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FURTHERING PEOPLE FOR BETTER  
PERFORMANCE IN DO-HOW

# Sustainability Report 2023



# Table of Content

<b>Introduction</b>	<b>3</b>
Sustainability Strategy	4
Financials and key figures	5
<b>Sustainability embedded in our Service Offering</b>	<b>6</b>
<b>Ecovadis</b>	<b>6</b>
<b>Actions related to SDGs</b>	<b>7</b>
<b>Social Responsibility</b>	<b>13</b>
Career development & training	14
Furthering tools	15
Working conditions	18
Remuneration	19
Well-being	20
Equal treatment and opportunities for all	21
Social dialogue	22
Human rights	22
<b>Environmental Care</b>	<b>23</b>
<i>Scope 1: Direct emissions</i>	
<i>Scope 2: Indirect emissions from external energy suppliers</i>	
<i>Scope 3: Indirect emissions from the value chain</i>	
Mobility	24
Energy consumption	25
Circular economy	25
<b>Governance</b>	<b>26</b>
Anti corruption, Anti bribery & Fraud	26
Security (data & information)	26
Sustainable procurement	27
The Leadership Team & Board	28
<b>TriFinance Values</b>	<b>28</b>
<b>TriFinance Lexicon</b>	<b>29</b>





# 1. Introduction



### SUSTAINABILITY STRATEGY

TriFinance is on a mission to reinvent work by putting employees first — a key principle in our CSR approach. Placing the professional development of people ahead of profit, not because we defy economic principles, but because we firmly believe that when our people thrive, our company prospers alongside them. Motivated workers do a better job. We stand by “Economies of Motivation®”. This is why we put the development of employees (or “Me inc.®ers”) in the front and at the center of our company. Driven by their intrinsic motivation to grow as a professional, we seek to achieve a sustainable transition in how we approach work. We believe that satisfied and motivated employees lead to better performance and a growing business.

“Economies of Scale” is something of the past, we believe in the Economies of Motivation. Me inc.®ers are people who take their career into their own hands. Within our philosophy of ‘Furthering People for Better Performance in Do-How’, we enable hundreds of consultants to grow by offering them excellent projects, as well as guidance by mentors and coaches.

Leading by example, we inspire others towards sustainable development, by continuously reinventing our way of working with respect for the planet and society. We integrate social responsibility, environmental care and corporate governance into our business practices. We pursue socially responsible entrepreneurship, where our impact on people and the planet is just as important as our economic success.

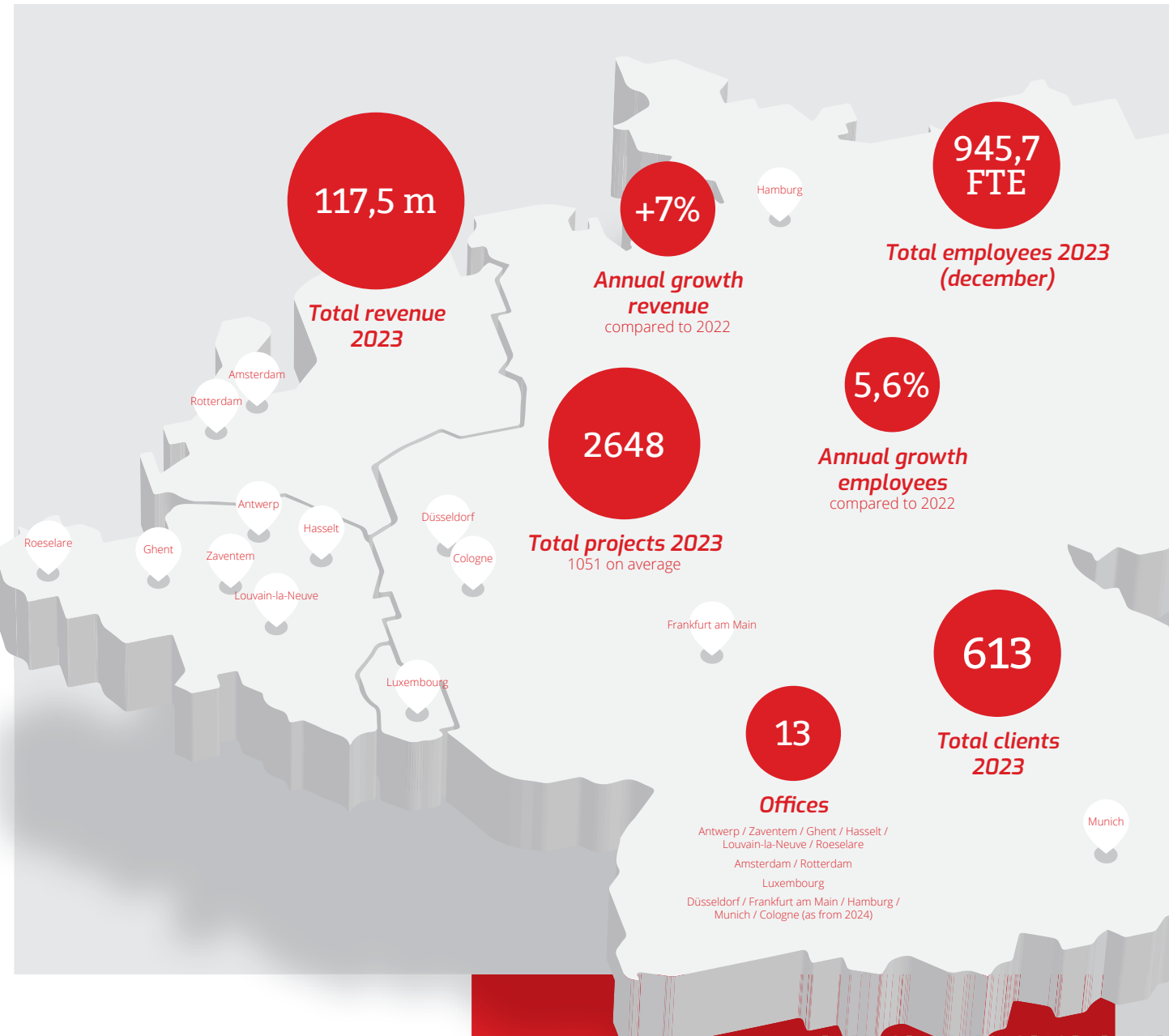


**FINANCIALS AND KEY FIGURES**

ParkLane Insight B.V. (PLI) is the holding company of the TriFinance group, consisting of the brands TriFinance, TriHD and TriTechnology. We are active in the market since 2002 and operate as an international network organisation, with presence in Belgium, the Netherlands, Germany and Luxembourg.

TriFinance distinguishes itself from other consultancies on the basis of a Do-How service philosophy. Our 'Do-How' services are focused on the (latent) need of the customer and range from support through Transition & Support, to providing pragmatic advice with accompanying implementation. In co-creation with our client, we define the specific need for which we create a customised hands-on solution. The combination of these services is unique to the market.

TriFinance offers a wide range of services in finance, human development and technology. Besides Transition & Support and Pragmatic Advisory & Implementation, we also offer Recruitment & Selection



## Sustainability embedded in our Service Offering

Companies will soon be required to disclose their ESG performance. Social, Environmental and Governance concerns imply potential future business threats. TriFinance assists companies with a combination of deep subject-matter expertise, industry knowledge, and pragmatic advisory & implementation approaches.

- » *Creating the right sustainability awareness*
- » *Helping companies with their integrated reporting (CSRD, EU Taxonomy, SFDR, ...) (for example performing a Quickscan and Fit-Gap analysis, mapping/designing processes and data model and defining a framework,...)*
- » *Running the Double Materiality Assessment to identify material ESG topics*
- » *Supporting ESG data management and implementing the right tool for ESG data collection*
- » *Performing Internal audit, internal control and risk management*
- » *Offering guidance through suitable grants for investments and plan*
- » *Offering ESG trainings and mentorship*

## Ecovadis

In Belgium and the Netherlands, TriFinance obtained its first bronze Ecovadis medal with a score of 56/100 in Belgium and 61/100 in the Netherlands. Ecovadis is a self-assessment tool to rank the ESG-performance of companies, based on four pillars: Environment, Ethics, Labour & Human Rights and Sustainable Procurement. We are currently in the 67 and 77 percentile of all management consulting firms, which means we are in the top 33 % and 23%.

In Germany we obtained a first silver medal in March 2024 securing a total score of 66/100, placing us in the top 13% among companies, with the highest scores in "Labour & Human Rights".



## Actions related to SDGs

TriFinance incorporates ESG principles into its business strategy and actively supports the Sustainable Development Goals (SDGs) through various initiatives. While TriFinance contributes to many of the SDGs, it does not address all of them. The extent of the company's impact on each SDG is represented by a star rating system. If an SDG is not included in the list, it indicates that TriFinance currently has no actions or initiatives aimed at contributing to that particular goal.

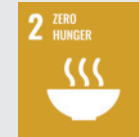
### Impact of TriFinance

- ★ *minimum impact through some initiatives*
- ★★ *impact even if it's not our main focus/target*
- ★★★ *high impact, main focus of TriFinance*



In January 2023 we wrapped up the initiative **TriDonation for asylum seekers** in Belgium. In December 2023 we organized **TriDonation for the homeless** in the Netherlands (Kledingbank Amstelland & Rotterdam). Colleagues donated their clothes, toys and other materials to asylum seekers (with donations to Red Cross and Fedasil). In Germany, employees organized the annual **TriDonation for Die Arche**, by preparing and donating Santa Bags to Die Arche — a non-profit organization that is particularly committed to improving the life of children from socially disadvantaged backgrounds.

By counting steps with the It's my life mobile app, our colleagues in Belgium, the Netherlands and Luxembourg earned **fitcoins** throughout 2023. With these digital coins, they bought vouchers for **De Warmste Week** and **Viva for Life** in Belgium and **Het GlazenHuis** in the Netherlands at the end of the year. In 2023, De Warmste Week focused on creating safe spaces for vulnerable children and young people — aiming to provide a secure and nurturing environment and carefree youth.



From May to September, employees in Belgium, the Netherlands and Luxembourg had the option to exchange fitcoins for **lunch box** vouchers to help children in poverty. The result was a donation of €2,000 EUR to Enchanté VZW in Belgium and €500 EUR to Nationaal Hulpfonds in the Netherlands.





**Fitcoins** are digital coins that employees can earn by walking, cycling or participating in sporting, educational and social activities. Via this digital currency, employees can buy products from our TriFinance marketplace. Options include items that help improve their fitness, participation fees for specific workshops about health and fitness, or donations to charity. Yet Fitcoins exceed merely triggering physical exercise. We want to stimulate people to have a healthy body and mind, which is why the Fitcoins app also includes webinars or active sessions on nutrition, breathing and sleeping.

In addition to the FitCoins app, TriFinance actively organizes **various events to enhance the mental and physical health of its employees**. In September 2023, World Cycling Day was celebrated across all countries where TriFinance operates, encouraging employees to bike to work and rewarding their participation with a special event at the workplace. Later in September, the Week of Happiness at Work took place in Belgium, offering employees a range of workshops during work hours, including yoga, running sessions, spinning classes, and healthy diet seminars, all aimed at promoting well-being in the workplace.

Additionally, various events and after-work gatherings are held year-round at all offices. These include activities such as football matches, padel sessions, running events, wine tastings, Christmas celebrations, and much more, all aimed at fostering a **positive working atmosphere and teambuilding**.

Our L&D platform offers formal online and classroom trainings. Representing a large part of the online training offer, the **GoodHabitz** catalog includes trainings on well-being, mental health, ethics, diversity and sustainability in general.



We co-guide Me inc.@ers on their furthering journey with a **comprehensive development cycle** that yields actionable feedback and actions to achieve professional and personal growth. This development cycle combines our self-developed BSK, LMI, PDP and PDE frameworks.

**BSK (Behaviour, Skills & Knowledge)** enables employees to identify their current professional maturity — based upon five predefined levels of expertise.

**LMI (Living Me inc.)** is a reflection tool to look ahead and identify your Destination. It is a gap analysis tool to define the actions needed to realize your ambitions.

The **PDP (Personal Development Plan)** covers the employee's long-term perspective and brings forth his or her personal mentoring, training and coaching needs.

The **PDE (Performance & Development Evaluation)** is a tool to reflect on your journey every half year. It is a moment to highlight successes, look for development opportunities and share feedback, opinions and ideas. >>







BaseCamp, the internal team that supports consultants on their furthering journey, is constantly aiming for the perfect match between the growth ambitions of consultants and client missions that will help achieve these ambitions. For impactful on-the-job follow-up, we introduced **flagging**: a system of short surveys that quickly pinpoint mismatches between missions and ambitions.

Our L&D environment (the **Me inc. Learning Platform** in Belgium, The Netherlands and Luxembourg and **Coursepath** in Germany) enables employees to learn in an efficient, effective way — always taking current business reality into account. Via these platforms, employees can explore formal trainings that contribute to their Living Me inc. (LMI) plan.

Dedicated to ESG expertise specifically, TriFinance developed a **Sustainability Learning & Development program** for all colleagues that combines online and classroom trainings, knowledge circles and masterclasses.



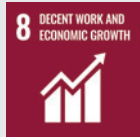
We strive for equal treatment and opportunities for all. With regard to Diversity, Equity and Inclusion, we have an active focus on growing towards an **equal male-female ratio** at all company levels. Our salary policy is based on skills, expertise and growth potential; we apply **equal pay** between male and female employees.

In addition to this, we have drawn up a human rights policy and Ethics state of conduct which applies to the entire organization, and includes a **non-discrimination clause**.



In Germany, TriFinance offers bottled Viva Con Agua water to visitors and employees — promoting the idea of clean water for everybody on earth. Viva Con Agua supports WASH-projects (Water, Sanitation and Hygiene), as well as training and education. By collaborating with many local and international partner organizations, **Viva Con Agua** reaches millions of people worldwide.





Putting employees first is at the heart of what we do and how we approach work. By **investing in employees** and creating a culture that focuses on their growth and well-being, we strive to create a positive work environment. We believe that satisfied and motivated employees lead to **better performance**, in its turn yielding business growth. We invest our profits into the development of people.



We strive for equal treatment and opportunities for all. With regard to **Diversity, Equity and Inclusion**, we have an active focus on growing towards an **equal male-female ratio** at all company levels. Our **salary policy** starts from skills, expertise and growth potential — avoiding inequality and bias assessment as much as possible. As such we apply **equal pay** between male and female employees.

We have drawn up a human rights policy and Ethics state of conduct which applies to the entire organization, and includes a **non-discrimination clause**.

Also during **recruitment** we actively practice an inclusive and diverse approach regarding age, gender, cultural diversity, educational background and language. We urge awareness among employees and request **feedback** from the workforce regarding our DEI approach.



We are reinforcing our commitment to reducing greenhouse gas emissions and promoting clean mobility by transitioning to the electrification of our fleet in Belgium, the Netherlands, and Luxembourg, with a focus on adopting electric vehicles to minimize our carbon footprint. We also promote the use of public transport to reduce individual car trips and support **sustainable transportation**. Additionally, we have a bike policy in Belgium and the Netherlands, encouraging bike commuting and providing options for leasing electric bikes.

Across all countries, we organize **"bike days"** on World Bike Day to encourage collective cycling to work, often rewarding participants with breakfast. Moreover, we foster cycling communities within our company, where colleagues meet weekly to commute to the office together.

TriFinance is implementing sustainability measures in our current **offices**, including reducing energy consumption, promoting waste management, and encouraging environmentally friendly practices among employees. For example, we installed solar panels at our Zaventem office and set up 10 dual charging stations.



## ACTIONS RELATED TO SDGS



In Belgium, TriFinance contributed to sustainable practices by donating old IT equipment to Out of Use, a specialized waste management company focused on material reuse and **recycling**. This donation not only promotes the recycling of valuable raw materials but also supports nature conservation in Flanders through a contribution to Natuurpunt. Our laptops, PCs, servers, smartphones, tablets, and HDDs contribute to expanding forest land.

Additionally, TriFinance donated used furniture from its Brussels office to various charitable organizations, including Convival, Lilot, and Compagnons Dépanneurs, giving the **furniture a second life**.

In February, we planted over 2,000 trees in the Flemish village Meerhout during our **TriForest** event together with Natuurpunt. We realized this collective effort in giving back to nature via the Fitcoins mobile app. Fitcoins are digital coins that employees can earn by walking, cycling or participating in sporting, educational and social activities. For every 100 fitcoins earned by employees, TriFinance added 2.5m<sup>2</sup> to our TriForest.

Early March, TriFinance conducted an internal **fundraiser supporting earthquake reconstruction** in Turkey and Syria. In just four weeks, we raised €1,880 for the Red Cross. The Leadership Team matched the collective amount, contributing an additional €2,500, resulting in a total donation of €4,380.





The initiative **TriFinance for Impact** establishes sustainable partnerships with NGOs who share our company values. We play our part in contributing to a better society by offering our services free of charge. Yet it's not just about pro deo support. Employees create positive impact by supporting small-scale social organizations or start-ups with their expertise, and leverage these projects to develop personally and professionally as well. In 2023, we launched such partnerships in Belgium with Apojo, Co-Searching, GoForrest, and 't hart voor iedereen. In the Netherlands, we launched a partnership with CBF.

Other above-mentioned structural SDG partnerships include projects with Out of Use, Natuurpunt, Viva Con Agua and Kinderhilfswerk.



## Social Responsibility

**Our philosophy leads to the “why and how” of sustainability at our company, with a key focus on social responsibility. Our company was founded on a unique idea — a strong vision that puts employees first. At TriFinance, all employees are Me inc.@ers: entrepreneurs of their own talent, skills and career. Their growth is our first priority. We call it ‘Furthering People for Better Performance in Do-How’.**

To us, “Economies of Scale” is something of the past. We stand by “Economies of Motivation®”: it is a well-known fact that happy and motivated workers perform a better job, which results in a win-win-win situation for employees, clients and our company. We support people in finding what intrinsically drives them, by giving them room to explore and develop. A focus on people before profit. Not because we defy the basic laws of economy, but because we are convinced that profit is a consequence of furthering people in our network. If our people grow, clients and our company will grow with them.

Economies of Motivation® are essential for a sustainable approach to work — and how we can reinvent work together. Not only does it lead to added value for our clients; it also allows our company to continue to grow. We are a fast-growing company that continuously extends this community of highly motivated Me inc.@ers. The potential of this idea in connection with the use of new technologies is enormous, and has led to our challenger position in the market.

This mission to reinvent work, driven by the Economies of Motivation®, explains why we focus intensively on the development and growth of people in our organization. Next to an extensive set of instruments to map, plan and realize the (aspired) competencies of individuals, this approach requires a safe and healthy workplace for employees — which surfaces in our Corporate Social Responsibility. We counter discrimination, aggression and inequality, and aim to achieve diversity in the workplace where inclusion is equally important. We continuously advance a sustainable HR policy (which we call “Human Development” or “Care”) that includes a vision on well-being with structural, long-lasting impact. Co-creation and collective creativity do not magically happen overnight; it starts from trust and leadership. This is fostered by an organizational structure that ensures lean units, where entrepreneurialism never fades and people operate closely to each other.



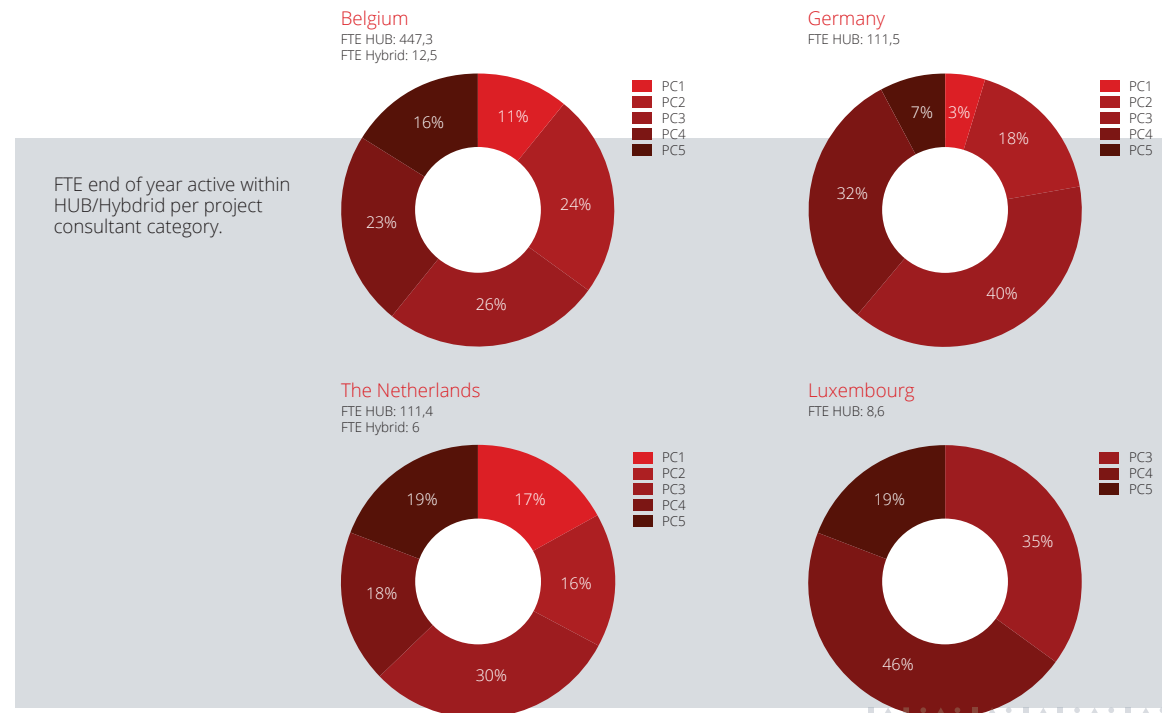
## Career development & training

Our purpose is 'Furthering People for Better Performance in Do-How'. We offer Me inc.®er's a professional environment that enables them to take their career into their own hands. A space where they are encouraged to define their own path. Our company supports this growth with thoughtfully developed tools that help employees map their current skill set, discover their ambitions and develop a plan to realize these goals — tools that are crucial building blocks for professional and personal development. Coaches, mentors and managers co-navigate with employees as they work towards their personal goals.

### CAREER ACCELERATOR

We act as a career accelerator to employees by offering them a place for fast and targeted personal growth. We know their ambitions, and create demand for client missions in line with these goals. In addition, teamwork within and between units and locations in our network organization is very important, as it broadens professional opportunities. We encourage Me inc.®ers to frequently lean on each other, by sharing knowledge, training, coaching, and mentoring. Our horizontal structure allows for professionals to move around and perform different client missions, giving them the opportunity to further themselves and their careers at an accelerated pace.

At TriFinance, we support you in exploring your own, individual career path. You are in the driver's seat. As your co-guide, we equip you with several tools to navigate your own way forward. Our HUB (consultants) have different job levels depending on different aspects, dividing them into 5 project consultant categories. Therefore we have a broad diversity in experienced consultant and career development opportunities. Colleagues with hybrid roles deliver both consultants' service as internal BaseCamp roles.



## Furthering tools

The Behavior, Skills and Knowledge (BSK) framework is crucial in our furthering philosophy. It enables consultants to identify their current Behavior, Skills and Knowledge at a detailed level. The BSK framework collects the building blocks that can be used to explore projects and career destinations.

The BSK framework supports the development of consultants in different ways:

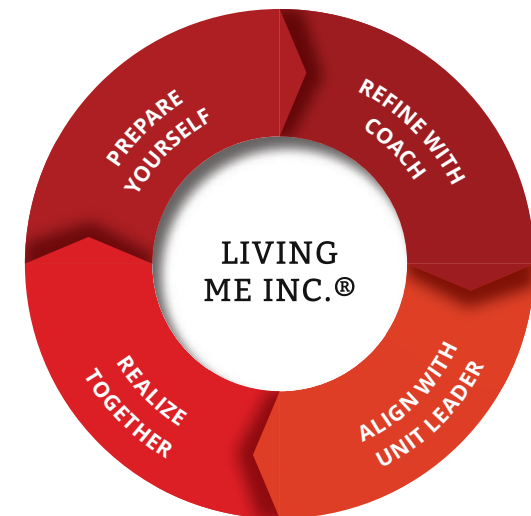
- » *Shaping multi-year career development opportunities*
- » *Accommodating mentoring & career coaching dialogue*
- » *Working supply-driven, based on your ambitions*
- » *Fueling formal training inspiration opportunities*

TriFinance facilitates the career development and growth of the employees by offering tools that go beyond classic competence management. This is what we call **Living Me inc.® (LMI)**.

**Living Me inc.® (LMI)** is a tool for consultants to reflect on and steer personal growth by exploring ambitions, composing a development plan and realizing achievements. How will a Me inc.®er move from their as-is towards their to-be situation? Career coaching can help employees to refine this plan. LMI follows a circular process, as growth is continuous and never-ending. Growth involves pursuing what you enjoy, what you're capable of, and what you desire.

Based on the BSK framework and LMI reflections about ambitions and career perspectives, a Me inc.®er is able to take the next steps towards his or her long-term aspirations. These multiple options for next steps are documented in a 'Plus Profile'. A **Plus Profile** combines a consultant's current skillset with his or her ambitions. Which skills or competencies do they want to deepen or broaden? These Plus Profiles are used by the internal BaseCamp teams to proactively create interesting missions for consultants.

The **BaseCamp Rolemapping (BRM)** should help realise the Operating Model and is designed to allow BaseCamp Professionals to work in Roles rather than in Functions. BaseCamp is the internal team and is the linking pin between the ambitions of our professionals (HUB) and the needs of our clients. They have the necessary expertise and experience in Finance, HD and / or Technology. Roles reflect the work that is organised, while Functions reflect the people who are organised. Roles are breaking the silos of traditional business organisation. In this way, integrated collaboration between our (main) areas of Care, Communication, Business Development, Legal, Finance and Systems to Support can be organised.



- » *My Achievements*
- » *Me About My Competences & Skills*
- » *Others About My Competences & Skills*
- » *Me About My Personality*
- » *Me About My Context*
- » *Exploring My Destination*
- » *How To Realize My Plan*



For BaseCamp Professionals it will serve several purposes:

- » *Facilitate ownership (Me inc®) with clear accountabilities and responsibilities*
- » *Create transparency for all BaseCamp Professionals*
- » *Shape career development*
- » *Fuel inspiration and Learning and Development*

Twice every year, all Me inc.®ers are invited to a **Performance & Development Evaluation (PDE)** talk — which is a two-way conversation between the consultant and his or her Care Manager or Leader. Together, they take a moment to reflect on the consultant’s journey in the past months, and share feedback, opinions and ideas. It is a format to create an open dialogue on personal growth and future career perspectives.

In addition to learning on-the-job during client missions and peer-to-peer knowledge sharing, our company offers a wide range of **formal training**. The Learning & Development side of our organization includes classroom growth in different fields such as Finance and Human Development, yet also offers topics such as well-being, sustainability or soft skills. In Belgium, the Netherlands and Luxembourg we facilitate our formal training offer via our own Me inc. Learning Platform, which includes tailor-made training adjusted to the needs of employees. In Germany we offer formal training via the Coursepath platform.

**HOW DO WE LEARN?**

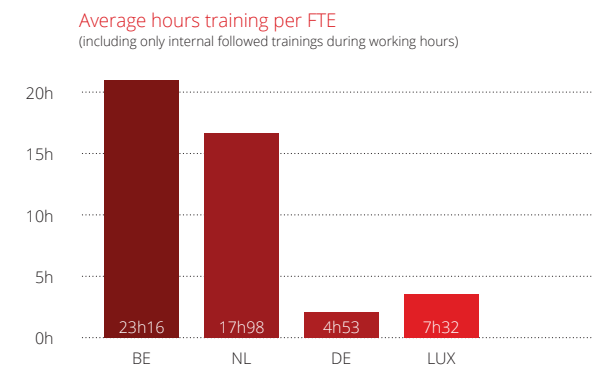
- » *70%: Projects (experience)*
- » *20%: Formal (training)*
- » *10%: Social (interaction with others)*

The "TriFinance Academy" is the company's internal institution for training and development programmes. The TriFinance Academy focuses on training courses in multiple areas:

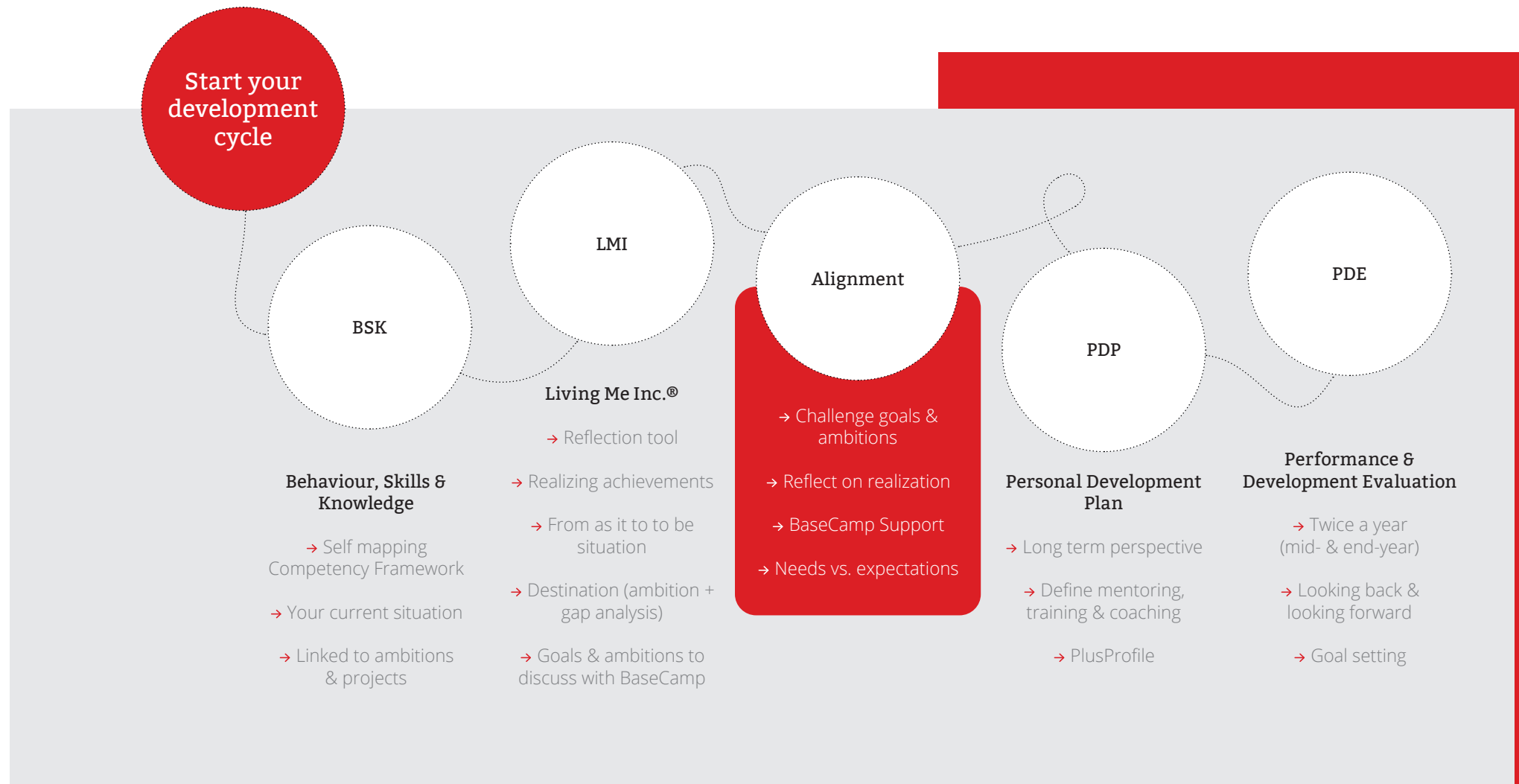
- » *Business Administration*
- » *User training for ERP systems*
- » *Business Intelligence, Excel, Power BI*
- » *Controlling*
- » *Project Management training*
- » *Legal and Compliance*

The TriFinance Academy also guides Project Managers and Senior Consultants in becoming trainers themselves. They train the experts and trainers of tomorrow by passing on their knowledge and experience to new team members during internally developed training courses and seminars. The aim of the Academy is both individual development, as well as the development and safeguarding of expertise in our organization. Training courses are conducted on a hybrid basis, i.e. on-site or remotely.

As a labor-intensive company, we generally see a risk in the shortage of skilled workers. As an attractive employer that puts employees first and creates excellent career and development opportunities, we face this risk with confidence. Our aim is to achieve a strategically advantageous position in the competition for talent and skilled labor.





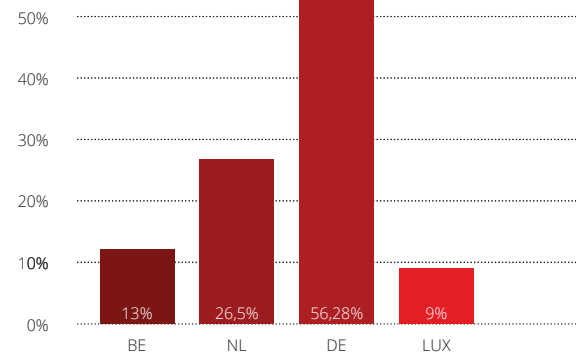


## Working conditions

We respect employee rights and employer obligations applicable in each country. We create working conditions for employees that go beyond legal requirements. Examples include:

- » *Voluntary remuneration and benefit models*
- » *Mobile working option*
- » *No fixed-term contracts for permanent employees*
- » *Equipment for workstations, offices and social areas*
- » *Drinks and snacks at the workplace, free of cost*
- » *A vibrant event calendar for employees*

Average telework done



Amount of parktime per consultants in Belgium  
4 hours quarterly



*Parktime refers to the four hours per quarter that a consultant can dedicate to reflection and contemplation beyond the Fastlane. This time is meant to focus on non-economic aspects such as context, quality, mentorship, enjoyment, ethics, politics, aesthetics, culture, art, and social responsibility.*



## Remuneration

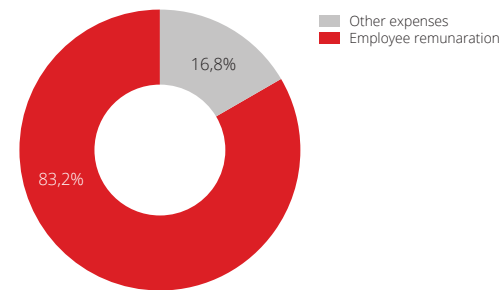
Remuneration is linked to role- and division-specific tasks and targets. Gross monthly salary is determined based on the responsibilities of the position, qualifications, and relevant experience. We have a job level classification system in place which is in compliance with the EU Pay Transparency Directive. We affirm that remuneration has been established without any discrimination based on gender or other protected characteristics.

Additionally, should any pay adjustments or bonuses be applicable, they will be communicated in a transparent manner and will be based on predefined criteria, in line with our commitment to equitable pay practices. Sustainability targets are taken into account indirectly, particularly in the case of managers, with a focus on social sustainability aspects. Variable remuneration is evaluated and authorized annually.

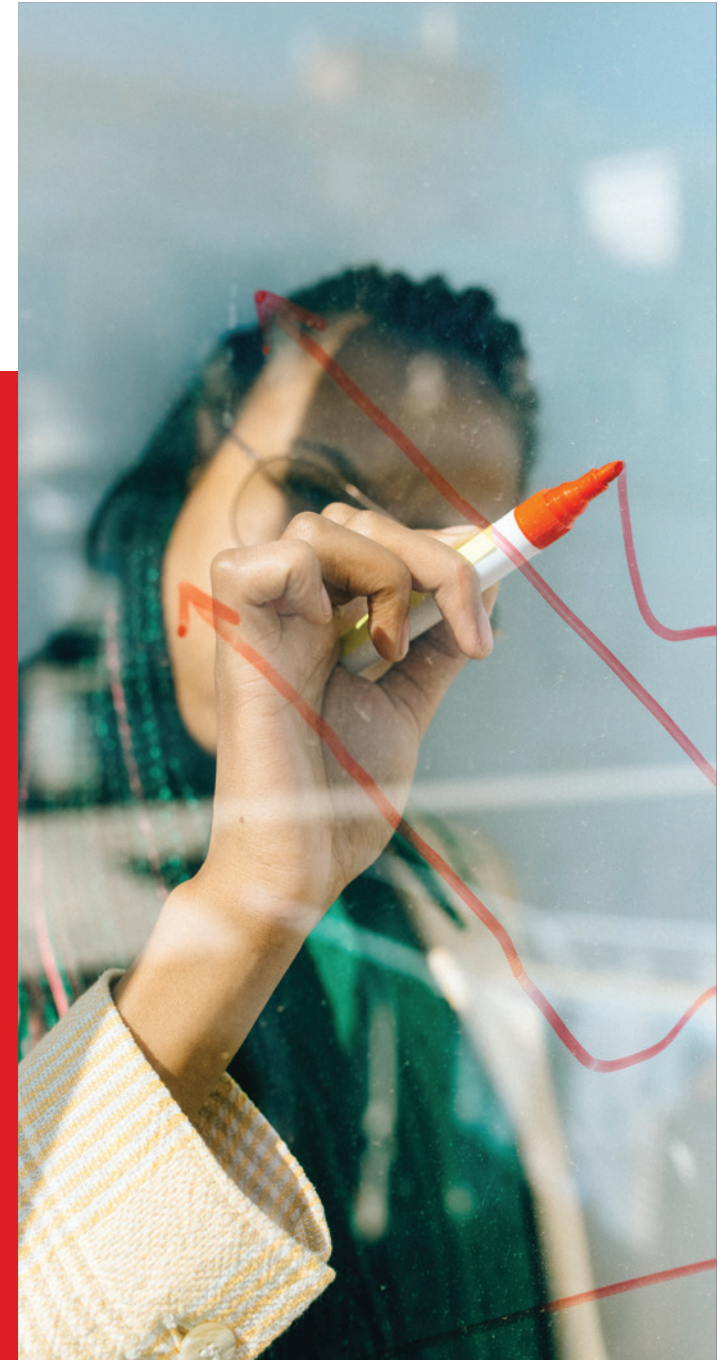
The variable component depends on the company's performance and is linked to individual, divisional and company-specific targets and results. The proportional variable component increases as people grow their professional maturity, competences and responsibilities. Benefits are available to all permanent employees, regardless of their roles and levels, including the company's contribution to a private pension scheme.

### Salary

Percentage spend on salary employees compared to all business expenses



*A significant portion of our total costs, specifically 83,2%, was allocated to employee remuneration. This figure reflects our commitment to attracting, retaining, and rewarding top talent across all levels of the organization. The remuneration costs include salaries, bonuses, benefits, and other incentives designed to ensure competitive compensation aligned with industry standards.*

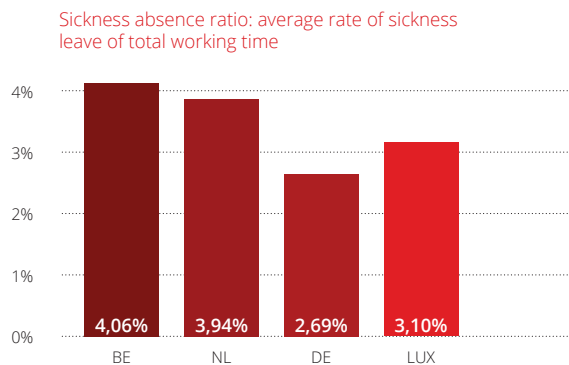
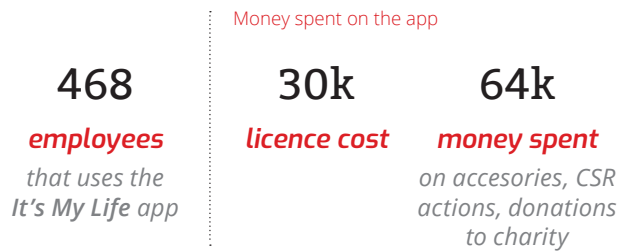


## SOCIAL RESPONSIBILITY

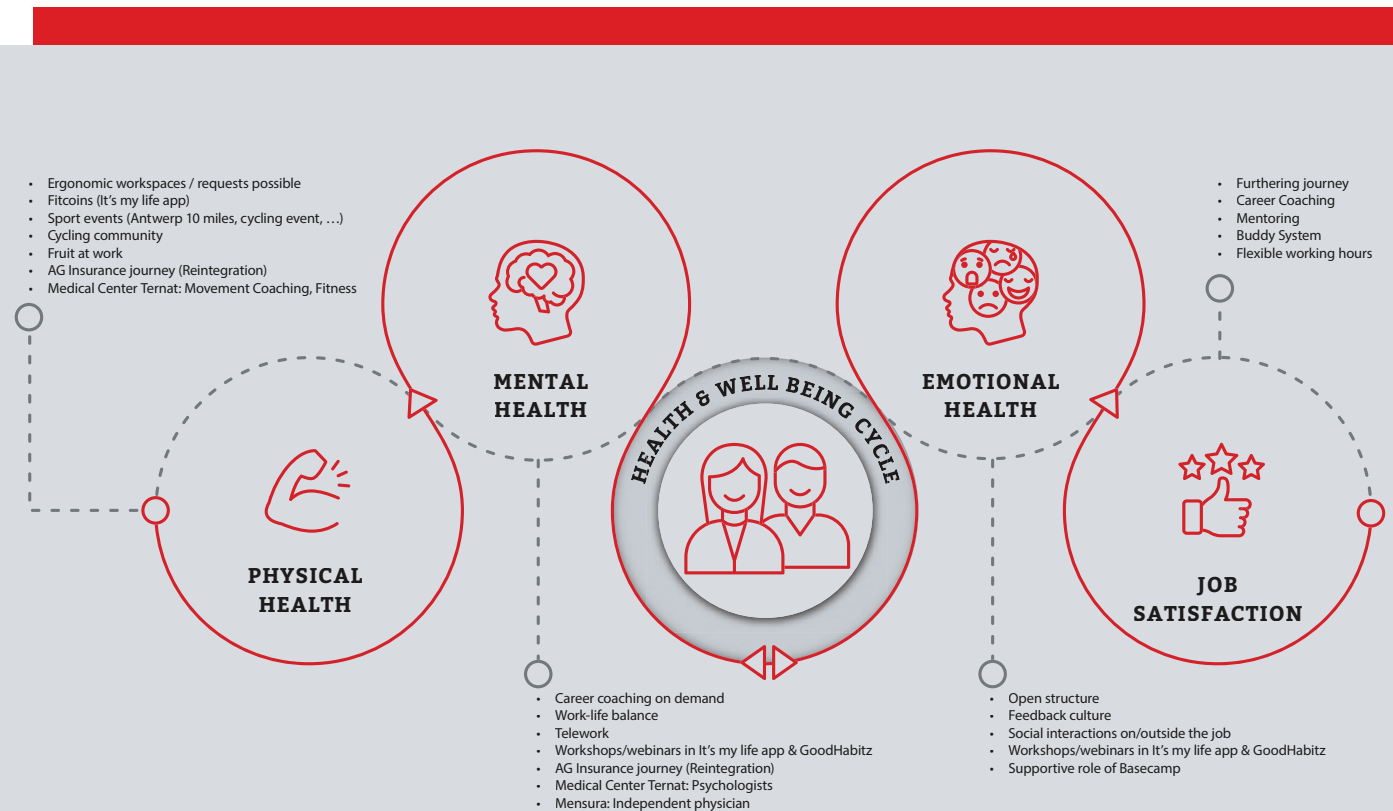
### Well-being

We focus on mental fitness and take a proactive approach to emotional health. TriFinance encourages a healthy lifestyle. Physical health is just as important as mental health. That's why we want to leave no room for stigma and continuously reinvent the way we work to ensure a healthy work-life balance.

We've introduced the "It's My Life" app across Belgium, the Netherlands, and Luxembourg, allowing our employees to earn "Fitcoins" by engaging in activities like walking, cycling, or participating in sports, educational, and social events. These Fitcoins, a form of digital currency, can be used to purchase products on the TriFinance marketplace, ranging from fitness-related items and workshop participation to charity donations. Beyond encouraging physical activity, our goal is to foster overall well-being, promoting both a healthy body and mind.



- » **Job Satisfaction** by meaningful work, opportunities to grow and development. A sense of purpose and a positive relationship with management and colleagues. (eg our furthering journey, Career Coaching, Mentoring, Buddy system, Flexible work hours,...)
- » **Physical health**, we foresee a safe and healthy workplace, access to healthcare benefits, ergonomic workstations, healthy food options and opportunities for physical activity (eg Antwerp 10 miles, Cycling event,...)
- » **Mental Health**, we foresee a positive work environment (flexible hours, telework,...), access mental health support (Mensura/AG Insurance), reasonable workloads and work life balance
- » **Emotional Health**, we offer a supportive work environment, opportunities for social interaction and access to resources for stress management and emotional support (e.g. open structure, feedback culture, workshops/webinars, role of BaseCamp to support,...)



## Equal treatment and opportunities for all

TriFinance champions diversity and inclusivity in the workplace, regardless of ethnicity, gender, sexual orientation, or religion. Our goal is to cultivate a culture free from prejudice, where all employees are valued, respected, and united. We prioritize diversity in recruitment and career advancement, fostering equal opportunities for all. Sustainable leadership and sustainable development of employees promotes a constructive atmosphere throughout the organization.

### » Diversity, equity and inclusion

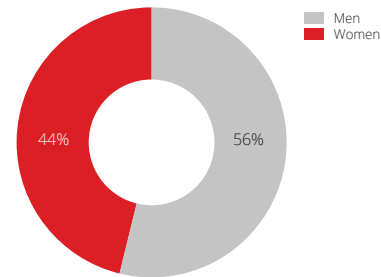
- Awareness
- Gender diversity
- Cultural diversity
- Age diversity
- Academic background diversity
- Language
- Equal payment

### » Inclusion young HUB

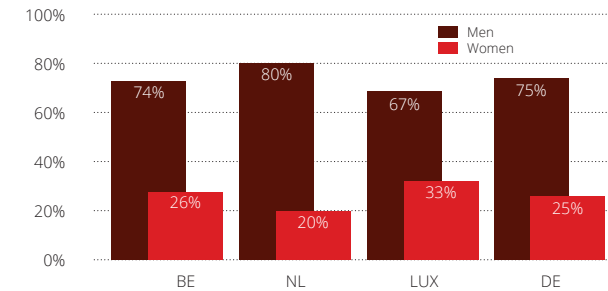
The Young HUB program at TriFinance is a two-year learning and development program for recent graduates, designed to help them discover and enhance their skills while accelerating their career growth.

In 2023, TriFinance had 27 male and 11 female leaders in top management roles across all countries. The Leadership Team, including C-level positions, consists of 5 male members.

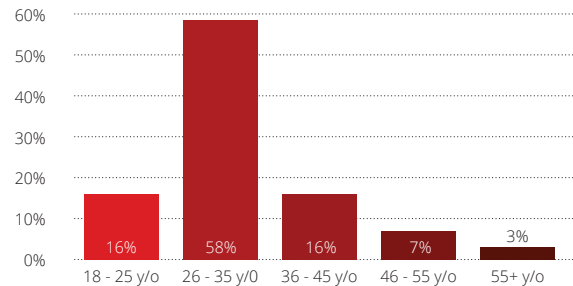
Percentage of woman-men ratio  
end of year in headcount



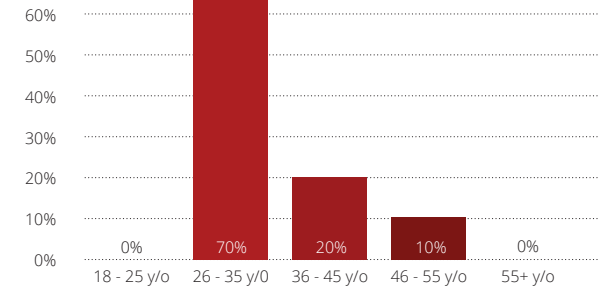
Percentages (average) of women-men ratio with management role  
(definition management role: XSU leaders both national and international & BCB leaders)



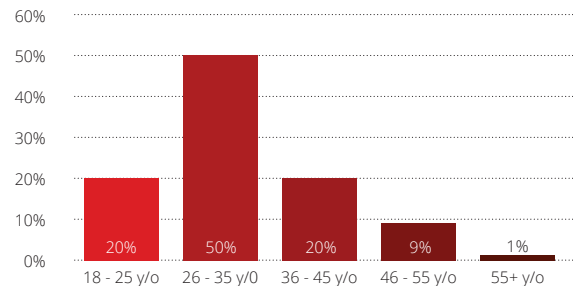
Age diversity  
Belgium



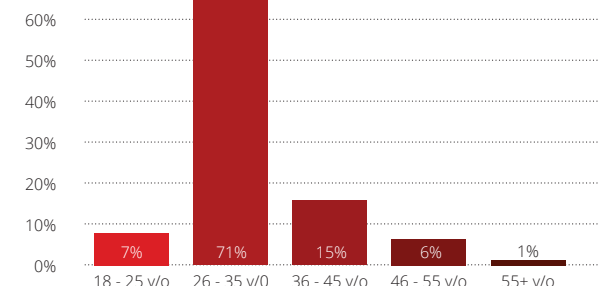
Age diversity  
Luxembourg



Age diversity  
The Netherlands



Age diversity  
Germany





## Social dialogue

Our company's most important stakeholder group are the employees. In line with our guiding principle "employees first", we seek dialogue with employees, and foster dialogue between employees via various formats and mechanisms:

- » *An annual company-wide employee satisfaction survey*
- » *Regular feedback meetings for ongoing customer projects and project completion feedback*
- » *Flagging: an internal mechanism for Consultants to internal teams to follow up on project satisfaction*
- » *Mentor-mentee meetings*
- » *Monthly or quarterly HomeBase meetings that gather consultants and the internal BaseCamp teams at unit level*
- » *A YIB or "Young Innovation Board" in Belgium, the Netherlands and Germany that consists of consultants who develop and implement innovation projects, in direct collaboration with the Leadership Team*
- » *Meet & Greets with members of the Leadership team*
- » *Teambuilding and other employee events that foster connection*
- » *Exit interviews with departing employees*
- » *Furthering tools for career development*

## Human rights

Our commitment to sustainable personnel development fosters a harmonious work environment and upholds international human rights standards. We swiftly rectify any flawed processes to ensure the well-being of our employees.



## Environmental Care

As a service company, our environmental impact is primarily driven by our fleet, offices, and IT supplies (Carbon Dioxide emission). Our main resource consumption comes from office operations, company car usage, and business trips. TriFinance is committed to further reducing resource consumption and greenhouse gas emissions. Despite being non-manufacturing, our activities still affect the environment. Our focus is on:

- » *Increasing the share of renewable energies*
- » *Electrification of the vehicle fleet*
- » *Increasing the recycling rate for waste*
- » *Reduction or avoidance of domestic flights*
- » *Maintaining flexibility towards and high rate of hybrid work*

# 1.

## SCOPE 1: DIRECT EMISSIONS

Scope 1 includes direct emissions from company owned and leased vehicles.

# 2.

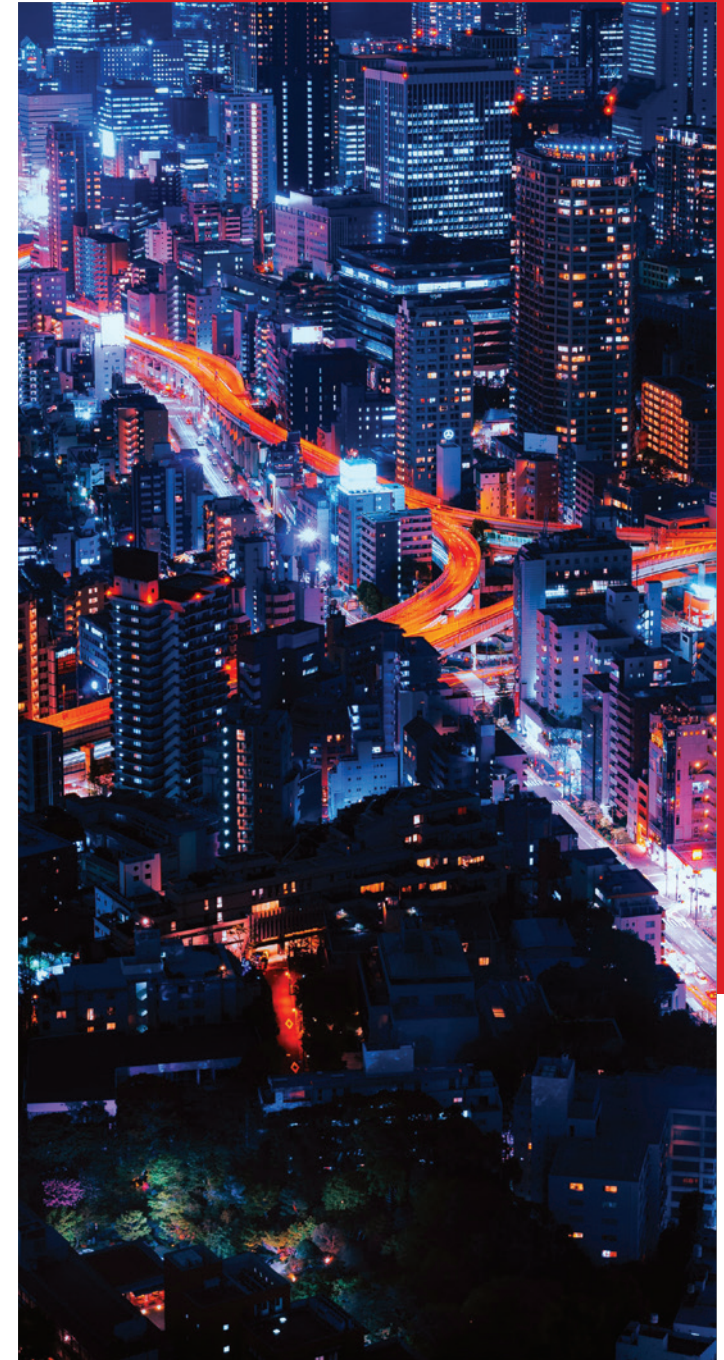
## SCOPE 2: INDIRECT EMISSIONS FROM EXTERNAL ENERGY SUPPLIERS

Scope 2 includes indirect emissions from purchased and consumed energy, such as electricity for office operations, heating, and air conditioning. The reported energy consumption refers to the energy consumed in our leased and owned office premises.

# 3.

## INDIRECT EMISSIONS FROM THE VALUE CHAIN

Scope 3 includes other indirect emissions from our value chain, i.e. activities that are not part of our ownership, and which we do not control. They include emissions from purchasing IT materials, disposing generated waste and emissions produced during business trips and employee commuting by private car or public transport.



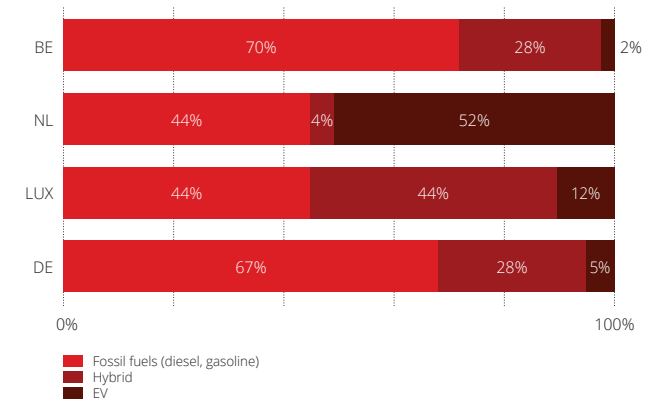


## Mobility

Business travel contributes significantly to global carbon emissions. As a responsible company, we acknowledge this and are committed to taking action. Optimizing our vehicle fleet is essential for reducing CO2 emissions (scope 1 emissions). We're actively transitioning from fossil fuels to sustainable, carbon-neutral energy sources. In line with this, we're creating a personalized mobility plan and accelerating the electrification of our vehicle fleet. We also provide options for leasing zero-emission cars or electric bicycles.

Our company is dedicated to green fleet management. Even if you have a company car, exploring alternatives is worthwhile. We strongly advocate for zero-emission options. Other transportation choices will be considered on a case-by-case basis. For instance, consultants can purchase public transport tickets for client projects and claim reimbursement. Additionally, we encourage biking to work whenever feasible, offering colleagues the option to lease electric bicycles. In addition, we actively encourage online meetings and mobile working to minimize travel requirements.

Percentage of total leased or owned cars by TriFinance: fossil fuel, hybrid and EV



TriFinance Belgium & The Netherlands will not purchase fossil fuel cars from now on.



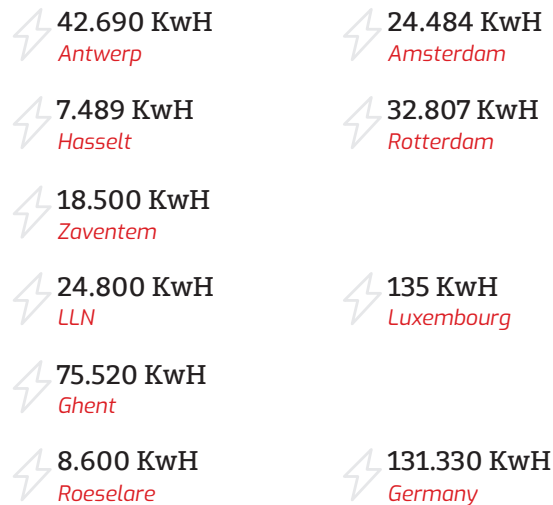




### Energy consumption

Creating a sustainable environment at all of our offices is a priority. Apart from the CO2 emissions from our fleet (scope 1 emissions), our offices also generate greenhouse gas emissions (scope 2 emissions). TriFinance is committed to enhancing energy efficiency and lowering GHG emissions through various measures, for example the use of motion sensors for office lighting

Energy consumption in all offices (total electricity & gas)



All offices: Düsseldorf, Frankfurt am Main, Hamburg, München  
 This figure is based on energy consumption of 2022

### Circular economy

Nature compensation gives substance to the concept of a "sustainable environment". This process enables us to compensate for emissions from our company's activities. Additionally, establishing sustainable waste management is key. We aim to minimize the linear production-to-waste principle and prioritize sustainable circular waste management. As a service company, TriFinance abstains from trading in material assets and does not purchase or utilize upstream raw materials.





## Governance

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We aim to achieve economic growth and continuous innovation. Reinventing the way we work is an ongoing process. Our company is organized in such a way that each department can rely on a high level of self-management in an overall horizontal corporate structure. Transparency and clear open communication are essential for inclusive engagement and building long-term relationships with both employees and external stakeholders.

### Anti corruption, Anti bribery & Fraud

The company uses group wide policies that cover corruption, bribery and fraud. These policies are accessible via the intranet of the company. In these policies the employees can find among others a definition of these kinds of acts as well as the process of how the company will manage any suspicion or finding of a possible violation of these acts. Next to these two policies, the Whistleblower policy contains the process of how people can report any possible misconduct within the company. Currently, we have not yet registered any violation or report under these policies.

### Security (data & information)

The company continues its ambition and therefore its investments in the area of cyber security to grow in this domain through continuous improvements. The strengthened security of our devices, network and offices will improve data and information security. The area of cyber security and data protection have been formalized in two dedicated roles, namely a CISO within the IT team and a DPO within the Legal team.



### Sustainable procurement

Since TriFinance is a service company and doesn't acquire raw materials or products, we haven't evaluated suppliers and partners in our supply chain for compliance with ESG criteria.

#### MATERIAL PROCUREMENT

The material procurement of goods consists mainly of the purchase of capital goods and the procurement of low-value assets. IT products are the main items to be mentioned in this context. The main additions are energy for the operation of office space, catering and hospitality services and the purchase of fossil fuels and electricity for the operation of the car fleet. These fuels are purchased at standard petrol stations and charging points. Company vehicles and some of the office equipment are leased assets. The electrification of the vehicle fleet is increasing the proportion of electricity, while the purchase of fossil fuels is gradually being reduced as a result.

The intangible assets consist mainly of the purchase of:

- » *External services from independent consultants*
- » *Rental of office space*
- » *Software and licenses*
- » *Business trips (transport and hotels)*
- » *Event services*

#### PROCUREMENT OF EXTERNAL SERVICES

Value is created primarily through the provision of services for client companies by our own employees. In some situations, independent consultants, known as interim managers, are also subcontracted to provide services. This is motivated by:

- » *Availability of own employees*
- » *Specific project requirements*

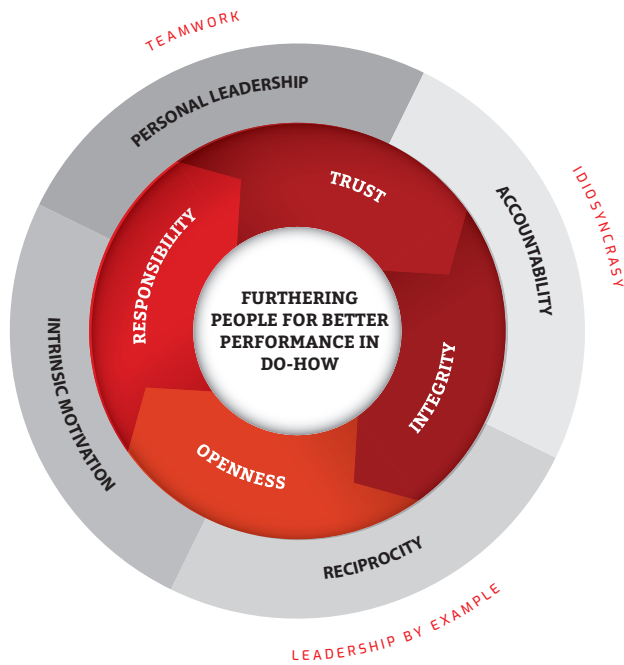
Interim managers are commissioned on a project-specific basis and undergo a careful selection process. This selection process consists of two stages. In the first stage, qualification profiles, including education, professional experience, industry experience, references and personal suitability, are reviewed and assessed internally. In the second stage, stakeholders from client companies check whether a qualification profile fulfills the project-specific requirements and expectations.



## The Leadership Team & Board

The board endorses the decisions and implemented strategy outlined in this report and fully supports the measures described. Should any sustainability issues arise, the board will seek the most effective solution.

*TriFinance Values*



# TriFinance Lexicon

TriFinance is a world of its own. We choose our own path, challenge the status quo, do things a bit differently. We even say things a bit differently. The TriFinance lexicon is an important guide in getting to know the company and our people-centered philosophy.

## BASECAMP

The internal team is the linking pin between the ambitions of our professionals and the needs of our clients. They have the necessary expertise and experience in Finance, HD and / or Technology. Our BaseCamp professionals have outstanding personal qualities, steering at 'furthering people' to create value for our customers. The term BaseCamp comes from professional mountain climbing. It's their task to help the climbers climb.

## BUSINESS UNITS | BLUE CHIP BOUTIQUES (BCB)

All Business Units are small entrepreneurial cells, each with its own focus and its unique expertise. Blue chip comes from the casino: it's the most valuable chip existing. We are not a big department store but a shopping street with high class shops. The current Business Units are:

- » *Transition & Support Business Unit: A Business Unit that aims at local and speedy business around temporary (mainly financial) profiles, to provide do-how through secondment.*

- » *Industry Business Unit: A Business Unit that focuses on a specific industry, i.e. public sector or banking/ insurance, to provide do-how through secondment and consulting activities.*

- » *Expert Business Unit: A Business Unit that focuses on a specific expertise or professional specialization, across industry, to provide do-how through consulting activities.*

## CAREER ACCELERATOR

A function of our CareerHub. A network organisation allows people to frequently borrow other people's brain (through knowledge sharing, training, coaching and mentoring), move horizontally, perform different missions, and further themselves and their career quicker than traditional organisations. The knowledge sharing network environment helps to grow and speeds up your career.

## CAREERHUB™

Our CareerHub™ is like an airport: professionals coming and going, seeking new destinations through fulfilling challenging finance projects. It's a working environment in which one can grow faster than in traditional businesses by creating an open atmosphere where questions can be asked and answered. In this environment people take their careers into their own hands towards their career destination.

## COACHING

Offering instruments of change in a co-creation set-up, in order to reach goals on a personal and/or professional level, through exploring, selecting and defining (next) steps in a career and support the realization by follow up, endorsement, encouragement, keeping focus and challenge.

## DESTINATION FINDER

A function of our CareerHub. Our working environment allows for a professional to explore his talents and take his career into his own hands. With the support of other professionals, in order to eventually find the job that really suits him best without any retention dynamics.



**ECONOMIES OF MOTIVATION®**

We place Economies of Motivation® above Economies of scale. Our professionals are free to take their growth opportunities in their own hands and work in an environment where they can discover and develop their skills, get space to think and act, accelerate their career, share knowledge and move around in our organization. This kind of working environment is enjoyable, inspiring and motivating. We listen, invest and trust our professionals. Go out there, discover new territories and grow! Make mistakes and learn! Just know when to ask for help.

**EXPERT SUPPORT UNITS (XSU)**

Our Expert Support Units are internal experts and have as main target to operationalize the our philosophy: Furthering People for Better Performance in Do-How. All Support Units work on ParkLane Insight level and support all Business Units. Currently we have the following support units: Care, Communication, Systems, Finance, Business Economics, Legal, Facility, Business Development.

**FROM INSIGHT TO REALIZATION**

Bridging the gap between know-how (consulting) and the actual implementation through do-how.

**FURTHERING PEOPLE FOR BETTER PERFORMANCE IN DO-HOW**

Helping people to grow on all levels (professional orientation, personality, maturity, skills, attitude, knowledge) leads to motivation, better performance, increased market value and satisfied customers. Furthering people is the why, the reason our company exists, and constitutes a win-win-win situation for the organization, the consultants and the customers. We believe that if our professionals grow, we grow with them.

**HOMEBASE**

Members from both Hub and BaseCamp from a specific Business Unit. This smaller group of peers will create a feeling of belonging, a feeling of home.

**HUB PHILOSOPHY**

Trifinance consists of a CareerHub™ with Project Consultants. It's like an airport: professionals, come and go, seeking new destinations through fulfilling challenging finance and consulting projects. It's a working environment in which one can grow faster than in traditional businesses by creating an open atmosphere. Our Hub Philosophy offers growth to our correspondents and doing so we act as a career accelerator and a destination finder, without a retention policy.

**KNOWLEDGE SHARING NETWORK ORGANIZATION**

The knowledge sharing network organization is our cooperation model. It is built on reciprocity: if you put things in the network, you will receive things from the network, but you don't know when, from whom and which things. A knowledge sharing network organisation is an organisation with the mental (space, openness, trust) and the material (communication, training and other tools) conditions for knowledge sharing, which makes the network more intelligent. Knowledge sharing network organizations are better equipped for the present and the future. They are agile and thrive in times of change, stimulate motivation and teamwork and thus lead to collective creativity and better performance.

**LEADERSHIP**

Taking people to places they did not know they wanted to go, by setting the example, challenging and stimulating teamwork, giving room and direction, making people accountable, building in feedback opportunities and being open for dialogue and personal learning opportunities. Leadership inspires and does not restrict.

**LIVING ME INC.®**

A tool for knowledge sharing and personal development within the company. It both increases the intelligence of the network and insight into one's own ambition and development. The application is integrated in the processes of Intake, On-board and Exit, as a vital tool for Me inc.®ers.



This tool is a way to reflect on and steer your professional growth by realizing and sharing your achievements, exploring yourself and composing your plan. This plan will give you the opportunity to seek coaching and has to be aligned with the company.

#### **ME INC.®**

A specific kind of professional that is not an asset or resource, but an entrepreneur of his own talent, skills and career. He sees himself as a 'brand' of which the value should continuously increase through value creation. He wants to learn and can seek guidance/coaching. The professional has the space to make his own choices independently in order to further develop those skills and seek application, inside or outside the organisation, whilst sharing his learning along the way.

#### **MENTORING**

'Furthering people for better performance' by learning and guidance on the job. The mentoring is project related in order to increase competences. Mentoring can focus on hard and soft skills. Therefore several type of mentors are possible: technical, external, Business Consultant, Business Manager, other consultants ... By increasing competences, mentoring will lead to better performance.

#### **ONE THING MORE**

The extra mile delivered to the customer by highly dedicated individuals, as a consequence of the Economies of Motivation®.

#### **PARKTIME**

Time to think and reflect on extra-economical dimensions outside the Fastlane: context, quality, coaching, pleasure, ethics, politics, aesthetics, culture, art, social responsibility ...

#### **FASTLANE**

The economical dimension of the company: commercial and operational work for clients, i.e. high quality sales and project delivery.

#### **PEER GROUP PROGRAM (PGP)**

Peer Group programs are created to stimulate knowledge sharing on different topics. The SPOC programs of Care, Communication and Business Development are examples of these Peer Group Programs.

#### **PERFORMANCE AND DEVELOPMENT EVALUATION (PDE)**

The Performance & Development Evaluation (PDE) is a one on one moment with your Leader and/or Care Manager, where we invite our Hub / BaseCamp to take a moment to reflect on their journey during the past year and share their feedback, opinions, and ideas. Together, we will highlight the successes we are both proud of and look for development opportunities in line with your BSK and LMI.

#### **SERVICE PHILOSOPHY**

Our business proposition, the way we go to the market. A new combination of secondment/staffing (capacity) and consultancy (know-how), realized by experienced individuals who combine deep industry experience with conceptual and methodological knowledge.





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TriFinance Belgium NV/SA

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**TriFinance**  
BEYOND ADVISORY