

Communication plan climate policies

Overview changes

Version number	Date	Author	Changes
V0.1	12 June 2012	Femmy de Rijk	Adjustment from PPT doc. to Word file
V0.2	26 June 2012	Femmy de Rijk	Overview activity list and time planning
V0.3	28 June 2012	Femmy de Rijk	Stakeholder overview
V0.4	1 August 2012	Femmy de Rijk	Communication targets
V0.5	8 August 2012	Femmy de Rijk	Sharpening energy reduction targets
V1.0	23 August 2012	Femmy de Rijk	Final version
V0.1_2013	11 December 2013	Femmy de Rijk	Update to 2013
V2.0	14 August 2014	Frits Wuts	Update to 2014
V2.1	24 February 2015	Frits Wuts	Update to 2015
V3.0	18 March 2016	Frits Wuts	Update to 2016
V4.0	18 March 2016	Carla Stuifzand	New communication manager
V5.0	6 December 2017	Mark van Eesteren	Update to 2017 and to ICT Group NV level
V5.1	23 March 2018	Mark van Eesteren	Processing review F. Wuts
V 5.2	09 August 2020	Martin Hulsbergen	
V 5.3	10 August 2020	Martin Hulsbergen	Review P. Lamers
V 6.0	17 August 2020	Peter Lamers	Final version 2020

Communication plan climate policy within ICT Group NV

1. Motivation

Positioning ICT Group NV in current market

ICT Group N.V. (“ICT”) is uniquely positioned in the sweet spot of understanding the full range of sensor technology, cloud technology, connectivity technology, block chain technology, data analysis and data communications necessary to help customers to seize the opportunities of this technology revolution and to support the digital transformation of its customers, in a safe and secure manner. ICT aims to make the world a little smarter every day.

The digital transformation is happening everywhere, in every sector and industry. This requires focus; making smart choices and stick to technology solutions in which ICT excels. ICT has made clear choices in which areas its unique range of expertise has the highest impact and where its solutions provide the highest added value for its customers. This focus enables ICT to further enhance its technological expertise and its innovative capabilities. ICT focuses on:

- 1) Smarter Cities – Technologies to enhance the quality and performance of urban services and at the same time reducing costs and resource consumption (sustainability).
- 2) Smarter Industries – Intelligent manufacturing technologies, both embedded and process automation, supporting the digital transformation and the continued robotization of industry.
- 3) Smarter Health – Software solutions to enhance the exchange of data in the healthcare sector, enabling synoptic reporting and faster diagnosis.

Promote sustainable, economic use of natural resources

ICT’s purpose to make the world a bit smarter is explicitly and implicitly linked to sustainability. ICT actively promotes sustainability along two pillars;

- Internally to optimise its performance of sustainable, economic use of natural resources
- Externally by contributing to improved sustainability performance of its customers, or even society at large, through its innovative technological solutions.

Internal

Sustainability is embedded in the Code of Conduct where is stated: “Sustainability is a natural part of our organization.” In terms of carbon footprint reduction, ICT focuses on energy consumption, housing and mobility. Since 2015, all office locations are making use of green energy. Furthermore, all offices must have at least energy label A. In 2017, the (last) office locations in Barendrecht and Oosterhout have been upgraded, so that the vast majority of all office locations now have label A.

The biggest opportunity in reducing the carbon footprint is in mobility. ICT launched Smart Mobility for Employees in 2017. Employees are being urged to minimise travel and to make use of modern communication technologies to work remote. And when travelling, the use of public transport, electrical vehicles, e-bikes and carpooling are being promoted

Furthermore, ICT increased the density of its office location network, allowing employees to work closer to home, which also benefits the wellbeing of employees at the same time.

ICT reduced the CO₂ norm of new lease cars to a maximum emission of 95 gram/km and promotes electrical vehicles by introducing the opportunity to lease electric cars and by having BMW i3’s to be used as pool cars. In 2016, ICT launched an electric lease pilot program to promote the lease of zero-emission cars.

External

ICT's services and solutions is all about 'Making the world a bit smarter', with a focus on three industry domains: Cities, Industries and Health. This purpose is highly interlinked with sustainability at large.

Smarter Cities focuses on technology solutions to enhance the quality and performance of urban services, which goes generally hand in hand with reducing costs and resource consumption. ICT's solutions enable cities to handle the complexity of increasing population due to urbanization. Cities are increasingly facing challenges in the area of food, water, energy, mobility, waste and environment. These challenges call for smarter cities in which people, authorities, companies, machines and even products are connected to one another, exchanging information and interacting in real time.

ICT provides solutions to meet these challenges. By providing smart software solutions, enabling fast, affordable and safe connections within and between infrastructural, logistical and distribution networks. Connections that ensure that the right information is available at the right place and at the right time for citizens, companies and managers, so all urban flows are coordinated optimally. These solutions can be applied for drinking water supply, waste processing, building climatization, solar energy or public transport. In this way ICT contributes to the sustainability, efficiency and smartness that heavily populated areas need to face the challenges of tomorrow.

Smarter Industries focuses on intelligent manufacturing technology solutions, supporting the digital transformation and the continued robotization of industry. This allows for more efficient use of natural resources and contributes to reducing waste material, and thus increases the sustainable and economic use of natural resources.

ICT provides innovative software solutions that form the connection between all the links in the chain, from raw materials supplier to end customer. For instance intelligent sensors, machine-to-machine communication, advanced process control, robotization, manufacturing execution and intelligence and big data analytics.

ICT takes the initiative in this field, among other things by connecting parties in the market and in this way creating the scope for sustainable and future-proof innovation.

Smarter Health focuses on software solutions to enhance the exchange of data in the healthcare sector, enabling synoptic reporting and faster diagnosis. This allows for more efficiency in the healthcare. These solutions lead to cost reduction, but also to more comfort and safety for patients and the leverage of available medical resources.

For instance, ICT Smarter Health is active in the field of pregnancy monitoring of women with health issues is vital to prevent child mortality. ICT provides a tool for home monitoring, which is far more cost effective than monitoring in the hospital, and brings the pregnant women a lot of ease.

ICT sustainability policies

To concretize the promotion of a sustainable and economic use of natural resources ICT has taken a number of initiatives which are described below.

Participation to the CO₂ performance ladder

ICT currently has the level 4 for ICT Group N.V.. By obtaining the level 4 certificate on ICT Group N.V. the energy streams, energy consumption and reduction measures are identified. With the CO₂ performance ladder we are able to obtain advantages in tenders.

Legislation Energy Audits

As the CO₂ performance ladder 4 certificate counts for ICT Group N.V. energy audits are no longer necessary to be performed. This in accordance with the EED Factsheet quality mark: CO₂ Performance Ladder, version May 21, 2019.

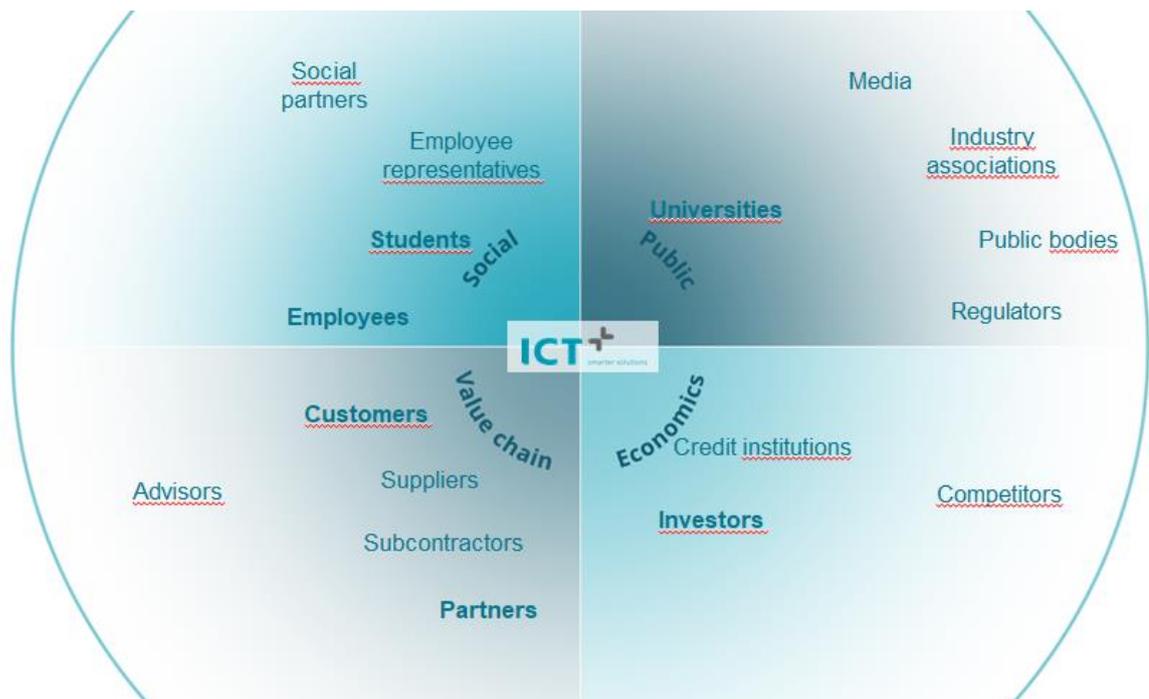
External communication - chain initiatives

ICT participates in various chain initiatives in which with our IT solutions we can add value to these chain initiatives. Examples are our investment and knowledge with GreenFlux, who is offering loading poles for electric vehicles, and GridFlex Heeten in which a community tries to become energy neutral. Additionally, ICT is participating in various other energy reduction projects in which IT solutions are offered to mute peaks and declines in our electricity network by using solar panels and wind energy.

2. Content communication plan

Stakeholder overview

At ICT we interact with many people, but our stakeholders are defined as those who have an impact on the activities of ICT and its group companies, or on who ICT has an impact. We have defined four categories of stakeholders: social, value chain, economic and public. Furthermore, we make a distinction between those that are directly in our influence sphere, including our employees, customers, business partners and investors. Other stakeholder groups such as government bodies, industry associations and social partners we do not directly influence. The figure below reflects the outcome of the stakeholder assessment.



Stakeholder dialogue

In the context of executing our strategy we are in regular dialogue with our stakeholders. The relevance for ICT and the form of dialogue differs per stakeholder group. The following table gives an overview of our stakeholders and how we engage with them. The Executive Board is actively involved in the dialogue and on a regular basis discusses key aspects of our strategy and the stakeholder's expectations.

Stakeholder	Relevance to ICT	Main expectations	Intended result of dialogue	How we engage
Employees	Employees are crucial to how we create value and are essential for our intellectual capital	<ul style="list-style-type: none"> • Good employer • Good terms of employment • Challenging projects and development opportunities • Pleasant workspace • Training programmes to increase knowledge 	<ul style="list-style-type: none"> • Entrepreneurial culture • Company pride • Satisfied employees • Increased employee engagement • Talent recruitment and retention • Ongoing talent development 	<ul style="list-style-type: none"> • Day-to-day contact • Employee satisfaction surveys • Town hall meetings • Initiatives including the Council of 20 and Dragons' Den
Students	As the quest for talent continues, it is crucial to engage with potential candidates	<ul style="list-style-type: none"> • Challenging, high-quality internships and graduate assessments • Good supervision and mentoring by ICT professionals • Potential career opportunities 	<ul style="list-style-type: none"> • Attract new talents • Increase attractiveness of tech profession 	<ul style="list-style-type: none"> • Information days • Internships • Hackathons, datathons and other events
Customers	Customers who buy our solutions and services allow us to be a partner in their critical business processes	<ul style="list-style-type: none"> • Quality • Commitment and proactiveness • Innovative solutions that meet their demands • Sustainable solutions that add value to their business 	<ul style="list-style-type: none"> • Customer loyalty • Customer satisfaction • ICT established as a trusted partner • Ability to translate customer needs into the right solutions 	<ul style="list-style-type: none"> • Day-to-day contact • Customer satisfaction surveys • Routine feedback procedures • Participation in trade shows • Workshops and training
Business partners	Partnerships play a key role in our innovative capabilities	<ul style="list-style-type: none"> • Long-term relationship • Trust 	<ul style="list-style-type: none"> • Long-lasting partnerships • Synergies 	<ul style="list-style-type: none"> • Day-to-day contact • Workshops and training • Co-creation
Investors	Ensure the equity capital needed to do business and execute our strategy Engaged shareholder base Support for the long-term strategy	<ul style="list-style-type: none"> • Return on investment • Long-term value creation • Transparent disclosure • Good risk management framework • Sustainable business model • Good corporate governance 	<ul style="list-style-type: none"> • Build trust • Manage expectations • Fair cost of capital 	<ul style="list-style-type: none"> • Website and annual reports • AGM • Roadshows / Capital Markets Day • Results announcements and one-on-one meetings • Regular market feedback surveys
Credit institutions	Ensure the debt capital needed to do business and execute our strategy	<ul style="list-style-type: none"> • Transparent disclosure • Financial prudence 	<ul style="list-style-type: none"> • Build trust • Manage expectations • Fair cost of capital 	<ul style="list-style-type: none"> • Results announcements and meetings
Suppliers	Procurement of products and services for our operations	<ul style="list-style-type: none"> • Long-term relationship • Fair price 	<ul style="list-style-type: none"> • Supplier loyalty • Innovative and sustainable goods 	<ul style="list-style-type: none"> • Day-to-day contact • Technical visits and meetings
Universities	Knowledge sharing and talent pool	<ul style="list-style-type: none"> • Knowledge • Good educational capabilities • The right internships / assignments for students 	<ul style="list-style-type: none"> • Knowledge sharing, tapping into fundamental research • Attract new talent • Promote tech profession • Promote diversity within technical studies 	<ul style="list-style-type: none"> • Website • Career Information Days • Seminars, hackathons and other events
Regulatory and industry bodies	ICT is subject to certain laws and legislation Industry and regulatory bodies can act as initiator, facilitator and accelerator for new sustainable solutions	<ul style="list-style-type: none"> • Compliance with regulations • Adherence to standards • Act as a responsible company • Good corporate governance 	<ul style="list-style-type: none"> • Be compliant with laws and regulations • Continuous dialogue and being consulted on relevant new regulations and other matters 	<ul style="list-style-type: none"> • Annual reports and website • Reporting and surveys • Audits • Specific meetings

(example Annual report 2019)

Stakeholder dialogue

Stakeholder engagement has always been part of ICT's way of doing business. Partnerships are vital to the execution of the company's strategy. Furthermore, employee and customer satisfaction studies have been conducted for a [large] number of years already. Discussions with shareholders and the credit institutions have been continuously on the agenda since ICT's IPO many years ago. However, all these dialogues were not specifically geared at a structured stakeholder engagement framework. In the past year we took the first steps in structuring our engagement with stakeholders a bit more. The dialogue was more explicitly focused on identifying what our stakeholders view as material in the way they look at and interact with ICT.

In the past year the Executive Board had discussions with a number of employees specifically on this topic and the materiality issues were also discussed with the works' council. Furthermore, the employee satisfaction survey clearly reflects our employee's expectations.

During one-on-one meetings with a number of shareholders the Executive Board discussed and validated its assessment of materiality issues. With our customers, this was integrated in our regular and frequent ongoing contacts.

We plan to further structure the dialogue with various stakeholders in the coming years.

Communication plan

Motivation

Corporate social responsibility and sustainable business are high on the agenda of many corporates. The direct motivation of ICT to conduct sustainable business is that we to conform us to the CO₂ performance ladder. The CO₂ performance ladder stimulates corporates to execute a sustainable business and to be aware of the CO₂ emissions within the execution of the business and execution of projects. As a company we can score level 1 to 5 on the CO₂ performance ladder which results in advantages in tenders. Therefore the CO₂ performance ladder level is directly linked to ICT's revenues.

Additionally, we as ICT have as purpose that we want to make the world a bit smarter every day which is implicitly and explicitly linked to sustainability. This purpose is worked out earlier in this document.

Communication issue

The active execution of a climate policy as a central part within the business execution of ICT which is related to sustainable business and corporate social responsibility. The climate policy is carried out actively within ICT as sustainability is part of our code of conduct, the progress to reduce CO₂ emissions is shared within ICT via the social media channel Yammer and various campaign are executed to reduce the use of cars.

Target audience

See stakeholder assessment.

Sustainable climate policy

During the business execution ICT will pay attention to the use of sustainable energy and materials. Waste will be collected separately and used goods will recycled where possible. Mobility is very important for ICT. ICT has inventoried electric driving and made this possible within the lease arrangement for personnel. Additionally BMW I3 are purchased as pool cars.

Communication targets

The positioning of ICT Group as an organization which executes a sustainable business and corporate social responsibility results in the following communication targets:

- a. ICT actively executes an active sustainable and corporate social responsibility policy. Part of this is participation to the CO₂ performance ladder.
- b. Together with Athlon ICT will pay more attention to CO₂ emission and safe travelling.
- c. ICT will confirm themselves to the 10 most economical cars published by the ANWB on a semi-annual basis.

Internal

- The Executive board of ICT know and endorse the sustainable climate policy of ICT and give space and budget to fulfil this. The ICT employees are informed about the sustainable climate policy and know how they can contribute to the CO₂ reduction.
- Employees feel that they are involved in ICT' sustainable climate policy.
- Employees concretely contribute to ICT's sustainable climate policy.

External

- Clients and prospects know the sustainable climate policy of ICT and see ICT as an organisation with a sustainable attitude with regard to corporate social responsibility.
- External stakeholders know ICT's sustainable climate policy and they are informed how this will be realised (energy reduction targets, CO₂ Footprint) and see ICT as an organisation with a sustainable attitude with regard to corporate social responsibility.
- ICT is recorded in the Transparency benchmark EcoVadis.
- Media know ICT's sustainable climate policy.

Conditions

The formal responsibility for the sustainable climate policy communication is with the Marketing and Communication of ICT. The execution of the communication is performed by the marketing department. This department is responsible for the internal and external communication, and supports, advises and monitoring the communication from drawing policies to the actual execution.

Action plan

With a number of simple modifications in our work we make a positive contribution to the sustainable climate policy. These simple modifications are; light sensors, green electricity, stimulating electric driving. Other measures are recorded in the CO₂ emission reduction plan.

Communication tools to be used are the following:

Internal

- Intranet
- ICT Connect (Bi-Weekly)
- Yammer
- Group meetings MT
- ICT Academy
- Annual report

External

- Interviews and publication in journals.
- Commercial materials
- Press releases: (participation BOM/GreenFlux & GridFlex Heeten)
- ICT website
- Social media
- Financial statements
- Annual report

Planning and tools

Internal

Executing department is Marketing and the responsible is the Carbon Manager (Quality Manager ICT Group NV)

Activities	Communication platform	When	Month
CO ₂ footprint scope 1 and 2	Intranet	1 x a year	June
	Group meeting	1 x a year	As planned
Progress CO ₂ reduction targets and measures	Intranet	2 x a year	April & October
	Group meeting	1 x a year	As planned
CO ₂ reduction plan	Intranet	1 x a year	May
	Group meeting	1 x a year	As planned
Energy measurement plan	Intranet	1 x a year	April
	Group meeting	1 x a year	As planned

External

Executing department is Marketing and the responsible is the Carbon Manager (Quality Manager ICT Group NV)

Activities	Communication platform	When	Month
CO ₂ footprint scope 1 and 2	Website	1 x a year	June
Progress CO ₂ reduction targets and measures	Website	2 x a year	April & October
Energy measurement plan	Website	1 x a year	April

3. Authorisation

	Initials _____	Date _____
Peter Lamers – Quality Manager ICT Group N.V.	_____	17-08-2020 _____
Carla Stuifzand – Marketing and Communications Director ICT Group N.V.	_____	17-08-2020 _____
Jan Willem Wienbelt – Chief Financial Officer ICT Group N.V.	_____	17-08-2020 _____