

KEYES

DIGITAL SOLUTIONS



Our ESG Approach

Serving our employees,
our customers,
society and the environment

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Over the last few years, ESG (Environment, Social, Governance) policy has become an essential framework for companies wishing to adopt a responsible and sustainable approach to their performance. The origins of this approach lie in the growing international awareness that environmental, social and ethical issues are inextricably linked to economic success.

At KEYES, this responsibility is fully embedded in the Group's global strategy. We have defined a structured, ambitious ESG strategy that is aligned with the UN's Sustainable Development Goals, European requirements and national priorities. This strategy reflects both KEYES's founding values and the growing expectations of our stakeholders.

But above and beyond our own commitments, we see it as our social duty to help our customers achieve regulatory compliance and a successful and sustainable digital transition.



Our vision

We harness technology to serve citizens and organisations, creating a more efficient, responsible and people-centred digital society.

Our mission

We support private and public sector organisations in their digital transformations by offering integrated digital solutions.

Thanks to our teams' expertise, the strength of our ecosystem and our independent approach, we act as a trusted partner, capable of addressing challenges relating to performance, security and sustainability.

ENVIRONMENT

Reduce our environmental impact by strengthening our digital responsibility initiatives and helping our customers to implement a sustainable and responsible digital transformation.

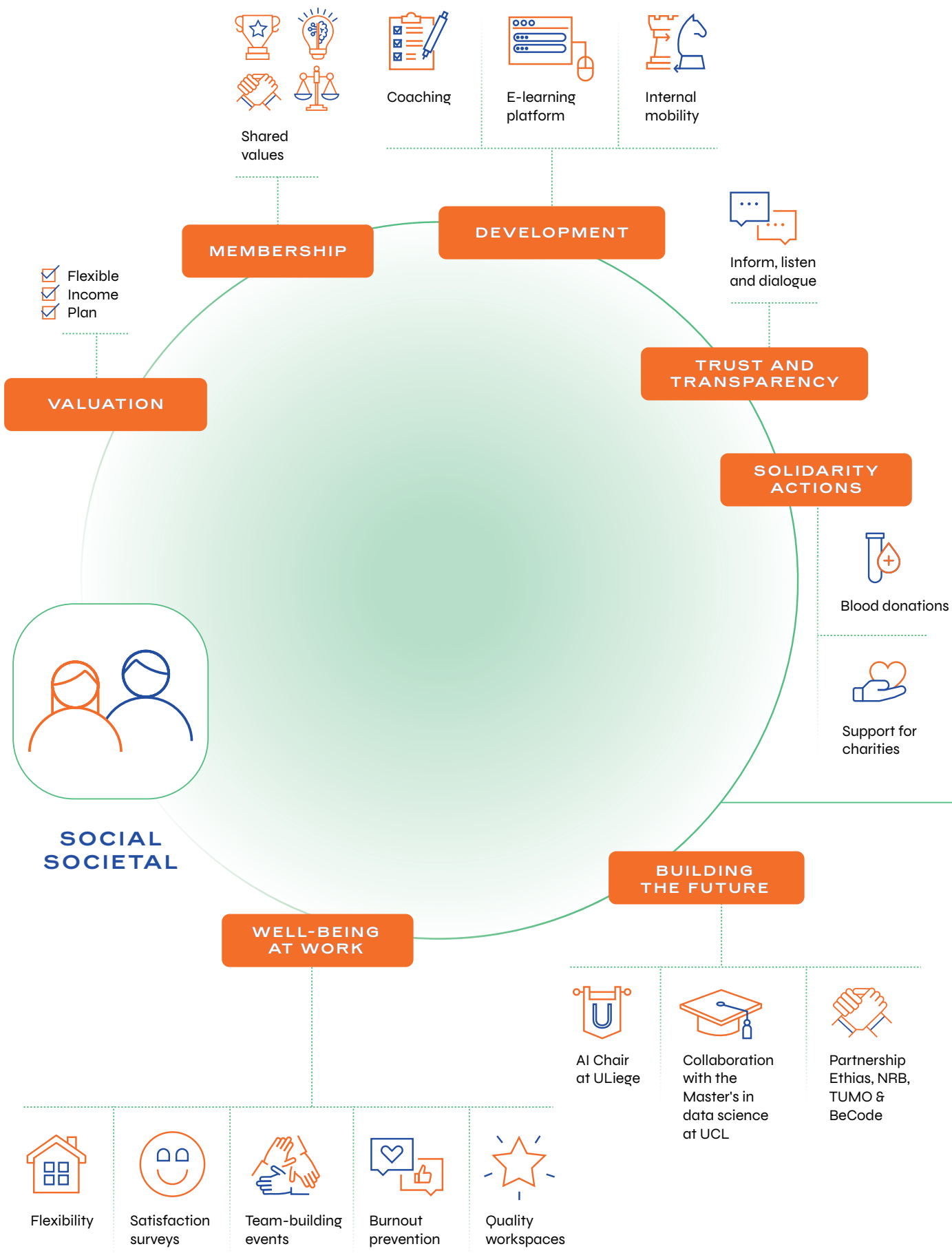
GOVERNANCE

We act with transparency, ensuring the integrity and clarity of our decisions and practices. We also take care to comply rigorously with all legal and regulatory frameworks, particularly those relating to data protection and cyber security. Finally, our approach is rooted in a strong ethic, in which every technology we develop must serve the common good and strengthen the trust of our customers, partners and employees.



SOCIAL/SOCIETAL

We are convinced that the real wealth of a company lies in its employees. That's why human commitment is at the heart of our HR strategy, guiding every stage of our development. We create a working environment conducive to well-being, encourage skills development and offer everyone fulfilling career development opportunities. As a responsible corporate citizen, we make an active contribution to society by facilitating access to technology, forging partnerships with the academic world, supporting young people as they choose the careers of the future, and undertaking solidarity initiatives in support of local communities.





ENVIRONMENT

GREEN DATA CENTER



100% green electricity



Closed-loop water use



Heat recovery

BIODIVERSITY



No pesticides



Flower meadows

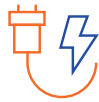


Beehives

ZERO CARBON



100% decarbonised electricity



Electrification of vehicle fleet

WASTE

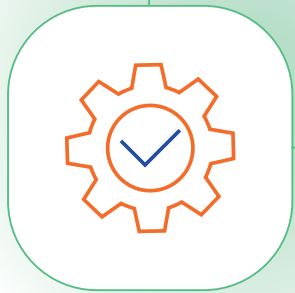


Circular economy



Recycling

Our ESG Approach



GOVERNANCE



STRONG GOVERNANCE

Strict charters (Ethics, Sustainable Procurement, Responsible Digital)

Internal Anti-Corruption Policy

Structured internal control

Compliance with national and international standards

Environment

The environmental impact of digital technology covers the entire life cycle: from the extraction of raw materials and the manufacture of equipment, to its transport, energy consumption during use, and finally its recycling. Each stage generates measurable effects on the environment, making digital technology a key issue in any approach to sustainability.

Aware of these challenges, KEYES is taking action on several levels: by concretely reducing its environmental footprint at each of these stages, and by supporting its customers in the implementation of their digital sobriety.

OBJECTIVE

Achieving carbon neutrality by 2050

KEYES is playing a leading role in the decarbonisation of its activities and in the deployment of more sober and responsible digitalisation. Thanks to its ESG team, and with the support and involvement of every employee, the company has defined an ambitious environmental strategy, **aiming for carbon neutrality by 2050.**

ACTIONS

- **Installation of a wind turbine** at the Herstal site, covering about 52% of the site's total electricity consumption with local, renewable and sustainable energy.
- **Installation of more than 900 photovoltaic panels on the roofs of buildings.** Every year, they produce about 189 MWh of green electricity, equivalent to the annual consumption of more than 50 households.
- **Recovering the heat** produced continuously by the data center servers to supply ventilation and heating for part of the buildings.
- **Electrification of the vehicle fleet** and encouragement of soft mobility.

OBJECTIVE

Encouraging the development of biodiversity

On these different sites, KEYES is developing concrete projects to promote biodiversity.

ACTIONS

- Installation of **three beehives on the Herstal site** in partnership with Burbee.
- **Phytosanitary products will no longer be used** to maintain green spaces.
- Maintenance of **unmown areas** providing a habitat suitable for many plant and animal species.
- Installation of a **rainwater recovery** system to supply toilet tanks in certain buildings, thereby reducing drinking water consumption.

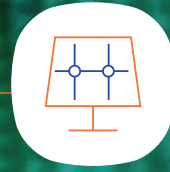


ANNUAL PRODUCTION

≈ 7.322 MWh

HEIGHT

185 m



ANNUAL PRODUCTION

≈ 189 MWh

MORE THAN

+ 900

OBJECTIVE

Managing our IT waste responsibly

IT waste management is a major environmental issue for the digital sector. Aware of this responsibility, KEYES has deployed a specific approach to organise appropriate channels for all waste generated.

ACTIONS

- In collaboration with Digital for Youth. This association recovers obsolete KEYES laptops to give them a second life among young Belgians who do not have access to technology and digital skills. IT waste that cannot be recovered by Digital for Youth is processed via the appropriate channel.



KEYES has been a partner of the Institute for Sustainable IT Belgium since 2025. By joining ISIT-BE as a Platinum member, KEYES is reaffirming its commitment to actively contributing to the sector's sustainable transformation.

RESULTS

Decarbonised electricity consumption

Thanks to the electricity produced by the wind turbine, the photovoltaic panels and the purchase of green energy for the surplus, KEYES's electricity consumption is now carbonfree. Between 2015 and 2023, KEYES reduced its CO2 emissions by more than 61%, despite the growth in its IT base.

ISO 14001 certification obtained

In 2025, KEYES renewed its ISO 14001 certification. Each initiative is monitored, measured and recorded in dashboards, ensuring their effectiveness. Sustainability is integrated in a standardised way across all its activities.

Waste management has been significantly improved, with the recycling rate now standing at 72% at the Herstal site.

Recycled waste

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DID YOU KNOW?

Our data centers are 0 carbon and have a limited impact on water!

We are proud to operate zero-carbon data centers, powered 100% by green electricity. By using cutting-edge technologies such as cold corridors and free chilling, we optimise the thermal management of our infrastructures while significantly reducing energy losses. What's more, our closed-circuit cooling system drastically reduces water consumption, preserving natural resources and enhancing the sustainability of our facilities.

Social

The driving forces behind a company's success are, above all, its employees. At KEYES, human commitment is at the heart of our HR strategy, guiding every stage of our development.

OBJECTIVE

To share a common vision and values

For KEYES, employee support for the company's ambitions is an essential condition for achieving its strategic objectives. It is therefore committed to creating an environment where every employee can feel connected to its vision, mission and values.

ACTIONS

— Five values form the common foundation that drives and shapes the KEYES culture.



Empathy



Ingenuity



Integrity



Enthusiasm



Performance

OBJECTIVE

Develop individual skills

KEYES invests in the personal and professional development of its employees, making their growth a real differentiator.

ACTIONS

- Creation of an **e-learning platform** that can be accessed completely independently, with no need to complete any prior procedures. Each user has unlimited access to thousands of online resources in a wide range of formats and content.
- Development **coaching** to identify individual skills and guide their evolution.
- **Encouraging internal mobility** in order to retain and develop talent, strengthen organisational agility and better circulate expertise and best practice within the Group.
- Launch of the **Leader-Manager-Coach 2.0** model to strengthen managerial skills



5.641

TRAINING HOURS

offered via the internal e-learning platform

OBJECTIF

Guarantee well-being at work

For KEYES, it is essential that well-being at work is not just a slogan, but that it becomes a reality in the day-to-day life of every employee.

ACTIONS

- Introducing **maximum flexibility**. Teleworking is permitted for up to 3 days a week and is governed by a policy.
- Organisation of regular **satisfaction surveys** to gather feedback from employees and implement appropriate measures to meet identified needs.
- Organisation of team-building events (staff parties, family days, sporting challenges) to bind teams together and encourage them to excel.
- Setting up a **Burn Out prevention** system.
- Creating quality spaces in buildings to promote well-being in the workplace.
- Introduction of a **career-end transition scheme**
- **Signing of a partnership with the Arsène Burny and Jules Bordet Cancer Institutes**, offering an early cancer screening programme, with medical history records managed by NRB

OBJECTIVE

Establish trust and transparency

KEYES believes that clear, open and accessible communication strengthens the bond of trust between the organisation and its employees, fosters collective commitment and creates a calm and constructive working environment.

ACTIONS

Regular tools and initiatives to inform, listen to and engage in transparent dialogue with the teams:



to discover a new tool, better understand an KEYES profession, or develop a specific skill



to exchange ideas in an informal setting with members of the Management



to discuss strategy, figures and corporate vision with senior management



to welcome new recruits and enable them to discover KEYES, its values, positioning and solutions



to highlight, during a broadcast, the expertise of our employees through current events

OBJECTIF

To make the most of efforts

Valuing efforts and recognising work accomplished is a cornerstone of human resources management. This is why KEYES creates a favourable working environment for all its employees, by putting in place performance and reward systems that value the investment of each individual.

ACTIONS

- Setting up a **Flexible Income Plan**. This system gives employees the opportunity to personalise their salary package by tailoring their fringe benefits to their individual needs, within defined budgetary limits
- **Roll-out of the Clara programme**. This performance management process has led to the introduction of:
 - A revised job classification system to better reflect the realities of the roles and ensure internal equity.
 - A clarified pay policy to enhance transparency and ensure alignment with the market.
 - A modernised performance management system.

RESULTS



Top Employer since 2020

This recognition reflects our ongoing commitment to providing our employees with a stimulating, inclusive and development-friendly working environment. It also underlines the soundness of our HR strategy, in which well-being, training and career development are central.



Our ESG Approach



Societal

As a major player in Belgium's IT sector, KEYES's role goes far beyond the provision of technological solutions; it also has an important social and civic dimension.

This commitment is reflected in a number of concrete initiatives, whether in the fields of training, solidarity, health or the reduction of inequalities.

OBJECTIVE

Act positively on society

KEYES is committed to supporting those in need, reducing inequality and contributing to a fairer, more inclusive society through a range of community initiatives.

ACTIONS

- Donations of IT equipment
- Support for various associations



OBJECTIVE

Building the future with the younger generation

KEYES is building many partnerships with the academic world. This approach enables us to keep abreast of the latest technological advances, encourage innovation and develop new skills. These partnerships also nurture a pool of talent and encourage concrete exchanges between research, teaching and market needs.

ACTIONS

- Association with ULiège to create a chair dedicated to AI research and development.
- Collaboration with UCL to develop a **Masters in Data Science** at the Polytechnic.
- Partnership between Ethias, KEYES and BeCode to strengthen the pool of tech talent in Belgium.
- Partnership with TUMO, a free centre dedicated to teaching digital skills to young people.



Governance

Solid governance enables a company to secure its development, anticipate risks, ensure compliance with standards and strengthen the confidence of its customers. It is therefore a genuine lever for sustainable performance in a constantly evolving technological environment.

With this in mind, KEYES has introduced a governance system based on three lines of defence. This reference framework is now recognised, well beyond the financial sector, as a common and widely accepted method for organisations to effectively manage their risks.

Its internal charters and policies, as well as the standards to which KEYES complies, offer an additional guarantee of sound, transparent and responsible management of its activities and teams.

OBJECTIVE

Establishing a solid governance framework

ACTIONS

KEYES has implemented rigorous risk management, supported by a solid and structured internal control environment.

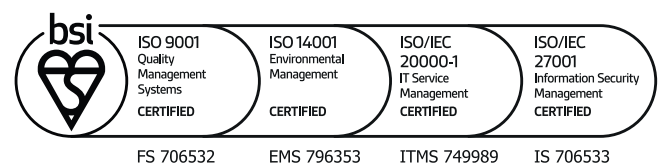
- The three-lines-of-defence model ensures that risks are identified, assessed and managed as effectively as possible throughout the lifecycle of the services provided to customers.

Commitment through strict charters and policies.

- **Ethical charter** guaranteeing integrity, protection of sensitive information and the fight against fraud.
- **Responsible digital charter** of the Belgian Institute for Sustainable IT (ISIT-BE), which supports the development of inclusive, sustainable digitisation that respects societal and environmental values.
- **Responsible purchasing charter** under which KEYES requires its partners and suppliers to comply with all environmental laws and regulations in force in the countries in which they operate.
- **Internal anti-corruption policy** which commits all KEYES employees to scrupulous respect for integrity and to prohibit all forms of corruption.
- Adoption of an **internal policy on the responsible use of AI**.

Compliance with selected international standards

- ISO 9001, ISO 27001, ISO 20000 standards
- Annual **positive assurance reports** on key processes issued by EY (Isae)





RESULTS

✦ Renewal of ISO 27001 certification

This security management certification attests to KEYES's performance in optimising information security. KEYES has successfully completed the transition audit to the new ISO 27001 version: 2022, a stricter standard that is essential to ensure our compliance with NIS 2. This development positions KEYES as one of the pioneers in the market.

✦ Renewal of ISO 9001 certification

KEYES's quality management system was first certified in 2004 and has been assessed annually since then. This certification guarantees the efficiency of existing processes, as well as the expertise of our employees, so that we can constantly offer quality products and services.

✦ Cybersecurity Company of the Year 2024

KEYES's commitment to building a genuine cybersecurity ecosystem in Belgium was hailed by the jury at the 25th Data News Awards.



The ESG Team

Beyond these concrete measures, an ESG strategy is above all a state of mind. To keep it going, KEYES can count on its ESG team. As part of the Quality & Risk Management department, and backed up by a constellation of contacts in the various departments and subsidiaries, this team works every day to make all these ambitions a reality.

Do you have any questions on these subjects?
Don't hesitate to contact them!

ESG@KEYES.EU



UNLOCK THE CHANGE.

Envision the future.

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AN **ETHIAS** COMPANY