



# SUSTAINABILITY REPORT 2023

Together we make the difference

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From chewing gum waste to tokens – no sustainability challenge is too big for us.

“The adventure of Orakel began nearly 30 years ago in 1996, small, yet full of ambition. What started in a garage quickly grew into a thriving company with branches across Europe.” CEO and co-founder Dirk Spooren takes pride in what he and his colleagues have accomplished.”



**Dirk Spooren**  
General manager



## How it started

### Since our foundation, we have been committed to responsible entrepreneurship

Our business started small, yet we were pioneers in Europe by introducing Tyvek® wristbands to the European market. We first discovered this innovative material at an exhibition in the US. Strangely enough, wristbands were still an unfamiliar product in our region at the time. Undeterred, we participated in various international exhibitions across different countries, determined to bring our products to Europe. These products proved to be a huge success.

Orakel was also the first company worldwide to print these wristbands digitally, another revolutionary step in the market. Our focus on innovation and digitalisation has brought us to where we are as a company today. From digital printing in 1996 to the successful introduction of our biodegradable tokens, we have continually pushed the boundaries. Our international expansion was made possible, in part, by foreign interns who later became permanent employees. In 2000, we established a Hungarian company specialising in lanyards, further broadening our product range. This mindset centred on sustainability and innovation has driven us to continuously develop and refine our products to make them truly stand out.

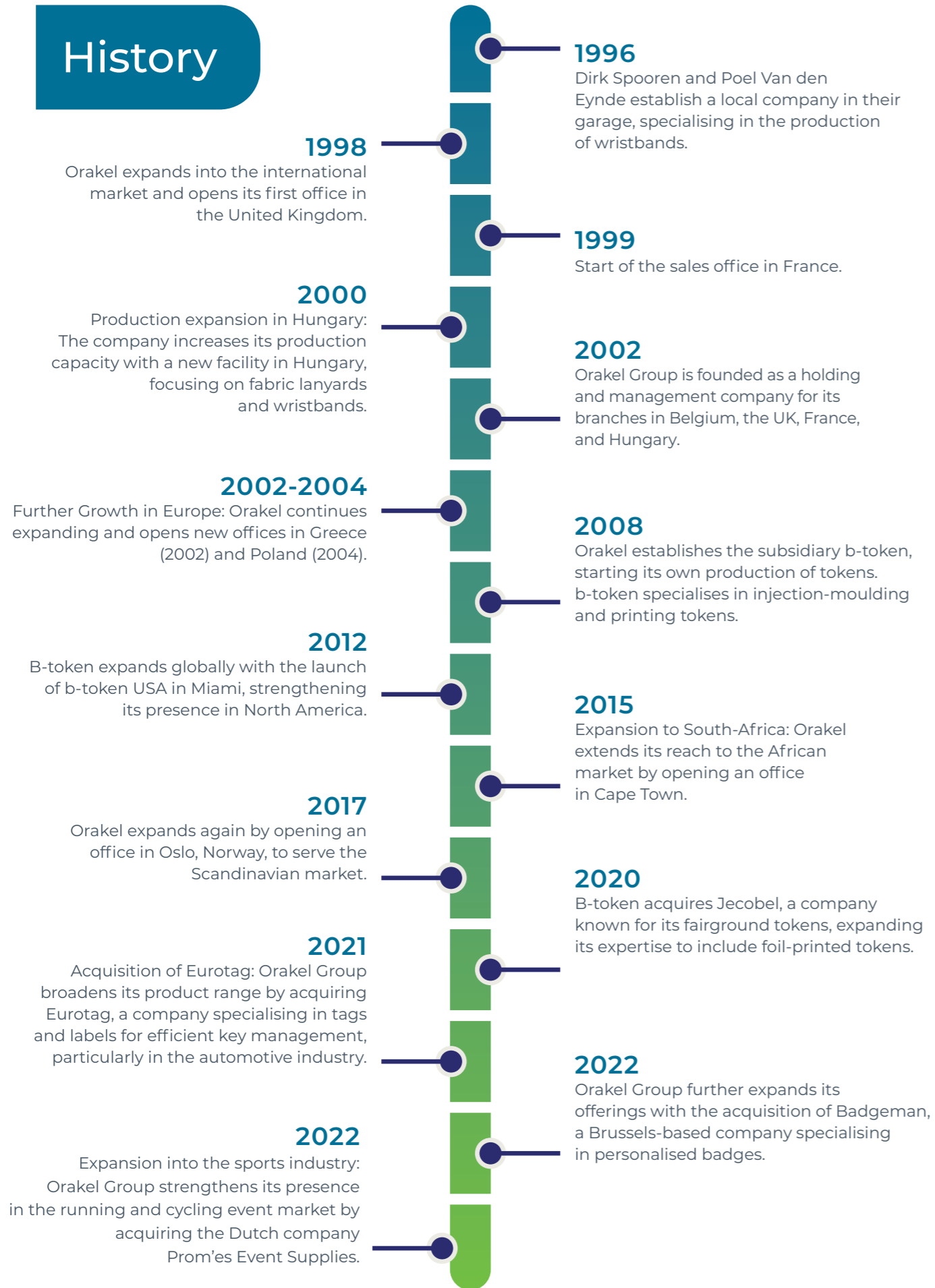
Sustainability remains at the heart of our company. Since our foundation, we have been committed to responsible entrepreneurship. We minimise waste and reduce transport by using more compact packaging. Our dedication to sustainability was further strengthened in 2008 when we joined the Global Compact, a worldwide network encouraging companies to align their operations with the UN's sustainability agenda. The launch of b-token allowed us to expand this commitment even further.

In 2010, we set goals for 2020, and by 2019, we had defined our vision for 2050. This has helped us work consciously towards a more sustainable ecological and social impact. We strive for carbon neutrality and improved working conditions. Our employees are at the heart of everything that we do, they are

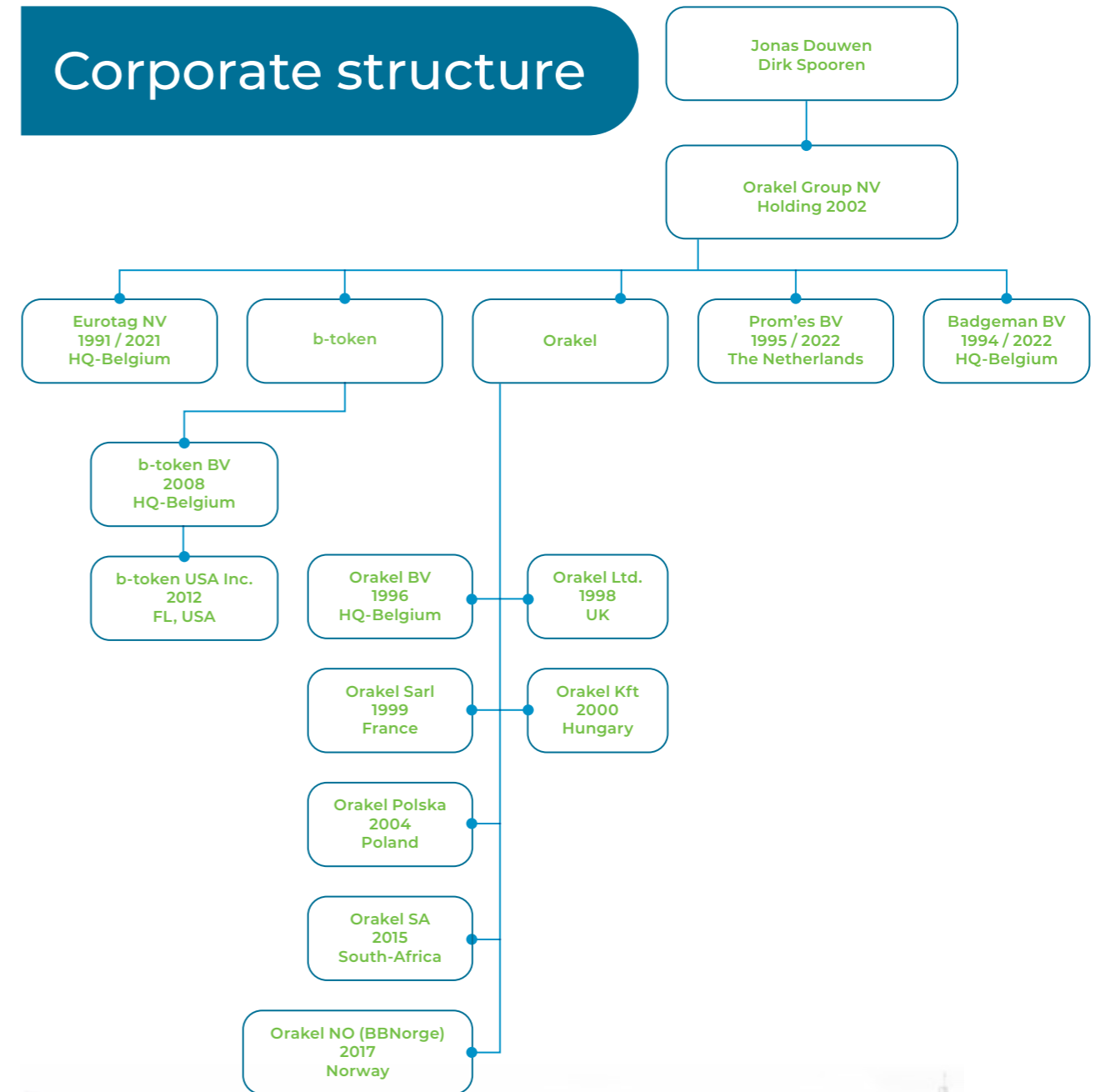
the ones who make Orakel Group a diverse and sustainable company, and we are most proud of them. Sustainable entrepreneurship is a responsibility for us, one that allows us to make a positive impact on future generations.



# History

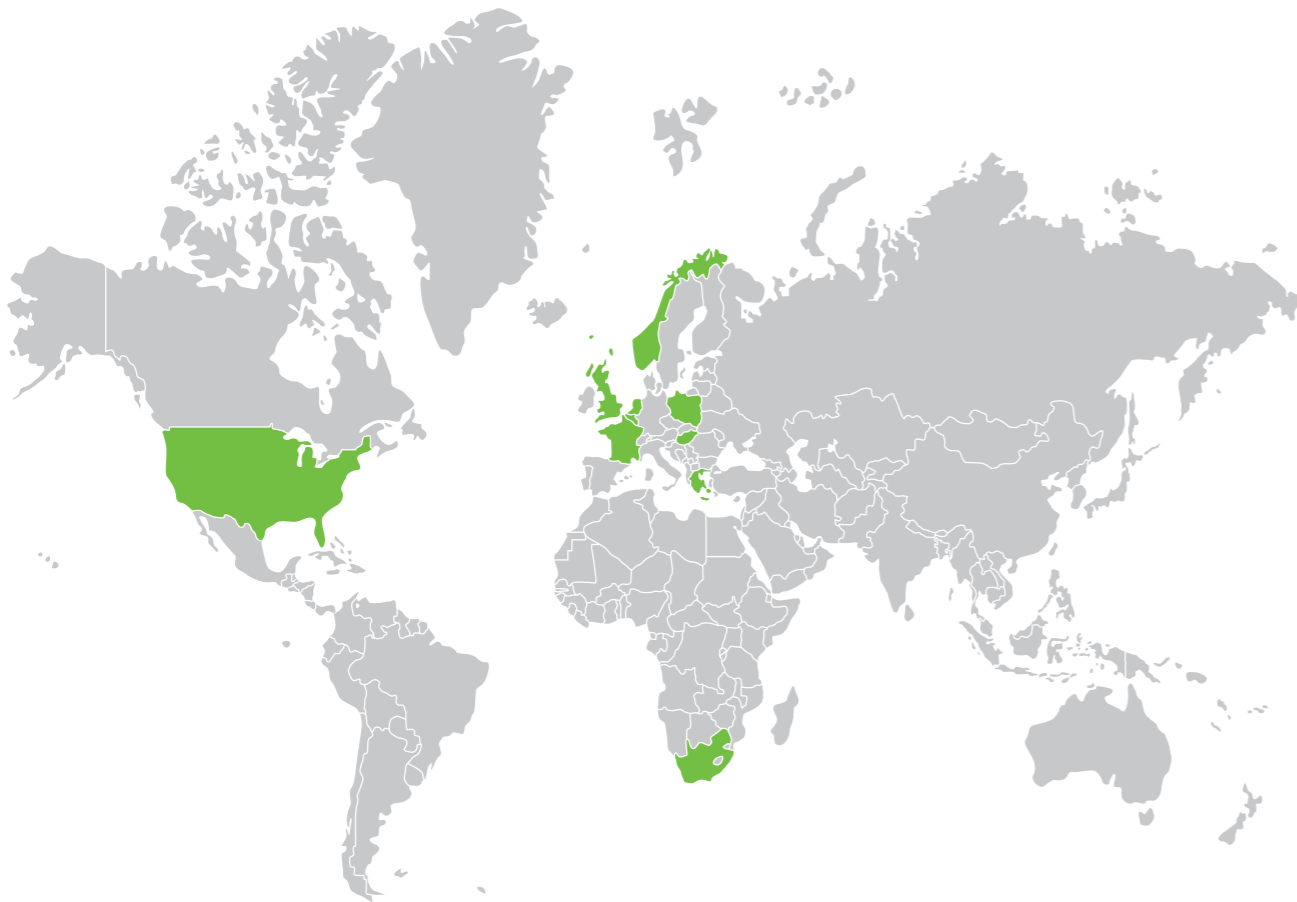


# Corporate structure



# Our Scope

This is the first formal ESG report for Orakel Group. In this report we only focus on the companies that are based in Belgium: Orakel, b-token, Eurotag, Badgeman, and the Orakel Group. Our international offices will be included in the next report covering the 2024 financial year.



Locations of all our offices at Orakel group.



## 2023 visual representation

Number of offices: **9**

Number of employees BE = **54**  
 Number of FTE = **47,6** which consist of 70% women and 30% men

Number of countries which we export to: **66**

# Sector, products, and activities



Orakel manufactures and distributes a wide range of products, including wristbands, tokens, lanyards, badges, printed materials for sports, general printing, and promotional items.

### Products

Our most popular products are wristbands, which are widely used for events, festivals, and sports competitions. They are available in a range of materials and can be personalised.

In addition to wristbands, Orakel also offers the same tokens as b-token. Customers can find printed products such as drink vouchers, sports-related goods (race bibs), and promotional items like keychains and buttons.

### Materials

At Orakel, we offer a diverse range of materials for our products. The main materials for our wristbands include paper, Tyvek, vinyl, silicone, and fabric. For customers seeking sustainable options, we provide litter-free Tyvek wristbands and recyclable paper wristbands. Additionally, our lanyards, fabric wristbands, and keychains are available in recycled PET.

### Export

As a leader in the European market, Orakel exports to 49 countries worldwide. Alongside our headquarters in Belgium, we have offices in the United Kingdom, France, Hungary, Greece, Poland, and Norway. Our global expansion continues through our office in South Africa, further strengthening our international presence.



## Sector, products, and activities



### Pioneer in sustainable tokens

Since 2008, b-token has been a specialist in producing tokens. With a wide range of materials and customisation options, we have become a reliable partner for customers worldwide.

### Materials

In addition to plastic, b-token offers an extensive selection of eco-friendly materials for token production. Recycled materials such as discarded fishing nets, chewing gum, and wood waste are given a second life. Tokens made from potato peelings are fully biodegradable. All our materials are designed to be both environmentally responsible where possible, and functional.

### Customization options

Beyond a variety of materials and colours, customers can choose from several finishing options to create fully customised tokens. These options include embossing for a durable and wear-resistant personalisation. Digital printing is used for vibrant colours and complicated designs, or foil printed tokens for a luxurious appearance.

### Export

B-token exports to 49 countries across all continents. Thanks to our extensive network and high-quality products, we have established a strong international presence. Through b-token USA, we specifically serve the North American market (USA and Canada), enabling us to support local customers more quickly and efficiently.



## Sector, products, and activities



### Products

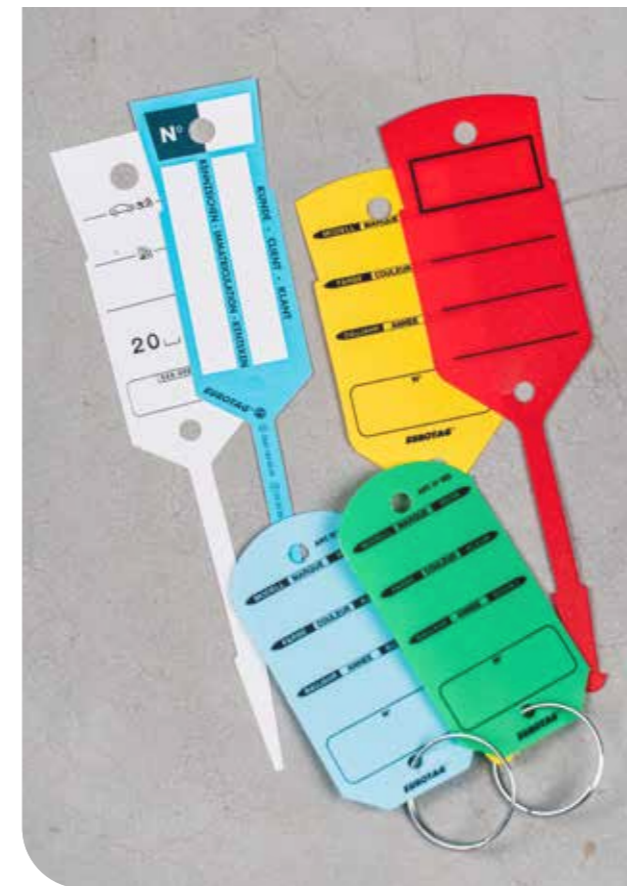
Eurotag's product range primarily consists of key labels in various sizes, promotional materials, accessories, and key storage solutions for the real estate and automotive industries. These labels and accessories are essential for efficient key management.

### Materials

The key labels are available in polypropylene or PVC. Shopping cart tokens are made from plastic, wood, or eco-friendly materials, while fabric keychains are available in satin, polyester, or recycled PET.

### Export

Most of our exports are within Europe, with deliveries to 17 European countries and Australia.



### Products

Badgeman specialises in producing personalised badges for professional clients, including government organisations, businesses and event organisers. In addition to badges, Badgeman also manufactures a wide range of custom-made products in both large and small quantities, such as lanyards, labels, buttons, stickers, signage, boxes, and diplomas.

### Materials

A wide variety of materials is used including paper, cardboard, plastic, metal, acrylic, and wood.

### Export

Badgeman exports to 12 countries across Europe and America.



## Our Values



Our values serve as our compass, guiding our actions every day. Rather than being imposed through a hierarchical approach, they were carefully defined by an external agency based on discussions with our colleagues and partners.

### Responsible

At Orakel Group, we are committed to providing a safe and inspiring work environment where our employees can grow and feel valued. We strive to extend this same sense of care to our customers. Additionally, we support local initiatives by contributing to community projects. Most importantly, we take great responsibility for the environment and society.

### Moving

Our company's dynamic nature allows us to respond quickly to change. We believe in a future driven by innovation, continuously pushing boundaries and seeking creative solutions.

### Colorful

We believe that our strength lies in our diverse mix of talents. Our team consists of individuals from different backgrounds, ages and all have different skill sets. This diversity enables us to bring fresh ideas and unique perspectives, leading to innovative solutions for our customers and creativity in our products. We love developing colourful products that inspire and surprise

### Bonding

Bonding is at the heart of our company. It's about building and strengthening relationships with our partners, customers, and colleagues. Strong and lasting connections are key to mutual success.



## Why Are We Creating This Report?

At Orakel Group, we believe that sustainable business is the key to a future-oriented approach. This goes beyond securing our company's future, it's about making a positive impact on our employees and their families, our community, our broad network, and the environment.

With this sustainability report, we aim to show our efforts, provide a solid foundation for our initiatives, and outline our future plans. It also allows us to communicate more transparently and reinforce our ambitions.

Of course, we don't do this alone. Together with our partners, we are building a sustainable future.



## Our Application of the SDGs

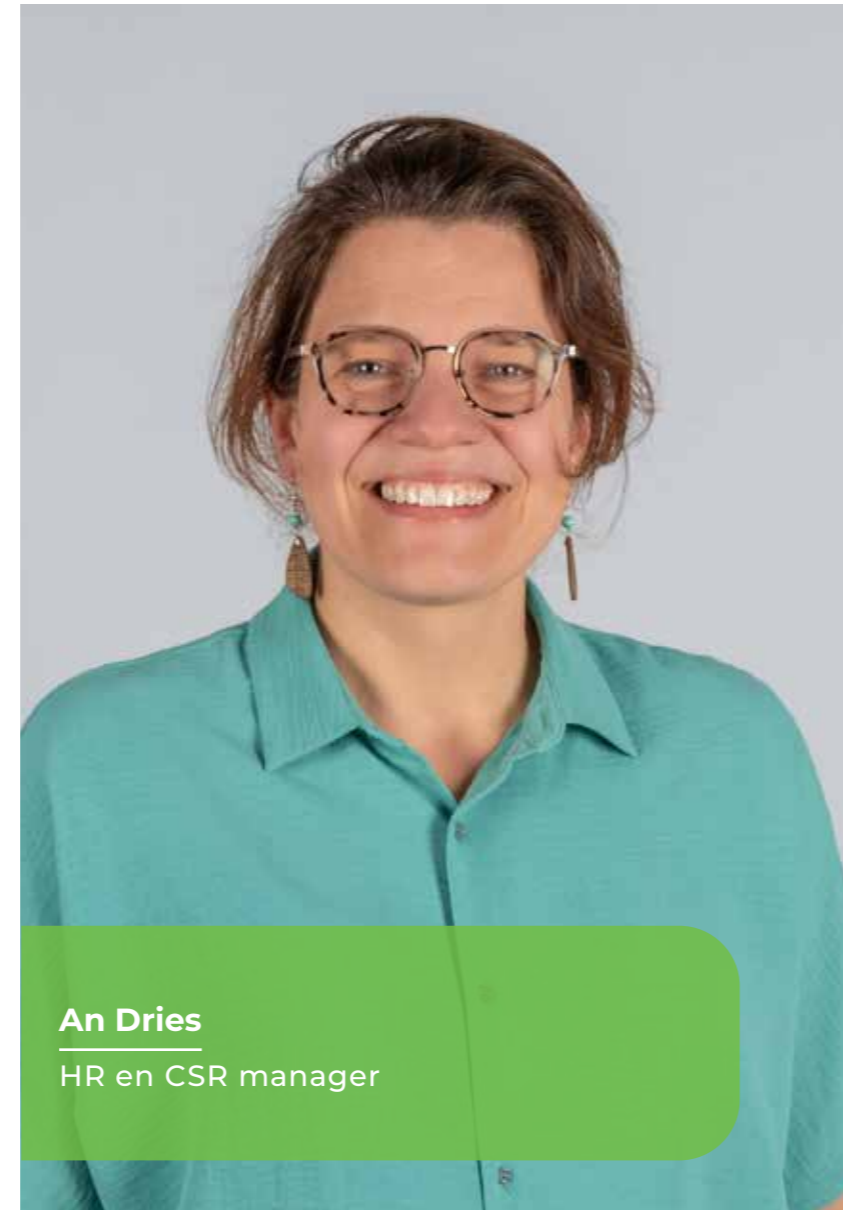
At Orakel Group, we use the Sustainable Development Goals (SDGs) as a framework to define our purposes. These international development goals were established by the United Nations in 2015 as part of a global sustainability agenda for 2030. They consist of five themes: People, Planet, Prosperity, Peace, and Partnership, also known as the 5 Ps. Within these themes, there are 17 goals and 169 targets. Our introduction to these goals came through our participation in the Voka Charter for Sustainable Entrepreneurship.

We actively work towards these objectives and ensure ongoing internal communication about them. These topics are a core part of our agenda. Thanks to the SDGs, we have successfully launched several valuable projects and partnerships.

We have deliberately chosen to keep all 17 SDGs in focus, even though our level of impact varies across the themes. Areas where we have the most influence receive additional actions and projects. In our ESG policy report, we will highlight the relevant SDGs for each topic.



“We believe that choosing a sustainable way of operating is the way forward. We want to take responsibility and firmly believe that, even as an SME, we hold a powerful lever for change. Of course, it’s a bonus that this approach also helps us build a strong brand with a sustainable vision for both our customers and current (or future) employees. However, this is not our most important driver, making a real positive impact is.”

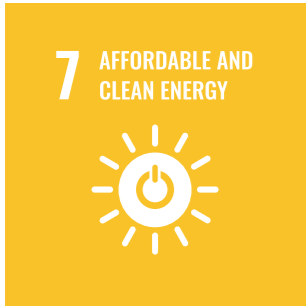


**An Dries**  
HR en CSR manager



Sustainability Team





## Environment

SDG 6, 7, 12, 13, 15

**Caring for the planet is at the heart of everything that we do. We want to show this in our wide range of sustainable alternatives but also in our day-to-day operations, where we strive to reduce our ecological impact.**

### The way to a circular production

We prioritise the use of sustainable raw materials, minimise waste, and sort materials for recycling whenever possible. Our goal is to create a circular production process by reducing resource consumption and reusing production waste.

### Carbon neutral

In 2019 we set the goal to become a carbon neutral company. Since 2022, we have achieved this goal for Scope 1 and 2 emissions at our headquarters in Belgium. We have significantly reduced our direct emissions from electricity and gas consumption by optimising our energy use and closely monitoring it. Our office roof is almost completely covered with solar panels, and we additionally use green energy sources. Since switching to a heat pump for cooling and heating in 2019, our gas and air conditioning consumption has been drastically reduced. To compensate for any remaining direct emissions, we provide financial support to Bosgroep Kempen Noord, an organisation that helps local forest owners manage their forests sustainably. These funds are invested in two local reforestation projects to increase CO<sub>2</sub> absorption. Although our Scope 1 and 2 emissions are lower than 100 tonnes of CO<sub>2</sub>, we offset this amount to ensure a positive environmental impact.

Scope 3, which covers indirect emissions, presents a greater challenge. However, we have already taken steps towards improvement. We offer a bike leasing program and mileage reimbursements to encourage our employees to come to work by bike. Additionally, we ship our packages using carbon-neutral couriers wherever possible. By reducing raw material use and incorporating recyclable materials, we work towards a fully sustainable supply chain in collaboration with our partners

### Supporting local biodiversity

We actively contribute to biodiversity conservation through various initiatives. Our eco-garden, developed in partnership with the Province of Antwerp, is managed using ecological principles. In 2019 and 2022, we planted trees locally with the help of our colleagues.



We partnered with a local beekeeping association and installed a beehive, sowed two hectares of wildflowers, and planted 5,000 crocuses on our company premises in collaboration with the local union of beekeepers, the municipality and local schools. Our meeting room also serves as a venue for beekeeping association gatherings. Additionally, we participate in the annual litter clean-up campaign with IOK.

Finally, we remain committed to sustainable land use, with plans for the construction of an eco-friendly building in the year 2025-2026.





## Social

SDG 1, 2, 3, 4, 5 and 8

At Orakel Group, we have embraced a strong social responsibility since our foundation. We prioritize maintaining a family-oriented and inclusive work environment while maintaining strong ties with our local community

### Safety and well-being

As a company we want to provide a safe and respectful workplace where employee well-being is a priority. Every quarter, we conduct safety meetings with representatives from all internal work areas to define and monitor actions. To ensure employee satisfaction, we conduct a workforce survey every three years using the well-established "House of Work Ability" model. Based on the 2020 and 2023 results, we implemented several initiatives, such as individual coaching sessions with an external coach in 2023. We organised teambuilding activities to strengthen collaboration and had annual first aid training, which is also available to our neighbouring companies.

### Labor rights and working conditions

We work closely with our external HR partner, SD Worx, to ensure fair labour rights and conditions. A healthy work-life balance is crucial to us. Since 2019 our employees benefit from flexible working hours. They work one additional hour per week in exchange for six extra days off per year. Our digital system allows employees to manage absences effortlessly. Our salary policy is regularly benchmarked by SD Worx to ensure fair compensation.

### Diversity and inclusion

At Orakel Group, we welcome everyone, regardless of diplomas or backgrounds. We focus on a willingness to learn and a positive team spirit. Since 2022, we have partnered with I-Diverso to enhance our diversity policy. Our HR process, job descriptions and policies were reviewed for inclusivity. When we received their feedback, we launched a pilot job coaching project for teamleaders, which expanded to all employees in 2023. We actively support workplace learning and diverse talent recruitment.

### Training and development

We encourage lifelong learning by providing training opportunities and promoting knowledge sharing among employees. In 2023, we registered and monitored individual training progress. We achieved an average of four training days per employee. We also offer internal job opportunities, internships, and workplace learning programs. Since the COVID-19 pandemic, we have provided local students with a quiet study space at our facilities.

### Community engagement

We are actively involved in our local community, collaborating with schools and associations. We host guest lectures at local secondary and higher education institutions and provide on site visits for these schools. We participate in projects, interviews, and internships, aiming for at least 15 collaborations per year, a goal we successfully met in 2023. We support local charitable initiatives, such as De Warmste Week.

### Customer relations

Customer satisfaction is essential to us. In the past, we conducted surveys, but in 2023, we partnered with Trustpilot for transparent, online customer reviews. Thanks to our strong customer relationships, we achieved an average rating of 4.7 stars in 2023, a recognition of our commitment to quality and service.





# Governance

SDG 16

Ethical and responsible business practices are very important to us. We comply with all legal requirements and continuously seek ways to maximize our positive impact. Transparency is a key driver behind the creation of this report.

### Governance structure

Since 2005, we have had an advisory board consisting of four external, independent members with diverse expertise. This collaboration has been very important in guiding our company's professional and ethical growth over the past decades. Internally, we have significantly strengthened our organizational structure and leadership.

### Risk management

In 2016, we obtained ISO 9001:2015 (Quality Management) and ISO 14001:2015 (Environmental Management) certifications. These certifications undergo annual external audits by LRQA. Additionally, our environmental performance is independently assessed through audits conducted by our partner, Thimad.

### Transparency and reporting

Since 2012, we have annually reported to the UN Global Compact and these reports were published on our website. Since 2020, we have actively participated in the Voka Charter for Sustainable Entrepreneurship. In 2023, we began preparing our first sustainability report to enhance transparency and share our progress openly. This initiative will continue over the coming years.



We are constantly looking for ways to increase our positive impact on society.

# Our Stakeholders

## Who are they?

### Stakeholder mapping

|            |      |  |  |
|------------|------|--|--|
| Importance | High | <b>Inform</b><br>Family council<br>Local government<br>Society | <b>Collaborate and Involve</b><br>Employees<br>Management<br>Shareholders<br>Distributors<br>Direct customers<br>Suppliers |
|            |      | <b>Monitor</b><br>End users                                    | <b>Satisfy</b><br>Advisory board<br>Competitors<br>Knowledge institutions<br>Media<br>Employer organizations               |
|            | Low  | Low  | High   |
|            |      | Influence  |  |

## How did we involve them in this report?

To determine which sustainability topics should be prioritized on our agenda, we have collaborated with consultant Jeroen De Muynck from Van Havermaet Sustainability. He assisted us with the planning of this report and throughout the stakeholder analysis process. Together with Jeroen, we engaged in discussions with various strategic stakeholders.



Panel with financial partners

We organized 4 panel discussions with:

- 4 financial partners: PMV, KBC, Belfius, and ING
- 5 social partners: Bosgroep Kempen-Noord, Etion, Sirris, Thomas More, and Voka
- 6 strategic suppliers: Aiden, Antalis, DHL, iO, Resinex, SD Worx
- An internal panel with members of our advisory board, family council, and management team from the head office and Prom'es Event Supplies

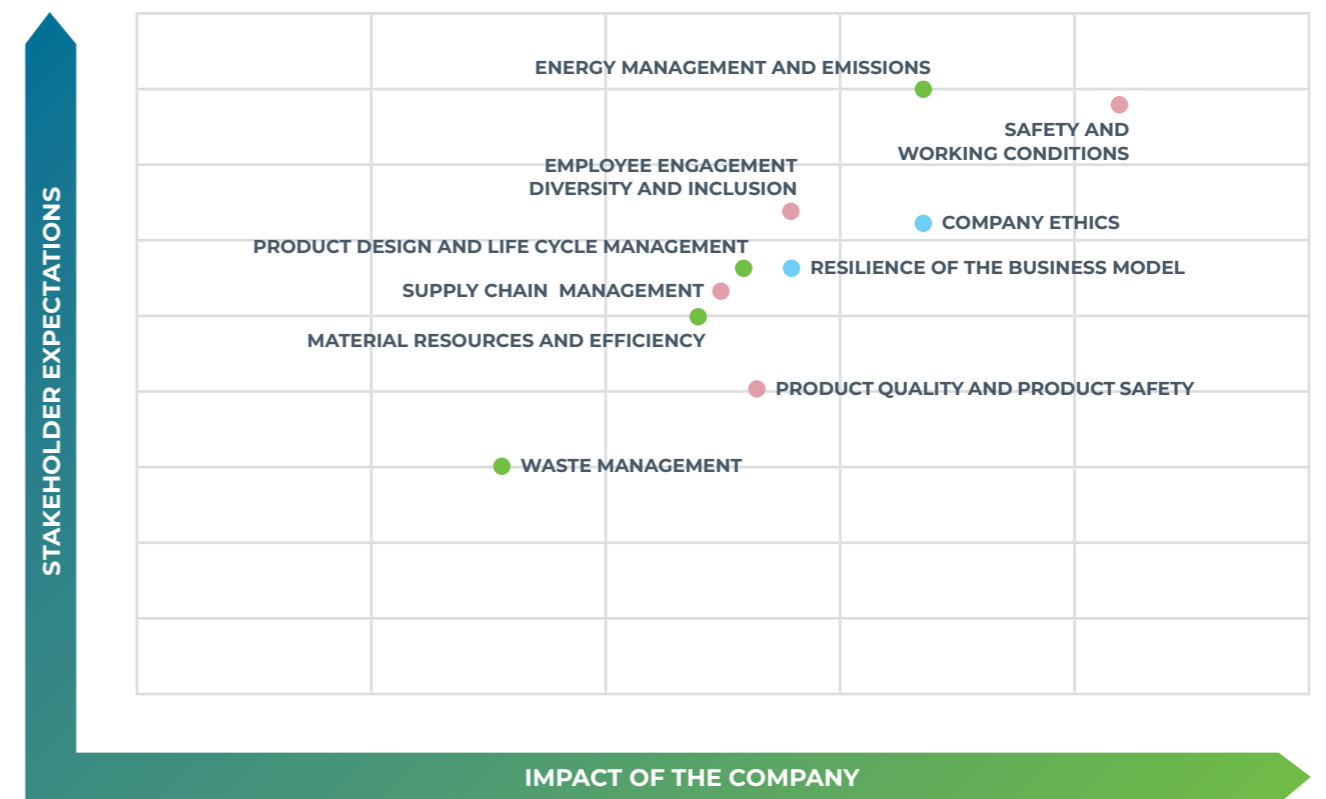
In addition, we held individual discussions with a selection of strategic customers. During the panels and discussions we presented 26 themes to them, from which they selected 13 topics where Orakel Group can make the most significant impact. These topics were discussed in group settings, and from these discussions, we identified priority themes.

At last, we aligned these selected themes with our internal leaders and colleagues from the sustainability team.

We also conducted a broad online survey with our customers and suppliers from our 4 companies in 7 languages (Dutch, English, German, French, Italian, Spanish, Portuguese). The feedback received through this method aligned with the previous feedback.

## The Result

Based on the feedback and ratings from topics in our stakeholder analysis, we came to the following materiality analysis.



After clustering, we selected 7 'material' themes, which we can place under the 3 ESG pillars. These are the main themes that Orakel Group will focus on during the upcoming years

### Environment

1. Climate Action & Energy Management
2. Resource Use and Waste Management (Circular Production)

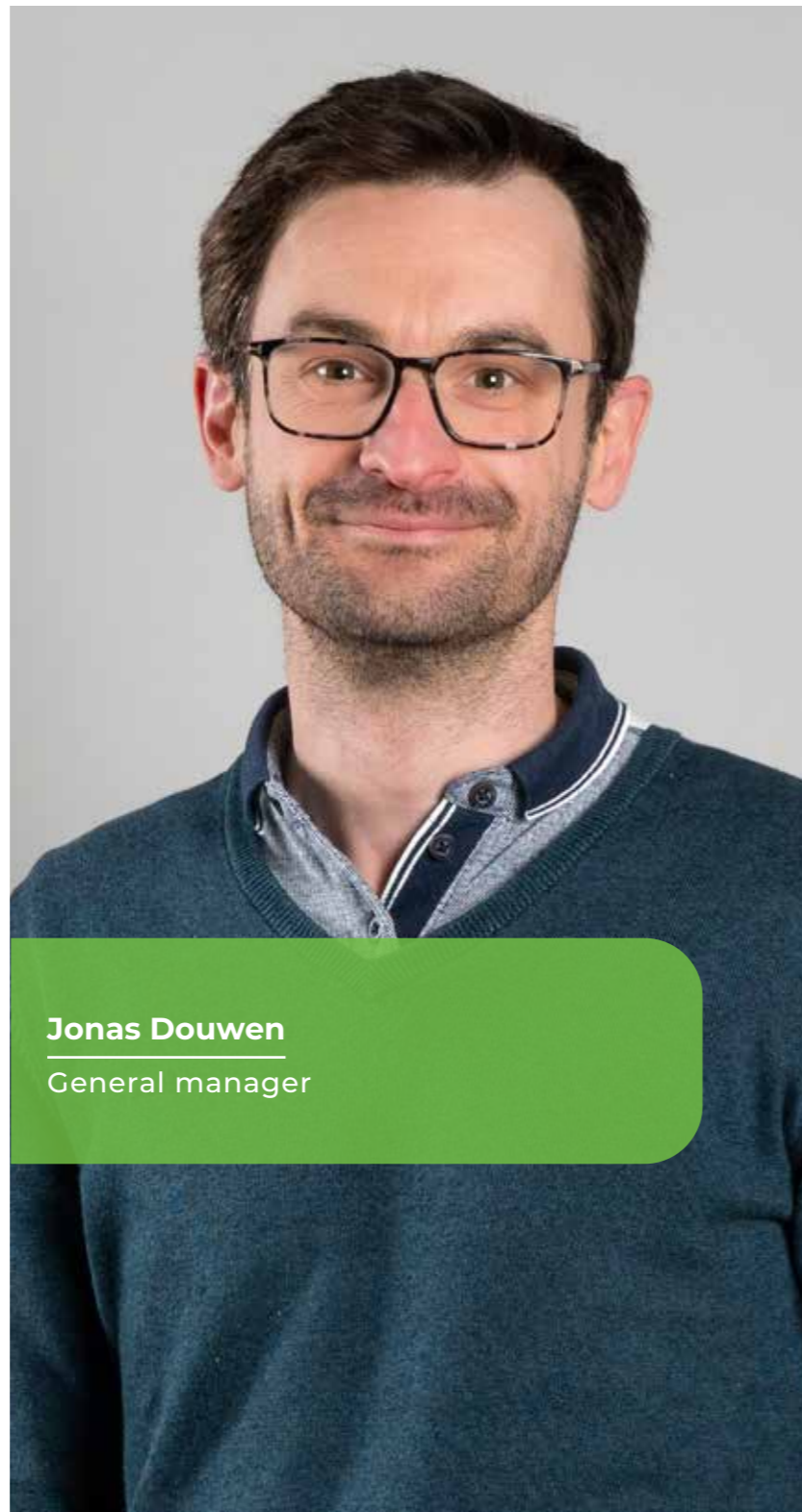
### Social

3. Safety and Wellbeing
4. Inclusion and Employee Engagement

### Governance

5. Business Ethics
6. Communicating this policy across our value chain
7. Resilience of our Business Model (Financial and Logistical Autonomy)

“We share the responsibility of leaving a better world for our children. That’s why, at Orakel Group, we make conscious choices to work more sustainably and truly make a difference.”



**Jonas Douwen**  
General manager

Driven by the European CSRD regulation, we strengthen our sustainable course with KPIs and objectives. We have drawn inspiration from the Voluntary European Sustainability Reporting Standards (VSRS), with the voluntary basic reporting for small and medium-sized enterprises being the best fit for us.

This report serves as a baseline measurement for our material topics, although we have been actively working in these domains for many years. We believe it is important to make our progress measurable, set objectives, and monitor them closely.

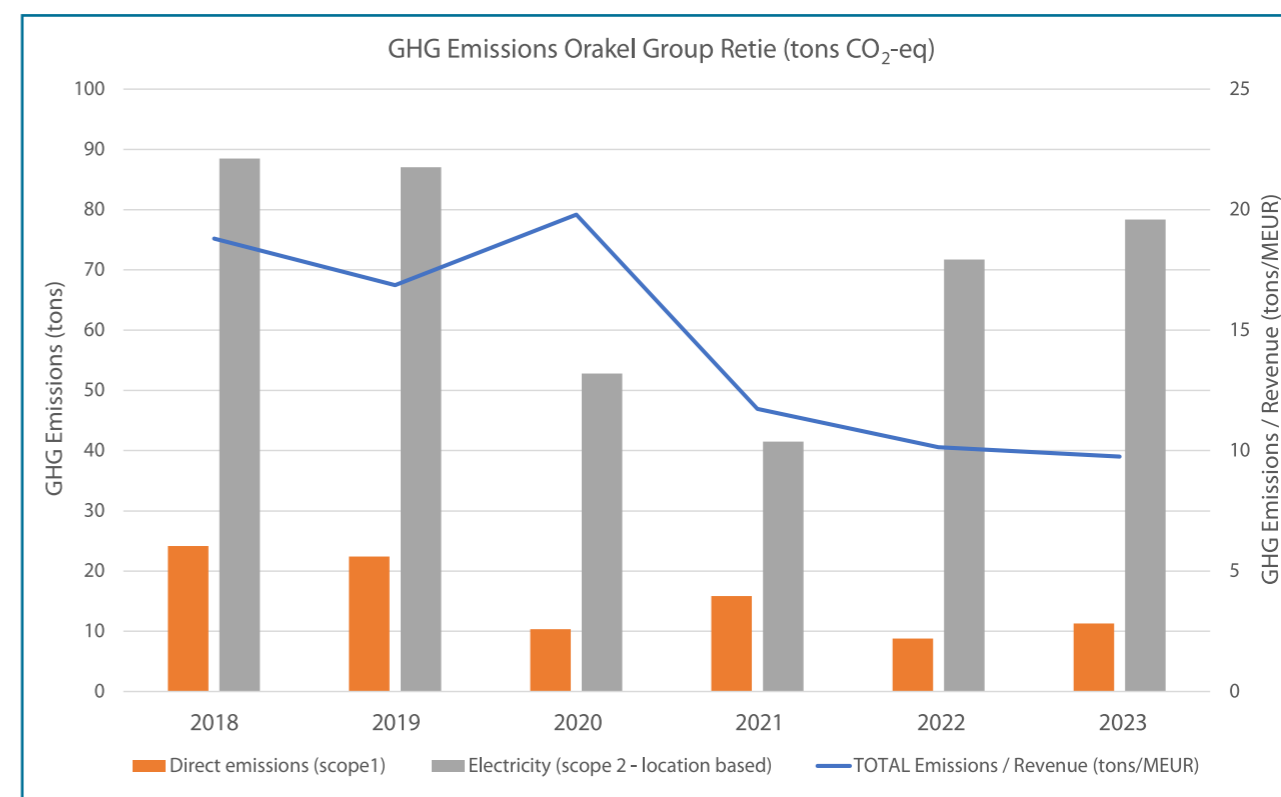
## Knowledge is power

### Environment

#### 1. Climate Action & Energy Management

In 2019, we set ourselves the goal of becoming CO<sub>2</sub>-neutral by 2025.

After calculating our carbon footprint of 2018 and implementing various actions between 2019-2022, we can proudly say that since 2022, we have been CO<sub>2</sub>-neutral in scope 1 & 2, with the remaining emissions offset through a pilot project with Bosgroep Kempen, a Belgian organisation that supports Belgian private forest owners in sustainable forestry.



#### Actions 2024:

Include Prom’es Event Supplies and our offices in this report + addressing scope 3 emissions

#### Future Plans for 2025-2030:

Scope 1: Fixed combustion: No more gas-powered heating systems starting in 2030  
 Mobile combustion: No company vehicles with combustion engines starting from 2028

Scope 2: Electricity consumption: Expansion of the solar panels (162 kWp / 100 kVA) in July 2024, which will result in the following savings:  
 - 6 tons of CO<sub>2</sub>-eq per year in 2024 (\*)  
 - 5 tons of CO<sub>2</sub>-eq per year starting in 2025 (\*)

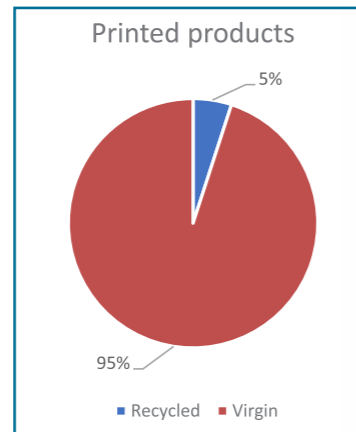
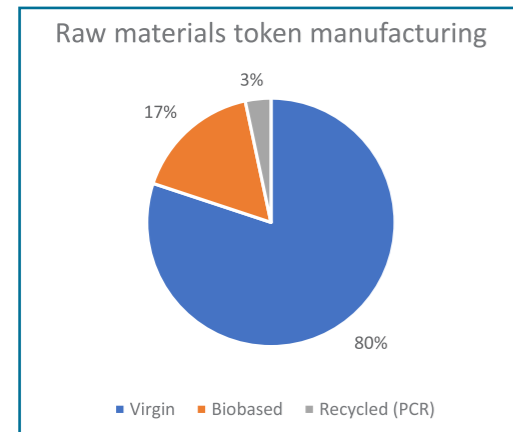
(\*Based on the same production level as 2023 and no changes in the CO<sub>2</sub> intensity of Belgian electricity production)

## 2. Resource use and waste management (Circular Production)

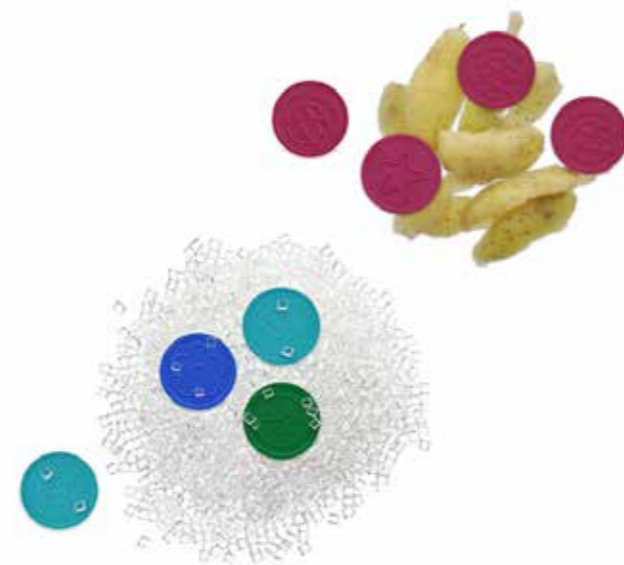
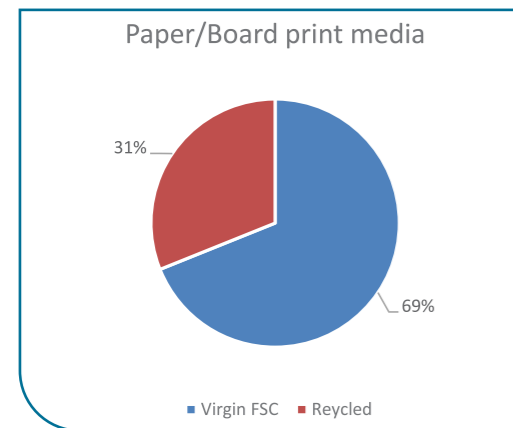
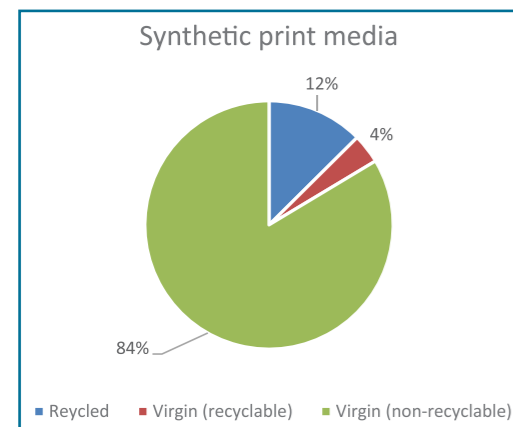
### Resource Use

We measure our purchase of sustainable materials (recycled and bio-based) versus non-sustainable ones. We strive to use more sustainable alternatives, such as recycled and bio-based materials, whenever possible. This is not always an easy task, as these alternatives are not available for all products and applications, and may not fully meet the required safety and quality standards.

### Token production



### Print media



**Action 2024:** Obtain FSC certification for printed paper materials.

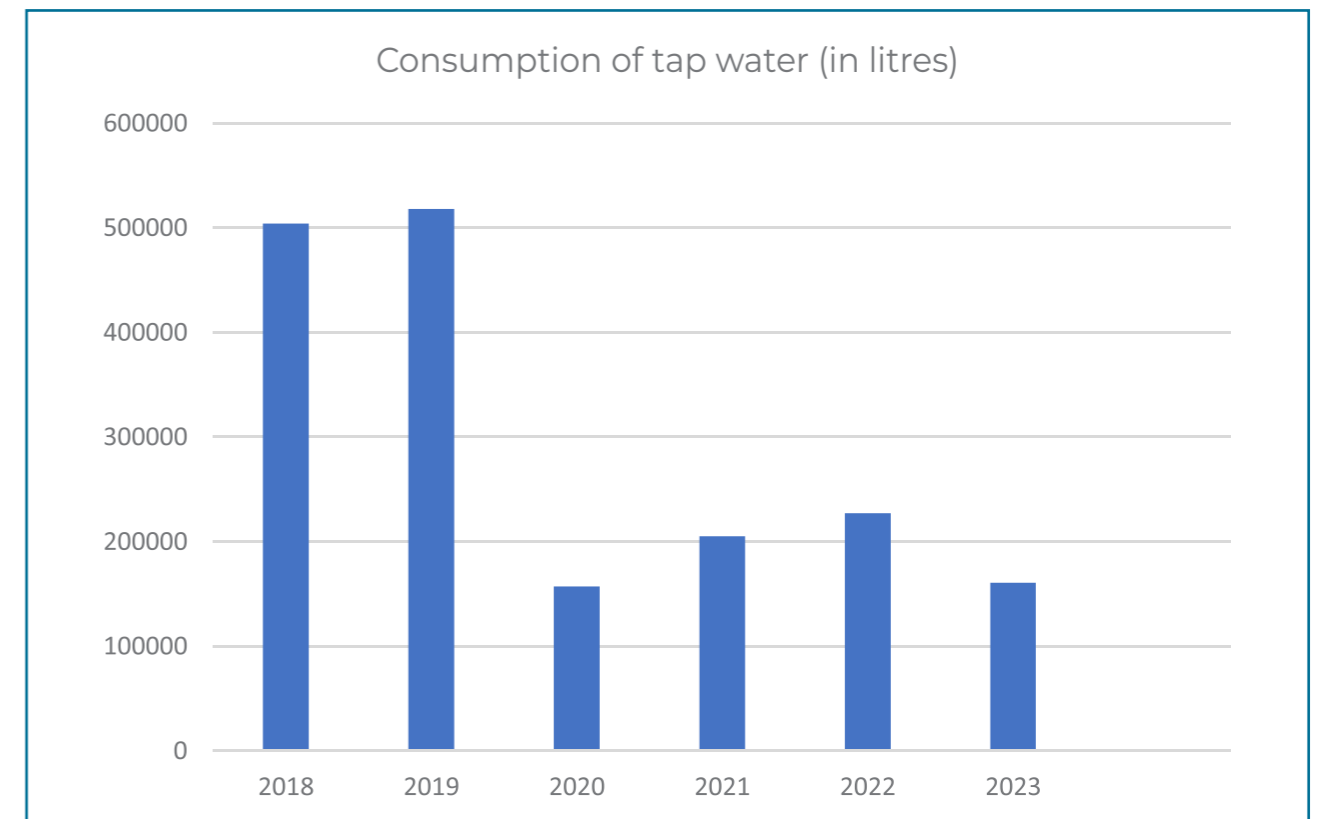
**Future plans 2025-2030:** Replace non-recyclable synthetic print media with 100% recyclable or recycled substrates.

### Water Consumption

Currently, we use two different meters to track our water usage, both in the old building and in the new construction. Over the past years, we have reduced our water consumption. Only in 2018-2019 did we exceed 500 cubic meters per year. In 2023, the water consumption ranged between 160 and 200 cubic meters.

This reduction is the result of better management, including the identification and repair of leaks in the cooling water system of the injection molding facility. The water used is tap water, not rainwater. Additionally, the faucets in the building have been adjusted to further reduce water consumption, and the sanitary facilities are equipped with rainwater.

### 2018-2023 consumption of tap water



### Waste management

We strive for maximum reuse of production waste within our manufacturing process.

#### Production waste by colour

Production waste is stored separately by colour at b-token, so it can be reused in the production process.

#### Mixed color waste

Colored waste that cannot be separated is collected separately and sent to a specialized plastic waste processing company for recycling. Unfortunately, mixed color waste from the biodegradable tokens cannot yet be reused, as no suitable recycling process is available. This limited waste stream is currently disposed of as residual waste. However, we continue to actively search for alternative solutions to process this type of waste. For other recycled token raw materials, such as fishing nets, chewing gum, or wood, we operate in a completely waste-free manner. The production waste is reused in the production process.

#### Cutting waste

Cutting waste from print materials, such as paper bands, drink vouchers, race numbers, etc., is sorted and sent for recycling.

#### Office waste

Waste from the administrative building is processed as household waste. Batteries are collected and sent to Bebat through a local school. Laptops are fully utilized until the end of their life, and any electronic waste is sent to Recupel.

#### Separate collection

Paper and plastic are collected separately. Plastic sheets are disposed of with residual waste unless a sufficient fraction is available for recycling. For example, Tyvek race numbers will be collected separately and recycled starting in the fall of 2025.

## Administration and monitoring

We maintain a **waste register** and collaborate with our partners to further optimize our waste management. Our goal is to reduce waste, maximize sorting, and provide separate collection for recycling, ultimately ensuring that all remaining waste streams are fully recycled in the long term.

### Monitoring waste flows via the Waste Register:

| Waste flow                                     | 2022          | 2023          |
|--|---------------|---------------|
| Plastic/carton packaging                       | 0,26          | 0,32          |
| Paper/cardboard                                | 5,14          | 6,27          |
| Residual waste                                 | 7,05          | 6,17          |
| Ink waste                                      | 0,27          | 0,74          |
| Waste oil                                      | 0,61          | 0,58          |
| Waste toners                                   | 0,25          | 0,14          |
| Production waste                               | 6,62          | 4,36          |
| Wrapping film                                  | 0,21          | 0,11          |
| Iron and steel waste                           | 3,18          | 4,74          |
| <b>Total</b>                                   | <b>23,58</b>  | <b>23,42</b>  |
| <b>% residual waste compared to the total</b>  | <b>29,88%</b> | <b>26,32%</b> |
| <b>KPI waste versus growth</b>                 | <b>2022</b>   | <b>2023</b>   |
| Ratio tonnes of waste versus turnover          | 2,82          | 2,46          |
| Ratio tonnes of residual waste versus turnover | 0,84          | 0,65          |

- **Actions 2024:** Separate collection of kitchen waste and Tyvek, an analysis of our waste flows and actions for maximum sorting and recycling
- **Future plans for 2025-2030:**
  - 2025 goal: <25% residual waste
  - 2030 goal: <20% residual waste

## Social

### Safety and Wellbeing:

- **Workplace Accidents** in 2023: 2 accidents occurred during commuting, which do not count as work-related incidents. **Goal = 0**
- **Annual action plan of the internal prevention service** 2023 was completed for 90%. **Goal = 100%**
- **Quarterly safety team meetings** were held 3 out of 4 times in 2023 (75%). **Goal = 100% completion**



## 4. Inclusion and Employee Engagement

- In 2020, we conducted our first **workability survey**, which was repeated in December 2022. Results were communicated early 2023. Overall, scores improved slightly compared to 2020, but results are reported per theme rather than as percentages.

**2024 Goal:** Select an internal confidential advisor.

**2025 Goal:** Conduct a new workability survey, repeating every two years with an action plan and follow-up.

- In 2022 we started up our collaboration with I-Diverso began and they conducted a scan of our inclusive **HR policy**. Multiple actions were taken and actions such as job coaching with an external coach and a tailored workplace learning program. In 2023 we received a workplace inclusion certification from I-Diverso.

An annual evaluation is planned with I-Diverso.

- **Internships:** in 2023 we welcomed 2 interns. Our goal is a number of interns that exceeds 5%

of total FTEs. Our accessibility for diverse talent remains a priority.

- We held **42 job coaching** sessions with 7 employees in 2023. Our goal for 2024 is to increase these sessions by 50%.

• Our annual **growth talks** were relaunched in 2022 for each employee. In 2023, 87% of our employees had a formal feedback session with their team leader. The ultimate goal is 100%.

- Since 2023, we track the **training hours** per employee.

| Total of training hours  | 1690,5 |
|--------------------------|--------|
| # days                   | 216,7  |
| #FTE                     | 47,6   |
| #average # hours per FTE | 35,6   |

Our **goal for 2024** is to have 5 training days/session per employee. **2025-2030 goal:** Implement individual training plans per employee, with a special focus on digital skills development.

- Absenteeism rates are important indicators of employee satisfaction, so we monitor them systematically.

| Inflow/outflow      | 2023  | Benchmark BE | Goal 2024 |
|---------------------|-------|--------------|-----------|
| Inflow              | 24,5% | n/a          |           |
| Outflow             | 10,2% | 17,6%        | <13%      |
| Voluntary outflow   | 6,1%  | 11,0%        | <8%       |
| Involuntary outflow | 4,1%  | 5,4%         | <5%       |

| Short-term absenteeism 2023 |              |              |
|-----------------------------|--------------|--------------|
| Distribution                |              |              |
| Employment status           | Total        | benchmark BE |
| Blue-collar worker          | 3,52%        | 4,13%        |
| White-collar worker         | 2,00%        | 2,92%        |
| <b>Total</b>                | <b>2,69%</b> | <b>3,28%</b> |

| Long-term absenteeism 2023 |              |              |
|----------------------------|--------------|--------------|
| Distribution               |              |              |
| Employment status          | Total        | Benchmark BE |
| Blue-collar worker         | 7,65%        | 5,08%        |
| White-collar worker        | 1,29%        | 2,80%        |
| <b>Total</b>               | <b>4,16%</b> | <b>3,48%</b> |



| Total absenteeism 2023 |              |              |
|------------------------|--------------|--------------|
| Distribution           |              |              |
| Employment status      | Total        | Benchmark BE |
| Blue-collar worker     | 11,17%       | 9,21%        |
| White-collar worker    | 3,29%        | 5,72%        |
| <b>Total</b>           | <b>6,84%</b> | <b>6,77%</b> |

**Actions 2024:** Update and follow-up on the attendance policy and appointment of an internal confidential advisor.

# Governance

## 5. Business ethics

- The **values framework** is clearly integrated into the onboarding training. In 2023, this was systematically discussed with all new colleagues. Target = 100%.
- The **sustainability team** was established in 2022 and meets twice a year to evaluate actions taken and discuss future initiatives. In 2023, two meetings took place. Target: Two meetings per year with follow-up.
- We ensure **frequent internal discussions** within every team.
- Communication regarding the external confidential advisor at Idewe is included in the onboarding brochure.  
Action 2024: Selection of an internal confidential advisor and clear communication.  
Action 2025: External training for the internal confidential advisor.
- **Advisory Board:** Since 2015, there have been four meetings per year. In 2023, the board met four times as planned. Target: An active advisory board that convenes four times a year.
- Frequent consultation with the **local business park**. In 2023, we initiated an HR consultation with neighboring companies, which took place twice that year. Target = One neighborhood consultation per quarter.
- **Annual external audits** for ISO 9001 and 14001, as well as a separate environmental audit. In 2023, these audits were positive, with no non-conformities, and the ISO certification was reaffirmed. Target: No non-conformities from external audits.

## 6. Promoting This Policy Within Our Value Chain

- We frequently share our sustainability presentation with our strategic partners, suppliers, and clients. In 2023, we hosted 17 **information sessions with external stakeholders**. Target 2024-2030: More than 15 contact moments per year with schools, students, or associations to discuss sustainability topics.
- We **actively promote our sustainable products/projects** on our website, in newsletters, and on social media.
- In 2022, we sent a **self-survey on sustainability to seven strategic suppliers**. Actions 2024: Development of a code of conduct and an online survey on sustainability topics for materiality analysis. Action 2025: Communication of the code of conduct to all strategic suppliers. Target 2025-2030: Annual updates of the ESG report shared with key stakeholders and consultations with suppliers.



## 7. Resilience of Our Business Model (Financial and Logistical Autonomy)

- **Financial Ratios 2023:**
  - Solvency ratio (equity/debt): 0.23
  - Liquidity:
    - Current ratio: 1.02
    - Quick ratio: 0.73
  - The Covid-19 crisis had a significant impact on the Orakel Group. However, since 2022, the market has fully recovered, leading to a steady improvement in our financial ratios. By the end of 2025, Orakel Group aims for a solvency ratio of at least 0.3 and a current ratio above 1.5.
- **Logistical Autonomy**
  - On the procurement side, we aim to have a backup supplier for each key supplier. From 2024 onwards, this will be a standard criterion in the development of new products.
  - For Sales, we mitigate risks by operating in as many countries and industries as possible;

| Geographical distribution of companies (based on revenue per country) |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Orakel  | b-token EU   | Eurotag      | Badgeman     | Total        |
| 45 countries  | 49 countries | 18 countries | 12 countries | 66 countries |

Target for 2025-2030: Active customers in 100 countries.

- **Customer Satisfaction:** We have been measuring customer satisfaction at Orakel and b-token for many years. In September 2023, we transitioned from our in-house survey to an online review system via Trustpilot.

Trustpilot scores (end of 2023):

Orakel: 4.72/5 (139 reviews)

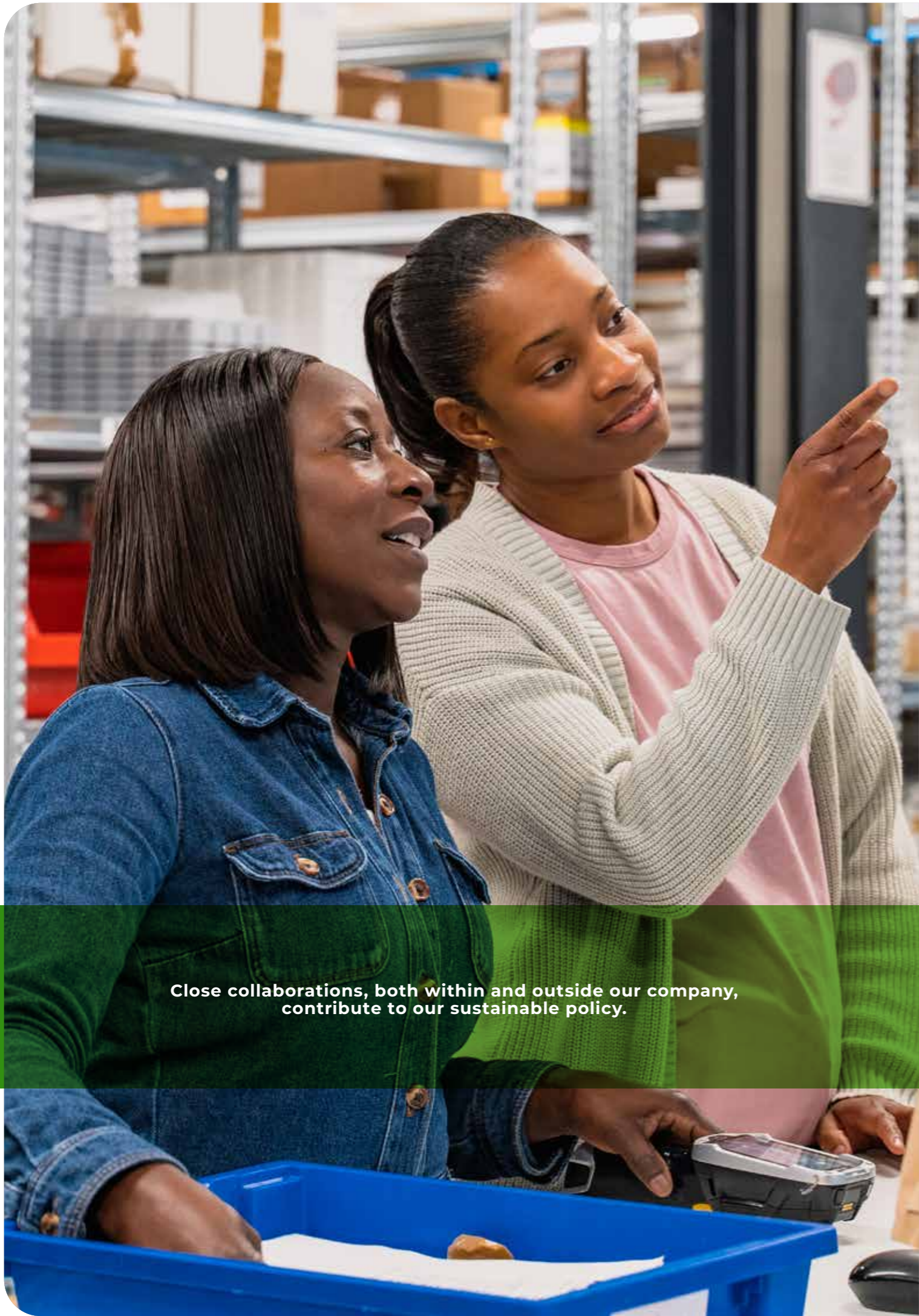
b-token: 4.78/5 (80 reviews)

By 2025, we will evaluate Trustpilot for Badgeman.

Goal: Maintain a Trustpilot score of at least 4.75/5







Close collaborations, both within and outside our company, contribute to our sustainable policy.

## Certificates and recognitions

### Orakel & b-token



### Orakel Group





# A word of thanks

A sincere thank you to our team for their dedication and commitment to this report and the realization of its actions. Special thanks to Jeroen De Muynck from Van Havermaet Sustainability for his support throughout this process. Finally, we also extend our gratitude to all partners who have contributed to the creation of this ESG report.