WE CHANGE LIVES

ESG CHARTER

HOUSE OF HR

ESG AT THE HEART OF WHAT WE DO

WE CHANGE LIVES

OUR COMMITMENT

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.
House of HR has ambitious plans for the future. Growth and long-term value are the main drivers. Realising this growth in a sustainable and responsible manner is an absolute precondition.

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 values underpin everything we do and inspire us every day to do everything we can to live up to our purpose and achieve our vision with one common objective: **to change lives**.

Our **mission** states that we want to build a home for trailblazers obsessed with discovering human potential – trailblazers being our community of Happy Rebels , 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.

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.

In House of HR's Code of Conduct, these corporate values and principles are outlined in relation to our professional and personal behaviour. All House of HR representatives, our Happy Rebels, people at work and candidates, strongly believe that our business has a responsibility to be a positive contributor to societal change.

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.
That is why we put sustainability at the heart of our organisation and embed it in both our business and our day-to-day activities.

House of HR is a people business. Creating and retaining a sustainable workforce and client base are the foundations of the company's success. Good and talented employees, consultants, people at work and candidates must be supported and enabled to grow and develop to achieve high performance. Good relationships with the workforce and clients are therefore essential. They need to be heard, and their opinions need to be taken into account.

We recognise that we do not operate in a vacuum. We are committed to creating a positive impact on our stakeholders and the communities in which we live and work.

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.

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

ESG GOVERNANCE

To fully embed ESG in our organisation, a governance structure has been put in place. Strong governance structures and clear lines of accountability enable us to deliver on our ambition and commitments.

ESG committee

The ESG committee will assist the Board of House of HR in fulfilling its responsibilities with regard to ESG matters, including, but not limited to, environmental, health and safety, corporate social responsibility, sustainability, philanthropy, corporate governance, reputation, diversity, equity and inclusion, community issues and other public policy matters relevant to the company (collectively referred to as "ESG matters").

The ESG committee will assist Group PowerHouses and the Board of the company by setting the general strategy, priorities and objectives relating to ESG matters and developing, implementing and monitoring initiatives and policies based on that strategy. The role of the ESG committee and its responsibilities are stated in a formalised ESG committee charter.

ESG rebels

We firmly believe that the success and effectiveness of our sustainability strategy and its implementation is, among other things, down to the support and belief of all Happy Rebels in our strategy. The involvement of the Happy Rebels will be essential in order to empower ESG initiatives and activities from within the PowerHouses and Boutiques.

To formalise a structured process for regularly engaging and consulting with the Happy Rebels, a group of engaged and motivated employees was appointed by the CEOs of the PowerHouses. This group of ESG rebels will meet several times a year to exchange best practices and provide new ideas to the ESG committee in order to further improve our ESG programme throughout the Group.

The ESG rebels will mainly focus on being ESG spokespeople within each PowerHouse.
In their role, they will facilitate and support the implementation of the strategy and initiatives, follow up on budget and timing, and participate in dedicated ESG meetings and workshops.

PowerHouses and Boutiques

Our decentralised structure allows for a thorough tailor-made approach, based on the needs of the PowerHouses and Boutiques and on the expectations of stakeholders regarding ESG matters.

House of HR sets out the strategic framework in the field of ESG. It is up to the PowerHouses and Boutiques to further refine the strategy and integrate the framework into their business and day-to-day activities.

The coherence of local strategies and policies with House of HR's strategic framework will be monitored by the ESG committee.

Risk management

We manage risks rigorously to help us achieve our strategy. At House of HR, we aim to align sustainability with risk management within the boundaries of our enterprise-wide risk management programme. The majority of the risks identified in our yearly risk assessment can be mitigated by the execution of our ESG strategy. We strongly believe that initiatives and actions related to ESG will make a positive contribution to the management of our business risks.

The result will be 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.

ESG STRATEGY

WE CHANGE LIVES

WHAT WE DO

Pillars of our ESG strategy

Our ESG strategy sits alongside our business strategy and entails three pillars: environment, social and governance. Far from being an add-on, it is core to our ambitions, operations and success.

Within each pillar of our sustainability strategy, material topics have been selected.
These material topics are seen as critical to House of HR as a company and to our stakeholders.

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.

Environment

We will take responsibility for contributing to the efficient use of natural resources. We will contribute by creating awareness among our stakeholders, but also by embedding sustainable consumption principles in our day-to-day activities. We will keep on working to reduce our carbon footprint and energy use.

Environmental stewardship – As a continuously growing company, House of HR sees it as one of its responsibilities to reduce its ecological footprint. This material topic relates to the responsible use and protection of the natural environment through conservation and sustainable practices (eco-friendly fleet, sustainable sourcing, waste management, circularity and water management).

Social

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

Client relationship and satisfaction – As an HR service provider, client and candidate relationships are essential to House of HR. This material topic relates to House of HR's efforts to maintain relationships with clients and candidates, understand their needs and ensure their continued satisfaction with our services.

Diversity and inclusion – House of HR, its PowerHouses and Boutiques believe that diversity and inclusion are important not only from an ethical or moral perspective. Diversity and inclusion lead to creativity, innovation, better knowledge and experience. House of HR ensures fairness, equality and diversity in attracting, hiring, compensating, motivating and promoting its employees and talent. 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. The company fundamentally believes in equal opportunities and an inclusive culture of belonging and purpose.

Employee engagement and empowerment – House of HR is a "people business". Our people, the Happy Rebels, people at work and candidates, have the biggest impact on our success. This material topic relates to House of HR's approach to engaging and empowering employees; encouraging personal growth and entrepreneurship, innovation, accountability and business performance; creating value for all stakeholders with current and future talent; investing in an inclusive, positive, healthy and safe work environment; creating workforce vitality; and ensuring that employees feel valued, inspired and empowered to achieve their full potential.

Labour management relations – In order for House of HR to be able to support the Happy Rebels, people at work and candidates, it needs to maintain good relations with employees and their representatives. This material topic relates to House of HR's consultative practices and interactions with employees and sector and governmental representatives to support and safeguard workers' individual interests, legal rights and human rights relating to labour relations between workers and employers. This also includes the approach to communicating significant operational changes.

Productive employment and decent work – Productive employment and decent work are key elements in achieving fair globalisation and poverty reduction. House of HR believes that all workers should have access to decent work, entailing a fair income, decent working conditions, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns and equal opportunities for every person.
House of HR aims to contribute the know-how and resources of the Group and other stakeholders to support workers in achieving their full potential and ensure the future of work is accessible to all.

Sustainable economic growth and responsible investments – House of HR strongly believes that economic growth holds no value if it is not achieved in a sustainable and responsible manner. By incorporating ESG factors into its investment practices and portfolio monitoring, House of HR will contribute to the company's sustainable economic growth by investing responsibly. Moreover, House of HR will consider sustainable ways of generating economic growth and alternatives in its day-to-day alternative operations.

Talent attraction and retention – With the Happy Rebels being its key assets, talent attraction and retention are essential to the success of House of HR. This material topic relates to House of HR's policy for successful talent management, including the ability to attract, hire, grow and retain the right people in the right jobs. This entails providing guidance, a clear career path and support.

Training and education – House of HR understands that training and education are key to the development of its Happy Rebels, people at work and candidates. This material topic relates to House of HR's fundamental belief in empowering and engaging employees by providing them with relevant training and giving them the opportunity to upskill or reskill in order to grow and develop their skills. House of HR is a leader in workforce transformation and is able to leverage the know-how and resources of the Group to support clients looking to improve their access to talent and skills, and cater to their changing needs due to the rapidly changing technological environment. This also includes the approach to training, educating, expanding capabilities, up/reskilling, work-based learning, apprenticeships and so on.

Governance

We will play an active role in the communities in which we operate by upholding the highest ethical business standards and safeguarding human rights. We help to ensure more people can participate in and benefit from a prospering society, and we take our responsibility as stewards of their personal data very seriously. We aim to drive operational efficiency, creating new solutions for our candidates and delivering an outstanding customer experience by embracing technology and innovation.

Business ethics, conduct and integrity – House of HR sees ethical business conduct not just as a legal obligation but as a social responsibility. This material topic relates to House of HR's approach to ensuring professional integrity, safeguarding human rights, conducting business ethically and aligning business and personal behaviour to the business principles and core values.

Data privacy and security – With an immense amount of data for clients, candidates and the Happy Rebels and people at work being processed on a daily basis, House of HR understands the importance of privacy and of securing its data. This material topic relates to House of HR's approach to data privacy and security matters, such as identifying and addressing data security risks, the policies and practices relating to the collection, usage and retention of personal information, the number of data breaches and so on.

Digital transformation and innovation – No company can thrive without digital transformation and innovation. This material topic relates to how House of HR embraces the digital transformation and how it integrates new technology into everyday activities (e.g. developing technology-driven HR solutions and innovations, thereby enhancing the quality and efficiency of its services).

UN Sustainable Development Goals (SDG's)

The material topics, as stated above, are the operational application of the UN Sustainable Development Goals (SDGs). House of HR has therefore identified and integrated the United Nations Sustainable Development Goals as an internationally recognised framework. We have identified six SDGs regarding which we, as a company, have the biggest impact in the light of our three strategic pillars.

Global Goal 3

Good health and well-being

House of HR ensures a good working environment and actively contributes to the well-being of its employees. We are committed to a safe workplace and a healthy work–life balance. We also want to help people in need outside of our company so that we can add value to our communities outside of our direct stakeholders.

Global Goal 4

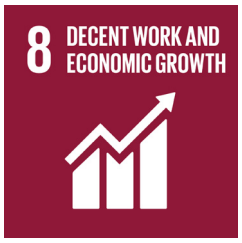
Quality education

At House of HR, a lot of attention is paid to the personal development and guidance of our employees, workers and clients. They are our most important capital. We continue to invest by offering them the opportunity to take courses and follow training. Through our people, we make a difference to our clients. In this way, we are able to help our clients achieve their goals and give our employees valuable knowledge and skills for their personal and professional growth.

GLOBAL GOAL 5 & 10

Gender equality and Reduced inequalities

House of HR and its employees treat all individuals and partners equally and fairly. As a company, we strive for full and effective participation at all levels, from decision-making to implementation. We do not tolerate discrimination against individuals in our business operations on the basis of age, origin, pregnancy, gender, ethnicity, sexual orientation, family situation or any other characteristic that could be described as discrimination. Our methodology has been formalised in House of HR's Code of Conduct and Anti-Violence and Harassment policy, which are the guiding principles for the behaviour of all our employees. To reduce inequality, we implement specific initiatives to support people who are further away from the labour market and help them to integrate more easily.



GLOBAL GOAL 8

Decent work and economic growth

At House of HR, work is the basis of our DNA. We support and subscribe to economic productivity, entrepreneurship, creativity, participation and innovation as conditions for a better society. We are committed to continuing to make challenging projects and assignments possible for our employees. We promote and reward entrepreneurship by contributing to this endeavour in an appropriate way, and we aim to provide our clients with the best solutions for their challenges and goals.

GLOBAL GOAL 13

Climate action

Despite the fact that, given what we do at House of HR, our environmental impact is relatively limited, we clearly support environmental issues being a top priority for society as a whole. We will therefore keep on working to reduce our carbon footprint and energy use. In addition to creating awareness among our Happy Rebels, we are committed to continuing to invest in initiatives enhancing climate action.

SUSTAINABLE DEVELOPMENT GOALS

How we do it

As part of our ongoing commitment, we want to promote the most impactful existing Group-wide and local initiatives within our Group, PowerHouses and Boutiques, and launch new initiatives and projects to further improve the way we work in the interests of all our stakeholders. The initiatives and projects we launch in our day-to-day business serve multiple material topics. It is in our nature and values to incorporate the spirit of the material topics into our daily operations.

Both local and Group-wide initiatives and projects will complement each other in achieving our ESG goal. Local initiatives give the PowerHouses and Boutiques the opportunity to initiate tailor-made projects, based on their needs and on the expectations of their stakeholders. Best practices will be shared among the PowerHouses and Boutiques, so that interesting projects and initiatives can inspire other entities and so that other entities can benefit from existing knowledge and experience. Group-wide initiatives, implemented and steered by House of HR in cooperation with the PowerHouses and Boutiques, will ensure that our ESG programme is more than the sum of its parts.

ESG COMMUNICATION

WE CHANGE LIVES

We place a high value on transparency with regard to 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 therefore extremely important. Transparency and openness is a key element of our Code of Conduct. House of HR is committed to being as transparent as possible with regard to all stakeholders.

We support the idea that comprehensive, unambiguous and clear communication increases awareness of and engagement in our efforts among both internal and external stakeholders. When designing communication or reporting on ESG matters, we put the interests of our stakeholders first.

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, taking into account evolving regulations at various levels of government and best practices available in the market and our sector. In addition, a selection of carefully chosen KPIs will enable the company and the ESG committee to follow up on the implementation of the ESG strategy throughout the Group.

HOUSE OF HR

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