

FOREWORD

“We can look back on a successful year for Ordina, with growth in the Netherlands, Belgium and Luxembourg. We increased both our revenues and our profit, as well as the number of employees. Thanks to our high performance teams, we also managed to have strategic impact at our clients, which made it possible for our clients to embrace digital acceleration and focus completely on their future challenges. Thanks to our flexibility, we have been able to anticipate changing market conditions, putting us ahead of schedule with our Ordina 2022 strategy, and we are looking to the future with confidence.”



“We have noted that both IT and business executives see us as a partner, thanks to our solutions and our high performance teams. And we make the difference at our clients thanks to our business propositions, because they anticipate and respond to the themes that create unique challenges for each organisation. Of course, our success depends on the quality of our people and the diversity of our teams. This is why we target diverse and inclusive teams and link this with team performance. This puts our teams truly ahead of the game.

Our employees are satisfied with their work at Ordina, especially working in teams, because they can see that this helps them having strategic impact at our clients. And it enables them to learn and exchange know-how more quickly. We were given a score of 7.6/10 in our employee engagement survey. Thanks to our eNPS score, which rose significantly to 20.4 from 11.6 a year earlier, we know they also recommend us to their friends and acquaintances. Although we have recorded growth

CFO JOYCE VAN DONK-VAN WIJNEN, CEO JO MAES

with our own employees, we also acknowledge that it is still challenging to recruit and retain IT and business professionals. This is why we are doing our best to make it as attractive as possible for our employees to continue working at Ordina, by offering them a work environment that combines professionalism, personal development and entrepreneurship.

Of course, we had hoped to put Covid-19 behind us in 2021. The sad reality is that this pandemic is still having a major impact. As a result of Covid-19, our clients are facing digital challenges, which we can luckily help them resolve. Working remotely is also challenging for our employees. It requires a great deal of creativity to remain connected with each other and with our clients. Because working remotely also has its advantages, we are looking to eventually introduce a hybrid working system, in which our employees work partly from home and partly at our office or at our clients. We have already made changes at our Nieuwegein head office to accommodate this new system.

Our Ordina 2022 strategy has been successful, but of course, we see room for improvement. For instance, the revenue from our business propositions has somewhat lagged our expectations somewhat. We underestimated the time it would take to convince our clients of the advantages of working with high performance teams as an alternative to more classic forms of cooperation. Our business platforms & cloud business proposition has also lagged expectations. This is because, in the first period of the Covid-19 pandemic, our clients temporarily postponed investments in major backend systems and business platforms. We are now seeing that investments are once again higher on their agenda.

Another point of attention is the tightness of the labour market. Due to the enormous client demand for our services combined with the scarcity on the labour market,

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we were forced to say no to our clients more frequently in 2021. That is something we deeply regret and we want to prevent this in the future. We want to do everything we can to help our clients with added value solutions. We are well aware that the scarcity of IT talents is set to continue. And this is not just a regional or European phenomenon, but a global issue driven by the acceleration in digitalisation. On top of this, the increase in remote working will lead to changes in the location of manpower, and this itself may provide part of the solution.

Looking to the future, we see a number of trends in the market that we continue to respond to effectively. These include the increasing pressure from stricter legal and regulatory requirements, for instance in the financial sector. Banks now have to pull out all the stops to screen their clients to prevent fraud. On a broader front, we have noted that cyber security and data privacy require a more integrated approach.

As Ordina, we are part of society and we want to give something back. It is not for nothing that we made corporate social responsibility a separate strategic pillar in our strategy. We go further than legal or regulatory requirements. For instance, we have expressed our ambition to be a climate-positive company. Our focus on that front is primarily on a sharp reduction of the

CO₂ emissions related to our mobility. And we will have to offset the rest of our emissions, which is why we are planning to create an Ordina forest. This will help us to solve a part of the CO₂ emissions problem and simultaneously create new nature.

Of course, we are keen to meet all of these challenges head on. We have all the ingredients we need to be and remain successful. We have an attractive employee value proposition for our current IT and business professionals, giving them the opportunity for real growth and development. The diversity of our high performance teams gives us the opportunity to stand out in a tight labour market. And our business propositions provide a response to the challenges faced by our clients, today and in the future. We are also in a position to integrate cyber security and compliance in our end-to-end solutions. We are ready to embark on the road to 2026, with a refined strategy that equips us to deal with the developments we will face in the future.”

Jo Maes, *CEO*

Joyce van Donk-van Wijnen, *CFO*