



## 2022 Environmental, Social & Governance Impact Report

A photograph of a modern glass building facade, likely a corporate headquarters, with a grid of dark window frames. The glass reflects the surrounding green trees and sky. The image is taken from a low angle, looking up at the building.

# Purpose-driven Procurement: Sustaining Business & the Planet

July 2023

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Good Health and Well-Being



Gender Equality



Decent Work and Economic Growth



Reduced Inequalities



Responsible Consumption and Production



Climate Action



## **As Leaders in Autonomous Commerce** – we are embedding ESG in procurement

Welcome to our second Environmental, Social and Governance Impact Report. The world is changing, and procurement is at the forefront of this change. In this report you can discover how ESG forms an integral part of our Autonomous Commerce journey.





## Personal Message

### from Chief Human Resources Officer & Executive ESG Sponsor

The mission of the procurement function has always been to obtain the necessary goods and services for a company's operations, but the approach to achieving this mission has evolved over time. In recent years, procurement has become increasingly aware of the impact it has on the environment and society. We are proud to be working with many companies who are using autonomous commerce to shift their focus to incorporate environmental, social, and governance (ESG) into the way they do business.

As leaders in autonomous commerce, our core mission is to drive customer success and value for buyers and sellers through our globally connected network. We recognize that success means different things, for different people. While our software and service offerings mean that we enable our customers to meet their ESG goals, we cannot be ESG enablers without first having our own robust ESG policies and practices in place.

In our second Environmental, Social and Governance Impact Report, we share our progress to protecting people and the planet and maintaining ethical business standards.



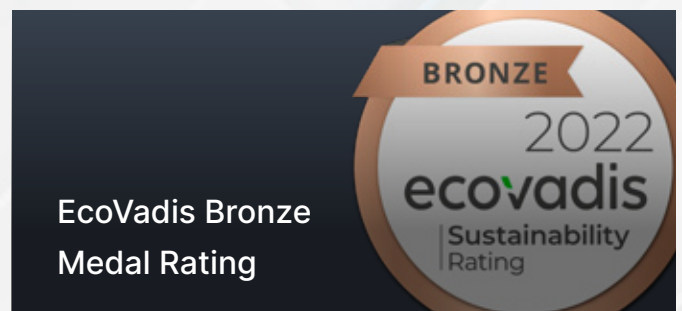
Michele Hamill

The report has been prepared in reference to the GRI Sustainability Reporting Guidelines. Throughout 2022, we took steps to improve our performance as ESG exemplars. We started putting greenhouse gas emission reduction plans in place that are in line with the Paris Agreement 1.5-degree pathway. We enhanced ESG governance by introducing our Board of Directors ESG Committee and we have worked to make our commitments globally recognized, setting a precedent for transparency and continuous improvement in the context of ESG, having become a signatory of the United Nations Global Compact

**“We are proud of the work that we are doing and continue to do.”**



## 2022 Highlights





## Embedding ESG

### – The Commitment from our Shareholder, Cinven

Our shareholder, Cinven, actively invests in and builds businesses that mitigate and adapt to climate change. Cinven has embedded inclusion and diversity into its strategy, and upholds the best moral, ethical, governance and labor standards. As a signatory to the United Nations Principles for Responsible Investment (UNPRI), Cinven places high expectations on its portfolio companies with respect to ESG. To maintain Cinven's approach, training is provided for Board members.

At JAGGAER, we aim to uphold best practices and follow guidelines set by Cinven by championing actions through our ESG work.

Responsible investment is a key priority for Cinven and is core to its investment strategy.

When sourcing and assessing prospective investment opportunities, and subsequently during its funds' ownership period, Cinven seeks to invest in, and build, businesses that are:

- Mitigating and adapting to climate change
- Verifying the efficient and sustainable use of resources
- Following responsible production and consumption practices
- Embedding inclusion and diversity into their strategy and operations
- Upholding best-in-class moral, ethical, governance and labor standards

This report outlines JAGGAER's strategic intent to be a good corporate citizen. While pursuing and continuously developing our ESG strategy, we enjoy the full support and encouragement of Cinven with our ESG policies and benchmarking processes.

# Cinven



## Introduction to JAGGAER

Procurement that works for you, your budget, and the planet

At JAGGAER, we are transforming the way businesses conduct enterprise commerce. We streamline the experience between buyers, suppliers, the internet of things and partners. As leaders in the Autonomous Commerce revolution, ESG is embedded in our core values, operations, and services.



## Our Autonomous Commerce Vision

JAGGAER is transforming the way businesses conduct enterprise commerce. Autonomous Commerce is a journey—a transformation from tactical purchasing to an automated self-governing B2B commerce experience. Every organization has a part to play in Autonomous Commerce. We have listened to the collective needs of our customers and believe we have a clear plan to evolve our platform into a self-governing community where the mundane is eliminated, where the talented workforce can focus on high value, strategic work, and the community is connected and value is created for all. For example, ensuring that ESG criteria are always automatically built into sourcing, supplier management and purchasing decisions.

The four defining characteristics of Autonomous Commerce: Networked, Intelligent, Comprehensive and Extensible (N.I.C.E) are fundamental in our ability to create such change. So, what is its ultimate value to buyers, suppliers and partners? It is enabling these stakeholders to do things they never could before along the end-to-end source-to-pay process.

Our roadmap to success starts with our 2025 Strategic Plan. We've thoughtfully defined the logical phases the market will go through to get to Autonomous Commerce and have aligned both our strategic plan and product roadmap with these evolutionary phases.



# Mission, Vision & Values



## Mission

“We are leaders in Autonomous Commerce driving customer value for buyers and sellers through our globally connected network.”

At JAGGAER, we create efficient and effective procurement. We drive sustainable procurement from sourcing goods and services, through to payment. By doing this we help businesses and society across the globe to make better use of the world’s limited resources.

As a member of the Cinven portfolio, we have the opportunity to consider how we define our aims and values in a way that every employee,

customer and stakeholder can relate to and embrace.

Naturally, how customers and stakeholders define ‘success’ is constantly changing. ESG objectives are being increasingly prioritized, and while procurement plays a key role in enabling these, we feel that our core mission remains the same. By simplifying and streamlining procurement, JAGGAER is enabling and supporting customers and stakeholders in the pursuit of ESG objectives. Therefore, simultaneously protecting people and the planet.



## Vision

Our portfolio of solutions provides customers and partners with the most intelligent, transparent, and frictionless commerce in the markets they serve – making us an ESG enabler.





## Values

### Humility

We believe that many small steps can make great strides in better ESG performance. At JAGGAER, our purpose is to simplify procurement and make it more efficient. Personal interests are subordinate to the company's overall purpose, this way we can garner respect from others in the pursuit of the company's wider ESG goals.

### Passion

Successful ESG performance needs to be underpinned by passion. And by passion, we mean 100% commitment to whatever it is we are doing. We will always be committed to applying our specialist skills to deliver on our ESG commitments in the most passionate way we can.

### Empathy

Solving present-day social challenges can prove to be difficult without empathy. At JAGGAER, we strive to understand the perspectives and interests of all our stakeholders. This includes our

customers, partners, employees, investors, the communities in which we do business, and the natural environment. Empathy also adds the human touch, making efficient procurement feel personal too.

### Accountability

Accountability is the central pillar to good corporate governance. We believe that it also extends to broader social issues such as being a good neighbor, doing responsible business, offering equal opportunity, and practicing good stewardship of the company's intangible assets.

### Transparency

As a vital component of ESG reporting, transparency is essential for stakeholders to feel that their needs have been considered. We are very clear about our objectives because we want every relationship to be a win-win. JAGGAER is an open book, with no hidden agenda.



## Facts and Figures

### Headquarters:

Jaggaer, LLC

3020 Carrington Mill Blvd, Suite 100,

Morrisville, NC

27560 USA

### Ownership:

Cinven

Private Equity Firm

**1995**

Founded

**1,700**

Customers

**5M**

Suppliers

**4M**

Users

**1,200** Approx. full time employees globally



Americas  
**403**



APAC  
**57**



EMEA  
**781**



## Office Locations



North America	Europe	Middle East	APAC
Morrisville, HQ	Vienna London Madrid Tarragona Milan Rome Paris Belgrade	Dubai Abu Dhabi	Singapore



## Global Presence with Reduced Footprint

JAGGAER is a truly global enterprise. Our owner is based in the United Kingdom, our HQ is in North Carolina, and we have other offices in the APAC and EMEA regions.

We aim to provide employees with a comfortable

working environment while considering our global carbon footprint. To strike this balance, we adopt flexible working models tailored to individual cases and designed to meet the needs of our people.

### Full Office Model

Our full-office model contains a comprehensive and complete layout that includes all the necessary equipment, furniture, and technology needed to conduct office tasks. This model consists of the following:

- Dedicated desks and office space
- Larger offices
- Dedicated for full-time occupancy

### Smart Working Model

Many of our offices operate on a smart working model concept. This means in some cases we've established the following:

- Reduced office space
- Shared desks
- Online reservation system for meeting rooms

### Co-working Model

We offer co-working options to employees based in Amsterdam, Munich, Newtown Square PA, Pittsburgh PA, and Rome. Designated employees

have access to third-party owned and managed shared smart working spaces, on demand.

### Multilingual Customer Care

We offer our support via customer care centers in eight languages: Arabic, Chinese, English, French,

German, Italian, Portuguese, and Spanish.



## Corporate Governance

We maintain high standards of corporate governance through specific policies and processes designed to fit JAGGAER's operational framework. Each of them is specifically tailored to

JAGGAER's internal business. They include IT and security policies, data privacy, business conduct and ethics, and anti-corruption measures. We highlight more about this later in the report.

## Oversight and Audit

Corporate governance and ethical business conduct is at the forefront of what we do. We do business with honesty and integrity. We take

pride in our ethical approach to business, which always encompasses our core values.

## ENVIRONMENTAL, SOCIAL, GOVERNANCE STRUCTURE

### BOARD OF DIRECTORS ESG COMMITTEE

Oversees global strategy and objectives, performance, activities, opportunities, and any related risks.



### CEO

Provides oversight, and executive leadership on ESG approach.



### EXECUTIVE ESG SPONSOR

Oversees global ESG strategy and reports to CEO – collaborates with Executive Leadership Team, ESG Taskforce and ESG Manager to establish and implement initiatives.



### ESG TASKFORCE

Provides senior management oversight and drives continuous improvement towards ESG initiatives. Meets bi-monthly reviewing Ethics, Labor & Human Rights, Sustainable Procurement, Environment and Product ESG.



### GLOBAL ESG MANAGER

Directs design, development, execution, and continuous improvement of our ESG strategy and initiatives. Engages with key stakeholders and leads the ESG Taskforce.



## Board of Directors ESG Committee and ESG Taskforce

In 2022, the Board of Directors created an ESG Committee to oversee our program and assist the Board in accountability for our strategy. The committee consists of at least three directors appointed by the Board and meets four times a year, chaired by a non-executive director.

Under CEO direction, the company is responsible for ESG activities to protect the environment, enhance social practices, and maintain ethical standards in our operations, as well as promoting

ESG practices for our customers through our products and services.

The ESG Taskforce is our senior management committee, launched in 2021 and chaired by the Global ESG Manager, responsible for designing, directing, and executing ESG policies and practices. Gender diversity is continuously considered when making appointments to any committee.





## Personal Message from our Global ESG Manager

My role is to collaborate with all business areas to drive positive ESG performance and embed best practices in how we do business alongside our ESG Taskforce. The increasing interest from customers in our approach to ESG, as well as our ESG product solutions, has led to rising demand for reporting our ESG performance.

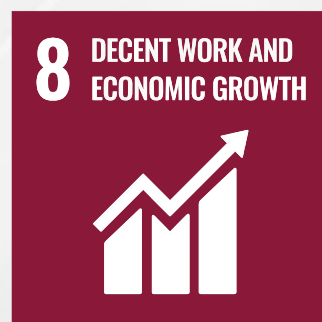


## Transparency through External Validation

To promote transparency and accountability, we enlisted external agencies to evaluate our ESG performance. EcoVadis assessed our sustainability management system globally in 2021, and we improved our score in 2022, earning a bronze medal rating. We rank in the top 42% of all companies and in the top 15% for ethics and the top 14% for sustainable procurement in the software industry. Our France office was also awarded a gold medal rating in 2022. In 2022, JAGGAER was also named 'Best in Class Employer' by Gallagher, a global insurance brokerage, risk management and consulting service. The award was given based on our strategic investment in employee benefits,

compensation, retirement, and employee communication. Michele Hamill, Chief Human Resources Officer, at JAGGAER states:

***"In addition to providing enhanced total reward benefits, we have been able to do this without passing any premium increases to the employees in the U.S. for more than five years."***





# Establishing Priorities

## Materiality Assessment

A materiality assessment allows us to identify and prioritize environmental, social and governance issues that have the most impact on our stakeholders, and relevance to our business growth and success.

In 2021, we conducted our first ESG materiality assessment and asked our key stakeholders where we could have the most impact and where we ought to focus our attention and resources. While our material topics have been identified and are in line with the Sustainability Accounting Standards Board (SASB) framework for the Software & Information Technology Services industry, we will continue to review this annually to confirm that our priorities, and the priorities of our stakeholders, remain the same.

In 2022, we reviewed these material topics, against the same dimensions – external impact and importance to business success – and determined that they remained the same. With that said, in 2022, our approach to environmental topics was enhanced to support initiatives that are being prioritized by our customers.

Robust ESG policies and practices are key to business success, and the key to our success is our customers. So, we cannot help our customers focus on climate action without first understanding and setting our own environmental objectives. This ESG impact report goes on to show how, and in what areas, we have made significant improvements, and where improvements still need to be made.



■ Environmental

■ Social

■ Governance





# Stakeholder Engagement



## Customers

We are driven by customer success. Customers are, and always will be, at the center of what we do. Our annual user conferences and regional user groups provide us with valued feedback on our solutions and services. In 2022, our customer conference held in Nashville, Tennessee was heavily focused on using autonomous commerce to tackle global challenges, such as climate action and supplier diversity. The conference

involved explaining to customers how they can digitally evolve and advance their own ESG initiatives.

In addition, our invitation-only, biannual JAGGAER Customer Advisory Board meetings deepen the dialogue with customers even more – and allow us to prioritize our product development efforts. Sustainability has been a fixed agenda item at all these meetings since 2021.



## Vendors & Partners

We expect all our Vendors and Partners to adhere to our Third-Party Code of Conduct. This lays out JAGGAER's expectations around fair employment practices, environment health & safety, human rights, anti-money laundering, competition law, intellectual property, and

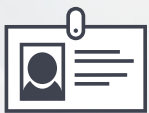
security & privacy. In 2022, we introduced a new ESG screening criterion, which includes supplier diversity, as part of the onboarding process for all new vendors, and we continue to enhance this in 2023 with support from our partner, EcoVadis.



## Employees

At JAGGAER, we maintain an inclusive working environment. Our core values form the foundations of our working environment. To keep employees engaged, we conduct live Town Hall meetings, distribute a weekly magazine, The Hunter, and periodic employee engagement surveys, and provide all employees access to an intranet system, JAGNet. Through JAGNet and our weekly updates, we share information

regularly about ESG issues, making sure that everyone is up to date with the latest developments in an ever-changing global landscape. In 2022, ESG became a part of all new employees' onboarding training. The training gives employees a broad introduction to what ESG is and what ESG means for JAGGAER, and highlights the company's goals and initiatives.



## Professional Affiliations

JAGGAER is a proud and active member of a number of procurement community and trade associations around the world. This allows us to share our knowledge and contribute where possible. In the USA we are a corporate enterprise member of the Council of Supply

Chain Management Professionals (CSCMP). In the UK, we work closely with the Chartered Institute of Procurement & Supply (CIPS) and in Germany the Bundesverband Materialwirtschaft, Einkauf und Logistik (BME).



## JAGGAER as an ESG Exemplar

*“ESG is a journey, and not a destination”*

We are proud to call ourselves ESG enablers, but we cannot be enablers without being an exemplar first. In 2022, significant strides have been made in the development of our ESG strategy. Our overall holistic approach to ESG matters has been driven by the Board of Directors ESG Committee, who are committed to enabling JAGGAER to act on global challenges

### Principle 1

We aim to eliminate all forms of discrimination based on gender, nationality, race, disability, age, religion, political affiliation, or sexual orientation.

**SDG 5, 10**

### Principle 2

We aim for our company to be highly inclusive, open, and welcoming to all people and take the positive steps necessary to help drive towards this. **SDG 5, 10**

### Principle 3

We respect the human rights of our employees and those people working for our partners and suppliers, including the right to a private and family life. **SDG 3, 5, 8, 10**

### Principle 4

We act responsibly with respect to the environment, our impact on the climate and the use of natural resources. **SDG 12, 13**

such as climate change, and responsible consumption of resources.

Underpinning our ESG principles, are the UN Sustainable Development Goals. We have identified the goals that most align with our core values and ESG strategy:

### Principle 5

We comply with the letter and the spirit of the law, wherever it applies. **SDG 8**

### Principle 6

We train our employees to be mindful of governance issues such as bribery, aiming to maintain the highest ethical standards in all our business dealings. **SDG 8**

### Principle 7

We recognize that ESG is a journey and not a destination, and we actively monitor industry guidelines and best practices in the spirit of continuous improvement. **SDG 8**





## Environmental

We have made great progress since our last report. We have collected, calculated, and analyzed our scopes 1, 2 and 3 greenhouse emissions for 2021 and 2022, and conducted an assessment to align with the Paris Agreement and science-based target guidance on climate change. We partnered with an organization which specializes in conducting comprehensive greenhouse gas inventories and emissions reduction pathways, and we hope to share more about our goals in our next report.

Naturally, as a software vendor, we have very minimal involvement with raw materials in our operations, aside from the engagement of employees to develop and implement some specific core solutions. We regularly evaluate opportunities to reduce the environmental impact of our facilities, computer hardware and cloud infrastructure and this forms part of our newly established emissions reduction plan.

In 2022, we have prioritized working with our suppliers to promote best environmental practices and establish policies that require future suppliers to have strong ESG performance metrics. Doing this means we are able to promote decent work and economic growth, responsible consumption and production, and climate action in line with the UN SDGs.



## Greenhouse Gas Emissions

Since 2021 we have calculated our greenhouse gas emissions. This is the first time we have reported our scope 1-3 emissions, and we recognize that it is not perfect. But the important thing to us is that we have baseline figures to

work with to develop and implement near-term and long-term greenhouse gas reduction plans. In 2023, we expect our emissions reduction targets and roadmap to be validated by the Science Based Target initiative (SBTi)

Emissions	2022	2021
Scope 1	939.05 tonnes CO2e (7%)	399.65 tonnes CO2e (3%)
Scope 2	929.35 tonnes CO2e (7%)	532.9 tonnes CO2e (4%)
Scope 3	10,925.06 tonnes CO2e (86%)	13,327.1 tonnes CO2e (93%)
Total emissions	12,793 tonnes CO2e	14,260 tonnes CO2e
	~10% reduction in 2022 compared to 2021	

When first calculating these emissions in 2021, we estimated some data as information was missing in places – a common practice as part of the inaugural calculation. Our 2022 calculations are more accurate, however, we were again required

to estimate where data was not available. We appreciate that data accuracy will continue to improve over the coming years, which could mean our emissions fluctuate.

Indicator	2022	2021
Energy consumption - electricity & heating (MWh)	4,348 MWh	1,699 MWh
Energy intensity - carbon (CO2e per employee)	0.74 tonnes CO2e per employee	0.48 tonnes CO2e per employee
Energy intensity – electric & heating (MWh per employee)	3.47 MWh per employee	1.54 MWh per employee



# Greenhouse Gas Emissions

(Continued)

Our emissions methodology is as follows.

**Scope 1** calculations included all emissions from our facilities that use passenger vehicles, refrigerant gases, and other fuel sources.

**Scope 2** was calculated from electricity purchases across all offices that were open in 2022.

**Scope 3** accounts for the largest portion of our emissions (86%), like most other organizations. It includes business travel, water consumption, waste, hotel stays, home working, purchased goods and services, and transmission and distribution (T&D).

All calculations were made using the latest available emissions factors from DEFRA, IEA and EXIOBASE, and other best practice information including the Greenhouse Gas Protocol.

Data was collected for 14 offices across 11 countries in 2022. Countries included: Austria, Germany, France, Italy, Serbia, Singapore, Spain, UAE, UK, and the USA. All locations were included in the emissions calculations, taking account of any office closures during the 2022 reporting period. For any queries, or further clarification on the calculation process please contact [esg@jaggaer.com](mailto:esg@jaggaer.com)





## Minimizing Emissions

In 2022, our ESG Taskforce worked on creating a greenhouse gas emissions plan. It includes some of these key actions set out below, which are

going to be implemented across various office locations and the supply chain:



**Switching company cars to electric vehicles**

**Scope 1**



**Procuring renewable electricity**

**Scope 2**



**Increasing the proportion of recycled waste**

**Scope 3**



**Engaging vendors to reduce emissions**

**Scope 3**

## Cloud First

At JAGGAER, we operate a cloud first initiative. This consolidates the use of cloud platforms dispersed over many locations into a common cloud software-as-a-service (SaaS) offering. We only use a selected number of vendors and locations for customers, which means we can reduce the dependency on less scalable data centers and on-premise hardware systems. Virtualization allows us to consolidate and manage systems in a granular manner, leading to direct, material power savings. The nature of the

public cloud hosting environment allows us to expand only when required, reducing the overall material power consumption requirements.

Migrating JAGGAER applications and data to Amazon Web Services (AWS) is contributing to reducing Scope 3 greenhouse gas emissions as AWS is committed to powering its operations with 100% renewable energy by 2025. This has saved JAGGAER over 220 TCO<sub>2e</sub> so far.



## Office Footprint

When selecting new offices, we prioritize ESG criteria where possible to include renewable energy, energy-efficient technologies, and recycling facilities, for example. Aside from this, most office locations have paper, ink cartridge and IT equipment recycling facilities in place. Our London office also has a cycle-to-work scheme, helping local employees adopt more healthy

lifestyles and improve air quality in their local area. In 2022 our Vestal, NY office closed saving 3.10 tonnes CO<sub>2</sub>e, and Novi Sad's closure saved 5.7 tonnes CO<sub>2</sub>e. This was a positive result for the environment, from being responsive to the needs of our employees as we navigated through the post-COVID 19 world and adopted new smart home working models.







## Science Based Targets initiative (SBTi)

Science-based targets are internationally recognized as a clear pathway for companies to reduce their greenhouse gas emissions. To be considered 'science-based' the targets must be reflective of the latest available science and be in line with the Paris Agreement. The SBTi defines the best practice emissions reduction,

and net zero targets. This means that aligning with these targets puts us in the best position to be able to reduce our emissions in line with the Paris Agreement. We recognize that we have work to do in terms of reducing our emissions, but the first step has been to understand our emissions footprint.

## Setting a Target



Having baselined our greenhouse gas emissions using a full year's data from 2021, we have followed SBTi guidance and completed an assessment to develop a greenhouse gas reduction roadmap and identify key targets to

work on reducing our footprint. We are at the 'submit' part of this process and expect our targets to be validated in 2023. More information on our specific targets will be published in our next annual ESG report.



## Climate Action

In addition to our greenhouse gas reduction plan, we feel that investing in other environmental initiatives creates for a more holistic overall approach to climate action, and decent economic growth. For us at JAGGAER, investing in

reforestation and biodiversity initiatives is our way of doing our bit and going the extra mile to help tackle issues that are not directly related to our operations.

### Reforestation

Trees are a vital part of the world's ecosystem, enhancing biodiversity, sequestering carbon, generating more oxygen, and creating jobs in areas that may be deprived socio-economically. Our French office has have continued to work with Reforest'Action project, an organization that facilitates regenerative tree planting projects

across the world. Since joining the initiative, JAGGAER financed the planting and management of 8,900+ trees in Peru, Ivory Coast, and South Africa.

See our [Reforest' Action page](#) for the latest tree count.





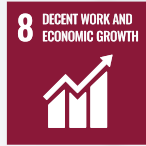
## Biodiversity

As a celebration of Earth Day in 2022, our colleagues in Italy adopted a beehive in Milan. Bee my Future by LifeGate runs an important program that supports the conservation of beehives to secure the future of bees as they continue to decline in population. Bees not only make honey, but the future depends on them. According to the United Nations Food and Agriculture Organization, over 70% of the most important crops that we rely on, are pollinated by bees. And so, any threat to their disappearance

will directly endanger food security. The Bee My Future project supports the management of hives and production of honey to over 3 million bees in the urban areas of Milan.

***“Tasting the honey produced by our bees was exciting and made us more aware of how important our behaviors, as individuals and as a company, are important for protecting the environment, an objective that concerns us all.”***

**– Marketing Director JAGGAER Italia**



## Social

### Diversity, Equity & Inclusion

Diversity, equity & inclusion help us to better serve our customers and partners. It has a positive impact on JAGGAER's products and services, making procurement a powerful tool for driving social change, and enabling diversity throughout supply chains. JAGGAER is honored to have received recognition for best-in-class employer from Gallagher in 2022, and to have been recognized in the US as an employer of choice in a competitive job market.



## Diversity

**JAGGAER offers equal employment opportunities to all. No one will be treated differently based on race, religion or belief, gender (including pregnancy), sexual orientation, gender, age, disability, and other protected characteristics.**

*"At JAGGAER, we are committed to doing our part to build a workplace that is diverse, equitable, and inclusive. We value and celebrate differences within the workplace, taking action to drive gender parity and empowering everyone to embrace equity."* **Michele Hamill, Chief Human Resources Officer and Executive ESG Sponsor**

We continue looking to diversify our talent pool.

From hiring practices and policies, right through to full-time permanent employment, we embed the importance of diversity and inclusion in the company culture.

Diversity training is included within the onboarding process for all new employees. Further training on unconscious bias is available for our managers, offered through the JAGGAER University training portal.

A team of JAGGAER employees meet regularly to review diversity within the recruitment process. They are trained to maximize our use of all available sources and expand our reach to as many candidate pools as possible.

Celebrate  
Diversity

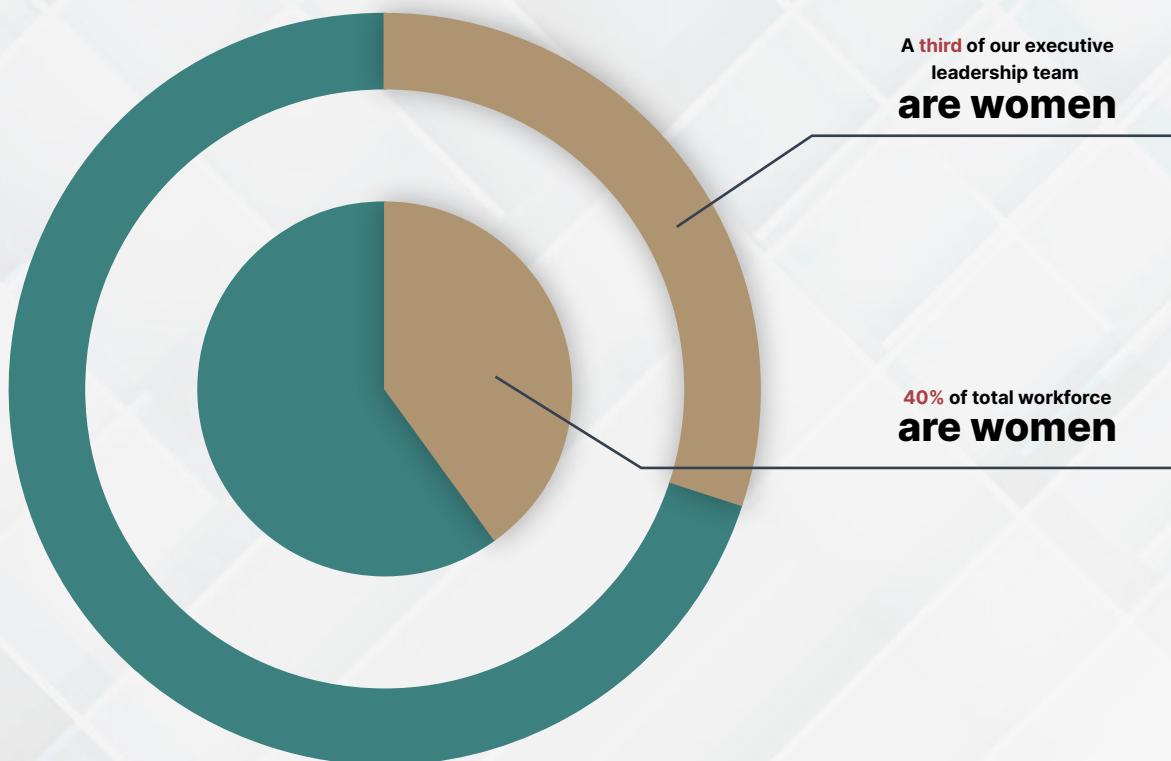




## Gender Equality

According to the latest Global Gender Gap Report, published by the World Economic Forum, the percentage of women in leadership roles sits at 36.9%. Yet, it is common knowledge that companies with a gender-diverse workforce and leadership team perform more successfully. JAGGAER strives to maximize diversity at all levels and is committed to gender pay equality. We are currently leading the way in terms of gender equality, even though there is still room for improvement. And we are delighted with this achievement in removing barriers to women

becoming high achievers in a typically male-dominated field. Amidst a global climate emergency, emerging cost-of-living crisis, and large-scale conflict and displacement, progress towards gender equality is stalling. But, at JAGGAER the percentage of women in the workforce is increasing, despite various global impacts. The Women's Network at JAGGAER also provides a space for women to connect with one another and feel further supported, empowered, and inspired while at work.





## Diversification of our Supply Chain

In 2022, we introduced a new questionnaire for our vendors that encompasses social criteria. 100% of our new suppliers now undergo a diversity screening as part of our onboarding process. In addition to this, we worked with a number of local and minority or women-owned

businesses to host our annual user conference in Nashville, Tennessee in October 2022. We are continuing to support and work with minority and women-owned business enterprises, as well as diverse local vendors, embedding diversity into our Autonomous Commerce offering.

## Partnership Case Study



In 2022, JAGGAER continued to partner with TealBook – the world’s leading provider in dynamic supplier data. Using artificial intelligence TealBook works to gather, predict, and refine supplier data to build the world’s most comprehensive source of supplier intelligence. The partnership means that JAGGAER has access to trustworthy data on global suppliers, and with TealBook’s insightful data JAGGAER can identify and recommend those suppliers that are most closely aligned with the buyer’s needs. Smart-match solutions like these are the cornerstone of Autonomous Commerce.





## Human Equity

When talking about people, we refer not only to our employees but rather a wider community. Our Human Equity project was set up to facilitate community action and give JAGGAER employees the chance to make a difference in the wider community, regardless of where they might be geographically.

Established in 2020, the project has experienced remarkable growth and success. We have been able to increase access to opportunities and provide a welcoming environment for people of diverse ethnicities and backgrounds. In this way, we are also able to expand the talent pool and benefit from a wider range of experiences and networks, making sure that all stakeholders feel that their voices have been heard.

Directed by the Human Equity Project Steering Committee, the focus of the equity project is to address racial inequality, human rights, and underserved communities across the world. Within the Human Equity Project there are three further sub-categories: hiring & promotion, diversity & equity, philanthropy & volunteerism. Encompassing all these aspects means that we can empathize from all perspectives. In the US region alone, the number of volunteer hours taken in 2022 increased by 93% in comparison to 2021, and more than \$330,000 dollars have been donated from our foundation to charitable causes to date.







## Human Equity (Continued)

The Recruiting, Hiring & Promotion Committee is responsible for evaluating the recruitment process and identifying areas and opportunities to diversify the workforce. The committee works to promote equity, diversity and inclusion at every stage of the employees' journey at JAGGAER.

The Human Equity Committee has held ad hoc discussions to engage with all employees and address opportunities for them. Alongside the HR team, they have worked to spread awareness of any potential cases of inequality in the workplace, and with statistical data, they have implemented any changes that were needed. They also offer philanthropic opportunities to our people, which includes two volunteer days per year per employee.

Our UK & Nordics region decided that the usual Secret Santa tradition ought to be different and include charitable giving to those in most need over Christmas. In support of the Happy Days Charity, JAGGAER worked on an #OperationSecretSanata initiative, to make sure that disadvantaged children living with mental, physical, and emotional difficulties in the UK get the support they need over Christmas.

JAGGAER employees showed incredible support for this by raising funds and completing step challenges. JAGGAER then matched all funds made, maximizing efforts to help.



## Employee Benefits

As a global company, we treat all employees fairly and with respect, regardless of their location. Our employees are entitled to compensation based on merit and experience, which can vary by location and can include benefits such as pension, healthcare, and parental leave. Eligible employees in certain regions are also entitled to company-paid life insurance, reimbursement for eligible medical expenses and reimbursement of eligible external education fees.

We also provide optional training, education and coaching in support of personal development and career progression goals. Internal courses such as product awareness, events management and social media are on offer through the JAGGAER University Portal. In 2022, leadership training was delivered to 130 existing and inspiring leaders, giving them the tools they need to excel in a leadership role now and in the future. We also offer a learning week, mentorship programs and rockstar colleague nominations.

Learning week was set up in order to provide employees with Mindful Refresh. It provides opportunities for employees from across the globe to connect, network and discuss non-work-related issues. The parenting roundtable and LGBTQ+ alliance provide

employees with the platform to have open discussions, and feel they are not alone. We also offer JAGGAER networking, where employees can sign up to be randomly matched with another colleague for unstructured one-to-one chat. Sometimes there is an opportunity for employees to showcase a country a month, sharing fascinating insights into different languages, culture, arts, architecture, and cuisine.

Any employee can sign up to the JAGGAER mentoring program. Currently, this sits at around 10% of all employees. The program is a long-term, development-driven scheme that centers around gentle guidance and open discussion. It provides mentees with a safe non-judgmental place to test ideas, policies, and decisions – allowing them to enhance their skill set, learn from others and flourish in their role.

JAGGAER fosters an open-minded, international, and dynamic corporate culture. We believe that a work-life balance is essential for success. Studies have shown that exercise and being outdoors are beneficial for both physical and mental health. Wherever possible, we seize the opportunity to provide out-of-work activities for employees.



## Employee Engagement

As a standard company-wide practice, we conduct annual performance reviews for every employee to set them up for success, provide

In 2022, we conducted a survey amongst JAGGAER employees in the UK, Ireland and Nordics. The aim was to fully understand their perception of wellness and identify areas to focus efforts on a wider Wellbeing Agenda that we are implementing in 2022/2023. The survey highlighted that employees valued the wellbeing activities that were offered to them (health insurance and gym membership) but would benefit from more communications regarding the

Every quarter, colleagues are invited to nominate their 'Rockstar Teammate': someone with the attitude of a winner and who goes above and beyond to make the JAGGAER workplace a success by embodying our core values. A token of appreciation can go a long way. Awards are given to those who motivate and inspire others and show exceptional customer service, and winners

necessary support, and acknowledge their contribution to the company's success.

initiatives. The survey has helped us to create the foundations for a stronger 2023 events calendar, including more engaging office events, mindfulness, and mental fitness. Employee wellness is fundamental to aligning with our core values, and we recognize that it has an impact on overall productivity and success. So, JAGGAER will continuously work to improve the hybrid working experience for colleagues, by providing seamless digital connectivity.

are shared in our weekly internal magazine, **The Hunter**.

In addition to this publication, all employees have access to live Town Hall meetings, company intranet, employee surveys, social media campaigns, regional and national events. All of which, help to keep employees engaged with our core values.



We champion inclusivity, equality, and fairness for all. In 2021, the LGBTQ+ alliance was formed to support all employees regardless of sexual orientation. Our internal policies and practices reflect the principles of the United Nations Global

Compact, meaning our standards of conduct supports our community to tackle any form of discrimination against lesbian, gay, bi, trans and intersex people.

### Respect Human Rights



of LGBTI workers, customers and community members

### Tackling Discrimination



against LGBTI People: Five Standards

### Support LGBTI Staff



at work

### Not Discriminate



against LGBTI customers, suppliers and distributors-and insist that business partners do the same

### Stand up for Human Rights



of LGBTI people in the communities where they do business



UNITED NATIONS HUMAN RIGHTS



FREE & EQUAL  
UNITED NATIONS FOR LGBTI EQUALITY

Source:

<https://www.unfe.org/standards/>



## An Autonomous World of Work

*'The health, safety, physical and mental wellbeing of everyone our company touches must be our top priority.'*

When the global COVID-19 pandemic first hit, we were among the first companies to close both corporate headquarters and regional offices with a Global Emergency Response plan. Since then, we have been operating a flexible working model. The Global Pandemic has taught us how to be more autonomous in our approach to work, and responsive to our employee's best interests. Our offices and facilities have kept the adaptations, so that there is adequate ventilation, air circulation and easily accessible hygiene stations in all areas.

### **Office Reductions & Closures in Response to Employees' Needs**

Now that we have adopted new working practices, we've responded and adapted to the best interests of our employees. In 2022 we made the choice to reduce the size of our Morrisville office. With many employees now choosing to work from home more often, we saw it best to reduce the capacity of the office to one that truly reflects employee needs. We've condensed the office to one floor, meaning that people can interact with one another more when they do choose to come in. We are also running an office reservation model, so that people can book meeting rooms for any planned on-site attendance via an app. In November, we also closed offices in Vestal, NY, and Novi Sad, Serbia – due to employees preferring to stick to remote working in these specific areas.





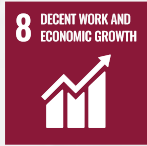
## Mental Wellbeing

Mental wellbeing is key to success. Like many businesses, over the past few years we have learned to take a new approach to the work-life balance. We operate a hybrid working model, so people can relieve themselves from the daily commute, but keep in contact with colleagues and come into the offices when needed. In some regions, managers are given broad mental health awareness training, making them better able to detect issues within their teams and respond appropriately.

Our internal JAGNet intranet also promotes the importance of employees prioritizing their mental

health. The Mindful Refresh workshop (tying in with international Mental Health Awareness month in May), mentorship program and wider networking opportunities have provided colleagues with connections and resources that support mental wellbeing. In 2022, we saw the launch of the first of 'Wellbeing at Work' program in Europe and Asia, with annual workshops on:

- Taking care of the body
- Improving mental health
- Dealing with stressful situations

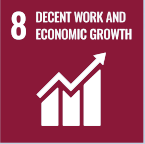


## Physical Health

JAGGAER also has occupational health and safety policies in place. Most employees, depending on the region, will undergo a workstation assessment to verify that office and remote working set-ups are comfortable, and do not place any strain on physical health. Fully remote workers are expected to be in regular contact with their managers and report any incidents of workstation strain in line with internal policies relevant to the location. If issues are identified in the assessment, JAGGAER takes necessary steps to create a

comfortable work environment for employees. Moreover, employees can receive further training on workstation best practices to learn how to avoid strain or injury while working, if they seek additional guidance. Beyond workstation assessments, and depending on the region and eligibility, JAGGAER offers life insurance to employees, access to eye tests, physiotherapy, counselling, and medical assessments through the workplace, should they find themselves in need of any advice on health-related issues.





## Corporate Governance

*"We put a strong emphasis on being clear and open about how we do business, our ethical practices and policies and how we manage data."*





## Business Ethics

We are proud to share that we have been recognized to be in the top 15% of companies scored regarding business ethics by EcoVadis when we underwent our 2022 assessment.



## Code of Conduct

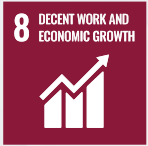
JAGGAER's [Code of Conduct](#) is more than a regulatory tick box, it embodies our shared values – passion, humility, empathy, accountability, and transparency. It goes above and beyond, and provides employees, stakeholders, and partners with a globally recognized framework to operate ethically within their respective jurisdictions. Corporate excellence rests on a sound foundation of business ethics, and the success of the business will depend on every stakeholder engaging fully with a unified code of conduct.

[Third-Party Code of Conduct](#) applies to organizations, of any type, including channel partners, suppliers, and consultants working with JAGGAER. It is expected, from the very start of any relationship, that our [Third-Party Code of Conduct](#) is adhered to and engaged with. The expectation is that third parties are responsible for maintaining compliance with the standards laid out by their employees, workers, representatives, suppliers, and sub-contractors.

## Anti-corruption and Anti-bribery

All JAGGAER employees receive regular, mandatory anti-corruption training relevant to their role. This training includes how to speak up about potential conflicts of interest, enabling identification of potential risks well in advance. Our core values embody this, with transparency, accountability and authenticity being central to the way in which we always do business. Employees receive training on corruption and bribery prevention and are asked to review the [Code of Conduct](#) each year.

We are strongly committed to doing business fairly, and equitably. All partners, vendors and suppliers are selected solely on their merits only, and we adhere to the strictest anti-bribery and anti-corruption standards. This includes adherence to the Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act.



## Against All Forms of Modern Slavery

Modern slavery has no place in today's world. At JAGGAER we take the risks of potential modern slavery very seriously. We have a commitment to all relevant laws regarding modern slavery, such as the UK Modern Slavery Act of 2015. Adhering to these minimizes the chance of risks, fines or scandals happening. Our ESG sourcing questionnaire has helped us to increase the visibility of our supply chain, and in 2023 we will be enhancing this further.

Our commitment to avoiding modern slavery is also laid out in the *Third-Party Code of Conduct*, meaning that all third parties are required to have the same level of commitment. The commitment includes validating the following:

- All third-party vendors must observe applicable laws and regulations concerning fair wages, hours, recruitment and employment contracts.
- Compliance with all applicable environmental, health & safety laws and regulations to provide safe and healthy working conditions that have no adverse effect on local communities.
- Respecting human rights throughout business operations, prohibiting employment of individuals under 16, and preventing any form of worker abuse.

## Reporting Facility

As part of our *Code of Conduct*, JAGGAER employees have a duty to report concerns about any potential violations of laws, policies, or misconduct – otherwise known as Integrity Concerns.

*"We encourage JAGGAER team members to report all integrity concerns, through their communication channels."*

**- Kevin Smith, General Counsel**

If an employee feels that they cannot share their concern with a supervisor or manager, there are other options available. By agreeing to the *Code of Conduct*, employees are aware of the steps that need to be taken to share any concerns. Employees also have the option to go external should they feel more comfortable doing so. The Lighthouse service is an independent third-party reporting service that allows employees to make an anonymous comment, 24-hours a day, in every jurisdiction where JAGGAER operates.



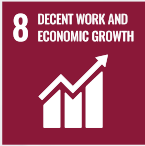
## Data Privacy and Information Security

JAGGAER takes the protection of personal data very seriously. Data protection is enshrined in law, the European Union's General Data Protection (GDPR) being one of the most widely recognized. We aim to collect only the necessary amount of data. Since the publication of GDPR regulations, JAGGAER has proactively assisted customers in understanding their responsibilities as data controllers. As a data processor, JAGGAER has implemented technical and organizational measures to provide the appropriate level of security based on the risk. Our core values mean that we will always have a comprehensive approach to accountability for privacy and security matters. We regularly review the legal and regulatory frameworks with data protection

across the globe to make sure we meet all applicable standards.

Any new products undergo a privacy impact assessment at the early design stages, to support our privacy-by-default posture. The privacy and data security of our customers, suppliers, partners, and other stakeholders is always protected with the utmost importance. We do this by code analysis, systems architecture reviews, vulnerability, penetration testing, and validation with independent third-party audits. We also take full accountability for the operational governance of our software by continually monitoring, hardening, and performing reviews and assessments.





### Our approach involves the following steps:

- Continuously looking for vulnerabilities with surface attack monitoring, meaning we can quickly assess and measure emerging threats.
- Proactively mitigate cybersecurity risks, consistently securing the operating environment.
- Creating a secure and trusted environment for customers to supply data and manage risks collaboratively.
- Maintaining continuity and service availability by consistently developing and implementing organization-wide processes. We make certain that our data centers have the necessary resilience, failover and redundancy capabilities to endure adverse conditions and unforeseen physical or environmental events.
- Conducting regular data security and cyber security certifications and audits to provide assurance that the proper controls are in place, monitored, and tested.



### JAGGAER Security Certifications

#### SOC 1 Report

Addresses the quality and operating effectiveness of controls relevant to an audit of our customers' financial statements.

#### SOC 2 Report

Addresses the controls that relate to availability, security and confidentiality.

#### ISO 27001

An information security management system (ISMS) for the adoption of best practices in managing information security, with certification by an accredited external body.

#### ISO 27018

A standard that demonstrates Personal Identification Information (PI protection in public clouds acting as PII processors).

#### ISO 22301

To help organizations protect against, reduce the likelihood of occurrence, prepare for, respond to, and recover from disruptive incidents when they arise.

#### ISO 9001

For organizations to demonstrate the ability to consistently provide products and services that meet customer and regulatory requirements.



**Trust Center:** Our customers' business data is of the utmost importance. We provide high-level data protection and compliance across our entire platform. Our customers and partners are always updated on issues around reliability, data security and privacy via our online JAGGAER [Trust Center](#), in plain and easy-to-understand language.

**Secure Software Development Lifecycle:** Trust, security and privacy awareness are integrated throughout the entire software development process, and the JAGGAER Secure Software Development Lifecycle (SSDL). We operate on a privacy by default and design, and this mantra represents our core philosophy through the product lifecycle from creation through to end of life. The security and privacy threat landscape constantly changes, and we evolve our approach by reviewing the latest threats and vulnerabilities, so that we can always defend ourselves.

**Threat modelling security:** Threat modelling allows us to review, understand and prioritize potential security risks at the component, application, or system level, and expose potential design vulnerabilities. We take a structured approach to any threat scenarios, allowing us to identify risks where the data or system could be compromised. This also allows us to develop responsive mitigation strategies to minimize risk. By utilizing the hybrid STRIDE and LINDUNN approach, we adopt a comprehensive approach to address security and privacy threats during threat modelling.

**Cloud security:** We take care to develop our solutions in line with industry-specific frameworks and align with compliance by maintaining certifications, such as SOC 2 Type II, ISO 27001, and ISO27018. By doing this, we can integrate global security and privacy compliance activities into the workflow, while continuously supporting our overall cloud security posture.

**Code analysis:** Delivering a secure customer experience requires a commitment and focus on secure code development with peer review, static and dynamic analysis (SAST and DAST). JAGGAER performs daily static code analysis using Enterprise tools. Code is validated against Open Web Application Security Project (OWASP) rules in addition to our code conventions. Before each release, applications are scanned using dynamic application security testing (DAST) tools to test application and interconnections in a running environment to look for exploitable vulnerabilities to assess risk.



**Vulnerability & penetration testing:** In order to constantly identify any defects and vulnerabilities, we have adopted a vulnerability and risk management approach that consists of complementary programs that are designed to understand and monitor our attack surface and continuously improve our ability to defend against cyberattacks, mitigate and control risk. We've employed a defense-in-depth approach and adopted enterprise-class tools to scan and monitor for threats and test these controls by conducting third-party web application and penetration testing.

**Product launch:** Our security team at JAGGAER takes accountability for operational governance through continual monitoring, hardening, reviews and assessments, penetration testing, and integrating security into the Disaster

Recovery/Business Continuity programs. Meanwhile, our privacy team confirms that cross-border transfers, data-sharing and retention periods are monitored, and that data is only processed for the purpose for which the data was collected.

**Reporting vulnerability:** JAGGAER established a Product Security Incident Response Team to minimize risks associated with security vulnerabilities in our products. All users are asked to report any potential vulnerabilities to our Global Security team. Doing so helps us to track risks and set goals to minimize them as much as possible.

**Training:** Employees are asked to complete training on Internet Security, Data Protection, Code of Conduct and Information Security.





## JAGGAER as an ESG Enabler

As leaders in the Autonomous Commerce revolution, we know that tackling the complicated issues under ESG requires action, engagement, and connectivity throughout business operations.



## Enabling Our Customers

As an ESG enabler, we can support our customers to embed all aspects of ESG into their operations in several ways:

- **ESG Assessment and Strategy Development:** We can help our customers assess their current ESG performance, identify areas for improvement, and develop a comprehensive ESG strategy that aligns with their business goals and values.
- **Data and Analytics:** We can provide our customers with the data and analytics they need to measure and report on their ESG performance. This includes tools and technologies that help them track ESG metrics, benchmark against industry peers, and identify areas of risk and opportunity within their supply chain.
- **Sustainability Training and Education:** We can help our customers educate their employees and stakeholders about the importance of sustainability, ESG principles, and best practices for integrating sustainability into their daily operations.

- **ESG Reporting and Disclosure:** We can help our customers prepare ESG reports and disclosures that comply with industry standards and regulations and provide transparency to stakeholders about their ESG performance.
- **ESG Investment and Funding:** We can help companies to set up and model a double materiality analysis. This is aligned with CSRD and will allow investors and stakeholders to get a better view around a company's ESG management.

Overall, our goal as an ESG enabler is to help our customers embed ESG considerations into all aspects of their operations, from strategy and planning to day-to-day decision-making and implementation. By doing so, we can help them improve their ESG performance, build resilience, and create long-term value for all stakeholders.







# JAGGAER One

## ESG & Risk Management Partner Ecosystem

### PROCUREMENT TEAM & SUPPLY CHAIN



#### Environmental Impacts

Operations | Products  
Energy, Water, Biodiversity, Pollution Materials & Waste, Customer Safety Advocacy, etc.



Sustainability, Quality and Food certificates



Sustainability, Ratings, Automated updates reports



Assess on risk (Compliance, corporate, financial, mkt, hierarchies, etc.)



#### Partnership in Progress

Fraud Prevention and Bank information



#### Ethics | Governance

Corruption & Bribery  
Anti-Competitive Practices  
Data Security



Fraud Prevention & Preventing Penalties



Restricted Party Screening to secure collaboration and business



Checking risk from different angles - political, country, corporate, news, etc.



# JAGGAER One

## ESG & Risk Management Partner Ecosystem (Continued)

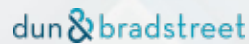
### PROCUREMENT TEAM & SUPPLY CHAIN



**Sustainable Procurement**  
Supplier Environmental Performances  
Supplier Social Performances

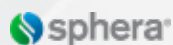


Diverse Spend Analysis  
and Strategic Sourcing



ESG Insights New Data  
Package (supporting  
LkSG and sustainable  
info)

Other Partner  
Solutions



Assess on risk scoring across multiple  
dimensions and live map with  
information around supplier info



Partnership in Progress

Supporting LkSG and live news/supply  
chain risk mgmt / AI powered – Working  
on new partnerships



**Social**  
Human Resources | Human Rights  
Employee Health & Safety, Working Conditions,  
Social Dialogue, Child & Forced Labor, Diversity,  
Discrimination, Inclusion, External Human Rights



ESG Ratings & Company  
Reports



Diversity & Quality  
Certificates



Diversity Insights



# ESG & Risk Management Capabilities in JAGGAER

## Risk Monitoring & Prevention

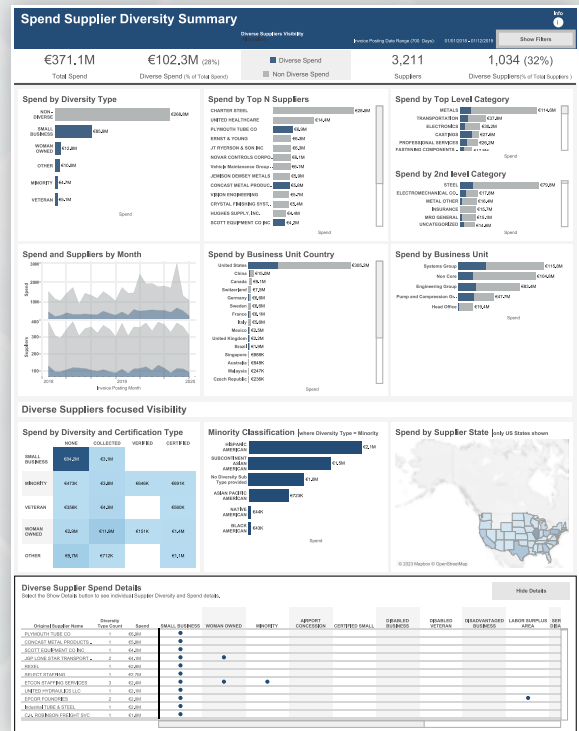
- Leverage ESG and risk information across different Source to Pay (S2P) events through assessments, evaluations and monitoring practices.
- Evaluate and provide assessments around supplier risk, ESG during supplier onboarding and sourcing events.

## Reducing Carbon Footprint

- Monitor and visualize the CO2 emission and Spend per Purchasing Category. Reducing CO2 emissions by awarding to low-emission suppliers and building corporate reports.

## Reporting & Data-Driven Decisions

- Use a single source of truth to maintain supplier ESG data and assess based on custom criteria/scoring.
- Making strategic and data-driven decisions based on current statuses around different ESG dimensions.





## ESG Case Study

### Leading Global Supplier of Engineering and Technology Services

#### JAGGAER as a driver for environmental initiatives

A leading global supplier of engineering and technology services that employs roughly 402,600 associates worldwide and had a turnover of €78,74 billion in 2021. The organization is divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, as well as Energy and Building Technology.

#### The Need

The organization needed to assess suppliers CO2 emissions and leverage CO2 emission information into other modules such as sourcing and category management.

#### Approach

A Supplier Segmentation Assessment has been implemented to create a new status linked in with to CO2 emissions at supplier level.

Information gathered from this assessment is leveraged into other modules/solutions.

#### Solutions

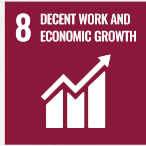
- Supplier Management
- Sourcing
- Contracts
- JAGGAER Adopt

#### Outcome

Making use of the Supplier Segmentation Assessment to create a CO2 status element within the JAGGAER platform.

#### Key Data Points

- 7,500 Buyer Users
- 150,000 Suppliers
- 86,000 RDQs
- 11,500 Auctions



## ESG Case Study

### A Large Energy Company in Europe

#### JAGGAER enabling positive impacts on society

This energy company needed to evaluate and provide an assessment around supplier Corporate Social Responsibility and demonstrate ESG capabilities during the onboarding process and sourcing events.

#### Approach

- Suppliers are provided with assessments in areas such as IT, Data Security, Modern Slavery, CSR, and Creditsafe data
- Assessments are qualitative and suppliers rank themselves using multiple option answers
- For the sourcing process, they link templates to specific categories
- Questionnaires are built into technical envelopes for RFQ templates
- Data is later exported via bulk data export

#### Solutions

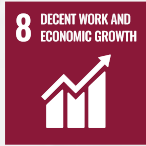
- JAGGAER One
- Sourcing
- Savings Management

#### Outcome

- All answers can be exported out of JAGGAER to carry out business intelligence in analytics platforms such as PowerBi
- Make data-driven decisions around ESG and CSR

#### Key Data Points

- £112M savings captured in JAGGAER in 2022
- Centralized tracking of savings, contract visibility and sourcing. The JAGGAER-built TER (Tender Evaluation Report) summarizes in one place all event details, processes, savings and awarding, fulfilling the company's obligations for a transparent and auditable selection process
- Due to the ambitious growth and targets towards renewable energy and carbon reduction, the managed spend is due to double in the next five years to £24Bn. Therefore, digital transformation of the business by 2025 to give visibility on spend and supplier compliance is key to this strategy and JAGGAER is at the heart of this



## ESG Case Study

### A Renewable Energy Company in Europe

#### JAGGAER platform providing robust governance

A Spanish renewable energy company whose mission is to become the first vertically integrated 100% renewable energy operator in the Iberian Peninsula. They are committed to transitioning to an entirely renewable generation value chain and have solar projects with more than 30 gigawatts of capacity. In July 2022, they embarked on an ambitious project to digitalize 100% of its procurement processes and have chosen JAGGAER to execute this.

#### Project Context & Challenges

- Achieve significant savings across procurement needs, ranging between 10% and 15%
- Increase management efficiency by reduction in time spent on tasks, up to 30%
- Minimize general spend costs
- Digitize 100% of purchasing processes

#### Approach

- Digitalization strategy initiated by the company streamlines the entire end-to-end procurement process
- Integrated together with its economic and financial management system (company ERP)
- Support Center, providing specialized support to suppliers and equipment purchases for the duration of the contract, in any country and language

#### Solutions

- Supplier Management
- Sourcing
- Contracts
- eProcurement
- Invoicing
- The project includes the JAGGAER ONE Solution integrated with the company's ERP



## A Renewable Energy Company in Europe (Continued)

### Outcomes

- Homogeneous procurement processes
- Traceability and transparency of the negotiation processes
- Increased control of the whole process, including internal approval flows
- Automatic generation of management dashboards
- Multi-level deployment: two countries (Spain and Portugal)

### Key Data Points

- 1,600+ Suppliers
- 7,000+ PRs managed per annum

### Voice of the Client

*“The procurement function is almost entirely manual, but thanks to JAGGAER our digital transformation will extend to all procedures associated with this area of the business.”*

– Head of Procurement



## Closing Statement

We are so pleased with the progress that has been made in 2022. We're grateful for the support coming from our Board of Directors ESG Committee and our shareholder, Cinven. Our emissions reduction journey is well underway, and diversity continued to be given the focus it deserves. In 2023, our ESG product ecosystem will be enhanced, and more will be shared about this very soon. We expect our science-based targets to be validated by the Science Based Targets initiative (SBTi) and we will continue to implement initiatives to minimize our greenhouse gas emissions. We will actively work on gender diversity in leadership positions, and we will continue to enhance our supplier due diligence and sustainable procurement program with support from key partners.







## GRI Index

We have prepared this report in reference to the GRI Sustainability Reporting Guidelines, core standard.

Disclosure Number	Disclosure Title	Response in the Report
<b>GRI 2</b> <b>General Disclosures</b>		
2-1	Organizational details	Facts and Figures
2-2	Entities included in the report	Facts and Figures, Emissions
2-6	Activities, value chain and other business relationships	Mission & Values, Transparency through external validation
2-7	Employees	Facts and Figures
2-9	Governance structure and composition	Corporate Governance
2-10	Nomination and selection of the highest governance body	ESG committee
2-11	Chair of the highest governing body	ESG Committee
2-12	Role of the highest governance body in overseeing the management of material topics	ESG Committee
2-13	Delegation of responsibility for managing impacts	ESG Committee
2-29	Approach to stakeholder engagement	Stakeholder engagement



<b>Disclosure Number</b>	<b>Disclosure Title</b>	<b>Response in the Report</b>
<b>GRI 3</b> <b>Material Topics</b>  3 -2	List of material topics	Establishing Priorities
<b>GRI 205</b> <b>Anti Corruption</b>  205 – 2	Communication and training about anti-corruption policies and procedures	Employee Benefits, Anti-corruption and Bribery, Data Privacy and Information Security
<b>GRI 302</b> <b>Energy</b>  302 -1	Energy consumption within the organization	Emissions
302 – 3	Energy consumption outside of the organization	Emissions
<b>GRI 401</b> <b>Employment</b>  401-2	Benefits to full-time employees that are not provided to temporary or part-time employees	Employee Benefits



<b>Disclosure Number</b>	<b>Disclosure Title</b>	<b>Response in the Report</b>
<b>GRI 403</b> <b>Occupational Health &amp; Safety</b>		
403 – 1	Occupational health and safety management system	An Autonomous World of Work
403 – 4	Worker participation, consultation and communication on occupational health and safety	An Autonomous World of Work
403 – 6	Promotion of Worker Health	Employee Benefits, An Autonomous World of Work
403 – 9	Work-related injuries	We track this internally but do not report
403 – 10	Work-related ill health	We track this internally but do not report
<b>GRI 404</b> <b>Training and Education</b>		
404 – 2	Programs for upgrading employees' skills and transition assistance programs	Employee Benefits
404 – 3	Percentage of employees receiving regular performance and career development reviews	Employee Engagement
<b>GRI 405</b> <b>Diversity and Equal Opportunity</b>		
405 – 1	Diversity of governance bodies and employees	Diversity, Equity & Inclusion



Disclosure Number	Disclosure Title	Response in the Report
<b>GRI 413</b> Local Communities  413 -1	Operations with local community engagement, impact assessments and development programs	Human Equity Project
<b>GRI 414</b> Supplier Social Assessment  414 - 1	New suppliers that were screened using social criteria	Diversification of Supply Chain

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