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# 1. Introduction



### SUSTAINABILITY STRATEGY

TriFinance and TriHD are on a mission to reinvent work by putting employees first — a key principle in our CSR approach. We place the professional development of people ahead of profit, not because we defy economic principles. We do so because we firmly believe that when our people thrive, our company prospers alongside them. Motivated workers simply do a better job. It's what we refer to as 'Economies of Motivation®'. It is the reason why we put the development of employees (or 'Me inc.®ers') front and center in our company. Driven by their intrinsic motivation to grow as a professional, we seek to achieve a sustainable transition in how we approach work.

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 with room for professional growth, as well as guidance by mentors and coaches.

Leading by example, we inspire others towards sustainable development, by 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 intrapreneurship, where our impact on people and the planet is just as important as our economic success.

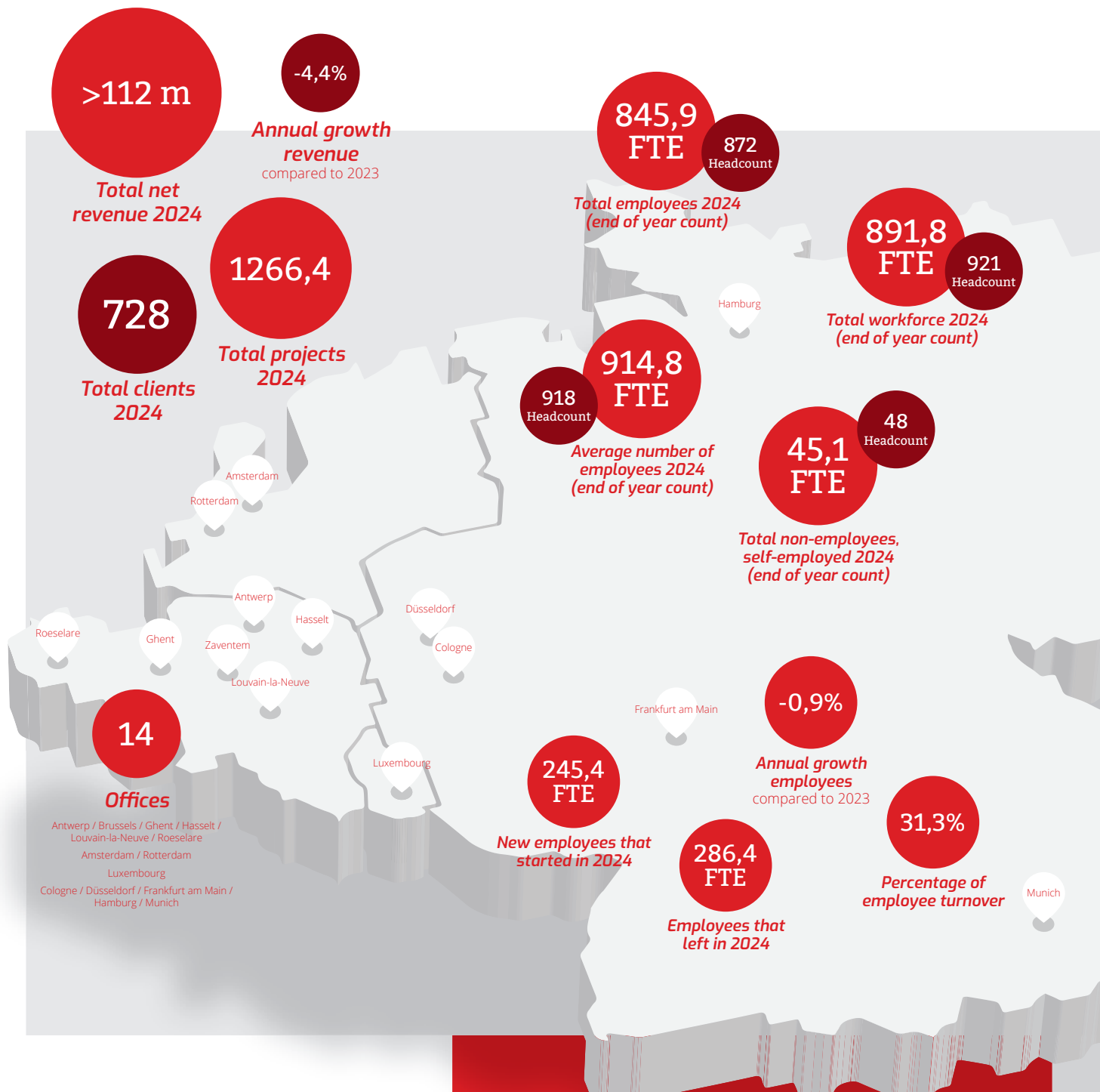


## FINANCIALS AND KEY FIGURES

ParkLane Insight B.V. (PLI) is the holding company of the TriFinance group, which includes the brands TriFinance and TriHD. Throughout this report, we will refer to PLI as the holding company of 4 operating companies in Belgium, The Netherlands, Germany and Luxembourg. We have been active in the market since 2002 and operate as an international network organization, with presence in Belgium, the Netherlands, Germany and Luxembourg.

We distinguish ourselves from other consultancy organizations with our Do-How service philosophy. These 'Do-How' services are focused on the (latent) need of the customer, and range from intelligent capacity support via our Transition & Support services, to providing pragmatic advisory support 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 and TriHD offer a wide range of services in finance, human development and technology. Besides Transition & Support (T&S) and Pragmatic Advisory & Implementation (PA&I), we also offer Recruitment & Selection (R&S) services.





# Sustainability embedded in our Service Offering

Social, Environmental and Governance concerns imply potential future business threats for our clients. Parklane Insight assists companies with a combination of deep subject-matter expertise, industry knowledge, and pragmatic advisory & implementation approaches.

The compulsory framework on ESG reporting is a game changer in the corporate world. The TriFinance ESG team, active in all countries, is deeply involved in navigating through complex rules, guidelines and implementation practices.

While the impact on most companies is significant, the advantages are clear: improved data quality, the adoption of a standard framework, and assured audit compliance across all directives. Sustainability goes beyond reporting, it initiates a journey towards transformation. We support our clients foremost within the CSRD, EU Taxonomy and the SFDR frameworks.

## HOW WE CAN SUPPORT YOU

To assist organizations in this transformation journey, we provide extensive expertise in sustainability services. This is how we can support you:

### 01. Awareness creation

Create the right awareness regarding the new sustainability landscape and the impact it will have on your organization.

### 02. Double Materiality analysis

Run a Double Materiality Assessment (DMA) to identify and assess material topics (impact materiality and financial impact) and define strategic implications.

### 03. Quickscan & fit-gap analysis

Perform a fit-gap analysis and a high level data availability & quality assessment, to develop a specific (per applicable KPI) action plan.

### 04. Framework building

Create new or describe existing processes that lead to compliance with the disclosure requirements. Map/design processes and a data model and define a framework, including detailed work instructions per owner (CSRD, EU Taxonomy, CSDD and SFDR).

### 05. Process design, data modeling & dashboarding

Capture and integrate relevant data in a central model to support the ESG reporting with dashboards and reports.

### 06. Internal audit, internal control & risk management

Identify and assess key ESG risks, develop and implement an ESG internal control framework in line with COSO requirements and perform high impact internal audits addressing emerging ESG risks.

### 07. Integrated reporting

Prepare and write your sustainability report and become compliant with the sustainability frameworks.

### 08. Grants advisory

Provide guidance with all suitable grants for your investments and plans.





## SUSTAINABILITY

### Sustainability Conference

On 14 March 2024, TriFinance hosted 90 attendees during TriFinance's first Sustainability Conference at Living Tomorrow in Brussels. Titled 'From Compliance to Transformation', the conference focused on topics beyond upcoming reporting obligations. A mix of TriFinance speakers (Mario Matthys, Expert Practice Leader ESG, and conference host Gaëlle De Baeck, Sustainability Lead) and external speakers (Fredré Ferreira, Leader on Governance at EFRAG, and Mercedes Sanchez Varela, Board Member ChapterZeroBrussels and Senior Advisor ESG, Climate reporting & EU Climate Policy @FIPRA EU affairs) underlined the importance of putting the complex ESG narrative into strategic perspective. Next to the plenary session, six internal ESG experts guided the attendees through specific business challenges during three interactive break-outs.

### Ecovadis

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. Our biggest focus as a consulting company lies within the pillars of Ethics and Labour & Human Rights.

In February 2024, TriFinance earned its first bronze Ecovadis medal in the Netherlands with a score of 61/100, placing us in the top 23% of consulting firms. The following month, we achieved our first silver medal in Germany with a score of 66/100, ranking in the top 13%. Additionally, TriFinance and TriHD Belgium secured a second bronze medal with a score of 60/100, positioning us in the top 29% overall.



## Actions related to SDGs

We incorporate ESG principles into our business strategy and actively support the Sustainable Development Goals (SDGs) through various initiatives. While we contribute to many of the SDGs, we do 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 Parklane Insight 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



With TriDonation we commit to giving something back to our local communities.

In January 2024 we wrapped up the initiative **TriDonation** in the Netherlands. Colleagues donated their toys and other materials to the 'speelgoedbank' in Amsterdam and Rotterdam.

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.

In Belgium we partnered with **City Pirates**, by collecting school and sports items for their second-hand shop. City Pirates is a social football project located in Antwerp that mentors over 1.600 young people who live in challenging environments. They empower youngsters via inclusive football programs that help grow social cohesion and personal development.

By counting steps with the It's my life mobile app, our colleagues in Belgium, the Netherlands and Luxembourg earned **fitcoins** throughout 2024. With these digital coins, they donated to different good causes by buying charity vouchers.



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 to Enchanté VZW in Belgium and €500 to Nationaal Hulpfonds in the Netherlands.





Acting as a ‘Career Accelerator’ and ‘Destination Finder’ is strongly embedded in our philosophy. Fitcoins, e-learning initiatives, books & podcasts: they all benefit physical and mental health. We contribute to a healthier, happier and more productive workforce by offering a holistic approach that prioritizes well-being from prevention to reintegration. We implemented different initiatives: career coaching, mentoring, fitcoins, E-learning, breathing techniques, recommended books and podcasts. We have developed a **well-being page** on our internal intranet to embrace and promote professional and personal well-being.

In each country, we have designated **trust persons** who serve as confidential colleagues. They are available to support all Me inc.@ers by providing a safe space to discuss sensitive matters, enhance mental well-being, offer guidance for professional development, and serve as a sounding board during challenging situations or incidents.

Our recent ‘**Mentoring meets Training**’ intervention focused on building connections in our community of mentors and trainers, and supporting them in their role towards mentees and trainees. On 21 March 2024, about 60 mentors and trainers shared an interactive evening in Belgium during which they exchanged insights and sharpened their soft skills. After sharing food, the group got an update on internal mentoring and training initiatives, followed by a workshop from LUDO. LUDO introduced actors and improvisational theater to activate mentors and trainers in building conversation skills — a key competence to support and challenge their mentees and trainees.

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

**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/TriHD 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.

Alongside the Fitcoins app, TriFinance/TriHD actively promotes employee well-being by organizing a wide range of initiatives that support both mental and physical health. Throughout the year, all offices host various sports events and after-work gatherings, including football matches, padel sessions, running and cycling events (such as the Antwerp 10 Miles), hockey tournaments, and more — all designed to foster team spirit and create an energizing work atmosphere.

In Belgium, for example, we held ‘Fit On Wheels’ training sessions at three TriFinance/TriHD locations between April and June. These personalized sessions reflect our strong commitment to building a healthy work environment and investing in the overall wellness of our people.





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 and includes mentoring on the mission and coaching for leadership development — both integral parts of our operating model.

- » 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 **Course-path** 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 training that contribute to their Living Me inc. (LMI) plan.

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



Parklane Insight proactively aligns with the upcoming **EU Pay Transparency Directive** by reviewing our pay structures, conducting gender pay gap analyses, and strengthening transparency in remuneration practices. We are committed to fostering fairness, equity, and equal opportunity across our organization.

Therefore 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.

We're proud to report that our **pay gap** numbers (which indicate the difference in salaries between men and women, and promotes pay equity) score significantly below the European average.

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.



Our company has adopted a **DEI (Diversity, Equity and Inclusion)** policy. Overall, such a policy is about making sure every Me inc.'er has a fair chance to grow and succeed, and includes formats like training to prevent discrimination or policies that promote fairness in hiring and internal mobility. We have five focus areas: intake, onboarding, learning & development, performance and reward management and employee relations.

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.

Taking an inclusive stance as a company also means embracing **language inclusivity**. In Belgium, where Dutch and French-speaking Me inc.'ers collaborate, the DEI workgroup encourages using English whenever non-native speakers are part of the conversation. This ensures that everyone feels included and valued. It's our common responsibility to raise awareness and help colleagues to put this principle into practice when this minimum standard is not reached. We want this message to resonate with all our colleagues working across language borders, not just in Belgium. All colleagues are encouraged to be mindful and considerate by switching to English in mixed-language settings.

Our **Job Levels framework** for consultants drives fairness and equal opportunities for all employees. As such, the framework forms an important building block in our DEI (Diversity, Equity and Inclusion) practices. It recognizes your professional maturity with objective parameters, offers transparency about what's expected from you to grow in your career, and how your recognized maturity links with your salary. This transparency supports our commitment to building an inclusive and transparent workplace.







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. Since July, no fuel cars have been leased by TriFinance, where the focus on full electrification has been set. 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.

In Belgium we looked at the possibility to implement a **mobility budget** to foster alternatives for transportation instead of leasing a company car. This will be further developed in 2025. Hereafter we will explore this for employees in the Netherlands as well.

We are implementing **sustainability measures in all of our 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 ten dual charging stations.

In Belgium, we organized a **cycling event** to encourage collective cycling to work. This was a family event where colleagues could bring their loved ones. Moreover, we foster cycling communities within our company, where colleagues meet weekly to commute to the office together.



As a company, we are committed to minimizing our environmental footprint by reducing waste and promoting sustainable practices. We actively sort all waste to ensure **proper recycling and disposal**, and we encourage employees to recycle soda cans and bottles while opting for reusable alternatives, such as drinking from glasses instead of disposable containers. These everyday actions support our broader goal of creating a more circular and environmentally responsible workplace.

In Belgium, Parklane Insight 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.



In February 2025, we planted over 2,000 trees in the Flemish region Liedekerke 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 during 2024, Parklane Insight added 2.5m² to our TriForest. The event itself is a family event where colleagues could bring their loved ones.





On March 14, 2024, TriFinance hosted a Sustainability Conference in Brussels, bringing together clients, business leads, and industry experts to explore the evolution of sustainability from regulatory compliance to transformative action. This event served as a platform for sharing insights, fostering collaboration, and inspiring sustainable innovation across sectors.

For every external guest who attended the conference, TriFinance made a donation to the **seagrass meadow restoration project** in Loch Craignish, UK. A total of 57 donations were made. Seagrass meadows are vital underwater ecosystems that support marine life, store carbon, and protect coastal environments. Through our contributions, we supported the restoration of these critical habitats, reinforcing our commitment to ocean health and climate resilience.



In April, our T&S Louvain-la-Neuve team joined a corporate football tournament organized by **WAPA International (War-Affected People's Association)**. WAPA works to prevent the recruitment of child soldiers and supports their reintegration into peaceful communities. By participating, we supported WAPA's mission and helped raise awareness for child protection in conflict zones — reinforcing our commitment to peace through sport and the promotion of peace and strong institutions.



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 2024, we launched such partnerships in Belgium with Apojo, Co-Searching, GoForest, Rising You, Capital VZW, JINC, FIX and ondernemers voor een warm België (OVWB). 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 Kinderhulpswerk.*





## Double Materiality Assessment

### INTRODUCTION

Parklane Insight has conducted a comprehensive Double Materiality Assessment (DMA) to evaluate the financial and non-financial impacts of its activities, aligning with the European Sustainability Reporting Standards (ESRS) and the Corporate Sustainability Reporting Directive (CSRD). This assessment is integral to our sustainability strategy, ensuring that we focus on the most significant sustainability challenges and opportunities while identifying and managing material risks and impacts affecting both the company and its stakeholders.





# Methodology

The DMA was conducted in key steps:

- » **Understanding the context:** A peer review of other consulting companies has been performed. Next to this we mapped the value chain, both upstream and downstream activities and key stakeholders were identified. Key stakeholders were: own workforce both employees as non-employees, the board, key suppliers and top clients. The stakeholder analysis provided insight into relevant ESRS topics.
- » **Identification of Impacts, Risks, and Opportunities (IROs):** Workshops with key internal stakeholders, including the Leadership, process owners and the sustainability team, identified material sustainability topics. Hereafter potential topics were identified, that may be material for our company.
- » **Assessment and prioritization:** Through a DMA questionnaire and workshops, stakeholder engagement has been fostered. Each potential topic included one or more statements depending on the amount of subtopics, and stakeholders were asked to assess both impact materiality and financial materiality. Stakeholders ranked topics on a scale of 1 to 10 based on impact and financial relevance. What impact does our company have (or could potentially have) on the environment and society? Conversely, what financial risks or opportunities could environmental and societal factors pose for our company? The final materiality matrix was determined through weighted stakeholder input and leadership validation.

» **IRO assessment:** To determine the material character of the impacts, we reviewed together with the process owners the criteria for impact materiality as defined by the CSRD. We also discussed the criteria for risks/opportunities, the financial materiality, as defined by the CSRD.

• **Impact materiality**

*Scope: how far do the consequences of impact extend? How many employees, departments, countries or clients?*

*Scale: how serious is the consequence of the impact?*

*Probability: how likely is the potential impact to occur?*

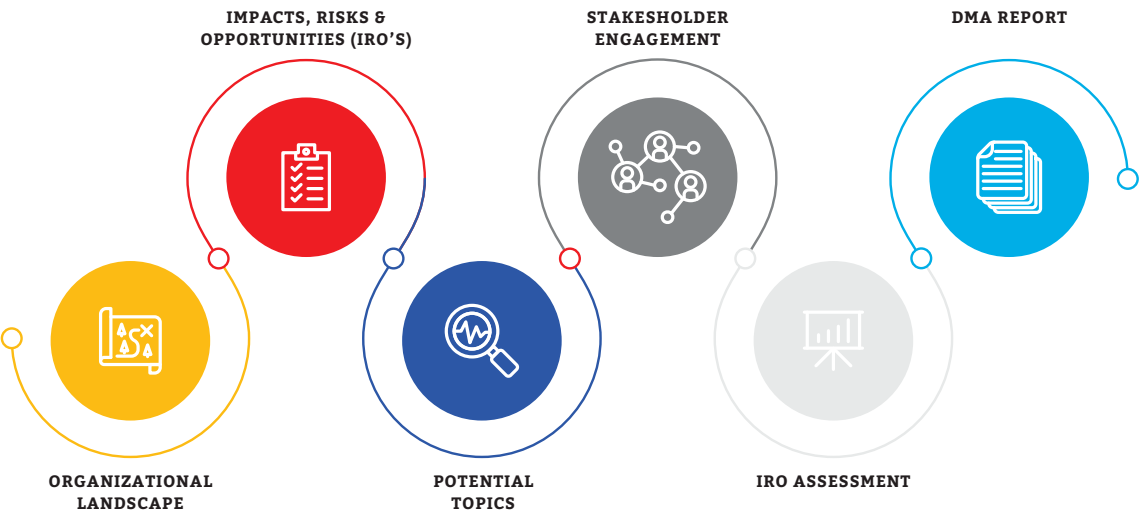
*Remediability: can the consequences of the impact be remedied?*

• **Financial materiality**

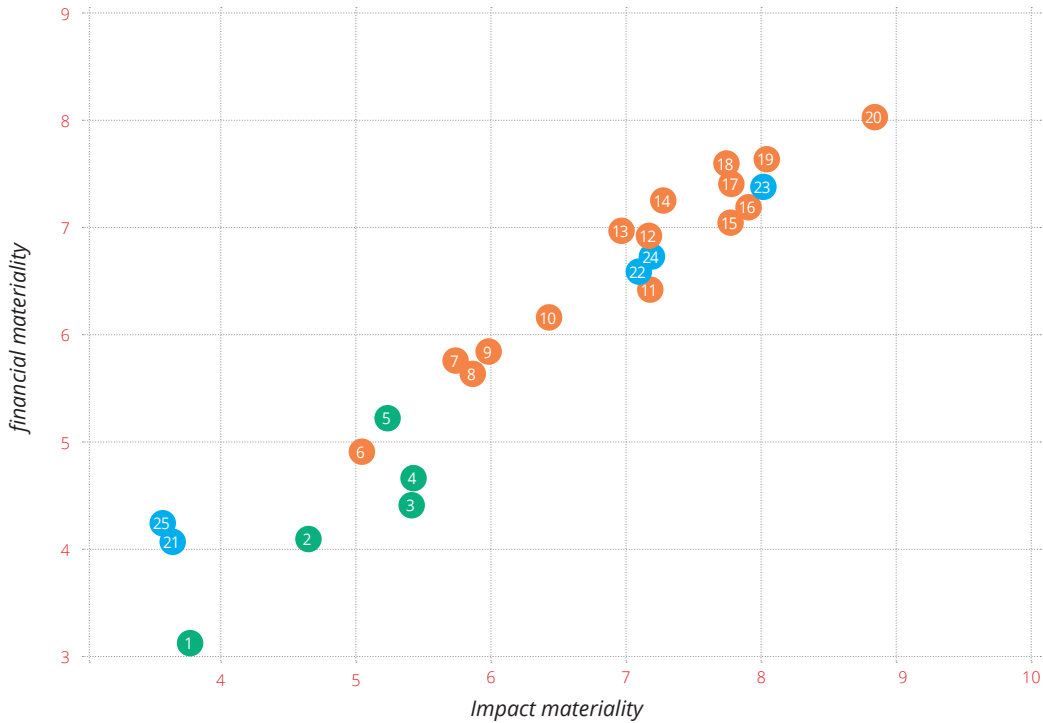
*Size of financial effects: what are the potential financial consequences for the company in the short, medium, and long term if the identified risk or opportunity materializes?*

*Probability: how likely is the risk/opportunity to occur?*

» **Validation of the final list of material matters:** Together with the Leadership Team the materiality threshold was discussed and final material topics were determined based on the DMA questionnaire and the IRO assessment. The importance threshold for the stakeholder score (average impact and financial materiality) was set on 4.8 for impact materiality and 2.4 for financial materiality.



# Results DMA

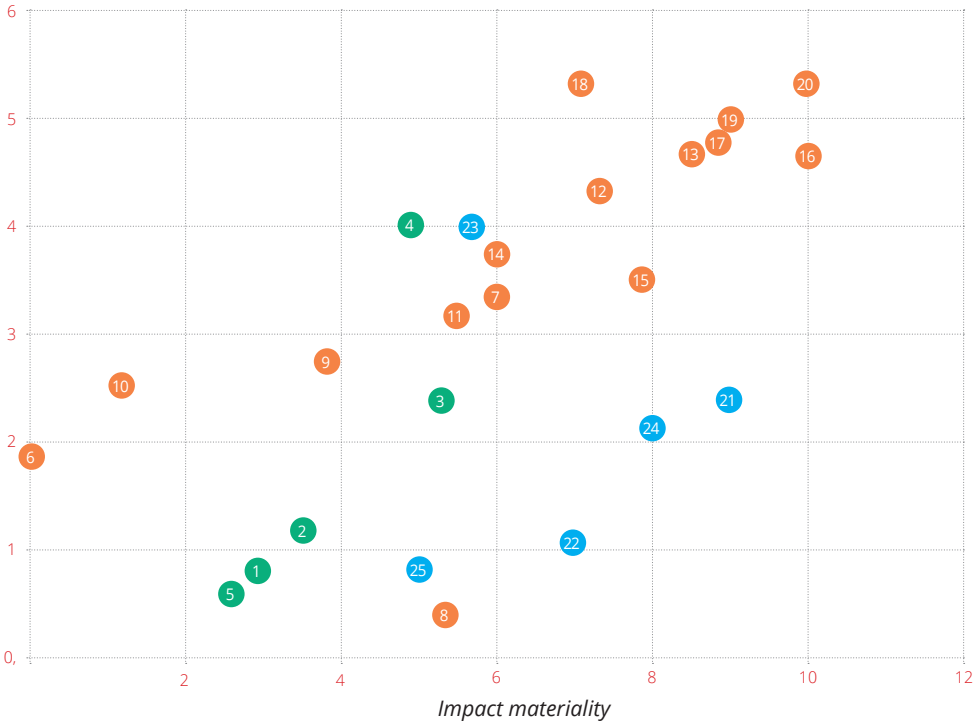


- Environment
- Social
- Governance

- 1. Water
- 2. Waste management
- 3. Climate change mitigation
- 4. Energy
- 5. Climate change adaptation
- 6. Child & forced labour
- 7. Social dialogue

- 8. Collective bargaining
- 9. Consumers & end-users
- 10. Freedom of association
- 11. Person with disabilities
- 12. Health & safety
- 13. Securement of employment
- 14. Privacy

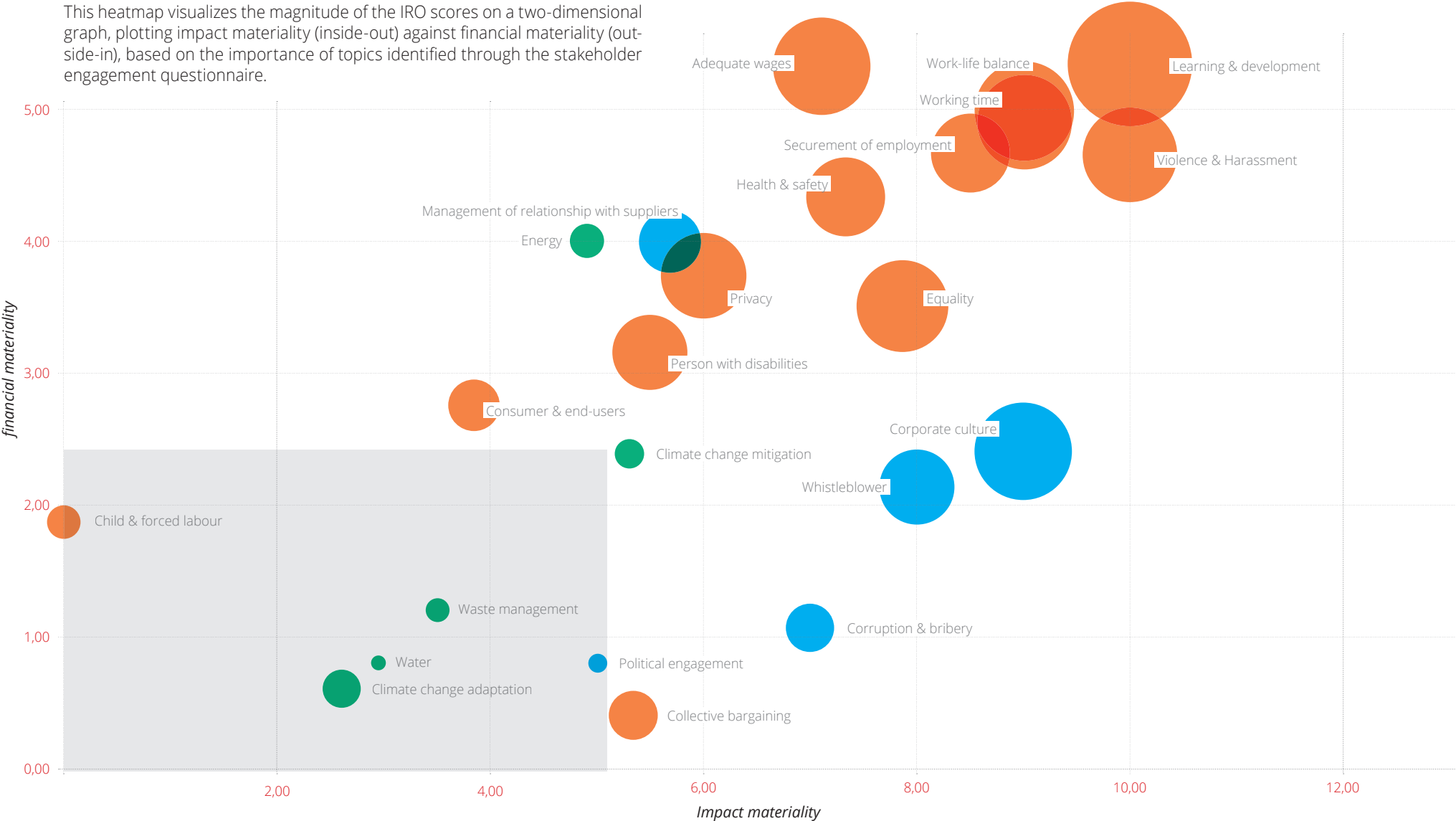
# Results IRO assessment



- 22. Corruption & bribery
- 23. Management of relationship with suppliers
- 24. Whistleblower
- 25. Political engagement

# IRO & DMA results

This heatmap visualizes the magnitude of the IRO scores on a two-dimensional graph, plotting impact materiality (inside-out) against financial materiality (out-side-in), based on the importance of topics identified through the stakeholder engagement questionnaire.







## DOUBLE MATERIALITY ASSESSMENT

The assessment identified 19 material topics across environmental, social, and governance dimensions. Climate change adaptation was included within the scope due to its relatively high relevance in the DMA questionnaire responses from stakeholders, despite the IRO assessment indicating a low level of financial risk or impact.

### KEY OUTCOMES

- » *Engaged internal and external stakeholders, including top clients and key suppliers.*
- » *Analyzed industry best practices and peer benchmarks.*
- » *Evaluated material topics through surveys and leadership validation.*
- » *Findings inform our ESG strategy and compliance efforts.*

### CONCLUSION

The DMA findings guide our company's sustainability initiatives, ensuring alignment with regulatory requirements and stakeholder expectations. The results are integrated into our current ESG reporting framework, supporting transparency and informed decision-making. Parklane Insight remains committed to sustainability excellence by incorporating these insights into our corporate strategy, strengthening our ability to drive long-term value for our stakeholders while fostering responsible business practices.



| Environment           |  |   |
|-----------------------|--|---|
| Environment (ESRS E1) | Climate change   |   |
|                       | Climate change adaptation                                  |   |
|                       | Climate change mitigation                                  |   |
|                       | Energy   |   |
| Social                |  |   |
| Social (ESRS S1)      | Own workforce  |   |
|                       | Working conditions   | <ul style="list-style-type: none"><li>• Secure employment</li><li>• Working time</li><li>• Adequate wages</li><li>• Social dialogue</li><li>• Freedom of association, the existence of works councils and the information, consultation and participation rights of workers</li><li>• Collective bargaining, including rate of workers covered by collective agreements</li><li>• Work-life balance</li><li>• Health and safety</li></ul> |
|                       | Equal treatment and opportunities                          | <ul style="list-style-type: none"><li>• Gender equality and equal pay for work of equal value</li><li>• Training and skills development</li><li>• Employment and inclusion of persons with disabilities</li><li>• Measures against violence and harassment in the workplace Diversity</li></ul>   |
|                       | Other work-related rights                                  | Privacy   |
| Social (ESRS S4)      | Consumers and end-users                                    |   |
|                       | Information-related impacts for consumers and/or end-users | <ul style="list-style-type: none"><li>• Privacy</li><li>• Freedom of expression</li><li>• Access to (quality)information</li></ul>  |
|                       | Personal safety of consumers and/or end-users              | <ul style="list-style-type: none"><li>• Health and safety</li><li>• Security of a person</li><li>• Protection of children</li></ul>   |
|                       | Social inclusion of consumers and/or end-users             | <ul style="list-style-type: none"><li>• Non-discrimination</li><li>• Access to products and services</li><li>• Responsible marketing practices</li></ul>  |
| Governance            |  |   |
| Governance (ESRS G1)  | Business conduct   |   |
|                       | Corporate culture  |   |
|                       | Protection of whistle-blowers                              |   |
|                       | Management of relationships with suppliers                 |   |
|                       | Corruption and bribery                                     | <ul style="list-style-type: none"><li>• Prevention and detection including training</li><li>• Incidents</li></ul>   |





## DOUBLE MATERIALITY ASSESSMENT

After conducting a DMA survey with internal and external stakeholders, performing an IRO assessment with internal process owners, and in-depth discussions with the leadership team, the following topics were classified as not material for our company's ESG reporting scope





DOUBLE MATERIALITY ASSESSMENT:TOPICS **OUT-OF-SCOPE** FOR TRIFINANCE

| Environment           |   |   |
|-----------------------|---|---|
| Environment (ESRS E2) | Pollution   |   |
|                       | Pollution of air                                  |   |
|                       | Pollution of water                                |   |
|                       | Pollution of soil                                 |   |
|                       | Pollution of living organisms and food resources  |   |
|                       | Substances of concern                             |   |
|                       | Substances of very high concern                   |   |
|                       | Microplastics                                     |   |
| Environment (ESRS E3) | Water and marine resources                        |   |
|                       | Water consumption                                 | <ul style="list-style-type: none"><li>• Water consumption</li><li>• Water withdrawals</li><li>• Water discharges</li></ul>  |
|                       | Marine resources                                  | <ul style="list-style-type: none"><li>• Water discharges in the oceans</li><li>• Extraction and use of marine resources</li></ul>   |
| Environment (ESRS E4) | Biodiversity and ecosystems                       |   |
|                       | Direct impact drivers of biodiversity loss        | <ul style="list-style-type: none"><li>• Climate change</li><li>• Land-use change, fresh water-use change and sea-use change</li><li>• Direct exploitation</li><li>• Invasive alien species</li><li>• Pollution</li><li>• Others</li></ul> |
|                       | Impacts on the state of species                   | <ul style="list-style-type: none"><li>• Species population size</li><li>• Species global extinction risk</li><li>• Others</li></ul>   |
|                       | Impacts on the extent and condition of ecosystems | <ul style="list-style-type: none"><li>• Land-degradation</li><li>• Desertification</li><li>• Soil sealing</li></ul>   |
|                       | Impacts and dependencies on ecosystem services    |   |
| Environment (ESRS E5) | Resource use and circular economy                 |   |
|                       | Resource inflows                                  |   |
|                       | Resource outflows                                 |   |
|                       | Waste   |   |



DOUBLE MATERIALITY ASSESSMENT

| Social              |   |   |
|---------------------|---|---|
| Social (ESRS S1)    | Own workforce                                     |   |
|                     | Other work-related rights                         | <ul style="list-style-type: none"><li>• Child labour</li><li>• Forced labour</li><li>• Adequate housing</li></ul>   |
| Social (ESRS S2)    | Workers in the value chain                        |   |
|                     | Working conditions                                | <ul style="list-style-type: none"><li>• Secure employment</li><li>• Working time</li><li>• Adequate wages</li><li>• Social dialogue</li><li>• Freedom of association, the existence of works councils and the information, consultation and participation rights of workers</li><li>• Collective bargaining, including rate of workers covered by collective agreements</li><li>• Work-life balance</li><li>• Health and safety</li></ul> |
|                     | Equal treatment and opportunities                 | <ul style="list-style-type: none"><li>• Gender equality and equal pay for work of equal value</li><li>• Training and skills development</li><li>• Employment and inclusion of persons with disabilities</li><li>• Measures against violence and harassment in the workplace Diversity</li></ul>   |
|                     | Other work-related rights                         | <ul style="list-style-type: none"><li>• Child labour</li><li>• Forced labour</li><li>• Water and sanitation</li><li>• Privacy</li></ul>   |
| Social (ESRS S3)    | Affected communitie                               |   |
|                     | Communities' economic, social and cultural rights | <ul style="list-style-type: none"><li>• Adequate housing</li><li>• Adequate food</li><li>• Water and sanitation</li><li>• Land-related impacts</li><li>• Security-related impacts</li></ul>   |
|                     | Communities' civil and political rights           | <ul style="list-style-type: none"><li>• Freedom of expression</li><li>• Freedom of assembly</li><li>• Impacts on human rights defenders</li></ul>   |
|                     | Rights of indigenous peoples                      | <ul style="list-style-type: none"><li>• Free, prior and informed consent</li><li>• Self-determination</li><li>• Cultural rights</li></ul>   |
| Governance          |   |   |
| Governance (ESRS 1) | Business conduct                                  |   |
|                     | Animal welfare                                    |   |
|                     | Political engagement                              |   |



## 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.

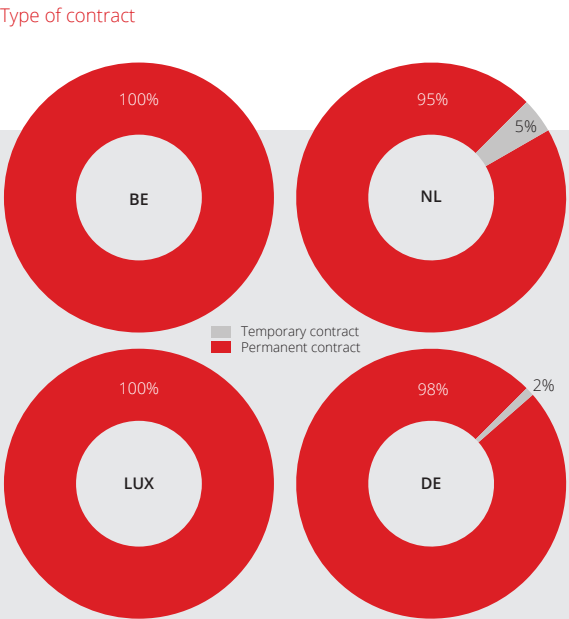
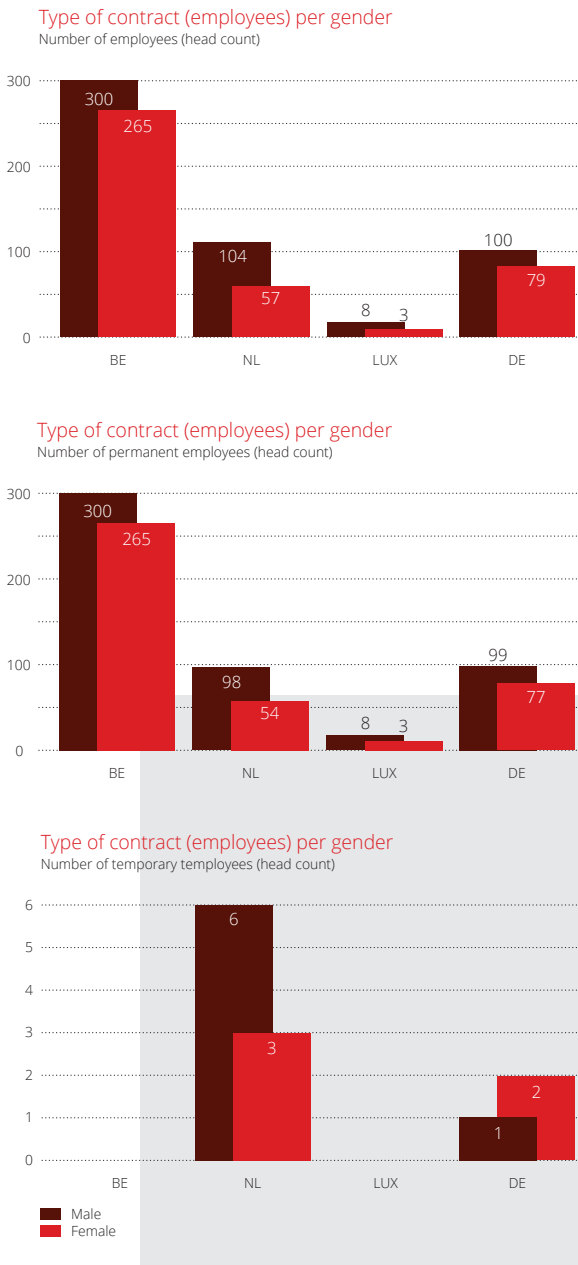


Career development

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 and build sustainable careers 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.





## Furthering tools & training

### EMPLOYEE TENURE AND RETENTION

We recognize that employee retention is a key indicator of a positive and sustainable workplace. Our average employee tenure stands at 3.5 years, reflecting our commitment to offering a supportive and engaging work environment. Through continuous investment in professional development through our company's furthering toolset, we strive to create long-term career opportunities that benefit both our employees and our business.

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. We are dedicated to empowering individuals with the skills and opportunities needed for enduring, meaningful careers, nurturing sustainable careers.

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

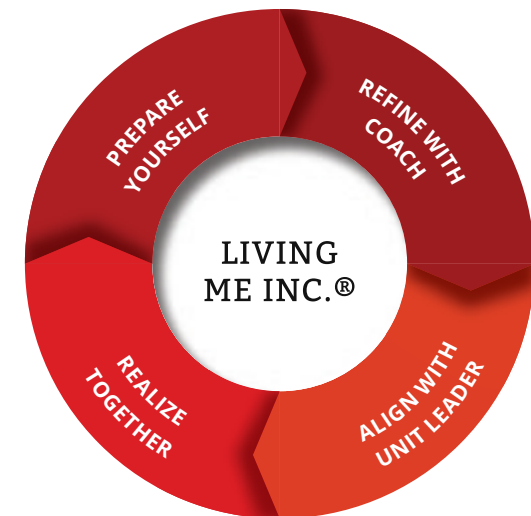
- » *Shaping multi-year career development opportunities*
- » *Accommodating mentoring & career coaching dialogue*
- » *Working supply-driven, based on your ambitions*
- » *Fueling formal training inspiration opportunities*

We facilitate the career development and growth of the employees by offering tools that move 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. This approach is currently applicable only in Belgium, Luxembourg, and the Netherlands, and has not yet been implemented in Germany. 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 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



- » *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*

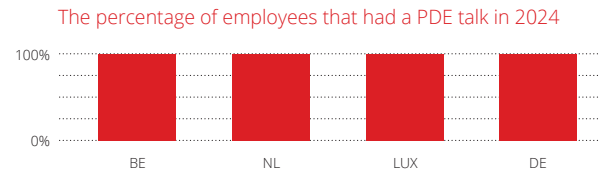


work that is organised, while Functions reflect the people who are organised. Roles are breaking the silos of traditional business organization. In this way, integrated collaboration between our (main) areas of Care, Communication, Business Development, Legal, Finance and Systems to Support can be organised.

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.

Our training offering is aimed at the maintenance and/or improvement of skills and knowledge of its own workers. It can include different methodologies, such as on-site training, and online training.

In our organization we make the distinction between:

- » *Internal and external training followed*
- » *Internal and external training given*
- » *Other training and development activities: coaching and mentoring*

**Mentoring** is a structured, project-aligned process designed to support consultants throughout their client engagements. It helps foster both technical (hard) and interpersonal (soft) skill development through guided reflection, regular feedback, and goal-oriented discussions. The mentoring journey is organized into three key phases (**start, performing, and closing**) each anchored by an Assignment Letter. This document helps define clear objectives, track individual progress, and facilitate meaningful reflection on outcomes. Our mentoring approach serves two core purposes:

1. *To ensure quality assurance in project delivery.*
2. *To promote continuous professional growth for our consultants.*

While not its primary aim, mentoring often contributes to a third area as well — supporting business development — by encouraging strategic thinking and client-oriented insights.

Mentoring fosters self-discovery, problem-solving, and professional growth for both mentees and mentors. Knowledge-sharing formats like Hub mentoring enhance the experience through peer learning, practical insights, and interactive discussions in a supportive environment.



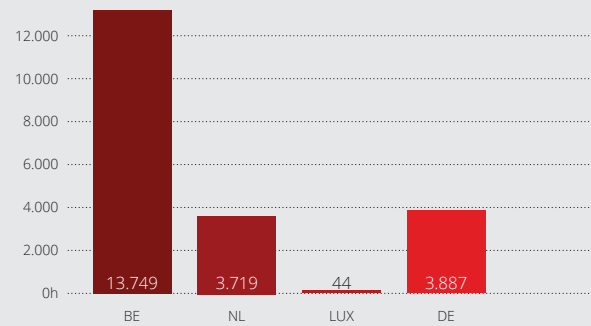
**Career coaching** complements mentoring by focusing on employees' long-term development through self-reflection, exploration, and goal-setting. Career coaches act as sparring partners, helping employees define ambitions and create actionable development plans using tools like LMI®, BSK, BRM, and Personal Development Plans (PDP). The coaching process includes reflection, focused sessions based on individual needs, and ongoing support. Employees can access up to three sessions per year.

**Country-specific approach:** in Germany, mentoring and coaching are integrated into a single, continuous process that differs from the approach used in Belgium, Luxembourg, and the Netherlands. Rather than separating career coaching and mentoring, the German model embeds both into the mentoring activity itself. Here, a mentor provides support throughout the consultant's client project, focusing not only on project-specific guidance but also on the consultant's overall professional development. This integrated approach ensures that consultants receive comprehensive, on-the-job support that fosters both growth and personal development over the course of the assignment.

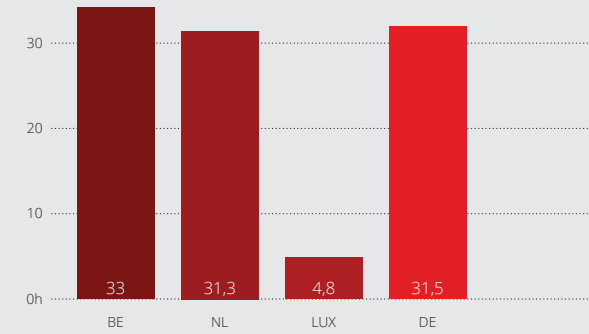
#### How do we learn?

- » 70%: during client projects (hands-on experience)
- » 20%: formal (training)
- » 10%: social (peer-to-peer interaction with others)

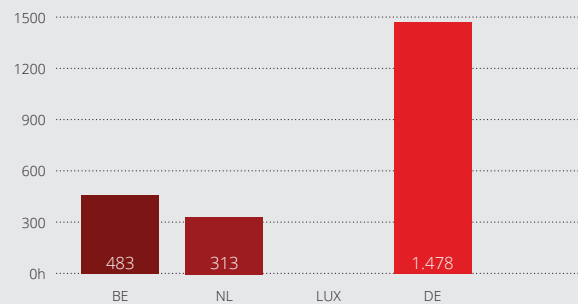
Total hours training followed by employees



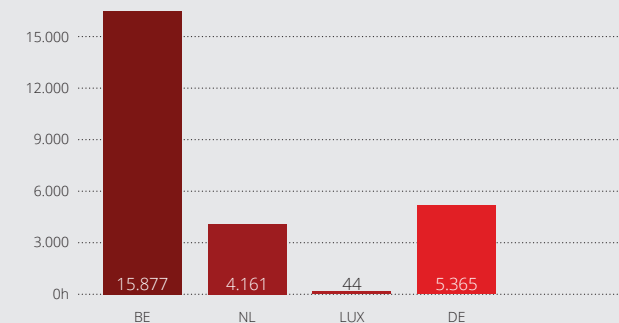
Average hours spent on training per employee per year



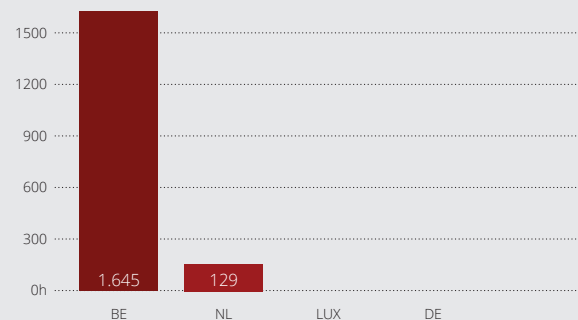
Total hours spent on coaching and mentoring by employees



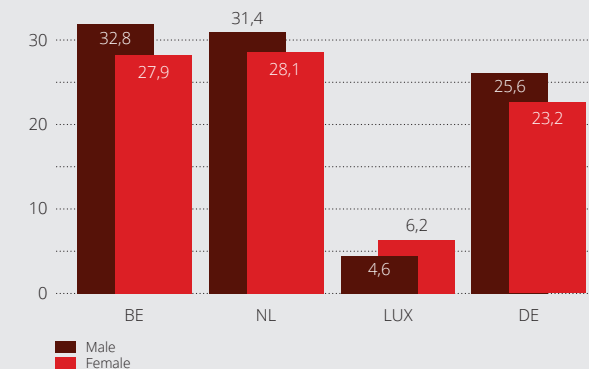
Total hours spent on training by employees



Total hours training delivered by employees



Average number of training hours by gender





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

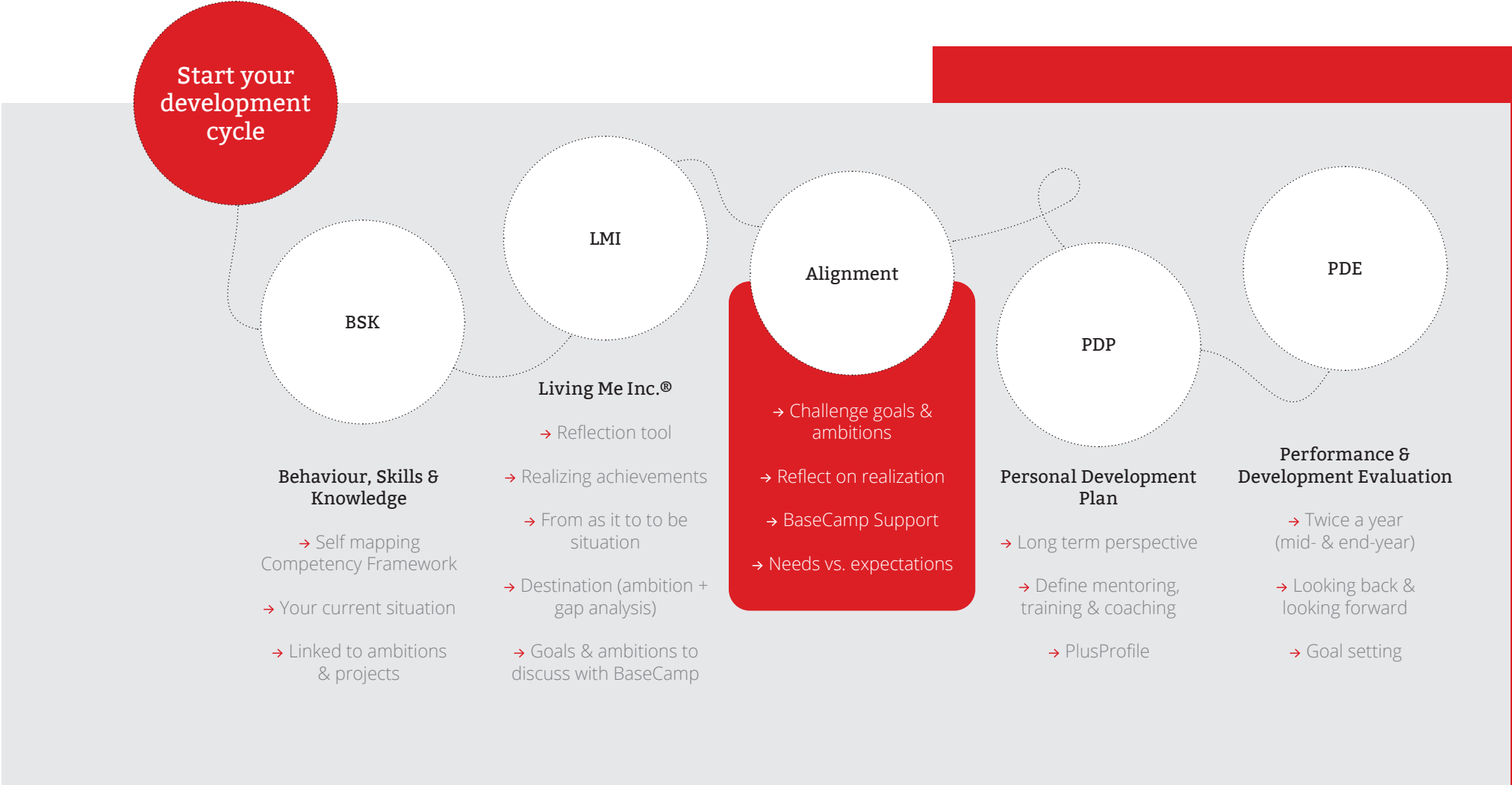
- » *Business administration*
- » *User training for ERP systems*
- » *Business Intelligence, Excel, Power BI*
- » *Controlling*
- » *Project Management training*
- » *Legal and compliance*

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.





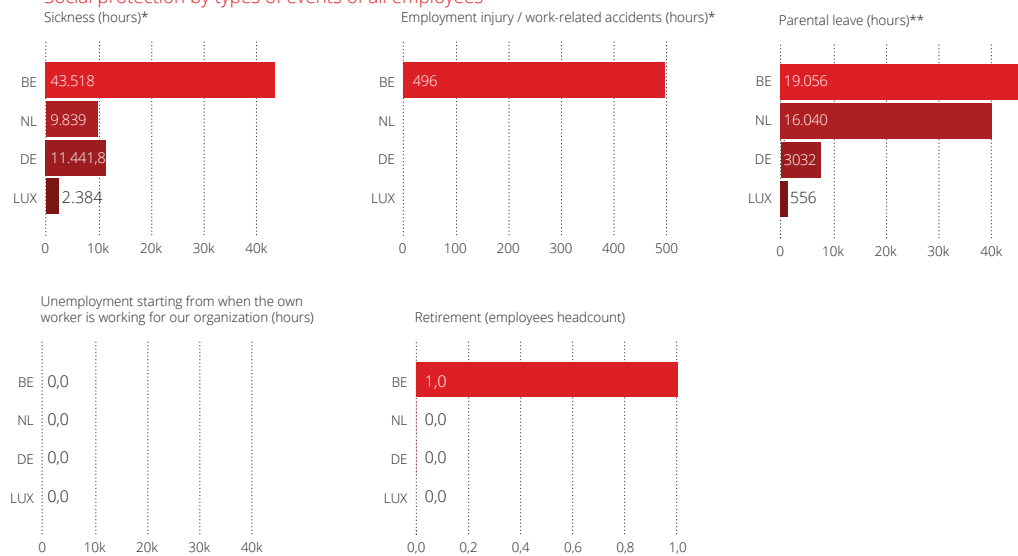


## Working conditions

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*

### Social protection by types of events of all employees



\* Total hours lost due to sickness, work related accidents and injuries of employees

\*\*Parental leave: this includes maternity leave, paternity leave, parental leave, carer's leave

## Social protection

All employees are entitled and covered to take sickness leave, family related leave and leave due to work-related accidents, retirement and unemployment because of national labor law in Belgium, The Netherlands, Germany and Luxembourg.

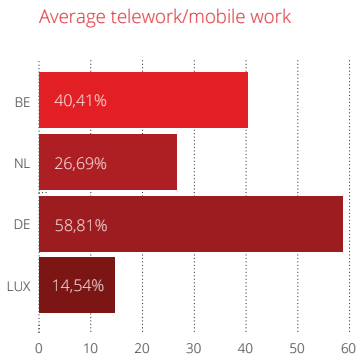
There were also no fatalities reported among our own workforce or among other workers operating on our sites as a result of work-related injuries or work-related ill health during the reporting period.



Working time

All colleagues have the flexibility to work from home based on their schedule and personal situation. Teleworking is not a right or an obligation but an option provided by our company under the terms and conditions outlined in our telework/mobile working policy. In Belgium, TriFinance and TriHD encourage an average of two teleworking days per week, planned in consultation with the team to ensure operational needs are met. Teleworking days may vary each week. For part-time employees, the average number of teleworking days is adjusted proportionally to their weekly working hours. In the other countries, mobile work remains flexible, varying according to the schedules of both employees and clients, without the promotion of a standard number of days.

In Belgium, consultants (Hub) have the right to take Park-Time. Parktime supports reflection — giving employees four hours per quarter to step away from their day-to-day tasks in the “FastLane”, and reflect. This time is meant to focus on non-economic aspects such as context, quality, mentorship, enjoyment, ethics, politics, aesthetics, culture, art, and social responsibility. These moments help consultants assess their progress, refine their ambitions, and align their assignments with long-term goals. It offers room for thoughtful career planning and explores intrinsic motivation. In 2024, Belgian employees have taken up 864 hours of ParkTime!





## Reintegration after longterm absence

Our reintegration policy offers Care Managers a structured, compassionate approach to supporting employees who are absent for one month or longer. It ensures a smooth, thoughtful return to work that respects individual circumstances.

### CONNECTION DURING REINTEGRATION

The Care Manager actively initiates contact to maintain a connection with the employee. Trust is central to this process, which is focused on:

- » **Providing support:** Demonstrating care and understanding
- » **Maintaining involvement:** Keeping employees connected to work and their teams
- » **Monitoring changes:** Assessing readiness and evolving needs

We offer a well-being program to support colleagues during their absence, promoting mental and physical health through various initiatives. We created a detailed reintegration and connection manual, which offers guidelines, tips, and examples for maintaining contact during absences. Even in the case of illness, we want to stay connected with the employee for various reasons:

- » **to show interest** and consequently act as a support for the employee;
- » **to maintain contacts** with work;
- » **to preserve involvement** in the work;
- » **to monitor changes** in the employee's situation;
- » **to gather more information** about the absence and, consequently, provide transparency to other involved parties (HR, occupational health, etc.).

Upon an employee's return after illness, we offer:

- » **A warm welcome:** Returning employees are welcomed back with open discussions about their needs, challenges, and reintegration plan
- » **Flexible returns:** Employees may ease back with adjusted workloads, flexible schedules, or progressive returns
- » **Partnerships for reintegration:** Employees can lean on Recovery Track from partner Insurance, confidential conversations about psychosocial risks in the workplace, and comprehensive hospitalization insurance.
- » **By staying connected and providing tailored support,** we promote confidence and trust throughout the reintegration process.





## Health & safety and well-being at the workplace

We focus on mental fitness and take a proactive approach to emotional health. Our organization 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. All employees are covered by the health & safety management system based on legal requirements

- » **Physical health:** A safe and healthy workplace, access to healthcare benefits, ergonomic workstations, healthy food options, and opportunities for physical activity can all contribute to physical well-being.
- » **Mental health:** A positive work environment, access to mental health support, reasonable workloads, and work-life balance can all contribute to mental well-being.
- » **Emotional health:** A supportive work environment, opportunities for social interaction, and access to resources for stress management and emotional support can all contribute to emotional well-being.
- » **Job satisfaction:** Meaningful work, opportunities for growth and development, a sense of purpose, and a positive relationship with management and colleagues can all contribute to job satisfaction.





WHAT DO WE OFFER:

- » **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, Happiness at work - Pulse survey (Belgium, the Netherlands), TESI (TriFinance Employee Satisfaction index),...
- » **Physical health**, we foresee a safe and healthy workplace, access to healthcare benefits, insurances, 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, reasonable workloads and work life balance, mentoring and career coaching for professional and personal development.
- » **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,...)

The "It's My Life" app across Belgium, the Netherlands, and Luxembourg, allows 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 Parklane Insight 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.

390  
employees  
that uses the  
It's My Life app

25k  
licence cost

10k  
money spent  
on accesories, CSR  
actions, donations  
to charity

Money spent on the app

## Remuneration and adequate wages

At Parklane Insight, we are committed to fair, competitive, and sustainable remuneration practices that align with our company values and business objectives. Our remuneration approach is designed to attract, retain, and motivate our employees ('Me inc.@ers') while ensuring equity, transparency, and compliance with all applicable regulations. We believe that responsible remuneration contributes to our furthering for better performance philosophy, employee well-being, organizational success, and long-term value creation for all stakeholders.

### OUR REMUNERATION STRATEGY IS GUIDED BY THE FOLLOWING PRINCIPLES:

- » **Fair and competitive pay:** we ensure that our compensation packages are competitive within the market and aligned with industry benchmarks. On an annual basis we monitor market movements and update our local pay structures accordingly. Every 2 years we conduct a detailed benchmark study with Willis Towers Watson and Hudson and review the market competitiveness of our pay policies and practices.
- » **Compliance with legal and ethical standards:** we fully comply with local minimum wage regulations, the EU Pay Transparency Directive, and all applicable labor laws in the countries where we operate.
- » **Internal equity:** our remuneration framework is designed to provide consistency and fairness across all levels of the organization. Job levels serve as the foundation for ensuring internal equity by providing a structured approach to career progression, remuneration alignment, and skill development. These job levels offer clear expectations for growth and advancement, reinforcing fairness and transparency in compensation decisions.
- » **Performance-based rewards:** we foster a high-performance and development culture by linking compensation to individual, team, and company performance and development. The profit-sharing mechanism of the ParkLane Insight group is built on two principles. First, a structured mechanism is in place for the funding of the profit-sharing pot. Second, a transparent distribution mechanism is used to allocate the profit-sharing pot across countries and participants, ensuring fair and performance & development driven rewards.
- » **Transparency and communication:** we ensure that employees understand the principles and processes behind remuneration decisions through clear communication.
- » **Non-discriminatory practices:** remuneration is established without any discrimination based on gender or other protected characteristics.

### OUR REMUNERATION STRUCTURE INCLUDES THE FOLLOWING COMPONENTS:

- » **Fixed pay:** gross monthly salaries are determined based on the responsibilities of the position, qualifications, and relevant experience.
- » **Job level classification:** we have a job level classification system in place that formally recognizes growth in maturity and rewards professional advancement.
- » **Variable pay:** we offer performance-based incentives that depend on company performance and are linked to individual and company-specific targets.
- » **Benefits and well-being:** benefits, including company contributions to a private pension scheme, are available to all permanent employees, regardless of role or level.
- » **Equity and inclusion:** we continuously review our remuneration practices to eliminate pay gaps and promote equal pay for equal work.
- » **Career development and growth:** our flexible job level framework empowers employees to take control of their career advancement and clearly understand how to reach career milestones.

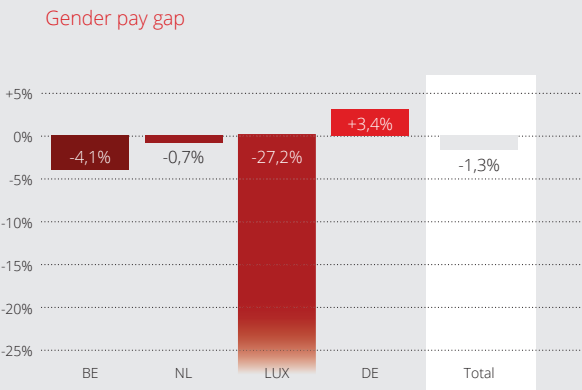


OUR REMUNERATION PROCESS IS STRUCTURED TO ENSURE TRANSPARENCY AND ALIGNMENT WITH BUSINESS GOALS:

- » *Market benchmarking: we conduct every 2 years market salary surveys to ensure our pay levels remain competitive.*
- » *Annual salary reviews: compensation levels are reviewed annually, considering individual performance, market trends, and financial performance.*
- » *Performance management integration: our variable pay components are linked to clearly defined performance indicators at both individual and organizational levels.*
- » *Governance and oversight: our remuneration policies are reviewed by XSU Care and the Leadership Team to ensure they remain aligned with our corporate strategy and sustainability goals.*
- » *Structured approval process: salary adjustments and remuneration changes follow a structured approval process to ensure fairness and consistency.*
- » *Employee involvement: we encourage open discussions between employees and management regarding remuneration expectations and performance.*

GENDER-PAY & REMUNERATION RATIO

- » **Salary expenditure:** A significant portion of our total costs, specifically 83.2%, is allocated to employee remuneration. This reflects our commitment to attracting, retaining, and rewarding top talent across all levels of the organization.
- » **Gender pay gap:** We are committed to regularly reviewing and addressing any disparities to ensure equitable pay practices. The gender pay-gap is defined as the difference of average pay levels between female and male employees, expressed as a percentage of the average pay level of male employees.

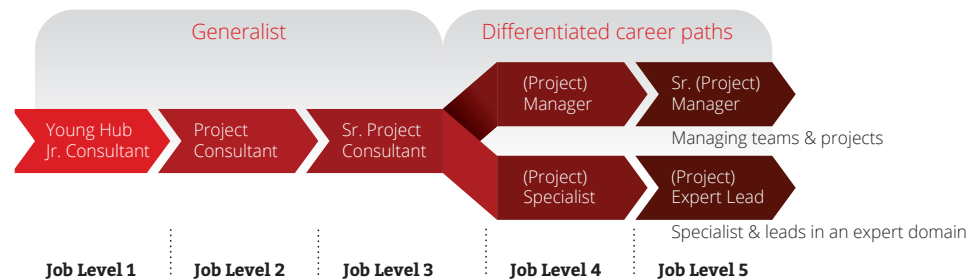


- » **The annual total remuneration ratio** of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual) is **4,8%**.

We continuously assess and refine our remuneration policies to align with evolving regulatory requirements, market trends, and stakeholder expectations. By maintaining responsible and sustainable remuneration practices, we aim to foster a workplace that supports fairness, motivation, and long-term business success. Our approach ensures that remuneration remains a key driver of employee engagement, retention, and overall organizational excellence.



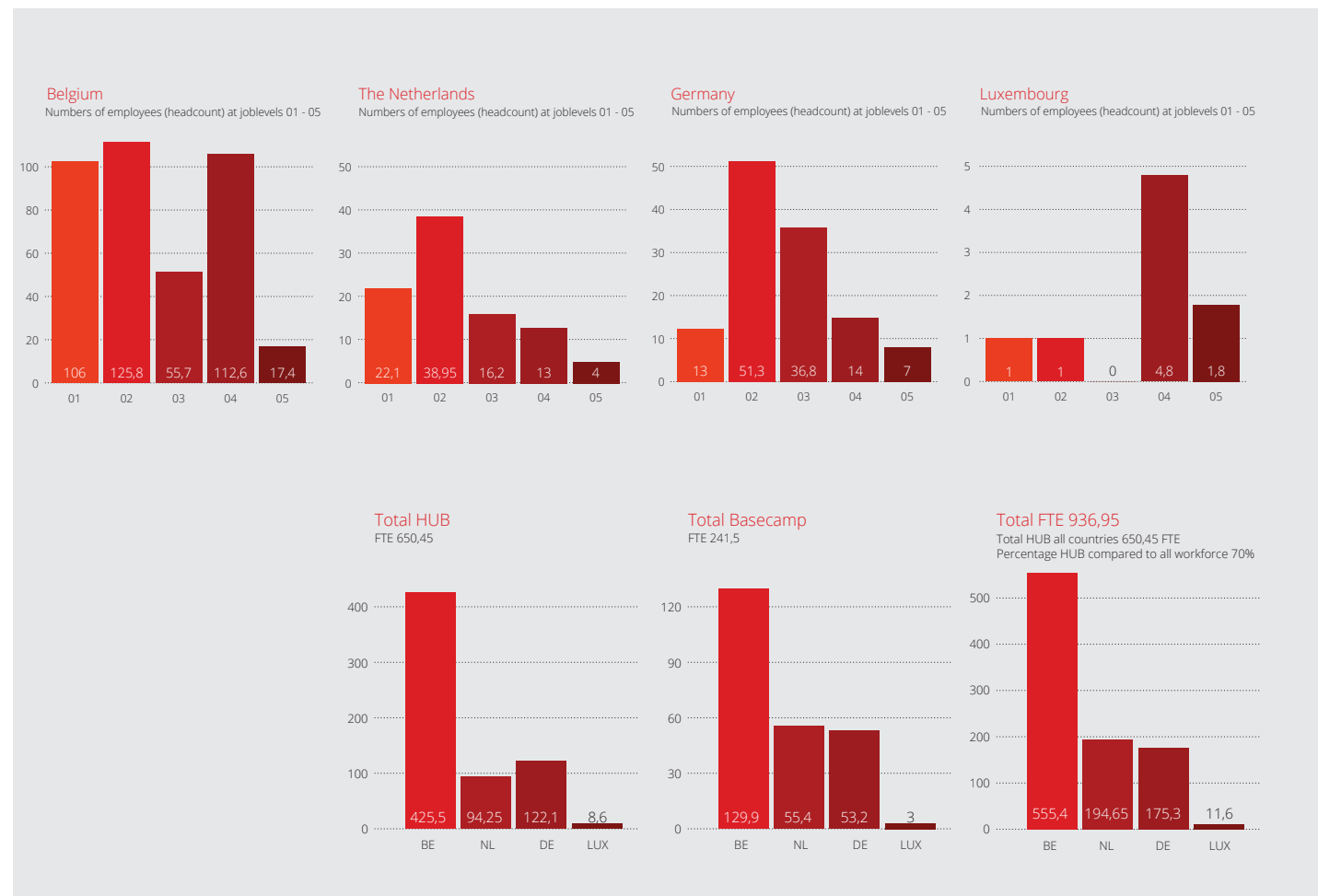




## JOB LEVELS FOR HUB

In 2024, Parklane Insight implemented Job Levels for Hub: a new and flexible framework to formally recognize growth in terms of maturity and rewarding. In 2025, we will extend this framework to BaseCamp in Belgium, Luxembourg and The Netherlands, ensuring that employees across all areas of the organization benefit from structured career development and recognition. In Germany this framework is already implemented. This framework empowers employees to take ownership of their career development and understand the skills and competencies required for progression.

- **Recognizing and Rewarding Growth:** This job level framework acknowledges the current skill set and validates the realized growth of our employees — both in terms of maturity and remuneration. Looking back on development paths and recognizing gained skills is essential for professional growth.
- **Flexible Career Perspectives:** Through new and challenging projects, employees grow as professionals. This journey isn't always linear but requires clear perspectives. The flexible job level framework at Parklane Insight helps employees understand what is expected to advance in their careers.



## Equal treatment and opportunities for all: DEI, top management and people with disabilities

### DIVERSITY, EQUITY AND INCLUSION (DE&I)

Parklane Insight 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. Parklane Insight focusses on:

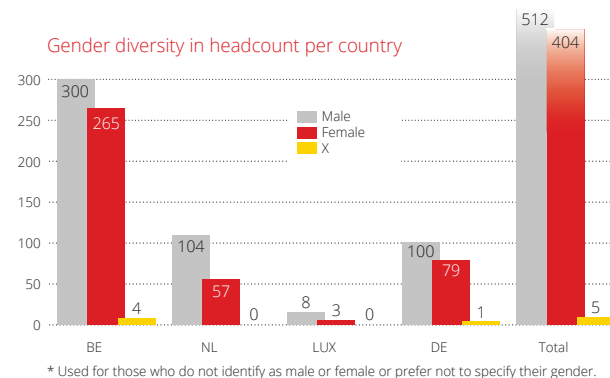
- Awareness
- Gender diversity
- Cultural diversity
- Age diversity
- Academic background diversity
- Language
- Equal payment

Our DE&I framework implies a workplace where we embrace unique individual perspectives, backgrounds and each one's personal abilities. Our aim is to illustrate a diverse and representative environment, ensuring equitable opportunities and tools for each individual. In our Me inc.® philosophy, we promote a company culture of inclusion where each individual feels empowered to reach a maximum growth potential, feels valued and respected.

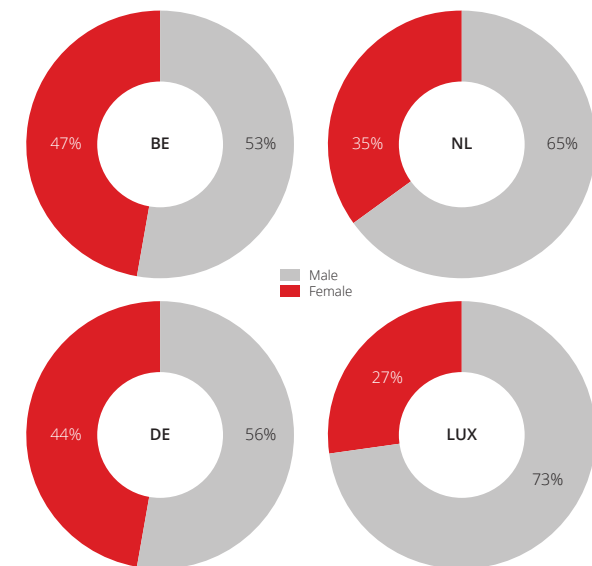
Through tailored mentoring, career coaching, & transparent reward management, we provide a supportive framework where everyone can thrive. We actively promote inclusivity through employee satisfaction surveys, connection interviews, & feedback mechanisms, using this input to continuously enhance our practices.

Our commitment to DE&I extends beyond our internal operations to our client relationships. We match consultants not only based on technical expertise but also on cultural alignment and shared DE&I values. This approach ensures that our employees feel respected & supported in every professional interaction. By embedding DE&I in our culture and operations, Parklane Insight creates a dynamic and inclusive workplace where every individual can contribute to and benefit from our collective success.

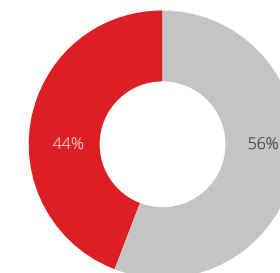
As part of our commitment to Diversity, Equity, and Inclusion, we view gender diversity as an important aspect of an inclusive and equitable workplace. In the following section, we present the gender ratio across our organization.



Percentage of woman-men ratio per country  
End of year in headcount

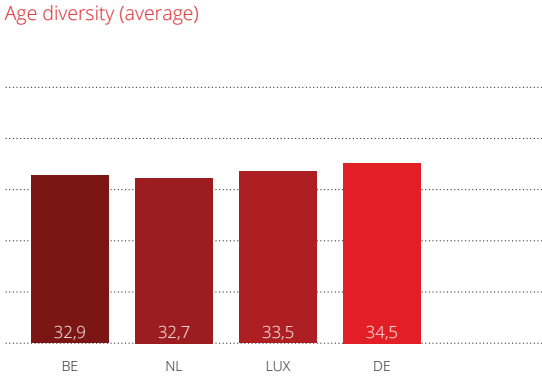
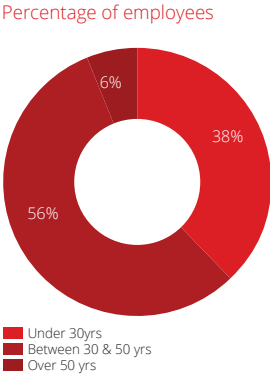
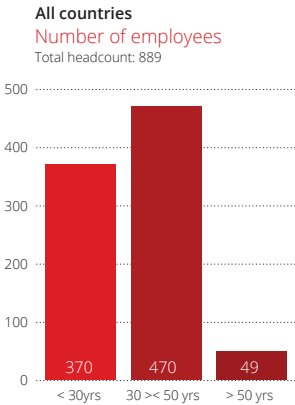
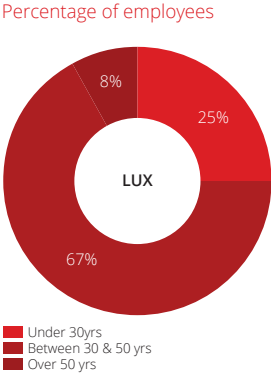
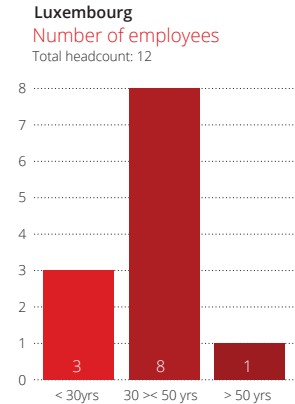
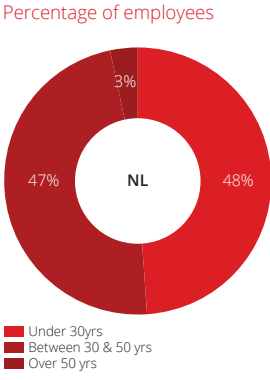
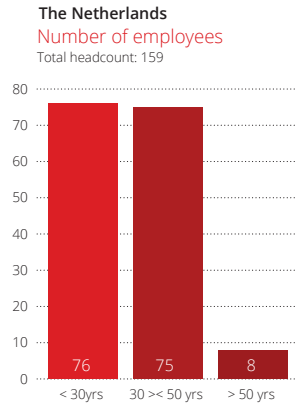
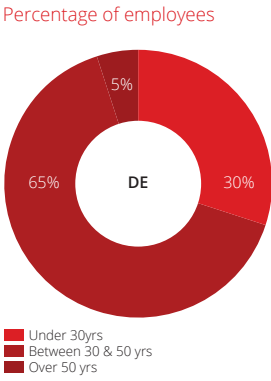
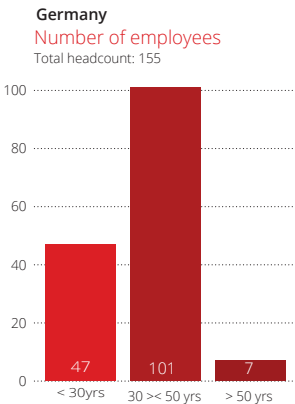
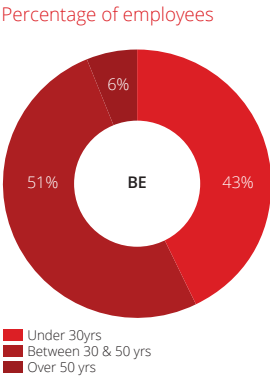
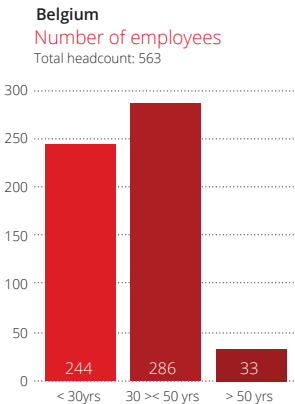


Percentage of woman-men ratio all employees



Parklane Insight Belgium also has a Young Hub program, a two-year learning and development program for recent graduates, designed to help them discover and enhance their skills while accelerating their career growth. Each year, over 50 young graduates join our Young Hub Program, combining a finance and consulting bootcamp with 18 months of hands-on project experience across various industries. Regular training days on topics like SAP and communication strengthen their expertise, while peer interaction supports their growth into confident, capable consultants. This creates an inclusive environment for young graduates with little work experience.

\*\* Missing data points  
Belgium: 6  
The Netherlands: 2  
Germany: 23  
Luxembourg: 1



TOP MANAGEMENT

At Parklane Insight, individuals, whether employees or non-employees, are considered part of top management when they belong to:

- » *The Leadership Team (LT)*
- » *The Country Management (CMT)*
- » *BCB Leaders*
- » *(Inter)national XSU leaders*

What are the responsibilities of the Leadership Team?

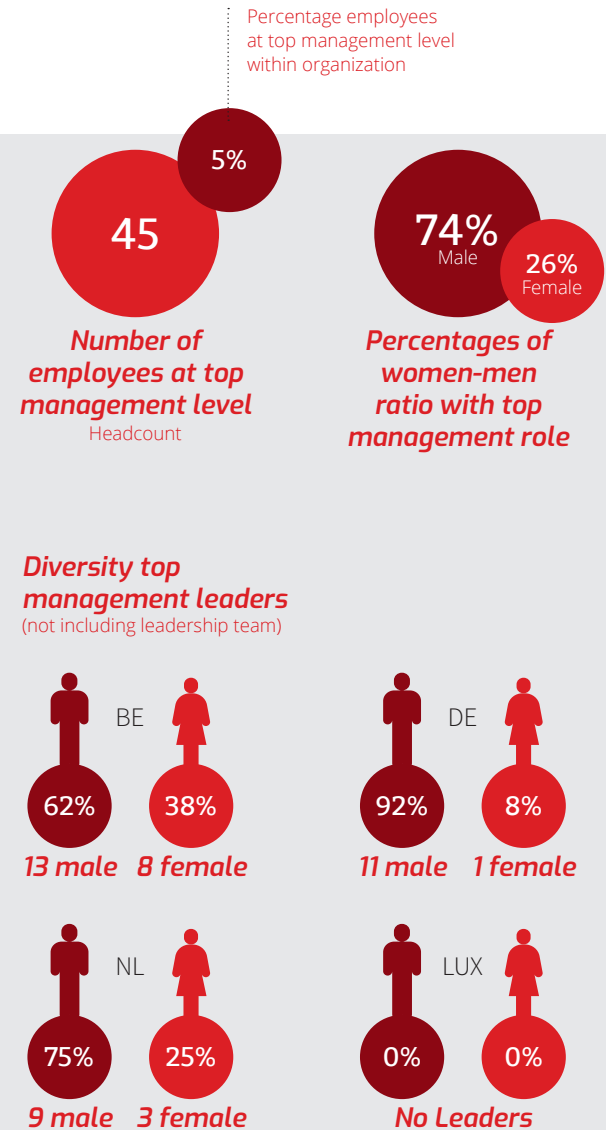
- » *Define and drive the Parklane Insight strategy, aligned with the company's mission and long term ambitions.*
- » *Overseeing the governance of our operating model.*
- » *Ensuring key business decisions balance growth ambitions with financial sustainability and operational excellence.*
- » *Cultivating a strong company culture through leadership and cross-functional collaboration.*

What are the responsibilities of BCB Leaders?

- » *Goal Achievement:* Responsible for the quantitative and qualitative growth of their Blue Chip Boutique (BCB) including performance management.
- » *Leadership Role:* Act as an exemplary leader within their BCB and toward other BCBs and Expert Support Units (XSU).
- » *Collaboration:* Engage with colleagues across the organization to foster a high-performance culture.

What are the responsibilities of XSU Leaders?

- » *Data Alignment:* Ensure consistency and accuracy of data across BCBs by defining shared metrics and identifying improvements for data visibility.
- » *Process Ownership:* Oversee and maintain seamless processes across BCBs and XSUs.
- » *Collaboration:* Proactively collaborate with stakeholders, maintaining transparent communication.
- » *Operational Efficiency:* Optimize operations and support strategic objectives of BCBs.







## SOCIAL RESPONSIBILITY

### DISABILITIES

At Parklane Insight we define persons with disabilities as individuals with long-term physical, mental, intellectual, or sensory impairments. These impairments, when combined with external barriers, may limit their full and effective participation in society or, more specifically, their professional activities on an equal basis with others. This can include, for example, physical disabilities but also ADHD.

As part of the onboarding process, colleagues are informed that they have the option to confidentially report any disabilities to a designated trusted person. All information shared with this individual is strictly confidential and accessible only to them. While employees are not required to disclose such information, they are encouraged to do so if they choose.

To promote this initiative, awareness campaigns have been launched, and a dedicated well-being page about the trusted person's role has been developed on our intranet, The Melnc Collaboration Platform.

When subsidies are granted by the insurance company or other administrative entities, payroll is informed, and the colleague's disability status is recorded in the payroll system if compensation is applicable.

Additionally, Parklane Insight ensures that each country has at least one designated trusted person with the authority to support this initiative. In 2024 the trustpersons of all countries were not aware of any disability reported to them within the Parklane Insight workforce. Therefore we have 0% of persons within our workforce with a disability.



### Social dialogue and collective bargaining

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:



- » As part of our commitment to fostering a strong social dialogue, we organize **PGPs or Peer Group Programs**. These meetings are the central platform where feedback, concerns, and improvement areas identified through assessments, internal feedback loops, and issues are addressed. These structured tracks bring together Process owners and other relevant stakeholders from across the organization to ideate, align, and implement necessary changes. By doing so, PGPs not only ensure that all voices are heard, but also translate dialogue into concrete actions — ultimately supporting the constructive evolution of our organization.
- » A bi-annual company-wide employee satisfaction survey, known as **TESI**, is conducted to understand how employees experience Parklane Insight and identify areas for improvement. The results are used to address pain points and enhance the work environment. These results, along with the actions taken, are communicated to all employees to ensure transparency and foster a deeper understanding of company developments.
- » As part of our commitment to transparent communication and inclusive workplace culture, we organize **quarterly business meetings** for all employees. These meetings, held four times per year, serve as a key platform for social dialogue within the company. During each session, company leadership

presents the latest business figures, strategic developments, and past, ongoing or upcoming initiatives. Employees are encouraged to actively participate, ask questions, and provide feedback, ensuring that everyone remains informed and engaged in the company's direction and performance.

- » Monthly or **quarterly HomeBase meetings** that gather consultants and the internal BaseCamp teams at unit level.
- » Meet & Greets with members of the **Leadership team**
- » In line with our commitment to fostering a positive and inclusive workplace culture, Parklane Insight Belgium conducted a **Great Place To Work®** audit in 2024 (see annex D for certificate). Following this comprehensive evaluation, we proudly obtained the Great Place To Work® certification in 2025. Further underscoring our dedication to employee well-being and organizational excellence, we were ranked second in our company segment, a recognition that reflects the trust and engagement of our people.
- » 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**
- » 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
- » **Teambuilding** and other **employee events** that foster connection
- » **Exit interviews** with departing employees
- » **Furthering tools** for career development



In Belgium and Luxembourg all employees are covered by a collective bargaining agreement which are the social elections and the CAO as a sector. There is no collective bargaining agreement for our employees in the Netherlands and Germany. Parklane Insight remains committed to fostering an open and transparent dialogue with employees and supports their right to organize should they choose to pursue formal representation.

At Parklane Insight there are currently no agreements in place for employee representation through a European Works Council (EWC), a Societas Europaea (SE) Works Council, or a Societas Cooperativa Europaea (SCE) Works Council.

In Belgium, the composition on the workers' side of both the Works Council (OR) and the Committee for Prevention and Protection at Work (CPBW) is determined by four-yearly workplace elections, for which the trade unions above can nominate candidates. As no candidates came forward during the last elections, there is currently no Works Council (OR) or Committee for Prevention and Protection at Work (CPBW) in place; however, we continue to operate in full compliance with the applicable national legislation.

In Luxembourg, social elections take place every 5 years in companies with more than 15 employees. As there were less than 15 employees, no elections were organised.

In the Netherlands and Germany, there are no social elections currently in place, but employees retain the right to establish a workers' council if they wish.

» *Percentage of total employees covered by collective bargaining agreements in Belgium & Luxembourg is 63%*



## Human right

Parklane Insight is committed to upholding internationally recognized human rights across all its operations in Belgium, the Netherlands, Luxembourg, and Germany. We actively promote non-discrimination, equality, fair labor conditions, and the prohibition of child and forced labor. Our policy ensures safe working environments, supports diversity and inclusion, and provides accessible reporting channels for any potential human rights violations. All reported incidents are investigated thoroughly, and appropriate actions are taken to safeguard our people and uphold our values.

- » *Number of complaints filed through channels for people in own workforce to raise concerns: 0*
- » *Number of complaints filed to National Contact Points for OECD Multinational Enterprises: 0*
- » *Amount of material fines, penalties, and compensation for damages as result of violations regarding social and human rights factors: 0*
- » *Number of severe human rights issues and incidents connected to own workforce: 0*
- » *Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises: 0*
- » *Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce: 0*
- » *Number of discrimination incidents: 0*



### Workers in the value chain

Parklane Insight is committed to fair, ethical, and transparent engagement with all professionals in our value chain, including the interim managers we place on client projects. These individuals are not merely external providers, but trusted partners who contribute meaningfully to the success and quality of our services.

Interim managers collaborate with us under clearly structured framework agreements that uphold their independence while providing them with access to expert support through our Blue Chip Boutiques. These agreements ensure contractual fairness, including transparent remuneration, flexible project choice, and respect for work autonomy — free from hidden obligations or subordinate relationships.

We reinforce this partnership with continuous professional guidance, sector-specific insights, and community engagement. Through networking events and peer exchanges, freelancers and Parklane Insight employees share knowledge, foster innovation, and strengthen a collaborative culture.

Our contracts include robust provisions on confidentiality, ethical conduct, and compliance with national laws, ensuring responsible behavior and secure information handling throughout each assignment.

By embedding these principles into our operating model, we promote dignity, inclusion, and shared value creation for all professionals working with and through Parklane Insight.

*Active Interim managers placed on client projects during 2024*

  
BELGIUM  
188 interim  
managers

  
THE NETHERLANDS  
39 interim  
managers

  
GERMANY  
67 interim  
managers

### Client engagement & satisfaction process

**Our customer satisfaction process**, applicable in Belgium, The Netherlands, Luxembourg and Germany, is an integral part of our commitment to continuous improvement and responsible business practices. It starts the moment a project placement is made, initiating a structured and transparent feedback cycle.

#### PROACTIVE ENGAGEMENT WITH OUR CLIENTS AT KEY MILESTONES

We engage with clients at critical touchpoints throughout the project lifecycle:

- » *Initial check-in: Early-stage feedback ensures alignment with expectations and allows for any necessary course corrections.*
- » *Ongoing assessments: Periodic surveys and check-ins help us monitor progress, address concerns, and reinforce collaboration.*
- » *Final review: Just before project completion, we conduct a comprehensive evaluation to capture insights on the overall experience and outcomes.*

#### DATA-DRIVEN INSIGHTS & CONTINUOUS IMPROVEMENT

This Customer Satisfaction Survey results serve as a foundation for open dialogue. The placement owner of the consultant facilitates discussions based on client feedback, ensuring that insights are transformed into actionable improvements. Regular status meetings with both the client and the consultant allow for timely adjustments, enhancing project outcomes and satisfaction.

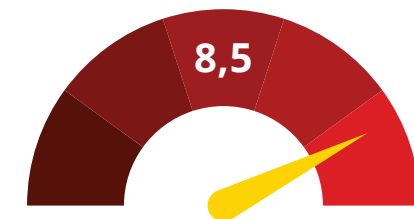
At the end of a project, a structured review assesses whether we have met our commitments and identifies opportunities for refinement. This process feeds into our broader ESG strategy by promoting transparency, accountability, and client-centric innovation.

#### FEEDBACK SYSTEMS

The feedback we gather from our Customer Satisfaction Survey is not just reviewed, it is systematically analyzed to identify strengths and areas for growth. These insights drive enhancements in our service offerings, consultant support, and overall client engagement strategy. Importantly, our satisfaction process is integrated with internal feedback mechanisms, ensuring an understanding of both client and consultant experiences.

By embedding client feedback into our operational frameworks, we strengthen relationships, enhance service quality, and contribute to long-term business sustainability. Our commitment to active listening and responsive action fosters trust, client loyalty, and a higher standard of service excellence.

- » *customer satisfaction overall rating 4,3/5*
- » *Average rating whether the clients would recommend Parklane Insight: 8,5/10*





## 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. Parklane Insight 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*
- » *Promoting sustainable mobility*
- » *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 emissions include direct emissions from company-owned and leased vehicles. For Parklane Insight, this covers CO<sub>2</sub> emissions from **business travel** using our **fuel-powered company cars**. These emissions result from transportation to client sites, Parklane Insight offices, and other business-related travel, excluding private trips.

2.

### SCOPE 2: INDIRECT EMISSIONS FROM EXTERNAL ENERGY SUPPLIERS

Scope 2 emissions include 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**. Additionally, CO<sub>2</sub> emissions arise from employees charging company-owned electric vehicles for **work-related travel**.

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.





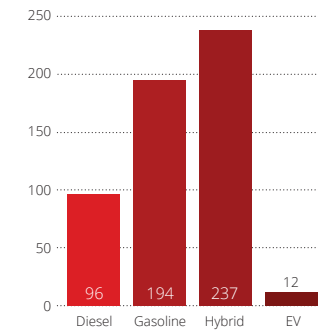
## Mobility

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.

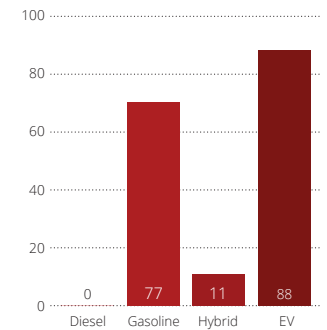
### Belgium

Total cars based on fuel type



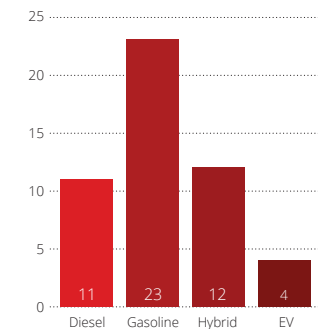
### The Netherlands

Total cars based on fuel type



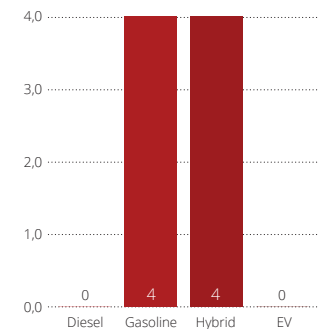
### Germany

Total cars based on fuel type



### Luxembourg

Total cars based on fuel type

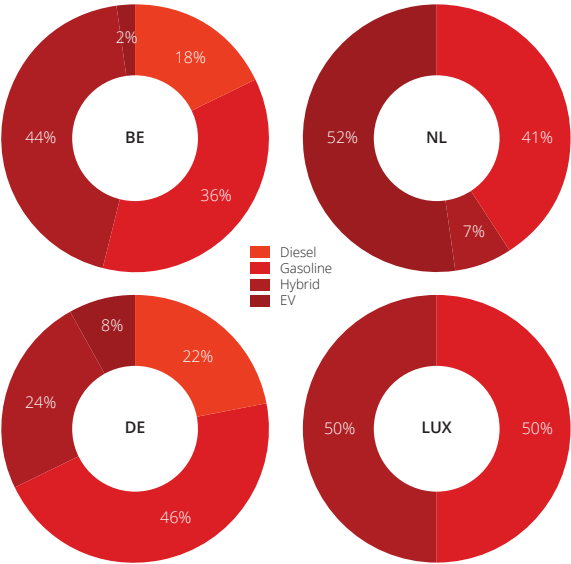


In 2024, we conducted an international mobility survey to gain insights into our colleagues' travel behaviors. To accurately calculate the CO2 emissions from our fleet, we required detailed data on the mobility patterns of all Me inc.'ers. A total of 415 employees participated in the survey. By analyzing the amount of gasoline and diesel consumed by colleagues using company cars, along with the survey-based mobility assumption, we were able to calculate our Scope 1 emissions from business travel to clients and our Scope 3 emissions from commuting to the office.

Results Mobilitiesurvey

- » **Private vs. work-related travel:** 39% of total transportation with a company car is for non-work-related (private) travel, while 61% is work-related.
- » **Work locations:** Colleagues spend 48% of their working time at a client's location, 49% at a Parklane Insight office, and 3% at another work-related location.
- » **Client travel:** When traveling to a client, colleagues use their car 68% of the time, a bike 10% of the time, public transport 20% of the time, and other alternative transportation 2% of the time.
- » **Office commute:** When commuting to a Parklane Insight office, colleagues use their car 70% of the time, a bike 12%, public transport 15%, and other alternative transportation 2%.

Ratio type of fuel in percentage



Total CO2 emissions generated by our leased cars for business travel (Scope 1 emissions)



Belgium  
Diesel: 170.583  
Gasoline: 353.166  
Hybrid: 194.173

NL  
Diesel: 0  
Gasoline: 43.263  
Hybrid: 177  
EV: 11.325 (Scope 2 emissions)

LUX  
Diesel: 0  
Gasoline: 3.217,85  
Hybrid: 4.072,01

DE  
Diesel: 10.381  
Gasoline: 24.260  
Hybrid: 7.265

Total CO2 emissions generated by our leased cars for employee commuting (Scope 1 emissions)



Belgium  
Diesel: 165.940  
Gasoline: 343.504  
Hybrid: 188.887

NL  
Diesel: 0  
Gasoline: 43.683  
Hybrid: 173  
EV: 11.260 (Scope 2 emissions)

LUX  
Diesel: 0  
Gasoline: 3.130,45  
Hybrid: 3.961,42

DE  
Diesel: 10.671,5  
Gasoline: 24.938,4  
Hybrid: 7.469







ENVIRONMENTAL CARE

Energy consumption offices

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). Parklane Insight is committed to enhancing energy efficiency and lowering GHG emissions through various measures, for example the use of motion sensors for office lighting. As part of our commitment to sustainability, our company will explore transitioning all office locations to use 100% renewable energy suppliers.

Energy Consumption (market based) (Scope 2 emissions)

|  |   |  |
|--|---|--|
| <p><i>Antwerp - based on figures of 2023</i></p> <p>⚡ 42.690 Kwh<br/>36,7% fossil fuel, 63,3% nuclear<br/>8188,07 kg CO2</p> | <p><i>LLN</i></p> <p>⚡ 24.800 Kwh<br/>100% renewable energy<br/>336,29 kg CO2</p>       | <p><i>Amsterdam - based on figures of 2023</i></p> <p>⚡ 24.484 kWh<br/>7687,97 kg CO2</p>            |
| <p><i>Ghent - based on figures of 2023</i></p> <p>⚡ 75.520 kWh<br/>100% renewable energy<br/>802,447 kg CO2</p>              | <p><i>Roeselare</i></p> <p>⚡ 8.600 KWh<br/>100% renewable energy<br/>196,58 kg CO2</p>  | <p><i>Rotterdam - based on figures of 2023</i></p> <p>⚡ 32.807 kWh<br/>17190,86 kg CO2</p>           |
| <p><i>Hasselt - based on figures of 2023</i></p> <p>⚡ 7489,222 kWh<br/>100% renewable energy<br/>172,03 kg CO2</p>           | <p><i>Zaventem</i></p> <p>⚡ 18.500 Kwh<br/>100% renewable energy<br/>11717,9 kg CO2</p> | <p><i>Luxembourg - based on figures of 2023</i></p> <p>⚡ 1131 kWh<br/>321,33 kg CO2</p>              |
|  |   | <p><i>All German offices - based on figures of 2022</i></p> <p>⚡ 131.330 kWh<br/>48854,76 kg CO2</p> |



IT materials

As a consulting company, we recognize the environmental impact of our IT equipment, including laptops, mobile phones, and printers. While our business model inherently has a lower carbon footprint compared to industries with high energy consumption, we are committed to minimizing emissions associated with our IT. At Parklane Insight, we have a Code of Conduct for IT usage to promote energy conservation and responsible device management. As part of this initiative, all colleagues are for example encouraged to power down their laptops after working hours. This simple yet effective practice helps minimize electricity consumption and contributes to our overall efforts to reduce our carbon footprint.

Moving forward, we aim to enhance our tracking of IT-related emissions and integrate further sustainable practices into our technology strategy. Our goal is to reduce our environmental impact while maintaining operational efficiency and digital connectivity.



500 laptops represents

\*155000 kg CO<sub>2</sub>  
\*\*35000 kg CO<sub>2</sub>



350 iPhones represents

\*23100 kg CO<sub>2</sub>  
\*\*3500 kg CO<sub>2</sub>



17 printers represents

\*34850 kg CO<sub>2</sub>  
\*\*3665.2 kg CO<sub>2</sub>

\*emissions from purchase (Embodied Emissions – Category 1: Purchased Goods and Services)  
\*\*emissions from Use (Category 13: Downstream leased assets)

GHG removals

As part of our ongoing efforts to reduce our environmental footprint and support biodiversity, we hosted the TriForest event in Liederkerke together with Natuurpunt, where we successfully planted 1,200 trees and bushes. This initiative reflects our commitment to greenhouse gas (GHG) removal and nature-based solutions as key pillars of our environmental strategy.

The TriForest event not only enhanced the local ecosystem by increasing green coverage and improving biodiversity, but it also contributed to our broader climate action goals. The trees and bushes planted are expected to offset approximately 28 tons of CO<sub>2</sub>, supporting our drive toward carbon neutrality and helping to mitigate the impact of our operations on the environment.

*One tonne of CO<sub>2</sub> can be offset by 31 to 46 trees. Europe has 300 to 500 trees per hectare. This means for our TriForest event 1200 trees x 24 kg CO<sub>2</sub>/tree = 28,800 kg CO<sub>2</sub> offset or 28,8 tonnes CO<sub>2</sub>/hectare.*

This initiative demonstrates the power of collective action and our dedication to restoring natural ecosystems while aligning with our long-term sustainability targets. By combining carbon removal with habitat restoration, we are taking meaningful steps toward a more resilient and sustainable future.





## Waste

In 2024, our Dripl Refill Point in our Antwerp office helped reduce single-use packaging by allowing employees and visitors to refill drinks using reusable bottles or cups. This initiative saved 10,365 packages, cutting approximately 126 kg of CO2 emissions.

Dripl offers a variety of healthy, low-sugar beverages through user-friendly refill stations, promoting waste reduction and a culture of sustainability. This reflects our commitment to minimizing waste and reducing our carbon footprint as part of our broader ESG strategy.

## 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, Parklane Insight abstains from trading in material assets and does not purchase or utilize upstream raw materials.



## Governance

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.

### Corporate culture

At Parklane Insight, our corporate culture is built on shared values, collaboration, and a strong commitment to personal and professional growth. We view teamwork as the foundation of effective governance, ensuring decision-making that is inclusive, transparent, and aligned with our mission and vision.

Our values contribute to the uniqueness that characterises our identity and way of working. These values should act as an inspiring base for open dialogues and reflection on our behaviour. It will also provide more insight on 'why we do things the way we do'. 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, our company will grow with them.

At Parklane Insight values are the glue that binds our organization together. While we embrace eleven values, trust is the cornerstone upon which all others rest. It allows employees to step out of their comfort zones, share openly without fear of judgment, and fully embrace personal growth.

We distinguish between three categories of values: core values, differentiating values, and behavioral values

### CORE VALUES

People pull out the best in each other when there is a strong foundation of trust. It is at the core of everything we do.

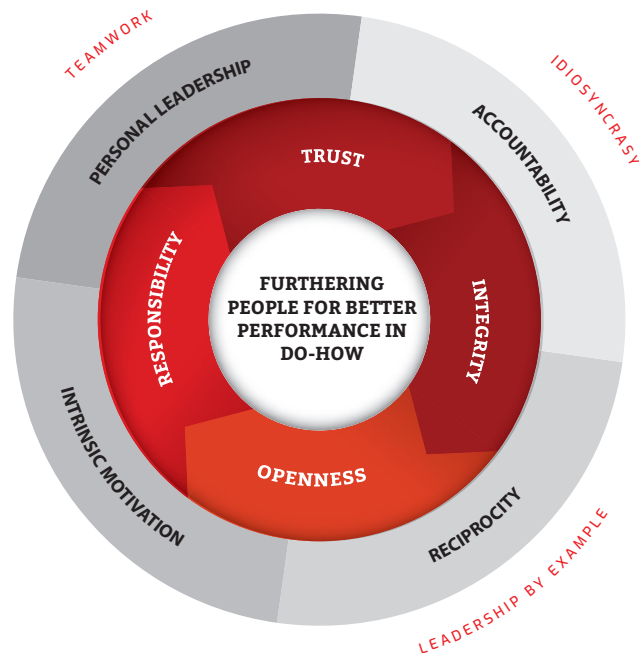
- » *Openness* helps to explore new possibilities and turn challenges into opportunities.
- » *Responsibility* drives our pragmatic approach which turns advice into actionable and impactful solutions.
- » *Integrity* ensures alignment with our principles, even in challenging situations.

### DIFFERENTIATING VALUES

- » *Personal leadership* encourages individuals to apply their values and life principles in their role as a leader.
- » *Pragmatism* to deliver real-world, actionable solutions.
- » *Reciprocity* emphasizes the importance of giving without expecting anything in return, while intrinsic motivation is a natural drive to learn, grow and further the potential.

## BEHAVIOURAL VALUES

- » **Teamwork:** achieving more together than individually.
- » **Idiosyncrasy:** valuing unique perspectives and diversity.
- » **Leadership by example:** inspiring others through actions and walking the talk.



These values form the foundation of our sustainable workplace, where people are always at the core. By translating these principles into an operating model, we bring this vision to life.

Our operating model is centered around people, processes, and systems, with processes designed to align with the roles of our employees. We evolve and grow in response to the organization's strategic needs, allowing employees to connect their ambitions to clearly defined roles. This approach strikes a balance between measurable performance metrics and personalized development goals, embodying our people-first philosophy. Achieving this balance requires strong, thoughtful leadership to guide and evaluate progress effectively.

Our operating model is built on flexibility and accountability, encouraging autonomy and self-fulfillment of our people. Employees, referred to as "MeInc'ers," are empowered to take ownership of their roles while recognizing their impact within a larger network. Team results take precedence over individual achievements, fostering a culture of co-creation and knowledge sharing.

We believe in nurturing an environment where growth thrives through giving our employees space but with clear responsibilities, creating a dynamic yet structured atmosphere for innovation and success. By embracing transparency of our mission, vision, strategy and overall living our organizational philosophy, we aim to inspire fulfillment and engagement among our people, driving the collective growth of the company. Parklane Insight grows as a company through the growth of our people.





## 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. During 2024, we have not recorded any violations related to corruption or bribery, though one incident of fraud has been reported.

### AMOUNT OF INCIDENTS

- » *0 Corruption incidents*
- » *0 Bribery incidents*
- » *1 Fraud incident related to breach of transportation declaration*
- » *No fines for violation of anti-corruption, anti-bribery or fraud laws*

At Parklane Insight, we recognize the importance of identifying and mitigating risks related to corruption and bribery within our organization. As part of our anti-corruption and anti-bribery Policy, we have assessed and identified the following functions-at-risk—roles that, due to their tasks and responsibilities, may have a higher exposure to corruption or bribery risks:

- XSU Systems – IT supplier contractors and directors, who manage procurement and vendor relationships.
- XSU Finance – Fleet managers, responsible for financial transactions and asset management.
- XSU Legal – Overseeing compliance and regulatory matters, with access to sensitive legal information.
- XSU Communication – Managing corporate communications, sponsorships, communication licences, and public relations, which may involve interactions with external stakeholders.
- Members of the Leadership Team – Responsible for strategic decision-making and high-level external engagements.
- BCB Leaders – Business Control & Business Leaders involved in operational decision-making and client engagements.

Functions as described above are specialists and have access to making commitments of large sums. They can make commitments from their role and can abuse their unique position for this reason.

Within Parklane Insight, a procurement policy is in place that establishes clear rules regarding which functions and roles are authorized to enter into contracts up to specific amounts and the approval process that must be followed by a Leadership Team member.





Data & information security

The company continues its ambition and therefore its investments in the area of cyber security to grow in this domain through continuous improvements. 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. Next, an ISMS (IT Security Management System) framework was implemented in 2024.

Next to that, TriFinance invested in a digital IT security training environment to increase awareness about this topic (on an ongoing base) and allows to organize and simulate phishing campaigns. Finally, the TriFinance data network migrated towards a more robust and secure infrastructure by implementing an SD-WAN solution.



Relationship with suppliers and payment practises

Since Parklane Insight 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.





## GOVERNANCE

### The Leadership Team & Board

#### THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT, AND SUPERVISORY BODIES

At ParkLane Insight, strong governance and purposeful leadership are key drivers of our strategy and sustainability performance.

#### THE BOARD

The Board is the highest body within the ParkLane Insight-group. The members of the Board are appointed by the shareholders of ParkLane Insight B.V. The Board consists of executive and non-executive members. The executive board members form the Leadership Team (LT).

The Board endorses this report and fully supports the outlined measures. It oversees the company's strategic direction and implementation while ensuring accountability, compliance, and long-term value creation. Should sustainability challenges arise, the Board is committed to identifying effective, responsible solutions.

#### THE LEADERSHIP TEAM

The LT is responsible for the day-to-day management of the ParkLane Insight Group, but the LT is not directly involved in the day-to-day operational activities within individual countries. The LT is responsible for determining and implementing its strategy. The LT of the Group is primarily responsible for designing and embedding the overall business model and overseeing the performance and direction of the organization.

Day-to-day operations and alignment with our ESG commitments are managed by the Leadership Team (LT). This team leads with a decentralized, human-centered approach, designed to promote collaboration, ownership, and adaptability across the organization.

#### THE COUNTRY MANAGEMENT

Dedicated Country Management Teams have been established in the last quarter to manage the operational execution in each market. These teams function as our go-to-market organizations, focusing on local implementation, market responsiveness, and country-specific performance.



#### DIVERSITY WITHIN THE LEADERSHIP TEAM

4 male Leadership member (80%)

1 female Leadership member (20%)



### A FLAT, FUTURE-PROOF ORGANIZATIONAL MODEL

At Parklane Insight, our mission to grow people shapes how we work and lead. We challenge traditional hierarchies by operating as a flat, flexible network organization. Our model is built on trust, peer collaboration, and bottom-up innovation — empowering employees to thrive in cross-functional roles rather than fixed functions.

Our internal teams, including BaseCamp and XSUs, work across domains and take on multiple roles, aligning personal ambition with organizational needs. We believe this approach unlocks what we call the Economies of Motivation, enhancing engagement and agility in a changing world.

### LEADERSHIP THAT ENABLES

Leadership at ParkLane Insight is not about command and control, but about enabling people to succeed. Our decentralized structure consists of entrepreneurial business units,

called Blue Chip Boutiques (BCBs), supported by BaseCamp teams that connect employee goals with client expectations. This setup keeps leaders close to their teams — acting as sparring partners, mentors, and communicators of strategy.

We foster leadership alignment and co-creation through: Quarterly Leader Calls that keep leaders updated and aligned on company priorities

An annual international seminar, where all leaders come together to shape strategy and exchange best practices

### DIRECT ENGAGEMENT WITH LEADERSHIP

We maintain a high-touch leadership culture, where accessibility is key. Regular Meet-and-Greet sessions connect employees with international leadership, creating space for open conversations, real-time feedback, and shared understanding of company goals.

This direct line of communication reinforces trust, encourages collaboration, and makes employees feel involved in the company's direction.

### MEASURING LEADERSHIP IMPACT

We evaluate leadership effectiveness through:

- » *TESI surveys on leadership accessibility and communication*
- » *Engagement metrics (eNPS, retention, project success)*
- » *360° feedback for actionable insights and growth*

This approach ensures our leadership model delivers impact — by creating value for people, clients, and society.



# Parklane Insight (PLI) Lexicon

Parklane Insight 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 Parklane Insight 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 organization 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 organizations. 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 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.

## 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

Parklane Insight 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 organization is an organization 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 organization, 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.



## APPENDIX A1: CSRD ALIGNMENT QUANTITATIVE KPIS

| ESRS (European Sustainability Reporting Standard) | Disclosure requirement  | Paragraph / Data point                                      | Data ID  | Reference   | Page           |
|---|---|---|--|---|----------------|
| <b>E1 Climate Change</b>                          | E1-5 Energy consumption and mix   | 37  | E1-5_01  | Energy consumption offices  | Pg 48          |
|   | E1-6 Gross scopes 1,2,3 and Total GHG emissions                                       | 48a, 49 a, 52 a, 51   | E1-6_07<br>E1-6_09<br>E1-6_11  | Environmental Care: Scope 1,2 and 3 emissions<br>• Mobility<br>• Energy consumption offices<br>• IT materials                         | Pg 46-48       |
|   | E1-7 GHG removals and GHG mitigation projects financed through carbon credits         | 58a<br>58a<br>AR 58f  | E1-7_04<br>E1-7_05<br>E1-7_06  | GHG removals (TriForest)  | Pg 49          |
| <b>S1 Own Workforce</b>                           | S1-6 Characteristics of the undertaking's employees                                   | 50 (a)  | S1-6_02<br>S1-6_03   | Financials and key figures:<br>• Number of employees (headcount)<br>• Average number of employees (headcount or full-time equivalent) | Pg 5           |
|   |   | 50 b  | S1-6_07<br>S1-6_08   | Career development<br>Type of contract  | Pg 24          |
|   |   | 50 (c)  | S1-6_11<br>S1-6_12   | Financials and key figures:<br>• Number of employees who have left undertaking<br>• Percentage of employee turnover                   | Pg 5           |
|   | S1-7 Characteristics of non-employees in the undertaking's own workforce              | 55a   | S1-7_02  | Financials and key figures<br>• Number of non-employees in own workforce - self-employed people                                       | Pg 5           |
|   | S1-8 Collective bargaining coverage and social dialogue                               | 60 (a)  | S1-8_01  | Social dialogue and collective bargaining   | Pg 43          |
|   | S1-9 Diversity metrics  | 66 (a)  | S1-9_01<br>S1-9_02   | Equal treatment and opportunities for all: Top Management   | Pg 40          |
|   |   | 66 (b)  | S1-9_03<br>S1-9_04<br>S1-9_05  | Equal treatment and opportunities for all: Age Diversity  | Pg 39          |
|   | S1-10 Adequate wages  | 69, 70  | S1-10_01<br>S1-10_03   | Remuneration and adequate wages   | Pg 35-37       |
|   | S1-11 Social protection   | 75, 76  | S1-11_06   | Working conditions: Social protection   | Pg 30          |
|   | S1-12 Persons with disabilities   | 79  | S1-12_01   | Equal treatment and opportunities for all: people with disabilities   | Pg 41          |
|   | S1-13 Training and skills development metrics   | 83 (a)<br>83 (b)  | S1-13_02<br>S1-13_04<br>S1-13_04   | Furthering tools & Training<br>• PDE<br>• Training  | Pg 25-28       |
|   | S1-14 Health & safety metrics   | 88 (a)<br>88 b<br>88 (e)                                    | S1-14_01<br>S1-14_02<br>S1-14_03   | Health & Safety<br>Working conditions: Social protection  | Pg 33<br>Pg 30 |
|   | S1-15 Work-life balance metrics   | 93 (a)  | S1-15_01   | Working conditions: Social protection   | Pg 30          |
|   | S1-16 Remuneration metrics (pay gap and total compensation)                           | 97 (a)<br>97 (b)  | S1-16_01<br>S1-16_02   | Remuneration and adequate wages<br>• Gender pay gap<br>• Annual total remuneration ratio  | Pg 36          |
|   | S1-17 Incidents, complaints and severe human rights impacts                           | 103 a<br>103 b<br>103 b<br>103 c<br>104 a<br>104 a<br>104 b | S1-17_02<br>S1-17_03<br>S1-17_04<br>S1-17_05<br>S1-17_08<br>S1-17_09<br>S1-17_11 | Human rights  | Pg 43          |
| <b>S2 Workers in the Value chain</b>              | General information related to workers in the value chain (not in scope based on DMA) |   |  | Workers in the value chain, Interim Managers  | Pg 44          |
| <b>G1 Business Conduct</b>                        | G1-4 Incidents of corruption or bribery   | 24a   | G1-4_01  | Number of convictions for violation of anti-corruption and anti-bribery laws  | Pg 53-54       |
|   |   | 24a   | G1-4_02  | Amount of fines for violation of anti-corruption and anti- bribery laws   | Pg 53-54       |



## APPENDIX A2: CSRD ALIGNMENT QUALITATIVE KPIS

| ESRS (European Sustainability Reporting Standard) | Disclosure requirement   | Paragraph / Data point                     | Data ID  | Reference   | Page     |
|---|--|--|--|---|----------|
| <b>E1 Climate Change</b>                          | E1-6 Gross scopes 1,2,3 and Total GHG emissions  | AR 46i                                     | E1-6_27  | Environmental Care<br>List of Scope 3 GHG emissions categories<br>• Mobility<br>• IT materials                  | Pg 45-49 |
| <b>S1 Own Workforce</b>                           | S1-8 Collective bargaining coverage and social dialogue  | 63 b                                       | S1-8_07  | Social dialogue and collective bargaining   | Pg 42-43 |
|   | S1-9 Diversity metrics   | AR 71                                      | S1-9_06  | Equal treatment and opportunities for all: Top management   | Pg 40    |
|   | S1-10 Adequate wages   | 69   | S1-10_01   | Remuneration and adequate wages   | Pg 35-37 |
|   | S1-12 Persons with disabilities  | AR 76                                      | S1-12_03   | Equal treatment and opportunities for all: disabilities   | Pg 41    |
|   | S1-15 Work-life balance metrics  | 94   | S1-15_04   | Working conditions: Social protection   | Pg 30    |
| <b>S2 Workers in the Value chain</b>              | General information related to workers in the value chain (not in scope based on DMA)  |  |  | Workers in the value chain, Interim Managers  | Pg 44    |
| <b>S4 Consumers and end-users</b>                 | S4-2 Processes for engaging with consumers and end-users about impacts   | 20<br>20 a<br>20 b                         | S4-2_01<br>S4-2_02<br>S4-2_03                                  |   |          |
|   | S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns  | 25 a<br>25 b<br>25 c<br>25 d<br>26<br>26   | S4-3_01<br>S4-3_02<br>S4-3_03<br>S4-3_04<br>S4-3_05<br>S4-3_06 | Client engagement & Satisfaction Process  | Pg 44    |
|   | S4-4 Taking action on material impacts on consumers and end- users,, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users and effectiveness of those actions | 32 a<br>32 b<br>32 c<br>33 a<br>33 b<br>34 | S4-4_05<br>S4-4_06<br>S4-4_07<br>S4-4_08<br>S4-4_09<br>S4-4_10 |   |          |
| <b>G1 Business Conduct</b>                        | ESRS 2 GOV-1 The role of the administrative, management and supervisory bodies   | 5a, 5b                                     | G1.GOV-1_01<br>G1.GOV-1_02                                     | The Leadership Team & Board<br>Role of the administrative, management and supervisory bodies                    | Pg 55-56 |
|   | G1-1 Business conduct policies and corporate culture   | 7  | G1.MDR-P_01-06   | Anti corruption, Anti bribery & Fraud   | Pg 53    |
|   |  | 9  | G1-1_01  | Corporate Culture   | Pg 51-52 |
|   |  | 10c<br>10e                                 | G1-1_05<br>G1-1_08   | Anti corruption, Anti bribery & Fraud<br>• Whistleblower policy   | Pg 53    |
|   |  | 10h  | G1-1_11  | Anti corruption, Anti bribery & Fraud<br>• Functions that are most at risk in respect of corruption and bribery | Pg 53    |
|   | G1-2 Management of relationships with suppliers  | 15a  | G1-2_02  | Relationship with suppliers and payment practises   | Pg 54    |
|   | G1-3 Prevention and detection of corruption and bribery  | 18a, 18b, 18c, 20                          | G1-3_01<br>G1-3_02<br>G1-3_03<br>G1-3_05                       | Anti corruption, Anti bribery & Fraud   | Pg 53    |
|   | G1-4 Incidents of corruption or bribery  | 25 (a)                                     | G1-4_04  | Anti corruption, Anti bribery & Fraud   | Pg 53    |
|   | G1-6 Payment practices   |  |  | Relationship with suppliers and payment practises   | Pg 54    |



## APPENDIX B: POLICIES PARKLANE INSIGHT (PLI)

| ESRS           | ESRS sub-topic                                 | Country       | Title                                   | Description  |
|----------------|--|---------------|---|--|
| <b>ESRS 2</b>  |  | International | ESG Policy Declaration                  | CSR commitment to all stakeholders   |
| <b>ESRS S1</b> | Equal treatment and opportunities for all      | NL            | Anti discrimination                     | Guidelines for equal treatment   |
| <b>ESRS S1</b> | Working conditions                             | NL            | Labour/Personnel regulation             | Personnel regulations  |
| <b>ESRS S1</b> | Working conditions                             | BE            | Labour regulation MI&S                  | Work regulations   |
| <b>ESRS S1</b> | Working conditions                             | BE            | Labour regulation TriFinance Belgium    | Work regulations   |
| <b>ESRS S1</b> | Working conditions                             | BE            | Telework                                | Guidelines for working remote  |
| <b>ESRS S1</b> | Other work-related rights                      | International | Human rights Policy                     | This human rights policy is a public statement adopted by the board of directors of Parklane Insight committing the company to respect international human rights standards and to do so by having processes in place to identify, prevent or mitigate human rights risks, and remediate any adverse impact it has caused or contributed to. |
| <b>ESRS S1</b> | Equal treatment and opportunities for all      | International | Policy Diversity, Equity & Inclusion    | DE&I framework implies a workplace where we embrace unique individual perspectives, backgrounds and each one's personal abilities.   |
| <b>ESRS S1</b> | Equal treatment and opportunities for all      | BE            | Policy Diversity, Equity & Inclusion    | DE&I framework implies a workplace where we embrace unique individual perspectives, backgrounds and each one's personal abilities.   |
| <b>ESRS S1</b> | Privacy  | BE            | Protection Personal Data                |  |
| <b>ESRS S1</b> | Privacy  | BE            | Data Security, pass word & data access  |  |
| <b>ESRS S4</b> | Social inclusion of consumers and/or end-users | BE            | Contract Policy                         | Commercial Contract Policy BE  |
| <b>ESRS G1</b> | Corporate culture                              | BE            | Code of Conduct                         | Code of conduct for Projects Consultants/Managers  |
| <b>ESRS G1</b> | Corporate culture                              | BE            | Workplace                               | Code of conduct in regard to your workplace at the office  |
| <b>ESRS G1</b> | Corporate culture                              | International | Governance and representation policy    | Governance and representation policy   |
| <b>ESRS G1</b> | Corruption and bribery                         | International | Fraud Policy                            | Process on fraud prevention  |
| <b>ESRS G1</b> | Protection of whistle-blowers                  | International | Whistleblowing Policy                   | Process on whistleblower management  |
| <b>ESRS G1</b> | Corruption and bribery                         | International | Anti-Bribery & Corruption Policy (ABAC) | Process on ABAC prevention   |
| <b>ESRS G1</b> | Corporate culture                              | International | IT Security Policy                      | Defining the Information Security Policy for the company by means of the Confidentiality, Integrity & Availability (CIA) triad.  |
| <b>ESRS G1</b> | Corporate culture                              | International | System Access Policy                    | This policy document describes what (minimum) standards and procedures are to be respected with regards to system access management.   |
| <b>ESRS G1</b> | Corporate culture                              | International | Personnel Security Compliance Policy    | This policy document describes what (minimum) standards and procedures are to be respected with regards to personnel security compliance.  |
| <b>ESRS G1</b> | Corporate culture                              | International | Physical Security Policy                | This policy document describes what (minimum) standards and procedures are to be respected with regards to the physical security of our offices, (information) infrastructure, IT systems, archives and all other assets.  |
| <b>ESRS G1</b> | Corporate culture                              | International | IT Service Management Policy            | Describing all processes related to managing the service in the context of IT towards end users and other stakeholders are governed by this policy. The standards and responsibilities are set in this policy, with detailed work instructions and workflows to be defined on an operational level by the XSU Systems to Support             |
| <b>ESRS G1</b> | Corporate culture                              | International | IT Business Continuity Policy           | Like every organization, the IT organization is also prone to a variety of disasters that vary in degree from minor to catastrophic.   |
| <b>ESRS G1</b> | Corporate culture                              | International | Code of Ethics statement                | This code of ethics gives our employees an idea of what types of behavior and decisions are acceptable and encouraged at our organization. It is a broader set of principles that affect our employees mindset and decision making.  |
| <b>ESRS G1</b> | Corporate culture                              | International | Supplier Code of Conduct                | Set of ethical, social, and environmental standards that suppliers must follow to ensure responsible business practices, covering areas like labor rights, sustainability, and compliance with laws.   |
| <b>ESRS E1</b> | Climate change adaptation                      | BE            | Bike                                    | Agreements on bicycle leasing and use  |
| <b>ESRS E1</b> | Climate change adaptation                      | BE            | Company Car                             | Agreements on company car  |
| <b>ESRS E1</b> | Climate change adaptation                      | International | Environmental Policy                    | Set of guidelines and commitments established to reduce emissions, pollution, energy consumption and promote sustainable practices.  |









## Belgium

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