

2023 edition

VebeGo's Impact Journey

Our Commitment to
a Better World



Preface

Taking a step forward together towards a **sustainable** and **inclusive future**

We are back with VebeGO's annual Impact Journey! In this time of change and challenge, we would like to emphasise how important sustainability, inclusiveness and meaningful employment practices are to us.

At VebeGO, we see meaningful employment practices as a core value. It's part of our DNA. That's why we strive to provide opportunities and space for everyone to develop their talents, regardless of their backgrounds. Diversity and inclusiveness are therefore not empty promises at VebeGO, but rather the building blocks of our people-centred corporate culture. This way, we can offer a suitable job to anyone who wants to work with us. At the same time, we are committed to reducing our environmental footprint and actively combating climate change and its consequences.

By combining various entities into one powerful brand, we are taking an important step towards a future-proof VebeGO. This enables us to make even more impact in the future. Real positive changes are only achieved when you work together.

Together with our employees, customers and other stakeholders, we want to continue to build a sustainable future. A future where everyone has opportunities and we protect our planet. This Impact Journey demonstrates our continued commitment to "meaningful impact". A story full of challenges and successes. And with a clear view to the future.

On behalf of the entire VebeGO family, we thank you for your support and involvement. Together, we make a difference and work towards a more inclusive and sustainable world.

Have fun reading!

*Warm regards,
Ton Goedmakers and Roy Budjhawan
CEO and Head of Impact*



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www.vebeGO.com

On 1 February 1943, in the shadow of World War II, a modest cleaning company opened its doors in Heerlen. Founded by Tonny Goedmakers. What started as Hago has evolved into our international family business VebeGo in 80 years. An organisation with 40,000 employees, spread across four countries. Although the name Hago no longer exists, the traces of the Goedmakers family can still be found in VebeGo every day. Thanks to our ongoing commitment to quality, inclusiveness and sustainability.

An ode to **80 years** of cleaning operations

The establishment of VebeGo Cleaning Services in 2023 marked a new chapter in our history. A merger of nine cleaning companies, including well-known names such as Hago Nederland, Westerveld and Forton. With 8,000 employees and 2,500 customers, we are now one of the largest cleaning companies in the Netherlands. This combination allows us to innovate even better and respond to customer needs. In addition, this strengthens VebeGo's mission: to make an impact by providing meaningful work. Regardless of the background or level of education of employees. This is how we emphasise creating a clean, safe and pleasant living environment for everyone.

A greener future

With the establishment of VebeGo Groen in 2023, we strengthened our VebeGo green vision. This initiative came from a merger of three landscaping companies: Attender Groen, Axent Groen and Brouwers Groen. With more than 800 professionals on board, this initiative focuses on climate adaptation, biodiversity and greening the living environment. By joining forces, VebeGo Groen is both a national player, and the familiar local face. In addition to a healthier living environment, they also offer more meaningful jobs and development opportunities for their employees.



“We’re one of the largest cleaning companies in the Netherlands”

VebeGo on German soil

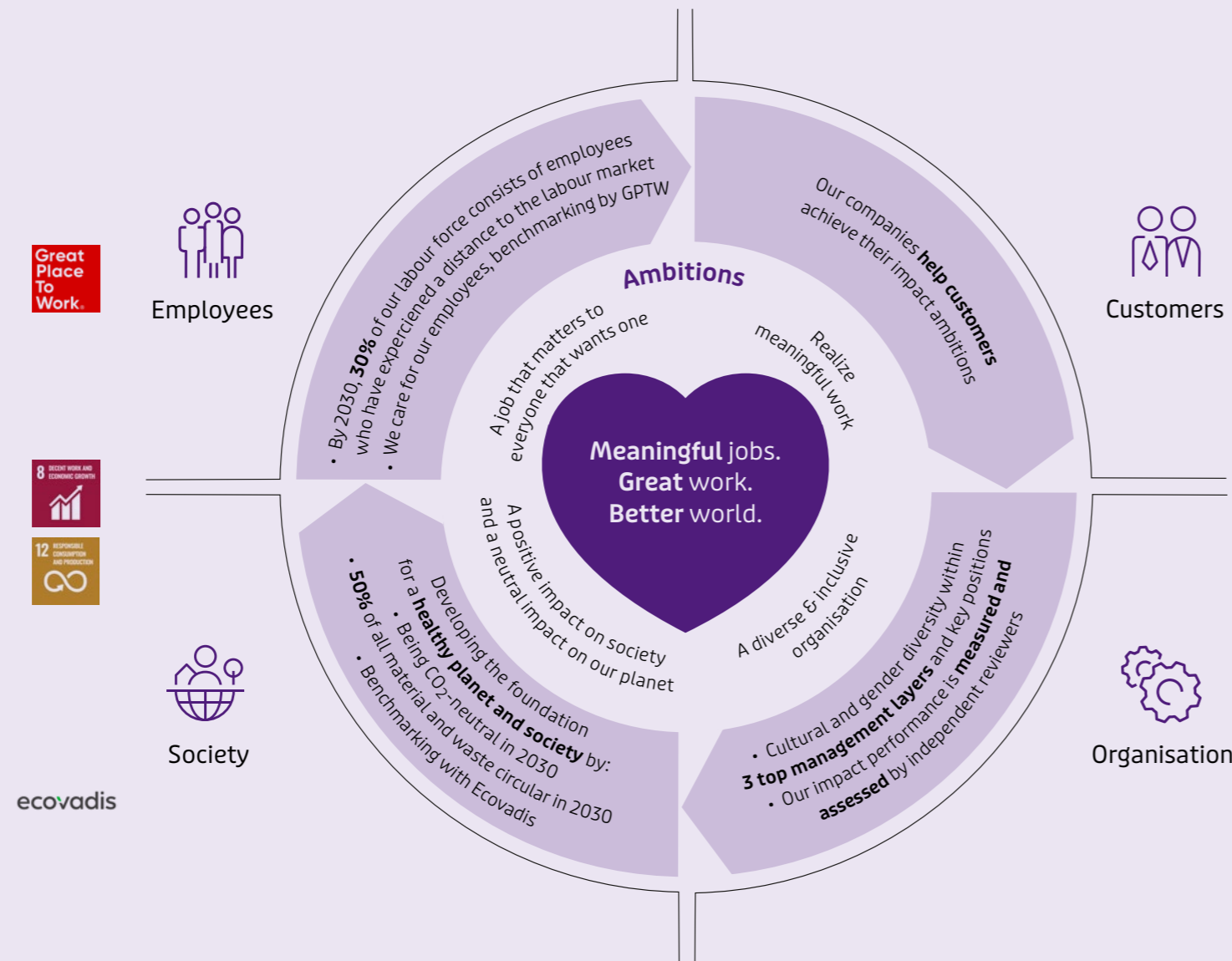
In 2022, we took an international step forward at VebeGo with the merger of the German companies Servico and Hectas. This was done under the leadership of project manager Oscar Braun. The objective? To become a dominant player in German facility services. VebeGo Facility Services was successfully launched on 1 January 2023. The organisation wants a unique company culture that puts our VebeGo values into practice every day: quality, humanity and warmth. Looking to the future, VebeGo Facility Services strives not only to be a market leader. They also strive for an impactful company by delivering meaningful work and making a positive contribution to society.



Impact Strategy Overview

Making an impact lies at the core of VebeGo. Impact has a place in every layer of the organisation. Among other things, by contributing to fulfilling the impact ambitions of our customers. In addition, our own organisation is becoming more diverse than ever thanks to concrete goals for a diverse and inclusive organisation. With which we make a significant impact on society. But it doesn't stop there. We also aim for a neutral impact on our planet, by working carbon-neutral by 2030, among other things, and ensuring that 50% of our waste is circular. Benchmarks such as Great Place To Work and Ecovadis contribute to these goals. Finally, VebeGo remains an inclusive workplace as ever. We set concrete goals for this: 30% of our staff consists of people with a distance to the labour market by 2030.

Together, these parts form the organisation we want to be at its core. A VebeGo for meaningful jobs, Great Work and a better world.



Cleaning specialist Alpheios does not 'do' sustainability. It's part of who they are. From the smallest cleaning product to the boardroom, sustainability has a prominent place in the organisation everywhere. Bas Gehlen, Pieter Janssen and Birgitte Engelen from Alpheios' core team Planet summarise that attitude as follows: 'Organisations without social solutions have no future.' Thus, sustainable dreams. And acting sustainably. With an impact on customers, suppliers and their own employees.

Impact in Practice

Sustainability as the core of the business

'Sustainability starts with the board and management,' says Birgitte. 'When they incorporate sustainability into the company's strategy, you make it explicit for everyone.' The starting point of the sustainability strategy? 'Start small, then expand. We focus on projects that we see make an impact. This is how we naturally build sustainability in the organisation.'

In the organisation

To drive those initiatives, Alpheios started a Planet core team. In it, eight different departments are represented and all projects come together. With this team, for example, they analysed that they make a lot of CO₂ impact when purchasing products. Pieter: 'To map that impact, we created product passports. Those passport state how much impact a product has in terms of water, raw materials, energy and CO₂. This information gives us concrete goals to improve.'

What makes this improvement difficult is that for many products there is no sustainable alternative at all yet, according to Bas. 'Microfibre wipes, for example. We're trying to do something about that. By looking at possibilities to make our products more sustainable, or extend their service life. Experimentation involves trial and error. You often bump your head because simply not everything is possible yet. But you learn from that, and you slowly get a step closer.'

A humorous touch

To convey that bold and sustainable view internally, the Planet team developed an e-learning solution. Pieter: 'This allows our sales colleagues to more easily and effectively engage in the sustainability conversation with customers. We do that in our own style. In doing so, we certainly point out the social challenges, but also want to show how sustainability actions can actually

create a positive impact that is close to your own world. We not only encourage awareness, but also behaviour.'

Awareness in transport

At first, that sustainability conversation seems like quite a challenge, in an industry where every penny counts. 'We notice that our customers want to be more sustainable, but do not yet know exactly how,' says Birgitte. 'That's why we don't sell products anymore, but a service. We advise customers on how to contribute to their own social goals with our sustainability solutions and find solutions together. For example, at Hago Zorg and Hago Airport Services, we looked at reducing the number of transports. This also requires awareness from the cleaner, for instance placing fewer 'standard' orders.'

Next Year

Bas: 'We will continue in this way in the coming year. For example, we're looking at another important CO₂ post, the emissions in transport. We are trying to reduce that at a large scale. Furthermore, we are starting our refurbishment project, repairing and re-deploying products that are at the end of their service life. If that is not possible, we recycle the raw materials. This saves a lot of raw materials. All of them are practical projects, which quickly lead to impact.'

Green Team makes a difference

At Hago Zorg, the heart is largely green. The company breathes impact ambition and feels the importance of sustainability down to its very core. Responsible for this is the Green Team which has been embedding impact in the business organisation and strategy for five years.

The Green Team consists of representatives from Finance, Customer Organisation and other relevant business units. For the past five years, the team has been setting up programmes to manage sustainable actions and continue to meet relevant standards. These programmes then end up in the strategic annual plan and the business roadmap until 2030, which means Hago Zorg will really get to work with

“An academic hospital had more than 800 deliveries annually. Now it’s 400”

them and create impact. ‘A great example is our program that focuses on logistics’, says Manager Marketing & Communication Madeleine Coomans-Dusée. ‘The supply of resources and materials to our customers can be done smarter. We were able to achieve a 40% reduction last year. An academic hospital had more than 800 deliveries annually. Now that’s 400. The hospital didn’t even know there were so many deliveries. Ordering has also become so easy...’



Madeleine Coomans-Dusée

Green from a to b

“In addition, there is also an electric driving programme,” says Manager Quality & Compliance Ingrid Kornips Moll. ‘With 4,000 employees, we travel an incredible lot. We’re actually always on the go. But there are also green ways to get from A to B. We’re looking into that. By 2025, all our lease cars will be electric.’

“By 2025, all our lease cars will be electric”

Agility

Each programme has an owner, but the Green Team members come up with the initiatives covered by the programmes together. ‘This is why we are taking very fast, focused steps,’ emphasises Ingrid. ‘It helps to have a Finance & Process Control Director on the team. The initiative can be discussed directly with the management team in terms of decision-making and budget. In doing so, we underline that we dare to invest in sustainability. That is actually outside our scope, but is indirectly very important for the impact we want to make as Hago Zorg.’



Ingrid Kornips Moll

The cleaning industry in **motion**

Care is leading the way in Belgium when it comes to sustainable cleaning companies. Always going beyond others in sustainable solutions, they also raise the bar for themselves every year. Last year they earned the prestigious European Union 'SDG Pioneer' certificate. Chantal Moerenhout, responsible for CSR within CARE, talks about the sustainable DNA of this VebeGo company.

SDG Pioneer is not something you become easily. An independent committee reviews a list of ten unique sustainability actions that the company itself has submitted for a period of three years. If you fail even one, you will not obtain a certificate. Care is only the second cleaning company in Belgium to succeed, and they were close to being the first. Chantal: "It was quite something. The actions were often major and took a lot of time. The Committee does not accept mere savings. So hugely successful actions like Made Blue, where we donated more than 80 million litres of water, only counted once.

More for sustainability

Chantal: "We are very proud of this certificate, but it is certainly not everything we do. For example, we have been supporting an Antwerp school for children with autism spectrum disorder for over a decade. Each year, several students learn important work tasks like using Microsoft Office and receiving customers. We also sponsor colleagues who exercise for charity, by paying registration fees or sportswear."

Cleaning Week

In Belgium, every year there is a Cleaning Day. Care turns this into a Cleaning Week. Chantal: 'During that week, we personally bring a present to all our employees, and we ask customers to send them an online thank you. This year, we gave a cooler bag that was a big hit. Now the aim is to top this again next year.'

CSR Hub

To manage all these actions, Care launched a CSR hub within the company. A dedicated team oversaw all sustainability actions and actively encouraged others to participate. According to Chantal, it was a hit. 'Often, sustainability within an organisation depends on a few passionate people. They have to get the rest to join in. Within our hub, we bring these people together from different parts of the organisation. Those pioneers get the rest moving and constantly come up with new ideas. The hub is really indispensable for us, I would recommend it to any company.'



Charlotte Friess is head of Strategic Projects within VebeGo Switzerland. In recent months, she delved into the cleaning sector and discovered a sustainable opportunity for people and nature. While technology and sustainability are changing the world, it is still lagging behind in this industry. Charlotte shares her insights on the potential of more sustainable cleaning methods.

Sustainable opportunities for **cleaners**

Cleaners suffer from an above average number of physical problems. 'For years, cleaners have been lugging two buckets of water, excessive amounts of cleaning agents and piles of cloths and materials all day,' Charlotte begins. 'Over time, this leads to physical problems and environmental damage. For example, skin or back problems. But there is also much to be gained regarding the excessive production and transport of cleaning agents and high water consumption.'

Alternative options

'We can certainly take those steps,' Charlotte explains further. 'Consider foam, a cleaning product that does almost all the work with one wipe. Without mixing any agents yourself. Or durable cleaning cloths that automatically contain the right amount of cleaning agents thanks to a special washing machine.'

These methods alleviate physical problems, are better for the environment, and are commercially interesting. "These new, simpler methods mean cleaners need less training, for example, and the implementation is faster. This saves costs."

So there certainly are opportunities. But Charlotte remains realistic: 'These options aren't perfect either. But change is necessary in any case. And not only for sustainability but also for the wellbeing of the people who clean our offices and buildings day in, day out. That change takes time, but is definitely worth implementing.'





Diana Kockelkoren, Vebego Groen Program Manager, talks about the biodiversity label and Hallo Grrroen, two projects that together increase biodiversity among Vebego customers and non-customers. About actively involving the environment, a green score and a small bird with grand deeds.

Impact in Practice

Biodiversity in the entire neighbourhood

Two years ago, Diana joined the Vebego Groen team in the context of Designing Our Future. Diana: 'A wonderful challenge. I immediately noticed the passion of the colleagues here. There is so much passion for the profession and awareness that you can really make a difference.'

She quickly established the mission: to create a green and healthy living environment in which everyone participates. The focus here is on three impact themes: climate change, biodiversity loss and labour participation. The latter theme has been strengthened by renewing the PSO 30+ certificate. Over 40% of Vebego Groen's employees also have a distance to the labour market.

Biodiversity label

Diana: 'From the pursuit of a healthy and green living environment, the idea arose to map out biodiversity for clients. This measurement – of, for example, an entire neighbourhood – then

yields a score that applies as a type of energy label, but for biodiversity. We then implement specific measures to enrich biodiversity. Clients can also always access the score via their online customer portal.'

Hallo Grrroen

However, 40% of the greenery in urban areas is not owned by our clients. It is the property of the residents. Diana: 'That is why we also want to actively involve and activate them in greening the living environment. Vebego Groen, together with our digital partner Indicia, launched the platform Hallo Grrroen. Through this platform, residents have access to knowledge and tools to get started with greening their gardens, balconies and facades.

Diana: 'We create awareness about issues such as climate change and biodiversity but also show how you can get to work on it yourself. Think of advice about plants that contribute a lot to biodiversity or the benefits of a rain barrel in your garden.'



“We create awareness, but also show how you can work on biodiversity yourself”

Residents will have access to their green score and corresponding advice via their own green file.'

Many birds

'Our vision of sustainability is well summarised by Professor Kees Klomp,' says Diana. 'He wrote a hopeful children's book about the climate crisis: The Rainmaker. In this book, the bird Olla tries to put out a forest fire on her own. Her perseverance ultimately encourages the other animals to help. Drop by drop, they manage. With this, Klomp shows how to solve a big problem in small steps. In this way, he makes the climate crisis discussable in a hopeful way. Just as we see it too. Through trust, perseverance and persuasion, we can take big steps together.'

At VebeGo, we believe that a better world arises when we appreciate everyone for who they are and what they bring. A world in which everyone participates, without obstacles or unequal opportunities. An important part of this vision is to create as much work as possible for the 1.2 million people in the Netherlands with a distance to the labour market. With appropriate solutions. So that they not only have work but also really participate in society. One of the key points of our impact strategy: finding the best place for people with a distance to the labour market to use their experience and talents within VebeGo.

A world in which everyone participates

To properly guide this talented group of people towards meaningful work, and then provide job security, we have gathered the necessary expertise in recent years. As a result, 5,000 people with a distance to the labour market found a job with us. That's 11% of our total workforce. But we're raising the bar: 12,000 jobs by 2030, 30% of the workforce. That is 1,000 new colleagues per year.

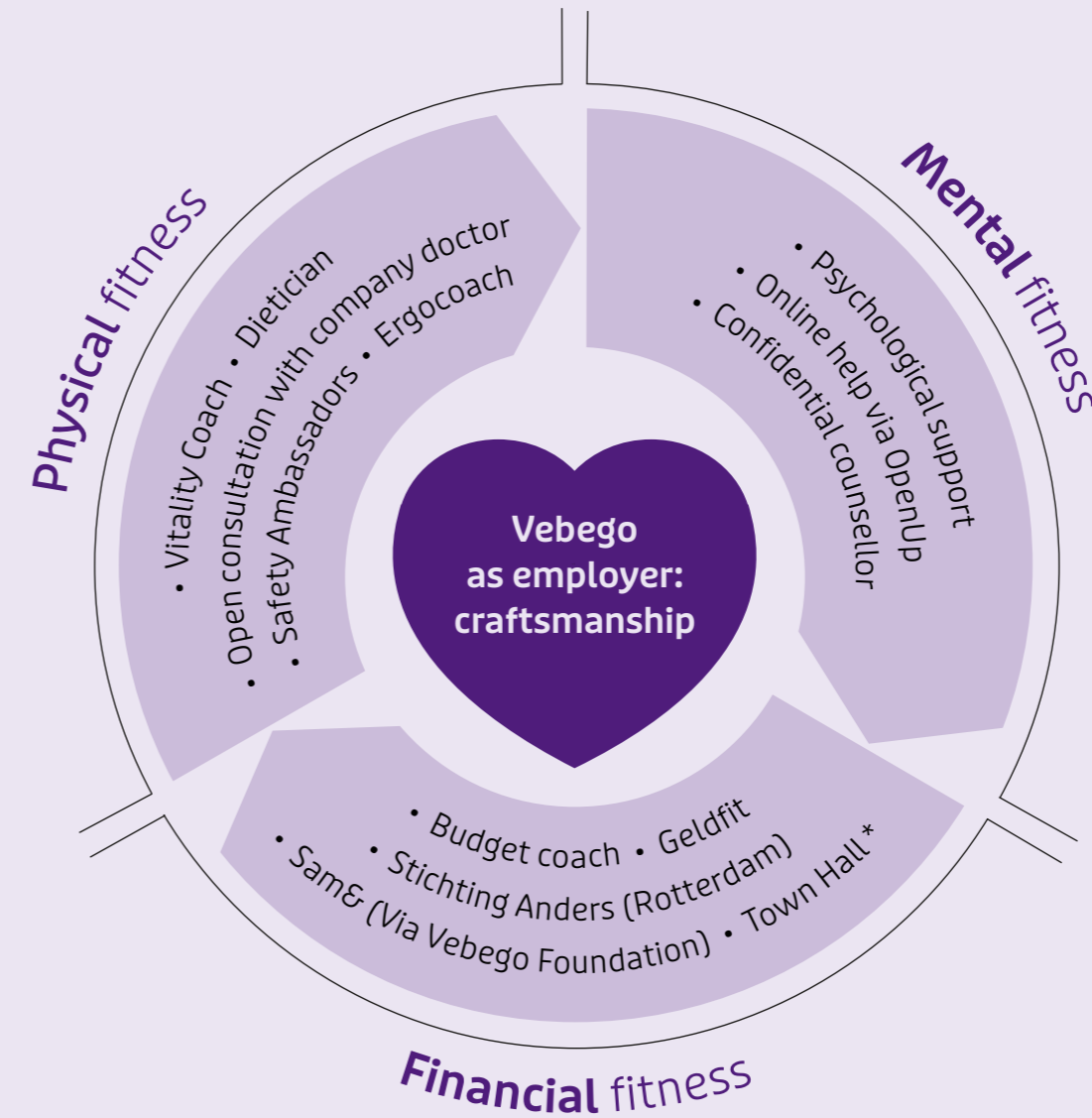
Insights
5,000 jobs are also 5,000 learning paths. And they gave us a lot of insights. For example, we learnt that the best approach is not just about technical knowledge for work in cleaning, facility services or landscaping. Support and protection to become physically, mentally and financially fit are also essential. Think of an Ergocoach, confidant and Village Hall for completing the tax return or applying for rent allowance. This is how we guide people both inside and outside of work.

Plenty of collaborations
To make this plan a reality on a larger scale, we are stepping up our efforts. That is why we work with various Dutch municipalities to help people become fit for work and then give them job and livelihood security at VebeGo. We collaborate with the municipalities Heerlen, Maastricht, Apeldoorn, Zutphen and Amsterdam, among others. For guidance in physical, mental and financial fitness, we join forces with public and private partners such as the government, insurers and housing cooperatives. We will start with a pilot, after which we will continue to expand.

Social cooperation
Throughout this process, we are collaborating closely with Van de Bunt Adviseurs from Amsterdam. Specialists in social solutions, in society and in organisations. Together, we are working on a substantive proposition and a process to achieve strong national and local partnerships. And create meaningful work for 12,000 employees by 2030.

“The goal: meaningful work for 12,000 employees with a distance to the labour market by 2030”

Fit for Work



* e.g. tax return assistance, rental allowance applications, etc.)

Ila Kasem, managing partner at Van de Bunt: 'An approach like this fits our agency. VebeGo, as a large employer in the Netherlands, makes a constructive contribution to guiding people with untapped potential in an innovative way towards more livelihood security through a suitable job. In this, VebeGo is looking for new ways and new cooperation structures between public and private parties, with the desire to have a substantial impact. We strongly encourage this. We see opportunities to make a real difference for large groups of people in various cities in the Netherlands. It is special for us to be able to contribute to this.'



Since 2005, the Vebego Foundation has been working on a better future for children and young people. By financially supporting Vebego colleagues in their volunteer work and by working together with partners, including Stichting Jarige Job, FEESTvarken vzw and Sam& for the children. We also supported a large number of great projects in 2022. Successful stories that will serve as springboards for years to come. The Vebego Foundation is ready to make even more impact with a renewed board and an international focus.

Impact in Practice

Vebego Foundation

For the Vebego Foundation, the year 2022 was all about visibility, cooperation and – of course – supporting as many employees as possible in the realisation of their social initiatives. Now we want more of all the good things we already do, is how Suzanne Goedmakers describes the future plans of the Vebego Foundation.

'We have built a solid foundation in recent years; we are reaching more employees and supporting more children than ever before. Right now, the focus is still mainly on the Netherlands and we are also making great strides in Belgium. We want to continue this success in all countries where Vebego operates. That requires some fresh perspectives and an international focus.'

Success so far

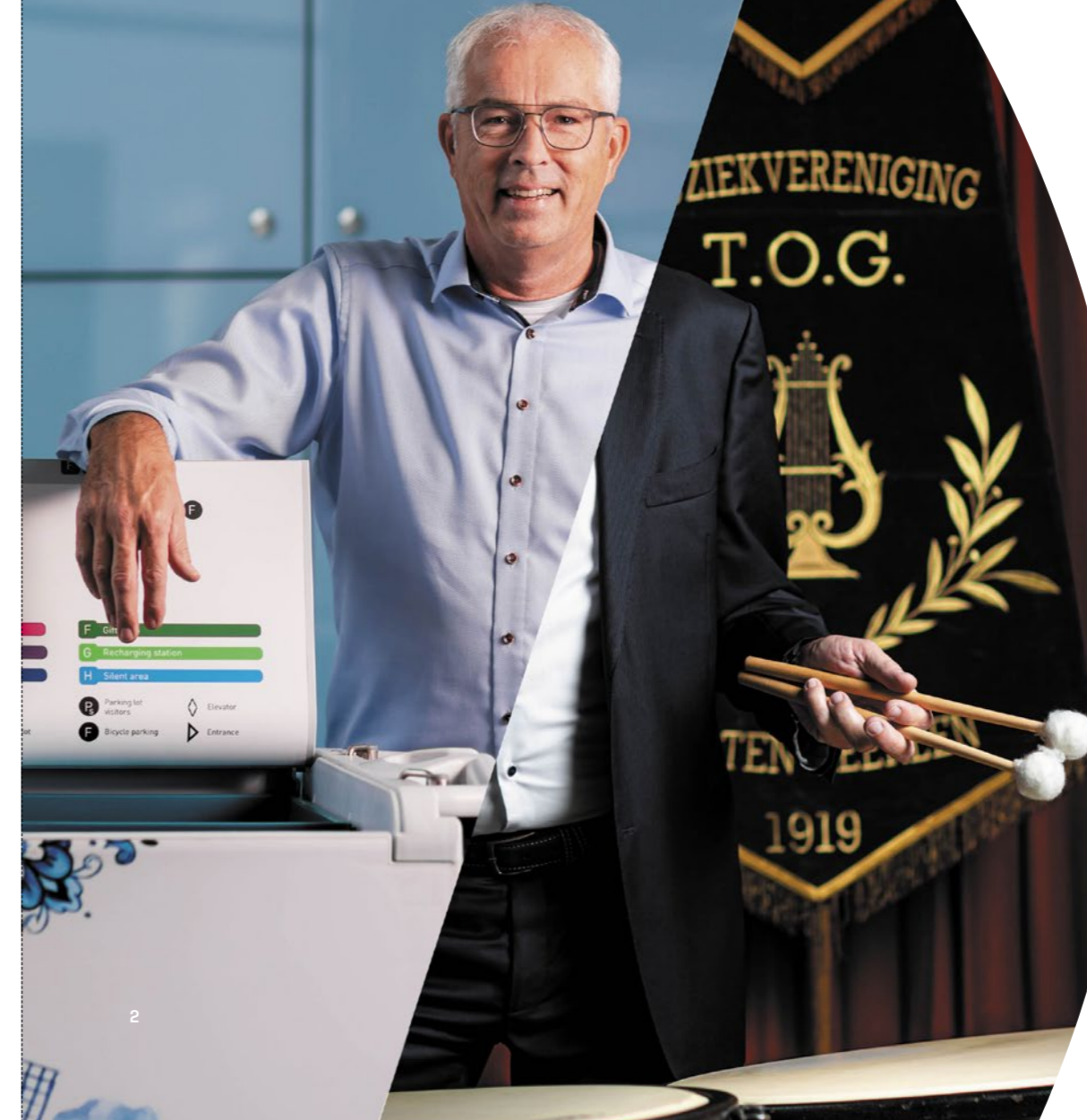
A striking success story is 'My Commitment, My Project', in which Vebego employees are supported in their social efforts. 'We received 170 applications last year and provided a total of €55,079 for social support. Good for impact on 22,747 people. From musical instruments for a daycare centre to a free outdoor play festival. The various projects showed that we are even stronger by fostering the involvement of colleagues.'



1. Sam& voor alle kinderen
2. Mijn inzet, mijn project
3. Stichting Jarige Job

MIJN INZET

MIJN PROJECT



2

Limitless impact with Rob Westerlaken

After more than 10 years of being involved in the Vebego Foundation, Suzanne is passing the baton on to Rob Westerlaken, Director Client Solutions & Specialities of Vebego. She believes it is also time to make way for a fresh perspective. Rob: 'I know from daily practice how difficult it sometimes is to make time for social projects. The day-to-day work takes a lot of time. So, as a chairperson, I want to first find answers to the question 'What do you need as an employee, manager or team to find your way to the Vebego Foundation?' We provide a great vehicle to help employees on their way to greater financial security. I want to convey that even more so that all Vebego colleagues will know and use the foundation. In this way, together we make an unlimited positive impact on as many lives as possible.'



3

A radiant day

Queen Máxima takes a look at NCFG and Vebegeo

On Wednesday 28 June, more than 40 partners met in Uden for the National Coalition for Financial Health (NCFG) Action Meeting. Under this flag, the participating parties are intensively committed to the financial health of their employees. And one of those dedicated participants is us: Vebegeo. The presence of no one less than Queen Máxima, the Honorary Chair of Debt LabNL, added a royal brilliance to the event.

The event took place at IBN in Uden, an organisation with which we have the joint venture IBN Facility and which is committed to social work provision. Both IBN and we at Vebegeo deal with employees with financial challenges. This can lead to stress, absence from work and even unsafe working conditions. The impact of these financial concerns on employees is enormous, which is why we provide support and guidance to those who need help. After being warmly received by our CEO Ton Goedmakers, Queen Máxima spoke on this topic: "It's a theme that touches our hearts. We're highly motivated to contribute to sharing knowledge and experiences to strengthen the financial health of vulnerable people."



"We're highly motivated to strengthen the financial health of vulnerable people"



A day of ambitions

The NCFG has been working hard recently to raise employee financial awareness. Participating parties, including Vebegeo, developed, among other things, a measuring instrument with which organisations can measure the financial health of their employees anonymously. This helps employees based on their personal needs. In addition, an action plan has also been developed to allow organisations to monitor their goals for improving this financial health. Ideas and plans were enthusiastically shared during this day.

Financially healthier Netherlands

Queen Máxima's visit set the stage for the commitment and involvement to improving the financial health of employees. This event was an important step towards a financially healthier Netherlands.



The Stage of the Impact Award 2023

The Impact Award was awarded for the first time this year. This celebrates and recognises the valuable commitment to positive change in society. This year, three special projects were nominated for their contributions: The Wastemover, Hallo Grrroen and Participatie@Work. These nominees have been committed to a healthier working environment, greening our living environment and creating opportunities for employees with a distance to the labour market.

The nominees each contributed in their own way to positive change in society. For example, The Wastemover is an innovative project that allows employees to move waste containers up to 100 kilograms simply and easily. This reduces the risk of arm, back and shoulder injuries. The second candidate is Hallo Grrroen, a digital platform that shows you how to green your own garden or outdoor space again. How do they encourage people? Through informative content and a 'green score' test. Finally, project Participatie@Work: a collaboration between the Municipality of Maastricht, Podium24 and VebeGo Participatie. This project helps employees with a distance to the labour market get back to work. In short, all three special projects that seamlessly align with VebeGo's sustainable and inclusive vision.



The Gold Trophy

The Wastemover is an innovation from VebeGo Cleaning Services and ultimately won the Impact Award 2023. This innovative project contributes to a safer and healthier working environment, making our work more enjoyable and accessible to our employees. In other words: a positive impact on the daily life of our VebeGo employees.



Afterword

From 1 February, I can proudly call myself the new Chief Value Officer (CVO) at VebeGo. With this role, I strive to increase our impact and ambitions for the future. I believe in a world where finance, people and nature go hand in hand. A belief that fits seamlessly with VebeGo's vision and commitment to sustainable and qualitative work. Together, we are taking a step closer to a healthier and responsible planet.

VebeGo is an impactful company. This position allows us to truly make change, to inspire people and to shape our world differently. We do this through a number of goals that we have set since 2022:

- 1) By 2030, we want to be carbon neutral. We do this, among other things, by guiding our subsidiaries to create their own new reduction targets, after which they can implement them themselves. In addition, we will be working on the emissions in our value chain in the coming years. To do this, we engage with suppliers and customers about the procurement of our products and services.
- 2) By 2030, we aim for 50% circular material use and waste reduction.

- 3) We are committed to greater diversity and inclusion, with the aim of a VebeGo where the top three management layers consist of at least 33% women and at least 10% people with a bicultural background.

- 4) By 2030, 30% of our employees will be people who have (had) a distance to the labour market. We will agree this per business unit.

- 5) We are preparing for the Corporate Sustainability Reporting Directive (CSRD), which from 2025 onwards requires reports from large companies on their impact on people and the environment. This means that our focus is on making our social and environmental performance transparent and measurable.

In short, VebeGo's future is one of responsibility, sustainability and growth. We can only do this together. Let's continue to make a positive impact on our stakeholders, society and the world, day in, day out. Towards a healthier planet and an inspiring year ahead.

*Warm regards,
Sirka Hintze
Chief Value Officer*

Great work