



SUSTAINABILITY REPORT

20
24

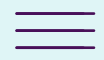


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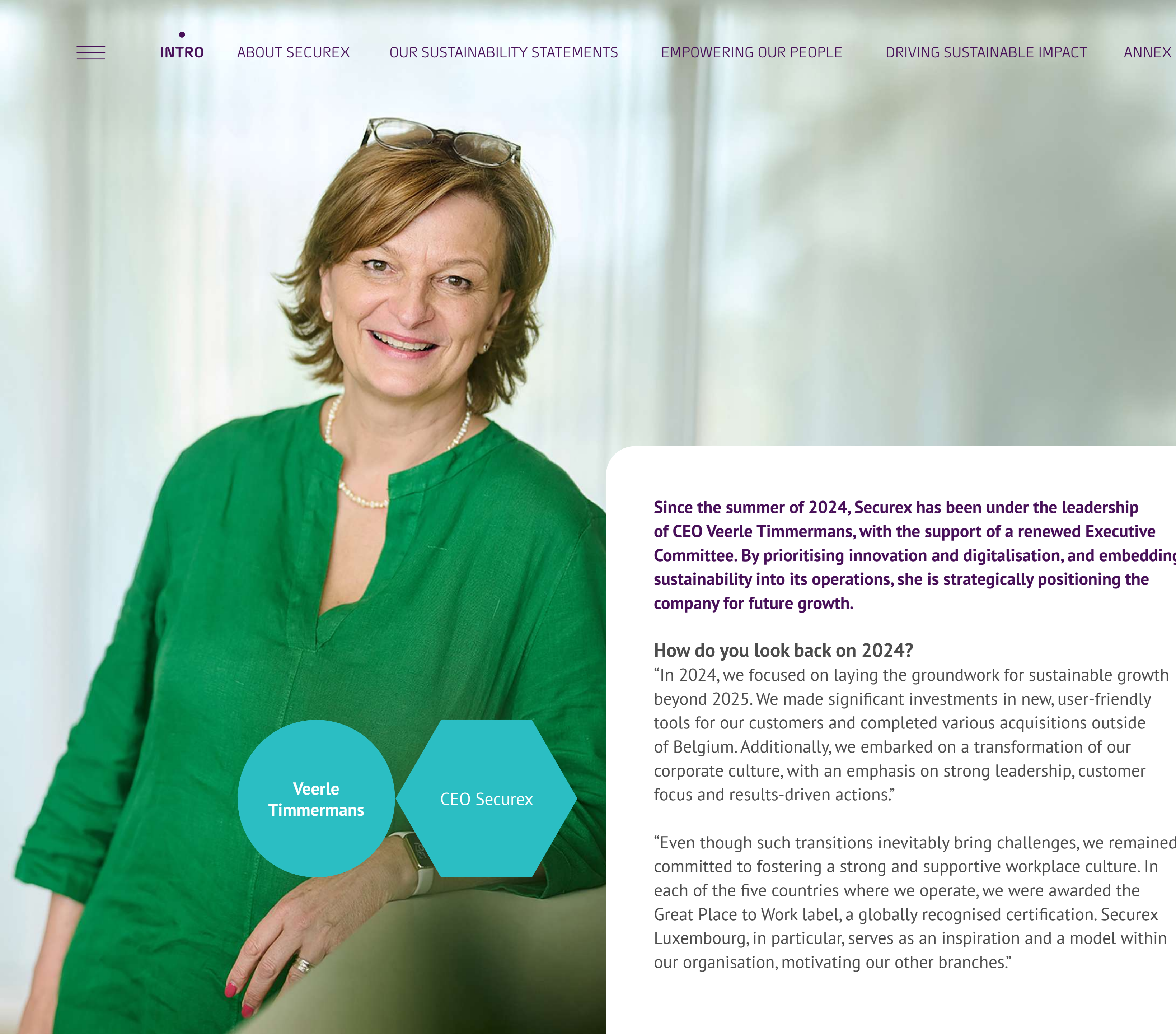
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Veerle Timmermans
CEO Securex

“Efficiency, customer focus and sustainability are at the heart of our corporate culture”

Since the summer of 2024, Securex has been under the leadership of CEO Veerle Timmermans, with the support of a renewed Executive Committee. By prioritising innovation and digitalisation, and embedding sustainability into its operations, she is strategically positioning the company for future growth.

How do you look back on 2024?

“In 2024, we focused on laying the groundwork for sustainable growth beyond 2025. We made significant investments in new, user-friendly tools for our customers and completed various acquisitions outside of Belgium. Additionally, we embarked on a transformation of our corporate culture, with an emphasis on strong leadership, customer focus and results-driven actions.”

“Even though such transitions inevitably bring challenges, we remained committed to fostering a strong and supportive workplace culture. In each of the five countries where we operate, we were awarded the Great Place to Work label, a globally recognised certification. Securex Luxembourg, in particular, serves as an inspiration and a model within our organisation, motivating our other branches.”

“In the years ahead, we are determined to support our customers even more effectively. We will enhance collaboration between our HR services and insurance divisions, as well as between our Belgian and international branches.”

Are you satisfied with the financial results?

“When I assumed the role of CEO in June 2024, Securex had faced some financially challenging months. However, in the second half of the year, we successfully turned things around through focused governance measures that helped reduce costs. As a result, we still met our financial year-end targets. Looking ahead to 2025, we are working towards establishing a new balance, with a clear emphasis on cost efficiency, customer-centricity and sustainability.”

In 2024, Securex also developed a sustainability strategy. What are its key focuses?

“Our sustainability strategy is built on two main pillars: Empowering our People and Driving Sustainable Impact. It promotes personal growth and responsible business practices to drive positive change. By investing in the well-being and development of our employees, and

“We will focus on our societal role and on fostering an even more positive and supportive working environment for our employees”

supporting our customers in adopting sustainable practices, we create value for individuals, businesses and society as a whole.”

How do you plan to implement the sustainability strategy within company operations?

“Like many other transformations, becoming more sustainable is a leadership-driven process, and we are fully committed to embedding it at every level of our organisation. Rather than treating sustainability as a standalone initiative, we are integrating it into all aspects of our decision-making and operations. Only by making it a core element of our strategy can we create lasting impact.”

“In 2024, we appointed our first Sustainability Director to oversee and guide this process effectively. We also conducted a double materiality analysis, which laid a strong foundation for incorporating sustainability into our business practices. This analysis allows us to align our sustainability efforts with our long-term objectives, ensuring we are well-prepared for the future.”

What will be the key focus areas for your ESG policy in the coming year?

“In 2025, our primary objective is to fully integrate sustainability into our corporate culture. We have already made progress in this direction – for example, by aligning sustainability KPIs with our overall objectives and key results. To succeed, it’s essential that everyone is on board. We need all our employees to recognise the importance of sustainability and understand how it adds value to our business.”

“Many of our key sustainability goals relate to social topics. In the coming months, we will focus on our societal role and on fostering an even more positive and supportive working environment for our employees. In terms of climate, we aim to reduce our carbon footprint. We have already made significant efforts in areas such as energy-efficient buildings, electric vehicles, and reducing water and paper consumption. It’s vital that we continue to monitor these efforts closely and regularly reassess our approach to ensure we keep driving ourselves forward.”


How do you view the years to come? What challenges, risks and opportunities do you foresee?

“2025 and 2026 will be pivotal years in shaping our strategy. Two critical priorities will guide us: driving growth and strengthening customer focus. We are fully dedicated to offering our customers the best possible support. With a forward-looking vision, we are investing in what matters most to them: exceptional service and seamless accessibility, both digitally and in person. Through this, we aim to be the preferred partner for self-employed professionals and employers across all the countries in which we operate. Our goal is to embed sustainability as a core element of our services, supporting our customers in achieving their ESG objectives.”




Key milestones 2024





Pioneering employer certificate 2025 with action plan on diversity and inclusion




Veerle Timmermans is the first female CEO of Securex





 Securex Group celebrates **Great Place to Work®** recognition across all its European locations




 New partnership with **Campus 19**




 International acquisitions





Solar panel installation on the roof of the Ghent office





 Start sustainability team




Personnel party with award ceremony




 Launch **carbon footprint** working group





 Participation 20 km of **Brussels** for Handicap International





Digibeats award at the Workbeats Well-being Festival




 First double materiality assessment




 Kick-off **leading business programme** for high potentials




 Internal **SDG challenge**

About Securex

- Mission, vision and culture
- Key figures 2024
- Our history
- Our international ambition
- Our business model and value chain
- How we engage with our stakeholders
- Our governance structure



Mission, vision and culture

At Securex, we believe that every customer, partner and employee has the potential to achieve great things. Our true strength lies in empowering them to shine. We see it as our mission to help them carry out their projects and reach their full potential.

Our mission: No matter what stage people are at in their professional journey, we enable them to shine.

Our vision: We aim to be the preferred European partner in entrepreneurial & employment services.

In 2025, Securex celebrates its **120th anniversary**, marking a significant journey shaped by history and experiences. Originally established as an accident insurance fund within the textile industry in Ghent, we have since evolved into a leading European partner across various sectors.

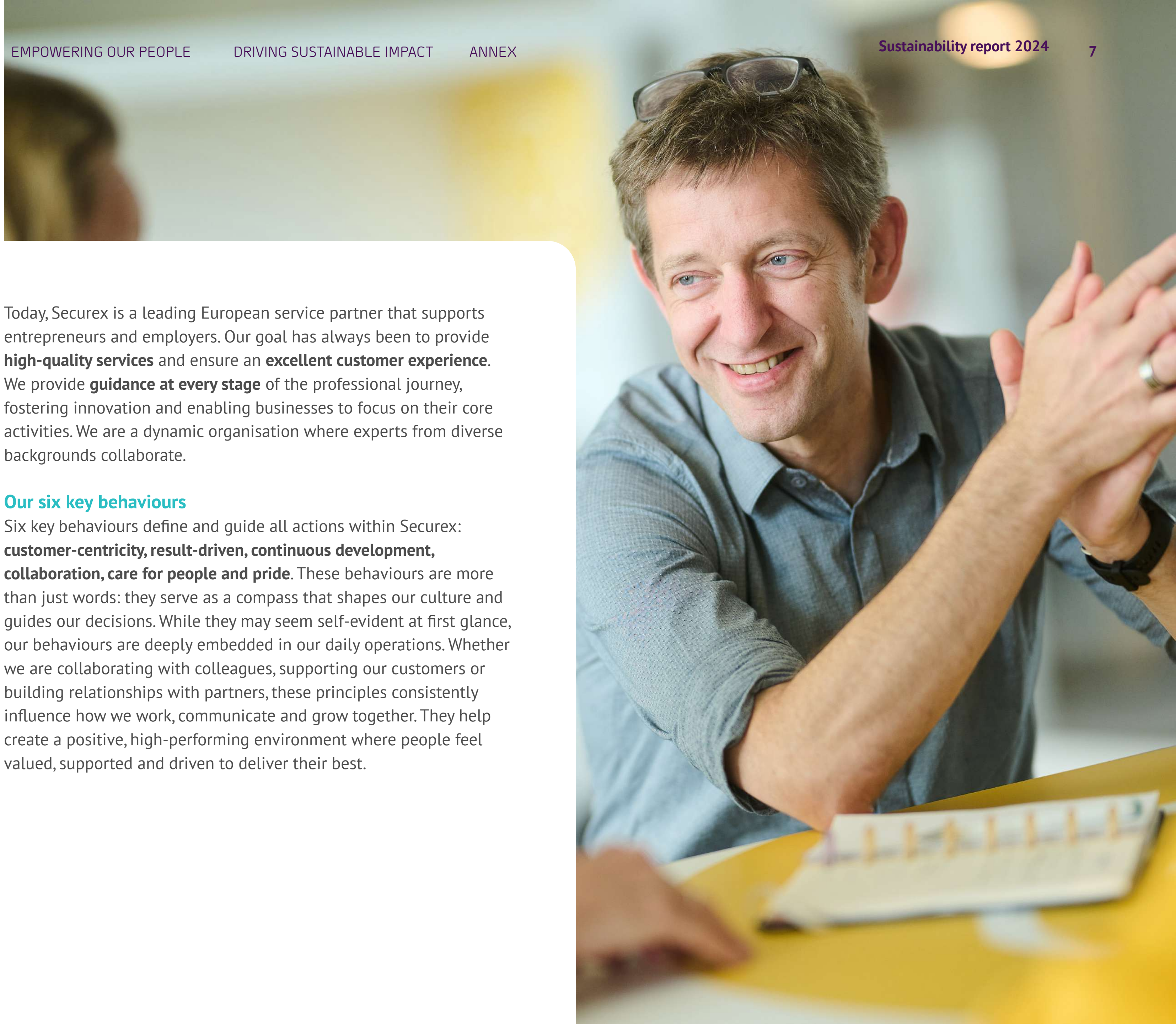


WE ARE A DYNAMIC
ORGANISATION WHERE
EXPERTS FROM DIVERSE
BACKGROUNDS COLLABORATE

Today, Securex is a leading European service partner that supports entrepreneurs and employers. Our goal has always been to provide **high-quality services** and ensure an **excellent customer experience**. We provide **guidance at every stage** of the professional journey, fostering innovation and enabling businesses to focus on their core activities. We are a dynamic organisation where experts from diverse backgrounds collaborate.

Our six key behaviours

Six key behaviours define and guide all actions within Securex: **customer-centricity, result-driven, continuous development, collaboration, care for people and pride**. These behaviours are more than just words: they serve as a compass that shapes our culture and guides our decisions. While they may seem self-evident at first glance, our behaviours are deeply embedded in our daily operations. Whether we are collaborating with colleagues, supporting our customers or building relationships with partners, these principles consistently influence how we work, communicate and grow together. They help create a positive, high-performing environment where people feel valued, supported and driven to deliver their best.



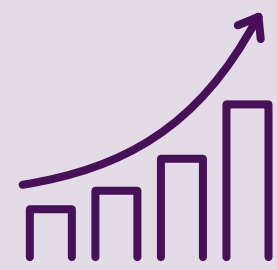
Key figures 2024

Finance



€341.7

million in turnover



€ 2,289

million balance sheet size



1%

of annual profit to Securex Foundation

Workforce

544



1,193



1,715
permanent

22
temporary

1,349
full-time

388
part-time



1,737

employees



1,452



124



40



65



56



253

external colleagues

208

self-employed

45

employment agency

Customers in Belgium



91,000

employers



147,000

entrepreneurs



5,700

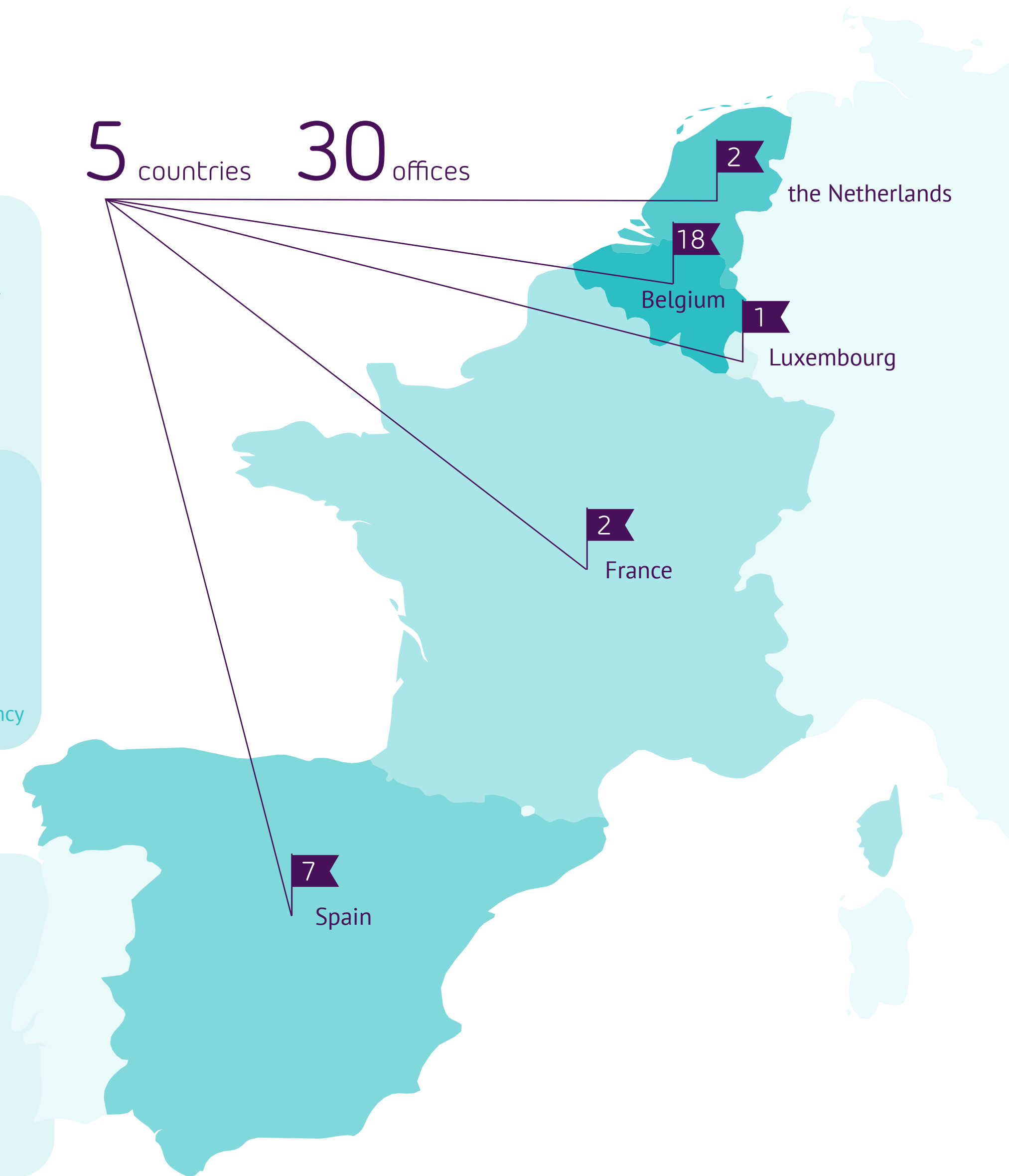
partners:
accountants & brokers

5

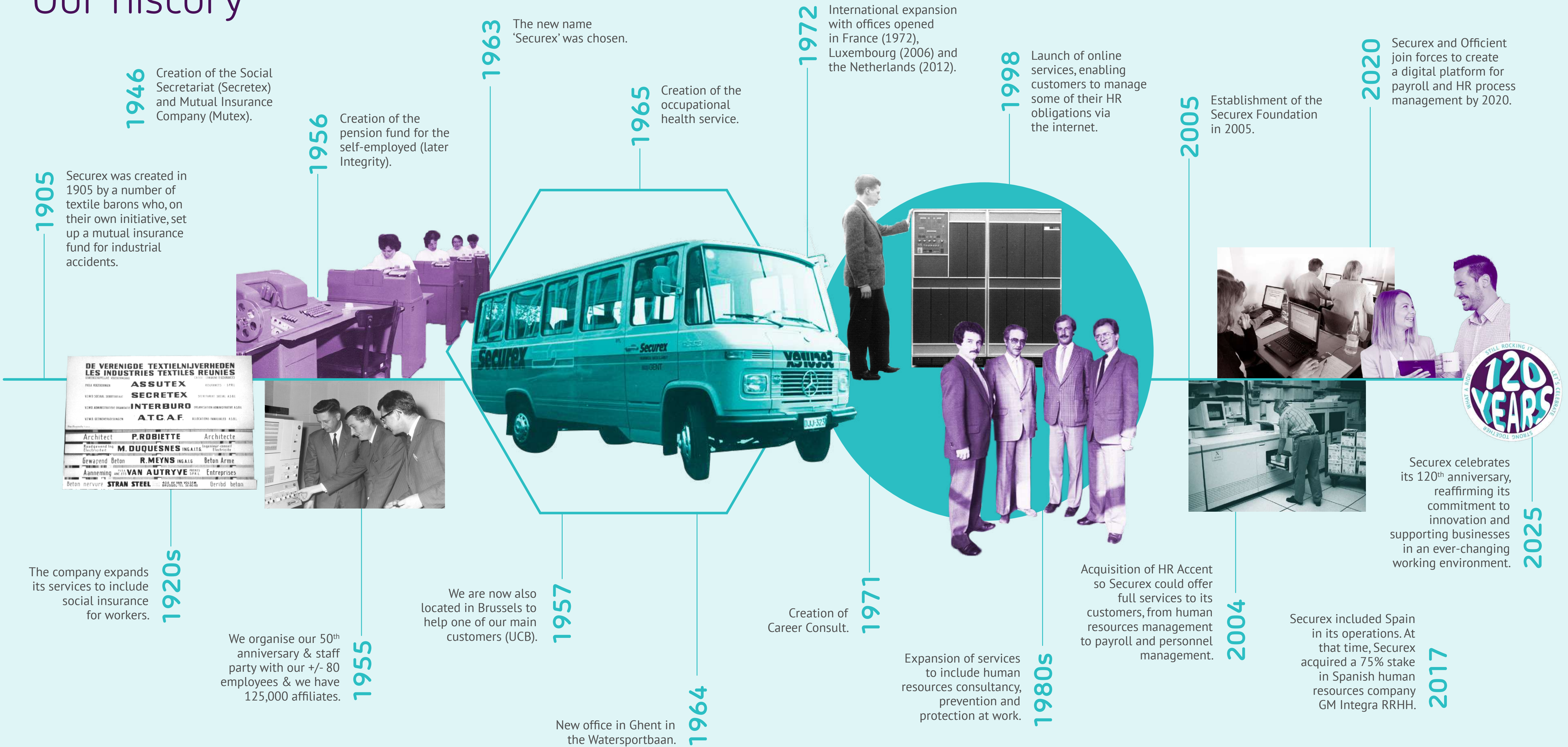
countries

30

offices



Our history



Our international ambition

Securex is currently present in several European countries: Belgium, the Netherlands, France, Spain and Luxembourg. While we move forward together as a group, we also tailor our services to meet the specific needs of customers in each country:

- In **Belgium**, we offer health and safety services, human resources consulting, insurance services, payroll services and support for employers and the self-employed.
- In **the Netherlands**, we provide HR services and payrolling, legal advice, HR reporting and digitalisation.
- In **Luxembourg**, we provide payroll management, HR consulting, legal services, fleet and mobility management, trainings and digitalisation of HR data.
- In **France**, we offer medical services like medical checks, questionnaires, expertise, vaccination campaigns and online management training modules.
- In **Spain**, we are active in HR services, payroll, HR consulting, recruitment and selection, training, legal advice, fiscal-accounting management, financial advice and specialised tax services.

In the years to come, we will focus on **expanding our activities** in these countries while also strengthening our international position. Our objective will always remain the same: to provide our customers with the best service, beyond international borders.



Our business model and value chain

Our services – Creating value for customers and partners

Securex is a leading European human resources provider that supports businesses and self-employed individuals in managing their HR tasks and administrative responsibilities. Our **comprehensive services** include payroll processing, personnel administration, outsourcing solutions, talent development, insurance and employee well-being programmes. We also assist entrepreneurs with **business creation and development**, offering insurance solutions, guidance on social legislation and pension planning, company optimisation, co-working spaces and talent recruitment.

At Securex, we believe that **every individual holds a spark of potential**, ready to be realised. This could be an innovative idea waiting to take shape, or a project requiring expert guidance. To help individuals and businesses turn their ambitions into reality, we provide the expertise and support they need to move forward. We offer assistance throughout every stage of a project, from inception to growth. Our role is to encourage ambition, facilitate progress and ultimately to make them shine.

Whether onboarding new customers or working with existing customers, our **one-stop-shop** solution simplifies our customers' operations. Our services span multiple domains, including:

- entrepreneurship;
- HR & payroll;
- insurance & pensions;
- well-being at work;
- HR consultancy.

Together, we recognise the value of every idea and project, ensuring they receive the attention and resources they deserve.

Key customer groups

Self-employed professionals

Becoming self-employed is a significant step that requires careful preparation. Securex provides a structured **roadmap** to facilitate the process of starting a business successfully. We take the necessary steps to unburden our customers by taking care of all administrative steps for them. From understanding legal requirements to securing necessary insurance, we offer comprehensive guidance.

For those already established as self-employed professionals, **business growth and performance evaluation** are key considerations. Securex provides the tools and insights required to support expansion and ensure sustained success.

Employers

Employees play a crucial role in driving business success. However, managing personnel involves numerous challenges. A trusted **HR partner** is essential to navigate recruitment, workforce management, well-being at work, remuneration, mobility, talent development and – when necessary – dismissal processes.

Securex provides **end-to-end support** to employers – ranging from SMEs to large corporations – ensuring they have access to expert advice and tailored solutions to optimise their personnel management and HR policies.

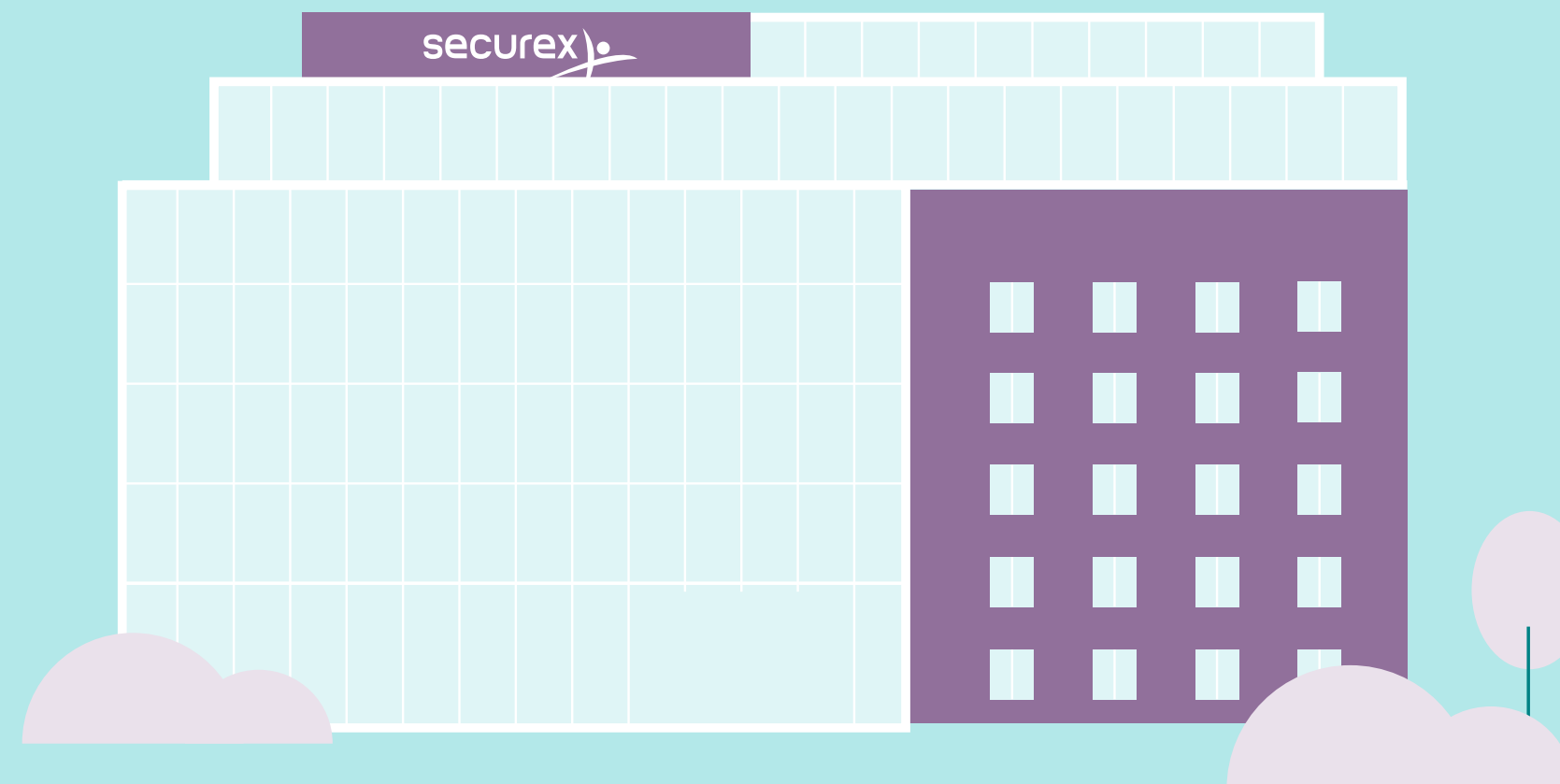
Accountants

Securex is an indispensable link in the accountants' ecosystem. We support accountants with an **integrated service offering** that includes a Business Counter, Social Insurance Fund or Payroll Administrator to register customers.

Our value chain

Upstream

At the upstream level, our value chain primarily relies on **IT infrastructure**. We operate multiple data centres to support software operations and data storage – an energy-intensive process that plays a crucial role in both our employment, entrepreneurial and insurance services. Additionally, the **procurement of goods and services** necessary for our daily operations, such as office supplies, is part of the upstream impact. For our real estate activities, the **sourcing of raw materials** is also a relevant factor. Contractors and subcontractors play a crucial role as stakeholders in real estate development projects. To ensure our services align with customer needs, we collaborate closely with a broad network of partners.

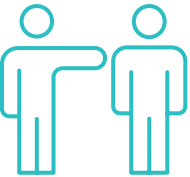



Downstream

Our customers include **self-employed professionals and employers**, ranging from small SMEs to larger companies. A portion of our profits is allocated to **Securex Foundation**, which supports charitable initiatives. We place particular focus on charities that work to increase employment opportunities for young people from vulnerable backgrounds and for individuals with disabilities. Our Insurance division also manages a diverse portfolio of **investments**, including funds, equities and real estate, which is used by both Securex employees and external parties.



How we engage with our stakeholders

	Why we engage	How we engage	Outcome of engagement
<div>→ Employees</div> <div></div>	<ul style="list-style-type: none">• Ensure overall well-being, involvement and motivation• Measure levels of engagement• Listen to employee feedback and needs• Inform employees about our goals and strategies	<ul style="list-style-type: none">• Internal communication initiatives such as Hello (intranet), monthly email newsletters, quarterly updates from the ExCo via a digital ‘State of the company’ and several events such as Securex on Tour (regular visits from the ExCo and Corporate Communication Team to various office locations), our bi-annual staff party and Connecting Leaders events twice a year and our bi-annual internal communication Moodmeter• Quarterly Employee Pulse 2.0 surveys in Belgium and Monthly Lucca Engagement surveys in Luxembourg• Securex Ambassadors: Community of more than 400 colleagues who promote our campaigns on social media• Participation in the Works Council as a formal channel for employee representation• Whistleblower policy: Internal reporting channel for all Belgian entities and internal reporting channels for Securex Luxembourg and Spain	<ul style="list-style-type: none">• Greater employee involvement in communication campaigns, strengthening our visibility, credibility and internal loyalty• Targeted action plans to enhance employee satisfaction• Improved awareness among employees of our strategic goals and progress• A safe environment where employees can report concerns without fear of retaliation
<div>→ Customer and partners</div> <div></div>	<ul style="list-style-type: none">• Deliver top-quality customer experience• Strengthen relationships with customers and partners while creating new business opportunities	<ul style="list-style-type: none">• A personal touch through dedicated account managers and client advisors• Annual satisfaction surveys for all Securex customers (relational NPS surveys)• Measuring satisfaction after each interaction via transactional NPS surveys• Dedicated Customer Experience department that captures the ‘voice of the customer’ and the ‘voice of the partner’• Customer Care Team that serves as an easily accessible point of contact for our customers• Strengthening relationships by inviting customers and partners to networking events, keynote presentations, inspiration breakfasts ...	<ul style="list-style-type: none">• Deeper understanding of customer loyalty and opportunities for improvement

→ Employees of our customers



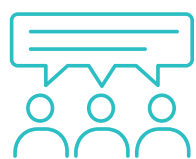
- Create a positive impact on their well-being, compensation, safety, protection ...
- Direct interaction with end users (our customers' employees) through the provision of medical examinations, training sessions, workshops, educational programmes, digital tools and apps ...
- Enhanced employee health and well-being, along with fair and accurate compensation, contribute to increased productivity and lower absenteeism

→ Suppliers



- Align our expectations and ensure smooth collaboration
- Dialogue with the procurement team and business stakeholders, periodical review of critical suppliers
 - Whistleblower policy: Internal reporting channel for our suppliers in Belgium
- Long-term partnerships and improved delivery performance

→ Local community



- Create a positive impact by supporting charities
 - Share HR research that supports society – particularly employers – in making informed HR decisions
 - Contribute to local economic growth
- Direct contact with the charities we support
 - Engagement with the target audiences of our HR research through the media outreach, press coverage, job fairs, internships, certification days, guest lectures at schools ...
 - By working together with academic and research institutions
 - Direct interaction with new business owners through customer contact
- Increased employment opportunities for young people from vulnerable backgrounds and individuals with disabilities
 - Influence public debate on important topics such as well-being and absenteeism, HR trends and labour market evolutions
 - Support for the development and growth of new businesses



Our governance structure

Securex is currently organised around **five core business domains**:

- **Insurance:** Securex Leven, Securex Arbeidsongevallen, Securex Allerlei Risico's and their subsidiaries
- **Employers:** Securex Sociaal Secretariaat, Securex External Service for Prevention and Protection, Securex Medical Control, Securex Consult
- **Entrepreneurs:** Securex Integrity and Securex Business Counter/Go Start
- **International:** Securex Corporate, which oversees the operations in France, Luxembourg, the Netherlands and Spain
- **Shared Service Centres:** Groep Securex and Securex ICT

To ensure effective, manageable and enforceable governance across the Securex Group, the Boards of Directors of the various legal entities are consolidated wherever possible. This is done without compromising the legal powers and obligations of each individual board.

Two main governance bodies have been established:

- **The Securex Board of Directors** brings together the governance of the Employers, Entrepreneurs, International and shared services. Members who serve on the board of only one (or a limited number of) Securex entities, such as representatives of recognised professional organisations, participate in the Securex Board meetings only when agenda items relate specifically to the entity or entities they represent.
- **The Securex Insurance Board of Directors** groups the three individual boards of the Insurance entities.

The **Executive Committee (ExCo)** is responsible for the day-to-day management of the organisation. It ensures the effective implementation of the strategic decisions made by the Boards of Directors and oversees the operational functioning of the various business units and support services. ExCo translates the long-term vision into concrete actions, monitors performance, manages risks and ensures compliance with relevant regulations and internal policies.

In addition to the Group-level Executive Committee, **Securex Insurance also has its own dedicated Executive Committee**, which is responsible for the specific operational and strategic management of the insurance activities.

The **Strategic Core Team (SCT)** is composed of approximately 50 colleagues, including all Directors and senior managers who report directly to the Executive Committee. Its primary purpose is to embed our business strategy into day-to-day operations and to strengthen cross-functional collaboration across Securex.

Employee representation is ensured through the Works Council and the Committee for Prevention and Protection at Work.



0.5

Board's gender diversity ratio Group*

55.5%

Percentage of independent Board members Group

0.4

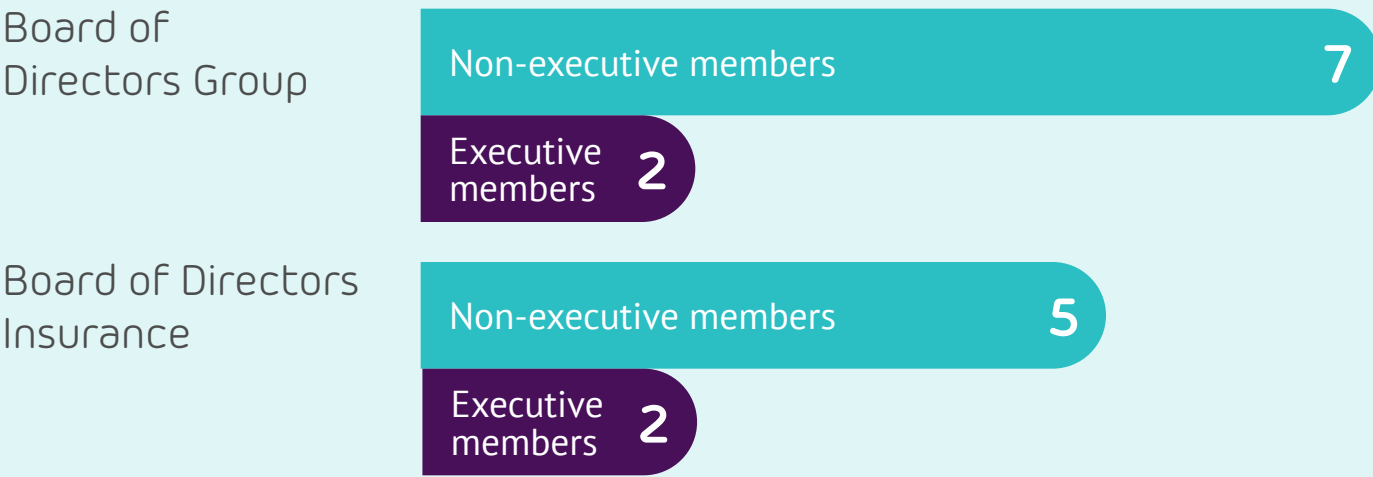
Board's gender diversity ratio Insurance*

28.5%

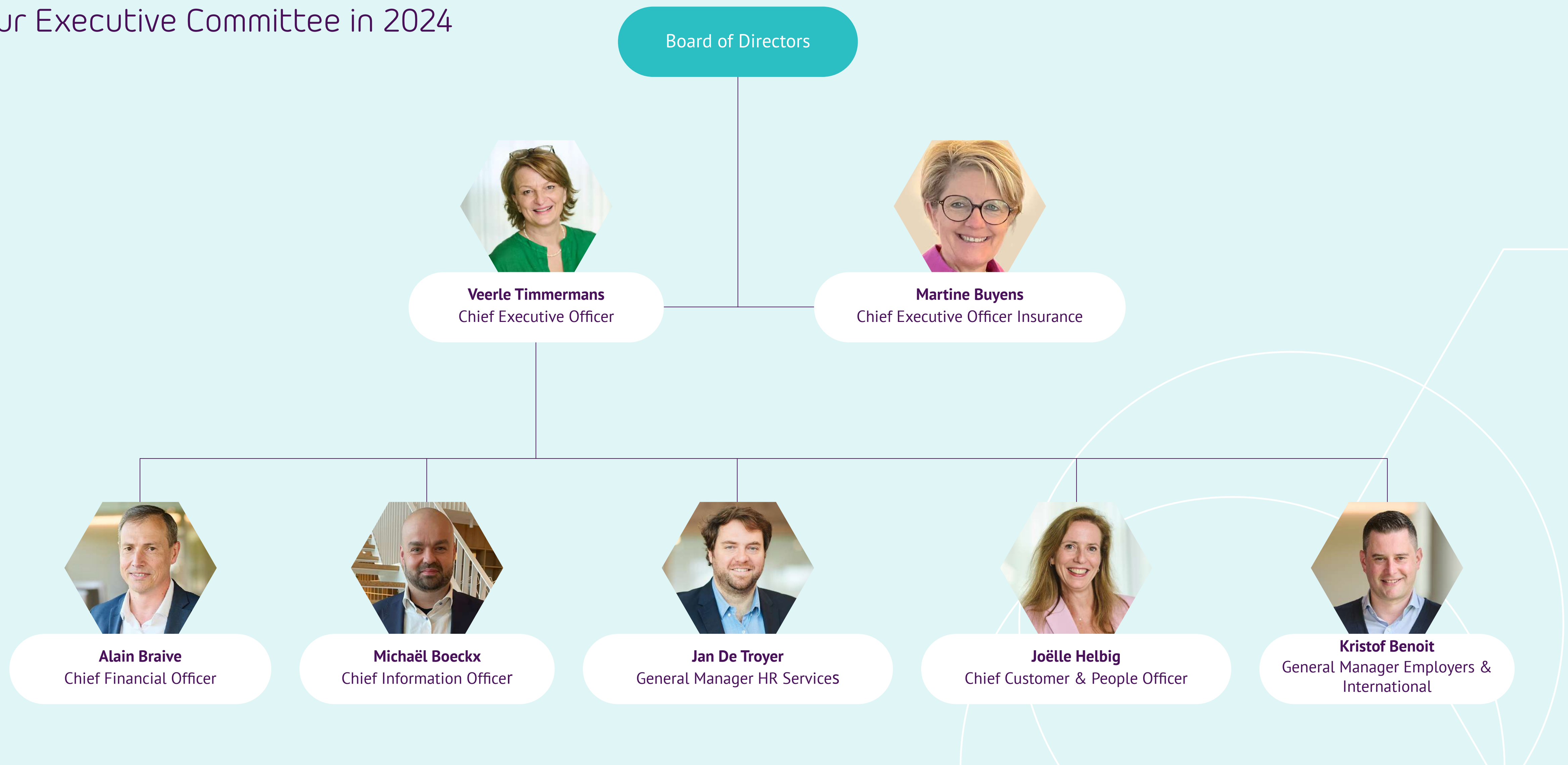
Percentage of independent Board members Insurance

* Gender diversity ratio = the number of female members/the number of male members.

Executive vs. non-executive Board members



Our Executive Committee in 2024



How we manage our sustainability initiatives

The **Sustainability Director**, Ruth Broekaert, is responsible for overseeing the management of sustainability and the organisation's material ESG topics. She holds a cross-functional position, reporting directly to the **CEO**, and is a member of the **Strategic Core Team**. She provides quarterly updates to the Executive Committee and delivers an annual report to both the Works Council and the Board of Directors. Her work is supported by a **sustainability specialist**, Ine Heyerick.

Members of the Executive Committee have been appointed as **sponsors for the various impacts, risks and opportunities** (IROs) and their associated targets, while ultimate responsibility for IRO-related topics rests with the Strategic Core Team.



Empowering our people

- **Employee well-being**
HR Director Christine Godin
(ExCo sponsor: CCPO Joëlle Helbig)
- **Training and development**
ExCo sponsor: CCPO Joëlle Helbig
- **Working conditions**
HR Director Christine Godin
(ExCo sponsor: CCPO Joëlle Helbig)
- **Diversity and inclusion**
HR Transformation Manager Fanny Cools
(ExCo sponsor: CCPO Joëlle Helbig)
- **Corporate culture**
Director Corporate & Executive Communications Julie De Neef
(ExCo sponsor: CCPO Joëlle Helbig)



Driving sustainable impact

- **Customer guidance**
Well-being services: Director SEPP Dirk Vankerckhoven & Director Consult Nathalie Mertens
(ExCo sponsor: COO Jan De Troyer)
Sustainable services: Sustainability Director Ruth Broekaert
(ExCo sponsor: CEO Veerle Timmermans)
- **Excellence of service**
Quality: Director Solutions Kathy Ongenaet
(ExCo sponsor: CEO Veerle Timmermans)
Cybersecurity & data privacy: CISO Ivo Verstraelen & Director Corporate Legal Patricia Wattergniaux
(ExCo sponsor: CIO Michaël Boeckx & CEO Veerle Timmermans)
User-friendly IT tools: Digital Director Dimitry De Schepper
(ExCo sponsor: CIO Michaël Boeckx)
- **Ethical business practices**
Risk management: CEO Insurance Martine Buyens
(ExCo sponsor: CFO Alain Braive)
Investment policy: Investment Manager Jeremy Sigart
(ExCo sponsor: CFO Alain Braive)
Market development: Investment Manager Pierre Princen
(ExCo sponsor: CFO Alain Braive)
- **Societal commitment**
Charity: Sustainability Director Ruth Broekaert
(ExCo sponsor: CEO Veerle Timmermans)
Thought leadership: Director Corporate & Executive Communications Julie De Neef
(ExCo sponsor: CCPO Joëlle Helbig)
Local economic growth: Director Entrepreneur Bart Van Damme-De Sutter
(ExCo sponsor: COO Jan De Troyer)
- **Climate action**
Sustainability Director Ruth Broekaert
(ExCo sponsor: CEO Veerle Timmermans)

Our sustainability statements

- Our double materiality assessment
- Our sustainability strategy
- How our sustainability strategy supports the SDGs
- Empowering our people
- Driving sustainable impact



Our double materiality assessment

To shape Securex's sustainability strategy, we conducted our first double materiality assessment in 2024. This was a vital step in assessing our **impact on both people and the environment** (inside out), while also enhancing our insight in our **sustainability-related risks and opportunities** (outside in).

The double materiality analysis involved the following steps:

1. Defining the context and scope
2. Identifying potential material impacts, risks and opportunities (IROs)
3. Assessing materiality based on specific criteria
4. Validating the results and compiling the final list of material topics and IROs

1. Defining the context and scope

The first step in our double materiality assessment was to map out our activities and establish the scope of the exercise. Securex engages in a **variety of activities**, all of which were considered in the double materiality assessment:

- entrepreneurial and employment services, including payroll, external prevention services, a business counter, HR research and various other HR-related activities;
- insurance services, such as life insurance, work accident insurance and more;
- real estate investments.

Further details about our activities can be found on page 11. In addition to our core activities, we also mapped out our **value chain**, covering both upstream and downstream operations ([see page 12](#)).

After mapping the value chain, we listed the key stakeholders who would contribute to **identifying our potential material IROs**. These

stakeholders included customers, suppliers, sector federations, employer organisations, partners, the Board of Directors and banks.

2. Potential material impacts, risks and opportunities (IROs)

Through desk research and a benchmarking exercise, we compiled an initial list of IROs. We then conducted **interviews** with 14 key stakeholders to enhance and validate this list. Given the complex structure of the Securex Group, we took into account the **diversity of our activities** when identifying the IROs. An IRO could apply to the entire group or be specific to its entrepreneurial, employment, insurance or real estate activities.

3. Assessing materiality

To assess the materiality of the various IROs, we conducted multiple sessions with **internal experts**. Participants were asked to evaluate the IROs within their area of expertise in advance, ensuring their assessments were not influenced by others during the sessions. In the sessions, the ratings were reviewed and a consensus score was agreed upon.

To assess the materiality of impacts, we used the following criteria:

- **Scale:** How severe or beneficial are the consequences of the impact on people and the environment?
- **Scope:** How extensive is the impact?
- **Remediability:** How easy or challenging is it to restore the situation after the impact occurs?
- **Likelihood:** What is the probability that the impact will happen?

For risks and opportunities, we considered these criteria:

- **Financial effect:** What is the magnitude of the financial effect?
- **Likelihood:** What is the probability that the risk or opportunity will materialise?



BUILDING ON THE MATERIAL TOPICS, WE DEVELOPED A TARGETED SUSTAINABILITY STRATEGY

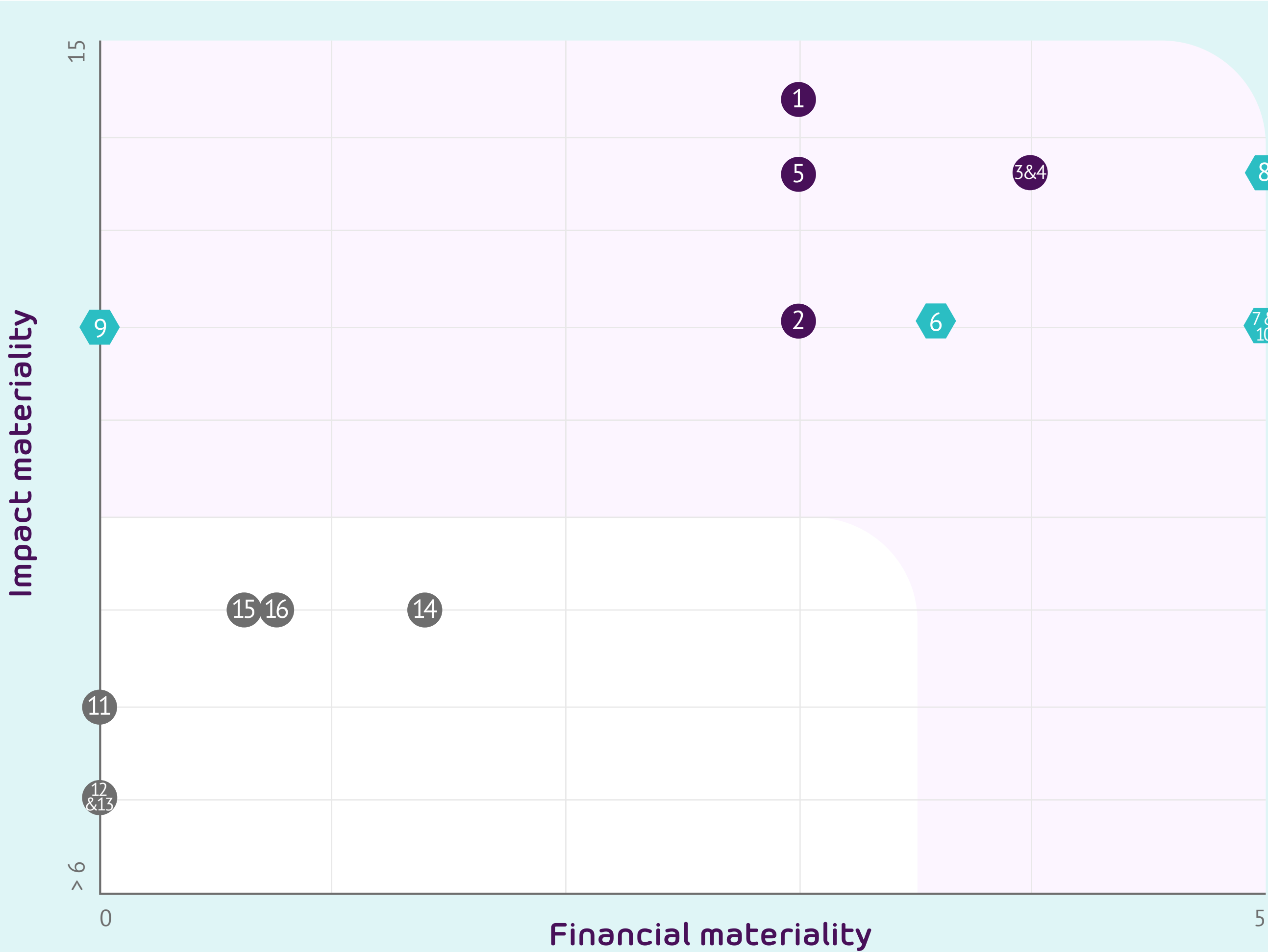
4. Compiling the final list of material topics and IROs

In a **workshop with the Executive Committee**, we validated the threshold values to define the final list of material IROs and sustainability topics. Any impacts scoring above 10 out of 15 and any risks or opportunities scoring above 3.5 out of 5, were deemed material.

Some IROs that fell below these thresholds were still considered material by the Executive Committee due to their high relevance to Securex and its stakeholders:

- the actual positive impact ‘Philanthropy’;
- the potential positive impact ‘ESG Investment Policy’.

These material topics were **validated by the Board of Directors** on 30 September 2024. Building on the material topics, Securex developed a targeted sustainability strategy to embed sustainability into our business operations.



Material

- 1 Employee well-being
- 2 Training and development
- 3 Working conditions
- 4 Diversity and inclusion
- 5 Corporate culture

Not material

- 11 Biodiversity
- 12 Water
- 13 Pollution
- 14 Circular economy and waste

Material

- 6 Customer guidance
- 7 Excellence of service
- 8 Ethical business practices
- 9 Societal commitment
- 10 Climate action

Not material

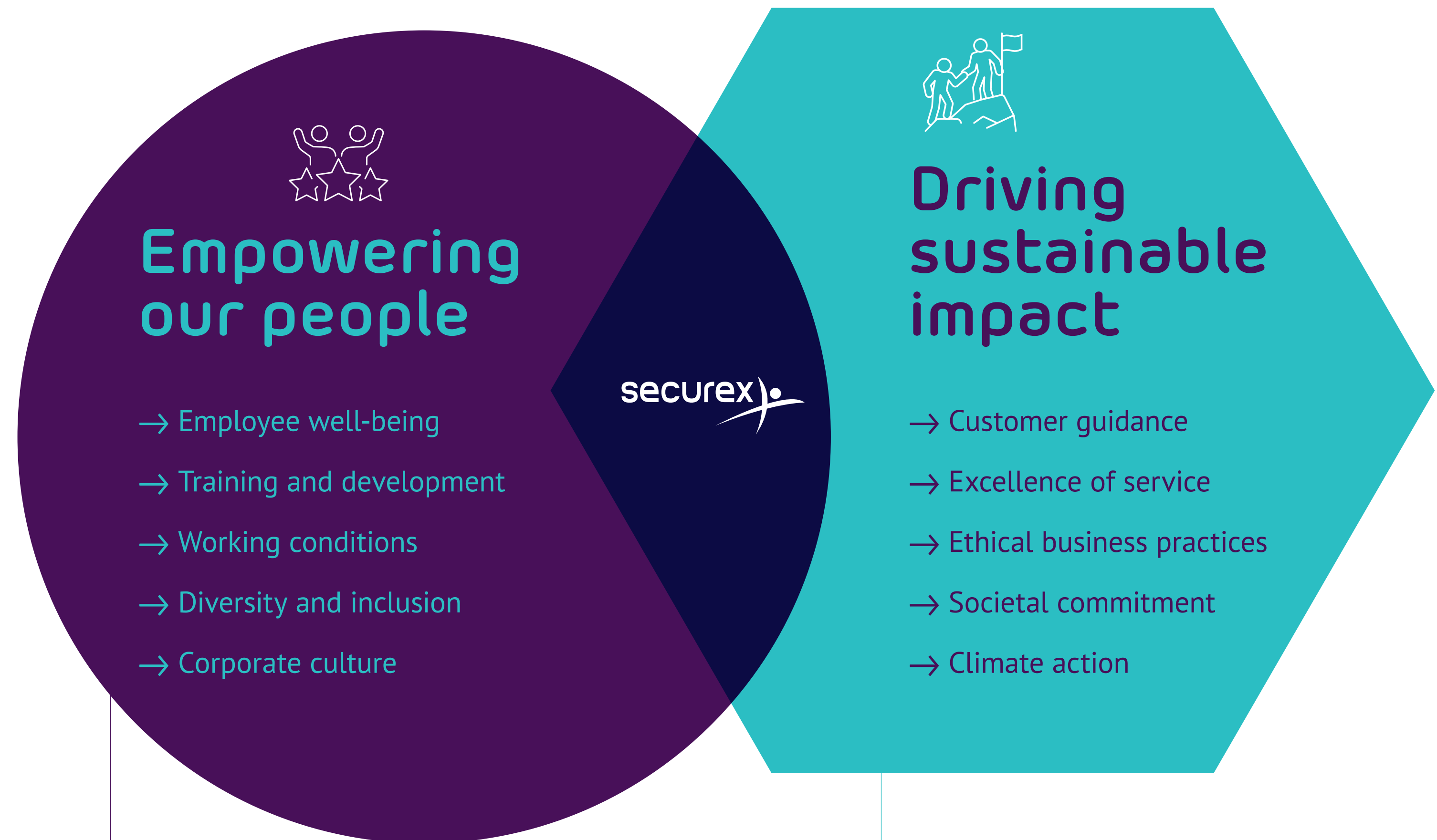
- 15 Management of relationships
- 16 Workers in the value chain

Our sustainability strategy

Securex aims to be the preferred European partner in employment and entrepreneurial services. As a company with a **heart for people**, we believe that our success starts with helping people shine.

Our sustainability strategy is built on two pillars:

- **‘Empowering our people’** focuses on creating a supportive environment where our people can grow and thrive. This strong foundation enables us to go above and beyond for our customers.
- Through **‘Driving sustainable impact’**, our dedicated teams deliver exceptional services that help businesses enhance resilience, embrace sustainability and make a positive impact on society.



At Securex, we are committed to making our employees shine. We care for their well-being and development by providing balanced working conditions and opportunities for both personal and professional growth. Together, we create a workplace where everyone feels valued and proud to be part of the Securex team.

All Securex employees are dedicated to helping companies and society thrive by delivering top-quality services that enhance business resilience, increase well-being and promote sustainable practices. To strengthen our positive impact on society, we share our expertise, lower our CO₂ emissions and conduct business and investments ethically. We also support meaningful causes that contribute to a better world.

How our sustainability strategy supports the SDGs

At Securex, sustainability is embedded in our business strategy through a **strong focus on Environmental, Social and Governance (ESG) principles**. These efforts directly contribute to achieving the United Nations Sustainable Development Goals (SDGs), creating a positive impact both within our organisation and on broader society. Below, we highlight how each area of our ESG strategy aligns with specific SDGs and their sub-targets.

1

NO POVERTY

2

ZERO HUNGER

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

6

CLEAN WATER AND SANITATION

7

AFFORDABLE AND CLEAN ENERGY

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

10

REDUCED INEQUALITIES

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

14

LIFE BELOW WATER

15

LIFE ON LAND

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

Health and well-being are central to our people strategy – both internally and in our services. We promote **mental and physical health** among our employees through flexible working arrangements, training and awareness campaigns. Our occupational health services extend this impact to our customers, helping create healthy workplaces for 380,000 employees (in Belgium).

- Our well-being initiatives – from health check-ups to mental health campaigns – help create a healthier workforce.
- Through prevention and protection services, we extend this impact to client organisations.

Continuous learning is a cornerstone of our strategy. We invest in **employee development** through extensive training programmes, personal development plans (PDPs) and internal mobility. We also focus on digital upskilling to keep pace with technological change. And through the Securex Academy, we support the education and development of our customers’ employees.

- By promoting accessible learning and skills development, we contribute to lifelong learning and employability for both our own employees and those of our customers.

This SDG lies at the heart of our ESG strategy. We promote **decent, inclusive and sustainable work** through employee well-being, flexible work models, fair and transparent remuneration, skills development and diversity. Our support for start-ups and entrepreneurs further strengthens economic vitality and innovation. With effective and proactive guidance, we empower our customers to ensure fair employment within their teams while focusing on the sustainable growth and long-term prosperity of their business.

- From fostering work-life balance and mental well-being to supporting career growth, we build inclusive workplaces and create economic opportunities both within and beyond Securex.
- By supporting our social secretariat customers, we help ensure fair remuneration for 200,000 employees (in Belgium).

We actively promote the **inclusion of all people**, regardless of gender, age, background or ability. This is reflected in our leadership composition and gender pay gap. With 69% of our workforce and 41% of our top management level being women, and a gender pay gap of less than 0.2%, we go beyond commitment – we deliver results. We also support our customers in **reducing inequalities** through anti-discrimination, diversity and inclusion services offered by our External Service, and inclusive leadership workshops provided by Securex Consult.

- Our gender-balanced leadership demonstrates Securex’s success in breaking barriers and creating inclusive advancement opportunities.
- From employing individuals with disabilities to empowering young people from disadvantaged backgrounds, inclusion is embedded in our approach to people and partnerships.

Collaboration with stakeholders and partners is at the heart of our business model and ethical business practices. Securex helps customers shape their sustainability initiatives, while also preventing data leaks, and is developing an ESG investment policy. By also fostering clear and open communication on sustainability and supporting start-ups and social causes, Securex builds meaningful partnerships to accelerate progress towards the SDGs.

- Whether working with customers, supporting start-ups or donating to charities, we create impact by working together towards shared goals.

We are committed to managing our environmental impact, especially our **carbon footprint**. We have calculated our carbon footprint for 2024 and will follow up in 2025 with CO₂ reduction plans aligned with our business model. We are also preparing for climate-related risks by enhancing the resilience of our buildings and operations.

- Securex takes proactive steps to mitigate climate risks and reduce emissions, supporting the global climate agenda.



Empowering our people

- Employee well-being
- Training and development
- Working conditions
- Diversity and inclusion
- Corporate culture



→ Employee well-being



Where we can make a difference

At Securex, our work has a **direct impact on employee well-being**. The way we organise work, support flexibility and set expectations affects how people feel at work – both mentally and physically. This brings real opportunities to create a positive work environment, but also risks we need to manage carefully.

One key risk is **work-related stress**. Our sector can be demanding, with frequent legal changes, strict deadlines and complex internal procedures. These pressures can lead to high workloads, which may affect mental health and contribute to absenteeism in some teams.

At the same time, we have a real opportunity to make a difference. By encouraging **healthy habits**, supporting **mental well-being** and offering **flexible ways of working**, we can help our colleagues feel better, work better and stay well in the long term.



Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	ST: short-term MT: mid-term LT: long-term
Work-life balance	Securex Group	*	+	Actual	↔	ST
Mental well-being	Securex Group	*	+	Actual	↔	ST
Workload	Securex Group	*	-	Potential	↔	ST
Physical health	Securex Group	*	+	Actual	↔	ST
Absenteeism	Securex Group	@			↔	ST

Our framework for change

We are committed to building a workplace where **people feel safe, supported and able to thrive**. That is why we have introduced a range of policies designed to protect and promote employee well-being.

Health, safety and well-being

Our health and safety approach is explained in our welcome brochure and on our intranet, Hello. These resources offer **practical guidance** on everything from fire prevention and emergency procedures to legal compliance and accident response. They also cover topics such as anti-harassment measures, ergonomics, use of Personal Protective Equipment (PPE), and structured plans like our Global Prevention Plan (GPP) and Annual Action Plan (AAP).

A supportive work environment

Sustainable working conditions are key to Securex's vision of a healthy, modern workplace. The **Right to Disconnect Charter** supports a better work-life balance by allowing employees to switch off outside regular hours. Our **Remote Working Policy**, part of the company's work regulations, helps define how home working can be managed effectively, balancing flexibility with staying connected.

We also have clear processes in place to **support employees during periods of absence or when returning to work**. Our Absence Management Policy sets out roles, expectations and a commitment to open, honest communication – ensuring a safe and supportive reintegration for everyone involved.

Putting it into practice

Policies only make a real difference when they are embedded in everyday working life. That is why we take **concrete, measurable steps** to turn our commitment to well-being and collaboration into action.

Clear communication

We regularly run **employee satisfaction surveys** to gain insight into how people experience their work. Each country sets its own frequency

– Belgian employees, for instance, take part at least once a year. The surveys cover topics such as workplace well-being, change, development opportunities and overall job satisfaction. Results are thoroughly analysed, shared transparently and used to shape meaningful follow-up actions.

Collaboration is one of six key behaviours we value across the organisation. It is about clear communication, giving and receiving feedback, and working effectively as a team, even when we are not physically in the same space. Each team defines its own way of working in team agreements, including how they stay connected, serve customers and maintain team spirit – an essential part of our flexible working culture.

A shared commitment

Multiple roles ensure our workplace is safe, healthy and supportive. Our prevention advisors support both employees and leaders in applying our well-being policies. The **Committee for Prevention and Protection at Work**, made up of employer and employee representatives, meets monthly to discuss and implement improvements. Employees can also turn to our **confidential advisors** for support with psychosocial concerns, whether they need advice, mediation or a referral to our psychosocial support team. In more serious cases, our Employee Assistance Programme provides access to professional psychological help.

Our **occupational physicians** play a vital role in safeguarding employee health, offering medical assessments, preventing work-related illnesses and supporting reintegration after absence. To help employees manage stress, we offer tips, tools and training through our intranet, Hello. Leaders receive additional guidance to help them spot early signs of stress or burnout and support their teams proactively.



Our next steps

As part of our sustainability strategy, we have set a clear goal: to **embed well-being into our daily operations**. To support this, we are preparing to launch an annual internal communication campaign to spotlight the well-being initiatives available at Securex. We offer a wide range of support and want to ensure that employees know what is on offer and how to access it when they need it.

Our targets

Scope Belgium

Status 2024

Internal communication campaign on Securex's well-being offer for employees, yearly from 2026 to 2030

Start in 2026

Our performance 2024

Work-life balance

Many jobs at Securex offer the possibility to work part-time, promoting a healthy work-life balance. Currently, 20% of our workforce is employed on a part-time basis, representing 338 part-time employees alongside 1,349 full-time employees.

100% of our employees across all countries are entitled to take **family-related leave**. In Belgium, 9.92% of male employees and 11.2% of female employees have made use of this entitlement. In Luxembourg, the figures are 8.96% for male employees and 26.87% for female employees.



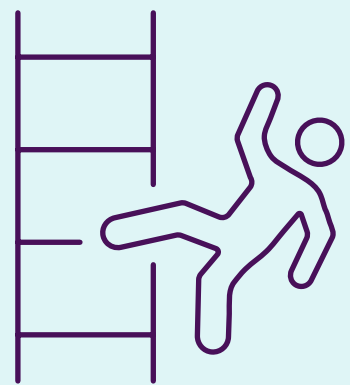
100% OF OUR EMPLOYEES
ACROSS ALL COUNTRIES ARE
ENTITLED TO TAKE FAMILY-
RELATED LEAVE

Health and safety

Scope Global

Status 2024

Number of fatalities for employees and external colleagues



0

Recordable work-related accidents for employees

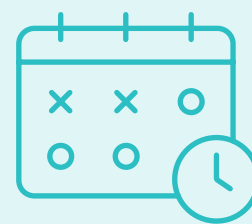
26

Rate of recordable work-related accidents for employees*



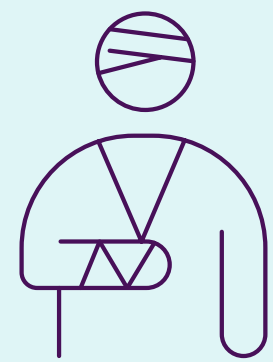
8.58

Number of lost days with regards to work-related accidents for employees**



454

Percentage of employees who are covered by the health and safety management system



100%

* We applied the CSRD definition to calculate the rate of recordable work-related accidents for employees, using the formula: # work-related accidents / total hours worked by all employees * 1.000.000.
** The number of lost days for employees only contains lost days for work-related accidents. Lost days for work-related ill health is not included, because there is no info available on work-related ill health (legal restrictions).

→ Training and development



Where we can make a difference

Securex invests in training and development to help employees grow and succeed. When people **build new skills**, it supports their career goals and creates opportunities for internal mobility. This helps our company stay flexible and ready for change, enabling us to respond more effectively to new challenges.

One risk we face is the **fast pace of digital change**. If employees do not keep up with new technologies, it can affect both their performance and the overall success of the company. This makes it even more important to continue learning and updating our skills, especially in relation to digital tools and ways of working. By focusing on ongoing learning and development, we help our people grow and keep Securex strong in a changing world.

Our framework for change

We believe that **learning is essential to personal growth and business success**. That is why we have developed a clear framework to support continuous development across our organisation: our Learning Policy.

Learning Policy

Our Learning Policy reflects Securex’s **commitment to being a learning organisation**, where continuous growth and development are central to our culture. It provides clear guidance for all employees, leaders, HR professionals, learning partners and internal trainers, outlining our shared principles and agreements on learning within Securex. This policy applies to all employees and external colleagues in Belgium.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position		ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	↑ →↔ ↓	
Mobility in careers	Securex Group	✳	+	Actual	→↔		ST
Education and training programmes	Securex Group	✳	+	Actual	→↔		ST
Personal development plan	Securex Group	✳	+	Actual	→↔		ST
Lack of digital skills	Securex Group	ⓐ			→↔ ↓		ST



OUR GOAL IS FOR EACH EMPLOYEE TO COMPLETE AN AVERAGE OF 40 HOURS OF TRAINING PER YEAR IN BELGIUM

25

Average number of training hours per Securex employee in Belgium in 2024

Putting it into practice

Learning in action

We encourage employees to take ownership of their development, supported by **Personal Development Plans** (PDPs) and coaching from their leaders. A wide range of training and opportunities for internal mobility help employees grow and apply new skills. All job openings are shared transparently to ensure equal access.

In Belgium, training is available through our **Skill'Up platform**, an online catalogue of courses designed to strengthen both professional and digital skills. The offering is reviewed annually and promoted internally. A similar platform, **Skillsday**, is available to employees in Luxembourg. High-potential employees may follow a tailored development track, including team-based business challenges.

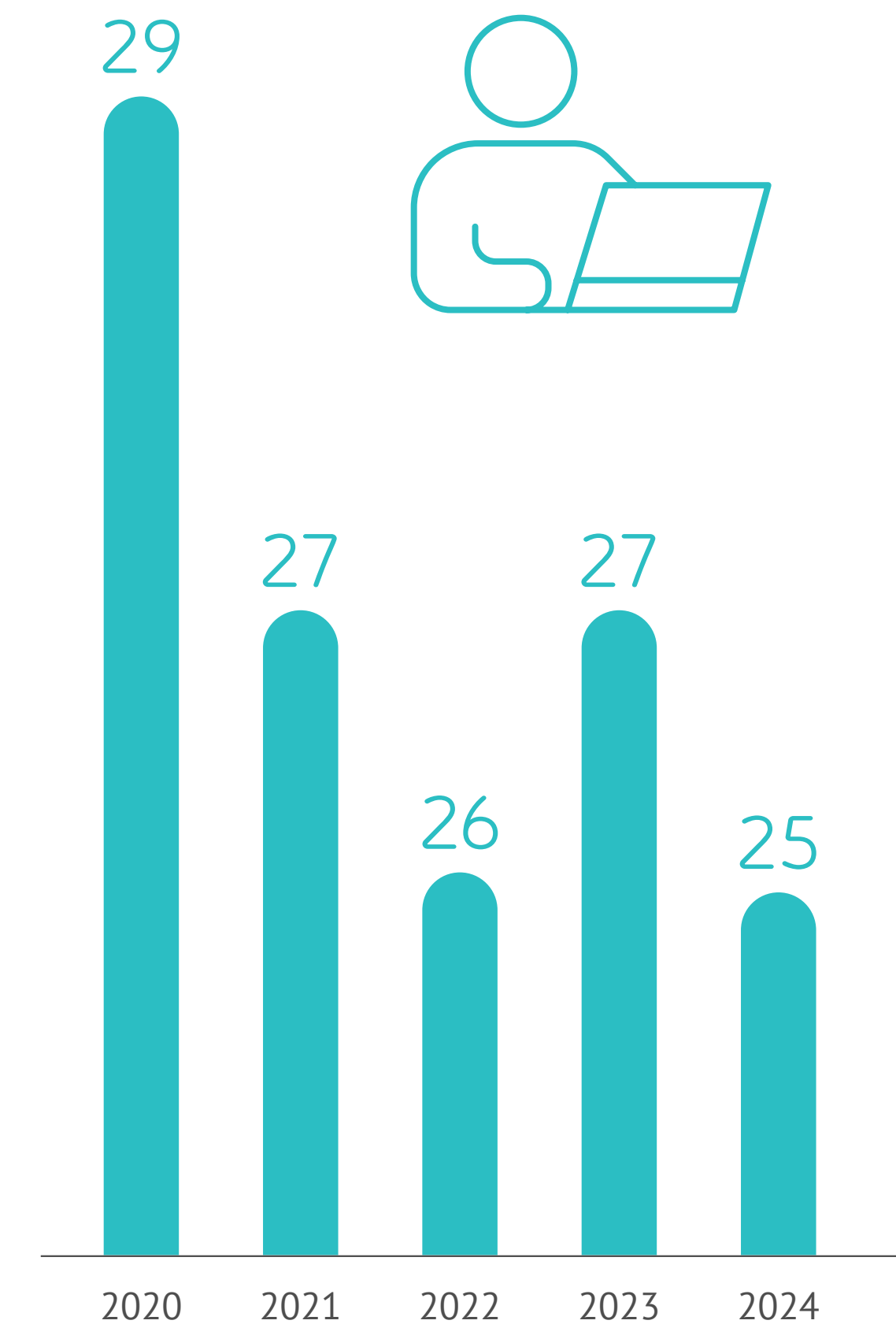
Strong leadership

Strong leadership is key to engaging and developing our people. Leaders are supported by a dedicated **HR Business Partner** and have access to a structured development track, interactive workshops and practical tools. Our leadership resources include:

- dedicated pages on our intranet Hello, featuring a leader toolkit and a leader playbook;
- monthly *Your Leader* newsletters, shared via email;
- *Connecting Leaders* events, held twice a year;
- quarterly *Helicopter Days* for our Strategic Core Team (SCT).

Leaders also complete PDPs focused on four core competencies.

Training hours per employee
Securex Belgium



Our next steps

Securex is dedicated to fostering internal mobility and personal development through **continuous learning**. In Belgium, our goal is for each employee to complete an average of 40 hours of training per year, including both formal and informal learning. Formal learning includes open training offers, external courses, workshops, info sessions and e-learning. Informal learning encompasses ongoing mentorship, conferences, trade fairs and on-the-job coaching.

While our commitment remains strong, there is **still work to be done**. In 2024, Belgian Securex employees averaged 25 training hours, and the global average was 22.9 hours. Reaching our target will require continued focus, improved access to learning opportunities and strong engagement across all teams. In 2024, 95% of our Belgian employees participated in regular talent reviews and have a personal development plan.

Our targets

Scope Belgium

Status 2024

Average of 30 hours of training per employee per year by 2026 and 40 hours by 2030

25



100% of our employees participate in regular talent reviews and have a personal development plan by 2026

95%



Our performance

Training and development

Scope Global*

Status 2024

Average number
of training hours
per employee



22.9

Average number of training hours per employee - female



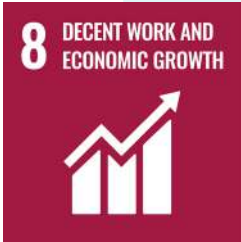
24.8

Average number of training hours per employee - male

18.8

*Excluding the Netherlands.

→ Working conditions



Where we can make a difference

Securex recognises that working conditions have a direct impact on **employee well-being, engagement and long-term retention**. That is why we are committed to creating a work environment where employees feel valued and supported.

Our **low employee turnover** indicates a healthy workplace, but maintaining this stability requires ongoing attention. If working conditions fail to meet evolving expectations – particularly in areas such as health, safety and fair treatment – employee engagement could decline. To strengthen trust and foster a culture of collaboration, we maintain an active social dialogue, holding regular meetings with works councils and trade unions.

The **physical environment** also matters. Comfortable, well-designed workspaces can support productivity and contribute to a sense of belonging. As expectations around both physical and psychological working conditions continue to evolve, this remains a key area for long-term value creation.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position		ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	↑ →↔ ↓	
Low turnover number	Securex Group	*	+	Actual	↔		ST
Works council and trade unions	Securex Group	*	+	Actual	↔		ST
Physical work environment	Securex Group	*	+	Actual	↔		ST



WE ARE COMMITTED TO CREATING A WORK ENVIRONMENT WHERE EMPLOYEES FEEL VALUED AND SUPPORTED

Our framework for change

We are committed to upholding the **highest working standards** across our operations. Our policies are designed to ensure that our practices respect individual rights and promote fairness, integrity and sustainability.

Respecting fundamental rights

We strictly prohibit any form of illegal or unethical practices, including child labour, forced labour and undeclared or illegal work. These **core principles** are embedded in every part of our operations. Additionally, Securex remains vigilant in identifying and addressing any potential direct or indirect negative impacts our activities may have on society or on these fundamental rights.

Clear rules for all

Our **work regulations** outline the expected behaviour of our employees, as well as their rights and responsibilities concerning performance, compensation and absences. These regulations apply to all Securex staff, though the content may vary by country and legal entity. Clear and consistent, they help ensure fairness throughout the organisation.

Putting it into practice

Fostering social dialogue

Securex actively engages in social dialogue to ensure **employees have a voice in workplace matters**. In Belgium, this takes place through the Works Council and the Committee for Prevention and Protection at Work. In France, it is facilitated via the *Comité Social et Économique* (Social and Economic Committee). Similar legally required structures exist in Luxembourg, the Netherlands and Spain. These platforms enable open, constructive conversations on key workplace topics, reinforcing our commitment to collaboration and ethical practices.

Commitments to good working conditions

Securex Belgium proudly continued its participation in the *Pioneer Employer (Baanbrekende Werkgever)* charter for the fourth consecutive year.



“Earning the Great Place to Work® certificate in Belgium, the Netherlands, Luxembourg, France and Spain confirms what truly sets Securex apart: our people. It shows that we don’t just say that our employees matter – we also act on it.”

Joëlle Helbig

Chief Customer & People Officer

This initiative, launched by De Lijn, Antwerp Management School and Jobat, aims to foster forward-thinking workplace practices in Flanders.

In 2023, the charter focused on promoting **sustainable commuting and human-centred hybrid work**. It was built around three core pillars: reducing commuting to alleviate stress, encouraging greener travel alternatives and enhancing work-life balance through flexible work arrangements. A total of 114 organisations signed the charter that year.

In 2024, the initiative focused on **diversity, equity and inclusion**—further strengthening its mission to create more inclusive and future-proof workplaces. More information can be found [on page 35](#).

We also expanded our participation in the **Great Place to Work® certification** from Luxembourg to include all our European branches. Securex Belgium, the Netherlands, France and Spain each achieved certification in their first year. This was based on anonymous employee surveys that assess five core values: fairness, camaraderie, respect, pride and credibility. The results are thoroughly analysed and shared transparently across the organisation, guiding targeted improvements. This recognition is more than symbolic – it confirms Securex’s commitment to building a workplace culture based on trust, well-being and long-term value creation.

Our next steps

Securex aims to build on its recognition as a Great Place to Work by **maintaining and strengthening this achievement** in the years ahead. Earning the certification across all five countries in 2024 was an important milestone, but it is only the beginning. Our goal is to continue fostering a workplace culture that meets the highest standards, with the ambition of renewing the Great Place to Work® label annually and deepening employee engagement across the group.

Our targets

Scope Global

Status 2024

Remain 'Great Place To Work' from 2026 to 2030

✓ 100%



Our performance 2024

Human rights incidents

Securex recorded **no confirmed incidents** within its own workforce related to child labour, forced labour, human trafficking, discrimination or other human rights violations in 2024. We are also not aware of any confirmed incidents involving workers in our value chain, affected communities, consumers or end-users.

Social dialogue

In 2024, 93% of all employees at Securex are covered by **Collective Bargaining Agreements** (CBAs), while 96.8% are represented by employee representatives. In Belgium, France and Spain, both CBA coverage and employee representation reach 100%.

In the **Netherlands**, CBAs are established on a sector-by-sector basis. For the business services sector, in which Securex Netherlands operates, no

sector-wide CBA has been defined. Employee representation or union membership is not legally required in the Netherlands. While employees may voluntarily join a union, this is uncommon in the business services sector and therefore not applicable to our Dutch colleagues.

In **Luxembourg**, no CBA has been negotiated as such agreements are not legally required for fiduciaries. Nevertheless, we regularly benchmark our HR practices against similar companies in Luxembourg to ensure we remain competitive and aligned with market standards.

Social protection

All Securex employees are covered by **social protection schemes** that provide income support in the event of employment injury, acquired disability, parental leave, retirement, sickness or unemployment.



Employee turnover

Scope Global

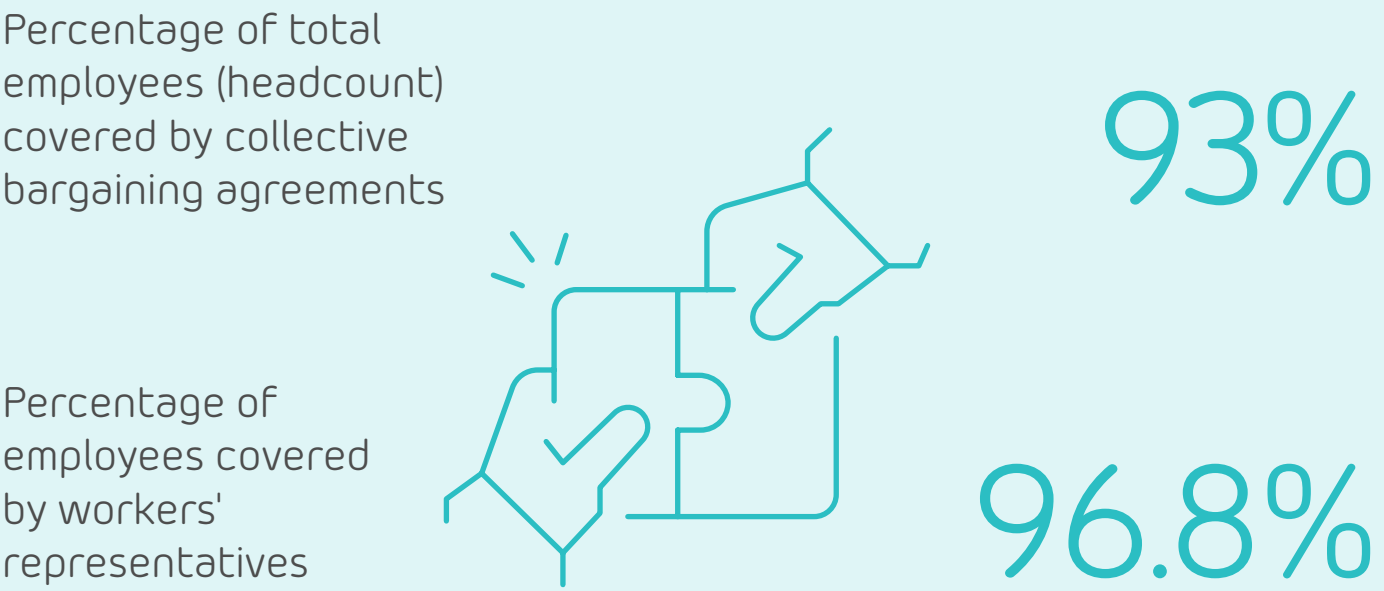
Status 2024



Social dialogue

Scope Global

Status 2024



→ Diversity and inclusion



Where we can make a difference

Diversity and inclusion are key to building a resilient, innovative and future-ready organisation. At Securex, we are committed to recruiting based on the **skills and competencies** required for each role, without consideration of gender, nationality, background or disability status. We focus equally on creating an environment where all employees feel respected, included and empowered to grow. This means fostering a culture of belonging, ensuring equal opportunities for career development, promoting inclusive communication and guaranteeing fair and equitable pay for all.

A **diverse workforce** brings new perspectives and ideas, strengthening collaboration, adaptability and decision-making. This inclusive approach enhances our employer brand and helps us compete more effectively in the war for talent, particularly in a tight labour market.

One opportunity lies in attracting **young graduates**, who bring energy, digital fluency and a fresh outlook to our teams. However, challenges remain, especially in recruiting specialised profiles such as IT professionals. As competition intensifies, maintaining a strong focus on diversity and inclusion will be key to securing the skilled talent we need to grow and thrive.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	ST: short-term MT: mid-term LT: long-term
Gender balance	Securex Group	✳	+	Actual	↔	ST
Reflecting the diverse society within Securex	Securex Group	✳	+	Potential	↔	ST
Attracting young graduates	Securex Group	✳	+	Potential	↔	ST
War for talent	Securex Group	Ⓐ			↔	ST



“Receiving the Pioneer Employer (Baanbrekende Werkgever) award was the cherry on top of an inspiring and challenging trajectory about Diversity, Equity and Inclusion in the workplace. It symbolises our ongoing commitment to be a people-centred organisation in which everyone feels included and valued.”

Sophie Riebbels
Talent Acquisition Manager

Our framework for change

We translate our commitment to diversity, equity and inclusion into **clear principles and practices**. Our policies are designed to create a respectful, non-discriminatory work environment where everyone has the opportunity to thrive.

Ethical Charter - Diversity, equity & inclusion (DEI)

People are at the heart of everything we do. Securex’s Ethical Charter affirms our belief that a successful organisation starts with **respect for individuals**. This principle guides our relationships with employees, customers, partners and suppliers, and serves as a compass in navigating ethical challenges. Everyone deserves equal treatment, dignity and opportunity, without discrimination of any kind.

Creating a healthy and inclusive work environment

We are committed to fostering a workplace where **respect, diversity and equal opportunity** are the norm. From recruitment and selection to training, pay and promotion, decisions are based solely on competence, performance and alignment with our values. We actively promote equal opportunities for all, with particular focus on gender balance and inclusive representation across all levels of the organisation.

Putting it into practice

Protecting well-being

Securex takes a firm stand against all forms of workplace bullying, as well as physical, sexual, verbal and psychological harassment or violence. **Confidential counsellors** are in place, supported by clear procedures to detect and address any incidents promptly.

‘Caring about people’ is one of our six key behaviours, reflected in our commitment to diversity, equity, inclusion and belonging. We ensure all colleagues are included in regular well-being assessments, and our leaders receive training to lead diverse teams with empathy and respect.



Sustainable employability

We promote sustainable employability by creating an environment where employees of all ages can **stay healthy, motivated and productive** throughout their careers. Ongoing development opportunities help people grow and transition into new roles, supporting long-term engagement and purpose.

Advancing diversity and inclusion

As part of our participation in the Pioneer Employer certification in 2024 ([see page 31](#)), we launched a **learning track focused on diversity, equity and inclusion** (DEI). Our Talent Acquisition Manager, Sophie Riebbels, joined a dedicated DEI bootcamp, while our internal working group took part in expert-led sessions and peer exchanges with other organisations. These efforts have led to the development of a concrete DEI action plan, tailored to our organisation’s needs and ambitions.

Guide: the power of diversity

When we talk about diversity in the workplace, we often think of visible traits like culture, gender or age – what we call surface-level diversity. But there is also a deeper layer that includes **attitudes, beliefs and values**. Both forms of diversity are essential to an organisation’s success. We provide our customers with a guide to explore the world of diversity and discover:

- the many benefits diversity can bring to their company;
- the potential challenges and how to overcome them;
- practical strategies to foster a culture of diversity and inclusion.

Our next steps

Gender equality remains a cornerstone of our values at Securex. Looking ahead, we are committed to achieving and maintaining a gender pay gap of less than 1% across all countries by 2030. This target takes into account factors such as work regime, job grade, age, education, language and seniority. By setting this goal, we aim to create a fair and inclusive workplace where equal pay for equal work is not just an ideal, but a reality.

Our targets	Scope	Global	Status 2024
<hr/>			
Stay under 1% gender pay gap (corrected for regime, salary scale, age, education, language, seniority ...) from 2026 to 2030			0.2%*
<small>* The gender pay gap data must first be reviewed by the Works Council before it can be published. Since the 2024 data has not yet been validated, we are using the data of the previous reporting year, 2023. Belgium only.</small>			



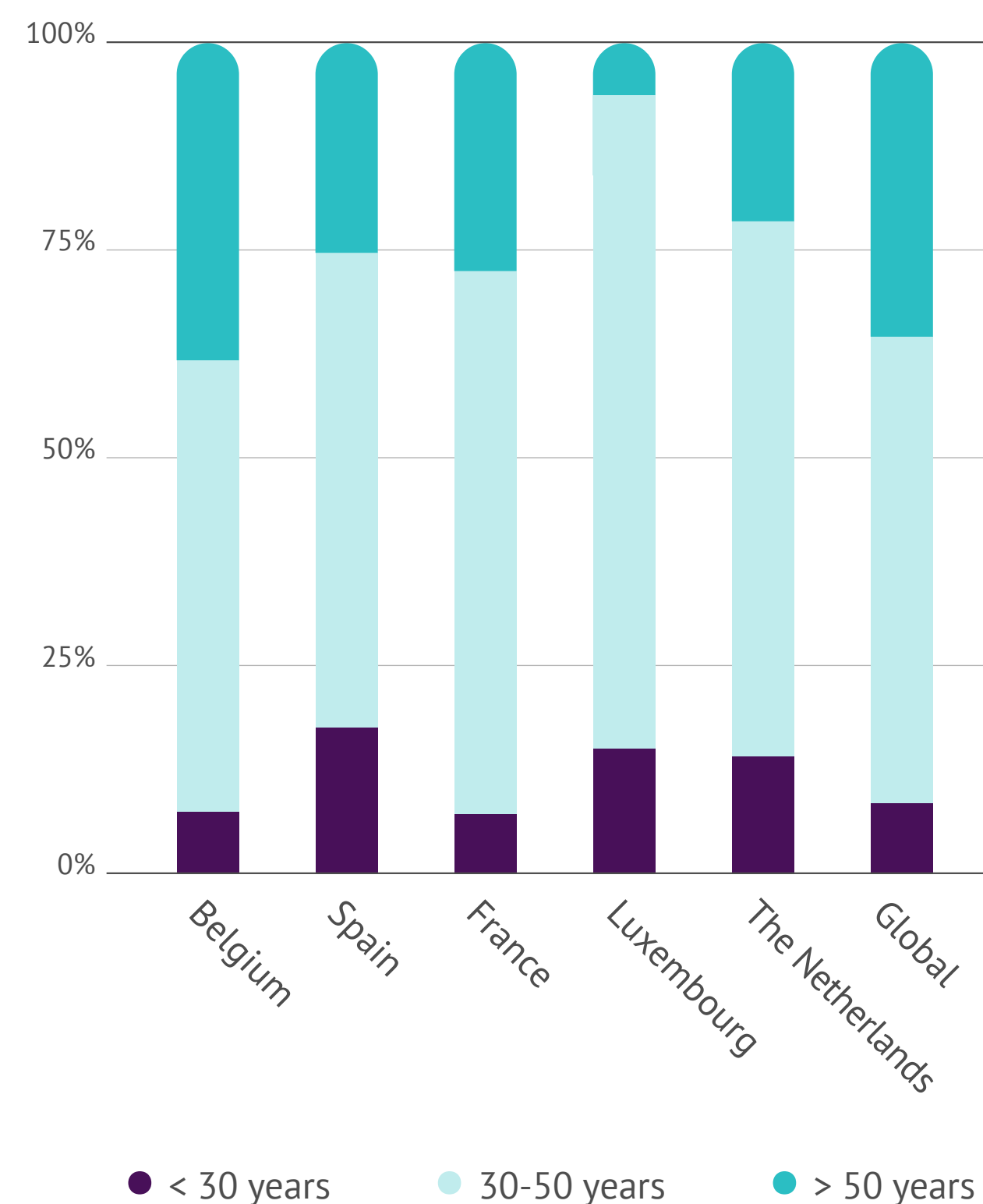
GENDER EQUALITY REMAINS A CORNERSTONE OF OUR VALUES AT SECUREX

0.2%

gender pay gap
in Belgium in 2023

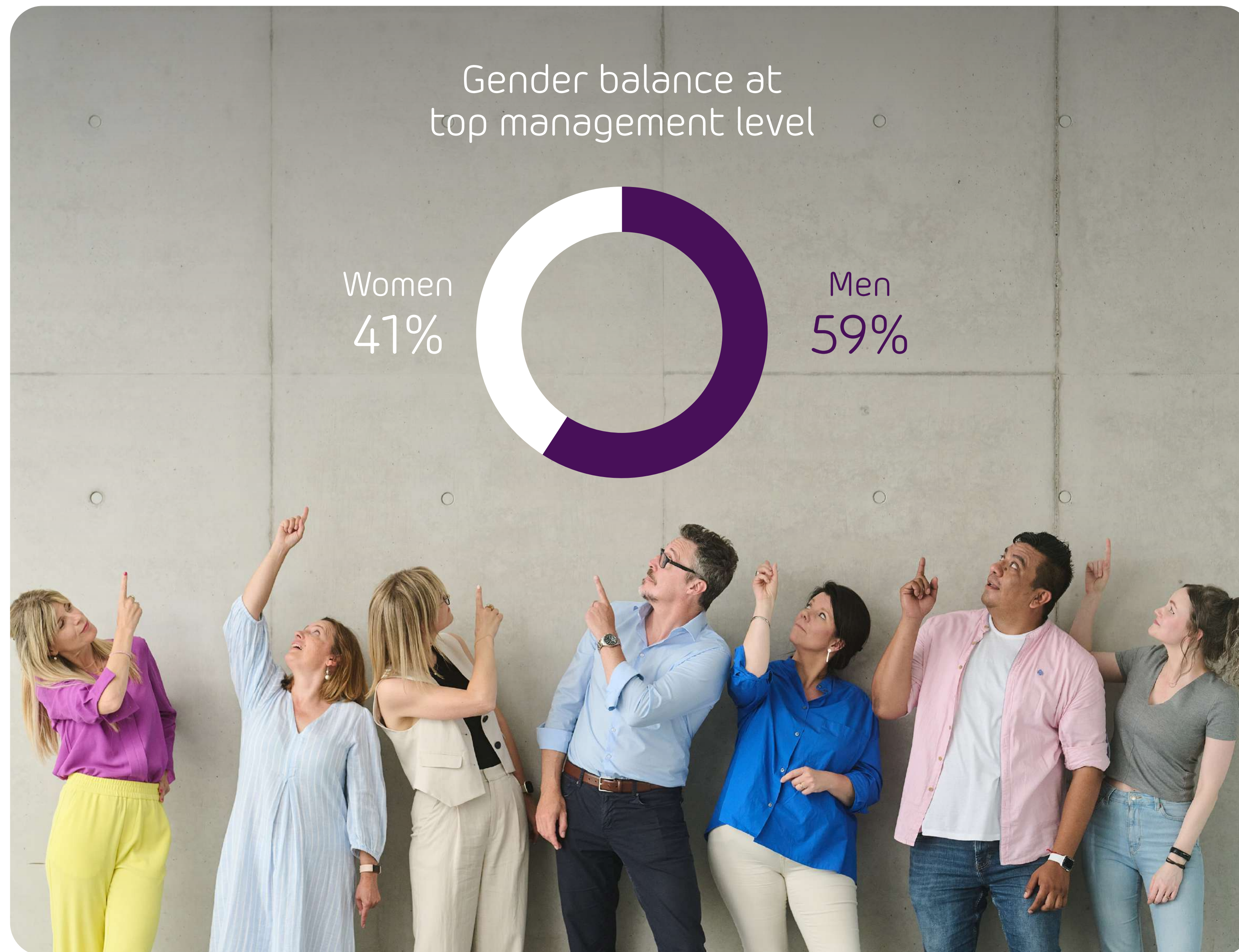
Our performance 2024

Age distribution



Gender balance at top management level

The top management level at Securex consists of the **Executive Committee** and the **Strategic Core Team**. The Strategic Core Team includes approximately 50 colleagues, comprising all directors and senior leaders who report directly to the Executive Committee.



→ Corporate culture



Where we can make a difference

At the heart of our culture lie **customer centricity and results-driven performance**. These key behaviours are deeply embedded in how we work. However, we never lose sight of the human aspect – care for people remains a fundamental value.

Securex is committed to fostering a corporate culture built on **connection, engagement and inclusion**. By actively seeking input from our employees, we strive to create a friendly, supportive work environment where everyone feels valued. This approach encourages participation, strengthens the sense of belonging and promotes collaboration across teams.

Open, transparent communication is at the heart of our culture. However, as we continue to grow and navigate periods of change, maintaining **clear and consistent communication** could present challenges. To mitigate this, we prioritise keeping employees informed about our strategy, values and key developments. This **transparency** builds trust, aligns everyone with our organisational goals and reinforces our shared commitment to the company’s mission.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	ST: short-term MT: mid-term LT: long-term
Engaging culture	Securex Group	*	+	Actual	↔	ST
Internal communication	Securex Group	*	+	Actual	↔	ST



Our framework for change

At Securex, we are committed to **embedding our culture into every aspect of our operations**. This commitment is reflected in the behaviours that shape our corporate culture and guide how we work together.

Guided by our key behaviours

In 2024, we introduced **six key behaviours** that bring our corporate culture to life: customer-centricity, result-driven, continuous development, collaboration, care for people and pride. These behaviours form the foundation of how we engage with colleagues, customers and partners.

To help embed these values across the organisation, we appointed a **Culture Engagement Specialist**. Working closely with key stakeholders,



"In 2024, over 20% of our colleagues joined our ambassador programme – a remarkable milestone that reflects high levels of motivation and internal engagement. By the end of 2024, this network had generated an average social media reach of 911,177, significantly amplifying our visibility and voice externally."

Elise Favere

Corporate Communication Specialist

this person leads initiatives that integrate our culture into core processes such as onboarding, recruitment, team agreements, training programmes and the Personal Development Plan process.

Putting it into practice

Three strategic pillars

Three key pillars of our business strategy – People & Organisation, Leadership and Culture – form the foundation of our approach to **training and development**. Each is supported by clear targets, which are translated into annual Group **Objectives and Key Results** (OKRs), and further refined into team-level OKRs on a quarterly basis.

- **People & Organisation** focuses on identifying and developing the competencies needed for a future-ready Securex. We empower all employees to take ownership, grow professionally and deliver exceptional service.
- **Leadership** sets out what we expect from our leaders, detailing the key competencies and the support they need to lead effectively.
- **Culture** defines the mindset, values and behaviours that drive our success and reflect the culture we strive to build across the organisation.

Every December, the Executive Committee defines the Group OKRs for the year ahead. **Departments align their own objectives accordingly**, with teams setting quarterly OKRs that contribute to departmental and company-wide goals. This structured top-down approach ensures coherence, promotes engagement, and supports the achievement of strategic targets.

Team OKRs are reviewed monthly to track progress. Group-level OKRs are also linked to variable remuneration where applicable. As part of our sustainability strategy, we aim to include at least one sustainability-related objective in the remuneration framework in Belgium from 2026 to 2030.



A sparkling staff celebration

In 2024, the Securex Group united colleagues from across Europe for a major staff event – a moment to recognise everyone’s dedication and achievements, and to inspire as we continue our ambitious journey.

The celebration took place on Friday 7 June at Brussels Gate, with 21 shuttle buses transporting teams from every Securex office to the venue. Our former CEO Filip Baptist opened the evening with an energising speech, marking the occasion with the exciting announcement of Securex’s acquisition of CDMD Consultores in Spain.

The night continued in festive style with the Securex Stars Awards: a red-carpet moment honouring exceptional contributions from across the organisation. Colleagues enjoyed delicious food, live music and a lively dancefloor that carried the celebration well into the evening, topped off with a surprise marriage proposal. It was a night full of pride, connection and joy – truly one to remember!



Internal and external communication

To better understand our employees’ communication needs, we conduct an **anonymous survey every two years** known as the *Moodmeter*. Its goal is to assess how well we are doing in terms of internal communication and to identify areas for improvement. The findings are shared on our intranet, Hello, helping us tailor internal communication more effectively to our most important audience: our employees.

Externally, one of Securex’s key behaviours is **pride**. We encourage colleagues to become brand ambassadors, and to support this, we use an employee engagement platform called *Ambassify*. It fosters connection, recognition and pride across our teams. By the end of 2024, 474 colleagues were actively using the platform – a strong indicator of growing engagement and community spirit.

Our next steps

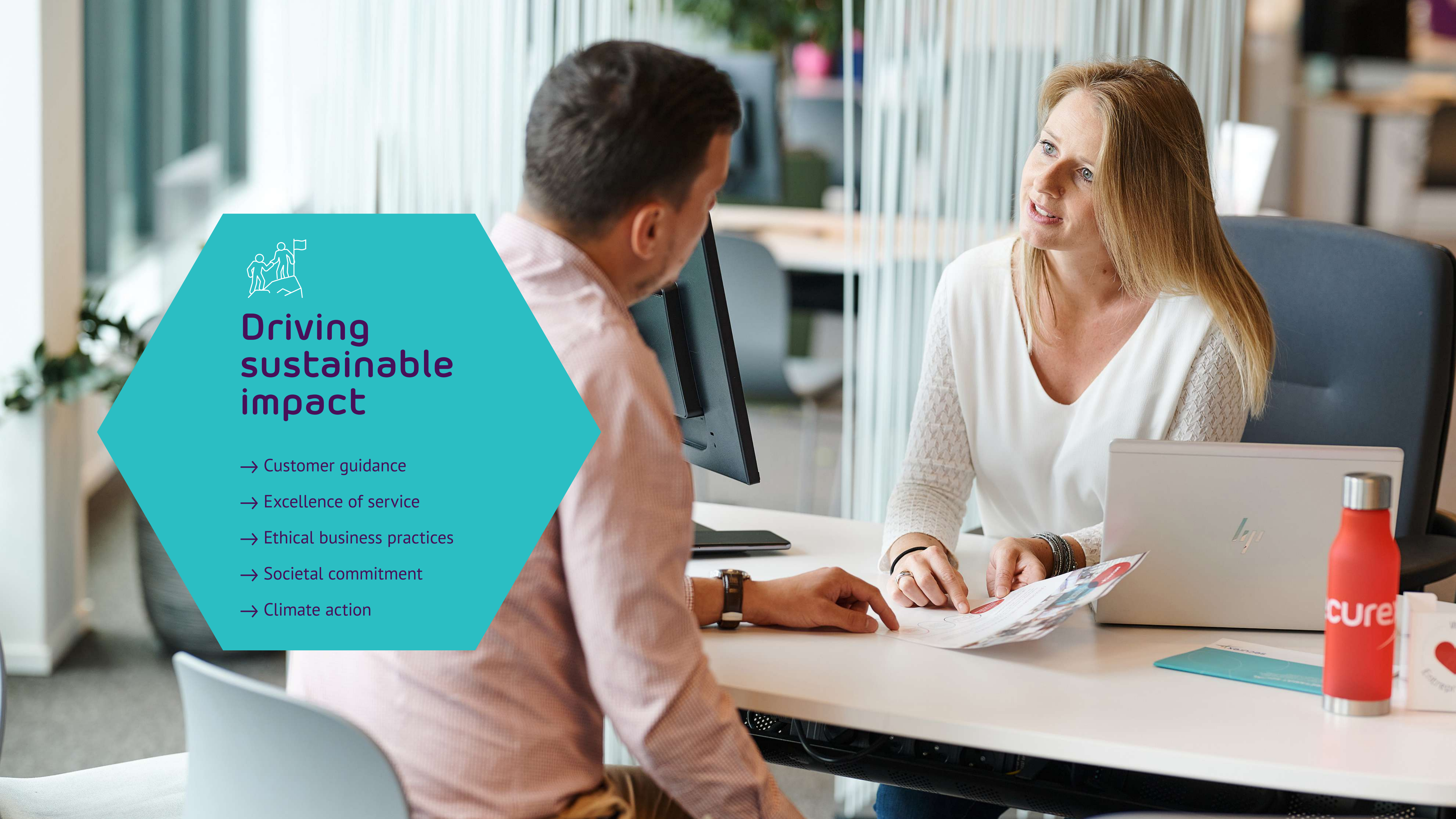
We are committed to **embedding sustainability more deeply** into our company culture. To support this, we plan to add at least one sustainability target to our variable remuneration in Belgium by 2026 (and continue to 2030). We will begin rolling out this initiative in 2025, linking our daily performance incentives with long-term sustainability goals.

Our targets	Scope Belgium	Status 2024
At least 1 sustainability target taken into account for awarding variable remuneration from 2026 to 2030		Start in 2026



Driving sustainable impact

- Customer guidance
- Excellence of service
- Ethical business practices
- Societal commitment
- Climate action



→ Customer guidance



Where we can make a difference

At Securex, we **enable people to shine** by helping them build more sustainable, healthy and resilient organisations. Our customer guidance goes beyond delivering services – it is about **creating a lasting, positive impact**. Many of our core services support this ambition, including our external service for prevention and protection at work, payroll services, social audits and HR consulting focused on health, safety and talent management. Our dedicated HR Research Centre further adds value by generating insights into human capital, enabling customers to make informed, future-proof decisions.

As sustainability becomes a strategic priority for businesses, Securex is well placed to help customers **embed Environmental, Social and Governance (ESG) principles** into their operations, especially in the social and governance domains. By expanding our ESG-focused consulting services, we not only strengthen our offering but also help customers achieve their own sustainability goals. This approach reinforces our commitment to responsible business and deepens long-term partnerships with the organisations we serve.

Our framework for change

As a trusted partner in entrepreneurship and employment, we help organisations embed Environmental, Social and Governance (ESG) principles into the heart of their business. Our particular focus is on the **Social dimension** – because sustainable success starts with people. A thriving business needs a resilient workforce, a healthy working culture, a strong commitment to employee well-being and long-term engagement. By aligning our customers’ ESG ambitions with their HR strategies, we support companies in achieving sustainable growth.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	
		* Ⓢ ☑			↑ →↔ ↓	ST: short-term MT: mid-term LT: long-term
Well-being and health of customers' employees and our affiliated entrepreneurs	Securex Group	*	+	Actual	→↔ ↓	ST
Providing services regarding sustainability	Securex Group	☑			→↔ ↓	ST



WE ENABLE PEOPLE TO SHINE BY HELPING THEM BUILD MORE SUSTAINABLE, HEALTHY AND RESILIENT ORGANISATIONS

Securex Well-being Platform



Securex has long been a trusted expert in workplace well-being. With the launch of the Securex Well-being Platform, we have taken a major step forwards. This innovative digital platform empowers employees with tools, advice and tips to improve their mental, physical and emotional well-being. It includes a digital medical questionnaire and employees have access to relevant content aligned with their challenges.

From idea to service

The platform was introduced in 2022 during Health & Safety Day. Successful pilots with the municipality of De Pinte and sports retailer Decathlon confirmed the ease and effectiveness of digital medical assessments. In 2023, development began on a broader well-being app, including surveys, challenges and an employer dashboard.

In 2024, we launched a pilot project in collaboration with senior care specialist Armonea, introducing a digital questionnaire focused on providing psychosocial support. On 3 September, the full platform went live at senior care provider Vulpia, reaching nearly 500 employees. Decathlon joined shortly afterwards, and more companies are set to follow.

On 17 June, the Securex Well-being Platform won the Digibeats award 2024 on the Workbeats Well-being Festival, the first event in Belgium dedicated to corporate well-being.



Putting it into practice

Tailored expertise for a changing world

With Environmental, Social and Governance (ESG) practices quickly becoming a business imperative, **our consultants are ready for the future**. Their expertise spans a wide range of areas, including strategic workforce planning, reward and salary optimisation, leadership coaching on well-being and motivational matters, sustainable mobility and legal compliance – always supported by our in-house HR Research team. Our targeted solutions are tailored to each organisation’s specific context, whether through training, coaching, strategic advice or hands-on implementation.

Environment

Eco-conscious mobility and flexible working arrangements are central to any forward-looking ESG strategy. Securex helps employers reduce their environmental footprint and boost their employer brand with



“We believe that a thriving workforce is the cornerstone of sustainable success. By guiding our customers on employee well-being, inclusivity, talent management and fair labour practices, we empower them to create a positive and productive work environment that drives long-term value.”

Elisabeth Van Steendam
Talent & Well-being Manager

solutions such as electrifying company fleets, introducing mobility budgets, offering cycle-to-work schemes or company bikes and designing efficient hybrid working policies tailored to both business and employee needs.

Social

We help organisations build inclusive, future-proof workplaces by focusing on key social drivers:

- **DEI initiatives:** Globalisation is bringing more diversity into the workplace. A strategic approach is needed to benefit from this enrichment. We show employers how diversity can become a powerful driver of transformation and success.
- **Fair pay practices:** Transparent, equitable pay – including equal pay for equal work – reinforces employee trust and motivation. With flexible and tax-efficient packages like cafeteria plans, mobility benefits or profit-sharing, we help employers meet employee expectations while managing costs.
- **Talent development:** Investing in people is vital. We support employers with strategic talent management through our Development Centre and Securex Academy, offering personalised growth paths, training plans and targeted support for leaders, senior talent and specific workforce groups.
- **Health & well-being:** A strong well-being culture underpins resilience and productivity. We help create healthier workplaces through preventative policies around stress, burnout, absenteeism and occupational safety.

Governance

Securex provides the **legal expertise** companies need to stay ahead of evolving regulations. We offer support and training in areas such as GDPR compliance, whistleblower protection, labour law (FLA) and the EU’s Corporate Sustainability Reporting Directive (CSRD).

Our next steps

By 2026, we want to **offer more services that help customers put sustainability at the heart of their business**. We aim to increase the number of leaders trained to prevent and manage absenteeism by 12%. This will strengthen leadership and support long-term employee engagement. At the same time, we plan to grow the number of mental well-being interventions for affiliated self-employed professionals by 10% by 2026, and reach 20% by 2030.

Our targets	Scope Belgium	Status 2024
12% increase in the number of leaders (at customers) that are trained on how to prevent and deal with absenteeism in their teams by 2026 (base year 2024)		1,270 leaders were trained
10% increase in number of interventions regarding mental well-being for affiliated self-employed people by 2026 and 20% by 2030 (base year 2025)		First measurement in 2025
Establish a sustainability-inspired offering for customers by 2026		Ongoing

→ Excellence of service



Where we can make a difference

At Securex, we take pride in delivering qualitative, efficient and reliable service. Our ambition to be the preferred European partner is reflected in our commitment to **ultimate convenience, proactive solutions and a personal approach**. We listen closely to our customers and adapt continuously our servicing and approach to meet their changing expectations. Next to that, we see chances to grow by expanding and innovating our employment and entrepreneurial services.

Digital innovation plays a key role in this journey. As employment and entrepreneurial services become increasingly digital, Securex is well placed to **support customers through this transformation**. We develop smart, user-friendly tools – such as HR analytics platforms – and help integrate them into daily practice. By doing so, we empower our customers to build more agile, data-driven and future-ready processes. Our focus on intuitive and secure digital tools ensures a seamless experience, helping customers work more efficiently while feeling supported every step of the way.



Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	ST: short-term MT: mid-term LT: long-term
User-friendly IT tools	Securex Group	*	+	Potential	↔ ↓	MT
Focus on performance	Securex Group	*	+	Potential	↔ ↓	ST
Innovation and expansion	Securex Group	☑			↔	MT

Our framework for change

Professional and personable relationships

In alignment with our **Ethical Charter**, we are committed to fostering respectful and constructive relationships with all our stakeholders. Our approach is both professional and personable, ensuring that each interaction reflects our key behaviours.

Courtesy, respect and empathy are central to our communication. We provide advice based on clear, accurate and comprehensible information, while strictly maintaining the confidentiality of customer data. Furthermore, all complaints are addressed with appropriate attention and resolved in a timely manner.

Our three customer promises

- At Securex, we are committed to supporting our customers in three keyways:
- **Personal touch** – Every interaction is tailored. We address each customer personally and with genuine care and attention.
 - **Ultimate convenience** – One request is all it takes. Our customers can count on us to get things done without needing to follow up.
 - **Proactive solutions** – We do not wait to be asked. We reach out proactively with valuable insights and personalised advice, based on our in-depth understanding of each customer’s situation.

Inclusive digital solutions

We are committed to making our digital services accessible and inclusive for everyone. As part of this commitment, we regularly review and update our platforms to ensure they **meet the needs of all users**, including those with disabilities or limited digital skills.

Digital tools can open up opportunities, but only if they are accessible to all. That is why Securex has signed the **Digital Inclusion Charter**, a Belgian initiative aimed at bridging the digital divide. By joining this collective effort, we support the development of more inclusive digital solutions and contribute to a society where no one is left behind in the digital transition.

MySecurex

MySecurex is a dedicated tool designed to streamline self-employed professionals’, employers’ and accountants’ workflows. It consolidates customer data into a single, easily accessible platform, enhancing efficiency and enabling better advisory services.

Securex remains committed to empowering businesses, entrepreneurs and professionals with the resources and expertise needed to thrive in a competitive landscape.



Digital Inclusion Charter

Digital tools offer valuable opportunities, but only when they are accessible to everyone. That is why Securex has joined DigitAll, an alliance of companies, civil society organisations and public bodies committed to promoting digital inclusion in Belgium. As a signatory of the Digital Inclusion Charter, we have committed to nine concrete actions that aim to help close the digital divide and ensure no one is left behind in the digital transition.

As an employment and entrepreneurial service provider, Securex supports entrepreneurs and employers in developing their business and workforce strategies – increasingly through digital channels. To make sure our tools serve everyone effectively, we evaluate their accessibility. This helps us identify where improvements can be made and ensure our digital solutions are as inclusive and user-friendly as possible.





WE FOLLOW STRICT CUSTOMER COMMUNICATION GUIDELINES TO ENSURE CLARITY, PROFESSIONALISM AND CONSISTENCY

>30

Achieve this NPS score by 2026 and maintain it by 2030

Putting it into practice

Fast, efficient and reliable customer service

Our **Customer Care Team** (CCT) is the first point of contact, resolving most queries immediately (First Call Resolution). If further expertise is needed, we escalate the case to a dedicated client advisor.

We commit to **clear response times**: voicemails are returned within four hours and case manager advice is provided within eight hours. All queries, emails and complaints are addressed within two working days, either with a full solution or a timeline for resolution. We follow strict Customer Communication Guidelines to ensure clarity, professionalism and consistency, all aimed at providing a seamless customer experience.

Closing the loop with customers and partners

To stay aligned with evolving customer needs, we regularly **gather feedback** through surveys and direct interactions. Our Customer Experience department captures the *Voice of the Customer* (VoC) and the *Voice of the Partner* (VoP) and tracks satisfaction through annual satisfaction and post-interaction surveys.

We monitor and analyse **complaints** to identify patterns and drive improvements. Additionally, our *Customer Sounding Board* – a representative group of customers and partners – provides regular feedback on our products, services and strategies. All insights are centralised and shared across departments, helping to shape unified action plans that enhance the customer experience.

Our next steps

At Securex, we are committed to continuously improving our customer experience. We measure customer satisfaction and loyalty via the **Net Promotor Score** (NPS), which tracks how likely customers are to recommend us. Looking ahead, our goal is to achieve an NPS above 30 in all countries where we operate, and to rank among the top three companies in our sector in Belgium by 2030. To reach these targets, we will continue investing in service quality, customer insight and digital innovation.

Our targets

Scope Global

Status 2024

Achieve and maintain an NPS score of >30 from 2026 to 2030



→ Ethical business practices



Where we can make a difference

At Securex, ethical business practices are at the core of our operations. We have built a robust **risk management culture** for all our Insurance entities. We follow **strong governance and ethical principles** in our investment decisions. However, the absence of a formal ESG investment policy poses a risk of unintended social or environmental impacts. Creating this policy is a key goal in our new strategy. We are strengthening our role in sustainability – a priority that matters to both customers and employees.

Securex is dedicated to delivering **reliable and trustworthy services** to its customers. As part of this commitment, data protection and cybersecurity are top priorities. To enable this, we continuously invest in robust cybersecurity infrastructure and foster a culture of security and privacy awareness across the organisation.



ETHICAL BUSINESS PRACTICES
ARE AT THE CORE OF OUR
OPERATIONS

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position	ST/MT/LT
		Impact Risk Opportunity				
		* Ⓢ ☑			Upstream Own operations Downstream	↑ ↔ ↓ ST: short-term MT: mid-term LT: long-term
Strong risk management structure	Insurance	*	+	Actual	↔	ST
ESG investment policy	Insurance	*	-	Potential	↔ ↓	ST
Commitment to sustainability	Securex Group	☑			↔	MT
Cybersecurity and data protection	Securex Group	☑			↔ ↓	MT

Our framework for change

At Securex, we believe that a strong governance framework is essential to building a responsible, resilient and future-oriented organisation. The following **policies** help us ensure ethical conduct, manage risks effectively and protect both confidential data (including customer's personal data) stored and processed by Securex, and the Securex services provided to our customers.

Ethical Charter

Our Ethical Charter sets out the **values and rules** that guide ethical behaviour across Securex. It applies to all directors, leaders and employees in Belgium, France, Luxembourg, Spain and the Netherlands. The Executive Committee ensures the policy is followed, with supervision from the Board of Directors.



"For Securex, Compliance is not only a legal obligation, it is also a way to build and maintain a relationship of trust with our customers and partners. By processing data and using AI systems in a correct, transparent and responsible manner, we can also strengthen our reputation and contribute to an ethical and safe digital environment for all stakeholders involved."

Dieter Vanheuverbeke
Data Protection Officer

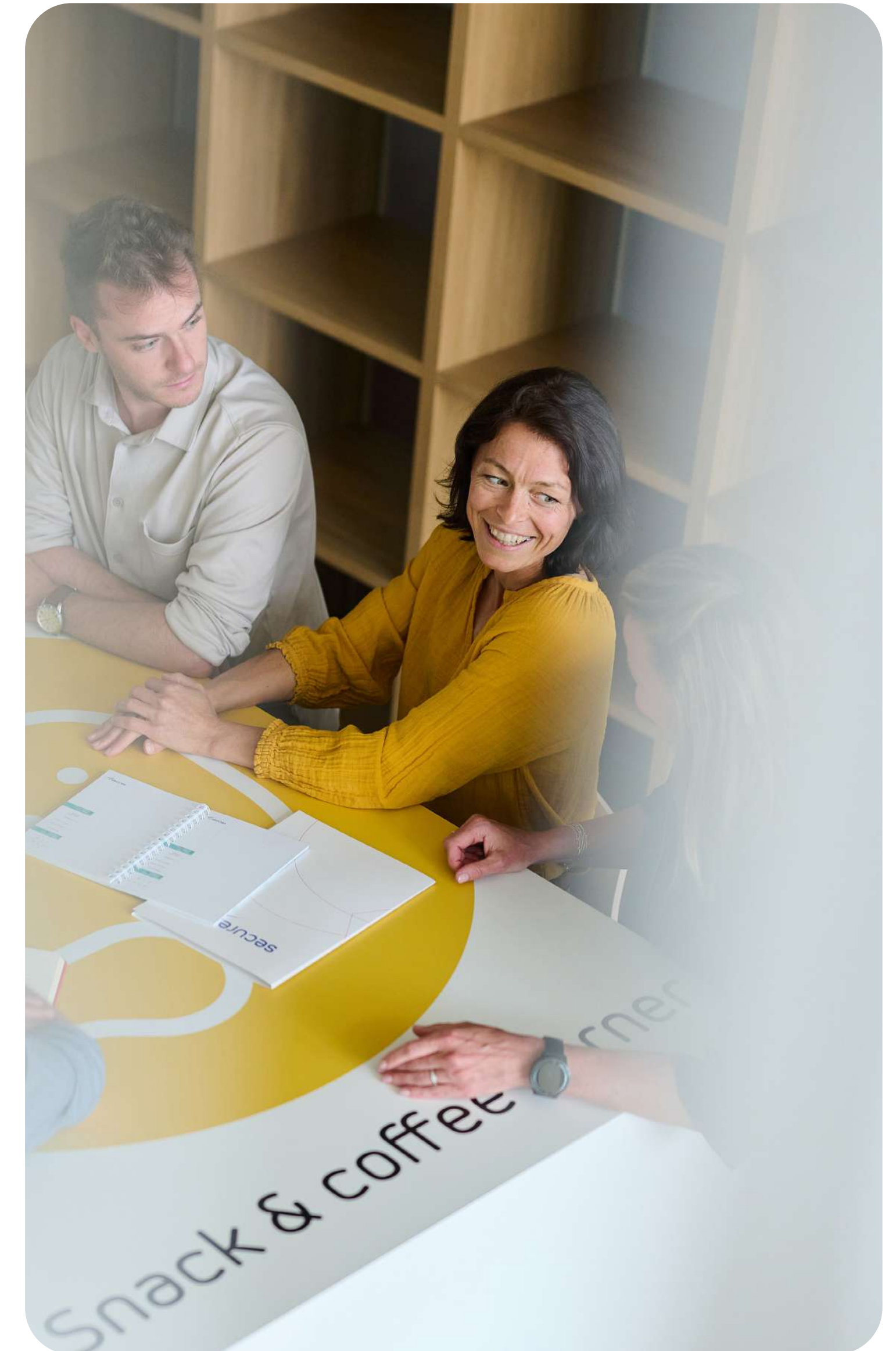
The charter covers important topics such as anti-corruption, fraud prevention, avoiding conflicts of interest and clear rules on gifts, external roles and insider trading. It also promotes the careful use of company assets and strong cybersecurity practices, asking everyone to use digital tools responsibly and in line with our values. In addition, the charter supports **responsible investing**. We aim to choose sustainable and ethical funds and to strengthen this approach over time. Environmental care is a key part of our ethical commitment, and we work towards this through responsible partnerships and investment choices.

Belgian Anti-Fraud Policy

Securex employees are **required to report any observed illegal activities**. Specific procedures are in place for reporting internal fraud and external fraud, as well as fraud related to insurance activities. The Internal Audit team is responsible for investigating all suspected cases. When fraud is confirmed, a report is submitted to the relevant personnel and, if necessary, to the Board of Directors via the Audit Committee. Decisions on legal action or referral to the authorities are taken in consultation with the Legal Department and the Executive Committee. All information concerning suspected fraud must be handled with the strictest confidentiality.

Global Risk Management Policy

The Global Risk Management Policy defines how Securex's insurance companies manage risks. It outlines the **objectives, procedures and responsibilities** of the individuals and teams involved. The policy focuses on identifying, assessing, managing and monitoring potential risks, while ensuring full compliance with all legal requirements. Our robust risk management culture within our insurance companies is supported by a dedicated Risk Committee which advises the Board of Directors. Our Chief Risk Officer (CRO) plays an essential role within the Executive Committee, ensuring accountability across various governance bodies.



ICT & Data Protection Policies

Securex is committed to the secure and responsible use of information and communication technologies. Our ICT & Privacy Policies outline the **conditions for employee access to our ICT infrastructure** and set clear rules for the handling of personal and business data, and for maintaining secure systems and operations. These policies apply to all employees, including those in international branches, as well as external contractors.

Complementing this, our Data Protection Policy establishes the key principles and responsibilities for protecting personal data at Securex. For Securex, compliance with applicable legislation, the protection of (personal) data and the correct and secure handling of that data are crucial in **building a relationship of trust** with our customers, employees and all stakeholders. Securex undertakes to process data in accordance with the applicable privacy legislation, including the GDPR. The policy applies to all internal and external staff, across all entities and subcontractors. Together, these policies form a strong foundation for data security and privacy across the organisation.

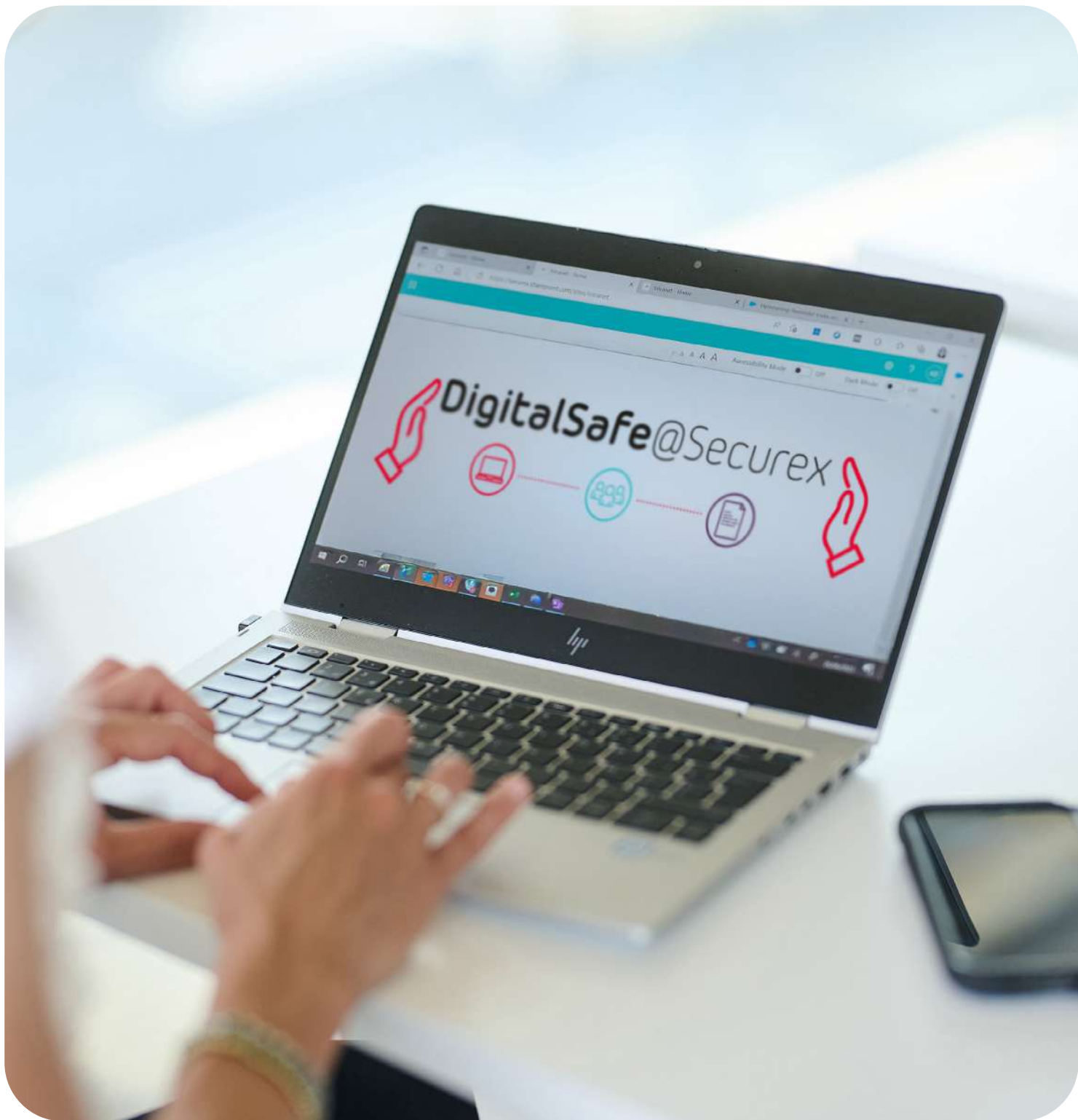
Putting it into practice

Information Security

Information and data are key assets to deliver top quality services to all our customers. Ensuring correct level of **confidentiality, integrity and availability of data** is crucial to the operations of Securex, its commercial well-being and its service to the customers.

In order to achieve the above objectives, organisational, procedural and technological measures have been deployed, including multiple layers of security to **mitigate security threats**. A Security Governance Organisation has been set up based on the ISO27000 principles.

Every Securex employee has a role in the protection of these data and systems. This responsibility is clearly outlined in our **Securex ICT & Privacy Policy**, which is part of our labour agreement of every internal employee and also needs to be signed by every external contractor.



DigitalSafe@Securex

DigitalSafe@Securex is Securex's **cybersecurity awareness programme**. It is designed to help employees recognise digital risks, understand the core principles of information security and adopt safer habits in both their professional and personal lives. The programme is delivered via our in-house e-learning platform Skill'Up. Throughout the year, employees can access a series of interactive modules, each focused on a key aspect of cybersecurity. With a personalised approach, the programme helps employees build on their existing knowledge and develop practical skills to stay secure in today's digital environment.

Our next steps

Looking ahead, Securex is committed to **strengthening both cybersecurity, data protection and responsible investment practices**. By 2030, our goal is for all employees to complete IT and data security training, with 100% of new joiners doing so within their first three months. This will help ensure a strong, organisation-wide culture of digital vigilance.

In parallel, we will develop and roll out a dedicated **ESG investment policy for our insurance companies** by 2026. This will help us avoid unintended negative impacts on people and the environment within our value chain. By 2030, we aim for all of our investments to be fully aligned with this policy, reinforcing our long-term commitment to ethical and sustainable business practices.

Our targets	Status 2024
100% of our employees are compliant with our IT and data security training policy from 2026 to 2030. Scope: Global	First measurement in 2025
Formulating and implementing an ESG investment policy for our insurance companies by 2026 Scope: Insurance	Ongoing
100% of our investments are aligned with our ESG investment policy by 2030 Scope: Insurance	First measurement in 2026

→ Societal commitment



Where we can make a difference

At Securex, we support society by **empowering businesses, driving HR innovation and investing in meaningful initiatives**. Our research team provides valuable insights into key HR trends, helping employers make informed decisions, while our enterprise counter helps reduce administrative burdens and stimulate local economic growth.

Our dependence on broader economic conditions remains a strategic risk, but we aim to **stay resilient** by offering a diverse range of services, exploring new business opportunities and operating across multiple European countries to reduce our reliance on any single market.

Entrepreneurship is central to our mission. We guide start-ups with legal, HR and insurance advice, support mental well-being among the self-employed, offer training and provide co-working spaces. Our thought leadership explores pressing workplace issues like absenteeism, staff turnover and physical and mental well-being, contributing to a healthier and more inclusive work environment.

Beyond business, we are committed to **positive social impact**. We invest in philanthropy and back employee-led charitable efforts. Through research, entrepreneurship support and social responsibility, Securex aims to foster lasting value for both the economy and society.

Our framework for change

The **Charity Framework** outlines how Securex and its employees can support charitable causes through the Securex Foundation. This policy has been reviewed and approved by the Executive Committee and the Board of Directors. The framework serves a dual purpose: it supports

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position		ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	↑ →↔ ↓	
Philanthropy	Securex Group	✱	+	Actual	→↔ ↓		ST
Scientific HR research	HR	✱	+	Actual	→↔ ↓		ST
Local economic growth	HR	✱	+	Actual	→↔		ST
Market dependency	Securex Group	Ⓐ			→↔		ST



employees by involving them in the process and supporting their charitable initiatives, while also ensuring that beneficiaries receive meaningful financial support. This reinforces Securex's commitment to social responsibility.

Putting it into practice

Driving local economic growth

Securex is committed to supporting business success and contributing to sustainable economic development. As a reliable partner for entrepreneurs, we help business owners **launch and grow their companies** through expert advice and hands-on support. For example, we organise information sessions on becoming self-employed during the Career Days in Ghent. By managing administrative tasks such as payroll and HR, we free up time for entrepreneurs to focus on innovation and expansion. Our Hive5 office spaces also provide a vibrant setting where start-ups and entrepreneurs can connect and collaborate.

Thought leadership

At Securex, we actively **share our knowledge and insights** through a wide range of communication channels, including press releases, media interviews, social media content, whitepapers and focus reports, newsletters and our website. We regularly contribute to public dialogue by delivering keynote speeches, joining expert panels, offering guest lectures and appearing on podcasts. Our thought leadership is both **proactive** – seeking out speaking opportunities – and **responsive** to media requests and industry developments.

Our **Thought Leadership Programme** draws on the expertise of colleagues across the organisation. It is supported by our HR Research team whose scientific studies offer valuable insights into evolving

workplace trends. In 2024, we identified four key themes to distinguish our voice in the market:

- HEALTH (becoming and remaining healthy)
- TALENT (attracting, developing and retaining talent)
- MOTIVATION (self-motivation and staff-motivation)
- ENTREPRENEURSHIP (starting, growing, optimising and protecting a business)

We formed a **network of 50 thought leaders** to represent Securex on these topics. In addition to 16 formal initiatives, our colleagues have contributed their knowledge on many other occasions, strengthening our impact on issues such as absenteeism, leadership, well-being and societal change.

Transparent approach to philanthropy

Our commitment to philanthropy extends beyond financial contributions: we strive to build strong, long-term partnerships with the organisations we support.

In 2024, Securex selected four partner organisations whose **missions align with the Group's strategic priorities**: entrepreneurship and sustainable employability. These organisations presented their mission, operations and impact to the Board of Directors and ExCo in October 2024.

To strengthen these partnerships, Securex committed to a range of collaborative initiatives, including recruitment opportunities, internships, joint projects and access to office and meeting spaces for training sessions and events. Ongoing financial support has also been confirmed through 2026.

Digital for Youth



At Securex, we proudly support Digital for Youth, an initiative dedicated to reducing the digital divide among children and young adults aged 6 to 25 in Belgium. The goal is to ensure that every young person has access to the digital tools they need to learn, grow and thrive in today's connected world. To make this possible, Digital for Youth depends on donations of used laptops from companies. In 2024, Securex donated 352 reusable laptops, 96 of which were top graded. As calculated by Digital for Youth, each donated laptop reaches an average of 6.8 children, 46% of whom are girls.

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19
MEMBER OF 42
CAMPUSYouthStart
CONNECT
DiversiCom
Making disability work

Our partner organisations

- **BeCode** is a social-impact-driven digital skills and coding school that uses an active, hands-on teaching approach to equip learners with in-demand digital skills. The organisation aims to unlock untapped talent and respond to the evolving needs of the job market. In 2024, Securex provided financial support to BeCode and co-financed three classes focused on cybersecurity and AI.
- **YouthStart** empowers young people in vulnerable situations by supporting their social and professional reintegration. The programme is aimed at young people aged 16 to 30 who are not in employment, education or training, and who have at most a secondary school diploma. Through tailored programmes, participants discover their strengths and develop the skills and confidence needed to shape their future. Securex provides financial support to YouthStart.
- **Campus 19** offers accessible, high-quality IT and coding education through innovative, peer-to-peer learning methods. The school has created a global network of campuses that provide flexible, forward-thinking training focused on long-term professional integration.
- **DiversiCom** promotes workplace inclusion by supporting individuals with disabilities in finding jobs that match their skills. The organisation works closely with both jobseekers and employers, facilitating connections and sharing best practices with partners and stakeholders. We provide office space for DiversiCom via Hive5 since 2016.

Our support for BeCode and YouthStart is provided through the Securex Fund. Since 2023, this fund has been managed in partnership with the **King Baudouin Foundation**.

Employee initiatives

In 2024, 43 Securex colleagues took part in the **20 km of Brussels** running event – not just to test their endurance, but also to support a meaningful cause. Their dedication helped raise both awareness and funds for Handicap International. Thanks to the donations, the Securex Foundation was able to contribute just over €3,000 to the organisation.

Last year, colleagues also raised a total of €2,013 through the **microdonations initiative**, where employees can voluntarily donate the rounding cents of their monthly salary. The Securex Foundation will match this total, bringing the final amount to €4,026. The beneficiary, NGO Kinderkankerfonds, was selected through a staff voting process, ensuring broad support across the organisation.

Our next steps

Looking ahead, we plan to **grow our thought leadership** by offering more training to help our employees improve their skills and knowledge. We aim to collaborate closely with various thought leaders to bring together diverse insights and shape a unified, well-defined vision for Securex around our four key themes: health, talent, motivation and entrepreneurship.

Additionally, through the Securex Foundation, we will continue to **commit 1% of our annual profit to charitable organisations** that empower vulnerable youth, create job opportunities for people with disabilities and promote IT education – reinforcing our long-term dedication to social impact.

Our targets

Scope Group

Status 2024

Support organisations that focus on employability and entrepreneurship in society by investing 1% of our annual profit in our Securex Foundation from 2026 to 2030



→ Climate action



Where we can make a difference

As we continue to digitalise our services, **the energy used by our IT infrastructure plays an important role** in our carbon footprint. Reducing the environmental impact is a key priority as **our digital operations grow**. Beyond digitalisation, we are also committed to reducing our overall footprint by making more sustainable choices across all areas of our operations.

Securex also faces climate-related risks. While real estate is not our core business, we own office buildings and invest in property. **Extreme weather events** could increase repair costs and require additional measures to improve building resilience. Rising temperatures may also affect the comfort of tenants. In addition, **transitioning to a low-carbon economy** and complying with climate regulations, such as the Paris Agreement, present long-term challenges. Adapting to these changes is essential to ensuring business continuity and sustainability.

Our framework for change

Although the topic climate is included in our Ethical Business Charter, we recognise that Securex has yet to establish a dedicated and comprehensive climate policy. We fully understand the growing importance of addressing climate-related challenges and their impact on our business and society. As such, **we are committed to developing a robust and strategic climate policy** in the near future.

Impacts, risks & opportunities

IRO name	Securex activity	Type	Positive / negative	Actual / potential	Value chain position		ST/MT/LT
		Impact Risk Opportunity			Upstream Own operations Downstream	↑ →↔ ↓	
GHG emissions	Securex Group	✱	–	Actual	↑ →↔ ↓		ST
Extreme weather events	Real estate	Ⓐ Physical risk			→↔ ↓		MT
Climate change transition	Securex Group	Ⓐ Transition risk			→↔		ST



"Our first calculation of Securex's carbon footprint is a crucial step forward in taking meaningful and measurable action, not only in our real estate activities, but across all aspects of our company."

Wim Verlinde
Facility Manager



Putting it into practice

Developing a climate transition plan

Securex is currently developing a targeted decarbonisation strategy. In 2024, we established **the CO₂ Footprint Working Group**, marking an important first step in measuring and managing our carbon footprint. We have laid the groundwork to calculate our greenhouse gas (GHG) emissions for the first time. Although we have already introduced several initiatives to reduce emissions, these have not yet been coordinated within a formal target or action plan. In 2025, we completed **our first global carbon footprint assessment**, which will serve as the foundation for **a comprehensive climate transition plan** with clear GHG reduction targets.

Promoting sustainable mobility

Securex is reducing greenhouse gas emissions from our company fleet by **promoting sustainable mobility**. Our homeworking policy encourages employees to work from home, cutting down daily commutes and lowering transport emissions. Since June 2023, all new company cars in Belgium are electric, reducing fleet emissions.

We support sustainable commuting by fully reimbursing public transport for work trips, offering bike allowances, covering shared bicycle subscriptions for Brussels-based employees and providing office bikes in Ghent for short-distance trips. Additionally, staff can swap their company car entitlement for **a flexible mobility budget** to choose greener travel options. For our customers, we have partnered with the Federal Public Service for Mobility and Transport to create **a Mobility Index** that helps businesses assess and improve their commuting impact. Alongside tailored advice, we offer a free online Mobility Guide to promote sustainable travel choices.

Investing in sustainable offices

Securex is committed to enhancing the sustainability of its office spaces through a number of key initiatives. We are renovating buildings to **meet new energy efficiency standards**. In addition, we are expanding the use of solar energy by installing solar panels where feasible. In 2024, panels were added to the Ghent office.

Our Ghent office is a prime example of energy-efficient architecture. As a passive building, it is designed for optimal water and energy conservation. It benefits from natural daylight, high-quality insulation and advanced energy-saving technologies such as deep geothermal heat exchange. To promote sustainable commuting, the office also provides secure bike storage, charging points, showers and lockers for cyclists. The building is currently **undergoing certification for a BREEAM label**, an internationally recognised standard for sustainable construction.



WE ARE RENOVATING BUILDINGS TO MEET NEW ENERGY EFFICIENCY STANDARDS

Our next steps

Securex is **stepping up its climate efforts** with the publication of a climate transition plan in 2026. This plan will set out the concrete actions we will take to reduce our greenhouse gas emissions and track our progress over time. Our long-term goal is **to become net-zero by 2050**. Achieving this will require ongoing effort, investment and collaboration, but we are committed to doing our part for a more sustainable future.

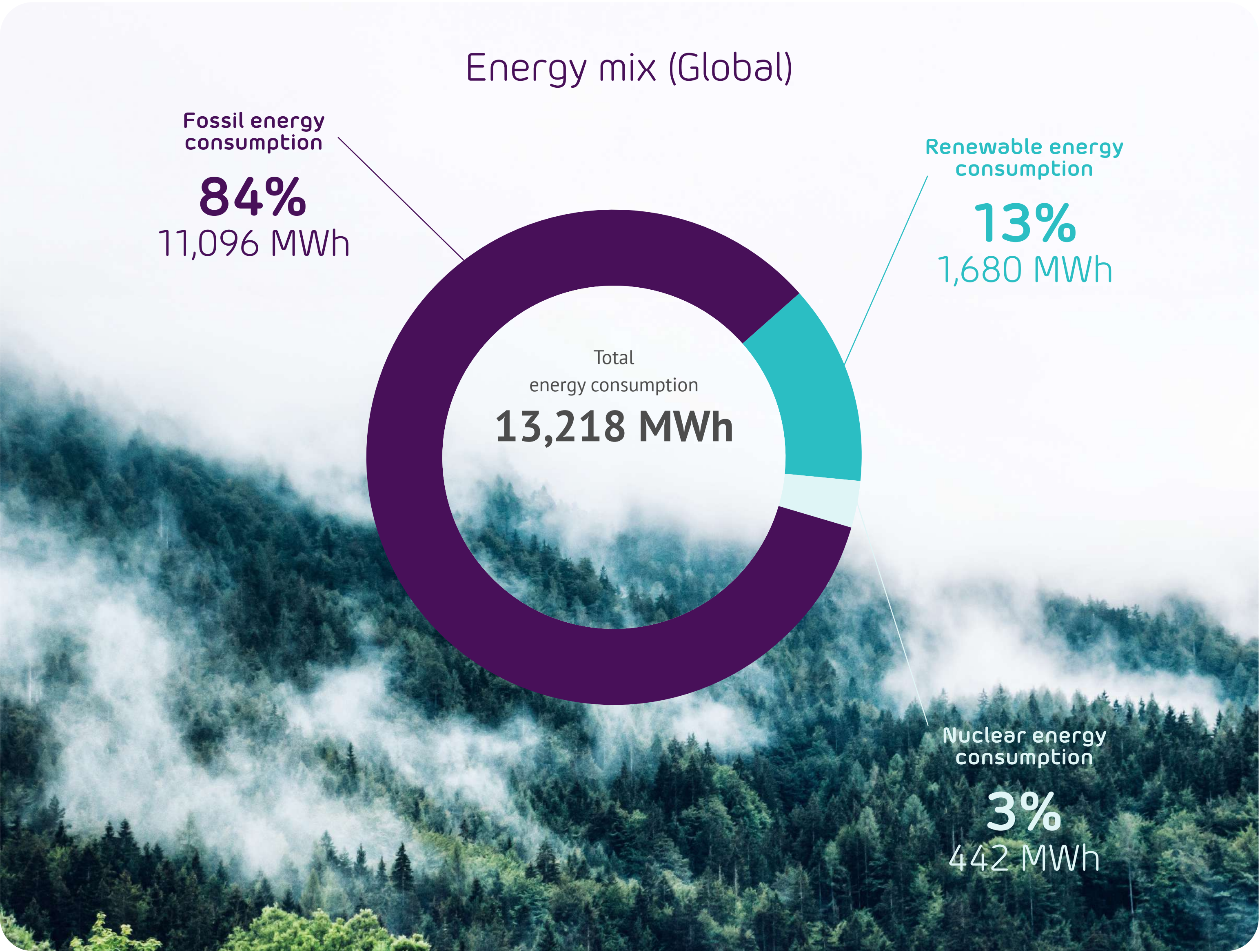
Our targets	Scope Global	Status 2024
Net-zero by 2050		Ongoing
We publish our climate transition plan in 2026		Ongoing

Our performance in 2024

Our energy consumption and mix

Our total energy consumption amounted at **13,218 MWh**, including both the energy used in our office buildings (gas and electricity) and the energy consumed by our company cars (fuel and electricity).

Despite ongoing efforts to transition to more sustainable energy sources, **fossil fuels still represent a significant portion** of our energy mix. This is largely due to the fuel consumption of our company cars, which accounts for **84% of our total fossil energy use**. These figures highlight the importance of accelerating the electrification of our vehicle fleet and promoting alternative mobility solutions.



Managing our climate impact

Our carbon footprint includes the GHG emissions related to our activities in all five countries and is calculated in accordance with the **GHG Protocol Corporate Standard**. It includes **Scope 1** (direct emissions from natural gas and fuel for company vehicles), **Scope 2** (indirect emissions from electricity use) and **Scope 3** (indirect emissions from e.g. purchased goods and services, capital goods and investments). Wherever possible, primary data has been used, supplemented by secondary data and standard emission factors where needed.

In 2024, our total CO₂ footprint amounted to 17,697 tCO₂e. This is equivalent to driving approximately **106,335,155 km** with an

average mid-sized diesel car. Of the total emissions, **84% (14,847 tCO₂e)** originated from our **value chain (Scope 3)**, highlighting the significant impact of indirect emissions beyond our direct operations. Only **15.2% (2,684 tCO₂e)** is attributed to **direct operations (Scope 1)**, primarily due to the use of fossil fuels for company vehicles. A **small portion, 0.9% (165.6 tCO₂e)**, results from **electricity consumption** in office spaces or by electric company cars (Scope 2 market-based).

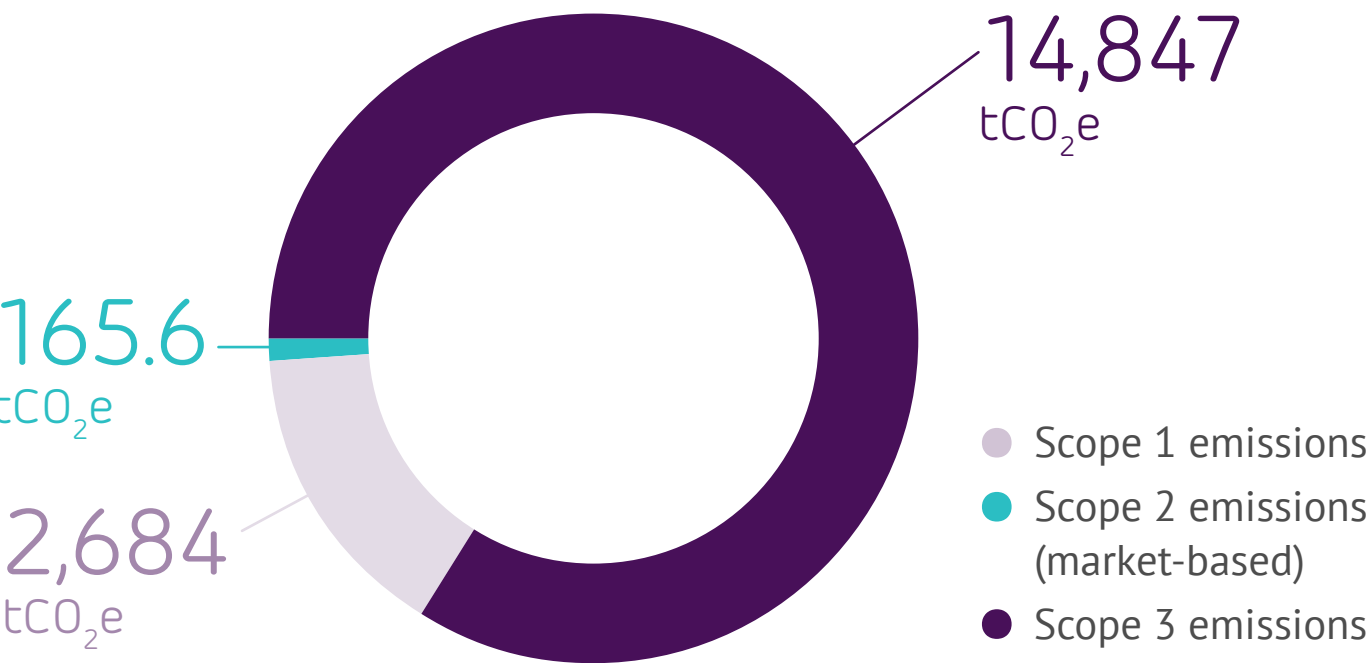
Belgium accounts for the largest share of our total CO₂ footprint. This is primarily because the majority of our workforce is based there. The scale of our operations in Belgium, including the number of offices and company vehicles, contributes significantly to our emissions.

GHG emissions Scope Global Status 2024

Total GHG emissions (location-based) 17,810 tCO₂e

Total GHG emissions (market-based) 17,697 tCO₂e

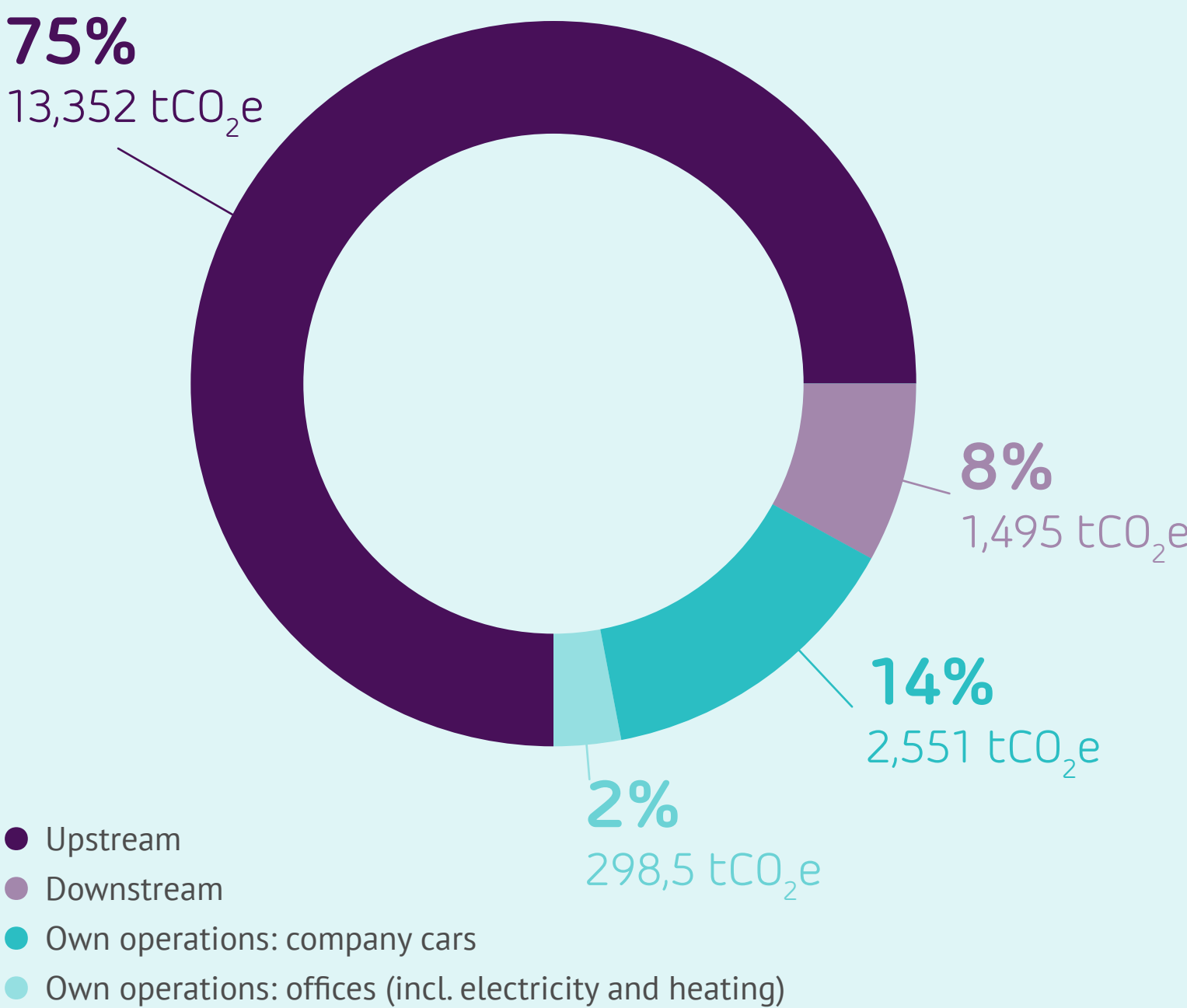
Energy mix (Global)



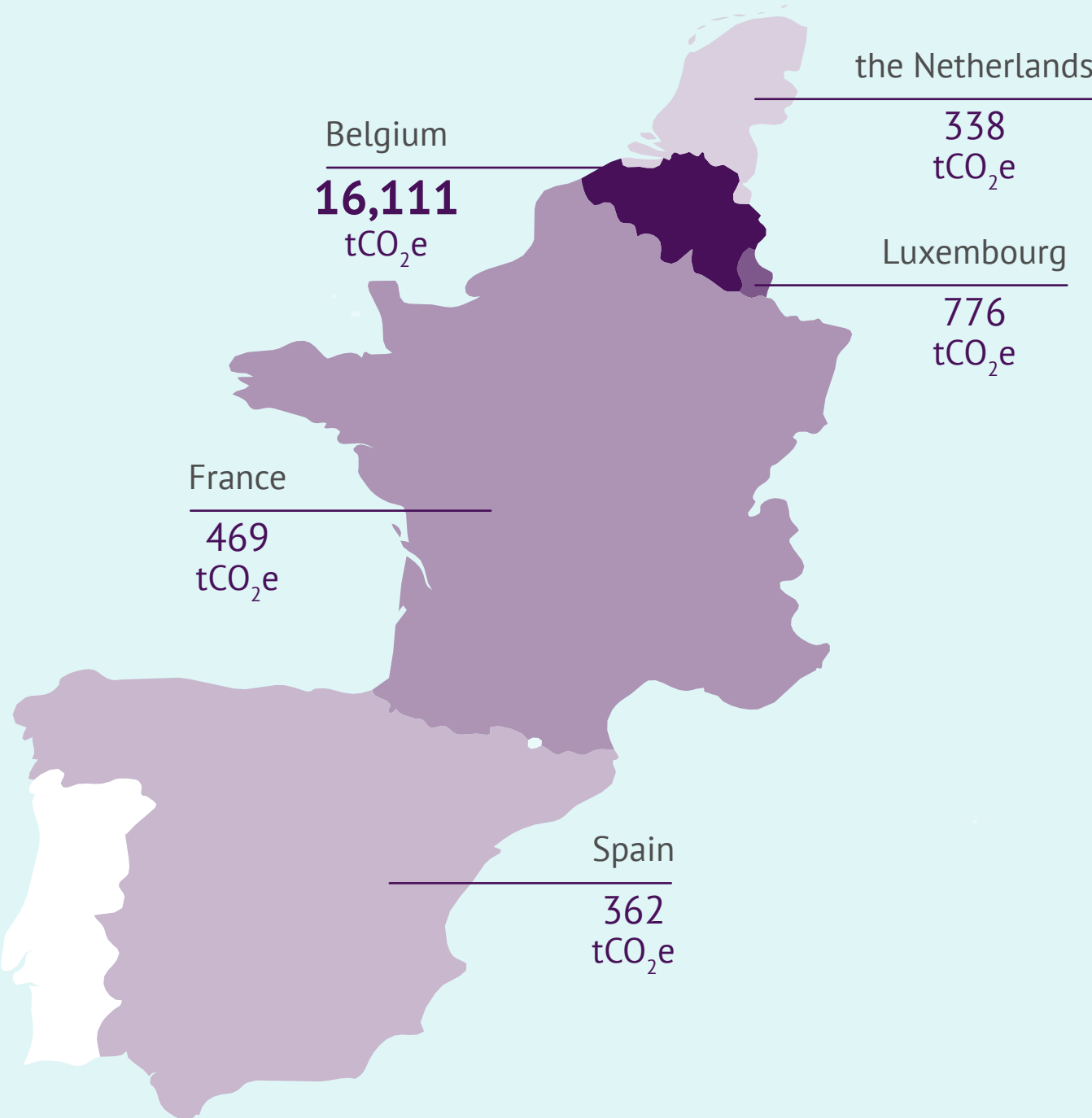
GHG intensity (location-based) 0.0521 kgCO₂e/€

GHG intensity (market-based) 0.0518 kgCO₂e/€

Our CO₂ footprint per activity



Our CO₂ footprint per country



Our Scope 3 emissions

The majority of emissions are generated upstream in the value chain, particularly from the **procurement of goods and services**, which accounts for **58.7%** of our total emissions. Within this category, **cloud and data centre services represent 4.8%** (2.8% of total emissions). This is lower than expected. However, it is important to note that this currently excludes data storage included in software licenses, such as Salesforce. Working with more detailed and supplier-specific data (rather than a spend-based approach) will help us get a better view on emissions related to goods and services in general, and IT infrastructure specifically.

Another **significant category** in our Scope 3 emissions is **‘Capital Goods’**, which includes equipment, infrastructure and other assets. This accounts for **10.5%** of total emissions.

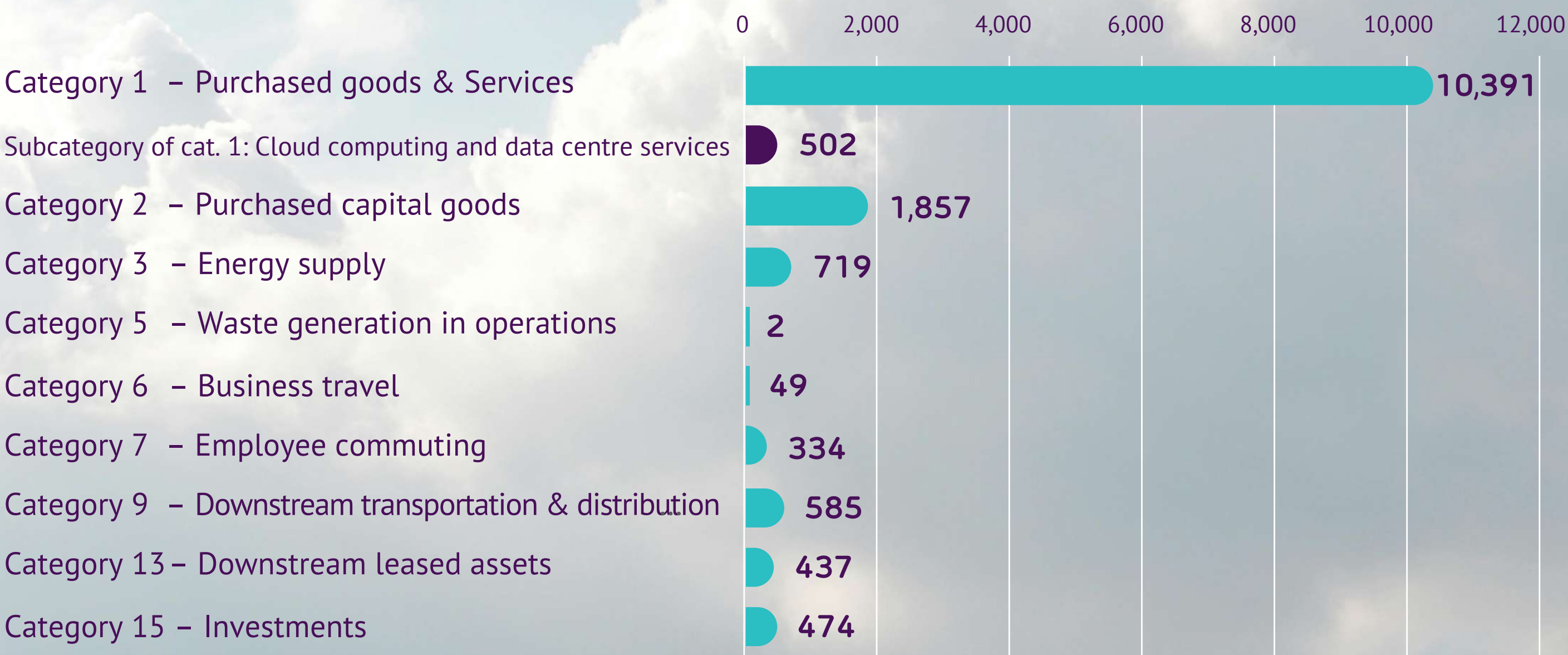
Lastly, only **a limited portion of insurance-related investments** is currently included in the calculations, namely our listed equity investments through the investment fund Umano Fund. We recognise that investments can have a significant impact on our overall emissions. Moving forward, we plan to **explore this category in more depth** to improve the accuracy of its emissions reporting where needed and where possible. This will help us gain a more comprehensive understanding of the footprint of our investments and guide us in making the portfolio more sustainable, in line with our target of setting **an ESG investment policy**.

In our Scope 3 emissions assessment, the **following categories have been excluded**: upstream transportation and distribution, upstream leased assets, processing of sold products, use of sold products, end-of-life treatment of sold products and franchises. These categories have been excluded due to their limited relevance.

Although we do make use of upstream leased assets, these are not reported under Scope 3. In accordance with the control approach, emissions from these assets are included under Scope 1 and Scope 2, as we maintain operational control over them.

Our scope 3 emissions per category (Global)

tCO2e



Performance table

Target	Scope	Baseline value	Base year	Status 2024
Empowering our people				
Employee well-being				
Internal communication campaign on Securex's well-being offer for employees, yearly from 2026 to 2030	Belgium			Start 2026
Training and development				
Average of 30 hours of training per employee per year by 2026 and 40 hours by 2030	Belgium			25 hours
100% of our employees participate in regular talent reviews and have a personal development plan by 2026	Belgium			95%
Working conditions				
Remain 'Great place to work' from 2026 to 2030	Global			100%
Diversity and inclusion				
Stay under 1% gender pay gap (corrected for regime, salary scale, age, education, language, seniority ...) from 2026 to 2030	Global			0.2%
Corporate culture				
At least 1 sustainability target taken into account for awarding variable remuneration from 2026 to 2030	Belgium			Start 2026

Target	Scope	Baseline value	Base year	Status 2024
Driving sustainable impact				
Customer guidance				
12% increase in number of leaders (at customers) that are trained on how to prevent and deal with absenteeism in their teams by 2026	Belgium	1,270	2024	Ongoing
10% increase in number of interventions regarding mental well-being for affiliated self-employed people by 2026 and 20% by 2030	Belgium		2025	First measurement in 2025
Establish a sustainability-inspired offering for customers by 2026	Belgium			Ongoing
Excellence of service				
Achieve and maintain an NPS score of >30 from 2026 to 2030	Global			17
Ethical business practices				
100% of our employees are compliant with our IT and data security training policy from 2026 to 2030	Global			First measurement in 2025
Formulating and implementing an ESG investment policy for our insurance companies by 2026	Insurance			Ongoing
100% of our investments are aligned with our ESG investment policy by 2030	Insurance			First measurement in 2026
Societal commitment				
Support organisations that focus on employability and entrepreneurship in society by investing 1% of our annual profit in our Securex Foundation from 2026 to 2030	Group			1%
Climate action				
Net-zero by 2050	Global			Ongoing
We publish our climate transition plan in 2026	Global			Ongoing

VSME Content Index

Disclosure requirement*		Comments	Page
General information			
B1	Basis for preparation		60
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy		25-26, 27-29, 31, 34-35, 38-39, 41-43, 45-46, 48-49, 50-52 & 53-55
C1	Strategy: Business model and sustainability-related initiatives		11-12
C2	Description of practices, policies and future initiatives for transitioning towards a more sustainable economy		25-26, 27-29, 31, 34-35, 38-39, 41-43, 45-46, 48-49, 50-52 & 53-55
Environmental information			
B3	Energy and greenhouse gas emissions		55-57
C3	GHG reduction targets and climate transition	Securex is currently working on a greenhouse gas (GHG) reduction plan, which will serve as a foundation for a comprehensive climate transition plan to be developed in the future.	54-55
C4	Climate risks	Climate risks were identified during the double materiality assessment. However, no resilience analysis or scenario analysis has been conducted.	53
Social information			
B8	Workforce – general characteristics		8
B9	Workforce – health and safety		26
B10	Workforce – remuneration, collective bargaining and training	We used our own definition to calculate the gender pay gap, taking into account factors such as work regime, job grade, age, education, language and seniority.	training: 29, collective bargaining: 32 & pay gap: 35
C5	Additional (general) workforce characteristics		36 & 8
C6	Additional own workforce information – human rights policies and processes		38
C7	Severe negative human rights incidents		32
Governance information			
C9	Gender diversity ratio in the governance body		15

*The disclosure requirments not included in the VSME Content Index have been deemed not material for Securex, based on their double materiality assessment, and have therefore not been disclosed.

General information about the report

Name of the organisation

Securex

Location

Headquarters: Sint-Michielswarande 30, 1040 Brussels, Belgium

Reporting period

Publication date: 07/07/2025 Reporting period: 01/01/2024 – 31/12/2024

Legal form & NACE sector classification

Securex consists of various legal entities, both for-profit and non-profit, operating under different legal forms. These include Public Limited Companies, Non-Profit Organisations, Private Mutual Insurance Funds, European Economic Interest Groupings, a Simplified Joint-Stock Company, and Limited Liability Companies. Securex is not a legal corporate group in the strict sense of the term, but it is referred to as a Group in this report.

Securex is active across a wide range of sectors, as reflected in the following NACE codes:

- 70.210 & 70.220 – Business and other management consultancy activities
- 94.120 – Activities of professional membership organisations
- 84.309 – Other general public administration activities
- 84.249 – Public order and safety activities
- 82.110 – Combined office administrative service activities
- 70.200 – Management consultancy activities
- 68.203 – Management of real estate on a fee or contract basis
- 68.201 – Rental and operating of own or leased real estate
- 68.100 – Buying and selling of own real estate
- 65.121 – Life insurance
- 65.111 – Insurance
- 41.102 – Construction of residential and non-residential buildings

Scope

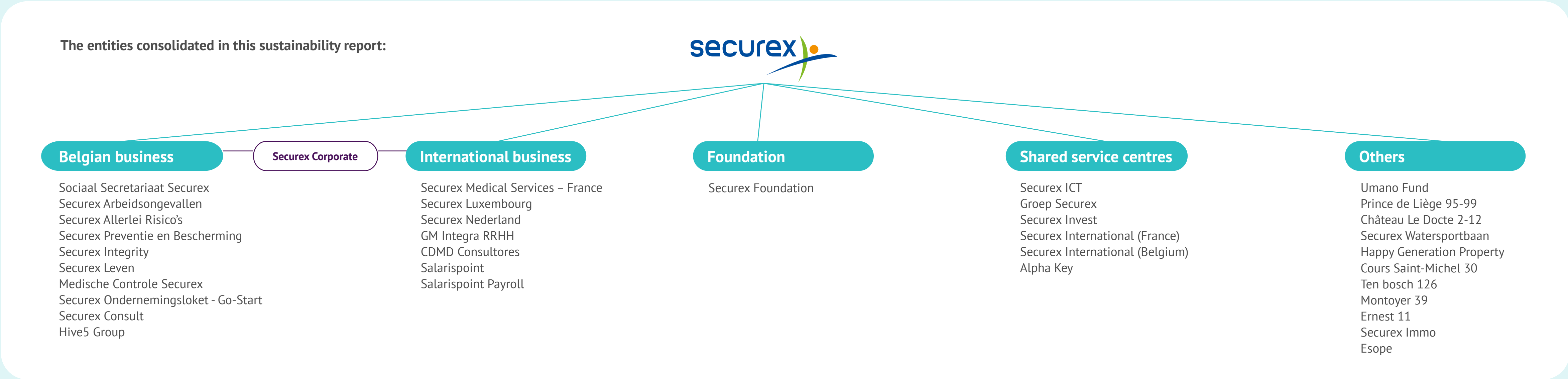
This report has been prepared on a consolidated basis. Securex has not omitted any disclosures on the grounds of confidentiality or sensitivity. In preparing this report, we have followed both the Basic and Comprehensive Modules of the Voluntary Standards for Small and Medium Enterprises (VSME). The report is also strongly inspired by the principles of the CSRD.

Contact details

For questions regarding this report, please contact: Sustainability Director, Ruth Broekaert, sustainability@securex.be

Realisation

Double materiality assessment, storyline, copywriting and design: in collaboration with Pantarein.





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