



Opening a New Sustainability Chapter

House of HR Sustainability Report 2025

📅 01.01.2025 – 31.12.2025 📍 Belgium

Voluntary Sustainability Reporting Standard for SMEs

Overview

Name	House of HR
Legal Form	Private limited liability
Happy Rebels	5,245
Address	Spinnerijstraat 97, 8500 Kortrijk

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Opening a New Sustainability Chapter

In a world defined by geopolitical uncertainty, shifting regulations and accelerating technology, a clear sense of purpose is not a luxury, it is a necessity. At House of HR, that purpose has never wavered: creating long term value for our people, our clients, our partners and the communities we serve.

2025 was not an easy year. Markets were volatile, labour dynamics shifted, and economic headwinds tested our resilience. And yet, it is precisely in years like these that ESG stops being a reporting exercise and becomes a genuine test of character. For us, sustainability is not a response to regulation. It is built into how we operate, through our PowerHouses, our people, and our commitment to being Human First, Tech Enabled.

This year marks an important milestone: for the first time, House of HR publishes a standalone ESG report. This is not a formality. It is a deliberate choice, a statement that sustainability deserves its own voice, its own space, and its own accountability. As Happy Rebels, we do not do things simply because they are expected of us. We do them because we believe they matter.

“We are just getting started. The road ahead is ambitious, but ambition is what Happy Rebels are made of.”

Thomas Decruy

Group Chief Risk & Sustainability Officer



Key Achievements 2025

We turned ambition into milestones, launching a new ESG strategy, validating science-based targets and reinforcing our DEI programmes.

House of HR is a leading European HR services group headquartered in Kortrijk, Belgium. Operating through an ecosystem of 10 PowerHouses across Belgium, France, Germany, the Netherlands, and other European countries, we connect over 73,590 people at work with clients across engineering, consulting, healthcare, specialised talent, and digital platform services.

Sustainability is embedded in our business model through a strategy focused on responsible employment practices, inclusive workplaces, and transparent governance. Our ESG approach integrates social impact, environmental responsibility, and ethical conduct into daily operations and long-term decision-making.

New ESG Strategy Launched

- 1 Built on a double materiality assessment, our new ESG strategy defines 3 pillars, 8 priority topics and 12 commitments formalised in the ESG Charter, setting clear direction for people, planet and governance.

SBTi Targets Validated

- 2 Our science-based targets were officially validated in 2025, aligned with a 1.5°C pathway, a pivotal moment in our decarbonisation journey.

Reinforced DEI Programmes

- 3 Diversity, equity and inclusion programmes were reinforced across all PowerHouses, with 60.6% female workforce and 51.8% women in management.

Policy Framework Deployed

- 4 AI Ethics Framework launched with clear governance principles. New OHS policy, Carbon Footprint Policy, and updated House Rules deployed across all PowerHouses.

ESG-Linked Remuneration

- 5 CEO remuneration framework linked to 4 ESG KPIs: eNPS, Gender Management Diversity Ratio, GHG emissions reduction, and EcoVadis score.

Our ESG Strategy

Eight strategic priorities clustered around three pillars to empower our people, care for our environment and rely on strong foundations.



PILLAR 1

We Empower Our People

Social

Happy Rebel engagement & empowerment: encouraging personal growth, entrepreneurship and accountability, creating value for all stakeholders with current and future talent.

Mental & physical health: providing a safe, healthy and respectful working culture so our Happy Rebels feel supported and thrive over time.

Training & skill development: investing in continuous learning to empower our people and support long-term employability in a changing world of work.

Diversity, equity & inclusion: valuing different perspectives and experiences to foster creativity, innovation and fairness across our organisation.



PILLAR 2

We Care for Our Environment

Environment

Carbon footprint reduction: setting ambitious, science-based targets and committing to tangible progress toward a low-carbon future across all areas of our operations.



PILLAR 3

We Rely on Strong Foundations

Governance

Business ethics: upholding integrity and fostering a culture of transparency and accountability across all stakeholder interactions.

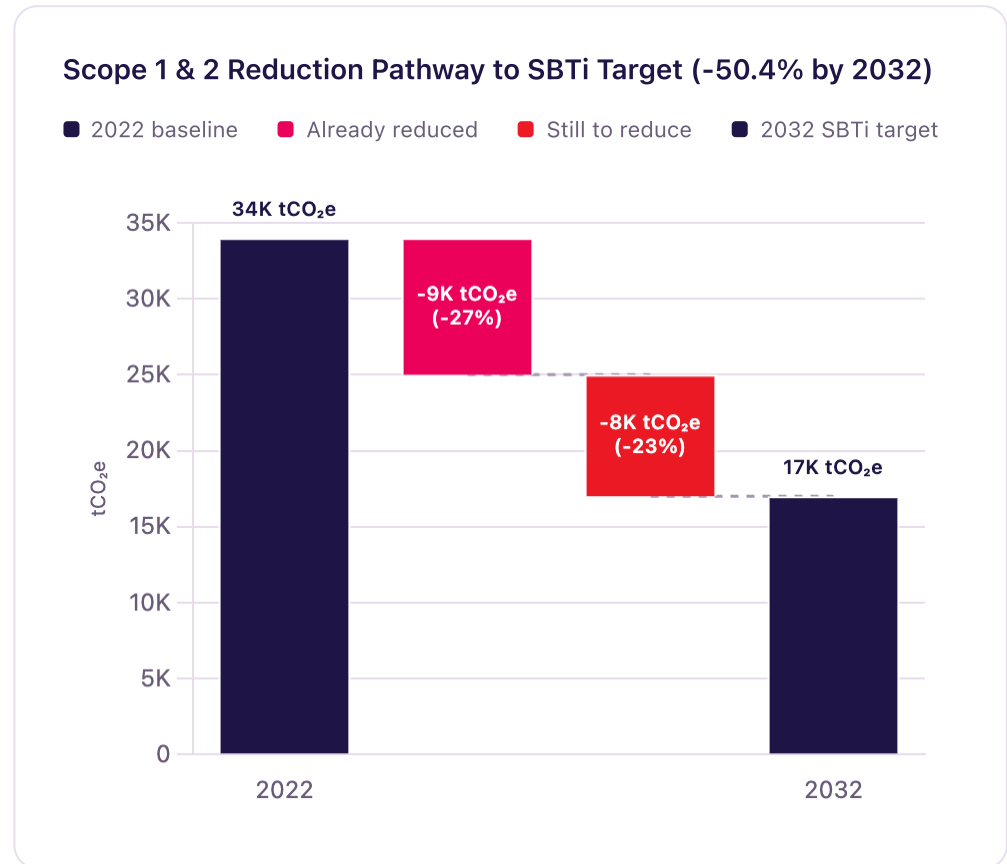
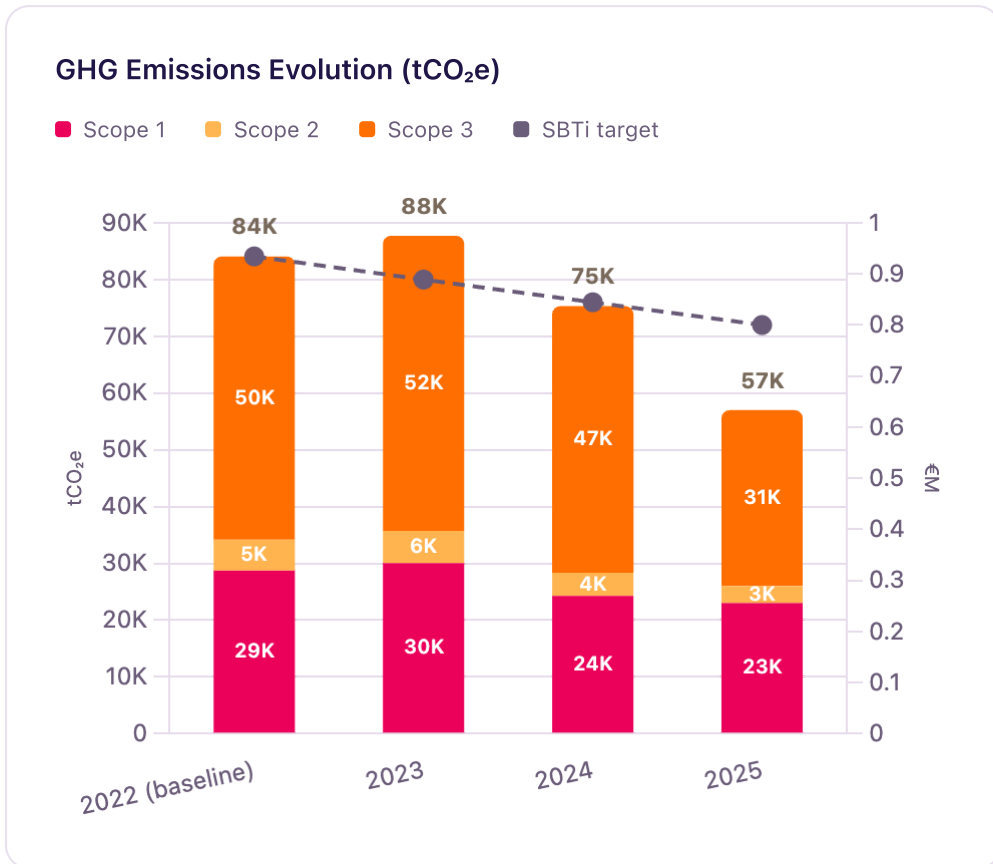
Digital innovation, security & privacy: embracing technology responsibly, safeguarding data and maintaining trust through cybersecurity measures.

Contribution to communities: investing in initiatives that enhance skills, employment opportunities and social well-being in the communities where we operate.

Executive Summary

Our 2025 data shows progress across all three ESG pillars, with measurable improvements in emissions, diversity and stakeholder trust.

<p>HAPPY REBELS</p> <p>5,245</p> <p>2024: 5,470</p>	<p>ENPS</p> <p>33</p> <p>2024: 41 Target: 50</p>	<p>WOMEN IN WORKFORCE</p> <p>60.6%</p> <p>2024: 58.6%</p>	<p>MGMT DIVERSITY RATIO</p> <p>85.5%</p> <p>2024: 66.5% Target: 80%</p>	<p>ECOVADIS SCORE</p> <p>64.2</p> <p>2024: 52.4</p>	<p>S3 REDUCTION VS 2022</p> <p>-32%</p> <p>Intensity, SBTi-validated</p>
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Methodology & Standards

Our reporting is aligned with VSME, CSRD and GHG Protocol, with independent third-party verification ensuring data reliability on selected KPIs.

Reporting Framework

This report has been prepared in alignment with the VSME (Voluntary Sustainability Reporting Standard for SMEs) standard of the CSRD, GRI Standards, and TCFD recommendations. GHG emissions are calculated following the GHG Protocol Corporate Accounting and Reporting Standard across all scopes, with annual third-party calculation and external review. Correspondence tables with the GRI and the TCFD standards are available on our website.

Reporting Scope & Boundaries

The sustainability reporting scope is aligned with the financial reporting scope, and includes all entities controlled operationally at year-end. Unless stated otherwise, all policies, procedures, programmes and action plans defined at Group level apply to the whole Group. More information on the inclusion of companies acquired or divested over the year is available in the Methodological note on our website.

Base Year & Targets

Targets are defined for each KPI of our ESG Strategy. For SBTi-validated GHG emissions reduction target, the base year is 2022.

Data Quality & Assurance

Sustainability information is collected quarterly through the ESG reporting process. All PowerHouses are collecting and consolidating data internally, and reporting them to the Group. The Group Sustainability team performs data checks to verify the quality and consistency of the data reported, and consolidates ESG KPIs at group-level. GHG emissions are calculated and consolidated at group-level automatically by an external third-party. GHG emissions and other selected KPIs are reviewed by the external internal audit team annually.

Environmental

Greenhouse Gas Emissions

Scope 1 and 2 emissions fell 27% from our 2022 baseline, driven by fleet electrification and renewable energy procurement, keeping us on track toward our SBTi target.

Total GHG Emissions — Scope 1 & 2 (tCO₂e)



Decarbonisation Initiatives

Renewable Electricity

We are now consuming more renewable than non-renewable electricity! 54% of our electricity, representing 14% of our total energy consumption is now sourced from renewable energy sources (2024: 18% of electricity and 4% of total energy).

Energy Efficiency

New large offices must meet minimum energy efficiency thresholds to align with our sustainability standards. Our energy efficiency improved in 2025, as our total energy consumption decreased by 8% compared to 2024, even though our activity stabilized. Indeed, our total energy consumption was 48,063 MWh in 2025, compared to 51,515 MWh in 2024.

Green Mobility

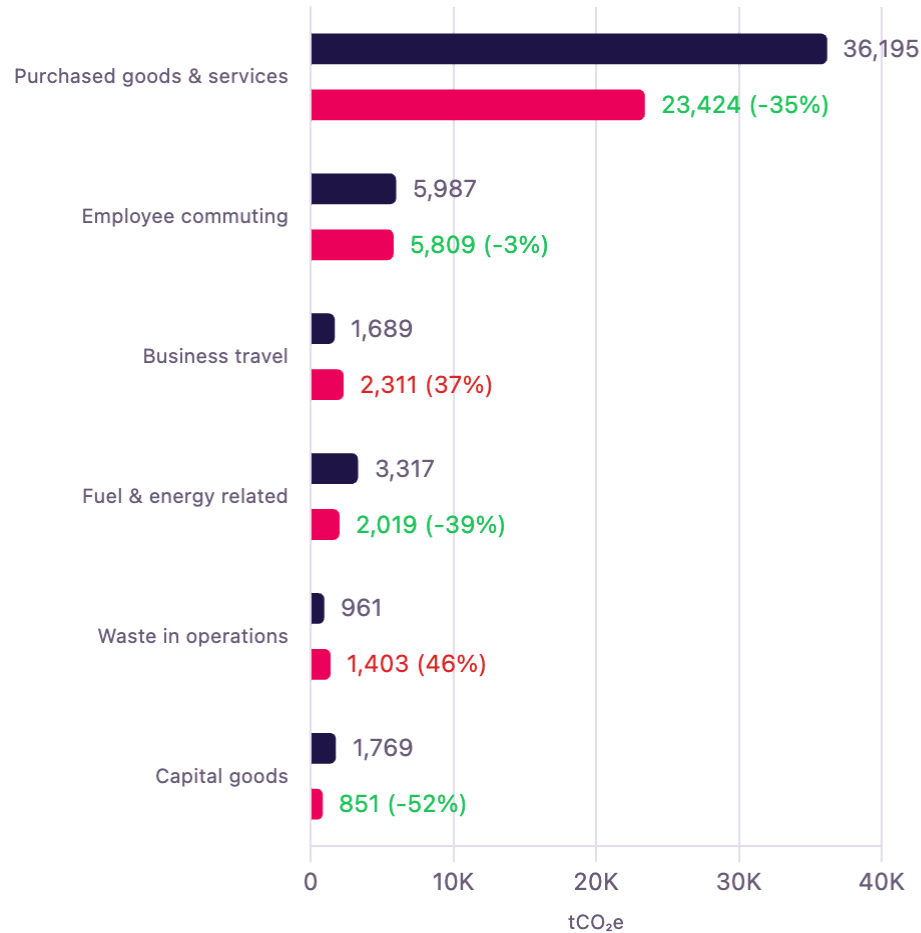
Our fleet is transitioning to low-carbon alternatives, with 15% hybrid and 9% electric vehicles as of 2025 (2024: 12% hybrid and 6% electric cars).

Greenhouse Gas Emissions

Our Scope 3 footprint is dominated by purchased goods and employee commuting; categories we are actively targeting through supplier engagement and mobility programmes.

Total Greenhouse Gas Emissions — Scope 3 Emissions by Category (tCO₂e)

■ 2022 (baseline) ■ 2025



Decarbonisation Initiatives

Supplier Engagement

We surveyed our top 50 suppliers on their carbon footprint, to use their own emissions data when available.

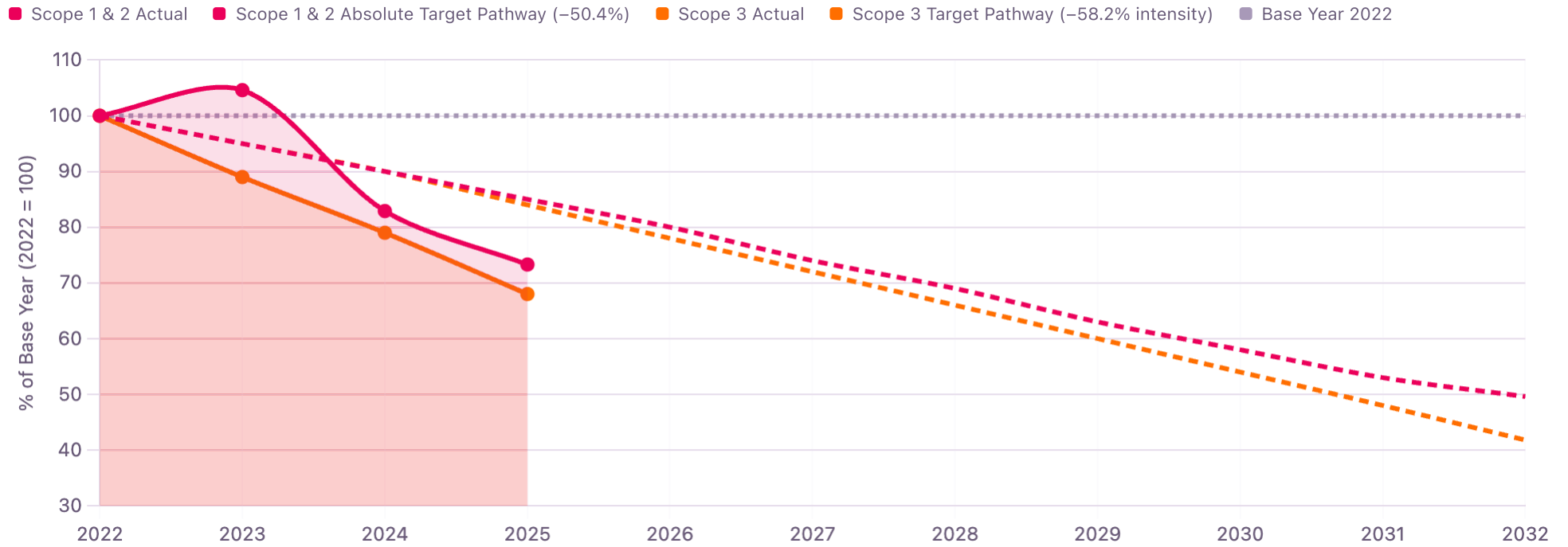
Supply Chain Efficiency

A rationalization of our purchases of products and services allowed us to reach additional decrease in Scope 3 emissions, as well as an update in our emission factors reflecting improved carbon-efficiency in industries where we purchase products & services. All our PowerHouses achieved their Scope 3 target for 2025!

Greenhouse Gas Emissions Targets and Progress

Our SBTi-validated reduction pathway requires consistent annual progress; this page tracks where we stand against our 2032 targets across all scopes and initiatives.

Scope 1 & 2 and Scope 3 Reduction Pathway to 2032



GHG Initiatives Tracker

INITIATIVE	STATUS
Green Fleet Transition	In Progress ●
Renewable Energy	In Progress ●
Supplier Engagement Program	In Progress ●

Energy

Total energy consumption decreased by 8% compared to 2024 while activity grew, reflecting our commitment to energy efficiency and renewable sourcing.

48,063 MWh

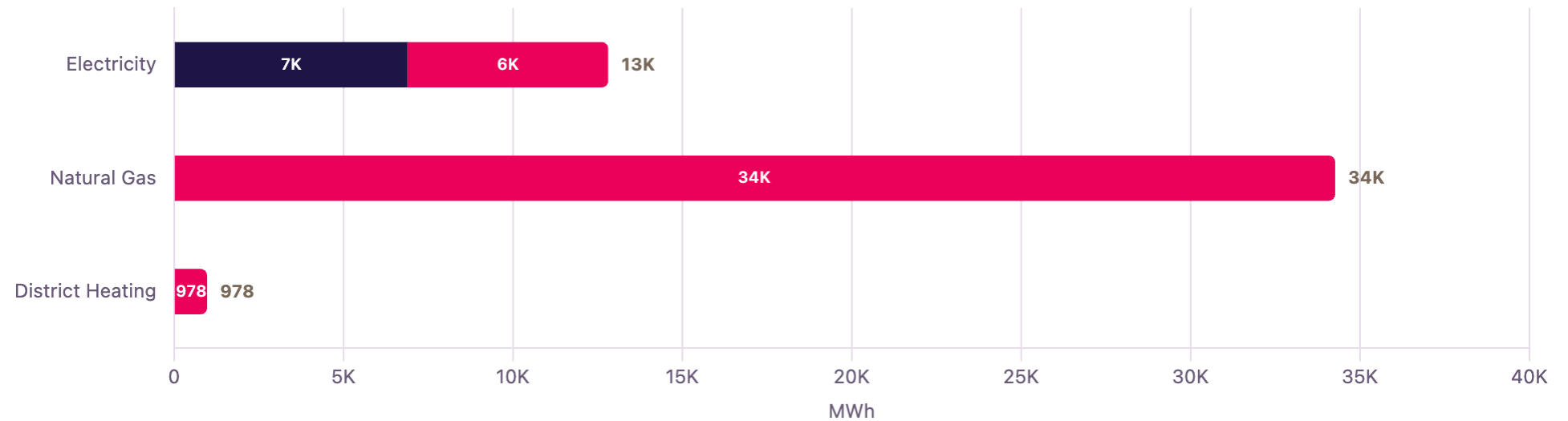
Total energy consumption (2024: 51,515 MWh) | 54% of electricity from renewable sources (2024: 18%)

House of HR's energy consumption is primarily driven by fleet fuels and office energy across our PowerHouses. In 2025, total energy consumption reached 48,063 MWh, down 7% from 51,515 MWh in 2024, even as our activity grew. 54% of electricity is now sourced from renewables, a significant increase from 18% in 2024, driven by green electricity contracts and RECs.

Energy Consumption by Carrier

in MWh

■ Renewable ■ Non-renewable



Water, Waste & Circular Economy

Beyond climate and energy, we actively manage our broader environmental footprint through responsible water use, waste reduction and circular economy principles.

Water Management

TOTAL WATER CONSUMPTION

Not material

Office buildings only; limited water use

House of HR does not identify water as a material topic. Water use is limited to office buildings.

House of HR does not identify water as a material topic in its double materiality assessment. Water consumption is limited to office use. The Group Environmental Policy includes a commitment to reduce consumption of natural resources, including water. In 2025, environmental best practices promoted water conservation across office locations.

Waste & Circular Economy

TOTAL WASTE GENERATED

365 tonnes

- 1 Paper reduction & digital-first policy**
Replacing paper with digital tools across all PowerHouses
- 2 E-waste collection & recycling**
Recycling of IT hardware; extending device lifecycles

Biodiversity impacts are under assessment for future reporting periods.

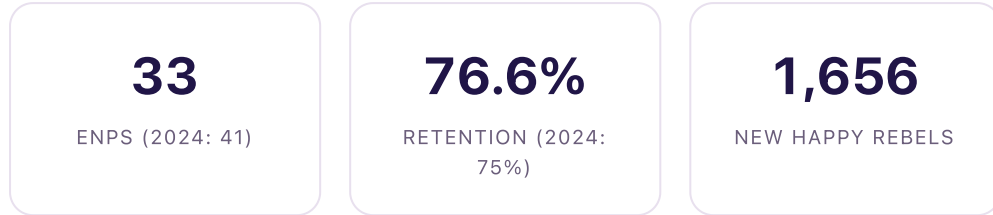
The background consists of several geometric shapes. A large red triangle is positioned at the top left, pointing downwards. A white trapezoidal shape is located in the upper right quadrant. A red triangle is situated at the bottom right, pointing upwards. The remaining space is white.

Social

Social: Engagement & Health

We invest in our Happy Rebels' wellbeing, engagement and safety; because sustainable business starts with sustainable employment.

Happy Rebels Engagement & Empowerment



Building targeted action plans across all PowerHouses, focusing on leadership development, wellbeing and career growth opportunities through training and internal mobility.

Our 2027 retention target of 80% remains a priority. In 2025, voluntary turnover dropped to 21.5% (2024: 26.4%) and total turnover to 32.8% (2024: 35.2%).

In 2026, we will continue to fuel the Rebel fire, with a focus on providing resources, training and support to ensure our Happy Rebels feel empowered, resilient and valued.

Mental & Physical Health



New Occupational Health & Safety policy introduced in 2025, establishing umbrella principles for a safe, respectful and supportive work environment.

Our SPOT system plays a crucial role in maintaining a violence-free workplace. We were largely successful in closing SPOT alerts within the defined timeframe.

Sickness rates provided valuable insights, guiding our efforts to reduce short- and long-term absences; both improved slightly compared to 2024.

Social: Training & DEI

We invest in continuous learning and embed diversity, equity and inclusion into every aspect of our organisation.

Training & Skills Development

191%

HAPPY REBELS
TRAINED (2024:
165%)

29h

AVG HOURS PER FTE
(2024: 22H)

21

FIRESTARTER
LEADERS
DEVELOPED

Our ambitious target of 200% means each Happy Rebel participates in an average of two training sessions; we reached 191% in 2025.

Renewed 12-month Firestarter leadership program, empowering 21 future internal leaders through mentoring, intense training days and hands-on experiences.

L&D community creates a culture of shared knowledge across PowerHouses through training catalogues, mandatory e-learning, podcasts and varied learning formats.

Looking ahead, we will focus on AI skills development and training, ensuring our Happy Rebels are equipped to use emerging technologies responsibly.

Diversity, Equity & Inclusion

60.6%

WOMEN IN
WORKFORCE (2024:
58.6%)

51.8%

WOMEN IN
MANAGEMENT

85.5%

MGMT DIVERSITY
RATIO (2024:
66.5%)

Gender pay gap stands at 7.8%; targeted actions and a formal equal pay commitment have been embedded into our DEI policy.

Mystery Campaign: 250+ external calls across 10 PowerHouses to identify bias in recruitment, providing insights to guide future DEI initiatives.

100% of employees were targeted by our DEI e-learning, providing them with the knowledge and tools to champion inclusion every day.

Governance

| Business Ethics

Integrity, transparency and accountability are the cornerstones of how we interact with all stakeholders.

We operate exclusively in low-risk countries for human rights: Belgium, Netherlands, Germany, France all score above 0.9 on the V-Dem Human Rights Index. As part of our Risk Management process, all PowerHouses assess their human rights risks annually. In 2025, the Group formalized a new House Rules policy and updated its Code of Conduct to take a firm stand for Human Rights protection, in line with our commitment to the UN Global Compact's 10 principles.

We also formalized a new Anti-trust policy in 2025, ensuring compliance with global regulations and reinforcing ethical business practices across all our operations.

Our SPOT whistleblowing system ensures alerts are raised by internal or external stakeholders and handled appropriately. In 2025, 50 reports were filed. We take these as a sign of good health of our system, showing that stakeholders blow the whistle when they estimate appropriate. The Group had no fines or convictions related to corruption and bribery over 2025.

The Board of Directors comprises 1 executive and 5 non-executive directors (4 men, 2 women). The roles of CEO and Chairperson are separate, with 2 Co-chairpersons being non-executive. Average Board meeting tenure is 3.3 years (2024: 3 years).

Our ESG committee met 3 times in 2025, tackling topics including the Omnibus regulation, SBTi trajectory, ESG Strategy, Roadmap and Reporting. CEO remuneration is linked to 4 ESG KPIs: eNPS, Gender Management Diversity Ratio, GHG emissions reduction and EcoVadis score.



| Digital Innovation, Security & Privacy

We embrace technology responsibly, safeguarding data and maintaining trust through robust cybersecurity and ethical AI governance.

Our comprehensive IT security program ensures robust protection across all operations. We renewed our ISO 27001 certification. Our IT policies, business continuity plan, regular vulnerability analyses and clear escalation processes allow us to identify incidents or suspicious activities and act swiftly.

To strengthen our human firewall, we continued our cybersecurity awareness program in 2025, which includes phishing campaigns to test and improve vigilance, and new cybersecurity micro-learning modules. These modules were mandatory for all employees, with follow-up required when a minimum awareness level was not met.

In 2025, we recorded zero information security breaches leading to investigations by public authorities, underscoring the effectiveness of our measures.

Our new AI Ethics Framework sets clear guidelines for the responsible use of artificial intelligence, integrating minimum requirements for information security and cybersecurity across the group.

In 2025, we laid the groundwork for our 2026 priority: AI skills development for Happy Rebels, with a target to train 100% of Happy Rebels on AI by year-end. This initiative will empower our people with the skills needed to use emerging technologies responsibly and effectively.

Our Audit & Risk Committee maintains oversight of information security, while our Chief Information Officer is directly responsible for implementing and monitoring security protocols. Regular internal and third-party audits validate our commitment to continuous improvement.



Contribution to Communities

We open doors to the labour market every day, connecting talent with opportunity and helping people build sustainable careers.

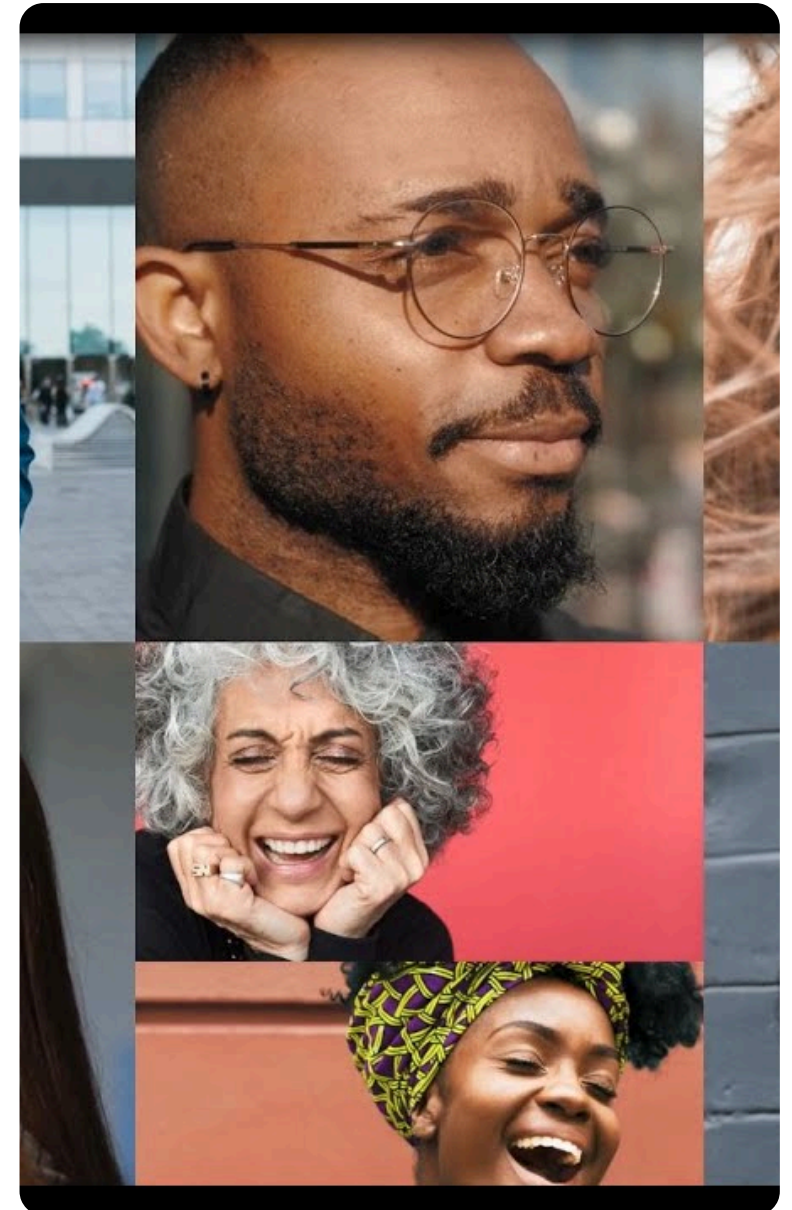
The very nature of our business contributes to a more inclusive and dynamic labour market. By connecting talent with opportunity, we help people access employment, develop skills and build sustainable careers. Every day, our companies open doors to the labour market for thousands of candidates, including individuals who may face barriers to employment.

We proudly contribute to the evolution of our sector through active participation in key trade associations, including World Employment Confederation (WEC), UN Global Compact, and Staffing Industry Analysis (SIA). These engagements allow us to share best practices and influence positive change. Our PowerHouses are also actively participating in local trade associations focusing on HR services.

In 2025, we continued to invest in Jobroad, a non-profit organization dedicated to reintegrating vulnerable individuals into the labor market. By providing personalized support, Jobroad bridges the gap between untapped talent and employers, tackling both the acute labor shortage and social exclusion.

Since its launch in Belgium in 2016, Jobroad has been transforming lives by breaking down barriers like language, mobility, and skills that often block access to work, and by offering confidence and ultimately economic independence to those who need it.

In 2025, we also rolled out a sustainable procurement policy, which includes an ESG Questionnaire for new supplier relationships, and are working to implement the TRACE tool to measure and track supplier progress on ESG topics.





House of HR

Spinnerijstraat 97, 8500 Kortrijk

www.houseofhr.com

This marketing report is built from the official VSME Sustainability Report.

Refer to the Appendix for full report and data.