Sustainability Report
Zetes SA/NV
2021

Zetes... Always a sustainable ID

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About our Sustainability Program

Concept

Our sustainability program is focused on four topics:

1) Environmental Impact
   a. Actions/measures towards the environment
2) Sensitivity
   a. Respect for human rights
   b. Human Resource Management & Diversity & Inclusion
   c. Occupational Health & Safety
3) Integrity
   a. Fair Operating Practices
   b. Information Security & Protection of Personal Data
   c. Providing High Quality products & Services

4) Partnership
   a. Responsible Supply chain
   b. Collaboration with Stakeholders
   c. Zetes as part of the Community

Based on our mission statement and the Solutions we provide, we wish to contribute to selected SDG goals. For each of the topics, we will set specific goals in order to set up a sustainable path for our company.

Reporting

In 2020, corporate management took the first initiatives to formalize ZETES' engagement towards social responibility. Actions were set up to assemble all available information and initiatives that were undertaken in the past to get a clear view of what was already been done, and to set out a plan to improve and generalize our commitment for the future.

The results of that effort is presented in this first report.

Scope

This report sets out ZETES' corporate vision and how it is implemented on the three Belgian sites and activities by ZETES SA/NV in 2020 and 2021, including the corporate headquarters.

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Corporate Company Profile

An international leader in identification

The ZETES Group is a multinational company created in 1984, specialized in identification & mobility solutions.

The ZETES Group has its headquarters in Brussels, Belgium and employs more than 1300 people across 22 countries in EMEA. ZETES aspires to achieve sustainable profit and growth. Its turnover amounted to €270.3 million in 2019 and reached €281.1 million in 2020. The group's EBITDA remained stable over the course of those 2 years, totalling around 23 million.

Figure 1: ZETES' consolidated sales amount 2020, extract ZETES KEY FIGURES 2020

A Panasonic Company

In 2017, ZETES joined the Panasonic Group, operating as a wholly owned independent subsidiary. ZETES is part of the Connected Solutions Business unit. Since then, synergies between both companies have become increasingly obvious.

Mission

ZETES' mission is to connect the physical world with the digital world of IT systems. The company does this for people moving around the world as well as for goods flowing through complex supply chains.

ZETES' Goods ID division delivers solutions that help manufacturers, logistics services providers and retailers to achieve unparalleled agility, intelligent visibility, and traceability over their end-to-end connected supply chain network.

ZETES' People ID division provides public authorities with secure solutions to accurately identify their population and comply with the highest international requirements for personal data management, document issuing and the organization of democratic elections. In these challenging times more than ever, Zetes is the obvious partner of public authorities to help them ensure the timely delivery of highly qualitative identity and travel documents to citizens.
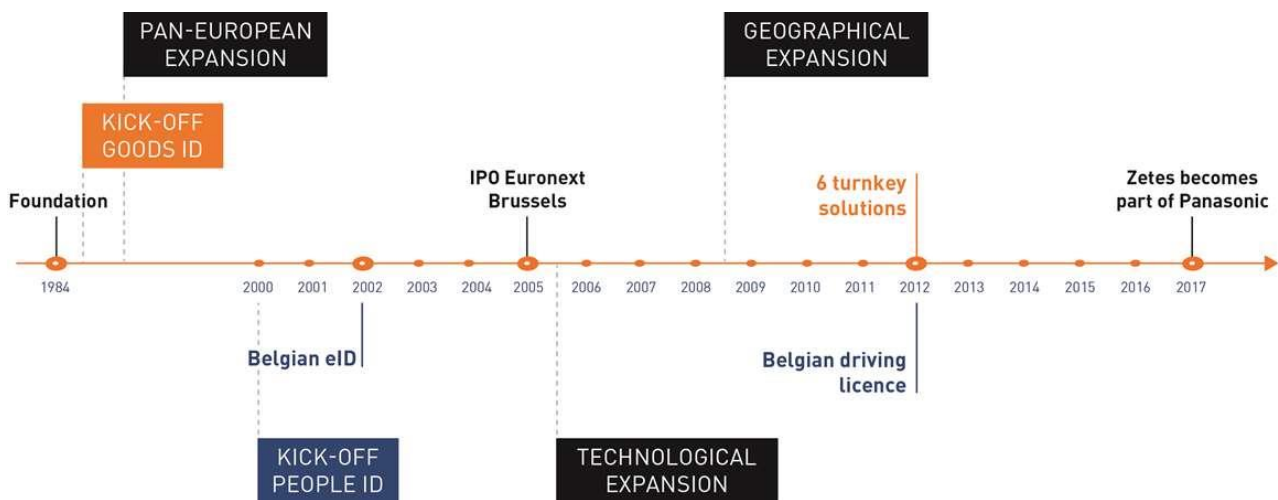
Figure 2: Historical milestones ZETES group

The past year has shown how strong and secure digital solutions have become key for many businesses in order to continue their activity while people - customers, business partners and employees alike - are restricted in their movements. Trends such as e-commerce and digital identity that had been gaining steam during the past decade have experienced a sudden acceleration phase. They not only require the adoption of best-fit technology but also the expertise and know-how of an experienced partner that can guide them through this often a complex transformation phase.

In both Goods ID and People ID, transparency and visibility are key strategic enablers of good decision making. This is dependent upon accurate and real-time information that is transformed directly from field operations into digital data. With this comes the need to secure the information to make sure it is only accessible to the right people at the right time and cannot be tampered with. ZETES has more than

35 years' experience in this field, reinforced by its strong adaptability, as well as the innovation capacities of its Japanese parent company. This allows the company to provide the best-of-breed solutions and be a key strategic partner for its global customers.

GOODS ID

The need for supply chain excellence

The boom of e-commerce that occurred these past few years had already forced retailers to shift gear in terms of supply chain efficiency and to rethink their processes to keep up with rising demand. Omni-channel retail has become a priority and the Covid-19 outbreak was just an accelerator of a revolution that was already taking place. ZETES, as a trusted partner for supply chain processes optimisation, has played a key role in supporting its customers, especially in the retail sector, with their business transformation. Today more than ever, supply chain excellence has become a must for which ZETES' Collaborative Supply Chain Solutions portfolio is an enabler.

Figure 3: ZETES' end-to-end Solutions for the Supply Chain

2020, a year of resilience and agility

Resilience and agility are probably the watchwords of the year 2020 on many levels. From a personal perspective, for sure, but also from a professional perspective. On the one hand, ZETES had to adapt quickly in order to ensure the safety of its own employees with measures such as telework and the rearranging of offices and facilities to make them Covid-safe. On the other hand, as a business, our teams showed a great capacity of resilience to ensure business continuity and to follow the accelerated change needed with the same outstanding level of service. The covid-19 outbreak has been a lever for improved customer service and for a higher quality of our solutions.

Despite this unprecedented situation, ZETES has kept on innovating to help its customers stay at the forefront of their industry and gain competitive advantage. Tomorrow, the pandemic could shake the worldwide economy strongly, but ZETES can count among its customers many solid companies that are financially stable and healthy.

PEOPLE ID

Focus on high level services and innovation

eIDs, driver's licenses and passports are all critical to enable a wide range of activities, such as authenticating oneself to open a bank account, completing an online tax declaration, driving a car, traveling abroad, etc. Therefore, ensuring the continuity of our document emission services has been our top priority since the very beginning of the pandemic.

Maintaining innovation was equally important. Whilst the digitisation of identity has been underway for quite some time, the pandemic has increased the need for remote authentication and tools to conclude and validate transactions without any physical contact. The demand for online authentication and electronic signature solutions is very high. Moreover, with the rising need for digital vaccination certificates, mobile ID is also experiencing an important boost. All these are the focus of the ZetesConfidens business unit, which has been working on a number of projects. The synergies with Panasonic in this domain open interesting perspectives.
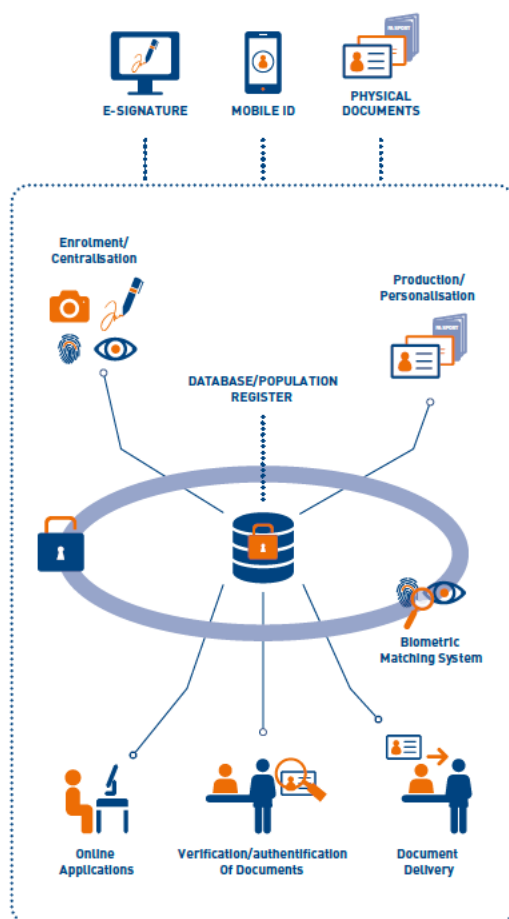
Figure 4: ZETES' end-to-end solution scheme for People Identification

Looking ahead to the future with serenity

The general lockdown and consequent travel restrictions have strongly and negatively impacted the number of emitted documents and, therefore, the revenue of People ID. However, despite the turnover drop, the Division succeeded to maintain a slight profitability. On the other hand, biometrics revealed to be very useful in the frame of the vaccination campaigns against covid-19 thus widening up the area of intervention for ZETES' solutions.

In 2021, the Division is progressively settling into a "new normal" situation where ZETES builds on the strong relationships established with its customers and remains their partner of trust for the emission of secure electronic documents, electronic signatures and digital identity.

ZETES SA/NV

The ZETES Group, established in 1984 as ZETES Industries, find its origin in a Belgium based company named ZETES SA/NV and first registered on august 3, 1971.

Today, ZETES SA/NV (BE 0408.425.626) represents all the Belgian based activities of the ZETES Group linked to People and Goods ID. Activities are divided into several entities and located on three sites in Belgium. In total 290 employees worked for ZETES SA/NV on 31/12/2019 – 301 by the end of 2020.

Divisions

- ZETES Confidens acts as the Certification Service Provider and also provides associated Trusted Services – part of ZETES People ID;
- ZETES CardS acts as the provider of associated personalization and fulfilment services for the Secure Cryptographic Devices. ZETES CardS has provided ID document personalization and fulfilment services to governments, the financial and insurance sector and private organizations – part of ZETES People ID;
- ZETES Express is the provider of secure delivery services for valuable documents produced by ZETES CardS & selected delivery activities for ZETES Goods ID BE;
- ZETES PASS software solutions is the provider of Software Services and solutions for people identification. This includes, but is not limited to, solutions for card personalization and card life cycle management. This involves registration, activation, validation and revocation applications and their interfaces for external PKI participants. It has also provided software solutions for electronic signature, time stamping and authentication services – part of Zetes People ID;
- ZETES PASS acts as the BDM, sales & marketing component of all People ID services for ZETES SA/NV;
- ZETES Goods ID BE is dedicated to ZETES' Goods ID services. It acts as a one-stop-shop for the configuration, integration and support of identification and data capture solutions within the supply chain. Its activities are based upon the Solutions designed within the entire ZETES group;
- ZETES 3iP&A is one of ZETES' innovation centres dedicated to the design and assembly of (tailor made) print & apply applicators for the supply chain – part of ZETES Goods ID.

Locations

Table 1: ZETES SA/NV's operation sites in Belgium

ZETES PEOPLE ID	ZETES PEOPLE ID / GOODS ID	ZETES GOODS ID
Villalaan 13	Straatsburgstraat 3	Nijverheidsstraat 72/10
1601 Sint-Pieters-leeuw	1130 Brussel	2160 Wommelgem
(Ruisbroek)	(Haren)	

Mission Statement & Commitment towards Sustainability

ZETES' Mission

Across national boundaries, across markets and across technologies, ZETES is committed to have a positive and tangible impact on its customers and its stakeholders.

ZETES is active in the sectors of automatic identification and traceability. ZETES develops solutions making it possible to link up the physical with the digital world. The movements of goods and people are thus reflected in the IT systems. Better visibility over these movements enables our customers to optimise the management of their processes and to take better decisions. The benefit for the private sector rests principally in the acquisition of a competitive edge. The aim of the public bodies is to preserve the interests of citizens and to better serve the population.

Corporate Sustainability Statement

Brussels, December 2021

It has always been ZETES' mission to connect the physical world to the digital world of IT systems. Our company does this for people moving around the world as well as for goods flowing through complex supply chains. In both cases, transparency and visibility are required to enable good decision making, for governments and private companies alike.

Collaboration is one of the key values of the company. Combined with its strong capacity to adapt within a fast-evolving environment, or indeed weather troubled times, ZETES is a key strategic partner for its global customers. Whether they need to manage unforeseen disruptions, achieve greater visibility or take new steps towards digitisation, ZETES is there to help them in responding to the "new normal".

Today, more than ever, we see that each individual, each group, each government has to take up its responsibility to face the challenges arising from this "new normal". Be it climate change, global health issues, migration, corruption, resource shortages, or any other change.
For this, we all have to work together and strive towards a common goal. This also applies to companies and their leadership.

At ZETES, we believe that next to collaboration, sustainability must be another key value in the form of a formal management practice.

ZETES is committed to making the Ten Principles of the United Nations Global Compact on Human Rights, Labour, Environment and nti-Corruption part of its strategy, culture and day-to-day operations, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

Most notably, we are convinced that the solutions provided by our PeopleID and our GoodsID divisions can actively contribute towards the realisation of goals 16 and 3: 'Peace, Justice and Strong Institutions' and 'Good Health and Well-being', respectively goals 8 and 9: 'Decent Work and Economic Growth' and

'Industry, Innovation and Infrastructure'. These goals are combined with actions towards 'Responsible Consumption' and a better 'Climate'.

After having integrated our activities into the Panasonic Group, our philosophy & commitments have been further intensified with the idea that "A company is a public entity of society" as the basis for our management.

Based on this way of thinking, ZETES, together with Panasonic, will strive towards an "ideal society" so that our children, grandchildren and beyond can live with affluence both in matter and mind.

Board of Directors ZETES INDUSTRIES SA/NV

Framework for Social Responsibility

In 2021, corporate vision was translated into the revision of existing policies and the generation of a commitment towards social responsibility. These serve as a guideline for our behaviour and actions.

Next to this, an in-depth analysis was done to evaluate for which of the UN Sustainable Development Goals (SDG)[1] we, as a company, could have the most impact. Our sustainability program will focus on the six selected SDG's, without forgetting improvements towards the other goals.

For this we consider:

- Specific solutions for serialization provided by ZETES
- Specific solutions for the organization of vaccin research provided by ZETES
- Wellbeing actions in our offices and production facilities

3 GOOD HEALTH AND WELL-BEING

- Build-Operate-Transfer programs in Africa
- Our Policies
- The Sechaba Foundation, set up in South Africa
- Safety actions in our offices and production facilities
- Extra-legal advantages for ZETES employees

8 DECENT WORK AND ECONOMIC GROWTH

- Build-Operate-Transfer programs in Africa
- Added value by technological innovations to our Solutions, also towards ergonomic optimalization

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Supply Chain Optimizing Solutions provided by ZETES preventing waste and re-work
- Waste reduction & recycling programs at our offices
- Partnerschip with NGO preventing food waste

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Supply Chain Optimizing Solutions provided by ZETES preventing waste and re-work
- CO2 reduction program
- CO2 neutrality objective for 2030 – scope 1+2

13 CLIMATE ACTION

- Build-Operate-Transfer programs in Africa
- Participation in national (e)ID programs, most notebly ID4D
- Voter registration solutions and national registers
- Our Policies & Training

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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[1] https://sdgs.un.org/goals

System for the Promotion of Social Responsibility

A CRS steering group has been established within ZETES with representatives from several departments, business units and local actors. Among other we find here specialists in Legal&Compliance, HSE, Quality, HR and Operations.

A dedicated function towards CSR has been created within the group to streamline our efforts and execute our sustainability plan.

Together with ZETES' Head of Legal and Compliance, this person acts also as the direct link to Panasonic's Sustainability & Compliance Department.

To publicly formalize our commitment, and in order to present our yearly progress, ZETES will become a signatory of the United Nation Global Compact[2] initiative as of 2022.

Risk Management

A CSR & Compliance Committee was founded at group level to safeguard ZETES' compliance status. This committee comprises compliance specialists from our group and is in contact with Panasonic's compliance specialist.

Implementation at ZETES SA/NV

ZETES SA/NV management fully supports ZETES' corporate vision towards sustainability & social responsibility and actively contributed towards the selected SDGs. Most of the activities and initiatives are streamlined through the establishment of certified management systems and an overall holistic approach towards sustainability. Further, several members of the management ZETES SA/NV play an important role in the groups CSR steering group & compliance committee.

Results of these endeavours are described in this report.

Next to this, ZETES SA/NV will become member of The Shift in 2022. This Belgian sustainability community[3] is a platform of diverse organizations (governmental, private & NGO's) united around one common goal: actively move towards a more sustainable economy and society.

To allow yearly follow-up and evaluation of actions set up on the local level, ZETES SA/NV has worked out a dashboard of SDG indicators during 2020. During 2020, the generation of these indicators were finetuned and optimized. The first results will be reported in the Sustainability Report of 2022, to cover a whole year. These indicators serve as a quantification of our actions to support the SDG's and to compliment the Group's overall contributions towards the SDG's.

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[2] https://www.unglobalcompact.org/
[3] https://www.theshift.be/s/?language=en_US

DOMAIN TOPIC	SDG	INDICATOR
SENSITIVITY		
Occupational Health & Safety	SDG3	Employee Net Promotor Score
	SDG3&8	Work-related Injury Rate - with and without commuting related incidents
HRM & Diversity	SDG5	Gender proportion in Management Functions
	SDG5	Gender wage gap
	SDG4	Internal VS External Hires
	SDG4	Average yearly training hours
	SDG8 & 10	% employees trained towards diversity & inclusion
INTEGRITY		
Fair Operation Practices	SDG8	% payment to suppliers executed within contractual agreement (non-overdue)
	SDG16	% employees trained towards business ethics
Information Security & Protection of Personal Information	SDG16	n° of legit complaint related to Information Security (data breach)
	SDG16	% employees trained towards Information Security
Providing high quality products & services	SDG16	Yearly reporting of non-financial results
ENVIRONMENTAL IMPACT		
Actions/measures towards the environment	SDG6,7&12	n° of campaign/messages towards environmental awareness
	SDG13&15	CO2 emission VS Total Sales
	SDG12	Waste Intensity: Waste generation VS HC
	SDG12	Waste diverted from & to disposal: % Waste treatment other than incineration or landfill
PARTNERSHIP		
Collaboration with stakeholders	SDG17	n° of participations in network meeting/forums towards sustainability/social responsibility
Zetes as part of the community	All	n° of goodwill events
Responsible Supply Chain	All	% of purchase amount with CSR screened suppliers
	All	Acknowledgement of ZETES' Supplier CoC (top 90 of purchase amount & new suppliers)

Table 2: DASHBOARD: INTERNAL ACTIONS RELATED TO SDG's

Environmental Impact

Corporate Environmental Policy

Fully aware that humankind has a special responsibility to respect and preserve the delicate balance of nature, we at ZETES acknowledge our obligation to maintain and nurture the ecology of this planet. Accordingly, we pledge ourselves to the prudent, sustainable use of the earth's resources and the protection of the natural environment while we strive to fulfil our corporate mission of contributing to enhanced prosperity for all.

ZETES has always believed that companies must play an active role in civil society, including contributing towards environmental care. Despite the relatively small ecological footprint of our activities as a (software) service provider, ZETES recognises the possible impact that our production activities may have on the environment. With this in mind, ZETES' corporate management has always encouraged local management to engage in the development of certified environmental management systems.

To strengthen these formal commitments, and in light of rising global awareness towards climate change and environmental consciousness, ZETES' corporate management has fully adopted the Panasonic Group brand slogan "A Better Life, A Better World" towards environmental initiatives at all our sites.

With the aim of achieving a sustainable society, we will strive to minimise our environmental impact when developing our business. For this purpose, we will address environmental challenges through our business activities and will expand our environmental initiatives based on collaboration with stakeholders.

We endorse and support local operational and management actions to comply with legal requirements related to environmental aspects on every site.

Initiatives to address environmental challenges

We aim to:

▸ Promote awareness concerning - and continuous improvement of - our environmental performance

▸ Implement sustainable resources management by pursuing recycling-oriented waste management processes and constantly rethinking of our production methods.

▸ Take actions to reduce our CO_2 emissions by promoting responsible energy consumption and investigations towards on-site energy production.

▸ Implement ecological management of our infrastructure and surroundings, with special attention to biodiversity on sites where it is feasible.

Initiatives based on collaboration with stakeholders

▸ With our technical strengths, we shall provide products and services that create environmental value for our customers.

▸ We shall further explore our environmental contributions with our partner companies.

▶ When environmental issues or opportunities arise, we shall deepen our communication with local communities and initiatives, working as a team to address these challenges.

Panasonic Environment vision 2050

Amid more and more publicized "Climate crisis" and growing global interests in social issues particularly those related to the environment and energy, high attention to the Paris Agreement through which a number of countries allied together to tackle issues by taking measures to reduce global warming, and the Sustainable Development Goals (SDGs) set by the Unitized Nations, also imply that such environment and energy issues are becoming more serious globally. The demand to build a decarbonized society is growing ever stronger, represented by the Japanese government's declaration to achieve a carbon-neutral society by reducing net CO2 emissions to zero by 2050. In view of these developments, we recognize that companies have much to contribute to fulfil each role to achieve zero CO2 emissions.

Panasonic formulated the Panasonic Environment Vision 2050 in 2017 that states that our company should be in response to the expectations and requests from our stakeholders.

The Environment Vision 2050 was formulated to promote activities for reducing the amount of energy to use and creating and utilizing clean energy whose amounts exceed the amount of the "energy used" at the same time, aiming for increasing the number of societies where residents use clean energy and live a more comfortable lifestyle to realize 'A better life' and 'Sustainable global environment' compatibly.

When formulating the Environment Vision 2050, the total amount of the "energy created" (clean energy that is created and/ or made available through Panasonic products and services, including photovoltaic power generation systems, storage batteries, and energy solutions) remained approximately one-tenth of the amount of the "energy used" (the energy used in our business operations such as in production and the "energy used" by our products at customers sites).

To realize the Environmental Vision, we will reduce the amount of the "energy used" as much as possible through development of technologies that will improve the energy-saving performance of our products, and innovations to our manufacturing processes. At the same time, we will increase the amount of the "energy created", by increasing opportunities to utilize clean energy through expansion of our energy-generation and storage businesses as well as contribution to building new social systems such as building a hydrogen society.

Through these efforts, Panasonic will endeavour to make the "energy created" exceed the "energy used" by the year 2050.

Figure 3: Panasonic's environmental vision.
https://www.panasonic.com/global/corporate/sustainability/eco/vision.html

Target for reduction of CO2 emission by 2030

In May 2021, Panasonic announced[4] a target to make our total CO2 emission net-zero by 2030 (scope 1 + 2) as a milestone towards making the Environmental Vision 2050 real.

As such, Panasonic continues to strive to achieve it as their commitment to realize Decarbonized Societies.

Implementation at ZETES SA/NV

Environmental Actionplan Zetes 2025

As a wholly owned independent subsidiary of the Panasonic Group, ZETES fully subscribes to Panasonic's environmental vision 2050 and will consider this objective into its own environmental action plan. For this ZETES, as a provider of solutions for the supply chain, will focus on the energy used and created on our facilities and during our activities. On the products (hardware ICT equipment) we sell as a retailer we have less impact, given the fact we aren't the manufacturer.

To this end, in order to contribute to Panasonics overall energy objective, we will try to "increase amount of energy created" and "increase the size of contribution toward energy savings" in our facilities.

We will hence investigate the use of renewable energy through the generation of renewable energy on-site and procurement of renewable energy. Further, we will promote energy efficiency in the production areas of our factories and reduce energy use on our sites by focused renovation activities.

In line with lowering our net energy consumption, we will introduce efforts to reduce our CO2 emissions, starting with our fleet & mobility initiatives.

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4 https://news.panasonic.com/global/stories/2021/90376.html

Reducing energy consumption can also be attained by delivering good quality and products that create an additional value for our customers.

To reduce the risk of re-work, and as such, reducing the amount of energy needed, ZETES has set up quality management systems, and quality controls to eliminate as much as possible errors and this as early as possible in the production process.

The solutions we provide within our Goods ID portfolio are all aimed to enhance traceability and correct shipment as failed deliveries are never a sustainable solution. In doing so, we try to reduce the energy consumption at our customers.

Environmental management systems

The earth is our home. It provides us with a variety of blessings including natural resources and energy. With this in mind, we will take the initiative in environmental activities to preserve our invaluable natural environment for future generations.

In a changing world, with a focus for sustainability, ZETES also takes environmental aspects into account for its industrial activities, particularly when chosing suppliers and equipment as well as for the waste management from its activities.

To assure these practices, ZETES SA/NV has set up environmental management with a commitment to a sustainable environment. This goes, well understood, by a respect for the prevailing environmental laws, but also by:

- The preservation of natural resources by recycling paper and other waste streams.
- Responsible use of energy by promoting saving electricity, heating and air conditioning.
- An effort to reduce CO2 emissions and fuel consumption in the management of our fleet and promotion of ecological transportation.
- Respect for biodiversity and promoting of green surroundings.

Specific for our document production activities performed by ZETES CardS on our site in Ruisbroek, we made this management system formal and received an ISO14001 certification in 2014. In 2020, the decision was made to include the other busines units - active on our site in Ruisbroek but established after 2014 - into the scope of our existing EMS. This extension audit is planned for execution end of November 2021. With a successful audit not only Zetes CardS, but also Zetes Confidens and Zetes Express will be certified.

Environmental risk management
Environmental compliance management

ZETES manages its environmental systems in full compliance with laws and regulations. So far, our activities do not impose emission measurements, yet for each new production activity, we monitor current legislation and perform a measurement if emission should occur.

This was the case when we first introduced laser perforation into our document production factory. In this case, a laser would perforate plastics to reveal an image or text. This could potentially induce the creation of chemical gasses. To guarantee work safety, a gas extraction was introduced in the production

installation, with an emission exhaust towards the outside of the factory. After a double filtration (chalk, followed by carbon), any emission that could occur, was below a detectable level. Therefore, actions were set up to maintain efficient filtration. Measurements inside the production room also showed values well below the threshold levels for work safety. This assured us that the extraction inside the installation would guarantee a healthy work environment.

Furthermore, ZETES, as part of the Panasonic Group, participates in the meetings organized by Panasonic's Sustainability Group. Their aim is to develop key human resources for information sharing among the companies/ Business Divisions, environment-related job functions, and Regional Headquarters, to ensure exhaustive compliance with legislation related to factory environment management in respective countries where Panasonic manufacturing sites are located.

Specifically, activities to share information as well as specialized training are conducted for factory management officers in charge of the management of chemical substances, waste, wastewater, and exhaust gas, either by country or by region in Japan, Europe, China, and Southeast Asia. Field surveys on laws and regulations using checklists were conducted on a global scale to confirm comprehensive implementation of environmental compliance, and we also conducted verification of the effectiveness of various measures.

At this point, ZETES, has not yet been fined with a violation of environment-related legislation, and our three sites in Belgium are covered by an environmental permit. A compliance check towards changes in environmental legislation is performed for our sites, at least on a yearly basis and at the occasion of major changes in production or legislation.

Eco-consious products

As a provider of solutions for supply chain and identification documents – with strict tenders regarding security - for mostly government agencies, ZETES' products and services are not always able to have a direct impact on ecological sustainability. Yet, in providing efficient solutions and end-to-end traceability, both for goods as for identification documents, we as a supplier hope to contribute towards sustainability for our customers.

Next to our solutions, both for goods and people identification, ZETES offers some own branded and produced products. For these products, efforts are put in place to provide sustainable alternatives.

As most of the hardware we place on the market is done in our capacity as a reseller, we can only stimulate the customer to choose for more sustainable alternatives, provided in our supplier's portfolio.

For goods identification we have one exception, namely our own designed and branded Print&Apply applicators.
ZETES has a successful track record of delivering labelling solutions, particularly within the food and pharmaceutical manufacturing sectors. To maintain its status within labelling and printing, the ZETES Group operates a dedicated Print & Apply Competence Centre in Belgium with extensive R&D and engineering capabilities in the field of marking and labelling, printing and process-control, PLC programming and ERP/SAP integration. ZETES has already made significant investments in environmentally friendly labelling solutions and offers a green pallet labeller, the MD6000e, which was developed in collaboration with local print and apply experts at ZETES Spain.

This MD6000e is a more sustainable version of the MD6000 as it uses electricity in order to eliminate the use of compressed air and thus improving energy conversion.

In the past and following a specific client demand, an electric version of our standard MD3000 was also created. Depending on customer questions, other electrified versions of our standard portfolio[5] can be imagined in the future.

Further, our own branded labels[6], also produced by ZETES Spain and distributed by all our offices, including ZETES SA/NV, are produced with FSC® certified paper. As of 2020, we also extended our range of labels with the "Rcy-type". This product partly uses recycled materials into its production process.

As most of our government-issued identification document must meet strict demands towards lifespan and security features, little options are available. The most sustainable choice here is to provide a document that will not lose quality and security details during its lifetime, as such preventing a replacement.

Consumer cards, like for example loyalty cards, have less security demands and make it possible to provide real sustainable alternatives, without compromising on quality requirements. For this, our document personalization unit ZETES CardS has integrated in its portfolio[7] two ecological alternatives for PVC and Polycarbonate cards, sofar the two main choices.

- Card bodies made of PET-G. Polyethylene terephthalate glycol is a plastic that is biodegradable and recyclable; and
- Card bodies made from cellulose. Made from wood pulp, a by-product of paper production, these cards are 100% recyclable and biodegradable.

Status & actions towards global warming

Acting mainly as a provider and integrator of solutions for the supply chain and solutions for the identification of people, ZETES, with its products, can contribute little towards minimizing global warming. But in the spirit that '*each company should improve society through its business activities*' ZETES can contribute on other areas. For this, our actions towards global warming are focused on our facility management and our impact linked to transportation.

Facilities

ZETES' operations are located on three sites in Belgium. Two of them, located in Wommelgem and Ruisbroek, are owned and one of them - in Brussels - is rented.

The facilities in Wommelgem, Antwerp, were constructed in 2011-2012 and signify the starting point of a more sustainable vision towards our facility management at ZETES. A focus at that time was the consumption of energy. Special attention was paid towards the type of lightning (LED) and building orientation to optimize the use of natural light. Further attention was focused on heating. An efficient central heating system based on natural gas was selected, combined with adequate isolation. The combination of both resulted in a small unit of only 36kW to climatize a building surface of 1.530 m². The unit is also able to provide hot water for the sanitary block by using heat exchange. To accomplish this, among others, small single point heating systems were favoured over one or two big industrial natural gas heaters in the production area.

The knowledge gained in 2012 was used when the production site in Ruisbroek was purchased - from our landlord at that time - and ZETES decided to invest in a major renovation of the site. As a starting point,

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[5] https://www.zetes.com/en/technologies-consumables/coding-and-labelling-systems
[6] https://www.zetes.com/en/technologies-consumables/industrial-labels-and-ribbons
[7] https://cards.zetes.com/nl/materialen

a big part of the original building had to be demolished, in order to construct a new – state of the art – datacentre, administrative/development office and cafeteria.

To achive this ZETES opted for a contractor, specialized in circular demolishment:

In the selective demolition of roofs, walls, system walls, pipes, installations, load-bearing and non-load-bearing structures, the separation of the waste flows is aimed at maximum re-use, upcycling and recycling. In selective demolition, the interior and exterior joinery (including the glass areas), wood and roofing, pipes and non-inert structures are removed before demolishing the carcass.

Selective demolition only offers benefits, not only economical, but also ecological. The essence of this type of sustainable demolition is high-quality reuse of the released materials. Reuse after processing, in the original form as much as possible. This results in significant CO_2 savings in the production process of building materials.

The newly constructed building was inaugurated in 2018 and was, similar to the site in Wommelgem, dedicated to energy saving through sustainable selection for heating, isolation and lighting.

Once the activities in the new building had started, the focus was set on the renovation of the remaining old building in Ruisbroek, housing mainly production activities, and upgrading the facility in Brussels in 2019 & 2020.

When two floors needed to be cleared in Ruisbroek to make room for new activities, ZETES opted again for a circular approach. The whole area, housing several offices and an old server room, was selectively stripped, before a new big open office was installed on one floor, and new production areas, sanitary blocks, and meeting rooms on the other. Here also, new LED light systems and a new, efficient heating system were integrated.

In the production area, actions were taken to remove all old lighting systems in favour of LED, air-condition was optimized to generate a better working climate, and the old, ineffective petrol heating system was switched for an efficient natural gas burner.

Figure 4: LED lighting with motion detector in the production area

Although the buildings in Brussel are not ZETES owned, similar actions were set up towards improved air conditioning and lightning to further reduce our energy consumption and in so contributing to scopes 1 & 2 of the GHG Protocol[8]. As a final step in 2020, a PV installation was set up on our roof in Brussels, comprising of 336 solar panels[9].

In 2022, the installation of solar panels is planned for our production plant in Ruisbroek.
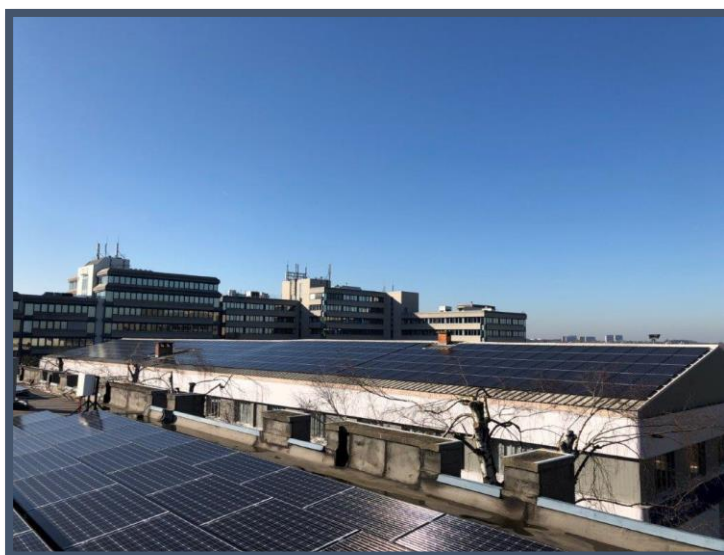
Figure 5: Solar panels installed on the roof of our HQ in Brussels

Green mobility & logistics

Besides our facilities, ZETES can also have an effect on global warming through the mobility of our staff and our logistic activities. On both segments, ZETES has set up actions to reduce our impact.

First of all, incentives are given to our personel when they opt for public transportation to come to work, or when they use a bike. Also, carpooling is stimulated by the installation of dedicated parking places, close to the main entrance.

The electrification of the movements of our staff is facilitated by the installation - and free use - of electrical charging stations for cars, as well as bikes.

Together with the electrification of our company car fleet, combined with awareness campaings on fuel consumption and our incentives towards a mobile shift, we aim to contribute towards scope 1 of the GHG protocol.

Of course, each movement that did not take place, will contribute the most towards a reduction of GHG emission. On this topic, 2020 was a turning point. Although the worldwide Covid19 pandemic has had many unfortunate disadvantages for all businesses, and most certainly caused a lot of grief in many families, one positive effect has occurred in companies all over the world, and also for ZETES: the implementation and full acceptance of home-office work and videocall meetings. This new way of

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[8] https://ghgprotocol.org/
[9] Type: Panasonic 325, 184 kWp

managing a team and organizing meetings, without the need of movement, will further positively impact our organisation in the years to come.
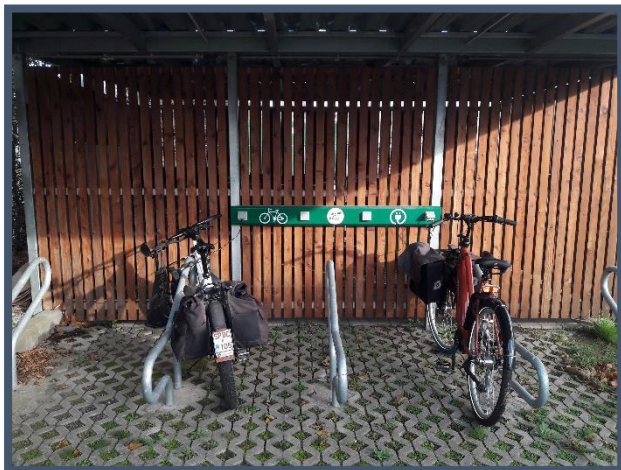
Figure 6: Charging stations for electrical bikes

Figure 7: Charging stations for electrical & hybrid cars

Our logistic activities can be devided into three segments: The activities of Zetes Express, on which ZETES has full control on vehicle and fuell selection (scope 1 of the GHG protocol); deliveries towards our clients, on which ZETES has limiteds controll; and lastly, deleveries from our suppliers, on which ZETES has no significant control. These last two are both part of scope 3 from the GHG protocol.

Due to an average daily distance of 350 km a driver of ZETES Express has to cover, and the type of roads (on average more than 50% of highway) on its route, the choice of vehicles at this point is limited to diesel combustion engines. Nevertheless, an evaluation is made every three years in order to choose the most efficient type of vehicle for the execution of the deliveries, taking into account ecological and economic parameters. Furthermore, the entire fleet receives weekly check-ups and periodic technical maintenance in order to minimize environmental impact and emissions of GHG, by guarenteeing an optimal condition of the vehicle and its engine.

The vehicle is one aspect, the driver and the route they have to perform is another aspect that can have an negative effect on global warming. Instructions and training are provided to our drivers to minimize their fuel consumption during their drive. Further, our dispatching center is always working out ways to optimize the numbers of routes and the number of kilometeres our drivers have to go in order to deliver our products. In doing so, the number of routes have been reduced and the total number of kilometers has dropped from 1.792.737 km to 1.625.350 km in 4 years (2015 vs 2019), this with identical, or a higher number of packages to deliver.

To minimize the number of external transports, as we have to organize deliveries of our products to our customers on a daily basis, the logistic departments of both Zetes CardS and Zetes Goods ID have worked out procedures to combine as much as possible the individual orders of customers to one or two daily shipments. This, combined with a supplier selection on ecological criteria, limits the total quantity of GHG emissions linked with our delivery activities.

Resources

Waste management

From the start of the environmental management procedure at ZETES, waste management - with a focus on recycling – has been a priority. The target has always been to optimize selective waste collection in our facilities to allow maximal waste recycling by our waste processors. Moreover, if feasible within production or customer demands, we try to reuse carboard packaging material as much as possible and prevent waste by digitizing production processes.

One of these realizations was the transformation of the process of receiving citizen information when applying for electronic identity cards (eID). Initially, citizens had to fill in a paper application form, providing signatures, photos and data in order to personalize the eID in our production plant. These documents were collected by our drivers at ZETES Express when they were delivering finished orders of eIDs to the town or city hall.

With the start of the Belgian passport & driving licenses project, all town and city halls were equipped with digital scanners and signing pads, preventing the use of paper documents for these new projects. Based on this success, the application process for the eID was also digitalized. In doing so, we eliminated up to 30 tons of paper documents to be treated as waste in our facilities.

Aside from the reuse of cardboard boxes, we're not able to reuse waste in our own production processes, so all waste is handled – separately - by recognized waste processors, most notably:

1. Cardboard / Paper – Most of ZETES' cardboard waste originates from packaging material. Those packaging that can't be reused is collected for recycling, together with paper waste from production and administrative activities.
2. Printing Waste - Our production process for identification documents requires a personalization step (the physical step, not the electronic one), which is done by either laser engraving, or printing (thermal or digital printing). With our printing suppliers we've entered in a take-back procedure for most toner packaging and solutions used in the production process. Those items are collected to be prepared for reuse. All other ink residues, cartridges and toner waste, on all sites of ZETES SA/NV are collected for recycling.
3. PMD[10] – In Belgium, all packaging waste from beverages must be collected separately and presented for recycling. Special collection bins have been placed in all administrative offices and eating places to allow gathering. As of 2020, we may also treat all plastics, originated from food packaging, etc., through this recycling pathway.
4. Plastics – All plastics, originated from packaging purposes is collected by colour and presented for recycling. Besides that, during the production process of loyalty and payment cards, PVC waste is generated after cutting of the cards. This waste is collected separately and sold as high value waste for recycling.
5. Wood – Where possible, ZETES has set up agreements with its suppliers to deliver product on standardized, reusable EUR-pallets. If such delivery terms aren't attainable, singe use pallet are collected for recycling after use.
6. Electronic waste & Metals – All electronic waste, both after interventions or as part of upgrades from our ICT installed based, is collected separately for refurbishment or recycling. Metals and electronic chip waste (after chip embedding) is kept separate. This type of waste is sold as high value waste for recycling.

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[10] PMD: Dutch abbreviation for 'Plastiek, Metaal & Drankkarton'

7. Chemicals – The majority of our chemical waste is treated as printing waste, yet some activities from our technical departments generate minor quantities of chemical waste. These products, after intervention, and their packaging are stored securely to prevent environmental damage and collected for treatment and recycling.
8. Miscellaneous – Lastly, special collection schemes have been set up for waste streams that require special treatment but do not generate enough volume for collection. These include light bulbs/tubes, batteries, etc…

Of course, not all waste can be recycled, most notably domestic waste generated on our facilities. Although efforts are set up to maximize selective collection, some waste must be collected in bulk for destruction. This is always done by our waste processor by incineration with energy recuperation.

To facilitate collection by our waste processors, and to minimize environmental impact during storage, a dedicated waste collection point has been set up on our premises.

Figure 8: Waste Collection point "RECYPARK ZETES" at Ruisbroek

Lastly, a large part of waste generated at our production plant for identification documents must be destroyed in a secure manner, in order to protect privacy. This implies that production waste and some stock items canot be recycled but must be destroyed by incineration. This is also done with energy recuperation.

Product recycling

ZETES, as a provider of software solutions and integrator of existing hardware products for the supply chain, is not obliged to set up product recycling procedures as most of our services are not subject to this requirement. On the other hand, for some customers, take-back policies have been set up for sold AIDC[11] devices who are end-of-life or are unfit for repair. Those devices are recycled together with our own electronic waste.

This is also the case for the documents we deliver as part of our people identification business. Most documents are not part of a specific recycling process, because the logistics behind a take-back procedure would have a higher ecological impact than a classic treatment as domestic waste, or the features that

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[11] Auto Identification & Data Capture

make up the cards technology and security does not allow a successful recycling process. On the other hand, as part of prevention of identity theft, citizens must hand over their old eID card before receiving a new one. These old eID cards are part of a take-back policy in order to guarantee secure destruction.

Recycling schemes[12]

Although ZETES, due to the nature of its activities, is not able to set up specific product recycling procedures, we do have a responsibility as a producer to facilitate the proper recycling of the products we place on the market. ZETES pays its contribution towards and participates in the following prevailing recycling schemes active for our business:

1. Valipac: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of industrial packaging.
2. Bebat: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of batteries.
3. Recupel: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of electronic waste.

Water resource conservation

In Belgium, none of our production activities consume water, so all our water usage is linked to domestic needs, from lavatories, showers, coffee makers and general housekeeping.

After usage, all water is treated as general wastewater from housekeeping and drained towards the city sewage system.

To limit our water consumption, actions are set up with each renovation:

▸ In 2018, all lavatories from our main office in Brussels were renovated. During this phase, all faucets became either motion activated or were installed with an internal timer to limit waste of water. Toilets were set up to minimalize the use of flushing water. These actions were, at that point, already implemented at our production plant in Wommelgem.

▸ In 2017-2018, a new building was set up at our production plant in Ruisbroek and all lavatories received a renovation. A similar action was executed to limit waste of water when washing hands and using the lavatory. Additionally, all lavatories of the new building were connected to a newly installed rainwater reservoir to limit consumption of city water.

Use of chemical products & chemical substance management

Apart from our technical workforce and the card manufacturing crew, the use of chemical products is limited to one or two alcohol-based cleaning products in our production facilities.

Both the technical workforce and the card manufacturing crew receive training to handle the products for fabricating the ink solutions, or how the handle the product for intervening in a secure manner. All other staff members receive general information and are participating in awareness campaigns on safe use and storage of chemical products.

Technical safety data sheets are available for all products present on site and an inventory and order procedure is active to minimize the quantity and diversity of products available and stored on site.

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[12] https://www.valipac.be/en/ // https://www.bebat.be/en // https://www.recupel.be/en/

Management of Chemical Substances in Products

Not only awareness concerning chemical substances is important at our sites, but also the knowledge of the substances within our products we place on the market as a producer, but also as a distributor.

To minimize the environmental impact of chemical substances contained in products, we endeavour to identify chemical substances used in the components and materials of our products, or the products we sell as a distributer. In addition, for substances that are prohibited in products in the majority of developed countries because of laws and regulations such as the European RoHS Directive and the REACH regulation, we ask for documents of our suppliers evidencingcompliancy.

Biodiversity conservation

Given the type of ZETES activities, products & solutions, we do not have a direct impact on biodiversity. Furthermore, two of our three activity sites in Belgium are either in an industrialized area, or in a science park near the city, both with minimal natural surroundings.

Our third site in Ruisbroek is located near a residential area and next to a local park with recreational activities, focused on nature experience.

Although these settings are not optimal to have a significant effect on biodiversity, either positive or negative, we believe at ZETES that even minimal efforts can contribute. We have opted to use ecological cleaning products for our general housekeeping on all sites, thus reducing the addition of aversive chemicals to our wastewater. For the maintenance of our surroundings, we look for synergy between the least invasive method towards nature and a tidy image for visitors and staff.

Due to the location, and the surroundings present in Ruisbroek, specific actions were put in place during the construction of the new building in 2017/2018 to protect and increase biodiversity.

> ▸ Special attention was paid toward adding additional plants and trees to the surroundings, after renovation activities were done. For this we choose plants who were either useful as food source (nectar) for insects or were native to western Europe.

> ▸ A green roof (living roof) was installed on top of the new building, supporting biodiversity and limiting local heat stress.

> ▸ Parking spaces were constructed with porous brick, allowing rainwater infiltration to support local vegetation water needs.

> ▸ In 2020, we took further action to stimulate on-site biodiversity and installed nesting facilities for solitaire bees & insects.

Figure 9: Impression of the surroundings at Ruisbroek, with hives for solitary bees & insects, and view on the extensive green roof

Environmental Awareness

ZETES employees are made aware of the prevailing rules and guidelines in their first week on our site during our introduction program.

Furter specific training is foreseen for functions and activities within our organization that could have an impact on the environment, either positive of negative.

Furthermore, digital screens are installed in our cafeterias to project presentations during breaks and lunches. In 2020, three awareness campaings were launched using these screens regarding environmental consciousness.

Environmental Performance[13]

WASTE MANAGEMENT

All waste is collected, separated and disposed of via certified waste treatment suppliers. Data is provided on periodical base to allow calculation of our indicators and reporting to governmental agencies.

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[13] Details of calculations and explanations can be found in the appendix of this report
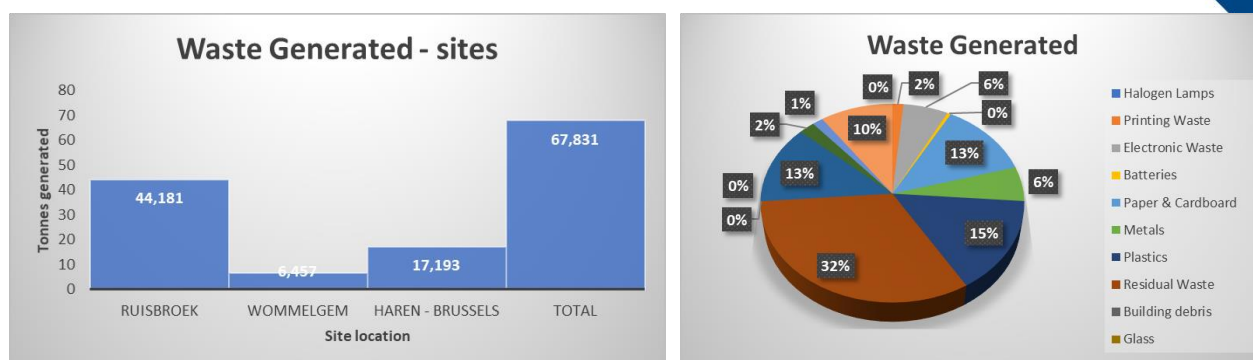
YEAR	WASTE INTENSITY 'SALES'	WASTE INTENSITY 'EMPLOYMENT'
2020	1,004	0,236
2019	1,913	0,555

Figure 10: Overview of waste generation (tonnes) by site and type in 2020. Based on these numbers, an intensity denominator is calculation for comparison between years.

Due to the separation of our waste, our waste processors can give preference to recycling of the materials, allowing ZETES to contribute towards a circular economy. Waste that cannot be recycled is incinerated with energy recuperation. It is our goal to minimize these numbers of the years through action on our sites and production methods.

A small portion of the materials can be reused, such as ink products.

Due to privacy concerns of some data, we receive, both before and after processing, some data supports or production waste must be destroyed through incineration, although in principle the materials could be recycled.
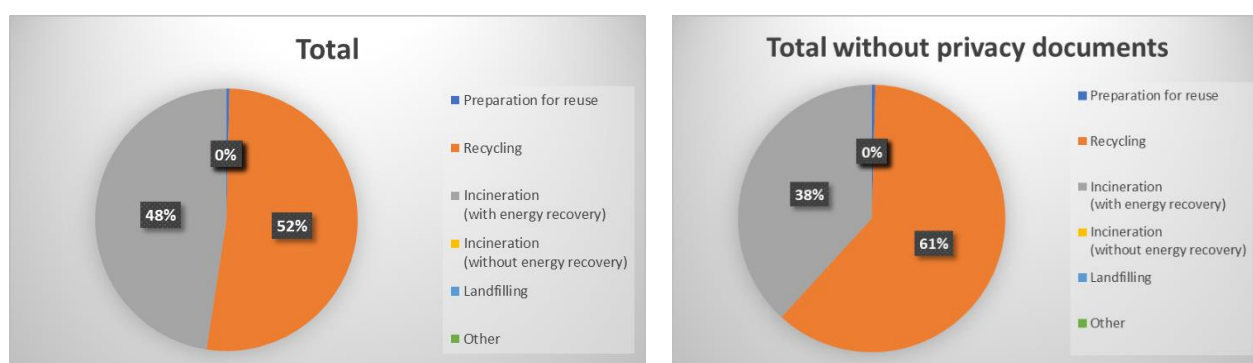
Figure 11: Overview of waste treatment methods in 2020.

ENERGY

At ZETES SA/NV, energy usage is monitored, both for site management and production activities, as for our fleet. Actions are set up to improve energy efficiency and awareness.

Figure 12: Overview of energy consumption by site in 2020 (kWh) and end-use.
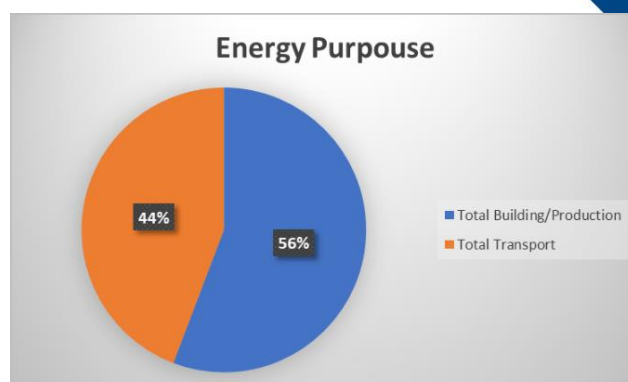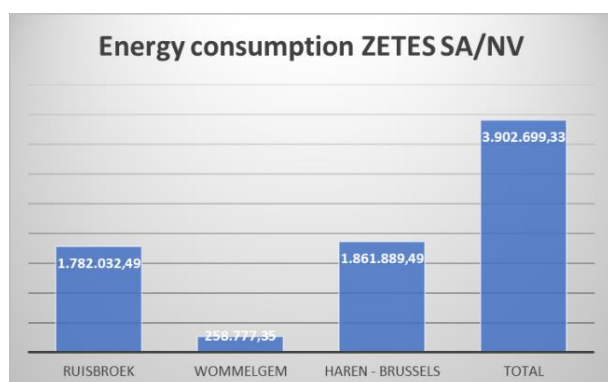
YEAR	ENERGY INTENSITY 'SALES'	ENERGY INTENSITY 'EMPLOYMENT'
2020	57,757	13,564
2019	62,921	18,242

GHS EMISSIONS

In 2020, ZETES SA/NV started to calculate CO2 emission with the help of our external partner Carbolean[14]. Their CYC2 carbon programme collects all data relating to buildings and transport to provide us with a dashboard of our CO2 emissions every day. They also performed a back trace for our CO2 emissions in 2019.

During 2020, we also started several initiatives to lower our CO2 emissions:

▶ The use of electric and hybrid cars has increased, resulting in 4.7% of our fleet being electrified.

▶ Solar panels were installed during the second half of 2020, leading to the production of 92.8 MWh green electricity

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[14] https://carbolean.green/en/
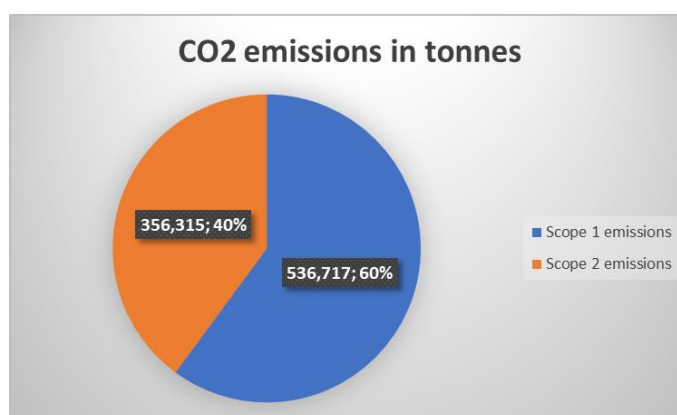
YEAR	GHS EMISSION INTENSITY 'SALES'	GHS EMISSION INTENSITY 'EMPLOYMENT'
2020	13,216	3,104
2019	14,209	4,119

Figure 13: Overview of CO2 emissions in 2020 by scope.

Sensitivity

Corporate Labour & Human Rights Policy

ZETES is committed to ensuring that each ZETES company, branch or operation meets its legal obligations towards its staff and prevents and detects practices and works to reduce occupational (health) risks, discrimination and illegal activities. For this we have set out 4 priorities:

Global Diversity

ZETES is a collection of people with various backgrounds in terms of region, culture, and history, who possess diverse capabilities, as well as diverse traits in terms of various factors including gender, age, race, belief, religion, nationality, sexual orientation and gender identity. Each person has various ideas, and by sharing these ideas across countries and business areas we believe we can create more innovative values. We have a strong hope that by using our diverse mindsets and viewpoints we can deliver products and services to our customers like no other in the world.

To achieve this, it is important to give a chance for success to motivated people of all countries and regions, regardless of their gender, nationality or any other characteristics.

Human Resources

To deliver products and services that contribute to society and our customers around the world, it is essential for us to keep developing human resources that can actively participate in our global business environment. At ZETES, we also believe that it is essential to create an organisational culture in which all individual employees can fully deploy their talents regardless of age, gender, nationality, religion, sexual orientation, political conviction, etc. We regard the promotion of diversity as a crucial part of our business strategy, provide a broad range of opportunities for anyone with ability and ambition, and actively strive to create a rewarding work environment. Based on the full recognition that individuals are different and have different values, we respect the privacy of each employee. We will strive to create a safe and pleasant workplace by avoiding speech or conduct that violates human rights, such as defamation, insults, (sexual) harassment or violence.

ZETES will further implement initiatives to make the best of the individuality and abilities of each employee and to support their success and the success of our company.

Occupational Health and Safety

Based on the spirit of "respect for human beings" as stated in our management philosophy statement, ZETES is committed to creating safe and both physically and mentally healthy workplaces through consistent efforts and careful attention.

Activity Guidelines for Occupational Health and Safety

1. Legal and regulatory compliance

▶ Each business site shall establish its own internal policies and procedures to ensure compliance with all relevant legal and regulatory obligations related to occupational health and safety.

2. Management of resources

▶ Each business site shall invest in human resources, technology and capital in order to create safe and healthy workplaces.

3. Establish, maintain and improve our occupational health and safety management systems

▶ Each business unit shall establish an occupational health and safety management system and regularly maintain and improve it.

4. Definitions of roles, authorities and responsibilities and establishment of an organisational structure

▶ In order to ensure smooth implementation of the occupational health and safety management systems and to promote their continuous and voluntary improvement, each business site shall define the organisational structure for health and safety management, including the roles, authorities, and responsibilities of legal representatives, managers and supervisors.

5. Removal and reduction of the root causes of health hazards and potential damage

▶ Each business site shall carry out risk assessments, identify health hazards and root causes of potential damage and remove or reduce them.

6. Setting health and safety goals and formulating and implementing a management plan

▶ At each business site, the business operators taking part in the Health and Safety Committees (managers) and employees shall work together to assess occupational health and safety activities, identify disasters and potential threats to health, set appropriate goals, and formulate and execute a management plan for occupational health and safety.

7. Auditing and review by management

▶ Each business site shall conduct regular audits to monitor occupational health and safety activities. Based on the audit results, the management shall carry out appropriate reviews and implement continuous improvements.

8. Education and training

▶ Each business site shall provide its employees and those of its business partners on its premises with education and training on the occupational health and safety management plan. Each business site shall ensure that all relevant staff are kept informed as appropriate of the health and safety policy and the occupational health and safety management system.

By fully adopting these statements as our own Occupational Health & Safety Policy, ZETES shall continue to incorporate a strong sustainability approach in our management systems globally and to contribute to the future of society and the world by proposing the lifestyles of tomorrow.

Slavery and Human Trafficking

Modern slavery can occur in various forms including servitude, forced, compulsory labour and human trafficking, all of which include the deprivation of a person's (an adult or child) liberty (collectively "modern slavery"). The following text sets out the commitment ZETES has that aims to prevent modern slavery from occurring within our business or supply chain.

ZETES is committed to create a work environment that is free from modern slavery in accordance with the laws and regulations of the respective countries in which we operate. We have a zero-tolerance approach to modern slavery, and we are committed to acting ethically and with integrity in all our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. We will not knowingly allow modern slavery in the supply of any of our products and/or services.

Additionally, we use guidelines and Standard Purchase Agreements with suppliers to require that they not utilise or allow slave labour.

Implementation at ZETES SA/NV

Respect for Human Rights
Participation in international and industrial partnerships

As a company specialising in ID solutions, the ZETES group supports all kinds of initiatives that contribute to materialising our ultimate dream: to make sure that every person, everywhere in the world, has a legal identity. For a long time now, there is one continent that has received special attention from us: Africa. We even broke new ground there—and we continue in doing so.

Our involvement is largely motivated by the fact that almost half of the population of the African countries south of the Sahara do not have an official ID. Sub-Saharan Africa is even home to half the people in the world who have no ID, even though it accounts for only one sixth of the world's population.

In other words, that part of Africa has considerable needs and challenges. But that is certainly not the only, or even the main reason why we pay special attention to that continent. Africa has tremendous potential.

A STRATEGIC INTEREST

After the terrorist attacks of 11 September 2001 in the USA, we anticipated that many countries would impose stricter measures concerning ID databases and documents. The EU took the initiative in this area. This heralded a series of new opportunities, both for us and for other suppliers of ID solutions. As a system

integrator operating in a highly specialised market, we have all the know-how and expertise necessary to satisfy the strictest safety and quality standards under all circumstances. After winning the historic contract for the development and production of the electronic ID card (eID) in Belgium in 2002, we decided to make use of that expertise and know-how abroad as well.

A TAILOR-MADE ECONOMIC MODEL

There is no doubt that our contextualised economic model also plays a non-negligible part in our progress in Africa. Concretely, this means that we invest jointly with the public authorities in the economic and social fabric of their country through public-private partnerships (PPP/BOT) or concessions. The public authorities set the rules and determine the quality of the ID documents and associated products and services that we deliver. For our part, we not only guarantee the appropriate delivery of the products and services ordered within the allocated delivery times, but we also make sure that the necessary operational investments have been made. So, we create a subsidiary in the country, and we deploy employees in situ. In that way, we also generate local job opportunities. And, of course, we also pay local taxes.

But our contribution doesn't end there. To take just one simple example, we also favour knowledge transfer. Because, in fact, the initiative is not purely economic. We also believe that the social dimension of our activities is extremely important. The social impact of what we produce should not be underestimated. Whether it's an ID card, a passport or a driving licence, our ID solutions open the doors to new opportunities and innovative applications for both the end user and for the public authorities that issue the documents. Finally, we also contribute, whether directly or indirectly, to the fulfilment of a set of United Nations sustainable objectives through the projects in which we invest.

GROUND-BREAKING WORK

It's no coincidence that our solutions also contribute to instituting and strengthening democracy in countries that sometimes still suffer from a democratic deficit. Sometimes, voters are not always able to register. Or they can't do it quickly, accurately, or securely enough. In this respect, our flagship contract in Africa, concluded in 2005 with the United Nations, aimed to facilitate the voter registration process, was a case in point. At the request of the United Nations, we offered the Democratic Republic of the Congo, one of the largest and most challenging countries in Africa, a tool to register its citizens for the elections that were planned at that time. We delivered 10,000 mobile biometric identification kits to register approximately 26 million Congolese citizens: a first in Africa. During the same project, in just a few weeks we also trained more than 20,000 Congolese on the use of this tool.

A LONG-TERM COMMITMENT

Ever since that trailblazing project, we have managed to build a solid reputation as a specialist in ID solutions, in Africa and elsewhere. This leads to the logical conclusion that Africa does in fact offer tremendous potential for those who adopt the right vision and the right strategy. A crucial factor in our success in that huge emerging market was the combination of know-how and expertise, which enabled us to complete innovative projects by applying an appropriate economic model consisting of own investments and a strong presence in the field.

Currently, we already employ hundreds of people all over Africa. There is probably no better illustration of our long-term commitment to that continent than our long-standing involvement in ID4Africa. As one of the main sponsors of ID4Africa ever since it started, we participate in the annual conference organised

by the movement. We share a mission with this organisation: to promote a legal identity for every person in Africa, as a lever for economic and social development.

Efforts concerning fundamental human rights

In too many countries, the quantity and quality of information the authorities collect concerning their own citizens is insufficient or badly shared. There are many reasons and explanations for this situation, but none of them constitute an insurmountable obstacle. As a government, the essential thing is to invest sufficiently over the long term to set up a good identity ecosystem on a national scale, accompanied by appropriate legislative and administrative reforms. But where is the best place to start?

A DIGITISED CIVIL REGISTRATION SYSTEM

First and foremost, the priority events such as births, deaths, and marriages should be recorded officially and kept in a centralised database: a civil registration system. This constitutes the beating heart of any identity ecosystem. But whereas in the past this heart was made of paper, civil registration systems are now increasingly being computerised. And that is the problem in many countries: the authorities are not yet, or not far enough, along the road to digitising their civil registration system.

The good news is that a few small steps can get them onto this path. For example, by simply installing PCs equipped with basic vital events management software in their civil registration centres, or using this equipment to record births digitally, as they are the ideal starting point for an identity ecosystem (United Nations General Assembly, September 2015, Sustainable Development Goals, ODD 16.9). Especially since, by doing this, they can also directly assign a legal identity to the new citizens who have just come into the world.

Identity should ideally be based on a unique identification number that will serve, in the future, as the key to identifying the citizen during data exchanges between the information systems of different government departments and/or ministries.

ARCHITECTUAL APPROACH

A computerised civil registration system is the primary component for building identity ecosystems destined to contribute to improving the efficiency of governance. To give just one example: to provide social benefits, the authorities should start by confirming that the claimant is still alive. This information, which is known in the civil registration system, should be available via read-only access to the public or private organisations that provide services to citizens on a need-to-know basis. In the current context of the Covid-19 pandemic, far too much aid has been distributed to deceased persons, whilst other citizens, who are clearly alive, have been unable to receive benefits due to lack of a legal identity. An integrated and digitised national identity ecosystem considering all the data available from all sector-based information systems, including the civil register, would have enabled a rapid response targeted to help the groups in greatest need.

From this point of view, a government is very similar to a large company with several departments.

To operate smoothly, all departments must also have access to certain information, particularly information concerning customers, suppliers, staff, etc. All this information is also available in centralised fashion in their online company information systems (ERP, CRM, etc.). Likewise, States must be able to develop a central information and communication architecture. This must not only give access to public data concerning the citizen, some of which comes from the civil registration system, but should also

facilitate communication between all information systems of approved public or private organisations. To summarise: this means that, to connect the various information systems of stakeholders needing to interact with the identity ecosystem, these systems must already have been computerised. Without digitalisation, there can be no interoperability.

THE POPULATION REGISTER AS DASHBOARD

Once the government has successfully completed the interconnection of the information systems of the different sectors, which is essential in setting up an identity ecosystem, it is ready for the next step: creating a population register. This can be used like a dashboard for this national identity ecosystem.

In addition to the civil registration data retrieved (marital status, death, household, etc.), the population register can also provide access to other data, which it finds in a variety of sector-based information systems. Each of those is managed by a government department and contains information about the citizens related to the specific remit of that department. The ministry of security in charge of border checks is, for example, able to share information on foreign nationals staying in or leaving the country, as well as citizens going to live abroad or returning. This last piece of information, for example, can also come from the ministry of foreign affairs. Other information can be used to complete a person's identity file in the population register: the ministry for transport can say whether or not the person has a driver's licence, the ministry for work and employment can provide data concerning occupational status, and the ministry of justice can send criminal record information, where applicable. These are just a few examples of how the population register is the product of a continual updating process from events initially recorded in various themed information systems. In this way, up-to-date information about individuals can always be available, obtained from authentic information sources and without creating duplicates.

Alongside this continuous overview of personal information concerning each individual member of the population, this type of register also provides an overview of the population. The demographic statistics give authorities an invaluable visibility of the size and composition of their population. That is the only way they can really get to know their people. This completes the circle, because this demographic knowledge is precisely what allows the population register to be used not only for administrative purposes, but also for management. In particular, it enables better budgets to be drawn up based on the public funds available and the most genuine, greatest, or most urgent needs of the community.

The population register also contributes to the creation of social protection systems, voting systems, public education policies, and a research tool for law enforcement and judicial authorities, etc.

In summary, a population register is the essential dashboard for socio-economic planning and enlightened decision-making by the State.

THE NATIONAL REGISTER OF NATURAL PERSONS AS A STARTING POINT

Under the impetus of the World Bank's ID4D programme, most countries are choosing to create a National Register of Natural Persons as a starting point for this identity ecosystem. In fact, the creation of a civil registration system has always been complex and difficult to move forward, even at a time when civil registration centres are rapidly becoming computerised. Creating a national register of natural persons, however, with the aim of giving each resident a unique, digital, legal identity, making them legitimate in the eyes of the government and, above all, quickly giving them access to a whole set of public support programmes and policies — that operation turns out to be easier to implement than computerising the civil registration system. That is why making the national register of natural persons the first building block in a reliable national identity system, closely followed by (or developed at the same time as) the computerisation of the vital events management system and other sector-based information systems,

finally ending up with a population register as the national identity dashboard, as described above, could be a pragmatic approach.

Performance evaluation

ZETES is vigilant to ensure that its staff members are not subjected to discrimination of any kind, whether racial, physical, political, religious, gender or sexual. The company respects all employment legislation within the European Union and in countries outside the EU where it has activities. ZETES offers its staff proper social benefits, often over and above statutory requirements.

Several reporting mechanisms have been put in place to report any violations of our policies and Code of Conduct. So far, no reports have been made with regards to Human Rights.

Human Resources Management & Diversity

The ZETES culture is based on entrepreneurship and a high level of autonomic execution of the job supported by the Corporate organization.

ZETES developed a recruitment policy focusing on specialized highly competent resources at all levels (general management, account managers, business consultants, project managers, software developers, engineers, technical profiles, …).

The activities of ZETES SA/NV fall for the majority under the Belgian regulations of Joint Committee 200 (Supplementary Joint Committee for White-Collar Employees - APCB/CPAE) and the company has implemented the collective labour agreements (CLAs) concluded within the sector, applicable to all white-collar employees (scales and salaries, minimum wages, working hours, employee representation, contribution to the Fund for Security of Welfare, training, social peace, etc.).

All CLAs concluded in Joint Committee 200 apply, including the holiday bonus, end-of-year bonus, Eco-vouchers, short leave, etc[15].

For our blue-collar employees, ZETES SA/NV complies with the Belgian regulations of Joint Committee 100.

Number of employees

ZETES owes its success first and foremost to its employees. As a service company, its main strength lies in creating strong relationships with customers and creatively finding solutions to their problems.

Over the recent years, total head count within ZETES SA/NV has remained stable around 280. With the establishment of some new activities, this number rose by 2019 to 290. In 2020, the ZETES group, like most other companies felt the impact of the global COVID-19 pandemic and most activities in the PeopleID market were suspended. Luckily due to our management's vision, by investing in both the people and the goods aspects of identification, the impact of the epidemic was lowered by our continued activities in the GoodsID market, most notably retail and proof-of-delivery.

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[15] more info at https://www.sfonds200.be/nl/sectorinformatie/cao-s/ .

Due to this complementarity global revenue was, although lower than budgeted, not negative in 2020. Decisions and actions were made and set up to keep investing in our know-how and safeguard our competences. Moreover, our total head count in 2020 rose for the first time beyond 300.
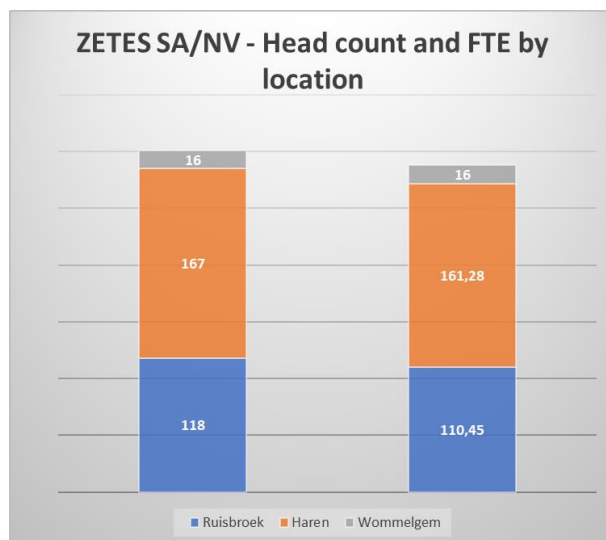
Figure 14: Headcount (left) and FTE (right) of ZETES SA/NV on 31/12/2020
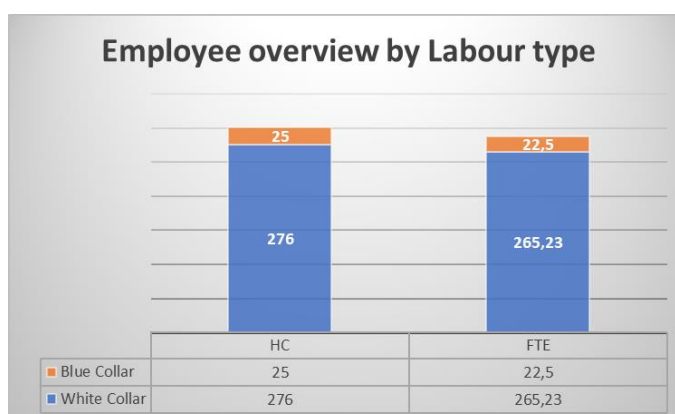
Figure 15: Employee overview by Labour type on 31/12/2020

Organization as a reflection of the society

ZETES believes that the composition of its employees should reflect the variety of the society. As an employer we have a role in promoting an open work environment, one that does not discriminate based on gender, age, nationality, or other factors.

Vacancies are set up using neutral criteria and wording and positive discrimination is used for selection between candidates with similar competences.
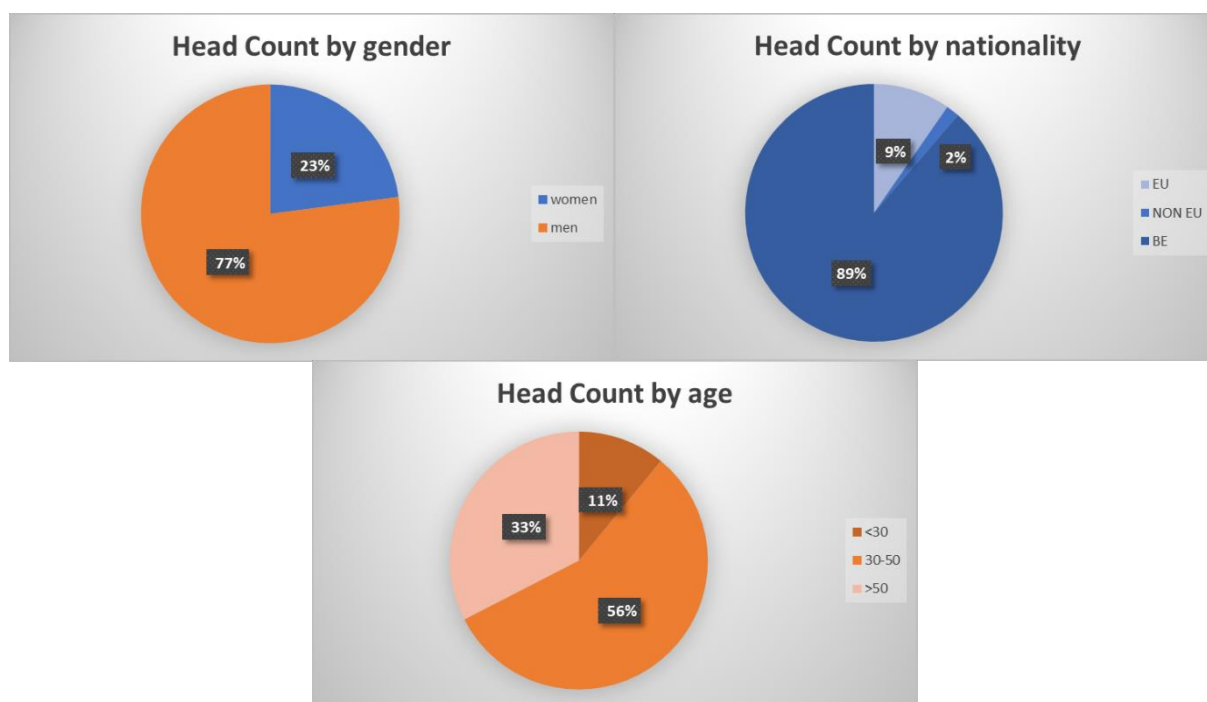
Figure 16: Demographic overview of ZETES SA/NV work force on 31/12/2020
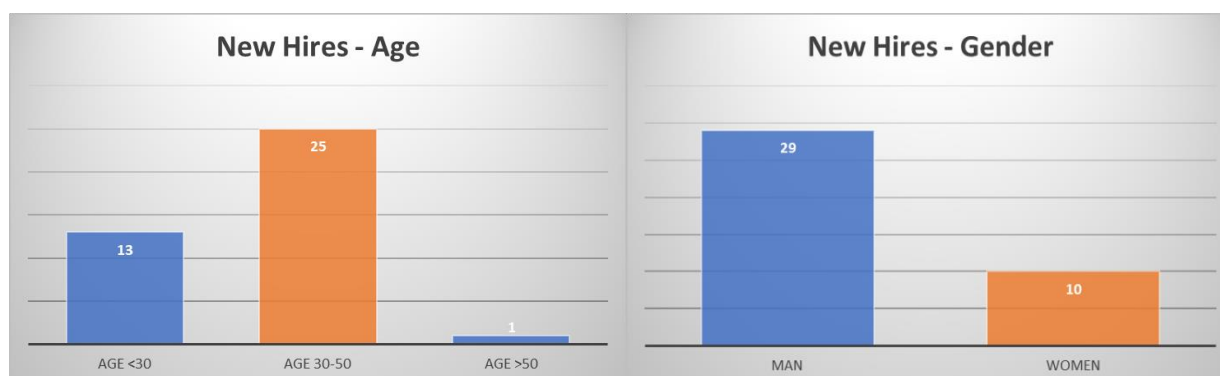
Figure 17: New Hires ZETES SA/NV 2020 - 29 new employees

Performance evaluation

We believe that people are the driving force behind our competitive power, which is why we aim to be a company where diverse human resources can fully use their talents in way that is worthwhile. To achieve this, we believe that it is essential to create a culture that values and leverages diversity, increase the willingness with which each individual employee approaches challenges, and continue to build in concert as an organization. Putting this belief into action, yearly Employee Opinion Surveys (EOS) are conducted to understand the current state, needs and issues of our employees and our organization. Issues identified in these surveys are factored into action plans and initiatives to resolve the problems.

In 2020, 80% of the staff in the ZETES group participated in this EOS exercise, with somewhat higher participation rates within GoodsID (82%) than in the PeopleID division (69%).

For ZETES SA/NV, participation rates for the GoodsID division were equally slightly higher than the group average, for the PeopleID division they were lower.
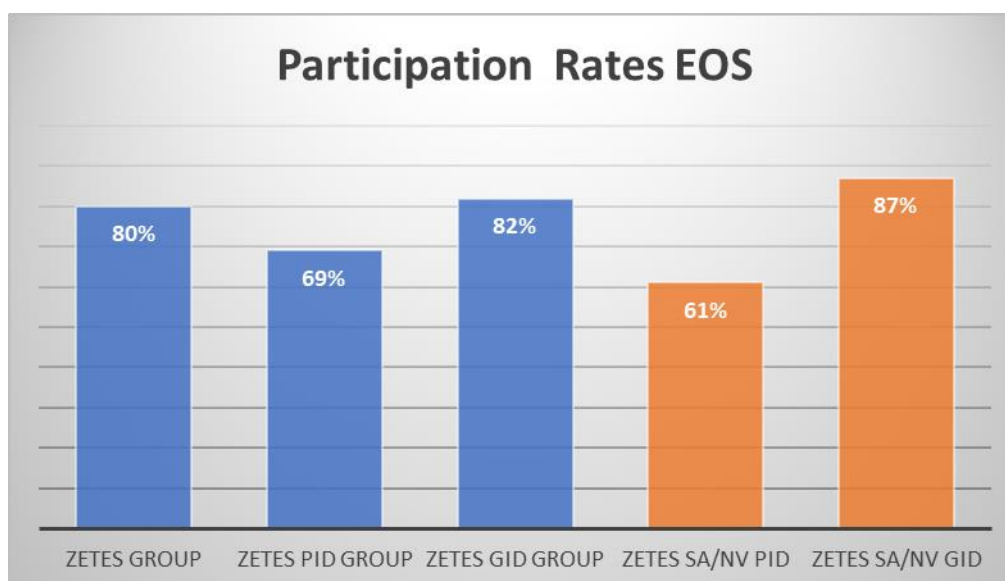
Figure 18: EOS participation rates for the ZETES group (left) and ZETES SA/NV (right) in 2020

Next to these general surveys, all employees are subjected to yearly progress evaluations with their direct manager to discuss their performances, realization of objectives and identification of new goals, training & competences needs. The evaluation is finalized with a general career perspective and are recorded via our specialized HR platform Metrillio.
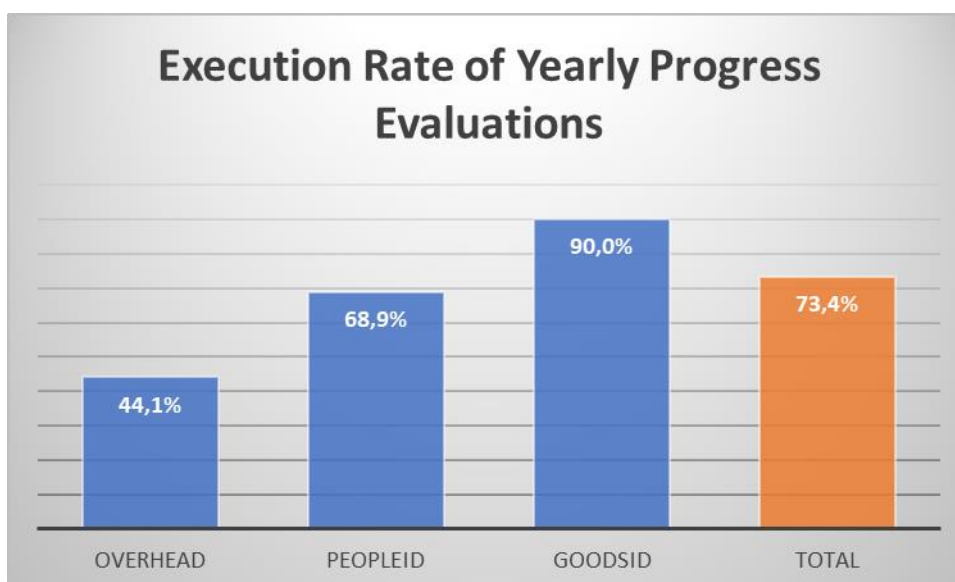
Figure 19: Execution of Progress Meetings within ZETES SA/NV during 2020

Performance-linked system of remuneration

ZETES has adopted a performance-linked remuneration system that set levels of bonusses for the currentyear based on the company's performance during the previous year for top managerial functions. Moreover, individual bonus plans are determined for lower managerial functions, specialist & salespersons based on objectives set for jobs and sales targets of which he or she is in charge.

Collective bonus plans[16] are also discussed at the beginning of the year for specific business units within our organization, so that each employee can benefit from a job well done.

Figure 20: Results payment output Collective Bonus Plans 2020 for Selected Division.

Human resources development

TRAINING

Faced with a rapidly changing world, it is vital that employee skills are regularly updated. ZETES has therefore introduced structures for sharing knowledge and capitalizing on existing experience. For several years, internal training and the recruitment of highly qualified staff members have enabled ZETES to significantly strengthen skill levels and customer service effectiveness. In 2014, training courses were held at both Group level and within each subsidiary. The intensification of these exchanges seeks to increase the distribution of knowledge among different teams, keep specialists abreast of the latest developments, and increase the standardization of solutions.

In 2020, normal training sessions and hours were heavily disturbed due to the upcoming COVID pandemic and related measures towards home-office, quarantine and temporary technical unemployment. This resulted in a lower number of training hours.

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[16] CLA90: non-recurring result-related premium

TRAINING	HOURS	AV. BY PERSON (HC)
ZETES SA/NV	1839	6.11
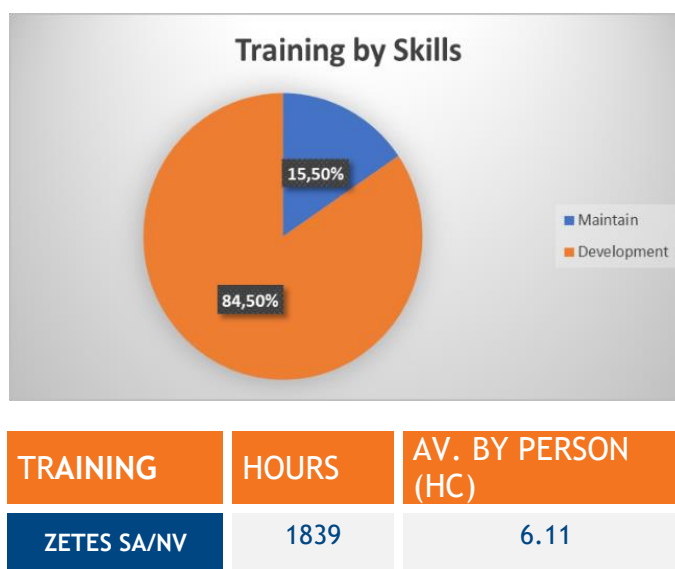
Figure 21: Hours & type of training in 2020
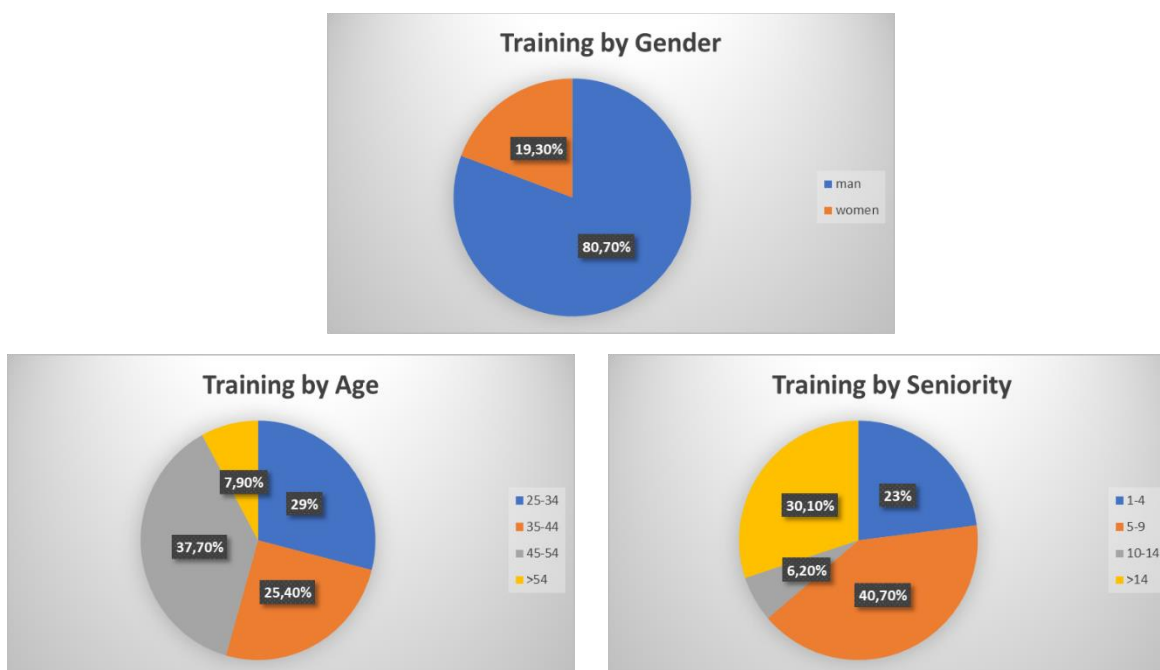
Figure 22: Overview of received training hours by employee category in 2020

WORK-LIFE BALANCE

As part of ZETES' efforts to create an environment that enables everyone to play an active role, the company is implementing initiatives to support a good work-life balance for employees. The effort and adaptability of employees is among others vital for childcare, elder care, and work to coexist. But equally important are initiatives to allow our staff to take up time to persue personal interest or elderly collaborators to prepare for retirement. However, this effort may not be sufficient by itself, in which case, employees require the understanding and support of their supervisors and workplaces.

Examples of Systems Supporting Work-Life Balance:

▶ Flex-time work system: When functions allow it, a flexible work-hour system that does not designate mandatory "core hours" when all employees must be present.

▶ Child Care Leave: A non-consecutive total of 3 months of leave that can be taken until the child is 12 years old.

▶ Work and Life Support Program: A flexible work system can be discussed for those raising children, providing care for an elderly person, or those who would like to invest in other personal interests that includes short and flexible working hours; half-days; as well as adjustable, fewer day working weeks; and other appropriate schedules.
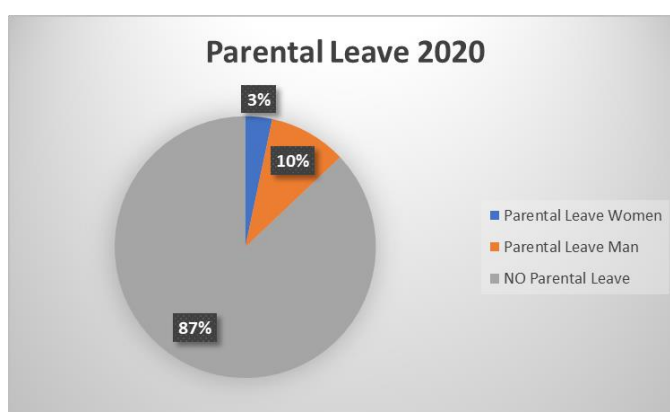
Figure 23: Parental Leave at ZETES SA/NV, 29 employees in 2020

Occupational Health & Safety
Management System

The purpose of ZETES' occupational health and safety management is to promote a comfortable and safe workplace based on the most advanced practices. Its aim is to contribute to the welfare of the company's employees and the development of the ZETES' business.

In addition, as described in the Belgian act of 4 August 1996 on the well-being of workers in the performance of their work, ZETES conducts regular risk assessments in order to assess our sites activities, mechanical equipment and harmful substances. This process aims to identify potential risks of workplace accidents or illnesses and to ensure to reduce these risks, according to their level of severity.

Furthermore, when a work accident happens at one of our sites, an investigation is set up to prevent recurrence and to identify possible ameliorations of our activities in terms of safety.

Due to the nature of the activities on ZETES' site and based on the limited occupational risks associated with our business, ZETES has not implemented a formal, certified management system like OHSAS. Instead, all actions and reporting concerning Health & Safety on the workplace are based on the requirements of the Belgian Well-Being Act.

Although ZETES has no own occupational health & safety management system, some of our employees do come, on regular basis, in contact with formal management systems while performing interventions at our customers. For this reason, all our technical staff, active on-site at our customers, must pass the Basic VCA[17] exam to obtain a personal Contractor Safety Management certificate.

Covid19-Pandemic

As most companies in 2020, ZETES, both on a group and on a local level was confronted with the unprecedented impact of the COVID-19 pandemic.

Nonetheless, because our services are vital to the smooth running of supply chain operations of our customers, and because we have an obligation of business continuity in our PeopleID business, we continued to operate our business in most countries, adhering to any local requirements, regulations and restrictions. This was also the case for the activities of ZETES SA/NV, as many of our customers play a vital role in maintaining the health and safety of our local communities during this crisis.

Throughout this pandemic, our first concern was and is with the health and well-being of our staff and their families. This is our number one priority. Whilst most of them can work from home, we took appropriate measures to protect the health and safety of those who work at our facilities.

For this, our established COVID-19 Committee worked out a playbook with safety, hygiene and organizational guidelines. Next to this, regular communications were sent out by mail and on our digital communication boards to inform and encourage our staff during these troubled times.

Several measures were taken to allow safe work conditions and prevent further spreading of the virus:

- ▸ Home office was permitted when functions allowed it. For this, appropriate actions were set up:

    - o VPN access for safe connection to our internal networks;

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[17] Contractor Safety Management System

- o   Full roll out of Office365® for all staff;
- o   Additional compensation for costs related to working from home.

▶ Additional instalment of video conference tools in meeting rooms, to allow hybrid meetings and minimize number of people on site.

▶ Flexible working hours and reorganization of shifts to minimize the number of people on site.

▶ Distribution of re-usable and disposable facial mask for our staff and their families. Unlimited access on site to disposable facial masks for staff and visitors.

▶ On site prevention & hygienic initiatives:

- o   Intensified cleaning with disinfection products
- o   Measures to allow safe working distances
- o   Transparent screens on desks to prevent droplet spreading
- o   Placement of disinfection stations
- o   Renovation of air-conditioning with fresh air input and instalment of air purification systems

Figure 24: Examples of communication on guidelines to prevent COVID-19 infections

UVC CABINET

How to keep your employees safe and avoid shutdowns while maintaining your day-to-day supply chain operations? That was one of the questions raised among our management in the first weeks of the pandemic. This was important for our activities, as those of our customers.

According to a study of the CSIRO[18], SARS-CoV-2, the virus responsible for COVID-19, can remain infectious on surfaces for 28 days. Under these new circumstances, supply chain organisations need to find solutions to rapidly inactivate all germs, viruses or bacteria present on devices and tools used and shared between people and/or shifts in the organisation.

This is where the UVC Cabinet – developed and produced by ZETES - comes to play.

Ultraviolet germicidal irradiation (UVGI) is a disinfection method that uses short-wavelength ultraviolet (ultraviolet C or UV-C) light to inactivate micro-organisms such as viruses, bacteria, fungi or germs by destroying nucleic acids and disrupting their DNA, leaving them unable to perform vital cellular functions. ZETES UVC-Cabinet uses UVGI to safely sanitise and decontaminate tools & devices while providing a safe work environment for the operator. It has been specifically built to meet the need for demanding environments like warehouses, production plant or stores.

These cabinets have been made available for our customers to purchase and were installed on all our sites to disinfect tools and devices used by our staff.

Figure 25: ZETES' UVC cabinet. Left: inside view with devices during a disinfection cycle. Right: outside view.

Organization

As described by the Belgian act on worker wellbeing, the head of a company is responsible for occupational health and safety. This responsibility can also be delegated to other persons within the organization when deemed necessary for practical reasons, and upon the condition that those persons have sufficient executive powers. This is the case for ZETES SA/NV, where each operational site has its own executive responsible person for Health & Safety.

Further, within each organisation, a certified Health & Safety advisor must be appointed, internally or externally, to oversee actions and risks related to worker wellbeing. This person must be able to act

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[18] Commonwealth Scientific and Industrial Research Organisation (CSIRO) Australian Centre for Disease Preparedness (2020) 'The effect of temperature on persistence of SARS-CoV-2 on common surfaces' in Virology Journal 17, article number 145

independently from the management in order to give unbiased advice concerning Health & Safety. ZETES has opted to appoint an internal certified Health & Safety level 2 advisor[19], active on all sites.
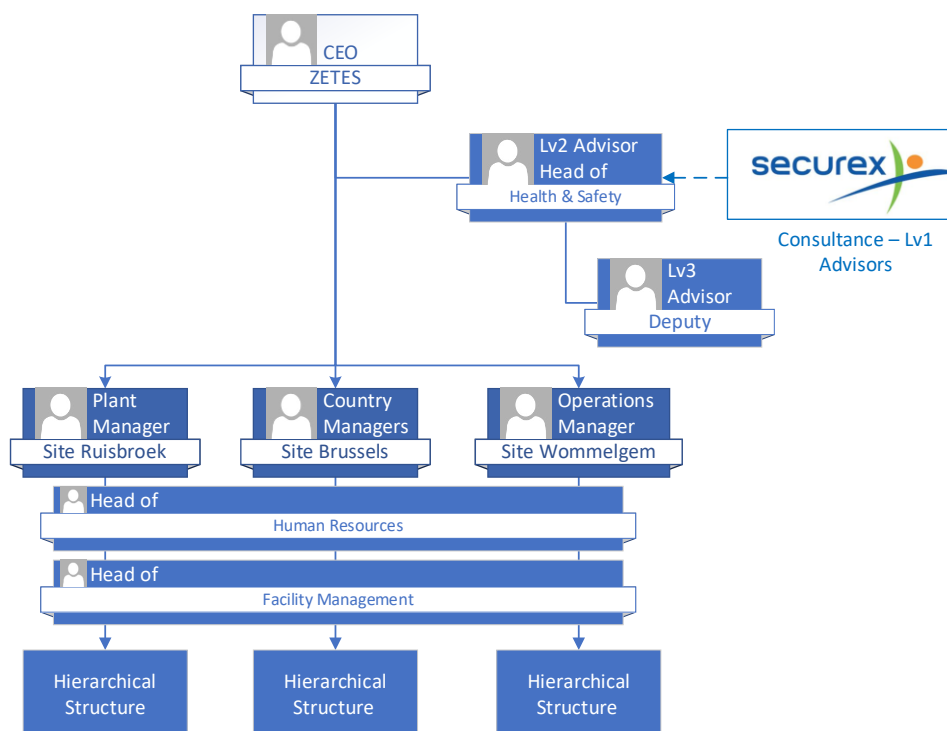
Figure 26: High Level overview of health & safety organization within ZETES SA/NV

This advisor is also head of the Health & Safety department and works closely together with both Human Resources and Facility Management, in order to provide equal and high-level actions and guidelines on worker wellbeing on all operational sites.

The Health & Safety department can count on external expertise advise and support from SECUREX[20], an organisation for health & safety consultancy.

HEALTH AND SAFETY COMMITTEE

Every four years, elections are organized at our sites to select participants for our health and safety committee with representatives from both the employer and the employees.

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[19] In Belgium, Health&Safety certifications are attributed according to 3 levels, 1 being the highest. Required levels are based upon the risks linked to the business activity and the number of employees.
[20] https://www.securex.be/en/health-and-safety

These committees reunite monthly to discuss matters of health & safety on our site and propose improvements if necessary. Should a serious work-related incident occur, this committee shall assist in the investigation.

Representatives of this committee shall also assist the Health & Safety advisor in periodic walk throughs on site to determine and eliminated risks.

In 2020, this committee organized 10 meetings and special attention was paid towards prevention rules and hygienic measures to combat the COVID-19 pandemic.

HEALTH CHECK

All our technical and production staff is yearly invited for a health check. Our developers, helpdesk and administrative staff can, on demand, ask for a health check for job related issues.

With the assistance of our external partner SECUREX, we also provide ergonomic advice and training when necessary.

Beside this, every year, our staff has the opportunity to receive a free flu vaccine and all staff members are granted a full hospitalisation insurance.
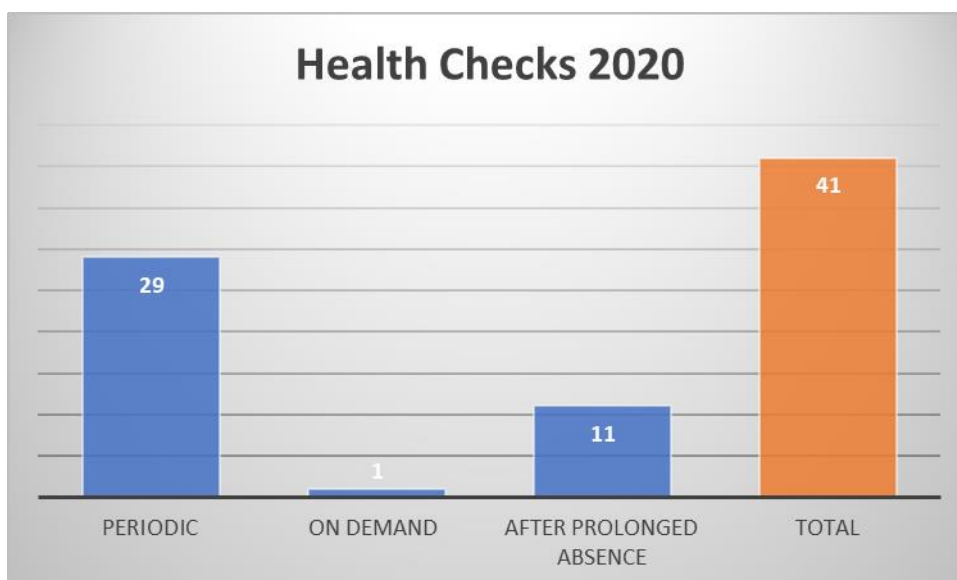
Figure 27: Health Checks ZETES SA/NV 2020 by type

Training

Although the activities of ZETES constitute a low risk for health & safety, we deem it necessary to provide safety training for specific handlings and have teams of special trained employees for first aid, fire combat and evacuation on each site.

Besides physical health and safety, we also pay attention to mental health & safety for all our employees. At the end of 2019, we started with sessions to inform our employees for risks related to psycho-socials factors like stress, burn-out and harassment and give guidance for prevention. Several sessions were already executed, but due to their interactive nature, we had to stop them as part of the COVID-19 counter measures. As soon as the hygienic measures allow it, we will continue with these initiatives.

Further Initiatives

Besides the annual recurring initiatives described above, some structural or one-shot actions are undertaken to support the general health of our employees.

▶ Daily fruit baskets to encourage a healthy diet

▶ Showers to allow sport breaks during the day and to stimulate the use of bikes over a personal car

▶ Employee Assistance Program, a hotline with psychological assistance for our employees or to report misconduct to a person-of-trust.

Performance evaluation

1. In 2020, over the 3 sites 452.403 working hours were performed. During those hours, they were 5 work related incidents that lead to at least one day of absence, and 11 first aid interventions, with no related absences. Next to that, 2 colleagues had an incident during their commute to work.

Description	Site Ruisbroek	Site Wommelgem	Site Haren - Brussels	Total ZETES SA/NV
Number of hours worked	164.756	26.736	260.911	452.403
Number of fatalities	0	0	0	0
Number of high consequence injuries	0	0	0	0
Number of injuries with absences	2	2	1	5
Number of first aid interventions	4	6	1	11
Number of working days lost	30	27	27	84
Number of injuries linked to commuting	0	2	0	2

H&S STATISTICS	INJURY RATE	GRAVITY RATE
ZETES SA/NV	11.05	0.186

Figure 28: Health & Safety performance indicators during 2020

2. During the first quarter of 2020, 3 Risk Analyses were executed linked to new installations and to verify risks related to the use of ladders and storage equipment.

As of March 2020, all attention was redirected towards the risk mitigation of the COVID-19 pandemic on our sites. A playbook was created defining new prevention rules and safe work practices.

Figure 29: ZETES' playbook with Safe work practices towards the COVID-19 pandemic

3. As part of our initiatives regarding mental wellbeing and prevention of psychological risks, our persons-of-trust was contacted 5 times in 2020.
None of these interventions lead to a formal follow up, or a complaint. Four interventions were considered as informational, one was resolved with a reconciliation between the parties involved. This was an interpersonal conflict, without hierarchical link.

Integrity

Fair Operation Practices
Corporate Fair Business Policy

ZETES is committed to ensuring that each ZETES company, branch or operation meets its legal obligations, prevents and detects corrupt practices, and works to reduce opportunities for bribery and corruption.

ZETES requires all staff at all times to act honestly and with integrity, and to safeguard the resources for which they are responsible. Bribery is an ever-present threat, and therefore must be a concern to all members of staff.

ZETES does not tolerate any form of corruption (including the giving or receiving of bribes) within the organisation and takes the most serious view of any attempt to commit corrupt practices by members of staff or by any prime contractor, subcontractor, agent, advisor, consultant, sales representative, intermediary or any other party providing services to ZETES (a "Third Party"). Cases of suspected corruption will be thoroughly investigated, and appropriate action taken, including reporting to the authorities, disciplinary action, prosecution and active pursuit of recovery.

All management and staff are actively encouraged to report all cases of suspected corruption either to their line manager, to another member of management or via the Panasonic Hotline.

Our senior management attaches the utmost importance to this Policy and, as stated above, will apply a "zero tolerance" approach to acts of bribery and corruption by any of our employees or Third Parties. Any breach of our policy will be regarded as a serious matter and is likely to result at the very least in disciplinary action or in the termination of a Third Party's contract with ZETES.

Periodic awareness and training sessions on our extended internal policy will provide further rules, guidelines and definitions regarding:

▸ **What is bribery & corruption?**

▸ **What could / could not be considered as a bribe?**

▸ **Political and charitable donations**

▸ **To whom this policy applies**

▸ **Speaking up against bribery and corruption & 'Whistle-blowing' Hotline**

▸ **Training**

▸ **Relationships with public officials and their family members, associates and companies**

▸ **ZETES rules on entertainment, gifts & hospitality**

▸ **The engagement of Third Parties**

▶ **Anti-money laundering**

▶ **What companies need to do**

▶ **Use of personal email and private communication app for business purposes**

Our policy is firmly grounded in ZETES' Basic Business Philosophy, which requires not only legal compliance but also that all staff act with integrity. Our Code of Conduct, which gives practical guidance in respect of our Basic Business Philosophy, specifically identifies bribery as a prohibited practice.

Even the appearance of impropriety could lead to serious investigations by relevant authorities, which are likely not only to damage ZETES' and Panasonic's valuable business reputation but could also result in substantial civil and criminal penalties for both ZETES and our employees.

It is the responsibility of our employees at all levels to take all reasonable measures to prevent and detect bribery and corruption, and only by creating an anti-bribery and anti-corruption culture can we discharge our legal and moral obligations to society, and properly claim to be a very honest company.

Implementation at ZETES SA/NV

Compliance program & training

In 2019, ZETES SA/NV, as a first division of the ZETES group, entered the Panasonic compliance program. In 2020, the scope of this program was extended to the global ZETES group.

Panasonic provides training for new hires and newly promoted employees as needed through a variety of educational materials on the Panasonic Code of Conduct that all employees are required to adhere to and compliance awareness sessions throughout the year. Panasonic is further carrying out a corporate-wide compliance program addressing the implementation of measures for mitigating the risks such as competition law violations and bribery & corruption.

They also implement e-learning on compliance for sales, procurement, engineering and other functional divisions at each Divisional Company, covering a variety of laws including those targeting with cartels, export controls and copyright laws.

ZETES' corporate legal & compliance team is actively selecting functions who should attend these courses and learning programs and is in charge of promoting their attendance.

Further actions have been set up in 2021 to raise our compliance awareness.

Furthermore, ZETES will also introduce Compliance Operating Reviews for all its operational sites, including ZETES SA/NV. Each Divisional Company's management team, together with the Legal & Compliance Department, will work out possible issues to address and deliberate on countermeasures against important legal and compliance risks. Results of these discussions will be integrated in ZETES' Global Compliance Policy Action Plan and in each Divisional Company's particular initiatives.

TRAINING TOPIC	ZETES SA/NV			ZETES GROUP		
	Invited	Participated	%	Invited	Participated	%

Code of Conduct 2019	168	159	**94,6%**	N/A	N/A	**N/A**
Code of Conduct 2020	213	205	**96,2%**	1102	1058	**96,0%**
Compliance Refresh 2020	300	219	**73,0%**	1177	858	**72,9%**
Anti-Bribery 2020	95	88	**92,6%**	469	438	**93,4%**
Competition Law Compliance 2020	1	1	**100,0%**	2	2	**100,0%**
Fraud 2020	95	86	**90,5%**	469	435	**92,8%**

Table 2: Participation rates fair business trainings 2020

Whistleblowing system

ZETES, together with Panasonic, is fully committed to doing business in a compliant and ethical way and to creating an environment where open and honest communication is the expectation, not the exception. The reality is that sometimes things go wrong, breaches of compliance occur, and this can have a huge negative impact on our company.

ZETES has a strict no-retaliation policy and will not tolerate any attempts at retribution or punishment towards employees reporting compliance concerns in good faith.

However, we respect and recognize that instances may occur when an individual does not feel comfortable speaking to someone within the company. For these reasons we have made a Whistleblower Hotline available to our employees, operated by an independent third party, to give employees another way to raise compliance concerns: the Panasonic Global Ethics &Compliance Hotline or "EARS – Ethical Action Real Solutions" (the "Hotline").

The Hotline provides a voluntary and confidential method to report suspected compliance violations. It is operated by NAVEX Global, Inc. ("NAVEX Global"), through its Ethics Point service.

Figure 30: Ears symbols used on internal communication

So far, no reports have been made within the ZETES group through this alert system.

Complimentary to this global compliance Hotline, within the intranet of ZETES SA/NV, a Risk Reporter is integrated to report – anonymously if desired - any observation that creates "incertitude" and that could have an impact on our business, either a negative impact (Threat) or a positive one (Opportunity), or compliance breaches.

Since its introduction in 2019, 3 alerts were registered with this reporter, all linked to possible work safety optimalization.

As reported earlier in this report, Belgian employees can also use a local system to report non-compliant behaviour[21].

Performance evaluation (grave violations and corrective measures)

To monitor the understanding of compliance policies, the effectiveness of measures, and the degree of adherence, once a year Panasonic conducts verifications on the status of observance and practices of the Panasonic Code of Conduct on all business sites around the world, including ZETES. More specifically, at each Divisional Company, a director/executive officer is appointed to be in charge of ensuring adherence to the Code of Conduct; for ZETES SA/NV this is our Head of Legal and Compliance. Education and training on the Code of Conductare conducted; written pledges regarding the observance of the Code of Conduct are obtained; and verifications are made regarding the status of these items. The results of these audits are also subject to audits by an outside auditing authority as part of corporate-wide monitoring.

In the event that ZETES becomes aware of any serious violations of laws or corporate regulations, we cause the violating behaviour to stop immediately, and then consider countermeasures after sufficiently investigating facts and causes. We report on such matters to the Board of Directors and decide on countermeasures to the violations swiftly and across the entire Group based on the resolution of the Board.

No such violations have been found in 2019 or 2020.

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[21] Discussed in "Sensitivity – OH&S: Employee Assistance Program".

Information Security and Protection of Personal Information
Corporate Information Security & Privacy Policy[22]

Information is one of ZETES most valuable assets, and it is vital it is safeguarded.

The challenges to safeguard these assets are becoming more complex and more dynamic. There are new opportunities, new competition, new technologies, and unfortunately new threats. Hence the need for a new and more comprehensive statement of our global security approach.

It is our collective duty to deliver the security that our customers, our external stakeholders and employees expect. Every manager should exercise his or her own responsibility for the security of their function and ensure that their staff do the same. It is the duty of every employee, contractor and consultant to maintain the day-to-day security of our sites, services, systems and information.

We are confident that together we can continue to lead and set the security pace for our products and services.

Alain Wirtz
CEO ZETES Group

The ZETES Group, in accordance with its Basic Business Philosophy, aims to gain customer satisfaction and trust by providing superb technology, products, and services.

To achieve this goal, it is critical to treat business and personal information of the ZETES Group, our customers and Third Parties as a valuable business resource. In addition, appropriately safeguarding customer information shall be addressed at the initial stages of developing new products and services. Through such efforts, information security will heighten public confidence in ZETES and further enhance our corporate value.

Information security is the responsibility of all ZETES members of Board, directors, managers, officers and employees. Each individual must remain aware of information security and is responsible for assuring appropriate use and safeguarding of information in the course of business.

As member of the Panasonic Group, ZETES endorses and aligns with Global common regulations established by Panasonic, in particular ISM regulations. The ZETES Global ISM Policy sets out the concepts of information security that are common for all Staff. Rules and procedures established by all ZETES Group operations must conform to the Policy, ZETES Global ISM, and ZETES Global ISM Guidelines.

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[22] Extract from full document: 'ZETES Global ISM Policy'v1.2, published internally on 22/06/2020
https://intranet.ZETES.com/Interact/Pages/Content/Document.aspx?id=9697

ZETES Privacy Policy

As part of its efforts, and in line with Panasonic's engagements, ZETES hasimplemented the following policies to protect and handle Personal Information appropriately.

1. ZETES has appointed a personal information protection manager in each organization where personal information is handled, whose role will be to manage such information appropriately.
2. Where required, ZETES collects personal information with the consent of individuals after specifying the purpose of use, contact for inquiries, etc.
3. ZETES uses personal information only within the scope of the purpose of use communicated to the data subject.
4. ZETES does not provide or disclose personal information to any third party without prior notification or, where required, consent from the data subject except when otherwise prescribed by laws and regulations.
5. ZETES will respond properly to inquiries from data subjects about his/her personal information.
6. In order to prevent any unauthorized access to, and loss, destruction, falsification, or leakage of personal information, ZETES manages personal information safely and makes efforts to guarantee and enhance its information security.
7. In addition to complying with the relevant laws and regulations, ZETES will continue to improve its personal information protection activities, taking environmental changes into consideration.

Implementation at ZETES SA/NV

Product & Solution security

Due to its activities in identification document personalization, ZETES has a long history of information security management. As early as 2013, and as one of the first companies is Belgium ZETES received an ISO27001 certification for its document production facility. In 2019, this scope was extended to all ZETES' TSP activities, covering the divisions Zetes CardS, Zetes Confidens, Zetes PASS & Zetes Express.

The trust services provided by ZETES are audited and found conform according to the corresponding eIDAS requirements.

Additionally, the PKI infrastructure and the PKI development process, maintained and set up by Zetes Confidens are covered and audited according to the ETSI and the Webtrust technical standards.

Due to the high risk in handling personal data, all operational sites linked to ZETES TSP activities are physically safeguarded with electronic access control and anti-intrusion measures.

The Solutions sold by Zetes GoodsID are developed within the ZETES Group in our software factory located in Spain. This development process and the facilities are also certified by an ISO 27001 information security management system. In 2021, actions have been set up to extend this scope to all Zetes GoodsID divisions within the group, including Zetes GoodsID BE.

Promoting Information Security Across the Company

ZETES SA/NV, as a company, has been granted a security clearance, issued by the Belgian National Security Authority, in accordance with the law of December 11, 1998 on the classification and the security clearance, at'National – Secret' level.

On top of this clearance, 167 people working for ZETES have obtained an individual security clearance, issued by the Ministry of Defence in Belgium. The clearances have been granted to at least all employees with (in)direct access to the personalization process for identification documents commissioned by the state of Belgium, or its Regions.

Information security training

To raise employee awareness and knowledge about information security and to ensure proper information management, ZETES provides all employees with position-appropriate information security and privacy training, including education for employees who handle customer or personal information.

Due to the specific character of ZETES People ID activities, namely personal identification documents, additional attention is paid to these staff members. All new employees working within ZETES' PeopleID activities receive, within the first week of their arrival, an introduction day. Information security training is a major part of this introduction program. After this session, all employees receive a welcome pack, including among others, a leaflet on general security and a leaflet on ICT security. To maintain this security behaviour and to sustain awareness, yearly security briefings[23] are held and internal audits are conducted to verify implementation.

At corporate level, a specialized Computer Security Incident Response Team (CSIRT) was established in 2019. Their activities cover all ICT networks of the ZETES Group, among them ZETES SA/NV. Their base of operation is located in the offices of ZETES SA/NV in Evere, Belgium.

This team has worked out a global incident response plan and is in charge of all corrective and preventive actions following a (possible) security threat or incident. As part of this response plan, Phishing Exercises and General Security Briefings are held on a regular basis.

Personal information protection and compliance

As ZETES' IoT business grows, its employees are increasingly likely to handle customer lifelogs and other personal data from all around the world. Therefore, ZETES strives to improve its data management to provide a higher level of privacy protection, while bolstering its efforts to comply with local laws and meet its social accountability responsibilities.

To safeguard this commitment, a corporate Data Protection Officer (DPO) has been appointed, as well as local data protection coordinators in each organization. Further, ZETES has Data Loss Prevention rules in place to detect the use and transfer of personally identifiable information and financial related information inside its corporate environment to prevent and detect potential unauthorized disclosure. Additionally, a Privileged Access Management solution is in use to protect the most sensitive crown jewels of our production environments.

To verify compliance, ZETES performs several internal audits, as required by certifications. ZETES SA/NV has eIDAS and ISO 27001 certified services which are audited and renewed every year. Additionally, internal audits and third-party security testing take place on a regular basis.

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[23] Either by mailing or via presentations

Lastly, as part of the PWC Third-Party Tracking ZETES has established[24], an Information Security Management questionnaire has been implemented for tracking overall cybersecurity maturity of our business partners.

Indicators & Statistics of Information Security and Protection of Personal Information

The following results were documented in 2019 – 2020:

- *Function-appropriate information security and privacy trainings were made available to our staff.*
  - o *85% of our SW developers followed face-to-face ICT security & GDPR training in 2019.*
  - o *In 2020 the scope was extended to all ZETES staff for GDPR training.*

TRAINING TOPIC	ZETES SA/NV			ZETES GROUP		
	Invited	Participated	%	Invited	Participated	%
GDPR 2020	257	216	**84,0%**	1150	947	**82,3%**

- *New employees for the Zetes PeopleID division received on-boarding training with a focus on Information Security;*

- *Phishing Campaign: In 2019, these types of campaigns started in the Belgian entities of ZETES, in 2020 all ZETES' entities globally were under scope*

Phising Campaings	RESULTS							
	Targeted emails	Openend email		Openend link/file		Data submitted		Reported emails	
2019 : Fake Page Link	**399**	132	**33,08%**	25	**18,94%**	9	**36,00%**	55	**41,67%**
2020: Fake Page Link	**1093**	633	**57,91%**	277	**43,76%**	170	**61,37%**	188	**29,70%**
2020: Malicious document	**1149**	747	**65,01%**	89	**11,91%**	N/A		446	**59,71%**

- ▪ *After the campaigns, all employees received the results & info on the subject*
  - *'caught' colleagues received additional information*

- *Several communications were sent out by CSIRT regarding cyber security threats.*

COMMUNICATIONS	RECIPIENTS		
	All staff	IT Corporate	IT Managers
SEND 2019	1	3	0
SEND 2020	3	1	8

- *2.345 tickets regarding (possible) security threats/incidents were handled by CSIRT in 2019, 11.086 in 2020;*
- *29 internal audits were conducted in 2019 regarding (cyber) security, 24 in 2020.*

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[24] See section 'Responsible Supply Chain'

Providing high quality products & services
Corporate Quality Policy

Panasonic's Corporate-wide Quality Policy is unique in its statement that the company will "truly serve customers by way of providing products and services that continuously meet and satisfy the needs of customers and society."
As a wholly owned independent subsidiary of the Panasonic Group, ZETES fully complies with Panasonic's Code of Conduct & Policies towards quality. But, given the specific nature of ZETES' activities and ZETES' historic experience with certified quality management systems (as of 2003), ZETES will also remain truthful towards its own Quality policy and management systems.

ZETES SA/NV is committed, for its activities, to satisfy applicable requirements and, in doing so, to achieve customer satisfaction to the best of its abilities. All internal procedures and practices are directed towards that purpose.

Based on the management philosophy that a company should strive "to contribute to society through its products and services while always placing the customer first", ZETES SA/NV, as a leader in automatic identification solutions, both for goods and people, engages in providing services and associated products, while continuously improving its various systems and processes to raise quality levels and ensure product and service reliability.

Our commitment is reflected in our way of thinking. We have adopted a risk-based approach to managing opportunities and mitigating risks. As a result, a framework for continual improvement will be set and quality objectives will be determined and be subject to an annual review.

Both this policy and our commitments will be communicated to all employees, as well as to interested parties upon request.

Top management is responsible for upholding this policy and for reviewing it to make sure it remains in line with the context and strategic direction of the company.

Implementation at ZETES SA/NV

Management System

Certified Quality Management Systems (QMS) based on the requirements of ISO9001:2015 are established on our sites, both for our PeopleID and GoodsID activities. ZETES SA/NV is fully committed to meet these - as well as all other - agreed-upon requirements. The system has been developed to integrate client specific demands with in-house, product and industry best practices.

COMMITMENT

Whenever we meet customers, we will remember that each of us represents ZETES. We will respond to customers modestly, sincerely and graciously, expressing our gratitude to them, while endeavouring to be accurate and speedy in our responses.

In particular, we will do our best to meet and exceed our customers' expectations by supplying the products and services they want and need in a timely manner while appropriately addressing their complaints

Ensuring product safety

For the majority of our Solutions, ZETES SA/NV acts as an integrator, providing additional value by our software towards purchased hardware and supplies. For this we work with recognized global manufacturers. These manufactures are obliged to provide us with the necessary testimonials and proof of compliancy towards health, safety and the environment.

Only for the applicators, assembled in our 3iP&A competence centre, ZETES SA/NV acts as a manufacturer. Guaranteeing product safety for these applicators is embedded in the Quality Control check throughout the assembly process, and with a final quality and safety check, before editing the CE certificate.

Major accidents and responses

In 2020, one safety incident was reported by a customer linked to a newly installed applicator. Analysis showed that the incident was caused by the conveyor belt, installed by a third party, and chosen by the customer.

This possible risk was already pointed out by ZETES engineers during the installation, but the customer failed to react. After the incident, ZETES' remarks were taken into consideration and no further incidents were reported.

For PeopleID activities, 4 individual mismatches were reported on an average yearly production of seven million documents. These could all be linked to a human error. A mismatch occurs when a document is not linked to the right data. For example, incoherence between person and address.

These mismatches were all rectified and additional measures were taken to prevent such events in the future.

Activities improving customer satisfaction & communication in B2B/B2G

Two dedicated service desks are put in place to respond to any question regarding our delivered products and services. One for questions related to GoodsID and one for PeopleID.

Periodic surveys are also initiated to monitor overall customer satisfaction, linked to our installed management systems.

Partnership

Responsible Supply Chain
Supplier Code of Conduct

PURPOSE AND EXPECTATIONS
The ZETES Code of Conduct reflects our commitment to doing business with integrity. At ZETES, integrity means our conduct is true to our words; we adhere to the letter and spirit of all applicable laws, regulations and policies. We pride ourselves on doing business ethically, avoiding even the appearance of impropriety. We expect that our business partners will share our ethical principles and adhere to this Supplier Code of Conduct ("Code").

This Code has been developed to incorporate the principles of ZETES' Code of Conduct as well as international norms on human rights and the protection of the environment. The Code outlines the expectations that we have regarding the operations of our Suppliers and addresses the principles of the United Nations Global Compact.

ZETES defines "Suppliers" as any organisation or entity that provides goods and/or services to ZETES directly. The Code is meant to act as a reference during our selection and retention of all Suppliers that provide goods or services supporting our operations worldwide. While ZETES understands and respects that there are different legal and cultural environments in which our Suppliers conduct their operations, this Code will provide our sourcing organisation with guidelines to assist in contracting decisions and Supplier selection, and a framework by which to hold our Suppliers accountable. In an effort to create a responsible and effective supply chain, ZETES will seek business partners who share the same commitment to human rights and our guiding principles.

ZETES is dedicated to the continuous improvement of this Code. The Code will be modified and/or updated accordingly following any significant change in law or regulation impacting our operations in any country around the world, or in such cases where ZETES believes it is necessary.

LEGAL COMPLIANCE
Suppliers are expected to comply with all applicable legislation, including laws, regulations and legal requirements on human rights, labour, the environment, information security and data protection, anti-corruption, and trade & customs. The Code also references international norms, such as International Labour Organization (ILO) Conventions.

ZETES expects the Supplier to comply with country-specific or local legislation, the international norms explicitly referenced in the Code or ZETES-specific standards, whichever standard is higher. Should conflicts arise between local legislation and international norms or ZETES-specific standards, the Supplier is expected to notify ZETES.

THE ENVIRONMENT, HEALTH, SAFETY & TRAINING
The operations of our Suppliers must comply with all applicable laws, regulations and legal requirements in the countries in which they operate regarding the environment, health and safety.

Suppliers are expected to provide:

▶ Their employees with a safe, clean and healthy work environment and living environment, if Suppliers provide employees with accommodation

▶ Their employees with adequate training related to health, safety, product stewardship and the environment

▶ Adequate management systems for environmental, health and safety, cyber security and product stewardship programmes

▶ Products that are safe and environmentally sound to use and dispose of

▶ Products that perform as claimed

▶ Useful information on the performance and safe use of their products

▶ Programmes to reduce the environmental impact of their products such as:

- Optimisation of energy consumption with a view to reducing greenhouse gas emissions

- Optimisation of consumption of natural resources

- Reduction of quantities of waste released and development of reclamation and recycling solutions, and

- Reduction of discharges into natural surroundings and other sources of pollution.

Suppliers are expected to establish goals and monitor the reduction of their environmental footprint.

In procuring raw materials, suppliers are expected to verify that all materials used in the manufacture of ZETES products or sale of products to ZETES were sourced in compliance with all applicable environmental laws, regulations and legal requirements.

To ensure safe handling, movement, storage, recycling, reuse and disposal, Suppliers are expected to identify and manage substances that pose a hazard if released to the environment and to comply with applicable labelling laws and regulations for recycling and disposal.

RAW MATERIALS PROCUREMENT – CONFLICT MINERALS
ZETES does not tolerate the use of raw materials in any of its products that directly or indirectly contribute to armed conflict or human rights abuses.

As a minimum, the supplier is expected to:

▶ Have a policy that addresses the responsible procurement of conflict minerals

▶ Train appropriate staff on this policy

▶ Implement a risk assessment (supply chain mapping) of all conflict minerals sources and

▶ Develop an appropriate risk mitigation strategy for those suppliers identified as "high-risk" in the supply chain mapping exercise.

ZETES encourages its Suppliers to verify the supply chain due diligence practices of their own suppliers in regard to conflict minerals and to join or build partnerships with industry organisations implementing due diligence in the mineral supply chain

EMPLOYMENT STANDARDS

Suppliers are expected to hire, compensate, provide benefits and access to training, promote, terminate and/or retire employees without regard to race, colour, religion, national origin, political affiliation, union membership, marital status, pregnancy, age, disability, gender, gender identity, sexual orientation, or any other characteristic unrelated to the ability to do a job.

Suppliers are expected to provide their employees with compensation benefits and working hour schedules in compliance with all applicable laws and collective agreements.

Suppliers are expected not to employ child labour. ZETES will not knowingly engage a Supplier that directly or indirectly through a third party employs child labour on the Supplier's premises. We define "child labour" as work or service by anyone under the age of sixteen (16), the minimum age for employment in that country, or the age for completing compulsory education in that country, whichever is higher. ZETES supports the participation in legitimate workplace apprenticeship programmes, as long as they comply with all applicable laws and are consistent with Articles 6 and 7 of the ILO Minimum Age Convention No. 138. If children below the legal working age are found in the workplace, Suppliers are expected to take measures to remove them from work and to help seek viable alternatives and access to adequate services and education for the children and their families.

Suppliers are expected to comply with all legal requirements for the work of authorised young workers (workers under the age of eighteen (18)), particularly work that is likely to jeopardise the health or safety of those young workers. It is expected that specific attention will be paid to requirements pertaining to hours of work, wages, working conditions and the handling of certain materials.

Suppliers are expected not to employ forced, slave, convict or bonded labour. ZETES will not knowingly retain a Supplier that directly or indirectly through a third-party employs forced, slave, convict or bonded labour on the Supplier's premises. In accordance with Article 2 of the ILO Forced Labour Convention No. 29, ZETES defines "forced labour" as any work or service not voluntarily performed and extracted from an individual under the menace of penalty and/or subject to unduly burdensome conditions such as, but not limited to, the surrender of government-issued identification, passports or work permits, or any other limitations inhibiting the employee's free will with respect to work.

Suppliers are expected not to employ persons who were trafficked into employment on the Supplier's premises or engage in human trafficking, as defined in Article 3 of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime.

While Suppliers may favour or encourage a self-represented work force, Suppliers are expected to:

▶ Allow employees the freedom to join or not labour organisations and the freedom to bargain collectively as determined by the employees themselves without coercion, interference, retaliation or harassment, in compliance with all applicable laws, and

▶ Allow alternative means of worker representation, organisation, ability to address grievances and resolve disputes, if freedom of association and collective bargaining is lawfully restricted.

Employees of Suppliers are expected to work in an environment free from harassment and abuse, including, but not limited to, sexual and physical harassment and psychological, verbal and physical abuse.

If disciplinary procedures are practiced by Suppliers, the procedures are expected to be

- In compliance with all applicable legislation

- Applied in a standardised fashion, and

- Documented in a policy on which all members of management are trained and of which all employees are informed upon hire.

GRIEVANCE MECHANISMS

Suppliers are expected to introduce an adequate system to address employee grievances and resolve disputes that:

- Protects the employee's privacy and allows for anonymous reporting of grievances;

- Protects the employee against retaliation;

- All members of management are trained on; and

- Is communicated to all employees.

CONFLICTS OF INTEREST, GIFTS AND ENTERTAINMENT

ZETES is committed to ethical business practices. Conflicts of interest - in practice or in appearance - run counter to fair treatment and good procurement policies. Our Suppliers are expected to know that ZETES employees are directed to avoid any relationship, influence or activity that might impair, or appear to impair, ZETES' ability to make objective business decisions. ZETES employees must identify situations that could bias, or appear to bias, buying decisions. ZETES employees who buy goods or services directly, or are otherwise involved in the procurement process, shall refrain from the following:

- The solicitation of any gift, excessive entertainment or favour of any significant value.

Excessive entertainment to include entertainment which requires travel; occurs frequently; is provided for the exclusive benefit of the employee without Supplier participation; is provided where no business is conducted; includes family members or guests of the employee (outside of spouse or significant other) at the expense of the Supplier.

- The receipt of a product or service constituting more than a modest social amenity or normal supplier sales promotion which may appear to be capable of influencing the employee's decision.

ZETES employees may accept unsolicited meals, refreshments or entertainment of reasonable value on an infrequent basis in connection with normal business discussions.

Suppliers are expected to respect the limitations placed on ZETES employees, as stated above, and to refrain from putting them in an uncomfortable situation by offering them gifts or other favours that they may not accept.

ANTI-CORRUPTION
Suppliers to ZETES are expected to fully comply with all Anti-Corruption laws, including but not limited to the United States Foreign Corrupt Practices Act of 1977 (FCPA), the UK Bribery Act, and the OECD Convention on Combating Bribery.

We expect that our Suppliers will not directly or indirectly offer, pay, promise to pay, or authorise the payment of any money, or offer, give, promise to give, or authorise the payment of any money, or anything else of value to any person, including any official or employee of any government, or any person acting in an official capacity for or on behalf of any such government for the purpose of:

- Influencing or rewarding any act or decision of such person, official, employee, party or candidate, or

- Inducing such person, official, employee, party or candidate to do or omit to do any act in violation of his or her lawful duty, or

- Inducing such official, employee, party or candidate to use its or their influence with a foreign government or instrumentality thereof to affect or influence any act or decision of such government or instrumentality, or

- Securing any improper advantage for the Supplier.

Similarly, ZETES prohibits the use of facilitating (or facilitation) payments, and we expect our suppliers to never make such payments on ZETES' behalf.

ANTITRUST & COMPETITION LAWS
Suppliers are expected to be in compliance with both the letter and the spirit of all antitrust/competition and trade practice laws in all countries where both ZETES and the Supplier operate.

TRADE AND IMPORT RESTRICTIONS
Suppliers are expected to fully comply with all applicable trade laws and customs regulations applicable in the countries where they do business. Applicable trade laws and customs regulations include such matters as: country of origin labelling, UN, OSCE and U.S. embargoes, sanctions, export controls and restrictions on doing business with "specially designated nationals" and "blocked persons".

INFORMATION SECURITY AND DATA PROTECTION
Suppliers are expected to fully comply with all applicable data protection and data security legislation, in regard to data collection, processing and handling, (international) data transfers, data retention etc. and to put in place the required policies, staff training and contractual documents.

SUBCONTRACTING

Suppliers are expected to hold their subcontractors and suppliers accountable to principles in line with this Code.

COMMUNICATION

Suppliers are expected to adequately communicate the elements of this Code or a comparable business Conduct Policy to its leadership, its employees and its subcontractors and suppliers.

MONITORING AND COMPLIANCE

ZETES maintains the right to take actions, including inspections of the Supplier's facilities and worker accommodation and review of any applicable documentation to ensure our Code has been implemented and is being followed by our Suppliers. Suppliers are expected to keep accurate records to prove compliance with the Code. It is the expectation of ZETES that our Suppliers will take corrective actions within a jointly agreed upon time frame to remedy any identified compliance breach.

Responsible minerals procurement

As a system integration company, ZETES does not manufacture electronic products, and therefore has no need to procure minerals. But we recognise that our upstream supply chain does include countries with a higher risk of modern slavery or human trafficking and we expect our suppliers to take the appropriate actions to comply with applicable laws in respect of their global supply, especially in higher risk countries.[25]

[25] Extract from ZETES Modern Slavery Act Statement 2019

Collaboration with stakeholders

In 2016, ZETES signed the Belgian SDG Charter for International Development. Signatories commit to contributing to the realization of the SDGs both nationally and internationally.

At the end of 2021, ZETES SA/NV also became member of "The Shift"[26], the Belgian sustainability community. The Shift is a platform of diverse organizations united around one common goal: actively move towards a more sustainable economy and society.

ZETES as part of the community

ZETES has a long history of engagement with voluntary associations.

For 15 years, ZETES partners with "Nos Enfant Cardiaques", co-founded by one of its employees, for the annual Brussels 20 km half-marathon. This organization is composed of parents of children with heart defects and members of the healthcare team at the Cliniques Universitaires Saint-Luc in Brussels. It aims to improve the well-being of children with heart defects and their families. This collaboration is an opportunity for the Group's employees to participate in a sporting event, as part of a team of 250 runners, in support of this charity.

Through this long-lasting collaboration, ZETES came in contact with "Fondation Saint-Luc" in 2020. This is another association linked to the medical services of its hometown Brussels, Belgium.

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[26] https://www.theshift.be/s/?language=en_US

The usual goal of this organization is to promote excellent training for health professionals and encouraging the Cliniques universitaires Saint-Luc to become an international training centrefor young local medical students, but also to train young academics from foreign centres.

In light of the COVID-19 pandemic, a special action was set up to support all medical staff working in the hospital. As more and more staff members became exhausted by the successive waves of infection, it became clear that additional support was needed. The Fondation Saint-Luc (FSL) was mobilised and offered to help by providing home help services for staff via sponsorships.

ZETES was more than willing to contribute towards this initiative.

During the COVID-19 pandemic, ZETES distributed several re-usable facial masks to each employee. ZETES decided purchase the masks in collaboration with "Think Pink" to support their initiatives towards breast cancer prevention and support.

Appendix

External Recognition

List of Management Systems – first issue date

SCOPE	ISO14001:2015	ISO27001:2013	ISO9001:2015
ZETES SA/NV - GoodsID	N/A	Planned 2022	24/11/2003
ZETES SA/NV – TSP activities	Planned 2021	28/06/2013	30/06/2003
ZETES SA/NV - ZetesCardS	24/03/2014	Part of TSP	Part of TSP

Description & Results of monitorred KPIs

1. Environment

   1.1. Intensity denominator

ZETES, as an organization, does not fully control its consumption of natural resources. The amount is depending on the activity.
To allow comparison between years, some abstractions need to be made. For these calculations, two denominators will be monitored.

ZETES shall report the following information:

   a. Total sales (in local monetary unit) at the end of the reporting period
      i. For calculations this will be expressed in €M (factor 6)
   b. Total number of full-time employees (FTE) at the end of the reporting period

DESCRIPTION	2020	2019
Total Sales	67.570.731,29 €	81.102.268,08 €
Total FTE	287,73	279,74
Total Staff (HC)	301	290

1.2. Waste generated

Definition inspired upon GRI Standards – Disclosure 306-3

For its waste collection, ZETES makes use of recognized[27] waste processors.
At least on a yearly basis, these processors must provide detailed overviews of the type of waste collected and the corresponding weight in metric ton (= 1000 kilogram). This information serves as an input for the generation of this indicator.

ZETES shall report the following information:

a. Name & registration number of the waste processors and the services they provide
b. Total on site weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. The composition is based upon the codes and description provided in the EU commission decision of May 3, 2000 (2000/532/EC) and later updates of this code list.
c. If multiple sites exist per reporting organization, a breakdown per site shall be provided

Waste Processor	Name	Service	Registration Number	OVAM nr	dd
1	SUEZ R&R BE Services NV	General waste management	BE-428531449	50396	08-01-25
2	REMONDIS INDUSTRIAL SERVICES	Toner waste HP production	BE-0446692126	7144	16-06-24
3	RECYCA	ink cartridges/electronics	BE-0475838547	56676	21-10-23
4	General Recycling Services Europe	Metals/electronics	BE-0426709829	7228	02-12-24
5	Bebat	Batteries	N/A, collection via SUEZ	N/A	N/A
6	LION RECYCLAGE	Batteries/metals	BE-0878555031	74979	14-09-26
7	SCHMITZ G.	Metals/electronics	BE-0831948907	105049	16-05-26
8	LPR GmbH	Kyocera toner	N/A	N/A	N/A
9	Shred-it Belgium	Secure document destruction	BE-0463036725	39654	02-10-26
10	Opruimen.net	Metals/Electronics/Building Debris	BE-0638817155	121185	13-10-25

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[27] By local authorities

WASTE (EURALcode)	WASTE (description)	Possible hazardous	AMOUNT (tonnes)			
			Ruisbroek	Wommelgem	Haren - Brussels	Total
20 01 21	Halogen Lamps	YES				0,000
08 03 18 //08 03 17//08 03 12//08 03 13//15 01 10	Printing Waste	YES	0,996		0,006	1,002
16 02 13//16 02 14//16 02 15//16 02 16//20 01 35//20 01 36	Electronic Waste	YES	2,548		1,568	4,116
20 01 33//20 01 34//16 06 01	Batteries	YES	0,012		0,308	0,320
20 01 01	Paper & Cardboard	NO	4,069	2,073	2,377	8,519
20 01 40 // 17 04 05 // 191203	Metals	NO	2,353	1,030	0,431	3,814
20 01 39	Plastics	NO	10,280			10,280
20 03 01	Residual Waste	NO	8,981	3,175	9,833	21,989
17 09 04	Building debris	NO				0,000
20 01 02	Glass	NO				0,000
20 01 38	Wood	NO	6,305		2,430	8,735
15 01 02	Plastic film	NO	1,399	0,028	0,015	1,442
15 01 02//15 01 04//15 01 06	Beverage containers	NO	0,604	0,151	0,224	0,979
20 01 39 // 12 01 99	PVC waste	NO	6,635			6,635
			44,181	6,457	17,193	67,831

1.3. Waste intensity

Definition inspired upon GRI Standards – Disclosure 302-3

ZETES shall report the following information:

    a.   Waste intensity 'Sales' for the organization
    b.   Waste intensity 'Employment' for the organization

Calculation:

> **Waste intensity 'Sales'**
> **=**
> **Total Waste (cfr. 1.2.b)**
> **/**
> **Total Sales (cfr. 1.1.a)**

> **Waste intensity 'Employment'**
> **=**
> **Total Waste (cfr. 1.2.b)**
> **/**
> **Total Employment (cfr. 1.1.b)**

YEAR	Total Waste	Total Sales	Total Employement	Waste Intensity 'Sales'	Waste Intensity 'Employment'
2020	67,831	67,57073129	287,73	1,004	0,236
2019	155,118	81,10226808	279,74	1,913	0,555

1.4. Waste diverted from & to disposal

Definition inspired upon GRI Standards – Disclosure 306-4 & 306-5

For its total waste generated (2.2), ZETES shall report the following information:

a. The total weight of hazardous waste, and a breakdown of this total by the following operations:
   i. Preparation for reuse
   ii. Recycling
   iii. Incineration (with energy recovery)
   iv. Incineration (without energy recovery)
   v. Landfilling
   vi. Other operations
b. The total weight of non-hazardous waste, and a breakdown of this total by the following operations:
   i. Preparation for reuse
   ii. Recycling
   iii. Incineration (with energy recovery)
   iv. Incineration (without energy recovery)
   v. Landfilling
   vi. Other operations

WASTE (EURALcode)	WASTE (description)	Possible hazardous	Ruisbroek	Wommelgem	Haren - Brus	Total
20 01 21	Halogen Lamps	YES	0,000	0,000	0,000	0,000
08 03 18 //08 03 17//08 03 12//08 03 13//15 01 10	Printing Waste	YES	0,996	0,000	0,006	1,002
16 02 13//16 02 14//16 02 15//16 02 16//20 01 35//20 01 36	Electronic Waste	YES	2,548	0,000	1,568	4,116
20 01 33//20 01 34//16 06 01	Batteries	YES	0,012	0,000	0,308	0,320
20 01 01	Paper & Cardboard	NO	4,069	2,073	2,377	8,519
20 01 40	Metals	NO	2,353	1,030	0,431	3,814
20 01 39	Plastics	NO	10,280	0,000	0,000	10,280
20 03 01	Residual Waste	NO	8,981	3,175	9,833	21,989
17 09 04	Building debris	NO	0,000	0,000	0,000	0,000
20 01 02	Glass	NO	0,000	0,000	0,000	0,000
20 01 38	Wood	NO	6,305	0,000	2,430	8,735
15 01 02	Plastic film	NO	1,399	0,028	0,015	1,442
15 01 02//15 01 04//15 01 06	Beverage containers	NO	0,604	0,151	0,224	0,979
20 01 39	PVC waste	NO	6,635	0,000	0,000	6,635
			44,181	**6,457**	**17,193**	**67,831**

	1.4.Waste diverted from & to disposal					
WASTE (EURALcode)	Preparation for reuse	Recycling	Incineration (with energy recovery)	Incineration (without energy recovery)	Landfilling	Other
20 01 21	0,000		0,000 0,000	0,000	0,000	0,000
08 03 18 //08 03 17//08 03 12//08 03 13//15 01 10	0,253	0,749	0,000	0,000	0,000	0,000
16 02 13//16 02 14//16 02 15//16 02 16//20 01 35//20 01 36	0,000	4,116	0,000	0,000	0,000	0,000
20 01 33//20 01 34//16 06 01	0,000	0,320	0,000	0,000	0,000	0,000
20 01 01	0,000	8,519	0,000	0,000	0,000	0,000
20 01 40	0,000	3,814	0,000	0,000	0,000	0,000
20 01 39	0,000	0,000	10,280	0,000	0,000	0,000
20 03 01	0,000	0,000	21,989	0,000	0,000	0,000
17 09 04	0,000	0,000	0,000	0,000	0,000	0,000
20 01 02	0,000	0,000	0,000	0,000	0,000	0,000
20 01 38	0,000	8,735	0,000	0,000	0,000	0,000
15 01 02	0,000	1,442	0,000	0,000	0,000	0,000
15 01 02//15 01 04//15 01 06	0,000	0,979	0,000	0,000	0,000	0,000
20 01 39	0,000	6,635	0,000	0,000	0,000	0,000
	0,253	**35,310**	**32,269**	**0,000**	**0,000**	**0,000**

1.5. Packaging Materials used by weight

Definition inspired upon GRI Standards – Disclosure 301-1

ZETES, as a software developer and system integrator, acts mostly as a service provider and reseller of hardware equipment. Packaging materials are used in its operations solely for document deliveries, transfer of already boxed hardware & supplies (order picking) or protecting installations. The packaging materials bought for these operations are subject of this indicator.

ZETES shall report the following information:

a. Total weight in metric tons of purchased packaging materials. Packaging material includes all xxx used to protect, safeguard and transport deliverable items.
b. A breakdown of the total weight by
    i. Paper & Cardboard
    ii. Wood
    iii. Plastic
    iv. Metal
    v. Other

YEAR	Total Weight (T)	Paper&Cartboard	Wood	Plastic	Metal	Other
2020	33,17	16,86	8,6	7,71	0	0
2019	33,902	18,095904	7,818	7,988	0,000	0,000

1.6. Packaging intensity

Definition inspired upon GRI Standards – Disclosure 302-3

ZETES shall report the following information:

a. Packaging intensity 'Sales' for the organization

Calculation:

Waste intensity 'Sales'
=
Total Packaging (cfr. 1.5.a)
/
Total Sales (cfr. 1.1.a)

YEAR	Total Packaging	Total Sales	Packaging Intensity 'Sales'
2020	33,170	67,57073129	0,491
2019	33,902	81,10226808	0,418

1.7. Renewable energy production

As part of ZETES CSR engagement, end in light of Panasonic's 2050 environmental vision, ZETES started with the production of renewable energy throughout its facilities. To monitor its progress, this indicator was defined.

ZETES shall report the following information:

a. A description of the type of energy production
b. The amount of energy produced in megawatt-hours

Description: a PV installation was set up on our rooftop in Brussels, comprising of 336 solar panels. The installation was performed in April/May 2020. We have chosen a Panasonic 325, 184 kWp as PV panel.

Production in 2020:									
		KWh							
Production Site	Production Building	juin-20	juil-20	août-20	sept-20	oct-20	nov-20	déc-20	2020
Haren HQ	Administration	7367,5	14107	12767,5	10449,4	4838	3232,4	1606,9	54368,7
Haren HQ	Logistics	5157,8	9893,5	9161	7419,6	3387,4	2214,8	1164,7	38398,8
Haren HQ	Total	12525,3	24000,5	21928,5	17869	8225,4	5447,2	2771,6	**92767,5**

1.8. Energy Consumption

Definition inspired upon GRI Standards – Disclosure 302-1

As part of ZETES CSR engagement, end in light of Panasonic's 2050 environmental vision, ZETES must also monitor its total energy consumption. To monitor its progress, this indicator was defined.

ZETES shall report the following information:

a. Total energy consumption within the organization in megawatt-hours.
b. If multiple sites exist per reporting organization, a breakdown of the total energy consumption per site shall be provided
c. A breakdown of the total energy by
    i. Electricity
    ii. Gaz
    iii. Petroleum
    iv. Others
   For building facilities & production operations
d. A breakdown of the total energy by
    a. Electricity (if available[28])
    b. Gaz
    c. Gasoline
    d. Diesel
    e. Others
   For transportation (not contracted deliveries) and commuting (company cars)

---

[28] If no separate measurements are available for charging stations, this consumption is part of indicator 1.8.b.i

Energy Type	Purpous	Ruisbroek	Wommelgem	Haren - Brussels	Total
Gaz	Building	167.091,00	69.362,00	325.055,00	561.508,00
Electricity	Building	1.079.932,00	66.184,00	469.407,00	1.615.523,00
Petroleum	Building	0,00	0,00	0,00	0,00
Others	Building	0,00	0,00	0,00	0,00
Electricity	Transport	0,00		4.090,00	4.090,00
Gaz	Transport	0,00	0,00	0,00	0,00
Gasoline	Transport	10.935,40	0,00	41.455,67	52.391,07
Diesel	Transport	524.074,09	123.231,35	1.021.881,82	1.669.187,27
Others	Transport	0,00	0,00	0,00	0,00
		1.782.032,49	258.777,35	1.861.889,49	3.902.699,33
				Total Building/Productio	2.177.031,00
				Total Transport	1.725.668,33

1.9. Energy intensity

Definition inspired upon GRI Standards – Disclosure 302-3

ZETES shall report the following information:

a. Energy intensity 'Sales' for the organization
b. Energy intensity 'Employment' for the organization

Calculation:

Energy intensity 'Sales'
=
Total Energy Consumption (cfr. 1.8.a)
/
Total Sales (cfr. 1.1.a)

Energy intensity 'Employment'
=
Total Energy Consumption (cfr. 1.8.a)
/
Total Employment (cfr. 1.1.b)

YEAR	Total Energy Consump	Total Energy 'Building'	Total Energy 'Transportatio	Total Sales	Total Employement	Total number leasing
2020	3902,699	2177,031	1725,668	67,57073129	287,73	197
2019	5103,059	2276,175	2826,884	81,10226808	279,74	193

YEAR	Energy Intensity 'Sales'	Energy Intensity 'Employment'	Energy Intensity 'Transportation'	Energy Intensity 'Building'
2020	57,757	13,564	8,759737733	7,566228756
2019	62,921	18,242	14,647	8,137

1.10. GHG emissions

Definition inspired upon GRI Standards – Disclosure 305-1/2/4/5

ZETES shall report the following information:

    a.   Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent.
        i.   Description of the calculation
        ii.   Percentage of hybrid/full electric cars in the company fleet, this on 31/12 of the reporting year.
    b.   Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent.
        i.   Description of the calculation
        ii.   Percentage of the purchased electricity that originated from renewable sources.
    c.   GHG emissions (Scope 1 + 2) intensity ratio for the organization, both for 'Sales' as for 'Employment'.

Calculation:

Scope 1
=
Direct GHG emissions occur from sources that are owned or controlled by the company.
For example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment. Direct CO_2 emissions from the combustion of biomass shall not be included in scope 1 but reported separately.

Scope 2
=
Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by a company.

GHG emission intensity 'Sales'
=
Total GHG emission of the organization: Scope 1 + Scope 2 (cfr. 1.10.a and 1.10.b)
/
Total Sales (cfr. 1.1.a)

GHG emission intensity 'Employment'
=
Total GHG emission of the organization: Scope 1 + Scope 2 (cfr. 1.10.a and 1.10.b)
/
Total Employment (cfr. 1.1.b)

CO2 Reporting: Methodology

According to the leading GHG Protocol corporate standard, a company's greenhouse gas emissions are classified in three scopes. Scope 1 and 2 are mandatory to report, whereas scope 3 is voluntary and the hardest to monitor. However, companies succeeding in reporting all three scopes will gain a sustainable competitive advantage.

Scope 1: direct emissions:

Scope 1 emissions are direct emissions from company-owned and controlled resources. In other words, emissions released to the atmosphere as a direct result of a set of activities, at a firm level. It is divided into four categories:

- stationary combustion (e.g., fuels, heating sources).

- mobile combustion is all vehicles owned or controlled by a A9 burning fuel (e.g., F9 vans, trucks). The increasing use of "electric «vehicles (EVs), means that some of the organization fleets could fall into Scope 2 emissions.

- fugitive emissions are leaks from greenhouse gases (e.g., refrigeration, air conditioning units). It is important to note that refrigerant gases are a thousand times more dangerous than CO2 emissions.

- process emissions are released during industrial processes, and on-site manufacturing (e.g., production of CO2 during cement manufacturing, factory fumes, chemicals).

Scope 2: indirect emissions – owned

Scope 2 emissions are indirect emissions from the generation of purchased energy, from a utility provider. In other words, all GHG emissions released in the atmosphere, from the consumption of purchased electricity, steam, heat and cooling.

Scope 3: indirect emissions – not owned

Scope 3 emissions are all indirect emissions – not included in scope 2 – that occur in the value chain of the reporting company, including both upstream and downstream emissions. In other words, emissions that are linked to the company's operations. According to GHG protocol, scope 3 emissions are separated into 2 categories:

- Upstream activities (Business travel & employee commuting, Waste generated, Purchased goods and services, Transportation and distribution, Capital goods)

- Downstream activities (Investments, Franchises, Leased assets, Used or sold products, end of life treatment")

Emission factors used	Scope 1	Scope 2	Scope 3
CNG (kg)	2,72	0	0,508
Diesel (l)	2,51	0	0,66
Petrol (l)	2,28	0	0,53
Photovoltaics (kWh)	0	-0,22	0
Water distribution (m³)	0	0	0,262
Waste safe (kg)	0	0	0,215
Waste dangerous (kg)	0	0	0,706
Electricity 'grey' (KWh)	0	0,22	0
Natural gaz (kWh)	0,187	0	0,04

YEAR	Scope 1 emissions	Scope 2 emissions	% of Electric/hybrid cars	% of Electricity from renewable sources	S1+S2 emissons
2020	536,717	356,315	5,08%	5,73%	893,032
2019	800,942	351,421	3,28%	No data - grey energy	1152,363

YEAR	GHG Emission Intensity 'Sales'	GHG Emission Intensity 'Employment'
2020	13,216	3,104
2019	14,209	4,119

2. Human Resources & Diversity

2.1. Employment

Definition inspired upon GRI Standards – Disclosure 405-1

ZETES shall report the following information:

a. Number of FTE's (full time equivalent) at the end of the reporting period (December 31st).
b. Total number of individuals at the end of the reporting period (December 31st).
   i. A breakdown of the number of individuals within the organization by:
      - Governance bodies (i.e., as of middle management)
      - White collars (not part of governance bodies)
      - Blue collars

Employee Numbers	YEAR	
Description	2019	2020
FTE	279,74	287,73
Total HC	290	301
Male		232
Female		69
Governance bodies		32
Blue collar	23	25
White collar	267	244

2.2. Diversity

*Definition inspired upon GRI Standards – Disclosure 405-1*

ZETES shall report the following information:

a. Percentage of individuals within the organization's governance bodies (i.e., as of middle management) in each of the following diversity categories:
   i. Gender
   ii. Age group: under 30 years old, 30-50 years old, over 50 years old
   iii. Nationality[29] different from the organization's location
   iv. No higher education
   v. Disabilities[30]
b. Percentage of individuals within the organizations in each of the following diversity categories:
   i. Gender
   ii. Age group: under 30 years old, 30-50 years old, over 50 years old
   iii. Nationality different from the organization's location

---

[29] Individuals with a double nationality are also counted in this group
[30] Any form of mental, psychological, physical or sensory disorder that might cause limitations in performing activities

iv.   No higher education
v.   Disabilities

Employee demographics				
Description	2020			
	Governance bodies	%	Organization	%
HC	32		301	
Male	28	87,50%	232	77,08%
Female	4	12,50%	69	22,92%
Age group <30	0	0,00%	33	10,96%
Age Group >30<50	10	31,25%	170	56,48%
Age Group >50	22	68,75%	98	32,56%
Nationality Non BE	3	9,38%	34	11,30%
No Higher education		not known	not known	
Disabilities		not known	not known	

2.3. New Hires & Turnover

Definition inspired upon GRI Standards – Disclosure 401-1

ZETES shall report the following information:

a.   Total number and rate of new employee hires during the reporting period, by age group and gender.
b.   Total number and rate of employee turnover during the reporting period, by age group and gender.

Hires & Turnover		
Year	2020	
Description	Hires	Turnover
Total	39	28
Male	29	20
Female	10	8
Age group <30	13	4
Age Group >30<50	25	18
Age Group >50	1	6
Fired	N/A	3
Retirement / end of contract	N/A	6
Own reason	N/A	19

2.4. Parental Leave

Definition inspired upon GRI Standards – Disclosure 401-3

ZETES shall report the following information:

a.   Total number of employees that were entitled to parental leave, by gender.
b.   Total number of employees that took parental leave, by gender.
c.   Total number of employees that returned to work in the reporting period after parental leave ended, by gender.

d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.

e. Return to work and retention rates of employees that took parental leave, by gender.

Calculation

Return to work rate
=
Total number of employees that did return to work after parental leave

/

Total number of employees due to return to work after taking parental leave

*
100

Retention rate
=
Total number of employees retained 12 months after
returning to work following a period of parental leave

/

Total number of employees returning from parental leave
in the prior reporting period(s)

*
100

Parental Leave			
Year	2020		
Description	Male	Female	Total
Entiteled to parental leave	No Data	No Data	No Data
Parental leave withdrawal	23	6	29
Returned & employed	23	6	29
Returned & employed +12m	TBD	TBD	TBD
Return to work rate	100%	100%	100%
Retention Rate	TBD	TBD	TBD

3. Health, Safety & Wellbeing

3.1. Work-related injuries

*Definition inspired upon GRI Standards – Disclosure 403-9*

ZETES shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:

   a. For all employees
      i. The number of fatalities as a result of work-related injury;
      ii. The number of high consequences[31] work-related injuries (excluding fatalities);
      iii. The number of work-related injuries, with at least one day of absence, excluding the day of the incident;
      iv. The number of work-related injuries, with only need of first aid, without absence;
      v. The number of hours worked;
      vi. The number of days lost due to work-related injuries (excluding the day of the incident);
      vii. The injury rate and the gravity rate;
      viii. The number of work-related injuries linked to commuting[32]. With a breakdown of the type of injuries.

Calculation:

Injury rate
=
Number of recorded work injury incidents, with at least one day of absence

*
1 000 000

/

The number of hours worked

Gravity rate
=
The number of days lost due to work-related injuries (excluding the day of the incident).
*
1 000

/

The number of hours worked

   b. For all workers who are not employees but whose work and/or workplace is controlled by the organization
      i. The number of fatalities as a result of work-related injury;
      ii. The number of high-consequence work-related injuries (excluding fatalities);
      iii. The number of work-related injuries, with at least one day of absence, excluding the day of the incident;

---

[31] Injuries from which the worker cannot recover (e.g., amputation of a limb), or does not or is not expected to recover fully to pre-injury health status within 6 months (e.g., fracture with complications),
[32] Note, commuting is not a part of the previous reporting data

iv. The number of work-related injuries, with only need of first aid, without absence.

Description	Ruisbroek	Wommelgem	Haren - Brussels	Total
Number of hours worked	164.756	26.736	260.911	452.403
Number of fatalities	0	0	0	0
Number of high consequence injuries	0	0	0	0
Number of injuries with absences	2	2	1	5
Number of first aid interventions	4	6	1	11
Number of working days lost	30	27	27	84
Injury Rate	12,14	74,81	3,83	11,05
Gravity Rate	0,1821	1,0099	0,1035	0,1857
Number of injuries linked to commuting	0	2	0	2

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