

ESG CHARTER

HOUSE OF HR

OUR VISION

As a people business, we recognise that we do not operate in a vacuum. We have an impact on our stakeholders, and on our environment. We recognise that we are also impacted by our ecosystem. We know that our company's sustainable and profitable growth depends on the economic, environmental and social sustainability of the communities in which we live and work.

Our stakeholders, our communities and our planet are facing worldwide challenges, global warming and economic inequalities among others. We are wholeheartedly committed to having a positive sustainable impact on the world by staying true to our dream of changing working lives, connecting and unleashing all talent to win in a world of change.

As global challenges need to be addressed through global coordination, we act for and in accordance with international ambitions. Indeed, we place ourselves as contributors to the United Nations Sustainable Development Goals and do business in accordance with the Ten principles of the United Nations' Global Compact. We are also engaged in limiting global warming to 1.5°c compared to pre-industrial temperatures, a global goal set by the 2015 Paris Agreement, as shown by our Science Based Target initiative (SBTi) commitment. As a responsible European company, we are proactively anticipating sustainable regulations in the European Union and are aligning our ESG strategy and reporting with the principles of the Corporate Sustainability Reporting Directive (CSRD).

At House of HR, our **vision** is to be Europe's most exciting talent PowerHouse, connecting people to possibilities and shaping the world of tomorrow.

Our ambition is to become a world-leading talent collective that exemplifies the future of work, where clients, communities and businesses thrive in a world of continuous change and disruption, with one common objective: **to change lives**.

Our **mission** is to build a home for trailblazers obsessed with discovering human potential. These trailblazers are our community of Happy Rebels[1], people at work, candidates, clients and future entrepreneurial partners who courageously find paths for others to follow. It is of the utmost importance to us to create a truly positive impact for these stakeholders.

As a collective driven by an entrepreneurial spirit, we are proud of our decentralized and action-driven approach. Our sustainability initiatives and decisions are close to our day-to-day activities, and tailored to each geography, sector and stakeholders' expectations and ambitions.

House of HR is committed to developing and improving its **ESG strategy** as a way forward, now and in the future. This entails looking into the purpose of the approach, developing policies, setting goals and targets, allocating resources and responsibilities and working out specific actions on a continuous basis, as described in this policy.

1 Happy Rebels are the internal employees of House of HR, including all PowerHouses and Boutiques.

ESG GOVERNANCE

Our Group strategy & governance

House of HR Group sets out the strategy in the field of ESG. Our ESG strategy defines our most material topics, bold commitments and precise targets for a more sustainable future. Each commitment is supported by clear KPIs to track performance and progress across the Group, PowerHouses, and Boutiques. These results are reviewed quarterly in our ESG dashboard, with key initiatives and next steps captured in the ESG roadmap.

Our **ESG committee** plays a vital role in driving this ambition forward. It supports the Board in fulfilling its responsibilities regarding ESG matters, including, but not limited to, mitigating risks, realising opportunities, decreasing the negative impact of the company, and increasing its positive impact on ESG matters. The committee defines the group-wide ESG strategy and regularly reviews progress through the ESG dashboard and ESG roadmap. With these reviews, the ESG committee also ensures that local strategies and policies are aligned with the Group. While the strategy is reviewed annually, performance and actions are monitored on a quarterly basis to maintain momentum and accountability.

Among the members of the ESG committee, the Group Chief Risk & Sustainability Officer leads the ESG efforts at Group level, ensuring consistent execution and impact.

Sustainability is also a cornerstone of our risk management. Integrated into our **Governance and Enterprise Risk Management Program**, sustainable risk management helps us anticipate and respond to emerging risks. Many risks identified in our annual risk assessments can be mitigated through our ESG initiatives, showing how sustainability management contributes to our Group's resilience.

We also firmly believe that sustainability performance contributes to economic performance, and our ESG strategy is an integral part of our **Group Strategic Framework**. As such, the results of our ESG strategy are new ways for our Group to protect against emerging challenges and explore new methods of capitalising on opportunities that **create sustainable value and drive performance.**

Our decentralized approach

To truly embed ESG in everything we do, we've built a strong governance structure with clear responsibilities and ambitious goals. Our decentralized model empowers PowerHouses and Boutiques to shape and implement ESG strategies tailored to their unique contexts and stakeholder expectations.

Local ownership is key. PowerHouses and Boutiques bring the Group's ESG commitments to life by developing their own ESG strategies, policies, and initiatives. Best practices are shared so that PowerHouses can draw inspiration and learnings from one another. We believe in the power of both local and Group-wide initiatives. Local projects address specific needs and opportunities, while Group-led programmes create cohesion and scale. Together, they form an ESG programme that's greater than the sum of its parts.

To coordinate the Group and local efforts, **ESG Rebels** are appointed by PowerHouse CEOs. Trained in ESG and our governance framework, they facilitate the design of PowerHouse policies, support local projects, share best practices, track progress, and feed insights back to the Group. Their collaboration ensures our ESG strategy stays relevant, dynamic, and connected to daily business.

The active engagement of our Happy Rebels is what makes this system thrive. Their energy, ideas, and belief in our ESG mission drive progress from within—and inspire the change we want to see across House of HR.



Our accountability

We place a high value on transparency towards all our stakeholders and aim to act as a leading role model in our sector. Open and clear communication about our ESG strategy, our efforts and our results is extremely important, as well as raising awareness and engagement among our internal and external stakeholders. House of HR is therefore committed to informing its stakeholders through an **annual public report** on its ESG performance and progress regarding its ESG strategy.

We believe that our efforts and commitments need to be supported by globally consistent and comparable reporting, to enhance awareness, decision-making, trust and accountability. That is why we set up and continuously improve our reporting framework, which integrates evolving regulations at local, national and international level, and best practices from our market. In addition, our selection of carefully chosen KPIs enables the company and the ESG committee to follow up on the implementatio of the ESG strategy throughout the Group.

As a proud signatory of the Science-Based Target initiative (SBTi), we are reporting annually our Greenhouse gas (GHG) emissions in line with the GHG Protocol methodology. We are also communicating annually on our progress against our GHG emissions reduction target, validated by the SBTi in 2025.

As a company committed to respecting the UN Global Compact, we will also report annually through a Communication on Progress, to show our commitment to the Ten Principles.

We will also report publicly and/or to relevant parties on any other reporting requirements that may befall on us as part of our memberships or commitments to other national or international initiatives.



ESG STRATEGY

OUR ESG STRATEGY

Introduction

Our ESG strategy drives our ESG efforts and entails three pillars, all contributing to our aim to change lives:

WE CHANGE LIVES

We empower our people

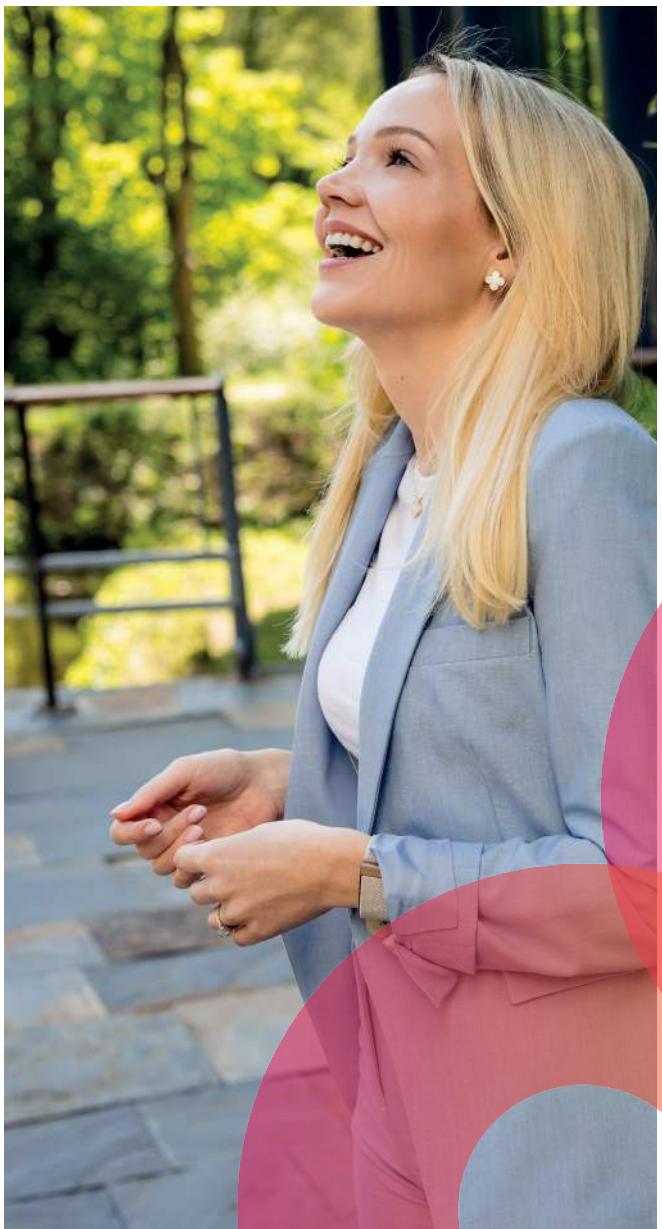
We care for our environment

We rely on strong foundations

Each pillar of our strategy is based on material topics for our company. These **material topics** are seen as critical to House of HR as a company and to our stakeholders. They were defined during an extensive process, through which we surveyed our key stakeholders: investors, clients, Happy Rebels, People at work, suppliers, management teams, peers, local communities.

By using a **double materiality methodology**, we acknowledge that the impact of these material topics can arise from different angles. As a company, we can, on the one hand, cause or contribute to the impact, and, on the other hand, the material topic can impact or affect our business and day-to-day activities.

For each material topic, we defined commitments at Group-level to reflect our ambition and steer our actions, together with KPIs to monitor our efforts across PowerHouses and Boutiques. For each KPI, we set ourselves targets, that are reviewed annually by the ESG committee.



We empower our people

House of HR is a "people business". Our people, the Happy Rebels, people at work and candidates, have the biggest impact on our success. As such, when Happy rebels and People at work are thriving, House of HR is thriving. By working for House of HR and for our clients, Happy Rebels and People at Work have the power to change their life, and those of the people around them.

We consider that **engagement & empowerment of our Happy Rebels** is a key sustainability topic. This relates to the capacity of Happy Rebels to perform their work to their best, and to grow and realize their full potential at work. We encourage personal growth and entrepreneurship, innovation, accountability, and business performance, creating value for all stakeholders with current and future talent. It also encompasses our ability to attract, hire, grow and retain the right people in the right jobs, and to create a strong and lasting sense of belonging. Once a Rebel, always a Rebel!

We are thus committed to **attracting the Rebels of tomorrow**, with the ambition to have 80% of internal employees that stay during the full year[2] by 2027. We also committed to **fueling the fire within our Rebels**, with a target to reach an Employee Net Promoter Score (eNPS) of 50 by 2026. By understanding and acting on feedback gained in the eNPS, we are helping our PowerHouses to enhance their workplace culture, retain top talent, and improve overall organizational performance. Finally, we are committed to **building a lifelong community of Rebels**, fostering lasting connections beyond employment, with no quantitative target defined at this stage. With our actions on this topic, which include for instance employee wellbeing & vitality initiatives, we are contributing to the subgoal 3.8 of the UN Sustainable Development Goal (SDG) "3. Good Health and Well-being".

We recognize that **mental and physical health** are essential to sustainable performance and individual fulfilment at work. Providing a safe, healthy and respectful working culture and environment is our responsibility. By embedding health and safety into our practices and leadership, we enable our Happy Rebels to feel supported in their daily work and thrive over time. We are passionately committed to **caring for the health & safety of Happy Rebels** and are aiming to decrease the three sickness rates that we monitor yearly (short-term, long-term, very long-term). Improved awareness and sharing of good practice among our PowerHouses help to set out our safety culture across the organization and assist employees to understand their role in ensuring local compliance. All PowerHouses implement their Health & Safety policy and programs, under the Group umbrella principles. We also commit to fostering **workplaces that are violence-free** for all Rebels. Speaking up and taking action are key factors in creating a safe environment for all people at work. At HoHR, all breaches, questions, concerns, and doubts can be raised via multiple channels.

SPOT is our confidential platform for people across our PowerHouses to raise issues or concerns in an accessible and anonymous way. We set as a target to close within the defined timeframe all SPOT[3] alerts related to harassment and violence. We contribute through these commitments to the UN SDG 3.8, relating to "3. Good Health and Well-being".

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2 Share of internal employees present on 1 January that are still employed on 31 December

3 SPOT is the whistleblowing system in place at House of HR, accessible to internal and external stakeholders. You can learn more in our Whistleblowing policy.

We believe that **training and skills development** are essential to empower our people and support long-term employability in a changing world of work, while enabling us to consistently deliver high-quality services to our clients. By investing in continuous learning, we enable our Happy Rebels to achieve their full potential and apply their expertise to create value for clients and candidates. We foster a learning culture that supports personal development, knowledge sharing and professional excellence across our organization. Through this priority, we drive sustainable success for our organization while empowering individual career journeys.
We are thus committed to **developing skills and talents of our people**, with a target that 200%[4] of internal employees are trained by 2026. We bring our know-how and resources to support people in achieving their full potential and to ensure the future of work is accessible to all, through training, education, up-skilling and re-skilling, work-based learning, performance reviews, leadership programs, apprenticeships and so on. Our decentralised model means our PowerHouses are responsible for development initiatives, to drive skill development, increased productivity and adaptation to technological changes. In this way, we hope to enhance employee satisfaction, improve performance, and ensure compliance with regulations and standards. Our actions contribute to the UN SDG 4.4, relating to "4. Quality education".

We appreciate that **diversity, equity and inclusion** are important not only from an ethical or moral perspective. Diverse and equal teams lead to creativity, innovation, better knowledge and smarter decisions. By valuing different perspectives and experiences, we empower our people to collaborate creatively and perform at their best. This inclusive approach strengthens our ability to deliver clever solutions to clients while fostering a sense of fairness and growth for our employees.

We commit to **ensure all people feel valued and inspired to achieve their full potential**, at all levels of the company. We set as a target to reach a Gender Management Diversity Ratio[5] of 80% by 2027. Through our policies, we pledge to ensure fairness, equity and diversity in attracting, hiring, compensating, motivating and promoting our employees and talents. Our DEI policy sets out our structures, responsibilities, and processes to guarantee a diverse and open workplace, free from any form of discrimination[6]. We develop programs to promote equal opportunities and equal pay, as well as an inclusive culture of belonging and purpose, where all feel at home. Our efforts are aligned with the UN SDG 5.1 and 10.2, relating to "**5. Gender equality**" and "**10. Reduced inequalities**" respectively.

4 Meaning that each employee gets at least 2 trainings

5 This ratio compares the management gender diversity (i.e. share of women in management) to gender diversity in employees (i.e. share women in employees).

6 Meaning that everyone in the workplace is included, irrespective of race, skin colour, nationality, ethnic origin, disability, philosophical or religious beliefs, sexual orientation, age, civil status, political beliefs, trade union affiliation, state of health, physical or genetic characteristics, social background or household composition.

We care for our environment

Our company and our employees live and operate in our common environment. To ensure a sustained activity and value creation for our stakeholders, we thus care for the environment and aim to decrease our impact on the nature and global ecosystems. While our business model is not asset-intensive, we see it at one of our responsibilities to reduce our environmental footprint to a minimum and to minimize our effect on climate change.

We take **climate change** seriously and acknowledge our responsibility to act. By **setting ambitious, science-based targets**, we commit to tangible progress toward a low-carbon future by reducing our carbon footprint across all areas of our operations. In doing so, we create lasting value for our business, our stakeholders, and the planet. Our targets are validated by the Science-Based Target initiative: a -50.4% reduction of Scope 1 & 2 GHG emissions against the baseline by 2032 (absolute) and a -58.2% reduction of Scope 3 GHG emissions against the baseline by 2032 (intensity per M€ added value). We measure annually our Greenhouse gas emissions and have defined a 10-year decarbonization action plan. Our carbon footprint reduction plan accommodates organic growth and includes emissions reduction strategies, consolidated for the Group and our PowerHouses. Our action plan includes actions like switching to renewable energy, building an eco-friendly fleet, engaging with key suppliers, and improving waste management in our sites. It will evolve as we continue to investigate which additional actions can be taken. Our engagement testifies our participation to the UN SDG 13.2, relating to "13. Climate action".

We rely on strong foundations

As a company, we are successful because we rely on a strong governance and systems, internally and in our relations with our investors, clients, suppliers and local communities. By upholding the highest ethical business standards and safeguarding human rights, we participate to promoting responsible business in the countries where we operate. We aim to drive operational efficiency, creating new solutions for our candidates and delivering an outstanding customer experience by embracing technology and innovation. By opening doors to the labour market, we are ensuring more people can participate in and benefit from a prospering society, while bringing value to our clients.

We view **ethical business conduct** as more than a legal requirement: it is a core social responsibility. Upholding integrity in all our actions builds trust with our employees, clients, and partners. By fostering a culture of transparency and accountability, we ensure that our decisions reflect our values. In this way, we contribute to a fair, responsible, and sustainable business environment for all our stakeholders. We thus formally commit to **preventing unethical behaviour**. Over the past years, we have formalized key policies and established frameworks to ensure we have the right processes in place and accountability to deliver progress, including engaging with suppliers on their sustainability practices, and linking executive remuneration to clear ESG-related targets To testify the robustness our policies, our transparency and of our performance towards our stakeholders, we set ourselves a target to have a 100% of sales covered by a Silver & above EcoVadis medal by 2026.



We recognize **digital innovation, security & privacy** as critical sustainability priorities. By embracing technology responsibly, we aim to drive operational efficiency and deliver outstanding experiences. We also focus on creating innovative solutions using digital technologies that meet the evolving needs of our clients. With an immense amount of data on clients, candidates and the Happy Rebels and people at work processed daily, we understand the importance of privacy and of securing our data. We thus keep cybersecurity at heart, to maintain trust by safeguarding data across our organization and our services.

We are committed to **integrating AI into our operations in a secure and ethical manner**. To support this, we aim for all employees to be trained on AI by 2026, to empower Rebels to use AI in their daily functions, while respecting our AI ethics framework. We embrace the digital transformation by developing technology-driven HR solutions and integrating efficiency-improving tools into our everyday activities. At the same time, we prioritize the **protection of data and respect privacy** in every process. Our ambition is to maintain a flawless record, with zero data breaches leading to investigations by public authorities each year. Our comprehensive IT program allows among other things to identify and address data security risks, roll-out policies and best practices, and monitor eventual data breaches. We thus contribute to the UN SDG 8.2, relating to "8. Decent work and economic growth".

We believe that **supporting our communities** and fostering strong relationships drives lasting value for our business and stakeholders. As a company dedicated to connecting workers with clients, we recognize that thriving communities create a stronger talent pool and more vibrant local economies. By investing in initiatives that enhance skills, employment opportunities, and social well-being, we help both individuals and businesses succeed.

We are committed to **opening doors to the labour market** and promoting access to work and inclusion for all. We continuously strive to create opportunities and remove barriers for individuals seeking meaningful employment, through our active participation to industry and national associations and our development of inclusion programs, training initiatives and awareness-raising campaigns. Through Jobroad, a non-profit organization dedicated to integrating or reintegrating vulnerable individuals into the labor market, we bridge the gap between untapped talent and employers, and tackle both the acute labor shortage and social exclusion. Our target is to increase each year the number of persons who were integrated to the labor market thanks to Jobroad. We contribute with this commitment to the UN SDG 4.4 and 10.2, relating to "4. Quality education" and "10. Reduced inequalities" respectively.

APPENDIX

ESG Strategy Summary tables

Table 1: ESG Strategy overview

Pillar	What is material for us	What we commit to
We empower our people	Happy Rebels engagement & empowerment	Attracting the Rebels of tomorrow
		Fueling the Rebel fire
		Building a lifelong Rebel community
	Mental & Physical health in the workplace	Caring for the health & safety of Rebels
		Fostering a violence-free workplace for all
	Training & skills development	Developing skills and talents of our people
	Diversity, Equity & Inclusion	Ensuring all people feel valued and inspired to achieve their full potential
We care for our environment	Carbon footprint reduction	Setting SBTi targets demonstrating ambitious climate actions
We rely on strong foundations	Business ethics	Preventing unethical behavior
	Digital innovation, security & privacy	Integrating AI ethically and securely in our operations
		Respecting data privacy for our stakeholders
	Contribution to communities	Opening doors to the labor market

Table 2: ESG Targets overview

Topic	Commitment	Targets
Happy Rebels engagement & empowerment	Attracting the Rebels of tomorrow	Retention rate of 80% by 2027
	Fueling the Rebel fire	Employee Net Promoter Score of 50 by 2026
	Building a lifelong Rebel community	No target defined
Mental & Physical health in the workplace	Caring for the health & safety of Rebels	Yearly decrease of short-, medium- and long-term sickness rates
	Fostering a violence-free workplace for all	100% of related SPOT alerts closed within the defined timeframe
Training & skills development	Developing skills and talents of our people	200% of internal employees trained by 2026
Diversity, Equity & Inclusion	Ensuring all people feel valued and inspired to achieve their full potential	Gender Management Diversity Ratio of 80% by 2027
Carbon footprint reduction	Setting SBTi targets demonstrating ambitious climate actions	- 50.4% Scope 1 & 2 GHG emissions reduction against the baseline by 2032 (absolute) - 58.2% Scope 3 GHG emissions reduction against the baseline by 2032 (intensity per M€ added value)
Business ethics	Preventing unethical behavior	100% of sales covered by Silver & above EcoVadis medal by 2026
Digital innovation, security & privacy	Integrating AI ethically and securely in our operations	100% of internal employees trained on AI by 2026
	Respecting data privacy for our stakeholders	0 data breach that leads to investigations from public authorities each year
Contribution to communities	Opening doors to the labor market	Yearly increase in # of people (re)integrated to the labor market through JobRoad

UN Sustainable Development Goals (SDG's)

As part of our commitment to sustainability, we align our operations with the UN Sustainable Development Goals (SDG) Index, ensuring that our business practices contribute meaningfully to global progress. By integrating SDG principles into our strategy, we continue to drive innovation, enhance community engagement, and strengthen our environmental stewardship. Our ongoing efforts reflect our dedication to sustainable growth, reinforcing our role in building a more resilient and inclusive future.



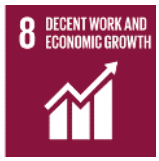
3.8. Achieve universal health coverage, including financial riskprotection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all



4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



5.1. End all forms of discrimination against all women and girls everywhere



8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors



10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status



13.2. Integrate climate change measures into national policies, strategies and planning

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