CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) is a given for Ordina. It is built into our DNA. In 2017, Ordina developed its new CSR policy plan, outlining our ambitions for the period 2017-2020. We have reassessed our vision on CSR on the basis of the insights we gained in the previous policy period (2013-2016) and our annual stakeholder sessions. We will now be placing emphasis on goals that are aligned with the themes where Ordina can create the greatest social value and help create a sustainable society.

5 themes

Embedding the CSR strategy

The CSR strategy is one of Ordina's key priorities and is safeguarded at Management Board level. Four of the five themes – employees, clients, society, suppliers & resources – each have their own theme owner in the Netherlands, based in the business. In Belgium, these themes are managed centrally by a single theme owner. The combined theme owners, together with a member of the Management Board and the corporate secretary, form the Sustainability steering group. This steering group has overall responsibility for the fifth theme: external obligations & validation.

The steering group appoints project leaders for various initiatives and a programme manager to monitor the coherence between the various activities in the Netherlands. The steering group supervises the execution of the strategy and monitors the progress we make.

Employees

Our employees are the beating heart and the future of Ordina. That is why we focus on two issues on this front: inclusivity and sustainable employability. In other words, we strive to create an environment with room for diversity, where everyone can bring out the best in themselves and remain in good physical and mental health.

Clients

We work in partnership with our clients and suppliers to create IT solutions that really help people move forward. Sustainable tools that truly help people, that are easy to manage and created without any waste of resources or human effort. And we do this partly thanks to an agile way of working and attention for security and risk management.

Society

Every year, Ordina makes 300 to 500 hours available for projects with a special social relevance. And projects we can add value to thanks to our own expertise. We support a number of projects in partnership with the Oranje Fonds and initiate other projects ourselves via the Ordina Foundation.

Suppliers & resources

A chain is more than the sum of its parts. With that thought in mind, we have drawn up several concrete CSR spearheads that we would like to work on with our suppliers, such as a reduction in CO_2 emissions and more efficient use of resources such as water, energy and paper.

External obligations & validation

Ordina strives for an integrated form of reporting with the aim of making our CSR goals a part of our reporting and control cycle. In addition, Ordina attaches a great deal of importance to sustainable operations and aims to find a balance in our operations between economic, ecological and social interests. Ordina's ambition is to constantly improve its environmental performance and we work to keeps our own CO_2 emissions as low as possible. We also make our own concrete obligations clear.

Ordina has defined concrete goals for the various sustainability themes. You will find an easy to use overview of the targets and the results achieved in 2017 on page 71 of this annual report.

VALUE CREATION

For Ordina, corporate social responsibility means that the organisation makes an effort in all of its activities to make a contribution to society. By using IT in smart ways to meet the challenges we face as a society and by making IT work for people. It is largely through that value creation that Ordina fulfils its sustainability ambitions.

Partnerships in sustainable innovation

Partnerships in sustainable innovation means first and foremost that Ordina works with interested parties in the chain to make a sustainable and measurable difference in the environments in which Ordina is active and can exert influence. And not on a one-off basis, but on a structural basis. In that context, we endorse the principles of corporate social responsibility in terms of accepting responsibility and being accountable, transparency and ethical conduct, but also in terms of respect for the interests of stakeholders, for legislation and regulations, international ethical standards and human rights.

In working with these principles, Ordina focuses in particular on the themes that have the highest materiality for the company. Materiality to Ordina means: the themes that are the most important to its stakeholders and those where it can exert the greatest influence. We use the following directives as a reference framework: the CO_2 Performance ladder, FIRA, the multi-year energy efficiency covenant for the IT sector (Meerjarenafspraken energie-efficiëntie - MJA3), ISO 26000, the Global Reporting Initiative guidelines, the OESO guidelines, the Dutch Corporate Governance Code and the Transparency benchmark.

Ordina assesses each year whether the current frameworks and guidelines match the developments in the market and Ordina's ambitions with respect to its stakeholders. With the chain concept in mind, we work on a more sustainable future with our clients, suppliers, financiers, employees and other interested parties in society. The ultimate goal is for all parties involved to work together on a safer future and on partnerships in sustainable innovation.

Materiality matrix

In 2015, Ordina drew up a materiality matrix, which provides insight into the importance of (sustainability) themes for the company and its stakeholders. It shows which sustainability issues we focus on, as required in the Sustainability Reporting Guidelines 4 of the GRI (Global Reporting Initiative).

The materiality matrix helps Ordina to determine the right focus in its sustainability initiatives. Most aspects of the matrix are simply business as usual for us: we already work along those lines in our normal operations.

Ordina's materiality matrix and value chain and an explanation of same can be found on our website under the header Downloads on the Sustainability page.

When drawing up the new policy plan at the end of 2016, Ordina determined that the materiality matrix was still an up-to-date representation of the key aspects for Ordina.

Tanja & the protection of private data, especially in emergencies

Security and safeguarding privacy is a people business

Security and safeguarding privacy is a people business. No matter how good a system is, the people who work with it have to keep it secure. Tanja Boscu helps make that a seamless part of an organisation's DNA. Step by step. 'Security is seen as something of a poor relation in many organisations. But not for the 112 control room in Drachten, because it is vital to secure personal data in such a privacy-sensitive environment. I think it's wonderful that I can make a contribution to that in such a vital environment. So that the emergency staff know exactly what to do to safeguard security and privacy and comply with laws and regulations. Not just for themselves, but obviously also for the people who phone the control room.'

Tanja Boscu, Data Security & Privacy officer at Ordina:

'It's wonderful to make a contribution to security in such a vital environment.'

Security & privacy

GOALS

Firmly based on the principle of value creation, Ordina has drawn up concrete goals within the themes of employees, clients, society and suppliers & resources, on the basis of the stakeholder groups involved in each theme. This involves both annual goals and longer term goals. In the context of the MJA 3 covenant for the Dutch IT sector, we have included a four-year target for CO_2 reduction. We assess the other goals annually and reset them if we feel this is necessary. You can find additional details regarding our goals on the Ordina the Netherlands and Ordina Belgium websites.

RESULTS

Employees

Ordina believes it is important that its workforce has a balanced composition. We consider diversity a natural part of our corporate culture and a success factor in achieving our strategic goals. Ordina therefore strives to be an inclusive organisation with room for differences in the broadest sense of the word. To this end, we aim for a balanced division of men and women, for instance, both in the overall population and in management positions. We have set up a special programme for Young Professionals to further their training, both in terms of know-how and in other skills. The Young Professionals who complete the programme are awarded a certificate.

Inclusivity
A specific group on the 'inclusivity' front are people with limited access to the employment market. This is a diverse group with lots of potential, but also a group that requires extra attention. The Dutch Participation Act also draws attention to this group of people. And in the context of social return, we also need to reach additional agreements with clients to shape our approach to this group. Ordina has developed a number of initiatives with specialised parties in the market. While this did not result in any actual placements in 2017, we do have plans to launch a small-scale pilot in 2018, with clear commitment from the business unit manager involved.

Our 2017 employee engagement survey once again included two specific questions to measure the extent to which our employees consider us an inclusive organisation. The question that asked whether it is possible to express a diverging opinion at Ordina and the one that asked whether Ordina devotes sufficient attention to diversity within the organisation received scores of 7.1 and 6.9 respectively (2016: 7.1 and 6.9) at group level for the Netherlands and Belgium combined. In the Netherlands, these questions scored 7.5 and a 7.7 respectively (2016: 7.0 and 6.6) and scored 7.5 and a 7.7 in Belgium (in 2016: 7.3 and 7.6). This means we achieved our goal for 2017 of an average of at least 7.0.

Sustainable employability
Via training courses at the Ordina Academy and a number of vitality programmes, we work on the sustainable employability of our employees. It is extremely important to Ordina that our employees are full of vitality, but also that they are and remain up-to-date with the latest developments in the field of IT expertise. Given how rapidly the IT world is changing, there is a risk that employees lose touch with the expertise required in the market. This is why we attach enormous importance to the continuous education and retraining of our employees, regardless of age or the duration of their contract. In 2017, we ran an assessment at Ordina in the Netherlands to find out whether there is a difference between the training

hours for the different age groups and whether there is a difference in training hours when we look at different contract durations. This baseline measurement did not give us any reason to draw up quantitative KPIs to safeguard the number of training hours for specific groups. We will therefore look at other (qualitative) KPIs for 2018.

For Ordina Belgium, we measured the average score employees gave the training courses and the participation level. We measured the participation level to ensure that more than 80% of our employees participated in some form of training in 2017. We realised a participation level of 91% last year. In addition, we assessed the average score of the evaluations of the training courses to safeguard quality. On that front, we realised an average score of 8.0.

For a detailed description of our HRM policy, including diversity, training courses and vitality, we refer you to the section 'Our people' in the About Ordina chapter on page 16 of this annual report.

Clients

Client satisfaction

Ordina is constantly working on sustainable solutions that truly help people and companies move forward. Solutions created without any waste of human effort and resources and that are easy to manage and use. The result of these efforts is revealed partly in client satisfaction, expressed in the Ordina Promotor Score (OPS). We are striving for a score of at least 70.0. In 2017, the OPS in the Netherlands was 65.3 (2016: 72.0) and 54.0 in Belgium/Luxembourg (2016: 81.3). We have ascertained that there has been a shift in the number of promoters to passives. We are implementing plans to improve that situation.

In addition to the OPS, Ordina uses a client satisfaction index (*Klantevredenheidsindex* - KTI). We use this to measure our clients' overall satisfaction and assess Ordina's image. We also ask about the strengths and weaknesses in our services, expertise and products. In 2017, the KIT in the Netherlands came in at 7.0 (2016: 6.9). In Belgium/Luxembourg, the KTI was 7.6 (2016: 7.8). For more information about client satisfaction, we refer to the Strategy chapter (see page 29).

Services with an impact

A growing number of Ordina projects are realised in partnership with our clients using agile working methods: via a series of short sprints, with partial results delivered every two to three weeks, so it is always possible to make adjustments in the early stages of the project.

Ordina's services make direct and indirect contributions to the greater sustainability of society. Our clients and suppliers also have sustainability targets. What this means is that our joint efforts on this front have an impact along the entire length of the value chain. A trendsetter in this respect is the Navigate project, which ships heading to the Port of Rotterdam can use to realise considerable savings in energy use and CO_2 emissions. In terms of volume, these savings are many times more than the volumes we achieve in our own operations on this front (see page 49). Other notable projects in the field of sustainability and social engagement are Tommi€ (see page 66) and the NS PAS (see page 48).

Security

Digital security is vital and affects every sector of society. Almost four in five Dutch companies are concerned about the vulnerability of their own computer systems. Ordina has combined its data security expertise in specialised Security & Risk Management units in the Netherlands and Belgium. We also maintain the expertise levels of our employees on this front via a mandatory training programme right across the company. We use an e-learning module to train our employees in the fields of security, integrity and privacy. We started this programme in the Netherlands in the fourth quarter of 2017 and by the end of the year 419 employees had completed the training. We are also planning to launch an e-learning module in Belgium this year. The target is for all our employees to have completed the e-learning module by next year.

Case Tommi€

Tommi€ teaches people how to handle money
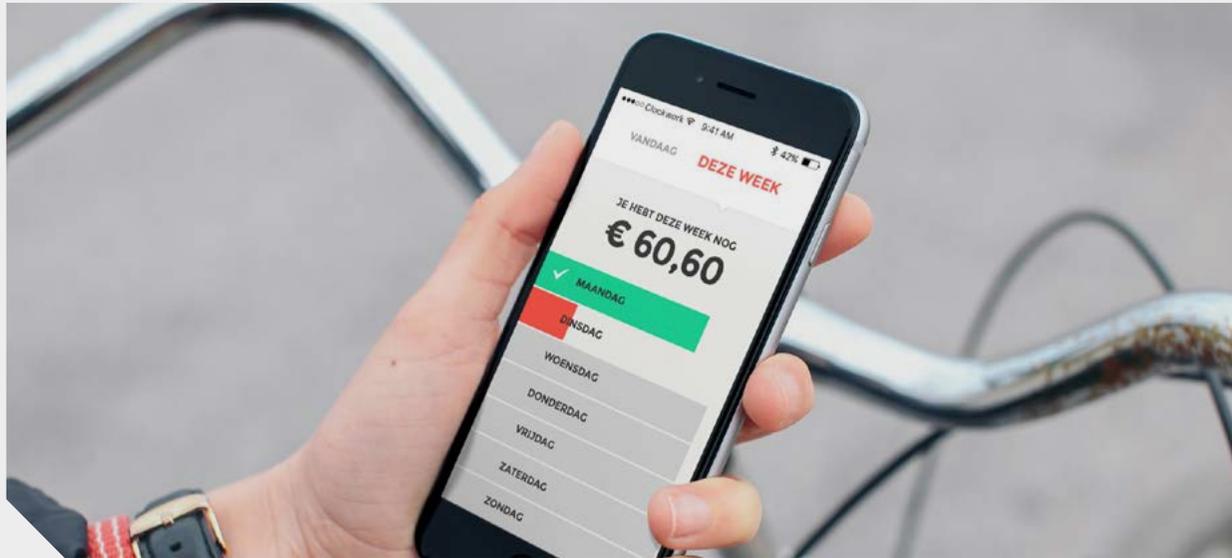
The city of Amsterdam has more than 250,000 residents with financial problems. That regularly results in criminal behaviour and evictions. Suppose those vulnerable people were able to manage their financial resources more sensibly. How many social problems would we be able to prevent?

That question sparked a partnership between the city of Amsterdam and Clockwork. Research had shown that vulnerable people with a very limited income do not always use their bank app because they find it too complicated. "Besides, the app cannot tell people whether something is a sensible financial decision," says Martin Kroesen, head Strategy at Clockwork. "That's why we joined forces to tackle the challenge of developing an app that lets vulnerable people know how much they have to spend each day."

Linking know-how

The preliminary analysis resulted in eight assumptions. Psychologists and neuro-marketeers at Clockwork subsequently tested these on the target group and on people who work at Pantar, the sheltered employment organisation in Amsterdam. "For every project, we study the market situation and the end-users: their lives, certainties, fears and how they make decisions. If you can combine those two in the right way, you arrive at an app that is close to the user, intuitive and encourages interaction from the target audience. That means you remain relevant in an increasingly digital world. We call this digital acceleration."

> ## 'For every project, we study the market situation and the end-users.'

The right spending pattern

Tommi€ is an excellent example. The app keeps track of people's spending, and provides feedback on plans to spend money in the form of GIFs with a wink. This is important because if there is enough money in the account anything may seem possible. But that changes once you realise your health insurance premium will be withdrawn the next day. Koersen: "The app is a kind of financial buddy that helps people find the right spending pattern for them." ∎

Society

Ordina also set itself the goal of contributing to a better society in the form of social welfare projects. After all, we can use our know-how and expertise to make a valuable contribution to a variety of social welfare projects. Our aim is to dedicate between 300 and 500 hours a year to such projects. These are concrete, short-term social welfare projects in the Benelux region in areas where we can make a difference via our core business. So rather than donating money, Ordina actively deploys the know-how and expertise of its employees. Some projects receive support in partnership with the Oranje Fonds, while we initiate others ourselves via the Ordina Foundation.

Oranje Fonds

The Oranje Fonds is the largest Dutch national fund in the field of social welfare. The fund supports more than 7,000 social welfare initiatives in the Netherlands and the Caribbean part of the Kingdom of the Netherlands. The Oranje Fonds selects those social welfare organisations where we, as Ordina, can have a major impact. Ordina subsequently asks its employees with the right specialist expertise to invest their time in the project, often as part of a team. We received few applications in 2017 and no projects were undertaken.

Ordina Foundation

The Ordina Foundation offers employees the opportunity to use their specific expertise to support concrete, short-term projects and by doing so help solve a problem in society. Our employees often come up with ideas for these projects themselves. In 2017, we executed one project. We did receive other applications, which will result in projects in 2018.

In the year under review, Ordina helped the children's charity Stichting Kinderwoud to upgrade its privacy systems. Kinderwoud is active in child care and play group facilities in the Friesland province and represents a combination of fun and child development: a child learns how to hold their own in later life in playful and spontaneous ways. Ordina took a baseline measurement to assess the current state of personal data processing at Kinderwoud in the context of European privacy legislation, the General Data Protection Regulation (GDPR), and what actions were needed to meet those requirements. The project at the Stichting Kinderwoud was executed in the fourth quarter of 2017.

Ordina spent a total of 68 hours on social welfare projects in 2017 (2016: 456 hours). This means we did not meet our target of 300 to 500 hours.

Suppliers & resources

Suppliers & resources covers Ordina's own operating processes. These are obviously the focal point in Ordina's sustainability policy. In this context, we target specific HRM, energy use and environmental goals that we can achieve largely independently.

Ordina is increasing the sustainability of its operations by reducing CO_2 emissions and reducing our fuel and energy consumption. The goal is to realise an annual reduction of two percent over the course of four years.[1] In 2017 a reduction of 5.7% was realised on CO_2 emission per FTE. We want to reduce CO_2 emissions resulting from mobility through measures such as increasing electric vehicle use and by facilitating public transport options.

Our own mobility – there are around 2,000 lease cars in use at Ordina – is by far the greatest contributor (82%) to fuel use and CO_2 emissions. Our employees spend a lot of time on the road in their car. Reducing fuel consumption by our mobile employees would therefore make a sizeable contribution to the sustainability of our operations. It is important to note that Ordina has a very fuel-efficient fleet. In 2017, we reduced fuel consumption and related CO_2 emissions by 4%. That means the reduction we realised was twice our target figure. This was partly due to a reduction in the average number of kilometres per employee per year, to 33,000 km/year from 34,000, largely as a result of smarter working and alternative transport choices. In addition, our employees are increasingly
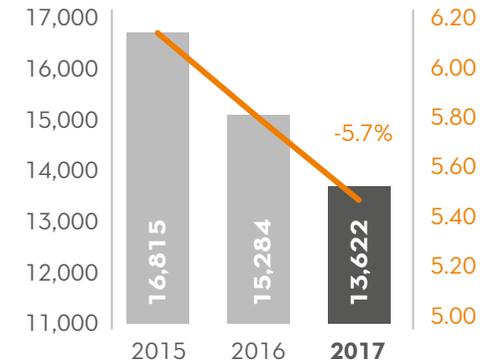
1) The two-percent norm is in line with the objective of reducing CO_2 emissions by 20% in 2020 from 2010 levels.

Fuel and CO_2 emissions per vehicle
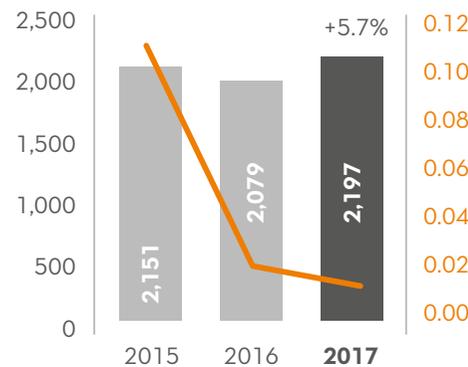In litres/tonnes CO_2
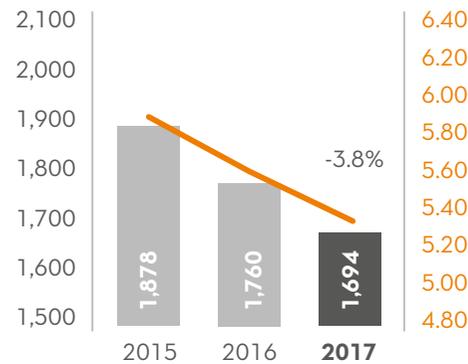
- Fuel per vehicle
- Fuel - CO_2 per vehicle

Electricity consumption per workstation
In kWh/CO_2

- Elektric per workstation
- Elektric - CO_2 per workstation

CO_2 emissions (total and per FTE)
In tonnes CO_2

- CO_2 emissions
- CO_2 emissions per FTE

Energy consumption gas per workstation
In m³/CO_2
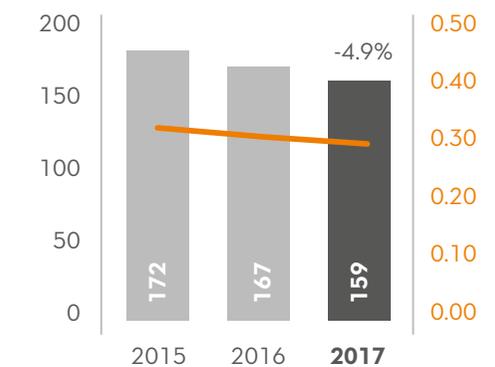
- Gas per workstation
- Gas - CO_2 per workstation

choosing to use fuel-efficient and hybrid cars. In 2017, the first employees began driving 100% electric cars. We have increased the number of charging points in the parking lot at the Nieuwegein head office to facilitate that move and we have made preparations to install a total of 20 charging points. The fact that the actual action radius of fully electric cars increases every year (to around 400 km in 2017) is a very positive development. However, there are a number of risks that are reducing the pace of CO_2 emissions reduction. For instance, the shortage of batteries in the global marketplace is creating ever longer delivery times for such cars. That may prove to be an obstacle to the mass transition to electric transport in the coming years. And the adjustment of tax regulations is a risk that may have a negative impact on this development.

Case 100% electric car driver

I'll never drive a petrol car again!

In 2017, five Ordina employees signed up to lease fully electric cars. And they are all very positive about their experience, although the action radius is still an issue.

Since November 2017, information security consultant Raïz Amierali has been getting into his Volkswagen e-Golf every day to travel from his home in The Hague to his work at Logius, also in The Hague. He is very pleased: "It is always very quiet in the car, I only have a 4% tax addition – that's a definite plus for a junior consultant – and I am consciously doing something that is good for the environment. You do have to be aware of the action radius. It's easy to drive 100 kilometres. Any more than that and you have to go looking for a charging point to charge the car. And at Logius, I always put the car on a nearby charging point, about a five-minute walk from the entrance, just to be on the safe side. But that's not really necessary. I can just as easily drive to the head office in Nieuwegein." Raïz sees very few problems even when it comes to holidays. "I rarely if ever go on driving holidays. If I wanted to go away on a longer trip by car, I could always swap my car with a colleague who drives a petrol-driven car for that period."

"Charging never a problem"

Technical ES consultant Gerben Jan Dijkman also drives an e-Golf. Each day, he drives from his home in Groningen to his work in Leeuwarden, where he charges his car up again. Gerben: "In the summer I would easily make it there and back without charging, even with my sporty driving style of 130 kilometres an hour. But in the winter it becomes an issue, because the heating also runs on the battery, which is less efficient when it's cold. I have never had a problem topping up the charge. If I travel to The Hague (240 kilometres), I spend less than half an hour at the quick-charge station near Almere and that takes the battery capacity back up to 80%. I eat a sandwich while I'm waiting."

'Gerben wholeheartedly advises his colleagues to make the change, too.'

In addition to the low tax addition, the environment was also Gerben's main reason for the switch. "At Ordina, we charge on green energy, but even if we didn't, electricity still works out more positive than traditional fuel in terms of CO_2 emissions." Gerben wholeheartedly advises his colleagues to make the change, too: "The car drives fabulously, accelerates quickly and without hesitation, is quiet and has a low centre of gravity that makes it very stable on the road. In inner cities, when all the other parking spaces are taken, the charging points are often still available. And at the Nieuwegein head office, our parking spots are located very prominently right next to the main entrance!" ∎

In 2017, the savings target for energy-consumption per work station was -2%. Last year, gas consumption per work station was down (-4.9%), but electricity use per work station increased (5.7%), largely due to a different use of the buildings, part of which was rented out temporarily. One of the instruments used in energy & environment measurements is the CO_2 Performance ladder. Last year, Ordina retained its level-5 status, the highest possible level. All of this combined means we are ahead of our target of reducing CO_2 emissions by 20% in 2020 compared to 2010.

External obligations & validation and certification

Ordina chooses to gain and retain a number of certifications to show what the organisation does in terms of reliable services and corporate social responsibility with attention for the environment. Ordina also aims for a high score in the commonly used benchmarks on this front.

Each year, the Sustainability steering group assesses whether the certificates and statements still meet the wishes and requirements of our stakeholders. Internally, we have streamlined processes and activities to make sure we can meet all the various requirements with limited effort.

A key development on this front is the assurance statement from an external auditor with respect to the non-financial information Ordina reports in its annual report. For this annual report, the external auditor issued an assurance statement for the targets and results, as shown on page 168 of the Dutch version of the annual report of 2017. The theme External obligations & validation was not included. We are currently assessing whether it is possible to integrate the CSR objectives more deeply in our control and reporting cycle.

CO$_2$ Performance ladder
In 2017, Ordina in the Netherlands once again achieved level 5 of the CO_2 Performance ladder. Our objective remains the same: to use insights, transparency and participation to realise a reduction in CO_2 emissions in our own organisation and in the chain in which Ordina operates. The emphasis is on the management system and the focus on continuous improvement. These elements are a good fit with Ordina's approach and system, as we already work with an integrated management system.

ISO
Ordina has ISO certifications including ISO 9001:2015 (for quality) and ISO 14001:2015 (for the environment), ISO 27001:2013 and NEN 7510:2001 (for management) and ISO 27001:2013 (for !TX data migrations). The context of the organisation also plays a significant role in these new standards: what are the key developments in the organisation? What is happening in the company's sector? How are the wishes and requirements of stake-holders taken into account? The new standards also devote more attention to an integrated, risk-based approach.

The development of both the CO_2 Performance ladder and the ISO standard is geared towards increased integration with the business. Ordina has already started down that road and takes a structured approach to the new requirements. We also want to improve efficiency to reduce the audit pressure for the organisation.

FIRA and Ecovadis
The FIRA Rating System is the platform organisations use to make their sustainability performance transparent and open for discussion. Ordina has the FIRA Extended certificate. Ecovadis is another platform that suppliers can use to demonstrate that their operations are sustainable. Ordina achieved the Ecovadis Silver Recognition Level in 2017.

Transparency benchmark
The Transparency benchmark is an annual assessment of the content and quality of information about the social element of the operations of the largest companies active in the Netherlands. Some public sector organisations are also part of the survey group, which includes a total of 512 companies and organisations. In the Transparency benchmark of 2017 (which covered the reporting year 2016), Ordina took 43rd place, compared with 74th in 2016 (reporting year 2015). Ordina also raised its score in comparison to similar companies: in the category Services, Ordina went up to 4th place in 2017, from 14th place in 2016.

Overview CSR results 2017

Results sustainability	Goal 2017	Result 2017
Employees		
Inclusivity (in broadest sense)	EES questions inclusivity: 7	7.1 and 6.9
	Pilot people with limited access to the labour market (NL)	Not yet started: pilot being prepared, execution in 2018
Sustainable employability	Baseline measurement hours (NL)	Completed
Training courses	Average score 7/10 (Be)	8.0
	Participation level 80% (Be)	91%
Clients		
Client satisfaction	NPS score min. 70	The Netherlands: 65.3 Belgium: 54.0
Services with an impact	Trendsetting project in annual report (min. 1)	Total 3 Navigate (p. 49) Tommi€ (p. 66) NS PAS (p. 48)
Security	Research: # trained security professionals	Research completed: company-wide training programme 419 participants
Society		
Oranje Fonds	Combined 300 to 500 hours a year	68 hours
Ordina Foundation		
Suppliers & means		
CO_2 reduction per FTE	2.0%	Reduction 5.7%
Energy consumption reduction per work station for electricity (in KWh) and gas (in m^3)	2.0%	Reduction gas 4.9% Increase electricity 5.7%
Reduction in fuel consumption (in litres) and CO_2 emissions per car	2.0%	Reduction 3.8%

The glossary of terms on page 161 includes a more detailed explanation of the objectives and measurement methods.