



THE AS-A-SERVICE EXPERTS

Annual Corporate Social Responsibility Report 2023

January 2024

Our vision

Black Winch understands the importance of taking responsibility for the global challenges we face. We recognize that our actions have an impact, and we must ensure that this impact is a positive one.

At the heart of our business is the As-A-Service circular business model. This model is a key component of the circular economy, particularly due to its focus on centralized ownership. By placing the product's life cycle in the hands of the manufacturer or integrator, we can guarantee that the end of life is properly managed through practices such as reuse, recycling, and refurbishment.

In 2023, we remained committed to our mission of achieving ambitious social and sustainability goals. We worked tirelessly to align our corporate social responsibility (CSR) activities with our business objectives and values. By doing so, we strive to make a meaningful and lasting impact on the world around us.

Black Winch is the world's exclusive authority in Product-As-A-Service solutions.

Sustainability is part of Black Winch's values, and the company's governance reflects its CSR ambitions.

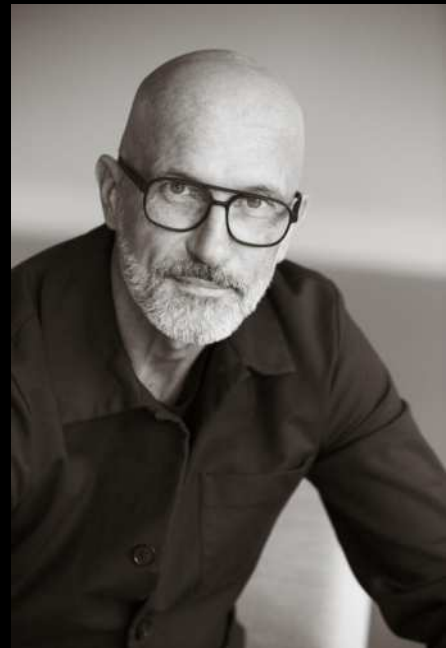
In the following pages, we report on our progress toward our goals. We remain committed to helping address societal and environmental challenges and to reporting on our progress as a participant and supporter of the United Nations Sustainable Development Goals.

Letter from the CEO

Dear Black Winch stakeholders,

I am pleased to present to you our annual CSR Report, a comprehensive overview of our commitment to environmental, social, and economic responsibility. As we navigate through the complexities of our ever-changing world, we are proud to share the progress we have made in integrating sustainability into our business practices.

This report serves as a testament to our dedication to creating a positive impact on the planet and society, while also ensuring the long-term success of our business.



Environmental Stewardship:

Our commitment to environmental stewardship remains unwavering. We have implemented a range of initiatives to increase circularity awareness and save natural resources. This is the core of Black Winch's business model: around 74% of our customers and partners are taking action for the environment.

Social Responsibility:

Our success is intricately tied to the well-being of the communities in which we operate. In this report, you will find details on our efforts to support local communities and promote diversity and inclusion within our workforce; this year we remain strong with our objective of staying 60-40 of gender parity. We believe that by investing in people and communities, we contribute to a more sustainable and equitable future.

Economic Prosperity:

We remain committed to fostering economic prosperity through responsible business practices. Therefore, we take action for the durability of our global future as we gave feedback on the draft of the EU Taxonomy Delegated Act on Product-As-A-Service which resulted in the improvement of their Product-As-A-Service definition.

I am delighted to share some of our key achievements highlighted in this report:

- We pledge a long-term partnership with REEFolution to restore coral reefs in Kenya. For the next 4 years, a part of our revenues will directly go to their cause.
- We shared circular best practices in several media: white papers, articles, podcasts, and webinars.

Looking Forward:

As we move forward, we remain committed to continuous improvement. Sustainability is not a destination but a journey, and we are dedicated to evolving our strategies, setting ambitious targets, and engaging with our stakeholders to drive positive change. We invite you to explore this report, share your feedback, and join us on our journey toward a more sustainable future.

Thank you for your ongoing support and partnership.

Sincerely,
Yann Toutant

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About Black Winch



Founded 2021

Headquarters Netherlands

Employees and collaborators 19





Global presence

Our values

As a base for our CSR activities and objectives, we used the 17 United Nations Sustainability Goals. We carefully selected four particular goals as our focus areas because they are strongly linked to our business model and our everyday activities.

For each selected goal, different objectives have been created to ensure that all our activities are moving in the right direction.

2023 performance highlights

Goals	Target	2021	2022	2023	Progress
 Industry, Innovation and Infrastructure					
Sustainable internal management		The CSR policy	Review and approval of the CSR policy	Review and approval of the CSR policy	CSR remains at the top of the agenda
Business activities aligned with core values	100% of our partners share our CSR values	60% of our customers are CSR leaders. 66.67% of our partners are CSR leaders	72.73% of our customers are CSR leaders and 63.64% of our partners are CSR leaders	70% of our customers are CSR leaders and 77,78% of our partners are CSR leaders	On tracks for both our customers and our partners.
 Responsible Consumption and Production					
Gender representation	Stay within 60%-40% of gender representation	45,8% women 54.2% men	62.7% women 37.3% men	42,48% women 57,52% men	We remain within the objective
 Climate Action					
Carbon neutrality by 2025	GHG emissions	3.68tCO2e/FT E Below industry average	4.38tCO2e/FT E Below industry average	3,69tCO2e/FT E Below industry average	Decrease compared to 2022 and below industry average.
Actions for the planet	Donate 1% of our revenues to a non-profit	/	REEFolution and Healthy Seas	REEFolution and Room To Read	Long-term partnership for powerful impacts
 Partnerships for the Goals					
Knowledge sharing	External publications & events	4 white papers	1 webinar 3 white papers 4 articles on LinkedIn	1 webinar 1 conference 3 white papers 1 podcast 4 articles	Diversification of the contents' supports

9 - Industry, Innovation and Infrastructure

Internal Management

In 2021, we made a CSR commitment with our [CSR policy](#), pledging to stand shoulder to shoulder with our partners, employees, customers, and communities for the environment. With unwavering dedication, we meticulously monitor, evaluate, and foster partnerships to enhance our positive impact on the environment.

Fast forward to 2023, and we have reapproved our CSR policy. This reaffirms our commitment to ensuring that every move Black Winch makes remains perfectly attuned to our vision and steadfast commitments. We are not just meeting standards; we are setting them anew, settling sustainability into our daily activities.

Public Relations

EU Commission

In April 2023, the EU Commission asked for feedbacks on the EU Taxonomy Delegated Act. This act involved Product-As-A-Service by giving it a sustainable definition:

Providing customers (physical person or legal person) with access to products through service models, which are either use-oriented services, where the product is still central, but its ownership remains with the provider and the product is leased, shared, rented or pooled; or result-oriented, where the payment is pre-defined and the agreed result (i.e. pay per service unit) is delivered.

Within this definition were more technical details about what constitutes a circular Product-As-A-Service. For example, “the customer pays for access to and use of the product, or the result of access to and use of this product.”

In the draft there was a point with which we disagreed: “‘lifespan times use intensity’ is at least twice the Union average” regardless of the product and its services. To this, with the support of our Circularity Expert [Jan Agri](#), we sent the following counterarguments:

- Comparing a Product-As-A-Service solution to any existing product is not possible unless it is a sale of the same product. Product-As-A-Service solutions motivate providers to build products that last long but the solution is no guarantee for a more sustainable use.
- Since long life is desirable in both cases (Product-As-A-Service and traditional produce-sell model), the optimisation of the As-A-Service solution can risk resulting in planned obsolescence. It is especially true for products that are impacted by trends and fast-growing innovation.
- As an example, If a car that is normally used for 3-5% of its lifetime is owned by a normal private person is instead shared or bought As-A-Service it can easily be used twice as much. For a PC or a refrigerator, it is not as easy. Ecodesign will help to prolong the life but if it is re-designed or refurbished it will not be the same product and it cannot be said that the original product version lasts longer.

The EU Taxonomy Delegated Acts were published in November 2023 and the subpart about the product's lifespan has been modified in favor of a more simple direct criteria "The activity leads to an extended lifespan or increased use intensity of the product in practice."

In the future, it would be interesting to refine these criteria per industry or product category with a clear quantified target to ensure that it is taken into account by manufacturers and providers. Black Winch keeps a close eye on the evolution of the regulations concerning Product-As-A-Service.

Digital Product Passport (DPP)

We had the opportunity to discuss with Ilias Iakovidis PhD, Adviser on Digital aspects of Green Transition at the European Commission during the event "As-a-service models for a green transition" by [Agoria](#).

The EU digital product passport's objective is to gather information about a product and its supply chain. All parties, including customers, may better understand the products they use and their environmental impact.

During this discussion, we talked about asset definitions and the benefits the DPP can have for Product-As-A-Service.

Aligned with our core values

We developed an innovative methodology to gauge the CSR readiness of our valued clients and partners. In our perspective, partners encompass all entities engaged in a vibrant business collaboration with us.

Our criteria set the stage for a comprehensive evaluation, including third-party ESG certifications and assessments, the presence of a robust CSR report, a well-defined CSR policy, and a bonus point for companies contributing through donations and volunteering to support nonprofits and charities.

With a maximum achievable score of 13.5, any company surpassing the 6-point threshold is considered CSR-ready, paving the way for a brighter, socially responsible future.

This year, two conclusions can be drawn:

- In 2023, 70% of our clients are aware of CSR and the impacts their activities can have as they have active strategies and results to mitigate and improve their environmental impacts.

2023 CUSTOMERS' CSR READINESS



- In 2023, 77,78% of our partners are considered CSR-ready. This is a net increase compared to 2022 and 2021.

2023 PARTNERS' CSR READINESS



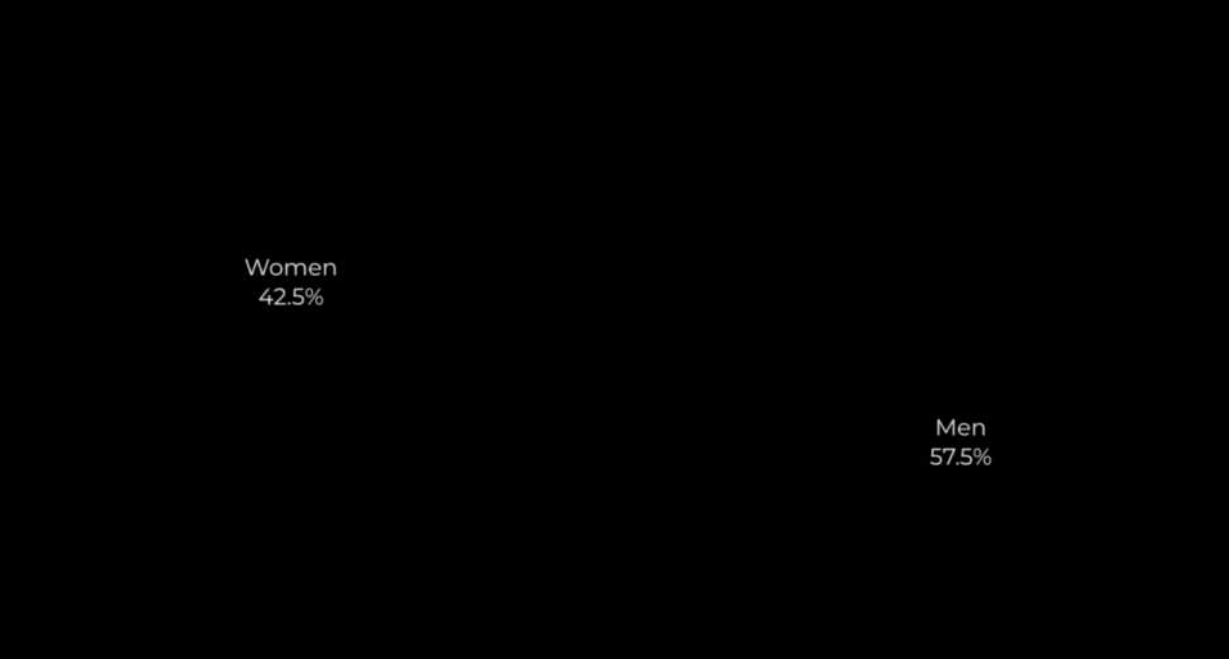
12 - Responsible Consumption and Production

Diversity

At Black Winch, we encourage diversity and inclusion. We recognize that our people are our most valuable resource and we are deeply committed to making the workplace a safe and supportive one for everyone, regardless of age, ethnicity, gender identity, sexual orientation, religious beliefs, disability and/or socioeconomic background.

Gender representation at Black Winch

In 2023, 57,52% of our collaborators and employees were men, and 42,48% were women. We based our calculations on the time worked for Black Winch, as some of our collaborators were contractors for a definite period or worked part-time.



Remote work, a key essence of Black Winch

From the start, Black Winch has embraced remote work and doesn't have any office, resulting in lower energy consumption and reduced waste. Remote work contributes significantly to sustainability by reducing the environmental impact associated with traditional office setups. The shift to telecommuting minimizes the need for daily commuting, slashing carbon emissions and reducing traffic congestion.

Moreover, remote work fosters a global talent pool, as we operate in a niche market. Black Winch must be able to onboard experts from all over the world. We can tap into diverse skill sets without geographical constraints. This decentralization promotes a more inclusive workforce and reduces the need for resource-intensive office infrastructure. In essence, remote work not only enhances work-life balance but also plays a pivotal role in fostering a more sustainable and eco-friendly work environment.

13 - Climate Action

GHG emissions

We monitor our greenhouse gas (GHG) emissions using the United Nations Framework Convention on Climate Change GHG [Calculator](#) which is based on the [GHG Protocol Standard](#) (Scope 1, 2 and 3). It is the world's most widely used greenhouse gas accounting standard.

Our emissions belong to Scope 3 only:

- Scope 1 concerns the buildings and vehicles owned by a company, Black Winch works completely remotely, and does not own any buildings or vehicles.
- Scope 2 concerns, among other things, the purchase of energy (electricity, heating, air conditioning). Black Winch does not own any buildings and therefore has no requirement for energy purchasing.
- Finally, Scope 3 concerns all indirect emissions such as travel, business meals, etc.

tCO₂ emission in 2023



For the year 2023, our emissions were 3,69 tCO₂e per Full Time Employee (a total of 42,96 tCO₂e) which is a decrease compared to 2022.

Black Winch is therefore still below the industry average, which is 6.38 tCO₂e / FTE (a comparison made by analyzing the emissions of similar consulting organizations from the European Union).

More than half of our emissions come from home working as Black Winch is a fully remote company. The second largest source of emission,

accounting for 31,7%, comes from business travel. As a standard, we estimated that all of Black Winch's employees and collaborators work in buildings with heating.

The two other important sources of emissions are Upstream transportation and distribution, and food purchases. We work remotely with our customers as well, however, sometimes we must go on-site. When this happens, we strive to use more sustainable means of transportation and avoid taking the plane when possible.

Black Winch - 2023 GHG emissions report

GHG Protocol Standards: Corporate Scope - 1 and 2, Value Chain - Scope 3	Scope 1	Direct emissions arising from owned or controlled stationary sources that use fossil fuels and/or emit fugitive emissions	Fuels	-	
			Bioenergy	-	
			Refrigerants	-	
		Direct emissions from owned or controlled mobile sources	Passenger vehicles	-	
			Delivery vehicles	-	
		Total Scope 1			-
		Scope 2	Location-based emissions from the generation of purchased electricity, heat, steam or cooling	Electricity	-
			Heat and steam	-	
			Electricity for Evs	-	
			District cooling	-	
	Total Scope 2			-	
	Scope 3	Fuel- and energy-related activities	All other fuel- and energy related activities	-	
			Transmission and distribution losses	-	
				-	
		Waste generated in operations	Waste water	-	
			Waste	-	
		Purchased goods	Water supplied	-	
			Material use	-	
			All transportation by air	13.05	
		Business travel	Emissions arising from hotel accommodation associated with business travel	1.85	
			All transportation by sea	-	
			All transportation by land, public transport, rented/leased vehicle and taxi	0.66	
			Upstream transportation and distribution	Freighting goods	-
		Employees commuting		-	
		Food		0.71	
		Home office		24.65	
		Total Scope 3			40.92
	Total Emissions				40.92
Total Emissions per FTE				3.69	

Actions for the planet



In January 2022, we started a partnership with the [1% for the planet](#) movement.

We continued our commitment to donate 1% of our annual turnover to support 2 non-profit organisations: REEFolution and Room To Read.

However this year, we took our commitment to the next level by entering into a long-term relationship with REEFolution.

For the next four years, we are committing to donating one percent of our revenues to support coral reef restoration projects.

REEFolution

We have the pleasure of entering into a 4-year donation agreement with [REEFolution](#). We will be able to support the long-term restoration of Kenyan coral reefs and its surrounding community.

REEFolution trains and educates local communities to restore and protect coral reefs. Their mission is to leave behind self-resilient community-based coral reef management in the long run.



Their activities are centered around coral reef restoration with coral gardening, artificial reef placement, coral fragment out planting onto artificial reefs, and marine protected area establishment.

REEFolution has also developed a 3-month program for which local community members can apply. During this period, they learn practical diving skills and receive marine animal ecology classes.

If they succeed, they are offered a paid job opportunity at one of their projects.

We chose REEFolution because they actively empower local communities to care for their environment. The history of Black Winch has its roots in the ocean, therefore protecting the sea and its biodiversity is very close to our values.

Room To Read



Room to Read is creating a world free from illiteracy and gender inequality. They are achieving this goal by helping children in historically low-income communities develop literacy skills and a habit of reading, and by supporting girls as they build skills to succeed in school and negotiate key life decisions. They collaborate with governments and other partner organizations to deliver positive outcomes for children at scale.

Since the organization started, they have helped over 35 million children worldwide through 182 400+ literacy programs.

We enthusiastically selected Room to Read because we operate in an industry and a world largely dominated by men, and we are conscious that we have a role to play in making a difference. Our commitment to championing education for girls and women is a cause close to our hearts, reflecting our dedication to creating positive change.

Home office

Black Winch is a fully remote company, it allows our employees and collaborators to balance work and life better:

- no time lost in public transportation,
- flexible hours to attend to personal work and obligations,
- cost saving,
- the possibility of working anywhere in the world,
- savings in CO2 emissions due to transportation between the home and the office, and there is no office to heat up in the winter or cool down in the summer.
- Time saved thanks to no commuting that can be used for other activities: time with family and friends, artistic activities, sports, volunteering...

Some of our collaborators and employees chose to give back to their communities:

Yann Toutant supports [Shaylex Community Project](#) with administrative work when he can go on-site and also supports them financially.

Paul Donkin, our sales expert, volunteers at [The Wave Project](#). Their goal is to improve children's mental health and well-being through our award-winning Surf Therapy programme. It enables children and young people to build confidence and overcome anxiety barriers through surfing. Paul teaches children how to surf no matter the weather!

17 - Partnerships for the Goal

We are convinced that the As-A-Service business model is closely related to the circular economy. As-A-Service creates the highest possible use value for the longest possible time while consuming as few material resources and energy as possible. Black Winch encourages knowledge sharing and cooperation to develop the circular economy.

External purposes

We have written 3 white papers to share with anyone who wants to learn more and make an impact with us:

- Reuse, Recycle, Refurbish: [applied to the robotics industry](#)
- Reuse, Recycle, Refurbish: [applied to the manufacturing industry](#)
- Reuse, Recycle, Refurbish: [applied to the healthcare industry](#)

We shared 4 new articles on the circular economy and sustainable business cases:

- [What does full-loop circularity look like for IT devices?](#)
- [Webinar "As-A-Service: a path to circular success" key takeaways](#)
- [Explaining the circular benefits to your customers](#)
- [Circularity in Battery As-A-Service](#)



We developed a webinar "[As-A-Service: a path to circular success](#)" to continue the discussion on how the As-A-Service business model is a tool for a more circular economy.

This webinar attracted people from different regions in the world: Canada, Western Europe, Scandinavia, Hong Kong.

Our three great guests discussed circularity in As-A-Service, how it applies for a manufacturer or a B2B user:

- Yann Toutant, CEO and co-founder at Black Winch - [LinkedIn](#)
- Jan Agri, CEO & Co-Founder at Tricircular AB & Circular Expert at Black Winch - [LinkedIn](#)
- Piet Fischer, Senior Buyer & Contract management at Ministry of the Interior and Kingdom Relations SSC-ICT / Procurement [LinkedIn](#)

We also participated to an event organized by Agoria: "[As-a-service models for a green transition](#)"

Conclusion

Black Winch is committed to sustainability across our operations, and our ecosystem, this CSR Report reflects our dedication.

In 2023 we have moved the needle forward in achieving our sustainability goals, addressing key environmental, social, and governance (ESG) challenges. Our initiatives have been guided by a commitment to transparency, accountability, and continuous improvement.

We have measured our environmental impact, striving to minimize our carbon footprint and to support the circular economy on every occasion: webinars, podcasts, white papers, with our partners and customers, etc.

On the social front, our commitment to diversity, and inclusion has been integral to creating a workplace that values the unique perspectives and contributions of every individual. In 2023, we kept our promise of 60-40 of gender parity. We supported our collaborators and employees with their personal projects by fostering a flexible and remote working environment.

As we move forward, Black Winch will continue to integrate sustainability into our core business strategy, and within our ecosystem. We are working on analyzing the sustainable impacts that As-A-Service has on our customers and we will be able to provide real-time data soon.

In 2024, we will remain committed to setting ambitious targets, and embracing innovation, and collaboration to drive positive change. We invite all stakeholders to join us in this collective effort towards a more sustainable and equitable future. Together, we can make a meaningful impact and leave a positive legacy for generations to come.

References

MSCI ESG rating :

<https://www.msci.com/our-solutions/esg-investing/esg-ratings/esg-ratings-corporate-search-tool>

Sustainalytics ESG rating : <https://www.sustainalytics.com/>

Greenhouse Gas Protocol : <https://ghgprotocol.org/>

Greenhouse Gas emissions calculator : <https://unfccc.int/documents/271269>

Movement 1% for the Planet : <https://www.onepercentfortheplanet.org/>

