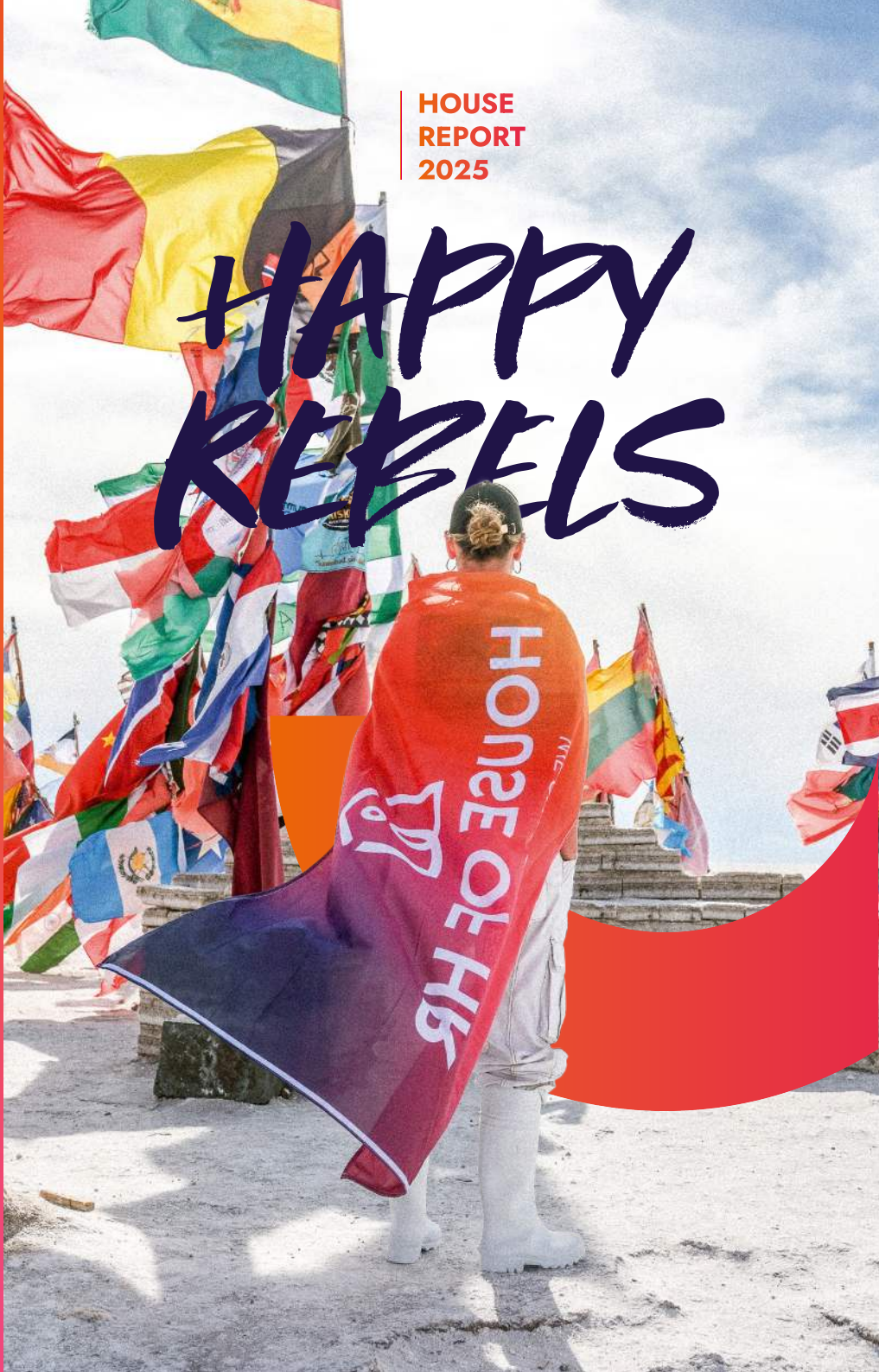
HOUSE OF HR

HOUSE REPORT 2025

HAPPY REBELS



OUR PURPOSE
& STRATEGIC FRAMEWORK

Our roadmap for success

Our House of HR is built on a strong foundation, with each element playing a crucial role in shaping our success.

At its core, our values and culture form the solid foundation upon which everything is built — providing strength, stability, and a shared identity.

Rising from this base, our strategy is driven by three unique value initiatives that set us apart, fuelling innovation and growth.

Supporting the structure, our two segments offer a broad and diverse portfolio, ensuring flexibility and adaptability.

Above all, our purpose serves as the roof, providing unity and a clear sense of direction. Together with our vision, it creates a home for success — a place where people, ideas, and opportunities thrive.

Guided by our purpose and vision

WE CONNECT AND UNLEASH ALL TALENT TO WIN IN A WORLD OF CHANGE

Our vision is to be the No. 1 specialized talent consulting and engineering Group in the EU.

Anchored in our Segments

- Engineering & Consulting
- Specialized Talent Solutions

Our portfolio focuses on structurally growing and highly profitable segments across our key regions: Benelux, DACH and France.

Led by our strategy

- **Human first:** Driving growth through specialized, contract-agnostic and solution-centric talent delivery
- **Tech enabled:** accelerating platform value, through common initiatives notably in digital and AI, back-office synergy and best practice opportunities
- **M&A:** Driving sustainable M&A

Our strategy is implemented by our PowerHouses, acting as specialized entrepreneurial units that outperform their markets, while House of HR selectively accelerates platform value.

Proud of our values & culture

- Clear role & value of the House of HR platform
- Winning culture of diverse and Happy Rebels
- Front-runner on ESG

Our unique culture and entrepreneurial mindset allows us to grow, while staying true to our Happy Rebel spirit.

A HAPPY REBEL IS
- CREATIVELY COLLABORATIVE
- HUMANLY RESOURCEFUL
- COURAGEOUSLY AMBITIOUS

OUR YEAR in review

CHALLENGING TIMES VS. RESILIENT HAPPY REBELS: 0–1.

In 2025, we once again outperformed the market in both revenue and profitability. We moved even closer to our customers and candidates, continued to invest strongly in technology to support and strengthen our processes, and turned new legislation into opportunities.

FINANCIAL HIGHLIGHTS[1]

€3.505m
Sales

€344m
EBITDA

€916m
Net Fee Income[2]

9.8%
EBITDA margin

1. Figures are presented on a Pro Forma Management Adjusted basis.
2. Net Fee Income (NFI) = Net fees represent turnover less employee compensation and less other employee-related costs.

NON-FINANCIAL HIGHLIGHTS

33
Employee Net Promoter Score (European definition)

-30%
Carbon emissions in 2025 vs. 2024

BOLD MOVES

2025 was not the easiest year to make bold decisions. That's exactly why we did.

The acquisition of Pro Industry reflects our mindset: staying entrepreneurial, investing in scarce talent, and making strategic choices — even when others hesitate.

SUCCESSION IN ACTION

In 2025, House of HR organised the second edition of its Management Trainee Program, "Firestarter", designed to develop future leaders from within our organisation. Over a ten-month journey, our firestarters strengthen their management and leadership skills through training, projects, and mentorship.

By investing in our people today, we build a strong and sustainable leadership pipeline for tomorrow.



HUMAN FIRST, TECH ENABLED

We believe technology should empower people, not replace them. By investing in data, AI, and digital tools, we enable our consultants to work faster, smarter, and more effectively. Combining human expertise with technology allows us to deliver better matches and create real value for both customers and candidates.





INDUSTRY RECOGNITION

In 2025, several House of HR companies were recognised by leading industry bodies for their excellence. CTRL-F was named Recruitment Agency of the Year, Agium was ranked among the Best Workplaces in the Netherlands, Logi-technic was awarded Project Sourcing Agency of the Year in Belgium, and ITDS Poland received both the Forbes Diamonds Award and Great Place to Work® certification. These recognitions are only part of the many we received this year, and we are proud of them all.

Our business at a glance

WHO WE ARE

Ten PowerHouses and over fifty Boutiques form a decentralised collective, driven by an entrepreneurial spirit and a shared passion for people. The House of HR platform unites them, driving value creation.

760
Offices across Europe

73,706
People at work/month (average headcount)

5,245
Happy Rebels (No. of FTE* per Dec 2025)

17,477
Clients served per month (average)

* Full Time Equivalent

WHAT MAKES US DIFFERENT

UNIVERSAL APPEAL

House of HR has established itself as a leading European HR service provider with a strong international presence. We serve a diverse client base across Belgium, the Netherlands, France, Germany, and other European countries.

SUCCESSFUL MODEL

Our success is driven by local decision-making and a strong entrepreneurial culture. Through a combination of organic growth in specialised markets and strategic M&A, House of HR continues to expand and strengthen its service offering.

STRONG TRACK RECORD

We're proud of our track record in both organic growth and M&A. Year after year, we keep outperforming the market, and have accomplished 40+ acquisitions since 2012.

SIGNIFICANT OPPORTUNITY

An ageing population, skills gaps, and AI are reshaping the labour market, creating significant opportunities for our industry. House of HR found the perfect model to answer to this labour scarcity.

HOW WE WORK

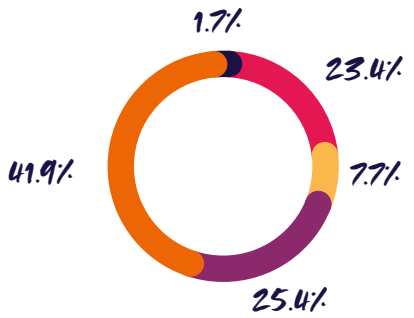
Our culture and values underpin everything we do.

Everything we do is shaped by our culture and values. Every choice we make, every new idea, and every endeavour reflect the Happy Rebel spirit that defines us.

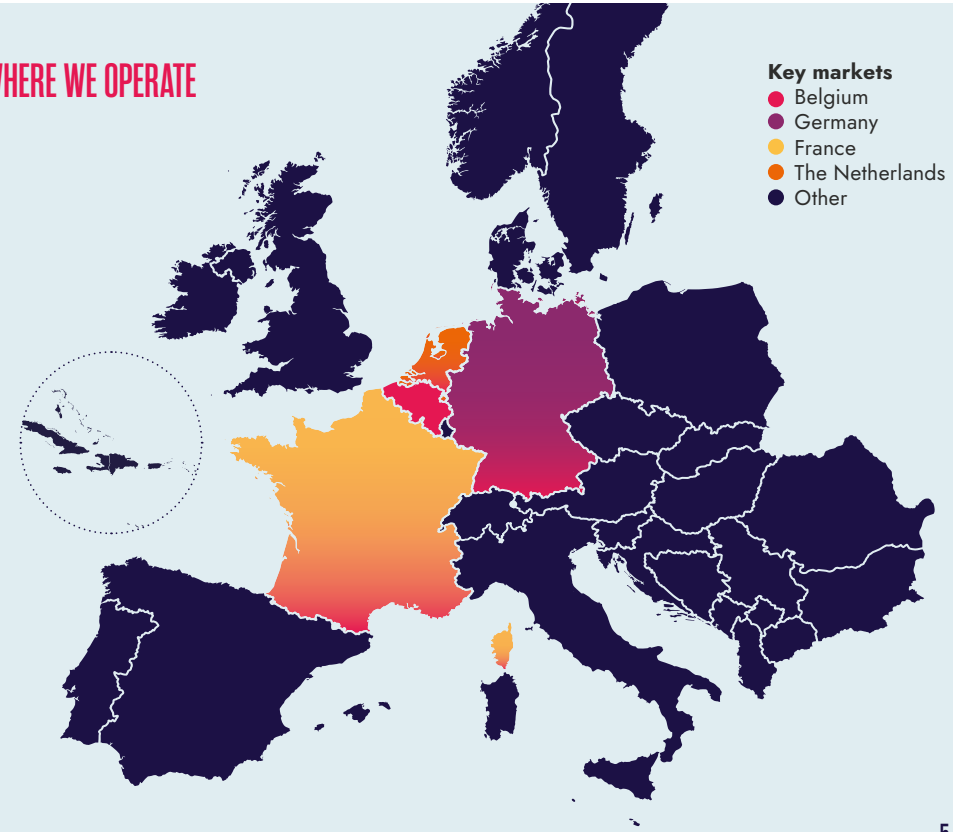
A HAPPY REBEL IS

- CREATIVELY COLLABORATIVE
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- COURAGEOUSLY AMBITIOUS

Sales breakdown by country (%)



WHERE WE OPERATE



OUR SEGMENTS *AND BRANDS*

Net Fee Income breakdown by focus area (%)



We operate across two segments

Engineering & Consulting

Specialized Talent Solutions

We work across four focus areas

ENGINEERING & IT

Within the dynamic field of Engineering & IT, our PowerHouses and Boutiques provide a wide range of profiles — from civil, commercial, and industrial engineers to IT experts and skilled technicians. Our offerings include secondment, consulting, outsourcing, statement of work, and freelance services. We support clients across various industries, including construction, pharma, life sciences, industry, petrochemistry, energy, and more.

CONSULTING & BUSINESS SERVICES

Our companies specialise in providing consultants with diverse backgrounds, including finance, legal, IT, and psychology, as well as professionals holding Bachelor's and Master's degrees. Our offerings include consulting, secondment, outsourcing, statement of work, freelance, and interim management services. We support a wide range of clients, including financial institutions, pension funds, insurance companies, legal firms, and public authorities.

SPECIALIZED TALENT SOLUTIONS

We concentrate on SMEs or full service delivery models to larger companies, with a focus on construction and technics, retail and hospitality and production and logistics. Our achievement include expert international recruitment.

An offering towards blue and white collar profiles of temporary, flexi, freelance, and even student positions, in addition to temp-to-perm roles.

HEALTHCARE

We cater to the whole spectrum of healthcare industries: hospitals, retirement homes, children´s daycare, care institutions, mental healthcare facilities on the one hand. We also focus on education and social institutions.

Our diverse offerings encompass a very broad range of profiles, going from a care position up to a highly skilles and specialised roles, inclusing nurses, doctors, teachers and psychologist.

With 50+ PowerHouses & Boutiques

HOUSE OF ABY
- Abylsen
- ABMI
- Belgatech
- Lahocy
- Greenworking
- Mykelson
- Pharmacos
- Pi
- TEC

HOUSE OF TIMEPARTNER
- Aero High Professional

HOUSE OF CONTINU
- Solyne

HOUSE OF SOLCOM
- ibb

HOUSE OF COHEDRON
- Argonaut
- Digitallstars
- Future Communication
- Galan Groep
- Human Capital Group
- Vanberkel Professionals
- Verder
- Wyzer

HOUSE OF REDMORE
- Agium
- ITDS
- Profource
- Talent&Pro
- Triple A – Risk Finance
- Vialegis

HOUSE OF COVEBO
- Covebo Uitzendgroep
- Effect
- EuroJob
- FID
- FYGI
- Logi-technic
- Maatt
- PRAN
- Verder in Techniek
- VNOM
- Wolfram Chain

HOUSE OF ACCENT
- Accent
- CTRL-F
- JobRoad
- NOWJOBS
- Sixie
- Talent Lab

HOUSE OF TIMEPARTNER
- Plusswerk
- TIMEPARTNER

HOUSE OF HEALTHCARE
- avanti
- DOCSTR
- pluss

HOUSE OF TMI

Contributing to revenue sales* of

€787.2m

€505.3m

€1,908.8m

€303.5m

Contribution to Net Fee Income*

€230.9m

€160.0m

€451.8m

Sales and NFI from digital businesses are reported under STS

€73.2m

Our digital solutions that add value to the House of HR platform.

1.DIGITAL BUSINESS

NOWJOBS & StaffMe (BE, NL, FR):

A fully integrated mobile app with 100% digital service, allowing students and flex workers to register and apply for jobs posted by customers with short-term needs, with a focus on hospitality and retail.

ClickCare (BE):

A fully digital care platform connecting healthcare organizations with freelance qualified care professionals, supporting efficient planning while safeguarding quality and continuity of care.

FYGI (NL):

A Dutch digital platform that connects independent recruiters and their networks with companies seeking recruitment support. It also provides support to the freelancers within its network.

* All numbers are pro forma management adjusted

2.DIGITAL SUPPORT TOOLS

SQUARE APP:

The Square app is a white-label mobile application by and for the PowerHouses of House of HR. It streamlines work processes and enhances communication with scheduling, time tracking, document management, messaging, and housing info for international workers. Used at Covebo, Accent, House of Heathcare and TMI.

bookU (BE):

The pocket-sized workforce management tool in Belgium offers an all-in-one solution with a wide range of features for SMEs and large companies. From scheduling and payroll administration to contact management and reporting, bookU manages all HR and administrative tasks from a convenient mobile-first app.

Prodigy:

House of HR's next-generation ATS/CRM ecosystem, built on AI, automation, data, and omnichannel engagement. It standardizes recruitment while maintaining flexibility and supports scalable innovation.

Ensuring value in the years AHEAD

House of HR is committed to driving growth and innovation through three key value initiatives. These initiatives serve as powerful engines propelling our progress in the years ahead. We remain human first, tech enabled and selectively advancing on M&A to support our long-term strategy. Together, these initiatives play a crucial role in shaping our future success and enhancing the value we deliver to our stakeholders.

1

Human first: Driving growth through specialized, contract-agnostic and solution-centric talent delivery

OUR STRATEGIC PRIORITIES

- Deepening our focus on specialized and scarce profiles in niche and growing end-markets.
- Leveraging our contract-agnostic proposition while further expanding solution-based delivery models (Statement of Work and Total Talent Management at customers).
- Accelerating re- and upskilling initiatives to strengthen long-term talent availability.
- Bringing international recruitment to full potential

PROGRESS IN 2025

- Confirmed our contract-agnostic positioning by successfully navigating the Dutch freelance transition alongside our customers, with Logi-technic's award further underscoring the strength of our diversified delivery model.
- Strengthened our role as a Statement of Work partner, delivering tangible results in 2025 at Cohedron, Redmore, and ABY Engineering.
- Scaled international recruitment at TMI and TIMEPARTNER by leveraging Covebo and Accent expertise to reach critical mass.
- Took first concrete steps in developing nearshoring capabilities at Redmore.
- Further strengthened our specialization strategy, including the launch of Talent&Pro's Mastership proposition, enhancing resilience in an AI-driven market.
- Reinforced our ideal customer framework, ensuring strong candidate conditions and high-quality matching.
- Continued building solutions for larger clients, including total talent management and workforce planning capabilities.

2

Tech enabled: Accelerating growth through digital efficiency & value proposition

OUR STRATEGIC PRIORITIES

- Enabling higher care ratios through AI and technology implementations while expanding digital-as-a-service offerings and accelerating speed of delivery.
- Strengthening and sustaining our hunter-led sales culture through digital enablement, with a focus on pricing discipline supported by dashboarding, AI-driven performance insights, predictive analytics and live KPI monitoring
- Through learning & development of our talent pool and special offerings, bringing our AI capabilities to customers

PROGRESS IN 2025

- Launched Care2Plan, an advanced planning platform at TMI, to support faster care delivery, improve operational efficiency, and ensure service quality.
- Advanced Prodigy (our proprietary ATS/CRM Operating System) at TIMEPARTNER and Covebo, leveraging proprietary and AI-enabled tools to drive efficiency and improve matching quality.
- Rolled out AI-driven candidate solutions, including Axelle at Accent (with TIMEPARTNER to follow) and Julie.AI at NOWJOBS, enhancing both candidate and customer experience.
- Introduced Botanica, a self-service multi-agent AI workspace across 15 boutiques and powerhouses, and deployed Langfuse to 23 entities, enabling local teams to manage prompts and co-own the AI application lifecycle.
- Started implementing a Next Gen Pricing Advisor at Accent and TIMEPARTNER, supporting pricing discipline and data-driven decision-making.
- Further embedded data-driven steering across the organization, building on newly implemented data warehouses (Anaplan/Fluence) and enhanced reporting and dashboarding capabilities.

3

M&A: driving sustainabile M&A

OUR STRATEGIC PRIORITIES

- Reinforcing positions in priority verticals.
- Penetrating new attractive verticals
- Entering new geographies.

PROGRESS IN 2025

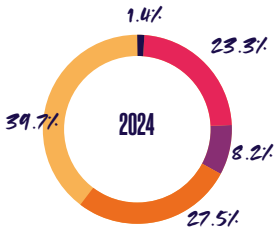
- Closed the Pro Industry transaction and invested in fostering the company's growth and culture within the House of HR ecosystem, exploring the further expansion in Belgium.
- Continued scouting the market for niche opportunities to help organic growth in defence, aeropace, lifesciences, energy, ...

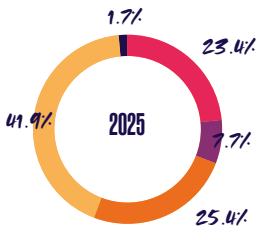
OUR *KPIs*

House of HR delivers a diversified set of specialised profiles with high scarcity. The portfolio is anchored on structurally growing and highly profitable segments in our focus geographies. We keep our focus on accelerating in high-skill segments, to unlock superior growth and profitability.

Key financial measures

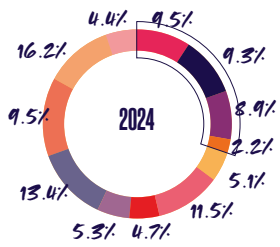
Sales per geography (%)

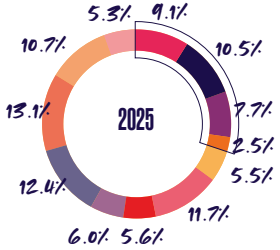




Key
- Belgium
- France
- Germany
- The Netherlands
- Other

Sales per sector (%)





Key
- Health Care
- Consumer Staples
- Public Administration
- Utilities & Energy
- IT & Communication Services
- Consumer Discretionary (incl. Automobiles)
- Financials
- Transportation
- Construction, engineering & Real estate
- Commercial & Professional Services
- Industrials
- Materials

2024 – 30% of revenue from clearly defined defensive/resilient end markets

2025 – 30% of revenue from clearly defined defensive/resilient end markets

Sales

€3,505m



- Organic growth of the 2023 perimeter
- Organic growth of the 2024-2025 perimeter

Freelance gross sales

18,8%



EBITDA per segment (%)

Specialized Talent Solutions

49%



Engineering & Consulting

51%



NOWJOBS sales

€142m



Key financial measures presented in the chapter "Our KPIs" are management adjusted not pro forma. These are based on the IFRS consolidated financial statements, normalised for any extra-ordinary, one-off, non-recurring gain, less expense or change to the extent this does not recur on a regular basis except as explicitly mentioned otherwise.

Key strategic measures

No. of clients

Clients served per month (average)



Gross sales per contract type

Temp



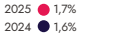
Secondment



Freelance



Other



CIS score[1]

4.25/5

ISO 27001 CERTIFICATE

House of HR is ISO certified for outstanding information security.

N° of deployments of Prodigy[2]

6 / 10

PowerHouses in 2025

1 This measures the extent to which a system complies with the security recommendations of the CIS benchmarks. More info on https://www.cisecurity.org/cisbenchmarks

2 Our next-generation ATS/CRM ecosystem, built on AI, automation, data, and omnichannel engagement.

ESG *HIGHLIGHTS*

Our ESG highlights demonstrate our dedication to sustainability, with a commitment on climate change mitigation, social responsibility and strong governance, driving long-term value for all of our stakeholders.

A stable team of

10 ESG rebels

Workforce gender diversity

Male	39.4%
Female	60.6%

Management gender diversity

Male	48.2%
Female	51.8%

21 rebels took part in the Firestarter Management Training Program.





Carbon footprint reduction (all scopes):

-30%

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

29
Average hours of training per Happy Rebel

155,761
Total amount of training hours

-20%
reduction in scope 1 & 2

-37%
reduction in scope 3



+33
Employee Net Promoter Score (eNPS)

1,656
Number of new Happy Rebels

We support

United Nations Global Compact



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