



# A **blue**.shift for people and planet

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# A letter from leadership



**Jimmy Cappaert,**

Managing Director  
Combella

“As we present our first impact report, we reaffirm our long-standing commitment to building a more sustainable future. For many years, all our data centers have operated on 100% renewable energy, and we continue to push further.

We are upgrading our hosting cluster to ensure no server runs idle, recycling our hardware responsibly and planting a tree for every laptop or phone that reaches end-of-life. At our offices, we have invested in smart charging infrastructure to support cleaner mobility and reduce our environmental footprint.

Equally important is our focus on creating a safe, healthy and inclusive work environment for our employees. We actively invest in well-being, safety and supportive workplaces where people can thrive, grow and feel valued.

Sustainability has always been part of who we are, and we remain committed to leading with purpose.”



**Vanessa De Waele,**

Group Sustainability & Legal Director  
team.blue Group

“Across 2024-2025, team.blue Group has been establishing the foundation of our sustainability strategy: **the blue.shift**.

This sharpened strategic focus will unlock opportunities for every brand in the team.blue ecosystem. Together, we’ll identify new ways to create positive impact by making online business success sustainable, inclusive and trusted.

I’m proud to see the progress that Combella has made so far, both through the Group network and by driving individual initiatives that benefit our teams, customers and planet. Together, we’re on a powerful trajectory for meaningful change – stay tuned as the blue.shift continues.”

# Our 2024/25 highlights

Growing the Combell team with **17 more employees.**



**Expanded and modernised our EV charging infrastructure** to better support low-carbon travel to our offices.



Completed Combell's **first carbon footprint assessment** to gain clearer insights into our climate impact.



**Evolving our hosting model** with sustainability in mind, through energy-efficient design.



**100% completion** of our cyber security training programme.



Helping our customers achieve lasting, responsible growth with a **high NPS of 76.**



Driven forward by collective progress across team.blue Group

**Completed double materiality assessment** to redefine our sustainability priorities.

team.blue Group

**Approved SBTi targets** for our near-term emissions reduction, on our pathway to Net Zero.

team.blue Group

**Joined the UN Global Compact**, the world's largest corporate sustainability initiative.

team.blue Group

# A trusted digital enabler for online businesses

team.blue Group is composed of over 60 brands across Europe, providing small and medium businesses (SMBs) with a full suite of digital products to grow their businesses online.

As part of the team.blue ecosystem, Combell helps to support SMBs with integrated solutions for their digital needs – across domain hosting, website building, cloud-based payment solutions, SaaS sales tools, marketing automation and e-commerce software.

Cybersecurity, privacy and compliance are embedded into all team.blue products and services, ensuring that we are a **beacon of trust** in keeping our customers' businesses safe and secure.



## team.blue value chain:

### Suppliers:

- Software licenses
- Cloud computing
- IT Services
- Domain registration
- Hosting
- Software
- And data centres.

### team.blue & Combell:


#### Functions:


- Product
- Technology
- Sales & marketing
- Customer support
- And Supporting services.

#### Outputs:

- Online presence
- Security & compliance
- Sales & marketing tools
- E-commerce & transactional formation
- And Websites & Wordpress.

### Small and medium businesses:

 3.3 million customers.

 60 brands across Europe.

 3,300+ employees.

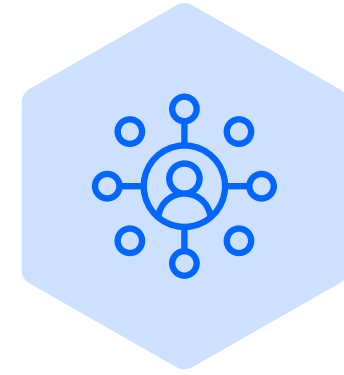
# Make online business success sustainable, inclusive and trusted

We align with team.blue Group's Sustainability Strategy, which follows three pillars:



## Environmental

Building **sustainable tech** for a resilient planet, where climate responsibility meets innovation.



## Social

Driving **digital inclusion**, as a connected world is a fairer world.



## Governance

Advocating **digital trust**, to build the products people can believe in.



# Our materiality

In 2024, team.blue Group partnered with the ESG team of our investor, Hg, to conduct a double materiality assessment.

This exercise identified 9 material issues across environmental, social and governance topics. These are the topics that will be addressed as a priority for the team.blue ecosystem, through the blue.shift strategy:

- Cybersecurity
- Data privacy & security
- Energy
- Climate change mitigation
- Gender equality
- Corporate culture
- Diversity
- Artificial intelligence (AI)
- & Training & development.

# Our commitments

Across the team.blue family, we're working towards the below collective goals:

## Sustainable tech

**100%**

Renewable energy.

**100%**

Cars converted to EVs.

**100%**

Electrical items donated.

**52%**

Supply chain emission intensity reduction.

**100%**

Business travel emissions offset by planting trees & emission-saving projects.

**42%**

Direct emission and electricity reduction.

## Digital inclusion

**40%**

Diversity in new hires.

**>30**

Female representation across leadership.

**85%**

Survey participation rate.

**75+**

Total engagement score.

**>5**

Total of ESG & DEI training sessions per year.

**€1**

Donated per kilometre walked in step challenge.

Initiate Group-wide volunteering programme, focused on inclusion & accessibility.

## Digital trust

**4**

Board meetings focusing on ESG.

**1**

Annual Group report.

**30%**

Female representation on the Board.

**80%**

Minimum training completion rate across cyber, AI & data privacy.



**“At team.blue, we believe sustainability must be democratized, made local, practical and owned by every brand. Combell shows how this becomes real: from transitioning its fleet to electric vehicles to growing a Belgian forest with GoForest. Each step proves that local actions power our collective science-based climate ambition.”**



**Vanessa De Waele,**

Group Sustainability & Legal Director

team.blue Group

Sustainable tech

**Everyday life at team.blue is centred on increasing positive impacts, for our people and our team.blue customers.**

At the same time, we know that we need to mitigate our negative impacts, including the footprint we leave on our planet. By reducing our carbon emissions and resource consumption, we’re committed to making online business simpler – and more sustainable.

Sustainable tech

# Measuring our climate impact for consistent progress



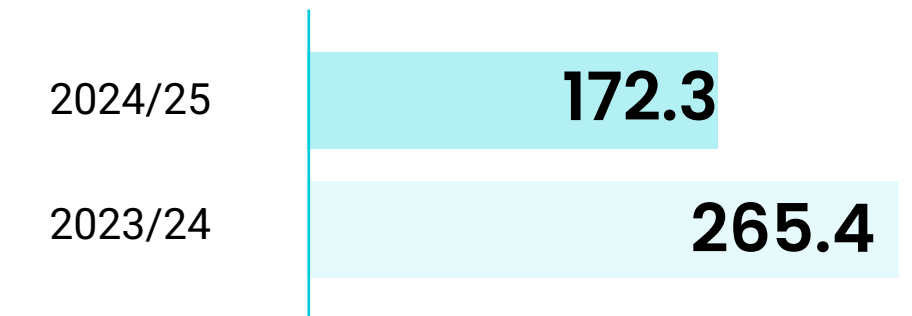
Every year, we report on our carbon emissions across scopes 1, 2 and 3. This takes into account our direct and indirect impact on the planet.

### How our 2024/25 footprint has evolved:

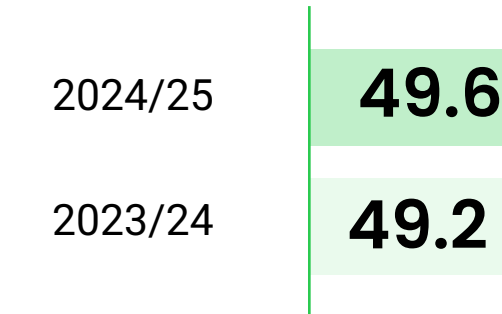
- 8% decrease in total emissions generated since 2023/24.
- 39% reduction in Scope 1 emissions since 2022/23, due to our company transition to electric vehicles (EVs).
- Our scope 3 emissions increased slightly, by 8% compared to 2023/24. We recognise that this is associated with various activities, including increased purchased goods and services and business travel.

### Our 2024/25 carbon footprint:

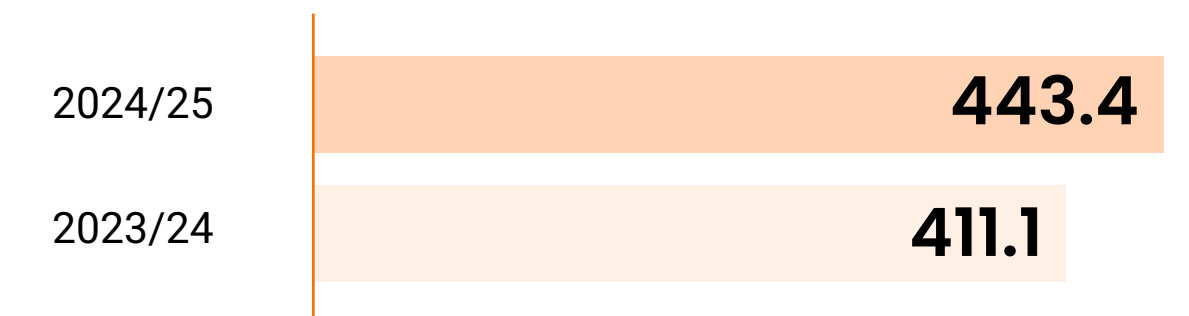
#### Scope 1 (tCO2e):



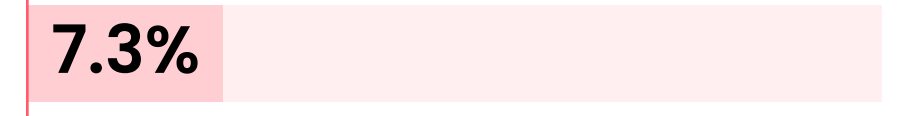
#### Scope 2 market-based(tCO2e):



#### Scope 3 (tCO2e):



#### Percentage of team.blue Group's emissions generated by Combell:



# 665 tCO2e

(Combells total carbon footprint).

# 9,117 tCO2e

(team.blue Group's total carbon footprint).

Sustainable tech **Nature restoration with GoForest**



Together with GoForest, we are supporting reforestation efforts in the south of Belgium. Thanks to Combell's investment, so far 1,363 trees have been planted. As well as restoring healthy natural ecosystems, these trees are expected to absorb over 235 tCO2e over their lifetime.

**Transitioning to electric vehicles**

To significantly reduce our scope 1 emissions, we are transitioning our entire fleet to electric vehicles (EVs). Today, **40% of our company cars are EVs**, marking a strong step toward cleaner mobility and a lower carbon footprint. In March 2025, we expanded our charging infrastructure at our offices to make it even easier for our stakeholders to use EVs.

**100%**

of our data centers run on renewable energy.

**OUT OF USE**

**Giving life to new hardware**

We partner with Out of Use to process, recycle and repurpose our older hardware, such as laptops and servers.

Out of Use manage the full process to assess end-of-life equipment, ensure data security, evaluate its quality for reuse, and repurpose the hardware. Through this partnership, we're supporting circularity and giving refurbished items a second life.

→ **Bonus impact:** for every donated laptop or mobile phone, Out of Use plants one tree. So not only are we reducing waste by repurposing materials, we're also contributing to nature restoration.

**100%**

of end-of-life hardware is assessed by Out of Use for repurposing.

**1 tree**

planted for every laptop or phone donated.

# Building awareness for climate impact

Reducing carbon emissions starts with awareness. As our understanding of Combell's climate impact deepens, we're embedding this knowledge across stakeholder connections to drive decarbonisation throughout the industry.

Customer engagement is central to this effort. In 2025, we developed a dedicated process for calculating our customers' carbon emissions. This approach estimates the emissions generated across the full lifecycle of a server – including upstream emissions, manufacturing, transportation and operational energy consumption throughout its lifetime.

While this service is currently available upon request, we are actively exploring how to automate this process for our customers, providing clear direction for their own decarbonisation journeys.



**“Reducing carbon emissions starts with understanding impact. By quantifying emissions for our customers, we provide clear, actionable insights. We are now exploring how to automate this process, making carbon transparency accessible and scalable for all customers.”**



**Wesley Hof,**

Chief Technology Officer  
Combella

**Sustainable tech** **How we're reducing our emissions across team.blue Group**



**Rethinking our approach to waste.**

In 2024, 100% of end-of-life servers were recycled or reused, and diverted from landfill.



**Pay-as-you-go server access.**

All data for our EU customers is stored in European data centers under a 'pay-as-you-go' model. The result: streamlined use of server space, reducing the related carbon emissions.



**Targeting supplier engagement with SBT-aligned businesses.**

We're developing the necessary processes to formally track our procurement activities with suppliers who have set Net Zero targets. This will be a priority for our Group across 2025 and beyond.



**Committing to a fossil free internet.**

71% of team.blue brands are now verified by the [Green Web Foundation](#), which tracks websites that are powered solely by renewable energy.

Sustainable tech

# Checking in on our progress

## Our commitments

	Goal	2024/5		Progress
		Group	Combell	
Renewable energy	100%	90%	89.6%	● On track
Cars converted to EVs	100%	40%	40%	● On track
Electric items donated	100%	100 1,346 Items	100%	● On track
Business travel emissions offset by planting trees & emissions cut projects	100%	> 100% 1,120 tCO2e offset (Group level)		● Achieved
Direct emission and electricity reduction (from baseline) by 2030	42%	-19% (Group level)		● More to be done
Supply chain emission intensity reduction	52%	65% (Group level)		● On track



Digital inclusion

**We believe a more connected world is a fairer world. One where everyone can access the tools, opportunities and support they need to thrive.**

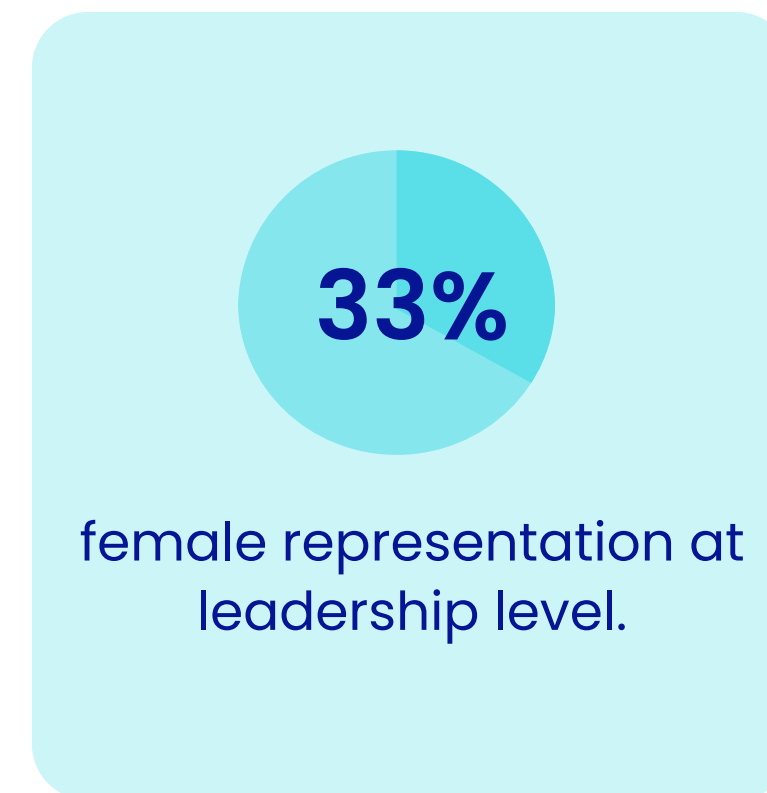
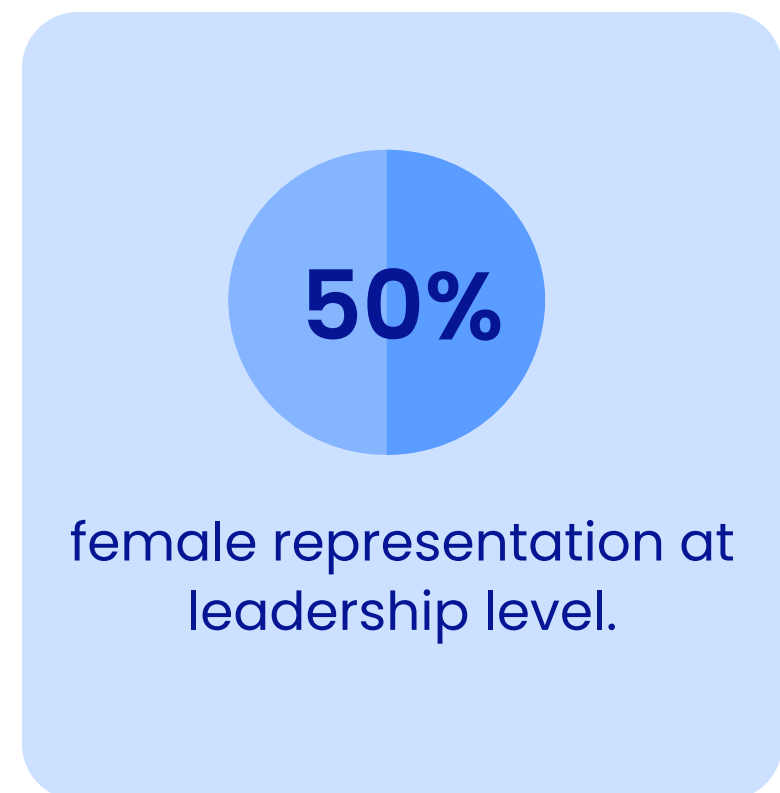
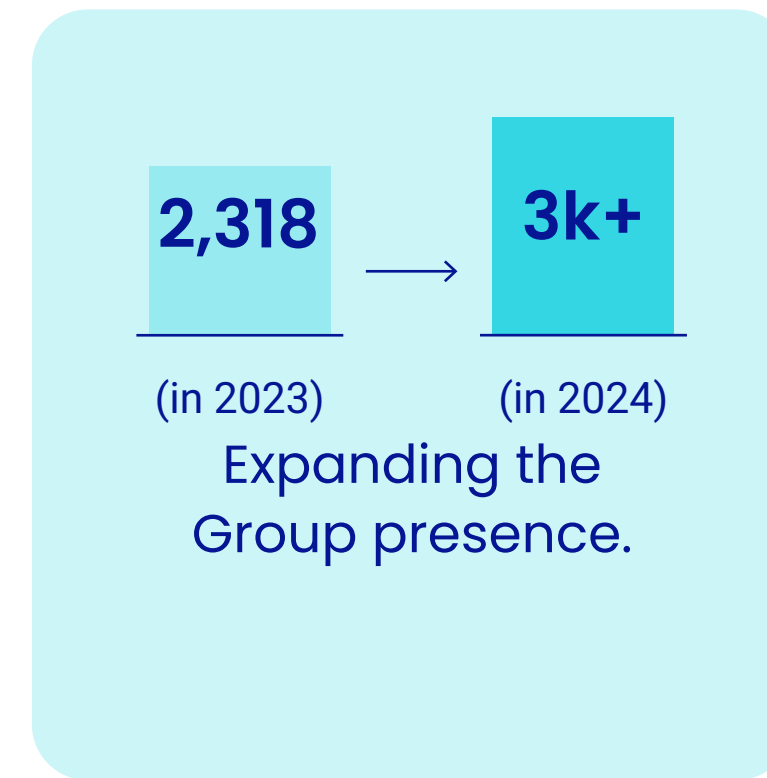
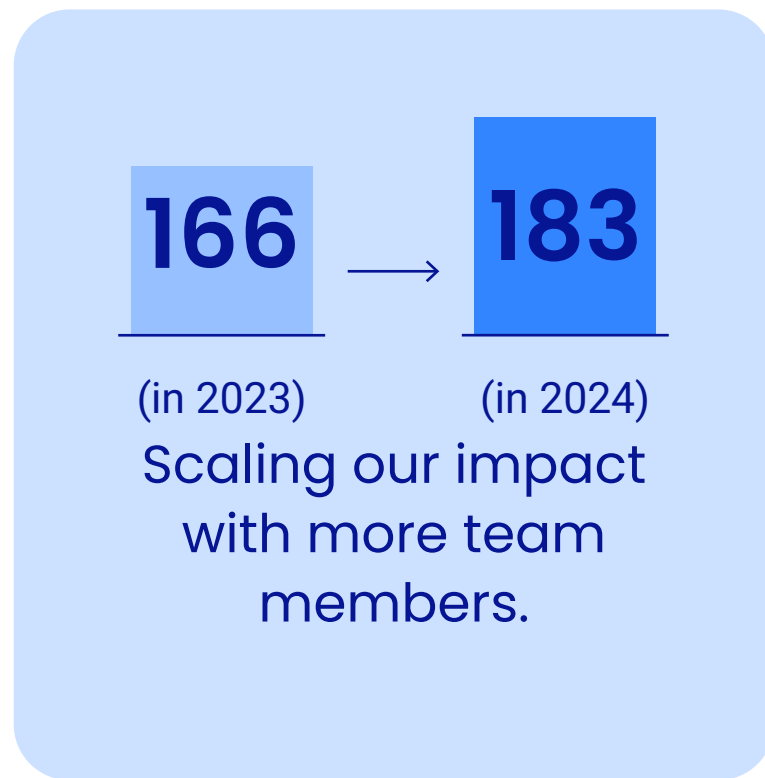
Inclusivity and accessibility is embedded in our culture, and reflected in how we engage with everyone around us. In other words, it powers the connectivity of our team.blue ecosystem.

**43**  
customers supported by Combell across hosting and IT solutions.

**76**  
NPS celebrating our high NPS, staying consistently above 75 since monitoring this from 2021/22.

# Digital inclusion **Our people: the not-so-secret sauce to our success**

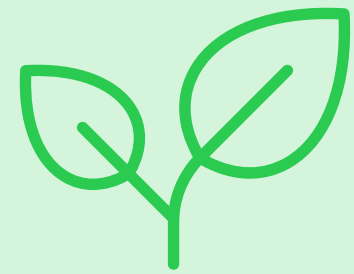
Our strength lies in our people. We are always growing and we're committed to helping our teams grow too, by supporting their wellbeing, development and sense of belonging every day.



# What's new?

## Leap 2025

In 2024, team.blue Group launched the Leadership Evolution & Advancement programme (LEAP). Building on the success and learnings of the programme, we've evolved LEAP 2025 into two distinct six-month tracks:



### Emerge

for aspiring leaders and leaders of teams.



### Accelerate

for "leaders of leaders" and specialists.

Both programmes aim to empower our people to strengthen their leadership skills, through a combination of self study, interactive sessions, mentorship and coaching.

22

Combella employees taking part in LEAP 2025.



## team.blue Academy

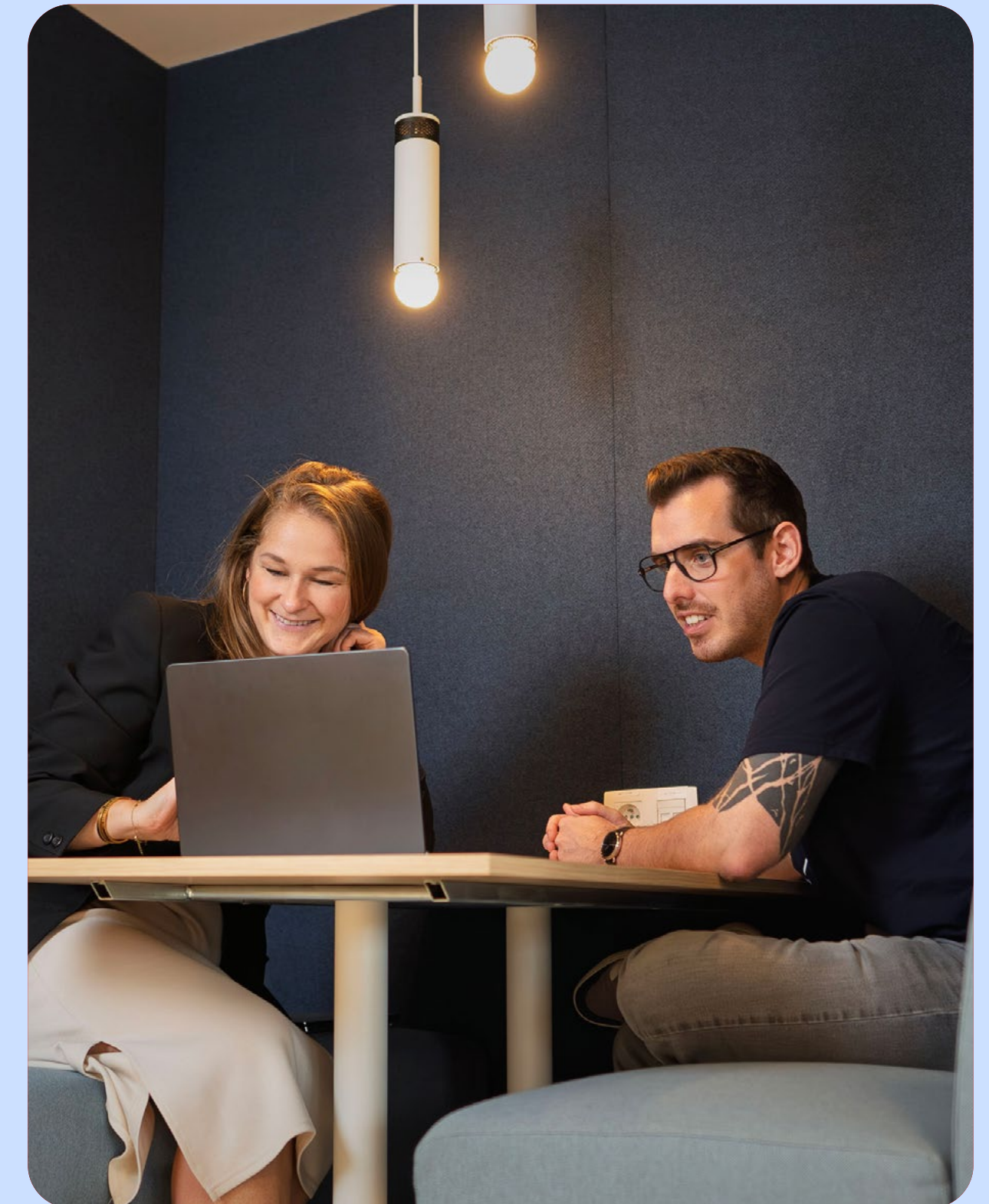
The team.blue Academy is our bespoke learning hub, designed to equip people with the knowledge and skills to drive innovation, growth and impact.

**"The team.blue Academy makes learning accessible to all our people, helping them build the skills they need to thrive. When we grow as individuals, we grow as a company - delivering even greater value to our customers and the online businesses we support."**



**Sylvia Groenewold,**

Chief HR Officer  
team.blue Group



6,700

courses completed, with employees signing up to over 8,000 courses in total.

6

training sessions across ESG and DE&I.

13

cybersecurity & data privacy training modules.

20

Speakup! channels in different languages.

Digital inclusion

# Checking in on our progress

Our commitments	Goal	2024/5		Progress
		Group	Combell	
<b>Diversity in new hires</b>	<b>40%</b>	<b>35%</b> female representation in new hires	<b>29.5%</b> female representation in new hires	● On track
<b>Leadership diversity</b>	<b>30%</b> on or above	<b>33%</b> female representation in leadership	<b>50%</b> female representation in leadership	● Achieved
<b>Survey participation</b>	<b>85%+</b>	<b>92%</b>	<b>94%</b>	● Achieved
<b>Engagement score</b>	<b>75%+</b>	<b>66</b>	<b>73</b>	● On track
<b>ESG &amp; DEI sessions</b>	<b>5</b>	<b>6</b> (Group level)		● Achieved
<b>Volunteering work</b>	<b>Initiate</b> Group-wide programme	<b>with AccessiWay</b>	<b>Not yet launched</b>	● On track



Digital trust

**We're not into box-ticking and simply meeting the minimum requirements; we're committed to going above and beyond compliance.**

For team.blue, effective governance of data, artificial intelligence (AI) and systems is part of daily operation – and the launchpad to unlock our greatest potential.

## Digital trust Evolving our sustainable hosting model

Combells leadership takes steps to actively embed sustainability across our operations – including our hosting model, which is a core component of how we do business.

We are continually optimising our hosting model by improving infrastructure efficiency, selecting low carbon technologies and refining energy use. Every improvement leads to further reductions in our carbon footprint.



“As a leadership team, we’re invested in making decisions that benefit all our stakeholders. Our commitment to sustainability shows in how we architect our hosting clusters: energy-efficient by design and free from needless idle capacity. By continuously optimising utilisation,

we cut waste and lower emissions; not only delivering on customer goals but also driving significant improvements for our environmental impact.

For Combell, sustainability is not an add-on, but a core principle guiding long-term decisions and responsible growth.”



**Cedric Dubois,**  
Director - Shared Hosting  
Combell

## Reporting and transparency

We’re approaching our sustainability journey openly and honestly, by sharing our progress through the below channels:

### Our first Impact Report:

We’re excited to be one of the first team.blue brands to publish our own Impact Report, taking transparency to the next level. Our progress is also included within team.blue Group’s report, which details our collective efforts – see the [2024/25 Report](#) for more information.

### Investor review:

Each year, our Group ESG performance is disclosed to our investor Hg, as part of ongoing benchmarking. Combells progress is incorporated within this review, ensuring that every team.blue brand is moving forward in the right direction. As a Group, we consistently score 100% on policies and procedures for key compliance issues, positioning us as a leader in Hg’s portfolio for ethical and transparent business.

### UN Global Compact:

As part of the team.blue Group, Combell is a member of the [UN Global Compact](#), bound by commitments to four pillars of Human Rights, Labour, Environment and Anti-Corruption.





**“At Combell, digital trust drives our ability to innovate securely. Through continuous audits, business continuity exercises, and a mature Bug Bounty program, we ensure resilience in a fast-changing landscape. With strong governance and structured processes, trust is not just something we protect, it’s something we create.”**



**Veerle Van Hecke,**

Compliance Manager  
Combell

Digital trust

# Keeping compliance front of mind

Since 2009, Combell has certified against the ISO9001 and ISO27001 standards, with annual internal and external audits. Our security readiness is reinforced through:

Our comprehensive policy framework ensures that we integrate digital security into every stakeholder interaction – including supplier selection, the full employee lifecycle and with our customer incident processes. [Confluence](#) and [Jira](#) are the foundation of our information management system, providing structured documentation, workflows and security governance.

- Yearly cyber simulations to test incident response and identify gaps in our digital security.
- Our long-standing [Bug Bounty program](#) with [Intigrity](#), which leverages a global network of ethical hackers to address cyber threats.
- Our participation in the 2024 [ENISA](#) Red Team exercise, a test coordinated by the Cybersecurity Center of Belgium (CCB) to reenact cybersecurity attacks and strengthen existing procedures.

Digital trust

# Checking in on our progress

## Our commitments

## Goal

## 2024/5

## Progress

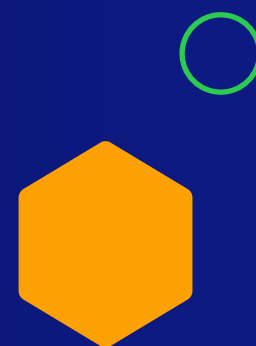
		Group	Combella	
 <b>Board diversity</b>	<b>30%</b>	<b>30%</b> female representation on the Board	<b>20%</b>	● On track
 <b>ESG in Board reporting</b>	<b>Quarterly</b> minimum	<b>Monthly</b>	<b>Monthly</b>	● Exceeded
 <b>Transparency on ESG</b>	<b>Annual</b> public reporting	<b><u>See Group's 2024/25 Impact Report</u></b>	<b>You're reading our first local Impact Report!</b>	● Achieved
 <b>Cyber, AI &amp; data privacy training participation</b>	<b>80%</b> minimum participation rate	<b>84%</b> completion rate with 100% participation	<b>100%</b>	● Achieved

# Looking ahead...

And there's even more lined up for Combell's impact journey:



In the coming years, we will accelerate our transition to a low-carbon fleet, reaching 80% electric vehicles by the end of 2026 and 100% by 2028.



We are also focused on further evolving our use of responsible AI for customers and employees – embracing the benefits while ensuring that we manage associated energy consumption, and stay aligned to our vision of a more sustainable, inclusive and trusted future.

