



# 2021 ESG report

Environment, social and governance initiatives at SD Worx





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## Letting people spark

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Every decade brings its own challenges and opportunities, but this decade got off to a particularly peculiar start. Needless to say, the challenges have been plenty, ranging from a global pandemic to exploding data. In light of that volatile business environment, it's easy to forget that opportunities are abundant as well. The only way to seize them is by creating a sustainable workforce.

A sustainable workforce, however, is a bit of catch-all concept. It includes strong engagement, personal well-being, strength-based careers, forward-looking recruitment, dedicated talent management and diverse teams. And if you open up the concept, it also means taking care of the environment and communities your people live in, as well as managing your business wisely, so your people will still have meaningful jobs tomorrow.

Does all of that sound ambitious? It is, but we consider it the only way forward. After all, to quote a widely-known proverb: 'You don't build a business. You build people and then people build the business.' The success that stems from this approach will reflect on the whole SD Worx community: our employees, our customers, our partners ... and probably you as well.



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**Fabienne Lallemand**

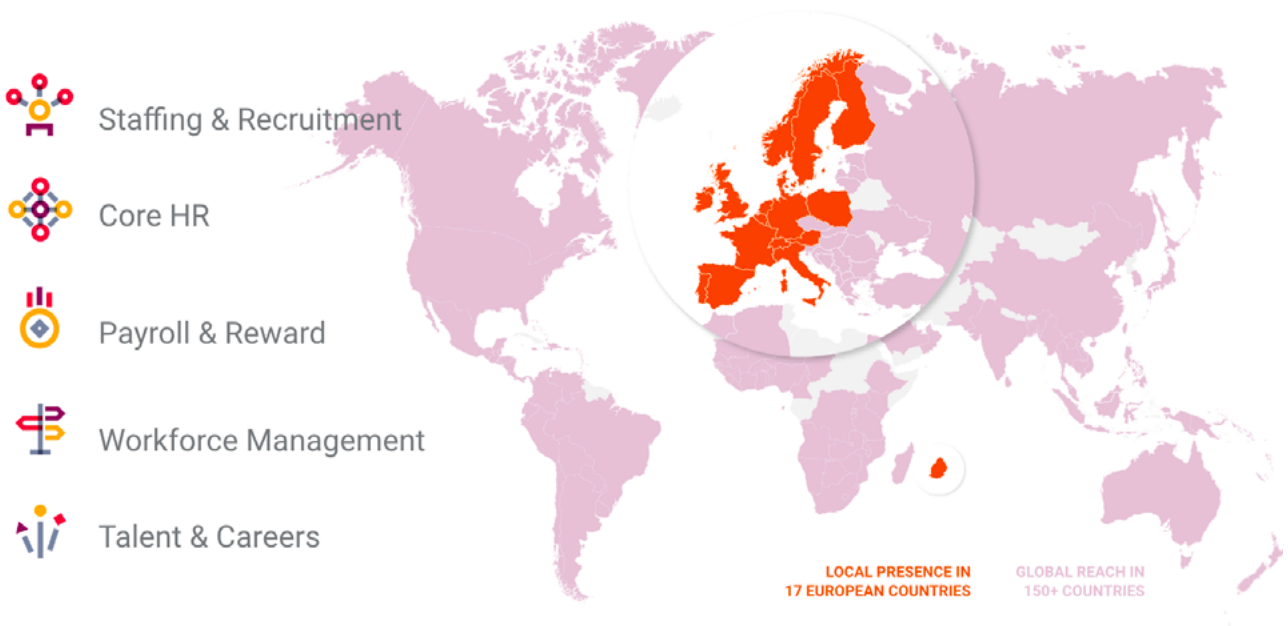
Chief Legal & Compliance Officer,  
in charge of ESG at SD Worx<sup>1</sup>

<sup>1</sup> The non-profit legal entities of SD Worx steer the Group's ESG policy


## SD Worx profile

At SD Worx, we bring people solutions to life in 18 countries via 2 businesses: SD Worx People Solutions and SD Worx Staffing & Career Solutions. Together, all of our entities employ over 6,000 employees serving more than 7,000 private and public sector customers worldwide, from SMEs to very large organisations. As a result, each one of these companies, no matter its size, is fully capable of transforming human resources into a source of value for the business and the people in it.

### We are a leading provider of People Solutions with European roots & global reach





  
**+75**  
 Years of experience

  
**+6,000**  
 HR professionals

  
**+5,000**  
 Temp workers/day

  
**+80,000**  
 Customers

  
**+5,000,000**  
 Employees served

  
**€ 858 mio**  
 Total turnover 2021

## History



1945 - 1960

In 1945, employers in Belgium create SD Worx, a wage administration company.

1960 - 2000

SD Worx is the first payroll company to embrace technology in 1960. It continues to grow through innovation, extending its offering beyond payroll



2000 - 2010

SD Worx starts its European journey and expands into Luxembourg, the Netherlands, France and Germany

2010 - 2015

SD Worx introduces the first pan-European payroll solution.

In 2015, SD Worx Global Payroll Network coverage increases to include the US and Canada.



2015 - 2019

SD Worx is present in Benelux, France, UK, Ireland, Germany, Austria, Switzerland and Mauritius.

SD Worx Global Payroll Network includes Asia.

SD Worx acquires Protime, market leader in Workforce Management.

SD Worx expands into the flexible labour market.



2020

SD Worx acquires Pointlogic HR, a solution for reward and benefit management, and Adessa Group, increasing its HR cloud technology consulting capabilities.

SD Worx acquires Globepayroll, a saas multi-country payroll and core HR solution.

The SD Worx Global Payroll Network now covers 150 countries.



2021

SD Worx opens offices in Spain, Poland and Italy, and acquires Aditro, adding presence in the Nordics.

SD Worx is majority shareholder of Teal Partners, a digital transformation company, and acquires launch!, further increasing its SAP SuccessFactors capabilities.

## II

### About this report

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In this report, we highlight the initiatives we took in 2021 to embed sustainable approaches into our processes and activities. This report gives our stakeholders an overview of our sustainability strategy and operational activities.

While SD Worx NV, headquartered and founded in Belgium 76 years ago, unites SD Worx People Solutions and SD Worx Staffing & Career Solutions, activities undertaken by SD Worx People Solutions are still more dominant in this report. The reason: SD Worx Staffing & Career Solutions was only established in 2019 and the integration within the group is still taking shape. Soon, however, we'll report on ESG initiatives for the whole group.

The previous report was published in 2021 and covered our actions in 2020. This year as well, due to Covid, many projects by the SD Worx Community were cancelled or reduced in scope.

If you have questions about this report, please contact [fabienne.lallemand@sdworx.com](mailto:fabienne.lallemand@sdworx.com).

### GRI still sets the standard

This report is inspired by the reporting principles defined by the Global Reporting Initiative (GRI), a non-profit organisation that provides an internationally recognised framework for sustainability reporting on governmental, economic, social and ecological levels. In accordance with the GRI's G4 reporting principles, this report complies with the Core level of sustainability reports. You can find the GRI reference table in the addendum.

### Sustainable development goals

In 2015, the UN set 17 targets (Sustainable Development Goals, or SDGs) to create a more sustainable world by 2030. The key to success in achieving these goals is collaboration between developing and developed countries, authorities, businesses, trade unions NGOs, educational institutions and citizens.

We actively seek to incorporate these Sustainable Development Goals into our organisation's activities, mainly contributing to SDG 8, 'Decent work and economic growth' through our HR solutions. However, we do impact other SDGs as well and will illustrate examples throughout this report. In the addendum, we note how SD Worx aims to achieve these SDG goals.



### III

## ESG at SD Worx

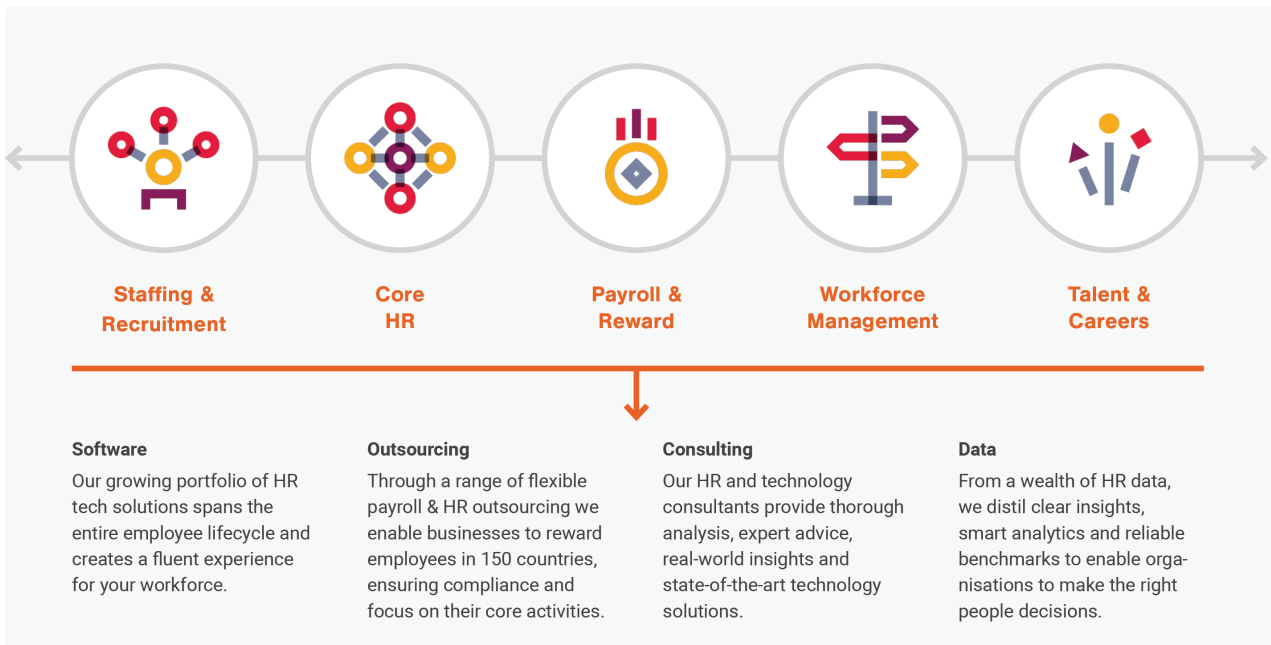
### For life. For work. People solutions for the age of fluidity

Work is more fluid now. There are various possible employment types, customisable reward options, flexible places to work, working time arrangements, etc. These trends constitute a stream of possibilities that our customers have to harness and channel.

Today's employees want to be in control of their careers and choose the way they work. They want meaning. Purpose. A reason to live work well. They do not expect to be in one place forever. However, they do expect to enjoy the feeling and conviction that what they do matters.

### Providing our customers with maximum flexibility

SD Worx offers a **complete range of people solutions spanning the entire employee journey**, from attracting, paying, rewarding and managing the workforce to developing the talent that makes businesses succeed. We provide services in the areas of Staffing & Recruiting, Core HR, Payroll & Reward, Workforce Management and Talent Management.





For decades, our core business has been in payroll and HR, but over the years, we have also developed a comprehensive range of human resources management (HRM) solutions, the backbone of every company. These HRM solutions blend software, services, expertise and insights according to the specific requirements of each customer, a group that includes both small and large enterprises. Our solutions are the result of decades of experience and proven expertise, and are supported by our HR and legal knowledge centres.

Our flexible organisational structure, digital transformation and – especially – our people make SD Worx an adaptable, agile company that is ready to provide answers to all challenges. These traits enable us to continuously adapt our products and services portfolio to changing market conditions – and stay one step ahead.

This proved to be relevant during 2021, when a lot of companies were struggling, and the same goes for their employees. HR is then the glue that holds everything together. Advice, tools and best practices in HR areas such as workforce management or reward

can make all the difference. Since HR is not the core business of most organisations, we are more than happy to help, thus contributing to a stronger economy and a thriving active population.

## Management

Find detailed information at [www.sdworxannualreport.com/2021/corporate-governance](http://www.sdworxannualreport.com/2021/corporate-governance).

## Our stakeholders

Our main stakeholders are our employees, customers, suppliers, communities, investors and authorities. There are also other parties linked to us, including allies, cooperation partners, competitors, regulators, supervisors and other organisations such as sociocultural entities. Each stakeholder holds different expectations regarding SD Worx.

Using a mapping method, we have created a matrix ranking all relevant parties according to their influence and level of interest in our company. Priority stakeholders expect the continuity of our services and solutions. We keep abreast of the latest developments

in stakeholder expectations through regular contact. Within the context of ESG reporting, we also keep a structural dialogue open between our organisation and our stakeholders.

## ESG policy at SD Worx

Four non-profit legal entities shape our ESG policy: two private foundations (Private Stichting SD and Private Stichting SD Patrimonium), SD Worx for Society cvba/so and SD Worx vzw.



## IV

# Challenges and objectives

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### People

As an HR provider, SD Worx wants to set a good example for others. That is why we strive to raise the bar in the field of inclusive HR policy. Our ambition is to provide an optimal, healthy, safe and stimulating working environment and the right support for our employees, and to contribute together to a range of social projects. Our employees also have a decisive voice in determining the organisations and actions that we support.

### Planet

Our ecological footprint is rather limited. The operation of our buildings, which use energy and water and generate waste, and our fleet constitute the greatest environmental impact. As a result, our sustainability and ecological efforts revolve around our facilities and our fleet. We consistently work to reduce our resource consumption and emissions through targeted actions based on regular measurements, but in 2021 most of our offices were closed or much less staffed due to the rise in remote working.

### Profit

SD Worx grows and generates profit in a sustainable and ethically responsible manner. A portion of our profits is reinvested in both the community and providing the best possible support for our people.

Find detailed information at [www.sdworxannualreport.com/2021](http://www.sdworxannualreport.com/2021).



# V

## Corporate culture, professional ethics and compliance

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### Constructive collaboration


Good governance is one of our core values. By committing ourselves to good governance, we support the principles of the Belgian Corporate Governance Code. Clear directives determine the composition and structure of our leadership team, meeting format and our behaviour on the work floor. Key concepts are trust, a critical but positive attitude, integrity and ethically-responsible business practices. At SD Worx, we pride ourselves on our culture of openness, committed space for dialogue and a shared will to work constructively together at all levels of our organisation.

### Strategy with sustainable focus

SD Worx aims to achieve sustainable profitability and growth characterised by respect for all stakeholders. In all countries where we are active, we have established specific agreements with governing bodies regarding the implementation of our strategy. We also strive for operational excellence that is aligned with our commitment to good governance. Our decision-making processes and structures take the following aspects of corporate social responsibility into account: accountability, transparency, ethical conduct, respect for stakeholders, respect for the law, human rights and international standards of behaviour.

### Company values

A strong company culture is essential to achieving the best results possible with highly engaged people. In 2019, we renewed our company purpose – our reason for being.



**We spark success at the heart of your business, so you and your people can thrive.**



This clear company purpose needed to be supported by energising employee values to truly drive engagement. What makes us who we are and what unites us across teams, business units and countries? How do we spark success or how can we all be sparks?

As a result, we defined these **corporate values**:

**#1**  
**Dear Customer**

We always put our best foot forward for our customers. By placing their needs and requirements before anything and everything else, we keep them ahead of the game. However, we manage expectations and are not afraid to challenge questions. We really listen and put ourselves in the shoes of the people who use our products and services. By truly understanding their goals, we use our expertise to provide the highest quality service with passion and professionalism. Placing the **customer first** is a team achievement: we are all responsible and we all have a role to play.

**#2**  
**Commitment drives us forward**

We have the will to succeed, and we feel the need to progress. We take pride in and ownership of our work, from start to finish. Every day, we take charge of the situation and look after our customers by guiding them in the right direction. No matter how big the challenge or how many stumbling blocks we encounter along the way, we are **dedicated to delivering results**. We look ahead with confidence and keep moving forward to find the way to new solutions.







### #3

#### **We believe in each other**

Trust and integrity are what we stand for. We have faith that each and every one of us will do what is expected. Both our colleagues and our customers rely on us to look after them and take them in **the right direction**. We have confidence in our own abilities and are empowered to make our own decisions, knowing that the team will always support us. As trust and honesty are closely tied together, we're sincere and we dare to set boundaries. In other words, we stick to our promises, but we only promise what we can deliver.

### #4

#### **The road is open**

We dare to look at things from a different perspective. Not always knowing what comes next, we look in all directions to form new ideas to make things better. Innovation is in our DNA and imagination is our best friend, as these inspire creativity and push us to see possibilities beyond the realities of today. Looking toward the future, we accept new challenges without prejudice. We are open to learning new things and questioning old habits. This requires us to be **bold and positive**. We can only be truly open minded if we rely on our spontaneous enthusiasm without taking things too seriously.

### #5

#### **One for all, all for one**

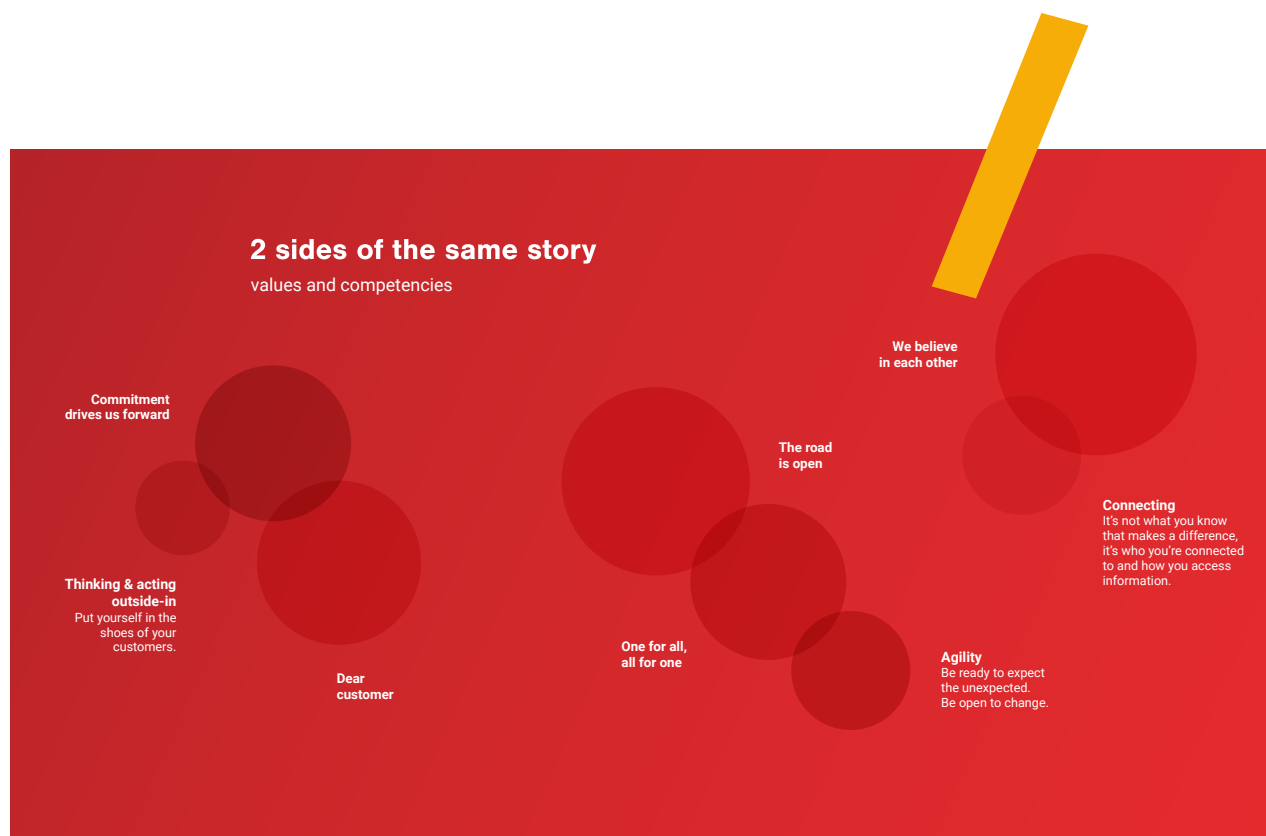
We are close and feel interconnected, even when we're physically apart. With the interest of the team at heart, we all pull together with a clear view on where we're going. All team members are equal partners, and everyone knows their roles and responsibilities. Even though we share our differences, we always **keep the dialogue going**. With respect for different opinions, we understand that we can achieve so much more when we join forces. Working closely together triggers a sense of belonging and camaraderie: we are all part of the SD Worx family.



If you add all up, these are our value statements:

**Dear Customer**  
**Commitment drives us forward**  
**We believe in each other**  
**The road is open**  
**One for all, all for one**

Our value statements serve as a guiding set of principles for how we work together. They are closely tied to our future competencies, which define what it takes to stay relevant and remain successful. Combined, our value statements and our competencies express what we believe in and how we need to act in order to achieve our common purpose.



Under the guidance of the cultural ambassadors and HR, the teams brainstorm on how to translate these value statements into concrete daily operations and behaviours. To make sure our value statements are more than just words, they are included as criteria in performance reviews.




## Code of ethics

Our corporate values apply to all of our employees and are laid out in the ethical charter. In addition, this code of ethics outlines our expectations and standards for behaviour and management practices. They form the foundation of our organisation, the execution of our business activities and our way of working.

Our ethics charter defines how these values are implemented in our daily responsibilities.

The five basic principles of successful operations are founded on these values:

- 1 | Senior management must exemplify conduct expected of employees.**
- 2 | Strategy must guarantee ethical interaction and collaboration with customers and other parties.**
- 3 | A balance must be achieved between 'the letter of the law' and appropriate actions in specific cases.** 
- 4 | Our organisation must respond to blurring boundaries between private and working life.**
- 5 | People managers must play a pivotal role in embedding our values in our organisation.**





## VI

# The ESG initiatives of SD Worx in 2021

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## 1 People

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As our human talent is our greatest strength, we seek to recruit and retain capable employees with enormous diversity in skills, background and experience. Our people strategy respects all social rights and obligations. In addition, we strive to offer the best career opportunities, development tracks and the best conditions for diversity.

### 1.1 Our human capital

#### Working at SD Worx

Each of our employees plays a pivotal role in the success of our company. Their unique expertise and experience drive our continuing sustainable growth. It's no secret: we can only flourish if our people do.

We will realise our **vision** ...

to change the organisation by maximally enabling its human capital

... by achieving our **mission**

We boost a culture where talents are empowered to connect, engage and contribute to the growing SD Worx ambition. Be a spark: inspire others, enhance meaningful and sustainable careers and create a best worker experience.





## “Our many actions and initiatives are clearly bearing fruit”

The main achievement of 2021? That is undoubtedly the increase in our engagement figures. After all, they had been under pressure since 2019 due to our large organisational transformation, which typically trigger lower engagement results. While in 2020 we still recorded a status quo in terms of engagement, in 2021 there was again an increase at group level.

Our many actions and initiatives have proven to be effective. For example, we recruited and proactively trained different benches of young graduates in Payroll, Development and SAP Successfactors to support our growth. Nor were we blind to the risks of working from home for the mental well-being of our colleagues. A number of 2020 initiatives were therefore continued in 2021, such as our leadership training sessions on hybrid working, a mental helpline and team coaching.

We paid a lot of attention to internal communication in order to maintain the sense of belonging, the connection with our teams and teleworkers in particular. And with the launch of our global remote working policy, we created a clear framework for teleworking and anchored hybrid working in our work organisation. For our recent corporate values too, 2021 was the year of anchoring. During many workshops, we linked concrete behaviour to each corporate value to ensure that our company values really come alive on the workforce.



**Cathy Geerts**  
Chief HR officer at SD Worx

In addition, we continued to focus on permanently strengthening our teams, both through recruitment and internal mobility. To be exact: in 2021, we filled 972 vacancies, of which 294 via internal mobility. We aligned our onboarding processes in order to create one single employee experience across our entire group. So that everyone who comes on board feels at home in our SD Worx family from day one. In 2021, we welcomed Aditro, launch! and Teal Partners into our group, while the rest of the organisation grew closer together.

Finally, the pandemic has been again a very stressful period for our entire organisation. Corona measures impacted pretty much our entire customer base. So, for two years, our people have been constantly shifting gears to implement each new measure or make adjustments as needed. In addition, they dealt with companies in difficulty and witnessed human tragedies. I can only have great respect for the courage and perseverance our employees have shown during these uncertain times.





### **A shared responsibility for employee well-being**

As an employer, we strive to provide a stimulating working environment with the best-possible conditions for every employee. Safety, health and welfare are vital elements in daily policy. The board, leadership team and managers are responsible for the practical implementation of this policy on the work floor according to our value statements. This approach puts the responsibility for health, safety and welfare into the hands of all employees and managers. At the organisational level, we also provide the following types of support:

- support and appreciation for our employees;
- active monitoring and support for sick employees;
- reintegration support for employees with long-term illness;
- relapse prevention support;
- active career guidance.

Our health and safety officer, our Committee for Prevention and Protection at Work (CPBW-CPPT) and our collaboration with an external prevention service provide additional support for our policy. This third-party prevention service makes a company doctor available to our workforce and provides advisory services on ergonomics, safety, health and hygiene on the work floor.

Employees themselves are encouraged to launch initiatives related to health, sport, culture and society, with approved proposals receiving financial or administrative support from SD Worx.

### **#SPARKyourWellbeing campaign**

In this annual campaign, we focused on the various aspects of well-being: personal, physical, mental and social well-being. Each month, we put a different aspect in the spotlight with information, polls and concrete actions. Via Yammer, e-learning, individual coaching and videos, we offered mindfulness, fitness, yoga and ergonomics classes, and lots of tips on staying healthy. We also organised many smaller and more light-hearted events, such as e-drinks, online quizzes and virtual challenges, to keep connecting with each other.

### **Confidential advisors support employees**

SD Worx employees who experience difficulties at work are invited to get in touch with our confidential external advisors. Each advisor offers an unbiased ear, asks the right questions and helps the employee reach a well-considered solution.

## Sincere dedication to diversity and inclusion

### Our diversity and inclusion mission statement

To be successful, having varied perspectives helps to generate better ideas to solve the complex problems of a changing and diverse world. Our ambition is to act as one company and capitalise on our international presence. It is essential that we show respect towards each other, give trust and care. Diversity is the cornerstone of all our corporate value statements. We aim to fulfil the following objectives:

**Talent:** we provide equitable opportunities to recruit, retain and develop talent that sparks our innovation.

**Workplace:** we celebrate individual uniqueness and are inclusive in the way we work.

**Marketplace:** we represent diversity when we go to the market and foster inclusion across our stakeholders.

### #WeSPARKBelonging campaign

In February 2021, we launched an internal campaign to keep diversity and inclusion in the spotlight all year long. Here is a small selection of the many actions and initiatives:

- Colleagues submitted videos about what diversity and inclusiveness mean to them.
- We organised a quiz to test our ready knowledge on diversity.
- Colleagues introduced themselves to each other in a podcast.
- The online Grievance Box was launched where people could make a suggestion to improve diversity.
- With several internal initiatives we capitalised on international initiatives on diversity, such as International Women's Day (8 March), World Gratitude Day (21 September) and World Solidarity Day (21 December).
- Trainings on unconscious bias and female leadership.

### Connection boost

From the video sequel 'How do you say hello in your country?' to international lunches: with several playful actions, special attention was paid to the connection between colleagues and teams in the various SD Worx countries. From the summer onwards, people could also share their favourite recipe with their colleagues. As a year-end gift, all colleagues received their personal cookbook that we compiled with these recipes.



### Exchange programme: SD Worx kids get to know each other

Matching SD Worx employees' children from different countries and cultures is the idea behind the 'Cultural Exchange Programme for kids'. So that they can learn about each other's culture, country and language, and ultimately have fun.

In the pilot project, 22 matches were set up, colleagues from Belgium and Germany were involved. The first virtual meeting was organised by SD Worx. Afterwards, the children could keep in touch if they wished. As the pilot edition was a success, this action will be relaunched in 2022 for the entire group.

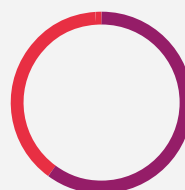


## Profile SD Worx employees 2021



Number of employees  
6,039

Female: 60%



Male: 40%

### Age groups

<25	6%
25-29	16%
30-34	18%
35-39	16%
40-44	13%
45-49	11%
50-54	9%
>55	12%

### Seniority

< 1 year	20%
1-5 years	37%
6-10 years	14%
11-15 years	13%
16-20 years	6%
21-30 years	7%
> 30 years	4%



Number of nationalities  
64

Internal mobility  
294



## All aboard!

SD Worx applies an **inclusive recruitment policy**. All forms of discrimination are prohibited. Every applicant undergoes the same assessment process, with competencies, experience and motivation as key criteria for employment decisions. Since 2020, we have used AI to ensure objective recruitment and selection processes.

Although nationality does not indicate everything about integration or diversity in terms of cultural background, with 64 nationalities working at SD Worx, our workforce is clearly a diverse one. If we consider **age, we see a growing number of women holding senior management positions in recent years**. Since April 2021, we have a 50-50 male-female ratio in our top management.

When it comes to employing vulnerable people, our commitment is sincere and determined. As a signee of the Decent Work for All charter, together with 50 companies and employment organisations, we dedicate ourselves to paying more attention to disadvantaged groups. In this way, we work together at an industry level on inclusive recruitment policy to reflect societal diversity on the work floor. Examples are listed under the sponsored projects of the SD Worx Fund, in collaboration with the King Baudouin Foundation since 2020.

## Boosting engagement

Although we strive towards the most diverse possible workforce, all (future) employees must have one common trait: to be highly engaged. Without that, our mission to be a spark is impossible. From our engagement surveys, we know that continuous learning, personal development, and career paths that enable people to reach their full potential are of the essence.

### SD Worx Academy

We want to be one company, regardless of business unit and location, with standard operating procedures for all. Our essential technical expertise and innovative solutions remain essential to achieving that ambition, but we also need to develop future-focussed competencies to thrive in a fast-changing world and market.

Our training policy strives for sustainable employability by placing skills and competences within three pillars of future-focussed competencies:

**Connecting** (learning to build networks, communication), **Agility** (agility and resilience) and **Think and Act Outside In** (customer focus, results-based orientation, etc.).

Adapting to the corona crisis has showed us that we are very dependent on our proficiency in these competencies. The SD Worx Academy aligns training courses across country and segment

borders. They are digitalised and personalised to each employee's needs and pace.

## Respect for human rights

Civil and political rights, freedom of speech, social and cultural rights and education are human rights that apply to every individual. SD Worx safeguards human rights within our own organisation by complying with all national and international laws. In doing so, we prevent our complicity in human rights violations, avoid discrimination and protect vulnerable groups.

## Working conditions at SD Worx

Decisive factors for working conditions at SD Worx are:

- employment and labour relations;
- social security;
- social dialogue;
- health and safety;
- personal development.

As a people-solutions provider, we apply the same principles to our organisation as we apply to our customers. We invest heavily in our employees to ensure that they are empowered to develop into the best possible versions of themselves.



## The Future of Work at SD Worx

As an HR services provider, SD Worx has a clear vision of the workplace of the future. Our Future of Work philosophy is made up of 3 basic principles.

- **Autonomy:** working independently of location and time plays an important role in the workplace of the future.
- **Collaboration:** digitalisation allows employees to collaborate together or with external parties much more efficiently, leading to better customer service.
- **Playing to our strengths:** employees achieve their maximum potential when their job content is oriented to their individual strengths and qualities.

We also apply these principles to our own way of working: SD Worx employees have been able to work where they please since 2012, and the number of employees working from home has increased each year. In offering activity-based workplaces (ABWs), SD Worx enables employees to perform their responsibilities in an adapted place of work, such as a silent area, a group area or a lounge, rather than in a permanent office.

Employee response has been enthusiastic, and the benefits are clear: employees have more autonomy and feel more closely involved with customers. They

also save time, concentrate better and maintain greater focus on their tasks, achieving a better work-life balance. Productivity increases, collaboration is enhanced, and more ideas and skills are shared.

At the end of the day, people enjoy their jobs more – and reduce CO<sub>2</sub> emissions by teleworking instead of commuting. In 2021, most offices were closed or manned by few, since teleworking was the norm.

### Making employee voices heard

SD Worx seeks to involve every employee and department in our sustainable way of doing business, especially as our growth accelerates. Managers play crucial roles in stimulating commitment. This is why, during HR training courses for managers, we pay special attention to the process of making teams amenable to company policy on sustainable business practices.

### Suppliers and partners of SD Worx

We support open, honest collaboration with trustworthy partners, suppliers and customers.

We only partner with key suppliers that have earned a good recognition in the market, relying on advance screening to ensure that they share our principles and complete our portfolio of

products & services aligned with our strategy and go-to-market approach.

We conduct a range of due-diligence activity when looking to partner with a new supplier or partner, including financial, social and environmental topics.

For all (potential) partners and suppliers: if we suspect that a party has breached a statutory requirement or has been negligent regarding the fundamental principles and rights that apply, (further) collaboration is not possible.

In 2022, it is our intention to conduct regular corporate risk analysis on our critical third parties. Abroad, we operate through fixed partner companies, which we have thoroughly screened.



## 1.2 Serving our society

### a) SD Worx Fund

Through the SD Worx Fund, established in 1999, SD Worx provides financial and professional support for concrete projects of partner organisations that enable vulnerable people to participate fully in economic life. These organisations:

- prepare underprivileged people for employment either directly or indirectly;
- ensure that disadvantaged groups remain active in the labour market;
- ensure that underprivileged people can return to the labour market after an absence.

Since 2020, SD Worx Fund has joined forces with the King Baudouin Foundation, which is 'an actor for change and innovation in Belgium and Europe, serving the public interest and increasing social cohesion. It seeks to maximise its impact by improving skills in organisations and for individuals, and stimulates effective philanthropy by individuals and corporations' – extract from <https://www.kbs-frb.be>.

This objective matches perfectly with the SD Worx Fund. Operations are managed through a joint management committee set up by the King Baudouin Foundation, chaired by Fons Leroy and including board members from the private foundations.

King Baudouin Foundation has taken over all current engagements of SD Worx Fund and will handle all new requests.

### Structural partners of the SD Worx Fund and King Baudouin Foundation

#### Rising You

In Flanders, 1 in 5 young people with a migration background is unemployed. In Brussels, the situation is even worse. Those who are employed often have jobs that do not match their potential and capacities, which is more likely to lead to demotivation and quitting. Rising You wants to guide young refugees towards challenging jobs, tailored to their mental resilience and physical abilities.

In 2021, Rising You launched the TalentTrainer, thanks in part to the support of the SD Worx Fund. That is a mobile technical school that gives job-seeking newcomers a taste of various techniques, so that they can then be guided towards a training course.





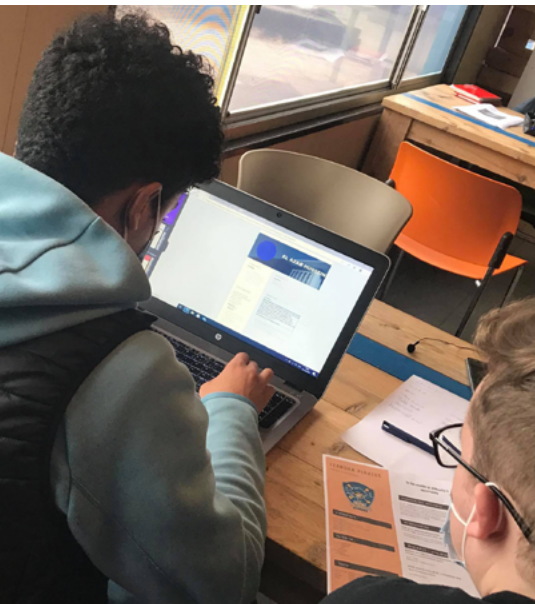
## YouthStart Belgium

YouthStart offers disadvantaged young people a free 8-day training course, so that they become the entrepreneurs of their own lives. YouthStart provides essential self-knowledge, attitudes and skills to encourage lifelong learning, enabling participants to launch successful careers or start their own projects (business-related or otherwise). The focus is increasingly on the vulnerable group of undereducated young people.

With the investment of SD Worx Fund, YouthStart was able to organise 10 training sessions in 2021 for a total of 113 participants, 90 of whom obtained certificates. As our target group are NEET (Not in Education, Employment or Training) youngsters, we consider this a very good result. 82% of the participants are satisfied with our offering. According to their feedback we are effective in getting them to take positive action and achieve results in a very short time.

**"YouthStart has helped me to emerge from my burnout stronger."**

Shauni attended the YouthStart training in early 2021, after being at home with a burnout for a long time. She entered the training with many dreams and ideas, but few concrete plans. Under the guidance of YouthStart, Shauni worked out a business plan for a beauty salon. In the meantime, her Feelgood House has been launched.



## City Pirates Foundation

The SD Worx fund has sponsored City Pirates, a socially committed football club in Antwerp, since 2016. The organisation involves over 1,000 youth players of over 80 nationalities, which often come from underprivileged families and/or suffer from learning impairments.

In addition to football, the club invests in social impact through town square activities, home and school visits, and targeted homework support, among others. These efforts help to prepare young people for the labour market, illustrating the role of City Pirates Antwerp as a social platform where children, parents, employees, volunteers and sponsors contribute to society.

Thanks to the support of SD Worx, in 2021 City Pirates Antwerp was able to engage a number of social workers in the period January-March. They help the young people in various areas of life.

## Mission Locale pour l'Emploi de Bruxelles-Ville

Mission Locale helps low-skilled people, long-term unemployed and those who lack the proper skills to find work. The organisation provides guidance with opportunities for training and qualification in several sectors (sales, hospitality, logistics, security, professional orientation, etc).

Some workshops end with job days that allow participants to meet directly with employers who are recruiting. In 2021, Mission Locale launched two new such workshops:

- A job day in the hospitality sector: after the long closure of the hospitality sector, many cooks, waiters and dishwashers decided to reorient themselves professionally, so the sector was struggling to find a full team at the start of reopening.
- A job day in the field of caregiving.

There is also a workshop **Look@job** that helps job seekers make good impressions during job interviews. And Alph@click focusses on the use of computers and strengthening reading and writing.

To conclude, with the programme 'Nouveaux départs' (New beginnings) Mission Locale supports female victims of violence to regain their self-confidence in order to find their way back to employment.

# LOOK@JOB

GUIDE - MISSION LOCALE POUR L'EMPLOI DE BRUXELLES-VILLE - 2020







## **DUO for a JOB**

DUO for a JOB connects job-seeking young people with a migrant background with people over 50, who voluntarily offer their professional experience as mentors to guide these young people towards work. The aim is to create a more inclusive labour market.

Once a pair has been formed, the young person and the mentor meet for at least two hours a week for six months. DUO for a JOB offers its services in Brussels, Antwerp, Mechelen, Ghent, Alost and Liège.

Thanks to the support of the SD Worx Fund, the Liège branch was able to put together 106 duos in 2021. And do so despite the difficult conditions caused by corona and the flooding in the region. Across the country, the organisation even exceeded its annual target of 900 duos. A total of 930 duos were assembled. The results of the project are very encouraging: after a year, 3 out of 4 mentees have found a job, an internship or education.





## Governance of the SD Worx Fund

<b>CSR Committee (board of directors level)</b>	<b>CSR steering group (SD Worx employees)</b>
<ul style="list-style-type: none"><li>• Assignment: general follow up on the functioning of the CSR Steering Committee and approval of new structural partnerships;</li><li>• Meeting frequency: twice annually;</li><li>• Composition: members of the board of directors.</li></ul>	<p>Assignment:</p> <ul style="list-style-type: none"><li>• propose new projects to the CSR Committee (major projects);</li><li>• present new projects to the executive committee (small projects);</li><li>• contact structural partners;</li><li>• determine KPIs in collaboration with social enterprises and monitor project progress;</li><li>• budget control.</li></ul>

### b) Sustainable HRM: SD Worx for Society

We established SD Worx for Society to promote CSR, particularly within HRM. Our scientific-knowledge centre provides information to our stakeholders and actively stimulates the exchange of information and know-how. Even more, SD Worx is a founding member of The Shift, a network connecting organisations that integrate CSR into their policy and participate in CSR initiatives. In collaboration with The Shift, in 2012, SD Worx launched Engage, a project that familiarises underprivileged youth with the world of business. Young people from many organisations continue to get to know the work floor through this initiative.



## LOVE OF ART

As a leading HR player, SD Worx recognises the virtue of artistic talent. We regularly exhibit visual art in the entrance hall of our headquarters at Brouwersvliet 2 in Antwerp. Local residents, visitors and employees are invited to discover creations by new and established talent.

SD Worx maintains three art collections with the dual purpose of investing in talent and sharing beauty with society.

- Our first collection gathers figurative Belgian art produced between 1850 and 1980, and was created by Jozef Van den Eede, the founding chairman of SD Worx. SD Worx regularly loans these works to local and foreign exhibitions.
- Jozef Van den Eede also established our icon collection: religious works of art produced in the span of five centuries within a geographical area stretching from the Arctic Circle to Africa. Ours is now the second-largest collection of orthodox icons in Western Europe. Since June 2015, SD Worx has loaned the entire collection to Ikonenmuseum van Kampen in the Dutch province of Overijssel, and current and former SD Worx employees are invited to view the collection for free.
- Art Integration, a third collection established in 1995 by former CEO Jan Van Nieuwenhuijzen, integrates the works of artists into new SD Worx offices in Belgium.



## 1.3 SD Worx community: a member of society

Sustainability is also in our employees' DNA, and their generous and conservation-minded approach is deeply appreciated and encouraged by SD Worx. Their proposals and dedication to diverse causes stimulate additional support and awareness of our initiatives throughout our company. Suggestions made by colleagues are supported wherever possible by SD Worx. We believe that it is important to raise awareness of our sustainability initiatives among all SD Worx employees, and offer more information via our intranet upon request. We also spotlight events on Yammer, our internal communication channel.

Traditionally, we have a long list of events to show, but just as in 2020, in 2021 many projects were cancelled or downsized due to corona measures.

### a) SD Worx colleagues in action in 2021

#### **Prottime gives time back to society**

At developer of time registration software Prottime, an independent company within the SD Worx group, everything revolves around time. This is also reflected in their ESG initiatives: Prottime colleagues are given time during working hours to help as a team at organisations such as Sogeha (organiser of summer camps for underprivileged children), Dierendal children's farm, De Ark Antwerpen (an organisation for people with a mental disability) or Het Feestvarken (which delivers birthday packages to children in poverty).

No major world improvements, but involved and very practical help for projects that are mainly dependent on committed volunteers who make a difference in the lives of young people. On an annual basis, this easily amounts to more than 1,500 hours, gladly donated to the future of our society.



### **SD Worx Against Cancer**

The Belgian organisation Kom Op Tegen Kanker supports the fight against cancer. In 2021, with most of our colleagues working from home, it was not easy to set up fundraising initiatives. We have joined forces with Team SD Worx, the women's cycling team of which SD Worx is the main sponsor. During an auction, colleagues could bid for an autographed helmet, gloves, a shirt, a ride in the support vehicle during a race, etc.

On top of that, a number of cycling enthusiasts teamed up to cycle 3,000 kilometres for the same good cause. In this way, they could donate no less than 5,500 euros. The spaghetti evening had to be cancelled due to corona, but all purchases were donated to Sociaal9050, an organisation that takes care of food distribution in the city of Ghent.



### **The Payback Foundation**

The Payback Foundation is our corporate charity in UK, Ireland and Mauritius. We raise money to support local families in need within a 10-mile radius of our SD Worx offices in UK and Ireland and across the island of Mauritius, where we have an office too. We supply equipment to children with disabilities, including tricycles, walking aids, sensory equipment, chairs, hoists and much more. Children are referred via physiotherapists or social organisations.

In previous years, the charity raised thousands of pounds per year. We paused the charity during 2021, because fundraising events were hard to organise due to Covid. We managed some small donations though. Hopefully after corona measures are released, we can pick up the pace again.

### **Donations in several SD Worx countries**

- SD Worx Mauritius donated to the Shelter for Women and Children in Distress Trust Fund and Solidarite St Francois D'Assise. And our colleagues also made an agreement with T1 Diam's for the sponsorship of a new utility vehicle.
- SD Worx Poland supported SZLACHETNA PACZKA, a charity that helps families in need by donating clothes, food, cleaning products, etc.
- Our Nordic colleagues from Aditro donated 8,050 Swedish crowns to Musikhjälpen, an organisation that fights against child labour all over the world. On top of that, Aditro made a Christmas donation to WWF of 50,000 Swedish crowns



## b) Sponsoring

### Chair at the Antwerp Management School

We have worked with the Antwerp Management School (AMS) since 2011 on various chairs, including the SD Worx Chair, 'Next-generation work: creating sustainable careers'. In collaboration with professor Ans De Vos, we kicked off a longitudinal research programme that investigates current and future career policies in Belgium. The aim is to help employers and employees prepare for the labour market of the future. We renewed our collaboration in 2016.

### Strategic partnership with Vlerick Business School

Together with Vlerick Business School, we want to give an extra boost to digitalisation in the HR world. One of the initiatives to achieve this is the development of a digital ecosystem for the world of work and beyond. Therefore, we are setting up a platform through which external parties can also offer their services. The platform will be the first of its kind in Europe.

### Main sponsorship top women's cycling team

2021 was the first full year for SD Worx as main sponsor of the world's best women's cycling team. Despite the difficult conditions due to Covid measures, the riders put in a top performance with 33 victories.

Gretel Coorevits, PR manager of Team SD Worx: "SD Worx is a European player with world ambitions, and this is reflected in its sponsorship. Team SD Worx is at the top of women's cycling and the team includes riders of ten different nationalities.

There are many similarities between the team and our organisation: we like to take the lead and we value strong teamwork, as well as individual performance. Thanks to the three-year sponsorship, the team has the opportunity to grow sustainably and make longer-term decisions."

Want to keep track of Team SD Worx?  
Follow [www.teamsworx.com](http://www.teamsworx.com).



# 2 Planet

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## 2.1 Pollution sources

### a) Energy

SD Worx data centres, heating and climate control, lighting and transport are our main energy consumers. We stress the conscious use of energy, consumption monitoring and a focus on achieving the lowest figure possible. Reducing energy consumption also plays a key role in replacement investments.

### Energy-efficient buildings

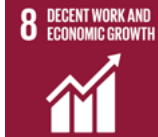
In addition to tracking the energy consumption of our offices, we register distribution between full hours and off-peak hours and quarter-hourly consumption peaks. Doing so enables us to spot periods of unusually high use. We address causes of excessive energy use and implement sustainable solutions wherever possible. Our ecological footprint is caused mainly by the energy consumption and waste produced in our offices, along with the CO<sub>2</sub> emissions of our vehicle fleet. We respect environmental legislation and actively stimulate an environmentally-conscious approach across our organisation.

### b) Mobility

In 2021, we officially made the switch to full hybrid working. In concrete terms, remote working is the standard, unless personal preferences or face-to-face meetings decide otherwise. The result: a drastic reduction in the number of home-to-work trips, which benefits both traffic congestion and the environment. We were able to reduce our office space as well, with again a positive impact on our ecological footprint.

In practice, colleagues spend an average of two to three days a week at the office. We are currently carefully reviewing the office layout itself, and creating more meeting rooms and places to socialise with colleagues. Furthermore, the network of coworking spaces will be significantly expanded, so that colleagues can meet up with colleagues closer to home.

For short-distance commuting and business travel, we encourage sustainable alternatives to the car, including walking, cycling and public transport. The Flex Income Plan™, our flexible remuneration package, empowers employees to design their own remuneration plans. Many choose to exchange their company cars for more sustainable alternatives. Initiatives were also launched by the Committee for Prevention and Protection at Work to promote the use of alternative modes of transportation, such as (e-)bikes, scooters, etc.



### **c) Waste**

#### **Circular furniture: green solution for 500 temporary workplaces**

The building at Brouwersvliet 5 will close and then be demolished, after which the new SD Worx headquarters will be built on the same site. Until its completion in 2026, colleagues will be accommodated in the Haven Building, just down the road. That meant about 500 temporary workplaces had to be created there within limited time. Purchasing completely new office furnishings for a temporary solution was an expensive and unsustainable option.

Facilities therefore called in NORNORM, a fully circular, subscription-based furnishing service. For a fixed monthly fee per square metre of floor space, NORNORM takes care of the design, delivery and implementation. And when the subscription is terminated, the furniture is collected again. They prolong the lifespan of the furniture by refurbishing and circulating items between businesses. This drastically reduces the ecological footprint.

#### **Reduction of waste paper**

Paper continues to be a significant source of waste for SD Worx. A certified partner destroys our often-confidential documents, after which it is then completely recycled. Thanks to digitalisation and printing reductions, we continued to cut the volume of waste paper collected in 2021.

### **d) Water**

Most of the water we consume at SD Worx is used in sanitation and cleaning activities. We do not have a structural policy in place for water consumption, but we do take advantage of reduction opportunities that come up. For example, the company canteen in Antwerp and several offices use surface water to flush toilets.



# 3

## Profit

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Detailed information about SD Worx's financial results is available in our annual report. We apply our official financial services principles in this report. Visit [www.sdworxannualreport.com/2021](http://www.sdworxannualreport.com/2021) for details.

### 3.1 Profit and prosperity

A profitable business is a requirement for service continuity. However, SD Worx also strives to generate social prosperity. To that end, we have applied an ethical approach since our founding. Focus on short- and long-term growth, stability and strategic company management are the main ingredients in our financial policy.

In applying this policy, we proactively monitor our financial performance indicators and maintain awareness of business-related risks. A growing focus on cost awareness also helps us achieve our financial goals.

## VII

# Governance

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Good governance has always been a priority. By committing ourselves to good governance, we support the principles of the Belgian Corporate Governance Code.

Find more details at [www.sdworxannualreport.com/2020](http://www.sdworxannualreport.com/2020).





# Addendum

## 1

### The 17 Sustainable Development Goals

The United Nations established the 17 Sustainable Development Goals (SDGs).

These are the most urgent universal needs for the world which we must meet by 2030.





Eliminate **poverty** everywhere and in all of its forms.



Eliminate **inequality** within and between countries.



End **hunger**, achieve **food security** and improve **nutrition** and promote sustainable agriculture.



Make **cities** and **human settlements** inclusive, safe, resilient and sustainable.



Ensure good **health** and promote **well-being** for all age groups.



Ensure sustainable **consumption** and **production** patterns.



Ensure equal access to quality **education** and promote **lifelong learning** for all.



Take urgent action to combat **climate change** and its impact.



Achieve **gender equality** and **empowerment** for all **women** and **girls**.



Conserve and make sustainable use of the **oceans, seas and maritime resources**.



Ensure access to, and the sustainable management of **water** and **sanitation** for all.



Protect, restore and promote the sustainable use of **ecosystems**, sustainable management of forests, combat and reverse **desertification** and **land degradation**, and put a halt to loss of **biodiversity**.



Ensure access to affordable, reliable, sustainable and modern **energy** for all.



Promote **peaceful** and **inclusive societies** with an eye for sustainable development, ensure **access to justice** for all and create effective, **accountable** and open **institutions** at all levels.



Promote sustained, inclusive and sustainable **economic growth**, full and productive **employment** and **decent work** for all.



Strengthen the **means of implementation** and revitalise the **global partnership** for sustainable development.



Build resilient **infrastructure**, promote inclusive and sustainable **industrialisation** and stimulate **innovation**.

## How SD Worx ensures that these goals are implemented:

- SD Worx is committed to basic human rights, including civil and political rights, freedom of speech, social and cultural rights and the right for health and education, among others. We continuously adhere to all relevant national and international laws. SD Worx aims at all times to avoid complicity in human rights abuses.
- SD Worx aims to grow and realise profit in a sustainable and ethical way. A portion of our profit is invested in the community and in the well-being of our employees. SD Worx protects vulnerable groups in our society by supporting causes that emphasise helping less-fortunate youth find jobs. The 'SD Worx Community' programme encourages our employees to actively contribute to our corporate social responsibility policy.
- Our value statements serve as a guiding set of principles for how we do business and work together:

Dear Customer

Commitment drives us forward

We believe in each other

The road is open

One for all, all for one

- SD Worx has an ethical charter (our code of conduct) containing principles, guidelines and circumstances in which employees are expected to demonstrate ethical behaviour by respecting human rights. ~~For the 5 basic principles at the core of the ethical charter, refer to the SD Worx corporate sustainability report.~~
- SD Worx employees can air complaints and raise issues related to unfair treatment via our confidential

external advisors. Actions will be determined together with confidential advisors.

- The dedicated SD Worx prevention advisor regularly assesses measures taken to avoid, report and handle instances of bullying, aggression, discrimination, stress overload, etc.
- Potential strategic partners must respond to an extensive questionnaire before cooperating with SD Worx. Through this thorough screening process, SD Worx aims to ensure that future partners apply the same social and ethical principles as we do.
- When a customer or prospect appears to violate human rights, all collaboration will be discontinued, and no services will be provided to this customer or prospect.
- Trade unions protect and promote the interests of their members at SD Worx. Employees are free to join the union of their choice and are encouraged to vote for union representatives.
- SD Worx has formally stated the right for collective bargaining.
- Over the last several years, SD Worx has introduced several human resources policies and procedures that support labour principles.
- A dedicated prevention advisor is appointed to reduce labour risks and ensure that all health and safety measures are implemented and operating optimally. The prevention advisor provides advice to management on measures to take to assure acceptable comfort levels regarding health, ventilation, air conditioning, lighting, and to optimise working environments.

- SD Worx ensures a balance in employee characteristics (age, sex, religion, etc.). Discrimination is prohibited. SD Worx has also taken measures to ensure comparable pay for comparable work.
- Several consultation mechanisms exist within our organisation (top down and bottom up), as well as facing our stakeholders.
- All employees are entitled to medical insurance. All employees are invited to regular medical check-ups to strengthen the general health of SD Worx staff.
- A gym is permanently available at our head office, and employees are encouraged to exercise regularly.
- A regular employee satisfaction survey measures the well-being of SD Worx employees.
- When a customer or prospect violates labour rights or appears to be involved in illegitimate practices such as child labour, compulsory labour, etc., collaboration will be discontinued, and no services will be provided to the customer or prospect.
- As a service provider, the environmental footprint of SD Worx is limited. Nevertheless, continuous efforts are made to reduce resource consumption such as water and energy use.
- The size of our carbon footprint is regularly measured. Results are analysed and actions to minimise our footprint are executed. One example is reducing the upper limit of our fleet cars' emissions. More, employees are encouraged to use environmentally friendly modes of transportation as often as possible.
- SD Worx encourages its customers to reduce paper consumption by promoting electronic output wherever possible.
- When building or refurbishing offices, SD Worx ensures the use of energy-efficient materials and systems and strives to limit the consumption of resources wherever possible. SD Worx is committed to remaining compliant with all relevant laws in our dealings with stakeholders and in our provision of services to customers. For this purpose, SD Worx maintains a legal knowledge centre that monitors changes in laws and regulations and informs affected internal and external parties. SD Worx has never been involved in legal cases, rulings or other events related to corruption or bribery.
- SD Worx has a zero-tolerance policy for corruption, bribery and extortion.
- A whistle-blowing channel and follow-up mechanism have been installed at SD Worx.
- The books and accounts of SD Worx are subject to a yearly statutory external audit. A team of independent internal auditors continuously reviews all corporate and operational process and reports their results to the Audit Committee, a subcommittee of the Board of Directors.
- Where relevant, SD Worx has installed policies to prevent internal fraud.

# Addendum

## 2

### GRI reference table

Profile	
<b>1. Strategy and analysis</b>	
Profile	Definition
G4-1	Statement about the relevance of sustainability for the organisation and its strategy
G4-2	Description of key impacts, risks, and opportunities
<b>2. Organisational profile</b>	
Profile	Definition
G4-3	Name of the organisation
G4-4	Primary brands, products, and/or services
G4-5	Location of headquarters
G4-6	Number of countries where the organisation operates
G4-7	Nature of ownership and legal form
G4-8	Markets served
G4-9	Scale of the reporting organisation
G4-10	Total staffing by employment type, gender, employment agreement and region
G4-11	Percentage of employees covered by collective labour agreements
G4-12	Description of the supply chain
G4-13	Significant changes during the reporting period
<b>Organisational profile: involvement in external initiatives</b>	
Profile	Definition
G4-14	Statement on how the precautionary principle is addressed by the reporting organisation
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses
G4-16	Membership in associations and/or national or international organisations representing interests
<b>Identified material aspects and boundaries</b>	
Profile	Definition
G4-17	Operational structure
G4-18	Process for defining the content
G4-19	List of all material aspects identified
G4-20	Specification of the boundary for each material aspect inside the organisation
G4-21	Specification of the boundary for each material aspect outside the organisation
G4-22	Explanation of the effect of any re-statements of previously provided information
G4-23	Significant changes from previous reporting periods



Stakeholder engagement	
Profile	Definition
G4-24	List of stakeholder groups
G4-25	Basis for identification and selection of stakeholders
G4-26	Approaches to stakeholder engagement
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns
3. Report parameters	
Profile	Definition
G4-28	Reporting period of the information
G4-29	Date of the most recent report
G4-30	Reporting cycle
G4-31	Contact point for questions regarding the report or its contents
Report parameters: GRI table of contents	
Profile	Definition
G4-32	Table that lists the standard components of the information disclosure
Report parameters: assurance	
Profile	Definition
G4-33	Policy and current practice with regard to seeking external assurance for the report
4. Governance, obligations and involvement	
Profile	Definition
G4-34	Governance structure of the organisation
G4-35	Process for delegating authority for economic, environmental and social topics
G4-36	Presence of executive-level position for economic, environmental or social topics
G4-37	Process for consultation between stakeholders and the highest governance body on economic, environmental and social topics
G4-38	For organisations with a unitary board structure: indicate the number of independent and/or members who are not managers of the highest governance body.
G4-39	Managerial function of the chairman of the highest governance body
G4-40	Process for determining the qualifications and expertise of the members of the highest governance body for steering the strategy of the organisation regarding economic, environmental and social topics
G4-41	Processes in place for the highest governance body to ensure, that conflicts of interest are avoided
G4-42	Roles of the highest governance body and senior executives for modifying economic, environmental or social topics
G4-43	The measures taken to enhance the highest governance body's knowledge regarding economic, environmental and social topics
G4-44	Processes for evaluating the highest governance body's own performance, in particular regarding economic, environmental and social topics
G4-45	The highest governance body's role in the identification and the management of economic, environmental or social topics, and possible stakeholder consultation
G4-46	The highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics
G4-47	The frequency of the review of economic, environmental and social impacts, risks, and opportunities

G4-48	The highest committee or position that approves the organisation's sustainability report and ensures that all material aspects are covered
G4-49	The process for communicating critical concerns to the highest governance body
G4-50	The nature and total number of critical concerns that were communicated to the highest governance body and the mechanisms used to address them
G4-51	Link between compensation for members of the highest governance body, top managers and executives, and the organisation's performance
G4-52	The process for determining remuneration.
G4-53	Process to know the vision of stakeholders regarding remuneration and to take it into account
G4-54	The ratio of the annual total remuneration for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees
G4-55	The ratio of the annual percentage increase for the organisation's highest-paid individual in each country of significant operations to the median percentage increase of the annual total remuneration for all employees

### Ethics and integrity

Profile	Definition
G4-56	Internally developed statements of mission or values, codes of business conduct & ethics, and principles relevant to economic, environmental, and social services and the status of their implementation
G4-57	The internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to integrity
G4-58	The internal and external mechanisms for reporting concerns on ethical and lawful behaviour, and matters related to integrity

### Performance indicators

#### Economic performance indicators

Performance indicator	Definition
G4-EC 1	Direct economic value generated and distributed
G4-EC 2	Financial implications and other risks and opportunities for the organisation's activities due to climate change
G4-EC 3	Coverage of the organisation's defined-benefit plan obligations
G4-EC 4	Significant financial assistance received from authorities
G4-EC 5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation
G4-EC 6	Procedures for local hiring and share of top management hired from the local community at significant locations of operation
G4-EC 7	Development and impact of infrastructure investments and services which are mainly provided in the public interest through obligations of a commercial nature, in kind or pro bono
G4-EC 8	Significant indirect economic impacts, including the extent of impacts
G4-EC 9	Policy, methods and proportion of spending on local suppliers at significant locations of operation

#### Environmental performance indicators

Performance indicator	Definition
G4-EN 1	Total quantity of materials used by weight and volume
G4-EN 2	Percentage of the materials used that are recycled from external waste
G4-EN 3	Energy consumption within the organisation
G4-EN 4	Energy consumption outside the organisation
G4-EN 5	Energy intensity
G4-EN 6	Reduction of energy consumption
G4-EN 7	Reductions in energy requirements of products and services
G4-EN 8	Total water withdrawal by source
G4-EN 9	Water sources significantly affected by withdrawal of water
G4-EN 10	Percentage and total volume of water recycled and reused
G4-EN 11	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas
G4-EN 12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas

G4-EN 13	Habitats protected or restored
G4-EN 14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations
G4-EN 15	Direct greenhouse gas emissions
G4-EN 16	Indirect energy-related greenhouse gas emissions
G4-EN 17	Other relevant indirect greenhouse gas emissions
G4-EN 18	Intensity of greenhouse gas emissions
G4-EN 19	Reduction of greenhouse gas emissions
G4-EN 20	Emissions of ozone-depleting substances by weight
G4-EN 21	NOx, SOx and other significant air emissions
G4-EN 22	Total water discharge by quality and destination
G4-EN 23	Total weight of waste by type and disposal method
G4-EN 24	Total number and volume of significant spills
G4-EN 25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and IV, and the percentage of transported waste shipped internationally
G4-EN 26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and drainage
G4-EN 27	Initiatives to compensate the environmental effects of products and services, and the scope of this compensation
G4-EN 28	Percentage of products sold and their packaging materials that are reclaimed by category
G4-EN 29	Monetary value of significant penalties and total number of non-monetary sanctions for non-compliance with environmental laws
G4-EN 30	Significant environmental impacts of transporting products and other goods and materials that are used for the organisation's operations, and transporting members of the workforce
G4-EN 31	Total environmental protection expenditures and investments by type
G4-EN 32	Percentage of new suppliers that were screened using environmental criteria
G4-EN 33	Significant actual and potential negative environmental impacts in the supply chain and actions taken
G4-EN 34	Number of grievances about environmental impacts filed, addressed, and resolved

### Labour practices and decent work

Performance indicator	Definition
G4-LA 1	Total staff and personnel turnover by age group, gender and region
G4-LA 2	Cash benefits provided to full-time employees that are not available to temporary or part-time employees, by significant locations of operation
G4-LA 3	Return to work and retention rates after parental leave
G4-LA 4	Minimum periods of notice regarding operational changes, including whether these are specified in collective agreements
G4-LA 5	Percentage of total staffing represented in formal joint management-worker health and safety committees that help monitor and advise employers and employees on occupational health and safety programmes
G4-LA 6	Injuries, occupational diseases, lost days, and rate of absenteeism, and total number of work-related fatalities, by region and by gender
G4-LA 7	Workers with high incidence or high risk of diseases related to their occupation
G4-LA 8	Health and safety topics covered in formal arrangements with trade unions
G4-LA 9	Average hours of training per year per employee by gender, and by employee category
G4-LA 10	Programmes for competency management and lifelong learning that support the continued employability of employees and help them in managing career endings
G4-LA 11	Percentage of employees receiving regular performance and career development reviews
G4-LA 12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity
G4-LA 13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation
G4-LA 14	Percentage of new suppliers that were screened using labour practices criteria
G4-LA 15	Significant actual and potential negative labour conditions in the supply chain and actions taken
G4-LA 16	Number of grievances about labour practices filed, addressed, and resolved

### Performance indicators for human rights

Performance indicator	Definition
G4-HR 1	Total number and percentage of significant investment agreements that include human rights clauses or that underwent human rights compliance screening
G4-HR 2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of personnel trained
G4-HR 3	Total number of incidents of discrimination and actions taken
G4-HR 4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights
G4-HR 5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of this kind of labour
G4-HR 6	Operations and suppliers identified as having significant risk for incidents of forced or mandatory labour, and measures taken to contribute to the effective abolition of this kind of labour
G4-HR 7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations
G4-HR 8	Total number of incidents of violations involving rights of indigenous people and actions taken
G4-HR 9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments
G4-HR 10	Percentage of new suppliers and contractors screened using human rights compliance criteria
G4-HR 11	Significant actual and potential negative impact on human rights in the supply chain and actions taken
G4-HR 12	Number of grievances about human rights filed, addressed, and resolved

### Social performance indicators

Performance indicator	Definition
G4-SO 1	Nature, scope and effectiveness of all programmes and methods that determine and manage the effects of operations on local communities, including establishment, operations and winding up
G4-SO 2	Operations with significant actual or potential negative impacts on local communities
G4-SO 3	Percentage and total number of operations assessed for corruption-related risks
G4-SO 4	Communication and training on anti-corruption policies and procedures
G4-SO 5	Confirmed incidents of corruption and actions taken
G4-SO 6	Total value of political contributions by country and recipient
G4-SO 7	Total number of lawsuits for anti-competitive conduct, anti-trust, and monopoly practices and their outcomes
G4-SO 8	Monetary value of significant penalties and total number of non-monetary sanctions for non-compliance with laws and regulations
G4-SO 9	Percentage of new suppliers that were screened using criteria for impacts on society
G4-SO 10	Significant actual and potential negative impact on society in the supply chain and actions taken
G4-SO 11	Number of grievances about impacts on society filed, addressed, and resolved

### Performance indicators for product liability

Performance indicator	Definition
G4-PR 1	Percentage of significant products and services categories subject to health and safety procedures
G4-PR 2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes
G4-PR 3	Type of product and service information that is mandatory by procedures, and percentage of significant products and services subject to such information requirements
G4-PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and services information and labelling, by type of outcomes
G4-PR 5	Results of surveys measuring customer satisfaction
G4-PR 6	Sale of banned or disputed products
G4-PR 7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsoring, by type of outcomes
G4-PR 8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data
G4-PR 9	Monetary value of significant penalties for non-compliance with laws and regulations concerning the provision and use of products and services