

JUNITEC ESG REPORT

2025



Junitec
Júnior Empresas do Instituto Superior Técnico

SUMMARY

1 Overview

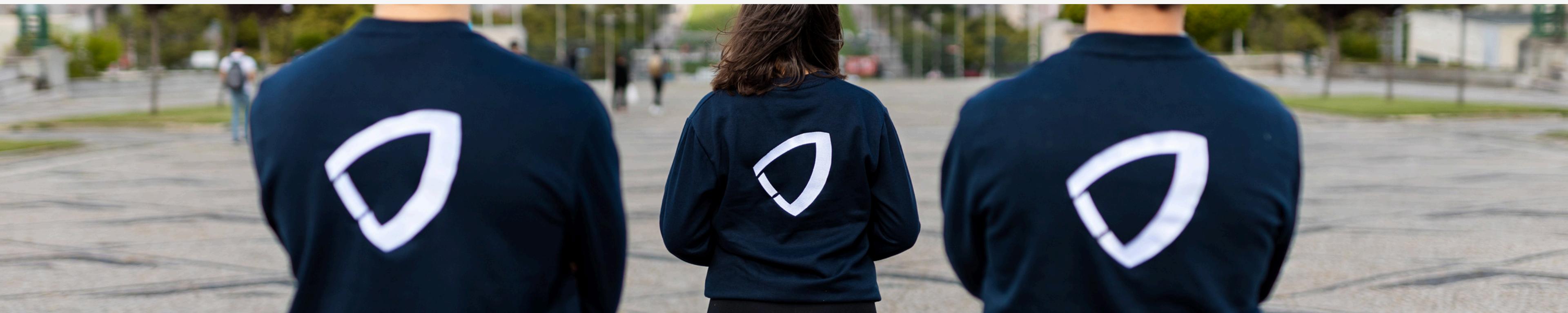
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A Message from our President

“As President of JUNITEC, it is with great pride and a deep sense of responsibility that I present our latest ESG Report.



Margarida Clementina Loureiro

Margarida Loureiro, President of the Board at JUNITEC

“One year ago, we made a promise to ourselves and to the wider community. With the release of our inaugural ESG Report, JUNITEC committed to transforming sustainability, social responsibility, and transparent governance from mere aspirations into core pillars of our daily operations. Today, **I am proud to say that we are not only upholding this promise, but we are actively advancing it, ensuring that these principles remain at the heart of everything we do.**

JUNITEC, as the junior enterprise of Instituto Superior Técnico, has always been driven by innovation. While our core business lies in technological consulting, our true motivation comes from pushing boundaries and creating new opportunities. Every year, we are involved in groundbreaking technological projects, we launch startups from the ground up, and we take bold steps with initiatives that are designed to foster positive change. Sustainability is a guiding principle across all our activities, influencing our decision-making, our solutions, and the way we work together.

In 2025, we continued to advance our sustainability journey. Our commitment to sustainability has expanded into new and impactful areas. We have increased our focus on promoting volunteer activities that encourage our members to contribute

to the community while simultaneously developing consulting projects that align directly with the United Nations Sustainable Development Goals (SDGs). This year, we also introduced our first-ever Sustainability and Responsibility event, open to all students, extending our commitment beyond JUNITEC and bringing sustainability and social responsibility to the entire student community, while providing a platform to engage with critical issues related to sustainability, corporate responsibility, and environmental impact.

The success of JUNITEC’s ESG journey is not just a result of our internal efforts, **it is the direct consequence of the trust and collaboration we have with our clients, partners, and the academic community.** Your continued support enables us to dream big, innovate, and tackle complex challenges with confidence. We are incredibly grateful for the opportunities to learn and grow alongside you.

To the members of JUNITEC: You are the true driving force behind this transformation. Your dedication, passion, and tireless work are what make our mission possible. Together, you have shown that we are not simply preparing for the future, we are actively shaping it. Your contributions are building a legacy of leadership that will inspire generations to come, not just in the world of technology and consulting, but in the way we approach our responsibility to society and the planet.

As we look ahead, we remain committed to our values of sustainability, innovation, and social responsibility. Together, we will continue to Learn, Innovate, and Achieve, because the future is ours to create.”

JUNITEC's Core Identity

Founded on February 6, 1990, by a group of enterprising students, **JUNITEC built the bridge between the student community of Instituto Superior Técnico and the Portuguese business world**. Throughout its existence, it has been recognized with several national and international awards for the various engineering projects it has developed.



JUNITEC has been awarded the title of **Junior Enterprise of the Year in Portugal for four consecutive years**, alongside over 30 other recognitions received throughout our 35 years of history.

With the **goal of valuing the university students**, JUNITEC provides a **unique work experience**, where entrepreneurship, dedication, and friendship complement each other perfectly. This working environment allows it to make the most of its members' potential, which in turn results in ever better performance.

Vision

To carry out entrepreneurial projects with excellence and commitment, with a high impact on society, academia, and the business fabric.

Mission

To deliver high-impact projects carried out by young, entrepreneurial minds at IST, training the best national talent and the leaders of our future.

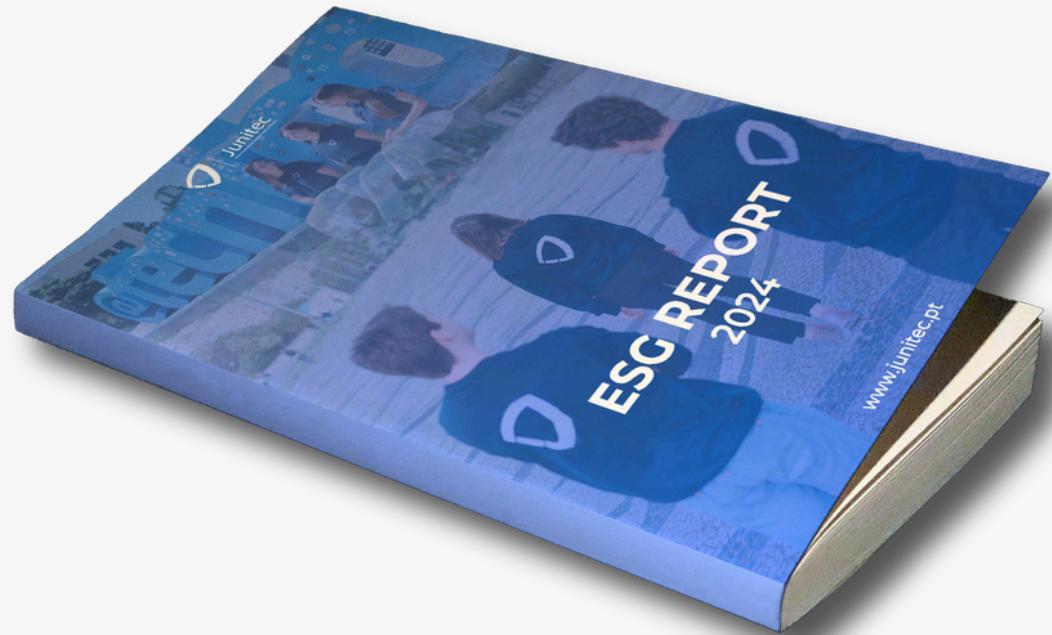
Values

Learn.
Innovate.
Achieve.



Commitment to ESG

"The completion of JUNITEC's second ESG report represents a strategic step in our commitment to environmental, social, and governance excellence. Building on the last report, this one **demonstrates our commitment to continuous improvement, transparent measurement, and accountability.**



First edition of JUNITEC's ESG Report published in 2024.

As the General Secretary of the Board at JUNITEC, responsible for ESG, I have witnessed how the lessons learned from our first report have shaped our approach in 2025. Last year, we identified gaps in our data collection

systems, recognized areas where our impact remained unmeasured, and acknowledged the challenges inherent in comprehensive ESG reporting. This year, we transformed those insights into action.

The evolution of our carbon footprint measurement exemplifies the rigorous approach that ESG principles demand. Rather than viewing increases in reported emissions as setbacks, we recognize them as evidence of our commitment to comprehensive accounting, capturing emissions that were previously invisible and building the data infrastructure necessary for genuine reduction. This transparency, even when the numbers challenge us, reflects the integrity that must support all sustainability efforts.

As someone who aspires to a better future, **I am deeply convinced that JUNITEC's mission extends far beyond delivering consulting projects or developing technical skills.** Impactful leadership in 2025 requires us to cultivate a **significant sense of responsibility toward society and the environment in everyone who passes through JUNITEC.** The engineers and business leaders we develop today will shape the economy of tomorrow and they must be prepared to the complex environmental and social challenges that will define their careers.



Matilde Santos

Matilde Santos, General Secretary of the Board at JUNITEC

Commitment to ESG

This report reflects JUNITEC's integrated approach to sustainability. By measuring our carbon footprint with rigor, **we turn environmental responsibility into concrete action**. By supporting member well-being, we promote growth in a sustainable way. By strengthening gender representation in leadership, we ensure more inclusive governance. And through volunteering and community initiatives, we reinforce that social impact is an essential part of our mission.

Our **partnership with Veolia has been instrumental in advancing the environmental dimension of our ESG strategy**. Their expertise, with the GreenPath methodology and internationally recognized certifications, has enabled us to conduct progressively more comprehensive and rigorous assessments. Beyond technical guidance, Veolia has **helped us understand that environmental sustainability is a journey of continuous improvement**.

I am particularly proud of how our ESG commitment has positioned JUNITEC as a reference within the Junior Enterprise Movement. By sharing our methodologies, challenges, and lessons learned with other Junior Enterprises, we contribute to elevating standards across the entire network. Our willingness to be transparent about both successes and limitations creates space for other student organizations to embark on similar journeys, demonstrating that **meaningful ESG integration is achievable when approached with genuine commitment**.

For me, this report is more than a collection of metrics and initiatives; **it is a reflection of our strong commitment to building an organization worthy of the trust placed in us by our members, clients, partners, and the broader community**. It affirms JUNITEC's dedication to demonstrating that student organizations can operate with the same environmental and social responsibility expected of established corporations, and that young people, when given the right tools and support, can lead meaningful change.

By transforming aspirations into measurable actions, by acknowledging our limitations while working persistently to overcome them, and by holding ourselves accountable to the highest standards of transparency and integrity, we are actively contributing to a future defined by purpose, resilience, and positive impact.



Matilde Santos
Matilde Santos, General Secretary
of the Board at JUNITEC

This is the JUNITEC I am proud to serve, and this is the legacy I hope we continue to build for the generations of members who will follow."

2025 Highlights

1 NO POVERTY

JUNITEC contributed to poverty reduction through direct financial support and volunteering. We provided nine scholarships totaling €6,840, removing financial barriers to education. Our volunteer hours included work with Ajuda de Berço, supporting vulnerable children and families, and participation in initiatives addressing homelessness. Christmas donations targeted organizations serving populations in need.

2 ZERO HUNGER

Our partnership with Refood, an organization focused on redistributing surplus food, played a critical role in combating hunger. Additionally, our donation campaigns targeted vulnerable groups, ensuring access to essential nutritional resources for those in need.

3 GOOD HEALTH AND WELL-BEING

JUNITEC prioritizes member well-being through systematic monitoring surveys, achieving 92% of members reporting adequate workload balance and overall satisfaction of 9.1/10. Our Apollo acceleration program supported 8 startups in 2025 operating in the HealthTech and Artificial Intelligence sector.

4 QUALITY EDUCATION

Education is at the core of JUNITEC's mission. In 2025, we delivered 2,400 hours of internal training and invested €4,396.92 in external learning opportunities. We also supported educational access through nine scholarships and promoted experiential learning through consulting projects and TecStorm, bridging academic knowledge with real world application.

5 GENDER EQUALITY

JUNITEC is committed to gender equality within a traditionally male-dominated engineering environment. In 2025, women represented 44.19% of our membership, reflecting steady progress toward greater balance. This commitment supports both meaningful participation and leadership opportunities for women across the organization.

6 CLEAN WATER AND SANITATION

Through our partnership with Veolia, JUNITEC strengthens environmental awareness and gains exposure to sustainable water practices. While our direct operational impact is limited, our carbon footprint efforts contribute to protecting water resources through climate action.

7 AFFORDABLE AND CLEAN ENERGY

Our carbon footprint assessment highlights energy use at events as a key improvement area, reinforcing our commitment to more sustainable event planning. Through selected consulting projects, JUNITEC also supports clients in exploring energy efficiency and clean energy solutions.

8 DECENT WORK AND ECONOMIC GROWTH

JUNITEC promotes professional development through structured career progression and real world experience. Strong member satisfaction and a balanced workload demonstrate that high performance and well-being can coexist, while our projects and innovation initiatives support business competitiveness and entrepreneurship.



As an engineering consulting organization, JUNITEC contributes directly to innovation through multidisciplinary projects, startup development and TecStorm. Our Innovation Hub and hackathon create spaces for technological solutions that address real world challenges.



JUNITEC supports equal opportunity through scholarship programs, pro bono projects and inclusive leadership pathways. By enabling access to education and professional development, we help reduce barriers both within the organization and across the wider community.



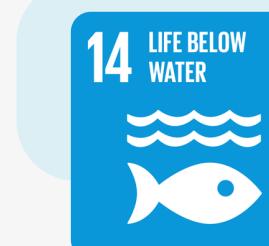
Through 505 volunteer hours, contributed by 65% of members, JUNITEC actively supports local communities through recurring partnerships. Our carbon footprint assessment also highlights mobility as a key impact area, reinforcing our commitment to promoting more sustainable transportation choices in future activities and events.



Our carbon footprint assessment provides clear visibility into emissions from purchased goods and event-related materials, enabling more responsible procurement and resource planning. Initiatives such as sustainable supplier selection and improved waste management at TecStorm reinforce our commitment to more circular and efficient operations.



Climate action is a priority in JUNITEC's ESG strategy. Through our partnership with Veolia, we measured a total footprint of 38 tCO₂eq and defined targeted actions to reduce future emissions, particularly in events and mobility. Sustainability is also being included into decision making and innovation initiatives, including TecStorm's sustainability focused challenges.



JUNITEC played an active role in protecting marine ecosystems through coastal clean ups, demonstrating its dedication to preserving aquatic biodiversity and promoting sustainable use of marine resources.



JUNITEC contributes to ecosystem protection through conservation focused volunteering and by engaging with organizations dedicated to biodiversity, showcased at our Social Responsibility Forum.



JUNITEC's governance is driven by transparency and democratic participation, with a board transparency score of 9.1/10, supported by surveys and structured reporting, reflects a strong commitment to accountable leadership and institutional trust.



Partnerships are central to JUNITEC's impact, from our collaboration with Veolia on environmental strategy to scholarship initiatives and joint community events with other Junior Enterprises. We also strengthen the Junior Enterprise ecosystem through shared training and collaborative projects, reinforcing the value of collective action in achieving the SDGs.

ENVIRONMENTAL

ENVIRONMENTAL COMMITMENT

METHODOLOGY AND SCOPE

OVERALL RESULTS

YEAR-ON-YEAR COMPARISON

TECSTORM IMPACT ANALYSIS

MAIN EMISSION SOURCES - THE MOBILITY CHALLENGE

LIMITATIONS AND UNCERTAINTY

SHORT-TERM PRIORITIES

EXPECTED OUTCOMES BY THE END OF 2026

LONG-TERM OBJECTIVES

OUR COMMITMENT TO CONTINUOUS IMPROVEMENT

OUR CORE COMMITMENTS

CERTIFICATIONS ACHIEVED



Environmental Commitment

At JUNITEC, we recognize that meaningful action on climate change begins with **measurement, learning, and continuous improvement**. Following our inaugural ESG report last year, we gained invaluable insights into our environmental impact, but also into the data collection processes and monitoring systems we needed to develop for a more comprehensive analysis.

This year's report represents an evolution in our approach to environmental sustainability. The lessons learned from our first report enabled us to refine our data collection methodologies, identify key areas requiring deeper analysis, and establish more robust monitoring systems throughout 2025. **This year, we also included TecStorm and Unicorn Day in our assessment, providing a more complete and accurate picture of JUNITEC's carbon footprint.**

This carbon footprint study serves as our **baseline for future improvements** and allows us to make data driven decisions that align with our values of innovation, responsibility, and continuous improvement. More importantly, it drives us to **identify and prioritize the specific actions** that will have the most significant positive impact on our environmental performance while maintaining the quality and reach of our activities.

The progress from last year demonstrates our commitment to getting better at measuring our impact so we can get better at reducing it. We now have clearer insights into our main emission sources, **better understanding of our operational patterns, and more reliable data to guide our sustainability strategy moving forward**.



Methodology and Scope

Our carbon footprint study was conducted using internationally recognized methodologies to ensure accuracy, comparability, and transparency. It followed the **GHG Protocol Corporate Standard** and **ISO 14064** guidelines, utilizing Veolia's proprietary **GreenPath tool**, which has been audited by third parties and certified as compliant with international GHG calculation protocols.

Given JUNITEC's operational model, we have no direct emissions (Scope 1) or electricity related emissions under our control (Scope 2). Following the operational control approach defined by the GHG Protocol, we therefore focused exclusively on Scope 3 emissions, which represent all indirect emissions occurring in our value chain.



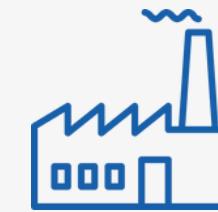
GREENHOUSE
GAS PROTOCOL



The analysis covered five key categories:

- 3.1.** Purchased goods and services (merchandising, promotional materials, catering)
- 3.2.** Capital goods (equipment purchases)
- 3.4.** Upstream transportation and distribution (supplier deliveries)
- 3.6.** Business travel (air, car, and bus travel for work purposes)
- 3.7.** Employee commuting (daily travel to and from JUNITEC activities)

The reference year for this assessment is 2025, and all emission factors are based on the latest available scientific data from ADEME Base Carbone (2023) and Ecoinvent databases.



SCOPE 1

Emissions from sources



SCOPE 2

Emissions from energy/utilities



SCOPE 3

Indirect emissions in our value chain

Overall Results

The results of our assessment reveal that JUNITEC's activities generated a total of 38 tons of CO₂ equivalent emissions during 2025. This figure **represents the sum of all greenhouse gases converted to CO₂ equivalents** using the global warming potential factors from the IPCC's 5th Assessment Report.

BREAKDOWN BY CATEGORY:

3.1. Purchased goods and services: 13.4 ton CO₂eq (35.6%) This includes all materials we acquire for our operations and events, from promotional merchandise like sweatshirts and t-shirts to catering services and printed materials.

3.6. Business travel: 13 ton CO₂eq (34%) These emissions come from work related trips made by our team members, including air travel for conferences and networking events, as well as car and bus journeys for client meetings and project related activities.

3.7. Employee commuting: 11 ton CO₂eq (29.8%) This represents the daily travel of our 60+ active members to and from JUNITEC facilities, using various modes of transport including private vehicles, buses, trains, and metro.

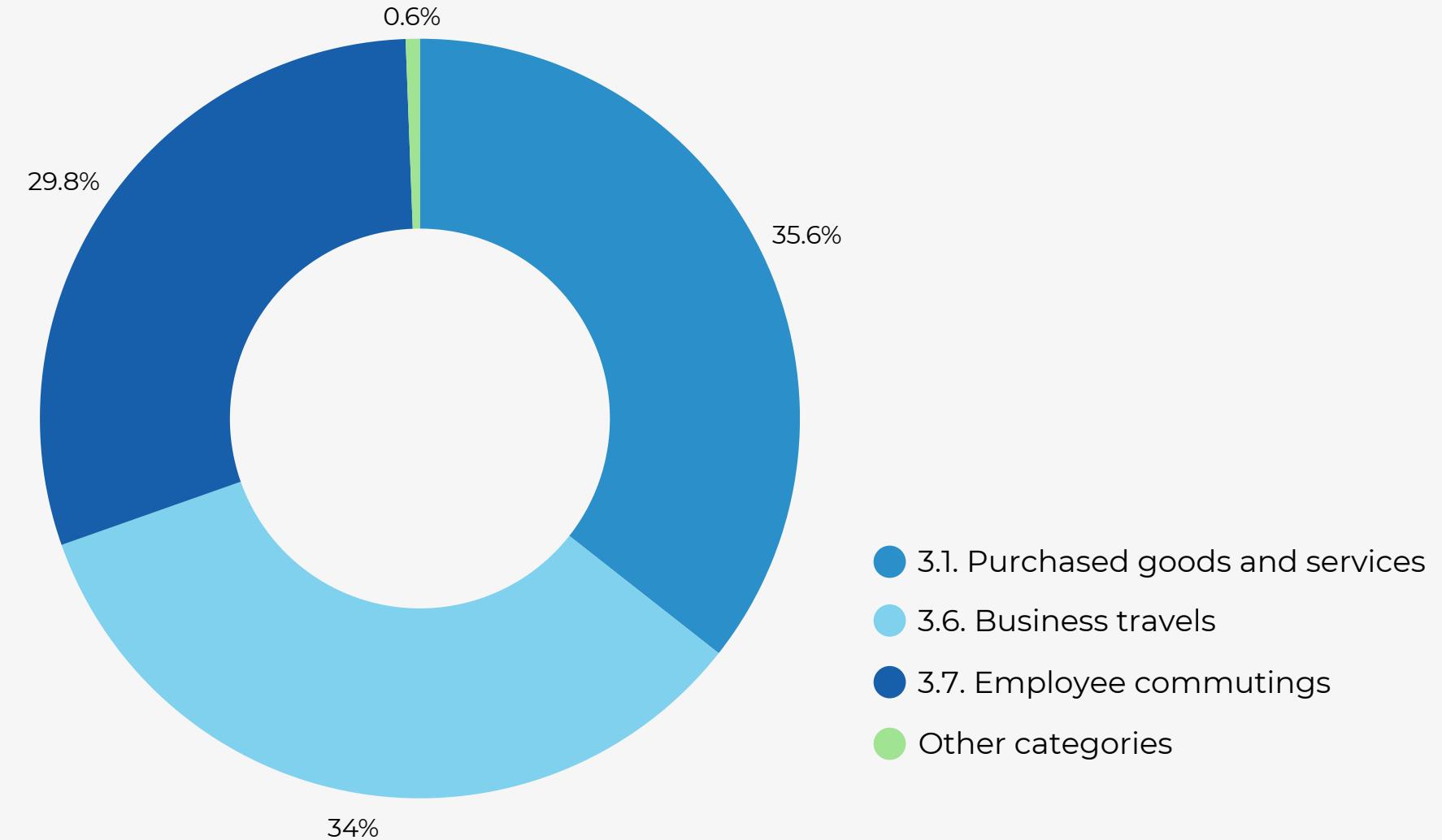
Other categories: 0.2 ton CO₂eq (0.6%) Including capital goods (computer monitors) and upstream transportation from suppliers.

It's important to note that these results carry an uncertainty, primarily due to the use of estimated data, average emission factors, and the absence of detailed information in certain areas. We are committed to reducing this uncertainty in future assessments through improved data collection processes.

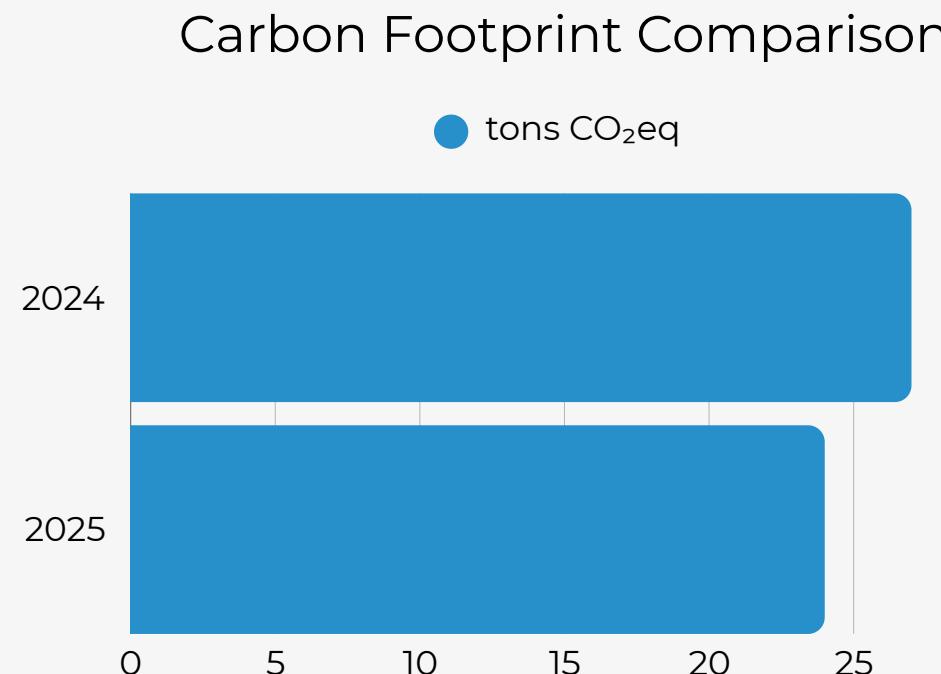
**TOTAL CARBON
FOOTPRINT 2025:**

**38 TONS
CO₂EQ**

GHG Emissions Breakdown



Year-on-Year Comparison



OPERATIONAL -3 TONS CO₂EQ

It is crucial to note that this reduction **refers only to operational emissions, comparing like-for-like results with what was measured in 2024** and excluding TecStorm from the analysis.



KEY FACTORS BEHIND THE DIFFERENCE:

1. Expanded Scope and Coverage

This report **includes emission categories and data sources not fully captured in 2024**, by a more complete TecStorm event data, additional supplier transportation data, capital goods amortization, and expanded business travel documentation.

2. Improved Data Quality

We replaced estimates with **actual measurements through comprehensive employee commuting surveys** with better team coverage, systematic business travel logging with actual distances and passenger counts, and detailed material specifications from suppliers including weights, compositions, and production locations.

3. Learning from Experience

Our first assessment in 2024 taught us which data sources were missing, where assumptions were too optimistic, what questions to ask suppliers, and how to better engage our team in data collection. **Lessons that directly improved the comprehensiveness of our 2025 assessment.**

TecStorm Impact Analysis

TecStorm Represents 45% of Total Emissions

TecStorm: Our main event represents 45% of total emissions

One of the most significant findings of this study is the substantial contribution of TecStorm, our flagship annual event, which alone accounts for approximately 45% of JUNITEC's total carbon footprint. This concentration of environmental **impact in a single event presents both a challenge and an opportunity.**

The event's emissions stem from multiple sources:



Participant mobility: Hundreds of attendees traveling to the event venue, many from distant cities



Catering services: Meals provided to participants

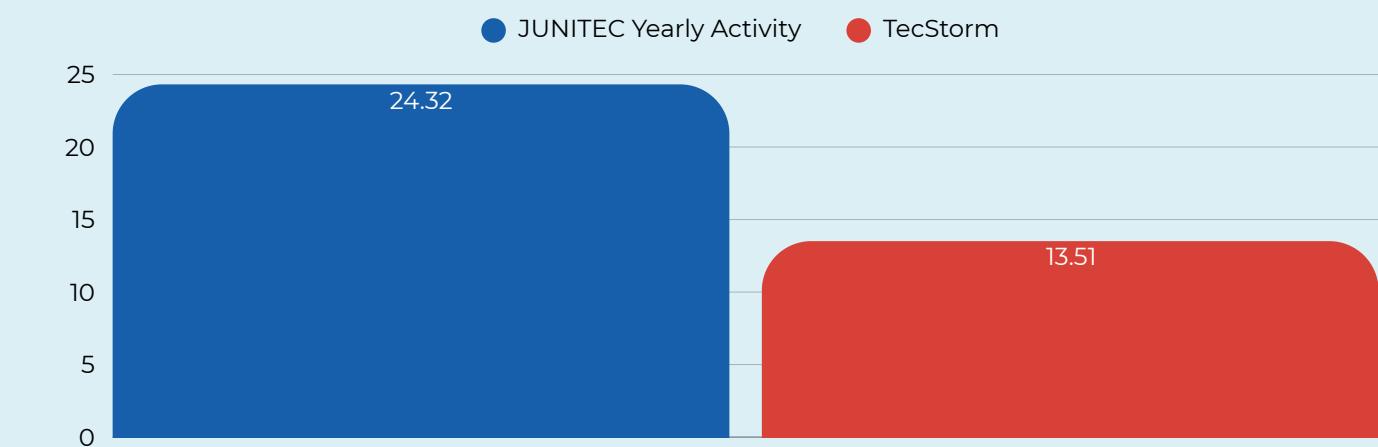


Event materials: Promotional items, signage, printed materials, credentials, and branded merchandise

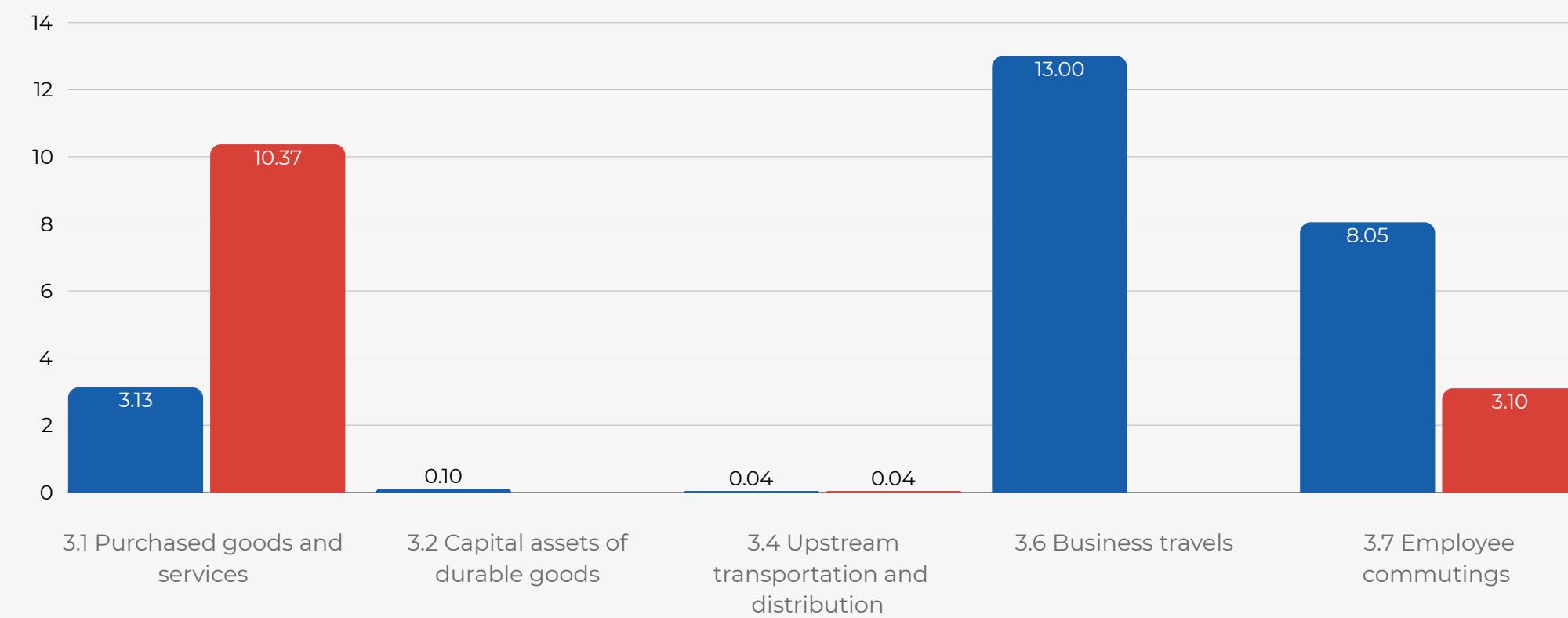


Venue operations: While not fully quantified in this study, energy consumption for lighting, sound systems, and climate control

JUNITEC Yearly Activity and TecStorm Event Emissions
GHG Emissions breakdown between JUNITEC's yearly activity and TecStorm event



JUNITEC Yearly Activity and TecStorm Event Emissions Profile
GHG Emissions breakdown between JUNITEC's yearly activity and TecStorm event



Understanding **TecStorm**'s impact allows us to approach event sustainability strategically, turning our largest emission source into our greatest opportunity for positive environmental action.

Main Emission Sources - The Mobility Challenge

TRANSPORTATION CARBON FOOTPRINT

64%

OF TOTAL EMISSIONS

Transportation Dominates Our Carbon Footprint: 64% of Total Emissions

29.8%

DAILY EMPLOYEE
COMMUTING

34%

BUSINESS
TRAVEL

36.2%

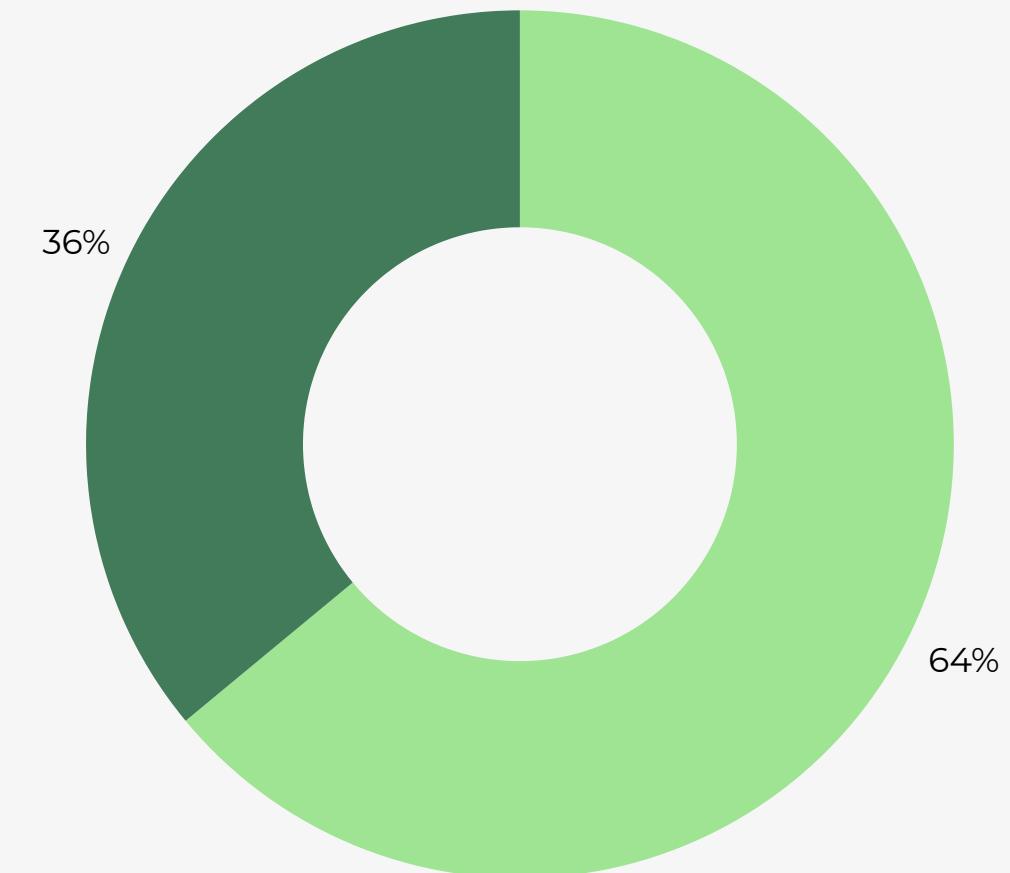
EVENT PARTICIPANT
MOBILITY

Our team travels regularly to JUNITEC facilities for meetings, project work, and coordination activities. The emissions from these daily commutes add up significantly over the course of a year. Based on survey data, we estimated 40 weeks of commuting activity, with members using a mix of private vehicles, buses, trains, and metro systems. **The predominance of road based transport, particularly private vehicles, contributes substantially to this category.**

Our members attend networking events and professional development opportunities across Portugal and occasionally abroad. **These travels primarily involve air travel for longer distances and car or bus travel for regional trips.** While these activities are crucial for our mission and professional development, they represent our single largest emission category.

The **travel patterns of Tecstorm participants significantly amplify the event's carbon footprint**, though current data limitations prevent precise quantification. (included in Tecstorm's 45%)

GHG Emissions breakdown



● Associated with transport

● Associated with products purchased

The dominance of transportation emissions reveals both the nature of our work requires movement and highlights where we must focus our reduction efforts.

Limitations and Uncertainty

Scientific rigor requires transparency not only about what we know, but also about **what we don't know**. Our carbon footprint assessment **carries an inherent level of uncertainty**, and we believe it is essential to openly communicate its **main sources and the limitations of the current study**.

MAIN SOURCES OF UNCERTAINTY AND DATA LIMITATIONS:

1. Purchased Goods and Services

- Many materials lack detailed supplier-specific data on composition, weight, and production processes
- We relied on estimated weights and average product compositions (e.g., assuming 500g for sweatshirts, 165g for t-shirts)

3. Missing Categories

- Energy consumption at events: Currently not quantified due to lack of access to venue level consumption data
- Scope 2 emissions: Electricity consumption at IST facilities not allocated to JUNITEC operations

2. Transportation Data Gaps

- Limited information on supplier delivery vehicles, routes, and load factors
- Employee commuting data based on surveys covering part of the team, with assumptions on vehicle types

4. Methodological Constraints

- Spend based approximations for certain purchase categories
- Survey based extrapolations for commuting patterns

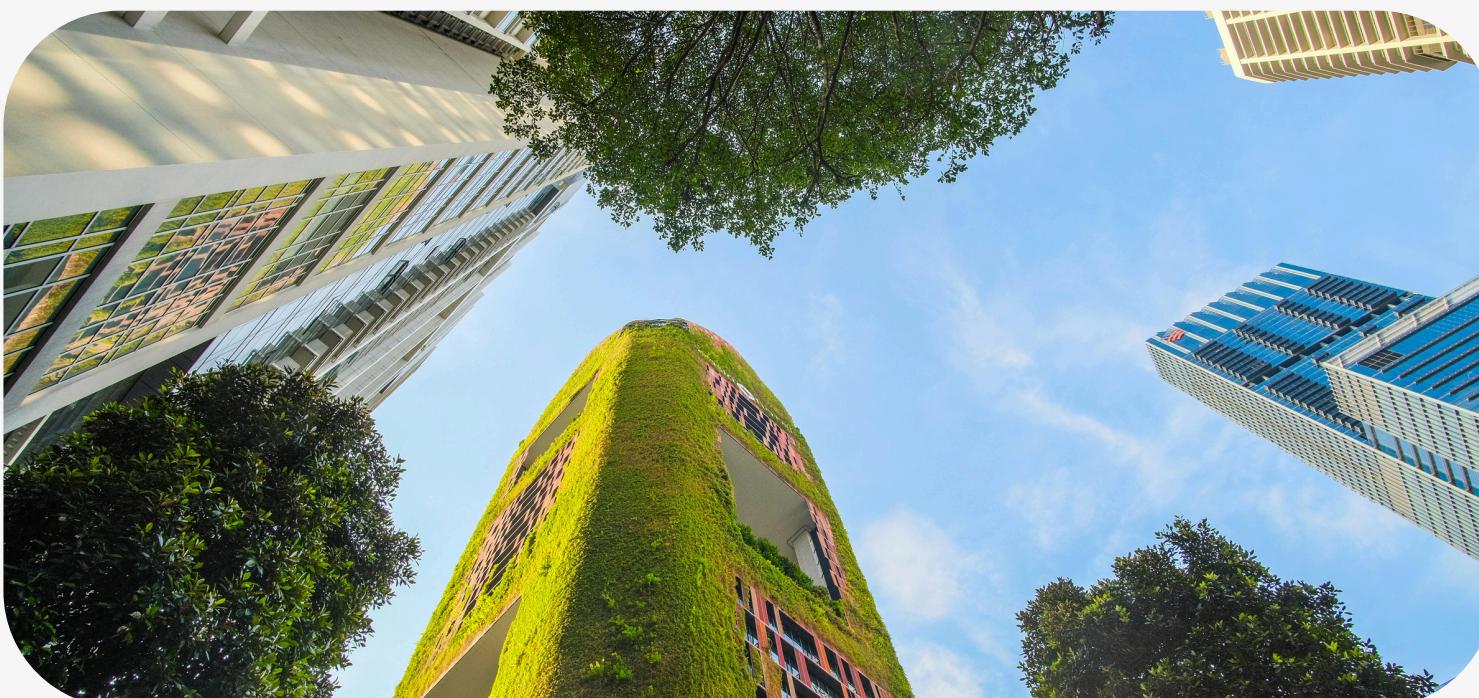
When comparing with previous year, it's crucial to understand that any observed increase in emissions is largely explained by improved data coverage and methodological refinements rather than actual deterioration in environmental performance.

Short-Term Priorities

Before we can effectively reduce emissions, we need to measure them accurately. Our short-term action plan **focuses on building robust data collection systems and establishing reliable monitoring processes** that will enable informed decision making and credible progress tracking.

Expected outcomes by the end of 2026:

By implementing these short-term priorities, we expect to reduce our overall uncertainty from 39% to below 25%, establish a reliable baseline for future comparisons, and create the infrastructure necessary for **effective emissions management and reduction strategies**.



1

Comprehensive Tecstorm Measurement System

Given that Tecstorm represents 45% of our total emissions, implementing robust measurement systems for this event is critical:



Participant mobility: Brief entrance questionnaire collecting origin, transportation mode, carpooling information, and interest in sustainable options.



Energy & Waste: Negotiate venue access to electricity consumption data, waste monitoring stations tracking quantities by type, document treatment methods.



Catering & Materials: Request detailed information on meal sourcing, and food waste from caterers.

2

Systematic Documentation Framework

Create **comprehensive documentation recording** all **assumptions**, emission factor sources, data collection methodologies, quality assessments, and changes between reporting periods. This ensures consistency across future assessments and serves as institutional knowledge.

3

Supplier Engagement and Data Collection

We will develop and implement a standardized supplier data collection template **that includes material composition, quantities, weights, production locations, and transportation information**. This template will be systematically distributed to all major suppliers, aiming to cover 90% of our procurement spend.

Long-Term Objectives

Once we have established measurement systems, we will be positioned to set **ambitious but achievable reduction targets** and implement meaningful mitigation strategies. Our medium to long-term action plan focuses on systematic emissions reduction while maintaining the quality and impact of our activities.

1

STRATEGIC OBJECTIVE: SCIENCE BASED REDUCTION TARGETS

With two years of reliable data, we will set specific, measurable reduction targets for each emission category aligned with 1.5°C global warming limits, define intermediate milestones for 2027-2028, and integrate **carbon considerations** into **strategic planning**.

2

STRATEGIC OBJECTIVE: EVENT SUSTAINABILITY TRANSFORMATION

Progressive improvements in energy, **prioritizing venues using renewable energy**, explore hybrid formats, implement energy efficient practices mainly in TecStorm.

3

STRATEGIC OBJECTIVE: SUSTAINABLE PROCUREMENT

By 2027, embed sustainability in all procurement: develop policy weighing carbon impact with cost/quality, **require supplier environmental data**, prioritize certified suppliers, reduce material consumption through digital-first approaches and reusables, implement circular economy principles.

4

STRATEGIC OBJECTIVE: TRANSPARENCY AND INFLUENCE

Maintain high transparency standards while driving broader change by **conducting annual reports with detailed comparisons**, publicly report progress and challenges, share methodologies, integrate environmental considerations into client projects, influence supplier practices through purchasing decisions.

Through these strategies, we aim to achieve a **30% reduction in carbon intensity** by 2028, while maintaining or improving the quality, reach, and impact of our activities. We recognize that absolute emissions may fluctuate with organizational growth, which is why we focus on intensity metrics that better reflect genuine efficiency improvements and sustainable scaling.

**REDUCTION IN
CARBON INTENSITY**

30%

Our Commitment to Continuous Improvement

The completion of our comprehensive carbon footprint assessment marks the beginning of our sustainability journey. This study has provided invaluable insights into our environmental impact and highlighted both the challenges we face and the opportunities ahead.

WHAT WE'VE LEARNED:

-  **Measurement is the foundation of management:** You cannot improve what you do not measure. This assessment has given us the baseline we need to track progress and make informed decisions.
-  **Transparency builds trust:** By openly acknowledging our limitations and uncertainties, we demonstrate the scientific rigor and honesty that should characterize all sustainability efforts.
-  **Scope 3 is challenging but essential:** For organizations like ours without physical assets, indirect emissions are everything. This requires collaboration with suppliers, service providers, and our own community.
-  **Concentration creates opportunity:** With 45% of emissions in one event and 60% in transportation, we know exactly where to focus our efforts for maximum impact.
-  **Quality data enables quality action:** Our 39% uncertainty shows we have significant room to improve our data systems, which will lead to better decisions and more effective reduction strategies.



Our Core Commitments



Rigorous Measurement: Annual reports with continuous methodology improvements, systematic uncertainty reduction through better data collection, expanded scope to include missing categories, compliance with international standards, and third-party verification for future assessments.



Meaningful Reduction: Science aligned reduction targets once baseline is consolidated, prioritized actions based on cost effectiveness and impact, systematic progress tracking, strategy adjustments based on results, and balanced approach to emissions reduction alongside organizational growth.



Transparency: Honest reporting in annual ESG reports including successes and setbacks, sharing methodologies and data with all community, openly acknowledging uncertainties and limitations, celebrating progress while maintaining scientific integrity.



Innovation: Exploring emerging technologies for emissions reduction, piloting new approaches before scaling, learning from other organizations, contributing to sustainability standards for junior enterprises, challenging conventional approaches when needed.



Community Engagement: Educating members about climate change, empowering every team member to contribute, engaging event participants as partners, working with suppliers to improve performance, advocating for systemic changes in our sector.



Leadership: Positioning JUNITEC as sustainability leader within JE Europe, demonstrating that student organizations can tackle complex environmental challenges, inspiring other junior enterprises to measure and reduce footprints, using our bridge role to promote sustainable practices, preparing members to be environmental champions in future careers.



The climate crisis is the defining challenge of our generation. As engineers, entrepreneurs, and future leaders, we have both the skills and responsibility to be part of the solution. This assessment is our look at our impact and honest commitment to do better.

We're proud of this beginning, realistic about the work ahead, and determined to make a meaningful difference. **At JUNITEC, we're not just connecting students with business, we're building the sustainable economy of the future, one project, one event, and one decision at a time.**

Certifications Achieved

JUNITEC's efforts in carbon footprint assessment have been recognized with two certifications:



GHG CERTIFICATE

Validating the accuracy and reliability of the carbon footprint assessment



GREENPATH CERTIFICATE OF COMPLIANCE

Acknowledging adherence to international standards for GHG reporting and sustainability practices.

The annexes of this report will include several supporting documents to **provide comprehensive details and verification of the carbon footprint assessment**. These the GHG Certificate, the GreenPath Certificate of Compliance and the Carbon Footprint Report prepared by Veolia. Together, these materials ensure transparency and reinforce the credibility of the findings presented in the report.



SOCIAL

TRAINING AND DEVELOPMENT

FOSTERING EXCELLENCE THROUGH PEOPLE

DELIVERING VALUE THROUGH EXCELLENCE

MEMBER TURNOVER

PATHWAYS TO LEADERSHIP

GENDER DIVERSITY

ACADEMIC DIVERSITY

SOCIAL RESPONSIBILITY



Training and Development

In 2025, JUNITEC reinforced its commitment to continuous learning by providing a total of **2,400 hours of training** to its members, an average of **33 hours per member**. This investment reflects our belief that personal and professional development is a fundamental pillar of JUNITEC's mission and identity.

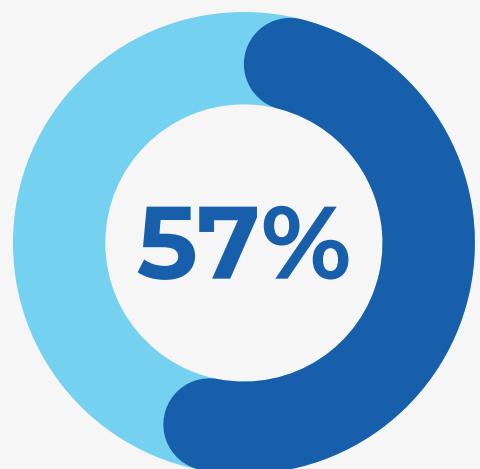


2 400
HOURS OF
TRAINING

33
HOURS PER
MEMBER

With a **57% participation rate** in training initiatives and development sessions throughout the year.

While certain trainings are mandatory for specific departments to ensure operational excellence, the majority of **our learning opportunities are open to the entire structure**, allowing **members to select the sessions that best align with their interests, career goals, and availability**. This flexible model naturally results in varied participation levels, while ensuring that each session is attended by members who are genuinely committed and engaged with the content.



Participation rate in training initiatives and development sessions.

Together, these indicators reflect **a strong learning culture within JUNITEC** and highlight our dedication to equipping members with the knowledge and skills that support both their performance in current roles and their future professional growth.

Training and Development

+4,3k €

EXTERNAL TRAINING
INVESTMENT

200 €

PER MEMBER

JUNITEC allocated a total of **€4,396.92** to support member development through external training opportunities. This amount was made available for members to **enroll in courses of their choice**, reinforcing our commitment to continuous learning and individual growth. By empowering members to direct their own development, we **ensure that training investments align with personal aspirations and industry needs**.

JUNITEC played an active role in strengthening the Junior Enterprise ecosystem by delivering **11 training sessions** to other JEs and JIs. These sessions covered topics such as project management, financial sustainability, client relations, and organizational governance, contributing to the professional development of **over 150 members from partner organizations**.

11 TRAINING SESSIONS

to other Junior Enterprises and Junior Initiatives

This initiative reinforces our commitment not only to the development of our own members, but also to the **sustainability and excellence of the broader Junior Enterprise movement**. By sharing our expertise and best practices, **we help elevate standards** across the network, fostering a collaborative environment where all junior enterprises can deliver **greater value to students**.



Fostering Excellence Through People

92%

of members consider the workload adequate

Ensuring a **healthy balance between academic responsibilities and involvement** in JUNITEC is one of our ongoing priorities. According to our continuous monitoring system, based on bi weekly surveys sent to all members, **92% of the structure considers their workload within JUNITEC to be adequate**. The only period where a temporary increase in workload is reported is during exam seasons, a natural and expected moment of higher academic pressure that we actively manage through flexible scheduling and supportive practices.

9.1 /10

Members' overall satisfaction

The **overall satisfaction of members with JUNITEC reached 9.1 out of 10**, while **satisfaction within their respective departments stood at 8.9 out of 10**. These results highlight not only the positive experience members have, but also the **supportive environment created inside each department**, where collaboration and personal growth are consistently prioritized. Together, these indicators demonstrate that JUNITEC **cultivates a balanced, healthy, and motivating environment** where students can grow, contribute, and develop professionally.

8.3 /10

Average Recruitment Satisfaction

As JUNITEC is based at Instituto Superior Técnico, **ensuring a positive impact on the university's student community is a key priority**. To assess this, we collect feedback from candidates through a structured recruitment survey. In 2025, the **Average Recruitment Satisfaction score reached 8.3 out of 10**, based on applicant responses. With nearly **250 applications** received in the two recruitment moments in 2025, maintaining a high satisfaction level is essential to ensure the process remains positive, professional and respectful for all candidates, including those not selected.

250

Applications

Although we attract exceptional candidates, the number of available positions remains limited due to JUNITEC's structure and project capacity. For this reason, **it is essential that every member involved in recruitment ensures a positive and welcoming experience**, from clear communication to respectful interactions. Maintaining a strong satisfaction level helps preserve JUNITEC's reputation within the IST community and encourages candidates who are not selected to **feel motivated to reapply in the future**.

Delivering Value Through Excellence

As consulting projects form the core of JUNITEC's operations, ensuring client satisfaction is a top priority and a direct measure of our value proposition. This metric is assessed through structured feedback provided by clients at the conclusion of each project, offering valuable insights into the quality, impact, and professionalism of our work.

9/10

Average Client Satisfaction

In 2025, JUNITEC achieved an **average client satisfaction score of 9 out of 10**. This reflects our unwavering commitment to excellence, rigor, and delivering tangible results. The increase demonstrates that **our continuous efforts to refine methodologies, enhance communication, and invest in team development are yielding measurable improvements in client perception and project outcomes**. This high score demonstrates that clients consistently recognize the value we provide, whether through technical expertise, innovative solutions, professional communication, or the dedication of our project teams. Each project represents not only a business opportunity but also a **learning experience for our members**, who approach every challenge with the dual mindset of delivering exceptional value to clients while developing their own professional capabilities.

Looking ahead to 2026, we aim to raise this score even closer to 10 by **refining our project methodologies and quality assurance processes**, enhancing client communication and expectation management throughout the project lifecycle, investing in advanced training for project managers and team leaders, implementing more frequent check-ins and feedback loops during projects, and consistently surpassing client expectations by delivering not just what was promised, but **proactive insights and added value beyond the original scope**.

It reflects our mission to bridge the academic and business worlds, proving that students, when given the right opportunities and support, can deliver extraordinary value while preparing themselves for successful careers as future engineers and business leaders.

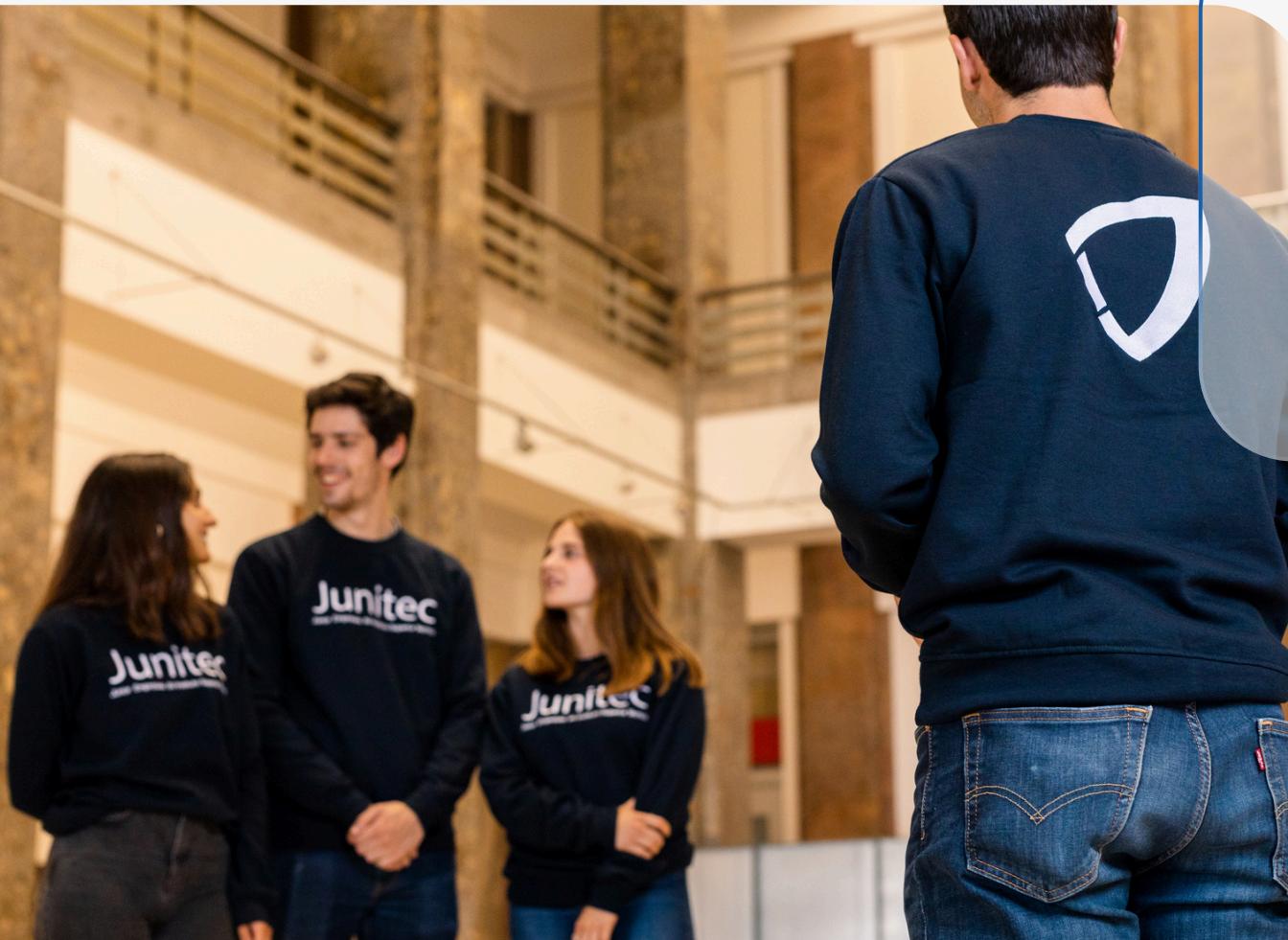


Member Turnover

The **Member Turnover Rate** at the end of the 24/25 term stands at **46.15%**, calculated based on total members at the beginning of the term and those who left by term's end. Factors contributing to this turnover include completion of academic cycles, pursuit of master's degrees at other universities, and natural changes in personal or professional priorities as students progress through their academic journeys.

While this rate is substantial, it's important to contextualize it within the nature of student organizations, where **member lifecycles are tied to academic progression and career transitions**. Unlike traditional companies, junior enterprises experience natural rotation as members graduate, pursue international opportunities, or shift focus toward final year academic demands. What matters most is not eliminating turnover entirely, but **ensuring organizational continuity, effective knowledge transfer, and a steady pipeline of well trained members ready to step into leadership roles**.

**46% MEMBER
TURNOVER RATE**



50
NEW MEMBERS
OF WHICH:
48%
1st or 2nd year

In this year's recruitment process, **50 new members** joined JUNITEC, of which **48% are in their 1st or 2nd year of their bachelor's degree**. By reinforcing this early engagement strategy, JUNITEC aims to build longer term member relationships, allowing **students to progress through multiple developmental stages before graduation**.

This approach enhances the **quality of training** each member receives and strengthens organizational stability by creating a more balanced age distribution across the structure. Students joining in their first or second year can spend three to four years with JUNITEC, **experiencing multiple roles**.

Through this strategic focus on **recruiting younger students while maintaining high selection standards**, we aim to reduce the turnover rate to around **35% by next year**. This target represents a more sustainable membership model that balances **natural talent renewal with greater continuity** in operations, relationships, and institutional memory.

Pathways to Leadership

BOARD POSITIONS

The **average number of semesters at JUNITEC before reaching a Board position is 3.4 semesters**, demonstrating our commitment to gradual and sustainable growth. By the time members reach Board positions, they have typically navigated **multiple operational and coordination roles**, managed various challenges, and developed both the technical skills and interpersonal capabilities necessary for effective organizational leadership.

This 3.4 semester average means most Board members have been with JUNITEC for nearly two academic years, during which they've observed **different leadership styles**, experienced the organization from **multiple perspectives**, built cross-departmental relationships, and consistently demonstrated capability and commitment.



2.25 Semesters
BEFORE REACHING A
COORDINATION POSITION



3.4 Semesters
BEFORE REACHING A
BOARD POSITION

COORDINATION POSITIONS

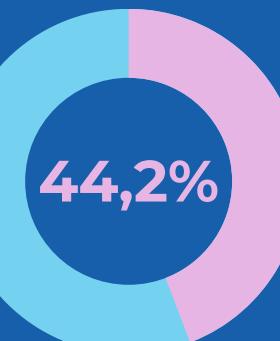
For coordination positions, the **average progression time is 2.25 semesters**. This reflects our structured approach where individuals first gain hands on experience in operational roles, demonstrate initiative and reliability, then transition into coordination responsibilities where they guide teams and develop leadership competencies.

The **combination of strategic recruitment and these structured leadership pathways** creates a sustainable talent pipeline supporting both individual member development and long term organizational health, ensuring **JUNITEC maintains excellence and impact** even as natural membership rotation occurs.

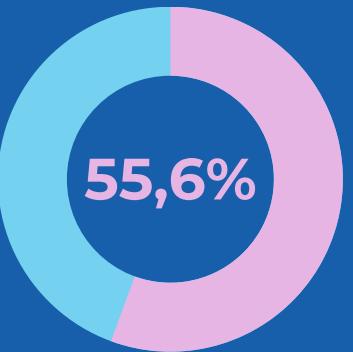
Gender Diversity

With women representing **44.19% of the organization**, JUNITEC stands out in a university where only about **30% of students are women**. We believe this reflects our ability to **reach female students at Instituto Superior Técnico**. Still, our goal is to move to an even more balanced representation, **ideally reaching 50%**, by continuing to foster an environment where women feel valued and empowered to pursue membership and leadership opportunities.

Women in JUNITEC



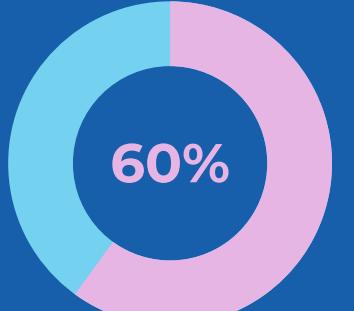
Women in management positions



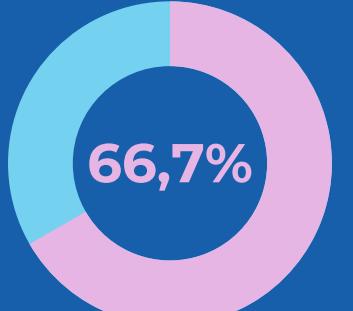
Gender diversity is strongly reflected in our leadership structure, with women representing 55.56% of management positions. This highlights that women in JUNITEC not only participate, but are actively represented in roles of responsibility and decision making. Maintaining this level of representation remains a key priority, **reinforcing leadership opportunities** based on merit, competence and equal access.

JUNITEC's governance structure demonstrates consistent gender representation at the highest levels. In 2025, women represented **60% of the Board and 66.67% of the Extended Board**, reinforcing our commitment to equitable leadership. These figures reflect an organizational culture that **promotes diversity in decision making** and ensures leadership remains representative of the values we uphold.

Women on the Board



Women on the Plenary



Social Responsibility

The participation rate of JUNITEC members in volunteer activities continues to reflect the organization's strong commitment to social responsibility and community impact. In 2025, **65% of our members actively engaged in volunteering**, contributing a total of **505 hours** to various initiatives. This high level of involvement demonstrates JUNITEC's dedication to **promoting positive social transformation within and beyond the university community**.

The promotion of meaningful opportunities and the integration of volunteering into our organizational culture, we aim to expand member participation even further in the years ahead, **reinforcing both the personal fulfillment and collective value of contributing to the community**.

JUNITEC donated **€8,227 to support educational and social causes**, demonstrating our commitment to community benefit. These contributions included:

- Six scholarships for **students at Instituto Superior Técnico**, helping talented peers overcome financial barriers to education;
- Three scholarships for **Guinean students** in partnership with Guinanos, enabling continued access to higher education and contributing to international development goals;
- A **Solidarity Barbecue** organized in collaboration with two other Junior Enterprises, with all proceeds donated to a local institution;
- **Five Christmas donations**, each directed to different organizations in need, spreading our impact across multiple causes and communities.

Additionally, we developed **three pro bono consulting projects**, supporting external entities with specialized knowledge and services at no cost.

Looking forward, JUNITEC remains committed to increasing the scale of its community engagement. As the organization grows in capacity and expertise, we will continue exploring new initiatives, partnerships, and opportunities for meaningful contribution, ensuring that social responsibility remains a defining pillar of our identity.



GOVERNANCE

GOVERNANCE ENGAGEMENT

TRANSPARENCY AND ACCOUNTABLE GOVERNANCE

LEADERSHIP TRANSITION

STAKEHOLDER AND ALUMNI COMMUNICATION



Espacos

- Porto ✓
- Lisboa ✓
- Leiria ?



Governance Engagement

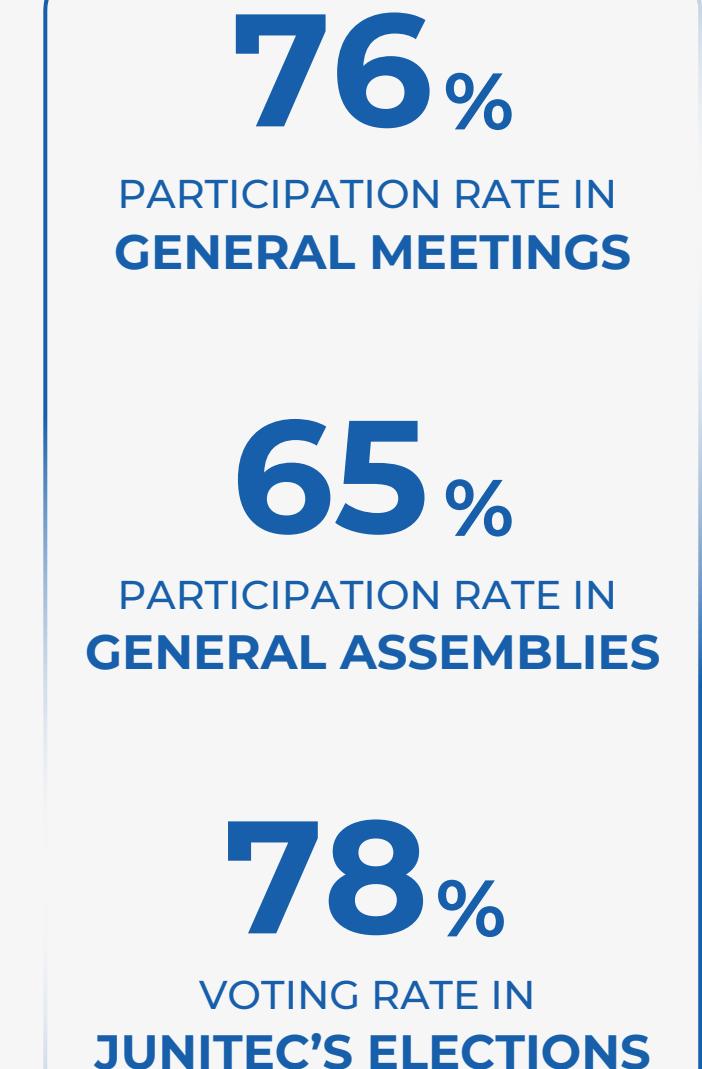
In 2025, JUNITEC achieved significant progress in member engagement within its formal governance structures, reflecting a **maturing organizational culture** where members understand and actively exercise their democratic rights and responsibilities.

We reached a 76% participation rate in General Meetings, successfully accomplishing the target defined for 2024. This improvement is largely the result of coordinated, who consistently **reinforced the importance of staying informed about organizational updates, strategic decisions, and ongoing initiatives.**

Participation in General Assemblies reached 65%, reflecting a **solid level of involvement in JUNITEC's highest decision making moment.** Assemblies remain a central moment for discussing and approving essential documents, ensuring that **members have a meaningful voice in the governance of JUNITEC.** Maintaining and strengthening participation in these meetings continues to be a priority, as it reinforces transparency of organizational decisions, and the principle that JUNITEC belongs to all its members.

The voting rate in JUNITEC's elections increased to 78%, demonstrating **growing interest from members in the future of the organization.** This increase reflects both improved communication about the importance of elections and greater member engagement with organizational governance overall. As voting is conducted online to maximize accessibility and convenience, our goal is to approach 90% or above.

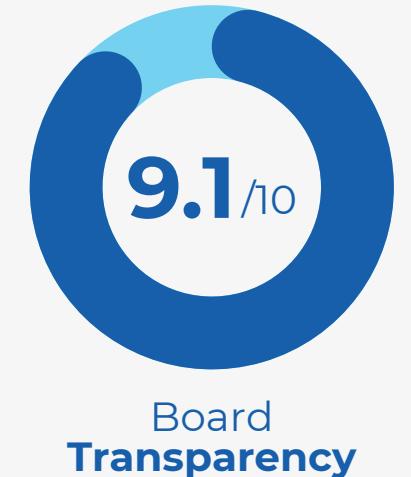
Together, these indicators show a positive evolution in JUNITEC's governance engagement, reflecting a more informed, participative, and responsible community.



Transparency and Accountable Governance

Transparency continues to be one of the most important factors of JUNITEC's governance model, reflecting our belief that **effective leadership requires open communication and ongoing dialogue** with the entire membership. In every mandate there is the distribution of two structured surveys designed to **gather feedback from all members regarding the Board's communication practices and openness** to input and concerns. Based on the responses collected in 2025, the Board achieved an **excellent transparency score of 9.1 out of 10**, reflecting the effectiveness of its communication practices and its commitment to maintaining an open and trustworthy relationship with the entire structure.

In addition, **9 reports were presented to the structure during 2025**, providing regular updates on organizational progress, financial status, strategic initiatives and long-term planning. These demonstrate the Board's dedication to transparency, responsible governance, and ongoing engagement with its members. The **consistent use of feedback reduce the risk of misunderstandings** between leadership and members, and support more thoughtful, informed leadership that is responsive to the needs and concerns of the entire JUNITEC community.



Leadership Transition

JUNITEC maintains a structured handover process to ensure continuity across leadership cycles. In 2025, an average of 10 hours per person was dedicated to **handover activities across 13 roles**, including the Executive Board (ExBo) and TecStorm management.

In addition to these transition hours, **each of these key positions is supported by dedicated documentation**, designed to guide responsibilities, processes and priorities throughout the year. This ensures consistent execution, clear accountability, and smoother team alignment.

JUNITEC considers **10 hours per person** to be an appropriate benchmark for handover processes in key roles, and aims to maintain this standard in 2026 while continuously strengthening its documentation and knowledge transfer practices.

Stakeholder and Alumni Communication

Effective **communication with stakeholders is fundamental** to JUNITEC's transparency and organizational sustainability. In 2025, we maintained active engagement across multiple digital platforms, ensuring that our activities, achievements, and opportunities remain accessible to our members, prospective candidates, alumni, clients, and the broader IST community.

Our Instagram presence achieved a **social media engagement rate of an average of 200 likes per post** across 3,801 followers, while our **LinkedIn platform maintained an average of 50 interactions per post** across 5,954 followers. These metrics reflect our commitment to maintaining **regular, meaningful communication** with different audience segments. Instagram serves primarily as a channel for community building and recruitment among current students, demonstrating strong connection with our primary target audience, while LinkedIn functions as our professional platform for client relations, alumni networking, and corporate partnerships, naturally yielding lower interaction rates but reaching decision-makers in organizations and alumni in leadership positions.

90% Newsletter
Delivery Rate

JUNITEC's **alumni network represents a vital strategic asset**, connecting current operations with decades of organizational history and creating pathways for career opportunities. In 2025, we **achieved a 90% newsletter delivery rate** to our alumni base, ensuring that they remain informed about JUNITEC's evolution, current initiatives, major achievements, and opportunities for continued engagement.

This high delivery rate reflects **our commitment to maintaining updated contact databases and reliable communication infrastructure**. The newsletter keeps alumni connected to JUNITEC's mission, creates awareness of partnership opportunities, and reinforces alumni pride in JUNITEC. Many alumni occupy influential positions in Portuguese and international companies, making this communication channel valuable for **potential client relationships and corporate partnerships**, while positioning former members as ongoing stakeholders in the organization's continued success.



ACKNOWLEDGMENTS

A professional photograph of a young woman with long brown hair and glasses, wearing a white button-down shirt. She is smiling and looking towards the camera while sitting at a desk in an office environment. She is using a laptop, and the screen displays a user interface with a lightbulb icon and text in Portuguese. In the background, other office workers are visible, and the overall atmosphere is a modern, collaborative workspace.

This report was made possible thanks to...

VEOLIA

We would like to thank our partner **Veolia**, whose expertise in environmental sustainability has been instrumental in supporting JUNITEC's progress. Building on the foundation established in our first ESG report, Veolia enabled us to **conduct a more rigorous carbon footprint analysis in 2025**, strengthening the reliability of our environmental reporting. Their guidance through the GreenPath methodology and support in **refining our data collection** processes helped us better understand our main emission drivers and define clearer paths for reduction. This collaboration has been **essential in shaping a more informed and structured environmental strategy**.



HUMAN RESOURCES TEAM

We are also grateful to our **Human Resources team**, whose **tireless efforts in organizing volunteering activities**, exemplify the **social responsibility that is at the heart of JUNITEC**. Their dedication throughout 2025, ensuring that **65% of our members engaged in volunteering** demonstrates that our organization's values are actively reflected in the communities we serve.

MARKETING TEAM

Our appreciation extends to the **Marketing team**, whose creativity and expertise were essential in both the development and **promotion of our ESG communication initiatives and the realization of this report itself**, ensuring effective dissemination of our sustainability message allowed us to show our progress with clarity and impact, reaching our stakeholders.

EXTENDED BOARD

We would like to thank JUNITEC's **Department Coordinators**, whose **daily efforts were essential in keeping members engaged, motivated and supported**. Their commitment to team cohesion and consistent monitoring played a key role in implementing our ESG initiatives and expanding the scope of this report. Special recognition also goes to the **Board members**, who promoted ESG integration throughout 2025 by **ensuring that environmental and social considerations were reflected** in strategic planning, budget allocation and organizational priorities. Their leadership reinforces JUNITEC's sustainability commitment at the highest level of governance.



Thank you all for making JUNITEC's 2025 ESG journey possible!

Together, we are building not just a successful organization, but a sustainable and socially responsible one that we can all be proud of.



Lastly, we extend our deepest appreciation to the **entire JUNITEC structure**. Your dedication is the base of everything we achieve and the reason our leadership remains motivated to **pursue excellence and create impact**. At JUNITEC, our mission goes beyond developing skilled professionals: we aim to **empower individuals who will drive innovation and meaningful change**. As future engineers and leaders, the experiences you gain here help prepare you to face upcoming environmental and social challenges and to become the leaders the world needs.

APPENDIX

CARBON FOOTPRINT RESULTS (GHG PROTOCOL)

GHG CERTIFICATE

GREENPATH CERTIFICATE OF COMPLIANCE

REPORT OF JUNITEC - CARBON FOOTPRINT 2025, CARRIED OUT BY VEOLIA



Junitec



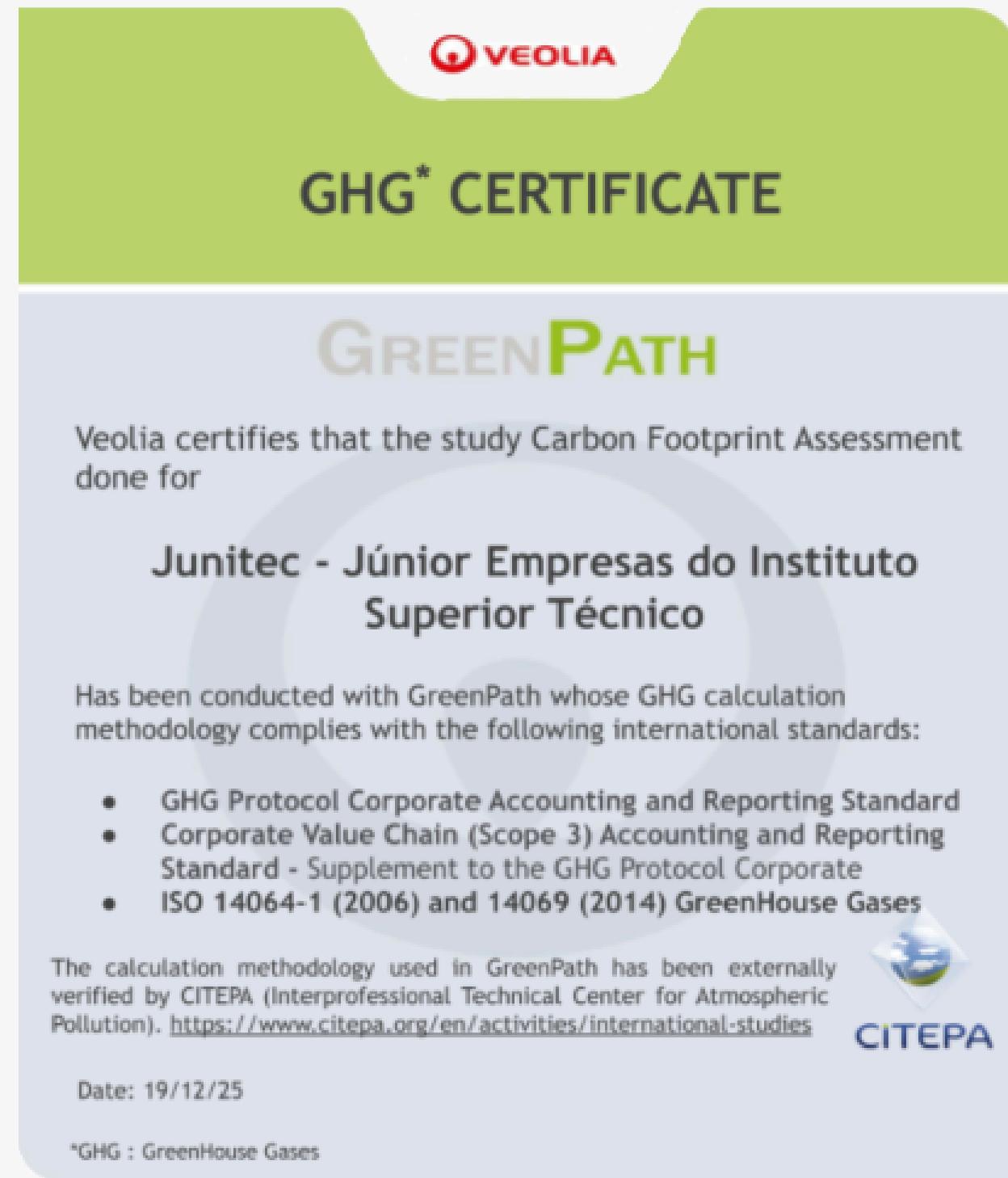
Appendix 1

Carbon Footprint Results (GHG Protocol)

	Scope 3	GHG Emissions	
		tCO2-eq	Uncertainty
	Upstream indirect emissions	38	15
	3.1 - Purchased goods and services	13	8
	3.2 - Capital goods	0.1	0
	3.3 - Emissions from fuels and energy (not included in scope 1 or scope 2)	0	0
	3.4 - Upstream transportation and distribution	7.4E-2	5.2E-2
	3.5 - Waste generated	0	0
	3.6 - Business travel	13	1.6
	3.7 - Employee commuting	11	5.6
	3.8 - Upstream leased assets	0	0
	Total	38	15

Appendix 2

GHG Certificate



Appendix 3

GREENPATH Certificate of Compliance



Appendix 4

Report of JUNITEC - Carbon Footprint 2025, Carried out by Veolia.



Read the full report [here](#).