Sustainability Report 2024





Message from the CEO, Georgios Sarigiannidis

It's a new phase for ORTEC: one in which we make tough decisions and hold ourselves accountable.

We stay true to our purpose: improving the world through our passion for mathematics. To grow as a focused, ambitious, and high-performing company, we must seek to become more sustainable and create real impact where it matters most. We embrace transparency in our sustainability journey – and we take responsibility for both the positive impact we make and those areas where we can improve.

This year, I'm placing a special emphasis on Diversity, Equity, and Inclusion. It's time to move from awareness to action. For ORTEC, diversity is more than just a value — it's a cornerstone of our culture and a key driver of innovation. Our diverse workforce isn't just something we celebrate; it's a competitive advantage, and should be treated as such.

Let's keep pushing forward together,

Georgios Sarigiannidis

Executive Summary

In 2024, ORTEC underwent significant changes in organizational structure and governance, partnering with Battery Ventures to accelerate growth. We introduced a new corporate structure and welcomed new leadership. Our completed materiality analysis identified key sustainability issues, guiding strategy and prioritization.

At ORTEC, the impacts of both our software solutions and operations are central to our sustainability approach. In 2024, our solutions reached 967,000 individuals, reduced 675 million kilometers driven, and prevented 585,000 metric tons of carbon emissions (tCO2e). Our work resulted in €1.4 billion in customer productivity and efficiency gains. These impacts are tracked via an internal dashboard aligned with the UN Sustainable Development Goals (SDGs). Throughout the year, we enhanced our measurement methodology, establishing a new baseline for future progress.

In 2024, ORTEC committed to the Science Based Targets initiative to set near-term and net-zero emission reduction targets. We aim to source 100% renewable electricity by 2025 and have continued transitioning our employee vehicles to electric vehicles. We are committed to significantly reducing our Scope 1,2 and 3 emissions by 2030, against a new 2023 baseline.

In 2024, we achieved a 24% reduction in Scope 1 and 2 emissions, and total emissions across all scopes decreased by 11%. This contributed to a significant improvement in our carbon intensity (Scope 1 and 2 emissions per unit of revenue). However, business travel emissions per employee increased by 22%, primarily due to a rise in air travel.

As part of our commitment to Diversity, Equity, and Inclusion (DEI) and transparent sustainability reporting, we expanded our DEI metrics in 2024. Organizational changes affected leadership diversity figures; notably, women's representation in senior management increased from 10% to 19%.

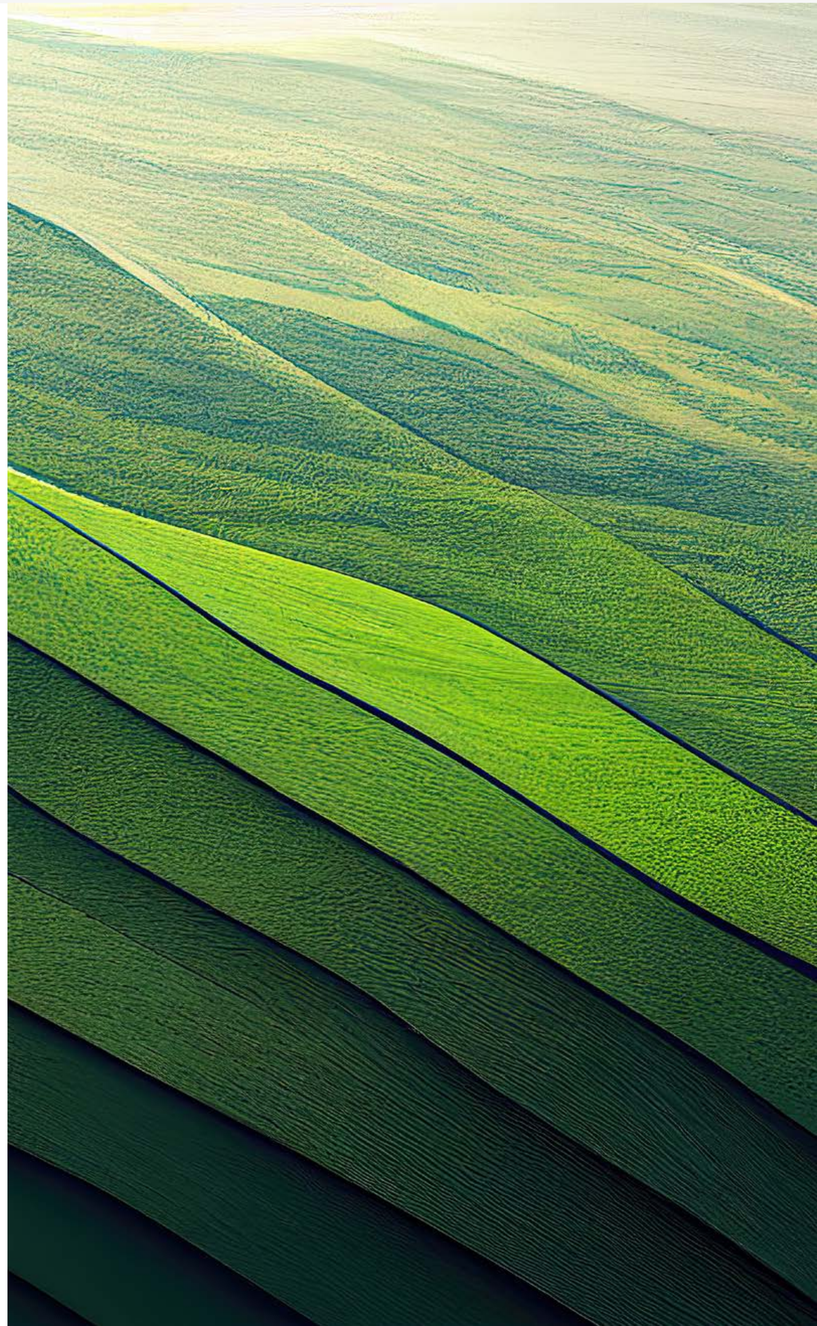
This report is guided by the European Sustainability Reporting Standard (ESRS) at the time of reporting and discloses on the comprehensive module of the Voluntary Sustainability Reporting Standard for SMEs (VSME). Our Sustainability Report has been prepared on a consolidated basis for the group of companies under ORTEC International B.V.

Alongside DEI awareness campaigns, ORTEC launched AccelerateHer, an initiative created and led by women to empower colleagues and drive cultural change toward gender equality. Our annual Gallup Employee Engagement Survey achieved a 78% participation rate, indicating a 2% rise in engaged employees, though with a slight decline in the overall engagement mean score compared to the previous year.

We maintained ISO/IEC 27001 and NEN 7510-1 certifications, as well as our SOC 2 report, whilst strengthening information security and risk management practices. As AI adoption accelerates globally, we are guided by our Principles and Beliefs and are committed to responsible AI development and use while exploring its growing potential.

Throughout 2024, we continued supporting partners and communities through extended collaborations, local volunteering, and climate-focused initiatives. We renewed our partnership with Analytics for a Better World (ABW) for three years and provided funding to Trees for All equivalent to the previous year's reported emission categories.

Amid evolving sustainability regulations, the accelerating pace of climate change, and complex geopolitical dynamics, ORTEC recognizes both the urgency and the opportunity inherent in sustainability. Transparent reporting of our progress will continue to underpin our sustainability efforts. We acknowledge the considerable journey ahead to realize the vision of the UN Sustainable Development Goals, and remain dedicated to advancing on the material environmental, social and governance topics crucial to our stakeholders.



2024 Sustainability Report

The ORTEC Story

ORTEC partners with many of the world's best-run organizations to make better data-driven decisions.

Founded in 1981, ORTEC has evolved from a logistics software provider into a leader in advanced analytics and optimization software solutions. Our decision support software and data science expertise enable our customers to improve their business results and make a positive impact on the world.

With offices in 13 countries, we support over 1,200 customers in navigating complex challenges and making better choices in an ever-changing environment.



2024 Company Overview

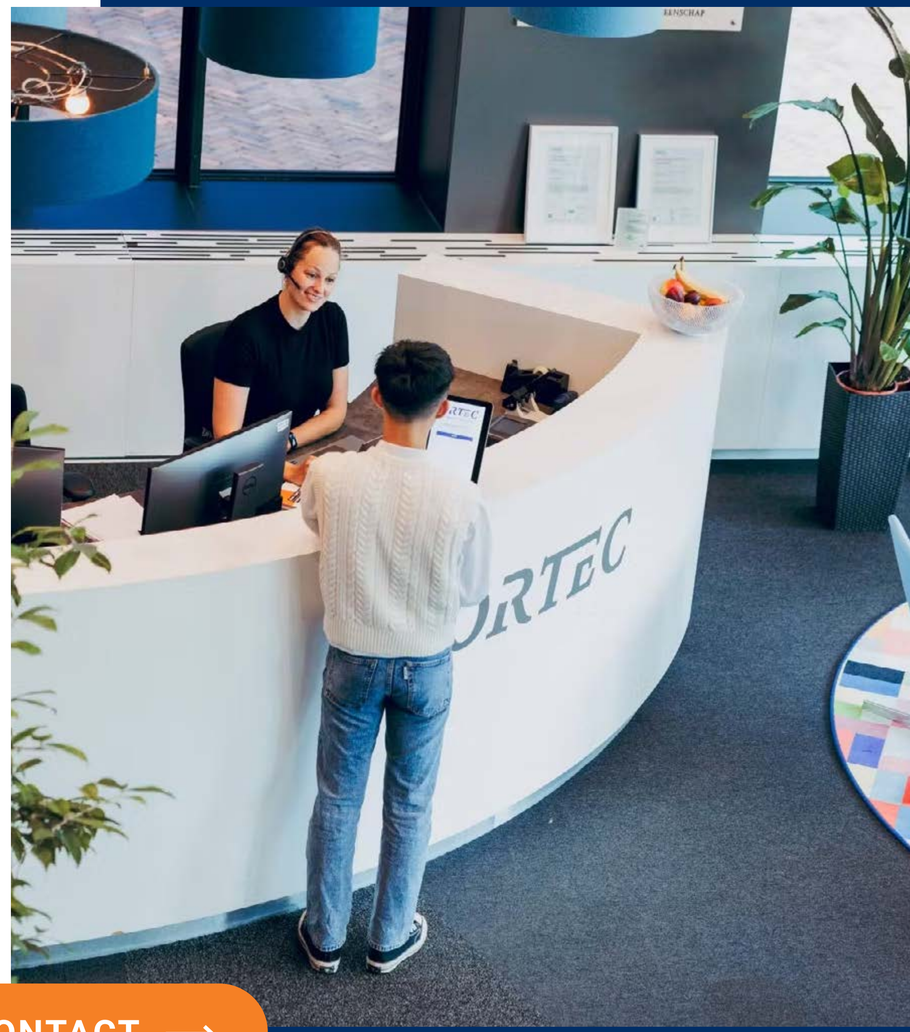
- €157 Million Total Revenue
- 1008 Employees by Headcount
- 941 Employees by FTE
- 77 Contractors by FTE
- 35 nationalities
- 65% men; 35% female

In 2024, we helped customers:

- Reach 967,000 people
- Reduce 675 million kilometers driven
- Prevent 585,000 tons of carbon emissions
- Unlock €1.4 billion in productivity and efficiency

Our Offices and % of FTE in each country

- The Netherlands – Zoetermeer (HQ), Amsterdam, Groningen (56%)
- Romania – Bucharest (13%)
- Germany - Bremen, Heidelberg (10%)
- United States – Atlanta, Houston (8%)
- Belgium – Boortmeerbeek (5%)
- France – Paris (<2%)
- Brazil – Rio De Janeiro (<2%)
- United Kingdom – Castle Donington (<2%)
- Greece - Athens, Crete (<2%)
- Denmark – Glostrup (<1%)
- Poland – Warsaw (<1%)
- Australia – Melbourne (<1%)
- Italy – Dalmine (<1%)



CONTACT ⟶



Industries & Solutions

We focus on key industries while also serving others.

Our smart decision-support software addresses specific sector challenges to improve efficiency, predictability, effectiveness, and sustainability.

Our solutions cover areas such as Grocery Store Delivery, E-Grocery Delivery, Food and Beverage Distribution, Order Optimization, Finished Good Logistics, Downstream Distribution and Workforce Planning and Scheduling.

Users of our solutions typically include planners, drivers, and rostered workers of our customers. Our key suppliers provide us with office space, data and cloud services, software services, and hardware, which support both our employees and externally operated data centers.

Learn more about the industries we support

EXPLORE →

Our Core Industries


Manufacturing



Retail & Wholesale


Energy


Healthcare


Facility Services



Transportation & Storage


Professional & Technical Services

Governance & Organizational Structure

To optimize the solutions to our customer base, ORTEC has re-organized its structure in 2024 into three strong customer-focused divisions:

Supply Chain Planning

The supply chain planning division focuses on routing optimization, logistics optimization, tactical routing solutions, packing and loading optimization, inventory routing and home delivery.

Workforce Management

The workforce management division focuses on optimizing workforce scheduling, improving engagement and communication, multi resource planning and patient flow forecasting.

Data, Science and Consulting

The data, science and consulting division is supporting customers to implement solutions, software and services, improving their efficiency and supporting their strategic objectives.



As of January 2025, the Executive Council is the highest management and administrative level at ORTEC and responds to the Board of Directors.

The Sustainability function is part of the Office of the CEO.

Board of Directors

Georgios Sarigiannidis - CEO

Kurt Demeuleneere - CFO

Aart van Beuzekom – Member, ORTEC Founder

Gerrit Timmer – Member, ORTEC Founder

Morad Elhafed – Member, Battery Ventures

Zak Ewen – Member, Battery Ventures

Collier Searle – Member, Battery Ventures

In January 2025, Georgios Sarigiannidis and Kurt Demeuleneere were appointed as CEO and CFO, respectively, replacing Michael van Duijn and Rik Boer. They joined the Board as part of this transition. There are no independent board members. The Board has one female director, representing 14% of the Board, and five non-executive directors.

Executive Council

Georgios Sarigiannidis, CEO

Kurt Demeuleneere, CFO

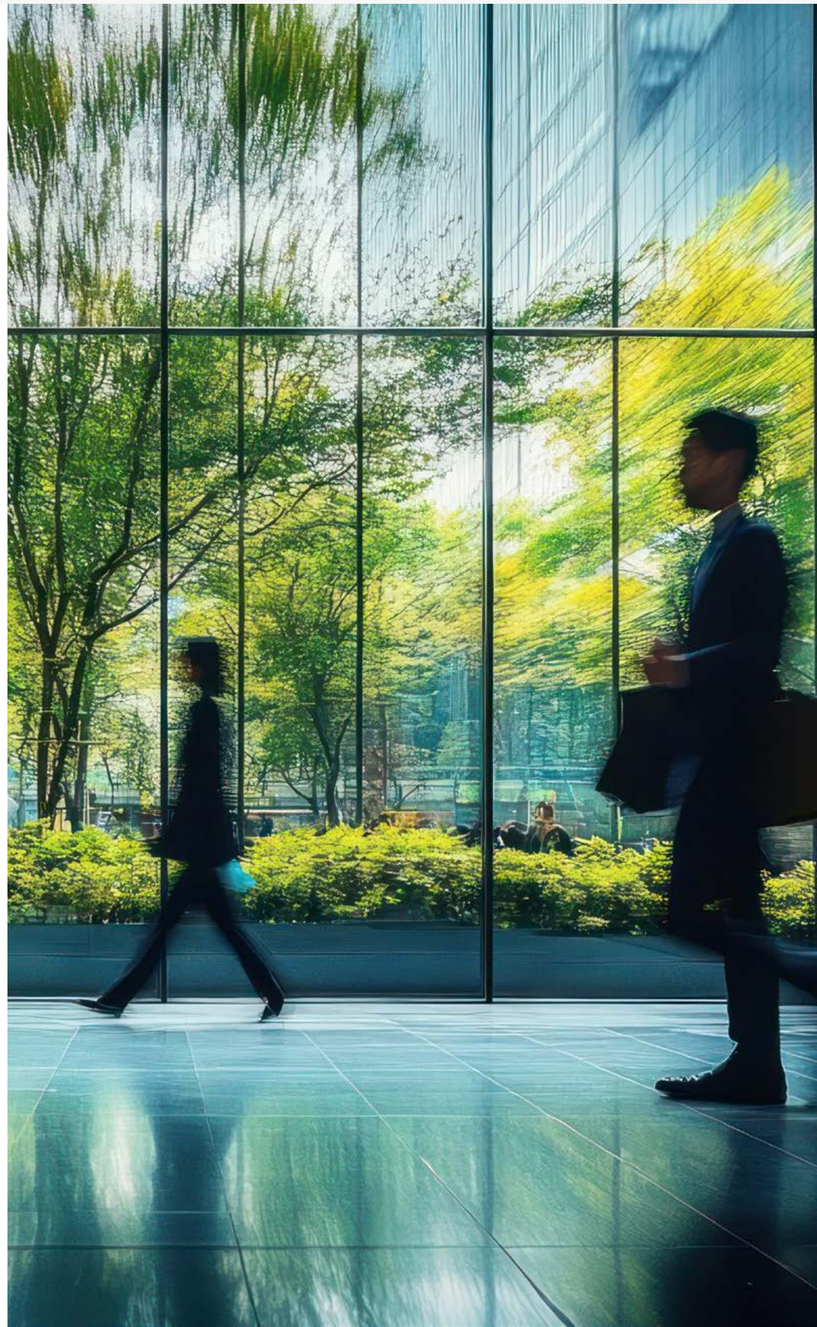
Herman Wierenga, COO

Frans van Helden, EVP Supply Chain Planning Division

Vincent Lemmens, EVP Workforce Management Division

Marije Zomerdijk, EVP Data Science & Consulting Division

The Executive Council has one female executive, representing 17% of the council.



2024 Sustainability Report

Materiality Assessment

ORTEC conducted a double materiality assessment to identify our key sustainability topics.

We considered the impacts of our operations on society and the environment, the impact created by our solutions, and how sustainability topics influence the company through business risks and opportunities.

The consideration of both the financial impact of environmental, social, and governance issues on company performance and the broader impact of our activities on society and the environment defines the concept of “double materiality.”

The results of the materiality assessment guides sustainability strategy and helps us prioritize the issues most important to ORTEC and our stakeholders. Our sustainability disclosures are based on the material topics identified.



The double materiality assessment was initiated in the second-half of 2023 and concluded in 2024.



1. Pre-selection of topics

An analysis of both internal and external sources was conducted to identify sustainability-related topics relevant to ORTEC. Sources included insights from internal stakeholders, industry-specific ESG topics and ratings, peer reviews, and sub-topics provided by the European Sustainability Reporting Standards.

2. Formation of Focus Groups

Separate focus groups were established, representing various business units and functions, ensuring a broad representation of ORTEC's operations and priorities. External stakeholders' perspectives, including those of clients, suppliers, regulators, and business partners, were integrated through members who regularly interact with these groups. Each focus group was tasked with evaluating topics from either an impact or financial materiality perspective.

3. Evaluation of sustainability topics

Focus groups evaluated the materiality of each sustainability topic, providing detailed justifications and recommendations. The groups then assigned scores based on defined criteria, assessing the significance, probability and manageability of each sustainability issue. Stakeholder engagement was central to this process, with focus group members ensuring that insights from various internal teams and external parties were considered. The evaluation also considered the impact of topics both upstream and downstream in our value chain, considering the unique business model and proposition of ORTEC, with particular attention to the impact of our solutions. The results were synthesized for further review and approval.



4. Third-party assessment

An independent ESG consultant conducted a third-party materiality assessment for ORTEC. The findings were consistent with ORTEC's internal analysis, confirming the validity and relevance of the identified topics.

5. Approval of materiality topics

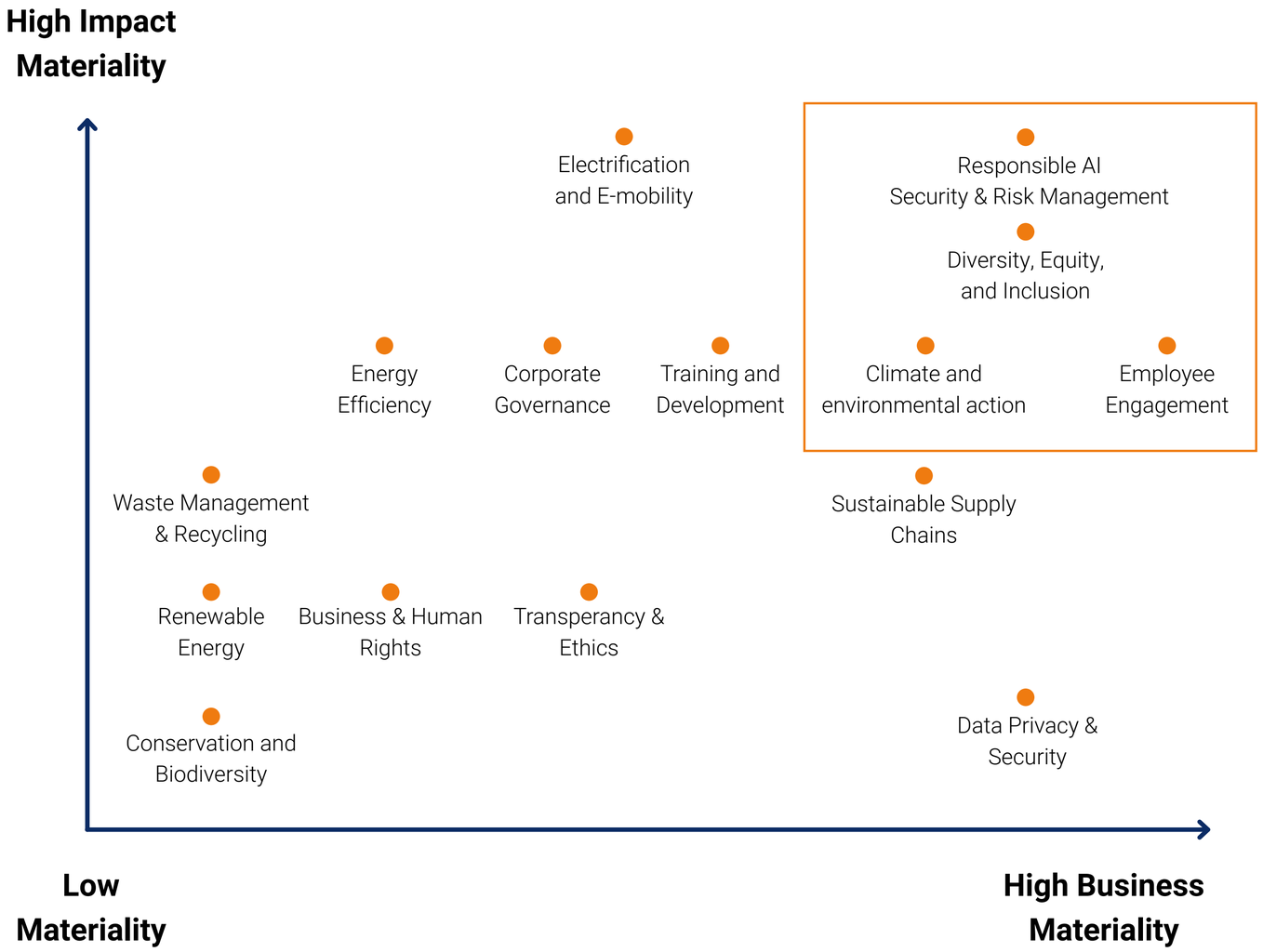
The identified materiality topics were reviewed and approved at the highest level of management within ORTEC, formerly known as the Global Leadership Team. Following internal approval, the topics were presented and approved at the Board level, ensuring alignment with governance and oversight requirements.

6. Ongoing Monitoring

We continue to monitor and update the materiality assessment to adapt to changing regulations, stakeholder expectations, and emerging sustainability issues, ensuring the relevance and accuracy of our sustainability strategy.

The Materiality Matrix provides a visualization of the rankings of pre-selected topics for the materiality assessment

ORTEC's material topics are represented in the highlighted area.



Our five key sustainability topics are material from both a financial and an environmental and social impact perspective.



1. Climate & Environmental Action

ORTEC's actual and potential environmental impact is largely from its emissions and use of energy across its operations and value chain. Risks: Increased operational costs, regulatory penalties, reputational damage, and potential barriers to market access due to environmental non-compliance. Opportunities: Energy efficiencies, complying with emerging environmental regulations, enhancing employer and company branding, and creating long-term value through sustainable software and data-driven solutions that support decarbonization efforts.

Offices, employee activities such as vehicles and business travel, IT infrastructure, cloud and data services, hardware across the value chain and customer-facing solutions.

2. Diversity, Equity & Inclusion (DEI)

ORTEC influences employee experience, inclusion, and equal opportunity, shaping representation across its workforce and leadership. As a knowledge-driven company, ORTEC's people are its primary asset—ensuring equitable access to opportunity is essential to attracting and retaining top talent from a diverse pool. Risks: Lower levels of innovation, diminished team performance, and reputational harm if DEI is perceived as lacking or ineffective. Opportunities: Enhancing talent attraction and retention, improving employee engagement, and supporting innovation by integrating diverse perspectives and experiences into business processes.

Company-wide workforce, leadership structures, recruitment and career progression practices, and internal policies.

3. Employee Engagement

ORTEC plays a key role in shaping employee well-being, motivation, and workplace culture through its engagement practices. Given that talent is ORTEC's most valuable resource, maintaining high levels of engagement directly supports business continuity, innovation, and customer value.
Risks: Increased employee turnover, reduced productivity, and loss of institutional knowledge, which can undermine long-term organizational resilience.
Opportunities: Boosting performance and innovation, strengthening employee satisfaction, and fostering loyalty through an inclusive and collaborative work environment.

All business units and departments across geographies, including leadership, HR, communications and employee experience programs.

4. Security & Risk Management

ORTEC is responsible for protecting data, systems, and infrastructure, which is essential for operational continuity and stakeholder trust. Risks: Operational disruption, reputational harm, legal exposure, and financial loss resulting from cyberattacks or non-compliance. While the data we store is not highly sensitive, breaches could still impact trust and operations. Opportunities: Strengthening competitive positioning, improving service reliability, and building stakeholder trust through robust cybersecurity and governance practices that evolve with a fast-changing digital threat landscape.

Digital infrastructure, internal systems, client-facing platforms, and information security policies across business units.

5. Responsible AI

ORTEC's use of AI carries ethical, legal, and societal implications, requiring ongoing attention to transparency, fairness, and evolving regulatory standards.
Risks: Reputational damage, loss of stakeholder trust, or regulatory penalties stemming from real or perceived misuse of AI. Sectoral differences in risk perception and a fast-changing legal landscape add complexity.
Opportunities: Leading in responsible AI development, strengthening customer confidence, and creating long-term value through transparent and compliant AI tools embedded in optimization and decision-support software.

AI governance policies, development teams, customer-facing software, and evolving regulatory environments across all sectors served.



2024 Sustainability Report

Impact with ORTEC

We help our customers make a positive impact.

Our approach to impact draws from our purpose: to improve the world using our passion for mathematics.

ORTEC helps many of the world's best-run organizations make better data-driven decisions that benefit their operations, employees, and the environment.

Since 2018, we have been measuring the positive impact of our solutions, with a growing focus on supporting our customers in transitioning toward more sustainable, future-proof operations.

Together with our customers, we made a significant positive impact in 2024.

We reached 967,000 people, including planners, drivers, workers and users through our solutions, and provided 45,000 people with access to self-scheduling through our workforce management software.

Our supply chain optimization capabilities resulted in a reduction of 675 million kilometers driven, thus preventing 585,000 metric tons of carbon emissions from being released through tailpipes. This is comparable to the annual emissions of 127,000 passenger vehicles.

Through our solutions, our customers achieved productivity and efficiency gains, which resulted in a financial improvement of €1.4 billion.

585,000
Tons of CO^2-e prevented from being released

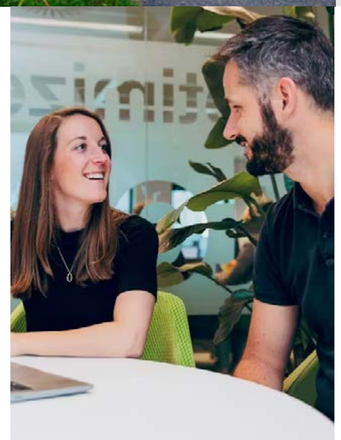
675M
Kilometers not driven





€1.4B
Financials improved at our customers

45,000
Workers with access to self-scheduling



967,000
People reached through ORTEC solutions

We believe in the continuous improvement of both our impact and the way we measure it.

Our impact metrics are published on an internal Impact Dashboard and shared with all ORTEC employees. We track the positive impact of our solutions across our customer industries and business divisions.

ORTEC aligns our impact framework with the UN Sustainable Development Goals (SDGs). Our solutions help reduce emissions from road transportation, increase resource and energy efficiency, and equip workers with digital tools that give them more control over their schedules. These contribute towards the Climate Action (Goal 13), Affordable and Clean Energy (Goal 7) and Decent Work and Economic Growth (Goal 8) of the UN SDGs.

In 2024, our methodology has been improved again to increase accuracy, make better use of our data and provide focus to the areas where we can have the most impact. As a result, the figures for 2024 are not directly comparable to previous years but will serve as a new baseline for the coming years.





“Working on the project of measuring the impact of our organization has been a transformative experience for me.

On the technical side, my task was to gather data across our different solutions-such as workforce planning and route and dispatch optimization-and develop metrics that reflect our contributions to sustainability pillars.

Each industry we provide solutions for presents unique sustainability opportunities and hurdles, making it challenging to aggregate these impacts on a higher level.

Personally, this exploration has enriched my understanding of sustainability’s nuances, compelling me to appreciate the subtle yet significant changes that each small decision can foster.”

Eirini Kousathana, Data Engineer, Data & Analytics



ORTEC is addressing the unique challenges and opportunities of integrating electric vehicles (EVs) into delivery operations.

We are taking a proactive approach to support customers in overcoming hurdles in the transition towards sustainable e-grocery delivery.

Challenges Addressed:

- ***Limited Driving Range:*** EVs' restricted range demands careful planning for uninterrupted deliveries.
- ***Charging Infrastructure:*** A robust and accessible charging network is critical for operational efficiency and reducing driver stress.
- ***Charging Time:*** Extended charging times require thoughtful scheduling, especially for night and roundtrips.
- ***Load Capacity & Vehicle Types:*** Vehicle types must be optimized for varying grocery items and volumes.
- ***Scalability:*** Managing large, mixed EV fleets adds complexity, requiring advanced routing and charging logistics.

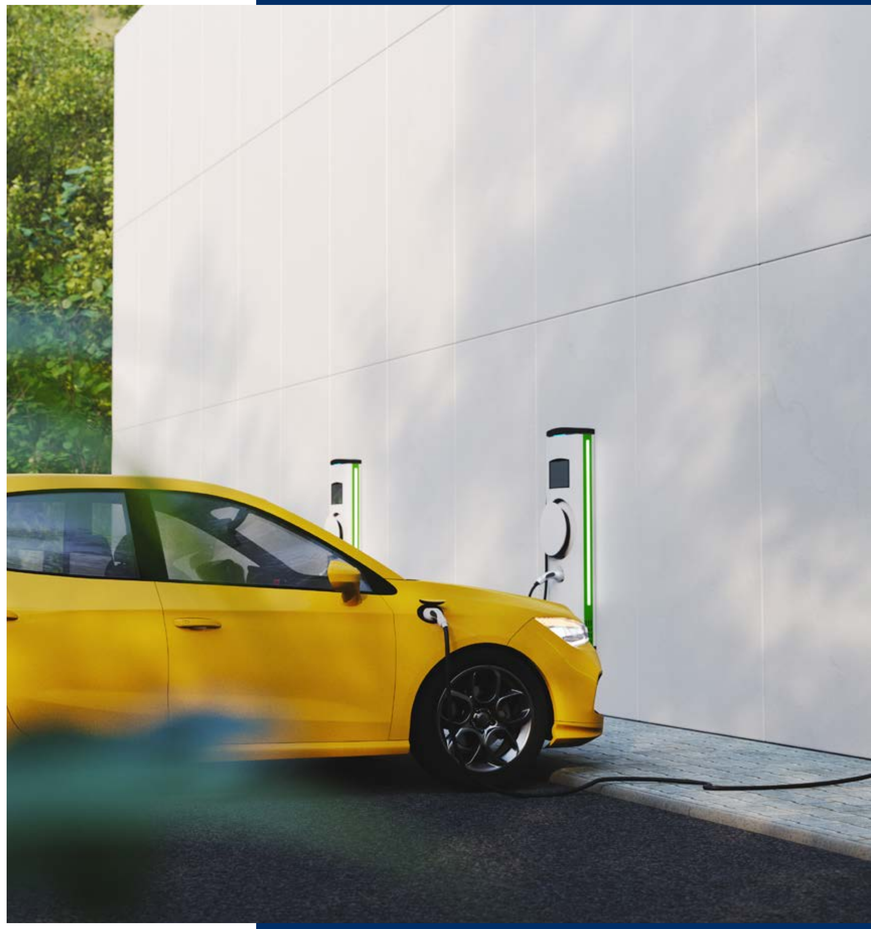


EXPLORE →

By 2030, many customers aim to electrify significant portions of their fleets.

ORTEC is committed to equipping them with tools that streamline operations, adapt to technological advances, and contribute to broader sustainability goals.

- Planning Considerations: ORTEC's optimization tools are tailored to EV constraints, like range limitations and zero-emission zones, ensuring effective fleet utilization.
- Charging Station Assignments: ORTEC is developing prototypes for dynamic charging schedule integration into its routing software, enabling efficient synchronization between routes and charging needs.
- Real-Time Control: By integrating real-time data through APIs and IoT, ORTEC empowers clients to monitor vehicle status, reoptimize routes, and respond to unforeseen challenges during execution.
- Analytics Support: ORTEC is creating machine learning models for battery consumption predictions and self-learning analytics to enhance planning accuracy and operational insights.
- Comprehensive EV Strategy: Beyond daily operations, ORTEC is guiding customers in strategic decisions, such as fleet distribution, energy sourcing (e.g., solar panels), and infrastructure investments.



“Dealing with electric vehicles, especially in a mixed fleet scenario, requires a calibrated optimizer considering the unique characteristics of EVs. Traditional optimization models may fall short without accounting for these factors.”

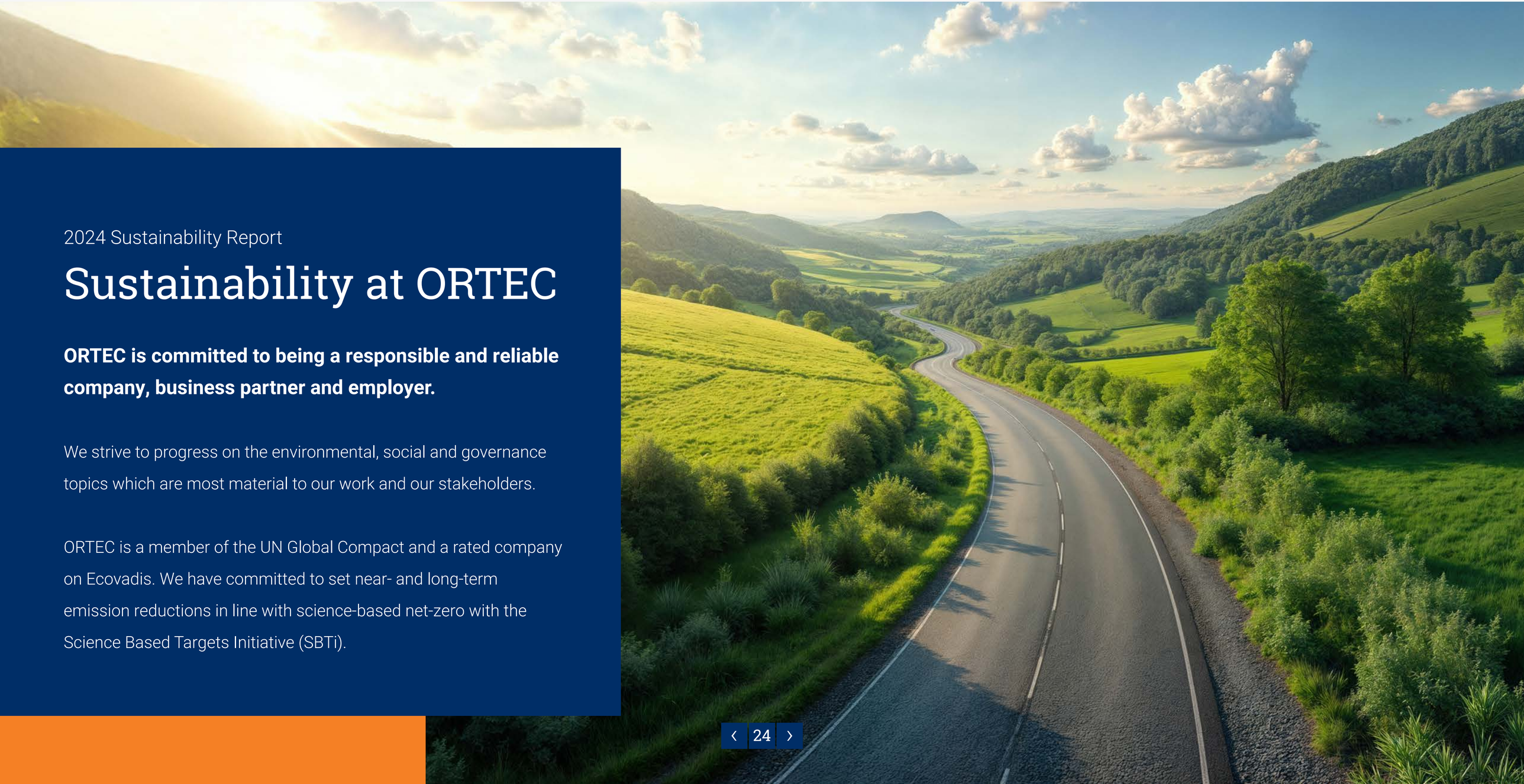
George Ninikas, Global Industry Director Retail & Wholesale





“Our vision for these tools is to create routing solutions that can seamlessly support any fleet configuration for our customers, incorporating real-world execution data to continuously enhance battery state and vehicle status information.”

Lorenzo Simons, eMobility Subject Matter Expert



2024 Sustainability Report

Sustainability at ORTEC

ORTEC is committed to being a responsible and reliable company, business partner and employer.

We strive to progress on the environmental, social and governance topics which are most material to our work and our stakeholders.

ORTEC is a member of the UN Global Compact and a rated company on Ecovadis. We have committed to set near- and long-term emission reductions in line with science-based net-zero with the Science Based Targets Initiative (SBTi).



Climate and Environmental Action

We aim to reduce the environmental impact of our operations in line with climate science and global decarbonization goals.

In 2024, we committed to the Science Based Targets initiative (SBTi). This builds on our ongoing efforts to measure, report, and offset emissions, and represents a shift toward science-based reductions aligned with the Paris Agreement.

Our environmental strategy focuses on reducing emissions across offices, mobility, travel, IT infrastructure, and hardware.
This is supported by other green initiatives at local offices and teams.



We will source 100% renewable electricity for our offices and vehicles by 2025.

Renewable electricity is a key pillar of our decarbonization strategy, playing a vital role in reducing our carbon footprint and supporting global climate goals.

In parallel, we work with data and cloud service providers that prioritize renewable electricity as part of their own sustainability efforts. Our primary cloud provider, Microsoft Azure, has committed to achieving 100% renewable energy supply by 2025.

To begin this transition, we will use energy attribute certificates, such as unbundled Guarantees of Origin (GOs), to match our electricity use with renewable sources. While this approach does not directly add new capacity to the grid, it enables us to take meaningful action now, with the goal of evolving toward more impactful sourcing as our energy needs grow.

We are actively transitioning our fleet to electric vehicles (EVs).

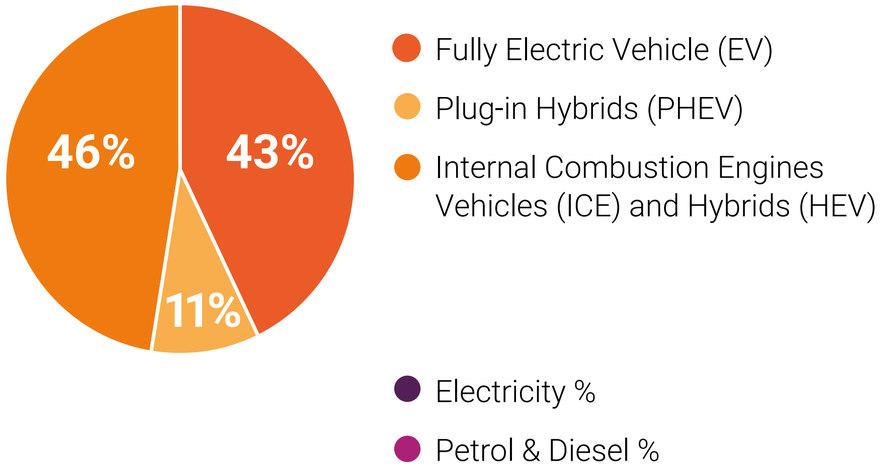
This transition is a key part of our broader sustainability efforts, aimed at reducing transport-related emissions across our operations.

At ORTEC, we provide leased cars to employees across various locations, with the largest fleets in the Netherlands, Germany, and Belgium. To support more sustainable mobility choices, employees are encouraged to select lower-emission options, supported by local initiatives such as public transport cards, carpooling schemes, and bicycle plans.

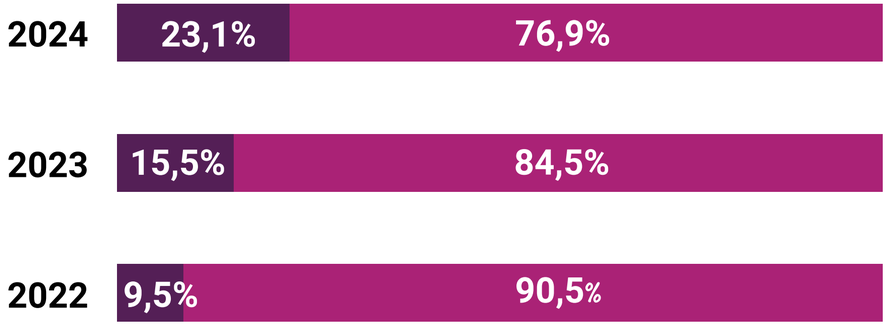
Regional teams are helping drive this shift. In 2024, our Belgian office achieved a 100% electric lease fleet. Building on this, our Dutch offices will require all new lease contracts to be EVs starting January 2025. In Germany, electric mobility is also gaining momentum, with a growing share of EVs in the fleet.

We recognize that the pace of adoption may vary by region due to differences in infrastructure, incentives, and policy.

ORTEC leased Cars

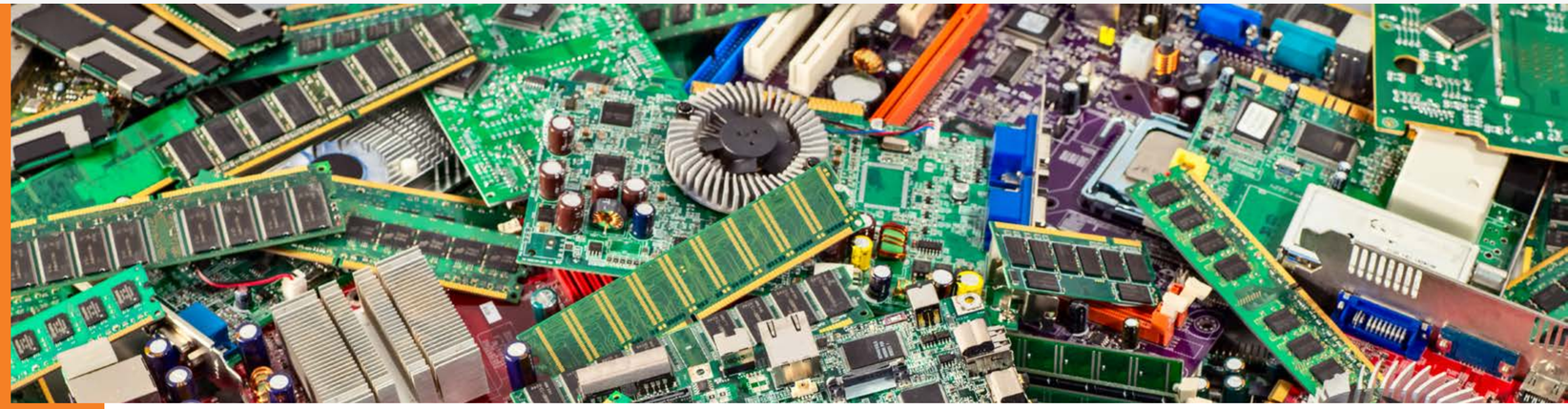


Vehicle Energy Mix used by ORTEC Leased Cars



Liters of petrol and diesel (fuels) are converted to kWh for energy comparison. ICE vehicles consume much more energy than EVs due to lower efficiency, with a large portion lost as heat, resulting in a higher share of energy derived from fuels in the total mix.

Responsible management of e-waste is a key part of our sustainability approach.



We purchase, maintain and retire IT hardware and devices used by our employees and at data centers. When hardware is decommissioned, we follow a structured process to maximize reuse and ensure proper disposal.

Retired hardware are managed locally or redirected to hub offices where they are sorted and stored. At hub offices, employees have the option to purchase decommissioned devices at a reduced price through our buy-back program, extending the product lifecycle. Where possible, we donate certain items in adherence to strict data protection policies.

Any hardware that cannot be reused is securely processed through our recycling partners in each location. For example, our Dutch recycling partner processes e-waste according to the WEEELABEX standard, achieving a minimum recycling rate of 85%, and disposition providers in the US partner with ISO14001 recyclers. Residual e-waste that cannot be recycled is disposed responsibly.

To reduce device replacements, we introduced modular and ethical options like Fairphone and encourage employees to assess their needs before requesting a replacement.

We track and improve this process on an ongoing basis, ensuring responsible e-waste handling across our operations. Apart from the components within e-waste, ORTEC does not generate any other hazardous waste.

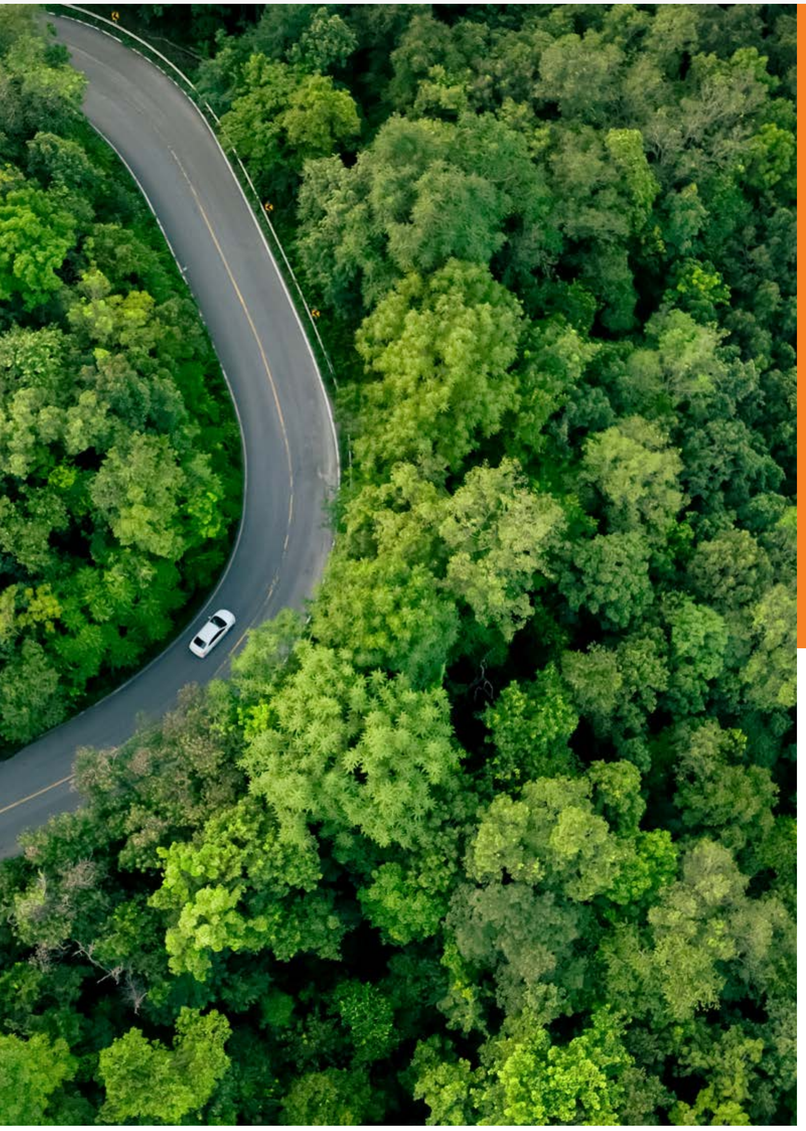
Between 2019 and 2023, we reduced our carbon intensity by 49.6%, and business travel emissions by 61.5%.*

Scope 1 emissions, from natural gas use and fossil-fuel-powered vehicles, were reduced by more than half in absolute terms. In contrast, Scope 2 emissions, from purchased electricity and heat, rose by over 72%, largely due to changes in rented office utilities, operational growth, and our ongoing shift toward electrification. During this period, we also expanded reporting to cover all global offices and enhanced accounting of Scope 3 emissions, which include indirect emissions from our value chain such as travel and suppliers.

ORTEC was certified carbon neutral under the PAS2060 standard for emissions within our operational control, offset using verified carbon credits. While we continue to support climate mitigation through external partnerships, we consider these complementary to, not a substitute for, our decarbonization strategy.



*Carbon intensity is measured as Scope 1 and 2 emissions per EUR million in revenue. Business travel emissions are calculated per full-time employee (FTE).



We are committed to significantly reducing Scope 1, 2, and 3 emissions by 2030, against a new 2023 baseline.

Our interim internal emissions reduction targets, aligned with the SBTi's sector-agnostic guidelines, focus on near-term reductions:

- 42% reduction in Scope 1 and 2 emissions by 2030
- 25% reduction in Scope 3 emissions by 2030

We are committed to achieving Net Zero emissions by 2050. These targets are currently under development and will be submitted for formal validation by the SBTi.

We track performance against this new 2023 baseline, which incorporates improved Scope 3 data and methodology. This baseline reflects post-COVID operations and avoids the anomalies of the pandemic years.

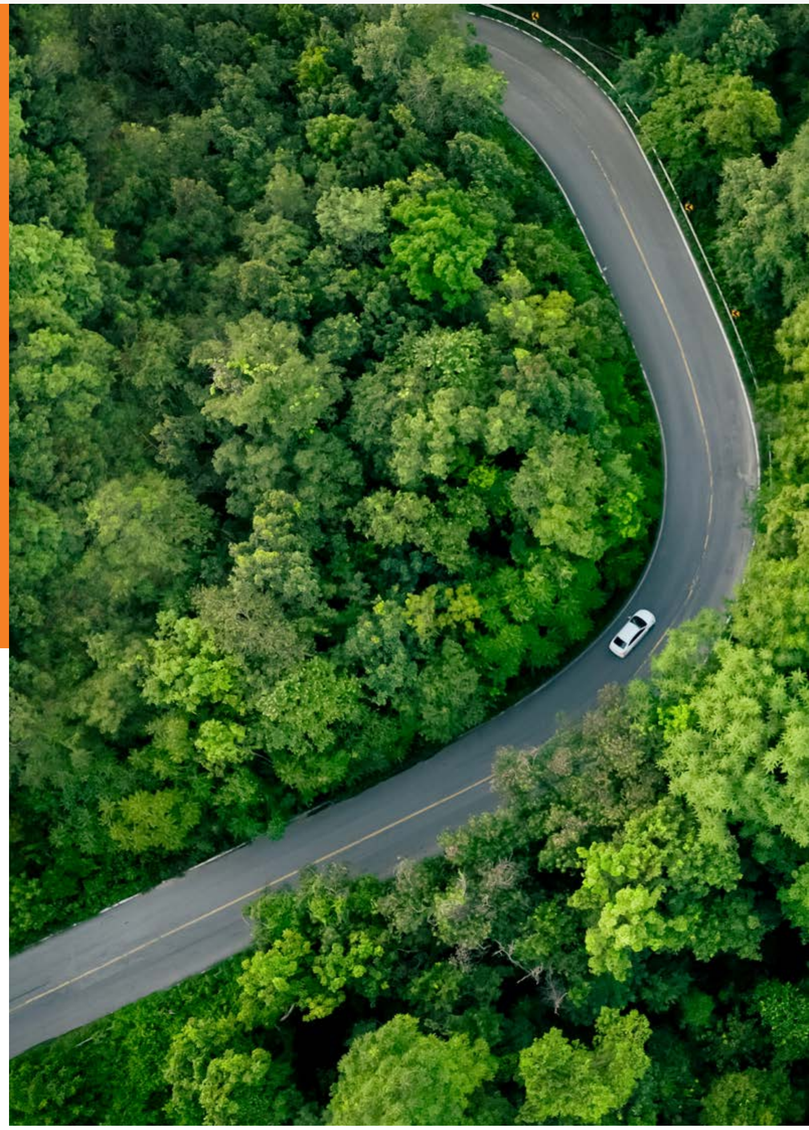
In addition to absolute emissions reductions, we monitor carbon intensity and energy transition indicators. Intensity metrics are normalized against revenue and workforce size, while transition indicators track progress on two key decarbonization levers: sourcing renewable electricity and transitioning to a fully electric fleet.

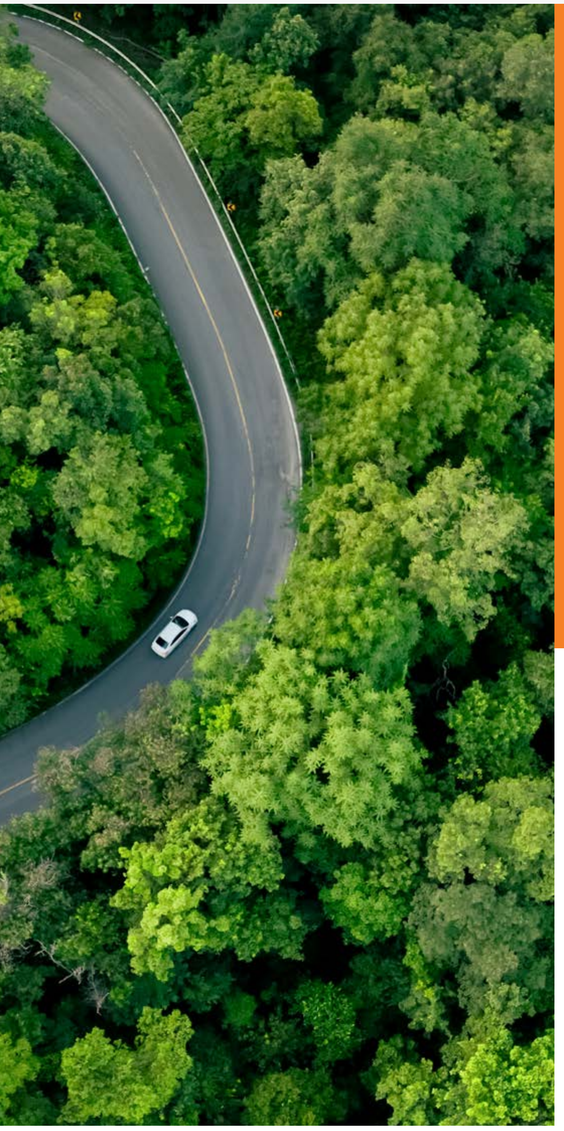
In 2024, we reduced our Scope 1 and 2 emissions by 24% and total emissions across all scopes went down by 11%.

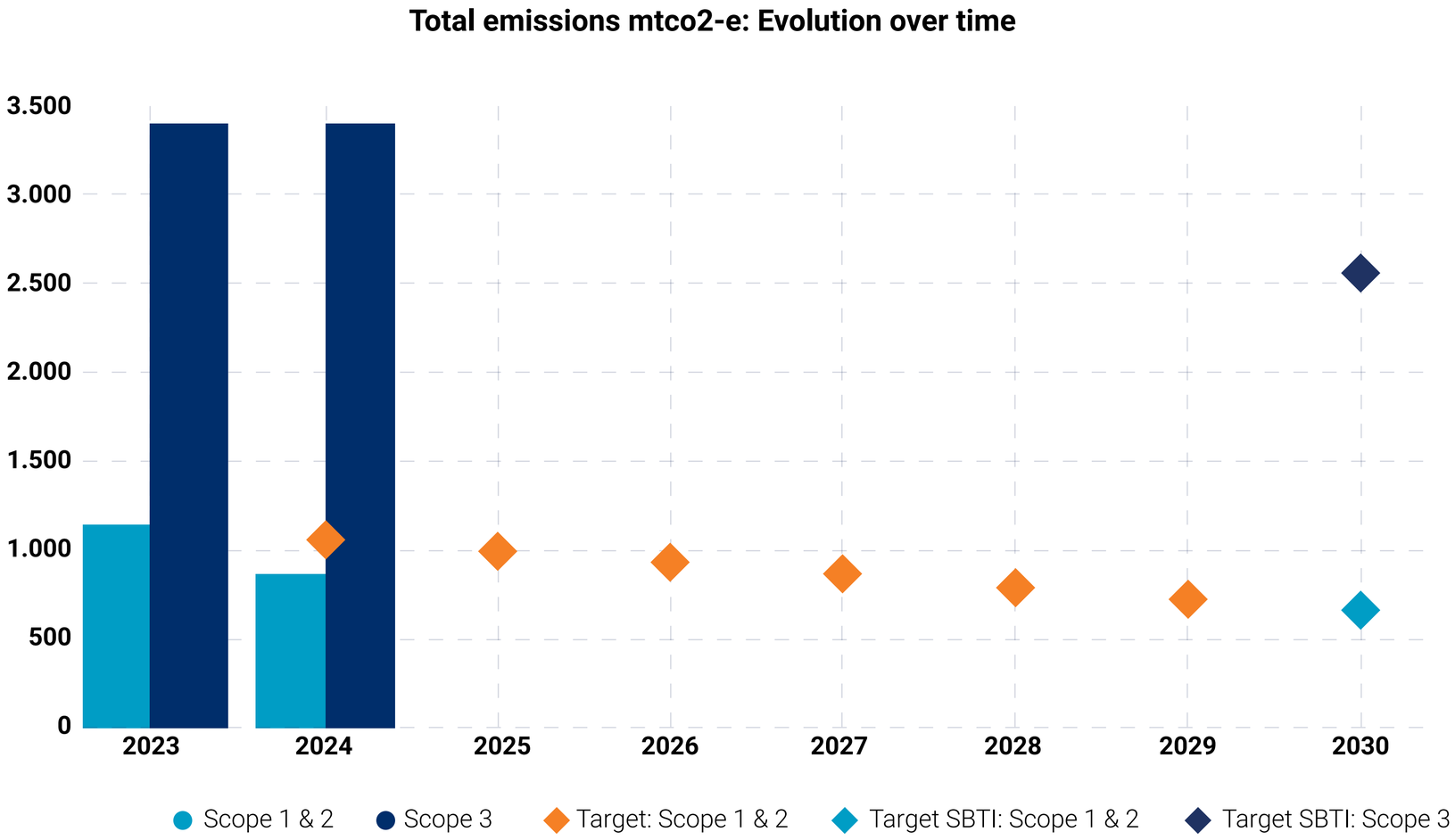
Scope 1 Emissions fell by 28% in 2024, mainly due to reduced diesel and gasoline use of employee lease vehicles. This was the most significant decrease across all scopes in this year's reporting and reflects ongoing efforts to transition toward lower-emission transport options.

Scope 2 (market-based)
Emissions fell by 20% mainly due to reduced electricity use across office locations. Energy efficiency measures, such as replacing lighting with efficient LEDs in large offices, contributed to this reduction. External factors such as changes to local electricity grids or weather patterns also played a role.

Scope 3 This scope includes all value chain emissions not covered by Scope 1 or 2. It is typically the largest, with varying levels of control and data availability across categories. While total Scope 3 emissions decreased by 6% compared to 2023, we focus on categories where we have the greatest control: business travel, hardware, and data and cloud services. Within these categories, emissions in 2024 increased by 0,4%.







In absolute terms, based on a 2023 baseline, the 2030 target for total Scope 1 and 2 emissions is 650,61 metric tonnes of CO_2 equivalent (tCO_2e), reflecting a 42% reduction. The target for Scope 3 emissions is 2547,09 tCO_2e, corresponding to a 25% reduction. Annual reduction targets for Scope 1 and 2 are determined by distributing the required reductions evenly across the years leading up to 2030.

		2023*	2024	% Change
Carbon Intensity Metrics				
Scope 1,2 & 3 per FTE	tCO_2-e /FTE	4,47	4,31	-3,6%
Scope 1 & 2 per €M Revenue	tCO_2-e /M€	6,92	5,44	-21,4%
Business Travel Emissions per FTE	tCO_2-e /FTE	0,55	0,67	+21,8%
Energy Transition				
Renewable Electricity % at Offices		6,8%	9,6%	+2,8%
Electricity % of Fleet Energy Mix		15,5%	23,1%	+7,6%
Emissions				
Scope 1	tCO_2-e	564,8	407,5	-27,9%
Scope 2 (location-based)	tCO_2-e	402,2	307,7	-23,5%
Scope 2 (market-based)	tCO_2-e	556,9	444,8	-20,1%
Scope 3	tCO_2-e	3396,1	3181,2	-6,3%
Total Scope 1 & 2	tCO_2-e	1121,7	852,3	-24,0%
Total Scope 1,2 & 3 (incl. Biogenic	tCO_2-e	4550,8	4056,2	-10,9%
Energy				
Natural Gas (Scope 1)	kWh	448160	413466	-7,7%
Diesel & Gasoline (Scope 1)	L	208853	147302	-29,5%
Purchased Heat (Scope 2)	kWh	163956	150758	-8,0%
Purchased Electricity (Scope 2)	kWh	1324188	1122518	-15,2%

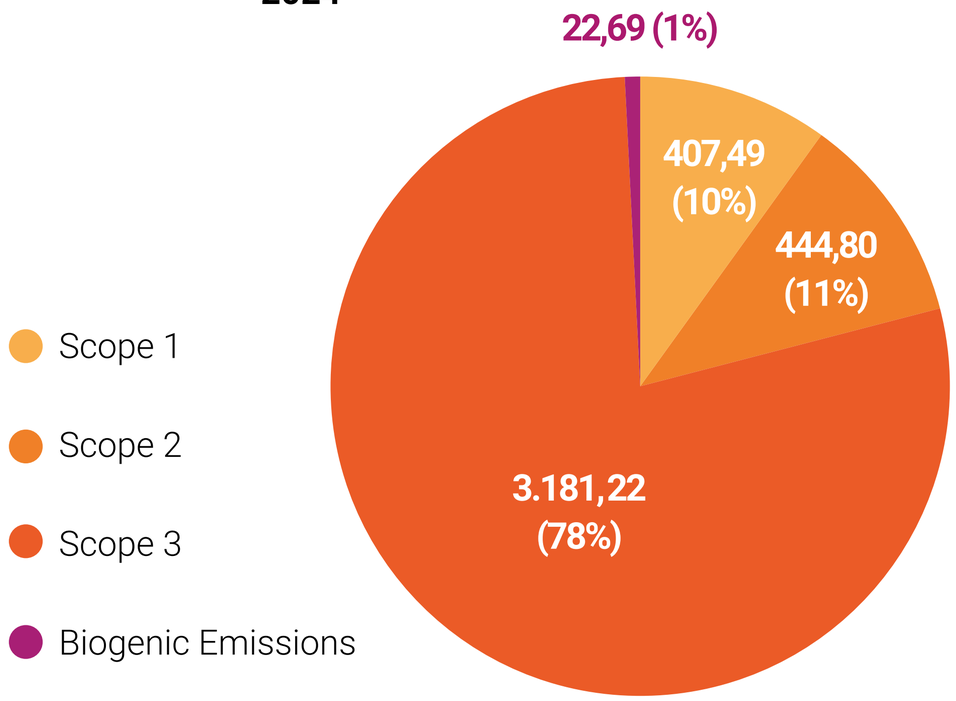


Figures may vary from previous reports due to data improvements and methodological updates to align more closely with the GHG Protocol.Upstream fuel emissions previously reported under Scope 1 are now classified under Scope 3; as a result, some figures are not directly comparable with years prior to 2023. All emissions remain accounted for under the operational control approach.

SCOPE	2023	2024
Scope 1	**564,81**	**407,49**
Company Facilities	90,53	83,52
Company Vehicles	474,29	323,97
Scope 2	**556,92**	**444,80**
Purchased heating	13,12	18,09
Purchased electricity	543,81	426,71
Scope 3	**3.396,12**	**3.181,22**
Purchasing goods and services	1.884,37	1.876,68
Capital Goods	220,04	170,52
Fuel and energy related activities	267,92	200,15
Waste generated in operations	0,57	0,32
Business Travel	559,16	633,36
Employee commuting	306,87	272,99
Investment	157,20	27,20
Biogenic Emissions	**32,95**	**22,69**
Company Vehicles	32,95	22,69
Total	**4.550,80**	**4.056,2**

Total emissions mtc2-e by Scope

2024



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Climate-related risks are not material at present, but we monitor them closely across our value chain and solutions.

ORTEC's exposure to climate-related risks is currently considered low at the entity level. Nonetheless, we actively monitor developments across three key areas: reliance on digital infrastructure providers, geopolitical and regulatory changes, and the climate transition affecting the industries and customers we serve. These areas are factored into our value chain engagement and solution development strategy.

Our direct environmental footprint is limited to office energy use, employee devices, and leased vehicles, as per the Climate and Environmental section of this report. We do not operate our own data centers. While we face low direct physical risk, we are indirectly exposed through our reliance on cloud and data service providers, whose operations may be affected by extreme weather, water scarcity, and rising energy demands. These dependencies may influence continuity, cost, and sustainability expectations.

Geopolitical risks, such as cyber threats and evolving data regulations, are increasingly relevant as we shift to a SaaS-based model. We also monitor transition risks in the sectors we serve. These include energy, logistics, retail, and manufacturing, where climate policy and market pressures may affect client demand and ESG requirements.

We are in the process of strengthening internal processes to ensure climate-related risks are considered in vendor management. We monitor supplier environmental performance and continue to innovate in response to client needs and evolving industry trends related to the sustainability transition. This forms part of our ongoing exploration of climate-related opportunities within our solutions and services. We will continue to review these risks and opportunities regularly as part of our sustainability reporting.

Diversity, Equity and Inclusion (DEI)

At ORTEC, we are committed to an inclusive work environment, where each of our employees feel empowered to reach their full potential.

We embrace authenticity with an open mind. Employment at ORTEC is based solely upon individual merit and professional qualifications, and any form of discrimination is strictly prohibited.

While we recognize a broad spectrum of human differences, abilities, experiences, and perspectives in our diversity approach, we prioritize gender and cultural diversity as key drivers of diversity within our organization and sector.



2024 DE&I Metrics

Employee Diversity

Average headcount over 2024:

- 1060 Employees
- 77 Contractors
- 19 Students/Interns
- 3 Student Assistants
- 6 Temporary Workers

65% Male, 35% Female

- 0% change from 2023

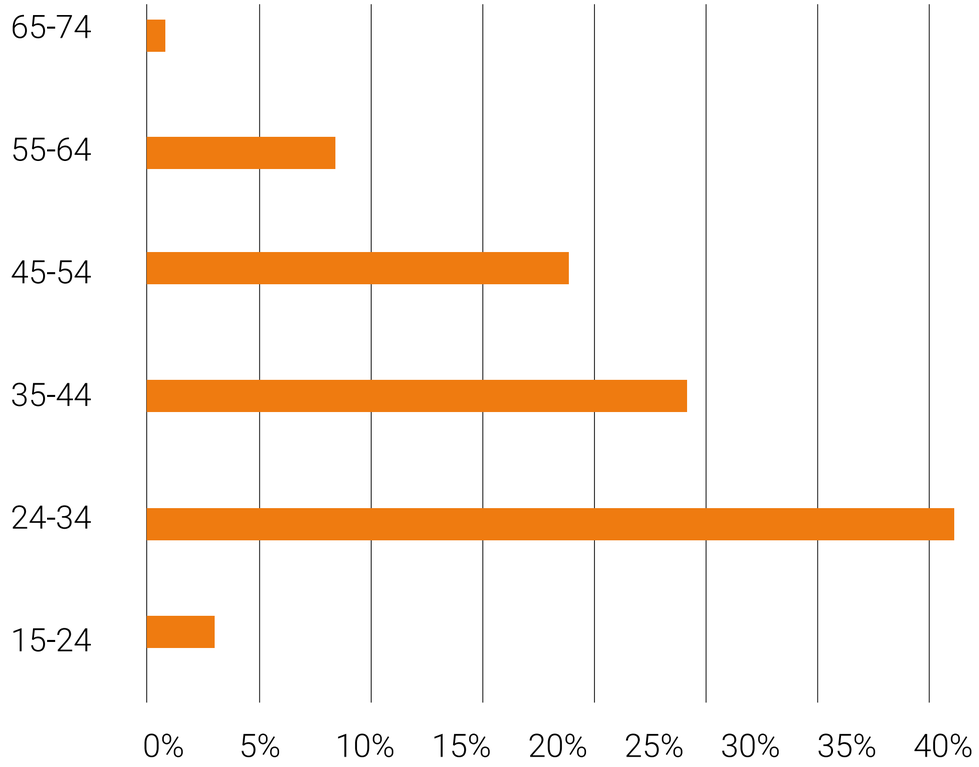
35 Nationalities

- -7 from 2023

Leadership & Diversity

- 29% Non-Dutch nationals in senior management roles over 2024
- 19% Women in Senior management roles over 2024
  - +9% from 2023
- 17% Women on the Executive Council (as of January 2025)
  - -1% from 2023
- 14% Women on the Board of Directors (as of January 2025)
  - Unchanged from 2023

Employee by Age Group



2024 DE&I Metrics

Pay Equity

The unadjusted pay gap represents the overall difference in average earnings between men and women without accounting for factors such as job level, experience, or industry. A higher unadjusted pay gap often reflects differences in representation across roles and seniority levels, highlighting opportunities to improve career progression and leadership diversity.

Unadjusted Pay Gap (percentage difference in average earnings between men and women relative to men's average earnings)

- Global (as of July 2024): **19,2%**

Inclusion Metrics

As part of our Engagement Survey, employees were asked to rate their agreement with the following inclusion-related statements:

At work, I feel comfortable being myself.

4,31/5,00

- -0,02 from 2023

"Everyone at this organization is treated fairly regardless of individual differences, such as ethnic background, race, age, disability, sexual orientation, gender or gender identity."

4,15/5,00

- -0,15 from 2023





Created and led by women at ORTEC, AccelerateHer fosters a workplace where everyone can bring their whole selves to work and thrive.

AccelerateHer was launched in 2024 by a group of women at ORTEC who came together to share experiences, reflect on common challenges, and explore how they could help shape a more inclusive and equitable workplace. What began as informal conversations quickly turned into an initiative creating a space for growth, connection and community-building. The initiative has kicked off with a panel discussion, participation in a women's visibility conference, and the creation of an internal community group. These efforts aim to support women, provide opportunities to share experiences, and foster professional development.

Looking ahead, AccelerateHer is exploring creating a platform for open dialogue on sensitive topics. AccelerateHer aims to foster a more inclusive workplace where all employees can thrive and contribute to breaking down barriers.

AccelerateHER

ORTEC conducts awareness campaigns to celebrate our differences and foster open dialogue on DEI topics.



Some of our initiatives in 2024:

Pride Month Masterclass

A global training event focused on exploring gender identities, inclusive leadership, and the full LGBTQIANPT+ spectrum. This masterclass provides a platform for open discussions and learning on how we can create a more inclusive environment for all identities.

ORTEC Accessibility Week

A week dedicated to raising awareness of accessibility challenges and opportunities. Through activities like mobility aid simulations and training on accessible software, we encourage employees to reflect on their perspectives and learn how to support accessibility in the workplace.

DEI Social Calendar

A year-round initiative that shares content on cultural celebrations and festivals from various communities. This calendar helps us promote understanding and appreciation of the diverse cultures represented within our teams and beyond.

Employee Engagement

We believe that engaged employees are essential to creating long-term value at ORTEC.

We are committed to providing our employees an environment that will stimulate both personal and professional development. Our approach is grounded in open communication, consistent feedback, and inclusive dialogue between teams and leadership.

Through our annual engagement survey, we collect insights that guide team-level planning and organizational improvement. We invest in continuous learning and development through various programs to support our employees at different stages of their career.



2024 Engagement & Workforce Metrics

Employee Engagement Survey

- 78% Response Rate
  - -1% from 2023
- 3.94/5.00 Engagement Mean
  - -0.04 from 2023
- 37th Percentile Rank in relation to Gallup client database
  - -5 points from 2023
- 39% Engaged Employees*
  - +2% from 2023

*Gallup's 2023 World Poll, places the global average of Engaged employees at 23% and the European average at 13%. Gallup defines "Engaged" as employees who feel involved in and enthusiastic about their work and workplace; they are loyal and productive. The other categories are:

- Not Engaged - Not Engaged employees are less likely to put high energy and passion into their work and are less loyal and productive.
- Actively Disengaged - Actively disengaged employees are emotionally against the organization; they are not loyal and are likely to undermine the efforts of others.

9.5 training hours per employee
in internal training and online learning programs

15,5% employee turnover rate
Calculated as the number of employees who left ORTEC employment over the average number of employees in 2024

At ORTEC, we do not have Collective Bargaining Agreements (CBAs) in place. We are committed to adhering to all relevant labor laws and regulations, ensuring fair and equitable treatment for all employees. Our employee relations are built on open communication, mutual respect, and a collaborative approach to defining and managing employment terms. In line with Dutch employment law, ORTEC management actively communicates with our Dutch Works Council to ensure that employee interests are represented and that key decisions affecting our workforce are made transparently and with consideration for our employees' well-being. ORTEC benchmarks wages against industry standards, which are above applicable minimum wage in the countries we operate.

Each year, ORTEC deploys an Employee Engagement Survey through Gallup, an internationally recognized workplace survey firm.



The purpose of this survey is to measure and positively impact employee engagement. Our partnership with Gallup ensures confidentiality, with no access to data linking responses to specific employees at ORTEC. The survey promotes conversations between managers and employees, helping to identify needs and guide the organization in addressing them. Once the ORTEC Engagement Survey is completed, division and group departments analyze the results and conduct team discussions.

These action planning sessions focus on understanding the survey metrics and identifying opportunities for improvement. An Accountability Survey is then carried out to gather feedback on the engagement process.



We believe that when employees are in roles that match their personal strengths and support ORTEC's objectives, they will be more engaged.

At ORTEC, we strive to foster the growth of all our employees. We offer various learning and development programs to support employees at different stages of their careers, providing tailored opportunities that reflect both their current role and future potential.

The Education Factory, our internal academy, offers learning opportunities through a diverse and up-to-date curriculum in areas such as People Skills, Business Delivery Skills, Optimization, Data Science, and Technology. Additionally, we provide access to external learning platforms such as Udemy for Business. Employees may access courses based on technical skills, business skills and personal development.

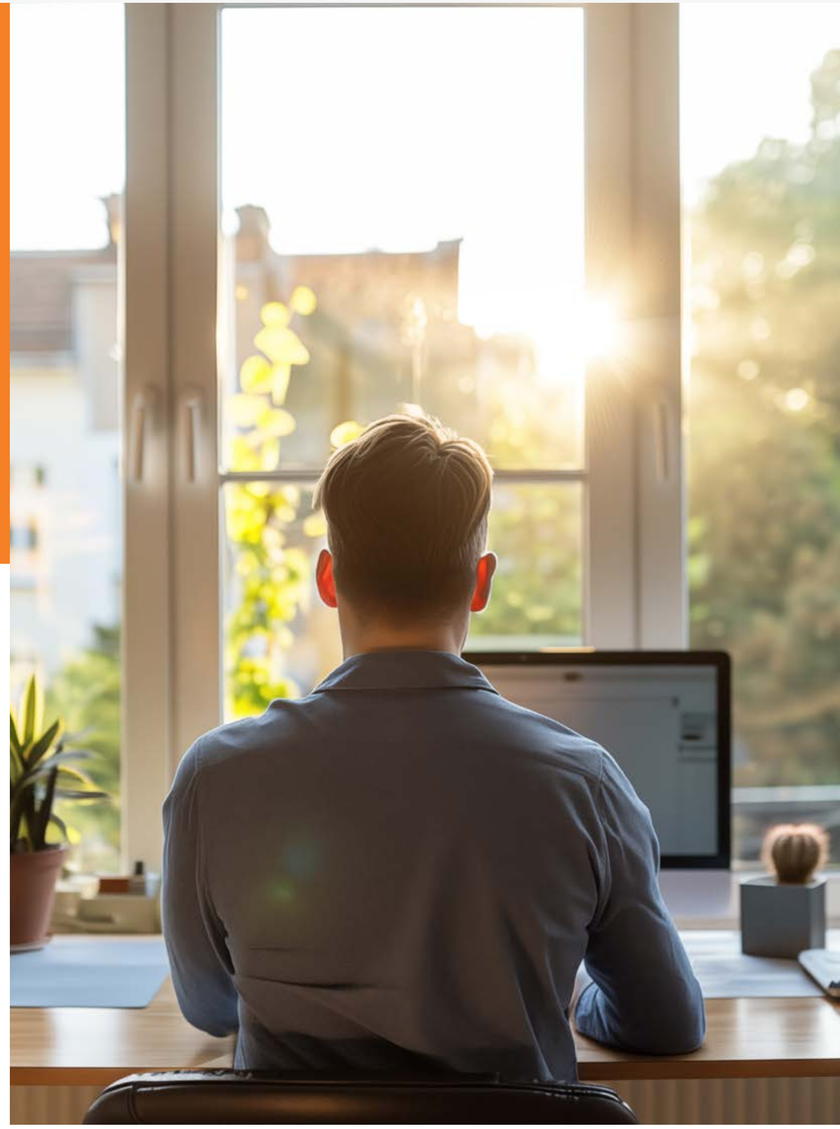
We continue to explore how learning and development can strengthen employee engagement and are reviewing how training opportunities are allocated and tracked to better support this goal.

At ORTEC, hybrid working has become the standard, enabling employees to seamlessly blend remote work with in-office collaboration.

ORTEC aims to provides a healthy, safe, and effective working environment that supports employee well-being and productivity. By rethinking travel habits, we contribute to a more sustainable future, with each team playing an important role in achieving these goals.

Community Groups, led by employees, offer space to connect, share ideas, and collaborate beyond daily work.

Groups like Young ORTEC support early-career professionals in building networks and sharing ideas, including with peers outside the company.
The ORTEC Science Community focuses on research and innovation, while local Social Events Teams organize informal activities that bring colleagues together.



Awards

In 2024, ORTEC Americas was honored with several accolades that not only acknowledge leadership in technology but also emphasize our dedication to fostering a positive workplace culture. ORTEC Romania was also named as a Top 3 Employer (Small and Medium Enterprises) in Romania.

2024 Top Software & Tech Award:

ORTEC was honored by Food Logistics and Supply and Demand Chain Executive for its new-to-market software solutions that enhance automation, efficiency, and visibility in the supply chain sector.

Great Supply Chain Partner 2024:

Recognized by SupplyChainBrain, ORTEC was acknowledged for delivering impactful solutions that enhance efficiency and customer service in the supply chain.

Last Mile Solution Provider of the Year:

ORTEC won this award in the SupplyTech Breakthrough Awards Program for the second consecutive year, recognizing its innovative contributions to the global supply chain technology and logistics industry.

Top 10 Last Mile Delivery Company to Watch in 2024:

CIOCoverage highlighted ORTEC Americas for its innovative technologies that optimize delivery routes and enhance customer tracking experiences.

North American and Global Top 100 Inspiring Workplace:

ORTEC has once again been recognized as a PeopleFirst employer, reflecting its dedication to creating a supportive and inspiring work environment.

Atlanta Top Workplaces 2024 Award:

For the fifth consecutive year, ORTEC has ranked among the best employers in Atlanta, showcasing its commitment to employee engagement and satisfaction.

National Best and Brightest Companies to Work For® 2024:

For the third consecutive year, ORTEC has been named one of the best companies to work for in the nation, reflecting its commitment to employee well-being.

Houston Best and Brightest Companies to Work For® 2024:

ORTEC Houston has been recognized for the fourth consecutive year as a leading employer in the region.

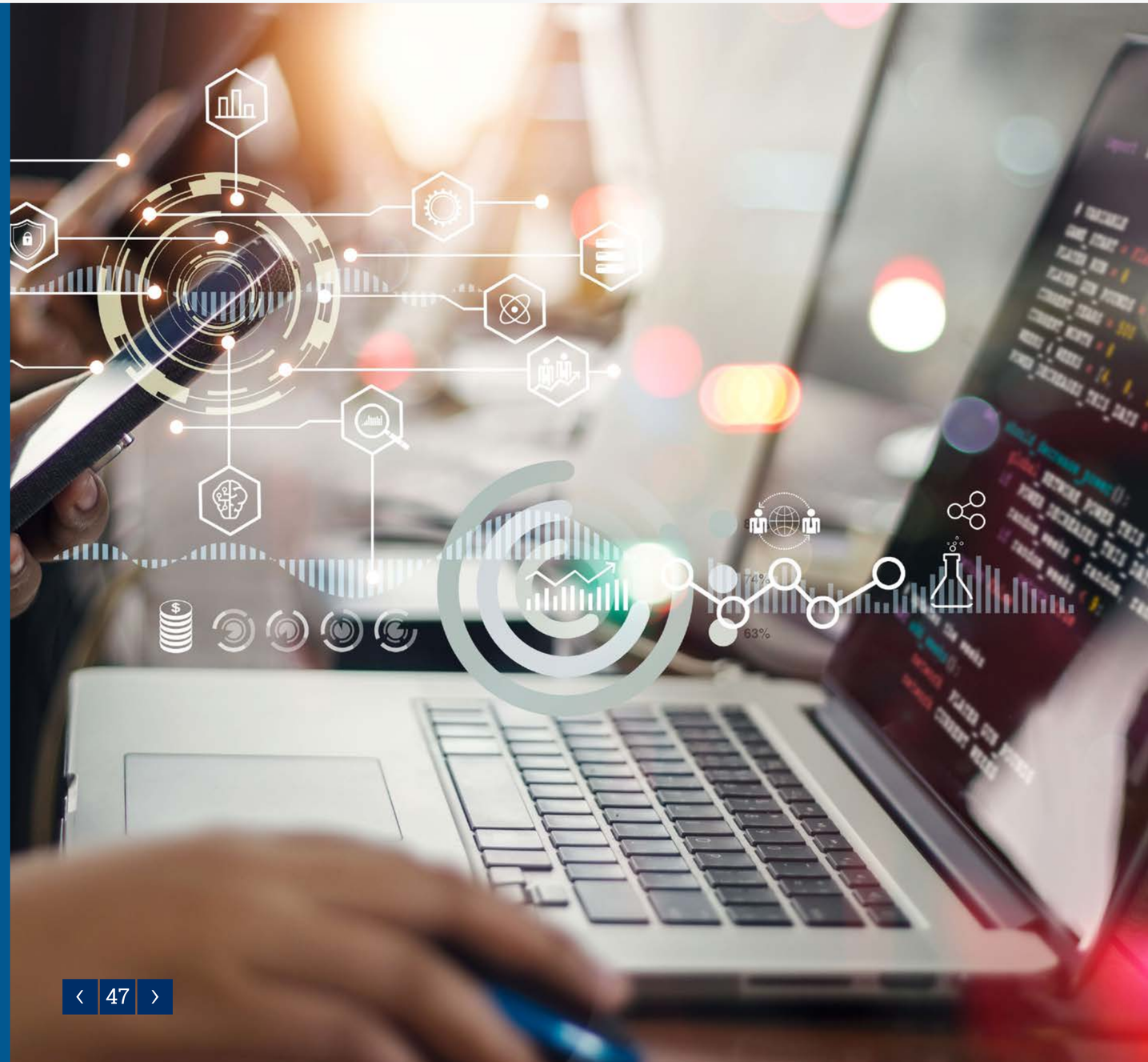
Security and Risk Management

ORTEC is committed to safeguarding information and managing security risks with the highest standards.

As a trusted partner, we protect the data entrusted to us, ensuring compliance with applicable laws, regulations, and industry best practices. We have implemented a comprehensive Information Security Management System (ISMS) aligned with ISO/IEC 27001 and NEN 7510-1 and maintain a SOC 2 report.

We conduct mandatory Security Awareness Trainings as part of our risk management to equip employees with the knowledge to identify, prevent, and respond to security threats effectively.

We continuously assess and strengthen our measures to uphold trust, minimize risks, and align with evolving security standards.



ORTEC holds ISO 27001 and NEN 7510 certifications, along with a SOC 2 report.

We conduct regular audits, including annual assessments, to ensure the effectiveness and continuous improvement of our information management system.

- We are ISO 27001-certified, which guarantees that we apply comprehensive and compliant information security practices to protect sensitive information.
- NEN 7510 is a Dutch information security standard that relates to the measures we have taken with healthcare institutions to safely handle patient data and guarantee control over the information security process.
- SOC 2 (System and Organization Controls) certification confirms that we manage data securely to protect the interests of our customers and partner organizations, and the privacy of their clients.



ORTEC proactively identifies, tests, and mitigates security risks through vulnerability management and incident response.

Our vulnerability management process detects, prioritizes, and resolves weaknesses efficiently, supported by centralized tools that enhance security monitoring and response.

Penetration testing is a key part of this approach, helping uncover exploitable vulnerabilities in our infrastructure and software. ORTEC teams are responsible for initiating tests and integrating security into development processes.

When security threats arise, our Security Incident Response process ensures swift action to contain, investigate, and mitigate risks. Whether addressing cyber threats, system vulnerabilities, or physical security issues, we take a structured approach to minimizing impact and strengthening resilience.





Our mandatory and role-specific Security Awareness Trainings equip employees to recognize and respond to threats.

Employees complete structured training from the start of their time at ORTEC, with refresher sessions, information campaigns and role-specific trainings throughout their employment.

These trainings cover core security principles, risk prevention, and real-world security challenges. ORTEC's approach embeds awareness into daily operations, reduces vulnerabilities and promotes best practices.

By continuously reinforcing security knowledge, ORTEC enhances data protection, privacy, and compliance with industry standards, while minimizing risks and maintaining a strong foundation for responsible information management.

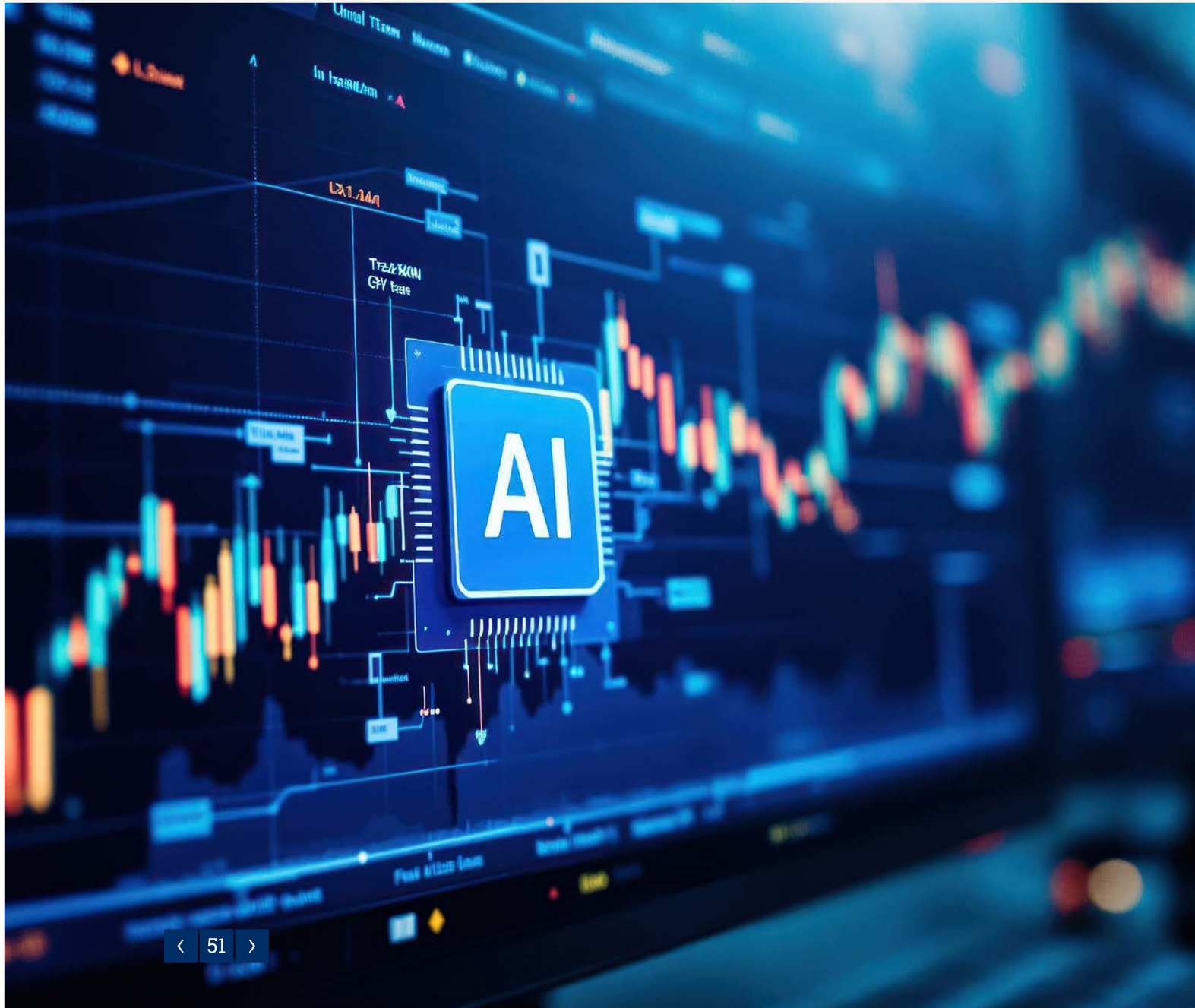
Responsible AI

We are committed to the responsible development and use of Artificial Intelligence (AI).

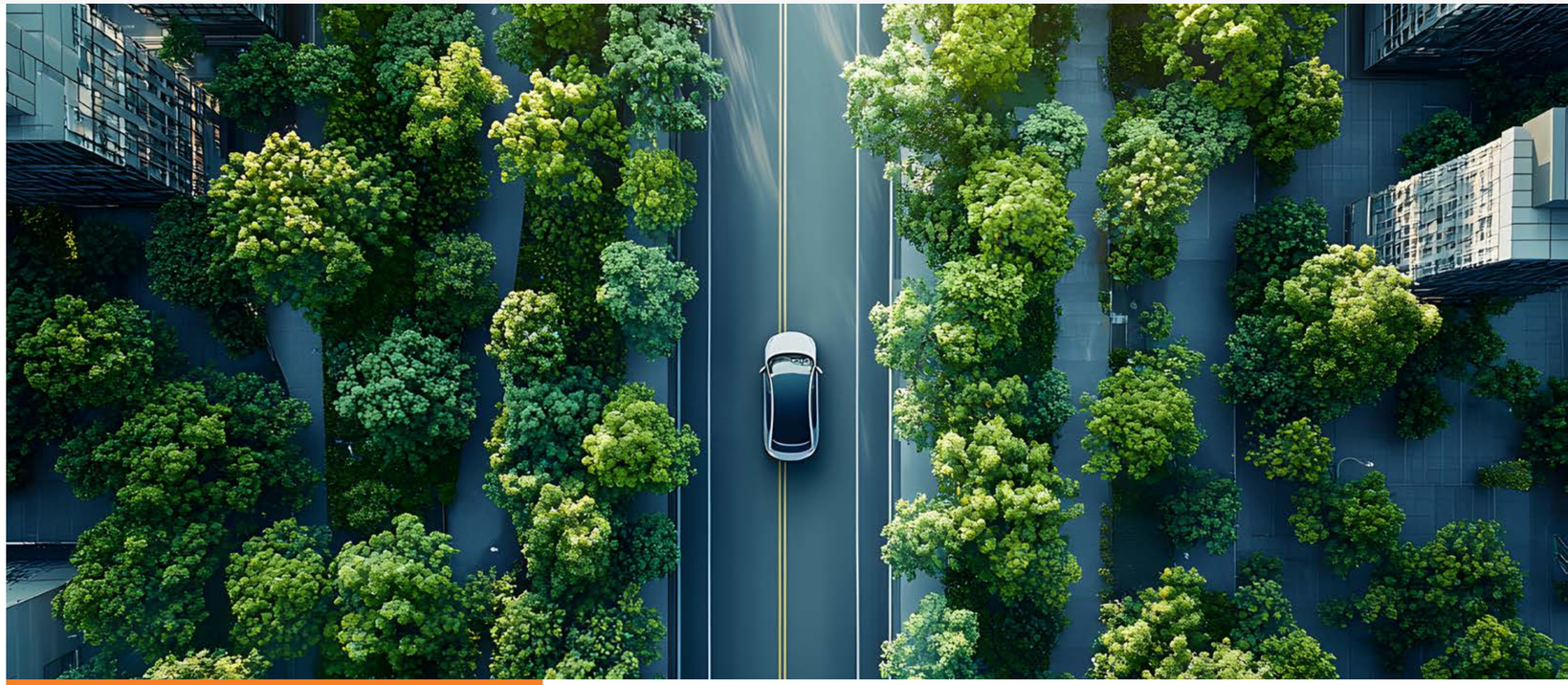
At ORTEC, we define AI as the intelligence displayed by machines. This naturally aligns with our mission to enhance decision-making—the core value we deliver to customers.

While we are optimistic about the potential of generative AI, we acknowledge the challenges it presents and are committed to addressing them clearly, thoughtfully, and proactively.

All AI-related activities will fully adhere to, and reinforce, our established privacy and security standards.



We are guided by our Principles and Beliefs on Generative AI.



AI should be socially beneficial.

As ORTEC explores AI development and applications, we will consider a wide range of social and economic factors, proceeding only where the overall benefits clearly outweigh foreseeable risks. We are committed to providing high-quality, accurate information through AI while respecting the cultural, social, and legal norms of the countries in which we operate.

AI should not create or reinforce unfair bias.

AI algorithms and datasets can influence bias is different ways. We recognize that defining fairness is complex and differs across cultures and societies.

We seek to avoid unjust impacts on people, particularly those related to sensitive characteristics such as race, ethnicity, gender, nationality, income, sexual orientation, ability, and political or religious belief.

AI should be accountable to people.

We will design and deploy AI systems that provide appropriate opportunities for feedback, relevant explanations, and enable appeal. ORTEC's AI technologies will be subject to appropriate human direction and control.



We prioritize safety in AI systems.

ORTEC will uphold strong safety and security measures in both the development and usage of our AI systems to mitigate risks. ORTEC ensures that our AI systems are designed, developed, and used with a focus on safety, adhering to industry best practices. We will conduct tests in controlled environments and continuously monitor AI systems post-deployment to maintain safety standards.

We incorporate privacy design principles.

We will incorporate our privacy principles in the development and use of our AI technologies. We will give opportunity for notice and consent, encourage architectures with privacy safeguards, and provide appropriate transparency and control over the use of data.

We uphold high standards of scientific excellence.

Technological innovation is rooted in the scientific method and a commitment to open inquiry, intellectual rigor, integrity, and collaboration. AI tools have the potential to unlock new realms of scientific research and knowledge in critical domains like biology, chemistry, medicine, and environmental sciences. We aspire to high standards of scientific excellence as we work to progress AI development and usage.

We will not design, develop or deploy AI in the following application areas, and will evolve this list as our experience deepens.

- Technologies that cause or are likely to cause overall harm - where there is a material risk of harm, we will proceed only where we believe that the benefits substantially outweigh the risks and will incorporate appropriate safety constraints.
- Weapons or other technologies whose principal purpose or implementation is to cause or directly facilitate injury to people.
- Technologies that gather or use information for surveillance violating internationally accepted norms. Technologies whose purpose contravenes widely accepted principles of international law and human rights.



Ethics and Compliance

ORTEC maintains policies and procedures to promote ethical business conduct and adhere to regulatory compliance.

Our Code of Conduct sets clear expectations for integrity and responsible behavior across our organization. The Whistleblower Policy ensures that individuals who raise breaches of law in good faith are protected and that all reported issues are addressed thoroughly, while the Complaints Committee, supported by confidential advisers, offers an internal resource for employees.

We recognize our responsibility to human rights and responsible business practices, reflected in our Modern Slavery Statement and supplier policies, which incorporate sustainability and human rights principles. As a member of the United Nations Global Compact (UNGC), we support its principles on human rights, labor, the environment, and anti-corruption.



2024 Reported incidences and complaints

Number of work-related illnesses in the Netherlands*: 0

Number of work-related injuries in the Netherlands*: 1

(accident using office staircase. Another 2 incidences were reported in our Dutch offices as a result of non-work-related illness.)

No fatalities related to work-related injuries or work-related ill-health at all offices

Number of complaints received through complaints handling mechanism and internal reporting channels:

- 1 complaint received through Confidential Advisers (in the Netherlands*)
- 0 complaints filed with our Complaints Committee (in the Netherlands*)
- 0 complaints related to discrimination or sexual harassment received by Confidential Advisers or filed with the Complaints Committee (in the Netherlands*)
- 0 complaints related to human rights incidents received by Confidential Advisers or filed with the Complaints Committee (in the Netherlands*)
- 0 complaints received through our Whistleblower Channel

No significant fines, penalties, and compensation have been paid due to violations or incidents related to compliance with laws, regulations, or internal policies.

No identified incidences of modern slavery within our workforce, including child labor, forced labor or human trafficking.



*The above list specifies a country if reporting activities are only available for employees and offices within that country. While confidential advisers and other complaints or grievance channels do exist at various global offices, we are working on expanding formal reporting to all regions.

ORTEC's Modern Slavery Statement outlines our commitments and clarifies our processes and plans to prevent, identify, and address incidents of modern slavery and human rights violations. We oppose all forms of human trafficking, slavery, servitude, forced or compulsory labor, child labor, and any other related activities.ORTEC's Code of Conduct is signed by all employees and contractors. It outlines our commitment to ethical behavior, including non-retaliation, the ethical development of algorithms, and a violence-free workplace. It strictly prohibits bullying, harassment, and discrimination, ensuring that employment is based solely on merit and qualifications. The Code also addresses conflicts of interest and emphasizes financial integrity. We maintain a strict policy against offering or accepting gifts or benefits that could be perceived as unfair business inducements.



2024 Sustainability Report

Partnerships for Social Impact

We leverage our expertise and resources to help our partners drive meaningful change in communities both at home and abroad.

We contribute to initiatives that align with our approach to corporate social responsibility, providing our teams and employees with opportunities to support meaningful social and environmental efforts through their skills and engagement.

ORTEC is a proud partner of organizations such as Analytics for a Better World, Trees for All and Stichting Present.

Analytics for a Better World

A Year of Impact and Outreach

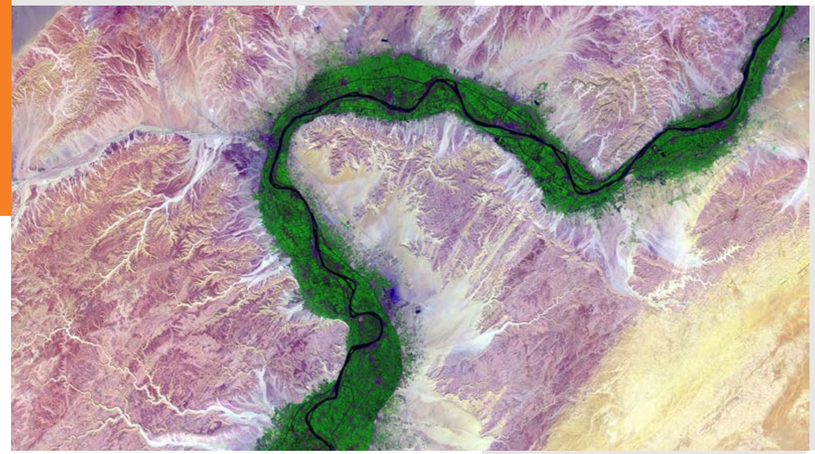
As Analytics for a Better World (ABW) enters its third year, 2024 marked a period of significant impact and expansion in the Analytics for Good space. Founded by ORTEC and the University of Amsterdam, ABW collaborates with academic and industry leaders to equip mission-driven organizations with training, mentorship, and open-source tools, while driving research and implementation projects.

In 2024, ABW spearheaded 17 impact projects across 16 organizations, including the second phase of work with The Ocean Cleanup, optimizing plastic capture by 50%. ABW also launched new initiatives with Doctors Without Borders and War Child Alliance. Their open-source PISA tool expanded to include mobile vaccination clinic routing, further optimizing humanitarian services.

250
Mission-driven Changemakers trained globally

17
Impact projects at 16 NGO's ('24)





27
Researchers from 9 universities

14
Students graduated on ABW topics ('24)

12
Company contributors

4.1k
People in our community



Academically, 27 researchers from nine universities are publishing and teaching on Analytics for Good, while 14 University of Amsterdam students graduated on ABW topics. The organization's reach has grown, with 4,100 subscribers engaging in our online community.

This year, ABW's 250th changemaker completed the ABW Fellowship. Muktar Abdulhameed, a Data Scientist from Nigeria's Centre for Fiscal Transparency and Integrity Watch, described it as a "life-changing experience."

Together with 11 other corporate contributors, ORTEC has helped ABW make this possible. Looking ahead, ABW aims to deepen strategic alliances, accelerate digital transformation, and drive lasting change in the mission-driven sector.

In 2024, ORTEC and ABW extended their partnership by another three years. ORTEC's contributions support over 25% of ABW's programs and operations.

Trees for All and ArBolivia – A Continuing Partnership

ORTEC supports climate action by funding projects that help mitigate climate change. Since 2021, we have partnered with Trees for All to offset our annual company emissions and contribute towards a greener and better world.

Trees for All supports sustainable forest projects to reverse deforestation and enhance climate, biodiversity, and local living conditions through worldwide forest planting and restoration.
In 2024, we offset 110% of our reported emissions from the previous year – accounting for 2406 tonnes of CO2. Our contributions go towards the ArBolivia project with carbon credits validated by Plan Vivo.

The ArBolivia project helps farmers in the Bolivian lowlands switch to sustainable and climate resilient agroforestry by planting a combination of indigenous trees and crops. This is a sustainable alternative to monoculture crops, which also helps improve the livelihoods of farming communities.



Stichting Present – Volunteering in the Netherlands



For the last three years, ORTEC has partnered with Stichting Present, a Dutch foundation dedicated to connecting volunteers with people in need of help. Stichting Present organizes social volunteer projects, like taking a group of lonely elderly out for coffee and cake, or 'roll up one's sleeve' projects, like painting a house for someone in a wheelchair.

At ORTEC, we recognize the unique position we hold as members of a thriving company surrounded by talented and compassionate individuals. We believe that with this privilege comes the responsibility to contribute to our community.

In 2024, ORTEC teams were offered the opportunity to volunteer with Stitching Present using paid time off.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