



Rule breaking, never faking, change making

SEVEN YEARS OF PIONEERING IN A NUTSHELL

Blyde Benelux is seven years old. We were the first PR agency in the Benelux to be certified by B Corp in 2019, and we are very proud to be among Tony's Chocolonely, Patagonia and Triodos Bank. Our team feels anything but a seven-year itch. In fact, after years of impactful business, we are even more determined to continue this path. We feel more rushed and are more ambitious than ever to continue using our business as a force for good.

In this concise report, we look back on seven years of pioneering and making conscious choices. Think of it as a peek into our kitchen, where sometimes a pan burns or a dish ends up on the table undercooked. No long paragraphs and it is far from complete. But it offers, in a nutshell, how we do things: this is who we are, this is how we roll.

Please copy, reuse and multiply!

We hope this document inspires you, moves you to action and that it is copied right into your heart's content. Our impact report offers on a silver platter what we have built up over the years with our team. Our invitation to you? See this document as a blueprint for how to create positive impact with your team. Get started with us and mobilize as many people as possible to do the same and even better! Together we go so much faster than alone, so we can only encourage plagiarism for purpose.

Team Blyde Benelux

"Do you have questions about our report and are you also hungry for change?
We like to think along about how you and your company you can make an (even more) positive contribution to the world we leave behind for the next generations."

Neem contact op via lorette@blyde.nl

IF WE CAN PUT A MAN ON THE MOON...

Blyde looks at the great challenges of our time – climate change, pollution and increasing inequality – like the first moon landing was looked at more than 50 years ago. The ambition of the United States in the 1960s to put the first man on the moon unleashed unprecedented forces. Money was made available for this megalomaniac project; the government played an active role and sectors and organizations worked together towards a common goal. This attitude and long-term vision ensured a story and goal that were shared by many: 'We' are going to be the first to put that flag on the moon, 'we' will succeed. No room for egos, leave them at the door.

We are currently on a critical turning point in history. One crisis after another is emerging and we are diligently seeking a new, permanent balance between state, business and citizen. The limits of our earth are in sight, climate scientists agree: we have reached a critical point of no return. There is an urgent need for a new common goal to pursue. Above all, it is not about who has the greatest responsibility for solving our problems. It should mainly revolve around the question of how we all can really contribute to a sustainable and more equal society. From cashier to CEO, and from climate activist to politician.

'Less bad' is not an option

What exactly should that new common goal be? Unfortunately, there is not one ready-made answer. But we do know that doing 'less bad' is simply no longer an option. As uncomfortable as it may be, it is time we break free from the obsession with profit maximization. The problem facing the whole world is faltering capitalism. Sure, the current system has served us for a long time and brings economic growth. But this growth comes at too great a price. The economic system as it now functions is unsustainable and not future-proof.

What do we believe in, based on entrepreneurship and optimism?

- A new definition of success: when do you succeed as a person and as a company?
- Make way for transparency and knowledge sharing that contributes to a sustainable and just world: copy, reuse and multiply;
- We are moving from infinite growth to a degrowth economy. From linear to circular;
- We benefit from future-proof leadership and stricter laws and regulations in line with the Paris Agreement and the UN Sustainable Development Goals;
- We no longer strive exclusively for satisfied shareholders, but for a business that gives more to the earth than it takes.

Impactful for future generations

Something that is not yet tangible requires imagination, new future-proof role models and naive optimism. We challenge the start-ups, scale-ups and established companies we work with to think about how they can increase their positive impact. What do you do when no one is looking and you think your (grand)children are proud of the choices you make now? Questioning the status quo is not always the easiest route because it means that you are not satisfied with how the current system is set up. It requires a critical view and the guts to look at your own contribution to the world, transcending brands.

In our collaborations we explore, together with our network, what changes are needed to repair the current economic markets and systems. Who or what do we need for this and how are we going to fix it together? How do you as a person and brand make an impactful contribution to a fundamental transformation of the economy and our society, with the next seven generations in mind?

IMPACT REPORT 3 BLYDE BENELUX

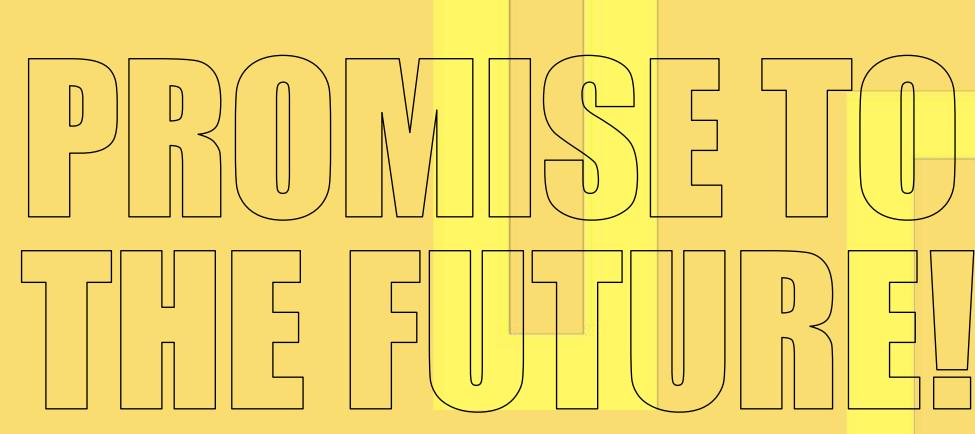
BLYDE IMPACT REPORT

- 01 CODE OF COLLAB PROMISE TO THE FUTURE
- 02 THIS IS WHO WE ARE
- 03 THIS IS HOW WE ROLL
- 04 OUR WORK
- 05 THE NEW NORM
- 06 REBELS FOR CHANGE
- 07 THE NEXT CHAPTER

IMPACT REPORT 4

01 — CODE OF COLLAB

ALL BLYDE'S PARTNERS AND CUSTOMERS COMMIT TO THE BLYDE PROMISE TO THE FUTURE



IMPACT REPORT

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BLYDE BENELUX

PROMISE TO THE FUTURE

YOU USE BUSINESS AS A FORCE FOR GOOD.
IT GOES FAR BEYOND REDUCING NEGATIVE IMPACT.
LESS BAD IS SIMPLY NOT ENOUGH.

THE ONLY ANSWER FOR FUTUREPROOF BUSINESSES IS TO BE: NET POSITIVE, TO BE RESTORATIVE, REGENERATIVE.
TO ACTUALLY GIVE BACK!

YOU BRING HUMANITY BACK TO BUSINESS.
THAT TAKES COURAGE. LEADERSHIP WITH YOUR HEART.

YOU SET TARGETS THAT ARE NEEDED, NOT THAT FEEL COMFORTABLE.
AND THERE IS NO ROOM FOR EGO. IT'S ABOUT TRANSPARENCY
AND COLLABORATIVE LEADERSHIP.

CAUSE SAVING THE FUTURE OF THE NEXT GENERATION IS NOT A COMPETITION.

02 — FUNDAMENTALS

B CORP MISSION STATEMENT VALUES



IMPACT REPORT

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BLYDE BENELUX

B CORP

Certified



B CORP BLYDE

USES BUSINESS AS AFORGE FOR GOOD

IMPACT REPORT

BLYDE BENELUX

CREATE A POSITIVE FOOTPRINT WORLDWIDE



IMPACT REPORT 9 BLYDE BENELUX

VALUES

BE THE CHANGE

We break taboos. We change the world by inspiring and activating. We are ambitious and challenge ourselves to continue developing and changing. Always for the better.

IMPACT REPORT 10 BLYDE BENELUX

BEPOSITIVE BEPOSITIVE

Positive energy is the driving force within Blyde. There is no such thing as a glass that is half empty. In every situation lies an opportunity.

BE GRIGATIVE BE OUT-SPOKEN

IMPACT REPORT 11 BLYDE BENELUX

VALUES

BE CRITICAL BE CRITICAL

We are constructively critical, towards ourselves, our team, customers and partners. We challenge ourselves to be and become the best and most beautiful version of ourselves over and over again.

BE GOLLABORATIVE BE OUT-SPOKEN

IMPACT REPORT 12 BLYDE BENELUX

VALUES

BE COLLABORATIVE

We are a team. We cannot save the world on our own. It requires collaboration. We take responsibility for each other and believe in equality.

BE OUT-SPOKEN

IMPACT REPORT 13 BLYDE BENELUX

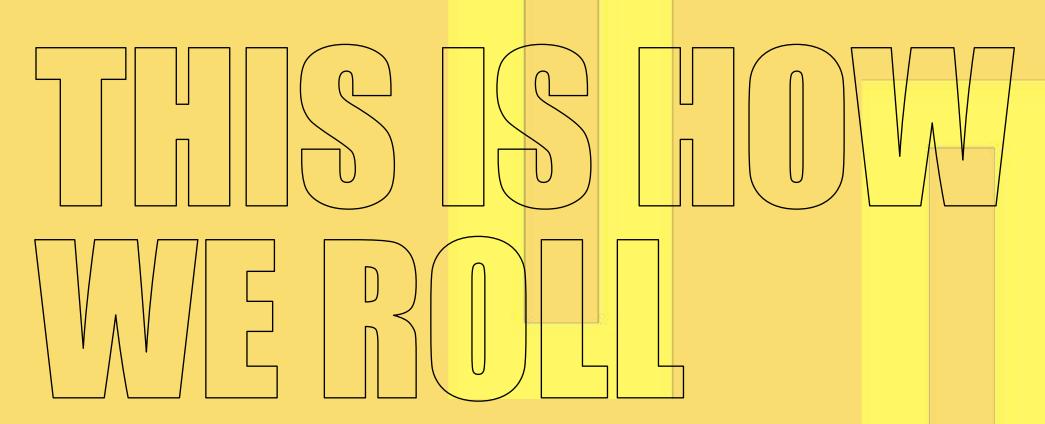
BE OUT-SPOK

We stand for something. And dare to show this and to take people along, to advise. We have guts and speak out.

IMPACT REPORT 14 BLYDE BENELUX

03 — POSITIVE REBELS FOR CHANGE

A MISSION DRIVEN PARTNER OUR CLIENSTS ABOUT THE POSITIVE IMPACT BLYDE SDG IMPACT TOOL



IMPACT REPORT

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BLYDE BENELUX

BLYDE A MISSION DRIVEN PARTNER

Mission-driven structural partner that works as extension to increase powerful relationships, from dark green to mainstream.

Approaches a strategic approach from the SDGs and the latest scientific figures (think recent ipcc-publication of the UN).

We think from the 'good ancestor' philosophy of Roman Krznaric (cultural historian): long-term thinking in a short-term world.

Likes to join forces with the management layer to get the bottom stone, to discover where the tension is and where the greatest impact of an organisation lies. And involves the rest of the stakeholders to turn everyone 'on' for the necessary positive changes.

B LEADERS

The Blyde team is trained by B Lab: we are all sustainability professionals who have been trained to guide businesses through B Corp certification.

CAMPAIGNING FOR CHANGE

Our team questions the status quo, speaks out and inspires by using creativity for positive change.

STORIES THAT MATTER HELLO PR!

storytelling truthtelling

EDUCATE THE BETTER CHOICES

The better informed a target group is about what options there are, the more likely it is that they make more conscious choices. Everything we do revolves, inthe-end, about positive behavioral change.

SYSTEM CHANGE & BEHAVIORAL CHANGE

We prefer to work on cross-brand campaigns in which we zoom in on what system and behavioral changes are necessary. What positive impact do you want to have on the world as a brand? Which social problem can you contribute to? Do exactly this, even if it is not being applauded (yet). What do you do when no one is looking?

IMPACT REPORT BLYDE BENELUX

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IMPACT REPORT

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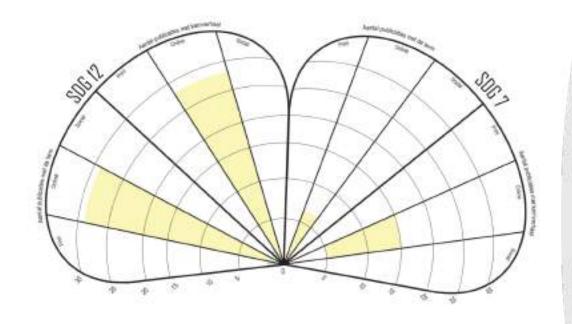
BLYDE BENELUX

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MEASURING IMPACT: SDG METER

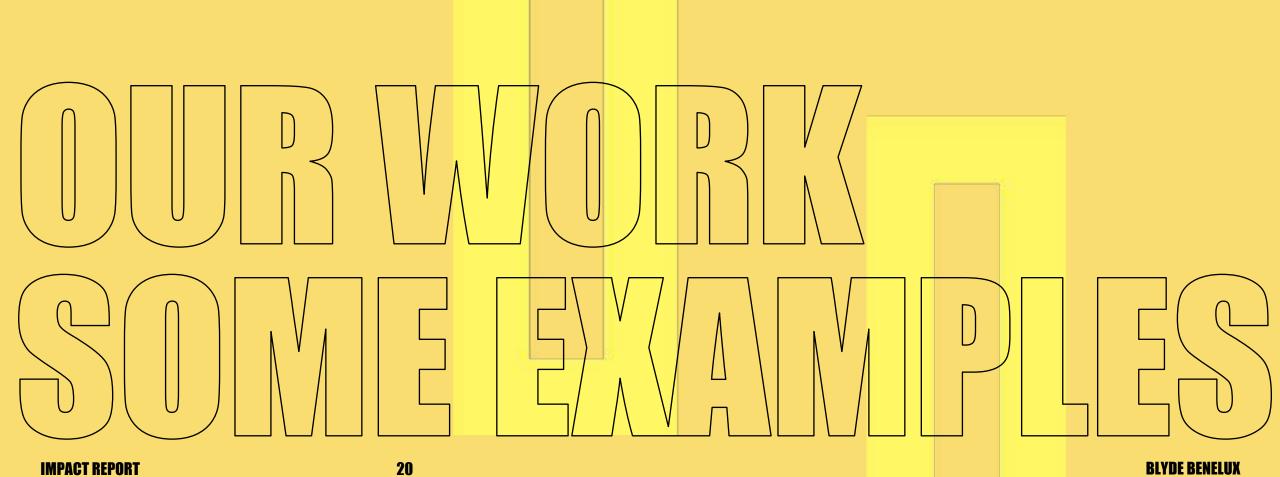
To measure the success of a PR campaign, a return on investment (ROI) is usually determined based on a number of publications, reach figures and an advertising value. At Blyde, we believe this approach is effective, but incomplete and not future-proof in a society where positive social and environmental impacts are becoming increasingly important. We need to step up our game. This is where our SDG impact meter comes in.

The SDG impact meter is a model that provides organizations with insight into their PR results based on the impact on the SDGs. Through the use of our meter, we make the (positive) social and/or environmental impact of a campaign just as important as measuring success and reach in monetary value.



04 — CASES

ABBOT KINNEYS OPEN OVER AFVAL MILIEUDEFENSIE



IMPACT REPORT 21 BLYDE BENELUX

A FUTURE-PROOF FOOD SYSTEM

SKIP THE HURT, KEEP THE YOG

Plant-based diets are an important step towards achieving the Sustainable Development Goals (SDGs) and making the food system more future-proof. The pioneers of Abbot Kinney's make dairy alternatives based on organic coconut milk, oats and almonds. Their mission is to flip the standard by making 'regular' dairy products the alternative. At the end of August 2020, Abbot Kinney's received a letter from the Dutch and Belgian Dairy Associations (NZO & BCZ) that it addressed the allegedly unlawful use of the word 'yoghurt'. It felt like an outdated mindset, reminiscent of De Vegetarische Slager's 'schnitzel gate' in 2017.

Abbot Kinney's asked us how we could generate visibility in the media using the letter as a trigger. We decided, full of optimism, to counteract and change the spelling of the word. Abbot Kinney's took a closer look at the word "yoghurt" and made a rigorous decision: from now on they will call the plant-based alternatives to yogurt "yog", without the "hurt". Their products are animal cruelty free and a lot less painful for the planet and your health. Together with Abbot Kinney's, we created free publicity visibility in, among others, Editie NL, AD, de Volkskrant, Het Financieel Dagblad, De Morgen, NRC, BNR and Het Parool. The campaign was a muchdiscussed topic on social media, attracted the attention of politicians and we published a full-page 'thank you letter' in four major Dutch and Belgian newspapers.

Blyde Benelux and Abbot Kinney's structurally work together on the positioning of the brand in the Netherlands and Belgium

Winner Silver Esprix Award 2021

No awards on a dead planet..

SDG 12

SYSTEM CHANGE

Accelerate the transition to plant-based alternatives



IMPACT REPORT 23 BLYDE BENELUX

SYSTEM CHANGE IN THE WORLD OF WASTE

OPEN OVER AFVAL PROMISE

Each year, approximately 9.7 million tons of waste is incinerated in the Netherlands and Belgium. Meanwhile, we live in an era in which 'zero waste' and circularity have become showpieces of the waste world. The truth is, as much as we'd like to see it differently, trash exists. Launched in 2021, the 'Open Over Afval' initiative aims to break open the - complex and opaque - waste world and provide insight into waste dilemmas, so that we can come up with solutions together.

Ortessa, the initiator of Open Over Afval, asked Blyde to develop a strategy to promote the Open Over Afval promise. Among producers, retailers and waste companies, but also municipalities and scientists. In collaboration with U-Inc, we built the platform openoverafval.nu with background information, interviews and facts and realized a physical Open Over Afval Magazine, linked to a strategic PR approach aimed at national and regional media. After the launch, we deployed a content strategy to keep the platform alive and to structurally bring the promise to the attention of the organization.

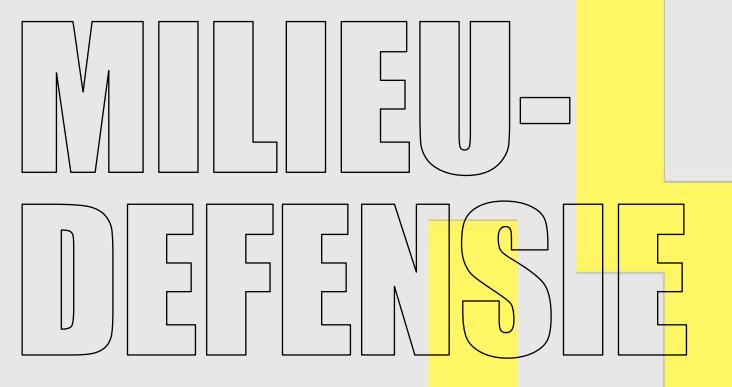
i.a. PUMA and NAïF are investigating together with their network what other steps they can take in the field of circularity in the chain

SDG 12, 17

IMPACT

Media reach
over 12 million
>100 signers and counting

IMPACT REPORT 24 BLYDE BENELU



IMPACT REPORT 25 BLYDE BENELUX

A CLIMATE COMMITMENT FOR POLLUTING COMPANIES

PETITION FOR A CLIMATE COMMITMENT

Ever since its establishment in 1971, Milieudefensie has been fighting for a sustainable and just world. In 2021 they took Shell to court and for the first time in history a company was held liable for causing dangerous climate change. This indictment against Shell was just the beginning: Milieudefensie wants the legislator to act with the introduction of a legal climate obligation for polluting Dutch companies. Only with a legally anchored obligation can the major polluters be set in motion, and the climate goals of the Paris Agreement be achieved.

Milieudefensie asked Blyde to draw attention to the climate obligation and the associated petition at national level. We joined forces with Wefilm, who developed a gripping short film. The press release we wrote focused on the urgency of climate legislation and regulations: polluting companies have a key role in accelerating the sustainable transition to sustainability. The campaign video, in combination with a broad-based media strategy, generated visibility in television programs, on the radio, in newspapers and on social media channels (more than 80 publications in print, on RTV and on online media).

IMPACT

Media reach over 32 million > 35,000 signatories to a petition for a climate obligation

SDG 13

The campaign won
The Best Social award
in 2022 in the positive
impact category

No awards on a dead planet.

05 — BLYDE NET POSITIVE

IMPACT REPORT

FROM NET ZERO TO NET POSITIVE MAKING THE BEST CHOISES DONATIONS BLYDE FOUNDATION SPEAK OUT LOUD



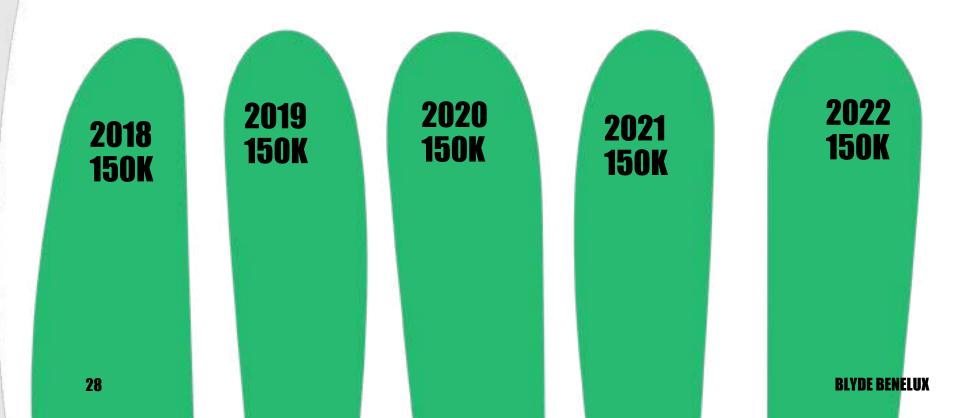
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AMBITION

- 1. Fight against single use plastic
- 2. Protect our planet, renature, biodiversity
- 3. Energy transition
- 4. Plant based transition
- 5. Circulair economy
- 6. System change
- 7. Education is key
- 8. Increase wellbeing & health
- 9. Strive for diversity
- 10. Equality is key

IMPACT REPORT

BLYDE HAS NO COMMERCIAL GROWTH AMBITION GROSS PROFIT TARGET HAS BEEN THE SAME FOR YEARS IMPACT AMBITIONS GET MORE AND MORE!



NET POSITIVE, ORATIVE, REGENE

IMPACT REPORT 29 BLYDE BENELUX

NET ZERO

LET'S GET TO ZERO

BESTE CEO'S.

DE KLIMAATCRISIS VRAAGT OM ACTIE.

Terwiji in Madrid de klimantiop bezig is, committenen meer dan 500 bedrijven zich em de uitsteut van bereikasgassen viör 2030 ool mil is 10 todoopen. Dit is 20 JAAR EERDER DAN DE DOELSTELLINGEN VOOR 2030 voetgelijk in het klimantakkoord van Parijs.

Deze bedrijven zijn gecertificeerde R Corporationa: migminaties die voldsen nun de hoogste geventieerde standaarden op het gebied van sociale en damzaam ondernemen, mansperantie en aansprakelijkheid.

Deze teoregging is enderficel van de grootste gezameniëlte klimaatacite door een wereldwiste groep bedrijven oots.

Hiermee tenen deze B Corps ook in Nederland het biderechap dat haed nedig is in deze tijd van economische en erologische onrust en onzekorheid.

Laten we samen werken aan een betere toekomst.

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	TOMY'S CHOCOLOMES	WWKAWAKA Carrier on heide	WORLD STARTURY		WARN'S	ZELFSTROOM Translation

We signed <u>let's get to zero in 2030</u> together with likeminded companies from the worldwide B Corp community. And we motivate other companies to join.



OUR NORM NET ZERO NET POSITIVE (120%)

Runaway climate change and rampant inequality are ravaging the world and costing a fortune. Who will help lead us to a better future? Businesses. These massive dual challenges—and other profound shifts, such as pandemics, resource pressures, and shrinking biodiversity—threaten our very existence. Other megatrends, such as the push for a clean economy and the unprecedented focus on diversity and inclusion, offer exciting new opportunities to heal the world, and prosper by doing so. Government cannot do this alone. Business must step up: the new norm must be net positive instead of net zero.

11,67 TON CO2

Average emissions per year within Blyde

Public transport not possible? Then we drive electric Heating no higher than 19 degrees @theoffice Lights out We avoid flying wherever possible Meetings virtually as much as possible And so on..

10,3 TON CO2

Average private emissions (per person)

What we compensate for what we can't? 120%

Blyde offsets 155.87 tons of CO2, and 20% on top of that to actually give back! With this we support a renature project in Bolivia. A reforestation project at the foot of the Andes. Our contribution amounts to the planting of almost 1000 trees. Why reforestation and not planting seagrass or algae cultivation? Whave now chosen this for several reasons.

- 1. We strongly believe in the need for renature, we must go great literally give the space back to nature.
- 2. In addition to climate mitigation through CO2 sequestration, project via Trees For All in Boliva also ensures:
- Sustainable income for the local population
- Protection of the existing tropical rainforest
- Making the impoverished lands productive again

IMPACT REPORT 31

MAKING THE BEST CHOISES

We have a commitment to purchase core products from (local) independent suppliers with a likeminded mission. Some partners:

Pension invested sustainably

■ KOFFIE
JONGENS

ZERO2GREEN

Delivery service

Green energy from Dutch soil



method

CLIPPER & PUKKA

Tea





Lunch Blyde 100% vegetarian & organic, 75% vegan

IURO & SMART PR

Locally based ICT support
File sharing via server or WeTransfer (B Corp)
Search engine Ecosia



Green gifts

Triodos @Bank

SUSTAINABLE OFFICE

Heat pump Solar Panels **PEDDLER**

DONATIONS AND PRO-BONO COLLABORATIONS 5% OF OUR REVENUE PER YEAR

580 UUR

pro-bono per year

1% pledge (9K 2021)

We donate 1% of the budgetestimate of our clients 1% pledge **ASIAN RAISINS**

2021: 6,2%

of our revenue: donations & pro-bono work

Yearly 20k→ bBLYDE

bBlyde foundation, founded in 2021 to further enlarge social impact

BIRTHDAY DONATIONS

Team Blyde donates her birthday money to a self-chosen initiative

Supporting Voedselpark Lutkemeer Agro ecological landscape park

2021: €102.357

Donations in cash and kind. €9,857 in donations €2.500 Pro-bono activities 1 PROJECT PER TEAMY (MINIMUM)

pro-bono per team

BLYDE BENELUX

STICHTING bBLYDE

To further increase the impact we make, without any commercial interest, we launched bBlyde Foundation.

With the bBlyde Foundation, we are working together with Dieudonne Gakire from Rwanda (known locally for the book a Dreaming Child) on setting up an Empowerment Hub with the aim of offering people from the birthplace opportunities for a better future through education (focus on ICT).

We actively create self supported impact, liberate being and celebrate unity.

We focus on reducing inequality (SDG 10) ensure inclusive and equitable quality education (SDG 4) and decrease local poverty by co-creating self-supported impact (SDG 1)

The mission of bBlyde Foundation: Harmonize equality

www.bBlyde.nl



IMPACT REPORT 34 BLYDE BENELU

WESPEAK-OUT LOUD TOGSTANNIA PENPIR

IMPACT REPORT 35

PETITION CLIMATE OBLIGATION AS A FOLLOW-UP TO THE SHELL CLIMATE CASE BY MILIEUDEFENSIE

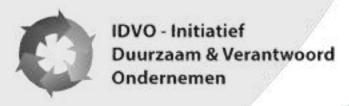
Following the won climate lawsuit against Shell, Milieudefensie increased the political pressure for a climate obligation for polluting Dutch companies. We signed the petition with many others and through a PR and influencer strategy we ensured maximum reach of the video below.



IMPAÇT REPORT 36 BLYDE BENELUX

DUURZAAM EN VERANTWOORD ONDERNEMEN (#IDVO)

Like the other companies that have joined the Initiatief Duurzaam en Verantwoord Ondernemen (#IDVO, Sustainable and Responsible Business Initiative), we want a law in which clear rules made for the business community so that companies are obliged to take responsibility for working conditions and their impact on people and the environment in their entire production chain. Together we want to ensure that human rights and the environment are respected in production chains. #legislationNOW



BLYDE BENELUX

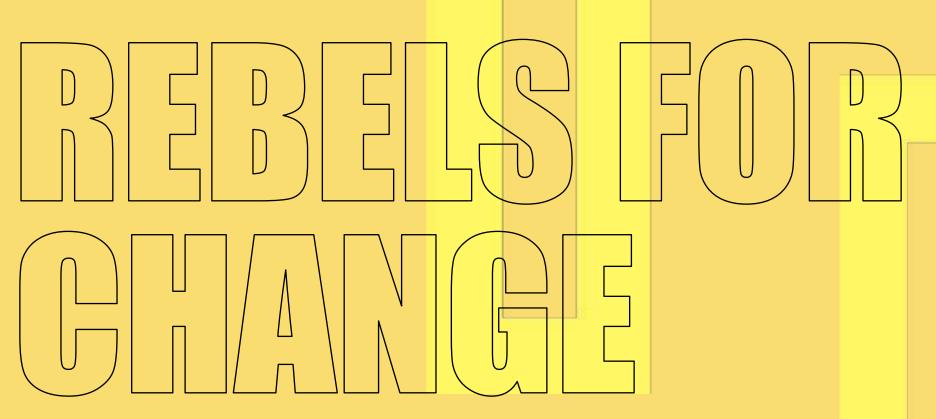
WAKE-UP CALLS

Spread the word: wake-up calls from experts. Via <u>blyde.nl</u>, we give progressive entrepreneurs with a similar mission and vision the stage on our platform.



06 — **TEAM**

HAPPIEST OFFICE WITH CHANGE CAPACITY AGREEMENT ON THE SHOVEL DIVERSITY, EQUITY & INCLUSION CODE OF COLLAB



IMPACT REPORT

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BLYDE BENELUX



HAPPIEST OFFICE WITH THE ABILITY TO CHANGE THE WORLD

The happiest office with the ability to change the world, that is our goal! Jeanne Kortenoever is our Happy People Officer, she watches over the happiness of our team. Within Blyde, we look at systems, structures, contracts, training in a 'stubborn' way.

MAIN FOCUS:
HAPPY PEOPLE
8+
WE MEASURE
THIS 2M A YEAR

Unlimited holidays

Parents work 80% for 100% salary to spend time with the family.

In addition, we stand for equality between men and women, fathers also receive 3 months parental leave within Blyde.

Freedom in where and how you want to work (in or outside the Netherlands)

Freedom to combine informal care or volunteer work with working at Blyde

Opportunity to work in nature at 'country place for inspiration' De Hoorneboeg

We don't write our hours, but aim for positive impact and results

Blyde has no hierarchical structure

We are a young team, all equally eager to develop quickly and keep learning, this contributes to everyone's happiness.

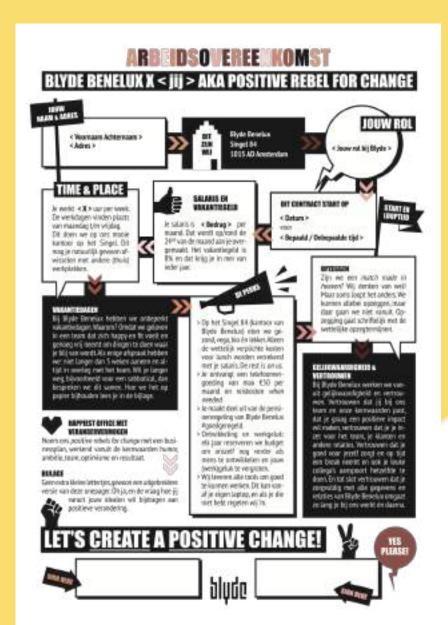
Every year, every team member visits the sustainability events and conferences that he/she would like to attend

When necessary, we offer external coaching from Blyde for (self) development, in work, private or relationships.

And we visit Dutch Design Week in Eindhoven for two days every year with the entire (flex) team.

MPACT REPORT 41 BLYDE BENELUX

AGREEMENT ON THE SHOVEL



IMPACT REPORT 42

DIVERSITY, EQUITY & INCLUSION

Blyde works with NewBees, an organization that prepares newcomers for a job.

NewBees matches newcomers with traineeships at local entrepreneurs and organizations where talent and equality are central. Mohamad followed a traineeship at Blyde Benelux during the last three years.

LET'S PLAY EQUAL

In 2022, we will launch a game worldwide to put diversity, equity & inclusion on the map within the business community. The game was developed in collaboration with like minded B Corp organizations including BR-ND People, Fronteer, Rainbow Collection and Misteli.

CODE OF COLLAB

Be Inclusive

We treat each other the way we would like to be treated ourselves. We are all of equal value and deserve the same treatment – without prejudice. We have a zero-tolerance policy when it comes to discrimination, racism and other border-crossing behaviour.

Be Balanced

We are committed to deliver results and the best quality work. At the same time we always strive for a healthy balance between work and personal life.

Be Involved

We never stop learning and are constantly evolving. Every day offers a new opportunity to be the best versions of ourselves. We encourage personal development and stimulate to pursue dreams, big and small.

Be Open-minded

Respect and admiration for mutual differences is important to us. Progress and change come from new perspectives. We are open to new ideas, experiences, people and ways of living. We listen to and learn from each other and structurally connect to people beyond our own 'bubble'.

Be you!

We encourage being you, unapologetically. Our Blyde pack consists of unique individuals and those differences strengthen our team. Stand out, don't take yourself too seriously and have fun along the way.

Are these your values and standards too? Yes? Okay then we are a match made in heaven!

07 — FACTS AND FIGURES

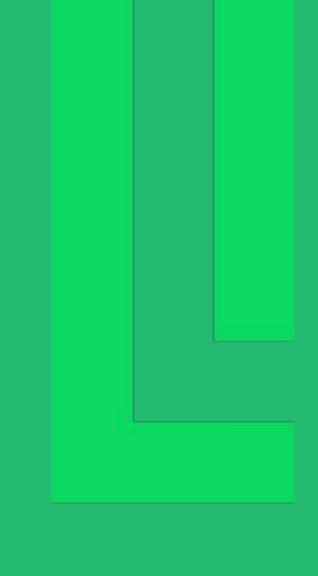
THE NEXT CHAPTER



BLYDE BENELUX

THE NEXT CHAPTER BLYDE 2023+

- 1. INCREASE OUR BCORP SCORE, WE WANT TO BE AMONG THE BEST 25% B CORP COMPANIES IN THE WORLD
- 2. INCREASE DIVERSITY WITHIN THE TEAM
- 3. EXPANDING EXPERTISE BY INTRODUCING NEW BUSINESSES WITHIN THE BLYDE FAMILY
- 4. MAKE EVEN MORE POSITIVE IMPACT VIA BBLYDE PROJECTS
- 5. MOBILIZE EVEN MORE COMPANIES TO ACTION & ASK THEM TO
- SIGN THE BLYDE PROMISE TO THE FUTURE
- 6. SWITCHING OTHER AGENCIES 'ON'. YES, MANY AGENCIES WANT TO MAKE SUSTAINABILITY IMPORTANT, BUT MAKING A REAL IMPACT ALSO MEANS MAKING REAL CHOICES AND MAKING (A LOT
- OF) CONCESSIONS! PRACTICE WHAT YOU PREACH
- 7. REDUCING THE FOOTPRINT FURTHER FOR BLYDE & PRIVATELY



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