

Diversity, Inclusion and Corporate Social Responsibility

CSR statement – 10-07-26

1. Diversity and inclusion in our project teams

For each assignment we compose a multidisciplinary project team that combines different areas of expertise, perspectives and levels of experience. Teams are assembled on the basis of substantive relevance, availability and complementarity, with explicit attention to diversity in professional background, gender balance and thinking styles.

We take the following concrete steps to achieve, maintain and promote diversity and gender balance in the staffing of our project teams:

- We aim for a balanced representation of women and men in our project teams, both in delivery roles and in client-facing lead roles.
- When selecting staff and freelance partners, we apply competence-based, gender-neutral criteria and deliberately draw on a diverse network of facilitators and experts.
- We consistently apply the principle of equal pay for equal work, without distinction as to gender or background.
- Flexible working arrangements (hybrid working, flexible hours) support the inflow, retention and progression of a diverse range of profiles.

We believe that workplace strategy only creates value when it starts from the real diversity of the organisation: different functions, work patterns, generations, languages, needs, preferences and forms of collaboration. This conviction also shapes our project approach. In interviews, workshops and surveys we ensure that different user groups are heard, including employees with varying roles, attendance rhythms, concentration needs, mobility profiles and ways of working together. Our facilitation methods (including LEGO® Serious Play® and the Workplace Game) have inclusion built in: every participant contributes on an equal footing, regardless of function, seniority or profile.

Neuro-inclusion

For Brainmove, inclusion explicitly extends to neuro-inclusion. We regard neurodiversity as a natural variation in the way people process information, experience stimuli, communicate and solve problems – a spectrum that encompasses every employee, rather than a binary distinction between people “with” and “without” a label. Research consistently shows that neurodiverse teams bring fresh perspectives, more creative solutions to complex problems and better-founded decisions, and that acceptance of individual strengths increases engagement and retention – provided the work environment offers genuine psychological safety.

We therefore apply the principles of neuro-inclusive design in our workplace advisory practice. Cognitive, sensory and social differences are the norm, not the exception, and a work environment only succeeds when every neurological profile can function comfortably in it. In concrete terms, this means that we look beyond the mere variety of work settings to their actual quality and use: real choice and user control over one’s direct environment rather than nominal

choice, quiet spaces that genuinely deliver calm, privacy and acoustic protection, sufficient variation in stimulus levels, predictability in finding a suitable workspace, clear and consistently communicated behavioural agreements, and leadership that safeguards psychological safety and leads by example. We develop these solutions in co-creation with users and test them against the cognitive and sensory load they place on people. In doing so, we help organisations turn activity-based and flexible workplace concepts – valuable starting points, but no guarantee of inclusion in themselves – into work environments in which neurodiverse talent can genuinely flourish.

Within our project teams and our advisory work alike, inclusion is not treated as a separate theme but as a quality condition for sound analysis. A work environment should not only be efficient, but also accessible, understandable, supportive and workable for different types of employees and teams.

2. CSR profile of the organisation

Brainmove approaches corporate social responsibility from three interrelated angles: people, organisation and environment. As an advisor in workplace strategy, organisational change and behavioural analysis, we focus on solutions that are not only economically sound, but that also contribute to well-being, sustainable employability, inclusive collaboration and careful use of space.

Our CSR approach is pragmatic and integrated in the way we work. Among other things, this means that we:

- work with evidence-informed methodologies;
- handle data, privacy and confidential information with care;
- formulate recommendations that contribute to efficient and sustainable use of space;
- pay attention to well-being, inclusion and psychological safety;
- communicate transparently about assumptions, limitations and choices;
- pursue long-term value rather than short-term optimisation alone.

2.1 Employee well-being

Well-being is a central premise of our workplace and organisational advisory practice. We regard the physical work environment as one of the levers for healthy, effective and meaningful work. In our analyses we therefore look beyond occupancy rates and square metres, to the quality of the work experience itself: how the environment supports collaboration, concentration, recovery, autonomy, connectedness and informal interaction, taking into account acoustics, privacy, ergonomics, social cohesion, workload, hybrid work patterns and the degree of control employees experience over where and how they work.

We apply the same standards to our own organisation. Our consultants work in a hybrid and autonomous way, with attention to sustainable employability, workable workloads, clear expectations, professional autonomy and respectful collaboration. We invest structurally in training and certification (facilitation methods, service design, change management), and we combine intensive client engagement with realistic planning, clear governance and careful alignment with our clients.

2.2 Environment

We recognise that workplace strategy has a direct impact on the environment. Choices regarding office surface, layout, occupancy, mobility, energy use and the lifespan of materials all influence an organisation's ecological footprint. A well-founded workplace analysis helps avoid overcapacity, make better use of existing infrastructure, prevent unnecessary relocation or renovation, and support future-proof accommodation decisions. Where relevant, our recommendations take into account the optimisation of floor space, the reuse and adaptability of existing infrastructure, the impact of hybrid working on mobility and space use, energy efficiency, and the balance between comfort, occupancy and ecological responsibility.

In our own operations, mobility is our main environmental impact, and we act on it accordingly:

- brainmove is transitioning its (mostly hybrid) vehicle fleet to fully electric cars in the next 3 years.
- For client travel, we give priority to public transport wherever practicable.
- We limit travel structurally by organising preparatory and follow-up meetings digitally; on-site presence is reserved for activities where it adds real value, such as observations, workshops and management sessions, planned in an efficient, clustered way.
- We work digitally by default: reports and presentations are delivered electronically, and we only print when explicitly requested.
- Where possible, we choose sustainable and local suppliers for materials and services.

2.3 Ethics

Ethics is essential in assignments that examine employee data, working behaviour, space use and organisational change. We therefore apply a careful, transparent and respectful approach, built on the following principles:

- **Confidentiality** – All information received in the context of an assignment is treated as strictly confidential. This applies to documents, floor plans, interviews, observations, survey results, management information and informal signals.
- **Privacy and proportionality** – We only collect data that is relevant to the objective of the assignment. Wherever possible we work with aggregated data at team, zone or organisational level rather than at individual level; the analysis focuses on patterns and needs, never on individual monitoring. Personal data is processed in accordance with the GDPR: reported in anonymised form, stored securely and deleted after completion of the assignment.
- **Transparency towards participants** – In interviews, workshops and surveys we make clear what the purpose of the exercise is, how the information will be used and at what level results will be reported.
- **Independence** – Our conclusions are based on data, observations and professional analysis. Brainmove has no commercial ties to real estate actors, fit-out companies or suppliers of office solutions; our recommendations are guided solely by the analysis and the interests of the organisation as a whole, balancing strategic objectives and employee needs. At the start of each assignment we systematically screen for potential conflicts of interest and report any risk immediately to the client.

- **Respectful participation** – We create room for different perspectives and prevent dominant voices from unilaterally shaping the analysis. In change processes it is essential to also understand less visible needs, doubts and tensions.
- **Fair invoicing** – We apply transparent and correct pricing: only services that have actually been performed and approved are invoiced.

3. Carbon footprint disclosure

Brainmove does not currently hold an externally certified carbon footprint disclosure. We are, however, fully aware of the environmental impact of professional services and, given the size of our organisation, that impact is concentrated in one main source: mobility. We choose to be transparent about this and to take targeted, practical action, in particular through the transition of our fleet to electric vehicles and the systematic use of public transport for client travel.

In our assignments, this concretely means that we avoid unnecessary travel, organise meetings digitally whenever physical presence adds no clear value, cluster on-site activities such as observations and workshops efficiently, and share all documents digitally.

Upon simple request, we can record the travel associated with an assignment and provide the client with an indicative CO₂ estimate. We are participating to a pilot project set up by Battmobility in order to track our mobility behavior and to adapt our fleet and to reduce our carbon footprint to a minimum.

Finally, the substance of our work itself contributes directly to more sustainable use of space: our analyses provide insight into actual occupancy, future space requirements and opportunities to use existing infrastructure more efficiently, supporting well-founded and future-proof accommodation decisions.

4. Charitable and pro bono commitments

Alongside our commercial assignments, we invest a substantial part of our time, on an unpaid basis, in initiatives that strengthen the professional community, advance workplace knowledge and support cultural life. These commitments are not peripheral to our practice: they keep our expertise sharp, connect us to international research and practice networks, and give back to the fields in which we work. Concretely:

- **IFMA Belgium** – We serve as an unpaid member of the board of directors of IFMA Belgium, the professional association of facility managers. Through this mandate we contribute to the professionalisation of the facility management sector in Belgium, to knowledge exchange between practitioners, and to the development of the next generation of professionals in a discipline that directly shapes the quality, sustainability and inclusiveness of work environments.
- **Workplace Evolutionaries (WE Hub Belgium)** – We chair the Belgian hub of Workplace Evolutionaries, an international community of practice dedicated to the future of work and the workplace. The hub brings together practitioners, researchers and organisations to share insights – openly and free of charge – on themes such as hybrid working, employee well-being and sustainable workplace strategy, thereby raising the overall quality of workplace thinking in Belgium.

- **Transdisciplinary Workplace Research (TWR) network** – We are an active member of the board of the TWR network, which connects academic researchers and practitioners across disciplines worldwide. The network promotes evidence-based workplace knowledge through peer-reviewed conferences and open exchange between science and practice – a societal role we consider essential in a field where decisions affect the daily working lives of many. This engagement also anchors the evidence-informed character of our own advisory work.
- **Dragon Jazz Contest** – Beyond our professional field, we are actively involved in organising and sponsoring the Dragon Jazz Contest, a competition for young jazz musicians. The contest offers emerging talent a stage, an audience and a step towards a professional musical career and contributes to a vibrant and accessible cultural life.

Our societal contribution thus builds directly on who we are: helping professional communities, researchers, organisations and young talent to grow – with an emphasis on knowledge sharing, workable work, inclusive collaboration and the connection between research and practice.