

Annual report  
**2022**







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# Board report



# Foreword

2022 was a dynamic year, with major external developments such as the horrific war in Ukraine, high inflation and COVID still. The pandemic led to relatively high absenteeism in our healthcare activities. Years of pressure on employees, combined with a shortage of workers, have taken their toll on this sector. The war has led to major increases in energy and material costs. Even more challenging were the increased labour costs, knowing that our costs are approximately 80% labour costs. We have adjusted the salaries of our employees everywhere, ranging from 11% in Belgium (mandatory by law) to 3% in Switzerland (based on CLA). At the same time, we talked a lot with clients in 2022 about the additional costs that we had to partially pass on to them.



Ton and Ronald Goedmakers

## Heading for more impact and collaboration

As VebeGo, we have set course for eleven large companies in four core countries since 2020. To future-proof VebeGo, we are transforming from a company with many entities to a new, powerful collective consisting of a select number of large companies that operate under one brand. At this scale, we gain additional clout and market leadership and can make a greater impact. The new direction is also in line with the movement that a service company like ours must and wants to meet many conditions nowadays. Whether it is privacy and security, investments in IT or (non-)financial reports – everything requires more effective collaboration.



## Major steps in strategy execution

In 2022, amid all the turbulence in the outside world, major steps were again taken for the execution of our strategy. We have made preparations for the largest organisational change ever at VebeGO. Investments in IT, reorganisations and our employees' hard work allowed our Dutch cleaning companies to merge into one large new company: VebeGO Cleaning Services. This company successfully started as of 1-1-2023. It was an intensive and sometimes emotional process. Employees sometimes took on other roles. And we have let go of iconic brand names like Hago, Stoffels Bleijenberg, Westerveld and Fortron.



VebeGO receives the Dutch Family Business Award 2022-2023 on behalf of jury chairman John Fentener van Vlissingen

## Hectas: from acquisition to merger with Servico

2022 was also the year in which the largest acquisition in VebeGO's history was realised. After the acquisition of Hectas in early 2022, the merger of Hectas and Servico (which was already fully owned by VebeGO) was prepared to create one new large German facility services company. This new company started in January 2023, with a new name (VebeGO Facility Services Deutschland) and a new legal structure, and with integration of key business processes and systems. The last steps of this merger will be finalised in May. From then on, the Dutch part of Hectas will be part of VebeGO Cleaning Services in the Netherlands. The Austrian branch of Hectas was also renamed VebeGO Facility Services Austria.



## Financial and non-financial results

The operating result for 2022 is positive. With the acquisition of hectas, VebeGO experienced a substantial increase in turnover in 2022. Apart from this, there was also healthy organic growth. For these results, first and foremost, our employees deserve a big compliment. At the same time, healthy returns remain a resource for us, not a goal. This also entails that we do not want to create negative value. In 2022, we inventoried CO<sub>2</sub> emissions in all our companies. Virtually all companies have created roadmaps towards fully climate neutral business by 2030. Furthermore, as a company we are working towards CSRD, the EU directive that requires large, listed companies (from 2024) and large companies such as VebeGO (from 2025) to report their impact on people and the environment.

## Strengthening of the Executive Board

Efforts were also made that fiscal year to strengthen the Executive Board with two new members. We have a new Chief People & Culture Officer in the person of Poléanne Vluggen. Her job title is consistent with our community thinking by putting people first. She will help more explicitly identify and leverage the power of our culture. We also have had a new Chief Value Officer in Sirka Hintze since February 2023. She will focus and report on VebeGO's financial and non-financial performance and results. This makes the male-female ratio on the Executive Board a lot more balanced.

## International standards

As a company, VebeGO wants to be meaningful to our employees, clients and society. That also requires measurements. Using the Net Promoter Score (NPS), we measure client satisfaction. This increased again for VebeGO in 2022, with the challenge of offering clients even more proactive structural solutions and cost savings. For employees, certification as a Great Place to Work is important. In time, all VebeGO companies will obtain this certificate. In 2022, Alpheios, Care (completed in early 2023) and VebeGO Airport Services took the lead in this. VebeGO AG in Switzerland once again successfully applied for the certificate in Switzerland and in 2022 even reached third place as 'Best Workplace' for large companies in Europe.

## Measuring sustainability

In order to measure the achievements and performance in sustainability, we use Ecovadis. Through this global platform, our companies demonstrate how they score on a wide range of sustainability performances, ranging from social security to contributing to a better environment. In 2022, VebeGO Cleaning Services and VebeGO Facility Solutions in the Netherlands, Alpheios in the Netherlands and Belgium, VebeGO Facility Services in Germany, and VebeGO AG in Switzerland scored gold and silver ratings on this platform. Our VebeGO Participation initiative was the first cleaning company to obtain a B-corp certification.

Ecovadis

5

companies  
certified



## About 2023



The Story of  
Great Work

We are counting on healthy growth again in 2023. The focus is increasingly shifting from reorganisation to 'rebranding'. Ultimately, we are working across all our businesses to create one name that includes everything: Vebego. Here we will focus even more on what unites us, creating meaningful jobs. Which also fits in with us wanting to communicate our story in 2023 - The Story of Great Work - more intensively and let people experience it by making it even more explicit for everyone.

Finally, 2023 is also the year in which we celebrate our 80th anniversary and in which Dutch companies can enjoy another year of the title Family Business of the Year - an honorary title that has been awarded for 2022 as well as 2023.

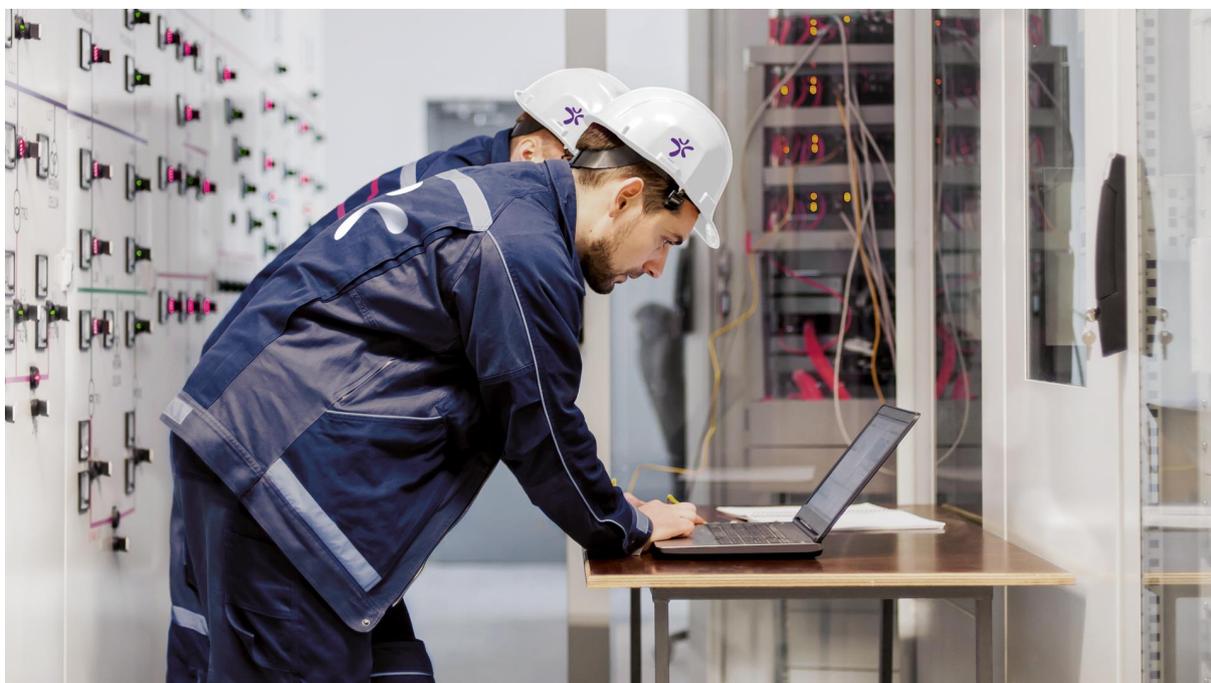
Ton Goedmakers, CEO

Ronald Goedmakers



# About us

## Profile



We are Vebego. Our employees work every day to create a better and more pleasant living and working environment. Everyone gets the space to develop with us and we encourage this so that everyone's talent can be used. We do our work in cleaning, healthcare, facility management and landscaping with care and attention, and are solution-oriented and engaged. An approach we call Great Work. Together, we stand for meaningful impact. With people, for people.

Counting nearly 40,000 employees in Belgium, Germany, the Netherlands and Switzerland, and in Liechtenstein and Austria, we make a positive contribution to society every single day. We employ some 32,000 people, over 800 independent healthcare professionals work for us and there are also nearly 7,000 more employees within our joint ventures. Our main office is located in Voerendaal, near to the place where the international family business that we are today was first founded in 1943.



# 80 years

On 1 February 2023, we celebrated a special anniversary. On that date in 1943, Tonny Goedmakers started a cleaning company in Heerlen. Eighty years and two generations of Goedmakers later, this company has become the VebeGo of today, ensuring meaningful work for almost 40,000 people in four core countries.



The municipality of Voerendaal has renamed a cycling and hiking path between Voerendaal and Heerlen the 'Tonny Goedmakers pad'



The second generation of Goedmakers at the unveiling of the artwork celebrating 80 years of VebeGo



# 'Sparkles' with purple blood

**'Making an impact is not an empty phrase here. It is in the fibre of the organisation to offer people, who are usually not given the opportunity to make a difference, a meaningful job. I have therefore consciously chosen this company.'** Poléanne Vluggen (48) has been the Chief People & Culture Officer at VebeGo since September 2022. A conversation about impactful organisations, sparkles and purple blood.



Poléanne Vluggen

Poléanne has done and seen a lot in her career. After the hotel school, she worked at Disney, spotted a gap between client focus (top) and personnel policy (flop), then studied HR and at Accor Hotels became Senior Vice President HR for the Netherlands, Germany and England, among others. In September 2022 she ended up at VebeGo, a company that has been at the top of her 'wish list' of employers for a long time. 'I've always had a soft spot for companies that genuinely want to do something meaningful for others.'



### Be proud of their work

Poléanne's moral compass clearly colours her career path. She feels at home at Vebego, as she did before at Accor Hotels. 'Both organisations share a lot of common ground,' she says. 'They have also made a major organisational change, with a great deal of attention to culture. Accor Hotels is also committed to being meaningful to others. It's simply in its DNA. The employees there are 'heartists'; by connecting in a different way, they make the difference for the guests. I would find it super cool if our cleaners start feeling they are *sparkles*. That they realise that they make a difference with their work and are proud of that.'

### A people company

Poléanne has been working at Vebego for just over six months now in the role of Chief People & Culture Officer. A job title that says more than, in Poléanne's eyes, the outdated 'HR Manager'. 'HR sees people as *resources*, while it is about the *purpose* of the company and the people and culture that contribute to it. I don't want to manage people, but help them in their (talent) development, inspire them and empower them. So they can really contribute to the success and development of the company. That is why I am also in the right place at Vebego. The intentions are pure and sincere; choices are not profit-driven. Yes, of course money has to be made! After all, we can only be inclusive if the company performs well. But that is really a different approach to many large corporates. We are also looking for clients who will respond to this.'

### Purple blood

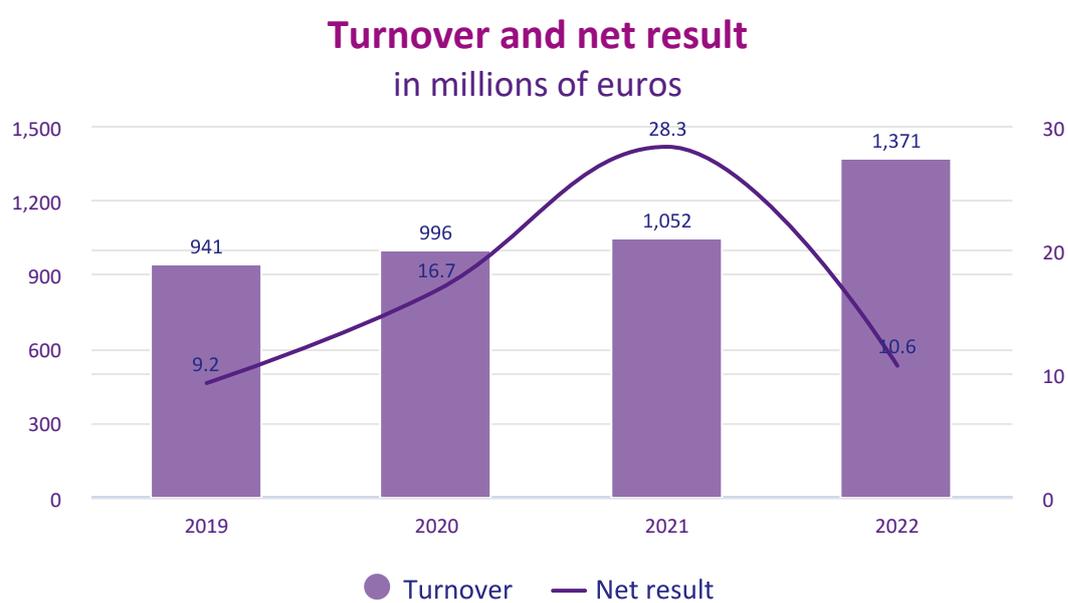
Poléanne quickly noticed that Vebego really is a family business. 'People take responsibility here and collectively support the same vision. Purple blood flows through their veins. That fact helps me in my biggest challenge: forging one culture that connects us all, in which everyone recognises themselves, without throwing the good points of all the former companies overboard. Not an easy task: this is the biggest transition in our history. There are still many gains to be made - for instance, we could discard our modesty a bit more and let the outside world know even more what we stand and go for. But I think there are only a few large companies that have advanced as much as Vebego in such a short time.'



# Key figures

## Turnover and net result, number of employees and CO<sub>2</sub> emissions

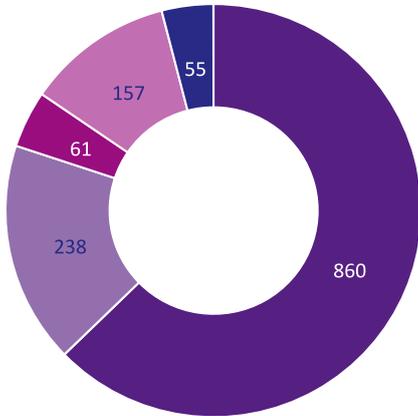
	2019	2020	2021	2022
<i>in millions of euros</i>				
Turnover	941	996	1,052	1,371
Net result	9.2	16.7	28.3	10.6
Number of employees as at 31 December	27,234	25,624	25,395	31,886
CO <sub>2</sub> emissions in tonnes	19,126	17,920	15,205	16,387





### Turnover per segment 2022

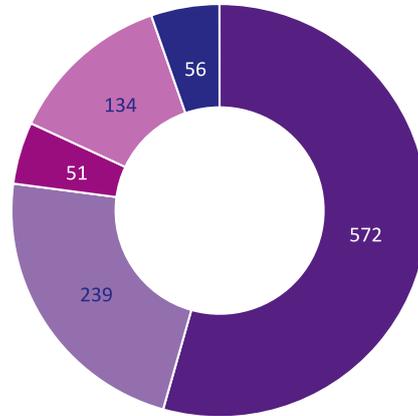
in millions of euros



- Cleaning
- Healthcare
- Landscaping
- Facility management
- Other

### Turnover per segment 2021

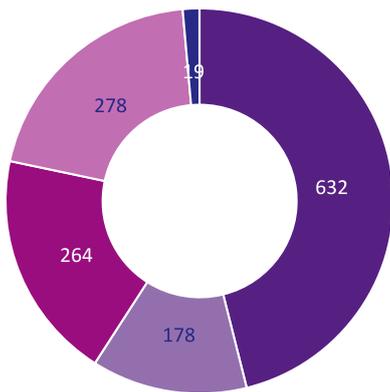
in millions of euros



- Cleaning
- Healthcare
- Landscaping
- Facility management
- Other

### Turnover by country 2022

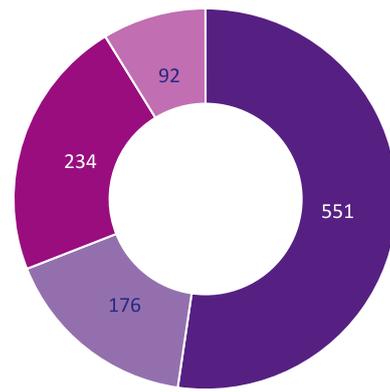
in millions of euros



- The Netherlands
- Belgium
- Switzerland
- Germany
- Other

### Turnover by country 2021

in millions of euros



- The Netherlands
- Belgium
- Switzerland
- Germany



# Value creation is not just making more money

She lived in Kiel, Hamburg, Bremen and Texas. Has been working in various finance functions for banking, transport and logistics, and since February in facility services. With Sirka Hintze (1976), VebeGO adds an internationally and highly experienced CVO to the Executive Board. It's about time to introduce her.



Sirka Hintze

Sirka is the second non-Dutch person on the Executive Board. A conscious choice: the board is a reflection of VebeGO's international activities. Sirka brings over 20 years of financial experience. 'I am at the age and have the opportunity to take another step in my career,' she says. 'I wanted to discover a completely different industry. Now I am starting a new adventure at VebeGO.'



### A role fitting for these times

Her most recent position was Sirka Group Chief Financial Officer at a logistics service provider. At Vebege, she holds the position of Chief Value Officer (CVO). ‘As a CVO, you don’t just look at financial value creation – we earn this as a company – but also at social value creation’, she explains. ‘You have an eye for financial, social, human and natural capital. And are responsible for the growth, optimisation and protection of value for all stakeholders – employees, clients and society. It’s a new role, which fitting for these times when employees, especially the younger generations, require their employers to look beyond profit and feel responsible for a better society. In order to gain insight and make forecasts, you also need non-financial impact data in addition to the traditional financial figures. Our CO<sub>2</sub> footprint, for example. And things like absenteeism rates and client satisfaction. As CVO, I map all aspects of value creation, account for them to internal and external stakeholders and integrate them in the planning and forecasting, risk management and a broader decision-making process.’

### East German life lessons

Sirka wanted to work as a CVO either way. Preferably in an industry new to her. There were several reasons that ended up being with Vebege. ‘My previous employers were also family businesses. I wasn’t consciously looking for that, but when I met the Goedmakers family, I immediately knew that this would be a good step. They take their role seriously and have set up Vebege professionally, and surround themselves with knowledgeable experts and advisers. The chemistry between them is fine. I also notice in conversations that everyone has a great sense of social responsibility. And what also appeals to me is that all kinds of cultures and internationality are welcome here. I was born in Stralsund, a city on the Baltic Sea. I grew up in East Germany and learnt early on how much one culture can differ from another. The German Reunification in 1989 also had a major impact on my life. I know what it’s like to integrate into a different culture. Moreover, people from the north of the former East Germany are more like the Dutch than people from former West Germany. We too are more direct and more open-minded. I can now use these characteristics, integral and broad thinking, to further grow Vebege!’



# VebeGO 2025 Strategy

From 2020, a major movement has been initiated towards the new VebeGO. In 2022, in addition to the ongoing change processes, the rebranding also started. The chosen organisational design was rolled out last year, and this significantly changed the internal structure at VebeGO. In 2022, as part of the reorganisation and rebranding, we said goodbye to an entire fleet of brands and companies.

We continue to work on strengthening our position in the market. It is up to the companies to position themselves in their fields. We want to transform VebeGO from a group of autonomous companies to a powerful collective in 2025. Essentially, we will remain the same: a large family-owned company with family values, which provides work for a large group of employees. And with a new role for the holding as strategic architect.

Our strategy focuses on four stakeholders: our employees, our clients, society and our organisation. We want to create meaningful work, contribute to a better world and make a healthy return.

## One family. One culture. One language.



The strategy focuses on four stakeholders

Keeping VebeGO healthy and fit is part of the VebeGO 2025 strategy. ‘VebeGO vitalises’ was the first phase and was completed in 2020. The second phase focuses on the establishment of One Family. One culture. One language. Designing our Future, a design from 2020, is the most important part of this second phase and is about restructuring the organisation. So that we continue to provide the best, quality services beyond 2025 and offer meaningful work to as many people as possible.



## Building a new company, how do you do that?

It was a major operation: merging nine cleaning companies. Mark Keur is the managing director of VebeGo Cleaning Services, the new large cleaning company in the Netherlands that started on 1 January 2023. He led the merger in 2022. 'We transition from cleaning company to impact company.'



Mark Keur

*How do you bring companies together, with all those cultural differences and backgrounds?*

'We have been working towards this new company for two years. All our employees were involved in the process. We told them what their role would be half a year in advance. Then there's time to get used to the upcoming changes. And we immediately said that we wanted to keep everyone on board. Removing unrest, which is a very important part of an operation of this size with almost eight thousand people, two and a half thousand customers and a turnover of €350 million.'

*Did that go smoothly or rather painstakingly?*

'We have hardly had any employee turnover, which is exceptional in a reorganisation. The payroll system was a very stressful thing to implement. And of course, the new manner of time tracking and expense reporting, among other things, led to questions, for which we had set up a support service. The new company clothing and lettering on cars, rolling out the name; it was a huge turnaround.'



*It must have been an impactful time. What has the company become?*

‘Decent, socially engaged and innovative. We are the experts when it comes to cleaning. And a conversation partner when it comes to prevention and advice. VebeGo Cleaning Services is a company that stands up for its people. They need to know that they are respected and valued in their workplace. Motivated people do a good job, so you also maintain quality that way. Our people are important, and so is the work they do.’

*Does it help to be the largest?*

‘The size helps in a number of facets. You will be more and better listened to. Our voice becomes more relevant. We were modest, a well-kept secret, and the marketing was fragmented. We are now so big that we can pump a fist at the market. Now it’s time to be more visible, and to take a different position: from a cleaning company to an impact company.’

*Pumping a fist, that sounds combative.*

‘We are. We want to take the market by storm. And become the leader. People need to think about us first when it comes to cleaning work, both customers and employees. But we don’t work for everyone. We are saying goodbye to customers who do not support our corporate philosophy. Customers choose us and we choose our customers.’

*What are you innovative in?*

‘Think of exoskeletons and sensors on the tucker pole system for our window cleaners. Cleaning windows at height is hard work, an exoskeleton supports the arms and the sensors tell you when to stop. And smart hygiene. Cleaners can read on their tablet what the measurements a sensor in a room has taken – was it used or not – and then know what to do and what not to do. Advice and prevention, we will focus heavily on this. VebeGo Cleaning Services is our home. The foundation is there, and now we are building steadily. That’s why we are solid.’



## Designing our Future

We started to implement this in 2021 by merging and selling existing companies, as well as by purchasing new companies. After all, the starting point of Designing our Future is that VebeGO consists of eleven large companies in four core countries. Operating in cleaning, healthcare, landscaping, and facilities management.

Major steps were also taken in 2022 towards a more uniform way of functioning. This means that in the Netherlands, numerous companies that have merged will use the same ICT systems and processes. This is already also happening in Switzerland.

### Transformation almost complete

The intensive transformation process has almost been completed in the past two years. Except for two companies, VebeGO has finished creating the 11 large companies; legally, organisationally and ICT-wise. The Dutch healthcare business and facility services in Belgium are still on the cards. This was a transformation that has never taken place to this extent before in VebeGO's 80-year existence.

### What started it all

There was a major need to reorganise. VebeGO worked inefficiently with more than 100 companies and according to too many different processes and procedures. This led to a lot of overhead costs and little recognition in the outside world. With the transformation, VebeGO has created stronger companies, with new robust management teams and more clout. These teams have ample plans and can now implement the desired greater recognisability as a VebeGO company in the market.



More clout as  
Thought Market Leader



Learning more  
from each other



Quality of service  
provision



More growth and  
development opportunities;  
greater attractiveness to  
labour market



More efficient, simpler  
and uniform organisation

The five reasons to create large companies

This process is reinforced by VebeGO's rebranding project, in which companies become more visible and recognisable to employees, clients and society, under one strong and visible brand.



The new MTs of the companies are very driven to implement this. For example, Vebego Groen has a strong model in which social impact meets green. The merger of Hectas and Servico into Vebego Facility Services Deutschland is technically a great piece of work. Just like the merger of the nine Dutch cleaning companies into Vebego Cleaning Services Netherlands.

The transformation also means another role for the holding company. The holding company sets out the policy and creates the financial frameworks. After a number of years of large projects, we can now set up lean & mean so that it becomes the strategic architect we envision.

### **Clients and goals**

Our keynote remains the same. We came out of the pandemic well and we are continuing on that foot. We were originally a cleaning company. This is still our largest activity across the countries.

Over time, products, expertise and services have been added. For segments or large clients in aviation, public transport, healthcare and industry. But also for things like landscaping, care and care services, personnel services, real estate expertise and technical maintenance. We offer service solutions to our clients, for example clean rooms and cleaning production sites. We also offer unique, specialised services, such as façade management and integrated facility management. In doing so, we always strive for healthy long-term relationships with clients.

We want to be leading and highly visible; to be a market leader. In order to be commercially successful. We also want to be recognisable in the labour market as an attractive employer that creates meaningful jobs and makes an impact on society.



## ‘The job is done’

It was complex, extensive and had to be done under enormous time pressure. Implementing the new HR and AFAS salary system, and redesigning the time ORTEC registration system. A more than exciting time, says Tes van Moerkerk, driving force as HtR functional manager.



Tes van Moerkerk

By mid-January 2023, the new system and the new working method had to be fully up and running. ‘It was intense at times,’ says Tes. ‘Every assignment in itself was huge. These were major changes that all had to happen relatively quickly at the same time. Simultaneously, there was the merger of several companies into Vebego Cleaning Services. That made it so complex.’

### Nights and weekends

To get the job done, Tes and her colleagues worked through nights and weekends. ‘But it worked out. Everything for a good cause, being the employee, where all the changes come together. An employee must feel valued, which is inextricably linked to our work.’ Tes is part of the HtR team, which stands for Hire to Retire. ‘From entering to leaving our service – and everything in between. Ensuring that payments are made correctly and on time is of paramount importance to us. The four-week payments for the people in the workplace and the monthly payments for the people in the support functions.’



### **Paying attention to who you are**

In 2000 Tes started as a consultant in payroll administration. The plan was to do this for a year, as knee problems meant she could no longer work in the hospitality industry. 'I had to be retrained, and then I never left,' she says, laughing. A great company, she calls it. 'Here is where I learnt to do what I am doing now. It was an opportunity I was given. And attention is paid to who you are. Even in difficult times, when my partner Els became ill and passed away. It is not a given that someone is there. But everyone was there, stood by me. I've experienced so much support here. That's something that never leaves you.'



# Impact strategy

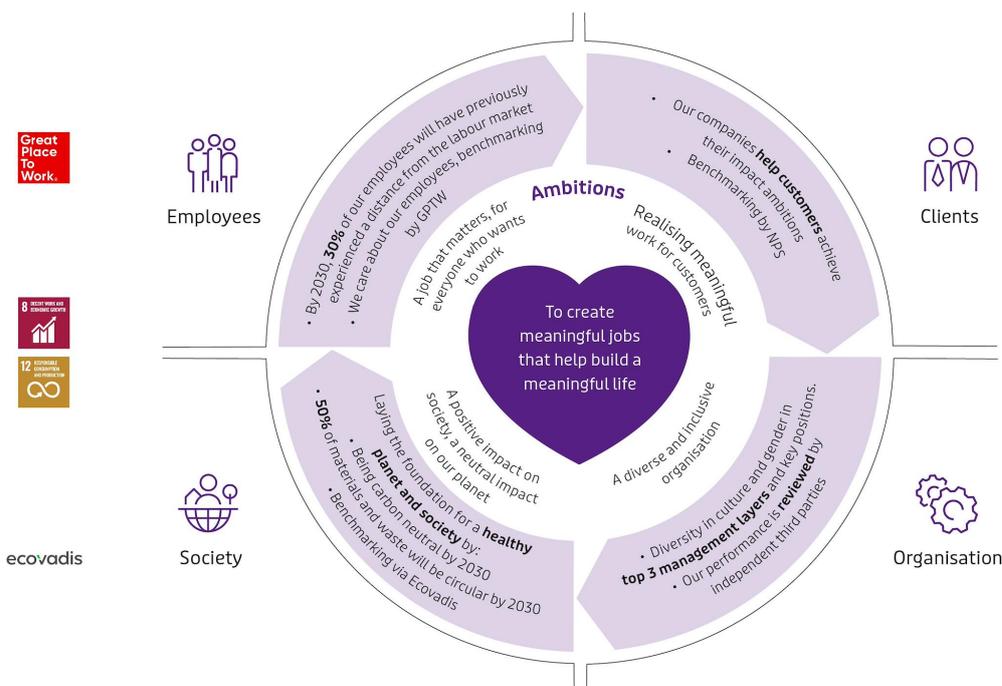
Our impact strategy is part of the overall strategy. And has the following key principle: **VebeGo wants to do well and make a positive impact on people, the environment and society. We want to be part of the solution, and be a company where everybody feels welcome. And contribute positively to people’s lives and the future of our planet, with everything in our power.**

## Being sustainable and distinctive

A solid impact strategy helps us in our mission, the creation of meaningful jobs. It's part of it. Clients are also increasingly asking about the sustainability of our business operations. And with the laws and regulations that are in place and forthcoming (Climate Accord, EU Green Deal, CSRD, please see further on in this section), a multi-year impact strategy that ensures we make, measure and achieve our sustainability goals transparently is also appropriate. That also means accountability and explaining why an objective may not have been achieved. Something similar applies to our ambition to be a Great Place To Work. An ambition that is intrinsically driven, while at the same time aligning with the need to be distinctive as an employer in a labour market that is extremely tight in all the countries where we operate.

## Strategy refined and defined

In 2022, we further refined and outlined our impact strategy. For our four key stakeholders – employees, clients, society, our own organisation – we have outlined the impact we want to make, what our objectives are, and how we further shape, measure and monitor our progress in these areas. This is illustrated in the visual below.



VebeGo's impact strategy



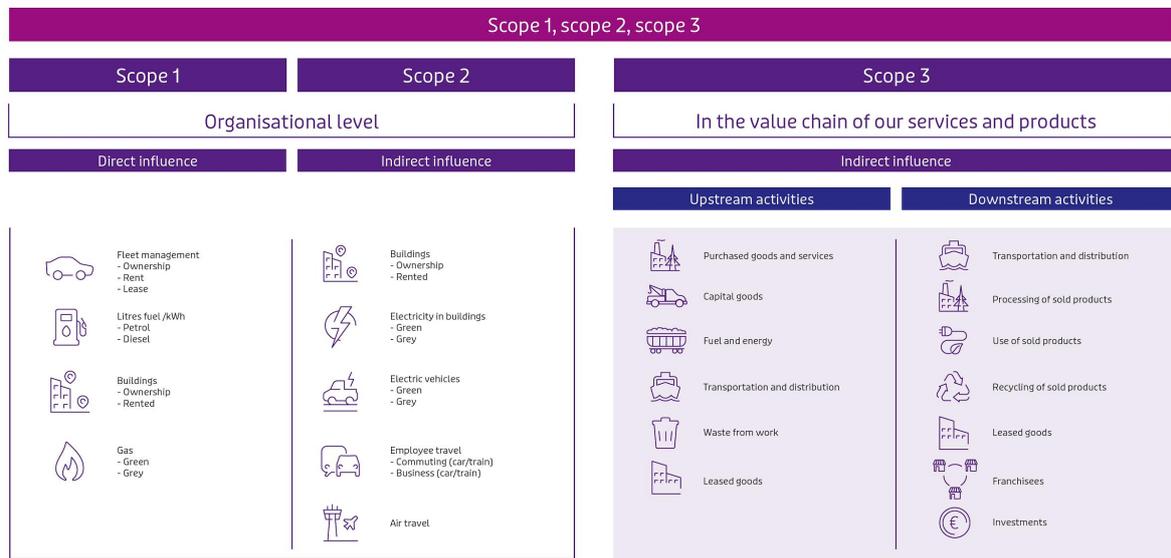
At the centre of the visual is our mission, the higher purpose which our hearts go out to, creating meaningful jobs that help build meaningful lives. We added our ambitions for all four stakeholders, in the inner circle. The outer ring describes how we will shape this ambition specifically, and how we will measure and guarantee our progress in doing so.

### KPIs formulated for 2023

In addition, in 2022 we also formulated concrete KPIs for 2023 in our impact objectives. These KPIs are:

### KPI 2023 for the CO<sub>2</sub> neutral target by 2030: company-specific roadmap 1 April

All VebeGo companies will create a company-specific roadmap before 1 April 2023, containing the reduction targets, over the currently measured scope, to be CO<sub>2</sub> neutral by 2030.



Scope 1-2-3

That's why we mapped CO<sub>2</sub> emissions across all our businesses in 2022. Together with Climate Neutral Group, we organised nine kick-off workshops for this. In these sessions, the companies were included in VebeGo's Impact Strategy, the why of the strategic CO<sub>2</sub> neutral programme, the three scopes with the different CO<sub>2</sub> emission sources, and the generic roadmap.

As a KPI for 2023, we have determined that the companies will deliver their company-specific roadmap to the Impact Team by 1 April 2023. The roadmap includes all necessary reduction measures towards 2030, based on the current measured scope. The Impact Team assesses the roadmap for accuracy and feasibility, with the help of Climate Neutral Group. Responsible for this KPI are our COOs.



### **KPI 2023 for the objective circular business by 2030: company-specific roadmap by 1 October**

VebeGO strives for maximum renewability, longevity, optimal use or reuse, renovation, remanufacturing, recycling of cleaning equipment and biodegradation of cleaning products. We do this to preserve the value of the resources, products and materials. Our circular business objective is for 50% of our material use and waste to be circular by 2030. As KPI for 2023, it has been determined that the companies will submit a company-specific roadmap for a circular business model to the Impact Team no later than 1 October 2023. Our COOs are responsible for this KPI.

### **KPI 2025 for the vertical diversity and inclusion objective**

VebeGO wants to increase the diversity in gender and cultural background in the three top layers and in key positions. As a KPI, it is determined that in 2025, at least 33% will be female in this specific category. The number of people with a cultural background other than the total is at least 10% in the same category by that time. Responsible for this KPI is our Chief People & Culture Officer.

Based on an employee scan with indirect employees and team leaders, and a policy scan, VebeGO had a baseline measurement carried out by the Dutch Inclusion Monitor in 2022. Subsequently, recruitment and application processes have been and will be evaluated to promote gender and cultural diversity.

### **KPI 2023 targetting a workforce of which 30% is recruited from demographic groups distanced from the labour market by 2030**

VebeGO has the objective that 30% of employees have previously had or experienced a distance to the labour market by 2030. Who these 'MAA' are (people distanced from the labour market) is partly determined by local laws and regulations. VebeGO uses this as a general definition: People with distanced from the labour market are those with a reduced ability to work due to physical, mental, medical, social, educational or economic impairments, and who have therefore been unemployed for more than a year. These are people with disabilities or illnesses that hinder their ability to work, people with little or no education, lack of work experience or a criminal background, and/or people who face language barriers and/or transport difficulties or other obstacles.

Based on this definition, an agreement will be made in 2023 for each business unit's contribution to our 2030 goal. Responsible for this KPI is our Chief People & Culture Officer.

### **Working towards CSRD**

In 2022, VebeGO started working towards 'CSRD': Corporate Sustainability Reporting Directive.

This new EU Directive requires large, listed companies (from 2024) and large companies such as VebeGO (from 2025) to report on the impact of their business activities on people and the environment. The new guideline expands the reporting requirements to include more topics. Companies should also report on their impact on climate change, social and human rights, diversity and inclusion, and anti-corruption, among others.



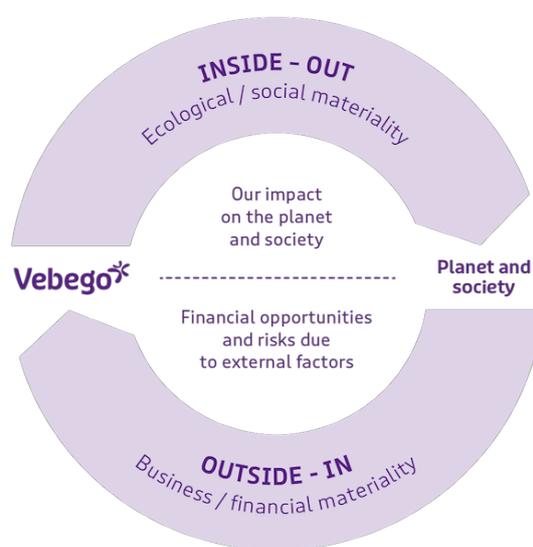
Preparations for CSRD help us gain an even better view of our environmental and social performance and sustainable business practices. It helps us identify areas for improvement and implement measures that reduce our environmental footprint and increase our social impact. It also helps us better manage potential risks and take advantage of opportunities related to sustainability.

### Major steps taken with materiality analysis

Certain sustainability topics are mandatory to report on. But there are also sustainability themes that are relevant to our own organisation/industry. To determine the importance of these, both internal and external stakeholders are involved in a materiality analysis. This concerns topics in the area of ESG (Environment, Social, Governance) that the company has an impact on or is influenced by.

#### Inside-out, outside-in

In preparation for CSRD, VebeGO, together with an external consultant, took major steps in 2022 in making a materiality analysis for its own company. We have looked at the positive and/or negative impact VebeGO has on people and the environment (inside-out). And what the financial opportunities and risks of external factors are on VebeGO (outside-in). What is the financial impact on VebeGO from, among other things, climate change, labour market and raw material shortages?



Materiality

#### Fixed format and mandatory components

The CSRD reports are prepared in a fixed format and always contain information about general business matters such as governance, strategy, risk management, statistics and objectives. In addition, there are two main topics that all companies are required to report on, climate change and their own workforce.

#### Company-specific themes

In addition to these mandatory components, each company also identifies company-specific themes as part of the materiality analysis. VebeGO largely surveyed these topics in 2022 based on an internal and external stakeholder analysis. This concerns topics such as biodiversity, circularity, diversity and governance. These are all issues that really matter to VebeGO and which VebeGO also prioritises in its actions.



### **Next steps: GAP analysis in 2023**

Thanks to the materiality analysis, which we will complete in 2023, we have gained a better understanding of what we still need to do in preparation for CSRD. In 2023, as the next step, a GAP analysis will take place for VebeGO's eleven large companies. Now that we know what data we need over time, we will explore what needs to be ready in two years' time, what we already have, and what needs to be set up.



# The year 2022

## Developments

Several external events had a major impact on VebeGO in 2022. The horrific war in Ukraine led to a steep rise in energy prices and increased material costs. That along with staff shortages and substantial wage cost increases, made 2022 a challenging year. For most VebeGO companies, the majority of the costs consist of wages. By discussing this with both clients and the work council, we searched and search at company level for a balance between the interests of the various stakeholders.

VebeGO acquired the German cleaning group hectas Facility Services at the beginning of 2022. This means that we have welcomed some 6,000 hectas employees in Germany, Austria and the Netherlands to our family. We will become a top 20 player in the German market through the acquisition, making a major step in strengthening our position in that country. hectas and Servico, the existing VebeGO company, have jointly set up a new organisation that was launched on 1 January 2023, VebeGO Facility Services Deutschland. In 2022, we worked hard on a completely new legal structure for this new company. We also paid a lot of attention to the company's backbone such as the systems and processes for payroll processing and invoicing, among others. Over the next year, the new management team and all employees will focus on culture, collaboration and identity, to form a company of people for people.

### **One Brand for all companies**

To be more recognisable for (potential) employees and clients, and to emphasise that our ambition is to be a powerful collective, we have chosen one name for all companies, VebeGO. In addition to a new name, we also launched a new logo and colour, purple. We will say goodbye to the other company names as they are phased out. By 2024 all 11 large companies will be called 'VebeGO' and will use the same logo.

The choice to gradually adopt one brand is a logical consequence of our strategic 'One family, One culture, One language' ambition. With One Brand, we emphasise the family connection between the companies and the power that brings. The logo, the new name and the renewed house style exude simplicity, accessibility and humanity. This fits seamlessly with today's VebeGO.

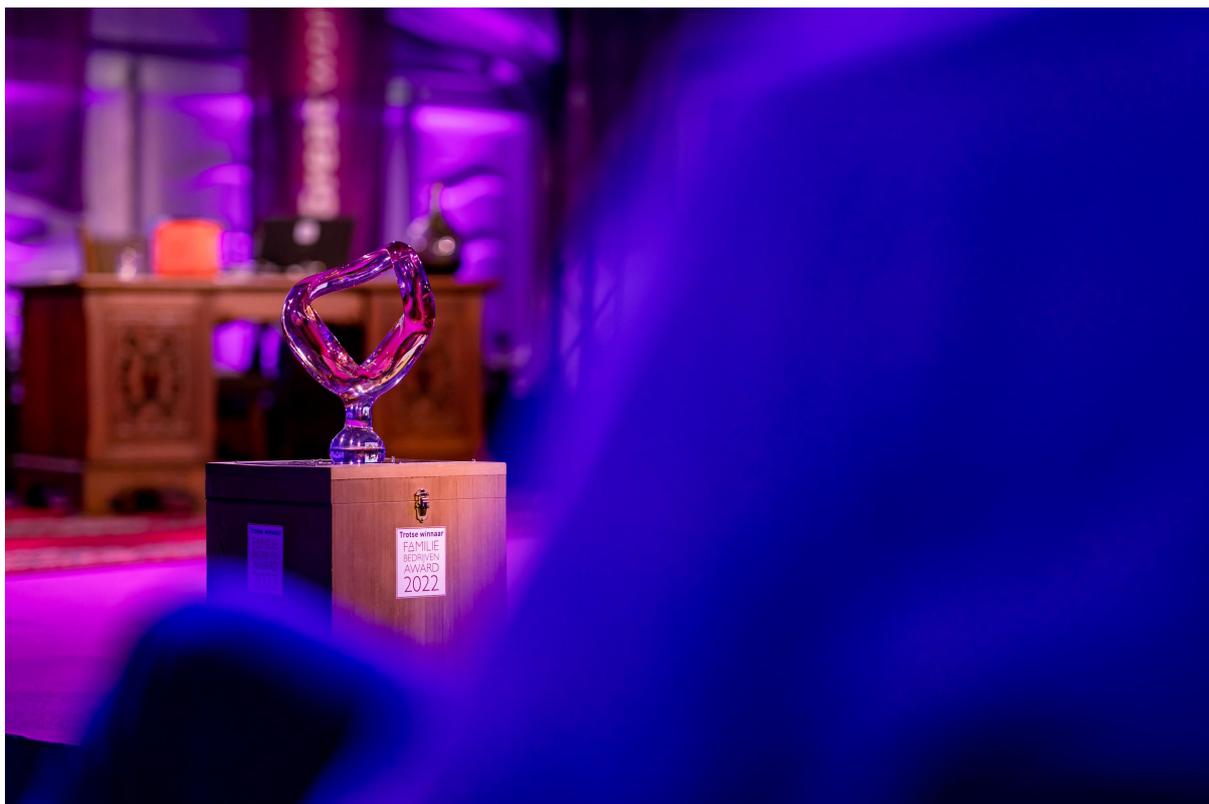
In mid-2022, the rebranding to VebeGO already took for VebeGO Group, VebeGO Service & Expertise (shared services in the Netherlands), VebeGO Facility Solutions (formerly Yask), VebeGO Facility Services in Germany and VebeGO Cleaning Services in the Netherlands. In March 2023, we also launched VebeGO Green.



Launch of the rebranding in September 2022

### **Family Business Award Winner 2022-2023**

In April, VebeGO won the Family Business Award 2022-2023. The jury praised VebeGO for its governance. Our company is a shining example for successful succession within family businesses. Innovation was also a criterion. At VebeGO we look for faster and even smarter solutions right down to the most minute details. Furthermore, the jury said it was admirable that VebeGO has been able to bind people to it for so long. The jury has seen that the passion for the employees is the common thread within VebeGO. The Board of Directors sees this award as recognition for the work of all colleagues. This award is for all of us!



Dutch Family Business Award 2022-2023

## Turnover

### VebeGo

Partly due to healthy organic growth and the largest acquisition in VebeGo's history (the purchase of Hectas), turnover has increased to a record high of €1,371 million. In 2021, this was €1,052 million. An increase of 30.3%. The majority interest that VebeGo has now acquired in PMC Holding has also contributed to the increase in turnover.

Turnover

€ 1,371

million

2021: € 1,052 million

COVID in particular still had an effect on VebeGo's figures in the first two months of the year. By mid-March 2022, all measures were lifted and the VebeGo companies gradually switched back to their regular business. As the pandemic came to an end, there was another crisis that demanded our attention, the war in Ukraine. In the course of 2022, this war caused such high inflation

that many VebeGo companies had to increase their prices in the meantime to partially offset the effects of this cost increase. This price increase has had an impact on VebeGo's figures, both in terms of turnover and in terms of cost level.



Especially our companies in the temp agency sector, particularly in the second half of the year, have benefited from the enormous shortage in the European labour market. The same high demand for staff has put extra pressure on turnover and costs at other VebeGo companies, because it was increasingly difficult to meet the (initial and extra) demands of clients.

### **Belgium**

Turnover in Belgium increased to €178 million (2021: €176 million). A relatively slight increase directly related to the sale of service voucher companies in 2021. The turnover in 2021 of these companies was €11 million. The sale is fully in line with VebeGo's strategy; the activities do not fit well within the two companies that we want to form in Belgium in healthcare and in facility services. The organic growth of the other companies was very positive: €13 million. Reflex Healthcare People in particular showed a clear performance improvement in 2022, with an increase of 27% (€3.4 million).

The turnover in Belgium accounts for 13% (2021: 17%) of VebeGo's turnover. As in the Netherlands and Switzerland, this percentage relatively decreased compared to 2021 due to the acquisition of hectas in Duitsland.



### **Germany**

The acquisition of hectas and a fine organic growth (+26%) resulted in a turnover in Germany of €297 million (2021: €92 million). That is 22% (2021: 9%) of VebeGo's total turnover. This made Germany (which also includes hectas Austria with €19 million) the second country in terms of turnover where VebeGo carries out its activities. VebeGo has become a top 20 player in the German facility industry. Our temp agency in Germany also experienced a significant increase in turnover in 2022. The company has been able to take advantage of the huge demand for staff across all sectors.



## The Netherlands

In the Netherlands, the turnover of all activities amounted to €632 million (2021: €551 million). VebeGO Facility Solutions (formerly Yask) demonstrated a turnover increase of 13% and will move towards the €100 million mark in 2022. The companies in cleaning, landscaping and healthcare were able to record more turnover than last year. The cleaning business in particular excelled with a growth of 11.8%. Alpheios, our Products & Systems segment company, experienced a decline in sales compared to 2021, as additional pandemic revenue was not achieved this year. The Dutch activities account for approximately 46% (2021: 52%) of VebeGO's total turnover.

## Switzerland

In Switzerland, the turnover increased to €264 million (2021: €234 million). Not only the companies in facility services, but also the companies in Real Estate and - in particular - Health Care were able to record a higher turnover than in 2021. Due to investments in the organisation, the increase in turnover did not lead to an improvement in profit in 2022. Switzerland has a share of 19% (2021: 22%) in VebeGO's turnover.

## Trend in results

The net result was €10.6 million (2021: €28.3 million). A return of 0.8% (2021: 2.7%). The decrease in the net result has a number of causes. The main reason being the investments in the transition to a future-proof organisation with 11 large companies.

For example, in 2022, major investments were made in the merger of the cleaning companies in the Netherlands into one large company. In addition, investments were made in the merger of all landscaping companies in VebeGO Groen, and the formation of a shared services and expertise company. We have also started the merger of hectas and Servico in facility services in Germany. In 2022, we also made a major investment in the purchase of a new personnel system for the Dutch companies. This system was successfully implemented in 2022, so that the personnel administration and remuneration for almost 11,000 employees has been running smoothly from January 2023.

In addition to these investments, the lagging result of our healthcare companies in the Netherlands was felt. The pressure on the gross margin in this segment is significantly influenced by two factors. There was a significantly higher absenteeism and there was a very high turnover. Both have resulted in additional expenses for temporary hiring and recruitment.





The shortage in the labour market (resulting in higher expenditures for hiring staff) and the high inflation (often not directly chargeable to the client) has reduced the net profit of various business units. The sale of three properties (which were subsequently leased again via a sale-leaseback construction) had a positive effect on the result once-off.

## Taxes

On 21 July 2022, CEO Ton Goedmakers signed the revised Horizontal Supervision Covenant on behalf of VebeGo. The covenant has a term of three years. The signing was the result of a multi-year VebeGo process in the area of Tax control. In the years prior to 2022, VebeGo set up and implemented a Tax Control Framework in the Netherlands. We have also started to develop a similar control system for the VebeGo entities in Belgium, Germany and Switzerland.

Transparency about our fiscal policy to all relevant stakeholders is an important basic principle. We do not only want to be compliant with the applicable tax laws and regulations, but we also want to handle our tax obligations ethically. Our activities and the countries where we conduct them determine where we pay our taxes. We expressly do not see taxes as a profit centre.

## Balance sheet

VebeGo's capital position remains strong. Solvency is 25.7% (2021: 26.4%). The slight decrease in the solvency percentage is due to a different ratio of the Equity to the Total Assets. The increase in the Equity stems from the positive result for 2022, after deduction of the dividend paid. The balance sheet total increased mainly due to the acquisition and addition of hectas, which can be seen in the increase in the receivables from trade debtors. The cash position decreased due to the acquisition of hectas and, after deducting short-term debts to credit institutions, stood at €71 million on the balance sheet date.

VebeGo's liquidity position decreased in 2022 compared to 2021. The decrease is due to the decreased result adjusted for depreciation, changes in provisions and changes in working capital. Substantial investments in consolidated participations (including hectas), dividends paid, increased profit tax paid and repayments of long-term debt had a strengthening effect on the decrease. More interest and dividends received resulted in only a limited improvement. Cash flow from investment activities, adjusted for investments in consolidated participations, was at around the same level as the previous year in 2022. We have plenty of our own resources to finance VebeGo's strategic vision and the subsidiaries' underlying plans.



# VebeGo Deutschland!

The takeover of hectas in early 2022 brought VebeGo one step closer to its goal of becoming an important player in the German market. The merger of hectas with sister company Servico followed. The new company has been operating as VebeGo Facility Services Deutschland since 1 January 2023. We asked two key figures about their experiences in building this company. Holger Feldker, founder of Servico, and Markus Breithaupt, from the ranks of hectas.



Holger Feldker and Markus Breithaupt

## *How do you look back on 2022?*

Markus Breithaupt: 'In early 2022, VebeGo acquired hectas. Shortly after, it was also decided to merge hectas with Servico forming one new VebeGo company: a large German facilities company, a top 20 player. In 2022, we mainly focused on the integration of systems and work processes. hectas had already centralised the salary administration and worked successfully with SAP software applications. The intention was that Servico would also work within these types of frameworks in the future. The Servico employees therefore had to familiarise themselves with the new systems. The hectas employees have supported and guided them very well in this. Both groups made great efforts, in addition to their other tasks. It was a fantastic achievement by everyone involved.'



Holger Feldker: 'From the autumn of 2022, supervisors and administrative staff at Servico have been intensively trained on how to use the new ERP systems. Something that seems purely technical but also involves a lot of emotions. You not only work with a new system, but also with a new company, new colleagues and new ways of working. Of course, this also leads to uncertainty here and there. I am very proud of what we have achieved. When we started the integration, we faced huge challenges. Most of those were tackled in 2022.'

*What are you doing to remove this type of uncertainty?*

Holger: 'I founded Servico in 1994. In 2007, Vebege took over 50% of the shares and in 2018 the remaining 50%. I quickly grew in the Vebege family and felt comfortable from the start. That is why I can very well and authentically convey what it means to be "Vebege" - what it means to work for a family company like Vebege. Many Servico employees who experienced Vebege's early days still work with us - that speaks volumes.'

Markus: 'Any change creates uncertainty because you cannot immediately estimate all the personal effects and their consequences. At an early stage, I referred to Vebege's guarantees, for example with regard to job security, and tried to objectify the relevance of the fears and concerns in discussions. We have also clearly addressed the existing risks and the temporary additional workload. At the same time, we have tried to recognise and realise the opportunities and benefits for each individual. Not only do we gain a stronger market position, we also strengthen business continuity and there are more career opportunities. We want to grow and need more employees, and can offer good development opportunities. This reality must be clear to everyone and trust must be built. And that takes time.'

*You worked together to redesign processes and systems, and to form a new management team. How did that go?*

Markus: 'We visited all the sites together in 2022. Holger has proven to be a colleague I can trust. We can talk openly to each other, even though we sometimes have different ideas and go different ways. We fight for our own ideas, but ultimately we always make a decision together. And we adhere to that.'

*What will happen in 2023?*

Markus: 'The merger resulted in a company with approximately 6,000 employees and more than a quarter of a billion turnover. That requires intelligent processes and modern IT. We will continue to refine this. Starting in 2023, we will be talking to customers about what the merger means to them, in terms of quality and volume, but also in additional services such as security. We will pay more attention to the cultural theme and the optimisation of our future processes. Here we are still fully transforming two separate companies into one new company.'



Holger: 'Until my retirement at the end of 2023, I would like to contribute to building a corporate identity as VebeGo. That identity will be characterised by entrepreneurial spirit, flat hierarchies, great personal responsibility and simple, structured processes. We want to cultivate these values as VebeGo Deutschland and maintain the best of the two worlds of Hectas and Servico. That way, we create a new culture that all employees recognise and experience, and that serves our customers. As two parts welded together, we need an exhilarating confidence, that famous good feeling in your gut. That's the challenge I'm facing, what we're facing. Also with the help of Wolfgang Koch, who joined us on 1 March as transformation officer.'



# Impact

## Employees

### Employee Engagement

Our work is of great value. For clients For society And for our employees. We know that simply having work can, in itself, make a big difference. We therefore think it is important to make how engaged our employees are at VebeGo as an employer measurable. To measure and monitor our employee engagement, we have chosen to work with Great Place to Work, a methodology that helps companies better understand their organisational culture and improve the work environment. We ask our employees about their perception of leadership, equal opportunities, attention and safety.



This is how we collect hard evidence for our motto - Great Work - with the result that our companies are entitled to hold the internationally recognised 'Great Place to Work' certificate.

VebeGo AG in Switzerland was awarded third place in the 'Best Workplaces Europe' election in 2022; Alpheios and Hago Airport Services are 'Great Place to Work' certified.

### Employees

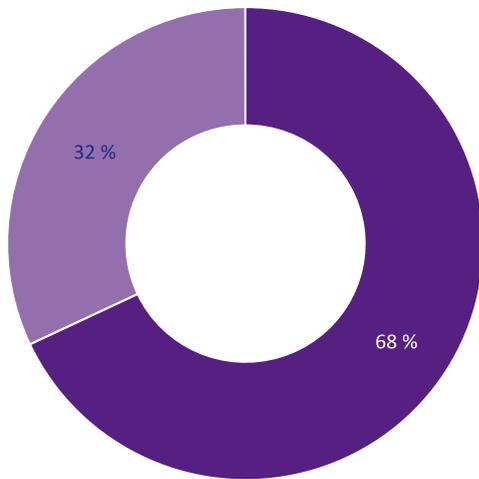
The number of permanent employees at the end of 2022 was 31,886. The increase compared to 2021 (25,395) is mainly due to the acquisition of hectas in Germany (including Austria and the Netherlands). 77% of our employees work part-time, 68% are women.

Number of employees per country	2022	2021
The Netherlands	12,335	12,798
Germany	10,133	3,769
Switzerland	6,754	6,359
Belgium	2,664	2,469
	<b>31,886</b>	<b>25,395</b>



### Division male-female

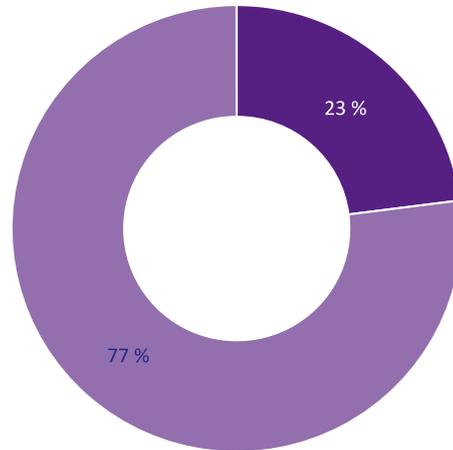
Total: 31,886 employees



● Female ● Male

### Working time

31,886 employees (18,710 FTE)



● Full-time ● Part-time

### Education / Appreciative Inquiry

We strengthen the quality and diversity of the organisation by investing in our employees. We see this as the basis for further growth. We take a structured and inclusive approach to talent development, broadening and deepening career opportunities.

We believe it is important that we know where an employee's talent lies. We can then put that talent to the best use for our organisation. Developing talent therefore requires an understanding: of your own talent, ambition, development points and education or training courses an employee can take. We help our employees gain that insight. We use various programmes and tools for this, including View on Talent and Management Drives & AEM-Cube.

### View on Talent

By putting the right people in the right places, we create more meaningful jobs.

With View on Talent, we are able to identify talent, predict performance, and discover what it takes to further develop these talents. It is not a one-size-fits-all exercise. Our employees deserve tailor-made guidance and development opportunities that are suitable for them, in which they can learn optimally.



That way, we can build on the existing talents of our employees. At the same time, we are identifying new growth opportunities, while also achieving the goals of the organisation. This allows us to remain forward-thinking in an ever-changing market. We obtain the necessary data and insights about recruitment and development throughout the organisation via a PowerBI dashboard set up in 2022.

### Drivers and growth

With Management Drives (a methodology that makes people's drivers visible) and AEM-Cube (an assessment tool that maps how people naturally interact with change and growth), we create understanding and a common language for people to unleash their potential and collaborate on effective and inclusive leadership. By 2022, nearly 600 development assessments had been conducted.

### Destination: Future

The importance of attracting and retaining talent in our organisation is ever increasing. Over the next decade, the active working population will consist of five generations. Purpose, innovation, well-being and balance are key areas of focus to engage and bind them. To continue to add value for our employees and for our clients, a conscious commitment to Talent Development (by Leading by Example and organisational learning) is essential. Vebege has had its own internal training programme for this for several years: Destination: Future!



The new Explorers '22 - '23



## Destination: Future!

20 Navigators  
12 Explorers from four countries

Destination: Future is a learning module in which employees at different levels work together and with themselves. The participants are at different points in their career. There are three groups: the

**Explorers** (young, fresh newcomers), the **Navigators** (content experts and advanced managers who want to get more out of themselves) and the **Challengers** (executives and leaders who have made their mark). The three groups face the challenge of getting the best out of themselves, learning from each other, challenging each other and, as ambassadors, taking knowledge, experience and developed competencies into the organisation. They will receive a 'license to change' for this and will use their change power to make VebeGo future-proof.

In the fiscal year, 20 Navigators successfully completed the learning module; 12 Explorers started their programme in September 2022. This VebeGo Explorer Programme runs until June 2023 and is international for the first time.

### Shaping our Culture

VebeGo wants to have a positive impact on society by 2025. That is the most important driver to invest in the growth and development of our fine family business. In doing so, it helps us to combine the perspective and working method that are successful and take us further. This means doing more of what works and stopping what is not successful. This is how we are building a future-proof VebeGo.

Each transition within Designing our Future has its own approach and timeline, depending on the current context and transition assignment. This requires customisation in the culture approach, so that we are fully aligned with what the company needs. The starting point here is that we use the same models and tools. This allows us as an organisation to learn about the companies and departments. This contributes to creating a common language and helps us to work together more successfully. From defined change challenges, we let our employees think along and provide input in workshops. We use the retrieved content to determine culture themes for the company. These themes include the behaviour we want to reinforce and need to make the change.

In 2022, both VebeGo Cleaning Services and VebeGo Service & Expertise started working on this process. We want to be able to work as quickly as possible in the spirit of the culture themes raised. To do that, we organise sessions at both organisations.



## Diversity & Inclusion

VebeGo has been driven by inclusive business ever since its establishment. As an organisation, we believe in the power of differences and therefore underline the importance of diversity. We strive to recognise and embrace every talent. Furthermore, we encourage the employees' need to feel part of a group and to maintain their own identity. These are the core elements of Inclusion.

As with many other organisations, VebeGo has a growing focus on attracting diverse talent. But we also see another development. More attention is needed within the diversity policy to retain and develop talent, such as fair rewards and promoting an inclusive work environment. We therefore focus on two main goals:

1. Increasing gender and cultural diversity in management.
2. Creating an inclusive culture in the organisation.

## How do we influence our goals?

Based on D&I literature

 <p><b>What is needed?</b></p> <ul style="list-style-type: none"> <li>• Raising awareness, especially at the top of the organisation</li> <li>• With a systematic approach and roadmap, we strengthen inclusion in our organisation</li> </ul>	<p><b>1</b></p> <p><b>Representation of diverse talent</b></p> <ul style="list-style-type: none"> <li>• Set the right targets, based on data, for the representation of diverse talent</li> <li>• Use language that does not exclude (e.g., direct vs. indirect)</li> </ul>	<p><b>2</b></p> <p><b>Inclusive leadership and entrepreneurship</b></p> <ul style="list-style-type: none"> <li>• Employee experience</li> <li>• Leading by example</li> </ul>
<p><b>3</b></p> <p><b>Enable equal opportunities through fairness and transparency, as in promotion and development opportunities</b></p> <ul style="list-style-type: none"> <li>• Encourage growth and promotions for young talent and (candidates for) leadership position</li> <li>• Quota setting, by country</li> </ul>	<p><b>4</b></p> <p><b>Encourage openness and denounce undesirable behaviour</b></p> <ul style="list-style-type: none"> <li>• Set standards for open, welcoming behaviour</li> <li>• Vision and safety policy</li> <li>• Aim for 30% admissibility</li> </ul>	<p><b>5</b></p> <p><b>Measure climate of inclusivity</b></p> <ul style="list-style-type: none"> <li>• Great Place to Work</li> <li>• Inclusivity Monitor</li> </ul>

## How does VebeGo score when it comes to inclusivity?

In November 2022, we conducted an employee scan of our inclusivity climate. Nearly 800 respondents from Switzerland, Belgium and the Netherlands took part in this survey. The employee scan shows that both the majority and minority groups at VebeGo score above the limit value of 44%<sup>1</sup>. This means that we can assume that employees who feel (visibly and/or invisibly) different from others are accepted in the organisation.



However, the minority group (represented in the study by 200 of the 800 respondents) does experience a less positive inclusivity climate than the majority group. Of the minority group, most feel different because of personality (52%), work experience (30%) or age (24%). This is important data to strengthen our policies on diversity and inclusion.



Employees in all our countries experience the inclusive climate within VebeGo the same. There is also no difference between groups<sup>2</sup>.

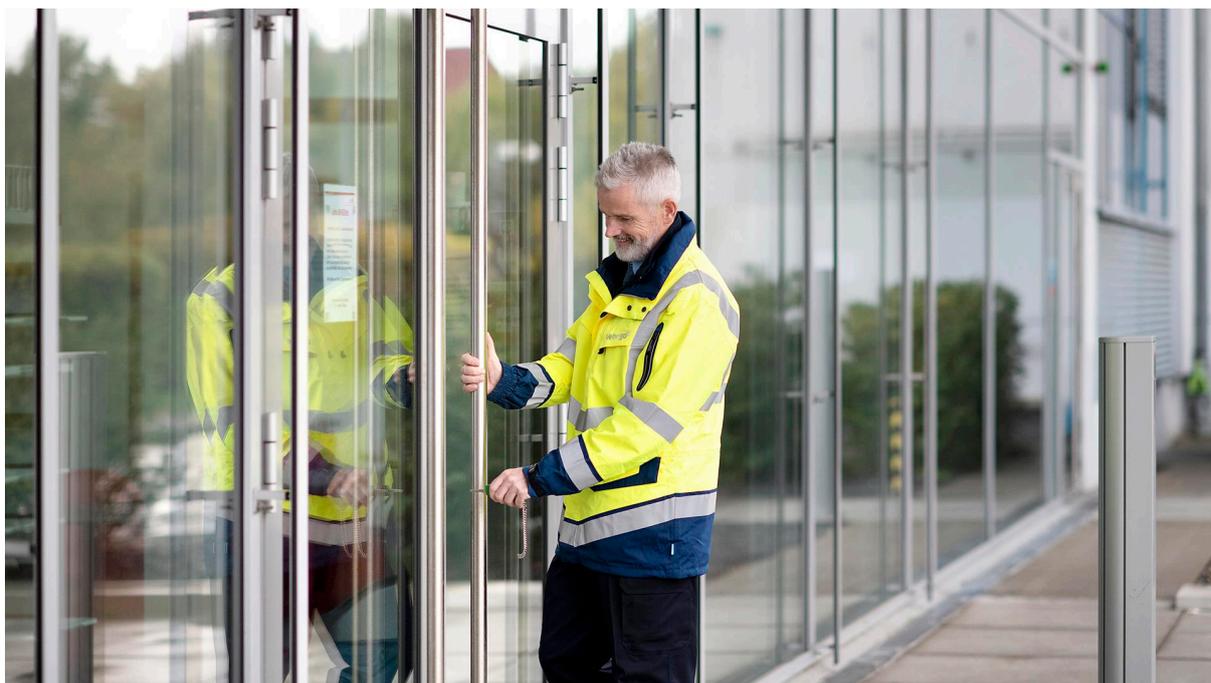
<sup>1</sup> The 44% is a cut-off point and indicates whether your organisation is in a “danger zone”. If your organisation scores below 44%, it is likely to impact the rest of your diversity and inclusion activities.

<sup>2</sup> Checked for: Difference in countries - Management position - Gender - Age - Employees with cultural backgrounds - Employees who identify as LGBTQIA+.

### More women in executive positions

In 2022, the so-called ‘Women on Boards’ Directive set out the European Union’s gender diversity objectives: at least 40% of the non-executive directorships, or 33% of all board functions, are taken up by the underrepresented gender. VebeGo has set itself the goal of meeting this objective by 2025. In 2022, we took a significant step towards that. On 1 January 2022, our Executive Board did not have a female board member, at the end of 2022 one of the seven members was female, and a woman was appointed corporate secretary. By the beginning of 2023, two of the seven members of the Board were women.

Much is also changing for the better at executive positions in companies. Due to the transformation, we are undergoing, new management teams have been appointed in many companies. When recruiting to fill the new management positions in the Netherlands, the primary focus was on attracting female talent. In practice, this meant that when headhunting and searching (for example, using the database of SER Executive Women), we actively approached female potential candidates. We have also made our job postings more woman-friendly and inclusive. That allowed us to achieve a more balanced male-female ratio within at the executive level. Meanwhile, 38% of executives in the Netherlands are women. In Belgium, Germany, Switzerland, there is still a major step to take in this area. In those countries, the management team still consists entirely of men. We will pay a lot of attention to this over the coming period.



## Labour market, the fight for talent

### Belgium

The biggest challenge in Belgium is the tight labour market. The country had a record number of open positions in 2022. We as a company have felt that too, at all levels. Potential candidates apply through a selection agency because there is an overload of job openings. A selection agency will make the match for them. That makes the challenge even harder for us. Furthermore, in this tight labour market it is no longer up to the candidate to convince employers, but rather vice versa. How do we ensure that a candidate ultimately chooses our company? Our answer to that is to fully focus on employer branding. We do this, for example, by promoting the Vebege employer brand on our various social media channels. We respond to the needs of the 'new generation': flexibility, good home/work balance and (talent) development, for example.

### Switzerland

The fight for talent has also erupted in Switzerland. Time and again, employees are snatched away from us, while we have more difficulty finding qualified employees (at all levels). That's why we've invested a lot of time in employer branding and engaging and tying our employees down. We realise that as an employer you have to 'apply' for employees and not vice versa. The 'Great Place to Work' idea is in line with this.



## **Germany**

The labour market in Germany was very stable in 2022, despite the consequences of the pandemic, the war in Ukraine, the energy crisis and high inflation. The average unemployment rate was 5.3%. That is lower than the years before. The labour supply has thus become even smaller, making it more difficult to recruit additional staff. To make working in the cleaning industry more attractive, the statutory minimum wage for this sector has been increased by more than 17% from 1 October 2022. It is now up to us to present the VebeGo brand, which until now has been a complete unknown in the German labour market, as attractive. To that end, we have expanded our social media activities to reach a broader circle of people with job opportunities. Our homepage has recently launched a new career page that presents VebeGo as a strong employer brand.

## **The Netherlands**

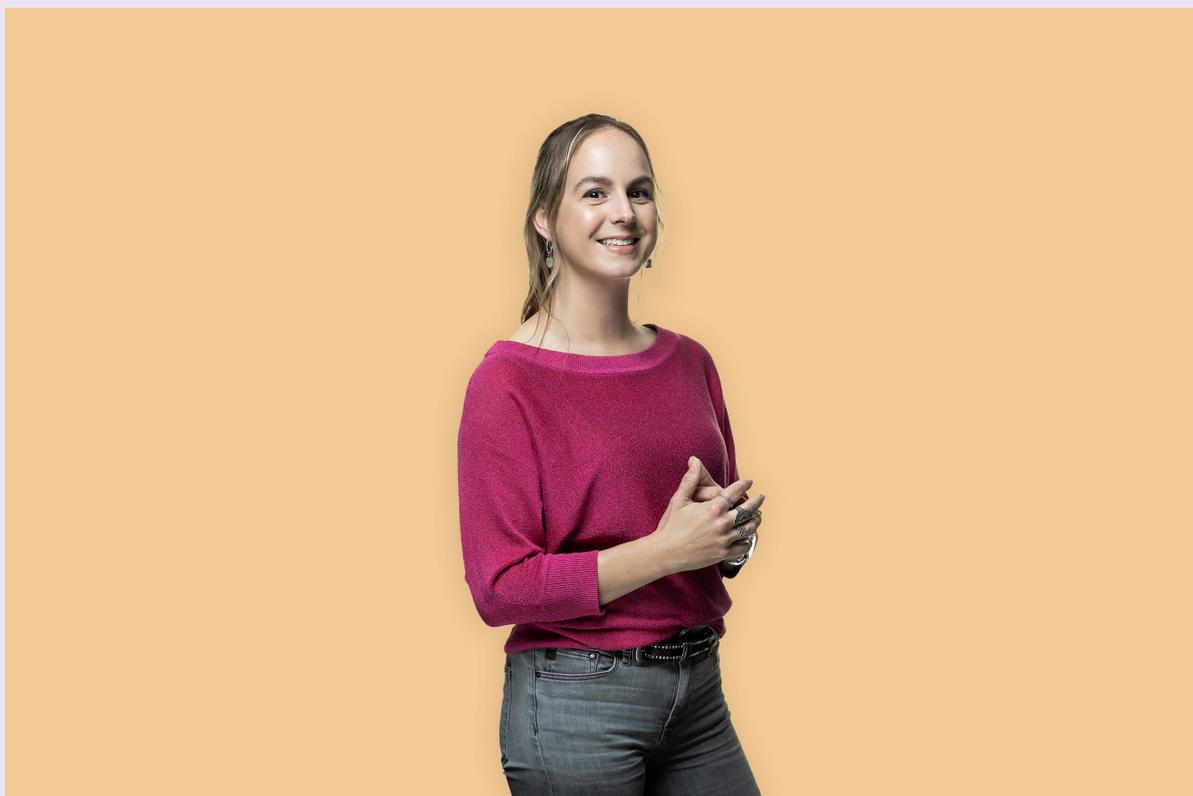
The shortage in the Dutch labour market is currently breaking records: labour market activity (the extent to which the labour force is actively looking for a job) has never been lower; unemployment has never been as low as in 2022. And the sourcing pressure – a key indicator of scarcity – is unprecedented: recruiters have never approached so many professionals before. The labour market is expected to remain tight in 2023. That is why VebeGo in the Netherlands focuses on:

- Staying visible in the labour market; structural commitment employer branding
- Referral recruitment; deploying our own employees as ambassadors towards the labour market
- Attractive offer towards labour market, quick follow-up of candidates
- Active sourcing for candidates, focus on latent seekers
- Ensuring we retain our employees/talent



## Alpheios is Great Place To Work

To guarantee care and attention for our own employees, all our companies apply for the Great Place To Work certificate. Alpheios Netherlands and Alpheios Belgium have been officially named a Great Place to Work since 2022.



Lauren Vogels

Lauren Vogels, HR representative at Alpheios, talks about this international standard for attractive employership. 'We want our people to come to work and feel valued. This is only possible if we know the needs of our employees and whether they are satisfied. In 2022, we as Alpheios started the Great Place To Work study. Also to reflect on ourselves as an organisation and confirm our strategy focused on meaningful work. As part of the study, the employees completed an anonymised questionnaire. The assessment was positive. We obtained the certificate for Belgium and the Netherlands.'



### Getting started with scores

According to Lauren, the power of Great Place To Work is that you can focus on points of action. 'You can see very clearly where you score high and where you score less. With this knowledge, you can continue to improve your organisation and processes. With the results of the survey - aggregated results that ensure anonymity - our managers have engaged with their departments. What do you value most about Alpheios, what do you want to improve in the short term and in the long term, what quick wins do you see? Great Place To Work is used specifically to strengthen and broaden as a company. And to expand on that, the certificate is good for our image as an employer and helps us in the cooperation with clients and suppliers.'



# Clients

## Client feedback by Net Promoter Score

VebeGO strives for long-term relationships with its clients, partners and suppliers. In order to continuously receive client feedback, we introduced the Net Promoter Score (NPS) in 2020 as a measurement method at our 100% companies. Almost all these companies are now using this method. The Belgian Altrio will start this form of client research in 2024. In 2022, the companies carried out various follow-up measurements. The methods vary from relational ('What do you think of company x?') to transactional ('What did you think of experience x?'), depending on the needs and the specific business. The weighted average of all NPS scores across all companies within the group is +29. In 2021 this was +35. The results ranged from an NPS of +3 to +74; one of our companies in Switzerland scored +100, based on 9 respondents. The response rate averaged 31%.

The surveys clearly show that 49% of clients are a promoter. Most clients give us an 8 when asked whether they recommend us to others. The VebeGO companies score well on problem-solving and personal contact. When we look at the negative feedback – 35% of respondents give an average negative score [grade 0 – 5]. We see improvement opportunities across the board, for example, in proactive working, handling complaints, the administrative process and thinking along with the client.

**NPS +29**  
Response: 31%

Largest risers on the NPS score:

- NPS Hago Food & Industry (now part of VebeGO Cleaning Services) from +27 to +50

Largest risers to the NPS response:

- Balanz Facilitair (now VebeGO Participation) from 40% to 55%
- Stoffels Bleijenberg (now part of VebeGO Cleaning Services) from 29% to 37%

The focus is now on further improvement of the studies. VebeGO organises workshops with all companies to collectively exchange knowledge and resolve bottlenecks with each other. For example, increasing response by approaching clients personally (with client managers and object leaders), sending reminders and providing structural feedback to clients about the results of the study. And through actions to make NPS more alive throughout the organisation.



## Thought market leadership gets form and content

VebeGO is on its way to 11 companies. All of which are large in their kind and form strong brands. This position fits in with a natural role as 'thought market leader'. In 2021, VebeGO stated that such a mental market leader must be in the Top 3 of the market in which the company operates: in brand awareness and as a Great Place to Work, and in the area of client satisfaction and retention. This ambition was further refined in 2022 and was given colour and substance at the individual VebeGO companies. Thanks in part to the proceeds of two pilot projects, at Swiss-based VebeGO AG and major Dutch cleaning company in the making VebeGO Cleaning Services.

## Differences by market

An important lesson from 2022 is that thought market leadership varies greatly per market. The clean room cleaning market requires different leadership than the workplace or real estate market. It is therefore important to continue to think carefully in each VebeGO company about which topic it wants to be the mental market leader in. Focus is also essential. VebeGO companies must refine themes they want to profile themselves on in such a way that they can also use them. For example, 'meaningful jobs' is a great theme that fits seamlessly with VebeGO's mission, but it does require further elaboration. After all, other companies can also claim this theme, but then give it very different substance. Companies at VebeGO can best translate a theme as meaningful jobs into something that suits them, such as inclusion or participation. Perhaps the most important finding from 2022 is that a 'Top 3 position in the market' for VebeGO is not primarily about volume and turnover, but much more about the numbers of employees. This fits with the profile as an inclusive employer and as a provider of meaningful work.

## B Corp certificate

In addition to brands such as Tony's Chocolonely and Triodos Bank, VebeGO Participation (formerly Balanz Facilitair, now an initiative of VebeGO Cleaning Services) has been known as a Benefit Corporation since 2022 - better known as B Corp. With this certification, we demonstrate the importance of pursuing value for people and the environment in addition to financial results. B-lab, the certifying body, assesses this using a strict verification process. The B Corp certificate is therefore a fantastic confirmation of VebeGO Participation's mission to help as many people who are distanced from the labour market as possible to achieve meaningful work. This demonstrates that we meet the highest standards of social, sustainable performance and transparency. A clear example that it is possible to be commercially viable and have a positive impact.



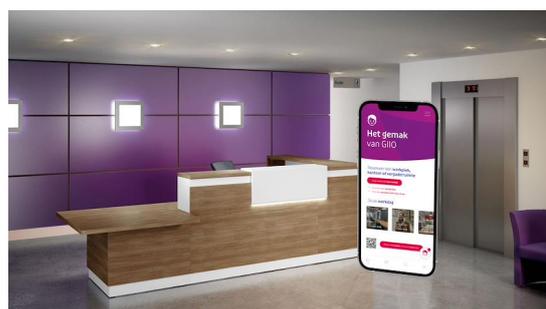
## Examples of innovation



Impression of the iCity concept in Basel

Move in Switzerland has developed the iCity concept. iCity is not only a building with all the associated services, but above all a way of thinking. Where innovation, collaboration and networking are stimulated and facilitated, iCity is part of the Basel Research & Development Campus, in the heart of Europe's largest Life Sciences and Biotech cluster.

VebeGo Facility Solutions launched GIIO for our client KPN. GIIO is an integrated platform that connects multiple services and systems. The tool is very user-friendly and helps KPN create the ideal working environment for 9,000 employees. In addition, it ensures an optimal visitor experience, so that KPN's guests feel genuinely welcome.



GIIO platform for Telecom provider KPN

The Capacityd proposition has been further developed and looks at relieving the burden of the healthcare professional in a new way. The focus is on reducing the workload and increasing the healthcare professional's job satisfaction. 'The results of the services are impressive.' From the current pilots, we measure more job satisfaction, more time for patient and client-oriented tasks, cost savings and a safer working environment. Success comes from better cooperation within the chain and looking integrally at solution options.



## Lindt & Sprüngli and Vebege: partners for years

The two companies have been working together for years, in Switzerland: Vegebo and Lindt & Sprüngli, a chocolate manufacturer with in total more than 14,000 employees. Beat Menzi, Head of Facility Management: 'For us, Vebege is much more than a supplier. It really is a partner.'



Beat Menzi

The headquarters of the chocolate manufacturer, popularly called Lindt, is in Kilchberg, on Lake Zurich. Here, Beat Menzi and his team are responsible for the entire area in Kilchberg. 'Vebege is a permanent partner for the facility services that my team must provide. Together we look at what is needed and what needs to be done.'

### Flexibility

It's a special collaboration, he says. 'You notice that by the flexibility in the service provision. Finding solutions is at the heart of our relationship. We exchange knowledge about personnel management or personal development. And don't confront each other immediately with the contract in hand if there is a little more or less work to do.'



### Searching for a solution

Unemployment in Switzerland is very low. VebeGo must do all it can to find enough good employees. In the search for a solution, economic and social interests come together well, says Beat. 'In our collaboration with VebeGo, we first look at what someone can do. For example, there are also people who do not work very quickly, but who are very reliable.'

### German Success Coach

The relationship with VebeGo also has friendly traits. Beat Menzi regularly lunches with Bljirim Aljiti, the manager of the VebeGo site in Zurich. They are both fascinated by the German success coach Bodo Schäfer, who emphasises that you can learn a lot from your mistakes. 'When you look for solutions, you always make mistakes. If you dare to admit them, you can grow further. Bljirim and I share that mindset.'

*Kilchberg employs approximately 1,000 [Lindt & Sprungli \(Schweiz\) AG](#) employees and approximately 300 [Lindt & Sprungli International](#) employees and there is the Lindt Chocolate Competence Foundation. The company also has its own chocolate museum, which is open 360 days a year and attracts approximately 500,000 visitors annually.*



## Society

### Accurate measurement and the end of the pandemic: an increase in CO<sub>2</sub> emissions

In 2022, CO<sub>2</sub> emissions increased compared to the year 2021. On the one hand, this is because the COVID pandemic was still in full swing in 2021, which had a positive effect on emissions. On the other hand, in 2022 we further improved the data quality (accuracy and completeness), resulting in a higher value for 2022.

CO <sub>2</sub> emissions per category (in tonnes)	2019	2020	2021	2022 <sup>1</sup>
Electricity	731	705	580	651
Heating	1,317	1,302	887	824
Cars	13,574	12,687	9,785	8,145
Commercial Vehicles	6	40	1,121	2,708
Fuel <sup>2</sup>	241	350	347	1,763
Commuting	2,892	2,548	2,172	2,059
Business travel	332	283	304	206
Air Traffic	33	5	9	31
<b>Total</b>	<b>19,126</b>	<b>17,920</b>	<b>15,205</b>	<b>16,387</b>

<sup>1</sup> In 2022, Vebego Facility Deutschland was not included in scope, this because in this year the focus was on the transition.

<sup>2</sup> Fuel for vehicles and other equipment.

1

CO <sub>2</sub> emissions per scope (in tonnes)	2022
Scope 1	13,199
Scope 2	893
Scope 3 <sup>1</sup>	2,295
<b>Total</b>	<b>16,387</b>

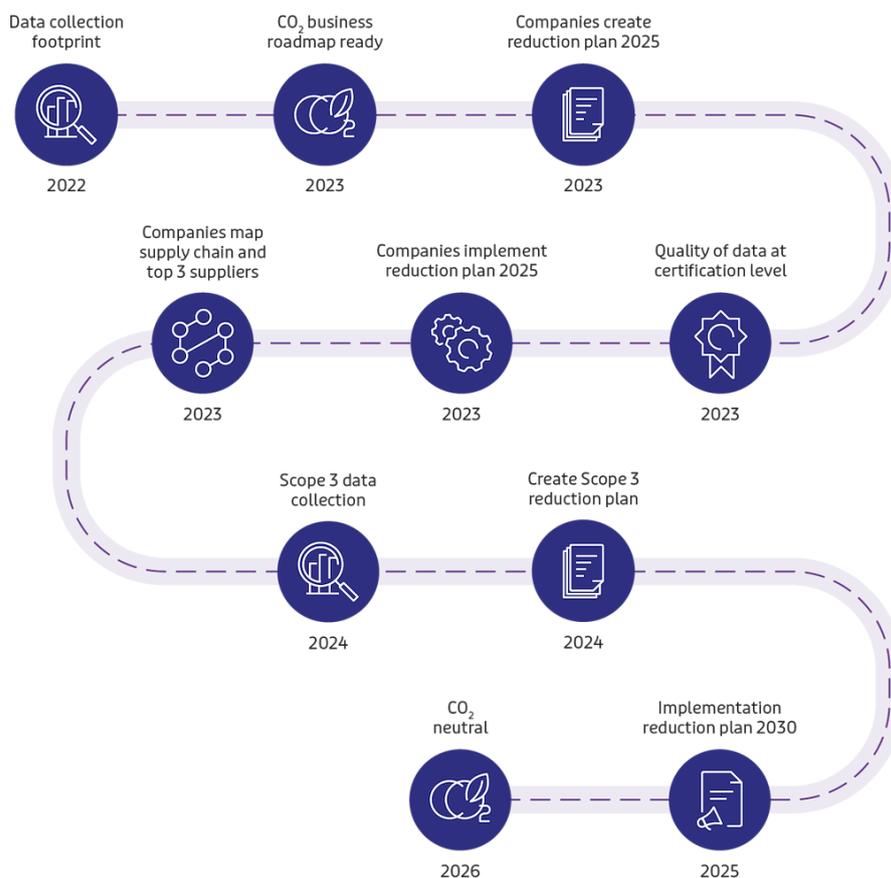
<sup>1</sup> Scope 3 includes commuting, business travel and air travel.



The emissions from cars and company cars combined have remained about the same compared to 2021. Here, the emissions from cars have decreased and from company cars have actually increased. This is because the data for 2022 also includes Belgium and Switzerland, where previously it was only from the Netherlands. The fuel consumption of vehicles and other equipment has increased, due to a more specific request for data. With this improved and more complete data, we can work more focussed towards the objective per category, because we have more insight into the effect of measures.

### Create greater awareness

In 2022, kick-off workshops were given to the Vebego companies in all four countries. During this session, the companies were included in our impact strategy, the why of the strategic CO<sub>2</sub> neutral programme, the importance of data quality and the three scopes with the various CO<sub>2</sub> emission sources. Moreover, the companies have been provided with tools for drawing up a reduction roadmap, whereby the milestones of the Vebego Group roadmap form the basis.



Vebego roadmap towards CO<sub>2</sub> neutrality in 2030

**15,668** tonnes of CO<sub>2</sub>

compensated by cooperation with wind project in Karnataka, India





In 2022, the CO<sub>2</sub> emissions of the VebeGO fleet over 2021 were offset by investments via Groen Balans in a [windmill project in India](#). The Verified Carbon Standard certificates of this project have been verified by [Verra](#).

### Financial health of employees

VebeGO has cooperated with fourteen other Dutch companies in the establishment of the National Coalition for Financial Health. In this partnership, we join forces with companies and organisations that like us are committed to the financial health of their employees. With the main objective that by 2030, 50% fewer employees will be financially vulnerable or financially unhealthy. Queen Máxima officially launched the National Coalition for Financial Health in Amsterdam on 29 November 2022.



Queen Máxima launches National Coalition

VebeGO has committed to engagement in the leadership of the coalition (participation in meetings with other directors twice a year) and makes a financial contribution for the execution of activities in 2023. We will also implement a basic set of interventions in 2023. For example, as a company, we will measure the financial health of our employees annually, starting with a baseline measurement in 2023.

### Budget coaching

Money concerns do not fit with meaningful work. That is why VebeGO has been working with the Budget Coach Group in the Netherlands for a number of years. Employees can contact the telephone helpdesk free of charge and anonymously with their money questions. If a budget coach pathway is required, we will reimburse that as an employer.

### Pilot to identify hidden poverty

Stichting Anders is a foundation that is committed to vulnerable people who have a (practical) request for help. The foundation challenges entrepreneurs to make their producers, services and talents available to those in society who need it the most. In 2022, VebeGO entered into cooperation with Stichting Anders for a pilot of the Welverdiend [Well-earned] project. The pilot focuses on our own employees who, despite working, have money concerns. The pilot will initially be rolled out at VebeGO Cleaning Services and VebeGO Participation in Rotterdam, at Ahoy and the Ministry of Defence. As part of the pilot, we conducted a baseline measurement through short telephone interviews with HR, team leaders and some employees. This gave us insight into possible hidden poverty and the help that can be considered. Through conversation training, team leaders and foremen from VebeGO Cleaning Services and VebeGO Participation have learnt how to recognise



hidden poverty and how to enter into a conversation about this with their immediate colleagues. The pilot was driven by a campaign; employees were informed via various channels about the possibilities VebeGO offers in case of money concerns and other financial questions. In addition to Stichting Anders, these are also the Budget Coach Group (see also above), Geldfit and Sam& (via VebeGO Foundation).

### **Donation for children in Ukraine**

With a donation to SOS Kinderdorpen [Children's Villages], the VebeGO Foundation and VebeGO ensure that more than 1,000 children in Ukraine are provided with their basic needs, such as food, drinks and necessary medication. SOS Kinderdorpen can also provide shelter and psychosocial assistance to children with this donation. If it is possible to evacuate them, SOS Kinderdorpen provides transportation to the surrounding countries. And prepares the children's villages and programmes for reception of the evacuated children and their caregivers. It is expected that the displaced children and their carers will spend a long time in their shelters. This support gives children the care and love they need so much.

### **Window foil project to save energy**

In 2021, Hago Zorg decided to offer a window foil package to all employees. The main reason being that with window foil, people can save significantly on their energy bills. This successful project was further rolled out in 2022 at other Dutch VebeGO companies. All direct employees could receive a package of window foil if they wanted one. The Vattenfall Foundation donated 400 packages of window foil to VebeGO and also acted as a mediator with the supplier of the window foil. Ultimately, 1,965 extra packages of window foil were purchased and sent to (immediate) employees. A remainder of the packages went to the VebeGO Foundation, which distributes them to families who benefit from this.

To give you the numbers:

- 2,365 packages of window foil handed out
- 8,625 m<sup>2</sup> of window insulated
- 112,125m<sup>3</sup> of gas saved
- 200 tonnes of CO<sub>2</sub> emissions avoided (CO<sub>2</sub> emission per m<sup>3</sup> of gas is approximately 1.8 kg)



## Gold label is a milestone for VebeGO Switzerland

In 2022, VebeGO AG received a Gold rating by EcoVadis. We talk to Maya Kothathil, Quality and Environmental Management Specialist, about the effort she had to make for this and its impact on the company itself, the customers and the environment.



Maya Kothathil

### *What exactly does an EcoVadis' Gold rating mean?*

'EcoVadis is the largest supplier of sustainability rankings in the world. EcoVadis measures a company's efforts in the areas of Environment, Labour & Human Rights, Ethics and Sustainable Procurement. VebeGO AG achieved an overall score of 67 points in 2022, propelling us from silver to gold. This award places us in the top 5% of companies in the market. This shows that we are doing everything we can to work fully carbon neutral by 2030. For ourselves, it is a reward for and recognition of the efforts our teams have made and the quality of our CSR management system. It is an important milestone for our commitment to making a sustainable impact.'

### *What did VebeGO have to do to achieve this?*

'We already do a lot in the area of sustainability, but had not recorded this. For EcoVadis, not only do you have to indicate for each subject what your plans are, but you also have to present the actions and results in a structured way, according to EcoVadis guidelines. Especially the latter is a lot of work. But we did it, with a great result!'



*How does it benefit Vebego in its relationship with (potential) clients?*

‘As a family business, we are mainly concerned with social aspects, but we think not only socially but also environmentally consciously. We want to be a fair and sustainable partner for our customers. With this award, we prove that we take and carry out our economic, social and ecological responsibility. This is important for customers. They want to do business with companies that are sustainable, diverse and inclusive.’

*What is the value of the assessment when looking at the positive environmental impact?*

‘The EcoVadis structure helps us to see what we are still missing and where we can improve. That we received the Gold label this year doesn’t automatically mean we’ll succeed next year. You have to be better every year. Based on all the data we have retrieved, we will draw up a roadmap this year, so that by 2030 we will be fully carbon neutral.’



## VebeGo Foundation: being visible and pushing boundaries

The year 2022 was all about visibility, cooperation and – of course – supporting as many employees as possible in the realisation of their social initiatives. Suzanne Goedmakers (chair of the board) and Josine Dekker (coordinator of Strategic Partners & Projects) about planting seeds, tours and joining forces. ‘The social involvement of employees is golden.’

‘We all live together in an exciting time,’ Suzanne Goedmakers begins. ‘The climate problem, the energy crisis and the towering inflation; it affects us all. And no, we are not going to eliminate those issues as a Foundation. But there are plenty of things we can do. As a Foundation, and especially our employees, we demonstrated this again last year. By looking at each other and offering each other a helping hand as often as possible, whether far away or close by.’

### Sam& voor alle kinderen [2gether for all children]



VebeGo colleagues raise awareness of Sam& foundation

The [collaboration with ‘Sam& voor alle kinderen’](#) is a great example of this, says Josine Dekker: ‘In 2021, the first seeds were planted for this collaboration and in 2022 we were in full bloom. More and more employees know how to find us for financial support. A great example is our colleague [Abdul](#). Despite his 38-hour working week, as a father of

a family of five children, he sometimes struggles to make ends meet. Thanks to Sam& voor alle kinderen, he was able to buy school supplies for his youngest son. And on his children’s birthday, the family now receives a birthday box from Stichting Jarige Job [Birthday Boy Foundation].’



### Commitment to society

Furthermore, 'My commitment, My project' was on full display last year, Suzanne adds. 'With an internal promotion campaign, we showed that we are happy to support colleagues who are committed to society. That paid off: we received 170 applications and were able to pay out a total of €55,079 in support to social institutions, making an impact for 22,747 people. Colleagues came to us with so many great ideas, ranging from musical instruments for a nursery to a free outdoor play festival for all the children in the area. That's golden. With 'My commitment, My project', we want to show that we foster the social involvement of colleagues. And that together – through our strengths we are even stronger.'

Vebege Foundation

170

requests  
My Project

### Josine on the shop floor

Josine travelled around the country to tell as many Vebege colleagues as possible about the Vebege Foundation in person. 'Of course we have a website, there are posters, a newsletter, and we are active on social media, but the real contact is essential to reach people and peak their enthusiasm.' During work meetings, Josine joined in to explain what the Foundation can do for employees, what the cooperation with social partners entails and what colleagues have achieved through 'My commitment, My project'. 'Every visit I



Internal campaign for 'My commitment, My project'.

stress to my colleagues that packing birthday boxes together at Jarige Job really is the perfect team outing,' Josine says with a smile. The counter now stands at 70 company visits and is steadily increasing.



### Also active in far-off places

In addition to the many initiatives of and for employees close to home, the Foundation was also active in far-off places this year. For example, the VebeGO Foundation donated an [amount to SOS children's villages](#) to help vulnerable families in Ukraine and Suzanne signed a new partnership with the [Sampath Foundation](#) in Sri Lanka. The year also entailed a difficult decision: [to stop the building trips](#). 'As heart-breaking as it may be. But from a sustainability point of view, we found it no longer responsible to organise building trips to distant destinations,' says Suzanne. 'We are now thinking about more sustainable building trips, closer to home, for example. We will continue to support our social partners in Ghana, Morocco and Sri Lanka whenever possible.'

### Pushing boundaries

The year 2022 has shown that with a lot of effort, even more visibility and the right investments, we can achieve a lot of great things, Suzanne concludes. 'We are growing more and more in our role as a Foundation for and by employees. And more importantly, we are there for all employees. That's why we are now focused on pushing our boundaries. And that is literally what I mean. At the Dutch VebeGO companies we have now built up a nice range, but in Switzerland, Germany and Belgium there is still work to be done. That's where our focus is now, and we're excited about that. Because what is better than, little by little, making the world a better place together?'

*Since 2005, the VebeGO Foundation has been working on a better day tomorrow for children and young people. By financially supporting VebeGO colleagues in their volunteer work and by working together with strategic partners, including Stichting Jarige Job, FEESTvarken vzw [PARTYpig NPO] and Sam& voor alle kinderen. The VebeGO Foundation is financed from an annual contribution by VebeGO. Learn more: [www.vebegofoundation.nl](http://www.vebegofoundation.nl)*



# Opportunities and risks

In recent years, we have been confronted with a number of crises that were also significant in 2022. For example, COVID was also an important factor in 2022, in addition to the war in Ukraine. Both have had an influence on VebeGO and will continue to have in the future. The extent of this influence in the short and longer term is hardly possible to determine at this time. Besides these two issues, in 2022 we had to deal with skyrocketing inflation, which continues even now.

## Inflation

The macroeconomic consequences of inflation are already visible. The sharply rising raw material and energy prices are the first to affect VebeGO directly. VebeGO employees also experience the consequences of inflation. The sharply rising prices for food and energy are a heavy burden for a large portion of our employees. The pressure on our employees' purchasing power can lead to more stress and therefore a higher likelihood of absenteeism and long-term absence. This risk is compounded by the fact that the pandemic is still lingering. The pressure to increase the minimum wages or to adjust collective labour agreements will in the meantime entail an increase in the cost price for VebeGO. Many variables are not yet easily quantifiable. There is also little insight into economic recovery packages and sector-oriented subsidies, which were introduced by the government. As a social partner, we also consider, in consultation with trade unions, how we as an employer can contribute to compensate for the consequences of inflation. Another effect we see directly within VebeGO is the increase in the purchasing costs for cleaning products and materials. This has a direct effect on the development of the cost prices of our services.

In all these areas, the companies' management teams are working hard to take mitigating measures. At the same time, it remains unclear how long the Ukraine crisis will last and what the final consequences will be. VebeGO can currently exercise the most influence by supporting its own employees as much as possible and helping them where possible. Attention to the causes of absenteeism and employee guidance is high on the agenda. Constantly being and remaining in dialogue with clients has naturally always been part of VebeGO's service provision. The intensity of this will certainly increase in the coming period so that we can quickly scale up or down our services and so that we can facilitate our customers to the maximum, even in these uncertain times.

## Other risks

VebeGO must continue to keep an eye on other developments that may affect the company. The COVID crisis seems to be over, but we are still seeing a peak in the number of infections and sick reports at events where many people are present, such as carnival and winter sports. Absenteeism increases structurally at such times, which is expected and experienced. In addition, there remains the risk of a temporary lockdown in the event of a sharp increase in the number of infections, with all the consequences this would have for both the financial results and the mental resistance of VebeGO.



The development of the office market in the post-pandemic era is an important issue for all companies operating in facility services. The amount of m<sup>2</sup> required will shrink, which poses a risk for the cleaning companies. At the same time, it is also expected that the office spaces will be used differently, which creates opportunities for our cleaning companies and the companies operating in facility management.

### **Attractive employership, the ongoing challenge**

The above crises have a major impact. But they affect us indirectly. Furthermore, nothing is changing regarding our vision and what we stand for as an organisation. We still want to be that meaningful employer. In this area, the crises also offer new possibilities and have accelerated a number of things. For example, the need to use sustainable means of transport has increased sharply due to the energy crisis. In addition, we see that, due to inflation, our employees indicate that they want to work more hours, where there was a greater need for part-time employment in the past.

The shortage in the labour market poses a direct risk to Vebege and its services. At all levels, finding and retaining well-qualified staff is a challenge. Individual subsidiaries sometimes have hundreds of open positions. Job seekers have plenty of choice in today's market and plenty of room to be critical during their job search. Reward and life/work balance play a decisive role in this. It is evident that this affects us and that this may have direct consequences for our services in the long term. The question that arises is, 'Are we still able to deliver on our promises to clients?'.





As in previous years, the main mitigating measures are reducing turnover and absenteeism. If a colleague does not drop out, there is also no need for replacement. Furthermore, hybrid working (for colleagues who support the primary process) remains an important desire/requirement for many potential employees. We are also offering this to our current employees, as well as communicating it via our job vacancies.

We believe in the power of differences. Our family business must be a place where everyone can work, regardless of ethnicity, origin, age, ability to work, or gender. A place without a glass ceiling. We are convinced that our organisation will become stronger if we embrace diversity, which will at the same time enable us to (partially) compensate for the shortage in the labour market. We achieve this partly through the Talent in View programme, which gives us a picture of which talents someone has, which role fits them and which development is desired. In this way, we can deploy people's talents optimally and respond to the market in a timely manner.

### **Increasingly complex laws and regulations**

VebeGo's choice to move towards a limited number of large companies is, in view of the increasingly complex laws and regulations that we are faced with, a good decision. Governments, external financiers, auditors, regulators, tax authorities are making increasing demands. To stay 'in control', we work from the holding company with an internal audit process that provides a comprehensive country-focused checklist and balance sheet data book every quarter. The checklist is monitored annually and adjusted to current relevant laws and regulations and any incidents. The large companies within VebeGo go over this checklist every quarter. The holding company's internal audit team reviews these completed checklists quarterly. In addition, this team conducts an internal audit at all Dutch companies using a sampling method that is based on the way in which the Dutch tax authorities perform audits. During these audits, an internal audit verifies that the rules are being followed correctly and that any deficiencies have been resolved.

In mid-2022, VebeGo and the Tax Authority extended the Horizontal Supervision covenant. The Tax Authority offers large Dutch companies the opportunity to work within the Netherlands according to the principles of Horizontal Supervision (HT). Here, the tax authorities cooperate with companies on the basis of trust, transparency and good agreements in advance, and - in principle - do not carry out an audit. This type of supervision is ratified by a covenant. VebeGo concluded the first form of HT with the Tax Authority in 2017. In recent years, the HT has been further developed and the requirements to comply with this have been tightened. This includes being demonstrably fiscally in control. VebeGo has taken steps in the past two years to meet these requirements, such as clearly formulating a fiscal strategy, and the development and implementation of a Tax Control Framework, including monitoring. It has resulted in a three-year extension of the covenant as of 21 July 2022.



The formation of the large companies also gives a further boost to the quality improvements within the administrative organisation. In Switzerland, more and more administrative tasks are carried out centrally by the largest operating company. This ensures uniformity in the work processes and reduces the risks. In the Netherlands, the arrival of shared services has been an important step in the efficient organisation of administrative and back-office processes (including remuneration, purchasing, invoicing). Nearly all VebeGO cleaning companies within the Netherlands are already making full use of this, as are our products & systems businesses. VebeGO is actively ensuring that companies are organising their back offices in a more collective way within each country. In the Netherlands, the shared service centre has been expanded with the expertise teams for HR, sustainable employability, IT, procurement and legal affairs in 2022. All Dutch companies, including those not connected to the administrative shared service centre, will source these services from the joint back office.

### IT Security

The results of the annual security audits show that information security at VebeGO is continuing to improve year to year. The implemented data classification, implemented in the central IT environment, works properly and ensures improved security of our documents. Connecting multiple VebeGO companies to the central IT infrastructure is steadily ongoing. This facilitates the mutual cooperation between the VebeGO companies and ensures the improvement of their IT security. We will also continue this implementation in the coming years.

### Financial impact risks

The risk profile is on the one hand determined by the geographical spread of the services across Belgium, Germany, the Netherlands, Austria and Switzerland, and on the other hand by the diversification in the services such as facility services, care, landscaping, facility management and products & systems. Due to this combination of factors, there is a varying risk appetite. The business model, the focus on the market, the processes and the continuous monitoring of KPIs make it possible for the individual companies to anticipate any growth or decline in the market very quickly. Risks and opportunities are assessed and addressed both centrally and locally.

The risk appetite follows from the strategy and the set goals, and can be divided into the following categories:

**Strategic:** risks are taken in order to enable autonomous growth. With the commitment, drive and innovative capacity of the employees, VebeGO is able to convert risks into opportunities.

**Operational:** through years of experience in the companies, it is possible to take risks in a well-considered fashion. Proven concepts and working methods are implemented both centrally and de-centrally. In addition, VebeGO also takes well-considered large corporate (IT) project risks if there is necessity and if doing so supports the long-term strategy.



**Financial:** the financial policy is cautious, with a focus on (organic) growth and financing without dependence on credit institutions. Liquidity and credit risks are kept to a minimum (see below).

**Financial reporting:** There are limited estimation uncertainties in the financial administration;

**Compliance:** VebeGO's objective is to be 100% compliant with laws and regulations and with its own internal procedures and rules of conduct. A dedicated Risk & Compliance department monitors this compliance. Fulfilling agreements made with clients and suppliers and good employership are of paramount importance at VebeGO.

### Currency risk

VebeGO is active in the European Union. The currency risk is minimal because the VebeGO companies invoice their clients in local currency, and also pay their employees and suppliers in local currency.

### Price, cash flow, liquidity or credit risk

Liquidity risk is the risk that VebeGO will not be able to meet its financial obligations. VebeGO's approach to liquidity risk is to ensure that it always has sufficient liquid assets available to meet the obligations when they are due, both under normal circumstances and under stressful circumstances. This risk is controlled by sufficient availability of money and credit lines.

Credit risk within VebeGO arises from the possibility that clients and other counterparties may not be able to settle their obligations towards VebeGO. The debtor management departments of the VebeGO companies monitor this credit risk on a weekly basis. VebeGO's credit risk is limited, given the distribution of the many clients across numerous sectors and countries.

### Resilience

The high inflation, the continued movement in the labour market (particularly the tightness) and the duration of the war in Ukraine are – in combination with the aftermath of the pandemic – the most important factors that influence our strategic and operational risks. The impact on VebeGO depends on individual factors on the one hand, and on the other on factors that are interrelated and mutually reinforcing. We do not see any cause to further adjust the system of internal risk management in 2023. It is impracticable to determine the consequences of risks that might occur in the future, but which are not or insufficiently addressed in the current system of risk management. VebeGO has shown in the past that it is resilient in this area and is able to adapt the organisation to rapidly changing circumstances where necessary. The companies are able to anticipate change quickly. VebeGO is and remains a strong and solid family company that is conservatively financed and can take a (little) bump.

Our external audit of the financial statements is performed by Deloitte.



# Binding & engaging with an inspiring organisational model

High absenteeism and a very tight labour market. That is the dominant image in the healthcare sector. Altrio Home Nursing, which is mainly active in Flanders, was able to escape this malaise. The company again managed to attract many new good people in 2022. We take on all coordinating tasks, so that the employees can focus on what really counts: providing care to patients.'

## Responding to a 'pixelated workforce'

At the end of 2022, Altrio had more than 800 employees, once again a growth of approximately 15%. Absenteeism is also low: 2.5% compared to a national average of 13%. According to CEO Jochem Martens, the good 'report card' is thanks to the organisational model his company uses. 'Altrio operates differently than other healthcare providers. We unite independent nurses into one independent home nursing service.'



Altrio's Lucky Day



Altrio fully responds to the arrival of the pixelated workforce, with the United States as a shining example. Jochem: 'In the US, more than 50% of people under the age of 35 already work as freelancers in various jobs. They themselves choose to go from workplace to workplace, to gain different experiences. As Altrio, we're embracing this trend, with a new, hip and inspiring organisational model. For example, our training days do not take place in a back room, but in a discotheque or a football stadium where, in addition to keynote speakers, there is also a DJ that bangs out tunes afterwards.'

### **Movement of lucky charms**

In an organisation with self-employed people, it is important to bring people together, says Jochem. Altrio has several community initiatives that keep the enthusiasm, pace and feeling high. There is a family day and there are numerous networking events. Under the name AltrioSki, groups of employees - at their own expense - go skiing in Schladming. And with AltrioSummer, employees go to Ibiza together. Altrio also does things differently in marketing than others. The campaign 'lucky charms' shows what drives the employees: ensuring care, connection and 'gusto' every day. 'Altrio is a movement of lucky charms', says Jochem. 'The campaign is organised bottom-up. We work with decentralised coordination points, with a coordinator managing a care neighbourhood, with 12 to 18 nurses all close to the patient. Each team gets a budget of 'lucky charms' that they can spend freely through our marketing platform. This allows the teams to fund local initiatives themselves and bring happiness to patients through autonomy and creativity. And that happiness goes beyond regular care. The budget can also be very well spent on, for example, pancake days or the theatre.'



# Outlook 2023

We are in the middle of the largest organisational change in VebeGo's history. Building a future-proof organisation – a process that will last until 2025 – requires particularly major investments. It is important to keep focus on the regular work for clients and the world around us as we work on large internal projects such as mergers, rebranding and ICT projects.

The biggest organisational change ever is taking place in an uncertain time. Unfortunately, after a year, the war in Ukraine is still not over. And firm inflation continues. Wage agreements are under pressure and customer contracts have to be opened up and renegotiated to recover some of the impact of cost increases.



These factors have an effect on VebeGo's budget for the year 2023. The result for 2023 is expected to be significantly lower than for the 2022 financial year. In the preparations for 2023, various CLA negotiations within cleaning and landscaping had not yet been completed. The amount of the wage increases is therefore still uncertain, and therefore the required increase in turnover to finance this. We are also concerned about our staff. Due to the enormous rate of inflation (particularly energy costs), we are seeing problems arise for more and more employees. Financial uncertainty causes stress and can lead to dropout. We are particularly alert to this form of dropout and want to assist employees, where we can, with guidance and advice.

High dropout means higher spending on procurement. Quality employees in the labour market are scarce. The prices of self-employed persons or employment agencies are rising enormously. Our companies see rising personnel costs as one of the greatest risks for 2023. The turnover of staff, both on the shop floor and in support functions, is high; the retention of key players is becoming increasingly important. At the same time, we also expect to take advantage of opportunities in the current labour and sales market. As a powerful collective with one brand name recognisable to all, we can better win over employees and customers.

Within cleaning and landscaping in the Netherlands, and within cleaning in Germany, we will at least go full steam ahead with one big company. There is a strong new management team in these companies that has embraced the 2025 strategic vision and is deploying targeted follow-up actions on this. The management teams are supported by the members of the Executive Board; they focus on the long-term opportunities and risks and adjust at strategic level.



In 2023, we must respond quickly and adequately to the rapidly changing environment. This is necessary to be able to make the right decisions for the short and longer term, in the interest of Vebege and all stakeholders. The goal in 2023 is and remains that we can do even more 'Great Work' by and for our employees and customers!



# Our Management

To be able to make more impact as VebeGO companies, we made plans in 2019 to organise VebeGO more robustly. Not only at company level, but also at VebeGO Group level. Since 2021, the Board of Directors has consisted of Ton Goedmakers (CEO) and Ronald Goedmakers. Together with the members of the Executive Board, they manage the company on a day-to-day basis. In 2022, we implemented the intended changes to the Executive Board. With the new composition, we consciously sought more diversity, in particular a more proportionate male/female distribution in the Board.



Giuseppe Santagada, Niel Cortenraad, Sirka Hintze, Ton Goedmakers, Poléanne Vluggen, Mark van Haasteren, Ronald Goedmakers

As of 1 September 2022, Poléanne Vluggen joined as new CPCO (Chief People & Culture Officer). She succeeds Peter van Montfort in that role. Poléanne has extensive international experience in change management in the areas of culture, structure and leadership. As CPCO, she focuses on developing the culture and further building meaningful work so that our employees can strengthen their social position. In addition to a new CPCO, the Executive Board has been strengthened with a new Chief Value Officer (CVO): the German Sirka Hintze. She joined as of 1 February 2023 and has extensive financial experience in banking, transport and logistics. VebeGO consciously opts for a CVO instead of



the usual CFO. This expresses a broader view of performance and results – more than just financial. This development is in line with VebeGO's ambitions. After all, creating value for clients, employees and society is central to us. The Chief Value Officer will be responsible for the growth, optimisation and protection of value for all our stakeholders. The search for a new CVO took a little longer. During this period, Ronald Goedmakers took on the tasks in question, for which we are grateful.

With the arrival of Poléanne and Sirka, all roles on the Executive Board have been filled. In addition to the CPCO and the CVO, the Executive Board consists of a Chief Operating Officer (COO) for the Netherlands and Belgium (Mark van Haasteren), a COO for Germany and Switzerland (Giuseppe Santagada) and a Chief Strategy Officer (Niel Cortenraad).

### **Designing our Future**

For the third consecutive year, a lot of administrative attention was paid to the Designing our Future (DoF) process. In particular, we followed the merger into VebeGO Cleaning Services Nederland with great interest, as well as the integration of hectas and Servico in Germany. As a Board, we express our appreciation for the big steps taken in the businesses to create 11 robust organisations. This concerns organisational changes, but also changes to processes, systems and functions. Many vacancies in management teams have been filled, both by attracting new talent and by offering our own employees a new challenge. The intentional pursuit of more diversity at the management level can be seen, especially in the Dutch companies, in the composition of the various management teams.

We also took steps in the management and monitoring of the companies in 2022. Each quarter, the companies report to the Executive Board. We combine the formal discussions with an informal contact moment, so that these so-called Q-meetings are valuable for all parties involved. In 2023, we will continue to do this in a structured manner. To that end, we will prepare a KPI dashboard with both financial and non-financial KPIs. We will also monitor the progress that companies make in the areas of Great Place to Work, Ecovadis and NPS during these Q-meetings.

To have room for acquisitions in the future too, VebeGO has increased its financing scope with a credit agreement and a so-called 'accordion arrangement'. At the same time, we reviewed the financing policy again.

### **Change to top-level corporate structure**

In September 2022, we changed the statutory name of VebeGO B.V. to VebeGO Group B.V. and that of VebeGO International B.V. to VebeGO B.V. These entities act under the name VebeGO Group or VebeGO. This change ensures a better alignment with the strategy and the new organisation and has been communicated as part of the group-wide rebranding.

The dissolution of VebeGO Holding N.V. takes place after approval of the 2022 financial statement. Until then, the Supervisory Board has authority for two entities (VebeGO B.V. and VebeGO Holding N.V.).



## Supervisory Board

The Supervisory Board is a sounding board and advisor to the Board of Directors. The Supervisory Board also integrally supervises the policies of the Board of Directors and the general course of business. The composition of the Supervisory Board remained unchanged in FY2022. The Board consists of five individuals (two women, three men): Pamela Boumeester (Chairperson), Loes van Rijsoort Willem Cramer, Ton Goedmakers Sr and Jan van Hoek.



Ton Goedmakers sr, Loes van Rijsoort, Jan van Hoek, Pamela Boumeester and Willem Cramer

As of 1 July 2023, Pamela Boumeester will step down as Chair and member of the Supervisory Board of VebeGo Group. She will then have served as chair of the Council for more than four years. The procedure to find Pamela's successor has now been started.

[This overview](#) contains the personal details of the Supervisory Board members.

For the composition of the Supervisory Board, we look at individual experience and expertise, but also at the competence of the Board as a whole. The goal is to have a heterogeneous, complementary team in which the members complement and reinforce each other, but also provide each other with sufficient counterbalance and sharpness. In addition to individual requirements, for future vacancies VebeGo will also take diversity within the Board into account. For the family supervisory director, the maximum of two four-year terms does not apply.



The corporate governance policy, as stated in the [Vebego & Good Governance](#) code, has been satisfied over the year.

Was signed

Board of Directors

Ton Goedmakers, CEO

Ronald Goedmakers

Voerendaal, 15 May 2023



# Message from the Supervisory Board



# Message from the Supervisory Board

The Supervisory Board is pleased with the result for 2022. The company made a modest profit in a turbulent year in which the company faced COVID and the impact of the war in Ukraine on energy prices and economy. VebeGO is a healthy company. Partly because of that, it was able to bear the costs of large internal reorganisations in 2022. In addition, in a very tight labour market, the company managed to distinguish itself favourably in recruitment.

The Supervisory Board is satisfied with the performance and functioning of the Board of Directors. The financial dealings are in place and in order. The Supervisory Board concludes this on the basis of the monthly updates and the quarterly figures it received. Designing our Future, the major 2020 redesign focused on a future with eleven large companies in four countries, is on track. The integration of nine cleaning companies into one large Dutch cleaning company has become effective as of 2023. The newly to be formed large green business in the Netherlands is also in the pipeline, and will work towards full integration and, above all, one image in 2023. A major result in 2022 was the integration of Hectas and Servico into one large German cleaning company. This company, that started calling itself VebeGO Facility Services as of 2023, will definitively kick off in the first half of 2023. Major steps have been taken in terms of rebranding. The two large new companies in the Netherlands and Germany already bear the name VebeGO. The other companies in Belgium, Switzerland and Germany are also working towards one name, one brand.

As a Supervisory Board, we focus on the long-term goals of the company. An important role here is to monitor the strategy. In discussions with the Board of Directors, we tested the strategy for consistency over the past year – Are you doing what you say you're doing? Do you follow the plan? Is the end goal still in focus? - and on further implementation. We are always well-informed about the progress and about the present implementations. As a Supervisory Board, we emphasised the importance of an investment agenda in 2022, as one of the ways to bring the strategy to life and make it tangible. We also exchanged views with the management on several occasions in a broader sense about how VebeGO can further shape the growth strategy. Is it mainly 'Buy' or mainly 'Build'? Are we heading for incremental growth or for faster growth through acquisitions? The further design of a financing policy and an assessment process of companies has been put on the agenda. With the aim that VebeGO can act quickly if acquisition opportunities arise.



The Board was informed in 2022 about CSRD, the new EU-imposed Sustainability Reporting Directive. VebeGo wants to be at the forefront of this and is fully preparing for it. As a Supervisory Board, it has once again been confirmed to us that VebeGo has an eye for the interests of all stakeholders. We also see it in the daily actions: VebeGo invests a lot in the craftsmanship and job satisfaction of the employees.

As a Supervisory Board, we give solicited and unsolicited advice. We ask questions and introduce knowledge. As a Supervisory Board, for example, we have also thought along about the merger of hectas and Servico into VebeGo Facility Services in Germany, knowing that it always takes effort and time to integrate companies. What is good, what is disappointing? How do we proceed? Also, although it does not formally have this role, the Supervisory Board was closely involved in the two new appointments to the Executive Board in 2022.

The Supervisory Board had four regular meetings in 2022. There were two company visits. The purpose of these visits is to get to know the business and the people at VebeGo in more detail. In addition to a visit to Yask (now VebeGo Facility Solutions) at the High Tech Campus in Eindhoven, the Supervisory Board spent two days in Switzerland at the invitation of VebeGo AG. The Supervisory Board visited a large client ([Lindt & Sprüngli](#)) among others. There was also a presentation about the innovative iCITY ecosystem in the Basel region and about Great Place To Work; VebeGo AG was in the Top 3 best workplaces in Europe in 2022.

As a Supervisory Board, we conducted a self-assessment in the second half of 2022 under the guidance of an external party. In doing so, we looked at the effectiveness of our work and at the mutual cooperation, among other things. Once again, we checked implicit assumptions about tasks and competences and made them explicit to each other. The self-assessment fits with the good governance we pursue and helps us to remain an effective Supervisory Board – a Board where complementary qualities are named and used. There were no changes to the Supervisory Board in 2022.

We hereby present to you the 2022 Annual Report prepared by the Board of Directors. The 2022 financial statements have been audited by Deloitte Accountants B.V. and are accompanied by an unqualified audit statement from an independent auditor. The financial statements have been approved by our Supervisory Board. We can endorse the result appropriation proposal included in the financial statements. We recommend that the General Meeting adopts the 2022 financial statements.



Was signed

Supervisory Board:

Pamela Boumeester, Chairwoman

Jan van Hoek

Willem Cramer

Loes van Rijsoort

Ton Goedmakers Sr.

Voerendaal, 15 May 2023



# Abbreviated Financial Statements VebeGo Group BV 2022



# Abbreviated financial statements VebeGo Group 2022

## 1.1 Instructions for the reader

The abbreviated financial statements are a summarised version of the 2022 VebeGo Group B.V. consolidated financial statements. These abbreviated financial statements do not contain all the information that is provided in the complete financial statements and should be read in conjunction with the complete financial statements, including the accounting principles and disclosures therein. The 2022 VebeGo Group B.V. financial statements are available from the company (only in Dutch).

## 1.2 Principles in the creation of the consolidated balance sheet, profit and loss account and other financial statements

The VebeGo Group B.V. consolidated financial statements, from which these abbreviated financial statements were derived, were prepared in accordance with Title 9, Book 2 of the Dutch Civil Code.

Click [here](#) for the list of capital interests that are important for the insight required by law.



## Consolidated balance sheet as at 31 December 2022 (before profit appropriation)

(in thousands of euro)

Assets	31.12.2022	31.12.2021
<b>Fixed assets</b>		
<b>Intangible fixed assets</b>		
Goodwill	48,516	17,658
Other intangible fixed assets	21,207	6,589
	<u>69,723</u>	<u>24,247</u>
<b>Tangible fixed assets</b>		
Land and Buildings	16,956	11,842
Machines and installations	21,491	16,524
Other fixed operating assets	20,433	16,306
	<u>58,880</u>	<u>44,672</u>
<b>Financial fixed assets</b>		
Participations in affiliated companies	11,022	14,493
Deferred tax assets	1,715	1,296
Other receivables and loans	1,710	2,041
	<u>14,447</u>	<u>17,830</u>
<b>Current assets</b>		
<b>Inventory</b>		
Trading stocks	7,454	5,207
	<u>7,454</u>	<u>5,207</u>
<b>Receivables</b>		
Trade receivables	182,727	125,680
Other affiliated companies	106	98
Other receivables, prepayments and accrued income	29,378	21,352
	<u>212,211</u>	<u>147,130</u>
<b>Cash and cash equivalents</b>	<u>74,621</u>	<u>174,817</u>
	<b>437,336</b>	<b>413,903</b>



Liabilities	31.12.2022	31.12.2021
<b>Group equity</b>		
Share of VebeGo Group B.V. in the group equity	112,436	109,371
Third-party share in the group equity	160	-102
	<u>112,596</u>	<u>109,269</u>
<b>Provisions</b>		
For pensions	3,476	29
For taxes	11,533	5,130
For reorganisation	6,601	5,565
For self-insurer status under WGA	8,556	9,851
For anniversary bonuses	4,021	4,255
Other provisions	7,863	5,246
	<u>42,050</u>	<u>30,076</u>
<b>Long-term liabilities</b>		
Credit institutions	4,523	2,526
Mortgages borrowed funds	2,106	2,178
Group companies	0	28,784
Subordinated loans	225	225
Investment commitments	4,591	12,556
Other liabilities	165	62
	<u>11,610</u>	<u>46,331</u>
<b>Short-term liabilities</b>		
Credit institutions	3,151	2,724
Supplier credits and trades payables	54,980	44,519
Current liabilities group companies	15	15
Taxes and social security contributions	58,206	47,349
Other liabilities, accruals and deferred income	154,728	133,620
	<u>271,080</u>	<u>228,227</u>
	<b>437,336</b>	<b>413,903</b>



## Consolidated profit and loss account for 2022

(in thousands of euro)

	2022	2021
<b>Net turnover</b>	1,370,766	1,052,209
Cost of sales	1,097,661	830,536
<b>Profit before selling and administrative expenses</b>	273,105	221,673
Selling and administrative expenses	260,592	187,365
<b>Profit after selling and administrative expenses</b>	12,513	34,308
Financial revenue and expenditure	433	-1,236
<b>Result before taxation</b>	12,946	33,072
Taxation on result	-5,778	-11,543
Share of result of (non-)consolidated companies	3,778	7,312
<b>Result after taxation</b>	10,946	28,841
Share third parties	-330	-549
<b>Result attributable to the legal entity</b>	<b>10,616</b>	<b>28,292</b>



## Consolidated cash flow statement 2022

(in thousands of euro)

	2022	2021
Cash flow from operating activities:		
Operating result	12,513	34,308
Adjustments for:		
- Depreciation and other value adjustments	27,388	20,817
- Changes in provisions	4,006	3,260
- Changes in working capital:		
. Changes in short-term receivables	-41,726	-7,294
. Changes in inventory	-957	1,475
. Changes short-term liabilities excluding credit institutions	6,371	46,059
	<u>-36,312</u>	<u>40,240</u>
Cash flow from company operations	7,595	98,625
Received interest	427	322
Received dividends	3,838	3,095
Tax paid on profits	-10,220	-8,118
	<u>-5,955</u>	<u>-4,701</u>
<b>Cash flow from operating activities</b>	<b>1,640</b>	<b>93,924</b>
Cash flow from investment activities		
Investments in (in)tangible fixed assets	-25,184	-22,197
Disinvestments in (in)tangible fixed assets	8,644	1,007
Investments in consolidated companies	-46,076	-3,057
Disinvestments in consolidated companies	0	3,563
Investments/disinvestments in non-consolidated companies	6	5,197
Long-term loans granted	-2	-553
Repayments received for long-term receivables	457	313
	<u>-62,155</u>	<u>-15,727</u>
<b>Cash flow from investment activities</b>	<b>-60,515</b>	<b>78,197</b>
Cash flow from financing activities		
Income from capital increases	0	81,277
Income from long-term debts	179	0
Repayments on long-term debts	-30,273	-110,804
Dividends paid	-8,768	-8,374
Paid interest	-2,955	-1,456
Credit institutions movements	427	-463
	<u>-41,390</u>	<u>-39,820</u>
<b>Cash flow from financing activities</b>	<b>-41,390</b>	<b>-39,820</b>
Net cash flow	-101,905	38,377
Exchange rate and conversion differences	1,709	1,084
Funds movements	-100,196	39,461
Balance of funds at beginning of year under review	174,817	135,356
<b>Balance of funds at end of year under review</b>	<b>74,621</b>	<b>174,817</b>

The funds balance amount attributable to third-party interests at the end of the reporting year was €0.7 million (2021: €0.6 million).

# Other information



# Independent auditor's report

To: the shareholders and the Supervisory Board of VebeGO Group B.V.

## Our opinion

The 2022 summary annual accounts (hereinafter 'the summary annual accounts') of VebeGO Group B.V. in Voerendaal were derived from the audited 2022 annual accounts of VebeGO Group B.V.

In our opinion, the enclosed summary annual accounts are consistent in all material aspects with the 2022 annual accounts of VebeGO Group B.V. audited on the basis of the principles as described in point 1.2 of the explanation.

The summary annual accounts consist of:

1. The consolidated balance sheet as at 31 December 2022;
2. The consolidated profit and loss account for the year 2022;
3. The consolidated cash flow statement for the year 2022.

## Summary annual accounts

The summary annual accounts do not contain all of the explanatory notes required by Book 2 Title 9 of the Dutch Civil Code. Therefore, consideration of the summary annual accounts and our opinion cannot replace consideration of the audited annual accounts of VebeGO Group B.V. and our corresponding audit opinion.

## The audited annual accounts and our corresponding audit opinion

We issued an unqualified opinion with the audited 2022 annual accounts of VebeGO Group B.V. in our audit opinion dated 15 May 2023.

## The Board of Directors' and Supervisory Board's responsibilities for the summary annual accounts

The Board of Directors is responsible for compiling the summary annual accounts on the basis of the accounting policies described in point 1.2 of the explanation.

The Supervisory Board is responsible for supervising the company's financial reporting process.

## Our responsibilities

Our responsibility is to provide an opinion whether the summary annual accounts are consistent in all material respects with the audited annual accounts based on our work, performed in accordance with Dutch law, including the Dutch Standard 810 'Assignments to Report on Summary Annual Accounts'.



Eindhoven, 15 May 2023

Was signed

Deloitte Accountants B.V.

R.H.M. Hermans, MSc RA

The official Annual Report 2022 of VebeGO Group B.V. was written in Dutch and this document represents its English translation. This translation has been completed with the utmost care, but has no official status and therefore no rights can be derived from it.



## Abbreviations and definitions

Afkorting	Uitleg
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CO <sub>2</sub>	Koolstofdioxide
COO	Chief Operating Officer
CPCO	Chief People & Culture Officer
CSO	Chief Strategy Officer
CSRD	Corporate Sustainability Report Directive
CVO	Chief Value Officer
D&I	Diversiteit en inclusie
DoF	Designing our Future
ESG	Environmental, Social, Governance
GPTW	Great Place To Work
GRI	Global Reporting Initiative
KPI's	Key Performance Indicators
MVO	Maatschappelijk Verantwoord Ondernemen
NPS	Net Promotor Score
SBTi	Science Based Targets initiative
SDG	Sustainable Development Goals
TCF	Tax Control Framework
VCS	Verified Carbon Standard

### Meaningful work

We strive for every employee to experience their work as meaningful. This means work that makes them feel appreciated, that they enjoy doing and that is meaningful to others. It also means work in which their talents are optimally utilised, because this ensures growth; both for our employees themselves and for our organisation. We also pay attention to the social, vital and financial welfare of our employees. Meaningful work is part of a group-wide programme for sustainable employability and is measured annually, with its own methodology up to and including 2021, and gradually with GPTW from 2022.

### Designing our Future

The name of the transition programme aimed towards keeping Vebego future-proof.

### EcoVadis

Evidence-based online platform with supplier sustainability assessments. This allows companies to assess the ESG performance of their global suppliers. The platform's central objective is to make the quality of a company's CSR management system measurable through policies, actions and results. The assessment is modelled on twenty-one CSR criteria, based on international standards for sustainable development. The results are presented in a scorecard that provides a clear overview of a supplier's strengths and areas for improvement.

**Future Fit**

Internal programme for refining and strengthening VebeGO's sustainability strategy.

**Global Reporting Initiative**

International Network, founded in 1997, which focuses on developing a framework of standards and principles that enable organisations to measure and report on their ESG performance. By now, more than 70% of all organisations are using this framework to report their sustainability efforts.

**Great Place To Work®**

An internationally known and recognised employee platform with more than 35 years of research and data. In addition to employee satisfaction and engagement, the methodology measures the level of diversity and inclusion.

**Impact**

VebeGO's social contribution, primarily focused on SDGs 8 and 12.

**One family. One culture. One language.**

Second phase (2021-2025) of the VebeGO 2025 strategy.

**Sustainable Development Goals**

Seventeen goals to make the world a better place by 2030. The SDGs were agreed upon by the member states of the United Nations. They are a global compass for challenges such as poverty, education and the climate crisis. In its contributions to these goals, VebeGO focuses on SDG 8: decent work and economic growth, and SDG 12 responsible consumption and production.

**VebeGO 2025**

The name of VebeGO's 2017-2025 strategy.



## About this report

This is the annual report of VebeGo Group B.V. for 2022. [Here you will find an overview of the group companies](#) that fall under VebeGo Group.

### Production

Composition, editing, other photography:

VebeGo Corporate Communications

Texts: [Ravestein & Zwart](#), Nijmegen

Photography: [Manon van der Zwaal](#), [Carin Deben](#), [Jasper Loeffen](#), [Dennis Vloedmans](#),

Realisation: [F19 Digital Reporting](#), Eindhoven

Basic design: [Zandbeek](#), Eindhoven

Translation: [Transperfect translations](#), Utrecht

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# Great work

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