



THE AS-A-SERVICE EXPERTS

Annual Corporate Social Responsibility Report 2022

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Our vision

Black Winch is conscious of its own responsibility towards the challenges the world is facing. Through our activities we have an impact and it is our responsibility to make it a positive impact.

Our core business revolves around the circular business model As-A-Service. This model is part of the circular economy in particular thanks to the centralization of ownership. The product's life cycle is in the hands of the manufacturer or integrator, which guarantees that the end of life is taken care of: reuse, recycle, refurbish.

In 2022, we continued our activities to reach our ambitious social and sustainability goals so as to align our corporate social responsibility (CSR) activities with our business goals and values.

*To accelerate the world's transition to
usership and circularity.*

Sustainability is part of Black Winch's values, and the company's governance reflects its CSR ambitions. The CSR Coordinator provides leadership and oversight in integrating the pillars of sustainability into our daily operations.

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

Letter from the CEO

2022 is a pivotal year in raising awareness of the deregulation of our environment. The various climatic phenomena that have upset many countries, affecting their population and hurting their economy are all markers of the ice breaker that we are seeing. It is obvious that access to raw materials is one of the major reasons for this ice breaker. Their endless extraction is for many industries a model that is coming to an end.



In 2022, we have seen that As-A-Service and the circular economy are increasingly linked. The implementation of new business models such as As-A-Service which allow the activation of the circular economy while increasing the value of a company through the recurrence of its income, is attracting attention. The cocktail is more than just an idea!

Although everything remains to be done in this area, the awareness of manufacturers and public authorities who include these criteria in their specifications will push equipment suppliers to set up circular economic models such as As-A-Service .

The energy crisis linked to the war in Ukraine is also an unfortunate accelerator of pay-as-you-go models, the cash situation of many companies being compromised by this tense geopolitical situation.

We are therefore convinced with my team that, after having created a strong link between As-A-Service and circularity in 2022, 2023 is a year of implementation of this type of solution.

Measuring the impact of As-A-Service on the circularity of a business model and taking actions to amplify it are new offers that we will provide to our customers in 2023.

Naturally, at Black Winch we are closely monitoring our impact on our ecosystem and this is guiding most of our current and future decisions. We are proud to have started a partnership with [1% for the planet](#) in 2022. We are committing to donate 1% of annual sales to support nonprofits focused on the environment and education. We are also conscious that sharing knowledge and expertise is a key element to a better society. We grew our knowledge base on our website to share content about the As-A-Service business model and its circularity impacts.

Producing a CSR report is in no way a legal obligation but a moral obligation as an entrepreneur and a citizen. Reporting on our CSR activities is our contribution to inspiring, in complete transparency, our customers, our employees and our ecosystem at large. As we look ahead, we aim to keep our sustainable commitments at the front of our agenda as we grow our business.

You will find information about our progress throughout this report. I'm proud of what we've accomplished with the Black Winch team, I'm even more excited for what lies ahead of us.


Our approach

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

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



2022 CSR activities summary

Commitment	Target	2021	2022	Progress
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  Industry, Innovation and Infrastructure				
Sustainable internal management		The CSR policy	Review and approval of the CSR policy	CSR remains at the top of the agenda
Business activities aligned with core values	100% of our partners share our CSR values	60% of our customers are CSR leaders. 66.67% of our partners are CSR leaders	72.73% of our customers are CSR leaders and 63.64% of our partners are CSR leaders	On tracks regarding our customers. A small drawback regarding our partners.



Responsible Consumption and Production

Gender representation	Stay within 60%-40% of gender representation	45,8% women 54.2% men	62.7% women 37.3% men	A slight decrease in gender parity in favor of women
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Climate Action

Carbon neutrality by 2025	GHG emissions	3.68tCO ₂ e/FTE Below industry average	4.38tCO ₂ e/FTE Below industry average	Post-COVID-19 increase
Actions for the planet	Donate 1% of our revenues to a non-profit	/	REEFolution and Healthy Seas	A new collaboration for a sustainable future



Partnerships for the Goals

Knowledge sharing	External publications & events	4 white papers	1 webinar 3 white papers 4 articles on LinkedIn	Diversification of the contents' supports
	Internal knowledge sharing & events	/	The Green Talk	Development of internal CSR activities
Actively work with a B2B CSR partnership	Ecosystems	Member of the Ellen Macarthur Community Member of the Nordic Circular Arena	2021 achievements, and member of the 1% for the planet network	Positioning our brand as a part of a bigger community

9 - Industry, Innovation and Infrastructure

Internal Management

The CSR policy is a commitment we made in 2021 and we kept in 2022 to our partners, employees, customers and communities. Through strict monitoring, evaluation and partnerships, we are committed to continuously improving our CSR impact on the environment.

The CSR policy has been reapproved in 2022 to make sure that Black Winch's activities are still aligned with the vision and the commitments.

The assessment looks at MSCI Environmental Social Governance (ESG) ratings (a finance company, portfolio analytics and ESG products) and Sustainalytics ratings (financial service provider, ESG research and ratings) if the organization has been rated. Our assessment is based on the following criteria: whether the organization is certified (B Corporation, ISO family, etc.), whether it has a CSR policy, a CSR report, codes of conduct, and whether it is involved in non-profit activities. The maximum score is 13.5, if the company scores above 6 (included), it is considered CSR ready.

Aligned with our core values

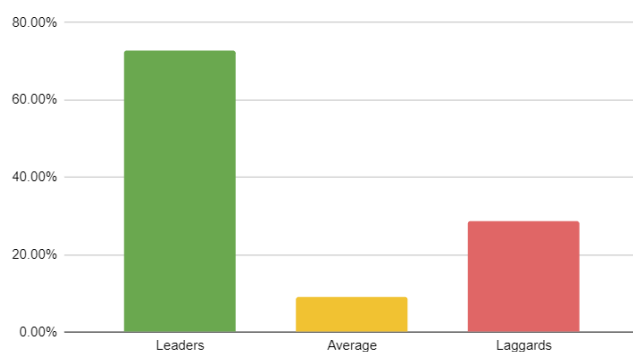
According to the CSR assessment methodology that we developed to evaluate the CSR readiness of our clients and partners. We define our partners as being all parties with which we have a business collaboration.

Our criterias are the following: third-party ESG certifications and evaluations, the existence of a CSR report, a CSR policy, and a bonus point for donations and volunteering to nonprofits and charities.

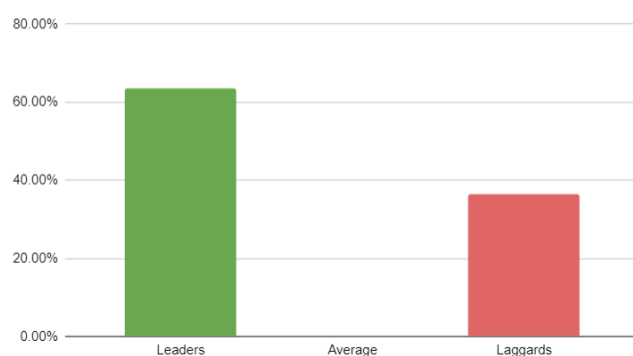
This year, there are two conclusions that can be drawn:

- In 2022, 72.73% of our clients are aware of CSR and the impacts their activities can have as they have active strategies and results to mitigate and improve their environmental impacts.
- In 2022, 63.64% of our partners are considered CSR ready. This is slightly below the results of 2021, however, this is explained by the increase in partnerships that occurred this year. The difference between the good and the very good is explained by a difference in the ESG rating score and certifications given by third parties.

Customers' CSR readiness in 2022



Partners' CSR readiness 2022

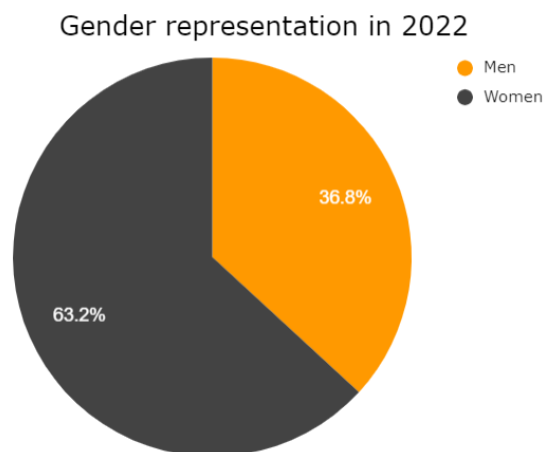


12 - Responsible Consumption and Production

Diversity

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

Gender representation at Black Winch



In 2022, 62,7% of our collaborators and employees were women and 37,3% men. We based our calculations on the time worked for Black Winch, as some of our collaborators were contractors for a definite period.

13 - Climate Action

GHG emissions

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

Our emissions belong to Scope 3 only:

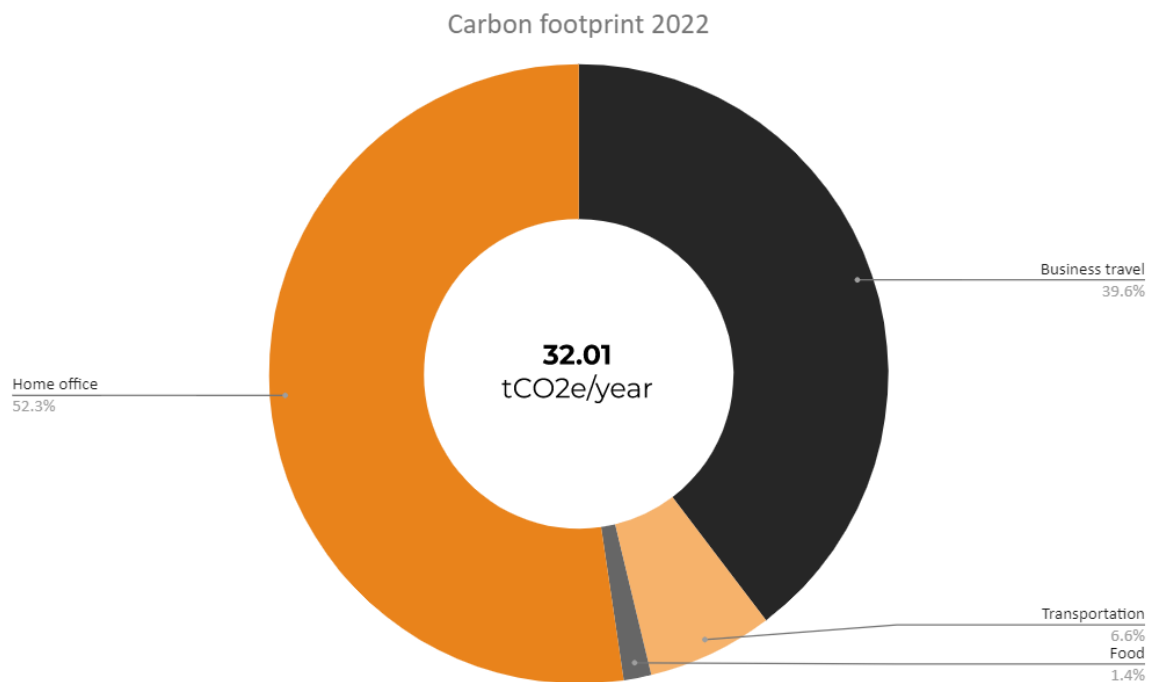
- Scope 1 concerns the buildings and vehicles owned by a company, Black Winch works completely remotely, the company does not own any buildings or vehicles.
- Scope 2 concerns, among other things, the purchase of energy (electricity, heating, air conditioning). Black Winch does not own any buildings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

For the year 2022, our emissions were 4,38 tCO₂e per Full Time Employee (a grand total of 32,01 tCO₂e). Black Winch is therefore still below industry average, which is 6.3 tCO₂e / FTE (comparison made by analyzing the emissions of similar consulting organizations from the European Union).

More than half of our emissions come from home working as Black Winch is a fully remote company. The second largest source of emission, accounting for 39.6%, comes from business travel. As a standard we estimated that all of Black Winch's employees and collaborators work in buildings with heating.

The two other important sources of emissions are Upstream transportation and distribution, and food purchases.

Last year we estimated our emissions during a "normal" post-COVID-19 to be 29.29tCO₂e, we are slightly above this estimation due to an increase of activity.



GHG emissions for the year 2022

Actions for the planet



In January 2022, we started a partnership with the [1% for the planet](#) movement. We are committing to donate 1% of our annual turnover to support 2 non-profits organisations: REEFolution and Healthy Seas. On top of an internal strategy to reduce the carbon emissions made by business travel through only authorizing business travel if it is really necessary, we are also supporting a carbon avoidance programme.

REEFolution

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



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

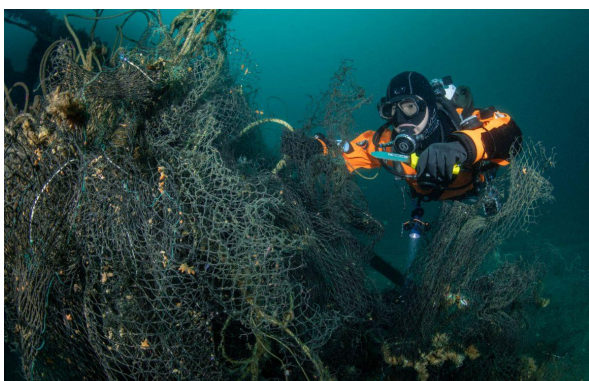
REEFolution has also developed a 3-month program for which local community members can apply. During this time period, they learn practical diving skills and receive marine animal ecology classes. If they succeed, they are offered a paid job opportunity at one of their projects.

We chose REEFolution because they actively empower local communities to care for their environment.

Healthy Seas

[Healthy Seas](#) was founded in 2013 to tackle the ghost fishing phenomenon which is responsible for the needless death of marine animals. Ghost fishing refers to fishing gear that has been lost, dumped or abandoned in the seas.

Through cleanups with volunteer divers and by working with stakeholders of the fishing sector toward marine litter prevention, Healthy Seas collect waste nets around the globe and ensure they become a valuable resource. Nylon fishing nets are regenerated together with other nylon waste by Aquafil into ECONYL® yarn while the other types of plastics are also reused or recycled.



Home office

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

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

17 - Partnerships for the Goal

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

External purposes

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

- As-A-Service & Circular Economy: [Understanding the asset financing banks' positions on ESG performance](#)
- Reuse, Recycle, Refurbish: [applied to the energy equipment sector](#)
- Reuse, Recycle, Refurbish: [applied to the electronics industry](#)

We filmed and shared videos on [YouTube](#) linked to the white papers we wrote:

- [Introduction to CSR at Black Winch](#)
- [Aligning As-A-Service & Circularity](#)
- [Planned Obsolescence](#)
- [Waste to resources](#)



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

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

We wrote and published 4 articles on LinkedIn:

- [Circularity in Battery-As-A-Service](#)
- [The social opportunity of As-A-Service](#)
- [Defragmented ownership](#)
- [The R strategies](#)

Internal purposes

Black Winch created an internal CSR activity “The Green Talk” for all employees and collaborators to foster knowledge and encourage discussions around the important topics around sustainability and the circular economy.

Every month is associated with a theme. Content in the form of podcasts, videos, films or articles are shared at the beginning of the month and a discussion is organized at the end of the month.

- October 2022: the theme was “Degrowth”.
- December 2022: The theme was “Climate Justice”.

References

MSCI ESG rating :

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

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

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

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

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

[REEFolution](#)

[Healthy Seas](#)