

ESG REPORT 2023

OUR JOURNEY TO SUSTAINABILITY

LETTER FROM THE CEO



To the reader,

All production in the world affects people and the environment but exactly what that impact is, is often unclear.

Supply chains are complex and fuzzy. There are global networks of subcontractors who frequently create pollution, waste and engage in other bad practices, but that is changing.

This year, larger European companies must start reporting on their social footprint according to the Corporate Sustainability Reporting Directive (CSRD). From climate to social impact, all factors included in the directive must be reported on annually. We at Highberg are helping our clients take this action and at the same time we are preparing to comply with CSRD too. We are in this together.

As an international consulting firm dedicated to transforming businesses to optimum sustainability, we must lead by example and stay ahead in our sustainable journey.

After having integrated several boutique firms into one united Highberg, we now proudly present our first Environmental, Social, and Governance (ESG) report for the year 2023. This ESG report demonstrates our focus on creating value for our clients, people and planet.

Our commitment to driving positive change is at the heart of what we do. Last year we became a B Corp. As a B Corp, we stand proudly as a force for good, embedding environmental and social considerations into our organization and consulting services.

The following report shows our efforts to balance profit with purpose and impact, showcasing good, even fun initiatives, metrics, and outcomes that reflect our dedication to responsible business practices.

In this report you'll find information about our environmental, social and governance efforts to leave a better world for our children.

A handwritten signature in black ink, appearing to read 'Han Driessen', with a long, sweeping underline.

Han Driessen, CEO Highberg



ABOUT THIS REPORT

In this report, we outline our policies and programs designed to show the Environment, Social and Governance (ESG) impact on business and society. We describe our goals, learnings and highlights of 2023 and our next steps for 2024. With this report, we give you an overview of 2023 related to ESG. We are very proud to share this report with you, since it is our first step at reporting ESG as one united Highberg.

HIGHBERG IN A NUTSHELL: OUR MISSION

We are a group of multi-disciplinary boutique consulting firms with best-in-class experience in organizational, digital and sustainability transformations. Our joint ambition is to build the leading transformation consulting group in Europe, with one mission:

Being the best partner for our clients in organizational, digital and sustainability transformation through our combined expertise. We strive for change that has lasting impact on organizations and their people.

OUR VALUES

01. BE COMMITTED

We relentlessly strive for a lasting positive impact on clients, society, and the environment. We behave as entrepreneurs, collectively owning up to the overall success of our company.

02. BE BETTER

We're obsessed with growing and developing people – including ourselves – to maximum potential. We pursue the highest standards of quality and professionalism in everything we do.

03. BE YOU

We are playful, enjoy what we do, and have fun together when possible. We seek to connect on a personal, informal level with our clients and colleagues, through which we build long-lasting, trust-based relationships.

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ESG AT HIGHBERG

VISION ON SUSTAINABILITY

Without a healthy, thriving planet, we cannot sustain ourselves now and leave it in a good place for the next generation. By inspiring others with our practices, helping clients with their sustainability endeavors, and partnering with our stakeholders, we take our responsibility in this important matter.

We believe sustainable organizations play the infinite game. We focus on short term results, long term value and on the impact for all of our stakeholders. We search for this balance.

We see sustainability as the long-term goal for all organizations. Sustainable organizations are resilient and adaptable and have a focus on their stakeholders. If we help our clients on this journey we think it is appropriate, even a necessity, to be sustainable yourself. So we work and act responsibly, with respect for people and the environment. We commit ourselves to a vital society and a clean environment.

It all begins with people who work in a kind, good-spirited and trusted organization.

They will bring the best possible results. With that, we can bring more and more value to our own communities and to society at large.

This is what sustainability means to us.

SCOPE OF SUSTAINABILITY

We see a sustainable organization in a broad sense and in five distinct areas of sustainability. We focus not only on environment, but also on our colleagues, our communities and customers. In order to get the impact we want to manage these areas of sustainability. So we set goals, organize a plan-do-check-act (PDCA) cycle, report, evaluate and start all over again.

To do so we need process, organization and data. What is more important however is to get the people aware of what we are doing and where we are going.

Communication and leadership help to go the right way together.

HOW?

We strive to be the best possible Highberg by:

01. BEING GOOD FOR OUR PEOPLE

We think that being a good and warm organization will bring us happy people and happy people will bring us results with real impact in both the short and long term.

02. CREATING THE BEST VALUE AND IMPACT FOR OUR CLIENTS

If we do so, we will foster long term and sustainable relationships. So when helping our clients transform we focus on the transfer of competencies and self help.

03. BEING GOOD FOR SOCIETY AND ENVIRONMENT

The better our results with clients, the more we can do for society and the environment.

OUR SUSTAINABILITY

PROPOSITION

We help our clients with their journey towards a sustainable future. We offer the following services:

STRATEGIC CLARITY

We work collaboratively to define clear sustainability goals with purpose that align with your organization's values and vision. These goals become the compass guiding your sustainability journey.

OPERATIONAL INTEGRATION

Sustainability is not an isolated endeavor; it must be interwoven into your day-to-day operations. We help embed sustainable practices across departments, ensuring they become ingrained in the fabric of your organization.

CULTURAL SHIFT

True transformation requires a cultural evolution. By aligning the mindset of your people with sustainable values, the transformation becomes profound and enduring.

STRATEGIC PROGRAM PRIORITIZATION

We identify and prioritize sustainability programs with far-reaching impact. These programs serve as catalysts for change, driving not only sustainability outcomes but also recalibrating your organizational mindset.

BUSINESS EMBEDDED SUSTAINABILITY

Sustainability should make business sense. We guide clients in seamlessly blending sustainable practices with strategic business objectives. This synergy not only enhances competitive advantage but also contributes to a more resilient and prosperous future.



01

SUSTAINABLE STRATEGY

IMPLEMENTATION

Empowering action towards sustainability to initiate and support organizations in all areas of business.



02

CREATING A SUSTAINABILITY

CULTURE

Cultivating a culture for sustainability through ecological and leadership programs including gamification.



THE SUSTAINABILITY 4

We help our clients with their journey towards a sustainable future with this four point approach



04

DEEP KNOWLEDGE ON

ESG TOPICS

Such as diversity and inclusion, business ethics, employee safety and health, product and consumer responsibility and carbon footprint insight and reduction

03

SUSTAINABLE DIGITAL

TRANSFORMATION

Balancing innovation with responsibility by integrating sustainable practices into digital transformation efforts

2023 HIGHLIGHTS AND ACHIEVEMENTS

OVERVIEW GOALS 2023

ENVIRONMENTAL



Highberg became a certified B Corp



Measured all Highberg CO₂ emissions



Established Highberg sustainability KPIs

SOCIAL



Founded the Highberg DEI committee



Analyzed the gender pay gap across the board



Included at least 15 pro bono projects

GOVERNANCE



Changed the legal structure from a shareholder to a stakeholder perspective



Laid the foundations for ESG management



Formed a new digital ethics committee

BECOMING A B CORP

Since early 2023 Highberg is a certified B Corporation, also known as B Corp.

By becoming a B Corp, we demonstrate our commitment to positively impacting the world and holding ourselves accountable for our actions.

B Corps, are companies that are legally required to consider the impact of its decisions on its employees, customers, suppliers, community, and the environment.

B Corps are certified by the nonprofit B Lab, which evaluates performance across five impact areas: governance, workers, community, environment, and customers.

"We are honored to be a Certified B Corporation joining a global community that use business as a force for good," said Highberg CEO Han Driessen.

"Not only does it imbed these shared commitments into our corporate structure, it gives us a baseline to determine how we continue to set goals and make improvements in our operations focusing on people, prosperity and the planet"

"As our business grows, so does the opportunity and the responsibility to effect positive change and increase our impact."

"As a consulting firm, we are committed to helping our clients achieve sustainable and responsible growth. Becoming a B Corp reinforces our mission to create long-term value for all stakeholders."

HOW DID WE BECOME A B CORP?

Highberg underwent an assessment process that evaluated our practices and policies in areas such as governance, employee benefits, environmental impact, and community engagement.

Highberg scored high in all impact areas and exceeded the minimum threshold required for certification.

As a B Corp, we join 6,000 companies in 80 countries.

Being a B Corp reflects who we are as a company and what we stand for. It means that we:

Prioritize Purpose

We're committed to creating social and environmental impact. Whether it's helping our clients implement sustainable business practices or reducing our carbon footprint, we prioritize purpose over profit.

Foster Inclusivity

Our focus on sustainability extends to our workplace. We strive to create a diverse and inclusive work environment where everyone can thrive.

Engage in Responsible Business Practices

Being a B Corp means adhering to high standards of transparency, accountability, and ethics. We actively engage in responsible business practices that are good for our company, our clients, and the planet.

OUR IMPACT

As a B Corp, we want to have an impact in society. With our projects, we contribute to several Sustainable Development Goals. Here you see some examples of what we do and to which goals we directly contribute to.

Certified



Corporation

SUSTAINABILITY PROJECTS

We share our many stories, news articles and case studies of Highberg sustainable initiatives on [Highberg.com](https://www.highberg.com). The following are three examples.



CLIMATE CONTROL: MAKING ROTTERDAM'S ENERGY TRANSITION MEASURABLE

THE CHALLENGE

The Municipality of Rotterdam had the task of reducing CO₂ emissions while also decreasing CO₂ consumption.

For Rotterdam, this task is quite complicated given the port area and buildings are responsible for large CO₂ emissions. Various departments are working together, with its sustainability department in the vanguard, to carry out this complicated task.

In addition, in the form of the Climate Agreement, the municipality had to engage with parties outside the organization, like businesses, residents and civil society groups.

THE GOAL

Can Highberg help us set up a system that combines different data sources around energy transition and turn it into insights for a range of different users?

OUR APPROACH

Working together we defined desired insights and selected and cleaned gathered relevant data.

We created databases and infrastructural processes.

We trained teams on how to interpret and export useful data points, assigned data ownership and implemented the use of dashboards and new ways of working.

RESULTS

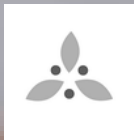
The Sustainability Department can confidently take the right actions backed up by the city's new data streams.

All CO₂ patterns in the city are now uncovered.

The Rotterdam Sustainability Department has more impact and influence.

It has become easier to account for current work and identify where extra effort is needed.

In addition, Highberg built a new solution to make working with data easier and this project takes the Municipality of Rotterdam one step further in Data Driven Working and achieving lasting sustainability.



DASHBOARDING AND BUSINESS DEVELOPMENT FOR SUSTAINABLE GROWTH

THE CHALLENGE

Ndugu Coffee is a social enterprise with a mission to make agribusiness sustainable for all stakeholders involved. Ndugu Coffee want to create more insights out of collected data on all levels of the organization to be able to steer and adapt more accurately and specifically. Additionally, Ndugu Coffee want to diversify the business, since it is only focused on the coffee chain, and introduce new services and products.

THE GOAL

Use the data to identify data needs and visualization requirements. Develop dashboards and use them as a tool for steering the organization.

Provide tools and an approach that will enable the Ndugu Coffee to identify new business opportunities and implement new strategies into the organization.

OUR APPROACH

Within the data track of this project, we conducted interviews to identify the specific data-related challenges, wants and needs within Ndugu Coffee. Based on the results, we constructed sample dashboards, with which the local dashboarding team was able to build their own. Through workshops on 'how to improve data quality' and 'how to steer based on data via a performance dialogue' we taught and developed skills of the local team to improve their way of working.

Within the business development track of this project, we created a toolbox with essential elements required to navigate the process of identifying new business opportunities. We enhanced the start of the process by facilitating the first session to kickstart their exploration on new business opportunities.

RESULTS

We built a data-driven mindset which contributes to the further development of Ndugu Coffee in the domain of data.

We created a Business Development toolkit to help them see new business opportunities.

We created sample dashboarding that is used to make real-time dashboards which help steer the organization.

An operational management team was trained in executing the performance dialogue which enabled the management team to steer based on data.



FROM WORK PRESSURE TO WORK HAPPINESS

THE CHALLENGE

Research from The Municipality of the Hague into bottlenecks and resources at the homeless counter showed the need for more capacity and revealed areas of improvement.

Radical changes and additional support was needed to prepare for a change process.

THE GOAL

The ambition of the Municipality was to, after a joint start, continue on the implementation independently.

The plan had to form the basis for a successful implementation that could help teams on the homeless counter dealing with all customer needs.

OUR APPROACH

With the team from the Municipality, an implementation plan was created with different scenarios.

We conducted an analysis of the standard process and its many variants, and a walk-through study with employees and customers.

We identified obstacles and other motivations for deviating from a standard process and removed these obstacles. We enabled the hiring of new employees, trained teams and set up operational chain management to monitor lead time, consistency and continuous improvement

RESULTS

The homeless counter sustainably increased its own generated Employee Satisfaction scores.

There was a decrease in staff absenteeism by 4.4 per cent in six months.

The professional maturity of team leaders and coaches greatly increased, resulting in proactive caseload management, a new focus on inflow, throughput and outflow.

Turnaround time decreased, allowing more clients to be helped.



ENVIRONMENTAL

OUR VISION ON SUSTAINABILITY

OUR DEFINITION

Sustainability is a never-ending practice in which all living beings live in harmony with nature and each other so the natural systems of the world can keep sustaining us now and in the future.

Environment means for us the ecological and environmental factors that we must consider and manage as part of our sustainability operations. It includes a wide range of issues, such as carbon emissions, energy efficiency and waste management.

OUR VISION

We want to guide and help our clients to be creative and valuable contributors to the big challenges of this era. Without a healthy, thriving planet, we cannot sustain ourselves and next generations nor our clients. By inspiring others with our practices, consulting clients with their sustainability endeavors and partnering with organizations and stakeholders, we take our responsibility.

WHAT DO WE ALREADY DO?

Highberg is committed to minimizing the impact we have on the environment. Our direct environmental footprint (around 75 per cent of it) consists of business travel. We manage this impact down by offering sustainable alternatives.

Highberg offers all employees a sustainable mobility solution. We offer, for example, electric cars with special charging stations in our shared parking and public transport subscriptions via an OV Businesscard including OV bicycle.

We diminish and compensate: Travel is part of life in management consultancy, but we try to diminish it even though it is not unusual to fly to visit our clients. As a climate-conscious company, however, we want to avoid this as far as possible and compensate for all flights made.

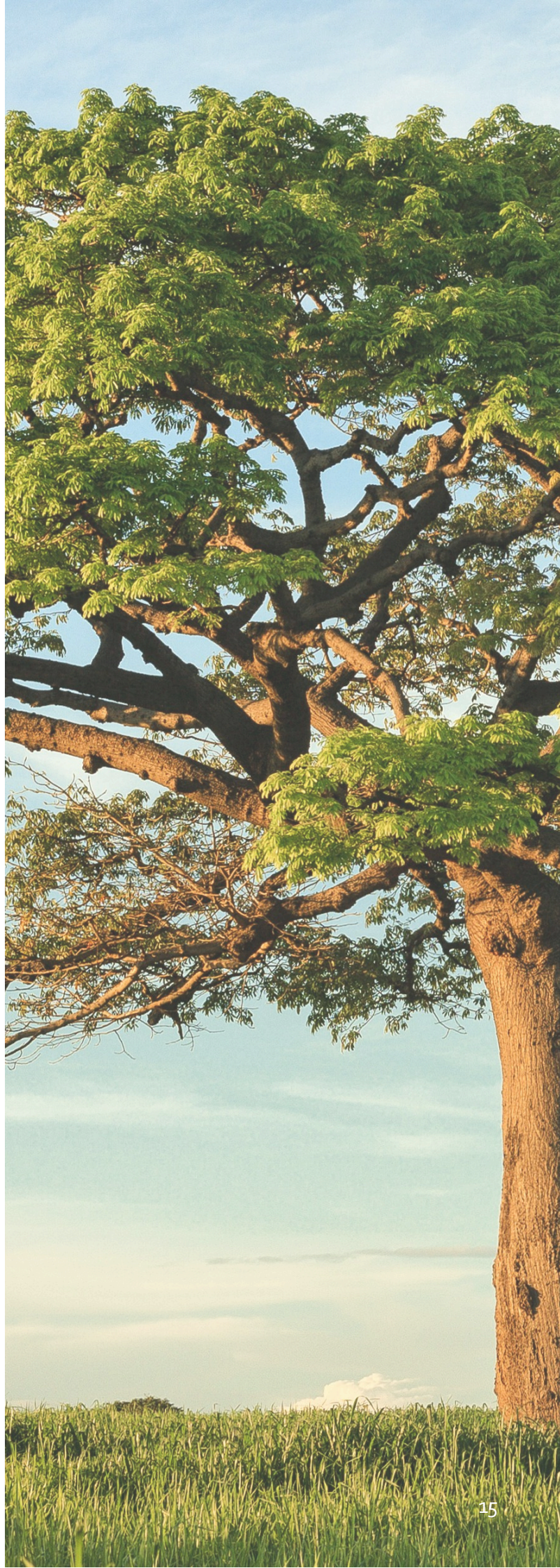
Promoting remote working: In order to reduce impact by travel emissions, we offer a remote way of working for our employees and facilitate remote training-courses for clients. In this way everyone is flexible and not committed to travel.

Our offices are located in buildings with high environmental standards in which we manage our energy usage of gas and electricity.

We buy green and local if possible, we purchase what's needed, we reduce our waste and re-use laptops, phones and office furniture.

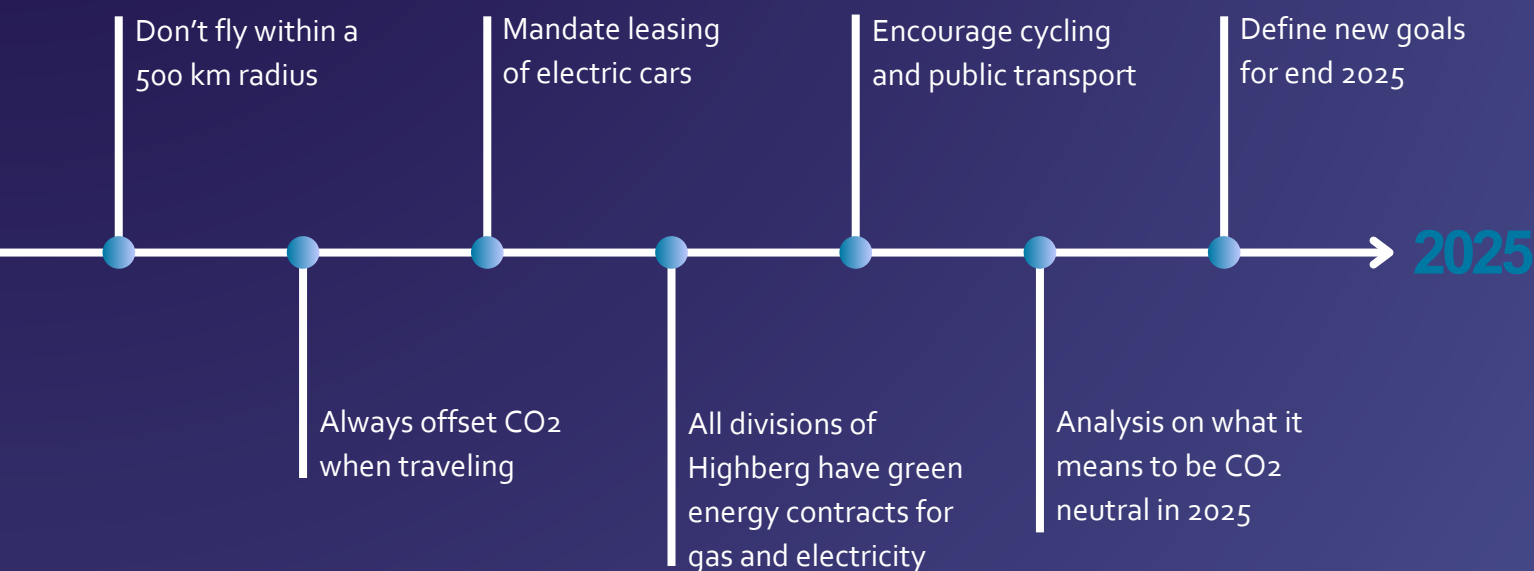
RETROSPECT: WHAT DID WE DO IN 2023?

- Becoming a B Corp
- Mapping our Highberg CO₂ emissions with Stimular. We know where we stand.
- We made a set of sustainable KPIs for Highberg
- We organized the governance for sustainability. We have a programme board ESG/B Corp who advises the CEO. The Board consists of all divisions of Highberg and is representative of all divisions. The CEO will decide upon sustainable policies in close cooperation with the Management Team.



PROSPECT: GOALS 2024

FOCUS ON ENVIRONMENT



WE AIM TO BE CO₂ NEUTRAL IN 2025

- In 2027 we will have reduced our CO₂ emissions by more than 55 per cent related to the baseline of 2022. This way we will outperform the EU Green Deal norm
- By 2025, we will have a fossil-free lease fleet
- Reduce scope two emissions and by 2025 100 per cent of our offices will use green energy
- Reduce scope three emissions and by 2025 we will buy 75 per cent from green and or local suppliers
- By 2025 we will buy Green ICT and enter into green service contracts
- By 2025 we reduce our waste by 25 per cent

TAKEAWAYS FROM 2022 RELATIVE TO 2023

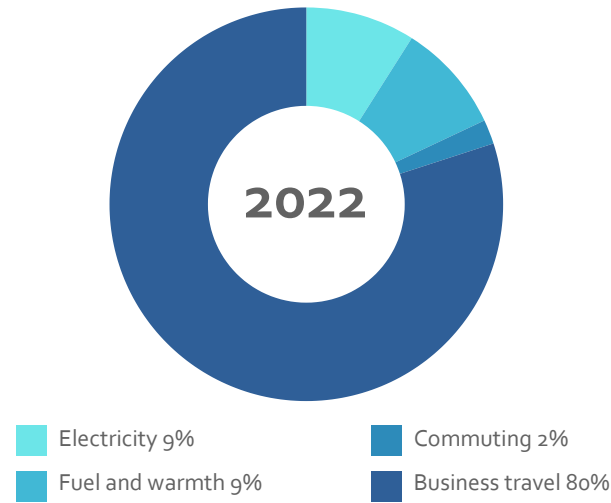
- Our absolute emissions grew slightly by 5 per cent, to 498 ton CO₂ from 473 for scope one, two and three. The emission per FTE grew to 1,51 ton per FTE from 1,38
- We drove and flew more as we are an international consulting firm, but we also used more public transport and bikes and we drove more electrical kilometers than ever before
- We benchmark well against other professional services firms i.e. consulting and law firms, but there's room for improvement

TOTAL EMISSIONS

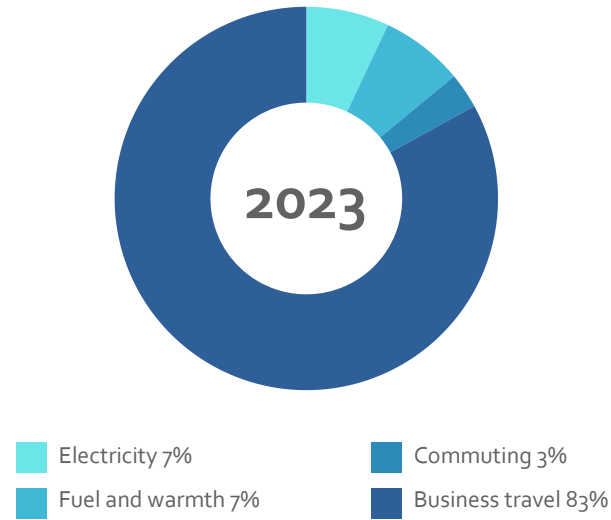
Our total emission breakdown:

2022	2023
Electricity 9% Fuel & warmth 9,3% Commuting (home-office) 2% Business travel 80%	Electricity 7,2% Fuel & warmth 7,2% Commuting (home-office) 3,1% Business travel 83%

Table 1: Total emissions in 2022 and 2023



Graph 1: CO2 in 2022



Graph 2: CO2 in 2023



BUSINESS TRAVEL

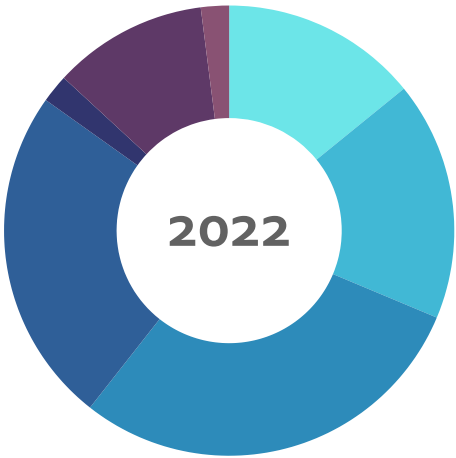
Our business travel emissions:

Business travel 2022
Aeroplane short distance (<700) 14%
Aeroplane medium distance (700-2500) 17%
Electric cars 29%
Passenger car gasoline 24%
Passenger car diesel 2%
Claims private car 11%
Public transport 2%

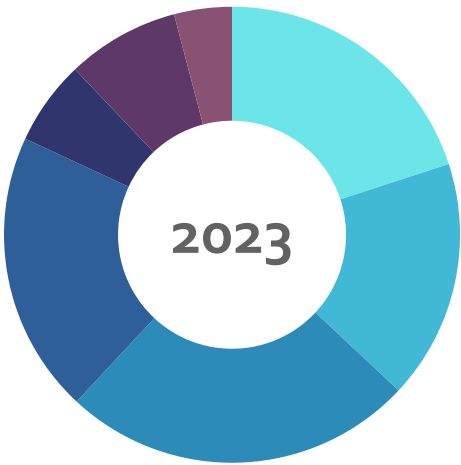
Table 2: Business travel in 2022

Business travel 2023
Aeroplane short distance (<700) 20%
Aeroplane medium distance (700-2500) 17%
Electric cars 25%
Passenger car gasoline 20%
Passenger car diesel 6%
Claims private car 8%
Public transport 4%

Table 3: Business travel in 2023



Graph 3: Business traffic in 2022



Graph 4: Business traffic in 2023

GETTING TOWARDS OUR GOAL

This data shows no real progress as we hoped, but we are nonetheless happy to have these insights. These data help us to reach our goals, which is to have a 55 per cent decrease in 2027 of our total Highberg emissions as compared to 2022. For the first time we have data points on a Highberg scale, as we are integrating into one organization. This data gives us direction to do better.

ANALYSIS: WHY ARE SOME PARAMETERS GROWING?

We think that in 2023 we travelled more due to the integration activities of our company. To get to know each other we had to see each other.

A second explanation is the growth of our company. We have a growing amount of new customers and a growing amount of new customers abroad as we are a European consulting firm.

A last and probable best explanation is that colleagues can now come to the office after the covid pandemic to learn, cooperate and work together. This is a development which is good from a human connection perspective, but not necessarily good for nature.

At the start of 2023 some of our business units decided on an all-electric policy for lease cars and to utilize public transport by means of mobility cards. We will see the gradual effects of these measures more clearly in the data of 2024.

OUR FOCUS IN 2024

We are working to implement an ESG management system in Highberg, with more guidance from management on business travelling (driving and flying).

We will mandate the use of electric cars company wide and increase the use of public transport and cycling.

We will organize green energy contracts and green charging for electric cars.

All divisions will start compensating their CO₂ footprint and automatically compensate when booking long-haul flights.

We will raise awareness and give direction about decreasing mobility throughout the organization.



SOCIAL

OUR VISION ON SUSTAINABILITY

OUR DEFINITION

Social sustainability means for us commitment to fostering positive relationships and actions within our internal and external communities. For our workers, we foster a supportive workplace environment, promoting employee well-being, and ensuring fair labor practices.

For our community, it involves actively engaging with and contributing to local communities. For our customers, it means prioritizing their satisfaction, safety, and ensuring an ethical treatment, while striving for sustainable impact and mutual success.

OUR VISION

Workers

Diversity

Organizational diversity improves organizational effectiveness since it enables people to work to their full potential. Specifically, diversity-management benefits individuals, teams, our company as a whole, and our customers.

We recognize that each employee brings their own unique capabilities, experiences and characteristics to their work, which enables us to help our clients become a breeding ground for technology and innovation.

In Highberg we have more than 350 employees and more than 10 nationalities.

Inclusivity

We foster inclusivity by promoting wellbeing, open communication and empowerment of our people.

Community

Giving back to society is important to us. We don't believe in flat donations. Rather, we give what we do best. Therefore we offer our services to social organizations pro bono, and we also engage in volunteer work. Through these initiatives, we aim to catalyze positive change, empower communities, and forge a more inclusive and equitable society.

Customers

Together with our clients, we work closely on projects, ensuring equal input and commitment to achieving sustainable outcomes. Through this partnership, we foster a culture of knowledge transfer, empowerment and sustainable impact, enabling both our team, our clients and the world around us to excel and evolve together.

WHAT DO WE ALREADY DO?

Workers

Employees are essential to our company. We value their mental and physical wellbeing by offering:

1. Training courses for parents to develop their skills on how to balance parenting while being a successful employee
2. Regular sporting events organized for all employees
3. Individual coaching
4. Massages
5. Benefits that facilitate wellbeing such as a gym subscription, extensive parental leave, or a mindfulness app
6. Support to managers to have proactive conversations on mental wellbeing with employees

Open communication allows our employees to understand what they do matters in the success of the business. We stimulate open communication and transparency through our weekly, monthly and quarterly meetings. For example, via a business update, stand-up or intervision. This results in easier decision making, providing creative solutions, teambuilding and knowledge sharing. Furthermore, when addressing teams, the primary language is English, to make sure nobody is left out.

Empowerment: Highberg believes in the strengths of their employees. We empower our people by giving autonomy and responsibility for decision-making. In this way, accountability and ownership is ingrained into the organizational culture, which plays a key role in our business success.

Community

With Highberg Sharing, we help social organizations with their challenges by leveraging our expertise. We help them increase performance, optimize processes, work better together or develop leadership. This creates impact and helps people. We do so just as we would with any other client. We are involved, professional and focused. There's only one difference. We do it for free.

We encourage our employees to use their knowledge and capabilities to support (local) initiatives close to their hearts by offering them working time to use to work on these initiatives to improve social responsibility.

Besides Highberg Sharing, we encourage our employees to engage in volunteer work. Rather than dictating specific volunteer activities, we encourage individuals to organize and pursue initiatives that align with their passion and interests.

Customers

We believe we help our customers most by using a systematic approach in which we involve all aspects of the organization to reach its full sustainable potential. Furthermore, we focus on creating value for customers by keeping them at the heart of what we do in order to achieve the highest levels of efficiency. We make change happen by starting change early on, capturing learnings and incorporating them into the process, to make the change lasting. We involve our clients through co-creation, we tailor our solutions to our clients and their teams to ensure the best fit and results for their organization. With this approach we believe that we can create sustainable value for our customers.

WHAT DID WE DO IN 2023?

Workers

- Setting up a DEI committee across Highberg and sharing best practices in the group
- Launching a recruitment referral bonus policy, in which a part of the bonus is donated to a good cause
- Conducted meta analysis on a group level on gender pay gap
- For some units, we offered liberating days-off structures; by being able to swap public holidays days for religious days off

Community

Examples of Highberg Sharing (Pro bono work):

- Digital transformation course: We offered an introduction to different areas of consultancy and a personal development workshop given to newcomers to the Netherlands with a refugee visa
- Stichting Prisma (Charity for Disadvantaged): We helped with strategy execution
- Stichting De Nieuwe Kans (Charity for Disadvantaged): We stimulated effective cooperation
- Amref flying doctors: We formulated a data strategy for health innovation
- Voedselbank (Foodbank): We created a model for service and innovation management
- Heilige Boontjes (Foundation for Young People): We offered coaching for young adults towards work
- Stichting Gewoon Sociaal (Foundation for Reintegration): We gave advice on business models and tendering
- Ndugu Coffee (Social Enterprise): We simplified business strategies into impact goals and visualizing data

Examples of our direct help and action

- Nacht van de Vluchteling (Charitable Event) Highberg volunteers walked 40 km and raised 150 euros each to bring awareness to the refugee crisis in the Netherlands
- 50/50 Cooking (Charity) We prepared and distributed meals to the less fortunate
- Leger des Heils (Charity) We supported a neighborhood garden clean-up, making a garden for the community center
- We participated in a day away with the Zonnebloem (Disability Charity) taking a group of elderly out for an afternoon, having coffee and good conversation
- Too Good to Go (Social Enterprise): We entered a trial on site with Spaces catering

Organization

- We started our Highberg Sustainability Cell

PROSPECT: GOALS 2024

FOCUS ON SOCIAL

PEOPLE



COMMUNITY



CUSTOMERS





GOVERNANCE

OUR VISION ON SUSTAINABILITY

OUR VISION

We have a commitment to make a good impact on society and the environment while maintaining financial sustainability. Our vision on governance reflects a focus on decision-making, transparency, accountability, and stakeholder engagement. Our vision on governance has the following elements:

Transparency and Accountability

We focus on transparency in our operations. This transparency fosters trust and holds Highberg accountable for its actions.

Environmental and social responsibility

Our governance prioritizes the integration of environmental and social considerations into Highberg's operations. We commit to a sustainable standard, try to minimize our environmental footprint and promote diversity and inclusion.

Sustainability

Our governance focuses on sustainability. We strive to minimize negative impact on society and the environment.

Our decision-making processes consider the long-term consequences of actions and investments.

Ethics

We stimulate ethical behavior and integrity and our leaders serve as role models. This includes promoting a culture of honesty, fairness, and respect, as well as adhering to ethical principles in all cooperations and transactions.

Stakeholder Inclusivity

We acknowledge that Highberg's actions impact several stakeholders such as employees, clients, communities, and the environment. Our governance prioritizes inclusivity and strives to involve stakeholders in decision-making processes.

Compliance and Risk Management

Our governance ensures compliance with relevant laws, regulations, and industry standards.

Continuous Improvement

As a B Corp, Highberg governance promotes a culture of continuous improvement, we regularly evaluate our performance, we learn from past experiences, and adapt our practices to do better and achieve greater impact. This involves setting clear goals, measuring progress, and being open to feedback and innovation.

RETROSPECT: GOVERNANCE IN 2023

In 2023 Highberg became a B Corp after a certification process of a year and a half.

This meant B Corp policies, criteria and processes are in place and are properly executed.

It also meant we changed our legal structure from a shareholder perspective to a stakeholder perspective. Our Board must consider the needs of all stakeholders in our business decisions, including our employees, clients, the communities in which we operate, and the environment.

We made a start with laying the groundwork for managing ESG at Highberg, since we are an organization integrating several consulting firms. We now have an ESG governance structure and processes for managing ESG in Highberg and thus we set the first ESG goals and KPI's for Highberg with a preliminary information and data model.

Finally we started a project to create the first Highberg environmental baseline over our emissions and usage in 2022 and 2023.

The goals for environment are now accepted by the board and we are now making a business case for it.

We started a project aiming to improve our ESG practices. Our framework for this project is of course B Corp.

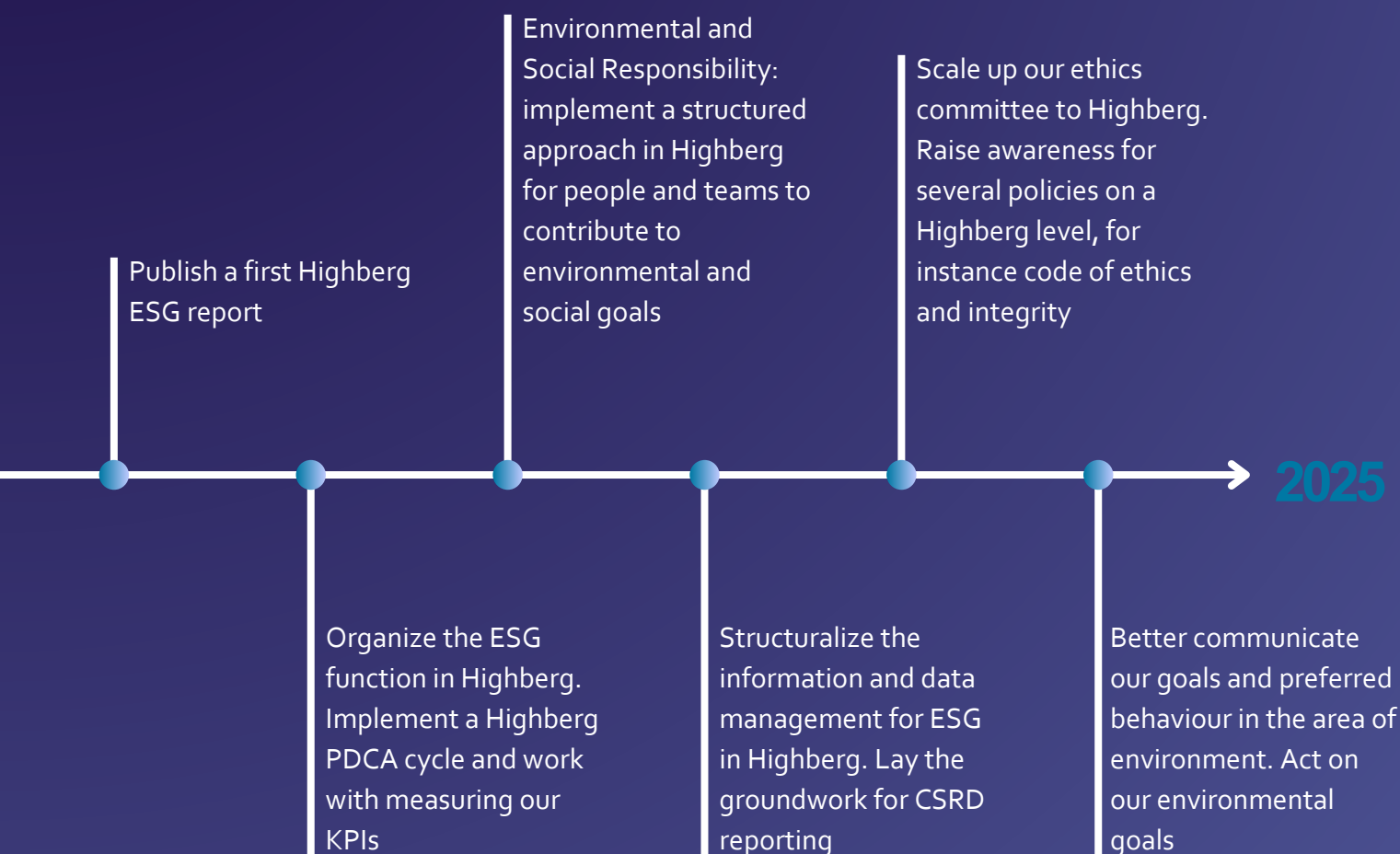
We focus on transparency in our operations by means of financial and ESG reporting, decision-making processes and environmental and social impact assessments.

Ethics

We started in one unit with an ethics committee, with advice on ethical issues for new clients or in new business domains. We raise awareness for integrity, ethics, information-security and quality for new colleagues.

PROSPECT: GOALS 2024

FOCUS ON GOVERNANCE



NEXT STEPS

- Stakeholders: study how to involve stakeholders in our decision making process, for instance clients and environmental organizations
- Organize/integrate the charity function on a Highberg level
- Measure the impact of our work for our clients and our charity efforts

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- Carolien Wiltink
- Dominique Schoberl
- Pieter Schoonraad
- Jorrit van Bennekom
- Claudia Creton

CONTRIBUTORS

- Anne van Esch
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APPENDICES

WHAT OUR PEOPLE SAY

What does sustainability mean to you personally and how do you see these principles being applied within Highberg?



RUBEN VERBOON

(OPERATIONAL AND SUSTAINABILITY -
UTRECHT)

"Sustainability means working to create social value for both the environment and people, not just profit. Personally, this makes it important to me that the projects I work on contribute to this goal. For example, projects with semi-governmental organizations or projects that contribute to making an organization more sustainable or increasing its social value. At Highberg I see this reflected in several ways, sharing all resources, primarily choosing sustainable mobility, and always vegetarian lunches."



SIMONE THIEN

(PEOPLE, LEADERSHIP AND CULTURE -
AMSTERDAM)

"Sustainability, for me, encompasses fostering inclusive environments where individuals can thrive and contribute to the collective growth. At Highberg, I see these values reflected in our commitment to employee well-being, diversity, and community engagement. As both a volunteer and a consultant, I strive to embody these principles by empowering others to find their voice, fostering a sense of belonging, and cultivating sustainable practices that benefit individuals and the organization alike."



FIONA MUNSHI

(OPERATIONAL AND SUSTAINABILITY -
AMSTERDAM)

"Making a positive impact in the world I live in by considering how my actions affect the people and environment around me. At Highberg, internally we have a focus on reducing our carbon footprint with the goal of being carbon neutral as well as putting DEI on the agenda. We also have the aim to use our transformation expertise to support our clients in executing on their sustainability strategies."



JORRIT VAN BENNEKOM

(DIGITAL - ZOETERMEER)

"Sustainability means reducing potential risks for people and the planet, with flexibility in solutions being essential. It's about striving for improvement and adaptation. Within Highberg I see sustainability clearly reflected. Not only do we give extra attention to the well-being of our employees and environmental issues, but as consultants, we also strive to offer sustainable solutions to our clients. My experience is that Highbergers have always been advocates of this approach. By staying independent and identifying potential risks for the client, we can devise sustainable solutions that benefit the client indefinitely. We are flexible in our approach and strive to continually innovate and improve, both within our company and for our clients."



JULES VAN DEN BERG

(DIGITAL - ZOETERMEER)

"Sustainability is a necessity for me. By now, it is not only measurable but also tangible what effects climate change has on our lives.

Within Highberg, we promote sustainability by using what we are good at; digital law, AI, sourcing, project management and architecture. It's the small steps towards sustainability that will ultimately create a more sustainable future.

Very simply put, I am not good at planting trees, keeping bees, or taking only cold showers. I am good at AI and architecture and can provide advice on these areas, so I gladly use my strengths to promote sustainability"



DOMINIK SCHOBERL

(SUSTAINABILITY - DACH)

"Neglecting sustainability prioritizes short-term gains at the expense of future generations. I firmly believe in the inherent connection between long-term prosperity and sustainability. As a management consultancy, we bear a great deal of responsibility as we are involved in the decision-making processes of companies. With our B Corp certification, we are dedicated to integrating ecological considerations into our consultancy work whenever feasible."



CAROLIEN WILTINK

(EDUCATION - AMSTERDAM)

"Sustainability for me means being mindful of the choices I make. While quick and easy decisions often benefit the individual in the short term, the more thoughtful and sometimes less obvious choices are better for people, animals and the environment. At Highberg, I see these principles applied by promoting sustainable practices and implementing environmentally friendly processes. How do I contribute to this? Always weighing the multiple options. Awareness is already an important step in the right direction."



CLAUDIA CETON

(PEOPLE LEADERSHIP AND CULTURE
AMSTERDAM)

"I see sustainability in the small things that help. Such as separating your waste, using reusable vegetable and fruit bags, buying clothes that last longer than one season and also not buying too much. Eating less meat. Solar panels, electric cars, and having a dynamic energy contract with an app that quickly shows you when there is a high supply of energy, so you can plan activities that require electricity at the best times, also taking the bike instead of the car when possible.

Within Highberg, I see that waste is also separated and that there is attention to vegetarian and vegan food in the staff restaurant. Furthermore, each employee receives an NS Business Card, and the reimbursement for commuting is capped at a certain number of kilometers one way if you do not travel by public transport. With this, we try to encourage employees to travel by public transport instead of by car."

