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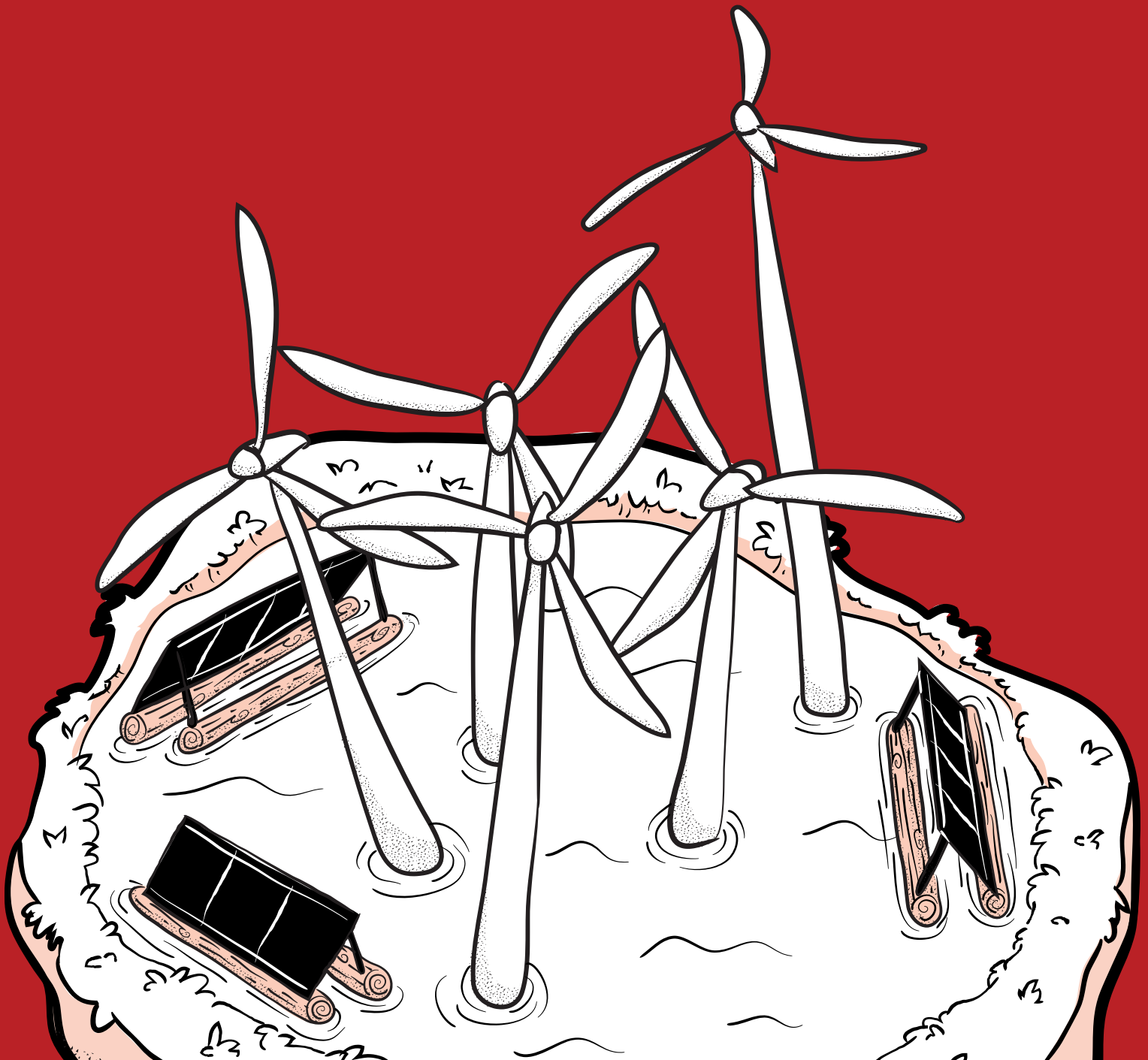




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1. Introduction

1.1 Welcome to the world of Team EIFFEL

Unconventional thinkers make history. Like Gustave Eiffel, whose signature graces the world's most iconic structure, we proudly bear his name and spirit. At Team EIFFEL, we design sustainable solutions that help organizations and governments shape the future.

We are the one-stop shop for integral project management, interim services, and consultancy, making the world around us future-proof. Few organizations can provide comprehensive answers to the complex challenges in our living environment, especially not on our scale. We combine expertise in project management with a wide range of specialties:

- Legal services (the largest provider in the Netherlands)
- Finance (the future of finance)
- Data and technology (the foundation of a strong, versatile organization)

Our knowledge isn't just on paper—it resides in the minds of our 3,000 passionate consultants.

Our focus? Solving the intricate puzzle of livability. We tackle sustainable mobility and infrastructure on land and water, urban and rural development, the transition to renewable energy, and the creation of a secure digital landscape. Our 3,000 consultants passionately engage with these challenges for both corporate and government clients. Whether as subject specialists or accomplished project managers, we always work on a project basis, guaranteeing tangible results and a clear vision for the future.

For 30 years, we've been at the forefront of progress in the Netherlands, and we're committed to shaping and driving advancements in the future. While we're here to stay, we recognize that the keys to sustainable solutions extend beyond national borders. Our ambition, therefore, reaches across Europe, aiming for maximum, integrated impact.

EIFFEL is poised to make Europe safer, more livable, and future-ready.

We don't just keep up – we stay ahead.

1.2 Organization overview

At Team EIFFEL, approximately 3,000 professionals share their knowledge to advance organizations in both the public and private sectors, thereby making a positive impact on significant and challenging issues. Our dominant services are in legal, finance, project management, supply chain, and data. By smartly combining these knowledge domains, we create innovation and tailored services.

Team EIFFEL addresses large and complex themes, such as combating financial crime, legal issues within the government, the energy transition, area development, and livability. To achieve this, the organization offers three main services:

1.2.1 Advisory, Process Management, and Project Management

EIFFEL Projects, which includes Primaned Projectadvies, is a leader in project and process management for the physical environment. By uniting market leaders Balance, TASK, Palladio, and as of 2023, Primaned Projectadvies, EIFFEL Projects expertly leads, manages, and accelerates multi-year, multidisciplinary projects in infrastructure, mobility, energy transition, sustainability, water safety, and area development.

By ensuring large infrastructural programs and projects progress predictably and controllably, EIFFEL Projects plays a crucial role in solving our country's complex livability challenges. Whether improving road networks, strengthening dikes, developing urban areas, or advancing the energy transition, we engage in work that matters – what we proudly call “Proud Work.”

1.2.2 Solutions and Consultancy

We guide public and private sector organizations toward sustainable improvement and adaptability. By operating at the intersection of advice and implementation, we mobilize governments, large corporations, banks, and healthcare institutions. EIFFEL specializes in innovative business operations, offering smart, pragmatic solutions as the cornerstone of our services. We also provide comprehensive legal and financial services, remotely if needed, to our clients.

Our strength lies in providing knowledge, flexibility, and solutions through top-tier business professionals, financial experts, and legal specialists educated at HBO and academic levels. We fulfill assignments, bring additional expertise into organizations, or completely manage specific issues. Our approach involves designing and implementing improvement plans with intelligent, holistic solutions, ideally at a pre-agreed outcome and fixed price. This positions us as the team behind the teams in organizations grappling with extensive regulations, complexity, and societal pressures while playing vital roles in our society.

1.2.3 Interim and Operations

We deploy large groups of professionals across various sectors, predominantly in banking, to address the country's most significant challenges. Often working under client leadership with specific assignments, we have the right specialists and the scale to combine expertise, knowledge, and strengths effectively. While sometimes a single area of expertise suffices, we frequently connect multiple specialties to execute projects or tackle themes like financial crime in large teams. To ensure the success of these often critically observed projects, we equip our teams with the best talent. Through extensive training and guidance, they develop into field specialists.

1.2.4 Population

The Team EIFFEL Community in numbers (as of 31-12-2023)

Team EIFFEL		
Number of employees *	3.061	
Gender	Number	Average age
Female	1.354 (44,3%)	32,0 years
Male	1.707 (55,7%)	34,6 years

* This refers to the number of colleagues. The number of FTE as of 31-12-2023 was 2785,45.

1.3 Organizational Philosophy: Team of Teams & Verticals

At Team EIFFEL, we firmly believe that valuable services always stem from a combination of deep expertise and sector-specific knowledge. This belief drives our organizational structure, where each service within Team EIFFEL operates as an independent and efficient business unit. Our “Team of Teams” philosophy guides Team EIFFEL as a whole, shaping our landscape of compact teams organized around market segments (both profit and non-profit) or specific solutions, such as supply chain or data solutions.

Each business unit comprises 40 to 80 professionals and focuses on its unique product/market combination. We deliberately choose this compact team structure as it allows for maximum focus on both external markets and internal team dynamics. The manageable size enables team members to know each other well, develop deep relationships with clients, and invest in comprehensive market, product, and sector knowledge. Moreover, the Team of Teams structure promotes decentralized responsibility, fostering high engagement at every level. At the core of this strategy is the power of community: each team includes trainees, professionals, and consultants working directly with clients, alongside business managers and performance managers primarily responsible for client relationships and employee development. Business Unit Directors hold the overall responsibility for these teams, ensuring cohesive leadership and direction.

1.3.1 Verticals

To accommodate the growing number of Business Units, we’ve introduced an additional layer to our Team of Teams model: the vertical. Each vertical encompasses 6-10 business units and between 250-500 FTE. Team EIFFEL currently operates 9 verticals, each focusing on a specific market theme or area of expertise.

A Vertical Director leads each vertical, overseeing the Business Unit Directors within their domain and reporting directly to the Board of Directors. The Vertical Director receives support from business partners in staff teams, bringing expertise in HR, Marketing, Control, Recruitment, Learning & Development, and Business Services.

1.3.2 Grow-Split-Grow

When a business unit outgrows its capacity due to success, we split the team within the vertical to maintain the same energy in new, smaller teams. This results in two smaller units, each with its own product/market combination. Splitting may also occur when we identify increasing market potential for a product or solution: we establish a specific team to more precisely shape the service concept. Through this approach, we’ve created more than 10 new business units in the past three years.

We apply this Team of Teams principle at the Vertical level as well. When a vertical grows beyond 500 FTE, we split it into a new vertical based on expertise, proposition, or geography.

1.3.3 Business Partner Teams

Team EIFFEL operates with a shared working method and a common philosophy on quality, talent, and mentality. Building on this foundation, our business partner teams support all business units within the Team of Teams structure. They are organized to efficiently address both practical and strategic themes from their areas of expertise, primarily within their own team but often collaborating across disciplines. These business partner teams provide shared systems and support in IT, Finance, HR, Marketing, Communication, Talent Acquisition, Recruitment, Legal, Quality, Learning & Development, and Housing. This support structure enables our business units to remain closely connected to their clients, markets, and professionals.



2. Team EIFFEL & Corporate Social Responsibility

2.1 Central strategy, vision and ambition

With Team EIFFEL's growth to approximately 3,000 consultants, we've reached a scale that enables us to significantly impact the Dutch economy. This growth brings increased responsibility to influence the societal, sustainable, and ethical development of our surroundings. Sustainability is now integral to Team EIFFEL's mission, vision, and strategy.

We must balance preserving our successful past and expanding existing initiatives within our services while leveraging our new scale to make unprecedented impacts through central initiatives. This balance forms the core of Team EIFFEL's Corporate Social Responsibility Plan. The plan establishes a foundation for making societal, sustainable, and ethical impacts from 2023 onward, driven by a unified vision, strategy, and ambition befitting an organization of our influence.



2.2 People, Environment and Ethics

While the traditional Triple Bottom Line theory balances social, ecological, and economic goals, the modern ESG guideline emphasizes governance (ethics) over economic objectives. Team EIFFEL aligns its CSR reporting with this guideline, basing its CSR policy on three pillars: (1) people, (2) environment, and (3) ethics.

Our CSR policy is shaped not only by our own ambitions and requirements but also by the expectations of clients and other stakeholders. For instance, (semi-)government institutions expect efforts in Social Return, clients and contractors demand reductions in CO2 emissions, and our employees look to us to make a societal impact.

2.2.1 People

Our people are our top priority, without exception. They form the foundation of our success. As our people grow, so does the value of Team EIFFEL. This conviction is at the core of our existence.

We view each individual's talent as the starting point for an extraordinary journey within Team EIFFEL. This journey encompasses development goals, training, client organizations, game-changing projects, a dynamic community, and evolving team dynamics. Our focus is on creating the right environment for growth: if our people become the best versions of themselves by the journey's end, we've succeeded.

Beyond Team EIFFEL, we believe everyone deserves the chance to use and develop their talents, ultimately finding their path in life. Therefore, we strive to make a societal impact by creating opportunities for those who might not otherwise have the full access to develop their talents. [See more In chapter 3.](#)

2.2.2 Environment

We're committed to ensuring future generations have the same opportunities to develop their talents fully, unhindered by the environmental burden of our current success. We aim to minimize our environmental impact by reducing CO2 emissions through energy savings, recycling, and waste reduction. We also seek to involve our supply chain in these goals and raise awareness to amplify our impact.

Our target is to reduce CO2 emissions by 23.7% by 2027 compared to 2021 levels. Achieving this requires both central initiatives and measures within our various services. Given Team EIFFEL's ambitious growth goals, this target is set as a relative reduction.

In 2023, Team EIFFEL's CO2 footprint was 6,167 tons CO2. Emissions in scope 1 were 4,428 tons CO2, in scope 2 1,302 tons CO2, and in business travel 437 tons CO2. Our absolute emissions increased by 221 tons CO2 (4%) compared to 2022. However, our relative footprint decreased by 12,5%. [See more In chapter 4.](#)

2.2.3 Ethics

Development always begins with a company culture that is safe, fair, open, and transparent—a culture where everyone has a voice, not just the strongest or loudest voices.

We believe conducting business ethically is crucial, but we recognize it doesn't happen automatically. We implement necessary safeguards to maintain our desired standards and culture, including (central) works councils, confidential advisors, complaints regulations, a whistleblower policy, and secure company data usage. We actively gauge employee satisfaction; in 2023, Team EIFFEL began a long-term partnership with Great Place To Work for this purpose. Additionally, delivering quality is a top priority at Team EIFFEL. We ensure high-quality service for all stakeholders by certifying various business processes. [See more In chapter 5.](#)

2.3 Sustainable Development Goals

Based on the Three Pillars of People, Environment, and Ethics, Team EIFFEL Has Committed to Various United Nations Sustainable Development Goals (SDGs). The SDGs are 17 sustainability goals set by the UN to address the most urgent global issues related to poverty, inequality, environmental pollution, and climate change by 2030.

By linking the three pillars to various SDGs, we create a framework for sub-themes we can focus on. This helps us make our CSR policy and activities more concrete, provide direction, set goals, and collaborate with like-minded parties where possible. Below is an overview per pillar of the SDGs we have committed to and the sub-themes that arise from them.

People	Environment	Ethics
Everyone the opportunity to develop their talent.	A safe living environment for future generations.	A safe and integrity-driven work environment.
Learning and Development	CO2 red uction	Diversity, Inclusion & Equality
Good employment practices	Locations	Rules & Procedures
Social return		Quality assurance

Team EIFFEL Expects to Make the Most Impact on SDGs 3, 4, 5, 8, and 13:



SDG 3: Good Health and Well-being

We interpret this goal through the theme of 'Good Employment Practices.'



SDG 4: Quality Education

We have translated Quality Education into the theme of 'Learning & Development,' which is a key pillar of our Social Return policy.



SDG 5: Gender Equality

Gender Equality is broadly addressed within the theme of 'Diversity, Inclusion & Equality.'



SDG 8: Decent Work and Economic Growth

We shape this goal within the theme of 'Learning & Development' and as a core initiative within Social Return.



SDG 13: Climate Action

Within this goal, we define targeted actions to minimize our footprint. These are organized under the themes of CO2 reduction and Locations.policy.



3. People

3.1 Talent at the Center Central

Team EIFFEL is a people-centric organization. We place the individual and their talent at the heart of the employee journey: as our people grow, so does the value of Team EIFFEL. In today's tight labor market, attracting and retaining (new) talent and expertise is crucial. Therefore, we approach every stage of the employee lifecycle—from employer branding and recruitment to onboarding, client assignments, development, and offboarding—from the employee's perspective.

Our aim is to offer a 'job without boundaries'—the freedom for each individual to chart their own course and create a personal bucket list. Our role is to provide a stable foundation where everyone can discover and develop their talents. We offer a vast house of expertise under one roof for learning, pioneering, networking, and excelling. And there's never really a need to leave, as there's always a new path to explore. By fostering a sense of community and inspiring, challenging, and nurturing intrinsic motivation, learning ability, skill development, and personal growth, we enable everyone to find their unique path. Our people evolve beyond excellent consultants to become who they aspire to be, making a real impact both in their field and the world around them.

3.2 Learning & Development

As a project, consultancy, and interim organization, we consider the development of our people's knowledge and skills as one of our core responsibilities. Learning, discovering, and growing together is the shared goal within our professional communities. By investing in this, our people grow, and we become more attractive as both an employer and a partner.

All colleagues here have unlimited opportunities for self-development, regardless of age, experience level, or position. They can delve deep into their area of expertise or explore the surprising breadth of the field. Our people themselves make the undiscovered paths of innovation and new experiences accessible. We're proud to provide the foundation for boundless development through an inexhaustible range of learning opportunities, tailored development programs, performance managers, mentors, personal coaching, meaningful projects, and even Olympic heroes as talent coaches. Additionally, we offer the advantage of one large community with diverse fields of expertise, teams, and client organizations: job hopping under one large roof, providing insight into the operations of the country's largest and most impactful organizations across virtually every sector.



3.2.1 The Team EIFFEL Academy

Together, we aim to make a sustainable impact on meaningful themes. This requires significant effort, which is why we gladly invest in talent and expertise. Each person's talent is the starting point of a journey through development goals, training, client organizations, impactful projects, a dynamic community, and a close-knit team. Along the way, growth is the goal, and it can take many different forms for everyone.

Central to this focus on talent development is the opportunity to actually develop. That's why we work with a central training institute, the Team EIFFEL Academy. Within the Team EIFFEL Academy, professional content, soft skills, coaching, and inspiration from top sports converge. Each service has a tailored Academy, with flexible space to offer collective learning and development opportunities.

The team responsible for this Academy is Team Learning & Development. They ensure the right offerings, develop trainee programs, organize vitality challenges, and provide specific learning programs.

3.2.2 Ongoing actions and objectives

- Together with the employees, we develop a personal development path for everyone and regularly take stock;
- Through the Team EIFFEL Academy, we offer a cutting-edge training program in partnership with external learning institutes;
- We provide active and regular coaching support from various roles: performance managers, mentors, and elite athletes serving as talent coaches;
- We foster community learning through secure online platforms;
- We organize specialized knowledge events to enhance expertise;
- All training programs that don't require physical presence are available digitally;
- We offer talent development programs at every level, often team-based, to further elevate skills. These include traineeships for newcomers, a Leadership Program, and specialized professional training in collaboration with renowned knowledge institutes.



3.3 Good Employment Practices

The Team EIFFEL organization is structured in such a way that we can function as the large home where our people find what they need in their life or career. A safe haven where talent can develop optimally. A warm nest with all expertise under one roof, where the door is always open. We consider this an important signal of good employment practices.

Collaboration is facilitated by our uniform organizational structure, Team of Teams. It is the blueprint of the way we work: A large but close-knit network of compact teams where our consultants feel at home and no one gets overlooked. In these compact teams, talent, expertise, and capacity are guided by their own staff of Business Unit Directors, Business Managers, Performance Managers, and Recruiters, overseen by the Vertical Director who is responsible for multiple business units and ensuring the right synergy between them. This way, we remain small enough to build a bond with each other, but large enough to excel and pioneer together at the client.

3.3.1 Top Sports, Vitality & Fun

When our people feel at home internally, they can bring out the best in themselves externally. That is why we carefully invest in the atmosphere and culture of our organization. At the team level, there is ample room to work on fun, friendship, and connection in their own way. At the central level, we contribute to this with drinks, parties, events from our company youth associations and the annual Team EIFFEL festival, but also by creating an inspiring, connecting, and open workplace. The Team EIFFEL locations throughout the Netherlands are designed so that everyone feels welcome for every occasion. This could be for an event or knowledge session, working at a flexible workspace, sparring with colleagues or meet informally at the bar. Unwinding can be done in our game rooms and the Team EIFFEL gym.

Inspired by top athletes, we believe that fit people perform better. That term has a unique meaning for everyone. That's why we do not work with mandatory (sports) programs or lectures but ensure inspiration at the highest level of movement, nutrition, sleep, and mental training. During the 'Vitality Challenges,' colleagues discover new sports outside the beaten path, always guided by a (former) top athlete. For inspiration on nutrition, sleep, and mental training, we collaborate extensively with the Topsport Community, the platform where sports, business, and science meet, and with which we are closely involved as a Founding Father. Additionally, we have a group of talent coaches connected to Team EIFFEL, top athletes, and coaches who inspire and guide our people through opportunities and challenges in their career path. Sometimes individually, often in groups.



3.3.2 Long-Term Employment

By offering an extensive career path, with ample room to develop, discover, and innovate, we hope to retain our consultants for a longer period. “You never have to leave here, because there is always something new to discover” is our proposition for achieving long-term employment. We translate this aspiration into a concrete concept we call ‘Free Flow of Talent’: consultants can freely choose where to take the next step within Team EIFFEL to grow their talent, personality, and expertise. With this concept, for example, we want to make it possible for a project manager at EIFFEL to grow into a project manager at EIFFEL Projects under the right circumstances.

Such long-term employment brings many benefits to Team EIFFEL: knowledge, network, (client) contacts, expertise, and team spirit stay within the organization. However, we also see it as our responsibility: by offering (the prospect of) long-term employment, we offer our people financial security, social interaction, and the space to develop both personally and professionally in a stable and supportive environment.

3.4 Social return

Team EIFFEL believes it is important that its activities positively contribute to society. This responsibility existed even when our enterprises operated independently, resulting in a rich history of social initiatives. Now that we operate centrally, we are bundling our initiatives to higher levels while remaining room for activities already initiated within the labels. Primarily to increase our social impact, but also to continue meeting the social return obligations set in tenders.

3.4.1 Creating opportunities

Outside the world of Team EIFFEL, everyone also deserves the opportunity to use and develop their talents, ultimately finding their own path in life. Therefore, we make a societal impact by creating opportunities for people for whom talent development is not a given. Primarily to enhance our social contribution, but also to meet social return obligations in tenders. Examples of ongoing initiatives:

- We have our old IT hardware processed by IT For Kids.
- The proceeds go to JINC, where we also take on the role of (career) coach for children with fewer opportunities in the job market.
- We combat loneliness with Stichting de Utrechtse Uitdaging.
- We support status holders in their job search through buddy programs with UAF.
- With the ‘Fit for the Job’ program, we help (former) top athletes with their societal career. This program is part of Custom Work for People, an initiative of the Dutch government.

3.4.2 Target groups

By designing our initiatives broadly, we can serve many target groups. This strategy aligns with our ambition to exclude no one and the belief that everyone deserves the chance to develop their talents. Some examples:

- Children who, due to a disability, cannot naturally engage in sports.
- Young people from disadvantaged neighborhoods who grow up with the idea that studying is not an option.
- Adolescents who could not handle the pressure of studying and, due to mental health issues, have missed the connection with school and the labor market, risking social isolation.
- Status holders who find it difficult to get a job.
- Young adults who have focused their entire lives on a sports career but did not make it, and now have no alternative.
- Top athletes who miss the connection with the labor market after their careers.

3.5 Highlighted: cases in 2023

3.5.1 Team EIFFEL & JINC

Since 2004 Team EIFFEL is a partner of JINC. Yearly this foundation reaches over 65.000 young people, mostly living in neighborhoods with a social en economic disadvantage, and gives them via education and training a push right direction with their development in planning, social skills and job interviews. As a job interview trainer and/or careercoach, employees of Team EIFFEL support these educationtrajectory's in Amsterdam, Arnhem and Den Haag. Since 2022 Team EIFFEL has helped 645 young people in Amsterdam in their development and search for a beter future.

3.5.2 Supporting status holders with UAF

Since 2018 two times per year Team EIFFEL takes care of the support of finding work for status holders, average 15 to 20 a year. This program, that lasts six months, is built up with 1 - 1 coaching, groupintervisions and an assessment to find a persons drives. At the end of the program the status holders are ready for the job market. In 2023 we were able to link 30% (out of the 30 participants) of the status holders to a paid job with a future perspective.

3.5.3 Together stronger with Topsport Amsterdam

Team EIFFEL has a strong connection with topsport. We are partners with and work together with 'Topsport Amsterdam'. With the help of experienced sport- and mental coaching, nutrition, training facilities, housing and events this foundation helps athletes act on the highest level of their sport. We offer services aimed on strengthening the business operations.



3.5.4 Team EIFFEL Supports educationprogram Smart and Green en route

Helping job seekers getting a job in a sector that urgently needs new workforce: that is the goal of the educationprogram Smart and Green en route. This initiative from the provinces Groningen, Friesland and Drenthe in cooperation with the institute for employee insurance is supported by Team EIFFEL. In April the first fifteen participants got their certificate. They can now officialy work as an advisor smart en green mobility.

“This initiative focusses on job seekers with unemployment benefits of at least three months who wants to retrain themselves and find a job in the mobilitysector” says Julia Bal, advisor Social Return at Team EIFFEL. This program has a subjectcontent and a personal learning path and increases the chances for people with a distance to the job market to find a job in a new sector. With working with this target audience we contribute to our social goals.

From October till December participants followed subjects like traffic engineering, digitalization and personal development. From January till March they put their knowlegde into practise at consultancy and engineering companies, municipalities or provinces. After those six months they received their certificate and were able to work as a advisor smart mobility. “This is a very wide role. Depending on someone’s profile and demands of the employer, an advisor smart mobility can have a commercial role, an organizational role or making policies”.

This education program has already produced significant results. Approximately 90% of the participants have entered the job market. They join their work experience placement or find another employer in the smart mobility sector. “the program will be repeated due to its success”, says Julia Bal, who will again provide the personal learning path as a trainer to a new group of participants. In this way Team EIFFEL contributes to finding a job in the mobility sector for job seekers with unemployment benefits and we contribute to helping companies find professionals with up to date knowledge.



4. Environment

4.1 A Safe Living World for Future Generations

We believe future generations should have the same opportunities to develop their talents fully, unhindered by the environmental burden of our current success. We're committed to minimizing our environmental impact by reducing CO2 emissions through energy savings, recycling, and waste reduction. We also aim to involve our supply chain in these goals and raise awareness to amplify our impact.

4.2 CO2-reduction

Given the nature of our services, we acknowledge our contribution to CO2 emissions. By quantifying our emissions, we can identify and implement targeted reduction measures.

4.2.1 CO2-emissions mapped

Since 2021, Team EIFFEL has been annually mapping its CO2 emissions using the CO2 Performance Ladder methodology. This approach distinguishes between different types of emissions, following the GHG Protocol classification:

- Direct emissions (Scope 1): Lease fleet
- Indirect emissions (Scope 2): Electricity usage in buildings and fleet
- Business travel: Business trips using private cars and/or public transport

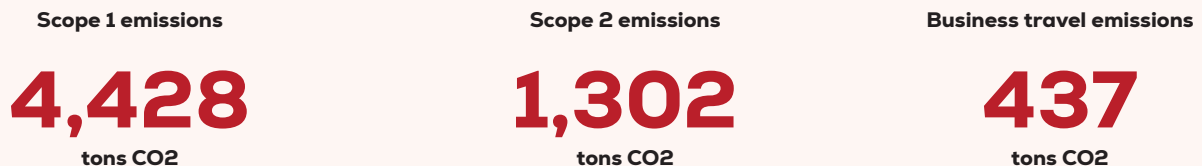
We've set reduction targets for Scope 1, Scope 2, and business travel emissions, as these are areas where we have the most influence.

4.2.2 Reduction target Team EIFFEL

By 2027, Team EIFFEL aims to reduce its relative CO2 emissions by 23.7% compared to 2021 levels. We've set this as a relative target due to our ambitious growth plans. In 2021, Team EIFFEL employed 2,300 people, and we aim to grow to 4,275 employees by 2026/2027.

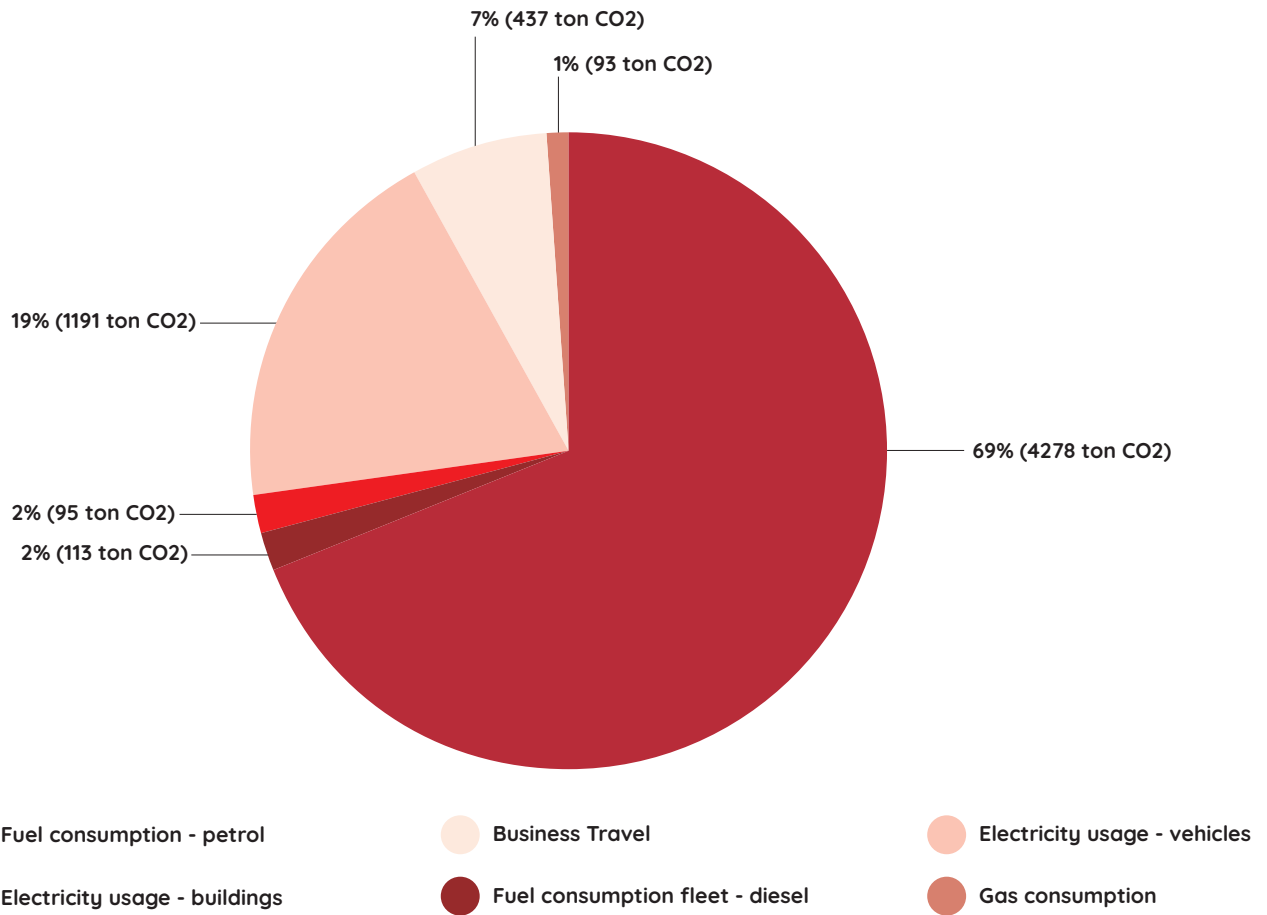
4.2.3 CO2-footprint and most Important measures

The table below illustrates Team EIFFEL's CO2 footprint for 2023, showing the distribution of emissions across different categories. In 2023, Team EIFFEL's total CO2 footprint was 6,167 tons CO2:



Tabel M1, overview CO2-emissions, whole organisation				2023 Full year
Type emission flow: Scope 1	Amount	Unit	Conversion factor (g CO2, per unit)	Emission (tons CO2)
Gas consumption	44.691	m ³	2.079	92,9
Fuel consumption fleet - diesel	34.772	Liter	3.256	113,2
Fuel consumption fleet - petrol	1.496.561	Liter	2.821	4.221,8
Total scope 1				4.427
Type emission flow: Scope 2	Amount	Unit	Conversion factor (g CO2, per unit)	Emission (tons CO2)
Electricity usage - grey	208,598	kWh	456	95,1
Electricity usage - green	625.911	kWh	0	-
Electricity usage - vehicles	2.630.572	kWh	456	1.190,5
Total scope 2				1.302,4
Type emission flow: Business Travel	Amount	Unit	Conversion factor (g CO2, per unit)	Emission (tons CO2)
Business Travel - reimbursed kilometers	2.015.977	Km	193	389,1
Business Travel - public transport	2.214.276	Km	15	44,3
Business Travel - train (type unknown)	1.347.349		3	4
Total Business Travel				437
Total emission scope 1, 2 and Business Travel				6.167

CO2-footprint | Team EIFFEL 2023



To achieve our reduction target several measures are already put in motion or being researched. Below an overview of the most important measures:

- Uniformity in different types of (detached) leasing policies;
- Phase out diesel cars;
- Stimulate electric driving and usages of public transport;
- Research into Team EIFFEL's work-from-home policy;
- Research into further reduction measures for buildings in own control.

4.2.4 Progress on reduction target

Table 12 illustrates the expected absolute and relative progress. Team EIFFEL relates the progress to the number of employees, due to the fact that the organization wants to grow from

2.300 to 4.275 employees in five years. It is expected that in 2027 the absolute emissions are higher than in 2022, because the number of employees increases faster (86%) than the expected CO2 reduction (23,7%). As described earlier, the progress is monitored annually.

In the table below the expected absolute and relative progression is given.

	2021	2022	2023	2024	2025	2026	2027
Expected absolute emissions (ton CO2)	4.246		6.145	7.161	7.416	7.638	7.796
Actual absolute emissions (ton CO2)	4.232	5.947	6.167				
Expected number of employees	2.300		2.700	3.300	3.600	3.925	4.275
Actual number of employees	2.300	2.488	2.950				
Expected emissions per employee	1.85		2.28	2.17	2.06	1.95	1.82
Actual emissions per employee	1.84	2.39	2.09				
Expected relative progress	100%		95.2%	90.8%	86.2%	81.4%	76.3%
Actual relative progress	100%	100%	87.5%				

Table 12: Overview of expected and actual numbers

4.2.2.1 2022

In 2022 Team EIFFEL's absolute emissions increased to 5.947 tons CO2. This increase in emissions is namely the result of a big increase in fuel consumption. The amount of fuel cars has increased considerable, but also the car usage (and therefore fuel consumption) increased. The number of FTE's has grown as expected to 2.488 FTE.

4.2.4.2 2023

In 2023 Team EIFFEL's absolute emissions increased with 221 tons CO2 to 6.167 tons CO2. This increase in emissions can almost entirely be attributed to the fact that Primaned Projectadvies B.V. (label within the vertical EIFFEL Projects) was added to the footprint. Primaned Projectadvies B.V has a CO2-footprint of 267 tons CO2. The number of FTE's has grown to 3.061 FTE.

4.3 Locations

As a collective of companies, each with its own history, Team EIFFEL operates from multiple locations. In 2023, we further consolidated our building portfolio, phasing out some less energy-efficient structures. As of January 1, 2024, we opened a new headquarters in Hilversum, establishing three main "Clubhouses" as headquarters in Hilversum, Arnhem, and Utrecht, alongside several smaller offices across the country.

We've designed our Team EIFFEL clubhouses with a distinctive and uniform style that reinforces our desired culture. These locations encourage work, interaction, and collaboration. Like sports clubhouses, they're vibrant spaces where activity is welcomed and doors are always open to everyone.

Consolidating our smaller locations has had a positive environmental impact. It allows for more efficient resource use, centralized and sustainable procurement, and broader implementation of sustainable innovations.

We also strive to minimize our environmental impact in the daily operations of our locations:

- At locations where we control catering, we aim to reduce packaging, use local products, and prevent food waste through just-in-time purchasing and careful planning;
- We practice waste separation at all locations;
- As of January 1, 2024, we've eliminated the use of plastic cups;
- Environmental considerations are a key factor in our procurement of goods and services. For example, an ISO14001 certificate is an important criterion in supplier selection.

4.4 Highlighted: cases in 2023

4.4.1 Sustainable procurement

Our facility department sources services and goods from social enterprises that promote labor participation and support people with employment challenges. We have ongoing partnerships with:

Work shop 'de Liemers' (region Arnhem) -> packaging work

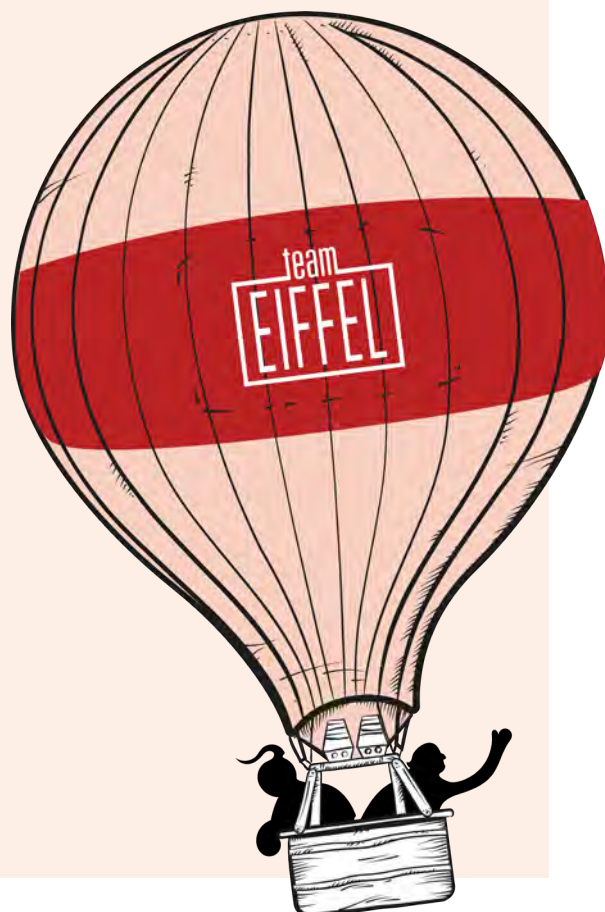
'Scalabor' (Midden-Gelderland) -> packaging work

'Cycloon' (rural) -> carrier for mail and package delivery

'De Koekfabriek' (rural) -> catered cookies with coffee

'Gebaariste' (rural) -> additional barista during events.

In 2023 the total value of our purchased services and goods from social organisations was €39.900.





5. Ethics

5.1 A safe environment

Development thrives in a company culture that is safe, fair, open, and transparent—a culture that provides space for everyone, not just the most assertive. We believe ethical business conduct is crucial but recognize it doesn't happen automatically. Therefore, we've implemented necessary safeguards to maintain our desired standards and culture.

5.2 Diversity, Inclusion and Equality

At Team EIFFEL, we value individual authenticity and equal opportunities. Our organization is inclusive: we take pride in our diverse community where various personalities, backgrounds, expertise, and talents blend seamlessly. Moreover, we see diversity as a catalyst for increased impact: a broader range of expertise and talents leads to more insights, perspectives, innovations, and better solutions. We work daily to foster an inclusive organization and collectively strive to embody these principles. As an example of our commitment to inclusion, 70.7% of our employees (2,164 out of 3,061) have permanent contracts.

Equal compensation for equal performance is a core value at Team EIFFEL. We actively monitor starting salaries for men and women to ensure parity. In 2024, we'll focus on addressing any discrepancies in salary growth during promotions and lateral entry of experienced profiles. Currently, Team EIFFEL's gender ratio is 56% male to 44% female.

Our Talent Acquisition team works strategically to identify and attract new consultants with the right skills for our community, aligning with Team EIFFEL's business needs and growth ambitions. We approach all Talent Acquisition initiatives from a company-wide perspective, making data-driven decisions. In collaboration with 12 tech partners, we've established a state-of-the-art technology environment to design, analyze, and optimize the (digital) candidate journey from campaign to hiring.

5.3 Rules & Procedures

Team EIFFEL maintains a zero-tolerance policy regarding compliance and integrity risks. We emphasize our company ethics during new employee onboarding and organize annual sessions on this subject. As an open and transparent organization, we encourage diverse opinions and counternarratives, always grounded in mutual respect.

To maintain this environment, we've implemented complaint procedures, appointed confidential counselors, established a policy for responsible drug and alcohol use, and conduct biennial Risk Inventory and Evaluations (RI&E). In 2024, we aim to implement a company-wide whistleblower policy. See the 'featured' section about the internal project on safe work environment for more details.

5.4 Quality Assurance

At Team EIFFEL, quality is a distinguishing value. We deliver high-quality services to our employees, clients, suppliers, and partners. To reinforce this commitment, we maintain certifications that guarantee the quality of our services.

5.4.1 Targets for 2023

In our previous CSR report, we set the following targets for 2023::

- ISO9001:2015: Research on certification possibilities on Team EIFFEL level
 - Target: certification on January 1, 2024
- ISO14001:2015 or CO2-Prestatieladder: Compare both certifications, make a choice, and research certification possibilities at the Team EIFFEL level
 - Target: certification on January 1, 2024
- Safety Culture Ladder: research certification possibilities for EIFFEL Projects
 - Target: certification on January 1, 2024

5.4.2 Progress in 2023

5.4.2.1 ISO9001:2015: As of December 1, 2023, Team EIFFEL obtained the ISO9001:2015 certificate. This certificate covers the EIFFEL Projects vertical and the 'old' EIFFEL B.V. organization. In 2024, we aim to expand the scope of the certificate to encompass the entire Team EIFFEL organization.

5.4.2.2 ISO14001:2015 or CO2-Prestatieladder: In 2023, we conducted research on the differences and similarities between these certifications, considering client preferences, alignment with our services, and compatibility with future (inter)national legislation and regulations. We concluded that the CO2 Performance Ladder best suits Team EIFFEL.

We've decided to certify the entire organization in stages. In early 2024, EIFFEL Beheer B.V. will be certified for step 3, and by May, it will be certified for step 5.

5.4.2.3 Safety Culture Ladder: As of January 1, 2024, the EIFFEL Projects vertical (excluding Primaned Projectadvies B.V.) is certified for step 3. In 2024, Primaned Projectadvies B.V. will be added to the scope of this certification.

5.5 Highlighted: cases in 2023

5.5.1 Project Safe Work Environment

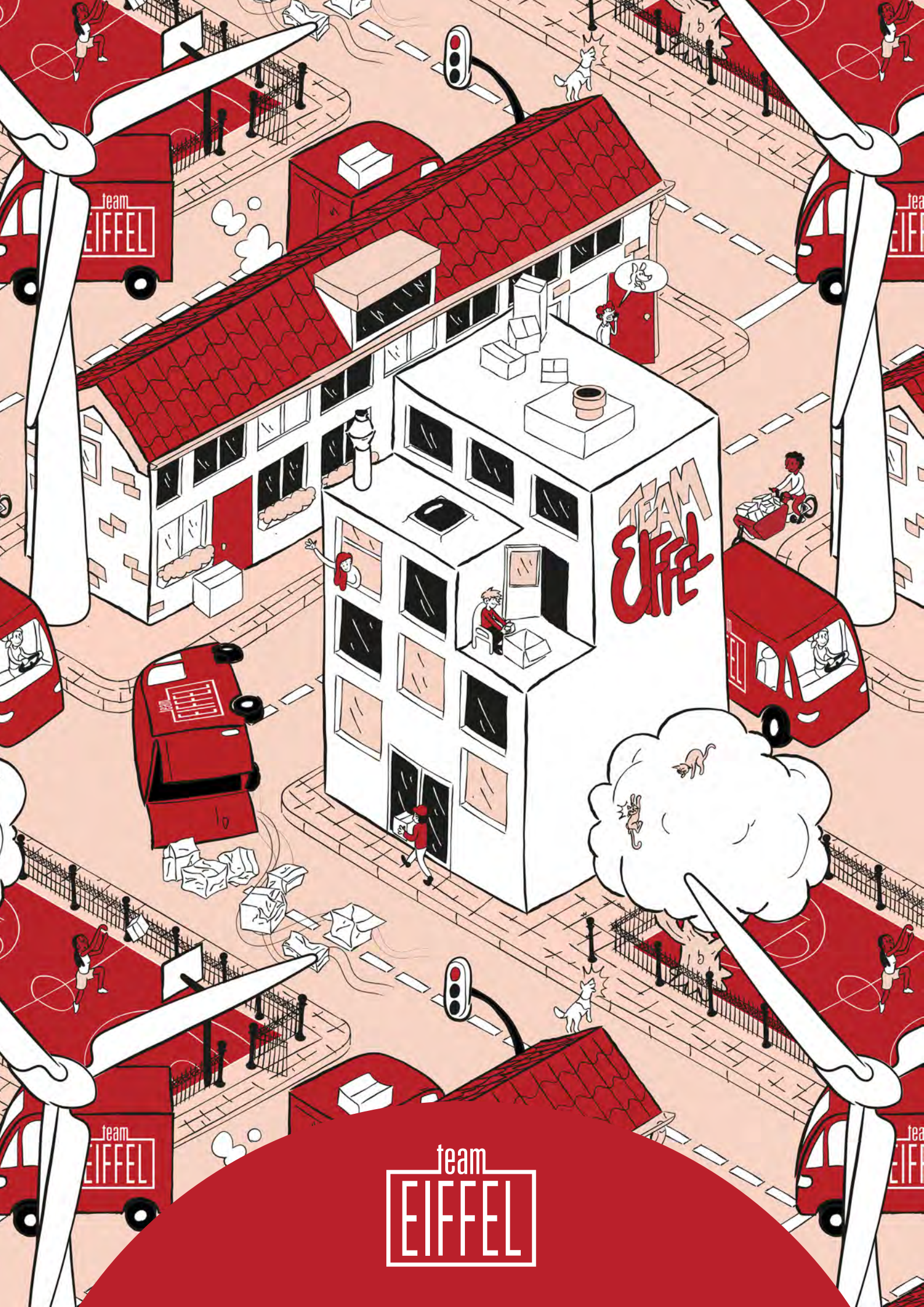
At Team EIFFEL, we prioritize creating an environment where everyone can be their best selves within a safe and healthy workplace. We believe that a positive and respectful work environment not only enhances employee well-being but also boosts team effectiveness and productivity. Our goal is to foster a culture where everyone feels valued and respected, and where issues like harassment, discrimination, and bullying have no place.

The Safe Work Environment project team is dedicated to creating and maintaining such an environment. We promote a positive culture centered on professionalism, integrity, and respect, convinced that this contributes to both employee well-being and Team EIFFEL's success and growth.

Historically, various parts of Team EIFFEL developed diverse documentation to ensure a safe work environment. In 2023, recognizing the fragmentation of this documentation and changing legislation, we conducted an inventory of existing materials and brought together key role-holders such as confidential advisors. Our aim for 2024 is to establish a compliant, uniform, and clear policy for confidential advisors, internal complaints, prevention, and whistleblowers.

By investing in a safe and positive work environment, we continue to build a team where everyone feels at home and can reach their full potential. Together, we're making Team EIFFEL a place where respect, safety, and growth go hand in hand.





team
EIFFEL