advocating for a common standard for the measurement of carbon emission avoidance following the publication of our whitepaper on the topic in 2023. This advocacy has included speaking at a roundtable session in November alongside the Terravera Foundation and Nysnø, amongst others.

## A public voice on sustainability

Verdane has scaled up its sustainability team during 2024, bringing on board Dr Erich Becker as a partner on the decarbonisation team. Dr Becker is a public advocate for sustainable investing, speaking at the Real Deals ESG conference in 2024 on the topic of engaging portfolio companies in the ESG journey.

## Joining the UNPRI

In 2024, Verdane became a signatory to the Principles for Responsible Investment, a UN-supported network of investors. This natural next step for Verdane was a further commitment to sustainable investment after being certified as a B Corporation in 2023.

## First TCFD report sent to investors

We hold ourselves to the most rigorous standards on the measurement of carbon emissions and encourage our portfolio companies to also follow the most accurate methods. In 2024, Verdane carried out its first report using the framework established by the Task Force on Climate-related Financial Disclosures, a globally recognised standard for companies to disclose information about their climate-related risks and opportunities. This report was shared with Verdane investors.

## Continuing the work of the Verdane Foundation

The firm has been 10% held by the Verdane Foundation, which is dedicated to sustainability globally and inclusion locally, since 2016. The foundation has now received more than €5 million in donations.



# Njord Carbon: Making progress on innovative negative emissions technology

Verdane announced the launch of Njord Carbon in partnership with globally leading forestry group Södra in 2023 to sustainably remove and permanently store biogenic carbon emissions, scaling the carbon removals value chain.

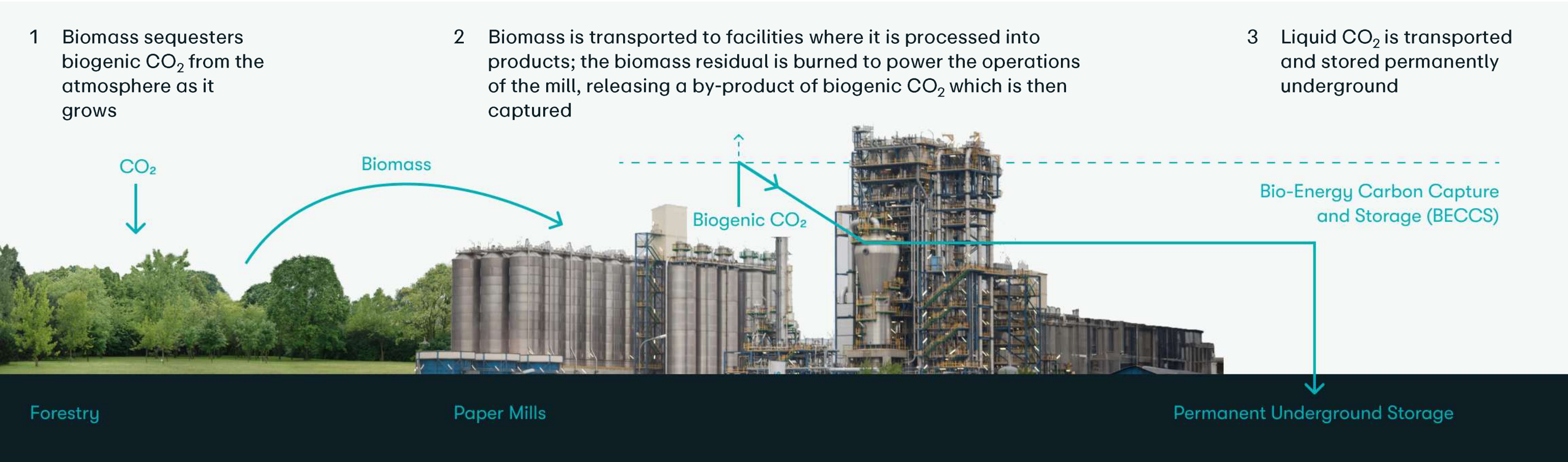
It uses Bioenergy with carbon capture and storage, a Negative Emissions Technology, that captures biogenic carbon emitted from sustainable bioenergy used in pulp and paper, waste-to-energy, and other production processes.

The project aims to enable the transition towards a sustainable world, by making high-quality carbon removals available at scale and at an affordable price point by offering certified, permanent carbon dioxide removal credits.

In February 2024, Njord Carbon announced that renewable industries senior executive Heinz Felder has joined the project as its Chief Technology Officer.

In June 2024, it was announced that Njord Carbon is fully funded for the next two years, allowing it to continue to build the necessary organisation and to make further technical and commercial progress.

We now expect the timeline to implement the Njord Carbon project will be longer than initially planned due to the global macroeconomic factors outlined in the letter from our managing partner earlier in this report. We continue to believe in the long-term viability of the project, however, and work continues to refine its technology.





Our progress

Respect the planet

Verdane’s GHG emissions intensity

At Verdane, we assess our GHG emissions intensity per FTE as our workforce is the main driver of operational emissions. Our primary emissions sources include business travels, work-related equipment and professional services.

Our GHG emissions per FTE have increased compared to our 2022 baseline, largely due to higher costs and emissions from purchased goods and services, particularly professional services. However, a recently conducted peer benchmark analysis found that Verdane’s adjusted GHG intensity<sup>2</sup> is at the lower end compared to selected European private equity peers.

Emissions from professional services are currently estimated using spend-based data. To address this, we have started to engage with key partners to access supplier-specific data, which will improve the specificity of our emission data and better inform our reduction efforts.

In 2025, we will continue to develop and begin implementing our GHG reduction strategy. This strategy will identify the most effective reduction levers and help us ensure we get on track to meet our 2030 reduction target.

GHG accounting methodology improvements

At Verdane, we are committed to providing comprehensive GHG reporting while continuously improving the quality of our emissions data. Our recently conducted peer benchmark analysis confirmed that Verdane operational emissions reporting scope is significantly larger than most selected peers, where we for instance include our footprint from purchased goods and services.

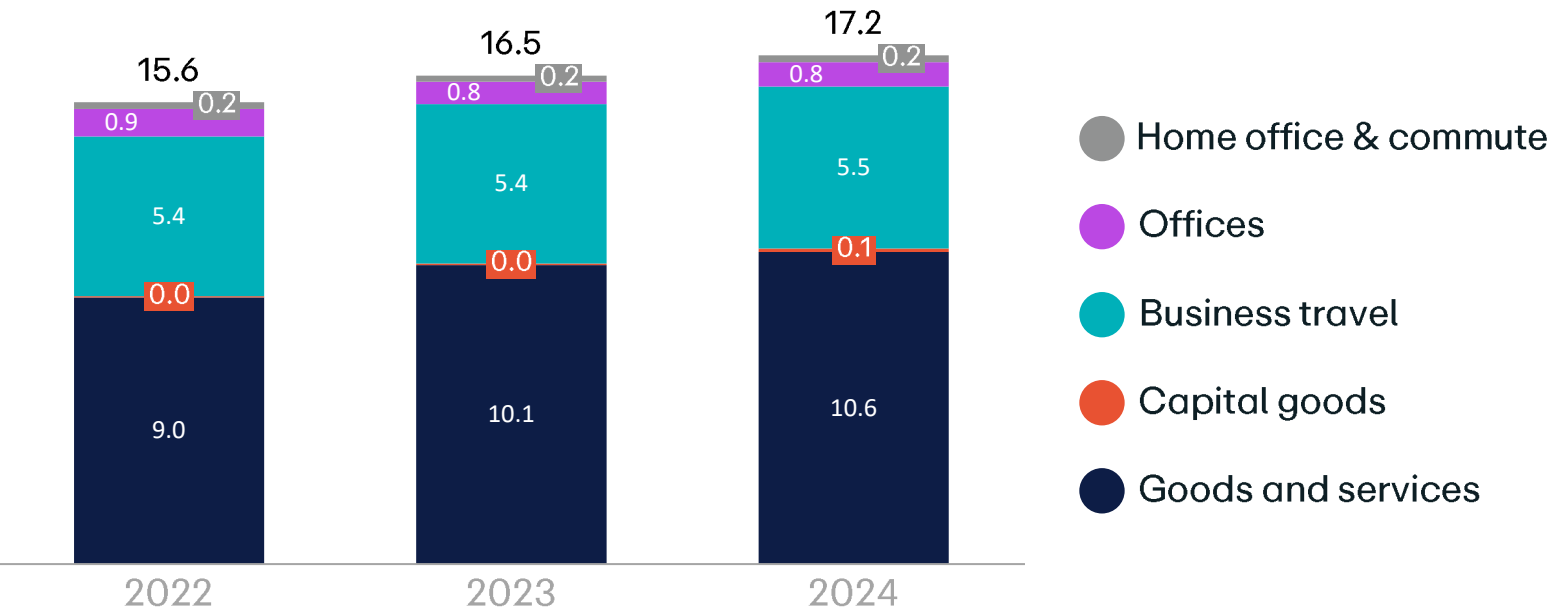
In 2024, we conducted a review of our GHG accounting methodology in collaboration with third-party expertise. This process led to several updates aimed at aligning our data more closely with actual emissions. Key changes included the reclassification of fugitive emissions from Scope 1 to Scope 3, an update of our spend-based emission factors and minor refinements to Scope 2 estimates for offices where actual energy consumption data is not available. As a result, we have restated our 2022 baseline emissions to reflect these improvements. Our 2023 emissions figures are currently estimated based on cost and FTE growth.

Looking ahead, we will further enhance the consistency and robustness of our emissions data. This includes ensuring alignment in financial data inputs across years and completing a full GHG accounting for 2023 in line with our updated methodology.

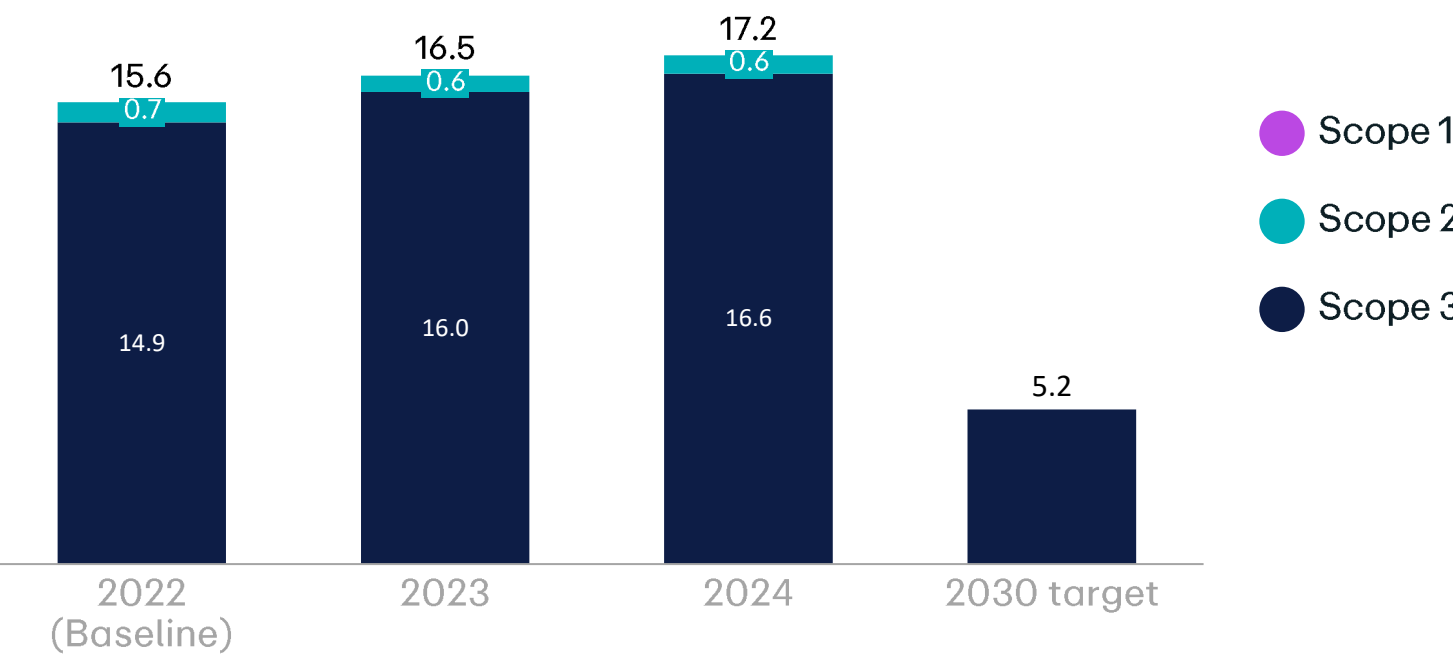
Total emissions

2.84 ktCO2e

GHG emissions intensity per category (tCO2e per FTE)<sup>1</sup>



GHG emissions intensity per scope (tCO2e per FTE)<sup>1</sup>



1. In 2024, Verdane took several actions to improve its GHG accounting methodology, leading to the restatement of previously reported emissions for the years 2022 and 2023. The previously reported GHG emissions intensities were 2022: 14.7 and 2023: 14.6.  
2. "Adjusted GHG intensity" refers to Verdane’s GHG intensity when calculated using only the emission categories commonly reported by selected peers.

Our progress

Be the best place to work, for everyone

A continued focus on diversity

We continue to make progress towards our 2030 goals by prioritising diversity and maintaining high levels of employee engagement. Our team is an international workforce of 18 nationalities, each bringing a unique perspective. We continue to take diversity into account when recruiting new talent and over 50% of new employees come from underrepresented groups.

To improve diversity in recruitment, Verdane has implemented several initiatives:

- Setting Diversity Goals: Establishing specific, measurable goals for the hiring process and tracking progress.
- Structured Interviews: Using standardised scoring criteria for all candidates to minimise biases.
- Employee Referrals: Encouraging current employees to refer candidates from diverse backgrounds to broaden the applicant pool.
- Bias Training: Planning bias training sessions for hiring managers.
- Continuous Evaluation: Regularly assessing the hiring process and outcomes to identify and address any remaining biases, ensuring a fair and inclusive process over time.

Dedicated to creating a positive work environment

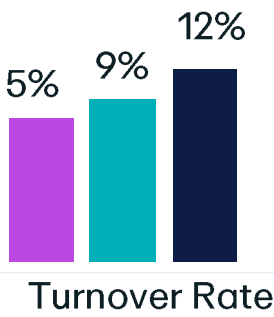
We have seen a drop in our eNPS score and are taking steps to address it. The survey results have resulted in four company-wide focus areas:

- Understanding of where we are heading
- More clarity about roles, responsibilities and career development
- Leadership development
- Enhancement in Diversity, Equity and Inclusion

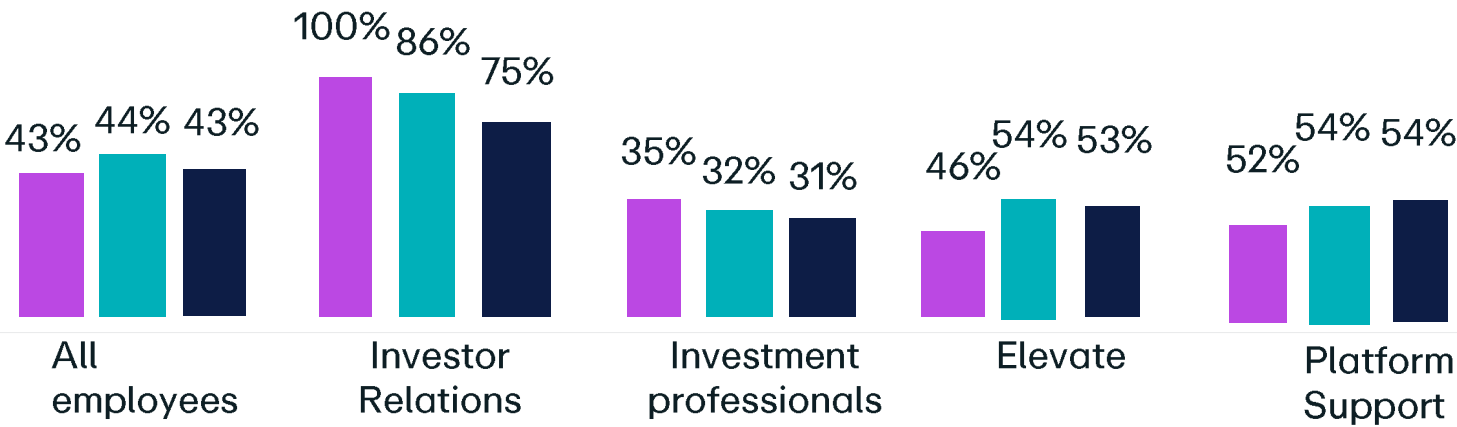
We have also established an Executive Committee (ExCo) with leadership representatives from various departments and locations to provide feedback and make decisions on our company's culture, policies and initiatives. The Committee ensures that the voices of employees are heard and that their perspectives are considered when making decisions that affect the entire organisation.

202220232024

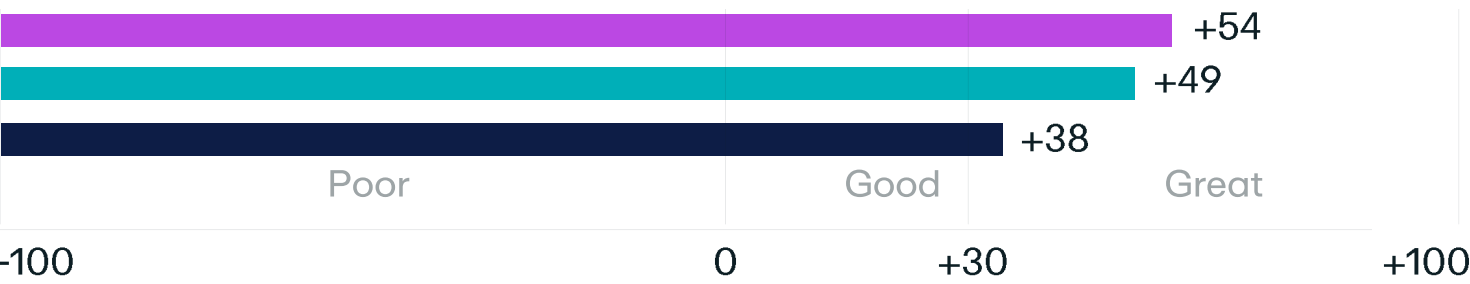
Employee turnover<sup>1</sup>



Gender diversity<sup>2</sup> (% female share)



Employee engagement (eNPS)



1. Employee turnover is calculated as the number of FTEs leaving Verdane over the course of the year divided by average FTEs in the previous year multiplied by 100.  
2. The computation of gender diversity exclusively encompasses permanent full-time staff members.



Our progress

Create secure and responsible companies

Verdane maintains a strong cybersecurity posture and is continuously improving processes and implementing more advanced security measures.

The Information Security Management System (ISMS) ensures a structured approach to security risk management through clear policies and procedures. An automated security awareness programme regularly provides customised phishing simulations and training to increase employee awareness and understanding of common threats. Advanced protective measures related to infrastructure, applications and endpoints reduce the attack surface and risk of intrusion. A professional Managed Detection and Response (MDR) service provides 24/7 monitoring of our environment and we have access to technical support from a professional Incident Response team.



All employees received Code of Conduct training



Implemented security controls in line with the DORA regulation



Cybersecurity data not shared publicly as a matter of policy for security purposes

Key initiatives this year include:

Acquired and implemented a GRC tool to ensure compliance with the Digital Operational Resilience Act (DORA).

An internal project team with support from external lawyers and experienced consultants established security controls and documentation to ensure DORA compliance. The main pillars of DORA were addressed through the following:

- Establishment of a robust ICT Risk Management framework
- Adjusted procedures for incident reporting
- Modified process for regular testing of Digital Operational Resilience
- Stricter controls for managing third-party risk

Establishment of Incident Response Agreement with professional Incident Response Team for 24/7 hotline in case an information security incident occurs.

Completed business continuity and disaster recovery tests of important processes and assets.

Extended scope of monitoring and detection to include all relevant assets to strengthen detection capabilities.

An external security control assessment and penetration testing were conducted.



# Appendix



# Methodology and definitions

## Greenhouse gas emissions methodology

The calculated GHG financed emissions include investees' scope 1, 2 and 3 emissions<sup>1</sup> and follow the guidance of the GHG Protocol. Depending on data availability, different calculation methods have been used on a company level. These different approaches lead to emissions results of differing completeness and accuracy, as described on this page. While we cannot guarantee the completeness of current data, our calculations will improve as companies apply the most suitable approach. In the meantime, it is important for us to be transparent and not wait to report until data quality levels are higher.

## Approach 1: Advanced GHG management tool

Companies make an extensive calculation of GHG emissions with a GHG management tool. An average-based and/or supplier-specific method is applied where possible, meaning emissions are calculated based on activity data, such as kWh, km or kg, and/or specific data to the supplier’s product.

A spend-based method is applied when the other methods are not attainable and involves a calculation based on invoice data from the specified year.

An advanced GHG management tool is our preferred approach as it provides the highest level of data specificity to understand a company’s emission sources with the most accurate estimates.

## Approach 2: “Light” GHG management tool

Companies estimate their GHG emissions using a simplified approach by collecting data from invoices and mapping the invoices according to emissions categories that describe each purchase. Where applicable, an average-based method is applied, particularly for GHG categories that cannot be estimated using the spend-based method, e.g., employee commuting and downstream activities.

This “Light” GHG management tool is suitable for companies at the beginning of their carbon calculation journey and offers a good overview of a company’s emissions sources to analyses data and identify emission hotspots.

## Approach 3: Extrapolation of emissions

Verdane extrapolates emissions if companies have calculated emissions in one year but not completed the calculation for other years. This is a temporary solution that assumes the emissions increased in line with revenue.

If a company significantly changes its reporting methodology without recalculating historical data, Verdane also extrapolates the company’s historical emissions. This approach is used to prevent changes in reported GHG emissions being driven by shifts in the reporting methodology rather than actual changes in emissions.

## Approach 4: Revenue-based estimates

For companies that are unable to provide GHG emissions data, Verdane estimates emissions based on the industry classification and company revenue. These estimates are based on a database developed by the Carbon Disclosure Project (CDP), a non-profit organisation that operates global environmental disclosure systems

## Definitions

## Sustainability

Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.

In practice, sustainability seeks to minimise negative environmental impacts, promote social equity and inclusion and foster economic growth.

## Environment, Social, Governance (ESG)

ESG standards are used to evaluate the long-term resilience and overall performance of a business, as well as its commitment to sustainable practices and ethical principles.

## Impact

Impact refers to the positive or negative consequences that a company's operations, products or services have on the environment or society. Impact investments are investments aimed at generating positive, measurable social or environmental impact alongside financial returns.

1. Scope 1: Direct emissions from sources owned or controlled by the organisation, such as owned and leased vehicles, fuel combustion, and onsite machinery.  
Scope 2: Indirect emissions from purchased energy, such as electricity, steam, heating, or cooling consumed by the organisation.  
Scope 3: Indirect emissions from sources not owned or controlled by the organisation, such as purchased goods and services, business travel, employee commuting, and waste.

# Feel free to reach out



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