

GOVERNANCE AT A GLANCE

KEY ACTIVITIES DURING THE YEAR

February

Preliminary results for the previous year / New initiatives for the upcoming year / PowerHouse presentation

March

Approval of the annual results / Preliminary results February / Activity report of the Audit Committee

June

Q1 results / Activity report of the Remuneration and Nomination Committee / PowerHouse presentation

July

Q2 results / Activity report of the Audit Committee

October

Q3 results / Activity report of the Audit Committee / PowerHouse presentation Board members, the Executive Committee members, the shareholders and other stakeholders.

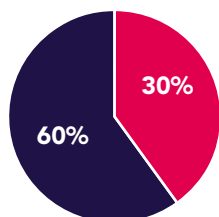
December

Strategy confirmation / Budget / Activity report of the Remuneration and Nomination Committee / Activity report of the Audit Committee

BOARD AND COMMITTEE MEETINGS AND ATTENDANCE DURING THE YEAR

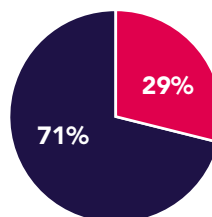
	Members	Met	Attendance
Board of Directors	10	9	97%
Executive Committee	8	17	100%
Leadership team meetings	16	6	100%
Remuneration and Nomination Committee	3	3	100%
Audit Committee	4	4	100%
Innovation Committee	7	4	100%
ESG Committee	7	2	86%

Board



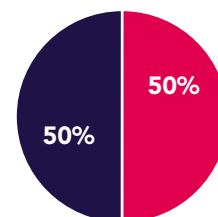
● Male ● Female

Executive Committee



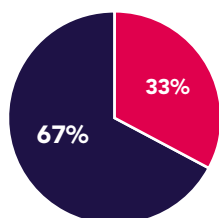
● Male ● Female

Audit Committee



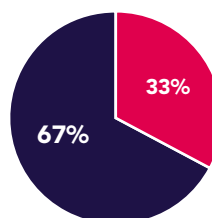
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Remuneration and Nomination Committee



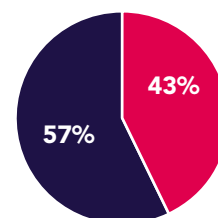
● Male ● Female

Innovation Committee



● Male ● Female

ESG Committee



● Male ● Female

HOW WE ENGAGE WITH OUR SHAREHOLDERS

House of HR has a strong governance model in place supporting our decentralized Group structure with ten PowerHouses.

While keeping a highly entrepreneurial culture, all decisions with a significant impact on the Group are taken at House of HR level. For example, decisions on the overall strategy, the financials, investment and all acquisitions.

We value transparency towards all our stakeholders highly and aim to stay in touch with them all at regular intervals. Together with our PowerHouses, we have proven extremely vigilant and creative during 2020 and 2021 in finding new ways to connect with stakeholders.

We adapted quickly to the new way of working and we were able to maintain good interaction between Board members, ExCom members, shareholders and other stakeholders.

SKILL BASED COMPOSITION OF THE BOARD

The Board is composed on the basis of the following skills and talents:

- Governance, strategy and financial expertise, such as strategic thinking, accounting, financial structuring and corporate finance, M&A, compliance and governance
- Professional skills, in line with House of HR's values such as IT and digital, innovation and entrepreneurship, PR & ambassadorship, procedural thinking and HR (human first)
- Behavioral skills, such as communication, conflict resolution, positivity, coaching skills, listening skills, trust, empathy, integrity and flexibility

The Board assesses its way of working on a regular basis.

The onboarding process of a new Board member is composed of:

- Meeting all the Board members
- Meeting all the PowerHouse CEOs (Senior Leadership Team)
- Meeting the Executive Committee
- An extensive meeting with the CEO and CFO to have an in-depth briefing on the Group's operations and financial performance

INNOVATION COMMITTEE

In order to make sure we continue to be innovative in terms of processes, offering and tools, we have an Innovation Committee composed of members of the Board and external advisors.

AREAS OF FOCUS FOR THE BOARD LOOKING AHEAD

- Group strategy
- M&A targets and view on past success in M&A and lessons learned for future M&A
- Business Plan discussions
- Digital development & IT roadmap

CONNIE WINS THE FIFTH DO'ER & DARE AWARD ON THE DAY OF THE ENTREPRENEUR

On 19 November 2021, the Day of the Entrepreneur in Belgium, the city of Roeselare honored entrepreneur and founding mother of Accent Jobs and House of HR Conny Vandendriessche. She is the first woman to receive the 'Do'er & Dare' award. This special prize is awarded annually to an entrepreneur who has reached a special achievement and who inspires others. Conny Vandendriessche is honored for her special merit as an entrepreneur.

Link to Press article and video (dutch)



“Conny Vandendriessche stands for what Roeselare actually is, combining female entrepreneurship with creativity, diversity and involving others again and again, creating jobs and passing them on”

says Mayor Kris Declercq.