CONCLUSION

CONCLUSION
CARES

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SUSTAINABLE
ENTERPRISE REPORT

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⌂ CONTENTS

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FOREWORD

IT as the engine for sustainability and corporate social responsibility

Conclusion focuses heavily on clients with considerable social relevance. We wish to provide a service that can benefit society as a whole. We are proud of the added value that, in concert with our customers, we create in the development of solutions for social challenges, including in public transport, healthcare, government and public authorities, and the energy transition.

IT as the engine for sustainability and corporate social responsibility – with our range of services, we are a catalyst for solutions. At the same time, the services we provide as well as our business operations have an impact on the environment and on the climate. Which is why, in addition to focusing on bits and bytes, we also ask ourselves the question: how can we give back?

Sustainable enterprise is firmly embedded in our DNA, and we do more and optimize our approach with every year that passes. That's because the growth of our business means the growth of our responsibility as well. More than ten years ago, we put together the 'Conclusion Cares' sustainability programme as a means of guiding our sustainable enterprise. The programme focuses on our employees, our businesses, our suppliers, and society.

We've always maintained a certain modesty about our approach, and we've offered very little in the way of outside publicity. That's because it is based on intrinsic motivation.

This first sustainability report marks a change – the time for modesty is over, and it's now full steam ahead!

Our Conclusion Cares ambitions are based on the Sustainable Development Goals (SDGs) that we have adopted. In this report, we'll tell you about how we implement our ambitions through a range of programmes and measures.

We are especially proud of this first sustainability report, and hope that you enjoy reading it.

Conclusion's Board
Emiel van Boxtel, Gert Heysteeg, Bert Jan de Jongh, Seger Theuns, and Engbert Verkoren
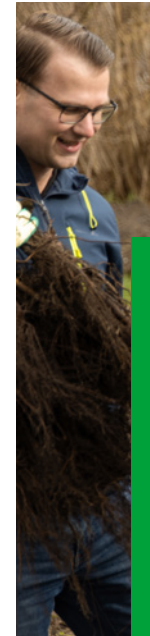
'SUSTAINABLE ENTERPRISE IS FIRMLY EMBEDDED IN OUR DNA.'

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ABOUT
CONCLUSION

1 ABOUT CONCLUSION

Conclusion has been operating since 1997 and functions as a business ecosystem comprising independently operational business. These businesses offer their services to the market in varying constellations.

Conclusions is a 100% shareholder in virtually all of these business, and the sole director. Conclusion is primarily focused on the Dutch market. Our head office is located in Utrecht, with branch offices elsewhere in the Netherlands, and in Belgium and Germany.

AMBITION

Conclusion's ambition is to be the most employee and customer-focused business and IT ecosystem of social significance.

BUSINESS DONE DIFFERENTLY

We approach things from a slightly different angle. Which is manifested in the form that our organization takes – the Conclusion Ecosystem. This is a unique way of working in the market. We have more than 25 expert businesses in our ecosystem and all are authorities in their fields. They have a high degree of autonomy and have the flexibility to respond to opportunities in their specific market. They also have the flexibility to engage the expertise of other businesses in the ecosystem. By joining forces, we can create the most spectacular results.

After all, you cannot create a successful transformation by just pressing one button. Every decision is linked to what's happening elsewhere in the organization. And we capitalize on that interaction. We assemble teams that match the challenge, and the cohesion of those teams is what yields the solution. More information about this is provided in this report.

WORK WITH SOCIAL RELEVANCE

We focus on clients with considerable social relevance. We wish to provide a service that can benefit society. IT as the engine for sustainability and corporate social responsibility. We are proud of the added value that, in concert with our customers, we create in developing solutions for society's challenges, including in public transport, healthcare, government and public authorities, and the energy transition.

1 ABOUT CONCLUSION

IT INDUSTRY

The industry in which we operate, the IT industry, can be best classed[1] as the 'software and information technology (IT) services industry' when it comes to sustainable enterprise. The key elements from this reporting standard are thus reflected in this sustainability report.

The IT industry is playing an ever more prominent role in business processes. With this in mind, IT service providers have the potential to deliver relevant value and to contribute to sustainability issues and transformation, and their solutions.

At the same time, the IT industry and the chain have a negative impact, partly because we use equipment that consumes energy and whose production has a negative impact on the environment.

Over the following sections, you'll read more about how we're enhancing transparency into the negative impact of our services and the steps we're taking to minimize it. We also go over the way in which we're making a positive contribution, partly by using our knowledge, services, and innovation to respond to customers' sustainability issues and transformations.

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1   In accordance with the Sustainable Industry Classification System of the Sustainability Accounting Standards Board (SASB).

2

THE IMPACT OF CONCLUSION ON THE WORLD, AND OF THE WORLD ON CONCLUSION

2 THE IMPACT OF CONCLUSION ON THE WORLD, AND OF THE WORLD ON CONCLUSION

Conclusion considers the *inside out* and *outside in* impact (social and environmental) of and on our business activities from the perspective of double materiality. Doing this helps us to prepare for the Corporate Sustainability Reporting Directive (CSRD).

This method or reporting means that materiality is determined from two angles at the same time:

1. **The social perspective *(inside out)*:** a topic is considered material if it reflects a significant proportion of the actual or potential negative or positive impact of Conclusion (and its chain) on the environment or on society.

2. **Business case perspective *(outside in)*:** a topic is considered material if it has or could have a significant positive or negative (actual) impact on the financial and/or operational performance of Conclusion.

WHAT IS RELEVANT?

Our sustainability programme focuses on the most relevant (in auditing and accounting terms 'material') sustainability topics. The first question we want to answer is: what are material topics for Conclusion?

To answer this question, we had to start by answering a range of other questions.

- *What is the nature of our services?*
- *What are business-specific issues, such as geographical aspects?*
- *Who are our stakeholders and what are their specific preferences and requirements?*
- *What legislation is in effect that is of relevance to our business?*
- *What are the future national, European, and global developments that are of relevance, or could be of relevance, to our business?*
- *What is the scope of the materiality analysis?*

INSIDE OUT

CONCLUSION'S IMPACT ON THE ENVIRONMENT AND SOCIETY **(SOCIAL)**

OUTSIDE IN

THE IMPACT OF **THE ENVIRONMENT AND SOCIETY (SOCIAL) ON CONCLUSION**

The double materiality approach

This leads us to an overview of material sustainability topics, for which we have drawn up a long-term vision and strategy. The double materiality matrix is a snapshot and also takes into account current events.
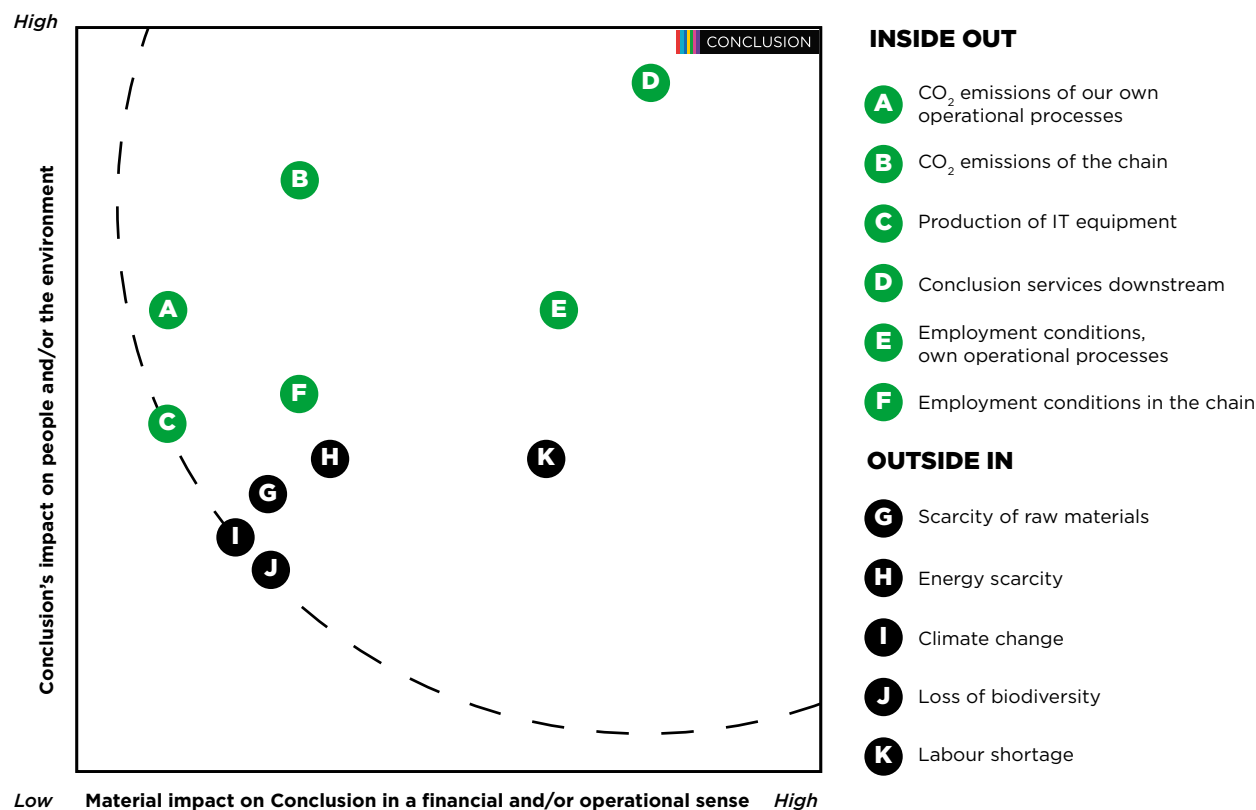
A CURRENT MATERIALITY MATRIX

We enrich our materiality index at least once annually. The world around is changing rapidly. At Conclusion too, we are constantly reinventing ourselves, adapting, and learning from the challenges that we have to face. All of these changes have the potential to have an impact on the (degree of) materiality of the topics.

IMPACT ON THE SUSTAINABILITY STRATEGY

Our materiality analysis has an important impact on our sustainability strategy, our sustainability programme (see from Section 5 onwards), and our operational processes. Consequently, we have incorporated the ESG risks[1] into our Risk Control Framework. As a result, these risks are brought to the explicit attention of Conclusion's Board on an ongoing basis. In addition, we have also integrated ESG factors into our sales and M&A processes.

The methodology outlined above yields the following double materiality matrix:

INSIDE OUT

A — CO_2 emissions of our own operational processes

B — CO_2 emissions of the chain

C — Production of IT equipment

D — Conclusion services downstream

E — Employment conditions, own operational processes

F — Employment conditions in the chain

OUTSIDE IN

G — Scarcity of raw materials

H — Energy scarcity

I — Climate change

J — Loss of biodiversity

K — Labour shortage

Double materiality matrix 2022

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1   ESG stands for Environmental, Social, Governance and refers to the three central factors used to measure sustainability.

2 THE IMPACT OF CONCLUSION ON THE WORLD, AND OF THE WORLD ON CONCLUSION

A. CO_2 EMISSIONS OF OUR OWN OPERATIONAL PROCESSES (SCOPE 1 AND 2).

Our operational processes and services emit CO_2, which is caused primarily by mobility and buildings. This has a relatively minimal negative ecological impact. The financial and operational impact of our scope 1 and scope 2 emissions is currently low, but not zero. Consequently, we make an annual investment to reduce and offset our CO_2 emissions. More information is available in the Section SDG13.

B. CO_2 EMISSIONS OF THE CHAIN (SCOPE 3)

Through our operational processes and services, we have an impact on the CO_2 emissions of our chain, both upstream (suppliers) and downstream (customers and end users). This has a certain negative ecological impact.

The financial and operational impact for Conclusion is currently low, but on the increase. That's why we're actively investing in greater insight into the emissions within our supply chain. This provides management information. We use those insights to work with our suppliers to look at areas where reductions are possible. We're also investigating ways in which we can reduce the CO_2 emissions of our services. In co-creation with our customers, we utilize technical innovation to help our customers reduce their CO_2 emissions. More information is available in the Sections SDG9 and SDG13.

C. PRODUCTION OF IT EQUIPMENT (UPSTREAM)

We purchase the hardware that we need for our operational processes and services. We also use the services of third parties, which require hardware to render their services, such as data centres.

The production of IT equipment has a negative ecological impact (raw materials, depletion of metals, use of fossil energy sources, impact on biodiversity, waste from production processes). Conclusion is not a major purchaser of hardware, but when the considerable impact of the production of IT equipment on the overall ecological footprint of IT is taken into consideration, we consider this a material topic.

The financial and operational impact for Conclusion is currently low, but is anticipated to increase over the next few years. Scarcity and climate offsetting are forcing the price of IT equipment upwards. IT service providers like Conclusion play an important role in limiting the negative impact, and measures such as extending the service life of hardware and targeted decisions to purchase (more) sustainable hardware can have the most significant positive impact. More information is available in the Sections SDG13 and SDG17.

D. CONCLUSION SERVICES DOWNSTREAM

The IT industry is seen as an essential factor, even a catalyst, for climate and societal challenges. It can have a positive ecological and social impact with enormous potential. As such, we invest specifically in the use of our knowledge, services, and innovation in the fields of IT and business transformation for our customers' environment-related issues and sustainability transformations. This way, we can make a positive contribution. More information is available in the Section SDG9.

E. EMPLOYMENT CONDITIONS, OWN OPERATIONAL PROCESSES

We are responsible for positive, healthy, and safe employment conditions and for the well-being and development of all employees. By focusing on the following areas, we can have a positive impact:

- Well-being: the physical and mental well-being of Conclusion's employees.
- Development: sustainable employability and development and self-management and development.
- Work environment: socially safe and inclusive, employment for people who are vulnerable on the labour market (social return on investment), and (gender) diversity in both management and the overall employee population.

2 THE IMPACT OF CONCLUSION ON THE WORLD, AND OF THE WORLD ON CONCLUSION

It's our employees who provide successful services to our customers and who use their knowledge and expertise to provide the services and innovations needed for sustainability transformations. Not investing in this topic either correctly or adequately would have a negative impact. Consequently, this is also a material topic for us. More information about our approach is available in the Sections SDG3 and SDG10.

F. EMPLOYMENT CONDITIONS IN THE CHAIN

We purchase the products and services that we need for our operational processes and service provision. This makes us indirectly responsible for employment conditions and human rights within the respective production chain. The financial and/or operational impact is currently considered to be low. Nevertheless, we take our responsibility for the well-being of people so seriously that we consider this topic material. More information about our approach to employment conditions in the chain is available in the Sections SDG3 and SDG10.

G. SCARCITY OF RAW MATERIALS

A scarcity of raw materials threatens the continuity of production businesses and their customer chain due to problems and stagnation in supply, and due to the costs that arise, to a point where they can no longer be borne. This has both a direct and indirect impact on us:

- Direct impact: the production of IT equipment requires a considerable quantity of scarce raw materials, the demand for which is growing strongly. This means that it is plausible that the scarcity of raw materials will lead to supply problems and higher prices.

- Indirect impact: some of our customers are directly or indirectly reliant on scarce raw materials for the services that they provide. Supply problems and the rising costs of these raw materials give rise to financial and/or operational impact for those customers.

The impact of the scarcity of raw materials for us is currently low, but as the global impact is high, we consider this a material topic. The steps that we are taking to approach scarce raw materials with care can be found in the Section SDG13.

H. ENERGY SCARCITY

The energy crisis and heavily fluctuating energy prices as a result of the crisis threaten profitability and, ultimately, the continuity of businesses, especially those that are energy-intensive. It also leads to energy scarcity. The current energy grid is overloaded, and it's not always possible to connect new businesses or completing expansion work for existing businesses. This has a direct and indirect impact on us:

- Direct impact: high energy prices needed for our operational processes and service provision.

- Indirect impact:
  - high energy costs mean higher prices for our suppliers and could threaten the continuity of some suppliers, resulting in supply failures.
  - High energy costs have a financial impact on our customers. In the worst-case scenario, they can lead to financial problems and problems with business continuity.

The impact of energy scarcity for us is currently low, but as the direct and indirect financial impact of the energy crisis has the potential to be significant, we consider this a material topic. You can read more about our response to this in Section SDG13.

2 THE IMPACT OF CONCLUSION ON THE WORLD, AND OF THE WORLD ON CONCLUSION

I. CLIMATE CHANGE

Climate change causes severe weather and natural disasters, including flooding, fire, water shortages and extreme drought, heat, or cold. Areas that have to face these kinds of emergency may experience a reduction or loss of production and labour, if only temporarily. Climate change has a direct and indirect impact on us:

- Direct impact: in an area in which Conclusion is based, the loss of premises, energy, and employees can temporarily disrupt business continuity.

- Indirect impact: in an area in which our suppliers and/or their production chains are based, the consequences of climate change can temporarily disrupt their business activities. This has consequences for the supply of products and/or services to Conclusion, which in turn has an impact on the delivery of our services.

The impact of climate change for us is currently low, but as the potential global impact is high, we consider this a material topic now. The steps that we are taking to ensure that we have a caring approach to the climate can be found in the Section SDG13.

J. LOSS OF BIODIVERSITY

The loss – and in the worst-case scenario, the collapse – of biodiversity worldwide affects everyone. If biodiversity is lost, humans, along with our economy, will no longer have the means to exist. More specifically, our prosperity is dependent on biodiversity in every way.

The (financial) risks of a collapse of biodiversity are already beginning to manifest themselves in serious ways in some industries, such as in forest management, agriculture, the fishing industry, and tourism. With this in mind, we believe that investors will increasingly prioritize this topic.

The direct impact of the loss of diversity for us is currently low, but as the potential global impact is high, we consider this a material topic now. The steps that we are taking to contribute can be found in the Section SDG13.

K. LABOUR SHORTAGE

There is a labour shortage, which is particularly pronounced in the IT industry. A shortage of labour can give rise to problems in operations, and higher wage costs can cause financial problems. Labour shortages are especially challenging for the IT industry, as properly functioning IT is essential to solving current and future sustainability issues and transformations. Without sufficient employees and their knowledge, talent, and powers of innovation, IT cannot contribute to the sustainable future that it has the potential for. We therefore consider labour shortages a material topic. More information about our approach to labour shortages is available in the Section SDG3.

3

SUSTAINABLE DEVELOPMENT GOALS

3 SUSTAINABLE DEVELOPMENT GOALS

The double materiality matrix in Section 3 has an important influence on the sustainability strategy and our sustainability programme. The relevant topics thus require the collection and processing of data in order to arrive at high-quality management information.

This information is then used to adopt a targeted approach involving management systems – from ambition, long-term objectives, and policy to measures, initiatives, and adjustments. This then allows reporting on the results, accomplishment of long-term objectives, and limitation of the negative impacts in the value chain. Some topics already benefit from a mature management system, while this is undergoing rapid development for other topics.

Our sustainability strategy is linked to the Sustainable Development Goals (SDGs). In 2015, the United Nations published its global sustainable development agenda 2016-2030 and designated seventeen SDGs. The agenda is a shared blueprint designed to bring an end to extreme poverty, inequality, injustice, and climate change around the globe. The SDGs are a call to action, to take joint responsibility in every country.

SUSTAINABILITY APPROACH

Conclusion has adopted four SDGs, which we use to outline our overall approach to sustainability. We call this approach 'Conclusion Cares'.

Our four SDGs are:
- Good health and well-being (SDG3)
- Industry, innovation, and infrastructure (SDG9)
- Reduced inequality (SDG10)
- Climate action (SDG13)

We have linked strategic multi-year ambitions to every SDG, which we have translated into concrete KPIs and programmes to make our ambitions a reality.


Our four SDGs

3 SUSTAINABLE DEVELOPMENT GOALS

THE WAY IN WHICH

In addition to these four SDGs, we have also added SDG17 (Partnership for the goals) to our approach, but without linking it to any ambitions or targets. This SDG outlines the way in which we approach sustainable enterprise: intensive partnership with both internal and external partners.

This figure depicts our approach to sustainability.

ECOSYSTEM

The businesses in our ecosystem are unique, have their own culture, and have their own specific focus on the customer and the market. Consequently, they each have their own specific approach to sustainability, to complement the approach and SDGs of Conclusion. Each business-specific approach dovetails seamlessly with the type of services and operational processes of the business. They link their own approach to the SDGs, so that we all speak the same language when it comes to sustainable enterprise.
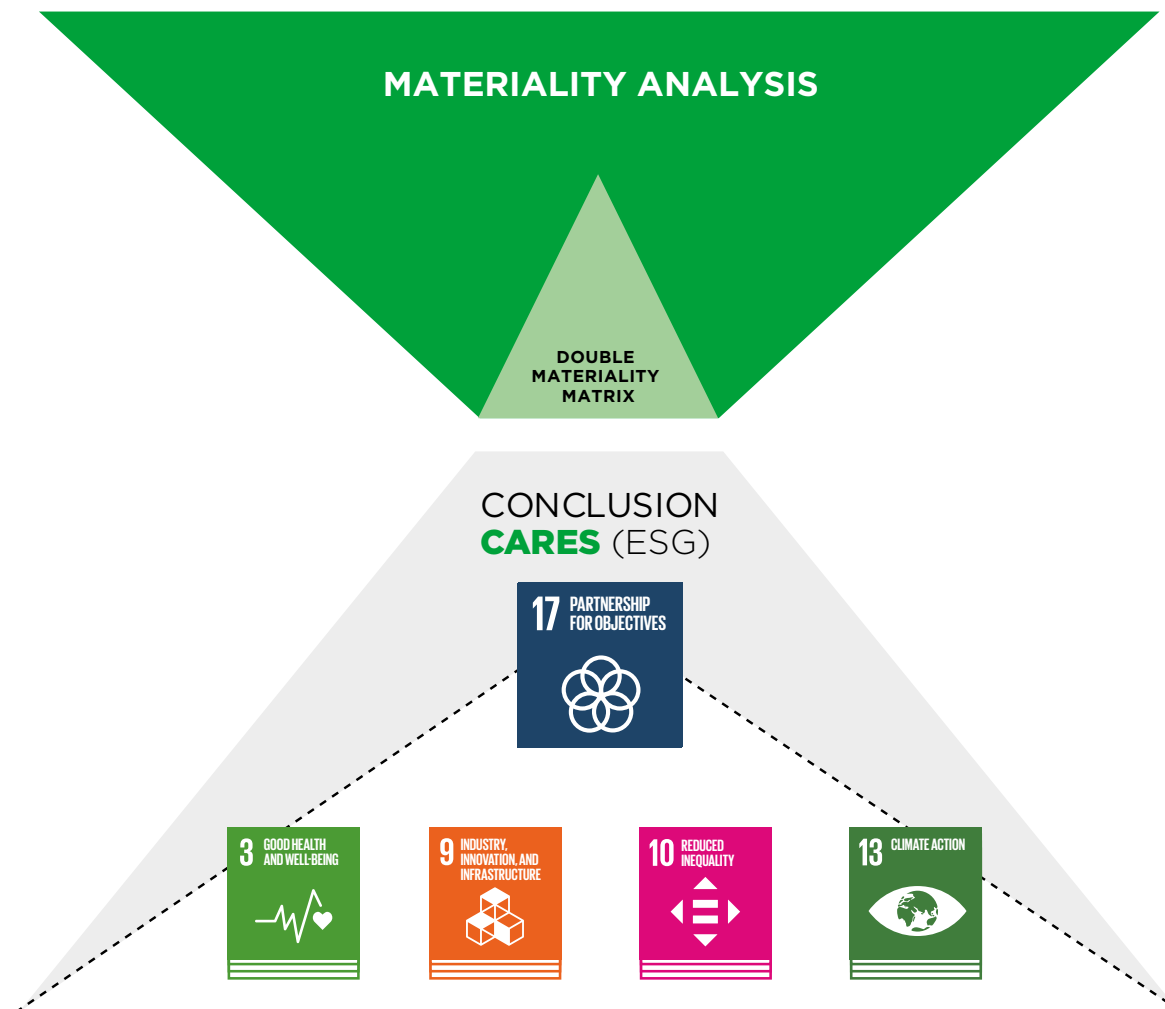
The approach to sustainability at Conclusion

4

INTERVIEW WITH CONCLUSION CARES TEAM

Sustainable enterprise based on intrinsic motivation

4 INTERVIEW WITH CONCLUSION CARES TEAM
Sustainable enterprise based on intrinsic motivation

The Conclusion Cares programme allows Conclusion to give direction to sustainable enterprise and corporate social responsibility. Maaike Maranus-van de Vrande and Pim van Asch explain how this policy has been developed and talk about the enthusiasm with which the companies and colleagues in the ecosystem have grasped it.

Maaike is Director of Sustainability, and Pim is Sustainability Manager. They both sparkle when talking about the positive flow around sustainable and corporate social responsibility. Pim: 'That positive flow makes it extra enjoyable, and it also helps us. We work in IT – the absolute facilitator when it comes to the transformation to a sustainable society.'

Maaike Maranus-van de Vrande and Pim van Asch

FROM A4 SHEET TO MATURE POLICY

Sustainable enterprise is a firmly established part of Conclusion's DNA. As an example, the environmental management programme was certified to ISO 14001 standard back in 2009. And we've been delivering services with a positive social impact since we were founded in 1997.

In 2012, Maaike established the Conclusion Cares programme. She explains: 'Conclusion realized that all sustainable and social ambitions needed to be brought together in a single programme. I was in the right place in the organization at the time, and was allowed to include all ongoing initiatives in the programme. It means that Conclusion went from a sheet of A4 with sustainability ambitions to a mature ESG policy and underlying programme. In 2017, Conclusion embraced the SDGs and integrated them into the Conclusion Cares programme. It was an important moment, as it marked the start of Conclusion speaking the recognizable language of the sustainability goals.'

Our sustainable ambitions are based on the Sustainable Development Goals (SDGs):

- **SDG3:**   Good health and well-being
- **SDG9:**   Industry, innovation, and infrastructure
- **SDG10:**   Reduced inequality
- **SDG13:**   Climate action
- **SDG17:**   Partnership for the goals

These goals are the standard to which sustainable enterprise in our ecosystem is anchored.

A MAJOR STEP TOWARDS TRANSPARENCY

Conclusion Cares will celebrate its ten-year anniversary this year. That begs the question – why a report on sustainable enterprise only now? Maaike has the answer: 'We have always produced reports, but as part of the annual report and through our standardizations. In hindsight, I think we were too modest. The demand for more extensive reporting, focused specifically on our sustainability performance, was intensifying. This report is a response to that demand, and represents a major step towards the formal transparency requirements that have since begun to apply to us.

4 INTERVIEW WITH CONCLUSION CARES TEAM
Sustainable enterprise based on intrinsic motivation

We also hope it's an enjoyable read.' Pim adds: 'There's greater awareness in our ecosystem, and the intrinsic motivation is spreading throughout the organization. Our businesses are very eager to use their knowledge, abilities, and innovation for sustainability projects. Increasingly, colleagues and customers want to know more about our sustainability programme. This report is an answer to their questions.'

SUSTAINABLE ENTERPRISE AS A STRATEGY

In 2021, the Conclusion Cares programme was added to Conclusion's strategic management priorities. Maaike: 'The Board manages our ecosystem according to a strategic multi-year vision and strategy. The approach to this translates into what we call strategic management priorities or the key points of our operational processes. We have added the Conclusion Cares programme to these strategic management priorities. This supported the acceleration of our sustainability ambitions and was what prompted a reassessment of our Conclusion Cares policy, a strengthening of our multi-year ambitions, and a large number of related activities and initiatives throughout our ecosystem.' Pim: 'This gave sustainable enterprise a more prominent position on the agenda amongst ecosystem businesses. They have put the sustainability ambitions into their own multi-year plans, with a strategy that's based on the SDGs.'

FULLY INTEGRATED

Maaike: 'Sustainable enterprise requires a fully integrated approach; it's not something that you can just do on the side. The Conclusion Cares team has thus committed itself to giving sustainability an ever more prominent role in different business processes – procurement, risk management, and facility management for example, as well as our buy-and-build activities. In addition, the team also provides the organization with knowledge, means of communication, monitoring, and reporting and supports the businesses in the ecosystem in making the right links and with integrating the sustainable ambitions into the service provision. This shows how we continuously develop and coordinate activities that contribute to our method of sustainable enterprise.'

HIGHLIGHTS OF SUSTAINABLE DEVELOPMENTS IN OUR ECOSYSTEM

The adoption of the Conclusion Cares ambitions by ecosystem businesses has taken off over the past year. Pim: 'Conclusion punches above its weight when it comes to colleagues' health and well-being, and they are really helped and encouraged to perform to the best of their abilities.' Maaike names the socially critical character of Conclusion's customer base and the positive impact that we can generate in co-creation with customers. 'It's fantastic that our IT solutions and expertise in business transformation with such a wide

'IT RUNS THROUGH THE CHAIN. THAT'S WHERE WE CAN HAVE REAL IMPACT.'

range of customers means that we're an enabler of sustainability transformations.' Pim adds: 'What has made me really proud this year is our achieving level 5 on the CO_2 performance ladder. This means that we have reached the highest possible level of certification with our CO_2 management programme. We're looking beyond the boundaries of our internal thinking, throughout the chain. That's where we can have real impact.'

BUILDING ECOSYSTEMS

2022 was an eventful year for Conclusion, with a range of fantastic developments in sustainable enterprise. But what comes next? The Conclusion Cares team has put together an ambitious plan for 2023, which in addition to existing topics also includes new focus areas, such as exploring the role that Conclusion can play in limiting the loss of biodiversity. Moreover, we're placing a prominent, if not the main, focus on strengthening alliances and partnerships. Sustainable enterprise is

INTERVIEW WITH CONCLUSION CARES TEAM
Sustainable enterprise based on intrinsic motivation

something you do together. Maaike: 'Collaboration is the key to success in any ecosystem. We are all reliant on one another and on our environment. Natural organisms that find ways to pro-actively gain from this reliance are the most successful – they have the ability to excel, plus in many cases, their success can also be beneficial to the other organisms involved. Reactive reliance translated into pro-active collaboration and shared success. That's collaboration as nature intended it. It's also what constitutes the management philosophy of our business. We work on this 'ecosystem' method internal and externally every single day. Each one of us

has something to contribute independently, and yet we are still reliant on one another. We're continually seeking the balance and creating solutions to challenges. That requires a high degree of willingness to openly collaborate, and sometimes without directly gaining something in return. It makes us agile and resilient. We call it "ecosystem by nature". But we also know that Conclusion will not resolve all sustainability issues in the ecosystem by itself. That's why in 2023, we'll be consciously investing in relationships with other parties on topics of sustainability. That way, we can expand existing forms of collaboration and create new ones

around different focus topics of sustainability – from "ecosystem by nature" to "building ecosystems".' Pim explains: 'Within this process, we're looking for parties, organizations, and customers with whom we can partner to make an impact in line with our ambitions, so as to create space for innovation and development.'

FOLLOW-UP

You'll read more about how Conclusion is doing this now and plans to do so in the future in the following sections. The Conclusion Cares team is proud of this first sustainability report, and is now focusing on the programmes and projects. You'll be able to read more about those in the next version of this report, which will be published next year.

5

SDG3: GOOD HEALTH AND WELL-BEING

3 GOOD HEALTH AND WELL-BEING

5 SDG3: GOOD HEALTH AND WELL-BEING

As an employer, Conclusion has considerable responsibility for the health and well-being of its employees. We take that responsibility very seriously – not just in words, but in deeds and specific investments.

WHAT WE STAND FOR

We strive to create a safe, trusting, and healthy working environment and work tirelessly to restore or improve the physical and mental well-being of all employees.

We believe in the power, responsibility, and self-reliance of individuals to make the best decisions about their career, development, and well-being. At Conclusion, we are keen for every employee to be able to work with energy and focus, and for them to be sufficiently resilient that they can cope with setbacks. That starts with being able to talk about things together, and to identify the issues.

We believe we have a responsibility to employees, customers, and society to invest in the development, growth, knowledge, and skills of employees. This allows us to invest indirectly in the IT solutions and innovations that are essential to the sustainability transformation.

We enable employees to perform to the best of their abilities, and to take responsibility for their own development. All the while ensuring that we have a safety net in place if they need it.

That way, we can contribute to healthy, engaged, and satisfied employees as well as sustainable employability.

WHERE WE'RE HEADED

We continuously aim to create and maintain:
- A safe and healthy environment for employees, with a focus on physical and mental well-being. The safety risks of work activities are clear and limited to the fullest extent possible. A safety net for emergencies:
- Self-management, whereby our employees are given the tools that they need to take responsibility for their own career and sustainable employability.

INITIATIVES FROM OUR ECOSYSTEM

NO MAXIMUM NUMBER OF LEAVE DAYS

Netvlies, which is part of 4NG | Conclusion, stopped offering the maximum number of leave days in 2021. Since then, everyone has been free to take as many as they wish. This dovetails perfectly with the self-managing, self-organizing organization model in place at Netvlies, where trust, freedom, intrinsic motivation, and responsibility are important basic values.

4NG | CONCLUSION

5 SDG3: GOOD HEALTH AND WELL-BEING

WHAT WE DO

The businesses in our ecosystem each have their own culture and matching support for employees that is focused on their well-being. Employees remain central to all of it.

THE BASICS IN ORDER

A properly configured package of employment conditions is the basis for good employee-employer relationships. Our overall package of employment conditions contains far more than is required by law. Issues such as annual leave (including parental leave), pension, insurance for incapacity for work, and bonus schemes are properly configured. Aside from pro-rate calculations, our employment conditions do not distinguish between full-time and part-time contracts; all employees are entitled to the same facilities.

PROVIDING A SAFE AND HEALTHY ENVIRONMENT

We pay close attention to the physical and mental well-being of our employees. We do this with an extensive programme of different topics:
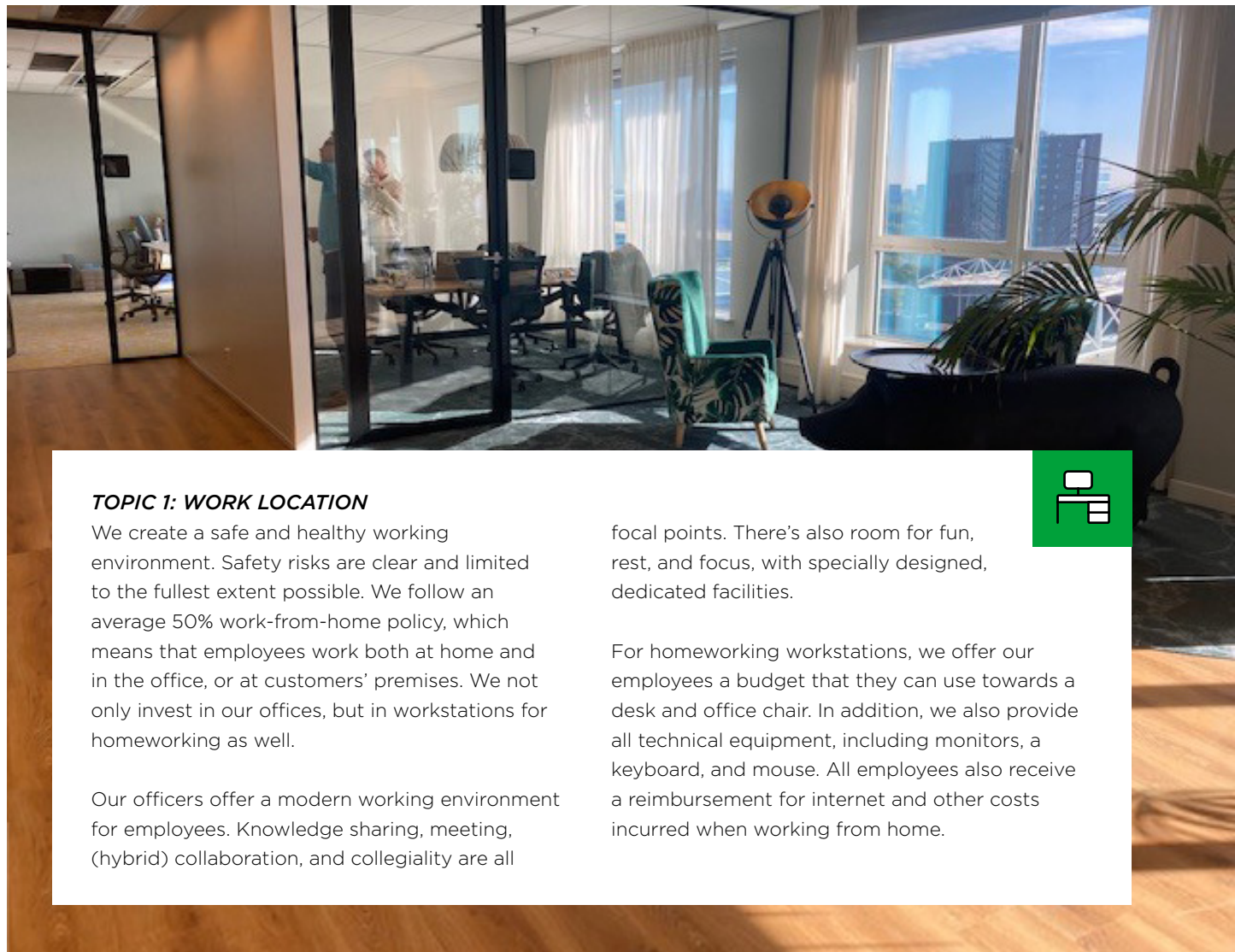
TOPIC 1: WORK LOCATION

We create a safe and healthy working environment. Safety risks are clear and limited to the fullest extent possible. We follow an average 50% work-from-home policy, which means that employees work both at home and in the office, or at customers' premises. We not only invest in our offices, but in workstations for homeworking as well.

Our officers offer a modern working environment for employees. Knowledge sharing, meeting, (hybrid) collaboration, and collegiality are all focal points. There's also room for fun, rest, and focus, with specially designed, dedicated facilities.

For homeworking workstations, we offer our employees a budget that they can use towards a desk and office chair. In addition, we also provide all technical equipment, including monitors, a keyboard, and mouse. All employees also receive a reimbursement for internet and other costs incurred when working from home.

5 SDG3: GOOD HEALTH AND WELL-BEING

TOPIC 2: WORKING WITH VITALITY: HEALTH AND SAFETY

We have thoroughly mapped the health and safety risks that are specific to the work that we carry out. The key health risks at Conclusion relate almost in their entirety to workload and work-related stress. These risks form the basis for our vision of vitality, our vitality programme, and vitality calendar.

Our vitality programme gives employees ongoing access to 'the Buffet', which is the overall programme of facilities, support, and equipment for employees designed to support them in being and remaining physically, mentally, socially, emotionally, and spiritually resilient – both in the office and at home.

5   SDG3: GOOD HEALTH AND WELL-BEING

Some examples of *working with vitality* from 2022 include:

OPENUP

We have a partnership with OpenUp. This allows us to offer our employees easy, ongoing, and direct access to accredited psychologists. Employees can contact OpenUp for one-off advice or recurring appointments. OpenUp also organizes monthly webinars, health checks, mindfulness training, and other sessions that enable employees to take control of their mental fitness.
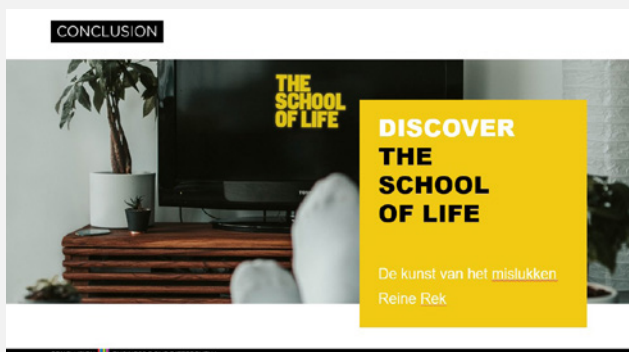
IN ACTION FOR WELL-BEING

Throughout the year, Conclusion arranges all manner of activities designed to boost the well-being of our employees.

Some examples from 2022 include:

- **'Focus, energy, and resilience' webcast** in which an external and an internal specialist explain what vitality at Conclusion is and why you should invest in it.

- **Live webinars with external speakers:** Rick Pastoor on the power of focus, Suzan Kuijsten on the power of resilience, and Thijs Lindhout on the power of energy.

- **Discover School of Life** with a series of webinars for all colleagues, including 'The art of failure' with Reine Rek.

- **Nomination of the team with the most vitality**, which in 2022 was won by Conclusion Consulting.

- **Blogs covering topics** such as resilience, the power of taking a break, a varied diet, focus, and the power of walking.

- **Fresh fruit** is available in the offices.

INITIATIVES FROM OUR ECOSYSTEM

HAPPY AND BRIGHT COLLEAGUES

Bright Alley has a fixed working group of Happy and Bright colleagues, which arranges activities relating to vitality – perhaps a sport-related challenge, a dance workshop, or breathing exercises. The working group also organizes a walk for three different colleagues every week, which is a socializing opportunity giving colleagues the opportunity to talk to one another. The only rule of the walks is that work is not a topic for discussion. This helps to create enjoyable, informal relationships, workshops, an individual intake, and individual coaching.

bright alley | CONCLUSION

MANAGEMENT TRAINING

In addition, we also pro-actively enhance the knowledge of our managers when it comes to health and safety. We do this by training them in conversation skills and by continuing to offer them tools for the topics that play a role in their teams. Several toolkits are available to this end, supplemented by specific advice from the HR business partner.

Here is a selection of the toolkits:

• Absence support toolkit

• Work stress toolkit

• Grief toolkit

• Working from home with vitality toolkit

INITIATIVES FROM OUR ECOSYSTEM

MENTALLY FIT

Conclusion AFAS Solutions organized the extensive Mentally Fit programme for employees, comprising three workshops, an individual intake, and individual coaching.

CONCLUSION
AFAS SOLUTIONS

5 SDG3: GOOD HEALTH AND WELL-BEING

SPORT AND RELAXATION

Sport is good for the body and the soul. That's why we have an extensive range of support focused on sport and relaxation, including sports activities and participation in cycling events, padel competitions, and fitness bootcamp lessons.

Internal platforms offer opportunities for sharing sports challenges, cheerleading, and – when applicable – to sponsor good causes.

There's also time for relaxation at company drinks events, which are held at different locations at regular intervals. There's an informal drinks event at the club in our headquarters every Thursday, with the roof terrace up on the 22nd floor affording views across the city of Utrecht. Company drinks are also organized at other locations.

We also have ping-pong tables, dartboards, a piano, and gaming computers as an opportunity to relax, recharge, and find creativity during working hours.

INITIATIVES FROM OUR ECOSYSTEM

EVENTS

In 2022, 23 of our businesses, and 185 colleagues, took part in ten events with seven different sports disciplines. All enjoyable and appealing events, such as Cycling 4 Climate, a padel tournament, a mud run, the Rotterdam Marathon, the Phoenix Business Trophy, and business hockey at Kampong, the Tour de Conclusion Vuelta Edition, and of course the Singelloop run in Utrecht, where last year we came first and second in the business competition.

CONCLUSION

DEDICATED GYM

Hot ITem has its own gym, offering free participation in sports to all employees whenever it suits them.

Hot ITem | CONCLUSION

BOARD GAMES EVENINGS

AMIS, First8, and Conclusion Low Code Company are just some of the businesses that organize regular board games evenings. By playing a game together after work, colleagues have the opportunity to get to know one another better. This way, we can foster mutual trust and social cohesion.

Virtual Sciences | CONCLUSION   FIRST8 | CONCLUSION

CONCLUSION
LOW CODE COMPANY

5 SDG3: GOOD HEALTH AND WELL-BEING

DEVELOPMENT, PERSONAL DEVELOPMENT, AND SUSTAINABLE EMPLOYABILITY
THE EMPLOYEE AT THE HELM

We believe in the power of the individual. When it comes to sustainable employability, development, and careers, our employees are in charge. As an employer, our job is to facilitate and to encourage. Self-management does not mean working everything out for yourself – we offer employees and their managers a range of options that employees can utilize during their careers. How does it work?

We take you on the *employee journey*, which starts with onboarding.

ONBOARDING AT CONCLUSION

Anyone who comes to work at Conclusion will be employed by one of the businesses in our ecosystem. Each business has an extensive, in-depth onboarding programme to match its unique culture, customers, and environment.

In addition, all employees will be onboarded into our overall system. This Conclusion onboarding will always feature the following components, whichever company:

- **Onboarding via the Conclusion On Fire onboarding app.** This clear and simple app helps new employees to quickly get settled into their roles.

- **'De Wegwijzer' document.** This document details the practicalities of collaboration in our ecosystem. It's a useful document for new employees looking to navigate the 26 businesses and all supporting services.

- **Several times a month, new employees meet digitally for a new employee lunch, which is hosted by Engbert Verkoren, the CEO at Conclusion.** Over lunch, new employees are familiarized with our strategy and the Board's vision of ecosystem development. There is also an opportunity to get to know other new colleagues.

- **The Red Pepper Day onboarding event is organized on location every quarter.** As part of the event, new colleagues can get to know one another in person and obtain more detailed information about Conclusion and our ecosystem.

SDG3: GOOD HEALTH AND WELL-BEING

KNOWLEDGE SHARING AND DEVELOPMENT OF CRAFTSMANSHIP

Conclusion is a knowledge-intensive business. Knowledge is what drives development and innovation. For us, knowledge sharing between businesses means adding value to (an employee, team project, working method of) a business based on knowledge, experience, network, and knowledge assets of another business in our ecosystem.

We facilitate knowledge sharing in different ways – with processes, roles, organizational units, software, platforms, budgets, examples, and attention from boards and other decision-makers. Guilds are one of the most concrete ways of sharing knowledge. At Conclusion, a guild is a team of peers with a shared interest in a topic. The activities of a guild are typically focused on the sharing of knowledge, experiences, and plans and on the shared exploration of new pathways.

SUCCESSION MANAGEMENT TO SECURE KEY POSITIONS

We support and guide development on the basis of the succession management process. This process offers insight into the way in which the succession of key positions within our businesses is arranged. This way, we can safeguard the continuity of our operational processes. The process maps succession issues, talented employees, collective needs, and individual points for attention and opens them up to discussion. At management and board level, this enables valuable dialogue on the talent that is available and on the succession options of key positions within our individual businesses.

THE CONNECTION TALENT DEVELOPMENT PROGRAMME

Just like our customers and the market, we go through processes of change. We grow and we evolve. We owe our success to our response to change and to seizing on opportunity. Our people and their development are the key to this success.

Developing the talent of all ranks in our ecosystem is central to the annual The Connection programme. The programme covers topics such as (personal) leadership, (project) collaboration, connection, and networking. Knowledge and skills are delivered in modular form through inspirational sessions, learning practical experience, and reflection.

In addition to participants' own professional development, they can also broaden their impact during the programme, and thus build a robust internal network for themselves.

SDG3: GOOD HEALTH AND WELL-BEING

PERSONAL GROWTH AND DEVELOPMENT FOR EVERYONE

We offer our employees a range of different tools and opportunities to work on their own development:

- **Fitch assessment for personal or team development**. The Fitch personal assessment is used to map the personal style of an individual. It offers a clear picture of the qualities and drivers of and development opportunities for an employee. The assessment is based on the Fitch Model and results in a personal and specific report that can be followed up on by means of a one-on-one team coaching process.

- **Classroom.** This is the learning management system that many of our businesses have implemented. It allows employees to manage their own development by searching for and booking relevant courses, training, and education via a single platform.

- **360-degree feedback tool.** This is a tool that collects anonymous feedback based on skills in the skills book.

- **Skills book.** This is a book containing 37 developed skills, which has been compiled by the Human Capital Group. It can be used to create a skills profile.

- **Skills profile.** This is a collection of role-specific and key skills and associated behaviour indicators required to fulfil a specific role. It also includes a brief outline of the objective of the role and the knowledge and experience required.

- **Development folder.** This is a format designed to help employees to formulate their development goal(s) and record their progress.

- **Self-reflection.** This is a format designed to help the employee consciously think about his or her own behaviour and actions and thereby go further with his or her personal development.

- **Reflection by the environment.** This is a format designed to help the employee collect reflection from the environment on his or her behaviour and attitude, allowing the employee to know where he or she stands and how to proceed with his or her personal development.

INITIATIVES FROM OUR ECOSYSTEM

TEAM LEADER OF THE FUTURE

At myBrand Conclusion, the entire management team receives training to become the *team leader of the future*. As team leaders, managers are given insight into who they are as leaders and acquire the tools they need to allow them to have 'the right conversation' with employees. In addition, this programme also helps to ensure that the culture of the business is ensured throughout the organization as a whole.

SDG3: GOOD HEALTH AND WELL-BEING

YOUNGCLUSION

Since 2019, Youngclusion has sought pleasant ways with which to connect colleagues in the ecosystem. Everyone is welcome at our events – young and old, so long as they're young at heart. Youngclusion helps with the connection between businesses. Events in 2022 included:

- **Ecosystem safari**
- **Youngclusion bingo (do you know all of your colleagues?)**
- **Speed dates**
- **Drinks and pizza**
- **Pub quiz**
- **Laser games in the office**
- **Night canoeing**

5 SDG3: GOOD HEALTH AND WELL-BEING

TOPIC 3: SELF-MANAGEMENT OF ABSENCE AND REHABILITATION

An analysis by our health and safety service suggests that around one half of absence due to mental health can be influenced through the relationship with work or a mixture of work and private time. With our vitality approach, we continue to focus on prevention amongst individual employees, teams, and at organizational level.

Nevertheless, prevention cannot prevent all absence. Caring for employees includes a professional approach to absence and rehabilitation. For this we use our own management model, which allows employees to take charge of their own employability. The manager's job is to initiate, to facilitate, and to support. Both the employee and manager work together with internal professionals and experts from external parties, such as the health and safety service.

SDG3: GOOD HEALTH AND WELL-BEING

The self-management model receives full support from:

- **Managers.** They receive the requisite theory and knowledge of absence management and employability. We do this through a mixture of webcasts, toolkits, and factsheets followed by a final e-learning session. The toolkit includes factsheets and tools on topics such as benefits under the Eligibility for Permanent Incapacity Benefit (Restrictions) Act (Wet verbetering poortwachter), the right conversation, sick or not sick, grief, rehabilitation, and expert labour assessment.

- **Automatic workflows in our system.** These help to ensure that no stone is left unturned after reporting sick.

- **Use of internal and external experts** to support employees and managers with questions and special cases.

In addition, all of these experts ensure careful monitoring of absence files. Each file is monitored at 13, 26, and 53 weeks and monthly during the second year of illness in terms of both process aspects (legal steps) and content. This helps to ensure structure within the absence support we offer to our employees, and that the right substantive expertise is there as needed.

The self-management model

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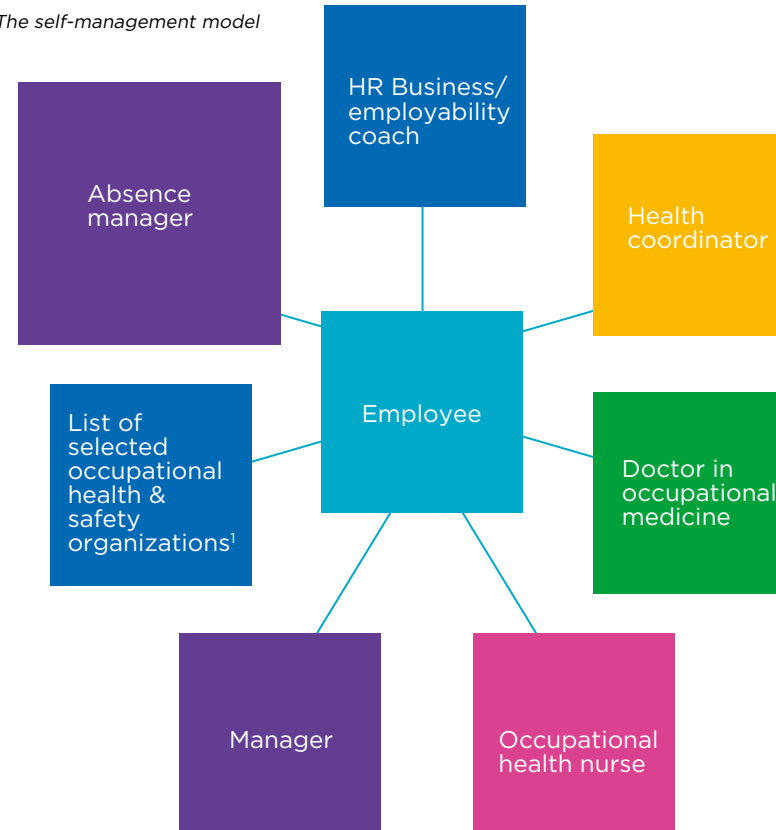
1   A group of carefully selected organizations that can undertake one or multiple interventions in occupational and personnel care.

SDG3: GOOD HEALTH AND WELL-BEING

WHAT WE HAVE ACCOMPLISHED

TRANSLATED TO DATA AND TRENDS

The ultimate goal of all initiatives is a vital, satisfied employee who has the capability to develop successfully. The following figures are evidence of our success.

SUSTAINABLE EMPLOYABILITY

The proportion of absence due to mental health fell from 43% in Q3 2021 to 34.6% in Q2 2022 and then 33.9% in Q3 2022.

Sustainable employability: proportion of absence due to mental health as a percentage of overall absence[1]
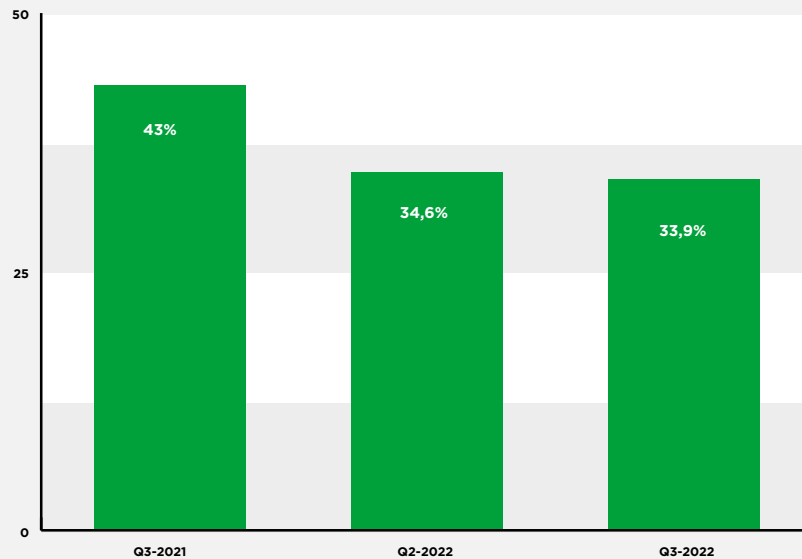

SAFETY MONITORING SYSTEM

The monitored absence figures at Conclusion are structurally lower than the national average[2]:

- **1st quarter of 2022:** absence figure at Conclusion 5.3% (national average: 7%)
- **2nd quarter of 2022:** absence figure at Conclusion 4.3% (national average: 6%).
- **3rd quarter of 2022:** absence figure at Conclusion 3.7% (national average: 5.7%).
- **4th quarter of 2022:** absence figure at Conclusion 4.7% (national average: not yet known)

Absence at Conclusion
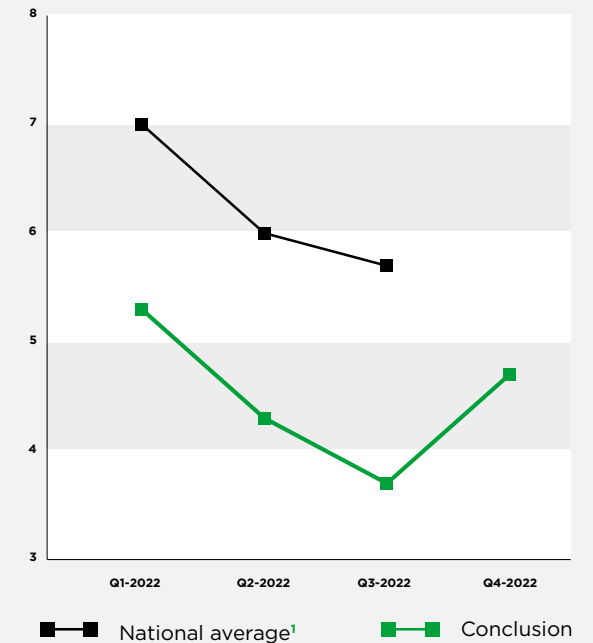
1   These data cover around 60% of all employees at Conclusion. Other measurements are performed within the organization on a decentralized basis. These measures will be integrated into central measurements and reports over the coming weeks and months.
2   Source: CBS – sick leave in businesses >100 employees):

5 SDG3: GOOD HEALTH AND WELL-BEING

DETAILS ABOUT SICK LEAVE

	CONCLUSION EMPLOYEES[1]		
	1st quarter of 2022	2nd quarter of 2022	3rd quarter of 2022
Fatalities as a result of occupational accidents	0 (0%)	0 (0%)	0 (0%)
Occupational accidents with serious injury	0 (0%)	0 (0%)	0 (0%)
Occupational injury types and/or health problems	13.48% of all absence as a result of occupational psychosocial work load	13.53% of all absence as a result of occupational psychosocial work load	13.96% of all absence as a result of occupational psychosocial work load
Average number of working hours per week	34 hours (average part-time factor of 85%)	34 hours (average part-time factor of 85%)	34 hours (average part-time factor of 85%)
Reporting frequency (average number of times an employee reported sick over the past year)	1.16	1.27	1.34

WHAT DO OUR EMPLOYEES THINK?

We continuously gauge what our employees think of the overall approach and facilities at Conclusion. We carry out a large employee satisfaction survey once a year across all of our businesses. In addition, employees also receive periodic pulse surveys to allow them to share their feedback on different topics that matter to Conclusion. These include employer-employee relationships, leadership, diversity, and inclusion.

The most important score in the surveys is the employer Net Promoter Score (eNPS), which can be between -100 and 100. In the past two years, we achieved the following eNPS scores:

- 2021: 10.8
- 2022: 19.3

EMPLOYEES AT CONCLUSION ARE INCREASINGLY INVESTING IN THEIR TRAINING AND EDUCATION

Training per FTE as a percentage of the total time spent (figures cover all Conclusion employees)

Q1 2021	1.8	9 hours
Q2 2021	2.1	10 hours
Q3 2021	2.2	12 hours
Q4 2021	2.7	14 hours
Q1 2022	2.4	12 hours
Q2 2022	3.9	19 hours
Q2 2022	3.1	16 hours
Q3 2022	3,5	18 hours

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1   These figures cover part of the population, not all employees.

SDG3: GOOD HEALTH AND WELL-BEING

The eNPS score for 2022 is based on the most recent survey in October 2022, with 1358 respondents. The average score in the IT industry is 11.6.

The most important scores from recent pulse surveys.

The most important scores from recent pulse surveys are provided in the following table.

Pulse survey COVID approach (May 2020)		🏢	📊	🎗
	Crisis management	8.2	8.5	9.1
	Performance capacity	7.7	6.7	7.4
	Continuity of operational processes	8.2	7.6	8.1
	Certainty	7.3	7.7	8.7
	Number of respondents			*730*
Pulse survey Diversity and inclusion (April 2022)		🏢	📊	🎗
	Inclusion	8.2	-	-
	Trust	8.1	-	-
	Social safety	7.9	7.5	7.8
	Number of respondents			*1,262*
Pulse survey Leadership (October 2022)		🏢	📊	🎗
	Enthusiasm	7.1	7.5	7.9
	Employer-employee relationships	6.7	6.8	7.2
	Team leadership	7.2	7.1	7.3
	Inclusion	8.4	-	-
	Trust	8.1	8.0	8.1
	Social safety	7.8	7.6	7.9
	Number of respondents			*1,358*

🏢 The score for Conclusion   📊 The score for benchmark IT   🎗 The score for top 3 benchmark IT

ONBOARDING

New colleagues who have undergone the onboarding process assess this process as well as the issue of assets, mobility provision, and welcome in the office. In 2022, the average score for onboarding was 8.2.

NEW JOB, NEW BUSINESS, SAME ECOSYSTEM

Many employees who have undergone personal development want to take a step forwards in their career without having to leave Conclusion. Instead, they transfer to another business within our ecosystem. We consider this a success story and a measure of our efforts in terms of well-being and employee development.

Employee turnover

2021: 40 headcount — 2022 YTD 10-2022: 65 headcount

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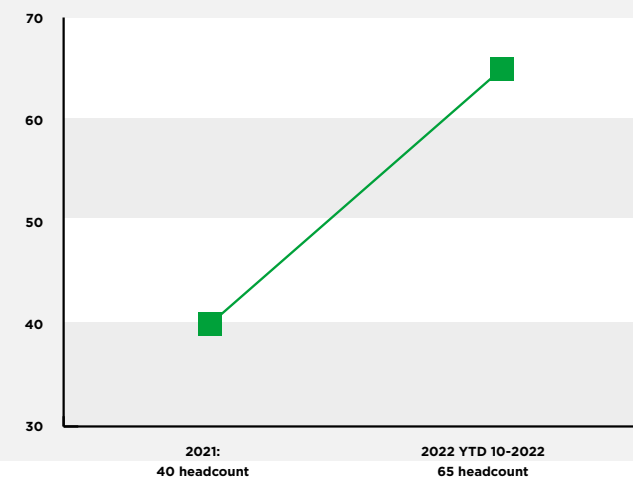
SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

As an IT service provider, we are confident of the value and potential of digital and IT. Technology and digitization are taking on an ever more prominent and powerful role in society, its infrastructure, and the sustainability transformation.

WHAT WE STAND FOR

Infrastructure includes transport, roads, and irrigation as well as energy and information and communication technology. Good infrastructure is the foundation for further growth. Improving infrastructure requires technological progress. That's why we're always looking at where we can do things better – more efficiently, more sustainably, and with greater accessibility.

Innovation is indispensable when it comes to properly responding to today's and tomorrow's digitization and sustainability issues. With this in mind, Conclusion believes it is essential to act as a catalyst for innovation and to utilize our innovative strength to the fullest extent possible. We call it being an 'innovation partner'. Knowledge sharing, collaboration, and co-creation form the basis. In the interests of our customers and wider society.

WHERE WE'RE HEADED

We have translated the material risks, opportunities, and our convictions into strategic ambitions. In 2025, we will have achieved the following in the context of SDG9:

- With our service and innovation, we'll make a demonstrably positive contribution to the sustainability strategy of our customers.
- A substantial percentage of Conclusion's turnover can be attributed to sustainable projects or services.

6 SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

WHAT WE DO

The government and bodies such as energy suppliers see the IT industry as an essential factor and even as an enabler in social and climate-related challenges. The IT industry has the potential to make a significant, positive contribution to the environment and society.

As an IT partner, we operate at the heart of society on the digital transformation and IT services. Conclusion's mostly Dutch customer base has a major impact on Dutch society due to their socially critical services. We invest specifically in our knowledge and services in the fields of IT and business transformation for our customers' sustainability issues and transformations, and in turn in society.

We do this in a technical sense with IT solutions and environments, as well as with our change-related skills and consultancy services, as well as in-depth knowledge of business processes. In so doing, we invest with ever increasing awareness in creating a positive contribution and impact. Now and in the future.

Working with our (tech) partners, we support our customers with major acceleration of digitization and sustainability endeavours. We set out precisely what is needed for a customer's overall digital journey with the aid of our TWO model.

Innovation takes place within specialized businesses, often in partnership with their customers and partners. They develop responses to the issues based on the

specific field and specific knowledge of technology, and with insight into the customer's needs both now and in the future.

The Conclusion Architecture Board is composed of all businesses in our ecosystem. It translates opportunities to the Conclusion technology radar and advises on future technology, with a focus on things like sustainability. This is how we select the technology of the future.

We innovate, optimize, and think ahead. Sometimes, it's the unthinkable that is the ultimate solution. We work with our customers at the heart of society on multiple projects focused on issues of sustainability, such as the energy transition.

LEADING PROJECTS AND SERVICES

Each of the businesses in our ecosystem has countless examples of projects and services that make the difference. We'll explain some of them.

HEALTHCARE

D&A

Sooner or later, every one of us will most likely have to deal with health problems. People trust in the fact that high-quality healthcare will be there when they need it. But due to an ageing population, an increase in the prevalence of chronic disease, and staff shortages, the quality and accessibility of healthcare are under increasing pressure. Fundamental changes to healthcare are needed to avert a healthcare crisis.

Technological solutions will never form a complete solution to the challenges faced by the healthcare industry, but they do offer opportunities to improve the quality of healthcare and keep it affordable and accessible. Further digitization of healthcare offers more opportunities than ever for increasing productivity and reducing the workload of healthcare professionals – through optimal support for mobile working, the robotization of administrative tasks, the reduction in the amount of physical contact, and remote monitoring and guidance. Digitization also offers opportunities to improve quality,

such as by facilitating network healthcare, timely mutual sharing of data by healthcare providers, decision-making support, and smart use of insights from data.

D&A focuses on the digitization of healthcare with a broad range of services and supports healthcare institutions working towards a digital and data-driven future. This way, D&A can positively impact the healthcare industry in the Netherlands.

FURORE

Furore is committed to healthcare with smart IT and data solutions. Some examples:

- **National Healthcare Coordination Platform.** At the beginning of the first COVID outbreak, the National Acute Healthcare Network (LNAZ) was commissioned to give hospitals and chain partners real-time insight into the availability of beds at Dutch hospitals via a dashboard. To this end, the LNAZ purchased an existing application with a number of established hospital links and chose Furore for further development, implementation, support, and hosting. This partnership gave birth to the National Healthcare Coordination Platform (LPZ), which is fed by information such as capacity figures from hospitals.

- **Furore supports antibiotic teams in supplying datasets from Epic-EPD.** Since 2015, hospitals in the Netherlands have been obligated to appoint antibiotic teams (A teams). These are responsible for measuring and improving the use of antibiotics in hospitals in order to reverse the increasing resistance to antibiotics. The Antimicrobial Stewardship (AMS) working group of the Stichting Werkgroep Antibiotica Beleid (SWAB) supports these A teams, including with obtaining benchmarked mirror information on the use of antibiotics in their particular hospital. This information is collated in the SWAB antimicrobial stewardship monitor (AMSM). To lower the threshold for supplying data for the AMSM, SWAB asked Furore to assist with setting up and ensuring the supplies of data. Furore prepared an action plan especially for hospitals using the electronic patient record (EPD) from Epic with Clarity, so that this could be accomplished quickly and securely.

- **Value-Based Healthcare (VBHC)** is focused on measuring and maximizing the value of healthcare for patients and making transparent and reducing the costs of healthcare in the chain – a particularly relevant topic given the current pressure on the industry. Furore has been lending assistance to Leids Universitair Medisch Centrum (LUMC) since 2018, supporting a programme aimed at implementing VBHC.

6 SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

UTILITIES

CONCLUSION CONSULTING

Eneco has ambitious climate objectives, which makes it a forerunner in the Dutch energy transition. Insight into processes and customized software are helping Eneco to maintain this leading position in the energy transition. Conclusion Consulting supports the energy company with the structuring and optimization of processes and with the development of customized software.

AMIS

AMIS uses data, the Internet of Things (IoT), and innovative platforms to work with customers transitioning to sustainable energy. Two examples:

- Eneco makes use of a smart IoT platform, thereby taking it a step closer to a sustainable energy supply. By using Microsoft Azure IoT technology, Eneco has already been able to convert 25,000 meters in the energy grid to smart meters.

- AMIS helps with machine learning in order to reduce the CO_2 emissions of a water authority. This required AMIS to develop a model to allow mutual optimization of water levels, electricity prices, and weather forecasts. This allows it to pump predictively. The result? Tests of the model indicate that strategically activating a pumping station earlier or later can increase the reliability of water levels. The benefit of this is that a pumping station can be activated as soon as there is a surplus of sustainable energy, thereby reducing the CO_2 emissions of the water authority considerably.

MEDIAAN

Mediaan developed an app allowing drivers of electric vehicles in Europe to find charging points.

myBrand

myBrand transitioned Eneco's SAP environment to Microsoft Azure. This foresighted decision to transform the SAP landscape was a step to take Eneco towards an innovative future. In the transition, the inherent benefits of the cloud, such as flexibility and scalability, were used to sustainably create energy from natural sources.

CONCLUSION MISSION CRITICAL

Conclusion Mission Critical supports critical business processes at the heart of society and for those for whom downtime isn't an option. Some examples:

- To be able to trade energy in real time, 24/7, and always have sight of its assets, Eneco Energy Trade B.V. transitioned its IT environment to Conclusion Mission Critical.

- With the Luxovius programme, heat company Ennatuurlijk B.V. works to improve its heat grid and make it more sustainable, from standalone, autonomous assets to a chain of assets that form a single heat grid. A single central overview and single central point of operation were accomplished very quickly, allowing all alarms to be displayed centrally, historical process data to be collated and processed into operational information centrally, and standards developed for local operational technology. Ennatuurlijk did this by entering into a unique partnership arrangement with four market parties, including Conclusion Mission Critical.

- Behind the scenes of the Blauwwind consortium, Eneco's Operation Control Centre monitors the Borssele III and IV offshore wind farms. It's a positive partnership, made possible in part thanks to the services of Conclusion Mission Critical.

- In 2018, Two Towers, comprising Van Oord, Investri Offshore, and Green Giraffe, won a government contract to construct the Borssele V offshore wind farm and to commercially test advanced technologies for future offshore wind farms. To ensure the ongoing availability and IT management of the wind farm, Conclusion Mission Critical was engaged as the IT partner for the operational technology.

# SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

GOVERNMENT AND NON-PROFIT

4NG

4ng developed an integrated platform for the World Wide Fund for Nature with activation at its heart – from shopping for sustainable products in the WWF shop to sharing practical tips. The idea is to inspire visitors to the website to take action themselves. With the new website, WWF Netherlands office is encouraging a major movement, with everyone contributing to maintaining and protecting nature. After completing the website, the WWF saw a 323% increase in the number of people donating in three years. The number of donations increased by 1,285%, with a 430% increase in turnover from the online store. This marked a major step for the WWF, moving from loss making to profit making.
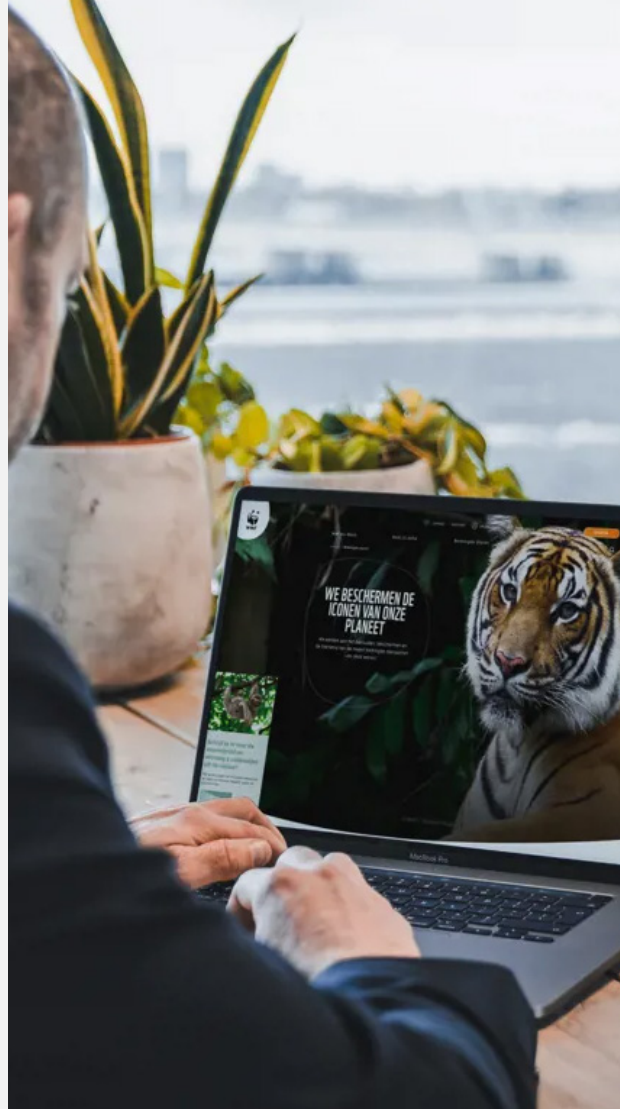
CONCLUSION CONFIDENTIAL

Conclusion Confidential's everyday operations are about turning the Netherlands into a safer and more social country. The services that Conclusion Confidential offers allow professionals, like the police and other law-enforcement bodies, to track criminals and bring them to court. Working with advice and contact points such as Veilig Thuis, healthcare organizations, and local authorities, Conclusion Confidential ensures that fellow citizens have access to the care that they need. An example: a pilot run by the municipality of Amsterdam for undocumented migrants makes use of the Conclusion tracking system from Conclusion Confidential. Authorized local officials, the management group, and chain partners have access to records so that they can offer optimal support to this vulnerable target group. The Conclusion tracking system prevents duplicate registration and/or the unnecessary exchange of information using vulnerable communication systems.

COMMERCIAL AND FINANCIAL SERVICES

BRIGHT ALLEY

Bright Alley has developed a range of creative solutions to address the sustainability issues of its customers. Some examples:

- PwC opens up fiscal dilemmas, like ESG and tax planning, to discussing using virtual reality. By using finance and tax-related immersive learning and gamification, Bright Alley has been able to ensure that PwC employees are on a level playing field when it comes to discussions.

- In conjunction with RDW, Bright Alley developed a digital learning programme covering topics such as vitality and resilience. The module gives RDW employees insight and tools to allow them to take their own action to contribute to a safe and healthy working environment.

- The Floriade Expo 2022 organization asked Bright Alley to assist with development of a knowledge platform that would allow participants, researchers, and students to collaborate during and after Floriade. To this end, Bright Alley developed the Nectar Exchange platform. It is a place of exchange for best practices, scientific research, courses, and discussions.

SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE
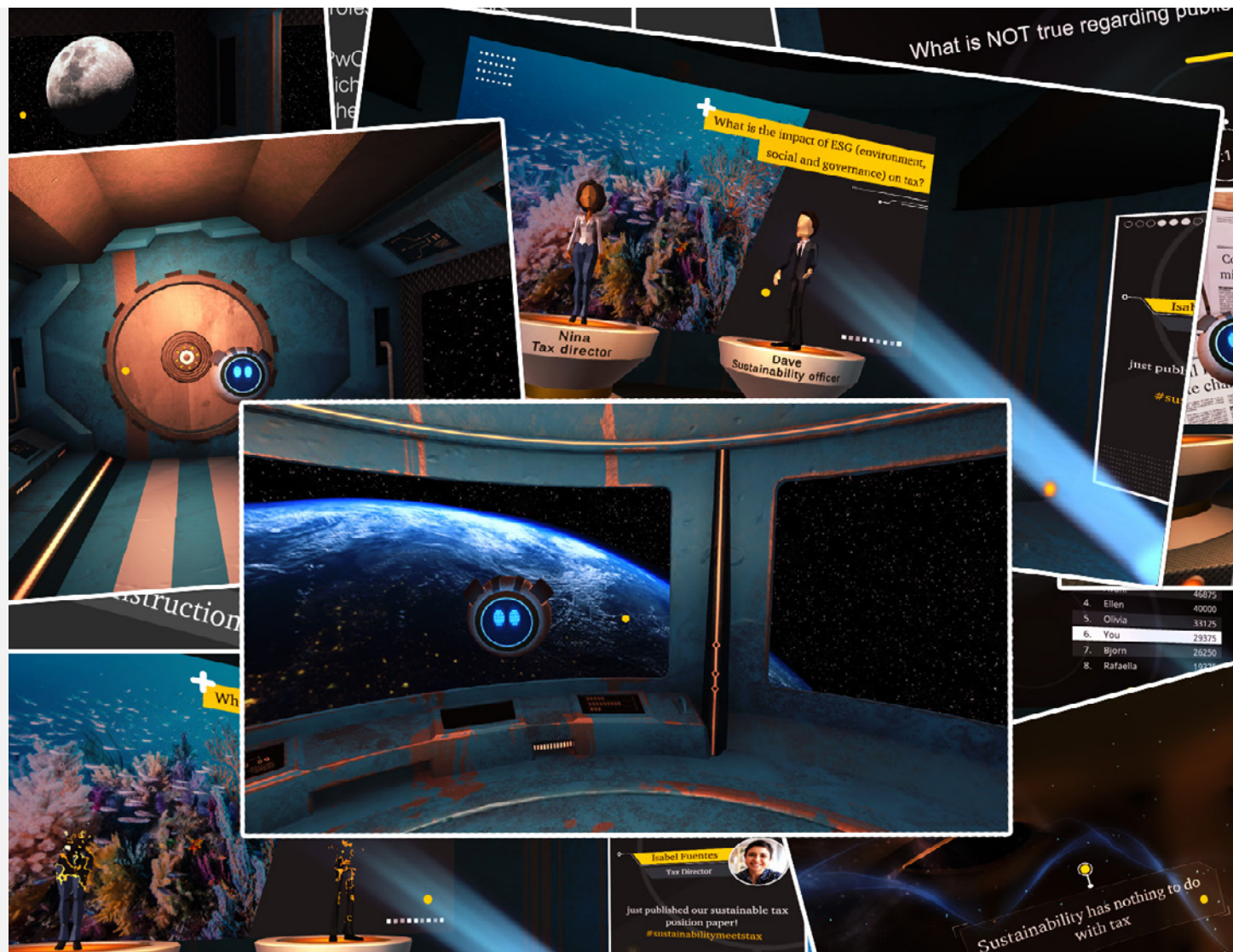
HOT ITEM

Hot ITem offers an agile data platform to provide companies with business intelligence that enables fact-based management with a particular focus on management based on ESG data. Three examples:

- In the first few months of 2022, Hot ITem carried out a 'Management and accountability with ESG data' benchmark at more than 20 financial institutions in the Netherlands. The benchmark provided valuable insights into the quality, availability, and applicability of ESG data. Hot ITem processed the results into a final report, supplementing it with important findings from in-depth interviews. The report gives financial organizations the opportunity to learn from one another so that they can achieve success in social challenges.

- Hot ITem developed a CO_2 monitor for the organizational component of Dura Vermeer, Infra. Dura Vermeer is a forerunner in the construction industry, with socially responsible and sustainable enterprise. The CO_2 monitor gives the business insight into the carbon footprint of equipment, material, and transport in every project. These valuable insights enable targeted analysis of where the greatest improvements can be achieved. The monitor is an important tool for continuous improvement and management based on reduction objectives.

- In 2022/23, Hot ITem has been and is working on an ESG management solution, allowing customers to account for themselves on topics of ESG as well as internally manage operations so that they can better achieve their improvement goals. As an example, in the ESG benchmark, 50% of organizations indicated that they do not currently have sufficient ESG data within the business. Those data that are available are scattered throughout the internal IT landscape or the organization, and some data are only available externally. In addition, the data contain gaps in the history and/or are of inadequate quality. Each ESG solution depends on the way in which it is fed with data. Data are the absolute foundation. Nevertheless, there are many cases in which there is no data foundation that can be used to record ESG data in the prescribed manner (e.g. in XHTML) and reports made directly accessible to supervisory bodies. The entire data value chain, from strategy to raw data, needs be adapted so that financial and non-financial information can be integrated. Based on Hot ITem's vision, therefore, tooling is more of an aid than a keystone when it comes to management and accounting from a new ESG and fact-based consideration framework.

6 SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

YELLOWTAIL

Triodos Bank is the first financial lender to offer a mortgage that is linked to the energy label. The more sustainable the home, the lower the interest rate on the mortgage. This is designed to encourage homeowners to make their homes more energy-efficient. But to link the interest rate to the energy level, it's important to be able to demonstrate, as a bank, that the home can be made sustainable. Triodos wants to maximize use of naturals point in time, such as the point at which a mortgage is taken out or transferred, or during renovation. To be able to accomplish all of this, Triodos needed to put together a digital portal with full integration of sustainability. Yellowtail developed a sustainability tool to allow consumers to choose from a number of pre-determined investment amounts to improve the sustainability of their home. Consumers can also choose the sustainability options themselves, leading to an investment amount. The tool immediately shows the costs and monthly yield as well as the new energy label that the property will have once the sustainability measures have been implemented.

SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

PUBLIC TRANSPORT

CONCLUSION ENABLEMENT

Since 2013, Conclusion Enablement has been helping ProRail with services relating to the workplace, backend infrastructure, applications, and the Azure cloud environment.

ProRail is responsible for installing, maintaining, managing, and the safety of the railway network in the Netherlands. ProRail staff work 24/7 to ensure that 1,200,000 passengers and 100,000 tonnes of cargo reach their destination safely every single day, monitoring 6,550 trains over more than 7,000 kilometres of track. It's easy to see why the railway network is the beating heart of mobility in the Netherlands. ProRail helps to ensure that the Netherlands as a whole remains connected by ensuring an optimal railway network. ProRail spreads out capacity over the railway, regulates rail traffic, builds and manages stations, and installs new track. ProRail also maintains infrastructure, including the track, points, signals, and crossings. As it says itself, 'ProRail connects, improves, and makes sustainable.'

As ProRail's IT partner, Conclusion Enablement is responsible for the integrated management of the current 5,500 workplaces and generic IT infrastructure services, including maintenance and lifecycle management in accordance with a jointly compiled technology roadmap.

> ## 'PRORAIL CONNECTS, IMPROVES, AND MAKES SUSTAINABLE.'

CONCLUSION XFORCE

Conclusion Xforce helps its customers to design, implement, and maintain automated platforms that optimally facilitate innovation. One example is NS International. This is the heart of an e-commerce business that works with rail operators in different countries to offer rail tickets to destinations across almost all of Europe. Speed and ease when booking rail tickets online are of great importance to NS International.

NS International recognizes that more passengers than ever are opting to travel by train, citing sustainability as the motivating factor. The businesses wanted to be able to implement changes to the website and app more quickly, and to be able to scale IT costs in line with the number of visitors. This required the entire e-commerce platform, including the website, app, and APIs[1] to be migrated to the AWS cloud, with support from Conclusion Xforce.

---

1   Application Programming Interface. An API enables communication between different software applications.

FIRST8

Commissioned by NS, First8 developed a dashboard application for all public transport card terminals, payment terminals, and access barriers in the Netherlands. This application visualizes all faults in the Netherlands so that they can be resolved as quickly as possible. With this, First8 is contributing to improved availability of public transport in the Netherlands.

VIRTUAL SCIENCES

NS wants to give travellers as pleasant and sustainable a door-to-door journey as possible. Keeping the Netherlands accessible will only be possible if there is enough agility and if opportunities are thoroughly explored with partners. One of the partners of NS is Virtual Sciences. A good deal of information technology is needed to allow cargo and passenger transport to take place efficiently and reliably. Virtual Sciences is a specialist in the integration of data sources. It gives NS the expertise and scalable integration services it needs for a robust 24/7 service. Virtual Sciences is available day and night, 365 days a year. Through continuous monitoring and recovery as needed, the specialist team can ensure that all (business-critical) data flows are freely available for the business and NS chain partners.
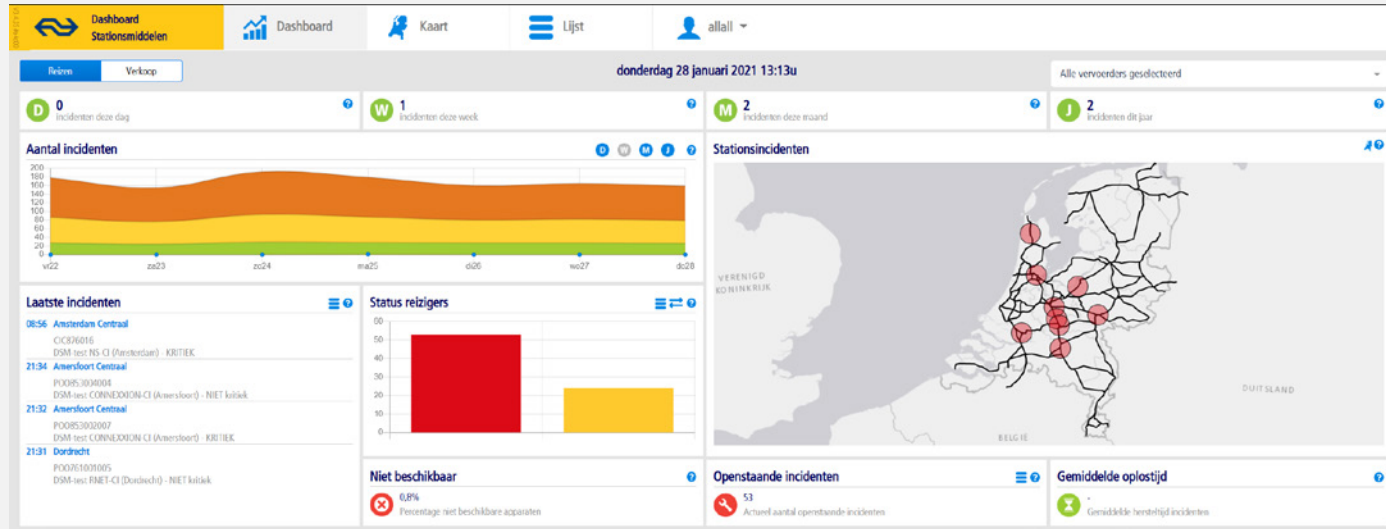
SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

CONCLUSION FOREYET

Conclusion ForeyeT is a system integrator and specialist in travel information systems. Working with public transport businesses, distributors, government bodies, and other specialists, ForeyeT makes use of innovation, decisiveness, and quality to ensure that everyone can move around the country using public transport without difficulty. Two examples:

- ForeyeT maintains all travel information displays on platforms on behalf of ProRail. Since 2014, ForeyeT has been commissioned by Nomad Digital Ltd. to ensure that OBIS works correctly. OBIS (On Board Information Services) is the IT and travel information system used by NS that since 2010 has been installed in intercity and sprinter trains operated by NS and others in the Netherlands. The system allows trains to be monitored remotely. In addition, the system also provides free WiFi for train passengers and displays passenger information and other information on screens mounted inside carriages. ForeyeT installed new GPS modules in all intercity trains, boosting the accuracy of train position determination.

- ForeyeT also provided the aerials and modems in the trains with an update to allow them to run on the 4G network. More than 20,000 trainsets across the Netherlands are equipped with the OBIS system. In the event of maintenance or faults, service engineers undertake their work as part of the rail timetable so as to prevent delays to passengers.

SDG9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

IDEAS AND INNOVATIONS FOR THE FUTURE

The businesses in our ecosystem don't only supply products and services, but through collaborative thinking or by initiating thought processes, contribute to social and sustainability topics. Here are some examples.

'NEW HORIZON' HACKATHON

On 7 September, Conclusion and Anders Reizen organized a hackathon with the question 'how can we accomplish zero-emission mobility, and what role could innovation and technology play?'. Anders Reizen is a network of 70 employers across the Netherlands, employing more than 550,000 people, and aims to reduce CO_2 emissions by 50% in 2030 when compared to 2016.

The hackathon offered a method of working that utilized creativity, knowledge, and expertise to the maximum, and gave rise to concrete results. Employees from 35 businesses took part in the hackathon, which led to concrete pilots being carried out in businesses.
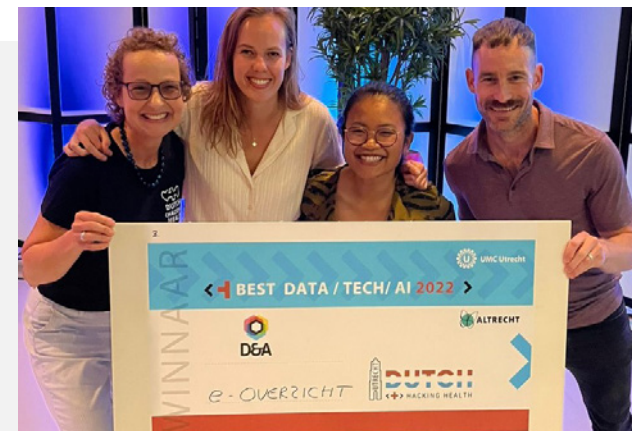
BEST DATA DRIVEN INNOVATION

Real solutions that work, that's what D&A is all about. And what it has accomplished – the D&A team won the prize for Best Data Driven Innovation at Hacking Health Utrecht 2022. The idea that won them the prize was eOverzicht, an application that makes transfer into care for mentally handicapped people clearer and more efficient. It is D&A's response to work pressure and staff shortages in healthcare. The solution – do more with fewer people. The winners of Hacking Health succeeded in benefiting healthcare providers and their clients by visualizing the most relevant client information for transfer between colleagues. Doing this helps to improve enjoyment at work save time, and improve the quality of healthcare. The prototype of the app is undergoing further development.

IMAGINING SMART INVENTIONS

Conclusion ForeyeT focuses permanently on future situations and on imagining smart innovations, as these examples demonstrate:

- The Intelligent Platform Bar Lite (IPBL). The lengths of Dutch trains and platforms varies, thereby demanding a dynamic provision of information. The IPBL is an LED bar built into the platform that lights up in recognizable colours to indicate:
  - How long the arriving train is
  - Where exactly the train will stop
  - Where the train doors are located
  - The moment until which you can safely board and alight

This helps passengers to board the train more quickly and easily.

- The intelligent Platform Clock: a smart platform clock that easily tells passengers when the next train will depart. This countdown clock is also an ideal solution for platforms without an information board.

MONITORING

We have included monitoring of the extent to which our services and products contribute positively to sustainability as a separate strategic ambition. We deliberately invest in the development of a monitoring tool to allow us to demonstrate our impact.

HACKATHON FOR A BETTER WORLD

MxHacks 2022 is a global hackathon for building on solutions for a better world. No fewer than eight specialists from the Conclusion Low Code Company took part, with two teams seeking to make a high-impact contribution to innovative strength. The teams are dedicated to making a positive impact on the world with solutions built using low code[1] – including a mobile app that gives refugees a secure digital identity or an app that helps people living in sparsely populated areas contact a doctor.
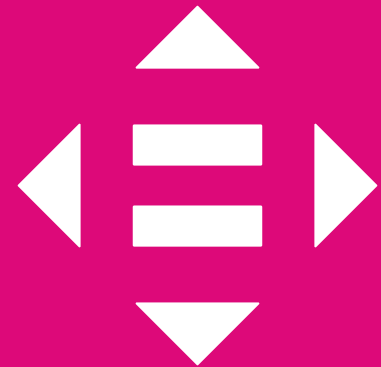
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1   A form of software development in which applications are developed visually. Low code uses a graphic user environment instead of computer code.

7

SDG10: REDUCED INEQUALITY
(AND SDG5: GENDER DIVERSITY)

10 REDUCED INEQUALITY

SDG10: REDUCED INEQUALITY

Conclusion stands for openness and trust. We believe in differences – in people, characters, and expertise. It is the combination of differences that connects us and strengthens us and yields solutions that have an impact.

WHAT WE STAND FOR

As colleagues, we approach one another with friendliness and respect. We strive to create a safe and open business culture in which we can challenge one another on behaviour and that has a low threshold to access. For everyone.

This means a working environment in which employees feel free to express their opinion and do not have to fear insult, humiliation, intimidation, or physical violence. Every individual can be and is allowed to be who they are. It also means reliable facilities that allow open discussion, even when things are difficult, or when something has happened that is considered unacceptable.

WHERE WE'RE HEADED

We have translated our convictions into strategic ambitions, sub-divided into four topics:

1. Social safety
2. Inclusiveness
3. Diversity and gender diversity
4. Labour participation

In 2025, we will have achieved the following in the context of SDG10 or each topic:

1. Conclusion offers all employees a socially safe working environment.
2. We offer all employees an inclusive working environment in which we embrace and utilize mutual differences.
3. We ensure balance in diversity and gender diversity across all layers of the organization.
4. We enhance labour participation options and actively invest in offering opportunities to people in a vulnerable position on the labour market.

7 SDG10: REDUCED INEQUALITY

WHAT WE DO

We believe in the importance of appreciating and utilizing each other's unique talents. After all, in an ecosystem of more than 2,500 different colleagues, diversity is an integral part of our organization. In 2021, our employer brand slogan, **Business done differently**, was enriched with the **together with Cohesion** suffix. Our variety in backgrounds and characters generates brilliant ideas every single day.

To encourage diversity and inclusion, we follow a broad approach. We arrange discussions and activities on crucial topics like safety and trust in the workplace, health, vitality, and team building.

The organization-wide 'Diversity, Equality, and Inclusion' taskforce focuses on the promotion of diversity, equality, and inclusion at Conclusion – because there is always room for improvement. The working group operates as an independent body which contributes ideas, challenges, collects data, helps in the implementation of initiatives, and serves as a sounding board.

INITIATIVES FROM OUR ECOSYSTEM

DIVERSITY, INCLUSION, AND PARTICIPATION

The businesses in our ecosystem each have their own culture and each invests in diversity, inclusion, and participation in its own unique way. Some examples of different initiatives carried out by businesses in our ecosystem:

- Morgens signed the Diversity Charter of the SER in November 2022: 'Diversity makes us stronger'. Doing this allows Morgens to demonstrate the seriousness with which it takes diversity and inclusion in the workplace. Morgens does this because it believes that diversity and inclusion help to create a better organization. Different perspectives, backgrounds, knowledge, and experiences contribute to the achievement of objectives. With this in mind, the business works hard to create an open and inclusive culture in which diversity of talent can blossom and everyone feels welcome and valued. It makes collaboration more enjoyable and helps Morgens to better respond to the challenges and needs of clients.

- Conclusion Consulting has specifically incorporated SDG10 into the business's sustainability strategy – social cohesion is vital to the proper functioning of society. Everyone must have equal opportunity to be able to be part of the social infrastructure. From a company perspective, this means sharper focus on inclusion and diversity. Does everyone have equal opportunity? Is that experienced by everyone? To the outside world, we devote our knowledge, people, and resources to projects with a focus on the participation of those who are otherwise vulnerable on the labour market, as well as to projects that encourage younger people to pursue their dreams.

morgens | CONCLUSION **CONSULTING**

7 SDG10: REDUCED INEQUALITY

Examples of our approach in relation to the four topics are provided on the following pages.

TOPIC 1. A SOCIALLY SAFE WORKING ENVIRONMENT

A socially safe working environment means a work climate in which employees feel free to express their opinion and are not afraid of insults, humiliation, or intimidation. Although intended as psychological safety, this concept relates to interpersonal relationships in the workplace (Edmondson, 1999). It also covers physical safety and an environment in which transgressive behaviour is neither accepted nor condoned. Situations in which such behaviour comes about could include power relationships between managers and employees, as well as situations between employees themselves.

The Occupational Health and Safety Act obligates employers to facilitate a safe workplace. There are several things that can be implemented to help ensure a socially safe environment. Doing so helps to ensure a culture with little to no space for inappropriate behaviour and in which employees experience a high degree of social safety. We'll explain more about how we do this on the next page.

7 SDG10: REDUCED INEQUALITY

POSITION

In our Manifesto, which outlines our company values, valuing diversity has been given a unique place:

Policy and formal positions on social safety can be found in our Manifesto, the Personnel Guide, the OnFire onboarding app, and the Start Your Day employee platform.

The formal statement is:

'Conclusion stands for openness and trust. As colleagues, we approach one another with friendliness and respect. This helps to ensure a safe and enjoyable working environment, which is the foundation for the top performance that we deliver to our customers every day. Unwanted behaviour is a direct threat to our people and to our work. Conclusion does not accept unwanted behaviour of any kind.'

THAT'S HOW WE WORK. FULL STOP.

SOCIAL SAFETY PLAN

We undertake targeted monitoring of social safety by carrying out periodic employee surveys. This topic is also structurally tested in each business in the RI&E.

In 2022, certain social incidents in the Netherlands shifted attention firmly to social safety in the workplace. Additional attention to this topic is never a bad thing, which is why Conclusion decided to enrich its social safety plan in 2022. Taking a more pro-active approach always yields dividends, perhaps with training and knowledge sharing. This plan is evaluated on an annual basis and updated as necessary.

SAFETY NET

Conclusion employees can contact both internal and external confidential advisors, something that we communicate to everyone on a repeat and periodic basis. We also have informal and formal routes to allow complaints to be aired and resolved. This helps to ensure that those lodging complaints are treated correctly, and that situations are resolved properly.

The confidential advisors submit anonymous reports to the director every year. In addition to this formal report, there are several other formal discussions with the director, or a delegate. These discussions cover prevailing trends and culture. They therefore give those that have a role to play the opportunity to use policy, decisions, and communication to respond to current events and to act on current events on the basis of their role.

7 SDG10: REDUCED INEQUALITY
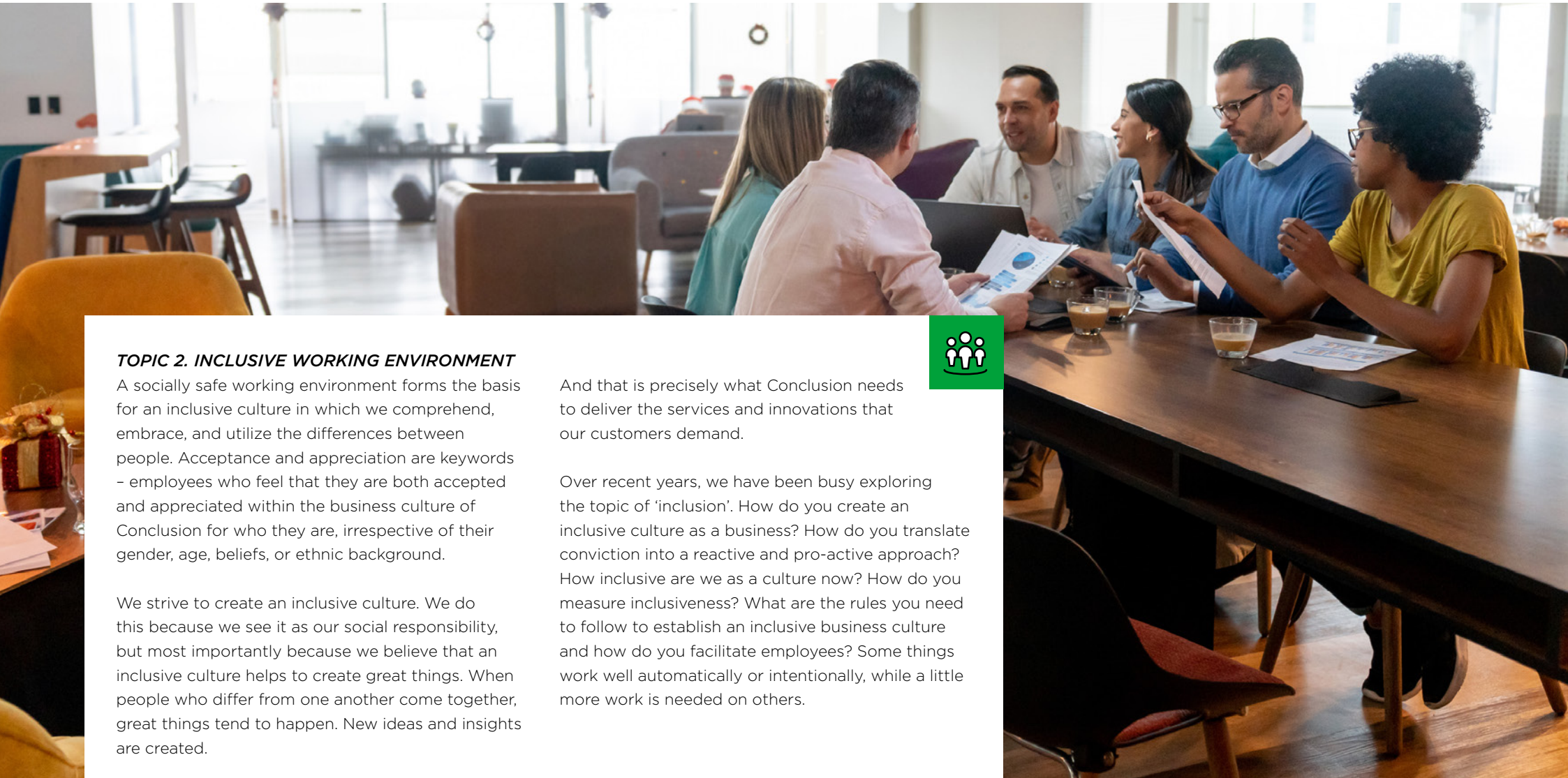
TOPIC 2. INCLUSIVE WORKING ENVIRONMENT

A socially safe working environment forms the basis for an inclusive culture in which we comprehend, embrace, and utilize the differences between people. Acceptance and appreciation are keywords – employees who feel that they are both accepted and appreciated within the business culture of Conclusion for who they are, irrespective of their gender, age, beliefs, or ethnic background.

We strive to create an inclusive culture. We do this because we see it as our social responsibility, but most importantly because we believe that an inclusive culture helps to create great things. When people who differ from one another come together, great things tend to happen. New ideas and insights are created.

And that is precisely what Conclusion needs to deliver the services and innovations that our customers demand.

Over recent years, we have been busy exploring the topic of 'inclusion'. How do you create an inclusive culture as a business? How do you translate conviction into a reactive and pro-active approach? How inclusive are we as a culture now? How do you measure inclusiveness? What are the rules you need to follow to establish an inclusive business culture and how do you facilitate employees? Some things work well automatically or intentionally, while a little more work is needed on others.

SDG10: REDUCED INEQUALITY

CONCLUSION MANIFESTO; PRINCIPLE 7: HOW WE TREAT EACH OTHER

We cherish the uniqueness of every **individual** and that of each business's own **culture.** We find **commonality** in our entrepreneurship, sense of responsibility, craftsmanship, and mutual trust.'

What makes us different makes us unique

WHAT WE HAVE ALREADY DONE

INVESTIGATION AND FACILITIES

We facilitate dialogue on inclusiveness for employees. In 2022, we carried out targeted monitoring of employees' perceptions of inclusiveness.

The results of that investigation led to the following:

• Work is underway at Conclusion's offices to optimize spaces intended for employees as a place of retreat, for whatever reason they need it. One example is the quiet room on the 22nd floor in Utrecht.

• In several offices, the toilets for disabled people and areas for breast-feeding mothers are being reviewed to ensure their user friendliness, and will be optimized wherever necessary.

SDG10: REDUCED INEQUALITY

INITIATIVES FROM OUR ECOSYSTEM

HOLIDAY CALENDAR

Conclusion Consulting has a D&I holiday calendar. This gives employees the opportunity to take the day off on a holiday of their choosing.

CONCLUSION
CONSULTING

EEN MENGELMOES VAN MENSEN EN PERSOONLIJK-HEDEN

WERKEN BIJ CONCLUSION

Blog van Eric →

CONCLUSION | VERSCHIL MOET ER ZIJN

SETTING ASSUMPTIONS ASIDE

Diversity is also a current topic in the workplace. Diversity is about more than just gender and age, but about nationality, sexual orientation, and disability as well. But why is diversity so important? As part of Diversity Day on 4 October last year, Baaz.nl looked at how diverse businesses in the Netherlands actually are. They interviewed people including Eric Smulders, Marketing Manager at Conclusion MBS, on the topic. He explains:

'Anyone who goes onto the shop floor at Conclusion MBS will see a real mixture of people and personalities. For me, it's important and inspiring to work with different characters. It's all about peoples' qualities after all – not about their background, colour of their skin, origin, or sexual orientation. Over the past few years, I've been part of various pride groups at different organizations. I've also delivered training on prejudice, bullying, reward, and behaviour.

The most important thing that I've been able to take away from all of this is that peoples' thinking is based primarily on assumptions, and that's where we need to make a change. If we can set assumptions aside, we have the opportunity to discover a person's true strengths. It expands and broadens your world in a positive way, which is extremely important to a person's personal development. By listening, discussing, and being open to other peoples' opinions and views, you can learn how to handle diversity in its broadest possible sense.'

CONCLUSION
MBS

TOPIC 3. DIVERSITY AND GENDER DIVERSITY

Diversity is about the differences between people. These include gender, age, language, skin colour, occupational disabilities, sexual orientation, religion, and cultural background. A safe working environment (topic 1) and an inclusive work culture (topic 2) enable us to create the foundation and environment in which diversity in the organization can be enhanced. We believe that investing solely in expanding diversity has a lesser chance of succeeding.

One form of diversity is gender diversity – the ratio of men to women working within the organization. This is currently the only form of diversity that we monitor and on which we formally report in our annual report. We are investigating whether – and if so, how – to expand future monitoring.

The IT industry has traditionally been predominantly male. Statistics Netherlands (CBS) figures for Q3 2022 indicate that, on average, 17.8% of our industry's workforce are women and 82.2% are men.

We formulate our ambition on the ratio between men and women within the organization as follows:

Conclusion strives to:

1. Ensure that the percentage of women who work at Conclusion is at least 10 percentage points higher than the average for the IT industry (according to CBS figures).
2. The percentage of women in the sub-top relative to the number of men in the sup-top at Conclusion is 2.5% higher than the total percentage of women relative to men at Conclusion (as referred to in 1).

7 SDG10: REDUCED INEQUALITY

TOPIC 4. LABOUR PARTICIPATION
Conclusion wishes to contribute to a society in which everyone can participate. Which is why we actively assist those who need help. Some examples:

INTAKE PROGRAMME

In 2022, we began preparations for an (intake) programme for people including status holders who are itching to start working with their (IT) knowledge. In 2023, we expect to roll out a multi-year programme in collaboration with social partners and a university.

SOCIAL RETURN ON INVESTMENT

Various commercial contracts with customers include a SROI clause, or Social Return On Investment Clause. This is an obligation on the customer to allocate part of its turnover to supporting people with vulnerabilities on the labour market in finding a job. It goes without saying that Conclusion meets these obligations. The SROI Expertise Desk supports Conclusion businesses with knowledge and a range of possible interpretations for implementation.

To commit to labour participation, however, we do not need clauses – we are intrinsically motivated to take responsibility, something which is demonstrated by the following initiatives.

SDG10: REDUCED INEQUALITY

OPTIMIZING COLLABORATION

HU University of Applied Sciences Utrecht is undertaking research into ways to optimize collaboration in the social return chain. We have been participating in the research since May 2022. Other social enterprises, local authorities, training facilities, and end parties are also involved alongside HU.

Conclusion is one of the end parties. This means that we receive people who are leaving routes earlier in the chain, and who ultimately flow out as retirees. A series of network meetings has taken place, guided by HU, to look at how we can improve collaboration in the chain.

Some examples are:

- The government's role (obligating or encouraging)

- The incentive of intermediate parties, such as social enterprises and training facilities

- Chain or ultimate responsibility

INITIATIVES FROM OUR ECOSYSTEM

LABOUR PARTICIPATION

Examples of businesses in our ecosystem that encourage labour participation without contractual SROI obligations:

- **Yellowtail** joined Emma at Work. This supports young people with physical impairments in attaining an independent future. Yellowtail offers an opportunity for these young people within the business.

- **Furore** is a partner and sponsor of JINC. Through this, Furore helps young people who are socially/economically disadvantaged to understand the labour market better.

- **myBrand** now employs dozens of people who have been re-skilled in IT. Many of those have completed the Make IT Work programme via an HBO, after which they started working at myBrand. Following one of two main pathways, Software Engineering or Business and Data Analytics, myBrand allows them to grow into a role that best suits them. New colleagues have also followed the Make IT Work programme to join other businesses in our ecosystem, including **First8 Conclusion**.

- **Conclusion ForeyeT** offers structural learning and working pathways for status holders.

- **Bright Alley** is using the social enterprise Specialisterren to test our PowerApp. Specialisterren is a forerunner in the field of test automation.

FIRST**8** | CONCLUSION

'GEEN MOMENT SPIJT VAN MIJN KEUZE VOOR DE IT'

Lees meer →

CONCLUSION | BUSINESS DONE DIFFERENTLY

SDG10: REDUCED INEQUALITY

WHAT WE HAVE ACCOMPLISHED

The most important monitoring we have in place for a safe and inclusive working environment is measuring how employees themselves perceive it. The following are the results of the employee satisfaction survey conducted in April 2022. The survey was conducted by Effectory, with a particular focus on diversity and inclusiveness.

1262 RESPONDENTS

We are very encouraged by the scores given by the 1262 respondents. But this does not remove the fact that we continue to strive for better.

Results of employee satisfaction survey, April 2022

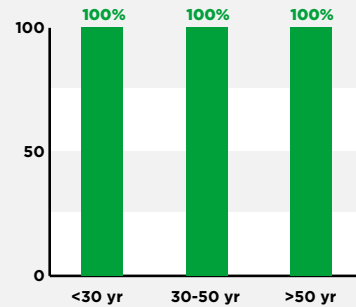| Theme	Score
THEME: INCLUSION*	8.2
THEME: TRUST*	8.1
THEME: SOCIAL SAFETY	7.9
SAFE ENVIRONMENT TO DISCUSS MISTAKES	8.2
TRUST IN COLLEAGUES	7.9
BEING ACCEPTED AT WORK*	8.2
EQUAL TREATMENT	8.1
SPEAKING TO COLLEAGUES ABOUT THEIR BEHAVIOUR	7.6
SAFE ENVIRONMENT TO TALK TO SUPERVISOR	7.8
TRUST IN SUPERVISOR	8.0
EMPLOYEE IS COMFORTABLE BEING THEMSELVES*	8.2
CONFIDENCE TO FREELY SHARE THOUGHTS*	7.7
ZERO BULLYING*	8.2

- - - - Score benchmark IT (if known)   * No benchmark figure available

Employees at Conclusion receiving wage above minimum wage, by category

♂ 100%
♀ 100%
⚥ 100%

100% | 100% | 100%
<30 yr | 30-50 yr | >50 yr

Percentage of employees in category in possession of permanent contract

♂ 90,81%
♀ 89,51%
⚥ 100%

72,89% | 94,29% | 98,21%
<30 yr | 30-50 yr | >50 yr

Percentage distribution of recruitment by category

♂ 71,46%
♀ 28,11%
⚥ 0,43%

38,2% | 46,57% | 15,24%
<30 yr | 30-50 yr | >50 yr
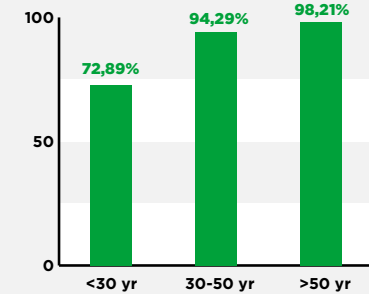
Employees entitled to parental leave and/or maternity leave by category

♂ 100%
♀ 100%
⚥ 100%

100% | 100% | 100%
<30 yr | 30-50 yr | >50 yr

Percentage distribution of staff turnover by category

♂
♀ 24,53%
⚥ 0,0%

18,55% | 63,21% | 18,24%
<30 yr | 30-50 yr | >50 yr
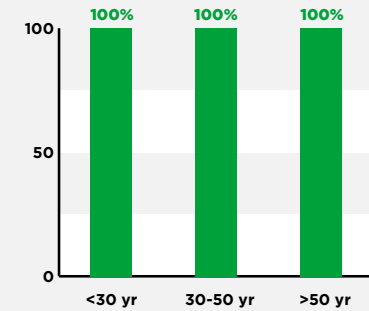
Employees who took parental leave and/or maternity leave by category

♂ 4,96%
♀ 9,51%
⚥ 0%

2,3% | 10,36% | 0%
<30 yr | 30-50 yr | >50 yr

SDG10: REDUCED INEQUALITY
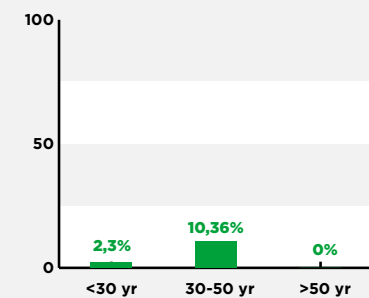
Employees who are subject to periodic (at least annual) appraisal and/or performance reviews

♂ 100%
♀ 100%
⚥ 100%
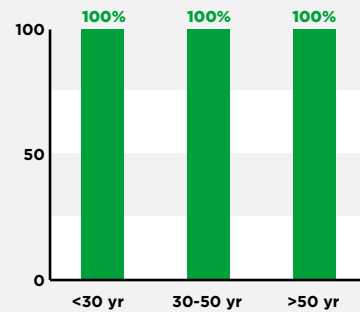
Individuals on the board of the organization (under the articles of association)

♂ 100%
♀ 0%
⚥ 0%
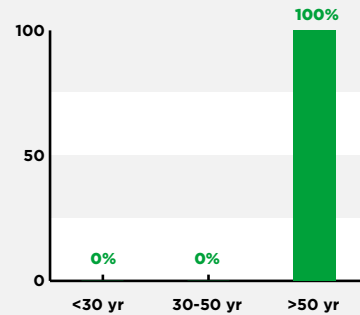
Individuals on the board of directors

♂ 100%
♀ 0%
⚥ 0%
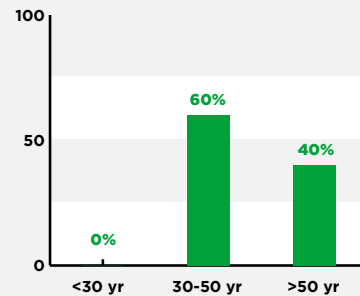
Individuals in sub-executive positions[1]

♂ 74,1%
♀ 25,9%
⚥ 0%

Due to the rough axis of factors including numbers at sub-executive level, it is not possible to visualize the age distribution

Staff

♂ 77%
♀ 22,9%
⚥ 0,1%
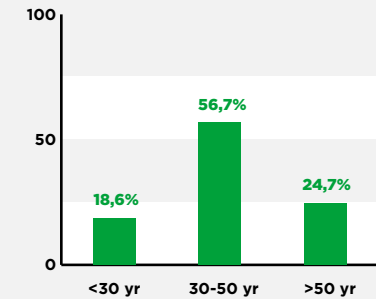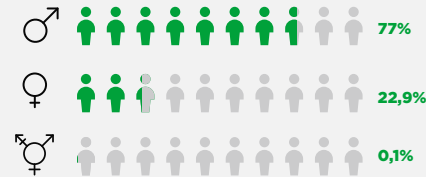
1 Definition of executive management in line with plan of approach to gender diversity in the boardroom and Conclusion annual report 2022.

SDG13: CLIMATE ACTION

13 CLIMATE ACTION

SDG13: CLIMATE ACTION

The earth provides us with everything that we need for a healthy life. If we use resources in a sustainable manner and within planetary limits, the earth will continue to be liveable for subsequent generations. According to scientists, some of those limits have already been breached. The effects of that will touch us all. Every individual. Every business. We are all involved. This means that we can also contribute to a solution – all of us. You could even argue that it's everyone's responsibility.

WHAT WE STAND FOR

Conclusion takes this responsibility very seriously. We utilize knowledge, services, and innovations to create a positive impact (see SDG9), while focusing on reducing the negative impact of our operational processes and our supply chain on the environment.

We have been able to use the double materiality analysis to determine a number of relevant topics in relation to our positive and negative impact on the environment. These are what guide our environmental management programme, beginning with our multi-year vision.

MULTI-YEAR VISION 2030

ENVIRONMENTAL IMPACT (GREENHOUSE GASES, ENERGY, AND WATER USE)

Monitoring of our environmental impact has solid foundations. Our first measurements were taken in 2008 and have become increasingly detailed over the past few years. We know the level of the CO_2 emissions of our own operational processes and have a fairly good idea of the chain. We are committed to reducing CO_2 emissions and have a range of measures in place. More information is available in the following paragraphs. Still, we consider it essential that we intensify our efforts over the coming years. This will include focusing on the following, specifically:

- Insight into and reducing emissions of greenhouse gases. This will mean looking not only at CO_2 emissions, but also at methane emissions (CH_4), nitrogen monoxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF_6). This year, we are exploring whether or not we can translate our targets into science-based targets.
- Intensifying the use of green energy in our operational processes and in the chain.
- Insight into water management in our data chain and improving it where improvements are needed.

SDG13: CLIMATE ACTION

BIODIVERSITY

The loss of biodiversity and collapse of ecosystems has a disastrous impact on the world and the economy. The IT industry is not named in various reports on industries and businesses as having a high impact on biodiversity loss. Still, as a large business, we believe that we have a moral and economic responsibility to devote ourselves to limiting the negative impact of our operational processes on biodiversity and to make sure that we have a positive impact as well. Having insight into our negative impact on biodiversity, and that of our chain, forms the starting point. This is an area in which we'll be investing in the years to come. The insights provide us with the management information we need to take targeted action. But this will not stop us from making a positive impact wherever we can now. More information is available in the Biodiversity section.

THE CIRCULAR ECONOMY

We produce hardly any products, and we are not a major consumer of raw materials or other materials. We do use hardware, including laptops, cables, and monitors, however. Our businesses that produce devices themselves or work with hardware directly have fully implemented waste management and recycling processes. You can read more about this in the following paragraphs. The impact that we, as an IT service provider, have on the use of raw materials in the chain and the extent to which we can help to reduce this impact is part of the agenda for the coming years.

8 SDG13: CLIMATE ACTION

WHERE WE'RE HEADED

We are translating all of the above into concrete objectives that we aim to have accomplished by 2025. We refine these objectives at least once a year on the basis of new insights. Our objectives are:

- By 2025, we'll have accomplished a certified reduction of scope 1 and 2 emissions of 60% in respect of the reference year 2016.
- By 2025, we'll have used reduction and offsetting to accomplish a carbon-neutral vehicle fleet.
- By 2028, we'll have a fossil-free vehicle fleet.
- We are integrating green IT solutions into our range of services.
- By 2025, our company restaurants will produce zero waste and offer local and seasonal products with as minimal an ecological footprint as possible.

WHAT WE DO

We are reducing our negative impact on the environment, climate, and biodiversity in a variety of different areas.

CO$_2$ EMISSIONS

Our services emit CO$_2$ in scope 1, 2, and 3. We have sub-objectives for each scope that have been incorporated into our CO$_2$ reduction management system in detail.

To accomplish these objectives, we are taking measures and using initiatives to make our buildings, mobility, and the chain more sustainable overall.
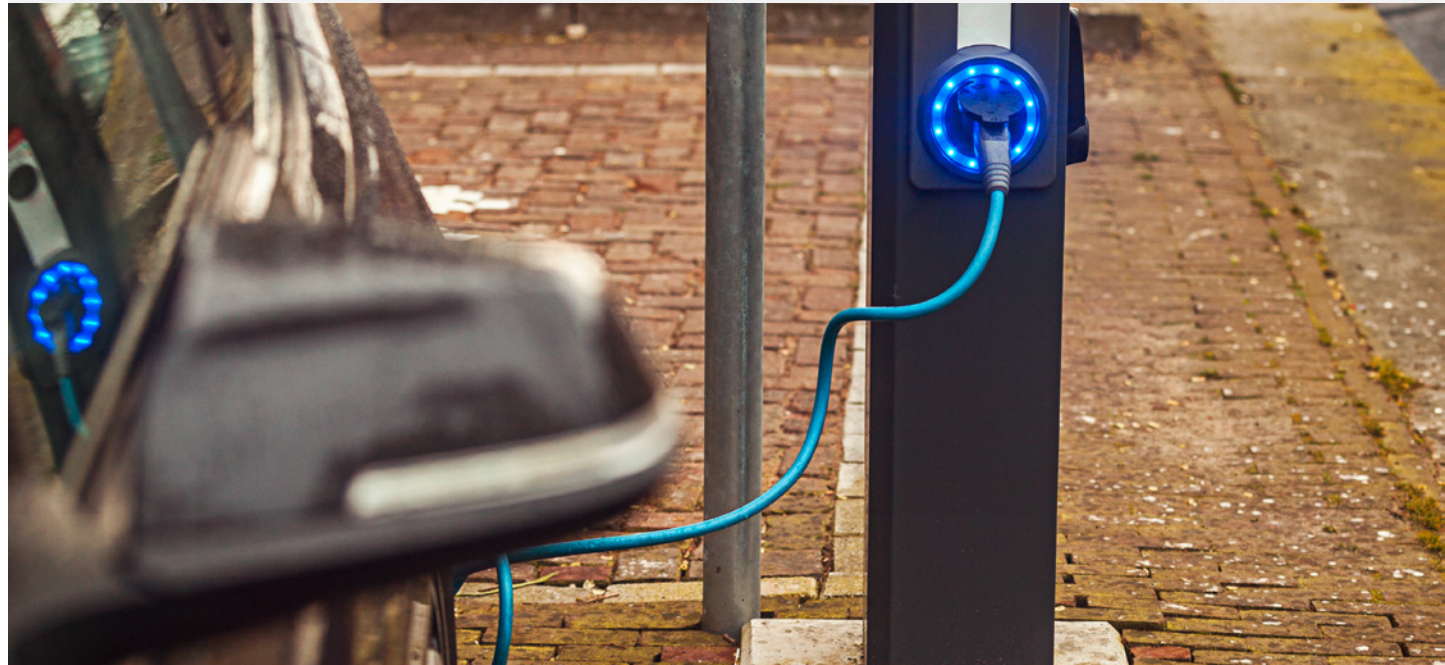
SUSTAINABLE BUILDINGS

We rent all of our business premises. This is something that has an impact
on the measures we are able to take. We have so far done the following:

Solar panels	Two buildings are now fitted with solar panels. In area terms, this is equivalent to 10.4% of our buildings. Solar panels are not viable on around 35% (in m²) of our buildings, perhaps because the roof is unsuitable or because a building is a national monument and the solar panels would be visible from the public space. Where solar panels are an option, we are working with our landlords to explore the options available to install solar panels, or more solar panels.
Green energy	53% (in m²) of our buildings used green energy in 2022. In 2025, that will be 100%.
Building portfolio	The refurbishment of existing buildings and hybrid buildings help to ensure more efficient use of the available space: 64% of the portfolio will have energy label A or B by 2022. 15% are national monuments or buildings in Germany or Belgium. The energy labels of these buildings are not known. 21% of the portfolio has energy label C. One building in the top five largest has a BREEAM certificate. We are focusing on improving the sustainability of these buildings.
Reduction in consumption	In 2022, working with Conclusion Mediaan and AMIS Conclusion, we began a pilot in one of our buildings relating to climate sensing combined with *vision intelligence*. The respective building is now packed full of sensors, which offer up-to-date insight into the relationship between the energy consumed, the weather conditions, and building occupancy. This insight is converted to CO_2 emissions. The pilot aims to allow us to manage energy consumption of our buildings in a more targeted manner. We have also upgraded the heating and cooling systems in all of our buildings, partly in response to the government's call last year to reduce consumption. To save energy, we are heating and cooling at two degrees lower than before.

SDG13: CLIMATE ACTION

MAKING MOBILITY MORE SUSTAINABLE

The overwhelming majority of our direct CO_2 emissions are caused by our vehicle fleet. With this in mind, we are making targeted investments in measures to reduce the environmental impact of our fleet. Our policy is that

WHENEVER WE TRAVEL, WE DO SO AS SUSTAINABLY AS POSSIBLE –
LESS, DIFFERENTLY, AND MORE CLEANLY.

Several businesses in our ecosystem, including Hot ITem, Yellowtail, and Morgens, have their own mobility schemes in place that are somewhat father ahead in terms of sustainability than Conclusion's broader policy.

To accomplish the main objectives, we take the following approach:

Our ambition	Approach	Objective
Travel less	Homeworking policies and facilities, hybrid workstations in the office	An average of 50% homeworking from 2021 structurally reduces travel movements.
Travel differently	Encourage the use of public transport and cycling	• As of 2021, our employees can opt for the FLEX mobility concept, with flexible switching between different cars, public transport, and an (electric) lease bicycle. • We are working on a new mobility policy that will come into effect in 2023. This policy will focus on different and cleaner travel and offer employees various opportunities to make that possible. • The annual business event for around 150 colleagues took place in Cologne in 2022. The majority of participants travelled to the location by train. • Cycling and walking kilometres may be claimed (at 0.21 cents as of 1 January 2023).
Cleaner mobility	Electrification of the vehicle fleet, more fuel-efficient driving	• We have developed the Conclusion Automotive Reduction (CAR) application to enable more economical driving. • With a greater leasing budget, we can encourage the decision to drive electric. • Anyone who opts for a cheaper, smaller, and more fuel-efficient car than the leasing standard will receive the difference as a gross payment. • By 1 January 2025, our vehicle fleet will be carbon-neutral. All emissions from fossil fuels will be offset. We have a stated ambition to have an entirely fossil-free vehicle fleet by 2028.

8 | SDG13: CLIMATE ACTION

MAKING THE CHAIN MORE

We work closely with our suppliers; jointly, we ensure that we can supply our services and innovations to our customers. When we choose our suppliers, sustainability has long been one of our selection criteria. The following are some examples of this:

- **Data centres:** the overwhelming majority of the data centres that we use have a stated ESG ambition and a sustainability strategy, have signed the Climate Neutral Data Centre Pact, have several sustainability certificates, use wind energy, and make targeted investments in water management.

- **Lease cars:** Athlon is one of our principal suppliers of leased cars. Athlon has a sustainability policy with which it focuses actively on making its own operational processes and services more sustainable. With this, Athlon is committed to improving the sustainability of its customer vehicle fleet (50% electric by 2025) and the business is working with Trees for All. Whenever a customer purchases a car from Athlon, the customer can offset part of the CO_2 emissions through the CO_2 offsetting project for forestry in the Kariba National Park in Zimbabwe.

- **Company restaurants:** catering in our company restaurants in buildings hosting several of our businesses is provided by Vermaat. The latter has ambitious objectives when it comes to healthy nutrition, social impact, and sustainability. To reduce CO_2 emissions, Vermaat works with seasonal vegetables and fruit from Dutch growers to the fullest extent possible. In addition, it seeks to tackle food waste with smarter production planning and creative methods for serving and presenting. Vermaat is also transitioning to plant-based food wherever possible. Where meat is served, it opts for the most sustainable option available. Vermaat also aims to reduce inorganic waste, such as plastic and disposables, and carries out circular initiatives to help close waste cycles as much as possible.

SDG13: CLIMATE ACTION

CO$_2$ EMISSIONS OFFSETTING

Conclusion not only reduces CO$_2$ emissions, but offsets them as well by following these rules:

Starting in 2022, Conclusion now offsets an ever increasing percentage of its CO$_2$ emissions from fossil fuel consumption every year. By 2025, we aim to offset all fuel consumption.

In 2022, we offset 809.4 tonnes of CO$_2$.

TREES AS A GIFT

Conclusion is a big fan of gift giving in the form of trees through Trees for All, which we do on various occasions. Tree for All plants the trees in sustainable projects in the Netherlands and abroad. As proof of planting, we receive a personalized certificate, which we give as the gift.

Trees for All

WATER MANAGEMENT

We produce hardly anything ourselves, and we do not create waste water streams. We do not use water to cool our data centres, but this does happen in the supply chain. We realize that as part of the chain, we also have a responsibility and must contribute so that we can help to improve the quality of all European waters by 2027. We therefore integrate water management into our environmental management system and into the criteria we use to satisfy our sustainable purchasing ambitions. The data centres we use actively focus on sustainable water management. Whether or not there are potential improvements here or along the chain is something that we'll be examining in 2023.

BIODIVERSITY

The impact we and our supply chain have contributes to the loss of biodiversity. This is primarily down to the production of hardware and the resources we need for our operational processes. We have not yet mapped the number of hectares of biodiversity loss for which we are responsible, but that will change over the coming year.

We don't want to wait to see the precise impact, however. We are already working on initiatives that contribute to restoring biodiversity, as the following examples demonstrate.

RESTORATION OF BIODIVERSITY WITH THE CONCLUSION IMPACT FOREST

On 25 February 2022, Conclusion worked with Trees for All and Brabants Landschap to plant 29,000 native trees and shrubs in the Conclusion Impact Forest (De Zeezuiper near Bergen op Zoom).

The 29,000 trees cover 5.5 hectares and include twelve different species, including linden, hornbeam, alder buckthorn, yew, sweet cherry, and common oak. A further 2.5 hectares have been dedicated to a herb and fauna-rich field, herb-rich grassland, and pools. The whole area is important for highly vulnerable species of animal, including bluethroat, black woodpecker, and palmate newt.
The Conclusion Impact Forest is a good example of the combination of social initiatives, including planting and improvement of existing forest, combating desiccation, increasing biodiversity, boosting green recreational opportunities close to the city, and retention of CO_2.

Once the forest has been planted, the soil can once again absorb rainwater and the groundwater level can be improved. The high groundwater level helps to restore parts of the marshland, together with the typical plants and animals that call it home, including amphibians and dragonflies. Thanks to its highly mixed composition of species, and wide margins, the forest is extremely robust. It has the ability to withstand hot and dry summers, which makes it attractive to a wide variety of animals.

A varied forest has more biomass and retains a great deal of CO_2 both above and below ground, thereby helping to impede further warming. The combination of herb-rich field and grassland, plus a pool, is helping to increase biodiversity. It's a large project by Dutch standards – planting more than five hectares of contiguous forest is a rare occurrence in the Netherlands.

THE CIRCULAR ECONOMY

In a circular economy, the lifecycle of a product is extended as much as possible. That means that when you no longer need a product, or if a product is broken or worn, it doesn't just get thrown away, but reuse, repair, or recycling are considered. These help to extend the product's service life and add value. Sharing products also contributes to the circular economy, as sharing minimizes the need to produce new. The following paragraph explains how we do this.

1. PRODUCT USE

As a commercial service provider, we need products, primarily IT hardware, buildings, cars, office supplies, and food. We don't produce these products ourselves, our suppliers do.

There's one exception: Conclusion ForeyeT.

INITIATIVES FROM OUR ECOSYSTEM

SUSTAINABLE PRODUCT DEVELOPMENT BY CONCLUSION FOREYET

Conclusion ForeyeT is a system integrator and specialist in travel information systems. Conclusion ForeyeT develops products from A to Z and maintains systems 24/7. In addition, Conclusion ForeyeT also develops its own products for public transport using semi-finished goods, to help contribute to the ultimate passenger experience.

Conclusion ForeyeT applies a targeted sustainability policy by:

- Incorporating circularity as an important factor in the design during the R&D stage

- Following high-quality recycling processes to recycle semi-finished goods into new end products

- Using universal components as a means of minimizing waste

- Electrifying office workers' service vehicles when the time comes for them to be replaced

CONCLUSION FOREYET

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2. INCREASING SERVICE LIFE AND REDUCING WASTE

The development and use of (increasingly) green IT have a positive impact on supply chain and production. IT businesses like Conclusion play a key role and are a driving force behind this. By using and/or recommending sustainable products, the demand for green IT can increase throughout the chain.

We consider it our responsibility to recommend, develop, and innovate green options for IT services. In other words, we opt for sustainable energy and water management and products that:

- Consume less energy

- Have a longer service life and thus reduced impact on resource consumption in production

- Have good options at the end of the product's life

By implementing these points, we are investing in improved sustainability throughout the chain.

When we buy products, we only use them temporarily. If we no longer need a product, or if something is left over after use (such as food in our company restaurants), we look at whether reuse is possible. Here are some examples:

- We purchase laptops for our employees and for some of our customers. During their period of use, our Service Desk repairs any laptop faults. Our laptops depreciate after an average of three years. As part of the circularity concept, we extend the service life to four, perhaps even five years wherever possible.

- Laptops that have finally depreciated are donated to our partner Allemaal Digitaal, which gives them a second lease of life. This way, we ensure:
  - Greater digital inclusion (a laptop means access to school, work, and social networks)
  - A longer service life for our devices
  - A transparent chain

- In our company restaurants, we are reducing the quantity of waste by putting menus together shortly before they are needed and working with local and seasonal products. We are also reducing the amount of food in buffets, which are replenished only when needed. We have also stopped buying food that is packaged by the unit.

- In our Utrecht office, our coffee and juice bar on the 21st floor is home to the 'free box', where employees can put items they no longer use so that others can. Doing this is an easy and low-threshold way to give items a second, third, maybe even fourth life.

For a detailed explanation of the way in which we utilize our knowledge, services, and innovation to contribute to improved sustainability in the complete upstream and downstream chain, please see Section 6 (SDG9: Industry, innovation, and infrastructure).

3. WASTE

If the service life of a product can no longer be extended, it is waste. Our operational processes have a very limited waste stream – the majority of waste comes from office activities and our company restaurants. We have an internal waste policy for these waste streams, which focuses on limiting waste by minimizing use of a product, separated collection, and disposal to processing firms that treat the waste in accordance with applicable laws and directives. One example of efforts to reduce use of a product is the digital signing application, which means that we need to print far less.

SDG13: CLIMATE ACTION

WHAT WE HAVE ACCOMPLISHED

CO_2 emissions per employee, in tonnes

Year	Emissions
2016	6,11
2020	3,14
2021	2,94
2022	1,14[1]
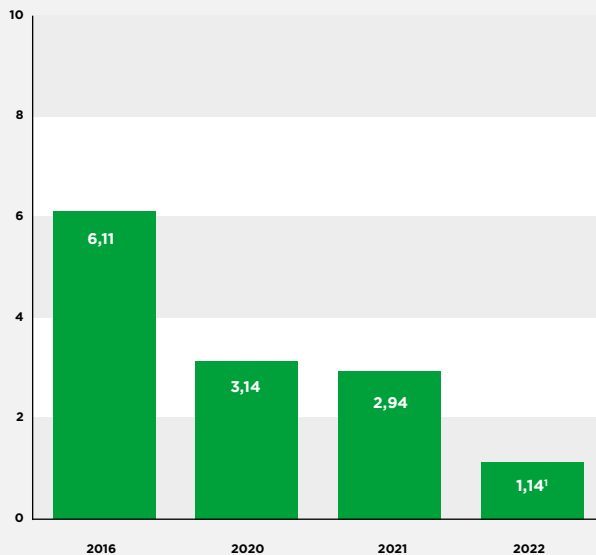
[1] These emissions relate to H1 and not yet to the whole of 2022.

Paper consumption

3.6 TONNES OF CO$_2$

(55,000 pages of paper) prevented by using Docusign

Reuse/recycling

450 LAPTOPS TO ALLEMAAL DIGITAAL IN 2022

Allemaal Digitaal gives laptops a second lease of life. That way, we maximize the service life of laptops.

CO_2 emissions – January to June 2022

- 1.866 kg
- 954 kg
- 14.406 kg

CO$_2$-EMISSIONS

■ SCOPE 1 ■ SCOPE 2 ■ SCOPE 3
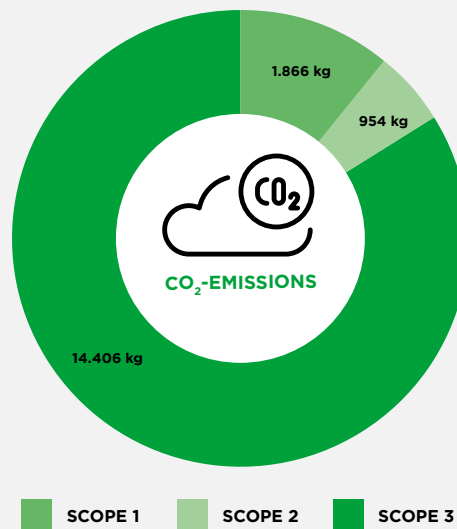
SUPPLY CHAIN

A CSR Supplier Scorecard applies to many suppliers. In 2022, we launched our new code of conduct for sustainable enterprise, the *Conclusion Code of Conduct*. The first suppliers have already endorsed the new Code of Conduct. Our aim is for our top 50 suppliers to endorse the new code by 2023, and all of our suppliers by 2025.

CHEMICAL/HAZARDOUS WASTE

We produce hardly any chemical or hazardous waste. Exceptions are batteries and toner, for which we have a special disposal process in place.

ENVIRONMENTALLY HARMFUL SUBSTANCES

We have never had to contend with discharge, chemical leakage, oil, fuel, or other environmentally harmful substances in our own operational processes. We do not have sufficient insight of the chain as a whole to report on it in this context.

SDG17: PARTNERSHIP FOR THE GOALS

17 PARTNERSHIP FOR OBJECTIVES

9 SDG17: PARTNERSHIP FOR THE GOALS

Collaboration is the key to success in any ecosystem. We are all reliant on one another and on our environment. Organisms that find ways to pro-actively gain from this reliance are the most successful – they have the ability to excel, plus in many cases, their success can also be beneficial to the other organisms involved. Reactive reliance translated into pro-active collaboration and shared success. That's collaboration as nature intended it.

WHAT WE STAND FOR

Conclusion's business philosophy is the ecosystem approach. Over the past few years, we have made targeted investments to help perfect this approach. The businesses in our ecosystem are unique and can operate independently in the market – their autonomy is something that we cherish. At the same time, we also invest internally to strengthen collaboration and cohesion, without any sourcing obligations. Collaboration needs to deliver for both parties. That way, we can strengthen one another and create value for our customers and for society.

Conclusion's Board helps to ensure that the foundation is good, solid, and governed as the law dictates, that the basic agreements are clear, but refrains from managing at the expense of autonomy. This helps to ensure business operations that are highly agile and resilient. We call it 'ecosystem by nature'. Our Manifesto outlines the way in which we integrate this into our organizational culture.

MANIFESTO PRINCIPLES

THE UNIQUE STRENGTH OF THE CONCLUSION ECOSYSTEM

AUTHENTICITY

Each company within our ecosystem has extensive **autonomy**, is responsible for its own relevance and purpose, and has a **unique proposition** in the market. The market recognizes every company within our ecosystem as an **authority** in its field.

ECOSYSTEM

Together, these businesses make up our ecosystem and reinforce one another. This is how we create **coherent** propositions. Conclusion is the market authority on these propositions.

COLLABORATION

Our ecosystem's success lies in our companies working **together** to help customers. This collaboration is based on strength. There are no forced shopping choices.

REMAINING AN AUTHORITY

Customer enquiries and **market and technological developments** drive our portfolio's content and continuous development. This is how we remain **up-to-date, cutting-edge,** and **relevant**. **Sharing our knowledge** ensures we support and promote this portfolio development.

HOW WE TREAT CLIENTS

Our **approach to our clients** ensures their resilience, agility, and distinctiveness as well as their digital future. We do this together with our clients.

WHAT WE DO FOR OUR CLIENTS

We achieve results in the areas needed by our customers to be relevant and future-proof. A solution from one of our businesses or an **integrated services package** – we combine our expertise in business, processes, change, and technology.

HOW WE TREAT ONE ANOTHER

We cherish the **uniqueness** of every individual and that of each company's own **culture**. We find commonality in our entrepreneurship, sense of responsibility, craftsmanship, and mutual trust. What makes us different makes us unique.

PROFESSIONALISM

We encourage and facilitate each other to take control and get the most from ourselves, share expertise, and achieve excellent **professionalism**. We always aim to excel and inspire! This is the motto within and beyond our ecosystem of businesses.

BUSINESS OPERATIONS

Our ecosystem is supported by joint strategies and policies, and a foundation for a range of business support services. Our management philosophy focuses on the **independence** of our companies and on **mutual cooperation**. We never run away from **challenges**.

9   SDG17: PARTNERSHIP FOR THE GOALS

WHERE WE'RE HEADED

The challenges that relate to sustainability, such as climate change, biodiversity loss, and protecting human rights in the chain, are not affected by national borders. There is no one country or one business in the world that is able to solve the challenges by itself. We must work together, more intensively than ever.

Working together from an ecosystem perspective is strongly integrated into our DNA. We do this very specifically when it comes to sustainability issues.

WHAT WE DO

We are taking a number of concrete measures in our internal and external collaboration:

- We initiate or participate in sustainability networks. This involves dialogue with customers, partners, suppliers, and other stakeholders on the concrete approach to sustainability issues. We translate these dialogues into practical implementation.
- We specifically seek out collaboration partners who can add expertise that we do not possess or do not have enough of. That way, we jointly make a greater positive contribution to society or sustainability goals.
- We donate knowledge and money to social initiatives, and expect nothing in return.

9 SDG17: PARTNERSHIP FOR THE GOALS

PARTICIPATION IN NETWORKS

We actively participate in sustainability networks and coalitions. Some examples:

- **The Anders Reizen coalition.** We have been a member since 2016. This alliance actively focuses on improving the sustainability of mobility. We organized a hackathon with Anders Reizen in September 2022 with the aim of developing five living labs that will lead to zero emissions in mobility and work by 2030. The concepts were presented at the Anders Reizen CEO event and businesses in the alliance committed to a living lab. Multidisciplinary teams will start work in 2023 on developing the living labs further.

- **MVO Nederland Grote Bedrijven Netwerk.** We have been a member since 2022. We actively take part in initiatives that are run by the network.

- **SDG Nederland community.**
  We have been a member since 2021.

- **Our most recent new membership is of the Anders Huisvesten coalition.** Anders Huisvesten seeks to promote sustainability in built environment. The coalition wants businesses and organizations to see their buildings as an essential tool in achieving their climate objectives in terms of CO_2 emissions, energy, circularity, climate adaptation, nature inclusiveness, and health.

9 SDG17: PARTNERSHIP FOR THE GOALS

DIALOGUE WITH CUSTOMERS

In sustainability dialogues with customers, we jointly seek out opportunities to offer our services more sustainably or use co-creation to devise solutions to customers' sustainability issues.

INITIATIVES FROM OUR ECOSYSTEM

SEEKING OUT OPPORTUNITIES TOGETHER

Some examples:

- Eneco, Blue Sky Group, Sempergreen, 3X3 Unites, Hot ITem Conclusion, and Conclusion Consulting came around the table together at Eneco World in Rotterdam to learn from one another and inspire and encourage one another on the following issues:

  - If you want to be a truly green organization, that mindset needs to embedded in your business culture. But how do you inspire employees?

  - And how do you convert good ideas into concrete actions?

- Furore Conclusion and D&A medical group BV arranged a round-table discussion on digital data exchange and the proposed Electronic Data Exchange in Healthcare Act (Wegiz). Led by the former minister for medical healthcare and sport, Bruno Bruins, guests discussed what the Wegiz will mean for hospitals.

INPUT FROM EMPLOYEES

Through targeted initiatives, we invite our employees to contribute ideas and to participate in sustainability initiatives:

- **Conclusion Cares network:** colleagues from our ecosystem meet on the first Wednesday of every month for an inspiring stand-up on sustainable enterprise.

- **Who Cares!:** the programme allows colleagues to claim an annual financial contribution to a social initiative of their choosing.

- **There is a physical ladder at all offices.** These were put in place to mark our achievement of level 5 on the CO_2 performance ladder. The ladder invites colleagues to contribute ideas that can help us to save even more CO_2.

9 SDG17: PARTNERSHIP FOR THE GOALS

INITIATIVES FROM OUR ECOSYSTEM

SEEKING OUT OPPORTUNITIES TOGETHER

Some examples from 2022 include:

- Conclusion Mediaan donated 5,000 euros to a number of initiatives requiring humanitarian assistance following the war in Ukraine. In addition, Conclusion Mediaan also arranged The Future is Now event. Conclusion Mediaan donated an amount to three organizations that are in line with Conclusion Mediaan's philosophy for every participant.
  - FairClimateFund
  - Centre against Child and Human Trafficking
  - Clean Air Taskforce

Yellowtail Conclusion was able to contribute to a refuge for 40 refugee mothers and children fleeing Ukraine. Yellowtail also financed a truck of relief supplies to be sent to Ukraine.

Conclusion Enablement is making time available for the utilization of employees' IT knowledge and expertise for a project that seeks to install and run local radio stations for large refugee camps in Africa. The radio stations are intended to serve as a source of distraction, entertainment, and information for refugees. This is consistent with SDG3 (Good health and well-being) and SDG9 (Industry, innovation, and infrastructure).

mediaan.
CONCLUSION

Yellowtail | CONCLUSION

CONCLUSION ENABLEMENT

SUSTAINABLE CHAIN PARTNERS

Sustainability is a principal selection criterion for new suppliers. In the chain, we work with suppliers who subscribe to our sustainability ambitions and who satisfy the minimum requirements of our code of conduct for sustainable enterprise. We engage in dialogue with suppliers in order to gain insight into the negative impact of the services and/or products that they supply to us and into the opportunities available to make them more sustainable.

DONATIONS OF KNOWLEDGE OR MONEY

We regularly contribute to good causes, participate in charitable events each year, and sponsor good causes by donating expertise and/or money.

From December 2021 to December 2022, the Conclusion ecosystem donated 265,000 euros to NGOs and good causes.

10

GOOD GOVERNANCE: ON ETHICS, PRIVACY, AND SECURITY

10 GOOD GOVERNANCE: ON ETHICS, PRIVACY, AND SECURITY

The times we are living through impose different priorities on modern business service providers than previous times did. At Conclusion, we are confident that our value is not determined by sales figures, but by what we offer our clients, employees, and society. We feel a sense of responsibility to provide our services honestly and sustainably.

We recognize and follow all applicable national and regional legislation, including tax obligations and competition rules. In fact, we go further than necessary. This is set out in our Business Ethics Code, which you can read below. This is a document underlying other documents; our Supplier Code of Conduct and parts of our Personnel Guide are based on it.

CORE PRINCIPLES

BUSINESS ETHICS CODE

Conclusion seeks to do business fairly and responsibly. This Business Ethics Code is based on the Universal Declaration of Human Rights, the Children's Rights and Business Principles, the UN Global Compact, OECD guidelines, and the conventions of the International Labour Organization (ILO). It outlines Conclusion's core principles and its expectations of the outside world. Conclusion fully complies with applicable legislation and keeps to internationally recognized environmental, social, and governance (ESG) standards.

FORCED LABOUR

Conclusion is convinced that forced labour has no place in our world. Conclusion does not tolerate any form of forced labour as defined by the ILO.

CHILD LABOUR

Conclusion does not tolerate child labour. Conclusion protects children from all conceivable forms of exploitation as set out by the ILO. We respect the UN Universal Declaration of Human Rights and the international terms and conditions of employment as formulated by the ILO.

NO DISCRIMINATION AND FAIR TREATMENT

Conclusion is committed to equal treatment of its employees and does not discriminate. Conclusion promotes equal opportunities in the recruitment of new employees, promotions, rewards, access to training, benefits, salary termination, and retirement. Unlawful grounds for discrimination include, but are not limited to, race, skin colour, gender, age, language, property, nationality, religion, ethnic or social background, disability, pregnancy, trade union membership, and political or sexual beliefs as determined by the ILO. All employees will be treated with respect and dignity. Mental or physical threats, abuse, punishment, any form of sexual harassment, and other harassment and intimidation are prohibited.

FAIR PAY, SALARY, AND WORKING HOURS

We comply with all applicable national and international legislation relating to labour and comply with the collective labour agreements that apply to us. Conclusion treats its employees equally and rewards them for the nature of the work and the quality and intensity of their efforts. Rewards for work meet the national legal standard and/or ILO conventions at a minimum.

HEALTH AND SAFETY

Conclusion ensures a safe, hygienic, and healthy workplace and good working conditions for its employees in accordance with all applicable legislation, ensuring reasonable access to drinking water and sanitary facilities, fire safety, and adequate lighting and ventilation at a minimum. Conclusion takes adequate precautions to prevent accidents and harm to the health of its employees.

FREEDOM OF ASSOCIATION

Conclusion recognizes and respects the right of employees to associate freely, to organize and bargain collectively, and to form or join trade unions and representative organizations.

INTEGRITY

Conclusion meets all applicable national and international legislation and strives to uphold all international integrity standards. Conclusion declares that it does business fairly and makes 'clean' decisions in which abuse of power, corruption, and bribery have no place. Conclusion avoids all corruption, money laundering, fraud, and any form of conflict of interest and is reticent when it comes to giving and receiving business gifts. The laws and culture of the countries in which Conclusion does business are respected. Conclusion takes steps to minimize the risks of corruption and/or abuse of power, in both the production and supply of goods, products, and services.

Conclusion also maintains a strict anti-fraud policy – fraud is not tolerated. We go to every effort to prevent fraud to the fullest extent possible. Fraud means any kind of deception or cheating intended to unfairly benefit yourself and/or third parties. Fraud includes acts such as falsifying invoices or other data, theft, claiming private expenses as business expenses, or unauthorized sharing of customer-related and other files and confidential information. There are also less obvious forms of fraud, including documents that have been dated incorrectly.

TRUTHFUL COMMUNICATION AND ADMINISTRATION

We are honest, careful, and complete in all of our communication and reports. We record all transactions in our books by following applicable procedures so that they are clear and verifiable by external auditors. We always record agreements in writing and keep to our commitments. We also keep to all purchasing, authorization, and approval regulations.

SECOND JOBS

In some cases, employees have paid or unpaid second jobs in addition to their jobs at Conclusion. Second jobs may only be accepted with the prior written consent of Conclusion. This applies to second jobs where the performance of that job may conflict with the interests of Conclusion (to include overwork or other adverse effects on performance).

SECURITY AND PRIVACY

Conclusion handles the (intellectual) property rights and personal data of customers and employees with care and in accordance with applicable legislation. Conclusion handles these data in accordance with the General Data Protection Regulation. Conclusion is transparent, honest, complete, and clear. Personal data and sensitive information will not be used for other purposes and/or shared with other parties unless agreed.

SUSTAINABILITY AND CSRD

In its operational processes, Conclusion complies with national and international legislation applicable to the industry in terms of environmental matters. Conclusion ensures that harmful environmental, health, and safety impacts and risks are kept to a minimum. Conclusion constantly and actively monitors and invests in eliminating and reducing the environmental impact caused by the services and products of the supplier.

PRIVACY AND SECURITY

Privacy and security within an ecosystem require a different approach than in an average business. We have nine principles that form the core of our privacy and security policy. We can measure each principle with one or more performance indicators, with periodic reporting to the group's board.

The nine principles cover the maturity of risk management, always complying with legislation, mutual relationships of trust, resilience, and the fact that Conclusion must serve as an example to customers.

A standard risk management methodology is available to help businesses in our ecosystem implement these principles. This is a uniform set of measures for identifying vulnerabilities, including the ISO 27001 measures and a standard method of mapping business processes. As we want to serve as an example to customers, all of these methods and documentation are open to the public and available on request. During one of the coronavirus lockdowns, we facilitated a series of digital lectures for Amsterdam University of Applied Sciences in order to highlight the core of this approach.

We also have a number of privacy and security services to help individual businesses in our ecosystem put their system landscape in order. These include technical services, such as a password manager and backup of information in office automation, as well as more organizational services, such as awareness training, workshops on Conclusion methods, Security Officer as a Service, and Security Supplier Management, which assesses all frequently used suppliers at regular intervals according to the applicable (public) Suppliers and Contract Management guideline.

Privacy and security officers exchange information and knowledge on new initiatives, incidents, and other topics on a monthly basis at a minimum. To safeguard the link to the outside world, we participate in the Information Sharing and Analysis Centre (ISAC) for the MSP industry (Managed Service Provider), in which participating businesses exchange information on current threats.

In addition, one of our privacy and security officers also participates in ongoing consultations between the government and industry on the current threat landscape on behalf of the MSPs. The National Cyber Security Centre facilitates these consultations.

PRIVACY-SENSITIVE INFORMATION

Aside from information about our own employees, we do not hold or process a large volume of privacy-sensitive information. We do manage systems on which customers process privacy-sensitive information, however. We manage the following privacy-sensitive information for our own operational processes:

- Information about employees
- Information about potential employees from recruitment
- Information from monitoring on the public website
- Information from customer contacts

There are defined retention periods for all types of information, which are enforced by our systems. Every business in our ecosystem has a privacy officer who is responsible for monitoring retention periods and works with our central data protection officer.

The field of privacy is in a constant state of flux, and we anticipate developments. As an example, we have replaced monitoring at www.conclusion.nl by Google Analytics with a more privacy-friendly alternative that is covered by European legislation.

Data leaks in 2022	
Reported to the Data Protection Authority	0
leaks that were serious enough to be reported to data subjects	2
minor data leaks, such as incorrectly sent e-mails and temporarily incorrectly assigned rights	10
requests for the right to be forgotten, of which completed	1 of 1 (by former employee)
Legal request for supply of personal data	1 (from a customer)

SECURITY-SPECIFIC

We have our cybersecurity risks under control. Remarkable situations, such as the situation relating to Log4J, were eventually resolved. A maturity scan by a third-party showed that we score well on detection and prevention.

Nevertheless, our ambition is greater than the current situation. Our special focus is on responses to incidents and recovery after a data breach. The necessary attention will need to be paid to this area during manager training, followed by a Conclusion-wide exercise.

The majority of businesses in our ecosystem have at least one information security certification. Ultimately, all of our businesses will need to be certification-worthy at a minimum. This will mean that our internal service provider, Conclusion Services, will need to be at the forefront in terms of maturity so as to serve as an example to other businesses and to our customers.

2022 showed that the ability to map vulnerabilities quickly is of utmost importance. This is why we are working with Amsterdam University of Applied Sciences (HvA) on a feasibility study into integration of a central vulnerability dashboard into an ecosystem. It should also be possible to use this system to quickly provide a feasible solution to businesses that do not yet undertake vulnerability monitoring.

The majority of businesses in our ecosystem have extensive monitoring in the office environment to identify all attempted breaches, phishing, and cryptolockers. In addition, a security operations centre monitors central office automation. Penetration tests are performed on this environment and on a number of critical customer environments at regular intervals.

Security in numbers	
Businesses with at least one cybersecurity certification	55%
Businesses with at least one cybersecurity certification, excluding pure consulting businesses with no customer data under management	75%
Businesses with vulnerability monitoring	55%
Number of successful cybersecurity breaches in 2022	0

CERTIFICATIONS AND RATINGS

ISO 14001

Conclusion meets the ISO 14001 standard. ISO 14001 is the internationally accepted standard with requirements for an environmental management system. The standard was developed by the International Organization for Standardization.

The environmental management system is used to develop environmental policy that matches the organization and to ensure that it is implemented.

CO_2 PERFORMANCE LADDER, LEVEL 5

Conclusion uses the CO_2 performance ladder. This is the ultimate sustainability instrument in the Netherlands for insight into and understanding of a business's energy consumption and CO_2 emissions. The ladder encourages businesses to reduce their CO_2 emissions. The system has five levels. As far as level 3, an organization handles the emissions from its own organization (and all projects).

At levels 4 and 5, the business is working to reduce CO_2 emissions in the chain. The entire Conclusion ecosystem is certified at level 5.

CERTIFICATIONS

There are a number of certifications held by businesses in the Conclusion ecosystem, relevant to the nature of the services that they provide. These include the following certifications:
- ISO 9001
- ISO 27001
- NEN 7510
- ISO 27017
- SOC2
- VCA**

There are also ISAE3402 type II reports.

ESG ASSESSMENTS

ECOVADIS

The overall EcoVadis score (0 - 100) reflects the quality of a business's sustainability management system at the time of its assessment.

We scored 50%, giving us bronze (a score of between 47 and 55%).

For us, this EcoVadis score means that:
1. Conclusion fits within the ESG-wide requirements for certification.
2. Conclusion scores comparably to or higher than 50% of the businesses measured by EcoVadis.

MJ HUDSON

Our investor NPM Capital reviews Conclusion's ESG progress on an annual basis. This is led by MJ Hudson. This review involves comparing us with other organizations in the industry. The most recent report showed that Conclusion pursues an ambitious ESG strategy with a focus on human and environmental well-being and collaboration and communication with external stakeholders. There is still potential in adding value to the ESG position by sharing it with customers, investors, and (future) employees.

TREES FOR ALL

In 2022, we donated 864 trees through the Trees for All programme (see page 76). In addition, we also planted 29,000 trees in the Conclusion Impact Forest and offset 809.4 tonnes of CO_2.

Bedankt voor jouw donatie
Conclusion

Aantal bomen:
29000

Periode: 2021

Dankzij jouw bijdrage kunnen we in Bergen op Zoom een bos planten en mensen bewust maken van het belang van bomen. Zo zorgen we samen voor een beter klimaat, meer biodiversiteit en gezonde leefomstandigheden voor iedereen!

Simone Groenendijk
Directeur Trees for All

Datum:
1 februari 2022

Certificaatnummer:
00ZZ0020-Z-211024

Bedankt voor uw donatie
Conclusion B.V.

Voor de compensatie van de CO2-uitstoot van

809,40 ton CO_2

Deze CO2-compensatie vindt plaats in ons gecertificeerde project in Mexico.
Bedankt voor jouw bijdrage aan een beter klimaat, meer biodiversiteit en gezonde leefomstandigheden voor iedereen!

Simone Groenendijk
Directeur Trees for All

Datum:
06 oktober 2022

Certificaatnummer:
220503