



Lobster

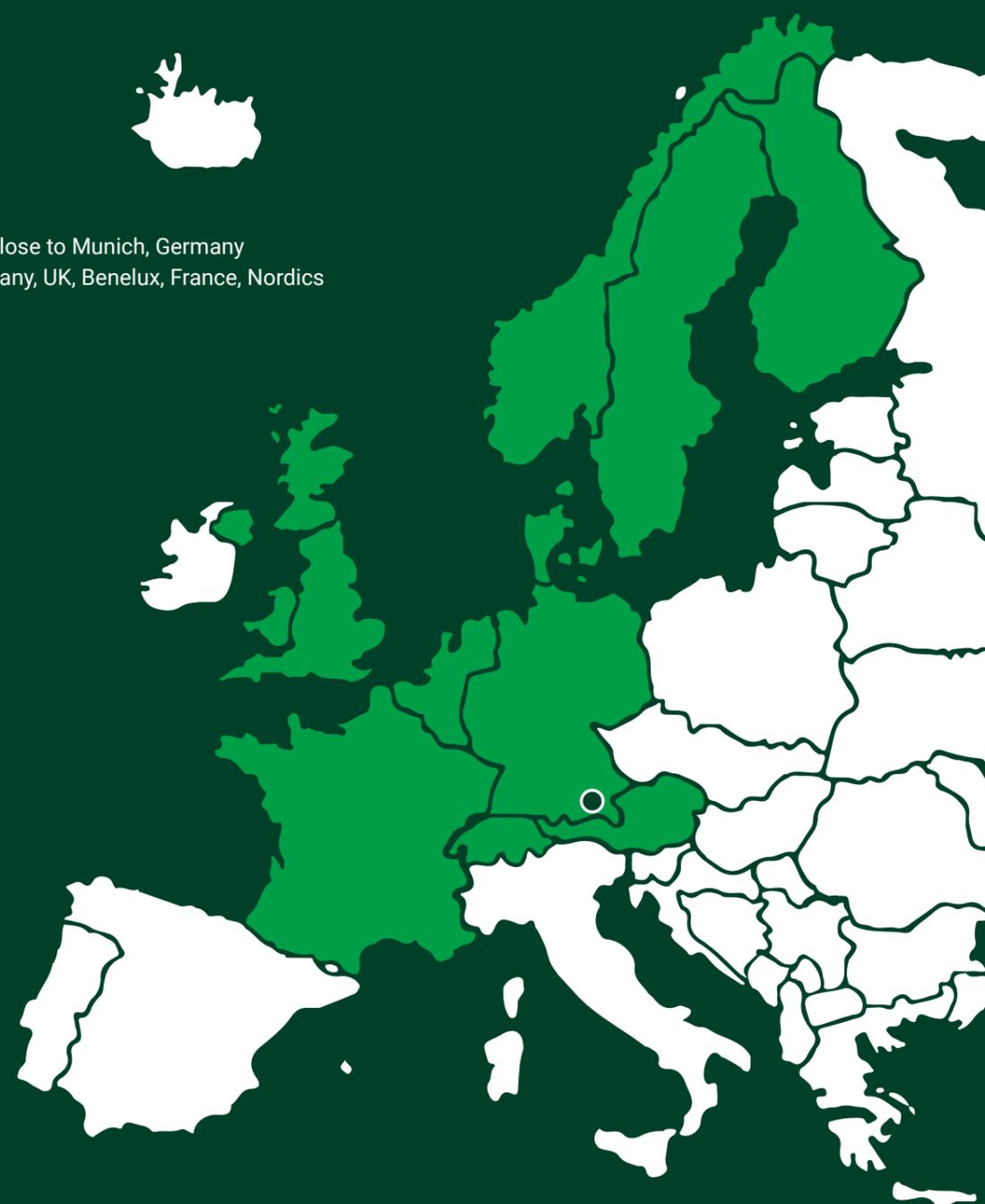
# Building a Better Future.



Sustainability Report 2024

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Vision:

**Connecting people and data for a better future.**

Mission:

**Our mission is to enable organisations to unlock the full potential of their data.**

Value proposition:

**Lobster's Data World unlocks insights and creates impactful outcomes.**





Statement from the CEO.

**»Join us in  
this shared  
mission.«**

We are a technology company with strong European roots guided by a clear and ambitious vision: Connecting people and data for a better future. This vision inspires everything we do, from our commitment to innovation to our dedication to being a responsible corporate citizen. We are proud to uphold values such as sustainable growth, equality, and collaboration.

Sustainability is not something we can achieve alone – it's a journey that depends on teamwork within our organisation and across industries, communities, and stakeholders. We see Environmental, Social, and Governance (ESG) initiatives as a shared responsibility and an opportunity to bring together the interests of our employees, customers, partners, and society.

Our people and customers are at the centre of everything we do. As an employer, we are dedicated to creating a workplace where talent can thrive, diversity is valued, and every individual feels appreciated. Their well-being and satisfaction are essential to everything we aim to accomplish. As a technology provider, we strive to provide meaningful solutions for our customers, that not only meet their needs but also empower them to make a positive impact. A strong, motivated team and satisfied customers are key to driving our vision forward.

As a technology company, we also recognise our responsibility to uphold strong governance. The growing reliance on digital ecosystems and data requires uncompromising IT security. Safeguarding data, respecting privacy, and earning trust therefore are at the heart of our governance approach. In addition, we see the rise of artificial intelligence (AI) as a unique opportunity to enhance ESG efforts. From improving resource efficiency and predicting climate impacts to enabling informed decision-making, AI has the potential to be a powerful force for good when applied thoughtfully and responsibly.

Within our own operations, we are focused on three critical areas. First, we are working to

minimise our greenhouse gas emissions and contribute to a low-carbon future. Second, we are building an inclusive and diverse workplace where every employee can grow. Finally, we are committed to operating as a reliable and ethical business partner, guided by transparency, accountability, and good governance practices.

Beyond our own initiatives, we are committed to helping our customers advance their sustainability transitions. By enabling businesses to access and leverage data, we are empowering them to drive meaningful sustainability initiatives – particularly in tackling Scope 3 greenhouse gas emissions along their supply chains. Our solutions provide the tools and insights needed to map, measure, and reduce environmental impacts, helping organisations across industries to turn their sustainability ambitions into reality.

Our ESG commitments are embedded in our strategy and decision-making, ensuring a balanced approach to economic, environmental, and social priorities. It is therefore with a sense of urgency and pragmatism that we remain steadfast in driving meaningful action.

Together, as a team of stakeholders, we have the power to shape a more sustainable and equitable future. We invite all of you – our employees, customers, and partners – to join us in this shared mission. By working together, we can achieve progress and create lasting positive change.

Thank you for being part of this journey.

**Tim Srock, CEO, Lobster**

# Lobster Data World.

## 1. The Data Platform

Our self-service Data Platform simplifies data integration by providing an intuitive, no-code, drag-and-drop interface. Customers can effortlessly connect to various systems and endpoints without the need for programming expertise, empowering them to independently manage integration requirements. The platform enables users to define rules, automate data

management, and create insightful visualisations, making data flows accurate, transparent, and actionable. These integrations are point-to-point, offering the flexibility to address specific business needs with precision. By putting full control in the hands of users, the Data Platform makes integration easy and accessible.

## 2. The Data Network

The Data Network is a managed solution that takes an opinionated approach to solving integration challenges in the supply chain domain. This means we leverage our expertise in data integration and supply chain optimisation to offer pre-defined, best-practice solutions for recurring and complex requirements. Rather than starting from scratch, customers benefit from a structured framework and an existing ecosystem creating efficiencies for all.

At its core, the Data Network is powered by Data Products — harmonised data models for product, order, shipment, invoice, and sustainability data. Each Data Product connects participants to a collaborative supply chain ecosystem through a single link, enabling seamless innovation and growth at the click of a button.

### Data Platform: Drag & Drop

- Visualisation
- Automation
- Data Management
- Data & Application Integration
- EDI Management
- API Management
- Deployment (iPaas – Private – Hybrid)
- Governance & Control

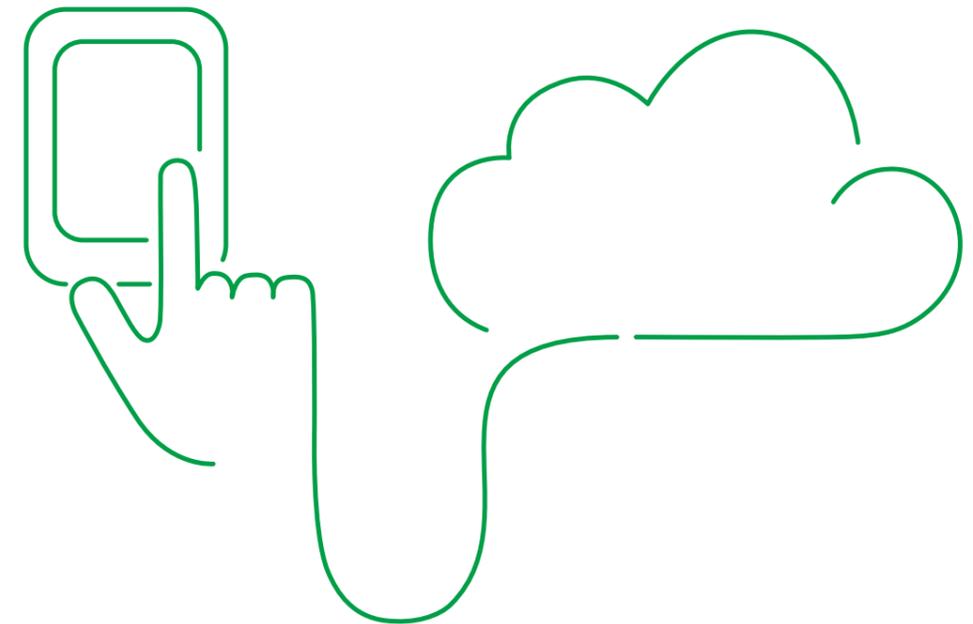
### Data Network & Data Products: Plug & Play



# Sustainability Strategy and Goals:

This chapter focuses on

- Strategic Choices.
- Stakeholders.
- ESG Aspects of the Value Chain.
- ESG Priorities.



## Strategic Choices.

Sustainability is a core element of Lobster’s overall strategy, which we review annually to ensure it aligns with our evolving priorities. We have invested significant effort to establishing clear sustainability goals, shaped by internal and external factors, the sustainability of our value chain, and input from stakeholders. These efforts are reflected in Lobster’s four primary sustainability focus areas. Three of these pillars are dedicated to becoming a more sustainable and responsible company. The fourth is driven by our ambition to support our customers’ sustainability efforts by helping them build a robust data foundation for their initiatives. To measure our progress, we have also defined specific short- and long-term objectives.

⇒ Detailed descriptions of these sustainability areas are provided on pages 14–15.



# Stakeholders.

Lobster’s core stakeholders are those who impact or are impacted by our business activities. By identifying these key players, we can facilitate meaningful dialogue and gather insights into the sustainability issues that matter most to them. We are in regular communication with our stakeholders, whether it be customers, suppliers, employees or the Board of Directors, to ensure their perspectives inform our sustainability initiatives.

These dialogues take various forms – such as customer and employee surveys, discussions in forums, requirements embedded in procurement processes, and ongoing business

intelligence activities. Each touchpoint allows us to gather valuable feedback, strengthen stakeholder relationships, and enhance transparency and mutual understanding. This approach enables us to continuously align our sustainability focus areas with stakeholder expectations, driving accountability and fostering trust. By actively engaging with our stakeholders, we are better equipped to address emerging sustainability challenges and create shared value.

➔ On page 11, we list our key stakeholders and how we engage with them.

## Stakeholders

## Points of Discussion

### Customers and Partners

- **Data Security and Privacy Assurance:** Ensuring robust information security and privacy safeguards to protect sensitive customer data.
- **Automated Supply Chain Data Collection for Scope 3 Emissions:** Streamlining data gathering across the supply chain to support accurate and comprehensive scope 3 emissions reporting.
- **Sustainable Cloud Solutions:** Offering environmentally friendly cloud deployment options to minimise carbon footprint and support green IT initiatives.

### Employees

- **Fostering Inclusion and Transparency:** Promoting an inclusive culture with open communication, ensuring all employees feel valued and informed.
- **Commitment to Skill Development and Collaboration:** Supporting continuous learning, skill enhancement, and networking opportunities to empower employee growth and professional connections.
- **Prioritising a Healthy and Supportive Work Environment:** Creating a workplace that promotes well-being, safety, and positive working conditions for all employees.
- **Embedding Sustainability Across All Levels:** Cultivating a culture of sustainability in every aspect of the organisation, encouraging environmentally responsible practices and decisions.

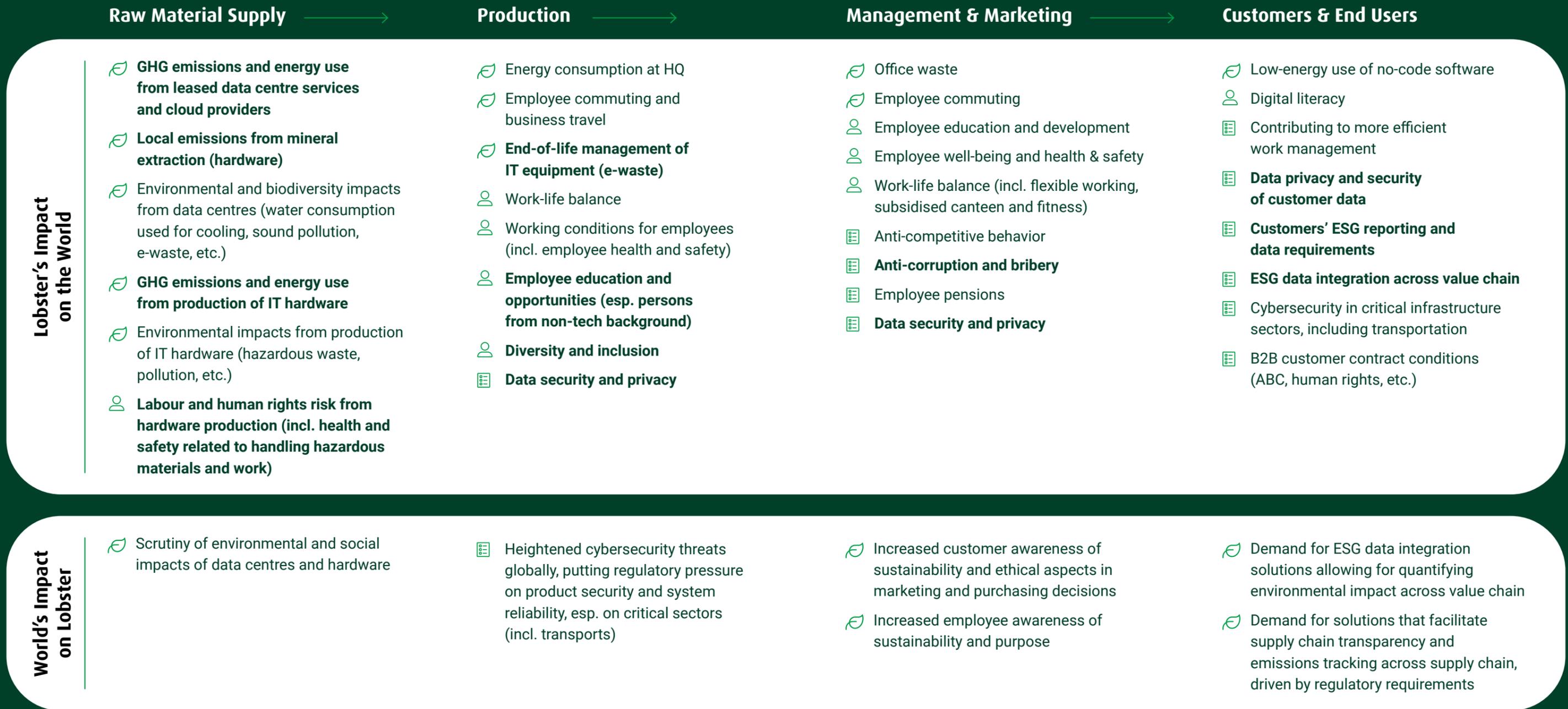
### Board of Directors

- **Driving Sustainability and Growth:** Focusing on long-term, responsible growth that balances profitability with environmental and social impact.
- **Minimising Environmental Impact:** Reducing the ecological footprint of Lobster’s operations and helping customers lower their own environmental impact.
- **Community Engagement and Positive Contribution:** Actively supporting and giving back to the communities where Lobster operates, both as a responsible employer and a committed community member.
- **Promoting Inclusion, Diversity, and Equality:** Fostering a workplace culture that values diverse perspectives, ensures equal opportunities, and celebrates inclusivity.
- **Zero Tolerance for Harassment:** Committed to preventing and addressing all forms of harassment to ensure a safe, respectful workplace.
- **Preventing Fraud and Corruption:** Upholding ethical standards and implementing strict measures to combat fraud and corruption across all levels of the organisation.

# ESG Aspect of the Value Chain.

Environmental Social Governance

Areas with a greater impact in bold.



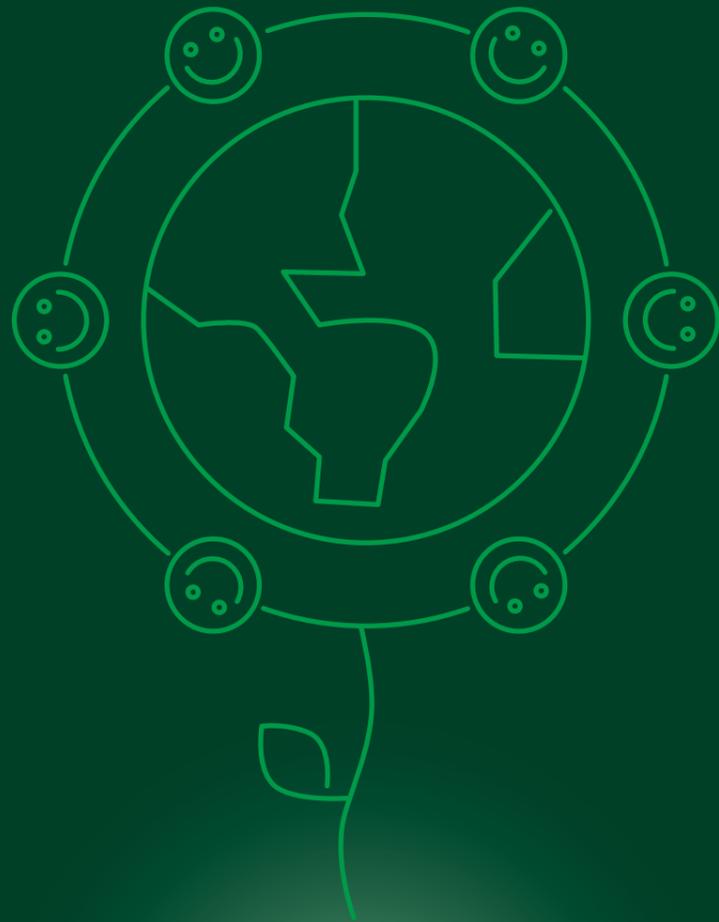
The commercial value of ESG at Lobster is being driven by:

### Talent

Demonstrated ESG excellence is giving companies a distinct advantage in attracting and retaining top-tier talent, thus securing a competitive edge over their peers

# Lobster's ESG Priorities.

Focus Area	Long-Term target	KPIs	Performance 2024	Annual Target 2025	
<p><b>F1.</b></p> <p>Become a sustainable player to reduce climate and environmental impacts.</p>	1a. Become net zero by 2050 (under SBTi)	1a. GHG emissions (scope 1, 2, 3)	1a. Relevant categories defined and baseline tracked for scope 1–3	1a. Continue to track baseline for scope 1–3 and define + execute reduction plan	Read more on page 18 ➔
<p><b>F2.</b></p> <p>Create a diverse and fair workplace where talent can prosper.</p>	2a. Firm-wide gender diversity rate of 30% 2b. Board-level gender diversity rate of 50% 2c. Stable eNPS	2a. Gender diversity rate (%) inside the company 2b. Gender diversity rate (%) at board-level 2c. eNPS	2a. Firm-wide gender diversity rate of 25% 2b. 50% of external board members are female 2c. eNPS implemented, and targets and actions set based on initial results	2a. Continue progress towards firm-wide gender diversity rate of 30% 2b. Achieve internal board-level gender diversity rate of 50% 2c. Implement initiatives that contribute towards maintaining a stable eNPS	Read more on page 22 ➔
<p><b>F3.</b></p> <p>Serve as an ethical and reliable business partner with good governance.</p>	3a. 90% of employees trained on ESG and governance 3b. Up-to-date ESG report	3a. % of employees trained on ESG and governance 3b. Number of ESG reports	3a. 90% of employees trained on ESG and governance 3b. Lobster ESG report created and marketing rollout for ESG initiatives planned	3a. Train 90% of employees on ESG and governance and implement electronic whistleblower portal 3b. Publish an updated ESG report	Read more on page 24 ➔
<p><b>F4.</b></p> <p>Empower customers to embrace the green transition as a trusted tech provider.</p>	4a. Lobster's Sustainability Data Product implemented by min. 100 customers 4b. Min. 50 Sustainability Connectivity Partners	4a. Number of customers who have implemented Lobster's Sustainability Data Product 4b. Number of Sustainability Connectivity Partners	4a. Defined Sustainability Lobster Data Product for Scope 3 reporting data along the supply chain 4b. Four Sustainability Connectivity Partnerships established	4a. Continue to onboard customers to Lobster's Sustainability Data Product 4b. Continue to grow the ecosystem and gain Sustainability Connectivity Partners	Read more on page 28 ➔



# Sustainable Organisation.

This chapter describes three of Lobster's four focus areas

- F1. Become a sustainable player to reduce climate and environmental impacts.
- F2. Create a diverse and fair workplace where talent can prosper.
- F3. Serve as an ethical and reliable business partner with good governance.

## Driving Growth and Impact Through ESG.

Our commitment to sustainability is guided by three core principles that shape our journey toward becoming a responsible, future-ready organisation. We aim to reduce our climate and environmental impact, foster a diverse and inclusive workplace where talent can thrive, and uphold the highest standards of ethics and governance. As a sustainable player, a fair and inclusive employer, and a trusted business partner, we are embedding sustainability into every aspect of our operations. This approach ensures that our actions are aligned with our

values and that we create meaningful, lasting outcomes for our stakeholders and the world around us.

By integrating sustainability into our core operations, we see ESG not as a compliance obligation but as an opportunity to create value for both our business and the environment. This proactive approach enables us to drive long-term growth, enhance innovation, and contribute to a healthier, more sustainable future for all.

» **As a sustainable player, a fair and inclusive employer, and a reliable business partner, we are embedding sustainability into every aspect of our operations.**

# Becoming a Sustainable Player to Reduce Climate and Environmental Impacts.

**F1.** The Paris Agreement set a clear and ambitious target: to limit global temperature rise to well below 2°C, striving to keep it below 1.5°C, compared to pre-industrial levels. As global temperatures continue to climb, the urgency for action has never been more critical. Achieving the 1.5°C target is still within reach, but only if rapid and transformative reductions in emissions are implemented. To meet these goals, we must reduce global emissions by half by 2030 and reach net zero by 2050, requiring collective and immediate action from all sectors.

At Lobster, we are fully committed to addressing this challenge. Over the past year, we have worked diligently to enhance and expand our

sustainability efforts, specifically within scope 1, 2, and 3 emissions, ensuring alignment with the Greenhouse Gas (GHG) Protocol and the Science Based Targets initiative (SBTi).

As part of our ongoing commitment, we formalised our engagement by committing to SBTi, which will guide us in setting science-based, group-wide targets for reducing our climate footprint in both the short and long term.

By taking these critical steps, we are positioning Lobster not only to meet global climate goals but also to lead by example in driving sustainable business practices that will benefit both our company and the planet.

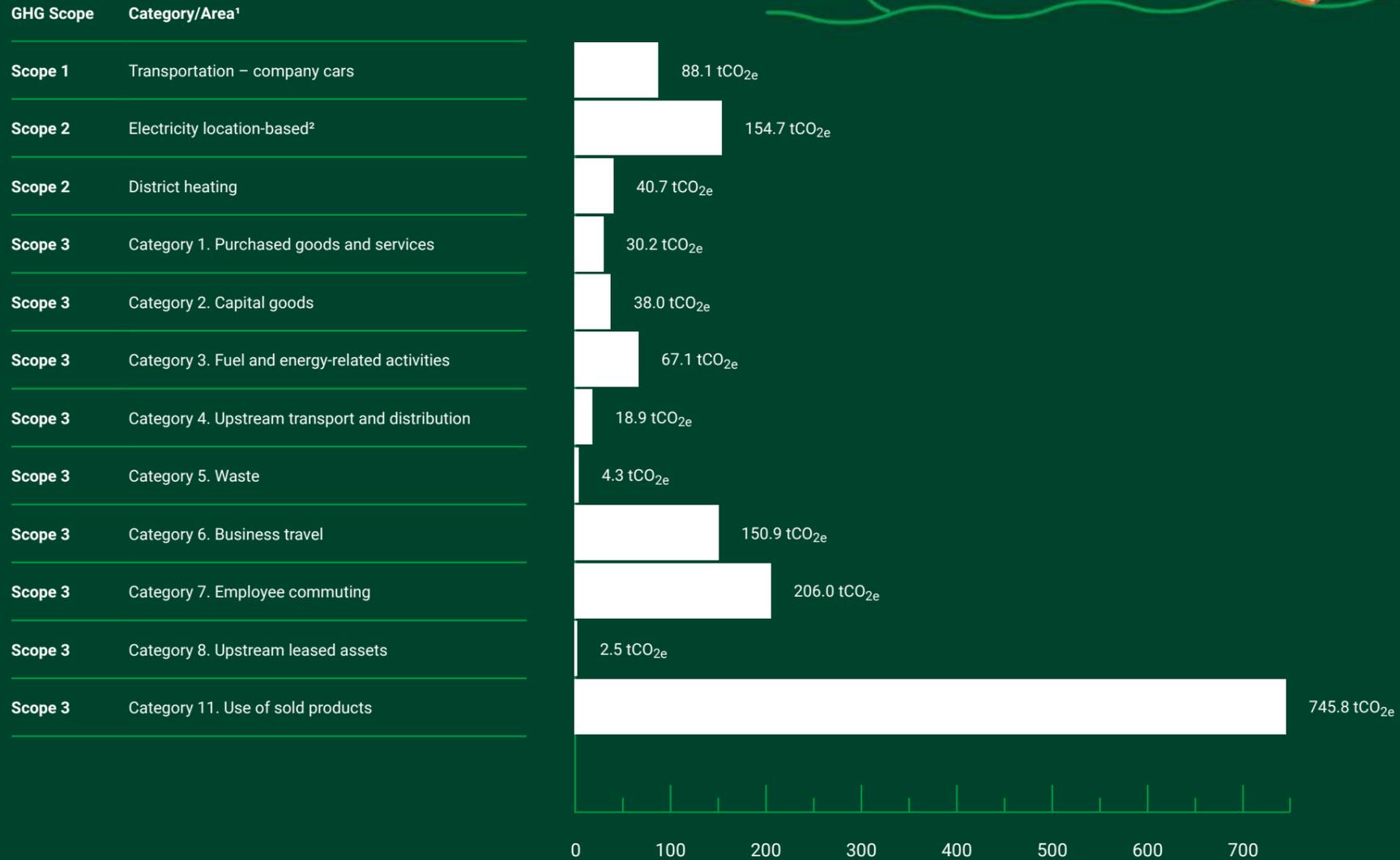


## Reducing E-Waste. Focusing on Circularity.

Lobster is dedicated to minimising e-waste by embedding circularity into our employee hardware practices. By extending the lifecycle of devices through reuse and recycling, we lower the demand for new laptops and mobile phones, thereby reducing our environmental footprint. Central to this effort is robust information security, which ensures that data is securely managed throughout the reuse and recycling process, safeguarding our employees and supporting environmental responsibility.



## Climate Footprint.



**Total**  
**1547.3**  
tCO<sub>2e</sub>



**Lobsters’s total climate footprint in 2024.** This overview details our emissions across scope 1, 2, and 3, reflecting our commitment to transparency and sustainability. Tracking our CO<sub>2</sub> footprint helps us identify opportunities to minimise our environmental impact and support global decarbonisation efforts.

tCO <sub>2e</sub>	Q1 2024	Q2 2024	Q3 2024	Q4 2024
<b>Scope 1</b>	18.6	22.8	24.6	22
<b>Scope 2<sup>2</sup></b>	45.9	48.6	53.2	47.7
<b>Scope 3</b>	315.1	313.8	317	317.8
<b>Total</b>	<b>379.7</b>	<b>385.2</b>	<b>394.9</b>	<b>387.5</b>

<sup>1</sup> The following scope 3 categories are not applicable to Lobster’s operations: Category 9: Downstream transport and distribution; Category 10: Processing of sold projects; Category 12: End-of-life treatment of sold products; Category 13: Downstream leased assets; Category 14: Franchises; Category 15: Investments  
<sup>2</sup> Location-based and market-based calculations: A location-based method reflects the average emission intensity of grids where energy consumption takes place. A market-based approach reflects emissions from electricity that companies have actively chosen and that can be verified with certificates.

**i** A carbon footprint is a calculated value that determines the greenhouse gas emissions attributable to a person or company. It is measured in carbon dioxide equivalents (CO<sub>2e</sub>), which are a measure of how emissions intensify the greenhouse effect and global warming. The Greenhouse Gas Protocol classifies emissions into ‘scopes’.

# Creating a Diverse and Fair Workplace Where Talent Can Prosper.

**F2.** At Lobster, we are committed to creating a workplace where people genuinely enjoy coming to work and feel motivated to do their best. A strong, supportive work culture isn't just a goal for us – it's how we ensure that everyone feels valued and part of something meaningful.

To stay connected with our team's experiences and perspectives, we regularly conduct a company-wide employee satisfaction survey. This survey provides valuable insights into what matters most to our employees, covering key areas such as workplace environment, team culture, communication, and overall company growth.

Our goal is simple: create an environment that fosters growth, collaboration, and satisfaction, so that everyone feels energised and proud to be part of the team.

A diverse mix of ages, ethnicities, genders, sexual orientations, and religious backgrounds brings

fresh perspectives and ideas to our organisation. Embracing these differences strengthens our market position, broadens our viewpoints, and helps us discover more innovative paths forward.

We are proud to welcome talent from diverse backgrounds, focusing on qualities like personality, experience, and motivation rather than just previous job titles and CVs. Bringing in people with fresh perspectives and different approaches enriches our team and strengthens our collective expertise. We have also taken steps to promote greater gender balance across all departments, supporting our commitment to a more inclusive and equitable workplace. One way we achieve this is by taking a creative approach to recruitment, ensuring opportunities are accessible to all.

We also prioritise gender diversity at the board and management levels. Currently, our external board members have a gender ratio of 50%, reflecting our commitment to balanced representation and inclusive leadership.

» **Our goal is simple: create an environment that fosters growth, collaboration, and satisfaction, so that everyone feels energised and proud to be part of the team.**

KPI:

# 91%

of our team would choose Lobster again as their employer.

**70%**  
response rate in  
2024.

By gathering feedback, we gain a clearer understanding of what we're doing well and where we can make meaningful improvements to ensure Lobster continues to be a supportive and fulfilling place to work.





## Transparency Through ESG Reporting.

To demonstrate our commitment to transparency, we aim to consistently share our Environmental, Social, and Governance (ESG) efforts and strategic priorities. This report serves as a foundational element of our communication strategy, designed to keep stakeholders informed about our progress, challenges, and goals. By providing clear and measurable updates, we aim to foster trust and accountability, allowing stakeholders to track our impact and alignment with global standards.

## Serving as an Ethical and Reliable Business Partner With Good Governance.

**F3.** For Lobster, a technology company, ensuring information security is of the highest priority in everything we do, whether in client interactions or internal processes. Key elements of this work include comprehensive threat monitoring, rigorous security testing, and the continuous refinement of protective measures. To maintain a proactive approach, we closely track all current and emerging regulatory requirements, adapting our security strategies to stay ahead in the evolving global IT landscape.

As part of our commitment to the highest security standards, we are fully compliant with ISO 27001 and ISO 27018 certifications. These certifications reflect our dedication to robust information security management and cloud data protection. ISO 27001 ensures that we have a systematic approach to managing sensitive company and client information, while ISO 27018 specifically addresses protecting personal data in the cloud. This dual compliance provides our clients and stakeholders with confidence that their information

is safeguarded by internationally recognised standards and that we are continually aligning our practices with industry-leading information security benchmarks.

Human factors play a crucial role and can often be a weak point in security. A core component of our commitment to sustainability is Lobster's code of conduct, which is embedded in our operations and applies to all employees, management, and Board members. New team members are required to review and sign this code, which covers essential topics such as human rights, working conditions, equality, diversity, anticorruption, and environmental responsibility. To further support compliance and integrity across our workforce, we provide mandatory self-service online training that covers these governance topics in depth. This training ensures all employees understand and adhere to our standards, and we actively

monitor completion rates to ensure full participation across the organisation.

In addition to our internal code of conduct, we also maintain a business partner code of conduct, setting expectations for our suppliers and partners to uphold similar standards in areas like ethical practices, labour conditions, and environmental stewardship. By aligning with partners who share our values, we reinforce our commitment to responsible business practices at every level of our operations.

Lobster promotes an open culture where employees are encouraged to discuss any issues directly with their managers. For instances of suspected serious misconduct or legal breaches, we have established a digital whistleblower system, allowing both internal and external parties to submit anonymous reports.



# Sustainable Offering.

This chapter describes Lobster's fourth focus area:

- F4. Empowering Customers to Embrace the Green Transition as a Trusted Tech Provider.



# ESG Offering.

At Lobster, we believe that effectively managing your data is a cornerstone of modern business sustainability and resilience. Our mission is to empower organisations to harness the power of data while ensuring robust information security, operational efficiency, and adherence to ethical practices. By combining cutting-edge integration technology with a strong commitment to ESG principles, we address the complex challenges of today's digital and environmental landscapes.

# Empowering Customers to Embrace the Green Transition as a Trusted Tech Provider.

**F4.** As a leading software company specialising in integration technology, we are committed to empowering businesses to fully harness the potential of their data in support of their environmental, social, and governance (ESG) goals. Our solutions address the growing need for actionable data insights, enabling our customers to tackle complex integration challenges effectively. We provide two distinct approaches tailored to meet diverse needs: a self-service designed for internal and point-to-point integrations as well as a managed network solution tailored for reporting GHG emissions across the supply chain, with a focus on upstream and downstream transportation and distribution.

While the self-service model suits many scenarios, certain integration challenges require a more collaborative approach. Our managed network solution is designed to address data needs involving multiple stakeholders, such as tracking greenhouse gas (GHG) emissions along the supply chain. This approach is particularly relevant for scope 3 reporting, which represents a significant challenge for organisations due to the complexity of collecting and harmonising data across diverse partners.

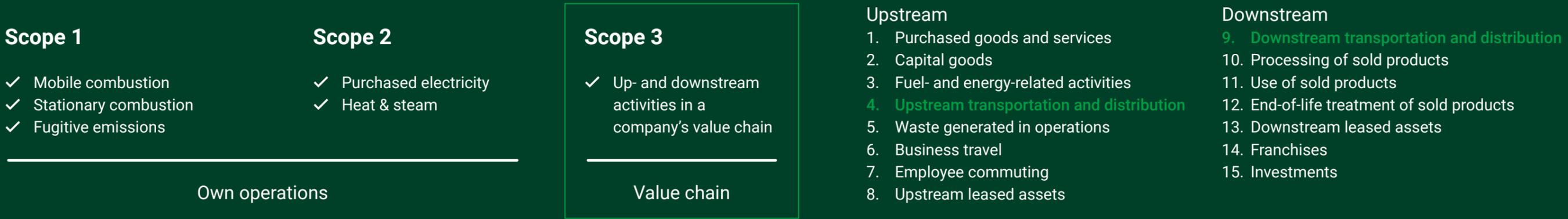
Our data network offering allows participants to leverage a single connection to link with all other members of a data ecosystem, allowing us to harmonise their data onto a common

**»» By streamlining data sharing and integration, our data product helps organisations overcome the data collection barriers that often hinder effective ESG reporting.**

data model specifically optimised for GHG reporting. This shared framework ensures that every member can access and utilise GHG data from their supply chain stakeholders, fostering transparency and accountability. By streamlining data sharing and integration, our data product helps organisations overcome the data collection barriers that often hinder effective ESG reporting.

Our ESG offerings are designed not only to address immediate integration challenges but also to drive long-term sustainability by creating a robust framework for collaborative data management. With our technology, companies can navigate the complexities of ESG reporting, unlocking new opportunities for growth and positive outcomes.

➔ Our business offering and organisation are visualised on pages 6–7.





# Customer Engagement And Satisfaction: A Customer-Centric Approach.

At Lobster, our commitment to customers is at the heart of everything we do. We believe that building strong, meaningful relationships with our clients is essential for delivering high-value solutions and driving long-term success. By fostering a customer-centric organisation, we ensure that every aspect of our business – from product development to service delivery – is designed to meet the evolving needs of our customer base.



## Customer Satisfaction: Measuring What Matters.

Customer satisfaction is a core metric of success at Lobster. We closely monitor satisfaction levels to ensure that we are consistently delivering exceptional value and exceeding expectations. Our Net Promoter Score (NPS), a widely recognised benchmark for customer loyalty and satisfaction, serves as a key indicator of our performance. We are proud to report a strong NPS score, reflecting the trust and confidence our customers have in our solutions and services.

In addition to tracking our NPS, we conduct regular customer satisfaction surveys, gathering actionable feedback to identify areas for improvement. This data drives continuous enhancements in our product offerings, service quality, and support processes, reinforcing our commitment to providing a superior customer experience.



## Customer-Centric Organisation: Aligning for Success.

Being a customer-centric organisation means embedding the voice of the customer into every layer of our operations. From our leadership team to frontline employees, we prioritise customer feedback as a driver of innovation and improvement. Cross-functional teams work together to ensure that our solutions are not only technically advanced but also practical, user-friendly, and impactful for our clients' needs.

This commitment extends to the development of tailored solutions for complex challenges, such as scope 3 emissions reporting or secure data integration across global supply chains. By aligning our capabilities with our customers' strategic objectives, we position ourselves as a trusted partner in their success.



## Driving Excellence, Together.

At Lobster, customer satisfaction is not just a goal – it's a continuous journey. By prioritising engagement, leveraging insights, and fostering a customer-centric culture, we ensure that our clients receive the best possible value from our solutions. Through this approach, we strengthen relationships, enhance loyalty, and empower our customers to achieve their objectives, including those tied to their ESG commitments.

**By combining ethical principles with technical innovation, Lobster fosters trust, accountability, and impact. Our comprehensive approach to ESG aligns with our broader vision: Connecting people and data for a better future.**



**Lobster**

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