



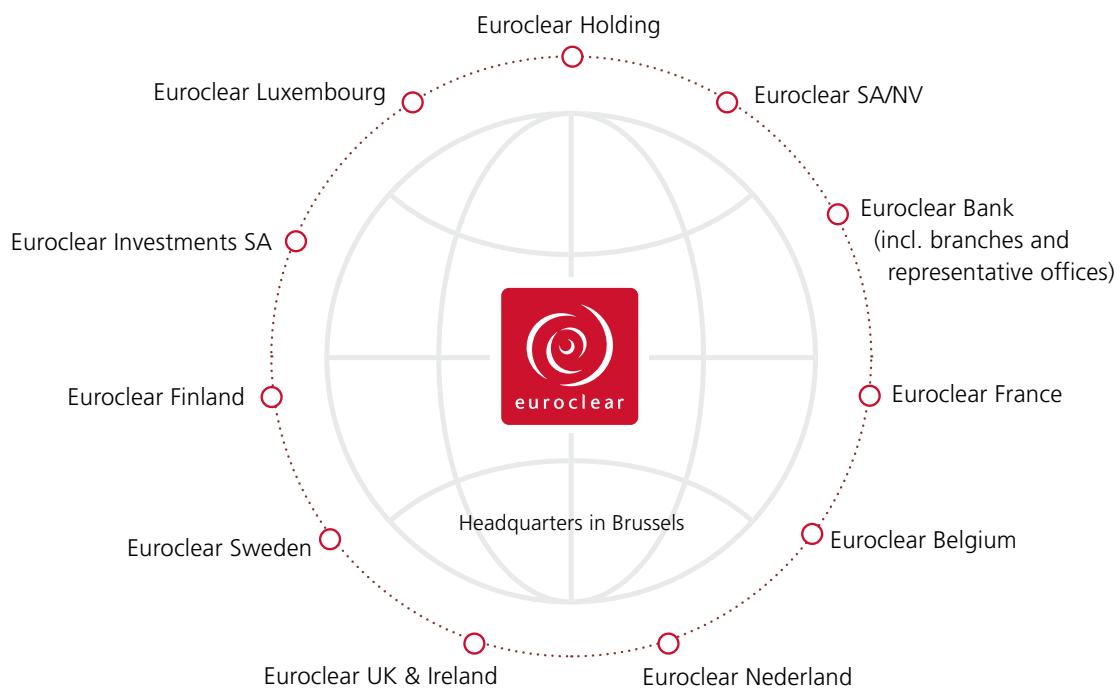
Euroclear
Our responsibility



Scope

This report applies to the entities shown below, unless otherwise stated. It has been prepared in accordance with the Global Reporting Initiative reporting framework (Core).

The report covers the year 2019 and will be published annually on our website euroclear.com.



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At a glance

In 2019, we continued to build on the foundations we had laid down over the previous years. Growing focus on Environment/Social/Governance (ESG) topics has propelled areas such as climate risk into the foreground and allowed us to start building momentum in all four of our streams.

This report outlines our achievements per stream for 2019 and the goals that we are putting in place to ensure that we remain on track. All the detailed data per stream can be found in the Annexes.

The table below shows the highlights of 2019 and the focus for 2020 -2021.

2019 Highlights

Governance



- 98% success rate in Compliance training
- 6 out of 7 CSDR licences granted
- Several countries moved towards the path of Euroclearability

2020 – 2021 Focus

Putting in place a CR governance structure that is best able to prepare us for future developments

Marketplace



- Strengthening cyber capabilities
- Reinforcing due diligence process for the selection of new suppliers
- GDPR monitoring
- Investigate enlisting to the 6 principles of responsible banking

Environment



- 23% reduction in carbon footprint based on 2014 baseline
- Business travel emissions down 12%
- Climate risk included in Risk management framework

- Refining our science-based targets
- Greener mobility options
- Further analysis of approach to climate risk

Workplace



- Leaders for the future programme launched
- 45% of new IT hires are women
- Equality scored 78% in employee engagement survey

- Ensuring a safe and supportive workplace
- Implement and launch social fund
- Expand to include people with disabilities
- Increase number of women in IT

Community



- 50th anniversary projects implemented
- 142 Junior Achievement volunteers
- 2 new projects in Uganda
- Over 60 local projects

- Implement stricter governance around community funds
- Launch new corporate volunteering programme
- Implement new projects in partnership with Street Child

Introduction from the CEO

Dear reader

Welcome to Euroclear's third 'Our Responsibility' report, developed in accordance with the Global Reporting Initiative (GRI) standards. It outlines the continued implementation of our Corporate Responsibility vision.

Corporate Responsibility is central to how we think and work at Euroclear. We are committed to do business in an ethical, responsible and sustainable way, while doing our bit to improve the world around us. Our corporate responsibility strategy is focused on four key areas: Community, Workplace, Environment and Marketplace, reflecting the nature of our business and the main ways in which we can make a difference.

As we publish this report, we are all living and working in unprecedented circumstances as a result of the COVID-19 pandemic. The world has changed significantly over the past few months, impacting our colleagues, our clients, the global financial markets as well as broader society. The physical and mental wellbeing of our people and the uninterrupted functioning of our operations continue to be our priorities in this challenging time. Whilst we have shown resilience in our ability to keep working, we have also personally experienced the human impact of COVID-19. Sadly, we have lost a dear friend and colleague in Daniel Dumont. In honour of Daniel and the values he stood and fought for, we have made a donation to the charity Ex Aequo, an organisation close to his heart and dedicated to supporting the LGBTQ community.

At Euroclear, we value our open and inclusive culture and continue to build on our diverse workforce. We promote gender diversity

(internally through initiatives such as the Women Empowering Academy, and externally with our participation in the Women in Finance network) and continuously monitor how we can further improve our work environment for people with disabilities.

More broadly, we strongly believe we have a social responsibility to support our communities. We have recently taken the decision to create a Euroclear Solidarity Fund that will make donations on behalf of the group to support local initiatives, selected by our colleagues.

Furthermore, as part of our 50th anniversary, we donated €1 million to 25 community projects across locations and we continue to support these causes through these difficult times. Given the challenges we all face, working together as members of a broader society has never been more important than today.

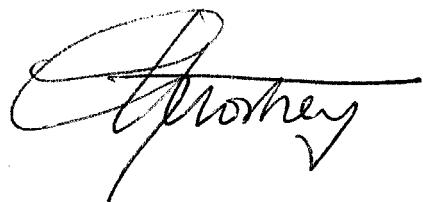
With a position at the centre of the financial markets we have the ability to make a real difference. As green finance continues to gain popularity, we have been able to help both issuers and investors to incorporate ESG indicators. GlobalReach enables us to contribute to the further development of emerging, local economies through foreign investment. The initiative significantly reduces the cost of issuance for these governments and positively impacts local economies, their infrastructure and social welfare programmes.

Despite the unprecedented challenges of COVID-19, we have been able to adapt as a business to new ways of working and to continue to support our clients as their needs evolve.

Euroclear has strong foundations as a reliable and systemically important market infrastructure and we have continued to invest in key areas including cyber security, technologies and regulatory capabilities to ensure we are able to meet the evolving needs of our clients and the financial markets.

We are pleased with the progress made in 2019 and remain excited by the opportunities to further build Euroclear's credentials as a responsible employer in 2020 and beyond.

I would like to thank all of our colleagues, clients and partners in their resilience as we all adapt during these difficult times. Take care of one another and stay safe.



Lieve Mostrey,
Chief Executive Officer



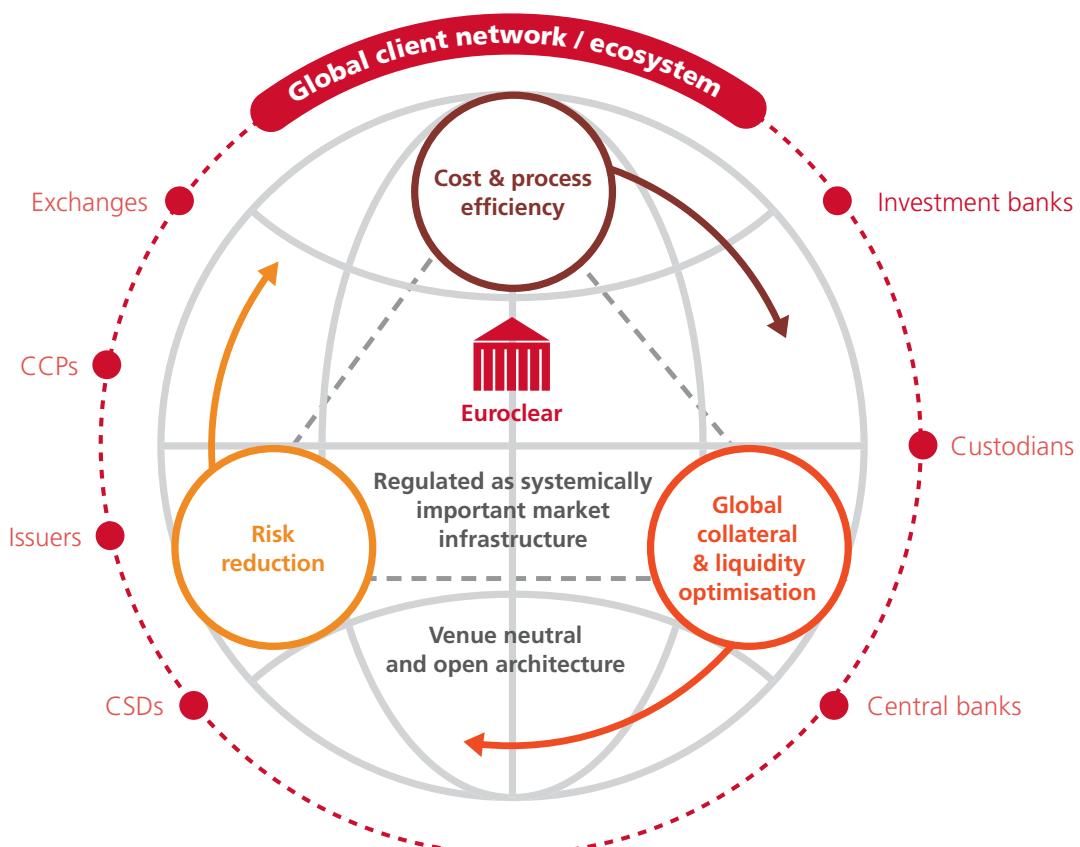
Lieve Mostrey, Chief Executive Officer

About Euroclear

We are a financial services provider of post-trade services. Euroclear provides settlement, safe keeping and servicing of domestic and cross-border securities, from bonds, equities and derivatives to investment funds.

We connect over 2,000 financial market participants across the globe and ensure securities transactions are processed safely and efficiently. As an open and resilient infrastructure, we help clients cut through complexity, lower costs and mitigate risks.

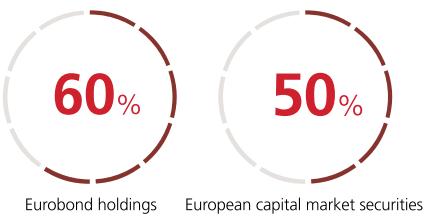
An open model, positioned at the centre of the global financial market ecosystem



For details on our strategy and approach to risk management, please see pages 13 and 22 of the Euroclear Holding Annual review 2019.
For details on Board composition, please see page 17 of the Euroclear Holding SA/NV 2019 Consolidated Financial Statements.

Scale provider of post-trade services

€31 trillion
assets held in our custody for our clients



€837 trillion
in turnover



239 million
transactions processed
+3.9% y-o-y growth

>1.5 million
securities worldwide

Collateral Highway

€1.3 trillion



The place for funds

145,000

investment funds processed by Euroclear

>1,200

fund administrators

€2.4 trillion

funds under custody

11.2 million

funds orders routed annually

Euroclearability

\$3.8 billion

Potential GDP boost to real economies for 6 recently Eurocleared countries over 10 years

+1.2%

increase in the annual education budget



Or

+1.0%

in the annual healthcare budget



Your global trusted partner

>2000
financial institutions



50

major markets

client support
16 languages



50

settlement currencies

clients in
>120 countries

AA⁺
Fitch

AA
Standard & Poor's

Corporate Responsibility at Euroclear

Our Corporate Responsibility (CR) mission is to conduct business in an ethical, responsible and sustainable way, while contributing positively to the wider community. This mission is aligned to our corporate strategy of being a systemically important, resilient and robust infrastructure at the heart of the financial industry's ecosystem.

We established our Corporate Responsibility approach six years ago, consolidating on-going initiatives around a framework which was drawn up after consulting both internal and external stakeholders. We divided our framework into four streams to identify what is most relevant to Euroclear and its stakeholders: Environment, Workplace, Marketplace and Community.

Our Corporate Responsibility approach continues to evolve and develop, aligning to market trends and being embedded into our business model.

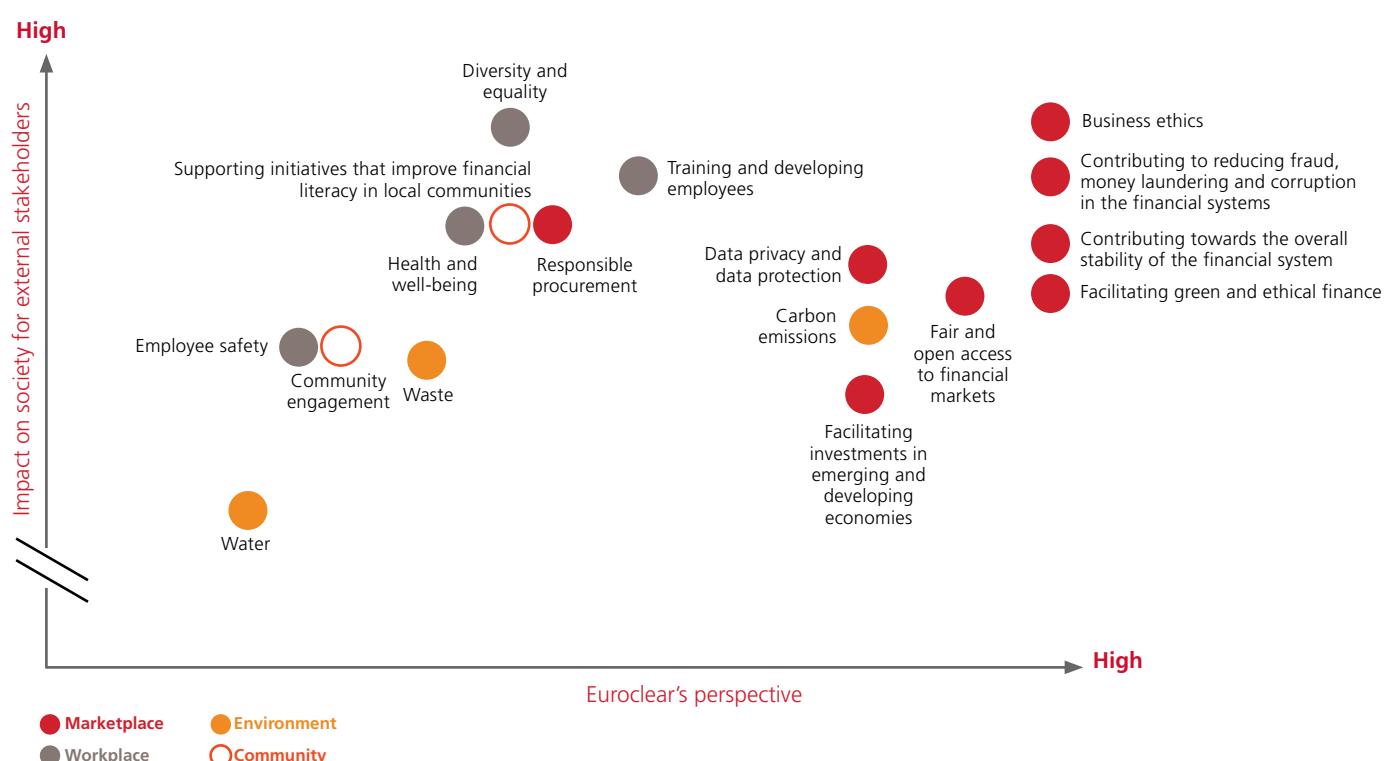
The COVID-19 crisis has put renewed and strengthened focus on all Environment/Social/Governance topics and this will be translated into actions over the coming years.

Our Corporate Responsibility framework



Materiality matrix

The Materiality Matrix below is the result of both internal and external input from a range of stakeholders. In 2020, we intend to conduct a revised stakeholder review which will be used to update this matrix.

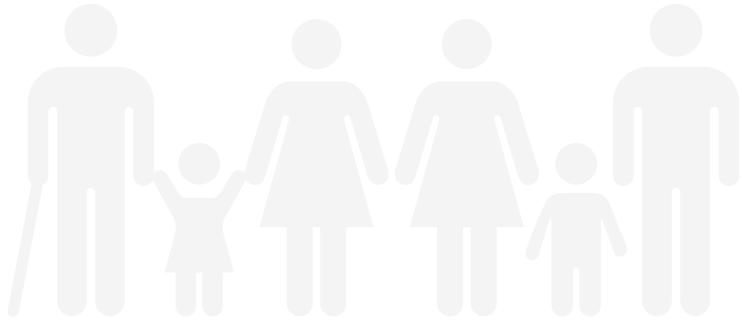


Corporate Responsibility governance, roles and responsibilities

In 2018, we reviewed our Corporate Responsibility governance structure to be better aligned to the growing focus on Environmental, Social and Governance (ESG) topics. In 2019, we continued to refine our governance and in 2020, we will be broadening our Corporate Responsibility Steering Committee (SteerCo) to make it more diverse, to better represent our locations across the group and to ensure appropriate reporting to the Board and other governance bodies. At the same time, we will also ensure that more focus is given to sustainable finance and climate change. To this end, we have set up a separate sustainable finance SteerCo, which works closely with the CR SteerCo.

Policies

All streams in our Corporate Responsibility programme are governed by the Corporate Responsibility Policy handbook, which was first published in 2016 and will be revised in 2020. This Handbook is signed off by the Management Committee. See also Policies on page 59.



Aligning to the Sustainable Development Goals

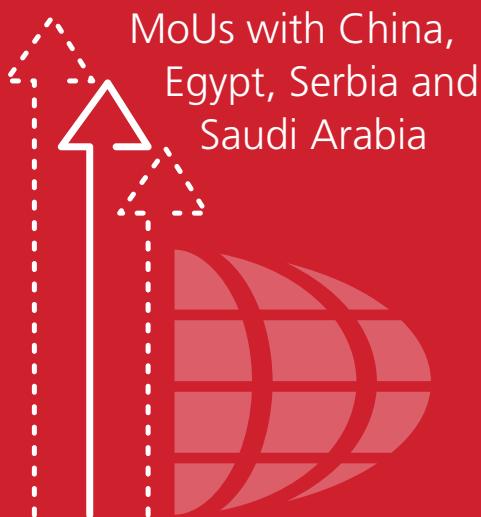
We are aligning our objectives to the United Nation's Sustainable Development Goals (SDGs).

In order to ensure that we focus on the areas where we have the most impact, we defined which of the SDGs are most relevant to our business.



SDG 1 No Poverty Community Marketplace	SDG 8 Decent Work and Economic Growth Marketplace / Community	SDG 14 Life below water Environment
		
SDG 4 Quality Education Community	SDG 12 Responsible Consumption and Production Environment	SDG 15 Life on Land Environment
		
SDG 5 Gender Equality Workplace	SDG 13 Climate Action Environment	SDG 16 Promote Just and inclusive societies Marketplace
		

Moving towards the path of **Euroclearability**



6 out of 7
CSDR
licences



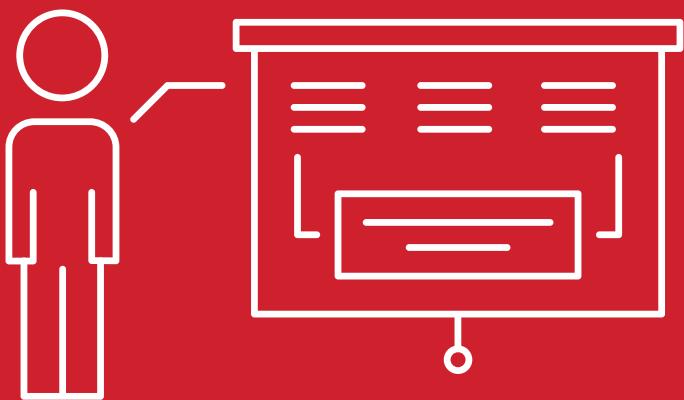
granted
.....

72%
of suppliers
are local



Mandatory **ethics and compliance training**

99% completed
the training
with a **98%** success rate



Marketplace

This stream includes our long-term focus on fighting fraud and corruption, anti-money laundering and counter-terrorism financing, data protection, and cyber security. It also focuses on our work to ensure that there is no modern slavery or human rights abuse in our operations or supply chain.

This stream also encompasses our efforts to enable activities through which developing markets are opened up to international investment, thereby strengthening their overall economies to the benefit of all. This section includes our ongoing investigations into how Euroclear may help to create a more sustainable and equitable marketplace.



“In times of market uncertainty, it remains paramount for a capital market infrastructure to ensure clients, issuers and investors are afforded the highest levels of safety.”

Guillaume Eliet
Chief Compliance Officer



All disclosures in this section apply to the whole group unless otherwise stated.

Our commitment to serving capital markets responsibly is encapsulated in our ability to ensure continuous, secure and efficient transaction flows. We take a large share, of responsibility for keeping the financial markets stable and functioning, so it is critical that we manage our risks effectively. Our external stakeholders also indicate that this is an area of key focus for them, as shown in our materiality matrix on page 11.

Our risk-aware business practices, highest ethical standards and robust processing infrastructure, play a key part in ensuring market stability during times of turbulence. Our corporate reputation as a stable and trustworthy Financial Market Infrastructure (FMI) has sustainability and viability at its core.

There are four pillars to our Marketplace strategy



Know and trust your suppliers



Risk-averse culture



Staff awareness



Sustainable marketplace



Know and trust your suppliers

The main elements of our supply chain are related to products and services that support our operations. These include facility services, IT infrastructure, application development and maintenance services, insurance, lease cars, business travel, marketing and communication support and other professional services.

Our goal is a sound supplier strategy and a stable procurement organisation, and we aim to ensure that all suppliers adhere to the desired prices and deliver the desired product with quality service while minimising risks. Local suppliers account for around 72% of supplier-related expenses. This reflects a significant support to local economies. We define local suppliers as meaning companies that operate in the same geographical region in which the service is provided.

The total administrative expenses in 2019 for Euroclear SA/NV amounted to €817 million, of which around 40% is supplier-related expenses and representing commercial relationships with around 1,700 suppliers.



Sustainable Supply Chain

Euroclear manages the supply chain risks of its critical suppliers with the objective of contributing to financial market stability. All critical suppliers are assessed annually on these areas:

- **Supplier-related practice** with respect to compliance and ethics, such as code of business conduct
- **Anti-money laundering** and counter-terrorism financing

- **Financial sanctions**
- **Gifts and hospitality**, fraud and corruption
- **Conflicts of interest**
- **Human rights**, including adherence with modern slavery legislation

Euroclear has developed a Supplier Code of Business Conduct, published on euroclear.com in 2019. It goes beyond mandatory requirement of compliance with laws and regulations to outline the principles and expectations Euroclear has of its suppliers and sub-contractors. This covers dimensions such as human rights, ethical business practices and environmental impact. The Supplier Code of Business Conduct will be gradually included in contracts with our existing suppliers and will be referenced in all new contracts.

As of 2020, it is expected that the due diligence process applied to the selection of new suppliers will be further reinforced, integrating whenever relevant the assessment of the supplier-related practices with regards to Ethics and Corporate Responsibility.

How we manage our supply chain

Supply chain management is overseen by a mainly centralised procurement function reporting to the Head of Finance Division. By consolidating Euroclear's spending power, Procurement generates cost savings through the creation of economies of scale and enabling holistic management of supply chain risks.

In recent years, many companies around the world have added supply chain sustainability to their procurement and sourcing criteria. They have become increasingly focused on minimising supply chain risks (such as modern slavery and the impact on the environment).

This is true for Euroclear too. Euroclear suppliers are key partners who we rely on to support the company and the successful delivery of qualitative products and services to our clients.



Creating a risk-averse culture

Our staff and contractors operate in multiple locations around the globe. While, wherever possible, we try to apply a group-wide approach to anti-corruptive behaviour, local jurisdictional rules and laws are applicable and must be adhered to above and beyond group-wide guidelines. In line with our Board and senior management expectations, our reputation for integrity, honesty and fairness hinges on our staff's ability to adhere to our ethical principles at all times. This includes awareness around internal and external fraud, corruption, the giving and receiving of gifts, hospitalities and any other types of potential inducement.

As a key market infrastructure, we need to ensure the stability of the market and guard against any implication in cases of bribery, fraud or corruption.

GRI 205-1 and 205-2

Understanding the diverse and changing needs of our clients is important for us, as is the opportunity to learn from client feedback. In that context, we have put in place an adequate complaints handling process, which is a last resort for clients that have exhausted traditional channels for issue management. The effectiveness and usefulness of the process was confirmed, as it was used on some occasions by clients since its launch in 2017. All complaints were treated in line with the principles set out in the applicable policy relating to complaints.

No client activated this complaints handling mechanism in 2019.





Staff awareness

All staff and contractors follow a series of training sessions on topics such as bribery, fraud, anti-competitive behaviour, anti-money laundering and counter-terrorism financing, conflicts of interest, modern slavery, physical and logical access and other potential malicious behaviour. Furthermore, during 2019 a series of in-house videos were screened concerning compliance, ethics and regulatory affairs.

Every two years we run a compulsory Compliance and Ethics (C&E) Test in the form of an e-learning experience.

In line with the corporate objectives, the completion of mandatory training are embedded in employees individual objectives and are expected to be completed in a timely manner.

In December 2019, we launched the mandatory biennial C&E test covering CSDR, the three lines of defence, conflicts of interest, fraud, and market abuse and data retention & protection. 99% of our workforce completed the test, with a 98% success rate. Earlier in the same year, we launched an e-learning on fraud prevention followed by a 'fraud week' to help our staff to better understand the role they play in protecting our company. This week flagged certain behaviours that could potentially lead to instances of fraud (e.g. lifestyle choices, gambling, etc.).

In addition, all staff completed a conflicts of interest e-learning and related self-declaration form. Relevant staff completed training sessions in relation to modern slavery and anti-money laundering. Furthermore, we revamped our onboarding pack for newcomers group-wide, to include a wide variety of compliance domains.

To encourage our staff and clients to report any potential wrong doing or area for concern, we deployed a multi-channel 'Speak Up' framework. Run in tandem with internal reporting channels, the framework also includes an external ethics hotline run by Safecall Ltd., an independent third-party industry expert.

These channels allow staff, consultants, contractors and our suppliers to raise concerns in the strictest confidence, 24/7 in a range of languages. In 2019, we have increased publicity around the hotline to encourage staff to speak up if they encounter unethical behaviour. Five reports were raised through the Safecall ethics hotline over the course of the past year. All of these reports concerned ethics and/or conduct misdemeanors and were dealt with appropriately by HR.

We are proud to be structural partners of the Ethics and Trust in Finance prize (formerly 'Robin Cosgrove' prize), which was set up to encourage those under 35 to engage with the topic of ethics in the finance industry. Five Euroclear entrants posted essays as part of the 7th edition. Two of the entrants had their work published, one of which being Andrea Bancone's *The Moralisation of Contracts: An Islamic Perspective*. (see also page 20).





Case Study



Youth uncovering innovative ideas in the Ethics and Trust in Finance prize

We are proud to be structural partners of the Ethics and Trust in Finance prize. This essay-writing competition is an interesting opportunity for people under 35 to engage with a topic concerning ethics in the finance industry. We had five essay entrants in the 2018-2019 edition, with two writers making it to the top ten, and ultimate publication. Andrea Bancone came in third place, receiving a special commendation from the jury. We interviewed Andrea on his experience.

Q: Andrea, congratulations on winning the commendation of the jury. This must be a big honour?

A: Yes indeed, I am very proud to have captured the attention of the jury. When I entered the competition, my goal was to make it to the top ten and have my essay published. Reaching that objective already made me very proud, so receiving the commendation of the jury was really the cherry on the cake.

Q: What triggered you to participate in the Ethics and Trust in Finance prize?

A: Having graduated in Philosophy and Compliance studies, I always had an interest in moral issues. When I heard about the existence of this essay competition, I started going through essays from previous editions. I wanted to understand the style and expected level before enrolling myself. Once I found a topic that I believed touched upon a moral issue that could affect everyone, I decided to go for it.

Q: Which topic did you choose?

A: During my studies, I learned about Islamic finance. The title of my essay reads '*The Moralisation of Contracts: An Islamic Perspective*', and starts from the observation that not a single Islamic Financial Institution was impacted by the collapse of subprime mortgage bonds in the wake of the 2008 global financial crisis, and goes on to analyse Islamic financial theory and practice as opposed to conventional finance. As a system based on moral values, is it free from unethical behaviour? This paradox was an interesting starting point for my discussion.

Q: Would you consider participating again?

A: I would if I could, as there are plenty of interesting topics still to cover, but unfortunately I won't be under 35 anymore. But I hope I can assist future participants, and show them that initiating thought provoking (or even controversial) discussions is very rewarding.



“Having graduated in Philosophy and Compliance studies, I always had an interest in moral issues.”

Andrea Bancone

Youth uncovering innovative ideas in the Ethics and Trust in Finance prize

Data protection

Our position in the market has its foundations in our ability to securely access and process data from a wide variety of sources.

We welcome the EU's move to strengthen and unify data protection for all individuals within the union under the General Data Protection Regulation which came into effect in May 2018. As our staff are the first line of defence when it comes to the integrity of personal data, a mandatory GDPR e-learning is carried out on a biennial basis.

There were no complaints concerning breaches of privacy or losses of client data reported to the authorities in 2019.

Cyber security and business resilience

Euroclear's goal is to be, and remain, a preferred business partner and a trusted FMI in the ever evolving marketplace. By providing robust end-to-end business resilience, with a focus on strong cyber capabilities, we contribute to the stability of the financial markets.

We achieve this by ensuring that we continuously stay on top of the market evolution and keep applying market best practices and industry standards across our business resilience and cyber security processes and procedures.

We apply a risk-based methodology, and regularly test scenarios to improve our defence in times of exceptional, and even extreme circumstances.

We monitor the threat landscape and our controls to make sure that we are not taken by surprise. In case of sudden impact, our explicitly extreme but plausible scenarios give us the tools to tackle a variety of types of crisis as an organisation.

Our people stand in the front line, and we make sure they are aware of the key role they play every day and in any exceptional situations. Our mandatory security awareness programme runs throughout the year in the form of mandatory security elearnings.



Cyber threats don't respect borders, and that's why we actively collaborate with other industry players in information and intelligence sharing, with the ultimate goal of protecting the financial markets.

Conflicts of interest

Maintaining and developing business relationships requires trust. But trust cannot be obtained when professional objectivity is biased by conflicts of interests. That's why Euroclear developed a conflict of interest framework based on five key pillars:

- identifying potential or actual **conflicts of interest** risks in key business decisions
- promoting **transparency** via a self-declaration process
- developing staff and decision makers' **awareness** through policies and training
- implementing **governance** and organisational safeguards to conflicts of interest-sensitive areas
- respecting **regulatory requirements** such as maintaining a consolidated overview of conflicts of interest cases and actions taken to manage them.

Management of conflicts of interests is covered by local and group-wide policies and registers (for actual and potential conflicts). When appropriate, confirmed cases of fraud are notified to the Board, and to the relevant authorities.

Fighting fraud and corruption

Euroclear has zero tolerance for fraud and corruption. We combat the risk of internal and external fraud by building awareness, continuously assessing the fraud risks within the whole group and through the implementation of robust preventive and detective anti-fraud controls according to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards. We have defined a documented, robust and effective process to address suspected fraud in a timely fashion in line with the standards set by the Association of Certified Fraud Examiners (ACFE).

There are clear procedures to manage the risk of bribery and corruption, including rules with regard to the giving and receiving of gifts and hospitality and other types of inducements, and adequate due diligence to manage the third party corruption risks. We have a clear allocation of roles and responsibilities at all levels of the organisation to fight fraud and corruption.

In 2019, Euroclear suffered no major breaches of international/national laws and regulations, therefore no monetary fines or sanctions have been applied.

The Management approach is evaluated in the following ways:

- we assess the effectiveness of our anti-fraud controls by way of several key internal controls, such as our Legal Internal Control and Accountability process (LICA), expenses management, accounting management, etc.
- we adhere to, and comply with, bribery and corruption related legislation such as the UK Bribery Act and the US Foreign Corrupt Practices Act (FCPA).
- we adhere to the Senior Managers Regime in the UK.
- we undertake annual conflict of interest self-declaration exercises across the group, through which employees certify, for example, compliance with our gifts and hospitality rules.

- We run the Compliance and Ethics Test every two years, which is mandatory for all staff to test financial crimes awareness through plausible scenarios. The results are reported to the main group's regulator, the National Bank of Belgium.

Confirmed incidents of corruption

Total number and nature of confirmed incidents of corruption	Two cases of corruption in 2019. One refuted, one ongoing
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	One case of corruption still ongoing
Total number of confirmed incidents when contracts with business partners were terminated	One contractor's contract terminated or not renewed due to contractual violations
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	Zero instances of corruption cases brought against Euroclear or its employees

Reporting possible cases of wrongdoing/raising grievances

The 'Speak up' procedure encourages staff, contractors, consultants, clients and suppliers to raise concerns on all of the above through a well-documented and monitored procedure:

1

Report concerns to the line manager (for employees), or the Euroclear contact point (for contractors).



2

If the person in question does not feel comfortable raising the point with his/her line manager, he/she can contact the Compliance and Ethics team, Human Resources or Legal, or use the internal hotline which is published on our intranet.



If the person in question would rather speak to a neutral third party, he/she can make use of the external hotline, managed by the independent third-party supplier, Safecall Ltd.



All concerns raised are treated in the utmost confidence and followed up on as appropriate. The person raising the concern is protected from recrimination in all instances.

Furthermore, there is a complaints handling service on our website, through which clients can raise any concerns that they feel they cannot raise through the normal channels (Account and Relationship Management).

For a breakdown of data on anti-corruption practices, please see Annex page 59.

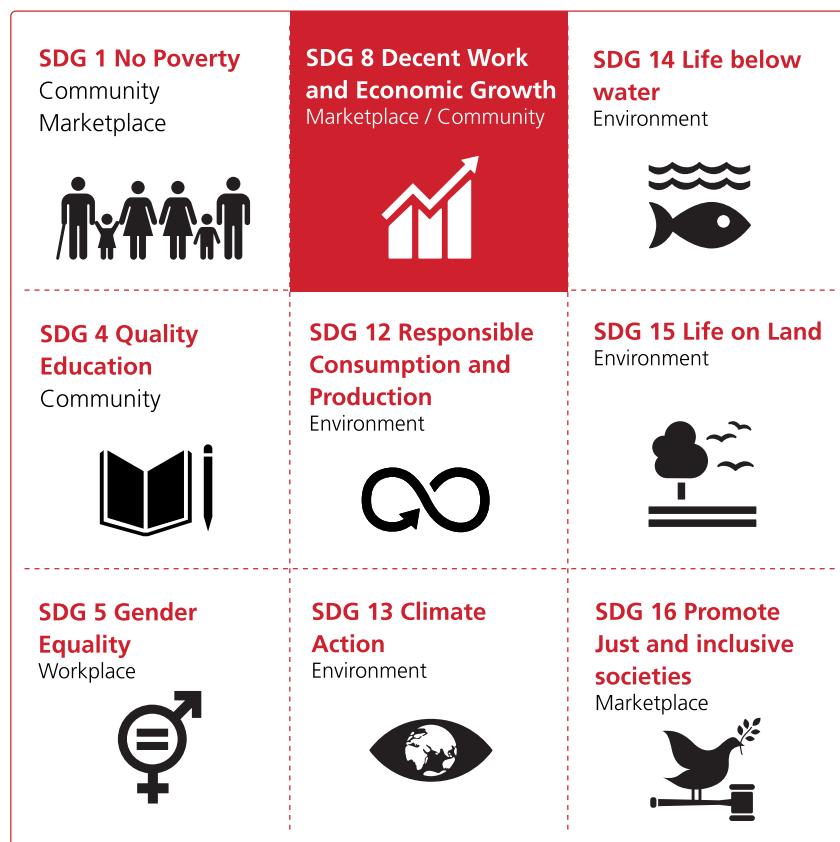
SDG 8 Decent work and economic growth

Roughly half the world's population still lives on the equivalent of about \$2 a day with global unemployment rates of 5.7%. Moreover, having a job doesn't guarantee the ability to escape from poverty in many places. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty.

A continued lack of decent work opportunities, insufficient investments and under-consumption leads to an erosion of the basic social contract underlying democratic societies: that all must share in progress. Even though the average annual growth rate of real GDP per capita worldwide is increasing year on year, there are still many countries in the developing world that are decelerating in their growth rates and moving farther from the 7% growth rate target set for 2030. As labour productivity decreases and unemployment rates rise, standards of living begin to decline due to lower wages.

SDG Goals

- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation. Encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.



How does Euroclear support this SDG?

Our GlobalReach programme works with developing countries to make their markets more accessible to foreign investments, which ultimately benefits everyone. A recent PwC report shows that a number of countries that became 'Euroclearable' reported a rise in spending on areas that benefit society, such as an average increase of 1% in the annual health care budget.



Sustainable finance

There's little doubt that the whole debate around sustainable finance and how to finance the Sustainable Development Goals has gone up a notch in the last year. From Davos to Riyad, the dialogue around how to create a more equitable and sustainable world has really taken off.

From virtually nothing 10 years ago, the green bond market has grown to \$500-600 billion outstanding issues with around \$250 billion of new issuance in 2019. But this is still a drop in the ocean and in order for the Sustainable Development Goals to be achieved by 2030, sustainable finance will need to be embedded in our global financial architecture and infrastructure. Euroclear certainly has a part to play here.

At Euroclear, we have been taking part in many of these discussions (read the case study on the opposite page to find out about our participation at Davos). We are concerned to focus on what has real meaning and impact, so we are investigating four main areas.

1 We are analysing and exploring the avenues that could be taken for market infrastructures to support sustainable finance.

2 We are looking at working with the international financial institutions (IFIs) like the World Bank and other role model organisations, such as central banks, to find a long-term business solution to develop a marketplace for sustainable finance instruments. This is still at the design stage and we envisage a long-term roll out, when adopted.

3

We are evaluating signing up to the UN Principles for Responsible Banking

4

Following up on the panel that we hosted at our flagship 2019 Collateral Conference, we are keen to provide a platform for discussion around the topic of sustainable finance

The impact of Euroclearability

Across the globe, growth economies are looking to attract foreign investors to help fund long-term development needs. At the same time, international investors are seeking opportunities to diversify and increase the profitability of their investments.

In 2019, Euroclear Bank, in cooperation with PwC, published the white paper 'The impact of Euroclearability on the real economy', examining the benefits markets can achieve when they become Euroclearable. These include increased liquidity in domestic sovereign bond markets, directly prompting higher trading volumes and lower bond yields in secondary markets.

Markets that are Euroclearable illustrate a number of features that enable international investors to access domestic bond markets, such as efficient and secure asset ownership, an investor-friendly tax and regulatory environment and other features which enable connectivity between domestic bond markets and international investors.

Goals for 2020 and beyond

Strengthening cyber capabilities

Further **reinforcing** due **diligence process** for the **selection** of **new suppliers**

From **Euroclearability**



towards **sustainability**

GDPR monitoring



Case Study



How do we make sustainable finance a reality?

You would need to be living in a bubble on a very remote island not to be aware that everything to do with Environment, Social and Governance (ESG) topics is hot right now. From climate change to human rights, topics that were once considered marginal, are now mainstream. But what is the reality and how can corporates contribute?

At a recent conference with Paul Polman, ex CEO of Unilever, he stated that corporates must now play their part if we are to have any chance of reaching the Sustainable Development Goals, something that is increasingly pressing in these challenging times. So, not surprisingly that climate change and how to address growing inequality were big topics at Davos this year.

Francois Tilly from our Dubai office was one of the Euroclear team that took part in the summit and we have captured his thoughts below.

Q: Do you see a change in the way companies view ESG topics since last year?

A: Yes – there is a definite sense of momentum – and you can see that from some of the recent big announcements such as BP announcing that they intend to be carbon neutral by 2050 and Blackrock's announcement to cut out companies

that invest in fossil fuels. There's a real awareness around the Sustainable Development Goals and in our industry an awareness of the need to finance the SDGs, if they are to be successful.

Q: Do you think that there's a risk of greenwashing here?

A: I think everyone is talking about ESG but there's a definite risk of not doing what you say you're doing. There's a risk that it's all a lot of talk and little action. The question is – how can we make a real change?

Q: And how do you see that happening?

A: According to the UN and OECD, by 2030, we're going to need to raise between \$4-7 trillion every year to meet climate and development goals. I think the Sustainable Development Goals are very important here – they provide focused targets to aim for and it's clear that companies that take one or two of the SDGs and really focus on achieving those are much more likely to achieve success. Take blue bonds – the Seychelles has just issued the world's first blue bond – which focus on raising money to address marine issues. This is a very clear initiative which addresses SDG 14 – Life below water.

Q: Do you think that Euroclear can play a part in addressing the SDGs?

A: I'm sure we can. Group Strategy and Product Expansion team is actively looking at how Euroclear can play a part in helping to find a solution. What's certain is that the whole financial sector has a very big part to play – and there is certainly an important role for an FMI like Euroclear.



“There's a real awareness around the Sustainable Development Goals and, in our industry, a need to finance them.”

Francois Tilly
Euroclear Dubai office

23%
reduction
of carbon footprint
based on 2014
baseline

Business **travel**
emissions down

-12%



Platinum
at London
Clean
City
Award
★★★★★

Single-use
plastic
banned



Environment

This stream encompasses our focus on reducing our carbon emissions and our approach to resource use. The introduction of science-based targets in 2017 demonstrates our commitment to reducing our impact on the environment in all the locations where we operate.

We have been carbon neutral since 2012 and we reduced our carbon footprint by 7.7% in 2019.





“We put green mobility high on the agenda and strive to further reduce our emissions”

Bernard Frenay
Chief Administration Officer

We are well aware that the amount of energy we use to power our offices and data centres has a big environmental impact. We therefore continue to strive to reduce our overall energy consumption and to purchase renewable electricity for our data centres and our head office.

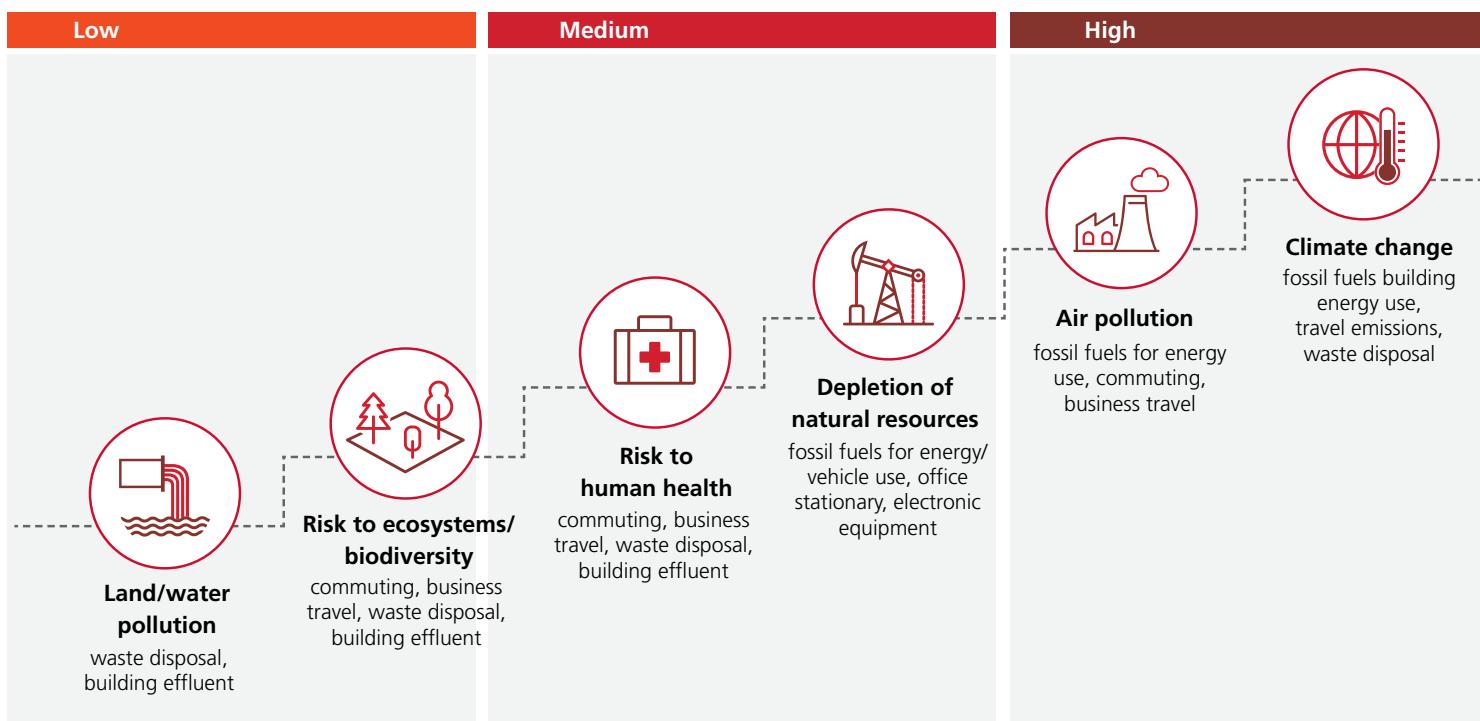
Next to keeping a focus on waste management, we are looking as well in more detail at green mobility. Following our latest commuting survey, we already see a shift towards an increased usage of public transport and bikes. By implementing a detailed action plan, we want to make it easier for our staff to leave their car at home or opt for a more environmental-friendly one. We can as well see a significant decrease in business travel. We see this as evidence that our sustainable travel policy is having an effect in driving emission reductions.

As part of our environmental commitment, we have carried out a risk assessment of our impacts on the environment, detailed below.

Governance

Our Environmental stream falls under the company's Corporate Responsibility programme. This stream is headed by the group-wide Facilities department, reporting into the Finance Division, which manages our business travel, car fleet, offices and data centres.

Environmental risk assessment



Our environmental commitments, set out in our Corporate Responsibility Policy handbook, centre around four pillars:

- **Compliance:** respect for both the letter and the spirit of environmental laws across all locations where we have staff.
- **Emissions:** commit to preventing pollution by minimising and being accountable for our impact on the environment.
- **Resource use:** practice effective energy, water and waste efficiency in all premises and sustainable vehicle use wherever viable.
- **Supply chain:** for the purchase of goods and services in the spend categories with a high risk of environmental impact (e.g. energy, real estate, etc.) the tendering award decision process will include environmental criteria. Whenever relevant, we ensure that we only select new suppliers who comply with applicable environmental legislation.



Compliance

Our offices are located globally, but our largest operations are within Europe. We also have the highest risk regarding legislation in Europe, which is why it is our main focal point. That said, we set no boundaries on compliance and include all of our offices/operations in this topic.

As a pre-eminent provider of securities services across the globe, Euroclear is renowned for safety, neutrality, reliability and trustworthiness. Senior management seek to reinforce our reputation by ensuring that we take our legal obligations seriously.

In addition to obvious environmental detriment, any breaches of compliance also impact on the trust the public has in the financial sector. For this reason both customers and employees are able to provide feedback to the company on our environmental strategy and performance through internal or external channels.

We are committed to ensuring compliance by:

- implementing a comprehensive environmental management system, with an environmental legal register
- providing the leadership, management support, communications and resources necessary
- giving environmental matters appropriate attention and importance throughout the company
- continually improving both our systems and our environmental performance
- performing regular management reviews and audits of the Corporate Responsibility policy and Euroclear's environmental management system.

Emissions

Our largest emission source is electricity, closely followed by business travel. As a global company, and climate change being a global issue, we aim to collect emission data from all of our operations.

We have been carbon neutral to PAS2060 standards for eight years. We are committed to Science-Based emissions reduction targets (SBT) and plan to review our SBT in 2020 in line with a 1.5 degree rise in temperature.

We intend to reduce our emissions by 36% by 2024 based on a 2014 baseline. By the end of 2019, we had already reduced emissions by 23%.

While not a big contributor to our carbon emissions overall, we recognise that our largely diesel-based car fleet in Brussels is not sustainable. We have therefore developed a three-pillar strategy to design a greener approach to mobility.

As a first pillar, we focus on removing the hurdles for employees to adopt greener alternatives to cars. Over the past few years, we have taken several measures to ensure that people are encouraged to use alternative transportation means to come to the office. One measure was expanding the number and safety of bike parking spaces at the Brussels office, so more people would be inclined to cycle to work. We are investigating how we can further increase parking spaces for bikes, improve the infrastructure of the Brussels office, with respect to facilities such as lockers and showers, and how we can gradually adapt the infrastructure to full electric cars. Secondly, we aim at incentivising green mobility. Whilst providing a company car is still common practice in Belgium, we encourage employees not to use their full budget on expensive and polluting cars. Instead,

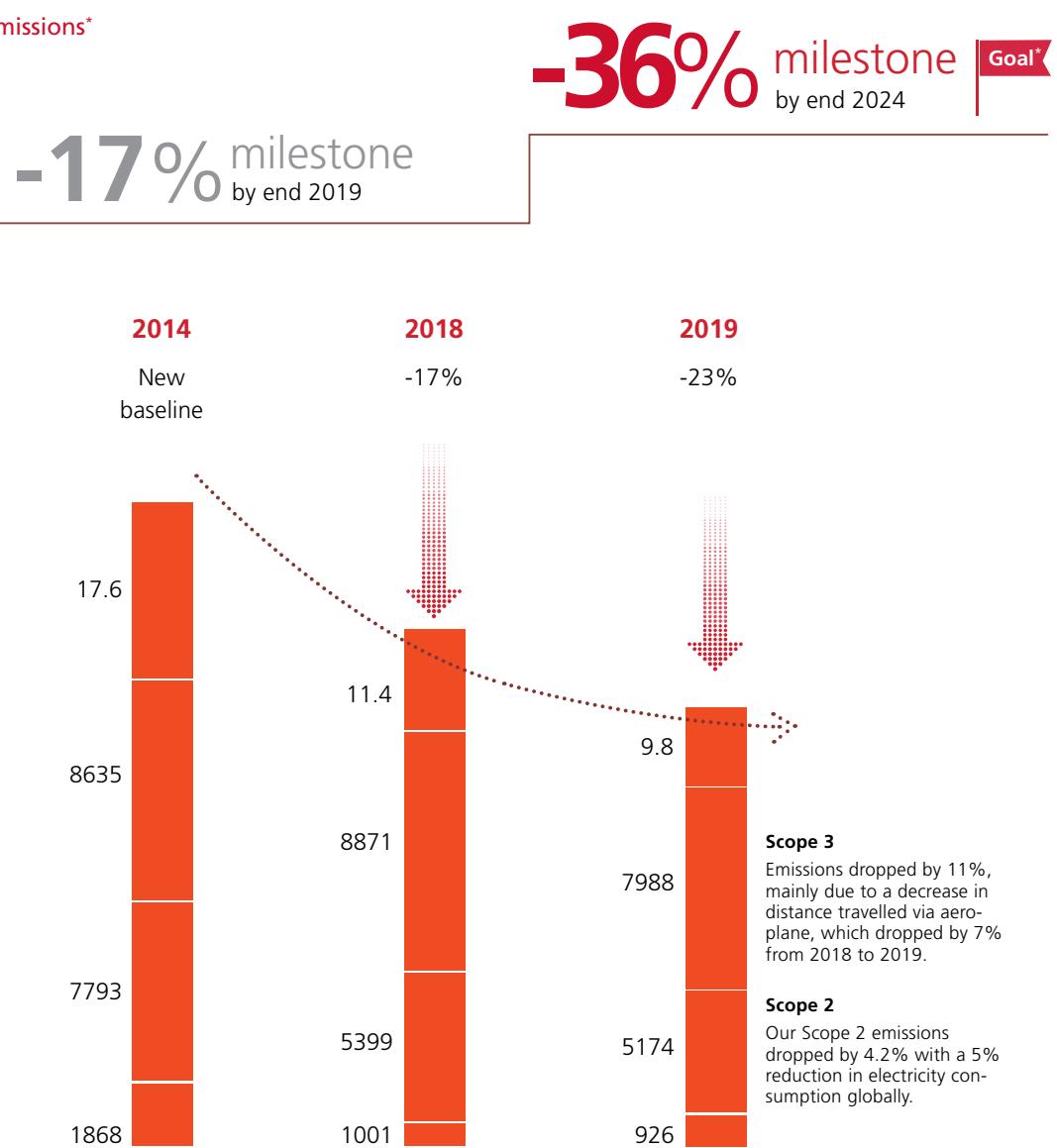
we reimburse people who order cars below their budget, or who do not order a car at all. Additionally, we have introduced the possibility for all employees in Brussels, no matter which level, to replace privately owned, often more polluting cars, by newer less-polluting lease models. We are looking into further incentivising a green car fleet, making people more aware about the cost of CO₂ emissions and of car-based mobility in Belgium.

Finally, we are further developing green mobility options. We have adapted our car policy to allow petrol cars for low mileage drivers and to introduce hybrid cars, thereby reducing 'fine dust'

and/or carbon emissions. We are continuing to monitor the market and investigate viable solutions which will suit our needs and those of our employees.

When looking at business travel emissions in general, we decreased by 12% in 2019.

Environmental dashboard: emissions*

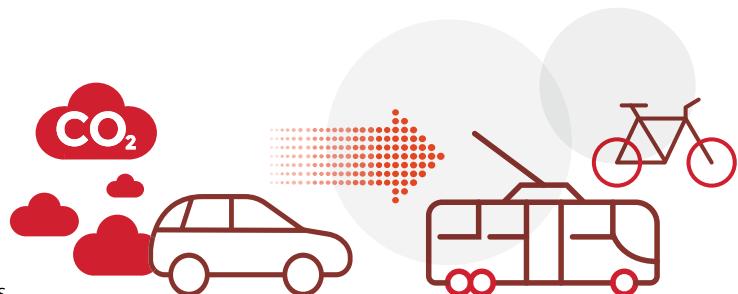


Science-based targets provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse emissions. * Boundary is the whole group and all emission sources greater than 1%

Employee commuting

Early 2020, we conducted an employee commuting survey to see the evolution in transportation means used to come to our offices. Compared to the latest commuting survey in 2016, we see a 3% decrease in overall emissions from commuting and a shift in commuting pattern. We mainly notice a significant increase in public transport (especially bus) and cycling.

We recognise this increase as a direct consequence from changes to our mobility plan, where we have foreseen more bike parking at the office, and the possibility to have parking fees reimbursed when using the car parking close to a train/bus stop. Employees confirm this encourages them to use public transportation for at least part of their daily commute. This is also shown in the significant drop of diesel car usage, which is the majority of our carfleet.

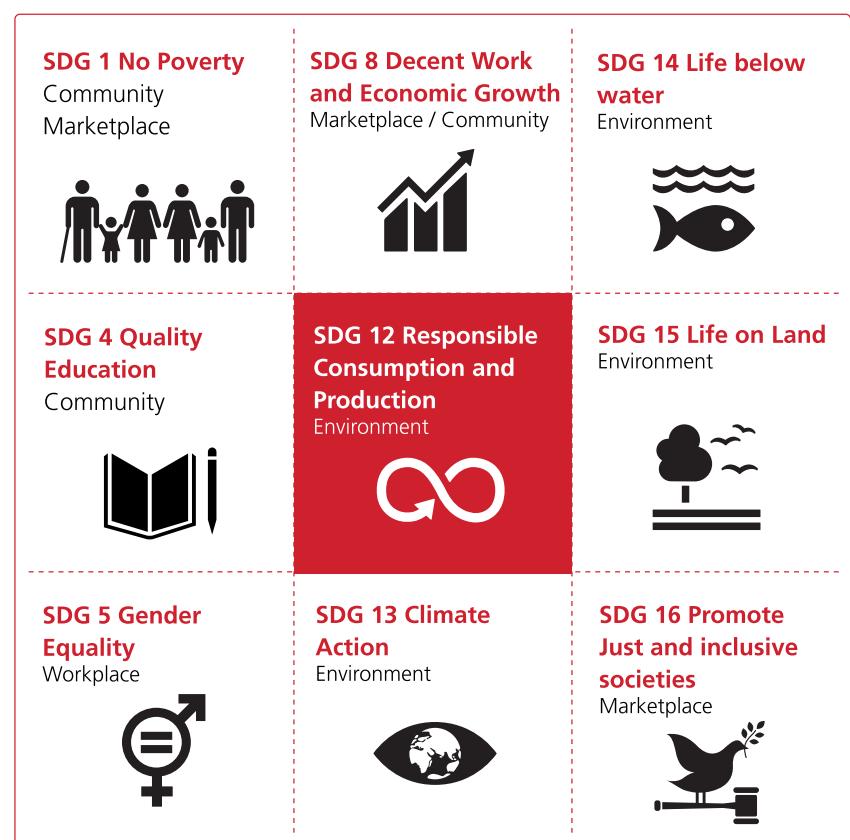


SDG 12 Responsible Consumption and Production

Sustainable consumption and production is about promoting resource and energy efficiency, sustainable infrastructure, and providing access to basic services, green and decent jobs and a better quality of life for all. Its implementation helps to achieve overall development plans, reduce future economic, environmental and social costs, strengthen economic competitiveness and reduce poverty.

SDG Goals

- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



How does Euroclear support this SDG?

In 2020, we will be focusing on the execution of our green mobility action plan to encourage our staff to keep on using alternative means of transportation.



Case Study



Investing in projects with an impact

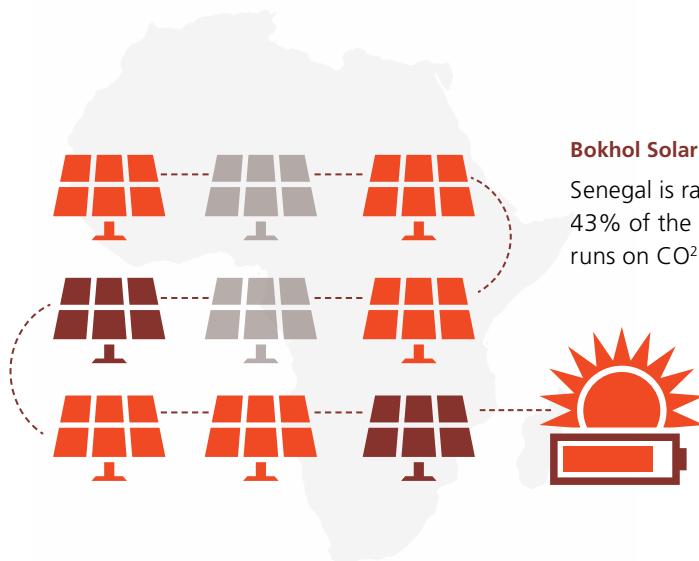
As part of our carbon neutral programme, we invest annually in high standard carbon credits, specifically choosing projects which have long-term social and environmental benefits. These are the two projects that we chose to offset our 2019 carbon footprint. The projects are both VCS (Verified Carbon Standard) and CCBA (The Climate, Community and Biodiversity Alliance) certified.



Cardamom REDD+ Project (Cambodia)

We chose this project as it protects the last great rainforest of Asia, located in the Cardamom mountains in southwest Cambodia. The rainforest once covered southeast and south Asia but only five per cent remains. This biodiverse region is now particularly vulnerable due to an exponential increase in illegal land grabbing resulting from increased land prices.

The project focus is on climate change mitigation, biodiversity protection and the creation of alternative, sustainable livelihoods for local communities. This includes support for local rangers in policing the forest, local training, education programmes and wildlife rehabilitation. All of this contributes to the preservation of an important natural habitat, a crucial global carbon sink and multiple endangered species.



Bokhol Solar Project (Senegal)

Senegal is ranked 164th in the Human Development Index and over 43% of the population does not have access to electricity. The country runs on CO₂ intensive and expensive fuels like diesel, coal and gas.

The Bokhol solar plant is the first ever solar photovoltaic (PV) project in Senegal and one of the largest in West Africa. The plant covers an area of 50 hectares, equipped with 77,040 modules which are connected to the national grid and save the government \$5 million per year.



Resource use

Our data centres and offices are located globally, but our largest consumers are within Europe, so this is where we have the most impact. Some cities where our offices are located are facing increasing levels of air pollution, with office energy demand being a direct contributor. We aim to collect energy data from all of our offices.

Energy

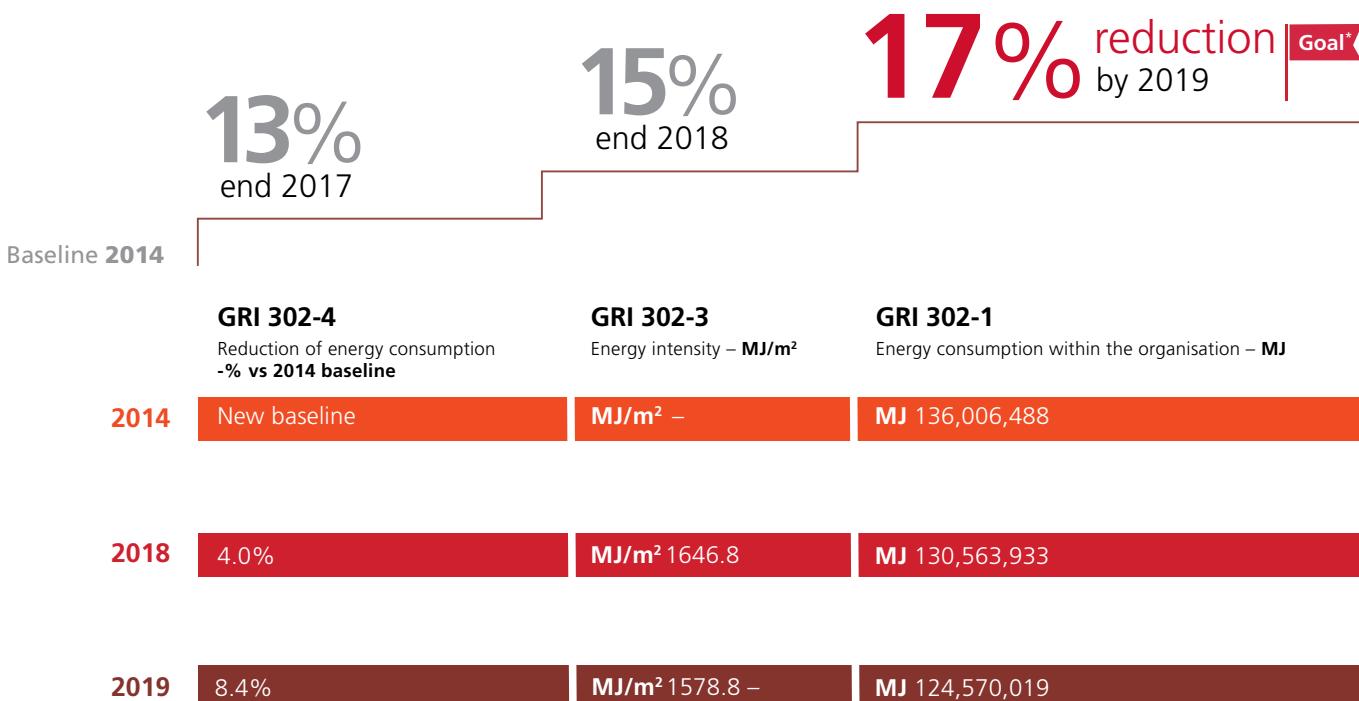
We are continuously striving to reduce our overall energy consumption and the energy input to our data centres. In 2019, we dropped 4% in emissions, and 5% in energy consumption overall. We could also further reduce consumption by 5% in our Brussels offices, which can be partly explained following the implementation of a new lift system in Brussels, which has been finalised in 2019.

We are proud that our office building in Krakow is BREEAM certified. We achieved the rating 'very good', receiving high scores in land use and ecology, transport, and waste.

In addition, we have been keen supporters of the voluntary EU Datacentre code of conduct, where we achieved corporate participant level. The energy saving focus of this code of conduct covers the consumption of the IT equipment in the data centres, and the facilities load, which relates to the mechanical and electrical systems that support the IT electrical load.

We practise effective energy efficiency in all premises, wherever cost-viable. We also reduce dependence on fossil fuels, through the purchase of renewable energy. We make energy awareness training available and encourage employee involvement and consultation on energy-related matters.

Environmental dashboard: energy



Including all gas, district heating and electricity use.

Conversion factor used 1 KWH=3.6 MJ

Boundary is all offices and data centres.

* We did not manage to achieve our goal, the target was too ambitious in matching our emissions goal.
The next five-year goal will be tailored to consider saving within other scopes, plus grid factor emission savings.

Waste

Next to our continuous efforts to reduce waste within the company (such as avoidance of printing, offering sufficient waste separation points, empty battery collection, and organising waste audits), we want to further apply the waste hierarchy and the removal of waste at source.

Single-use plastics

Over the course of the last years, we have heavily invested in the removal of single-use plastics from our office buildings. This varies from reducing the use of plastic cutlery to a complete ban of vending cups and Styrofoam. The Euroclear Paris office was the last one to ban the vending cups from their office building. Following this achievement, all main locations across the group now use reusable coffee mugs. In addition, employees of the Brussels office can now only use their own reusable cups if they wish to buy soup to take away. Styrofoam cups are no longer offered.

London Clean City Awards

For the 25th time, the Clean City Awards were held at the Mansion House in London. During this annual ceremony, City businesses are awarded for their environmental contributions.

As last year, Euroclear's London branch received a platinum award to acknowledge the continuous efforts in the areas of waste reduction and resource efficiency.



Graham Livesey (second from left) and **Julian Hood** (far right) from Euroclear
Credits: Clive Totman

Supply chain

We are committed to building strong supplier relationships and to outline our expectations to adhere to high standards of conduct.

In 2018, we included environmental questions in the supplier risk assessment questionnaire.

In 2019, we issued a new Supplier Code of Conduct making explicit our expectations regarding integrity, protection of information, labour and human rights, health and safety and environmental protection.

How we manage our environment stream

We are committed to helping combat climate change by minimising and being accountable for our impact on the environment. We aim to achieve high standards of performance that match or exceed current best practice within the financial sector, using the following principles:

- science-based targeting techniques, for long-term reduction targets
- commitment to offsetting our annual carbon footprint
- implementation of robust emergency/contingency procedures to minimise any environmental impact
- communication on our reduced pollution and Greenhouse gas ('GHG') emissions
- encouraging staff use of public transport and awareness of business travel choices and alternatives
- long-term focus on our property portfolio management

Staff engagement

Euroclear stairwell challenge

On a yearly basis, Euroclear hosts a competition to engage its employees on environmental awareness. This year's competition had both environmental and health benefits, as we decided on a stairwell challenge across our Brussels, Krakow, Paris and London offices. Stair use has clear benefits both health-wise and environmentally, from increased fitness and calorie burning to bringing down energy costs and associated emissions reductions.

The competition ran over two weeks, ending on the annual Euroclear Vitality day, with a chance of winning one of the nine bicycles. To remain inclusive, everyone could enter the competition, be it physically or in spirit. Those not climbing the stairs could still win a bicycle by predicting the overall winner's total number of steps taken.

After the two weeks, we had a very clear winner. With an impressive total of 46,188 steps taken, Mateusz Mlynaczak was the overall winner of the competition, followed by Nelli Hovhannisyan who managed to record 25,257 steps.

Mateusz Mlynaczak: "When I started the challenge, I was highly motivated to win one of the bicycles. To have a good chance at winning, and to maximise health benefits at the same time, I was coming to work 45 minutes early to climb stairs. Additionally, I shortened my lunch breaks and tried to take the stairs for five minutes every hour. I almost forgot what an elevator was during these two weeks. Thanks to climbing the stairs, I felt better and stronger every day. All that physical activity helped me to be more creative, concentrated and stress resistant at work."

I was hoping to win in Krakow, but did not expect I would win across locations."

Initiatives like these contribute to creating a visible movement of sustainability awareness, that can improve both our environmental performance and future decision making. This is why we have developed a Euroclear Environment Charter, where employees commit to applying a range of best practices to help achieve the UN Sustainable Development Goals. Based on the number of best practices they already apply in their day-to-day life, participants reach a Bronze (10-14), Silver (15-19) or Gold level (20-25). Currently, 104 employees have completed the charter. Out of those 104 participants, more than half reached the Gold level.



Goals for 2020 and beyond

In the **process** of defining **new goals** based on refining our



science-based targets
methodology



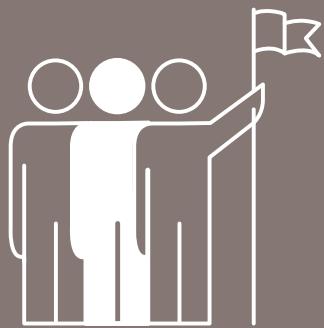
Greener mobility options

Analysis
of **climate risk**



Leaders for the Future

programme launched



First **35 employees** started the journey

+400
employees
made use of the



Euroclear
Development
Centre

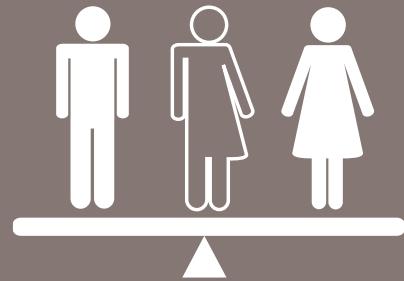
Young talents in IT

47 new hires cover

25 different nationalities and

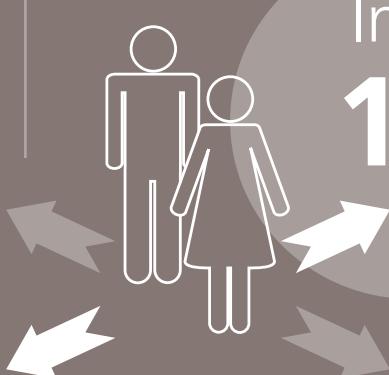
45% of them are **young women**

Equality scored
78%



in the **Employee Engagement** survey

Internal mobility
10% of total workforce
changed function



Workplace

This stream includes our Diversity and Inclusion mission and our Employee well-being programme, as well as our Health and Safety programme, training and development opportunities and respect for the human rights of our employees.





“We value our open and inclusive culture, where each individual is respected and bringing diversity to our workplace.”

Daniel Miseur
Chief Human Resources and Communication Officer

All disclosures are applicable to all entities of the Euroclear group, unless otherwise specified. Euroclear is bound by specific legal and regulatory frameworks applicable in each location where it is active. Our people strategy is therefore shaped within the boundaries of these frameworks.

Our Workplace strategy is built on four pillars:



Well-being and work-life balance



Discrimination



Diversity and inclusion



Training and development

Our employees are the building blocks of our company. We recognise the talents we have in-house and foster them. To do so, we have extended our training offer to allow continuous development throughout one's career. When in doubt or in need of advice, all employees can reach out to the Euroclear Development Centre for guidance. In 2019, 400 employees benefitted from this service. Additionally, we

launched our Leaders for the Future programme, giving the opportunity to high potentials to become part of an intensive training programme and steer their career.

The development of our current employees is a priority, but we also focus on hiring new ones, especially in our IT division. In a changing landscape, we have to evolve to stay competitive.

Next to training and development, diversity and inclusion remains an important topic on our priority list. While our initial focus was more on gender diversity specifically, we are broadening our scope to ensure that everyone feels included. We are thoroughly analysing our office facilities to identify potential hurdles for people with disabilities, to ensure smooth access to our workplace for all employees. We are also closely working together with an external provider who focuses on recruitment of neurodiverse employees. We are proud to have hired two neurodiverse employees so far, one in France and one in Brussels, and to witness the smooth integration in their new teams.

We are proud that these topics received high scores in our new engagement survey 'Your Voice', showing that our investments really pay off and increases employee satisfaction. We introduced this new survey type in 2019 to measure employee engagement several times per year, rather than having only one annual checkpoint. 'Your Voice' is a targeted survey for all employees, allowing them to provide detailed feedback on a range of topics. The results give us an in-depth view of the level of employee engagement. In 2019, 84% of colleagues took part in the survey. The overall score for the first survey was 6.6 out of a possible score of 10 (not to be compared to the results of 2018 as a different survey had been used), allowing us to determine our focus points for 2020. This will help us to make Euroclear an even greater place to work.

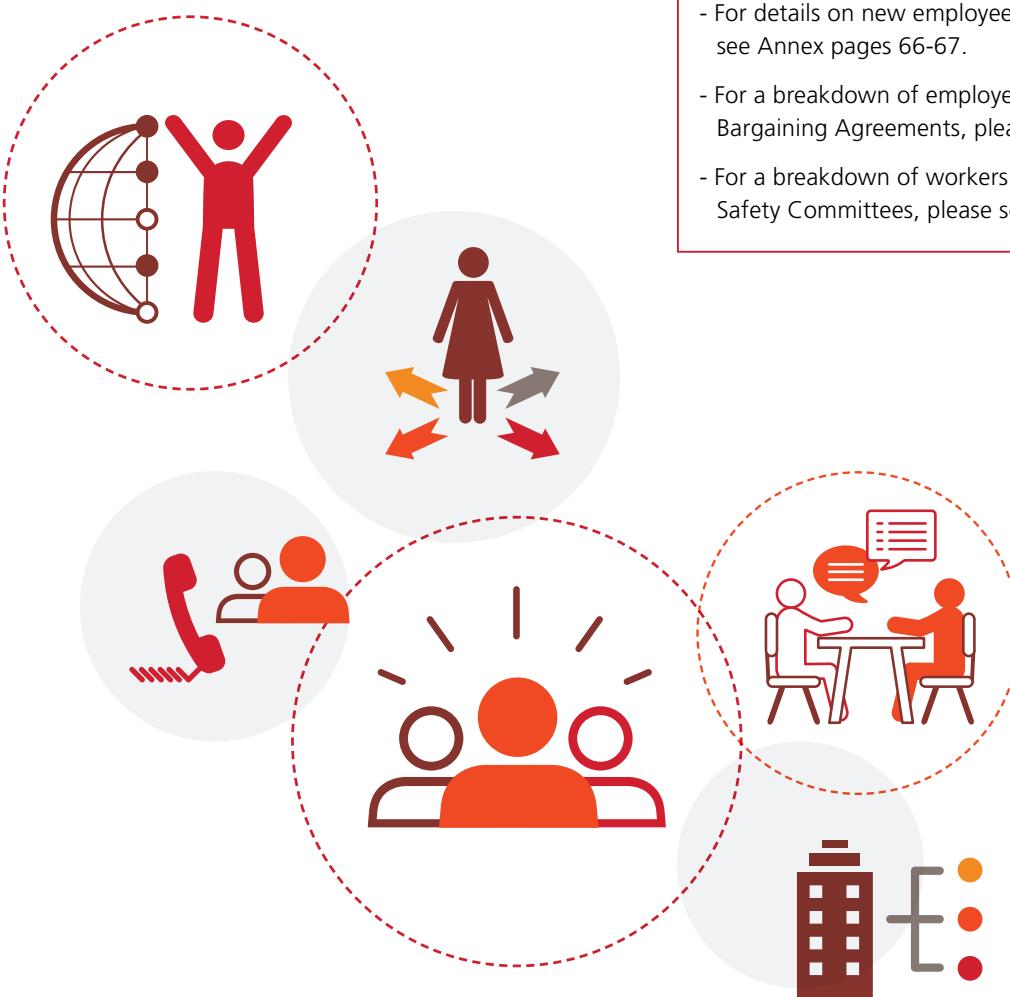
Our company objective of being a great place to work became an even bigger priority over the past few months. The world-wide COVID-19 crisis forced us to rethink our workplace and forced us to move towards an extended teleworking period for more than 95% of our staff. Only a very limited number of critical staff was present at our physical offices. The health and safety of our employees remained the top priority at all times. We took the necessary precautions to ensure our staff at the offices could work in a clean environment and on a safe distance from one another, and promoted our support channels for everyone finding it hard to cope with this unprecedented situation. We are proud to have shown exceptional levels of maturity, resilience and solidarity during this challenging period, and recognise the continued efforts and dedication of all our staff.

How do we manage our Workplace stream?

The management approach is evaluated and adapted based on a variety of mechanisms, among which:

- internal HR reports, such as those on employee turnover
- reporting to the control functions concerning compliance with legislation
- input from union representatives
- feedback from HR teams
- the annual Employee engagement survey for all employees
- regular steering committees on topics such as diversity, corporate responsibility, and being a great place to work

- For a breakdown of headcount by location, gender and contract type, please see Annex pages 64-65.
- For details on new employee hire and turnover, please see Annex pages 66-67.
- For a breakdown of employees covered by the Collective Bargaining Agreements, please see Annex page 69.
- For a breakdown of workers covered by Health and Safety Committees, please see Annex pages 70-71.





Well-being and work-life balance

We care about the physical as well as the mental well-being of all our employees. Therefore, we regularly organise internal events and presentations to encourage them to focus on their personal health and well-being.

Following the success of our first Vitality Day in 2018, we are making this an annually recurring event. For the 2019 edition, we gave the option to employees in different locations to choose from a wide range of activities, targeting the health aspect from different angles, such as food, ergonomics, first aid, and a bike tour to cycle safely in a city.

Additionally, in 2019, we organised sessions on mental resilience and mindfulness, which all had high attendance rates. This shows the need for and benefits of mental health in a fast-changing environment. We also conducted mandatory training sessions for all people managers, to show them how they are key players in absence management and how they can spot/respond to signs of non-well-being in their team members.

Next to these internal initiatives, we also invest in extra-legal ones to ensure our staff can work in a safe, pleasant and healthy environment:

- a worldwide Employee Assistance Programme, which is a confidential 24/7 support service for all employees and family members. For the figures related to 2019, please see Annex page 68
- a full-time internal counsellor for psycho-social matters in our headquarters in Belgium, as well as a company nurse and doctor
- a Mass notification tool to warn and check on employees in case of an event such as an attack, for which we conduct a test twice per year
- comprehensive health insurance for our staff

Additionally, we implement appropriate emergency procedures or additional controls to aid in the prevention of loss to people, property, equipment and the environment.

Euroclear is a firm supporter of a balanced approach to work/life integration. We recognise that the complexity and rapidly changing nature of our business means that our people need to be able to adapt easily to changing requirements.

Therefore, we provide:

- opportunities for teleworking across most of our locations
- opportunities for flexible work arrangements
- an internal coaching programme available to all employees
- a range of sporting and leisure activities, depending on the location
- regular check-ups for staff over 45

The Euroclear group Well-being team works together with the local Health and Safety and HR teams to ensure a healthy and safe workplace. We have Health and Safety Committees in our main locations and Euroclear acknowledges the importance of employee representation on these committees.

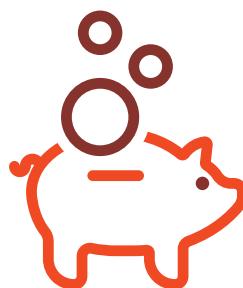
ESG investments in our pension fund

In January 2019, we launched a new pension plan which is managed by the pension fund, where we specifically asked to take Environmental, Social and Governance (ESG) considerations into account in the selection of investments.

The Board of Directors regularly assesses the sustainability of the portfolio. On a quarterly basis, we receive ESG fact sheets covering the different funds that make up the pension plan's portfolio. These ESG factsheets analyse the exposure of the fund in terms of:

1. United Nations Global Compact Principles: the level of compliance of the underlyings regarding the 10 principles around human and labour rights, prevention of corruption and protection of environment
2. ESG Controversies: the severity degree of controversies the invested companies might face
3. ESG Performance: the quantitative ESG scoring of the portfolio
4. Carbon Footprint : the carbon intensity of the portfolio

To further increase awareness and knowledge around ESG of those involved in the functioning of the pension fund (the social committee, the Board of Directors, and the administrative committee), we organised two in-house sessions on ESG with external speakers in 2019.





Discrimination

We have a strict zero tolerance approach to discrimination at Euroclear. If any member of staff feels that they are being discriminated against, there are clear procedures to follow to ensure that their complaint is dealt with fairly and according to the law. If someone feels that they cannot escalate internally to their line manager, we have an external hotline, Safecall, where complaints can be dealt with in the strictest confidence and handled accordingly. Any discrimination claim would be treated appropriately by HR. For 2019, we have two legal claims to report. Both incidents were reviewed internally

by the organisation, and one case by a third party as well. One case is still pending and the other claim was withdrawn by the claimant.

The management approach is evaluated and adapted based on a variety of mechanisms such as:

- internal HR data concerning any discrimination claims;
- internal HR data concerning, for instance, the gender pay gap.



Diversity and inclusion

We put great emphasis on diversity and inclusion in the workplace, as we are convinced that a workforce with a range of skills, backgrounds, ages and outlook is vital to our business success.

Gender diversity is very important in traditionally male-dominated sectors like finance. This is why we, over the past years, focused on encouraging more women into middle/senior management roles.

But diversity does not stop at the level of gender, it is much more than that. In 2019, we ran a boot camp to brainstorm on how we can improve our working environment for colleagues with disabilities and we will be taking forward some of these initiatives in 2020.

We want to further invest in diverse teams, as having a wide range of perspectives available helps us to:

- make better business decisions, enabling us to be the preferred business partner for our clients
- take a more comprehensive look at risks
- innovate and generate creative solutions for the complex challenges we face today

Diversity and inclusion does not only contribute to our objective of being the preferred business partner, it also contributes to let Euroclear remain a great place to work. A more diverse and inclusive work environment enables everyone to be themselves at work and use their full potential.





Case Study

Women in Finance

Started in 2018 by a few professional women from the financial sector, the Women in Finance Belgium network formally launched on 17 June 2019. During the event, the members of the Women in Finance Belgium network signed a charter that encourages cooperation between financial organisations to tackle gender diversity, encourage inclusion and share best practices.



Represented by Euroclear Bank's CEO, Valérie Urbain, Euroclear is one of the 35 financial institutions that signed the charter and committed to:

- measuring the differences related to gender
- defining company-specific objectives to close the gap
- elaborating an action plan in favour of diversity and inclusion
- appointing a diversity manager

Valérie Urbain states: "We believe that to become better companies, it is essential that men and women cooperate to promote an inclusive culture and to help female talent thrive."

We believe in the importance of Euroclear's participation in this initiative. This is why, on 13 January 2020, we hosted the first New year event for Women in Finance - Belgium. More than 30 participants (male and female) from different financial organisations in Belgium attended the event, to exchange views on gender diversity and to support the initiative.

On 6 March 2020, Women in Finance organised a 'Ring the Bell ceremony' with ten round tables. The event at Euronext Brussels welcomed a wide range of participants to animate debates

around key topics such as inclusive meetings and events, bias in the promotion process, talent programmes, female progression, and mentoring.

More initiatives aiming at eliminating sexism, ageism, and homophobia are in the pipeline, and Euroclear is a proud partner in supporting them to build a more diverse and inclusive future.



Valérie Urbain, CEO Euroclear Bank

Our Diversity and Inclusion strategy

With 80 different nationalities working across the group and a ratio of just over 50% women to men, we feel that we are well placed to benefit from our diverse workforce.

In line with the SDG 5 Gender Diversity, we live by our Diversity and Inclusion strategy and action plan which seeks to promote equality of opportunity for all our people, regardless of gender, ethnicity, sexual orientation, religion or disability. Our Diversity and Inclusion Policy sets out the standards to which we expect staff to adhere:

- **Compliance:** respect for both the letter and the spirit of the law
- **Equal opportunities:** remove any direct or indirect discrimination of employees and ensure corporate processes and policies are fair and transparent so that anyone can succeed, based on their merit

- **Inclusive culture:** build an inclusive culture in which employees feel they can be themselves at work and in which new ways of doing things are valued
- **Work-life balance:** implement and encourage new ways of working to allow employees to better blend their personal and professional lives.

In our new Employee engagement survey, we reached an average score of 78% for equality, making it one of the highest scores in the survey. Our staff feels that people from all backgrounds are treated fairly at Euroclear. We now offer the possibility to include free text in the survey, which our employees used to highlight the transparency across the organisation, to praise Euroclear's international and diverse character, and to express the pride of belonging to a company where all people are equal.

Valuing gender diversity

We firmly believe that a good gender balance adds to a more pleasant and performant working environment, but is also beneficial for Euroclear as an employer. Seeing women in management positions increases the attractiveness of an employer, especially in a male-dominated environment such as the financial sector. In addition, we are very proud of the time and effort Euroclear and its employees invest in leading initiatives such as Women in Finance.

We also value gender diversity at Board level. For the first time, we see that the ESES Management Committee (representing our Euroclear Belgium, Euroclear France and Euroclear Nederland offices) consists of three women and three men as permanent members, leading to an exact gender balance. We reach the same balance if we look at the control functions as well. We continue to lead by example at the level of Euroclear group, with four female CEOs and a well-established Diversity Council.

Focus on female talent

Euroclear's remuneration philosophy is based on the principle of equal pay for equivalent jobs. Our remuneration practices have been built on, and are driven by, a gender-neutral approach. We have a series of controls ensuring that performance ratings, bonus and salary decisions are fairly and consistently applied during the annual compensation review process.

We continuously strive to understand and further improve any gender imbalance, by focusing on developing our people and remaining an employer of choice for men and women from all walks of life.

We know that we have a gender pay gap at some levels in the organisation and in some locations, and this reflects the composition of our workforce. We have a higher proportion of men working in senior roles in some locations and a higher proportion of men working in IT functions, which generally enjoy a higher remuneration.

Reducing the gender imbalance is a long-term effort and is also partly dependent on the availability and diversity of suitable candidates in our industry. It remains our intention, as part of our diversity strategy, to increase the number of women in senior functions and areas such as IT, where women are generally under-represented.

See Annex page 73 for an overview of pay by gender and level.



Young talent in IT

For 2019, our goal was to hire 50 new young graduates in our IT division. Out of 1330 applications and 114 interviewed candidates, we eventually hired 47 people.

These 47 new hires cover 25 different nationalities and 45% of them are young women, creating a diverse pool of profiles. We are convinced that this diversity of talents, backgrounds and opinions is a key to success, by fostering engagement, energy and innovation.

To reach the same target in 2020, we are further investing in our recruitment campaign. Via a dedicated platform, we have several on-demand videos available to learn more about our different technology divisions and to listen to some testimonials. This complements the live chat we organised with Bruce Fechey-Lippens, Head of Talent and Culture, and two IT representatives, to attract new talent.

Additionally, we will continue to participate in the Top Women Tech events, which is the place to be for talented women with a strong affinity for IT. Following our participation in the past, we already managed to bring on board several ambitious women, and we aim to follow the same path.

Michał Paprocki, Head of our Group Technology Services division, is happy to see this transition in the IT landscape. "We are in the middle of a massive transformation into becoming a true technology company. Junior hires very much support our ambition to implement agile methodologies, inject new technologies and move towards cloud solutions. We are expanding junior hires in 2020 based on very positive experience of the previous year".

"We are in the middle of a massive transformation into becoming a true technology company."

Michał Paprocki



Towards diversity in all areas

As diversity and inclusion does not stop at a gender-balanced work force, we want to further enhance it in the work environment. We are taking initiatives to ensure people with disabilities feel welcome in Euroclear; new talents, but also colleagues who have been working at Euroclear already but who became the victim of accidents or severe illnesses. They may require some special attention to facilitate their reintegration in the workforce. Not only at the level of office facilities, but also in terms of flexible work arrangements, such as part-time schedules and increased teleworking.

Valérie Urbain, CEO of Euroclear Bank, is a very proud sponsor of this diversity initiative. Together with other members of the Euroclear Management Committee, she participated in a practical exercise to find out where the weak spots are in the Euroclear building when you would be dependent on a wheelchair, or suffer from hearing or visual impairment. Their experiences help us to be conscious of the need to improve our facilities to welcome any employee or guest in a respectful manner.

The power of diversity and inclusion is that it is rewarding for all of us. Our aspiration for 2020 is to put the bar high and make this business as usual. Diversity and inclusion should become part of the Euroclear DNA in the hiring process, in decision making, and in everything we do.



Case Study

Welcoming neurodiversity at Euroclear

In 2019, we successfully achieved our first milestone towards neurodiversity inclusion and hope to pave the way for more in 2020.

Neurodiversity inclusion is about recognising and respecting variations in the human brain such as dyslexia, autistic spectrum and Tourette syndrome. Such profiles have been shown to have specific characteristics which are of great value in a work environment. This is for example the case for people with high-functioning autism, who are known to be reliable, honest, able to do repetitive tasks and spot patterns.

Together with a third-party provider specialised in hiring IT consultants with autism, we are looking to onboard new talent with specific IT skills. That's how Baptiste Plumecocq joined Euroclear in the Paris office.

Baptiste: "I joined Euroclear almost one year ago and felt immediately very welcome in the Euroclear family. My new team consists of kind and caring people, who were able to see my constraints and differences but also my strengths. My skills are considered an added value for the company, and allowed me to participate in projects which prove to be valuable to Euroclear."

We believe that employing a neurodiverse person is a win-win situation with true benefits for Euroclear as employer and the development of all employees, and hope to further expand our workforce with new talent.

"My skills are considered an added value for the company, and allowed me to participate in projects which prove to be valuable to Euroclear."

Baptiste Plumecocq, Euroclear Paris office

How do we manage diversity and inclusion?

We ensure that all employment conditions comply with applicable laws and that they help to promote the equality of opportunity for all our people, regardless of gender, ethnicity, sexual orientation, religion or disability. This, for example, implies that we provide a fair and comprehensive reward model for all employees.

To proactively create equal opportunities and to address workplace bias, we provide training to recruiters and managers and we also design our corporate processes around recruitment, development, promotion and reward in order to reduce the impact that any bias may have.

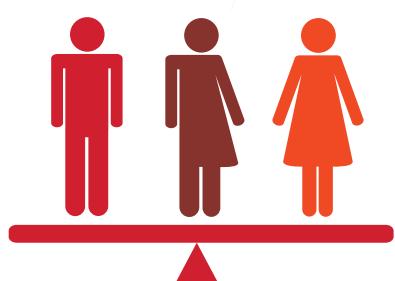
In 2020 and 2021 we will increase the focus on the recruitment process, with the aim to:

- attract more women, especially in key areas such as IT and in senior position
- facilitate the hiring of people with disabilities

We provide regular reporting to our senior management to check effectiveness. The management approach is evaluated and adapted based on a variety of mechanisms such as:

- diversity statistics reported to senior management
- the annual Employee engagement survey
- regular spot-checks on the application of equal pay policies

A group-wide senior management Diversity council with representation from our different business units and locations, and chaired by the Euroclear group CEO, meets at least twice a year to discuss the progress made and approve new initiatives. During the next Diversity council in June 2020 a new action plan with specific targets (especially linked to gender diversity) will be decided upon. The company has a dedicated Centre of Expertise around this topic. We sustain a constructive social dialogue with employee representatives at local and group level.





Training and development

Our people are key to our success as a business, so we invest in ensuring that all Euroclear employees are supported throughout their careers.

We actively promote internal mobility, which resulted in 420 colleagues changing function in 2019. This represents more than 10% of our total workforce.

Development is a key part of our people strategy and we encourage all our staff to continue to develop their skills throughout their career. Last year, 400 people reached out to the newly launched Euroclear Development Centre for career and development advice, supported by a team of dedicated Career advisors. We also offer popular in-house coaching programmes, run by our internal Euroclear coaches.

The average number of hours training per employee for the whole group can be found in the table. Compared to 2019, we can see a slight decrease in the hours of training per employee. In 2019, we have extended the training offer for the people in higher levels to ensure that they too can further develop their skills and expand their knowledge.

The numbers are calculated based on classroom training sessions, as well as external training and e-learning.

Average training hours per employee	11.2
Average training hours per woman	10.4
Average training hours per man	12.0
Average training hours per level 1-5	12.0
Average training hours per level 6-8	10.4
Average training hours per employee without level (non-baremised)	2.5

As we operate in a highly specialised environment, both specific technical training and training of competencies linked to each function is crucial. The annual performance reviews and the career discussions ensure that training is tailored to the individual employee's needs. This is why, in 2019, we launched the new Euroclear Training Academy. With the slogan 'Give meaning to your learning', we invite all colleagues to deepen their knowledge of Euroclear's objectives, and develop the skills that will help them contribute to the success of our company. At their own pace, everyone can build their development plan by choosing among the many learning opportunities, linked to the four pillars of our strategic objectives. This allows us to ensure that we have the right skills in place for future needs. This is especially important if we want to benefit from the right technology and digital skills in-house to help us thrive in a rapidly changing environment.

The management approach is evaluated and adapted based on a range of mechanisms, such as:

- internal data on the hours of training followed
- the evaluation forms employees are requested to complete concerning the training sessions
- the annual Employee engagement survey





Case Study



Euroclear Development Centre

In 2019, 400 Euroclear employees used our Development Centre, and 40% have changed roles as a result of coaching. Cathy Desmedt, Head of Talent Acquisition and Internal mobility, explains the importance of the Euroclear Development Centre to support employees throughout their career.

Q: Cathy, could you explain what the Euroclear Development Centre exactly is?

A: It is the place to go for any development and career-related questions. Our team of dedicated career coaches is available to provide confidential guidance on all questions related to career, mobility and development.

Q: Why do you believe this development centre is so important?

A: Every employee has questions about his or her career at some point. This could vary from planning the next steps of a career, applying to a new role or identifying training needs. People managers specifically could also request assistance on how to hold career conversations with team members, or on how to handle development challenges in the team.

Before the Euroclear Development Centre came to life, this information was not always easy to find. For this reason, we have invested in offering every employee the possibility to request personalised support to reflect on their career and development.

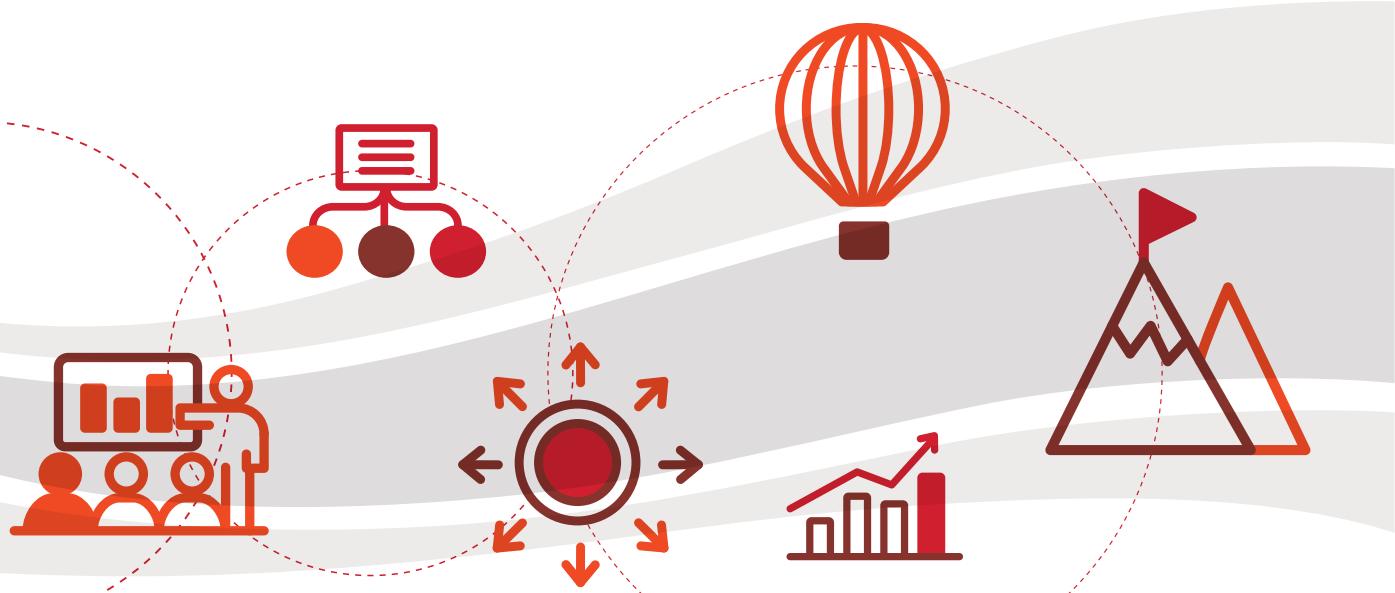
The Euroclear Development Centre plays also a key role in boosting internal mobility, and offering more opportunities to all to develop and learn new skills. The fact that 400 employees benefitted from the advice from our career coaches, shows the relevance of such service.

Q: What can employees expect when they contact the career coaches?

A: The career coaches will explore the exact need, set up clear coaching objectives, and help employees map a development and career journey that makes the best of their strengths and aspirations. They also guide employees through the large library of career and development material and tools available at Euroclear and steps to take, like preparing your CV or building your network. Our coaches work closely together with our recruitment team, increasing also opportunities to explore, apply and move to roles you may even not consider at first stage.

“We have invested in offering every employee the possibility to request personalised support to reflect on their career and development.”

Cathy Desmedt





Case Study



Leaders for the future

To grow, to successfully cope with strategic challenges and to ensure our durability, Euroclear needs to permanently have an internal and diversified pool of skilled employees available. People who are ready to take on higher responsibilities within the group.

As we felt we needed a more dedicated and specialised development offer for high potentials within our company, we worked on a new Leaders for the Future programme. This programme gives the opportunity to senior managers across the group to nominate high potentials to become part of a unique development journey. In 2019, we finalised the format of the programme, with the intention of using a holistic approach and connecting the dots across the organisation. To do so, the programme will include mentorships, business assignments, leadership assessments and a 12-day programme in collaboration with Vlerick business school.

The first group of 35 employees kicked off their development journey in May 2020. We built a diverse group of people, spread across locations, divisions, age, culture, and function level.

With this new programme, we aspire to

- have a strong succession pool to anticipate the evolution on the market, such as the retirement of the baby boom generation
- develop leadership skills and behaviour that match the future needs, such as a focus on digital
- foresee development opportunities within the company to retain employees with a high potential

Encouraging staff participation

We encourage our staff to interact with senior management and provide several platforms to do so. We organise events such as Open Door sessions, In Conversation sessions and Brown Bag lunches to create opportunities for our staff to share their questions and concerns with senior management.

We also welcome initiatives proposed by our employees and explore new methodologies. We organise regular Design Thinking workshops around challenges and impediments raised by staff, to come to a sustainable solution.



SDG 5 Gender equality

Although great steps have been taken, discrimination against women still exists in many parts of the world and women still struggle to advance to senior positions in their careers. SDG 5 aims to combat gender discrimination in all its forms, wherever it takes place.

SDG Goals

- End all forms of discrimination against all women and girls everywhere.
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.



How does Euroclear support this SDG?

We value a diverse workforce across divisions and function levels, and take pride in our involvement in various gender diversity initiatives, within our company as well as in the financial world.

Goals for 2020 and beyond

Implement and launch **Social Fund** for employees by end **2020**



Further invest in **diversity** and **inclusion** of colleagues with a **disability**



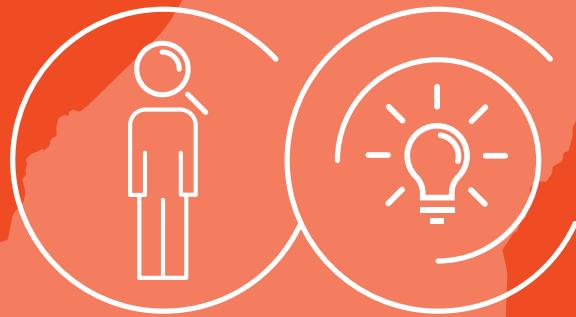
Ensuring a **safe** and **supportive** environment for our **employees** in the scope of **COVID-19**



More women in **IT** and **senior management** levels



2 new projects set up in
Uganda



in partnership with **Street Child**

50th
anniversary
projects
implemented
across the
group



142 **Junior Achievements**
volunteers impacting
 **4,978** students



+60
local
projects
sponsored



Community

This stream encompasses our local and global community initiatives and our Matching gift scheme, with emphasis upon supporting those less advantaged in our society and those who have little or no access to financial inclusion. We also support young entrepreneurs as they make their way into the workforce and provide volunteering opportunities for our staff.





'At this time more than any other, we need to support those in our local and global communities who are most vulnerable'.

Daniel Miseur
Chief Human Resources and Communication Officer

We take our responsibility towards the communities in which we live and work seriously. Last year, we donated a substantial sum of money to finance 20 community projects across the group and we are very pleased to say that all of these projects are now well under way, if not already completed, providing much needed support and facilities to the beneficiaries. We have a report from one of our projects on page 53.

At the time of preparing this report, we were in the middle of the COVID-19 crisis, with those most vulnerable coming under even greater pressure. It is in this context, that we made the decision to donate €250 per employee (totalling €1 million) to be given to local organisations across all the countries where we are present. These donations have funded a whole range of projects, from providing medical supplies to funding research and providing support to the most vulnerable.

Our Community stream focuses on four main pillars:



Coaching and education



Social and financial inclusion



The environment



Skills-based volunteering

A focus on coaching and education

In 2019, we continued to work with Junior Achievement across seven locations, coaching and mentoring young people as they start to make decisions around their future careers. In 2019, 142 Euroclear volunteers worked on programmes in which 4,978 students took part. In the spring of 2020, as in 2019, we were happy to sponsor the Diversity and Inclusion award at the National Junior Achievement competitions in Belgium and Poland which were held virtually due to the COVID-19 crisis.

We also continued our corporate partnership with Build Africa, who in 2019 merged with Street Child, a UK-based charity that focuses on ensuring that children in rural Africa and Asia get a proper education and that their parents are supported to break the cycle of poverty. We focus on projects that help the whole community, especially those which encourage financial independence and growth and allow the community to become self-sufficient and better able to provide an education to the future generations. Collaborating with Street Child now gives us even more scope to widen our reach.



One of the projects that we are funding as part of our 50th anniversary celebration is the Farmers network project in Kenya, which you can read about in the case study on page 54.



Breaking the cycle of poverty in Asia

In 2019, we began to support the Pan-Asian Women's Association (PAWA), through our CEO Lieve Mostrey's donations from her Euronext independent Director's salary and from staff fundraising events. The work that PAWA does with disadvantaged young women in Asia, helping them to obtain a decent education to break the cycle of poverty, is a good complement to our work with Build Africa/Street Child. We were very proud to host the PAWA annual meeting at our Canon Street office in February 2020 and we look forward to a long and fruitful relationship with PAWA in the future.



Case Study



Protecting the environment in China

One of the projects that we are supporting as part of our 50th anniversary donations, is an environmental project in China. Given the seriousness of the effects of man's negative impact on our planet, we feel that this is a very worthwhile project to support and it ties in well with our own focus on reducing waste where possible.

The 'Le Geng' natural education project focuses on reducing domestic waste and re-using natural waste, with an emphasis on the circular economy. The aim is to educate individuals and communities to practice waste sorting and to reduce the harmful effects of waste on our environment. In 2019, the charity ran two successful projects 'Compost together' and the 'Balcony vegetables' project. Compost together explores successful composting in the Old Tree garden, while the Kitchen balcony project uses kitchen waste for communities to grow vegetables on their balconies.



Our local community investments

We have always been very active in supporting local community initiatives and to encourage our staff to put forward projects to be funded by Euroclear. We will now work together with the King Boudewijn Foundation in Belgium to make sure that our community investments are going to the most appropriate projects and that our impact is as effective as possible.

In this context, we are extending our Community Reach Committee approach to Poland, where we will be encouraging Polish colleagues to put forward their community projects for sponsorship.

In 2019, we supported 57 local projects across the group. See Annex pages 74-75 for the amounts donated per location.

We also offer the opportunity for our staff to have their charitable donations matched by Euroclear in our main locations. Figures for the matching gift are available in Annex pages 74-75.

This year, in the context of the COVID-19 crisis, we have extended our Matching Gift process across the whole group so that all staff can have their funds matched by Euroclear.

We take part in The Lord Mayor of London's City Giving Day across six locations every year, and 2019 was no exception – this edition being even bigger and better with the focus on getting colleagues involved in volunteering activities on the day.



City Giving Day in London

Volunteering – everyone's a winner

Our flagship volunteering programme, Junior Achievement, has gone from strength to strength and many of our staff volunteer in ad hoc projects across the group. And so in 2019, we decided to extend our corporate volunteering offer to provide even more opportunities for staff to donate their time and skills. With the new MyVolunteering programme, we are opening up a range of opportunities in all our main offices, so that staff can find an opportunity that best suits their interests and abilities. It's a win-win situation as colleagues develop their skills while providing support and encouragement to the beneficiaries. While the COVID-19 crisis has meant that we have had to temporarily suspend volunteering, we are looking for virtual events so that we can launch the programme later in 2020.

MyVolunteering programme



The circular economy challenge

We've been partnering with the Vrije Universiteit Brussels (VUB) for three years now, together with BNP Paribas and Close the Gap. This year in March, we held a two-day circular economy bootcamp, which was great fun and very inspiring. Seven teams, comprising of business people, students and entrepreneurs put their heads together to come up with solutions to some of the world's most pressing problems. Although the COVID-19 crisis has meant that we were unable to hold a physical final event, we moved to a digital version and 2653 people visited the contest page and voted for the winning project.



Circular economy bootcamp



Case Study



Supporting a Farmers' network in Kenya

As part of our 50th anniversary donations, we are supporting a Farmers' network in Kenya. In 2019, we were privileged to be able to pay a visit to the remote villages in the high mountains about two hours' drive from Nairobi. The farming communities who live in these mountains struggle with inaccessibility and adverse conditions. The role of the network is to help them by sharing best practices, teaching new methodologies and encouraging self-sufficiency. We were very impressed by the model gardens which showcase new crops and farming techniques which greatly improve yield.

Especially impressive was the dairy herd, where we listened to the story of how these cows had originally been treated the same as the native African cows, being walked all day by the side of the road. As a result, the cows were exhausted and therefore produced very little milk. Simple techniques like keeping the cows in their stalls and grazing them in an enclosure led to a dramatic increase in milk yield.

It's inspiring for us to see how our funding can greatly help to alleviate the poverty of these isolated communities and that the effects are lasting.



A remote farm in the hills near Nairobi

SDG 1 End poverty in all its forms

One in ten people in developing regions live in poverty. But it's not only in developing countries that poverty is an issue, 30 million children grow up in poverty in some of the richest countries in the world. The private sector is an engine for economic growth, focusing on microfinance and small businesses can really make a difference.

SDG Goals

- By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.
- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.



How does Euroclear support this SDG?

Street Child is a UK charity which focuses on eradicating poverty in developing countries through education. Street Child's approach is very much centred on the community, ensuring that parents have the financial know-how that they need in order to make a living and to be able to send their children to school. Their family business schemes help vulnerable communities to become self-sufficient.

Goals for 2020 and beyond

Embed our new community governance to ensure better safety and efficiency



Launch

Myvolunteering across the group



Implement new projects in partnership with **Street Child**



Annexes

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Marketplace

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73 Ratio of basic salary and remuneration of women to men by location, gender and level

Community

74 Amounts donated to charity projects in 2019



Collecting feedback from our stakeholders and addressing their concerns

This chart shows how Euroclear engages with its main stakeholders and how they can feed back to us.

Nature of relationship	Stakeholder group	Method of communication	Nature of relationship	Stakeholder group	Method of communication
Commercial	Clients	<ul style="list-style-type: none"> • Website • Newsletters • Events • Meetings • Phone calls • Client survey 	Investors	Other market authorities and policy drivers	As below
	Issuers (frequently via an agent)	<ul style="list-style-type: none"> • Via agent 		Shareholders	<ul style="list-style-type: none"> • Events • Website • Newsletters • AGM
Supplier	Network partners (CSDs and custodians)	<ul style="list-style-type: none"> • Meetings • Website • Phone calls 	Internal stakeholders	Board	<ul style="list-style-type: none"> • Meetings • Website • Phone calls
	Other ICSDs	<ul style="list-style-type: none"> • Meetings • Phone calls • Industry events 		Employees	<ul style="list-style-type: none"> • Social intranet, • Email • Internal TV screens • Events • Open door sessions • Union newsletters • Management blogs • Employee survey
	New product service partner	<ul style="list-style-type: none"> • Meetings • Phone calls • Events • Supplier questionnaire 		Unions	<ul style="list-style-type: none"> • Committee Meetings • Newsletters • Social intranet • Email
Regulatory	Prudential regulators	<ul style="list-style-type: none"> • Meetings • Phone calls • Website 	Other	Journalists and influencers	<ul style="list-style-type: none"> • Meetings • Phone calls • Email
	ECB	<ul style="list-style-type: none"> • Engaging with the European commission, European parliament, member states, central banks, supervisors, etc. 		Pressure groups/wider community	<ul style="list-style-type: none"> • Through relevant bodies
	Governments (central banks)			Corporate responsibility partners	<ul style="list-style-type: none"> • Phone calls • Meetings • Website • Reports • Events • Email

Memberships of associations and external initiatives

GRI Disclosures 102-12, 102-13

All memberships are at group level unless otherwise stated

- Member of the GRI Community
- Participant in the EU Datacentre Code of Conduct for Data centres 1 and 2, Endorser for Data centre 3
- Member of the Diversity Managers Association Belgium
- Member of the CNG (City Network Group) in the UK
- Member of the Clean City Awards in London
- Member of Women in finance
- One of the founding partners of the Vrije Universiteit Brussel Chair for Social Entrepreneurship

- Observer for the ICMA Green, Social and Sustainable Bonds
- Third party verification of our data collection for carbon footprinting – in line with ISO 14064
- Banque Nationale De Belgique (CMP)
- Cyber Security Coalition ASBL
- European Corporate Security Association
- FS ISAC INC
- Information Security Forum LTD
- ISACA USA

Policies

We have Board policies and policy handbooks covering all areas of corporate responsibility. These vary from entity to entity. We also have a group wide Business Code of Conduct to which all employees and

contractors must adhere. The Corporate Responsibility Policy Handbook applies at group level. Although some locations also have local versions according to local regulations.

Anti-corruption – policies, training and awareness

GRI Disclosures 205-1, 205-2 and 205-3

Policies	
Total number and percentage of bodies that the organisation's anti-corruption policies and procedures have been communicated to (broken down by region)	
• Governance body members	100% across all regions
• Employees	100% all employee categories across all regions
• Business partners	The policies and procedures have not been communicated to any business partners
• Any other persons or organisations	The policies and procedures have not been communicated to any other persons or organisations
Training	
Total number and percentage that have received training on anti-corruption, broken down by region	
• Governance body members	100% of all senior management across all regions, received mandatory anti-corruption training
• Employees	100% of all staff across all regions received mandatory anti-corruption training
Total percentage of bodies assessed for risks related to corruption	At group level, a variety of different compliance domains were tested and assessed. This including amongst others specific questions on conflicts of interest management and anti-fraud. 100% of the group assessed with 91% pass rate. An anti-corruption communication campaign was provided to employees and targeted trainings to employees exposed to higher corruption risk are to be provided this year.
Staff awareness	
Number of calls to external whistleblowing hotline (Speak up)	Five calls to external hotline in 2019

Environmental aspects and impact assessments

Activity heading	Activities	Aspects	Activity environmental significance (see Note 1)	Negative impacts (see Note 2)
Building use	Air-conditioning	Use of electricity	High	1, 2, 3
		Water use in cooling towers	Low	9
		Use of electricity	Medium	2
	Heating	Emissions from gas boilers and fuel use	High	1, 2, 3
		Heat from district heating plant	Medium	1, 2, 3
		Use of electricity	High	1, 2, 3
	Maintenance	Use of oils, greases, solvents, biocide, etc.	Medium	1, 2, 3, 10, 11
		Hazardous waste	Low	10, 11
		Waste water effluent, run-off from cleaning operations	Medium	4, 7, 8, 10
	General building function, generator, washrooms, lifts, lighting, air-handling and powered doors, etc.	Use of electricity	Medium	1, 2, 3
		Emissions from diesel generators and fuel use	Low	1, 2, 3
		Noise from generator running	Low	5
		Water consumption in welfare systems	Low	9
		Building water run-off	Low	4, 7, 8, 10
		Waste water effluent	Low	2, 7, 8, 10
IT infrastructure	Operation of data centres / computer / technical rooms	Use of electricity	High	1, 2, 3
		Disposal of WEEE Waste	Medium	4, 10, 11
	General use of office equipment, i.e. PCs, monitors, scanners, phone chargers, photocopiers, printers, etc.	Use of electricity	Medium	1, 2, 3
		Disposal of WEEE Waste	Medium	4, 10, 11
		Metals/materials used within electronic equipment manufacture	Medium	3
Office operations	Use of paper, stationery products, etc.	Materials used for manufacture, trees, plastics, etc.	Low	3
	Incoming and outgoing deliveries, i.e. post, etc.	Incoming and outgoing deliveries, i.e. post etc.	Low	1, 2, 3, 5
	Office furniture	Materials used for manufacture, trees, plastics, etc.	Low	3
	Office waste	Waste to incineration and energy reclaim	Medium	1, 2
		Waste to landfill	Medium	2, 4, 6, 7, 10
		Waste to recycling	Medium	1, 2, 10
		Waste to reuse	Medium	-
	Hazardous waste streams, female sanitary waste, batteries, etc.	Waste to incineration and energy reclaim	Medium	1, 2
		Waste to landfill	Medium	2, 4, 6, 7, 8, 10
		Waste to recycling	Medium	1, 2, 10
		Waste to reuse	Medium	-

Current controls/positives	Positive impacts (see Note 2)	Additional action recommendations
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including energy reduction and management objectives • Carbon offsetting and 3rd party certified carbon neutral to PAS2060 • Carbon footprint measurement to ISO14064 • Participant level in the EU Data centre Code of Conduct, Paris DC1 and DC2, endorser level in Brussels DC3 • Annual participant in Earth Hour • Staff awareness presentations on energy reduction available online • Monitoring, measurement and target setting of energy consumption and emissions inline with GRI methodology • External GRI based reporting of Scope 1 and 2 energy and emission performance • Temperature settings of 23°C within DCs and computer rooms • Group Environmental Team • New lift system in the head office with energy recovery and capacity management 	Reduction to 1, 2, 3 Increase to 13, 14	<ul style="list-style-type: none"> • Energy building audits and action plans, (completed in some offices) • Minimum standards and formal best practice, i.e. lighting replacement or new areas to be lit by LED, etc. (for discussion) • Supply chain policies on green procurement, i.e. renewable energy, etc. (for discussion) • Fully implement waste monitoring and performance targets, (in process) • Launch Employee Environmental Charter to promote energy awareness (in progress)
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including energy reduction and management objectives • Carbon offsetting and 3rd party certified carbon neutral to PAS2060 • Carbon footprint measurement to ISO14064 • Participant level in the EU Datacentre Code of Conduct, Paris DC1 and DC2, endorser level in Brussels DC3 • Annual participant in Earth Hour • Staff awareness presentations on energy reduction available online • Monitoring, measurement and target setting of energy consumption and emissions in-line with GRI methodology • External GRI based reporting of Scope 1 and 2 energy and emission performance • Security procedures to securely wipe hard-drive / memory chips, allowing WEEE reuse • Adherence to EU WEEE regulations • Group Environmental Team 	Reduction to 1, 2, 3 Increase to 13, 14	<ul style="list-style-type: none"> • Supply chain policies on green procurement, i.e. renewable energy, etc. (for discussion)
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including resource reduction, waste minimisation and supply chain engagement objectives • Focus on minimising single-use plastics, with the vast majority of offices having removed plastic vending cups • Company waste goals • Replacement of individual desk bins with waste points, to promote recycling separation. • Recycling promoted • Promotional branded reusable water bottles issued to all staff (2017) • Annual staff environmental-based competitions • Group Environmental Team 	Reduction to 1, 2, 3, 4, 6, 7, 10 Increase to 13, 14	<ul style="list-style-type: none"> • Implement food waste separation and composting where applicable (Complete for UK, in progress Belgium/France) • Complete waste audits and action in all main locations (in progress completed for headquarters, UK, France) • Launch Employee Environmental Charter to promote waste separation and recycling (in progress)

Environmental aspects and impacts assessments (continued)

Activity heading	Activities	Aspects	Activity environmental significance (see Note 1)	Negative impacts (see Note 2)
Catering, hospitality, vending	Client hospitality	Emissions from gas cooking appliance and fuel use Use of electricity	Medium Medium	1, 2, 3 1, 2, 3
	Staff catering	Emissions from gas cooking appliance and fuel use Use of electricity	Medium Medium	1, 2, 3 1, 2, 3
	Vending machines, i.e. drinks, snacks, etc.	Use of electricity	Medium	1, 2, 3
	Related packaging, food preparation and food waste	Waste to effluent	Medium	2, 7, 8, 10
		Waste to landfill	Medium	1, 2, 4, 6, 7, 8, 10
		Waste to recycling	Medium	1, 2, 10
		Waste to reuse	Medium	-
Employee commuting	Employee commute into work by motorbike, private car, bus, company lease vehicle	Emissions from vehicles and fuel use	Low	1, 2, 3, 5, 6, 10, 11
	Employee commute by train, tram, metro	Emissions from vehicles and fuel use	Medium	1, 2, 3, 5, 6
	Employee commute into work by foot or bike	Zero emissions from vehicles	Low	1, 2, 3, 10, 11 10, 11 4, 7, 8, 10
Business Travel	Business Travel by Flight	Emissions from aeroplanes and aviation fuel use	High	1, 2, 3, 5, 6
	Business Travel by Train	Emissions from diesel train and fuel use	Low	1, 2, 3
		Use of electricity	Low	4, 10, 11
	Business Travel by Car, Bus	Emissions from vehicles and fuel use	Low	1, 2, 3, 5, 6, 10, 11
	Hotel Use	Related energy emissions/waste/effluent, etc. from building use	Low	1, 2, 3

Note 1: Significance has been estimated using the following matrix

Level of impact		Environmental significance		
High		Medium	High	High
Strong legislative requirement/major environmental global impact/people long-term effect		Low	Medium	High
Some legislative requirement/medium environmental impact; land/water/medium duration		Low	Low	Medium
Minimal legal requirement/low environmental impact; locally contained/inrequent occurrence, low duration		Weak	Medium	Strong
Note: the selection is subjective and descriptions are guidance only. Not all criteria must be met, or some may be exceeded.		The company has already effected a change, or has little ability to effect a direct change due to lack of ownership or responsibility, or change would require an excessive cost in regard to benefit	The company can effect a change in terms of ownership/responsibility, although it may be at a cost, or require additional resource	The company can easily effect a change, in terms resource, cost, ownership and responsibility
Note: the selection is subjective and descriptions are guidance only. Not all criteria must be met, or some may be exceeded.				

Current controls/positives	Positive impacts (see Note 2)	Additional action recommendations
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including resource reduction, waste minimisation and supply chain engagement objectives • Carbon offsetting and 3rd party certified carbon neutral to PAS2060 • Carbon footprint measurement to ISO14064 • Monitoring, measurement and target setting of scope 3 emissions inline with GRI methodology • External GRI based reporting of scope 3 emission performance 	Reduction to 1, 2, 3	<ul style="list-style-type: none"> • Implement food waste separation and composting where applicable (Complete for UK, in progress Belgium/France) • Complete waste audits and action in all main locations (in progress completed for headquarters, UK and France,) • Launch Employee Environmental Charter to promote waste separation and recycling (in progress)
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including resource reduction, waste minimisation and supply chain engagement objectives • Carbon offsetting and 3rd party certified carbon neutral to PAS2060 • Carbon footprint measurement to ISO14064 • Monitoring, measurement and target setting of scope 3 emissions inline with GRI methodology • External GRI based reporting of scope 3 emission performance • Teleworking promoted and HR policies • Cycle to work scheme in place in the UK 	Reduction to 1, 2, 3	<ul style="list-style-type: none"> • Targets to be created on reducing the car fleet emissions (in progress, current) • Review which locations have Cycle to work scheme and communicate awareness to employee's. Where locations have no such incentive or scheme, assess if one is applicable (in progress) • Launch Employee Environmental Charter to promote the use of environmental friendly transport for commuting (in progress)
<ul style="list-style-type: none"> • Group Environmental Policy Statement, including resource reduction, waste minimisation and supply chain engagement objectives • Carbon offsetting and 3rd party certified carbon neutral to PAS2060 • Carbon footprint measurement to ISO14064 • Monitoring and measurement of scope 3 emissions inline with GRI methodology • External GRI based reporting of scope 3 emission performance • Promoted use and increased availability of VTCs 	Reduction to 1, 2, 3, 5, 6, 10, 11	<ul style="list-style-type: none"> • Travel policy to be updated to accept the impact of business travel and seek to promote a hierarchy of travel as guidance (in progress) • Set specific targets on reducing business travel emissions (in progress) • Laptop for All project which will increase teleworking capabilities and make remote VTC meetings feasible (in progress) • Launch Employee Environmental Charter to promote more digital ways of working (in progress)

Note 2

Impacts - positive and negative

1. Air pollution
2. Climate change
3. Depletion of natural resources
4. Land pollution
5. Noise pollution
6. Dust pollution
7. Risk of water course pollution
8. Risk of contamination of groundwater
9. Potential loss of ground water as a resource.
10. Risk to ecosystems/biodiversity
11. Risk to human health
12. Creation of green spaces
13. Embedding sustainability into company culture
14. Increased environmental awareness term effect

Total number of employees by employment contract (at 31 December 2019)

Permanent/fixed term contract

By entity	Permanent		Fixed		Total	
	Male	Female	Male	Female	Male	Female
Euroclear Bank SA/NV	308	534	9	10	317	544
Euroclear Bank SA/NV Hong Kong Branch	50	97	0	0	50	97
Euroclear Bank SA/NV Japan Branch	8	7	0	0	8	7
Euroclear Bank SA/NV Krakow Branch	212	330	34	49	246	379
Euroclear Belgium	17	18	0	0	17	18
Euroclear Finland	48	48	4	5	52	53
Euroclear France SA	28	49	3	1	31	50
Euroclear Holding SA/NV	1	2	0	0	1	2
Euroclear Investments	1	1	0	0	1	1
Euroclear Nederland	12	16	2	3	14	19
Euroclear SA/NV	818	590	0	0	818	590
Euroclear SA/NV Amsterdam	3	4	0	0	3	4
Euroclear SA/NV London	115	83	2	5	117	88
Euroclear SA/NV Paris	150	81	1	0	151	81
Euroclear Sweden	53	51	1	0	54	51
Euroclear UK & Ireland	79	40	3	3	82	43
Euroclear Re. SA	0	1	0	0	0	1
Total	1903	1952	59	76	1962	2028
Grand total	3855		135		3990	

By region	Permanent		Fixed		Total	
	Male	Female	Male	Female	Male	Female
Belgium	1120	1117	9	10	1129	1127
Poland	212	330	34	49	246	379
UK	194	123	5	8	199	131
France	178	130	4	1	182	131
Finland	48	48	4	5	52	53
Sweden	53	51	1	0	54	51
Hong Kong	50	97	0	0	50	97
Netherlands	15	20	2	3	17	23
USA	9	10	0	0	9	10
Asia	14	19	0	0	14	19
UAE	5	3	0	0	5	3
Germany	2	2	0	0	2	2
Luxembourg	3	2	0	0	3	2
Total	1903	1952	59	76	1962	2028
Grand total	3855		135		3990	

Full-time and part-time

Contract type	Male	Female	Total
Full time	1860	1606	3466
Part time	102	422	524
Grand Total	1962	20282	3990

Consultants and contractors

At Euroclear, a significant portion of the organisation's activities are performed by consultants and contractors. Concerning the scale, please see below the numbers based on status 31 December 2019 in our HR systems.

Contractors: This is the provision of resources to cover business as usual or project-related activities. Those resources are usually considered as specialist.

They are normally used to provide expertise that is not available in-house and are normally engaged on a temporary basis. In the day-to-day execution of their assignment, contractors will typically cooperate with Euroclear internal resources.

Consultants: External expertise that is contracted in order to improve a pre-defined business problem, and where the consultant brings specific expertise and (best practice) advice and methodology during a specified and limited time. Consulting is mainly performed on a fixed price basis with pre-agreed deliverables and acceptance criteria.

Work location	Consultants	Contractors	Total
Amsterdam	0	1	1
Bishops Stortford	0	1	1
Braine L'Alleud	0	4	4
Brussels	240	434	674
Chennai	0	9	9
Helsinki	9	37	46
Hong Kong	2	1	3
Krakow	2	3	5
London	8	40	48
New York	0	0	0
Paris	18	28	46
Rotation Home Braine	0	1	1
Stockholm	5	18	23
Tokyo	1	0	1
Grand total	285	577	862

Leavers (full year 2019 – group level)

Age group	Region	Leavers			Employees			Rate %		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Under 30 years	Belgium	10	7	17	51	79	130	19,61%	8,86%	13,08%
	Poland	38	32	70	185	129	314	20,54%	24,81%	22,29%
	UK	3	10	13	34	27	61	8,82%	37,04%	21,31%
	France	0	0	0	6	5	11	0,00%	0,00%	0,00%
	Finland	3	6	9	5	5	10	60,00%	120,00%	90,00%
	Sweden	1	1	2	3	6	9	33,33%	16,67%	22,22%
	Hong Kong	3	4	7	19	16	35	15,79%	25,00%	20,00%
	The Netherlands	0	0	0	2	2	4	0,00%	0,00%	0,00%
	USA	0	0	0	2	3	5	0,00%	0,00%	0,00%
	Asia	0	0	0	3	0	3	0,00%	0,00%	0,00%
	UAE	0	0	0	1	0	1	0,00%	0,00%	0,00%
	Germany	0	0	0	0	0	0	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	0	0	0	0,00%	0,00%	0,00%
Total		58	60	118	311	272	583	18,65%	22,06%	20,24%
30 - 50 years	Belgium	56	47	103	860	800	1660	6,51%	5,88%	6,20%
	Poland	26	23	49	190	117	307	13,68%	19,66%	15,96%
	UK	12	8	20	76	113	189	15,79%	7,08%	10,58%
	France	4	3	7	66	96	162	6,06%	3,13%	4,32%
	Finland	6	6	12	24	37	108	25,00%	16,22%	11,11%
	Sweden	6	3	9	36	33	69	16,67%	9,09%	13,04%
	Hong Kong	10	10	20	75	33	108	13,33%	30,30%	18,52%
	The Netherlands	2	2	4	11	11	22	18,18%	18,18%	18,18%
	USA	0	0	0	5	5	10	0,00%	0,00%	0,00%
	Asia	4	0	4	13	11	24	30,77%	0,00%	16,67%
	UAE	1	1	2	2	4	6	50,00%	25,00%	33,33%
	Germany	0	0	0	1	2	3	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	2	3	5	0,00%	0,00%	0,00%
Total		127	103	230	1361	1265	2626	9,33%	8,14%	8,76%
Over 50 years	Belgium	6	21	27	216	250	466	2,78%	8,40%	5,79%
	Poland	0	0	0	4	0	4	0,00%	0,00%	0,00%
	UK	5	11	16	21	59	80	23,81%	18,64%	20,00%
	France	4	4	8	59	81	140	6,78%	4,94%	5,71%
	Finland	0	2	2	24	10	34	0,00%	20,00%	5,88%
	Sweden	1	4	5	12	15	27	8,33%	26,67%	18,52%
	Hong Kong	0	0	0	3	1	4	0,00%	0,00%	0,00%
	The Netherlands	0	0	0	10	4	14	0,00%	0,00%	0,00%
	USA	0	0	0	3	1	4	0,00%	0,00%	0,00%
	Asia	0	0	0	3	3	6	0,00%	0,00%	0,00%
	UAE	0	0	0	0	1	1	0,00%	0,00%	0,00%
	Germany	0	0	0	1	0	1	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	0	0	0	0,00%	0,00%	0,00%
Total		16	42	58	356	425	781	4,49%	9,88%	7,43%
Grand Total		201	205	406	2028	1962	3990	9,91%	10,45%	10,18%

Exclude 'employees who fail to begin work'

Newcomers (full year 2019 – group level)

Age group	Region	Newcomers			Employees			Rate %		
		Female	Male	Total	Female	Male	Total	Female	Male	Total
Under 30 years	Belgium	17	26	43	51	79	130	33,33%	32,91%	33,08%
	Poland	54	34	88	185	129	314	29,19%	26,36%	28,03%
	UK	12	13	25	34	27	61	35,29%	48,15%	40,98%
	France	4	4	8	6	5	11	66,67%	80,00%	72,73%
	Finland	2	3	5	5	5	10	40,00%	60,00%	50,00%
	Sweden	1	2	3	3	6	9	33,33%	33,33%	33,33%
	Hong Kong	13	5	18	19	16	35	68,42%	31,25%	51,43%
	The Netherlands	0	1	1	2	2	4	0,00%	50,00%	25,00%
	USA	1	0	1	2	3	5	50,00%	0,00%	20,00%
	Asia	0	0	0	3	0	3	0,00%	0,00%	0,00%
	UAE	0	0	0	1	0	1	0,00%	0,00%	0,00%
	Germany	0	0	0	0	0	0	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	0	0	0	0,00%	0,00%	0,00%
	Total	104	88	192	311	272	583	33,44%	32,35%	32,93%
30 - 50 years	Belgium	32	47	79	860	800	1660	3,72%	5,88%	4,76%
	Poland	15	11	26	190	117	307	7,89%	9,40%	8,47%
	UK	4	11	15	76	113	189	5,26%	9,73%	7,94%
	France	8	4	12	66	96	162	12,12%	4,17%	7,41%
	Finland	4	5	9	24	37	108	16,67%	13,51%	8,33%
	Sweden	8	11	19	36	33	69	22,22%	33,33%	27,54%
	Hong Kong	5	3	8	75	33	108	6,67%	9,09%	7,41%
	The Netherlands	1	0	1	11	11	22	9,09%	0,00%	4,55%
	USA	1	0	1	5	5	10	20,00%	0,00%	10,00%
	Asia	1	2	3	13	11	24	7,69%	18,18%	12,50%
	UAE	0	1	1	2	4	6	0,00%	25,00%	16,67%
	Germany	0	0	0	1	2	3	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	2	3	5	0,00%	0,00%	0,00%
	Total	79	95	174	1361	1265	2626	5,80%	7,51%	6,63%
Over 50 years	Belgium	5	4	9	216	250	466	2,31%	1,60%	1,93%
	Poland	0	0	0	4	0	4	0,00%	0,00%	0,00%
	UK	1	4	5	21	59	80	4,76%	6,78%	6,25%
	France	0	1	1	59	81	140	0,00%	1,23%	0,71%
	Finland	1	1	2	24	10	34	4,17%	10,00%	5,88%
	Sweden	2	2	4	12	15	27	16,67%	13,33%	14,81%
	Hong Kong	0	0	0	3	1	4	0,00%	0,00%	0,00%
	The Netherlands	0	0	0	10	4	14	0,00%	0,00%	0,00%
	USA	0	0	0	3	1	4	0,00%	0,00%	0,00%
	Asia	0	0	0	3	3	6	0,00%	0,00%	0,00%
	UAE	0	0	0	0	1	1	0,00%	0,00%	0,00%
	Germany	0	0	0	1	0	1	0,00%	0,00%	0,00%
	Luxembourg	0	0	0	0	0	0	0,00%	0,00%	0,00%
	Total	9	12	21	356	425	781	2,53%	2,82%	2,69%
	Grand Total	192	195	387	2028	1962	3990	9,47%	9,94%	9,70%

Exclude 'employees who fail to begin work'

Employee Assistance Programme figures

The Employee Assistance Programme is available for all staff wherever they are based. Employees can request assistance on a wide range of issues, both professional and personal.

This service is totally free of charge to the employee. The following shows the rate of usage from January 2018 to December 2019.

EAP usage in Belgium

Staff enrolled on EAP	2,255
Number of individual participants	226
Number of cases	223
Per age band	
Undisclosed	123
18 – 30	1
31 – 40	21
41 – 50	54
51 – 60	22
> 60	2
Per gender	
Male	85
Female	140

EAP usage in all other locations

Demographic factors by country sorted by utilisation %								
	Headcount	Cases	Female %	Male %	Family Members	Employees	Flagged cases	Mean age
France	320	3	25	75	0	3	0	0
Poland	725	1	25	75	0	1	0	0
Total	1045	4	25	75	0	4	0	0

There was no statistically significant use of the service on any other location.

Percentage of employees covered by Collective Bargaining Agreements

The below figures show how many employees are covered by collective bargaining agreements. This differs from country to country. In some countries it is common to have collective bargaining agreements and all or almost all employees are covered by such agreements (in some countries limited members of senior management are excluded).

In other countries, employees are not covered by collective bargaining agreements, because this is not common in that jurisdiction and/or because we have very few employees working in this location.

Country	Entity	Headcount 31/12/19	Covered by CBA	Percentage	Comments
Belgium	Euroclear Bank Belgium + Euroclear SA/NV Brussels + Euroclear Belgium (excl Rep offices + Japan Branch)	2259	2259	100%	All employees are covered by CBAs
Poland	Euroclear Bank Poland Branch	643	0	0%	No CBAs apply
UK	Euroclear UK & Ireland + Euroclear SA/NV London + Euroclear Market Solutions	336	0	0%	No CBAs apply
France	Euroclear France SA + Euroclear SA/NV Paris	309	309	100%	All employees are covered by CBAs
Finland	Euroclear Finland Oy	/	/	/	The CBA does not apply to Euroclear Finland
Sweden	Euroclear Sweden AB	96	95	99%	The CBA applies to all employees except to the CEO
Hong Kong	Euroclear Bank Hong Kong Branch	146	0	0%	No CBAs apply
The Netherlands	Euroclear Nederland + Euroclear SA/NV Amsterdam	41	0	0%	No CBAs apply
USA	Rep office NY	18	0	0%	No CBAs apply
Asia	Japan Branch + Rep offices Beijing + Singapore	33	0	0%	No CBAs apply.
UAE	Rep office Dubai	9	0	0%	No CBAs apply
Germany	Rep office Frankfurt	4	0	0%	The CBAs of the banking industry are not generally binding. Therefore, the CBAs only apply if employees belong to a union
Luxembourg	Rep office Luxembourg + Euroclear Investments	5	0	0%	No CBAs apply

Representation on Health and Safety committees

Country	Do you have a workers representation in a formal joint management-worker health and safety committee in your country?	If yes, at which level does this committee normally operate?	Are all workers (whose work or workplace is controlled by Euroclear) represented by formal joint management-worker health and safety committees?	If not all workers are represented by such a committee, which workers are / are not represented? How many workers are / are not represented?
Belgium	In Belgium, we have a Committee for the Prevention and Protection at work (CPPT). This Committee holds monthly meetings. The Committee is composed of representatives of the employer and representatives of employees. Employees' reps (12 effective and 12 substitutes) are elected in the frame of social elections taking place every 4 years. Employer representatives are selected amongst senior employees (level 8 employees reporting directly to a division head and employees above).	This body is only competent for Belgium.	No	Contractors and consultants are not represented. Employees of level 8 directly reporting to a division head and above are not represented. These are the employees who can validly represent the company at the Committee's meetings. See the percentages in the following table.
Finland	Yes, there is a Euroclear Finland Health and Safety Committee.	This body is competent for the Finland entity.	Yes	N/A
France	There is a CSSCT, which is a committee of the CSE (Works council) – following a change in the French legislation, this body replaces the CHSCT.	This body is competent for France.	No	Only Euroclear employees are represented. See percentages in the second table.
Hong Kong	There is no committee, but there is an onboard external facility manager who takes care of the Health and Safety activity for the Euroclear Bank Hong Kong Branch.	N/A	N/A	N/A
Poland	Occupational Health and Safety Committee is appointed consisting of employer's representatives and employees' representatives. This body holds quarterly meetings as required under the law.	This body is competent for Poland.	Yes	N/A
Sweden	Yes, there is a Swedish Health and Safety Committee.	This body is competent for Sweden.	Yes	N/A
UK	Yes, there is a Health and Safety Committee. The committee is made up of employee safety representatives, (for all UK locations) and management representatives, (EHS, HR and the Branch Manager). There is no union affiliation for Euroclear in the UK.	This body is competent for all UK entities.	Yes	N/A
The Netherlands	Yes, the ARBO Committee.	This body is competent for both entities in Amsterdam.	Yes	N/A
Other locations	Nobody	N/A	N/A	N/A

Workers represented on formal joint Management–Worker Health and Safety committees

Country	Total population	Workers represented	Workers not represented	% represented	% not represented
Belgium	3031	2259	772	75%	25%

Management Committee and Group Executive Committee* by age and gender at 31 December 2019

Age group	Entity	Members			Rate %		
		Female	Male	Total	Female	Male	Total
30-50 years	Euroclear SA/NV	2	5	7	29%	71%	23%
	Euroclear Bank SA/NV	0	1	1	0%	100%	3%
	Euroclear SA/NV Paris	0	1	1	0%	100%	3%
	Euroclear France SA	1	0	1	100%	0%	3%
	Euroclear Sweden	0	1	1	0%	100%	3%
	Euroclear Finland	1	0	1	100%	0%	3%
Total		4	8	12	33%	67%	39%
Over 50 years	Euroclear SA/NV	2	13	15	13%	87%	48%
	Euroclear Bank SA/NV	2	1	3	67%	33%	10%
	Euroclear SA/NV Paris	0	1	1	0%	100%	3%
Total		4	15	19	21%	79%	61%
Grand Total		8	23	31	26%	74%	100%

* The Group Executive Committee brings together the members of the Management Committee of Euroclear SA/NV as well as senior executives in key functions across the Euroclear group. It is an advisory committee whose principal role is to ensure that material and relevant issues impacting the group are known and discussed at the most senior executive level in an effective and timely way.

Gender equality index

In compliance with the provisions of the French law of 5 September 2018 on the freedom to choose one's professional future, Euroclear publishes its gender equality index for 2019.

This index enables French companies with more than 50 employees to evaluate, on a yearly basis, aspects related to professional gender equality.

Built around five key indicators calculated over a total of 100 points, the index measures different types of data:

- salary gaps
- gaps in promotion rates

- gaps in wage increases
- salary increase upon return from maternity leave
- number of employees of the underrepresented gender among the ten employees who received the best remunerations.

For 2019, we are pleased to announce that Euroclear France has reached 100 points, the maximum score. This is an increase of 6 points compared to 2018, and shows Euroclear's commitment to gender equality and greater gender balance at all levels of the organisation.

Ratio of basic salary and remuneration of women to men by location, gender and level*

Basic salary

December 2018 base salary.

Fixed, minimum amount paid to an employee for performing his or her duties, excluding any additional remuneration, such as payments for overtime working or bonuses.

Remuneration

December 2018 base salary + performance Year 2018 bonus individual bonus and company bonus.

Basic salary plus additional amounts paid to a worker.

Note: examples of additional amounts paid to a worker can include those based on years of service, bonuses including cash and equity such as stocks and shares, benefit payments, overtime, time owed, and any additional allowances, such as transportation, living and childcare allowances.

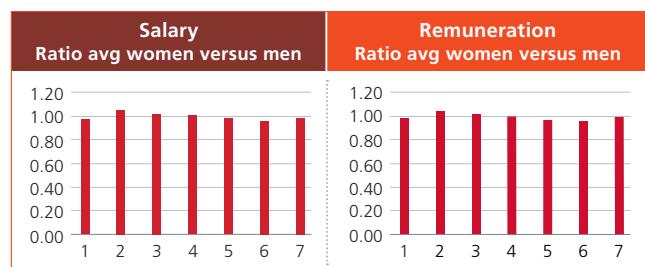
Employee category

Functional framework levels from level 1 to 7 (not above for confidentiality reasons).

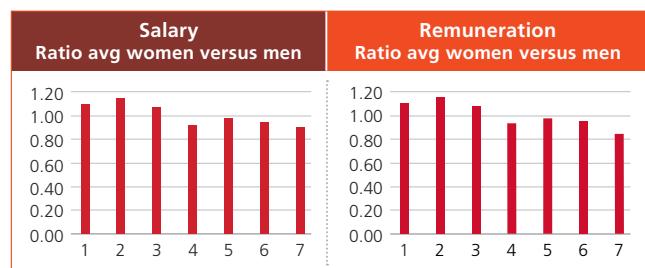
Breakdown of employees by level (such as senior management, middle management) and function (such as technical, administrative, production).

Note: this information is derived from the organisation's own human resources system.

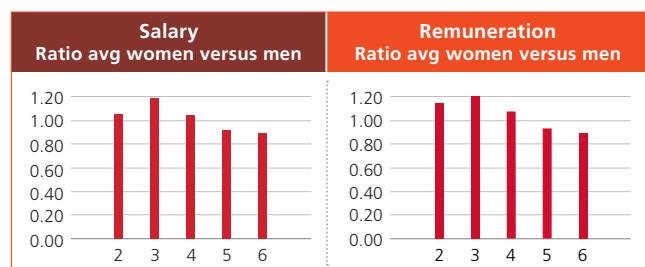
Belgium



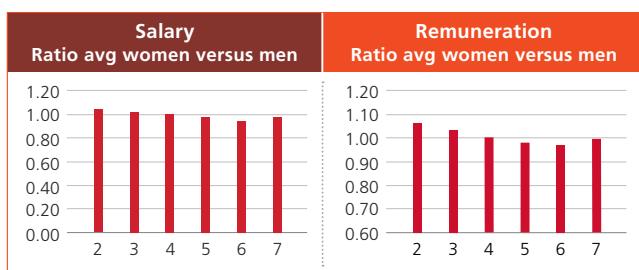
France



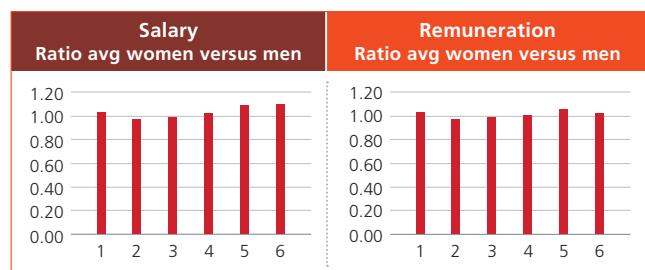
Hong Kong



United Kingdom



Poland



* Locations where there is a statistically relevant number of employees and the functional framework has been implemented.

Remarks on the differences

- The observed differences are not significant
- They may have various root causes that are not taken into account such as age, seniority, and presence time, performance, etc.

Ratio = 1 means parity between men and women

Ratio > 1 means women's salary / comp > men's salary

Ratio < 1 means women's salary / comp < men's salary

Amounts donated to charity projects in 2019

The Belgian charity committee (CRC) in €

Charity	Amount
ADEPEC (project 2015)	€ 15.000
Avalon vzw	€ 15.000
Blijdorp vzw	€ 11.239
Centre comprendre et parler asbl	€ 13.000
Comme chez nous asbl	€ 15,000
De Schans vzw	€ 9,405
Eigen Thuis vzw	€ 12.000
Hocus Pocus La Hulpe asbl	€ 15.000
HVFE asbl	€ 10.000
IBSO De Horizon	€ 5.500
IMSO	€ 10.000
Interface3 asbl	€ 8.000
Jamais sans Toit	€ 9.000
Kaléidos asbl	€ 10.000
Kampenhoeve Ster vzw	€ 9.000
L'Ilot	€ 10.000
La Ferme de Froidmont Insertion asbl	€ 10.000
Le Bati asbl	€ 15.000
Le relais de Ghoy asbl	€ 15.000
Le Sarment	€ 13.000
Les Ateliers du 94	€ 15.000
Les Pilotis	€ 4.000
Maison d'enfants Marie-Henriette	€ 10.000
Maison Maternelle du Brabant Wallon	€ 11.000
MeeGaan asbl	€ 15.000
Meters en Peters vzw	€ 10.000
Pierre d'Angle	€ 10.000
Sering vzw	€ 10.000
Service Arc-en-ciel d'aide à l'enfance et à la jeunesse défavorisée	€ 10.000
Sireas asbl	€ 15,299
SOS Jeune Quartier Libre asbl	€ 10.000
Souffle un peu asbl	€ 15.000
Télé-Service Liège	€ 10.000
Total	€ 363,745
United Fund for Belgium	€ 30.000
Matching gift	€ 88.153

French charity committee (COS) in €

Charity	Amount
Association Anaïs	€ 4.500
Association ASAP for children	€ 10.000
Association Enfant Avenir	€ 4.000
Association Rêves	€ 3.500
Association Roseau	€ 6.500
Association Scott & Co	€ 7.000
Association SOS Madagascar	€ 4.500
Total	€ 40,000

Euroclear Nederland charity committee in €

Charity	Amount
Stichting Kinderfonds-Admiraal_Siqueira	€ 2.368
Stichting Klavertje2	€ 1.250
Stichting OAK	€ 2.595
Stichting QRS	€ 1.518
Stichting Vaarwens	€ 2.825
Stichting Voedselbank Zaanstreek	€ 1.200
Stichting Wees een Kind	€ 1.450
Stichting Wolkentheater	€ 1.050
Total	€ 14.256

Euroclear Sweden donations in SEK

Charity	Amount
Hand in hand Sweden	SEK 34,000

Euroclear UK & Ireland charity committee in £

Charity	Amount
ChildAid	£6.195
Crisis	£2.975
London Air Ambulance	£1.154
OHMI	£12.000
The Book Bus Foundation	£7.200
Time and Talents	£14.944
Virtual Doctors	£9.000
Total	£53.468,48
Matching gift	£11.917,00

At Euroclear group level in €

Charity	Amount
Street Child	€40,000
Junior Achievement	€95,000



GRI index



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102-2: Activities, brands, products and services	https://www.euroclear.com/about/en/business.html
102-3: Location of headquarters	p.3
102-4: Location of operations	p.9
102-5: Ownership and legal form	The Euroclear group includes the International Central Securities Depository (ICSD) Euroclear Bank, which is based in Brussels, as well as the Central Securities Depositories (CSDs) Euroclear Belgium, Euroclear Finland, Euroclear France, Euroclear Nederland, Euroclear Sweden and Euroclear UK & Ireland. Euroclear Bank is the only credit institution of the group. Euroclear SA/NV provides system development and support services to the other companies of the group. Euroclear Holding is the holding company which owns, directly or indirectly, the entire share capital of these companies. For more information, please see p.3 -16 of the Euroclear Holding SA/NV 2019 Consolidated financial statements.
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GRI Disclosure	Page number/URL or full answer
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103-2: The management approach and its components	p.11, 17, 21, 22, 28, 34, 39, 45, 52
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