

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



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.

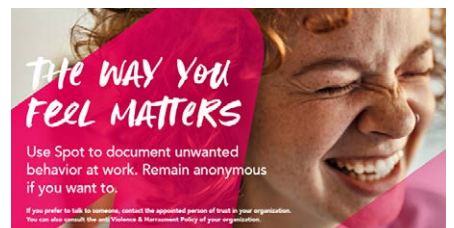
Employees are becoming more aware of their talents than ever before, and Accent gets a total picture of the talents it already has on board and of the talent that is still missing. With this insight, Accent is arming itself for the future and is committed to solid succession planning.



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.