

2022

Afier

accountants
+ adviseurs

SUSTAINABILITY REPORT



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Composition of this report

As a basis for the Common Good report, we used the ECG Compact Balance 5.06. The report was prepared by Afier Impact Accountants. The entire project took approximately 80 to 120 hours.

The following people are concerned with the composition of this report and the underlying information:

Project coordinator : Erik-Jan Kreuze

A- Suppliers: Thijmen Mink, Freek Moll, Marjan Bijstra and Andre Kool

B- Owners and financial partners: Thijmen Mink, Freek Moll, Erik-Jan Kreuze and Marc Oegema

C- Employees: Thijmen Mink, Freek Moll, Marjan Bijstra and Andre Kool

D- Customers and other companies : Thijmen Mink, Freek Moll, Erik-Jan Kreuze and Andre Kool

E- Social environment: Thijmen Mink, Freek Moll, Marc Oegema and Marjan Bijstra



Erik-Jan Kreuze (RE/RA), Owner Afier



Marc Oegema (RA/RC), Owner Afier



Marjan Bijstra, Office Manager



Christa Rust, Marketing & Communication



Freek Moll, assistant accountant



André Kool RB, Owner Afier



Thijmen Mink, assistant accountant

Composition of this report

Above, you see the individuals who have contributed to the composition of this report. Each of them brings their own expertise to Afier. André and Marjan are responsible for human resource and general policies, and therefore, they assisted in mapping out the staff and supplier environment. Erik-Jan and Christa handle marketing policies. Additionally, Erik-Jan serves as the project coordinator and aided in mapping out the customer environment. Marc is in charge of Afier's internal administration and contributed to mapping out the owners' environment. All participants have also assisted in mapping out the societal environment. Thijmen and Freek are responsible for gathering information and compiling this sustainability report, and Christa has assisted in releasing and reviewing this report.

External audit

This report has been reviewed by independent auditors from Economy for the Common Good.

The final audit interview took place on 20 February 2024. Auditors Jolanda van der Veen and Kees Spijker visited our office on behalf of Economy for the Common Good Netherlands. Gitta Walchner, the lead auditor with final responsibility, participated in the audit online from Germany. On behalf of Afier among others were present André Kool (partner Afier), Erik-Jan Kreuze (partner Afier), Marc Oegema (partner Afier), Rolf Smid (partner Afier), Thijmen Mink (assistant Impact accountant) and Freek Moll (assistant Impact accountant).

The audit includes an independent evaluation and feedback, which also identifies areas for improvement and attention for the future. Prior to the audit, Afier's own assessment - with supporting documents - was sent by Afier to Economy for the Common Good.

During the audit interview, questions were asked for clarification and Economy for the Common Good suggested several points for improvement for the future. A few days after the interview, we received the final assessment and point score in the ECG matrix. A certain weighting is used for each component and the points are calculated on that basis.

Afier values this independent audit and points for improvement greatly. We would like to thank the people of Economy for the Common Good for the pleasant and instructive cooperation.



External audit results



certificate valid until
31.05.2026

Certificate ID
fowge

ECONGOOD Balance sheet

Afier Accountants + Adviseurs

handelweg 16, NL 7901 AR Tynaarlo

VALUE				
STAKEHOLDER	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
A: SUPPLIERS	A1 Human dignity in the supply chain: 10 %	A2 Solidarity and social justice in the supply chain: 10 %	A3 Environmental sustainability in the supply chain: 0 %	A4 Transparency and co-determination in the supply chain: 0 %
B: OWNERS & FINANCIAL PARTNERS	B1 Ethical position in relation to financial resources: 30 %	B2 Social position in relation to financial resources: 50 %	B3 Use of funds in relation to social and environmental impacts: 10 %	B4 Ownership and co-determination: 70 %
C: EMPLOYEES, INCLUDING CO-WORKING EMPLOYERS	C1 Human dignity in the workplace and working environment: 40 %	C2 Self-determined working arrangements: 30 %	C3 Environmentally-friendly behaviour of staff: 0 %	C4 Co-determination and transparency within the organisation: 30 %
D: CUSTOMERS & OTHER COMPANIES	D1 Ethical customer relations: 50 %	D2 Cooperation and solidarity with other companies: 30 %	D3 Impact on the environment of the use and disposal of products and services: 0 %	D4 Customer participation and product transparency: 10 %
E: SOCIAL ENVIRONMENT	E1 The purpose of products and services and their effect on society: 40 %	E2 Contribution to the community: 20 %	E3 Reduction of environmental impact: 10 %	E4 Social co-determination and transparency: 10 %
				LEVEL OF EVALUATION: 214

This Audit Certificate of the International Federation for the Economy for the Common Good e.V. confirms the result of the ECONGOOD is based on balance version: M5.0 Kompaktbilanz
Dieses Audit wurde durchgeführt von Gitta Weichner.

For more information on the matrix and the audit system, please visit www.ecogood.org.

Hamburg, 28.05.2024

International Federation for the Economy
for the Common Good e.V.
Stresemannstraße 23
22769 Hamburg

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Amtsgericht Hamburg, VR 24207

Bridget Knapper
Executive Director

Markus Müllenschlader
Executive Director

What does sustainability mean to Afier?

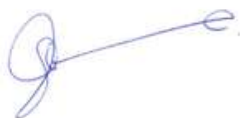
In 2004, four young professionals came together and said to each other, "In accountancy, it can be done differently." We started a firm with the motto 'people before numbers,' still an excellent slogan. We aimed not only to work with a people-oriented approach internally but especially with our clients and other stakeholders. The social way of practicing accountancy has brought Afier a lot. Afier has grown significantly! For a long time, all attention was focused on the social component. This socially innovative approach led to an influx of team members while the market was complaining. Since 2019, Afier has also been working on its footprint on this earth.

Afier's partners realized that the footprint of their own organization was quite modest. With many clients, Afier actively supports them in working towards a better world, increasing its positive impact on people and the environment. With this in mind, Afier started training and guiding a team of specialists under the name Afier Impact Accountants.

'Practice what you preach,' or rather, do what you advise others to do, led Afier to start its own sustainability report. To make this transparent, monitor growth in this area, and steer accordingly, Afier chose the Economy for the Common Good method. This method aligns with the accountants' perspective by working with an ECG balance in matrix form. With this ECG balance, Afier is accountable for its position and has a clear view of areas to focus on to achieve a better ECG score.

In this report, we want to show how we manifest our mission and vision in practice, and for this, we chose to use the Economy for the Common Good method.

We hope you enjoy reading our ECG report, including the matrix balance.



drs. Erik-Jan Kreuze RE/RA
Owner and co-founder of Afier Accountants & Adviseurs



- "We will do it differently!"
- "People before numbers"
- "Practice what you preach"

Sustainable Development Goals

The Sustainable Development Goals (SDGs) were established by the United Nations in 2015. Their objective is to create a blueprint to ensure a more sustainable future for the world by 2030.



In 2005, Afier started as an accounting firm aiming to reintroduce the human touch in the field of accountancy. At that time, this was a hot issue due to the oversaturated job market, where little attention was given to well-being, stress prevention, health, and happiness at work. At least, this was not the case in many larger firms. Meanwhile, numerous firms have come to the realization that there is more to focus on than just returns, value growth, and wealth accumulation.

Afier and the SDG's

At Afier, we can contribute to the realization of the Sustainable Development Goals in various ways. For this purpose, we have made the following categorization:

Direct SDG's:

Afier is working within its own organization to achieve the SDGs through its policies, practices, office setup, building, transportation, and other activities directly linked to our organization.

Indirect SDG's:

Afier supports clients in achieving the SDGs through accounting products such as impact reporting and through advisory services, including tax advice related to investment schemes and the innovation box.

Cooperation:

Afier is actively involved in various initiatives and partnerships aimed at (helping) achieve sustainable development goals.

Sustainable development goals



Direct contribution



Indirect contribution



Cooperation



Company information

Afier is a multidisciplinary accounting and advisory firm with seven partners active in various industries. It initially started in the SME (Small and Medium-sized Enterprises) segment and has since expanded to include non-profit, education, and government organizations. Afier Auditors B.V. holds an AFM (Authority for the Financial Markets) license, allowing it to conduct statutory audits. The organization currently comprises 7 operating subsidiaries, covering services such as advisory work, financial statement preparation, assurance engagements, tax advice, IT auditing, interim controllers, and HR & payroll. Afier stands for 'people before numbers,' signifying that human beings (employees and clients) always take precedence over figures.

The mission and vision of Afier are as follows:

Mission

"Our mission is to achieve financial and tax stability, reliable automation, and the realization of comprehensive returns for you and your organization through a critical and people-oriented collaboration."

Vision

"It is our vision to assist entrepreneurs in achieving effective management and insight (tomorrow) through clear accountability and transparency (today), working together to realize their goals."



Economy for the Common Good

ECG (Economy for the Common Good) is an economic model that prioritizes General Well-being, aiming for a good life for everyone on a healthy planet. The core of this concept lies in the idea that businesses are aware of and committed to:



- Human dignity
- Solidarity and social justice
- Environmental sustainability
- Transparency and co-determination

Companies embodying these values gain a competitive advantage in this new economy. Hence, these values are the foundation used in compiling this report.

Afier aims to contribute to a better world and economy, and that's why it has chosen the Economy for the Common Good. The Economy for the Common Good is a matrix used to assess a company's activities at both operational and strategic levels. The matrix outlines 20 themes through which a company's performance can be evaluated. Our sustainability report is structured based on the Economy for the Common Good Compact balance 5.06. For each of the 20 themes, a score is determined through research within the company. These scores are then summed to derive the overall score. According to the ECG method, the lowest achievable points are -3,600, and the highest achievable points are +1,000.



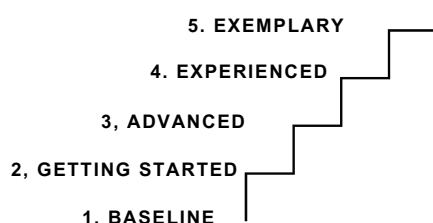
Level	Points
Exemplary	7-10
Experienced	4-6
Advanced	2-3
Getting started	1
Baseline	0



Evaluationmethod

The evaluation method illustrates the impact of a company's activities on the common good. The company positions itself within a theme on the common good balance, ranging from the baseline to exemplary. This is a way to demonstrate the extent of a company's impact on various stakeholders.

The baseline serves as the starting point for each theme on the common good balance and represents the minimum requirement for a company committed to the societal good. This starting point is typically in line with legal standards, but in some cases, additional standards may apply. To assess the evaluation level of a company, there are indicators and criteria that a specific theme in the common good balance must meet.



A Suppliers





A1 Human dignity in the supply chain

Purchase of goods and services

When purchasing products, we consider the applied human scale. If a company is more expensive but promotes better human conditions, the more expensive option will be chosen.

Human dignity in the supply chain

The human dignity in the supply chain is primarily ensured by assessing suppliers based on the humane standards they adhere to. If they do not adhere to these standards, we opt for a supplier that aligns better with our values. However, we cannot confirm that human dignity in the supply chain is not violated.

Certification

When selecting a supplier, we pay attention to the human scale and prefer our suppliers to be present in the immediate vicinity. This allows us to observe their development and also enables us to know when things are not going well. Currently, we do not specifically focus on certifications when selecting suppliers and have not formulated any policy for this. Therefore, we also do not specifically consider, for example, TCO labels when purchasing computers..

Ranking	Supplier	% of total purchases
1	De Noordelijke Verhuur Makelaar	8,1%
2	Bol ICT	5,2%
3	Van Mossel	4,6%
4	Nexler	4,1%
5	SRA	4%

Schending van menselijke waardigheid

At Afier, we consider human dignity important, and we also take it into account, even though there are no formal processes in place. For our five major suppliers, all based in the Netherlands, we have assessed human dignity, and there is no evidence of a violation of this dignity for their employees.

Point allocation ECG-matrix

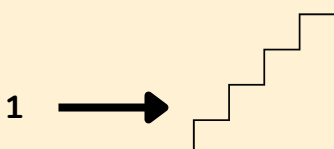
We have awarded 1 point for this aspect because we focus on the human dignity of our direct suppliers. However, to move to the next level of evaluation, we need to pay even more attention to this. Currently, we only assess this for our direct suppliers and not throughout the entire supply chain. In addition to this point, we have assigned ourselves negative points because we have not been able to determine whether human dignity is violated by our suppliers or not, as there are currently no processes in place to assess this.

Where do we stand according to the ECG Matrix?

- **Getting started:** Some crucial suppliers have been assessed based on their working conditions, and improvement strategies have been implemented. Initial exclusion criteria are in place when making purchases.

What is the next step?

- **Advanced:** Initial measures have been taken to provide suppliers with fair and ethical work practices. Additionally, the entire supply chain is being evaluated with a focus on ethical working conditions.



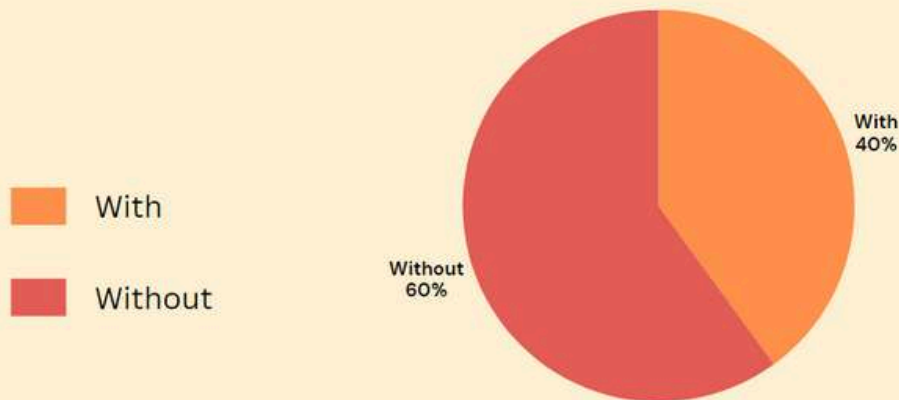


A2 Solidarity and social justice in the supply chain

Fair and just treatment in the supply chain

To ensure that Afier's suppliers promote fair and just treatment, we make sure our suppliers are present in the immediate vicinity. This allows us to notice more quickly if a supplier violates these standards. There is currently no active way of questioning suppliers about whether they violate these matters.

5 BIGGEST SUPPLIERS WITH OR WITHOUT CERTIFICATION



Abuse of market power

At Afier, we do not implement a screening policy for the solidarity and social justice of our suppliers. However, we can confirm that there is no abuse of market power against our key suppliers. This means that our suppliers are not dependent on us.

Point allocation ECG-matrix

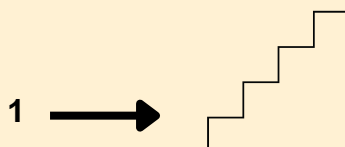
We have assigned ourselves 0 points for this aspect because there are no processes in place that consider the solidarity and social justice of our suppliers. For this reason, we have also assigned ourselves negative points.

Where do we stand according to the ECG-matrix?

- **Baseline:** Legal requirements are met. The company does not explicitly focus on solidarity and social justice in the supply chain. The company does not abuse its market power.

What is the next step?

- **Getting Started:** The company has gathered information about risks and shortcomings related to solidarity and social justice in the supply chain. Some purchased goods and raw materials have a label with an accredited scheme that takes into account solidarity and social justice.





A3 Environmental sustainability in the supply chain

Currently, we do not employ selection criteria regarding sustainability for our suppliers. This is also due to the fact that the majority of our suppliers are IT companies. IT companies are limited in transparency about their operations. However, we are in the process of inventorying to acquire better and more efficient systems to measure emissions and integrate them into our operations. At present, there are no plans to factor sustainability into the selection of our suppliers. Additionally, in 2022, no investments were made; only routine maintenance was carried out, as is done every year. Therefore, there was no consideration for the higher ecological value of goods. However, laptops within Afier are reused for new employees, extending the lifecycle of these laptops and resulting in a more sustainable duration.



Disproportionate Impact on the Environment

Because we lack a policy to assess suppliers for sustainability during selection, we cannot entirely rule out that our suppliers may have a significant negative impact on the environment.

Point allocation ECG-matrix

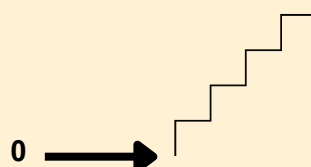
The reason for awarding 0 points for this aspect is that there are no processes in place that consider the sustainability of our suppliers. Consequently, we have assigned ourselves negative points.

Where do we stand according to the ECG-matrix?

- **Baseline:** Legal requirements are met. Afier does not assess its suppliers for environmental-related impacts.

What is the next step?

- **Getting Started:** Purchased goods and services are scrutinized for environmental risks and impact, and efforts are made to explore environmentally friendly alternatives. Initial exclusion criteria are met when making purchases.





A4 Transparency and co-determination in the supply chain

As Afier, we do not empower our suppliers to influence the policies and daily operations of Afier. Additionally, we maintain transparency with our supply chain through informal discussions, and suppliers have access to information displayed on our website. Afier's policy does not specifically focus on considering certifications related to transparency and co-determination when selecting suppliers.



Point allocation ECG-matrix

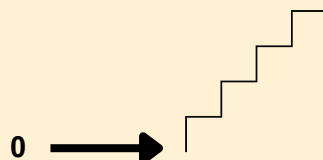
The reason for awarding 0 points for this aspect is that there are no processes in place that consider the transparency and co-determination of our suppliers. Additionally, there is no attention given to certifications related to transparency and co-determination when selecting suppliers.

Where do we stand according to the ECG-matrix?

- **Baseline:** Legal requirements are met. The company does not explicitly focus on transparency and co-determination in the supply chain. The company does not abuse its market power.

What is the next step?

- **Getting Started:** The company has acquired information about risks and shortcomings related to transparency and co-determination in the supply chain. Some purchased goods and raw materials have a label that takes into account transparency and co-determination.





Resume suppliers

We have assessed our suppliers and the supplier process based on the values of the ECG matrix using the ECG methodology. In doing so, we have reached several levels of evaluation. Below, we provide an overview of our current level based on the ECG methodology.

Theme	Score	How heavily does the theme weigh for Afier?
A1	5,4 of 54	Medium
A2	5,4 of 54	Medium
A3	0,0 of 54	Medium
A4	0,0 of 54	Medium

As Afier, we have mapped out our supplier environment, and the above score reflects the outcome. As the score indicates, there is much for us to explore and improve in the supplier domain. When selecting our suppliers, we explicitly consider the human scale, and we are willing to opt for a different supplier if they adhere to the human scale. Additionally, there is room for improvement in terms of solidarity, social justice, and sustainability in our supplier relationships. We can take more procedural steps to ensure that solidarity, social justice, and sustainability are guaranteed when selecting suppliers. The next step involves examining certifications and determining which certifications are important to us.

What is our plan for the future?

In the future, we aim to enhance our supplier policy. We plan to achieve this by requesting and considering the policies regarding human dignity and sustainability from our suppliers in the supplier selection process. Additionally, we intend to refine and document our criteria for the recruitment of new suppliers, taking into account their sustainability practices and how they treat their employees. Lastly, we aspire to increase transparency with our suppliers by sharing knowledge, asking questions about their policies, and keeping each other informed about changes in laws and regulations.

Our concrete plans include:

1. Requesting policies from suppliers.
2. Refining and documenting supplier criteria.
3. Increasing transparency with suppliers.
4. Developing policies regarding transparency with suppliers

B Owners and financial partners





B1 Ethical position in relation to financial resources

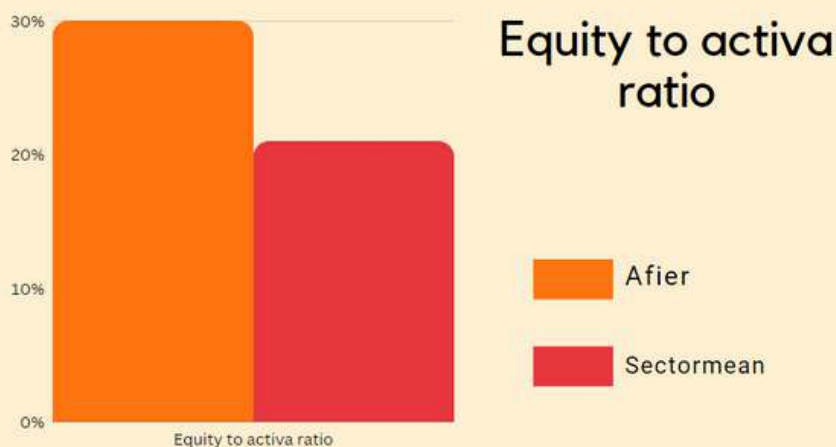
Financing sources of Afier

The parent company of Afier, Afier Holding B.V., is financed through the holdings of all partners. The partners are André Kool, Erik-Jan Kreuze, Gert-Jan Bos, Marc Oegema, Peter Klein, Rolf Smid, and Wilfred Hanekamp, as shown in the photos in the aforementioned order. Each of them, through their personal holdings, owns 14.3% of the shares of Afier Holding B.V. In addition to the partners, we also have a bank credit with ING bank that can be accessed if deemed necessary.



Equity ratio

Our goal is always to maintain a minimum equity ratio of 30%. With this, Afier outperforms the sector average of 21%, as calculated by Robuust. The benchmark for equity in the non-capital-intensive market is approximately 25%.



Equity financing by stakeholders and ethical banks

Within Afier, employees who have been involved for a long time and are seen as suitable and competent are given the opportunity to join Afier Holding B.V. Ethical banks do not have this opportunity because Afier does not aim to share its ownership with third parties outside Afier. Afier consciously chooses to keep its shares within the company itself to preserve the "people before numbers" DNA. The partners who join must embody and represent this DNA to the best of their ability.

Reducing financial risks

Within Afier, significant attention is given to reducing financial risks. Additionally, there are Key Performance Indicators (KPIs) in place to ensure that continuity is not compromised. We do not engage in private equity, but we do have an outstanding loan with ING. This loan is being repaid, thereby reducing this financial risk..



Evaluation of Financial Partners on Ethical and Sustainable Position

Afier holds its business account with ING Bank, and the company also has a business loan from ING. According to bankingreview.nl (Job, 2023), which assesses the largest banks in the Netherlands on sustainable topics, ING does not score high on these subjects. In the comparison of the 8 largest banks in the Netherlands, ING receives a satisfactory rating on corruption, human rights, mining, labor rights, animal welfare, nature and oil and gas. On the remaining aspects—taxes, gender equality, health, climate change, manufacturing, weapons, housing and real estate, and transparency—it receives an unsatisfactory rating. However, we do not evaluate our financial partners on these criteria.

Average score of the largest banks on sustainable topics.



Point allocation ECG-matrix

The reason we have given ourselves 1 point for this is because our ratio of external debt is above the norm. Additionally, we rarely utilize loans or our current account. However, our partners are not heavily involved in sustainable financial projects.

Where do we stand according tot the ECG-matrix?

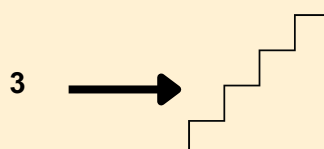


- **Getting Started:** Objectives to achieve sufficient levels of equity and to cover risks are in place. Arranging solidarity financing from stakeholders and/or loans from an ethical bank. Financial partners have their own sustainable and ethical financial products, are regionally involved, and are not involved in unethical projects.

What is the next step?



- **Advanced:** The company's equity corresponds to the sector level. Ongoing implementation of solidarity financing from stakeholders and/or loans from an ethical bank, along with the repayment of conventional loans. Financial partners have been involved in a wide range of sustainable and ethical financial projects and are regionally engaged. Additionally, financial partners are not involved in unethical projects.





B2 Social position in relation to financial resources

Investment expenditures for the future of the company

To ensure the continuity of Afer, essential expenses are incurred in the areas of ICT, training, and staff recruitment. If Afer does not make these expenditures, it can impact continuity. Therefore, Afer always ensures that these essential expenses are covered before making other investments.

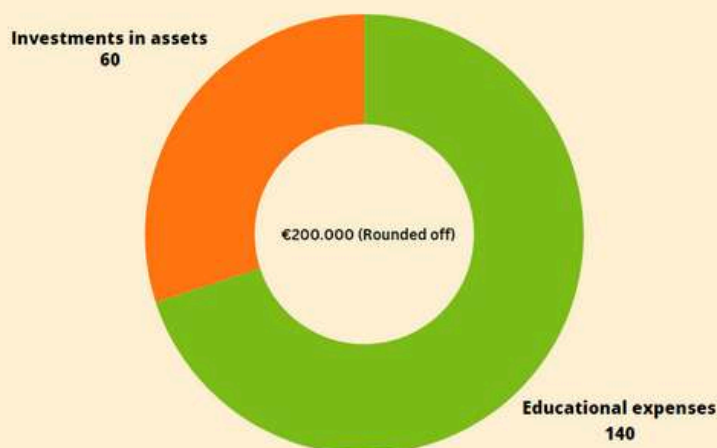
Dividend payouts to shareholders

Given our aim to maintain our equity at 30% of the total balance sheet, shareholders' expectations for dividends are minimal. If dividends are indeed distributed, Afer ensures that all necessary expenditures have been made and that its employees have received their salaries. There is no specific policy regarding dividend payouts. Dividends are only distributed when equity constitutes at least 30% of the total balance sheet. This is evident from the continuity expenditures, where we have allocated approximately €200,000 for investments in assets and training costs for our staff.

Unfair distribution of capital

We, at Afer, can confirm that our funds are not unfairly distributed. We do not pay high dividends, and there are no inactive shareholders. Additionally, we continue to operate from the same location and have not relocated.

CONTINUITY EXPENDITURES

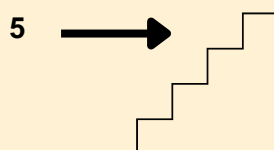


Point allocation ECG-matrix

The reason we have given ourselves 9 points for this section is because we maintain a norm of 30% for our equity to debt ratio. This takes into account all necessary expenditures we must make to ensure our continuity. Additionally, no annual dividend payouts are expected. If we have not met the 30% equity to assets ratio, no dividends are paid out.

Where do we stand according to the ECG-matrix?

- **Exemplary:** Limited dividend payouts occur only after allocating at least 90% to the total necessary investment expenditures to secure the future of the company, without taking on new loans.





B3 Use of funds in relation to social and environmental impacts

Environmental Investments

In terms of environmental investments, we have a fleet consisting of both fossil fuel-powered cars and hybrid/electric vehicles. Employees are encouraged to opt for electric vehicles, and we are willing to contribute financially to this endeavor. Among the partners, the ratio of fossil fuel-based cars to electric/hybrid cars is 50/50.

In addition to greening our fleet, we also have plans to invest in a solar park capable of generating electricity for the electric vehicles in our fleet. These investment plans are still in the assessment phase, and no actual expenditure has been made yet.

In the past, we have invested in our company premises by installing LED lighting throughout the entire building. Since we lease our premises, we rely on our landlord for environmental investments. However, we strive to find sustainable solutions and invest where possible.

No sustainability investments were made in 2022, and there is no specific budget allocated for sustainability investments.

Criteria for investments with sustainability certifications or other sustainability features are not present within Afer. Sustainability criteria are not specifically considered when making investments.

Required resources

In addition to our regular business bank account with ING, we have a bank credit with ING Bank from which additional financing can be obtained. While our debt-to-equity ratio would allow us to apply for a higher bank credit, we choose not to do so.

Dependency on Environmentally Harmful Sources

The vehicle fleet and paper consumption are aspects that negatively impact the environment and on which we depend. This is mitigated by promoting electric vehicles among employees, such as offering charging stations at the expense of Afer.

Moreover, in 2018, new monitors were purchased, providing employees with two or three screens each. This has reduced paper consumption. Paper usage has also decreased since the COVID crisis, as people were unable to come to the office or did so less frequently. At Afer, reducing paper consumption and acquiring sustainable vehicles is actively encouraged.

Point allocation ECG-matrix

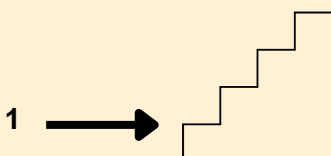
Voor dit onderdeel is 1 punt toegekend omdat er rekening gehouden wordt met het mogelijk verbeteren van de aanwezige activa. Er wordt genoeg kapitaal aangehouden om investeringen in de activa te doen. Ook zijn er plannen om het wagenpark te gaan verduurzamen.

Where do we stand according to the ECG-matrix?

- **Getting started:** The renovation and potential improvement costs of existing assets have been calculated, and an investment in ethical sustainable/social-ecological projects has been partially made.

What is the next step?

- **Advanced:** Up to 30% of the current redevelopment needs have been achieved. A minimum of 60% of new investments leads to a significant improvement in the socio-ecological impact of the company, with investments primarily in sustainable/social-ecological projects.



B4 Ownership and co-determination

Owners and their rights and obligations

In 2004, Afier was founded with two registered accountants, three tax lawyers, an IT specialist, and an office manager. At that time, our focus was mainly on the SME segment, and we experienced rapid growth in the first few years. As of December 2022, Afier has 7 partners, each owning 14.3% of the shares. Each partner is allocated their own budget of hours that they must dedicate to a specific segment within the company. Additionally, all partners are responsible for leading and managing their own departments. Profit-sharing and liabilities at Afier are calculated based on the 14.3% ownership of each partner.



Decision and ownership involvement

Decisions are made through consensus and poldering. Once a week, the partners come together for a meeting to discuss various matters. If a proposal does not lead to an agreement, the partners independently conduct research. While the statutes state that voting is used, in practice, it is applied to a limited extent. Within the organization, there are no forms of private-law shares. All partners share equal liability for financial risks, making them actively involved in the business.



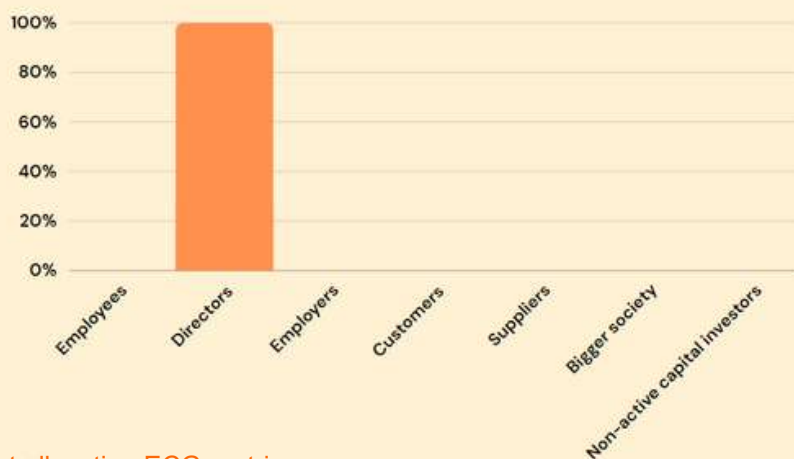
Transparent decision-making

All owners have a voice in the partners' meeting. Voting is rare within the shareholders' meeting, but when necessary, 5 votes can override 2 other votes. Owners undergo an initiation period, known as an introduction year, during which a new partner spends a year getting accustomed to the responsibilities associated with the role before being officially initiated.

Ownership structure

In 2022, two new partners joined, Rolf Smid and Wilfred Hanekamp, while one partner departed. Decisions are now made collectively, and everyone remains equally responsible with the same level of influence. A probationary year is still implemented for each partner to acclimate and shadow other partners.

SHARES DISTRIBUTED ACROSS DIFFERENT POPULATIONS.



Point allocation ECG-matrix

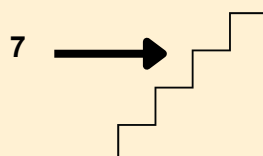
For this section, we have awarded 5 points because we expanded our ownership in the previous year by offering employees the opportunity to become partners. This increased the number of owners to 7. There are plans for the future to further increase the number of partners. We are open to both male and female partners, provided they meet our specified criteria. The transitional year for new partners ensures that they are adequately trained for the role they assume and possess the 'people before numbers' DNA. Negative points are not applicable to this section as we have not acquired any companies.

Where do we stand according to the ECG-matrix?

- **Experienced:** There is at least three years of practical experience with the chosen legal structure. The expansion and broadening of ownership by more people, more shares, and more stakeholders are actively encouraged. Growing ownership is recognizable as a trend. All owners are fully trained for their role.

What is the next step?

- **Exemplary:** All owners are part of an active stakeholder group, with the majority of shares and voting rights held by co-operating employers and employees. At the same time, the voting rights of individual persons and defined groups are contractually restricted in a way that they alone cannot control the company. The existing ownership structure is safeguarded with simultaneous momentum and flexibility.





Resume owners and financial partners

In accordance with the ECG methodology, we have assessed our owners based on the values of the ECG matrix. We have achieved several levels of evaluation in this process. Below, we provide an overview of our current level based on the ECG methodology.

Theme	Score	How heavily does the theme weigh for Afier?
B1	16,2 of 54	Medium
B2	27 of 54	Medium
B3	5,4 of 54	Medium
B4	18,9 of 27	Low

In 2022, Afier underwent changes in terms of ownership. One partner left, and two new partners joined. We perform well according to the ECG in the area of ownership and financial partners. We ensure that there is always 30% equity present before partners are rewarded in the form of dividends. The structure employed within Afier has been established and known since its founding in 2004. Our owners are accessible to everyone, and if necessary, any questions can be directed to the partners.

C Employees





C1 Human dignity in the workplace and working environment

"People before numbers" with employees

Our corporate culture is centered around the "people before numbers" concept, which has been consistently upheld since our establishment. This means there is a strong focus on the individuals behind the figures, both in the companies we serve and among the employees providing the service. This emphasis on people is reflected in the number of outings organized for our staff. In the financial sector, it is crucial to keep employees satisfied due to the competitiveness of the job market.

The average tenure of employees at our office is 3 years and 2 months, with a standard 40-hour workweek. The number of hours employees report being sick is below the sector average, indicating overall good health among our staff. We adhere to legal maternity leave terms and offer paternity leave. Additionally, we provide an extended parental leave of 5 weeks.



Activities

We strive to facilitate the health promotion needs of our people. In 2022, various activities with a sporting character were organized. One of the company outings involved an evening of paddle tennis, with a significant number of employees actively participating. Additionally, employees had the opportunity to sign up for the Groningen 4 Miler and the Emmen 4 Miler, with the inclusion of a running coach. In the fall of 2022, a soccer team was formed where employees could freely enroll.

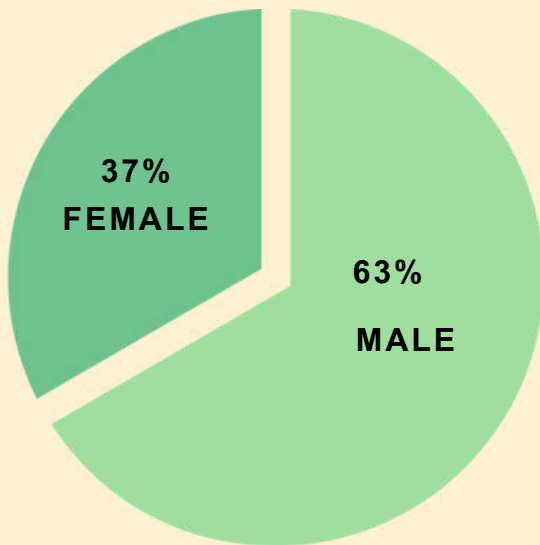
In terms of promoting health in the workplace, we invested in adjustable desks and quality office chairs. When visiting our clients, we always request a good and healthy working environment. This approach enhances the health and well-being of our employees.





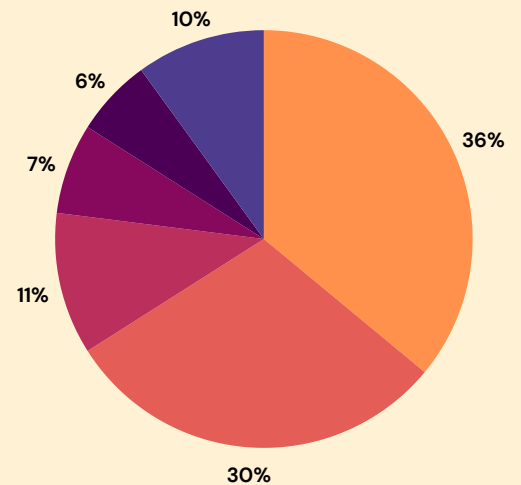
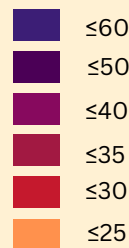
Recruitment and Treatment of Employees

At Afier, we advocate for equal treatment of all individuals. Therefore, in recruiting and treating employees, we do not discriminate based on race, color, or gender. Everyone at Afier is provided with equal opportunities and equal pay based on job function and age. We assess our personnel based on merit and not on their background. Despite our gender-neutral approach, there is a notable difference in the ratio of men to women. However, this difference is also influenced by the lower representation of women in the financial sector. According to the NBA, 23% of registered accountants in business are women. Considering this fact, the gender ratio at Afier is above average. Looking at the age distribution within the organization, many young individuals work at Afier.



RATIO OF GENDER OF EMPLOYEES

RATIO OF AGE



Point allocation ECG-matrix

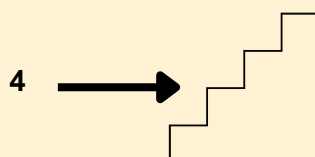
At Afier, we focus on our employees. We aim to create an open atmosphere in the office where our employees can be themselves and enjoy working with us. We enhance this by organizing outings. Additionally, we conduct three job interviews when hiring personnel to ensure that the individual truly fits into our team. These are the reasons why we have awarded 3 points for this aspect.

Where do we stand according to the ECG-matrix?

- **Advanced:** Initial measures to improve or promote organizational culture, health, or diversity in the workplace have been implemented.

What is the next step?

- **Experienced:** The effects or successes of measures to promote or improve the employee-focused organizational culture, health, and/or diversity in the workplace are clearly visible and are currently being analyzed. Measures have been implemented on a large scale.





C2 Self-determined working arrangements

Payment Method

We always ensure that our employees receive at least the legally mandated minimum wage. In the accounting sector, the average wage is slightly higher than in other industries, and the livability of a particular wage also depends on the individual. At Afier, we are open to discussions and offer a lot of flexibility in this regard. We are also committed to providing appropriate support to employees during times of crisis. For example, in 2022 when energy prices skyrocketed, we provided assistance by engaging budget coaches and energy coaches. Additionally, we also grant bonuses if it fits within our financial means. There are also ample opportunities for training and development. We allocated 2% of our revenue to training programs. If our employees wish to further their development, they can approach HR to explore possibilities. This could involve expanding or deepening knowledge as well as improving soft skills.

Workload and Working Hours

At Afier, various departments experience increased workload at different times of the year. In the first half of the year, accountants in the compilation department and auditors are generally busier because many clients of Afier must disclose their financial statements within a specific period after the close of the fiscal year. During various tax filing periods throughout the year, tax advisors and HR personnel are busier. We aim to minimize overtime as much as possible. Every week, we review the weekly hours of employees, ensuring that they do not consistently work on Sundays or put in excessively long or late hours. If this is the case, we actively alert our employees and engage in discussions with them.

Employees are allowed to schedule their own working hours, as long as they ensure they work within the contracted hours and at reasonable times. For new employees and during client visits, we do expect our employees to be present between 8 and 9 AM in the morning.

Social Participation

We ensure sponsorship for sports clubs that we consider important due to their regional societal role. There is also a lot of flexibility through discussion. For instance, if employees play an active role in a club, we encourage this by sponsoring these organizations. Additionally, we sponsor events and have donated generators to Ukrainian citizens.

The ratio of minimum to maximum wage without any potential lease cars	1 : 4,3
The median earnings	€3.900
A livable wage	At a minimum, the minimum wage is granted. On average, the salary is higher than in the Netherlands.
Overtime	For overtime, time-off-in-lieu (compensatory time) is utilized.



Work-life balance

We promote work-life balance by providing employees with 35 vacation days on a full-time basis per year. Additionally, actions are taken if work is done outside office hours, which is not tolerated within Afier. If there are personal issues affecting a staff member's ability to perform their duties temporarily, we understand and approach the situation based on mutual trust with employees.

Unfair contracts with employees

We can confirm that we do not offer unfair contracts to our employees that would result in them being overworked or exploited. There is a lot of flexibility and discussion involved when negotiating contracts with our employees.

Point allocation ECG-matrix

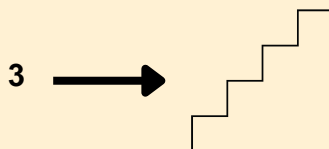
For this section, we have awarded ourselves 1 point because employees can make a decent living with the salary they receive from Afier. Additionally, there is a lot of flexibility regarding contracts. In case of special situations, discussions can be held, and efforts are made to find a compromise. Moreover, workload is distributed based on schedules to minimize the need for overtime. The allocation of work and worked hours by employees is evaluated on a weekly basis. However, this policy is informal and not formally documented.

Where do we stand according to the ECG-matrix?

- **Getting started:** The distribution of workload, work performance, working hours, types of work arrangements, and rewards is regularly examined and discussed.

What is the next step?

- **Advanced:** Measures have been taken to ensure a 'living wage' that fits the cost of living in the area. Support is provided for measures and further education to ensure a sensible treatment of employees regarding working hours and overtime. Employees have the option to choose from various flexible work arrangements.

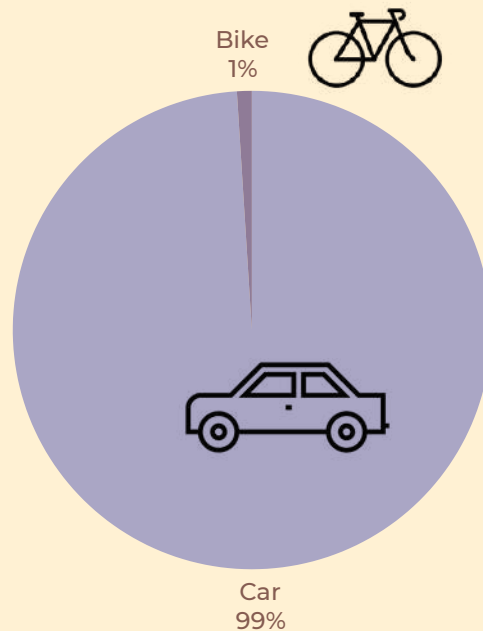




C3 Environmentally friendly behaviour of staff

Transportation to work

Almost 100% of employees at Afier use their cars to commute. In the summer months, a few individuals may choose to bike. This is partly due to the location of Afier, as Tynaarlo is known as one of the least accessible places for public transportation in the Netherlands.



Afier's attitude towards the environment

From a professional standpoint, we are required to provide courses to employees with a protected title. Sustainability is currently a hot topic in the accountancy sector. Therefore, we offer our employees technical knowledge on sustainability.

Harmful environmental practices

We do not promote resource wastage within Afier, and it will not be tolerated in the workplace. With the existing culture in the office, employees will hold each other accountable for this. For instance, if an employee is using an excessive amount of paper, colleagues will address it.

Point allocation ECG-matrix

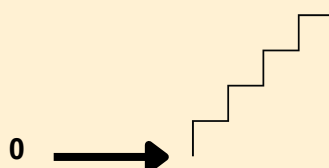
We have assigned 0 points for this section because we do not want to internally push employees to live more sustainably. This is mainly because we believe that our employees should be able to decide this for themselves. We prefer not to interfere too much with the private lives of our employees.

Where do we stand according to the ECG-matrix?

- **Baseline:** The company does not exhibit clear contradictions with ecological sustainable practices.

What is the next step?

- **Getting Started:** The company supports specific environmental practices, such as having a fruit basket, and the management sets an example of environmental awareness.





C4 Co-determination and transparency within the organisation

Transparency within the organization

Every month, the partners are informed about the developments and interim figures. Additionally, employees receive information on these matters three times a year. If an employee is curious about information, it is always possible to obtain it from the management.



Manager selection

Managers and other employees are selected through the assessment program Trackstar. In this system, employees record their objectives and who is selected for specific positions. The audit leaders, managers, and partners do this for junior employees. The partners do this for audit leaders and managers. The final decision in this process is made by two partners on almost every department. When hiring a new employee, three interviews are conducted, where two partners and senior employees can express their opinions during the selection process. For interns, there is one interview.

Employee influence

Decisions at Afier are made in a democratic manner only by the management. Employees do not have the authority to make decisions regarding Afier's policies. However, employees are free to determine their own working hours, pace, and methods. This can be coordinated with the team and colleagues through consensus.

Experiences with transparency and participation

We have a party committee in which employees participate and are given a budget. They democratically decide on the activities to be organized. However, at the operational level and regarding Afier itself, employees do not have a say. When the partners make a decision, there are seniors within Afier who can review their opinion. If there is a negative reaction to a decision, it will be reconsidered. The experiences with this approach are generally positive, but we do not want to grant our employees their own authority unless they are partners.

Point allocation ECG-matrix

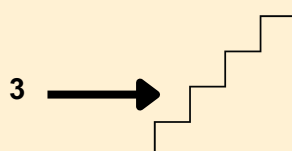
We have awarded ourselves 3 points for this section because employees with a senior role can share their opinions on changes in the management. Additionally, we present all critical data three times a year to all our employees so that they gain insight into Afier's performance.

Where do we stand according to the ECG-matrix?

- **Advanced:** Employees are consulted on and participate (have a voice) in essential topics and decisions, including the appointment of managers. Some critical data is prepared in a transparent, easily accessible, and understandable manner.

What is the next step?

- **Experienced:** Some decisions, where possible, are made with employee involvement or democratic decision-making, including the selection and appointment of managers. Most critical data is prepared in a transparent, easily accessible, and understandable manner. This has been the case in practice for several years.





Resume employees

We have assessed our employees based on the ECG methodology, evaluating them against the 'values' of the ECG matrix. We have derived several levels of evaluation. Below, we provide an overview of our current level based on the ECG methodology.

Theme	Score	How heavily does the theme weigh for Afier?
C1	21,6 of 54	Medium
C2	16,2 of 54	Medium
C3	0 of 54	Medium
C4	8,1 of 27	Low

At Afier, people are at the forefront, and this is emphasized in our motto 'people before numbers.' We organize numerous activities and offer more vacation days than the average. We observe that the majority of our employees are under 30, contributing to our identity as a youthful company. We take pride in maintaining a good gender balance compared to the sector. While there is room for improvement in transportation and our environmental stance, it is also influenced by Afier's location. Employees always have access to support and can approach partners if needed or for any inquiries.

What is our plan for the future?

In the future, we aim to encourage our employees to make sustainable commuting choices. This could involve promoting carpooling among staff or offering electric cars through lease agreements. Additionally, we plan to acquire a solar park, allowing employees to charge their cars with solar energy for free during working hours. To assess Afier's environmental impact, we will start by examining the company's CO2 footprint. While Afier has a limited impact on waste, we intend to initiate waste separation by providing specialized bins. To enhance the individual health of our employees, we will focus on organizing active outings and offering health check-ups. As a final measure, we aim to promote healthy food options in the workplace. While we won't dictate what employees should eat, Afier can provide fruit and healthy snacks.

Concrete plans include:

1. Encouraging sustainable travel methods (electric cars, reimbursing train tickets).
2. Investing in a solar park.
3. Advocating for improved public transportation connections to Tynaarlo.
4. Assessing the CO2 footprint.
5. Initiating waste separation.
6. Offering voluntary, anonymous health check-ups.
7. Promoting healthy food options."

D Customers and other companies





D1 Ethical customer relations

Human dignity in communication with clients

New clients connect with us through social media, events, tenders, recommendations from other companies, or industry publications. When acquiring new clients, the first step is to have a meeting with the client. During this meeting, not only are rates discussed, but an assessment is also made to determine whether the potential new client aligns with Afier's norms and values. For existing client companies, we offer a newsletter containing updates on events within Afier and changes in the market. We ensure that the newsletter is clear and concise, making it easily understandable for our clients

People before numbers with clients

For Afier, customers are extremely important. This is reflected in our motto "people before numbers," which means prioritizing human well-being over financial returns. Good communication with customers and delivering high-quality work are two essential aspects of our service. This ensures that our advisors collaborate effectively with clients to provide the most suitable advice. Our services also have a positive impact on our customers. For many services, we provide insights into client activities, ensure there are no administrative errors, or improve a company's HR and IT functions. For clients we assist with tax advice, it's important for us to maintain a moral compass regarding tax avoidance and issues in the "grey area." To comply with this, we regularly communicate with the tax authorities to ensure we do not support clients in unethical tax matters.

Access to services

Potential new customers can visit our website and explore the services we offer. Each service is accompanied by an explanation for people to read and understand the specifics of the service. If there are still uncertainties, they can always call the office, and the question will be answered as comprehensively as possible. During the quotation discussions, a more in-depth explanation will be provided regarding the subsequent steps in carrying out the assignment.

Unethical advertising practices

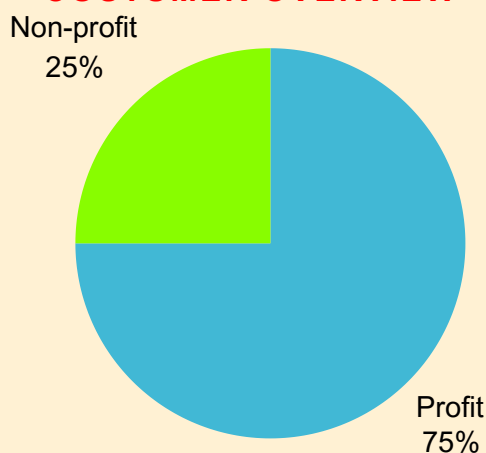
Afier does not discredit its competitors through advertising. Additionally, being an accounting firm, we conduct our activities in an ethical manner.





Marketingbudget	1,9% of the revenue
Internal sales objectives	There are no sale objectives
Revenue share percentage of the production portfolio purchased by disadvantaged groups.	+/- 1% of revenue

COSTUMER OVERVIEW



Point allocation ECG-matrix

New customers are evaluated based on a customer survey, taking into account their ethical practices. Additionally, we offer services to businesses with limited financial resources at a reduced rate. Therefore, we have awarded ourselves 4 points for this section.

Where do we stand according to the ECG-matrix?

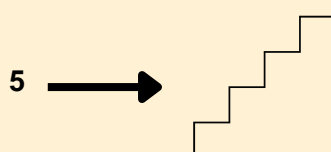


- **Experienced:** In addition to ethical guidelines for sales, all contract points with the customer are regularly reviewed and improved with the aim of better meeting customer needs and developing a spirit of partnership. Accessibility is widely implemented through the company's activities.

What is the next step?



- **Exemplary:** A customer relationship approach that respects clients as equals is an integral part of the company's market positioning strategy. Innovative solutions to ensure respectful communication and accessibility are implemented throughout the company.





D2 Cooperation and solidarity with other companies

Collaboration with other companies

Afier collaborates with entities such as the SRA, educational institutions, and various IT suppliers, including Nexler. The collaboration with SRA is primarily aimed at improving the quality of the accounting profession, which results in customers receiving a higher quality service. Collaborations with schools are established to assist in training a new generation of financial professionals. The partnership with Nexler aims to enhance Afier's internal automation environment and automated processes. There is no direct collaboration with other firms; instead, knowledge sharing occurs through SRA circles. Additionally, we also collaborate with our clients through a customer satisfaction survey. This survey helps us understand what our clients value in a service, allowing us to tailor our services accordingly.



Solidarity with other companies

Afier provides financial statements for various charitable organizations at a reduced rate. This allows these charities to allocate less money for tasks such as preparing financial statements, enabling more funds to be directed toward their charitable causes. Additionally, Afier has executed several subsidy applications at a reduced rate. These services can be viewed as collaborations because Afier assists companies within their respective industries in making positive changes. This assistance is provided to companies addressing sustainability within their sector, as well as those focused on heritage preservation and resolving debt-related issues.

Discrediting other companies

Afier does not discredit or harm the reputation of other businesses or accounting firms. While client acquisition is a possibility, it is not achieved through tarnishing the image of another company.

Point allocation ECG-matrix

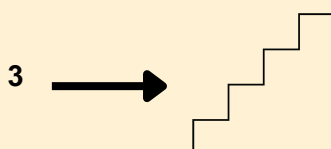
For this component, 1 point has been awarded because there are collaborations with other companies. However, there is no practice of 'loaning' employees or clients to other firms.

Where do we stand according to the ECG-matrix?

- **Getting Started:** Basic attitude of openness towards other companies, collaboration upon request, willingness to demonstrate solidarity through concrete actions. The company responds to requests for assistance.

What is the next step?

- **Advanced:** Initial collaboration with companies operating in other industries or with companies in the same industry but located in a different region. Initial experience gained in providing employees, contracts, financing, and/or technology to other companies to support them in their activities and assist them in emergencies.





D3 Impact on the environment: the use and disposal of products and services

Environmental impacts of products and services

As a service-oriented company, the services we provide have minimal environmental impacts. The major emission indicator is the CO2 consumption of our fleet. Additionally, there is electricity consumption for the use and maintenance of computer servers. Other factors include the consumption of the office space, such as gas, water, electricity, and paper usage. For many accounting firms, these consumptions are likely to be similar.

Reducing environmental impacts

To reduce our consumption at Afier, the preference is to introduce electric lease cars for employees. There are plans to make the fleet more sustainable so that employees can charge their cars for free. Additionally, paper consumption is minimized by conducting meetings with clients at the office, where each meeting room is equipped with screens for projecting documents instead of printing them.

Adequacy, Consistency, and Efficiency

At Afier, the concept of adequacy has two dimensions. On one side, there's compliance, and on the other, customer satisfaction. For an accounting firm, it is crucial that all employees behave with integrity within the office. Because our revenue is based on hours multiplied by the rate, efficiency is of great importance for the organization's growth. When employees work more efficiently, it ensures that customers pay less for services while maintaining the same quality. This is why we are constantly working to improve our software. Additionally, at Afier, it is essential to convey a consistent message to our clients.

Moderate use of products and services

To promote the moderate use of products and services, we are introducing a new branch called Afier Impact Accountants. This new service aims to assist clients with sustainability issues and reporting on their activities related to corporate social responsibility. Through this, new recommendations can emerge on how companies can enhance their sustainability practices.





Serious Environmental Impacts

We intentionally do not overlook any negative environmental effects. Through conversations with new clients, we can assess the sustainability practices of these clients. By gaining insight into their administration, we also understand the potential emissions of our clients. Sustainability is not a factor considered in the process of accepting new clients.

Point allocation ECG-matrix

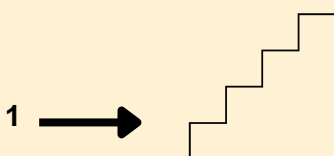
For this section, 0 points have been awarded. This is because ecological impact is not a criterion for accepting new clients. Due to the absence of processes in this regard, we have assigned negative points to this section.

Where do we stand now according to the ECG-matrix?

- **Baseline:** The company takes no action to reduce negative environmental impacts or promote moderate use, but it also does not knowingly allow disproportionate environmental effects. The company complies with legal requirements and is not deceptive in its communication.

What is the next step?

- **Getting started:** The company has initial data on environmental impacts and plans measures to reduce these effects and promote moderate use. The company provides customers and consumers with basic information about the environmental impacts of their products and services with the goal of increasing awareness of moderate usage.





D4 Customer participation and product transparency

Customer participation

Customers essentially have no say in the services we offer, primarily because the services are legally determined. Additionally, there are no ideas or suggestions from customers regarding services and sustainability. However, the collaboration with our customers is evaluated annually through a customer survey. The results are then considered in meetings to determine if any improvements are needed in service delivery.

Product transparency

Online, some information about Afier's services can be found. The information available online primarily describes the content of the service, such as advisory or HR services. The price of the service is discussed with new potential clients when they request a quote. However, what does happen is that the timesheet is included in the invoice, allowing the client to see who worked on the service and how many hours were spent on it. We choose not to display our rates online. This decision is based on past experiences of undesirable situations resulting from publishing our rates. Additionally, this information could potentially create a distorted perception for a potential client. This is because our quotes are related to the size of the business, the complexity of the task, and the rates of the employees, which depend on their knowledge and experience.

Harmfulness of products and services to Society

The services we offer have minimal harmful effects, and the same applies to their usage. This is because our services primarily deal with the financial data of our clients.



Point allocation ECG-matrix

We gave ourselves 1 point for this section because we ask for feedback from our customers about what they think of our services, and this feedback is considered in meetings. Additionally, employees can gain insight into our value chain if it is beneficial. We do not put price overviews online, mainly because employees have different rates, and the nature of the service can vary.

Where do we stand now according to the ECG-matrix?

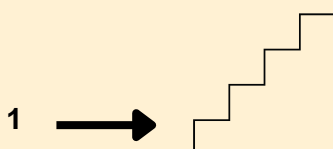


- **Getting Started:** Customer feedback is occasionally sought. To some extent, employees within the company can obtain an overview of the value chain. A concept for the publication of price components has been developed.

What is the next step?



- **Advanced:** Customer feedback and requests are systematically documented and frequently followed up. Information about the stages of the value chain is partially available to the public. Breakdowns of price components are published to some extent.





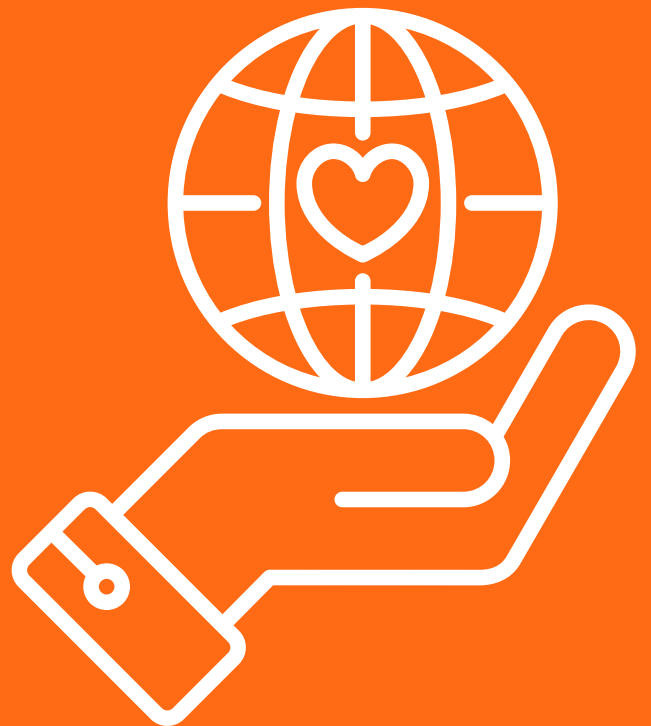
Resume customers and other companies

Using the ECG methodology, we have assessed our clients and other businesses based on the 'values' of the ECG matrix. In doing so, we have achieved several levels of evaluation. Below, we provide an overview of our current level based on the ECG methodology.

Theme	Score	How heavily does this theme weigh for Afer?
D1	27 of 54	Medium
D2	16,2 of 54	Medium
D3	0 of 54	Medium
D4	5,4 of 54	Medium

Just like our employees, our customers are at the forefront with our motto 'people before numbers.' We advocate for a human-centric approach and, therefore, value being in contact with our customers. However, we do not involve our customers in internal decision-making processes or seek their input in such matters. Nevertheless, we strive to engage our customers and other businesses through social media by keeping them informed about developments at Afer and promoting ethical advertising practices. In the process of selecting our customers, we acknowledge the need for greater attention to sustainability, as there is currently no established procedure in place.

E Social environment





E1 Purpose of products and services and their effect on society

Basic Needs

Evaluating Afier's services based on fundamental needs or the growth and well-being of individuals is challenging. However, an indirect link can be established with all these aspects concerning the clients we support. We assist clients in sectors such as healthcare, education, and government, all of which are dedicated to meeting human needs. We do not offer luxury services that enhance people's status. The services provided ensure the security, transparency, and stability of a company's financial data.

Reducing Environmental Issues Through Services

By establishing the new branch Afier Impact Accountants, we aim to assist companies with sustainability issues. This can reduce the environmental impacts of various industries and encourage more businesses to recognize the added value of sustainability.

Unethical Services

Because Afier's services are primarily legally determined, it can be said that no unethical or inhumane services are offered.

Point allocation ECG-matrix

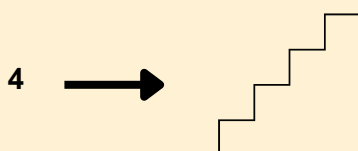
We have assigned ourselves 1 point for this section because it is unclear what the impact of our services is on fundamental needs and the health of individuals. However, it can be clearly stated that we are above the baseline level. We are aware of the effects our services have on our clients.

Where do we stand according to the ECG-matrix?

- **Getting started:** Products and services meet most basic needs for a satisfying or good life. There is a clear understanding of the serious social and environmental issues in the industry.

What is the next step?

- **Advanced:** Most products and services promote the healthy development of people. Information about social issues (and solutions) reaches audiences beyond our own customers.





E2 Contribution to society

Taxes and social security contributions

Afier pays its taxes in accordance with Dutch legislation. We generate a reasonable turnover each year, resulting in a significant amount of value-added tax (VAT) payment. Additionally, with approximately 80 employees, we pay monthly income tax. We do not receive financial support such as subsidies.

Voluntary contributions

Afier has participated in a self-initiative with other businesses called Aggregaten Ukraine. We also sponsor various sports clubs. It is challenging to quantify whether these charitable efforts bring about lasting changes. We are aware that generators have been sent to Ukraine, and we assume that the sports clubs use the funds for training, coaching, recruiting members, and acquiring necessary equipment. We also assisted a former colleague in training and acquiring an assistance dog.



Undue Non-payment of Taxes and Corruption:

As an accounting firm, Afier is obligated to oversee tax evasion by its clients. For our own operations, taxes are paid in accordance with laws and regulations. Additionally, we are not involved in corrupt activities. Our total societal contribution in monetary terms for 2022 amounts to approximately €1,467,000.



PAYED TAXES



Point allocation ECG-matrix

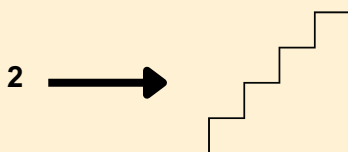
We have awarded ourselves 2 points for this section. This is because we pay our taxes, and our services help clients to do the same. Given our professional expertise, we do not engage in illegal tax payments. However, we acknowledge that we have not fully assessed the current impact of sponsorships.

Where do we stand according to the ECG-matrix?

- **Advanced:** The company has implemented clear measures to make an appropriate contribution through taxes and social contributions. The scope of charitable work is reasonably broad but only when there is a likely cause and effect. Early evaluations of the impact of charitable efforts are available.

What is the next step?

- **Experienced:** The contribution the company makes through its taxes and social premiums is comparable to that of its employees. The company has been involved in extensive charitable works in various areas for many years. There is evidence of effectiveness.





E3 Reduction of environmental impact

Negative environmental impacts

The negative environmental impacts associated with our business processes are mainly related to paper consumption, CO2 emissions from vehicles, and electricity costs associated with server usage. Additionally, there are consumptions related to the building (gas, water, and electricity).

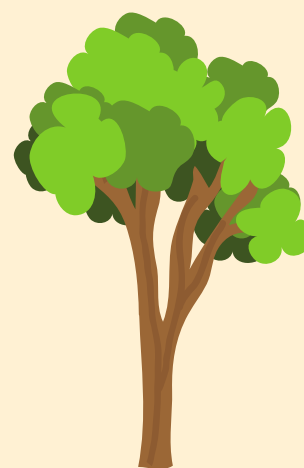
Environmental accounting

Currently, Afier does not have an environmental accounting system, and no environmental data is being published at the moment. Internally, we keep track of the types of leased cars and the business kilometers driven through employee expense claims. Additionally, we have mapped the costs of building and server consumption per square kilometer. We have not calculated this for the year 2022, but to provide an indication, we have used the average of the past three years. It should be noted that values may be lower since less use was made of the building during the Covid period.

We have also documented the amount of paper purchased each year. In 2022, approximately 455 kg of paper was purchased. This equates to an average of 1,100 sheets of paper per employee per year. On average, 300 kg of paper comes from 1 tree, meaning Afier consumed/purchased about 1.5 trees worth of paper in 2022. According to www.change.inc, an office with 400 employees consumes an average of 5,000 sheets of paper per year. This means that 80 employees consume an average of 1,000 sheets of paper per year. Afier is thus 10% above the average.

The CO2 emissions from paper production, according to cpb.nl, are 400 grams per kilogram of paper. This means that Afier generated approximately 182 kg of CO2 emissions from the purchased 455 kg of paper in 2022. On average, a tree absorbs 20 kg of CO2 per year. To offset the CO2 emissions from Afier's purchased paper, approximately 9 trees are needed. The total impact of Afier with its paper consumption is approximately 10.5 trees per year, not accounting for transportation costs, recycling, or other indirect factors, which could make this impact higher or lower.

Additionally, we have mapped Afier's consumption of energy costs for the building. It is noteworthy that Afier has almost no water costs, and the electricity costs are relatively high, mainly due to server consumption. The CO2 impact of these costs has not been calculated because a reliable calculation cannot be made with the available data.



**AFIER CONSUMES
APPROXIMATELY
10,5 TREES PER
YEAR IN PAPER
USAGE**



Violation of environmental regulations

We can confirm that there are no violations of environmental regulations. Furthermore, our emissions are comparable to those of other companies. In comparison to companies outside our sector, our consumption is relatively low. Additionally, we have not received any complaints from society regarding our emissions and environmental position.

Point allocation ECG-matrix

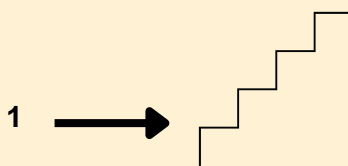
We have given ourselves 0 points for this section because we do not have a clear understanding of our current environmental impact. We acknowledge that our impact is relatively small, and we are actively working to reduce it. However, it can be stated that we comply with laws and regulations.

Where do we stand according to the ECG-matrix?

- **Baseline:** The company is aware of the environmental impact but has not provided data or implemented measures.

What is the next step?

- **Getting Started:** The company has started identifying the key environmental impacts it contributes to.





E4 Transparency and co-determination

Social participation

Anyone can reach us by phone or email and engage in dialogue with us. Dialogues with businesses that have expertise linked to new market opportunities will be more promptly considered in decision-making. Periodic evaluation meetings are held with clients to discuss potential improvements in collaboration and communication. If clients have other concerns, they are encouraged to voice them, and we will assess whether any action is necessary. Additionally, we have an advisory board comprising experienced and respected entrepreneurs who can inquire about our decision-making processes and how the company is governed.

Documenting conversations and decision-making

Conversations with clients are not documented, but the outcomes are considered in decision-making. Conversations with the advisory board are documented and often incorporated into decision-making. Furthermore, there are reports from external parties who have conducted investigations for the firm. These reports are also typically considered in the decision-making process.

Dissemination of false information

Afier can confirm that it does not spread false information about itself. This is partly because there is currently not much information available online. The content on the website, social media, and informational materials such as newsletters is written truthfully.



Point allocation ECG-matrix

We have awarded ourselves 0 points for this section because there is no form of social accounting within Afier. Additionally, only the partners can make decisions within our company, and we do not share essential information with other businesses.

Where do we stand according to the ECG-matrix?

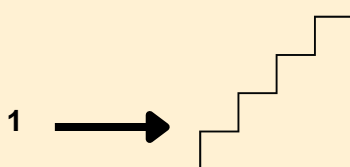


- **Baseline:** There is no social accounting available online or in any other easily accessible publication. Stakeholders are not involved in decision-making.

What is the next step?



- **Getting Started:** The principle that openness and transparency serve as the foundation for trust, communication, and mutual responsibility has been adopted. Initial analysis and planning for transparency, fair, and factual reporting are underway.





Resume social environment

Using the ECG methodology, we have assessed our social environment based on the 'values' of the ECG matrix. In doing so, we have achieved several levels of evaluation. Below, we provide an overview of our current level based on the ECG methodology.

Theme	Score	How heavily does theme weigh for Afier?
E1	21,6 of 54	Medium
E2	10,8 of 54	Medium
E3	5,4 of 54	Medium
E4	2,7 of 27	Low

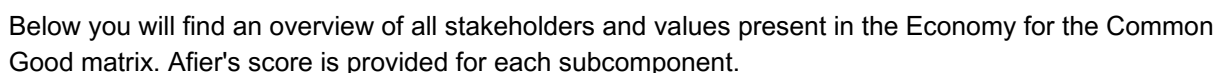
As Afier, we are socially engaged in certain areas. We sponsor various sports clubs and are socially involved in sharing our knowledge. Additionally, from an individual perspective, we strive to contribute to society by, for example, providing opportunities for interns and graduates to gain experience under supervision. Currently, we do not have an environmental accounting system, and we have limited documentation of our broader consumption.

What is our plan for the future?

In the future, we aim to share our knowledge in the field of sustainability with the outside world. This includes offering services that help other businesses become more sustainable and comply with the CSRD/ESRS. Additionally, we intend to reduce our electricity consumption and explore opportunities to achieve this. Our specific plans:

1. Sustainability services
2. Reduce electricity consumption

Afier on the Economy for the Common Good - matrix



Note: Points in the ECG matrix may differ from the points indicated per stakeholder due to rounding differences in the calculation of points.

Explanation of the score

Afier has used the Economy for the Common Good Balance to assess our sustainability and contribution to society. The contribution to the common good is evaluated using the Economy for the Common Good Matrix. In this matrix, the impact of the organization is measured on five different groups of stakeholders based on four core values. Points are awarded when a company goes beyond legal requirements, and deductions are made if the company causes harm to stakeholders or the environment.

We initiated this process to create awareness for ourselves. Additionally, this report aims to foster transparency. Below, you will find an overview of our key findings for each stakeholder. The values of the ECG matrix can be found on the following page.

Stakeholders	Impact of Afier	ECG Score	Plans for the future
A. Suppliers	<ul style="list-style-type: none"> • Taking into account the human scale in supplier selection 	10	<ul style="list-style-type: none"> • Requesting policy information • Selection criteria • Increasing transparency • Drafting policy
B. Owners and financial partners	<ul style="list-style-type: none"> • Stable continuity, • Essential expenses for dividend payouts, • No form of participation 	67	<ul style="list-style-type: none"> • No concrete plans. We want to focus on the components with fewer points
C. Employees	<ul style="list-style-type: none"> • "People before numbers" • Organizing periodic activities • Equal treatment of employees • Avoidance of overtime • Opinion discussions for senior employees 	46	<ul style="list-style-type: none"> • Promoting sustainability • Investing in a solar park • Advocating for improved public transportation • Waste separation • Offering health check-ups • Promoting healthy nutrition • Mapping the CO2 footprint
D. Customers and other companies	<ul style="list-style-type: none"> • "People before numbers" • Collaborations with professional circles • Low environmental impact of our services 	49	<ul style="list-style-type: none"> • Being transparent about rates and pricing in communication with our costumers.
E. Social environment	<ul style="list-style-type: none"> • Indirect contribution to basic needs • Voluntarily contributing to the community • Reducing paper consumption • Advisory Board with a broad mandate 	42	<ul style="list-style-type: none"> • Sustainability services • Environmental accounting (CO2 footprint) • Reducing electricity consumption

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