SALUTE

ESG ANNUAL REPORT

Environmental, Social and Governance Report

Salute Mission Critical

Reporting year 2025

29 October 2026

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1. About This Report

This report covers the environmental, social and governance (ESG) performance of Salute Mission Critical for the calendar year January to December 2025. It covers all Salute entities and subsidiaries globally, which is the same organizational boundary used for our EcoVadis registration. Some sections of this report carry exclusions or data limitations, which are noted where they apply. Where 2026 priorities, progress or data are available, we state them, and we highlight our forward-looking plans for 2027.

Our greenhouse gas emissions were calculated by Greenly in line with the Greenhouse Gas Protocol, using an operational control approach. Data sources include accounting data, an employee survey, buildings data and activity data. Following the growth of the company, we have re-baselined to 2025. Further detail on methodology is in the Appendix. We also map our work to the UN Sustainable Development Goals. Based on our current assessment, we are not subject to mandatory EU sustainability reporting requirements. Where data is available, we have drawn on the Global Reporting Initiative (GRI) Standards and the EFRAG Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME) as guidance. This report has not been prepared in accordance with, or with reference to, either framework.

Important information. This report contains forward-looking statements, including our plans, priorities and timelines for 2026 and 2027. These reflect our current expectations and are subject to risks, uncertainties and changes in circumstances, so actual outcomes may differ. They are not guarantees, and we do not undertake to update them except as required by law. Emissions and energy figures include estimates and data of varying quality. Unless stated otherwise, the data in this report has not been independently assured. Third-party names, marks and logos belong to their respective owners, and their use does not imply endorsement.

2. Company Overview

Founded in the United States in 2013 and headquartered in Franklin, Wisconsin, Salute supports data center owners, operators and general contractors across hyperscale, AI infrastructure, colocation and enterprise environments.

Our 3,000+ specialists, as of October 2026, support the full data center lifecycle. They are direct Salute employees, excluding contractors, and include recently acquired entities. We serve clients globally, across the Americas, EMEA and APAC. Our core activity is the on-site management and operation of clients' data center infrastructure and data processing facilities, plus related support services. We build long-term careers in data centers, with a particular focus on military veterans, and we invest in keeping and developing the people who choose to build those careers with us.

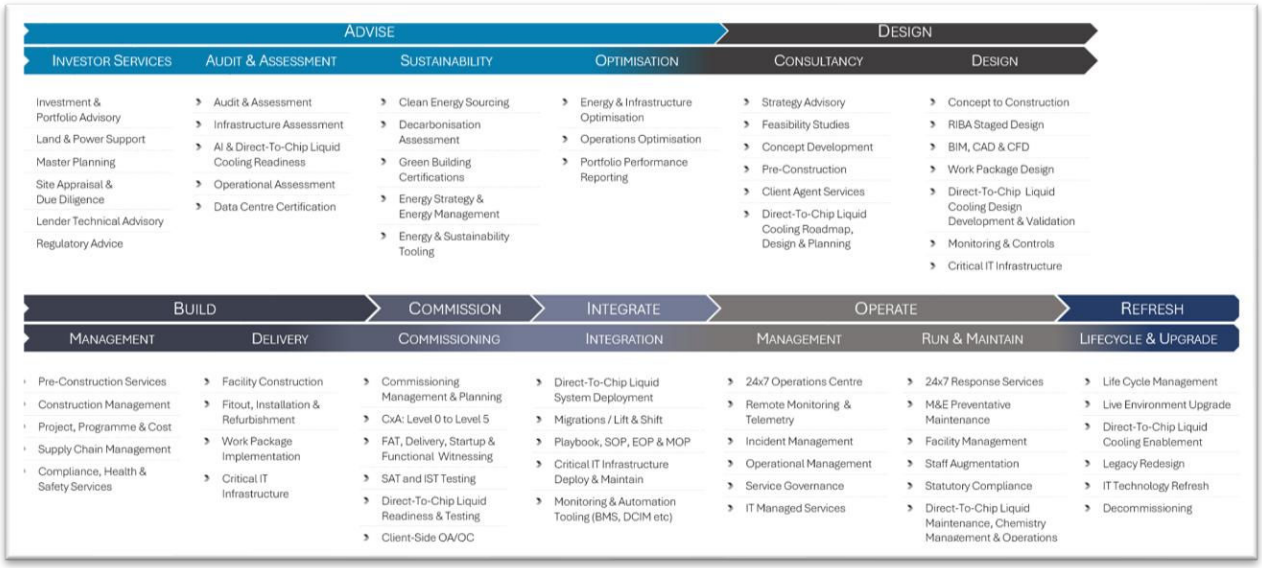
Salute has six leased offices and one coworking space, which together house approximately 85 employees (around 3% of our workforce). The remaining employees work remotely from home or on-site at customer data centers.

The table below shows the global distribution of our employees by region as of October 2026:

Region	Number of Employees	% of Total Employees
North America	2,527	81.6%

Region	Number of Employees	% of Total Employees
of which United States	*2,448*	*79.0%*
EMEA	517	16.7%
of which United Kingdom	*197*	*6.4%*
of which Netherlands	*118*	*3.8%*
of which other EMEA countries	*202*	*6.5%*
South America	38	1.2%
APAC	16	0.5%
Total	**3,098**	**100.0%**

The table below shows our services at each stage.



3. ESG Approach

Salute has grown rapidly through acquisitions since 2013. Our Sustainability Policy commits us to support the transition to a net-zero, circular and socially equitable future. We have not yet set a net-zero target or an emissions reduction target.

Our ESG strategy and internal program are at an early phase, with current targets focused on establishing governance, data collection and processes. The ESG team coordinates the program, with ownership shared across HR, Health and Safety, Legal and Compliance, IT and InfoSec, Procurement, Finance, Facilities, Operations, and Risk and Audit.

3.1 Governance and Ownership

Salute's ESG program is coordinated by our ESG team, with ownership of individual topics shared across HR, Health and Safety, Legal and Compliance, IT and InfoSec, Procurement, Finance, Facilities, Operations, and Risk and Audit. Cross-functional working groups collect data and evidence for each material topic. Our Sustainability Policy sets the overall direction.

Our Global Director of Sustainability is leading this effort, and reports to our CTO who is the executive sponsor for ESG. ESG progress is reported to the Board quarterly and to the Executive Leadership Team (ELT) every two weeks. In 2025 and 2026 our focus was on building these foundations: assigning owners, setting up data collection and formalizing policies and procedures.

3.2 Materiality

In 2026, Salute's sustainability team carried out a high-level, expert-led materiality assessment, using the ESRS topic structure and the topics in the VSME as a starting point and drawing on the team's experience of sustainability issues in the data center sector, including double materiality assessments it has previously carried out for other organizations in line with ESRS.

The ESG team reviewed our current business processes and held interviews with stakeholders to confirm which topics are most relevant to Salute; this is not a formal stakeholder engagement process or a full double materiality assessment, which is planned for Q1 2027.

ESG topics summary. Topics in **bold** are the most material to Salute.

E: Environment	S: Social	G: Governance
Energy	**Our people**	**Ethics and code of conduct**
Carbon emissions and decarbonization	**Health & Safety**	**Anti-bribery and corruption**
Pollution	**Information security**	**Compliance and whistleblowing**
Water and marine resources	Workers in the value chain	Political engagement and lobbying
Biodiversity and ecosystems	**Affected communities**	**Supplier relationships and partnerships**
Resource use and circular economy	**Customers and end users**	
Waste, recycling and materials		

3.3 Global Policies

Our policies address a number of our material ESG topics. The table below lists our published policies globally covering the entire organization.

Policy	Date updated	Related material topics
Anti-corruption policy	May 2025	Anti-bribery and corruption; Ethics and code of conduct; Compliance and whistleblowing; Supplier relationships and partnerships
Anti-retaliation and whistleblower policy	May 2025	Compliance and whistleblowing; Ethics and code of conduct; Our people
Corporate social responsibility	February 2025	Our people; Health & Safety; Workers in the value chain; Affected communities; Ethics and code of conduct; Anti-bribery and corruption; Compliance and whistleblowing
Diversity, equity and inclusion	February 2025	Our people
Green purchasing policy	October 2025	Carbon emissions and decarbonization; Energy; Resource use and circular economy; Waste, recycling and materials; Supplier relationships and partnerships
Sustainability policy	October 2025	Carbon emissions and decarbonization; Resource use and circular economy; Biodiversity and ecosystems; Supplier relationships and partnerships; Our people
Supplier Code of Conduct	February 2025	Supplier relationships and partnerships; Workers in the value chain; Health & Safety; Information security; Pollution; Anti-bribery and corruption; Compliance and whistleblowing
Global Code of Conduct	December 2025	Sets out the ethical, legal and sustainability standards expected of all employees and contractors, supported by mandatory training, annual certification and a protected speak-up process.
Salute Sustainable Operations Policy	October 2026	Environmental - Energy, carbon emissions and decarbonization, waste, pollution

Health & Safety, Information Security and Customers are not currently covered by a dedicated global policy. They are addressed within our Global Code of Conduct and Corporate Social Responsibility policy. Because of regional differences, these topics are also supported by regional handbooks, policies and procedures.

3.4 UN SDG Alignment and Contributions

Our work supports the UN Sustainable Development Goals (SDGs). We highlight the five goals where our services, workforce and value chain make the most direct contribution. We will review this alignment after the double materiality assessment is completed. The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States. More information: https://www.un.org/sustainabledevelopment.

UN Sustainable Development Goal		How Salute contributed to SDGs in 2025 and 2026 (to date)
	**SDG 3: Good Health and Well-Being**	We ran our HeartBeat campaign with the American Heart Association, including health education for employees on CPR and AED use, stress and heart health, and heart attack and stroke warning signs, plus mindfulness masterclasses. Salute raised more than $250,000 and donated it to the association.
	**SDG 4: Quality Education**	Our Salute University training program builds skills across our workforce, supporting skilled local teams who operate data centers. We adopted a new learning management platform in 2025, which improved tracking and rollout of training modules across the organization. Iconicx (a Salute company) includes Annual Arc Flash and Lockout/Tagout training in its Annual Compliance Learning Plan.
	**SDG 8: Decent Work and Economic Growth**	We provide skilled jobs in over a dozen countries, hire and train military veterans, and work to protect worker health and safety. Iconicx offered work and education opportunities for U.S. veterans through the DoW SkillBridge programme, hosting transitioning service members as interns in commissioning, QA/QC and project management, and converting several to full-time employees.
	**SDG 9: Industry, Innovation and Infrastructure**	We help keep critical digital infrastructure running, and apply AI-led operations and data center expertise to help make it more resilient and efficient. We have developed and implemented an operational framework that covers operational practices, energy efficiency and training. The materials and learning are readily available for Salute employees and customers.
	**SDG 13: Climate Action**	We re-baselined our carbon footprint to 2025 data and are in the process of developing targets to reduce emissions, most of which sit in our value chain. In November 2025, we acquired Northshore and its Seastack platform, which supports ESG roadmapping and tracking of energy, water, Scope 1 and refrigerant emissions.

4. Environmental

4.1 Carbon Emissions

We are committed to transparent reporting of our greenhouse gas (GHG) emissions. We have measured GHG emissions in earlier years, going back to 2019. Salute has grown significantly in recent years, including through several acquisitions. Complete and reliable emissions data for acquired businesses is not available for the period before they joined Salute, so earlier inventories cannot be accurately recalculated. We have therefore set 2025 as our base year, since it is the first year for which we hold reliable data across all of our entities. Scope 3 emissions, which arise mainly from our purchases, travel and operations, account for more than 99% of our reported emissions.

4.1.1 Total Emissions by Scope[1]

Scope	Location-Based (tCO2e)	Market-Based (tCO2e)
Scope 1	4.0	4.0
Scope 2	64.1	121.3
Scope 3	26,217.9	26,217.9
Absolute Emissions	**26,268**	**26,343.2**

4.1.2 Scope 3 Emissions by Category[2]

Scope 3 Category	Location-Based (tCO2e)	Market-Based (tCO2e)
3.1 – Purchased Goods and Services	21,891.4	21,891.4
3.2 – Capital Goods	116.3	116.3
3.3 – Fuel- and energy-related activities	19.0	19.0
3.4 – Upstream transportation and distribution	44.1	44.1
3.5 – Waste generated in operations	32.6	32.6
3.6 – Business travel	3,012.6	3,012.6
3.7 – Employee commuting	809.9	809.9
3.8 – Upstream leased assets	228.1	228.1
3.11 – Use of sold products	63.9	63.9
Total	**26,217.9**	**26,217.9**

[1] Rounded to 1 decimal place
[2] Rounded to 1 decimal place

4.2 Energy Consumption

At Salute, energy consumption is associated with office buildings. Salute leases several office spaces; in most of these offices, the landlord controls energy. Salute controls energy procurement in the office in Athlone, Ireland. We are investigating the possibility of renewable energy procurement.

In 2025, the five offices included in our building inputs consumed an estimated 287,444 kWh of electricity, based on leased office space area and/or headcount.

4.3 Supporting Customers in Reducing Their Energy & Carbon Footprint

Most of the energy and carbon impact of our services sits in our customers' data centers and facilities. In 2025 we focused on giving customers the data and operational tools to reduce it.

Northshore, which joined Salute in November 2025, is a sustainability-driven global engineering and consulting firm. Its team of sustainability consultants, engineers, data scientists and construction experts has delivered data-driven sustainability solutions to hyperscale, colocation and enterprise data center operators since 2018. Its mission is to make the internet more sustainable.

Northshore helps customers identify energy, water and carbon savings opportunities, implement them, track progress and quantify the impact. Its proprietary Seastack platform uses data analysis and automation to support this work, enabling ESG roadmapping and tracking of energy, water, Scope 1 and refrigerant emissions across customer sites. Salute acquired Northshore to bring its sustainability expertise and Seastack into each stage of our data center lifecycle services.

5. Social

Our people are the core of our business. In 2025, our focus was on keeping people safe, building their skills, and keeping and developing the talent that serves our clients. We also continued our commitment to the military community, to DEI and to the communities where we work.

Metric	2025	2024
H&S training modules – globally required for all employees (does not include role-specific trainings or regional trainings)	9	Not available (platform launched 2025)
Global H&S training average completion rate	80%*	
ISO 45001 certification - Salute Mission Critical (Europe) Limited, our UK entity only	✓	✓
Salute HeartBeat Initiative & Charitable donations	$250,000+ American Heart Association	Donated to $200,000+ American Foundation for Suicide Prevention (AFSP)

**Note that our training platform was rolled out in April-May 2025, so this is not a full year of data. The completion rate also reflects employees who joined during the year and may not yet have completed all assigned modules, and the time it took to onboard employees onto the platform after its rollout.*

5.1 Health & Safety Highlights

- We track our total recordable incident rate (TRIR) and lost-time injury rate (LTIR) as core safety metrics, and in 2025 we evaluated global platforms to consolidate this data, with roll out beginning in 2026.
- We assigned nine H&S training modules to all employees, covering electrical safety, heat stress, emergency preparedness and ladder safety, PPE fundamentals, workplace cleanliness, OSPCC and hazard communications, cold stress and communicable disease prevention, resilience and winter slips prevention, and winter weather driving. Average course completion rate was 80%[3] globally. These trainings are in addition to role-specific health and safety trainings completed.
- We issued monthly H&S notifications throughout 2025, plus spot Safety Notices to draw attention to immediate concerns. Topics included New Year celebration safety, housekeeping, personal relationship safety, ladder safety, spring storm safety, trip hazards, heat injury awareness, summer safety, mental health awareness, hands-only CPR and AED use, stress and heart health, heart attack and stroke warning signs, women's heart health, heart-healthy nutrition, staying healthy during cold and flu season, and winter and holiday safety.
- We invested in a new health and safety management platform and agreed the framework to improve data collection and transparency on Health and Safety and provide one source of truth. Global platform options were evaluated in 2025, and the platform began roll out in 2026. Additionally, in 2025 and 2026, we increased H&S audits

[3] This is not a full year of data: our training platform was rolled out in April–May 2025, and the rate includes employees who joined during the year and may not yet have completed all assigned modules, as well as the time it took to onboard employees onto the platform.

and role-specific trainings, and circulated H&S blogs and regular updates across the organization.

- In 2025, we rolled out and invested in an EHS Regulatory platform to better understand regulatory EHS risks and requirements for our organization and customers.

5.2 Our People Highlights

- Salute University is our global training program, rolled out in April–May 2025 on a new learning management platform. It hosts our mandatory Ethics, Health & Safety and Information Security trainings alongside skills development for the teams who provide data center services to our customers. The platform now gives us one place to assign courses and record completion. Note that 2025 training completion figures cover only part of the year.
- Employee Resource Groups (ERGs)
    - Salute Women's Impact Network (WIN) was established in 2023 with a goal to empower and support women at Salute. SaluteWIN provides a platform for women to connect, share experiences, and support each other, fostering a sense of community and empowerment. 2025 started off with a company-wide event for International Data Center Day and International Women's Day, with 3 additional member events, focusing on women's health, female leaders and their roles, and getting to know each other, from the Americas to EMEA.
    - Salute Veteran's Network (SVN) was established in 2024 and brings together global veterans, service members, and allies to promote mentorship, professional growth, and community service. The SVN met monthly in 2025 and honored military milestones throughout the year, including US Independence Day, Canada Day and US Memorial Day. The SVN arranged educational talks with experts, such as information about veteran benefits and disability claims.
- Our annual HeartBeat campaign includes health education for employees. In 2025 this included a learning series with the American Heart Association, delivered as five micro-learning sessions, along with mindfulness masterclasses. Highlights from 2025:
    - Five micro-learning sessions with the American Heart Association: hands-only CPR and AED use (8 October), stress and heart health (15 October), heart attack and stroke warning signs and symptoms (22 October), women's heart health (29 October) and heart-healthy nutrition (5 November).
    - In total, 800 employees attended one or more of the micro-learning sessions on stress and heart health, heart attack and stroke warning signs, women's heart health and heart-healthy nutrition.
    - CPR training was offered to employees in 2025, which was completed by 1,019 learners.
    - A culminating charity concert in Austin, Texas, in November 2025, with more than 250 attendees.
    - Salute team members took part in American Heart Association Heart Walks in Milwaukee, Wisconsin, and Austin, Texas, and virtually, logging miles with the Salute AHA team through the Strava app.
    - Salute raised more than $250,000 for the American Heart Association.

- Performance Reviews
    - All employees who have been employed for at least 6 months receive a performance review twice per year.
    - All Salute employees undergo a performance review after their first 90 days. In 2025, 84% of Salute employees received a performance review. At the time of data collection in 2025, Salute had 2,356 employees.

6. Governance

We run our business with integrity. We have zero tolerance for bribery and corruption, and our anti-bribery policy applies to everyone at Salute, including the Board of Directors. Anyone who suspects unethical or illegal behavior is expected to speak up, including through an anonymous report, and our whistleblower policy prohibits retaliation. We expect our suppliers to comply with our Supplier Code of Conduct. In 2025 our focus was on formalizing these foundations and strengthening information security.

6.1 2025 Achievements

2025 governance highlights

Metric	2025	2024
Information security training completion rate	95%*	Not available (platform launched 2025)
Compliance & Ethics training completion rate	93%*	
ISO 27001 certification - Salute Mission Critical (Europe) Limited, our UK entity	✓	✓

**Note that our training platform was rolled out in April-May 2025, so this is not a full year of data.*

Code of Conduct and policies: We issued the Salute Global Code of Conduct (2025 V1), which sets out zero tolerance for bribery and corruption and requires approval for giving any gifts and hospitality. We also reviewed or revised our policies in 2025.

Compliance training: We delivered ethics, DEI and anti-bribery training to employees through Salute University.

Information security: We established a dedicated cybersecurity function and a documented, tested incident response plan, and assigned cybersecurity training to all employees. We also delivered information security training sessions company wide.

Data protection and certification: To our knowledge, there were no data breaches in 2025 requiring notification to authorities or customers. ISO 27001 certification is held by Salute Mission Critical (Europe) Limited.

7. Progress, Actions and Next Steps

This report summarizes our 2025 performance. This section looks ahead: the table below sets out our future priorities and, where available, the status of each action, followed by our plans for 2027. Our short-term priority is to build the foundations of our program.

7.1.1 Future Priorities and Status

Area	Material Topics	Action	Status
Environment	Carbon emissions & decarbonization	Evaluate carbon accounting methodologies in 2026 to improve transparency in 2027.	● In progress
Environment	Carbon emissions & decarbonization; Customers and end users	Integrate Phaidra AI controls (March) into our liquid cooling operations service	● Complete
Environment	Carbon emissions & decarbonization	Launch the Energy Management and Sustainability Portfolio Program (June), a three-tier offer supporting customers with EU Energy Efficiency Directive reporting	● Complete
Social	H&S	Roll out our new health and safety management platform globally to improve data collection (onboarded in 2025)	● In progress
Social	H&S	H&S global mandatory trainings: First Aid Fundamentals, Slips, Trips & Falls, Industrial Ergonomics, First Aid: Medical Emergencies, Fire Extinguisher Safety, CPR Refresher	● In progress
Social	Our People	HR global mandatory trainings: Goal setting, Speak-up Culture, DEI Refresher, Mid-Year Reviews, Respectful Communication, EOY Reviews, Microaggressions	● In progress
Social	Our People	In addition to mandatory global trainings, all employees are assigned skills-related training in 2026. (As of October 2026, 58.3% of employees completed skills-related training).	● In progress
Social	Our People	Annual Employee feedback survey	● In progress
Social	Our People	Global DEI Training	● Complete
Social	Our People	Salute Rising Talent Network (SaluteRTN) was established in 2026 and offers opportunities for connection, learning, mentorship, and career development through events, discussions, and shared resources. SaluteRTN supports early-career colleagues by sharing external development opportunities in the digital infrastructure industry, including free conference passes and speaking opportunities.	● In progress
Social	Our People and Affected Communities	Launch the DOD SkillBridge Program company-wide (July). To date, 72 interns have taken part in the program.	● Complete
Social	Our People and Affected Communities	Partner with Unlock Human Potential (UHP), a veteran-focused education and leadership development organization, through a multi-year partnership (signed June) with a goal to help recruit up to 10,000 military veterans into data center commissioning and operations	● In progress

Area	Material Topics	Action	Status
		careers. UHP runs a bespoke training program in Arkansas with a target of 100 veterans per month, and graduates continue into Salute University	
Social	Our People and Affected Communities	Add BILT interactive 3D training for on-site procedures (August)	● Complete
Social	Our People and Affected Communities	Bring the military program in-house from a third-party supplier and extend the Military Community Pathway across 15+ countries	● In progress
Social	Our People and Affected Communities	Salute HeartBeat 2026 Charity – To the Moon and Back initiative, with a goal to raise $300,000 for the American Heart Association, coupled with intercompany wellness challenges and trainings.	● In progress
Social	Affected Communities	Appoint our first VP of Community Affairs and Economic Development (August)	● Complete
Social	Affected Communities	Award Iconicx scholarships with Lincoln Tech ($40,000 awarded in 2026 from a $200,000 commitment)	● In progress
Social	Customers and end users	Publish the Digital Infrastructure Report 2026 (New York launch, 4 November)	● Planned
Governance	Information security	InfoSec Mandatory Trainings: Phishing, AI, Information Security and Insider Threat to Information Security	● In progress
Governance	General governance	Review & refresh policies across the organization	● In progress
Governance	Compliance and whistleblowing	Roll out anti-harassment and discrimination and business ethics training to all employees (As of October 2026, 92% and 75% completed the trainings, respectively)[4]	● In progress
Governance	EcoVadis Rating	Complete an EcoVadis assessment and receive a rating by the end of 2026	● In progress

[4] The two completion rates differ because they cover different training. Anti-Harassment and Discrimination is a single course, whereas the business ethics figure covers eight courses. One of these, Insider Trading, is this month's course in our corporate compliance training calendar, and when the data was pulled, employees still had 17 days left to complete it.

7.1.2 Plans for 2027 ESG program and Targets

In 2027 we will build on these foundations by moving from establishing governance and data collection to setting a formal strategy, reporting framework and targets. Below is a summary of our planned actions:

Action	Planned timing
Conduct a double materiality assessment	Q1 2027
Develop a formal sustainability strategy and reporting framework	Q1 2027
Use our cross-functional working groups to set targets for our material topics, once the assessment and strategy are in place	By Q3 2027
Improve data and reporting transparency through development and adherence to defined governance procedures and documents	2027
Revise key policies to reflect updates made in 2026 and 2027	2027
Report additional training data	2026 annual report

Appendix

A1. GHG Methodology and Boundaries

Greenhouse Gas Emissions

Consolidation Approach

Salute's carbon emissions for January – December 2025 were calculated by Greenly in line with the Greenhouse Gas Protocol. Emissions were calculated based on operational control. Those included, excluded and not applicable are outlined below:

	Category	Status	Explanation
Scope 1	Generation of electricity, heat or steam	Not Applicable	Salute don't directly generate any electricity, heat or steam
	Transportation of materials, products, waste and employees	Not Applicable	Salute don't directly transport any materials, products, waste or employees
	Physical or chemical processing	Not Applicable	Salute don't do any physical or chemical processing
	Fugitive emissions	Included	Salute account for refrigerant leakage in the leased offices
Scope 2	Electricity related indirect emissions	Included	Salute account for electricity usage in leased offices
	Steam, heat and cooling related indirect emissions	Not Applicable	No steam, heat or cooling is used in Salute's leased offices
Scope 3	3.1: Purchased goods and services	Included	Salute accounts for its upstream supply chain
	3.2: Capital goods	Included	Salute accounts for its upstream supply chain
	3.3: Fuel- and energy-related activities not included in Scope 1 or Scope 2	Included	Salute accounts for the upstream emissions related with office energy usage
	3.4: Upstream transportation and distribution	Included	Salute accounts for its upstream supply chain
	3.5: Waste generated in operations	Included	Salute accounts for waste generated at its leased offices
	3.6: Business travel	Included	Salute accounts for business travel of its employees
	3.7: Employee commuting	Included	Salute accounts for employee commuting of its employees

Category	Status	Explanation
3.8: Upstream leased assets	Included	Salute accounts for its upstream supply chain, this includes mainly machinery leasing and storage
3.9: Downstream transportation and distribution	Not Applicable	There is no downstream transportation in Salute's supply chain
3.10: Processing of sold products	Not Applicable	Salute do not do any downstream processing of sold products
3.11: Use of sold products	Included	This includes re-sold fuel
3.12: End-of-life treatment of sold products	Excluded	This category has been excluded as data was not available for 2025
3.13: Downstream leased assets	Not Applicable	Salute does not have any downstream leased assets
3.14: Franchises	Not Applicable	Salute do not have any franchises
3.15: Investments	Not Applicable	Salute do not have any investments which aren't already included in categories above

Organisational Boundaries

Salute has set its organizational boundary using the operational control approach. The GHG emissions account for Salute business units, subsidiaries and legal entities, with the following exclusions:

- Offices leased by Salute in Schiphol-Rijk, Netherlands, and in 10 Lower Thames Street, London, UK are excluded from the Scope 1 and 2 building inputs due to a lack of available data. We are investigating the possibility of including the Schiphol-Rijk office and 10 Lower Thames Street office in our 2026 GHG emissions inventory.
- The 2BM and GDM entities were excluded from Scope 3 emissions inventory due to a lack of available data. We are investigating the possibility of including 2BM and GDM in our 2026 GHG emissions inventory.

Methodology

Emissions were calculated based on accounting data, an employee survey, buildings data and activity data for re-sold fuel. Salute is making an effort to continuously improve data quality. Salute determined the materiality of Scope 1, 2 and 3 emissions categories. Material categories were included in the emissions inventory, except Category 3.12, which is excluded due to a lack of data availability.

Energy Consumption

The estimation of Salute's energy consumption includes five of Salute's offices in the US, Ireland and the UK but excludes Salute's Netherlands office due to incomplete data and the

office at 10 Lower Thames Street, London. We are investigating the possibility of improving the quality of our energy consumption estimation by including all of Salute’s offices.