Sustainability Report 2023

Lime Technologies AB (publ)

lime
CRM with a twist

2023 highlights

- CRM for non-profit organisations provides help to more
- Silver medal in the Allbright Award
- Gender-equal management team
- Joined the UN Global Compact

Gender equality

37 %

women
throughout the whole organisation and an equal share in managerial positions

Solar energy

300

MWh
Covers energy consumption in all offices

Information security

ISO

27001
Certification of Lime's management system

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Sustainability at Lime

Lime's ultimate sustainability goal is to be an attractive and sustainable employer and supplier, and a positive influence in society. We aim to find smarter ways of doing things, take bold decisions and be unconventional – always with the intention of doing good and generating real value in the wider community.

2023 highlights

Joined the UN Global Compact

Allbright Award – silver

ISO 27001-certified

Sustainability Report

This Sustainability Report relates to Lime's 2023 financial year. The report covers the Parent, Lime Technologies AB (publ), as well as all units which are consolidated in Lime Technologies AB (publ)'s consolidated financial statements for the same period.

The Sustainability Report has been prepared with the aim of showing Lime's attitude to sustainability and how important sustainability is for our operation. There are no legal requirements for a sustainability report, but we comply with the Swedish Annual Accounts Act and are working to gradually adapt to the EU's new law on sustainability reporting, CSRD, and the ESRS reporting standard, which Lime will adopt in 2025.

Lime is a certified 'Nasdaq ESG Transparency Partner', works with the UN's Global Goals and actively invests in electricity from renewable sources.

2023 in brief

Environmental policy established

- Defines how Lime has an impact on the environment and forms the foundation for Lime's environmental work.
- Describes how the Environmental policy is translated into goals and actions.

Joined the UN Global Compact

- In 2023, Lime joined the UN Global Compact, the UN's network for responsible businesses.

Allbright Award

- Lime received a silver medal at the Allbright Awards, to recognise the company's efforts in inclusion initiatives. This is proof that Lime is one of Sweden's most equality-conscious companies.

Climate mapping

- During the year we have calculated our climate emissions in accordance with the global standard GHG, Greenhouse Gas Protocol.

ISO 27001 certification

- We became ISO 27001 certified in 2023. The certification guarantees that our organisation has a systematic approach to information security from a management perspective.

100% information security trained

- All Lime employees have completed an internal course on information security.

TOTAL NUMBER OF RECRUITMENTS
73

UN
GLOBAL COMPACT

100%
INFORMATION SECURITY TRAINED

Low staff turnover

- Lime has always worked actively to attract and retain competent staff, and in 2023 our staff turnover was just 7%.

High rate of recruitment - 73 new employees

- Good mix of employees for all roles and markets
- Successful expansion of development teams results in strengthened product offering

Touchpoints

- Lime has over 100 million annual touch points with people around the world through our software.

26%
EBITA MARGIN

TOTAL GROWTH
18%

18%
ORGANIC GROWTH

Key ratios

	2023	2022
Net sales (MSEK)	577,1	490.4
Growth in net sales (%)	18	21
Organic net sales growth (%)	18	18
Recurring revenue	346.6	299.4
Adjusted EBITA (MSEK)	148.2	125.1
Adjusted EBITA (%)	26	26
Operating income, EBIT (MSEK)	114.6	91.0
Operating income, EBIT (%)	20	19
Earnings per share, basic (SEK)*)	6.28	5.11
Earnings per share, diluted (SEK)*)	6.21	5.08
Cash flow from current operations (MSEK)	142.5	118.6
Number of employees	397	352

The CEO's view

We believe that a profitable company is a sustainable company

At Lime, we are convinced that our sustainability work, as well as the business as a whole, must constantly evolve if we are to continue to deliver long-term profitable growth. In 2023, we have taken the next step in our sustainability work to further embrace the long-term perspective and build an organisation we can be proud of – today and tomorrow.

Combining sustainability and profitability

We believe that a profitable company is also a sustainable company, and our approach is based on our core value – 'Spend resources wisely'. We are committed to taking care of our own assets and those of others, be it time, money or the earth's finite resources. Our entire business concept revolves around streamlining sales, marketing and customer care through smart digital working methods. By helping companies focus their resources where they are really needed, we contribute to economic growth and faster social development.

Double materiality analysis

Our sustainability work is based on the double materiality analysis we conducted in 2023, an important exercise to understand both our impact on our environment and the external factors that affect us. We see the positive impact our services and products can have on the environment by helping companies work smarter and accelerate their digitalisation journey. The areas that are most important to us are also close to our core business, which for over 30 years has been helping others succeed – whether it's our customers, employees, owners or society at large.

Improved information security and an attractive employer

In 2023, we made several positive advances in our sustainability focus areas. As a tech company, we are particularly proud of our ISO certification in the area of information security. It demonstrates that we take a structured and targeted approach to one of the industry's biggest challenges – data security. Being a responsible supplier and protecting both our own and our customers' data in the best possible way is naturally a high priority for us.

We have always operated Lime from a long-term perspective where the ability to attract and retain expertise is as much a core aspect of profitable growth as it is an essential part of our sustainability work. In a strong values-driven culture, we have constantly safeguarded our employees' well-being and opportunities for development, in both the short and long term. This is particularly important in an industry where skills are in short supply.

Lime aims to increase the attractiveness, equality and diversity of the tech industry. Our work in these areas was recognised this year when we received the silver medal for the Allbright Award, a Swedish equality award given annually to companies that distinguish themselves by actively strengthening equality and diversity in working life.

We balance performance with care

At its core, Lime is all about balancing performance with care and striving to always make positive contributions to our customers, colleagues, owners, society and the environment. We are convinced that this combination of qualities has been and continues to be a key factor in ensuring that we remain a sustainable and profitable organisation that we can be proud of.

/Nils Olsson, Managing Director and CEO, Lime Technologies

Our sustainability focus areas – part of our business strategy

We believe that a profitable company is a sustainable company. At the heart of our business is one of the strongest prevailing sustainability trends - the ongoing digitalisation.

Digitalisation plays a crucial role in promoting sustainability in our society. By transferring traditional processes to digital platforms, the need for physical resources is reduced, resulting in positive climate impacts. We will continue to develop and deliver software in a secure, reliable and sustainable way. Then we can create profitable growth while accelerating the digitalisation journey, as well as creating the conditions to remain attractive to existing and future employees.

We operate in a changing world and it is essential that we continuously evaluate the opportunities and challenges we face. Through an overall assessment of the environment, economy and society along the entire value chain, from supplier to customer, we have identified four sustainability areas that are central to us. We address these areas with the support of our business model, which generates benefits for our customers, employees and society at large.

1 Promote digitalisation

We are investing in areas such as:

- Forums that increase the attractive ness of the technology sector among students
- More efficient work for non-profit organisations through the use of our products
- Cutting-edge information security

2 Information security and protection of personal data

We are investing in areas such as:

- customised, mandatory staff training
- flexible data storage in customers' own data centres/with hosting partners or as a cloud service managed by Lime
- ensuring that Lime has a certified Information Security Management System according to the ISO 27001 standard

3 Attracting and retaining staff

We are investing in areas such as:

- a rigorous recruitment process that creates the right expectations of the company and what Lime stands for
- a solid induction process for new recruits which creates culture bearers who stay and evolve within the organisation
- leadership training to support courageous and effective leadership

4 Reduced climate impact

We are investing in areas such as:

- Climate-smart IT: extending the life of computers, phones and servers, reducing electricity consumption from local servers
- Investments in solar parks
- Climate-smart procurement and supply chains

The materiality and stakeholder analysis on p. 16-17 shows how the selection process was carried out and why we ended up in these particular areas.

Code of Conduct, UN Global Compact and UN Global Goals

Code of Conduct

Lime's Code of Conduct reflects our commitment to ethical business practices. It covers all employees, suppliers and partners and spells out our vision, values and policies. It stresses our responsibility to promote human rights, ensure equal opportunities for all and make a positive contribution to society and the environment. As a values-driven company, we prioritise sustainability, innovation and fair competition. Our commitment also extends to the areas of equality, a supportive working environment and responsible resource management. In line with the General Data Protection Regulation (GDPR), we prioritise data protection, and our zero-tolerance approach to corruption complies with competition law.

We joined the UN Global Compact in 2023 – a responsible business initiative based on ten principles in the areas of human rights, labour, environment and anti-corruption.

Human rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

Principle 5: Businesses should uphold the effective abolition of child labour.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

UN Global Goals

Target 5. Gender equality

Lime strives to create a working environment and corporate culture that promotes equality and inclusion. In an industry dominated by men, we have a gender balanced management team and our long-term goal is to achieve 40-60% women in all departments and markets.

Target 8. Decent work and economic growth

Lime has a strong value-driven corporate culture where we care about all of our employees. Our employees are our most valuable asset and decent working conditions are the foundation for Lime's profitable growth.

Target 9. Industry, innovation and infrastructure

Lime's core business is digitalisation. Through our products, we contribute to a more sustainable world as our customers save time and resources on their customer care. We are always looking for new and better ways to do things in the software industry. By being creative and innovative, we not only improve our own services but also help the whole industry to grow and develop sustainably.

Target 10. Reduced inequalities

We strive to reduce inequalities in our operations. By advocating for inclusion, diversity and equal opportunities for all our employees and stakeholders, we actively promote a working environment and business culture where differences are respected and everyone is given equal opportunities.

Target 13. Climate action

Climate change is at the heart of global sustainability, and we are actively working to reduce our carbon footprint. During 2023, we completed a full climate mapping via the GHG protocol of our Scope 1 and Scope 2 emissions, including retroactive adjustments.

1 Promote digitalisation

The core of Lime's market offering and our driving force is to create the conditions for successful entrepreneurship and long-term growth. With the huge development potential associated with technological innovation, we are convinced that digitalisation is a key factor in solving both economic and environmental challenges. Given the right conditions, it can open up new markets, create quality jobs and contribute to inclusive growth. At the same time, increased demands on personal data management and the increasing sophistication of data breaches make proactive information security work a crucial factor in future-proofing digitalisation and sustainable growth in general.

A direct business model: We are a local supplier that covers the entire value chain

Lime's business model is based on a competitive full-service offering with a strong local presence. As a full-service provider of CRM software, we manage all parts of the value chain, from development and sales to implementation and support. At each stage of the value chain, Lime has a greater or lesser impact on sustainability aspects. Similarly, Lime is more or less exposed to external influences and risks. The materiality analysis conducted primarily identified the sustainability factors listed below.

Digitalisation for empowerment and growth

Lime's digital customer care services, such as marketing, sales and case management, are constantly creating new opportunities to reach various markets and achieve business success, resulting in increased growth. We want to make these digital tools available to more people, including through the possibility for non-profit and business promotion organisations as well as colleges and universities to apply for partnerships that give them access to Lime's products and services based on a specially developed offer. In this way, with an even faster digitalisation journey, they can increase their positive impact on society.

Empowerment through digitalisation

Smart systems help non-profit organisations to help more people

In 2023, work on empowering non-profit organisations through access to Lime's CRM system continued. Lime has continuously strived to help strengthen the operations of charitable, environmental, climate, student and entrepreneurial organisations through long-term partnerships. One such organisation is Ung Företagsamhet.

Favourable conditions for private enterprise and entrepreneurship are one of the pillars for growth in which the whole community can participate. Through Lime's commitment in this area, we intend to improve conditions, especially for young entrepreneurs. Ung Företagsamhet is a non-profit and politically independent organisation established in 1980 that operates throughout Sweden. Young people in secondary schools are inspired and trained through Ung Företagsamhet to develop entrepreneurship and their entrepreneurial skills, with the aim of contributing to the positive development of society.

We have been working with and supporting Ung Företagsamhet for several years. We provide the young UF entrepreneurs, as well as alumni and teachers, with free access to our Lime Go platform, which is a combined sales and CRM tool. The tool facilitates the start-up and ongoing work of UF companies by allowing entrepreneurs to quickly find, contact and engage with potential customers. This allows companies to quickly focus on entrepreneurship itself, which is particularly important given the limited life cycle of UF companies. For those who go on to start their own company within one year of closing their UF company, another year's use of Lime Go is offered.

In 2023, Lime Go has established several partnerships, including:

- Barnombudet – a non-profit organisation that works to strengthen the rights and interests of children.
- Konglig datasektionen – a non-profit student section of KTH Royal Institute of Technology's Student union.
- HHGS – the student union at the School of Business, Economics and Law at the University of Gothenburg.
- Malmö student union

In 2024, we aim to work more proactively to reach more non-profit organisations reach out to more non-profit organisations, also in markets outside Sweden.

2 Information security and the protection of personal data

At Lime, we understand the importance of protecting our customers' data from the threats that exist in today's digital landscape. Furthermore, we believe that trust is the foundation of any successful partnership, and we are committed to earning and maintaining the trust of our customers, where flexible data storage, effective encryption solutions, secure communication and backup are some of the measures we take to ensure proper handling of information and personal data. In addition, Lime works proactively to prevent incidents. This is accomplished partly through a security-focused development process where vulnerabilities can be detected at an early stage, and partly through mandatory customised training for all staff.

Consequences, impacts & risk

Extensive global data breach attacks and strict legal requirements for the proper handling of personal data are typical in Lime's business sector. Potential data leaks and improper processing of personal data pose a significant financial risk to Lime, with potential consequences including lost revenue and fines. In addition, such incidents can seriously damage the brand's reputation and trust.

Deliver secure and reliable software products and services that our customers can trust from an information security perspective

Protect information – especially information entrusted to us by others – from confidentiality, integrity and accessibility breaches

Effectively manage, address and learn from incidents

Fulfil contractual, regulatory and legal obligations related to information security

Lime's efforts to improve information security

1. Certified Information Security Management System according to the ISO 27001 standard – proof of structured and targeted work to reduce the risk of incidents.
2. Possibility of flexible data storage, either in customers' own data centres/hosting partners or as a cloud service fully managed by Lime.
3. Effective solutions for e.g., encryption, secure communication, backup and incident management.
4. Security-focused development process where vulnerabilities can be detected at an early stage.
5. Customised training for all staff (100% participation rate in 2023!).
6. Whole system suppliers including the necessary control and monitoring (clear process when purchasing third party software with a strong focus on security).
7. Focus on moving the existing customer base to our state-of-the-art cloud/web client solutions. This streamlines security work and ensures that the customer always receives the latest product releases with ongoing security improvements included.

Information security and the protection of personal data

ISO 27001

Lime became ISO 27001 certified in 2023, marking an important step in the company's structured and committed work to address one of the industry's biggest challenges – data security.

Becoming ISO 27001 certified is a comprehensive process involving several steps, including preparation, implementation, monitoring and auditing. With this certification, a high level of compliance with the certification standards is expected, with a strong commitment from the management team. The work also includes a continuous improvement process where Lime regularly evaluates and improves its information security system. All of our staff also participate in the necessary training on information security awareness and the protection of personal data.

Definition

ISO 27001 is an Information Security Management System (ISMS) standard that defines the requirements for establishing, implementing, maintaining and improving a structured approach to managing information security. It is integrated with the organisation's main management system to ensure a coordinated approach to information security.

3 Attracting and retaining talent

One of Lime's key strategic focus areas is attracting and retaining highly skilled staff members. We attach great importance to creating a caring, safe and healthy working environment that encourages performance, creativity and development. We value meaningful time both in and out of work and understand the importance of rest, reasonable working hours and an active, healthy lifestyle. Lime conducts weekly surveys where we monitor employee well-being, such as commitment, participation, stress levels and opportunities for advancement. The results are processed at several levels and form the basis for further measures to improve the health, well-being and performance of our employees.

Impact & risk

The lack of skilled staff is a key issue for Lime and the entire tech industry. There is a distinct shortage of skilled staff, with the European Commission warning that Europe will soon lack up to one million employees with IT or digital skills, creating a significant gap. This gap can be partly filled by increasing the number of women in the IT sector. This means that making the industry more gender equal is not only an aspirational goal – it may also be crucial to the overall development and growth of the industry.

Attracting and retaining staff from different backgrounds and perspectives is essential to ensure the supply of skills and promote innovation. At the same time, high staff turnover and unfilled positions may have negative financial consequences, especially since a significant portion of revenue comes from consultancy, and this may hamper Lime's organic growth.

Objectives & opportunities

- Being an attractive and long-term employer with healthy employees who stay with the organisation for a long period of time and contribute to its sustainable and profitable growth.
- Development of our employee's skills
- Increasing diversity and inclusion contributing to innovation and improved skills supply, as well as a more ethically sustainable organisation
- Increasing the attractiveness of the tech sector to reduce skills shortages and promote digital innovation

Management & actions:

- Recruiting and managing employees based on competence that is unaffected by prejudice or irrelevant norms
- Transparent and objective recruitment process
- The reverse mentoring programme
- Involvement in external activities and forums aimed at increasing diversity in Lime and in the tech industry
- Building employer branding in all markets and for all candidates
- Leadership training programmes
- More senior recruitments

73
/new recruitments

7%
/staff turnover

39%
/women in the organisation

40%
/women on the board and in management

Sustainability in practice

At Lime, we recognise the importance of equality in the workplace. Studies show that companies with a focus on equality perform better, are more profitable and more innovative. We are delighted to announce that the AllBright Foundation has given us the silver award from all the listed companies in Sweden in 2023!

About the Allbright Awards

The AllBright Award is a Swedish award given to companies and organisations that stand out for their efforts to promote equality and increase diversity, especially at management level. The award was established by the AllBright Foundation, an organisation that promotes gender equality and the representation of women in business. The award is presented annually and aims to encourage and recognise companies and organisations that demonstrate concrete and measurable progress in advancing equality. There are different categories and levels of awards, including gold, silver and bronze, based on companies' performance in the area of diversity and inclusion.

What do Lime's culture and values mean to you?

As a Board member of Lime Technologies, I'm honoured to be part of Sweden's gender-equal vanguard, actively contributing to a company that's committed to raising the standard for equality and transparency.

Johanna Fagerstedt, Board member

Lime stands for a high-performing and caring culture, meaning that we prioritise both achieving excellence in our work and fostering a supportive and empathetic environment.

Maria Wester, CFO

Lime's culture is a great balance of common values and individuality. Our common values foster an amazing work environment characterised by mutual support and devoid of back-stabbing. But outside of those values, we accept everyone as they are.

Katja Bregenzer, Developer

For me, Lime's culture and values mean being there for each other through thick and thin. We always lend a helping hand and support growth, both as a company and as individuals.

Pernilla Möller, Head of People & Culture

For me, the culture at Lime means that if we share the same company core values, no one will ever judge you for who you are – the important thing is what you contribute.

Anna Hansen, Chief Customer Officer

*The Lime culture to me is wanting everyone to be their best selves and caring for each other along the way. I personally thrive in a culture where people believe I am capable of great things, and I believe the same for my team members. But the **grit** we show would mean nothing if it wasn't for the warmth and respect we have for each other.*

Josefin Garin, Management Consultant

It's a fantastic and powerful force that constantly guides me to dare to be brave, make decisions, and try new things, be open to different perspectives and collaborate. It's also a place where we have fun together and invest in cultivating the culture as we grow.

Lina Andolf Orup, CMO

What Lime's culture and values mean to me is the fact that we are a value-driven company. We combine performance with a lot of heart, resulting in a great place to work where the focus is on people, values, and sustainability. And after all, because you spend a big part of your life at work, that is essential to be happy!

Armanda Willems, Country Sales Manager, Netherlands

4 Reduced climate impact

Digitalisation is one of the key factors in reaching climate goals in society and it can help reduce global emissions by 15 to 30% over the next ten years, according to the UN climate summit in New York. Through the smarter use of shared resources, increased flexibility and better measurability, digital innovation including Lime's solutions promote sustainable development. It also paves the way for a shift from physical to more energy-efficient digital alternatives.

Impact & risks

While the shift to digital solutions helps to reduce CO2 emissions in many ways, all digital services are energy dependent. From storage in server halls to data transmission and final consumption in computers and mobiles – everything requires energy and therefore has a very real carbon footprint. Today, the industry accounts for about 2% of global greenhouse gas emissions and more than 50 million tonnes of e-waste are produced annually worldwide, of which only 17% is recycled. However, the impact must be considered in relation to the alternatives. For example, businesses that do not work in a CRM system will need more standalone software but also resources for more meetings and communication as customer management becomes less efficient - aspects that affect the size of the carbon footprint.

A large proportion of the increased emissions of greenhouse gases in the atmosphere comes from the use of fossil energy. Ensuring that Lime has climate-smart agreements for electricity, district heating, technology, car leasing and data storage is therefore an important step in reducing our negative impact on the climate. At the same time, we continue to invest in green energy, since 2019 in the form of solar parks. In 2023, we produced 300 MWh of clean solar energy, which more than covers Lime's electricity consumption in all offices.

In 2024, Lime's ambition is to map our indirect emissions linked to data storage - both our own and the data customers store in our products, with the aim of gradually moving to even more energy-efficient solutions. As early as 2022, work began on phasing out our local data centres in favour of significantly more climate-smart cloud-based solutions.

Key figures & objectives

Environmental performance indicators for different types of hardware, emissions from Lime's own cars and business trips with private cars, as well as energy consumption and heating of Lime's offices can be found on pages 20-23. The calculations are based on the Greenhouse Gas Protocol (GHG).

Management & actions

- Mapping of emissions according to GHG. This allows us to see where our main impacts are and plan actions and set targets to reduce them.
- Responsible recycling of end-of-life technology
- Data storage in climate-smart cloud services powered by renewable electricity
- Moving of data centres to Sweden entirely powered by renewable electricity
- Climate-smart contracts for hardware, electricity, heating, cars, etc.
- Investments in solar parks
- Reduced climate impact from business travel, including through investments in charging points and electric and hybrid cars
- Climate awareness and employee engagement
- Implementation of an environmental policy in 2023

Sustainability governance

The role of the administrative, management and supervisory bodies

Parts of the management team (representatives with various areas of expertise and responsibility) worked together with the sustainability manager to produce a double materiality analysis in 2023, which was presented to and discussed with the entire management team. Based on the current results, areas with the greatest impact, highest risk or greatest opportunity are prioritised and actions, objectives and metrics are set and reported to the management team and the Board of Directors. The work is driven forward by Lime's sustainability group, consisting of the overall sustainability manager and one or two representatives for each of the materiality areas decided by management and the Board of Directors.

Targets are set by management and the Board as a whole in the light of the materiality analysis with the concrete proposals developed by the sustainability manager and selected members of the management team. In a number of cases, both internal and external expertise was sought regarding relevant benchmarks and targets.

For more information on the composition and diversity of the administrative, management and supervisory bodies, please see the Corporate Governance Report and pages 30–41 of the Annual Report 2023. (For the composition of the Board and management team, see pages 43–47 of the 2023 Annual Report).

Information provided to, and sustainability issues addressed by, the company's administrative, management and supervisory bodies.

During 2023, an active management work process was conducted with a total of five meetings, including two dedicated sustainability management meetings and continuous discussions during the weekly meetings. The Board also met regularly, with meetings in March, October and December. The sustainability manager has been responsible for providing general updates of essential, sustainability-related information and producing discussion and decision-making documents for both the management team and the Board.

Risk management and internal control over sustainability reporting

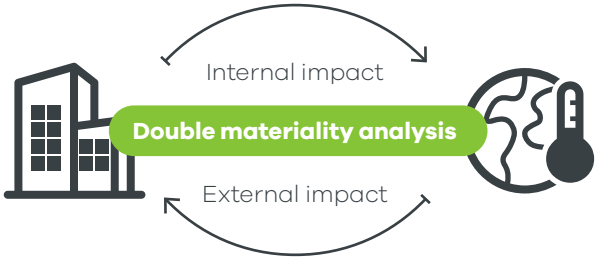
The sustainability manager acts on behalf of the management team and the Board of Directors and is primarily responsible for preparing a comprehensive report supported by legislation and the company's activities. To ensure quality and materiality, external expertise is sought. Documentation and data for this reporting is produced annually in collaboration with the staff member responsible for each materiality area and is documented internally so that it can also be scrutinised by third parties, which will be a requirement in the future. The Board's Audit Committee reviews the report and presents improvement measures.

Lime is working to gradually adapt its sustainability reporting to the new EU law on sustainability reporting, CSRD, and the ESRS reporting standards, which the company will be subject to in 2025. By starting the work early and identifying relevant measures, we are well placed to gradually introduce the procedures and internal functions needed to fulfil the requirements in good time.

For more information on internal control, see pages 38–41 of the AR.

Double materiality analysis

Double materiality analysis is a central part of our sustainability work. It involves systematically assessing and prioritising all sustainability issues. The analysis covers two main areas: impact materiality, where we examine our internal impact on sustainability areas, and financial materiality, where we assess external influencing factors and their financial consequences. Through this process, we identify and address issues that are of importance to both our company and our stakeholders throughout the entire value chain.



Our ESG work is based on this dual materiality analysis. For Lime, it not only analyses the challenges and opportunities that affect us – it also builds an understanding of how our activities affect the world around us. By understanding and integrating the critical

elements of our core business and the communities we operate in, we aim to create a long-term sustainable impact.

Strategy, business model and value chain

Direct business model: Lime's business model is based on a competitive full-service offering with a strong local presence. As a full-service provider of CRM software, we manage all parts of the value chain, from development and sales to implementation and support. At each stage of the value chain, Lime has a greater or lesser impact on sustainability aspects. Similarly, Lime is more or less exposed to external influences and risks. The materiality analysis conducted primarily identified the sustainability factors listed below.

Stakeholder dialogue

A major part of the challenge for us as a company is prioritising and focusing our efforts and embedding them in the areas in which Lime lives and breathes. We believe that it is only then that we can make a real difference. Accordingly, an initial materiality analysis of the company's sustainability work was carried out in 2021, which in 2022 was reviewed and discussed using ongoing stakeholder dialogues, leading to an increased focus on information security.

As previously stated, a first double materiality analysis was carried out in 2023, which resulted in a maintained focus on the areas of digitalisation, human resources, information security and climate impact, taking the most important stakeholders and their expectations into account in the overall picture.

Our most important stakeholders

Stakeholders	Expectations of Lime	Example of dialogue
Customers	• Innovative and sustainable digital solutions which help organisations to improve their operations • Ethical, sustainable and climate-smart delivery chain • Information security and GDPR-compliant solutions	• Customer surveys • Qualitative dialogue with customers • Procurement requirements • Supplier surveys from customers
Employees	• Professional development • Sound work environment and favourable working conditions • Gender equality • Value-based leadership • Focus on health and well-being • Initiatives to reduce climate impact	• Employee surveys • Daily collaboration • Digital forum for sustainability issues
Shareholders	• Satisfactory return and ability to meet changed market requirements • Ethical, sustainable and climate-smart operation • Well-managed corporate governance • Risk awareness	• Annual General Meeting • Owner dialogue and owner directives • Annual and sustainability reports • Investor meetings • Participation in a number of seminars and investor meetings throughout the year

Silent stakeholders

In addition to our core stakeholders in the form of customers, employees and shareholders, there are other stakeholders Lime considers in its sustainability work. The independent organisation Sustainability Accounting Standards Board (SASB) identifies industry-specific sustainability areas to consider where nature, which can be likened to a silent stakeholder, should be addressed, even in industries with smaller carbon footprints.

Activities in the IT and software industry require minerals, large amounts of cooling water for servers and the recycling of hardware, among other things. One of our core values is 'Spend resources wisely', whereby we create the conditions for responsible recycling by extending the life of all hardware, and our sustainability approach plays a major role in the selection of our suppliers.

Lime's Sustainability Statement

Significant impacts, risks and opportunities and their relationship to strategy and our business model

A double materiality analysis was conducted to identify Lime's material impacts, as well as financial risks and opportunities related to sustainability. This involved input from the sustainability manager, the management team, experts within the organisation and external expertise.

This analysis takes the entire value chain into consideration, both upstream and downstream, and includes assessments of the significance of Lime's impact, the extent of the impact, and the likelihood that this particular impact will occur.

We have also analysed how we, as a company, are or could be affected by the environment, economy and society, primarily from a financial perspective.

We have weighed this result against the expectations of various stakeholders, including customers, employees and owners, and made an overall assessment of which sustainability areas are most significant for Lime to focus on in the future..

Area	Value chain impact	Scale	Extent	Likelihood	Assessement
Climate change: Greenhouse gas emissions	Own emissions from company and business cars, purchased electricity and heating, manufacture of purchased hardware, business travel, data storage, use of company products by customers.	Low impact	Global	Continuous	Material impact
Consumers and end users: Personal security for consumers and/or end users	Information security, responsible storage and management of personal data, user-friendliness of products (accessibility adaptation), digital work environment.	High impact	Global	Continuous	Material impact
Sustainable business models and products	Digital product delivery, products to promote efficiency and economic growth, create better working conditions/ simplify work processes, Lime's own profitable growth.	Medium impact	National / global	Continuous	Material impact

Financial risks and opportunities

Area	Financial consequences for the company	Likelihood	Consequences	Assessement
Data breaches and improper handling of personal data (information security)	Loss of income and damage to reputation in major data breaches	High	High financial impact	Medium – high risk
Skills shortage	Reduced productivity and lost revenue due to skills shortages and high staff turnover. Increased risk of customer churn leading to loss of revenue	High	High financial impact	Medium – high risk

The analysis highlights four main areas as particularly material: digitalisation, climate change, own workforce, and information security and protection of personal data. In addition to the fundamental link between digitalisation and reduced climate impact mentioned on page 14, we have chosen not to treat digitalisation as a separate materiality area in our 2023 sustainability report, despite its central role in our business. There is currently no established standard within the ESG framework to specifically report on digitalisation, but we are striving, together with the industry at large, to find relevant methods to include digitalisation in reporting. The aim will thus be to integrate this aspect in future reports.

Materiality area 1: Climate change

Responsibility for environmental and climate impact

Lime aims to be an environmentally conscious company that minimises its negative environmental and climate impact and maximises the positive effects of our products and services. The emissions are calculated and reported on the basis of the GHG protocol (Greenhouse Gas Protocol) where the focus so far is on scope 1 (emissions from self-owned or self-controlled sources) and scope 2 (emissions from purchased sources). In 2023, we have continued the work of mapping indirect emissions (scope 3), parts of which are reported.

Transition plan for climate change mitigation

Our transition plan focuses on identifying and reducing our total emissions, based on our calculations under the GHG Protocol. This mapping provides the basis for our future actions and objectives, as well as for our compliance with the European Climate Law, the UN Sustainable Development Goals and the Paris Agreement.

We have initiated strategic investments, including participation in the establishment of solar parks, as part of our commitment to increase our share of green energy. In addition, we have taken steps to ensure climate-smart contracts in areas such as electricity, district heating, technology, car leasing and data storage. Choosing climate-smart data hosting providers is part of our overall strategy to reduce our climate impact.

During 2024, we aim to develop clearer objectives and actions to further strengthen our commitment to climate change mitigation. Through these initiatives, we aim to make significant progress towards sustainable and climate-smart operations.

Policies for climate change mitigation and adaptation

Environmental policy – sets out how Lime impacts the environment, identifies responsible individuals within the organisation and describes how the Environmental policy is translated into objectives and actions.

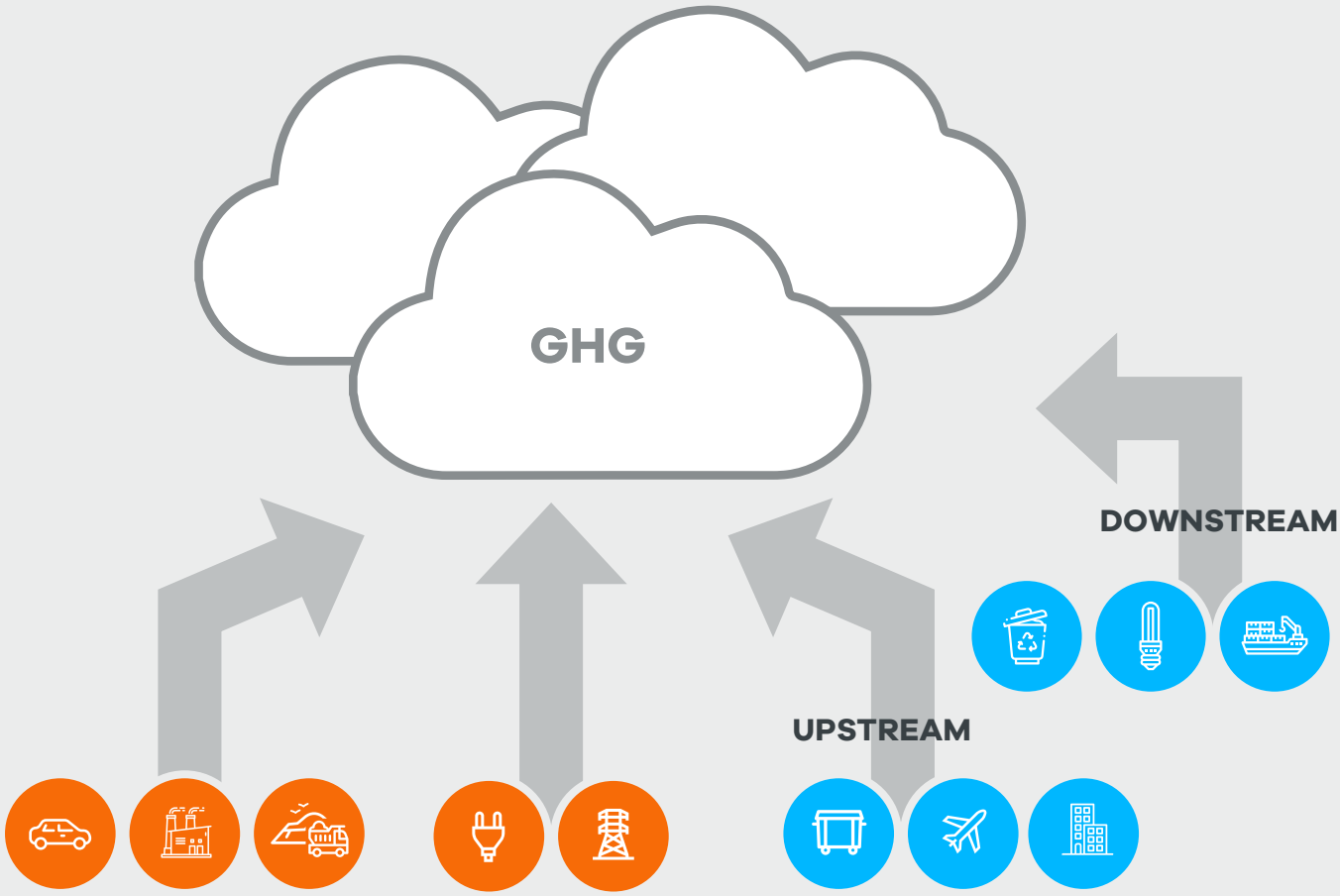
Code of Conduct – describes how Lime's employees should endeavour to reduce carbon emissions and how we approach resource and recycling, with the policy of extending the life of all hardware.

Travel guidelines – specifies how our travel should minimise carbon emissions and use the resources already available.

Purchasing and procurement policy – emphasises our commitment to integrating sustainability principles into our business decisions, for example by choosing environmentally friendly shipping methods and comparing the climate impact of potential suppliers.

Climate impact

The GHG Protocol classifies a company's greenhouse gas footprint in three different Scopes: Scopes 1, 2 and 3



SCOPE 1
Emissions from sources owned or controlled by the operation, such as the company's cars

SCOPE 2
Emissions arising from purchased energy, such as electricity

SCOPE 3
Other indirect emissions along the value chain, both upstream and downstream, which are associated with the company's operation

Environmental Performance Indicators 2023

In accordance with NASDAQ's voluntary ESG Reporting Guide, Lime Technologies reports key environmental performance indicators. The performance indicator work serves as a starting point for both improving the company's sustainability performance and further developing the annual transparent sustainability reporting.

Overview, climate impact

Estimated CO_2 emissions

Area	2023	2022
Business trips with company cars	21,560 kg CO_2	19,735 kg CO_2
Energy and district heating for offices	42,158 kg CO_2	42,247 kg CO_2
Business trips with privately owned cars	34,362 kg CO_2	18,155 kg CO_2
Use of hardware	96,031 kg CO_2	104,356 kg CO_2
Total emissions	**194,111 kg CO_2**	**184,493 kg CO_2**
Total emissions/kSEK	**0.336 kg CO_2/kSEK**	**0.376 kg CO_2/kSEK**

Kommentarer till miljönyckeltalen

In 2023, Lime's total CO2 emissions increased by 5%. However, this should be seen in relation to our ever-growing workforce. Lime has always had an aggressive recruitment strategy and in 2023 the number of average employees increased by 13% At the same time, we reduced our emissions in relation to turnover. One of the reasons for the reduction can be attributed to our conscious reuse of hardware where we strive to maximise the lifespan of each device.

Our increased business travel reflects our business model that goes beyond software sales; we customise and implement solutions on site with our customers to deliver business-critical systems. The past year marked a record year for our consulting services with more hours delivered than ever before, which has a direct impact on our business travel.

It is worth noting that 18% of the total travel kilometres to our offices are made up of walking and cycling. This high figure reflects our strategic choice of centrally located office space that promotes the use of public transport, walking and cycling over driving. It also underlines our commitment to promoting an active and healthy lifestyle among our staff.

Intensity reporting. A common way to report key figures is to compare them to the size of the organisation. For 2023, Lime reports its emissions related to total sales (SEK thousand) and in some cases to additional relevant variables depending on the type of performance indicator.

Energy. Lime Technologies' reported energy consumption for 2023 is both direct and indirect via purchased energy.

Direct emissions from self-owned and self-controlled sources come from the company cars used in operations, which currently only applies to the Nordic countries. The calculations are based on fuel consumption reported by the suppliers where Lime has contracts.

Indirect emissions come mainly from energy purchased for the operation of the business (electricity) and for the heating/cooling of premises (district heating).

The reported electricity consumption is based on invoices, except in one case where electricity is included in the annual rent and was therefore calculated (see table below). District heating consumption has in most cases been calculated: in cases where there is an annual adjustment by the landlord for the past year, it is often provided too late to be included in the annual reporting.

Renewable energy. Lime Technologies' primary energy source is solar energy, via the agreement on solar cell-based electricity that Lime entered into with Svea Solar's solar cell park in Sjöbo, where 300 MWh has been allocated to Lime Technologies annually since 2020.

Energy consumption from self-owned or self-controlled sources

Hybrid, petrol and diesel cars

Country	Estimated CO_2 emissions	Comment/conversion factor
Sweden	Petrol: 54,300.18 kWh	9.044 kWh/litre petrol
Norway	Petrol: 9,125.39 kWh	9.044 kWh/litre petrol
Denmark	Petrol: 7,072.41 kWh	9.044 kWh/litre petrol
Finland	Petrol: 868.22 kWh	9.044 kWh/litre petrol
Total energy consumption	**71,366.2 kWh**	
Total energy consumption per kSEK	**0.127 kWh/kSEK**	**Net sales kSEK 577,116**

Energy consumption from purchased energy

Electricity consumption and heating of premises

Offices	Estimated CO_2 emissions	Comment/conversion factor
Lund, Sankt Lars väg 46 1,612 m^2	Electricity: 187,177 kWh District heating: 277,556 kWh	
Lund, Sankt Lars väg 43 287 m^2	Electricity: 6,077 kWh District heating: 12,114 kWh	
Stockholm 1,019 m^2	Electricity: 86,532 kWh District heating: 121,124 kWh	
Gothenburg 738 m^2	Electricity: 11,531 kWh District heating: 5,260 kWh	
Gävle 164 m^2	Electricity: 3,034 kWh District heating: 2,828 kWh	
Oslo 510 m^2	Electricity: 40,845 kWh District heating: 49,905 kWh	
Helsinki 289 m^2	Electricity: 10,245 kWh District heating: 25,500 kWh	
Copenhagen 288 m^2	Electricity: 5,459 kWh District heating: 24 010 kWh	
Utrecht 225 m^2	Electricity: 3,438 kWh District heating: 15,184 kWh	
Cologne 381 m^2	Electricity: 5,234 kWh Oil: 25,374 kWh	
Total energy consumption	**918,427 kWh**	
Total energy consumption per kSEK	**1.591 kWh/kSEK**	**Net sales kSEK 577,116**

Direct and indirect greenhouse gas emissions from the operation itself

Direct and indirect greenhouse gas emissions from the operation itself (in Lime's case, these emissions consist solely of CO2), in what are generally defined as Scopes 1 and 2 (see figure on p. 19) and are related to the fuel consumption of vehicles (Scope 1) and to the consumption of purchased energy (Scope 2) required for the operation of the business and for heating/cooling the premises.

Emissions from self-owned or self-controlled sources

Hybrid, petrol and diesel cars

Country	Estimated CO_2 emissions	Comment/conversion factor
Sweden	Petrol: 16,404.37 kg CO_2	Emission factor petrol: 2.73224
Norway	Petrol: 2,756.83 kg CO_2	Emission factor petrol: 2.73224
Denmark	Petrol: 2,136.61 kg CO_2	Emission factor petrol: 2.73224
Finland	Petrol: 262.29 kg CO_2	Emission factor petrol: 2.73224
Whole operation: Total emissions	**21,560 kg CO_2**	
Total emissions per kSEK	**0.037 kg CO_2/kSEK**	**Net sales kSEK 577,116**

Emissions from purchased energy

Electricity consumption and heating of premises

Offices	Estimated CO_2 emissions	Comment/conversion factor
Lund	Electricity: 0 kg District heating: 0 kg	Fossil-free electricity with zero emissions Fossil-free district heating with zero emissions
Stockholm	Electricity: 0 kg District heating 4,239.3 kg	Fossil-free electricity with zero emissions District heating: 0.035 kg CO_2/kWh
Gothenburg	Electricity: 0 kg District heating: 336.6 kg	Fossil-free electricity with zero emissions District heating: 0.064 kg CO_2/kWh
Gävle	Electricity: 0 kg District heating: 107 kg	Fossil-free electricity with zero emissions District heating: 0.003 kg CO_2/kWh
Oslo	Electricity: 0 kg District heating: 648.8 kg	Solar power with zero emissions District heating: 0.013 kg CO_2/kWh
Helsinki	Electricity: 0 kg District heating: 10,200 kg	Solar power with zero emissions District heating: 0.198 kg CO_2/kWh
Copenhagen	Electricity: 0 kg District heating: 9,604 kg	Solar power with zero emissions District heating: 0.068 kg CO_2/kWh
Utrecht	Electricity: 0 kg District heating: 3,416 kg	Solar power with zero emissions District heating: 0.225
Cologne	Electricity: 0 kg Oil: 7,720.2 kg	Solar power with zero emissions Oil: 0.3
Whole operation: Total emissions	**35,271.9 kg CO_2**	
Total emissions per kSEK	**0.061 kg CO_2/kSEK**	**Net sales kSEK 577,116**
Total emissions per m²	**5,532 kg CO_2/ m²**	**Total area 5,833 m²**

Other indirect GHG emissions

During 2023, Lime continued mapping and reporting indirect emissions along the value chain linked to its own operations, i.e., Scope 3 in the figure on page 24. This report presents Scope 3 emissions in the area of Purchased goods and services as the first category. Emissions from hardware and business travel by private car are shown below. In future Scope 3 analyses, it is likely that emissions from business travel in the form of flights, trains and other means of transport will also be included, as well as emissions generated by energy consumption for data storage in cloud-based solutions for both Lime's own use and the storage of customers' data

The calculations in the table below are based on Lime's internal records of the number of each piece of hardware owned and distributed by the company, and on the suppliers' indication of the total climate impact for each model of IT product divided by the estimated average lifespan of each product

Indirect emissions throughout the value chain

Use of hardware

Hardware	Estimated CO_2 emissions	Comment/conversion factor
Computers Number: 328	Lifespan: 18,112.2 kg/year	CO2 equiv. lifespan/unit: 220.88 kg Estimated lifespan: 4 years
Mobile phones Number: 279	Lifespan: 6,045 kg/year	CO2 equiv. lifespan/unit: 65 kg Estimated lifespan: 3 years
Screens Number: 686	Lifespan: 71,485 kg/year	CO2 equiv. lifespan/unit: 521.03 kg Estimated lifespan: 5 years
Whole operation's hardwar Total emissions	**95,642.2 kg CO_2**	
Total emissions per kSEK	**0.166 kg CO_2/kSEK**	**Net sales kSEK 577,116**

The second category of Scope 3 emissions presented belongs to the business travel category, where a significant share is made up of business travel in privately owned cars. The calculations on the following page are based on travel calculations from the payroll system, as well as the average energy efficiency of vehicles in Sweden as a majority of the emissions are generated in our home market. Figures do not include the Netherlands.

Business trips in privately owned cars and company cars

Country	Estimated CO_2 emissions	Comment/conversion factor
Private Sweden	6,131 kg CO_2	140 g CO_2/km
Private Norway	170 kg CO_2	140 g CO_2/km
Private Denmark	311 kg CO_2	140 g CO_2/km
Private Finland	2,180 kg CO_2	140 g CO_2/km
Private Germany	224 kg CO_2	160 g CO_2/km (diesel)
Private The Netherlands	No data available	
Company petrol	3,458 CO_2	140 g CO_2/km
Company diesel	434 CO_2	160 g CO_2/km
Company hybrid	117 CO_2	38 g CO2/km
Whole operation (excl. The Netherlands): Total emissions	**13,025 kg CO_2**	
Total emissions per kSEK	**0.023 kg CO_2/kSEK**	**Net sales kSEK 577,116**

Materiality area 2: Own workforce

A responsible employer, supplier and force in society

Lime is a values-driven company fuelled by what we call a caring performance culture. We strive to be an ethical and well-managed company that grows sustainably by being an attractive and long-term employer, supplier and contributor to society.

Significant impacts, risks and opportunities

Lime takes a preventative approach to what could pose significant risks to its own workforce. Lime prevents risks from occurring through a corporate culture that promotes participation and shared decision-making, collective agreements in Sweden and Finland, and comparable conditions in other countries. Follow-up on whistleblower cases, pulse measurements, workplace injuries and incidents.

We strive to be an attractive and long-term employer with a happy and long-serving workforce, creating a solid foundation for future sustainable growth. By promoting diversity and equality within our organisation, we not only increase innovation and improve our skills supply, but also create a more ethically sustainable business. Through community engagement, we aim to make a difference where we are located, stimulate society to harness talent and create a positive impact on the surrounding community.

Policies for our own workforce

The following policies address significant impacts, risks and opportunities related to our own workforce. These concern all employees and consultants working for and on behalf of Lime and are reviewed annually:

- *Code of Conduct: Our guidelines on how we conduct our business, covering all employees, suppliers and partners.*
- *Health and Safety Policy: How we promote health and safe workplaces, and what we do to prevent ill health and injuries at work.*
- *Guidelines for business travel: Our guidelines for travelling sustainably.*
- *Information security policy: Describes what employees may and may not do to ensure our information is secure, both internally and in relation to our customers.*
- *Privacy policy (personal data protection): Regulates the processing and protection of personal data for lawful and responsible management.*
- *Incident management: Our guidelines for the rapid and efficient handling of incidents and deviations.*
- *Purchasing and procurement policy: Our principles for the responsible sourcing and procurement of goods and services, including from a sustainability perspective.*
- *Equality and equal treatment policy: Describes our efforts to promote equality and equal treatment in the workplace.*
- *Alcohol and drugs policy: Addresses how we view alcohol and drugs in the workplace and how we approach alcohol at internal and external events.*
- *Insider trading policy: Regulates how company information is handled to prevent insider trading.*
- *Communication and information policy: How we view and work with internal and external communication to ensure clarity and achieve our common goals.*
- *Whistleblowing policy: Provides our employees with a safe reporting channel for potential misconduct and ensures professional handling in accordance with the law.*

Human rights commitments

As stated in the Code of Conduct and Lime's equal treatment policy, Lime supports the human rights of every individual in accordance with ILO Convention 138 and has zero tolerance for any form of discrimination, including on the basis of ethnicity, colour, religion or belief, gender, age, social status, family origin, sexual orientation and physical or mental disability. It goes without saying that we also reject all forms of child and forced labour and we support freedom of association and collective bargaining. In 2023 we joined the UN's Global Compact initiative for responsible businesses based on ten principles in the areas of human rights, labour, environment and anti-corruption.

Cooperation and dialogue with members of the workforce

Lime conducts weekly surveys where we monitor employee well-being, such as commitment, participation, stress levels and opportunities for advancement. The results are processed at several levels and form the basis for further measures to improve the health, well-being and performance of our employees.

We strive for a high level of employee commitment, where our employees are expected to dedicate a certain amount of time to internal activities to support collective development and participation in the company. To facilitate communication and to create a space to address any challenges, each employee has regular one-to-one meetings with their manager, at least once a month and often weekly.

We maintain positive relations with trade union representatives. In the European countries where Lime operates, including Sweden, labour relations are cooperative and labour law ensures favourable working conditions. We have established collective agreements in Sweden, where the majority of our employees are located.

Processes for addressing negative consequences and channels for our own staff to raise problems

Lime's Health and Safety Policy, together with the Code of Conduct, describes the work environment and what is expected of each employee in terms of behaviour and responsibility. As stated in the Code of Conduct, Lime has zero tolerance for harassment, sexual harassment, bullying and retaliation. If Lime becomes aware of such behaviour, it will investigate and take appropriate action, which may include termination of employment. Employees are often the first to detect any suspected irregular conduct or inappropriate behaviour. The Code of Conduct requires them to report to the manager concerned, to the manager's supervisor or directly to the 'People and Culture' department in HR. If the employee has concerns about doing this, the whistleblowing system provides an alternative route.

Whistleblowing policy

The aim of the whistleblowing system is to ensure that employees have an alternative way to deal with and raise suspected cases of irregular conduct or inappropriate behaviour without the risk of harassment or retaliation. It also aims to ensure that all reported suspicions of this type of serious incident are handled in a professional manner and in accordance with applicable laws. Lime's whistleblowing policy covers serious irregular conduct in a work-related context that may have a detrimental effect on the organisation, employees, customers and the public and which, due to the nature of the irregularity, cannot be reported in the usual way:

- *All illegal activities*
- *Financial fraud (e.g., false accounting, breach of internal controls, improper proceedings, misappropriation of assets or other types of fraud)*
- *Bribery and corruption (e.g., conflicts of interest, bribes, sponsorship and donations, gifts)*
- *Infringement of competition law (e.g., price fixing with competitors, exchanges of sensitive information, colluding on bids)*
- *Serious threats to the environment, health and safety*
- *Threats to public health*
- *Consumer protection*
- *Protection of privacy and personal data and network and information security*
- *Discriminatory labour practices and sexual harassment*
- *Human rights violations*

The policy also describes the rules for reporting information on irregular conduct in a work-related context where there is a public interest in disclosure.

In general, any irregular conduct involving the reporting person's own working or employment conditions are not considered to be of public interest, unless they involve acts or omissions that are unacceptable from a broader societal perspective.

No serious incidents were reported or brought to the company's attention during the reporting period.

During 2024, third party software for whistleblowing will be implemented. This is to further ensure anonymity and that reported cases are handled legally.

Objectives for our own workforce – Management of material positive and negative impacts

As we did not find any significant risks to the workforce in our operations, we are focusing on the areas where risks may exist, such as work-related stress, sick leave, incidents or workplace injuries/accidents.

1. Work-related stress:

- Objective: No sick leave due to work-related stress.
- Actions: Early intervention through occupational health services, work-life balance, and collective wellness activities.

2. Sick leave

- Objective: Sick leave rate below 5%.
- Actions: Continuous measurement of sick leave and action where necessary.

3. Workplace injuries/accidents:

- Objective: Follow up and take action on any workplace injuries.
- Actions: Organisational adjustments to reduce stress and increase safety (efficiency revolution).

4. Work-life balance:

- Objective: Promote balance through company initiatives such as well-being groups and collective activities.
- Actions: Offer benefits such as parental leave through collective agreements and organise activities both during and after working hours.

Through our commitment to the well-being and safety of our workforce, we have not only minimised potential risks, but also successfully cultivated a positive working environment

Key figures	2023	2022
Staff turnover (%)	7	8
40–60% women in the organisation	37	34
Leadership	8,4/10	-
Personal development	7,5/10	7,3/10

Lime's staff turnover was 7% in 2023, below our stated target of 8–10%. Women currently make up 34% of our total workforce, and we continue to strive for greater gender equality within the organisation, with 39% of all new hires in 2023 being women. Both our Board and management team are meeting our set gender equality targets, with women accounting for 40% and men 60%.

To create optimal conditions for our employees to succeed in their tasks, we invest in leadership development. During 2023, all of our leaders underwent leadership development programmes, and we have initiated a programme for the next generation of leaders. Surveys show that our leadership exceeds expectations, reaching a rating of 8.4 for the full year 2023. The criteria assessed includes collaboration, trust and communication with the manager.

Our employees should be given opportunities for personal development at Lime. This is why we also measure personal development based on the criteria of job autonomy, ownership and purpose. Our goal is to achieve a rating of 8 out of 10, and in 2023 we achieved 7.5 out of 10.

Data on the organisation's employees December 31, 2023.

Gender	Sweden	Europe
Male	192	74
Female	111	41
Total employees	**303**	**109**

Data on our own workforce

- All Lime employees at the end of 2023 are either on a trial period or permanent employees. 37% are female and 63% are male.
- 42 full-time equivalents left their employment in 2023, and the staff turnover rate was 7%.

Here, full-time equivalents are defined in the same way as employees, that is, the number of people who have left the workforce irrespective of their type of employment or grade. Our staff turnover rate was 6% in 2023, and is measured as follows: the number of staff leaving over 12 months divided by the number of staff employed 12 months ago.

Collective agreements and social dialogue

Employees in Sweden and Finland are covered by collective agreements. Everyone is treated in the same way whether they are union members or not. The company also has generous employment contracts of a similar standard in other markets.

- The proportion of all employees covered by collective agreements is: 333 people, 77 per cent
- Employees who are not covered by a collective agreement have their working conditions mainly determined by the collective agreement in force in Sweden, adapted to the specific rules and practices of the labour market in each country.
- Full-time consultants working for Lime who are not covered by collective agreements have broadly similar working conditions and are treated in the same way as other employees. The main difference is that they are responsible for their own pensions and insurance contributions. Despite this, they represent an essential part of the company on the same terms as other staff.

Diversity indicators

- The gender breakdown in number and proportion at senior management level at Lime is: 40% women and 60% men.

Adequate remuneration

Lime conducts an annual salary survey in Sweden. The salary surveys have not revealed any significant differences in remuneration. The collective agreements in both Sweden and Finland contain minimum wage levels that Lime more than meets.

Social security

All Lime employees are protected for the situations listed below:

- Illness.
- Unemployment, where the cover applies from the time the employee starts working for the company.
- Work-related injuries and associated disabilities.
- Parental leave.
- Pension.

Training and skills development

All Lime employees undergo six-monthly performance reviews. In addition, Lime conducts individual performance reviews at least once a month, and often once a week. This practice ensures that 100% of employees are offered the opportunity for individual counselling, regardless of their gender.

Health and safety

- All employees and consultants are covered by Lime's Health and Safety Policy.
- Lime has not had any work-related deaths.
- In 2023, three work-related accidents occurred at Lime, one at the workplace and two on the way to the workplace. One of the accidents resulted in short-term absence (less than a week).
- No ill health directly related to work has been reported by Lime.
- One (1) day of sick leave directly related to work has been reported by Lime.

Balancing health and leisure

All Lime employees are entitled to take parental leave with varying rules depending on the specific legislation in the respective European countries.

Parental leave	Number
Individuals on parental leave	39
Share of the labour force (%)	9
Women on parental leave	24
Men on parental leave	15

Remuneration indicators

Lime Technologies Sweden conducts an annual salary survey to analyse and compare tasks within different staff groups, with the aim of identifying and valuing equal or equivalent work. Salary differences are carefully scrutinised to determine if they can be explained by the gender of the employees or if there are other objective reasons for the salary differences. If there are no reasonable explanations for pay gaps exceeding 5% between men and women, an action plan is initiated. In the salary survey for Lime Technologies Sweden, women's average salary is 95.2% in relation to that of men.

Human rights related incidents, complaints and serious consequences

Incidents	Numbers
2023	0
2022	0
2021	0

There were no reported incidents or ongoing processes regarding discrimination cases, including harassment, during the reporting period.

There were no reported incidents or ongoing processes regarding complaints submitted through channels for people in the company's own workforce to address concerns (including grievance mechanisms) during the reporting period.

There were no reported incidents or ongoing processes regarding fines, penalties and compensation during the reporting period.

There were no reported incidents or ongoing processes regarding serious human rights incidents involving the company's employees during the reporting period.

Materiality area 3: Information security and processing personal data

Information security and the protection of personal data

Lime's core business is based on collecting companies' customer data in a single system, and our ability to provide software to customers depends on the security, integrity, reliability and operational performance of the systems, products and services that we offer. Disruptions in Lime's or any of Lime's suppliers' IT environment may have a negative impact on Lime's operations, financial position and results. As such, information security is a central part of the company's overall work on compliance, risk and control.

Scope

Confidentiality

We are committed to processing and storing important information for our customers. To do this responsibly, we have both organisational solutions, i.e. restricting access to the people who need it, and technical measures such as encrypting data in transit and when stored.

Privacy

As a company, we take the necessary measures to comply with the GDPR and have procedures in place for erasing information. Our products help our customers manage their personal data and give them the tools to easily comply with the GDPR.

Accessibility

We have built, and continue to build, our products to achieve levels of accessibility that are sufficient or higher than those required by our customers. Our internal accessibility target is over 99.5%, and this is measured and followed up on a regular basis.

Policies

Information security policy: Describes what employees should and should not do to ensure our information is secure, both internally and in relation to our customers.

Procedures for communicating with customers and end users regarding consequences

For legal and contractual reasons, customers are notified of incidents within 24 hours of the incident occurring. The procedure is divided into three steps:

1. Collection of contact details in the form of email addresses of affected customers, using the GDPR contact as the primary contact and other relevant contacts if no GDPR contact is specified.
2. Preparation of content, where we briefly and clearly describe the case and its consequences, as well as measures taken to mitigate the consequences.
3. Send and document. Affected customers are notified by email and the communication is documented.

Actions and strategies to manage the material risks and exploit the material opportunities for customers and end users

Lime is ISO 27001 certified. By carefully managing and minimising material risks while exploiting opportunities, we intend to create a secure platform for our customers and end users. Our strategies and actions within this framework are designed to ensure the privacy, confidentiality and availability of data, thereby guaranteeing a high standard of information security in all our business processes.

We offer flexible data storage, tailored to our customers' needs – either in their own data centres or with hosting partners, or as a cloud service fully managed by us. We also offer effective solutions for encryption, secure communication, backup and incident management.

Our development process takes security into account, which ensures that potential vulnerabilities are discovered early and do not lead to incidents. Collectively, we strive to offer safe and customisable solutions, while investing in staff training and implementing security elements throughout our development process

Personal data protection

GDPR legislation, which regulates individuals' fundamental right to the protection of their personal data, primarily affects Lime's business in two ways:

- In the processing of personal data for internal use, such as keeping track of employees, customer contacts, marketing recipients, etc. This means, among other things, that we have a legal basis for processing personal data (e.g., written consent), only collect personal data for specific, explicit and legitimate purposes and do not process more personal data than is necessary for those purposes, and protect the personal data and delete it when it is no longer needed.

- In the processing of personal data on behalf of our customers, as we do in our cloud products/add-on services, or when we provide consultancy services. This implies that we always have authorisation from the data controller if we want to use other data processors (e.g., if we want to use cloud providers), that we only process personal data according to instructions from the data controller, and that we protect the personal data we process, among other things.
- To ensure compliance, Lime has clear processes for processing personal data and is guided by the privacy policy. Continuous training of both employees and customers is an important element, as is restricted access to ensure that only authorised, trained employees have access to relevant personal data. All of Lime's products and services are GDPR-compliant, which means that workflows and functionality are designed to comply with the legislation, as well as that the underlying technology fulfils the requirements for personal data protection.

Management of impacts and risks

Key figures and trends	Number
ISO certification	Yearly renewal
Internal training (onboarding + yearly training programme)	100% participation
Penetration test carried out by a third party	Yearly

Business ethics policy and corporate culture

Lime's policies and guidelines aim to ensure compliance with our regulations within the organisation, and also help Lime's employees to act ethically and in accordance with the Code of Conduct.

Code of Conduct

The Code of Conduct is introduced during the recruitment process, and the induction programme introduces new employees to Lime's culture, values and how Lime operates as a company. The Code of Conduct covers aspects including the company's overall vision and core values, human rights and equal opportunities for all, health and safety, the company's role and impact in society, confidentiality and communication, privacy and protection of personal data, and competition, corruption and bribery. All new employees are expected to read and understand the Code of Conduct, as well as the information security, communication and insider trading policies during the first weeks of employment.

Every year, an automatic reminder is sent to all employees to ensure that they have read and understood the content of the Code of Conduct. Employees are also asked to answer a number of follow-up questions to ensure that they have familiarised themselves with the content.

Whistleblowing system

Please see page 25 for more information.

Management of relationships with suppliers

To ensure that new suppliers fulfil all business requirements, documented procedures for the evaluation and assessment of new suppliers must be completed before they can be incorporated into the business. The requirements vary, but can be of an economic, legal, ethical or technical nature. In all product and system purchases, the environmental and climate impact must also be considered as a factor. This is stated in Lime's Purchasing and procurement policy, as well as the Environmental policy.

Information security requirements to mitigate the risks associated with suppliers' access to company information must always be considered, agreed with the supplier and documented as part of the legal contract, as specified in Lime's Security directive. The CFO or a member of the management team are responsible for verifying the complete and correct onboarding of suppliers, and they have the authority to grant the final approval of a new supplier. Suppliers and partners are also covered by Lime's Code of Conduct.

Lime maintains a list of all current suppliers via a technical CRM solution. Each supplier has a designated contract owner who is primarily responsible for the relationship with the supplier. An annual evaluation of the supplier is carried out and documented in the system.

Anti-corruption and ethical competition

Lime has zero tolerance for bribery and anti-competitive agreements in any form and uses honest practices in our dealings with customers, suppliers and other partners. We always follow the market competition laws and rules applicable in each individual market.

The Code of Conduct and Lime's Purchasing and Procurement Policy provide several examples of relevant scenarios and how they should be handled according to the principles in the information below:

- Ordinary hospitality in a business context, such as meals or entertainment in the company of existing customers or suppliers, provided that the market value of such offers is kept at a reasonable level. The only reason to accept or initiate these activities is to develop and strengthen the relationship and therefore representatives from both parties must be present at the actual meeting.
- Gifts from/to potential or existing suppliers/customers may be accepted/given occasionally if the market value of the gift is insignificant (coffee mugs, notebooks or other types of small gifts). In all other cases, Lime employees must politely decline the offer.

The Code of Conduct also sets out the company's zero tolerance for taking advantage of any position, role or company information, or acting in any way that conflicts with our corporate obligations, in order to seek or obtain benefits for oneself, one's relatives, friends or other third parties. To ensure that all employees are aware of this, business ethics – being fierce but fair competitors – are included in the training of all new staff

Identifying and managing allegations or incidents of corruption and bribery

- Lime has a whistleblower system with established processes for handling whistleblower cases in accordance with legal requirements and guidelines. Another preventative measure is the Code of Conduct, which establishes the company's zero tolerance for corruption and bribery.
- The Whistleblowing Unit, including the Legal Adviser and the Head of People & Culture, is independent and detached from the management chain involved in the case. This guarantees confidentiality for the whistleblower without the need for management involvement.
- Lime takes all reports of misconduct seriously and reports them annually to the Board of Directors. The report includes the number of cases, their validity, the follow-up phase and the results, without revealing the identity of the whistleblowers.

Instances of corruption and bribery

During the reporting period, no cases of corruption and bribery were reported or came to the company's attention.

Political influence and lobbying

Lime does not perform any political influence or lobbying activities.

Payment practices

Lime pays compensation by invoice according to the payment schedule set out in the contract. The payment period is generally 30 days. The company has no outstanding legal proceedings regarding late payments.

Follow Lime

The Sustainability report, like all other reports, annual reports and presentations are published at investors.lime-technologies.com. where it is also possible to subscribe to mailings containing financial and company-related information.

CRM with a twist

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