

# POSITIVE SUSTAINABLE ENVIRONMENTAL, SOCIAL & GOVERNANCE

# IMPACT

We are wholeheartedly committed to having a truly positive sustainable impact on the world by staying true to our dream of changing working lives, connecting and amplifying boundless talent to win in a world of change.

## OUR COMMITMENT

We know that the sustainable profitable growth of our Company depends on the economic, environmental and social sustainability of the communities we live and work in. That's why we put sustainability at the heart of our organization and embed it into both our strategy and day-to-day activities.

We have ambitious plans for the future. Growth and long-term value are the main drivers. Achieving this growth in a sustainable and responsible manner is an absolute precondition. That is why we formalized our ESG commitment and strategy framework in a charter.



Read more about our ESG commitment in our ESG Charter at [www.houseofhr.com](http://www.houseofhr.com)

## STRATEGIC FRAMEWORK

Our ESG strategy sits alongside our business strategy and has three pillars: Environment, Social and Governance. Far from being an add-on, it is core to our ambitions, operations and success.

## ESG PILLARS & SDGS

Our environmental impact is relatively limited, given what we do at House of HR, but we clearly see that environmental issues are a top priority for society as a whole and fully support this.

We therefore included the Environment pillar as a fully-fledged element in our strategy. In that regard, we consider SDG 13 'Climate Action' as an essential element of our strategic framework through the material topic 'Environmental stewardship'.



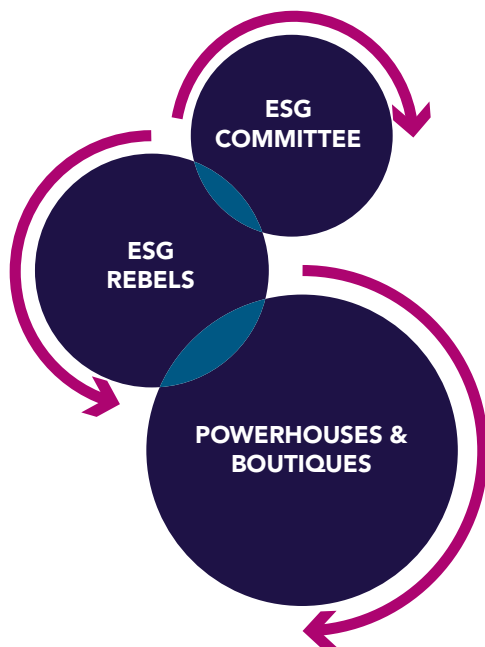
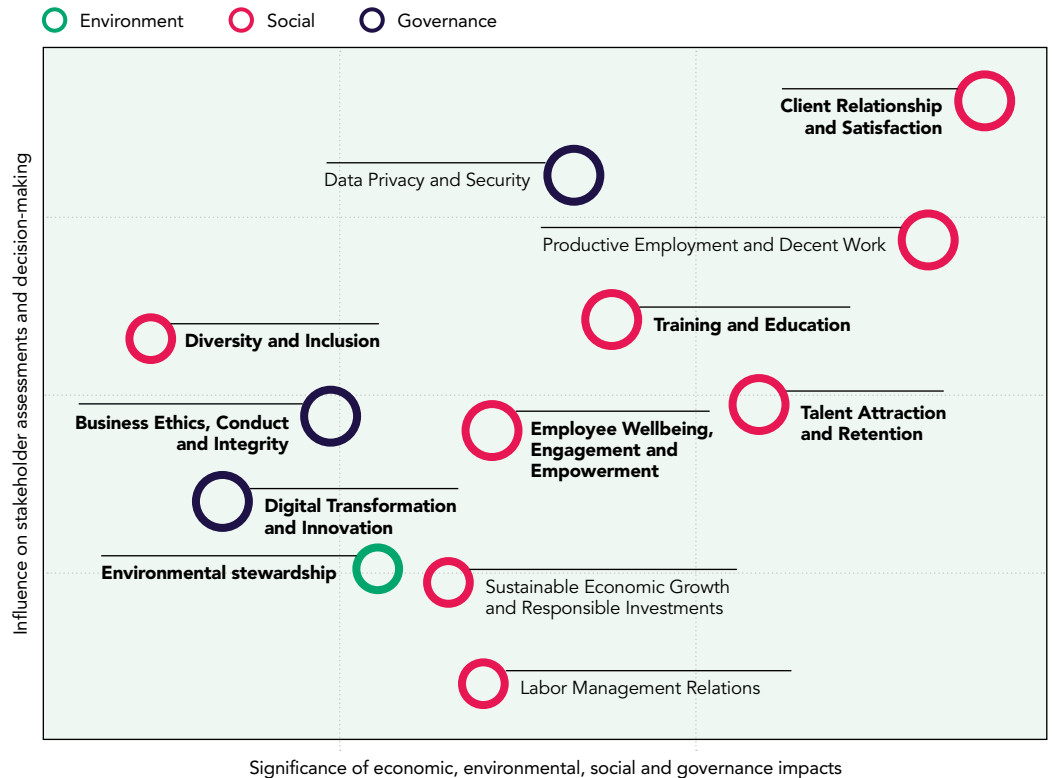
## PRIORITIZATION MATERIAL TOPICS

Within each pillar of our ESG strategy, we have selected material topics – the ones we believe are critical to House of HR as a Company and to our stakeholders.

In the diagram, an overview of the material topics per strategic pillar is given. The topics in bold are the ones we consider to be our top priorities.

### Integrated materiality matrix: the topics most critical to us

Bubble size relates to the theme importance among peers, e.g. a bigger bubble indicates that the topic is reported and considered of importance for all peer groups



## EMBEDDING ESG IN OUR ORGANIZATIONAL STRUCTURE

To fully embed ESG in our organization, we have put in place an ESG governance structure. Strong governance structures and clear lines of accountability enable us to deliver on our ambition and commitments.

The **ESG Committee** assists the Board in fulfilling its responsibilities relating to ESG matters relevant to House of HR.

Alongside the ESG Committee, every CEO of our PowerHouses has appointed an **ESG Rebel**. These engaged, young and motivated employees will be the ESG spokesperson within each PowerHouse and will challenge the strategy and facilitate the implementation of initiatives.

Our decentralized structure allows for a thorough tailor-made approach. Based on their needs and on the expectations of their stakeholders, **PowerHouses & Boutiques** can refine and integrate the framework into their business and day-to-day activities.

## LOOKING AHEAD

In 2022, we will continue elaborating the operational strategy execution. In addition, we will start developing a formal reporting format, taking into account evolving regulations. We will also keep supporting Group-wide and local initiatives and projects that underpin our ESG strategy.

# SOCIAL

We invest in sustainable employability by encouraging our people to learn and develop themselves, by engaging them and by investing in enhancing their health and safety and wellbeing at work. We aim to contribute our know-how and resources to support people in reaching their full potential and to ensure the future of work is accessible to all.



JobRoad helps people who are at a significant distance from the labor market towards a match with companies struggling with longer-term open vacancies.

This is at the heart of what we do, giving stability through work and boosting people's confidence, self-worth and ability to generate their own income – a way to take their own life back into their own hands.

Following a successful launch in Belgium in 2020, we anchored and optimized operations in 2021 and rolled out JobRoad in The Netherlands. Germany in 2022 and France in 2023 are next.

In 2021, 178 people were directed to a permanent job and 68 people were employed through temporary work via JobRoad.

**JOBROAD**

INTEGRATIE DOOR WERK

When working is a passion, you never work... In the industry in which we move, people are at the heart of what we do. Find out how we support our Happy Rebels in 'Our Happy Rebels' section on pages 52 to 54.

## GENDER DIVERSITY & FEMALE RATIO

### Total workforce



2020

♀ **64.0%** (5.0%)

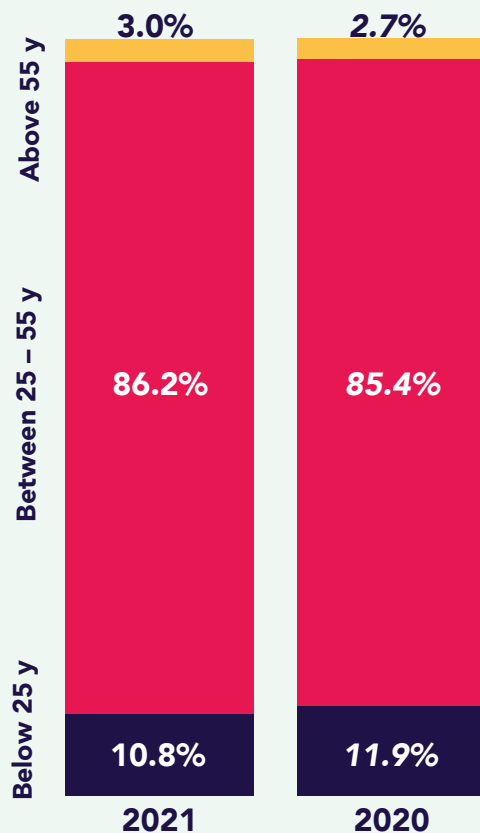
### Management level\*



♀ **37.4%** +8.1%

\*Management level according to the definition of PowerHouses

## AGE STRUCTURE



## TRAINING

### Hours of training per employee

**37.2,** +110.2%  
(2020: 17.7)

### Hours of training

**128,953** +133.0%  
(2020: 55,338)

### Trained Happy Rebels

**91.1%** (8.9%)  
(2020: 100%)

## INTERNAL STAFF TURNOVER

Average percentage of internal staff (FTE) leaving the Company during 2021.

**27.0%** +0.1%  
(2020: 26.9%)

## ABSENTEEISM

### Sickness ratio

**4.8%** +1.6%  
(2020: 3.2%)

Hours of absences due to sick leave or accidents at work (or commuting), as well as unjustified absences and delays / total number of hours worked during the FY

# HOW WE PUT THIS IN PRACTICE: OUR HAPPY REBELS

The global talent market has never been as competitive as today. People are the engine of our Company and it is therefore extremely important that we succeed in attracting, retaining and engaging our Happy Rebels and enable them to unleash their full potential, so we can live up to our purpose and achieve our vision with one common objective: to change lives.

To achieve these ambitious goals, we introduced the notion of 'Happy Rebels': making every individual working for and in House of HR a happy one, with a sense of rebellion as the ultimate way to find, retain and engage people. This mission is a quintessential part of the social pillar of House of HR's ESG strategy.

In order to further develop the concept of Happy Rebels, we initiated a panel consisting of interviewing the HR-managers of all our PowerHouses, complemented by scientific insights from Marion Debruyne, Dean of Vlerick Business School. We put the views that came out of all these interviews together in an extensive white paper called 'Happy Rebels, how to attract, keep and engage them?'

What are the main findings in this paper? First, when it comes to attracting people, purpose is essential: people want to work for organizations and companies whose purposes are aligned with their personal ones. Equally important is openness to diversity when dealing with attitudes and skills: hire for attitude since you can train the skills.

Next, once you have the right people on board, retaining them will depend highly on the way you manage to keep them happy. Efforts must be made to find the right balance between personal longings and company needs, for example by offering continuous learning paths and allowing people to make mistakes.

Yet, the essential question is how best to engage your people: how to make them 'Happy Rebels'? Key here is to encourage people to dare and do, seasoned by entrepreneurship / intrapreneurship, critical thinking, and thirst for innovation. All this should be supported by a leadership that practices what it preaches.

Within House of HR, every PowerHouse translates this HR-vision into local actions, taking into account their local situations and company culture. As House of HR's CEO Rika Coppens says: "To make Happy Rebels, the only rule is to make it work. We want our people to dare to take the initiative, think outside the box and go for it. Do not listen to what others say. Dare to make mistakes. We are here to support you. Together we can then achieve our purpose."

 Read more about our whitepaper [www.houseofhr.com](http://www.houseofhr.com)



## GREAT PLACE TO WORK

With more than 35 years of experience in 60 countries, the Great Place to Work methodology is a worldwide standard for good employment practices.

The definition of a Great Workplace™ goes far deeper than perks and benefits. In fact, at its core, a Great Workplace™ is about the level of trust that employees experience in their leaders, the level of pride they have in their jobs, and the extent to which they enjoy their colleagues¹.

Accent was awarded Best Workplace in Belgium in 2021. Continu is also 'Great Place to work' certified. In the past both GRITT and Redmore (Talent & Pro) were included in the top 10 of best workplaces in Belgium and The Netherlands.

¹<https://www.greatplacetowork.be/en/about-us/mission>



## ENGAGEMENT MONITOR – COHEDRON

Cohedron has a fully developed quality management system in place. Its main objectives are to guarantee customer and employee satisfaction, by improving quality of services, business processes and risk management and safeguarding privacy. Cohedron measures employee satisfaction annually through an Engagement monitor. Based on surveys sent to all employees of the various Cohedron Boutiques, results of 38 key behaviors and practices are visualized. Informed by these results, Cohedron's management takes measures to increase the engagement and wellbeing of the employees. This annual process has been carried out for the last three years.



## CONTINU: GIVING A VOICE TO ITS PEOPLE

Continu encourages its employees to give their opinion about several subjects in the organization. Continu organizes participatory consultation moments for employees at regular intervals. The agenda covers both strategic issues and operational projects. All employees can join voluntarily and contribute ideas about the future of the organization. The collected feedback is always passed on to the Management and is used to improve the organization and its strategy.



## MY TALENT JOURNEY – ACCENT

How do you visualize the talents and ambitions of 1,200 exceptionally diverse employees? Thanks to the digital platform 'My Talent Journey', Accent makes the invisible visible.

Accent strongly believes that employees should take ownership of their own career – and using the My Talent Journey tool, they can. It enables them to map out their own ambitions, talents and development needs.

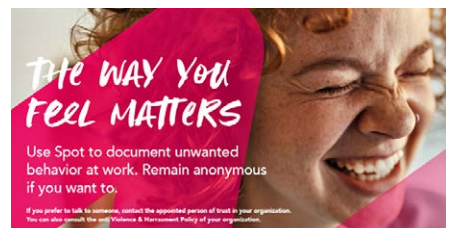
Employees are becoming more aware of their talents than ever before, and Accent gets a total picture of the talents it already has on board and of the talent that is still missing. With this insight, Accent is arming itself for the future and is committed to solid succession planning.



## HELP AT THE RIGHT TIME ASSOCIATION – avanti

avanti established a fund called 'Help at the Right Time Association'. The idea is to create an association for all avanti employees to protect them from the blows of life that can befall anyone. The aim is to provide selfless support to people in need, who have ended up in an emergency situation through illness, work or accident. Such circumstances can lead to people no longer being able to bear the costs of medically prescribed rehabilitation, prescribed medication and medically necessary health rehabilitation devices.

The Association has supported many projects to date. These include providing financial support to an orphan, taking care of funeral expenses, and obtaining additional reimbursements for prescription medications.



## SPOT

How our Happy Rebels feel matters a great deal to us. So we introduced an online tool to support the launch of the Group policy on anti-violence & harassment. Called SPOT, it is an easy way for Happy Rebels to report on any type of unwanted behavior taking place in their professional environment. This can also be done anonymously.

## HOW WE PUT THIS INTO PRACTICE: OUR HAPPY REBELS continued

We have always invested a lot of time, energy and resources in learning and development (L&D). We know that investing in the growth of our employees pays the highest interest. When employees have the opportunity to continuously learn they are more motivated and happier, too.

What's more, happy employees are more productive, get better results and create happy customers. It's a case of many Happy Returns.

### SUPPORTING AND ENCOURAGING HAPPY REBELS ACROSS THE GROUP

Every PowerHouse has created their own Happy Rebel development program with a mix of learning opportunities. We want to make sure we become experts in our craft, providing all our customers with a tailored service.

Every quarter, our L&D manager consults with an executive group of L&D colleagues throughout the Group. It's where we combine strengths and knowledge, share best practices and answer the most important question: how can we ensure personal growth on a daily basis for every Happy Rebel?

L&D also supports the ESG committee, making sure that the chosen material topics are integrated into the various learning paths.


### L&D IN OUR POWERHOUSES

In the entire House of HR, all PowerHouses are investing heavily in L&D, as it should be.

- **Covebo** is expanding their L&D team in 2022 and will focus further on the training program for their own Happy Rebels.
- **TIMEPARTNER** will assemble a L&D team, following the merger and works to expand the TimePartner Academy.
- **GRITT** hired a new people and culture manager who is experienced in L&D strategies and implementations. They will continue to work on their High Potential Program and their learning paths for all the Techxperts!
- **Abylsen** is expanding the L&D team by creating a 'pole d'expertise L&D'. In 2022, they will work on the development of a skills development strategy for all their employees,

significantly strengthen their catalog of internal training offers and planning on boosting their learning platform with even more content.

- **Accent**, which is at the origin of House of HR, has always had L&D at the heart of its operations. Accent continues to invest heavily in L&D. The Accent Business School has changed their structure to better serve the 'Happy Rebels' learning needs. They assigned a dedicated digital learning team and reformed all the learning paths to 'Hybrid' learning paths. They will keep on focusing on blended learning: videolearnings, microlearnings, podcasts, updated online learnings.
- **Continu** launched their new learning platform: GROW. Every Continu employee can experience learning paths in sync with their core values. They invested in a pre- and onboarding trajectory, a leadership program, a management toolbox... In 2022 the L&D team will invest further in blended learnings.



We host an internal podcast called Rebel Talks & Learning Rebels. These have two main purposes:

- get to know our PowerHouses and colleagues better
- get inspired and learn new important soft skills

- **Redmore** has given a boost to Redmore Academy; the first joint steps have been taken. Other highlights are the launch of the online learning platform YODA – your own development area – and winning the Onboard Amsterdam award. In the coming year, the focus will be on more varied training programs, e-learnings and the development of more attractive learning paths.
- Finally, our new PowerHouse **Cohedron** has an in-house academy, expanding the knowledge and skill sets of their Happy Rebels, through personnel development, traineeships and trainings.

# ENVIRONMENT

We take responsibility for contributing to the efficient use of natural resources. To this end, we create awareness among our stakeholders, and also embed the principles of sustainable consumption in our day-to-day activities. We will keep on working to reduce our carbon footprint and energy use.

## GREEN FLEET

We are switching to hybrid and electric cars. Since 2020, we have been able to keep track of the number of sustainable company cars as part of our total car fleet:

### Hybrid

**4.0%** **+2.2%**  
(2020: 1.8%)

### Electric

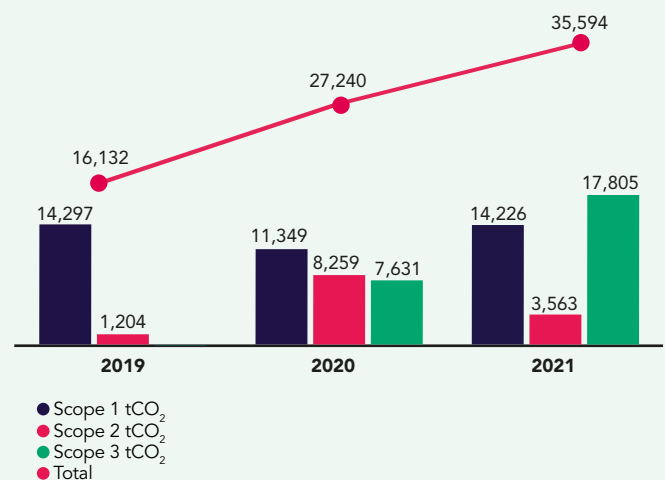
**1.7%** **+0.9%**  
(2020: 0.8%)

We aim to continue increasing the share of sustainable cars in the future, in order to reduce our overall footprint. In addition, several PowerHouses offer alternative mobility solutions, such as mobility budgets, bike leases and public transport subscriptions.

## CARBON FOOTPRINT

We collaborated with an external third party to monitor and analyze our CO<sub>2</sub> emissions. This reporting is a first step and will be further expanded, refined and improved in 2022. It includes an assessment based on benchmark, Company information and assumptions.

	2019	2020	2021	+/- Year
Energy Intensity (GWh / €m revenues)	3.2	2.4	2.8	-13%
Carbon Intensity scope 1&2 (tCO <sub>2</sub> / €m revenues)	9.3	12.3	7.8	-16%



## ECOVADIS

We have committed to having all PowerHouses EcoVadis certified by the end of 2022. The EcoVadis rating provides a trusted assessment of our Company's ESG performance. It helps us to show leadership within our industry and to align with global ESG best practices.

## Sales covered by EcoVadis rating

**63.2%** **+37.6%**  
(2020: 25.6%)



# GOVERNANCE

We play an active role in the communities we operate in by upholding the highest ethical business standards and safeguarding human rights. We aim to drive operational efficiency, creating new solutions for our candidates, and delivering an outstanding customer experience by embracing technology and innovation. We take our responsibility as stewards of personal data very seriously.

We have established a strong and robust governance structure, as discussed in the Governance and Risk Management sections of this annual report. Within the framework, a dedicated ESG governance structure has been put in place. Alongside the Audit, Remuneration and Investment Committees, an ESG Committee has been appointed within the Board of Directors. The ESG Committee outlines the general strategy, priorities and objectives relating to ESG matters and monitors executive initiatives and actions to implement that strategy.

The members of the ESG Committee represent House of HR and its PowerHouses. In addition, the four key countries (The Netherlands, Belgium, France and Germany) are represented by at least one member.

The Committee meets at least three times a year. In May 2021, the first Committee took place.

The roles and responsibilities of the ESG Committee are formalized in the ESG Committee Charter.



**Edwin van den Elst**  
Redmore CEO  
Chair of the ESG committee



**Roger Lothmann**  
TIMEPARTNER CEO



**Florian Massaux**  
Abylsen CEO



**Anouk Lagae**  
Accent CEO



**Conny Vandendriessche**  
Founder House of HR



**Rika Coppens**  
House of HR CEO



**Abdel Bencheikh**  
Head of Risk & Internal Audit,  
House of HR – Secretary of the  
ESG committee

## GOVERNANCE PROCEDURES

All House of HR representatives, our Happy Rebels, strongly believe our business has a responsibility to be a positive contributor to societal and environmental change. We demonstrate our corporate values and principles in our professional and personal behavior and commit to fulfill our mission in an ethical manner. Our governance procedures are directly linked to, and explicitly outline, these corporate values.

## IT SECURITY

Technology is core to our business and processes, and this has increased further in recent times due to remote working. We monitor a wide range of IT security risks, which could result in downtime or leakage of personal data and Company-sensitive information. These risks include cyber-attacks, phishing attacks and ransomware attempts.

We make IT Security a top priority and have established various security layers. In 2021, zero large incidents and more than 2,000 low risk incidents were handled by IT security.

We have several Group governance procedures that set out our acceptable business practices and standards, provide guidance on recognizing and dealing with ethical risks, and accommodate mechanisms to report unethical conduct without fear of retribution.

They include the Code of Conduct and Ethics, conflict of interest policy, major incident policy, whistle blowing policy, anti-violence & harassment policy and ESG Charter.

These include:

- Group-wide cyber insurance program.
- Expansion of the IT security expertise center and security services at Group level.
- Launch of a Group-wide awareness platform. Via the platform, phishing tests are set up and rolled out, as well as incentives and learnings that increase security awareness.
- A Group-wide recurring IT security audit will be launched in 2022. Periodic checks will be performed at PowerHouse and Group level and will be repeated at regular intervals.

Our governance policies are published on our intranet sites and are communicated to our PowerHouses and Boutiques regularly.

In addition, our PowerHouses are responsible for several other policies related to their sector and local legislation. They have implemented additional local policies and procedures on anti-corruption, anti-bribery, antidiscrimination, anti-money laundering, whistle blowing and the environment.

## HOUSE OF INVEST

Our incorporated entity House of Invest plays a major role in our digital strategy. It holds and drives all our digital developments. We have concentrated all our digital assets from across the Group into House of Invest, creating one platform to meet current needs and invest in new needs as they arise. House of Invest now owns NOWJOBS, Gighthouse, SWOP and SWOP Recruiter, Connect, CV creator and My Talents (Softskillz), and holds ownerships in Dora, Book'u and Ariad.

% of sales from digital solutions.

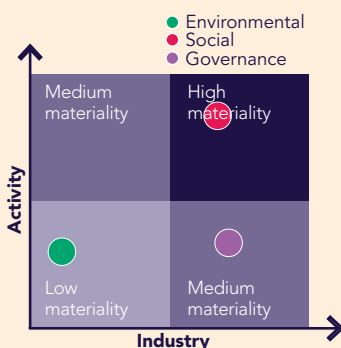
**2.6%**

(2020: 1.8%)

# ESG SCORECARD

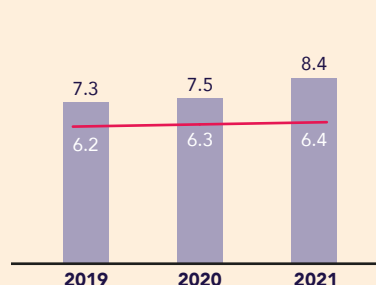
As one of the companies in the Naxicap portfolio, our ESG efforts are evaluated annually. In the graph below, we show the evolution of our ESG Score.

## ESG MATERIALITY



## ESG GLOBAL SCORE / 10

● Leader ● Follower ● Beginner  
 ● THOHR 2 ● Naxicap portfolio average



## ESG DETAILED SCORE / 10

● 2019 ● 2020 ● 2021  
 ● Naxicap portfolio average 2021

