



# 2020 ESG report

Environment, social and governance at SD Worx



## PREFACE

Full focus on people	3
----------------------	---

## I SD Worx profile

Profile customers SD Worx 2020	5
--------------------------------	---

## II About this report

GRI still sets the standard	6
Sustainable development goals	6

## III ESG at SD Worx

For life. For work.	8
People solutions for the age of fluidity.	8
Providing our customers with maximum flexibility	8
Management	9
Our stakeholders	9
ESG policy at SD Worx	9

## IV Challenges and objectives

People	10
Planet	10
Profit	10

## V Corporate culture, professional ethics and compliance

Constructive collaboration	12
Strategy with sustainable focus	12
Company values	12
Code of ethics	16

## VI The ESG initiatives of SD Worx in 2020

1 People	18
1.1 Our human capital	18
Working at SD Worx	18
A shared responsibility for employee well-being	20
Extra initiatives for well-being in 2020 at SD Worx	22
Confidential advisors support employees	22
Profile SD Worx employees 2020	23
All aboard!	24
Boosting engagement	24
Respect for human rights	24
Working conditions at SD Worx	25
The Future of Work at SD Worx	25
Making employee voices heard	25
Suppliers and partners of SD Worx	25
1.2 Serving our society	26
a) SD Worx Fund	26
Structural partners of the SD Worx Fund and King Baudouin Foundation	26
Governance of the SD Worx Fund	30
b) Sustainable HRM: SD Worx for Society	30
LOVE OF ART	31
1.3 SD Worx Community:	
a member of society	32
a) SD Worx colleagues in action in 2020	32
b) Sponsoring	35
2 Planet	36
a) Energy	36
b) Mobility	36
c) Waste	37
d) Water	37
3 Profit	38
3.1 Profit and prosperity	38

## VII Governance

	39
--	----

## Addendum 1

	40
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## Addendum 2

	44
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## Full focus on people

From our earliest beginnings in 1945, SD Worx has considered social commitment, good governance and respect for our environment of paramount importance. As a result, it will not be a big leap for SD Worx to evolve from a CSR (corporate social responsibility) to an ESG (environment, social and governance) report. We're not there yet, but we like to set the bar high.

During our 75 years of existence, we have learned that businesses and their working processes impact both individuals and society as a whole. As a growing international people solutions provider, we understand the corresponding responsibility and we take this role seriously.

Our considerable growth – in people, portfolio, and geography – is backed by strong collaboration with our employees, customers, partners and other stakeholders on social, environmental, ethical and customer concerns. This enables us as a company to maximise the creation of shared value for each stakeholder and for our larger society, and to minimise possible negative impacts.

For us, there is no other way: we always treat our stakeholders correctly and respectfully. We also structurally put our shoulders to the wheel, participating projects at home and abroad to help contribute a better world for all, although many recurrent projects were paused due to COVID in 2020. On top of that, at the beginning of 2020, we underwent a fundamental change, transforming into a customer-based organisation instead of a country-based one. But the legendary commitment of our employees has never faltered, not even during the year that we all had to deal with a pandemic and adapt to a socially distant economy. Thus, the focus in this first ESG report is now on people, the S in ESG.

Anne-Marie Cootjans,  
in charge of ESG at SD Worx



# I

## SD Worx profile

SD Worx NV brings its people solutions to life in 12 countries via our 2 businesses: SD Worx People Solutions and SD Worx Staffing & Career Solutions. Together, all of our entities employ over 4,600 employees serving more than 75,000 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

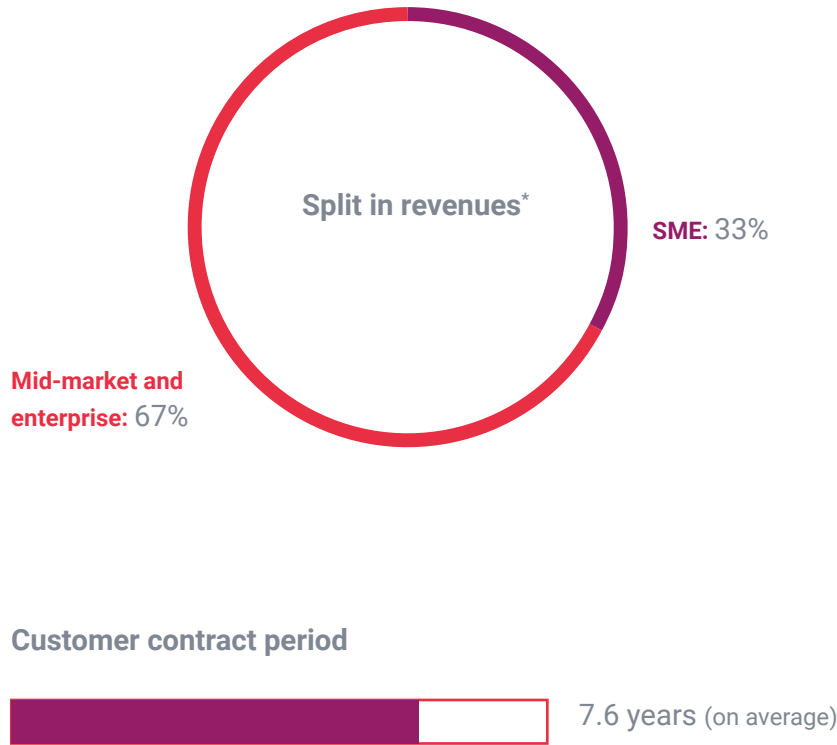


Belgium (HQ), Austria, France, Germany, Ireland, Luxembourg, Mauritius, Poland, The Netherlands, Spain, Switzerland & the UK

- Staffing & Recruitment
- Core HR
- Payroll & Reward
- Workforce management
- Talent & Carrers



### Profile customers SD Worx 2020



\*in 2020, only includes data for SD Worx People Solutions

## II

### About this report

In this report, we highlight the initiatives we took in 2020 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 75 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. We have always supported and initiated sustainable projects and actions, some of which have been running for many years. SD Worx Staffing & Career Solutions was only established in 2019 and we just started joint activities and projects – commercially and internally – in 2020. We are gradually building towards reporting for the whole group, but it is still a work in progress.

The previous report was published in 2019 and covered our actions in 2018. This year, COVID imposed a significant and unprecedented change in the reporting period compared with last year, and the reason why many projects of the SD Worx Community were cancelled or altered.

#### 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 global sustainable development targets (Sustainable Development Goals, or SDGs) for implementation between now and 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 and will illustrate examples throughout this report. In the addendum, we note how SD Worx aims to achieve these SDG goals.

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







III

ESG at SD Worx

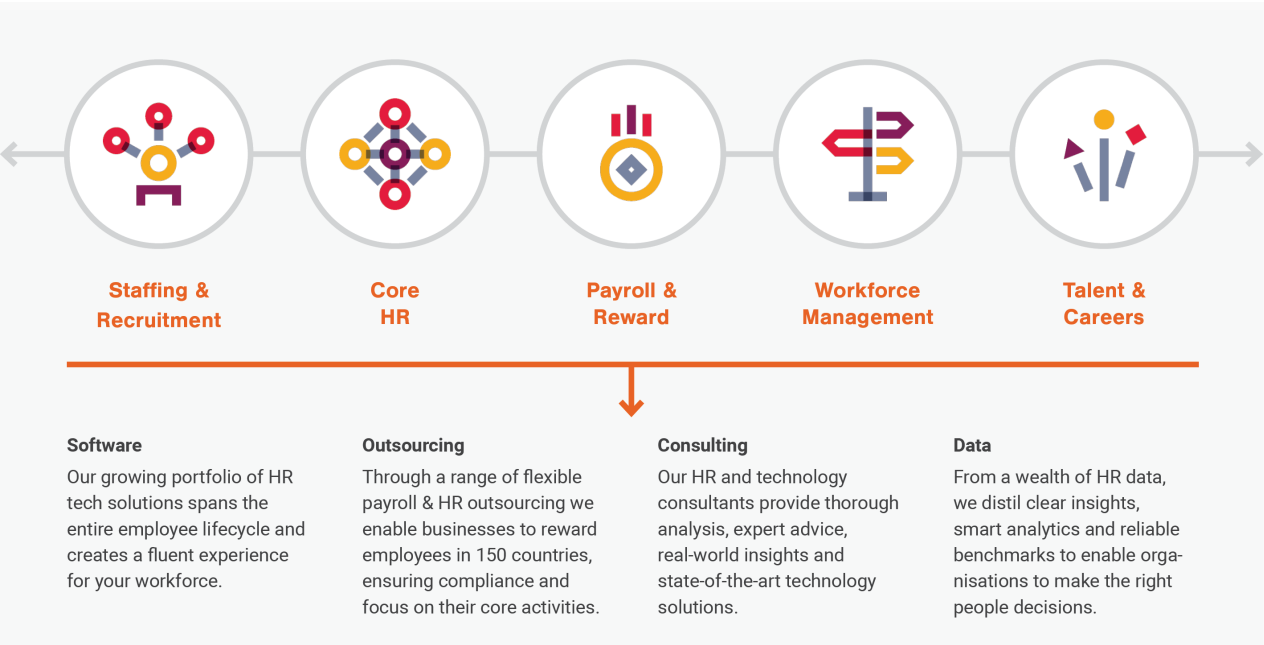
For life. For work.  
People solutions for the age of fluidity

Work is more fluid now and there are various possible employment types, customisable reward options, flexible places to work... 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 extremely relevant during 2020, when almost every HR department worldwide had to take a giant leap. There were no more discussions about whether remote working was allowed. Overnight, it just had to be sorted out. Workplaces – if not obligated to close or limit activ-

ities – had to be aligned with all coronavirus-related regulations, and legislation kept changing rapidly. Work processes needed to be adjusted accordingly, requiring different management styles. Communication became even more important. Maintaining and promoting the wellbeing and motivation of employees from a distance was essential. Implementing the right digital HR tools was crucial.

Thanks to our organisation's high level of flexibility – in people and services – we could immediately help our customers handle their daily and coronavirus-related payroll and HR matters. Nevertheless, the year left its mark on all of us.

Management

Find detailed information at [www.sdworxannualreport.com/2020](http://www.sdworxannualreport.com/2020).

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

People

As an HR provider, SD Worx is obliged 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

As a service provider, the ecological footprint of SD Worx is limited. The operation of our buildings, which use energy and water and generate waste, and our fleet constitutes 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 2020 most of our offices were closed or only staffed by a few people.

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 in providing the best possible support for our people.

Find detailed information at [www.sdworxannualreport.com/2020](http://www.sdworxannualreport.com/2020).





# V

## Corporate culture, professional ethics and compliance



### 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. Our previous corporate values were: Integrity, Innovation, Smart collaboration, Passion and Result-driven orientation. Together, they formed our 'InSPIRe' values.

Since the birth of InSPIRe in 2008, SD Worx has changed thoroughly: in people, portfolio and geography. As a result, in 2019, we renewed our company purpose – our reason for being.

This clear company purpose needed to be supported by energising employee values to really 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?

To find the answers, we embarked on an inspiring journey together. In spring 2020, with about 80 cultural ambassadors from all SD Worx countries – Austria, Belgium, France, Germany, Ireland, Luxembourg, Switzerland, the Netherlands, Mauritius, Spain and the United Kingdom – we organised four cultural workshops. This diverse group – in seniority, gender, function, nationality – challenged each other to improve and renew the meaning of our corporate values.

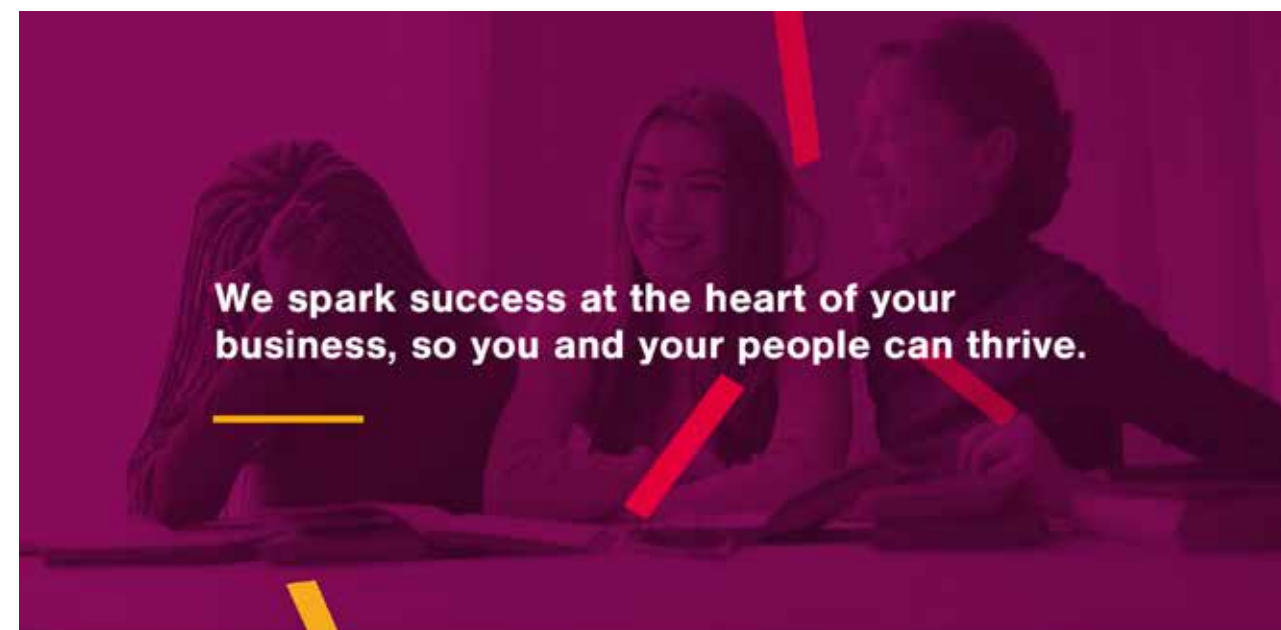
The result is an evolution, not a revolution – there is still a link with the InSPIRe values:

#### #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 to and put ourselves in the shoes of the people that 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 roles 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 pushed 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

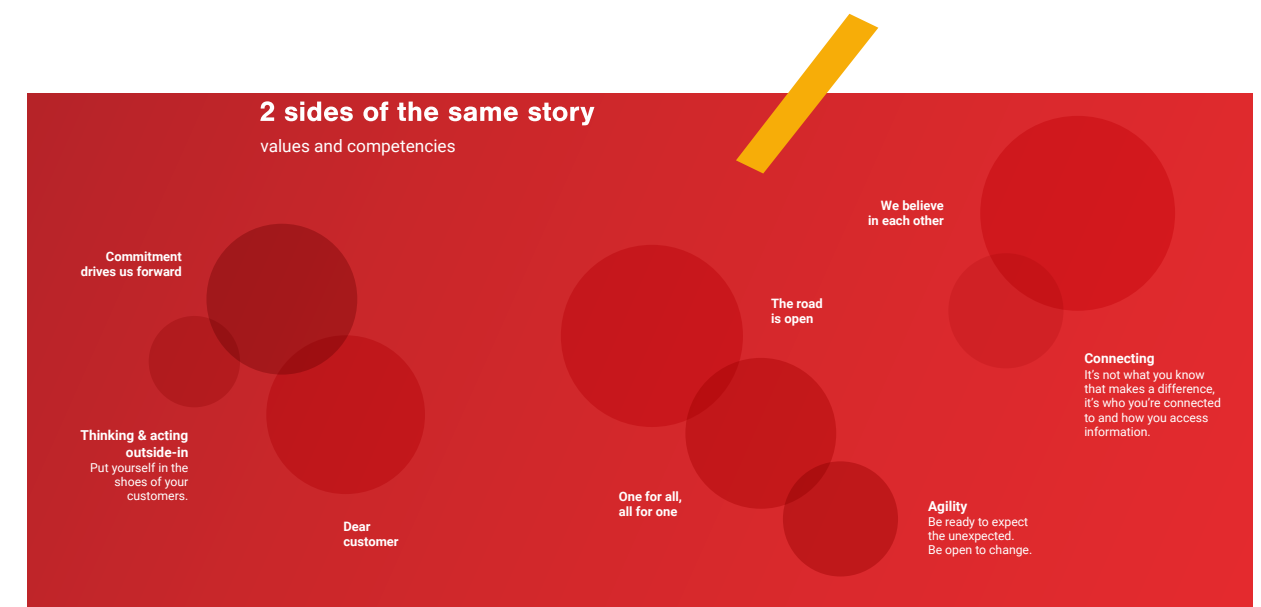
#### One for all, all for one

We are close and feel interconnected, even if 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 will 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 will be included as criteria in performance reviews. All employees, including our executive committees, will participate to those value workshops, so that by mid 2021, we will be able to finalise and update our ethical charter.



## 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.**

SD Worx Staffing & Career Solutions is working on its ethical charter too. 'Our top priority is the correct and timely payment of all wages' and 'We have zero tolerance for discrimination' are included topics, for instance. The goal will be the same: to guide employees in their daily operations and behaviour, and to make sure we onboard people who fit with our values.

The organisation has already strongly embraced this mindset: in the recent mystery call campaign conducted at the end of 2020 by Federgon, the federation of HR service providers, **SD Worx Staffing & Career Solutions achieved a perfect score of 10/10 for non-discrimination.**



## VI

### The ESG initiatives of SD Worx in 2020



## 1 People

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.

At the beginning of 2020, during our transformation into a customer-based organisation, HR was centralised at SD Worx. Our first action point: stating a new vision and mission for HR.

#### 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.

“Enabling people to cope well with change is of paramount importance”



Cathy Geerts,  
CHRO at SD Worx

“2020 showed us that change is inevitable and that dealing with new circumstances, having the flexibility and resilience to do so, makes all the difference. Last year, we laid a solid foundation for continuously doing so, enabling us to always be ready for new challenges.

Our HR mission sums up the domains we have worked hard on in 2020, such as engagement, well-being, corporate values, internal communications, continuous feedback and evaluations, diversity, training and talent development ... Initiatives cover every step of the employee journey and contribute to an optimal employee experience. Most of those projects are still ongoing, since we always opt for sustainable results. Rather than setting deadlines, we emphasise long-term quality and effectiveness.

On top of plans and everyday HR activities, we suddenly had to deal with all coronavirus-related regulations and impacts. Of course, to do so in the best way possible, we had to intensify, expand and prioritise some of our plans.

To protect and maintain the well-being of every employee, for example, is always at the top of our agenda, but even more so during times of crisis. Instead of just assuming, we have asked everyone how they felt in mid-April. We asked them, within the scope of COVID leadership, how they perceived communication, their job and team interactions, and IT support. The results of that survey formed the basis of the ‘Future of Work’ project, which was again refined later with the results of our engagement survey, that we conduct regularly.

Because our organisation has undergone many transformations in the past three years, we want to continuously monitor and stay up to the minute with employee sentiment. Typically, engagement drops after change projects, which has been confirmed by our own results. We have reached a status quo, which could have been worse, given the impact of the coronavirus pandemic, but we have to keep doing all we can to steer the curve back upwards again.

I would like to conclude with our initiatives for more diversity within the SD Worx workforce. Envigored by our ethical charter and motivated by previous engagement surveys, we performed a scan of all elements that drive a more diverse workforce in 2020. Together with the Antwerp School of Management and their international students, we will draw up an action plan to enhance diversity, even though we are on the right track with 39 nationalities and a balanced spread of age and gender. Also: from April 2021, our top management will be equally divided in gender.”





### 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 of 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 unique 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 of and support for sick employees;
- reintegration support for employees who are sick in the long term;
- 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, sports, culture and society, with approved proposals receiving financial or administrative support from SD Worx.

## “Our mission statement proved to be a solid touchstone”



**Christophe Petit**,  
CEO of SD Worx  
Staffing & Career Solutions

“By matching the right people with the right jobs in the right way, we actively contribute to a sound working environment for everyone, today and tomorrow. Our mission statement, drawn up when SD Worx Staffing & Career Solutions was founded in 2019, was our solid touchstone in 2020 regarding our employees, candidates and customers.

When the lockdown went into effect in March 2020, our first focus was on our employees. We immediately closed all our offices to the public, unlike some competitors. But teleworking was not at all widespread in our sector. Nevertheless, we quickly managed to provide everyone with the necessary IT equipment and training. In order to take care of essential tasks that could only be done at the office, we introduced the A and B teams. These teams took turns, kept their distance and had mouth masks and hand gel available, ensuring workplace safety, health and well-being.

We saw our financial figures plummet, customers dropped out ... Despite the coronavirus-related support measures, we had to let employees go, which I still regret. But opening our offices to the public was never an option. The health of our employees always comes first, you don't mess with that, full stop. Even in those very difficult times, our mission was rock solid and acted as the right touchstone.

To ensure maximum safety for our temporary workers and their colleagues as well, we went as far as to provide instant coronavirus tests on the premises of our largest customer. Also, together with several customers we enabled telework for our temporary workers.

In order to manage uncertainty at work, we launched webcasts in which we explained certain decisions clearly and with all possible transparency. This initiative was also another way to keep in touch with our people. In addition, in the summer of 2020, we launched the Future-I-Talks – or FIT for short – in which we discussed potential concerns on both sides with each employee individually. These were very valuable discussions, which we will continue after COVID. In this way, together we can build the best-possible working environment for everyone, today and tomorrow. The word ‘together’ is key, because team cohesion has proven to make all the difference.”



Extra initiatives for well-being in 2020 at SD Worx

In 2020, we launched several well-being programmes on coping with stress and awareness, ergonomics (together with our CPBW-CPPT) and nutrition. Managers knew what was expected from them in different situations. Via Yammer, e-learning, individual coaching and videos, we offered mindfulness, fitness, yoga and ergonomics classes, and lots of tips for staying healthy, physically and mentally. 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.

A few examples:



Homeworking kit

We asked everyone if they wanted extra IT equipment and delivered:

- 1,677 extra monitors
- 1,358 extra laptop stands
- 1,432 external keyboards



30-Day Step Challenge

180 participants from all 10 SD Worx countries recorded taking 26,202,233 steps in 30 days.

Confidential advisors support employees

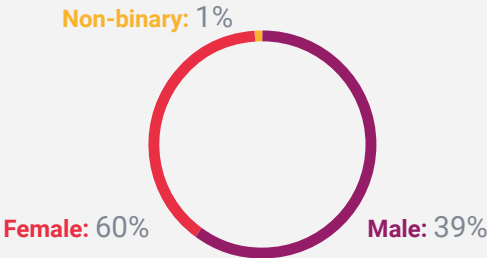
SD Worx employees who experience difficulties at work are invited to get in touch with our confidential external advisors. Each advisor offers an unbiased ear, asks the right questions and helps the employee arrive at a well-considered solution.



Profile SD Worx employees 2020



Number of employees  
4,621



Age groups	
<25	5.41%
25-29	14.07%
30-34	16.73%
35-39	15.46%
40-44	14.12%
45-49	12.02%
50-54	11.44%
>55	10.75%



Number of nationalities  
39

Also, in 2020 we called in a contingent workforce of 581 people

**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 39 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. From April 2021, we will even 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**

Our workforce has to be as diverse as possible, but 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. Therefore, in 2020, we launched three initiatives:

**1/ 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 will align training courses over country

and segment borders. They are digitalised and personalised to each employee's needs and pace. In August, we launched the first offering, language courses, as language is an important factor in the integration process. Next up was 'Leadership'.

**2/ Development of a new job-matching system for internal mobility**, next to coaching for employees with questions about their career or that wish to take their career in a different direction.

**3/ Launch of talent and succession planning**, with personal development plans at the heart of this exercise. Each employee can build it, follow up on it and discuss it with their manager.

**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 2020 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 rapid 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. However, systematically performing risk analyses of over 75,000 customers around the world is close to impossible. We invite our structural partners to participate in an extensive questionnaire before collaborations begin. We only partner with key suppliers, relying on thorough advance screening to ensure that they share our principles.

For all (potential) customers 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.

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

#### 1/ Rising You

In Flanders, 1 in 5 young people with a migration background is unemployed. In Brussels, this figure is even higher. Those who are employed often have jobs that do not or do not match their possibilities 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 2020, Rising You developed an app, handbook and practical training course on SCC for short-skilled, low-language newcomers, thanks to our support. SCC is a safety certificate requiring an examination and an important gateway to working in construction and industry. The course is recognised by VDAB, the

public employment service of Flanders in Belgium, and has a success rate of 90% (30% success rate for the same courses given in classroom). A new training course for industrial cleaners was also developed and a training centre built, including roofs to train solar panel fitters. During the summer of 2020, young refugees could participate in climbing camps in open nature and a new climbing gym is almost finished.

#### 2/ YouthStart

Thanks in part to the support of SD Worx, YouthStart offered a total of 689 young people a free 8-day training course in 2020. Thanks to this training – central to YouthStart's offer – disadvantaged young people 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 5 training sessions in 2020 for a total of 53 participants, 45 of whom obtained certificates (84%). Frequently heard feedback included: 'this training was a lifesaver', 'this got me out of my social isolation', 'thanks to the training, I have more self-confidence and friends now'.

Mubera, 28, took a training course in December 2020. She too was intrigued by YouthStart's 'Dreamers wanted' campaign, which reaches young people like her mainly through posters and social media. Mubera felt uplifted by her coaches and came up with a great project idea: a youth meeting centre in Liège where young people are coached to develop themselves.

"When I saw the poster, the first thing that struck me was the word 'dreams'. That is exactly what I have been doing up until now. Lots of dreams but nothing concrete. At YouthStart, I felt heard. The trainers were genuinely interested in my project; I had never experienced that before."

Half of all YouthStart participants decide to start or resume studies or training. A secondary education diploma (after the secondary school diploma) considerably increases their chances on the labour market in the long run.

SD Worx Staffing & Career Solutions also supports YouthStart by training candidates to master missing skills.





3/ City Pirates

The SD Worx fund has sponsored City Pirates Antwerp, a socially committed football club, since 2016. City Pirates Antwerp 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 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 the betterment of society.

The collaboration with SD Worx is mainly focused on work and job hunting. Because participants are getting older, work-related questions are increasing. Since February 2020, City Pirates have been able to employ a half-time counsellor in cooperation with VDAB, the public employment service of Flanders in Belgium. His task is to guide NEET (Not in Education, Employment or Training) youngsters aged 18-25 towards work via VDAB.

COVID, however, made it difficult to reach many NEET youngsters in 2020. In the end, 13 NEET youngsters were counselled. Six landed jobs, two were referred to training, three are still actively looking for work but will have found work by the beginning of 2021, one has been re-registered, and one has lost contact. Every success story helps this organisation reach more young people.

Also, three workshops covering how to write a resume were organised. Of the 21 participants, only 2 had ever written one.



4/ Mission Locale

This project targets low-skilled people, long-term unemployed and those who lack the proper skills to find work. The goal is to help them reintegrate socially and professionally through individual coaching, targeted prospecting and training courses relevant to the local labour market.

Mission Locale helps job seekers through a holistic approach. 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 order to support victims, Mission Locale initiated 'Nouveaux départs' (New beginnings) in 2020, which helps female victims of violence to regain their self-confidence in order to find their way back to employment.

The activities focus on:

- the recovery of self-confidence through various collective workshops: citizenship, cultural activities, performing arts, budget management, self-defence, manual activities, etc.
- the search for a job or for training.

In 2020, 16 women benefited from this program, regaining their self-confidence and making a new start.

To conclude, their workshop Look@job helps job seekers make good impressions during job interviews.



LOOK@JOB



1001 métiers

Pour quel métier êtes-vous fait.e ?



**DATE**  
DU 3 FÉVRIER AU 27 MARS 2020

**SEANCES D'INFORMATION**  
14 ET 21 JANVIER 2020 A 10H00

**CONDITIONS**  
En recherche d'emploi  
Être inscrit.e chez Actiris  
Priorité aux personnes n'ayant pas le CESS

Nous valorisons votre parcours personnel et professionnel

Nos conseillers vous aident à mettre concrètement votre projet en place

Testez votre projet sur le terrain par le biais de stages en entreprise

Motivé.e ? Inscris-toi ici  
<http://missionlocalebruxelles.be>

Governance of the SD Worx Fund

CSR Committee (board of directors level)	CSR steering group (SD Worx employees)
<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>

Every year, the SD Worx Fund provides up to €500,000 in project support.

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. 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 stimulates 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 in 2020, many projects were cancelled or downsized due to coronavirus-related regulations.

#### a) SD Worx colleagues in action in 2020

##### 75,000 sparks for 75 charities to celebrate 75 years of SD Worx

In 2020, SD Worx celebrated its 75th anniversary. To mark the special occasion, we launched a festive campaign that allowed us to celebrate all year long. Everything was set for a major global event: lounging with colleagues, after-work parties, an exclusive customer event in Paris, etc. We made big plans, but as we were getting ready for the official launch in March 2020, coronavirus rapidly ravaged the world. Suddenly, we had to rethink our entire campaign. From then on, it was clear that the only way forward was digital.

Throughout 2020, we invited our 4,600 employees and 75,000 customers worldwide to collect 'sparks' for charity. The ultimate goal was to **collect 75,000 sparks to donate 150,000 euros to over 75 charities.**

SD Worx employees were encouraged to nominate charities close to their hearts: institutions that dedicate themselves to the sick, elderly, less fortunate, animals in need, children who need extra care, science and initiatives related to COVID. Eventually, we selected 75 organisations and collected plenty of sparks to support them.



We achieved this through fun collaborations, heart-warming initiatives and encouraging stories.

Find detailed information at  
[www.sdworxannualreport.com/2020](http://www.sdworxannualreport.com/2020)



#### 2020 European beach volleyball championships

We sponsored Jelle De Hert, son of colleague Pegie Vets, and Joppe Van Langendonck by providing €750 so that they could represent Belgium at the 2020 European beach volleyball championships. The event took place in Izmir, Turkey in September 2020. It was a magical experience for these two sporty fellows, who put Belgium in 9th place.

#### Protime cares a lot

In 2020, our colleagues at Protime, an independent part of SD Worx, were able to help out as a team for two days a month during working hours to support a good cause. Sogeha, an organiser of summer camps for underprivileged children, and Dierendal children's farm, among others, received extra hands. On an annual basis, this easily amounts to more than 1,500 hours of volunteer time.



### Bike for life

At the end of 2020, 18 Protime colleagues cycled from Aartselaar to Kortrijk in changeable weather conditions. This 125 km ride yielded, besides 6 flat tyres, €10,000, which they proudly donated to the Warmest Week, the solidarity action of radio station Studio Brussel.

### Leg support from Austria

Our colleagues in Austria ran for a good cause in the Herzlauf Österreich: supporting children with heart diseases.

### 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 supplied equipment to children with disabilities, including tricycles, walking aids, sensory equipment, chairs, hoists and much more. Children are referred via physiotherapists or social organisations. The Mauritius team helped many different charities and groups and even assisted with clean-up activities following the oil spill in 2020.

In 2020, colleagues participated in various fitness challenges and raised money for Payback Foundation. They donated via Payroll Giving, an initiative for which we were awarded a bronze award by Charities Aid Foundation. The SD Worx Fun@Worx committee helped boost funds through online quizzes, raffles and competitions. We set up an online marketplace for the purchase and sale of goods. Nevertheless, the amount we raised this year was well below those of previous years due to COVID. Big events like corporate barbecues and large-scale physical challenges were out of the question. In the past, we have raised well over €700,000 in total for this inspiring cause.



Brodie got a new scooter and raised money for a local children's hospital himself by participating in a sponsored cycle ride.

### 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.

#### Co-sponsorship Boels-Dolmans Cycling Team

On 12 February 2020, we announced a happy piece of news: SD Worx is sponsoring the world's best team in women's cycling. In 2020, we acted as a co-sponsor, and from 2021, we are their main sponsor for the next four years. The team's name has now changed to SD Worx Cycling Team.



## 2 Planet



### 2.1 Pollution sources

#### a) Energy

SD Worx data centres, heating and climate control, lighting and transport are our main energy consumers. We encourage 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 of and waste produced by our offices, along with the CO2 emissions of our vehicle fleet. We respect environmental legislation and actively stimulate an environmentally conscious approach across our organisation.

#### b) Mobility

Each commute has an impact on society and our environment. SD Worx has switched from a car policy to a mobility policy: for all commutes, we ask ourselves if they are essential and if there are no alternative working or meeting spaces closer by. Teleworking is encouraged because the most sustainable commute is no commute. If transport is absolutely necessary, we look for sustainable options. We seek the right balance between social, economic and ecological aspects of mobility.

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.

Since 2018, several fuels have been made available to our vehicle fleet: in addition to diesel (min. 30,000 km/year driven), petrol/hybrid and CNG are also possible. According to the ideal driving profile and depending on their average mileage, employees have access to a different fuel list when they order new cars.

Additionally, we launched the ecoscore, an indication of the overall environmental friendliness of each vehicle. Each category has a minimum ecoscore, enabling us to ban the most polluting cars from our fleet. This ecoscore is also integrated into our company car ordering tool.

**In August 2020, we introduced plug-in hybrids and electric cars into our fleet, taking the driving profile and specific conditions into account. Our supplier provides 100% green electricity generated by the sun and wind. As a result, 24 employees chose plug-in hybrid or electric cars in 2020.**

**We also asked our offices if their pool vehicles were necessary. Four of them chose to switch to pool e-bikes. If they are truly essential, hybrid vehicle models will be the proffered choice from now on.**

#### 'Mobilotheek' lets commuters try other modes of transport

The 2017 closure of the Leien made it tougher for people to reach our Antwerp headquarters. In response, Slim naar Antwerpen gave commuters the opportunity to test out other commuting options through their Mobilotheek initiative. In 2019, the Mobilotheek opened its doors once again – and the Belgian railway company NMBS also participated. This initiative is still ongoing.

#### c) Waste

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 2020.

#### 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

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/2020](http://www.sdworxannualreport.com/2020) 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 of 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

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.



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



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



Ensure equal acces to quality **edu-cation** and promote **lifelong learning** for all.



Achieve **gender equality** and **empo-owerment** for all **women** and **girls**.



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



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



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



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



Eliminate **inequality** within and between countries.



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



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



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



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



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



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.



Strengthen the **means of implementa-tion** and revitalise the **global partner-ship** for sustainable development.

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	
1. Strategy and analysis	
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
2. Organisational profile	
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
Organisational profile: involvement in external initiatives	
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
Identified material aspects and boundaries	
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, economic 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 Annexe 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