



Public Report

# A mindset for growth



As different as we may  
be sometimes, there is  
always something that  
**connects** us



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## We describe our direction as “The new mindset for growth”

We want to expand our position in our focus markets even further. By optimising the integration with our delivery organisations in Bulgaria and Portugal we aim to accelerate our organic growth.

# connect





“2022 was a highly successful transition year for ICT Group. After almost 30 years of being listed, we finetuned our bearings and optimised our direction under the wings of new owners NPM Capital and Teslin. On the one hand our new direction was based on the same foundation that has guaranteed ICT Group success for 45 years, but we also increased our focus on a number of market segments in which we believe we can make a difference.

We would like to describe our new direction as ‘the new mindset for growth’. For ICT Group, this means expanding our position in Automotive, Logistics, High-Tech Systems, Infra

## A new mindset for growth

& Industry and Public Transport even further. We want to accelerate the organic growth of 15% that we achieved in 2022 - in comparison to 2021 - by optimising the integration with our delivery organisations in Bulgaria and Portugal. We now have more than 700 ICT Group colleagues working across these two countries, supporting our clients in the various market segments on a daily basis. This means a huge expansion of available talent, but not only for our Dutch clients. We will also increase the involvement of these nearshoring facilities for the clients of our branches in Germany and Sweden.

An important condition for realising our growth is further integration of the various units of ICT Group. This will create higher levels of recognisability as well as more coherence in the various propositions that we present. Of course, one thing remains paramount: the industry expertise and technical qualities of our employees. Our highly committed culture, present in the company from day one, focuses on the right solution with the right quality,

within the available budget. The ‘new mindset for growth’ optimises the potential of this DNA. While its implementation will mean more projects and products and relatively less deployment of our specialists on a secondment basis. This year, we received the ‘Great Place to Work’ award in all countries in which we operate, and this clearly expresses the tremendous value of the family that makes up ICT Group.

In 2022 and 2023, ICT Group was voted ‘Best Digital Transformer of the Year in the Software, Development & Platforms/Enablers-Overall category’. Naturally we are immensely proud of this title. This election is proof of the substantial added value we offer clients. Whether it is software in the latest generation of electric cars, the control of container terminals in the Port of Rotterdam, the large projects we are allowed to execute for many leading suppliers in the Brainport region (both outside and inside their machines), the further perfection of public transport, or our contributions to making industry in the Netherlands more sustainable.

In short, we deliver solutions for the highly critical processes of our customers.

The plan under ‘the new mindset for growth’ motto defines the next 1,000 days. Internally, we have described this as a journey to the Alps. We know where we want to be in 2026 but the road to our goal leaves room for flexibility. We consider ourselves lucky to have shareholders who are not only focused on this period, but who also enable us to make investments that will create the foundation for the next 45 years. Investments in product developments, but also in strategic acquisitions that will ultimately allow ICT Group to grow into a ‘leading player’ in our defined markets.

This public report describes our successful projects. In addition, the various divisions explain how they connect with each other. The combination of our propositions, projects, divisions and our team of approximately 2000 employees constitutes the ingredients that will enable us to reach the summit of the Matterhorn in three years’ time.”



# Celebrate

**Best Digital Transformer**

What does it mean?

What is our role?



# ICT Group voted Best Digital Transformer



**We know our customers' business. This distinctive quality grants us once again the title Best Digital Transformer of the year.**

Roel de Backer is ICT Group's Director of Industry and Infra. He is particularly proud of ICT Group's (re)election as Best Digital Transformer of the Year in the Software, Development & Platforms/Enablers-Overall category. What does digital transformation mean for ICT Group and its customers?

"The fact that market developments are moving faster than ever before may be an understatement, but it is true. Between the first industrial revolution (18th century), the second technological revolution (19th century) and the third digital revolution (20th century), there were about 100 years each time. The fourth revolution came much faster (early 21st century) and the fifth is already on the way: the move towards fully automated

processes that make their own intelligent decisions based on data they collect themselves. What matters most to our customers is what this means for their business and for the world in which they operate. Our role is to support them in achieving this in the best possible way with the aim of improving business continuity and

*"The fact that market developments are moving faster than ever before may be an understatement, but it is true."*

operational excellence. This election shows very clearly that we have a leading edge in terms of technology, but also that we know and understand our customers' business. We have in-depth knowledge of everything that

happens on the work floor, which industrial processes are needed, and how the various types of equipment need to be controlled."

## **Breeding ground for digital transformation**

"Digital transformation plays a huge role in this domain, but I want to stress that it's not an end in itself. In fact, we are talking about

industrial lifecycle management. What's important is the insights with which we can optimise processes in the short term as well as in the long term, improve product quality and achieve cost efficiency.

Not only do we now have the right data, our data scientists and business analysts can also translate the data into relevant insights. For instance in order to reduce energy consumption or to reduce waste streams. Not all (large) companies are ready for this yet, sometimes the investment climate is still somewhat conservative, but you do see that they are giving it plenty of thought. I do expect this process to accelerate.

We want to play a pioneering role in this domain and think along with our customers. The best practices we are already developing are the breeding ground for the digital transformation in the next five years."



# ICT Group voted Best Digital Transformer

## The bridge between the customer domain and technology

“Compare it to the electric car. Ten years ago, Tesla was the only player, the pioneer, but now you see the big car brands coming back strongly, reducing Tesla’s leading edge. Ten years ago, we were also ‘dreaming’ of an autonomous factory. Now it is becoming reality, and there’s a rapid increase in the uptake of MES for industrial automation and WMS for warehouses.

What’s more, the pressure on efficiency is increasing enormously, partly due to the tight labour market as well as the demand for sustainable products. And this is the reason why it’s important that we know the customer domains in sectors such as industry and infra so well.

To be successful, we need to be at the heart of our customers’ operational processes, and that’s exactly where we are. It goes without saying that cyber security also plays a big role. The security of OT assets is complex and far-reaching because just about every sensor is connected to the internet, thus

making it a potential gateway for cyber-attacks. Our cyber security department prides itself on its experience-based knowhow in this domain, whereas a lot of IT parties lack this knowledge.”

## The award is proof of successful co-development

“Digital transformation, 4.0, 5.0, or whatever you want to call it, it is a rapidly emerging development and we are directly involved in its realisation. Customers have continuously growing demands, projects are becoming more and more complex, and dependencies and vulnerabilities are increasing. At the same time,

the technological possibilities are enormous and we have an infinite amount of data at our disposal. Our Industrial data expert groups work closely with customers and partners.

Co-development is crucial because we need to learn from each other and work together. This is the reason why I see the selection as Best Digital Transformer of the Year as being a joint success for everyone within ICT Group as well as our clients and partners. We will continue to innovate, invest in knowledge and develop new initiatives. This is how we create a better, smarter and more sustainable world every day.”



**Roel de Backer**  
Director of Industry and Infra



# Corporate

## Corporate Governance

The company has a two-tier management structure, consisting of an Executive Board and a Supervisory Board.

## Financial Results

We saw the key trends continuing in 2022, with our European sourcing and project activities sustaining their strong performance.

## FTE

Inflow of new recruits has increased and simultaneously our outflow remains relatively stable resulting in a double digit organic growth.

## Sustainability

Creating value is no longer just about financial performance. Businesses that cannot make a positive contribution to the environment and society (ESG) will not survive in the future.



# Corporate Governance



ICT Group B.V., a private company with limited liability incorporated under Dutch law with its registered office in Barendrecht, the Netherlands (the “Company”) is the parent company of the ICT Group of companies. The Company qualifies as a “structuurvennootschap” within the meaning of the Dutch Civil Code and applies the relevant rules of Dutch company law.

## Executive Board

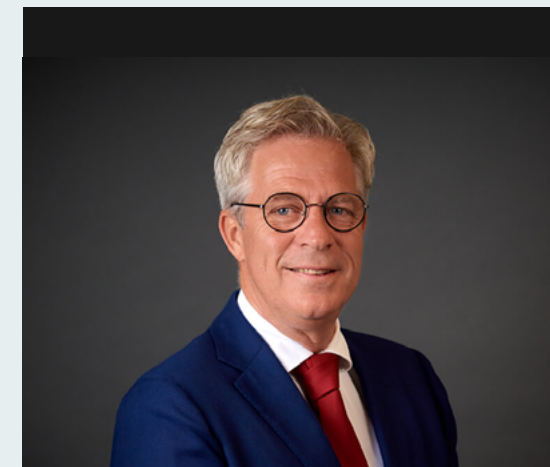
The company has a two-tier management structure, consisting of an Executive Board and a Supervisory Board. The Executive Board is responsible for managing the Company and consists of the following three members: Karim Henkens, Chief Executive Officer, Jan Willem Wienbelt, Chief Financial Officer and Roy Jansen, Chief Operational Officer.

**Karim Henkens** has an extensive track record in the IT world, both nationally and internationally, and is an energetic and committed leader. His previous employment was at IT service provider Cegeka as managing director for the northern region of



**Karim Henkens**  
Chief Executive Officer (CEO)

the group. Before that he held various positions at Centric, including that of CEO. As from 1 September 2022, Karim is responsible for further strengthening ICT Group’s market position in the Netherlands and Northern Europe.



**Jan Willem Wienbelt**  
Chief Financial Officer (CFO)

**Jan Willem Wienbelt** After completing his study Business Economics and his Dutch national service in the army, Jan Willem Wienbelt (1964) began at the Dutch National Rail (NS). Subsequently he worked at Stork and Achmea. In 1999 he joined ICT solution



**Roy Jansen**  
Chief Operating Officer (COO)

provider CTAC as Chief Financial Officer. From 2005 he also became statutory director and member of the Board of Directors at CTAC. In August 2013, Jan Willem Wienbelt joined ICT Group as CFO.

**Roy Jansen** After completing his study Mechanical and Electrical Engineering, Roy Jansen (1966) started his career as engineer in the field of Industrial Automation. In 1994 he joined Ordina and obtained the position of Director Embedded IT. In January 2008 Roy Jansen joined ICT group as Division Director and completed his MBA study. In 2018 he was appointed as COO of ICT Group and in October 2021 he joined the statutory board.



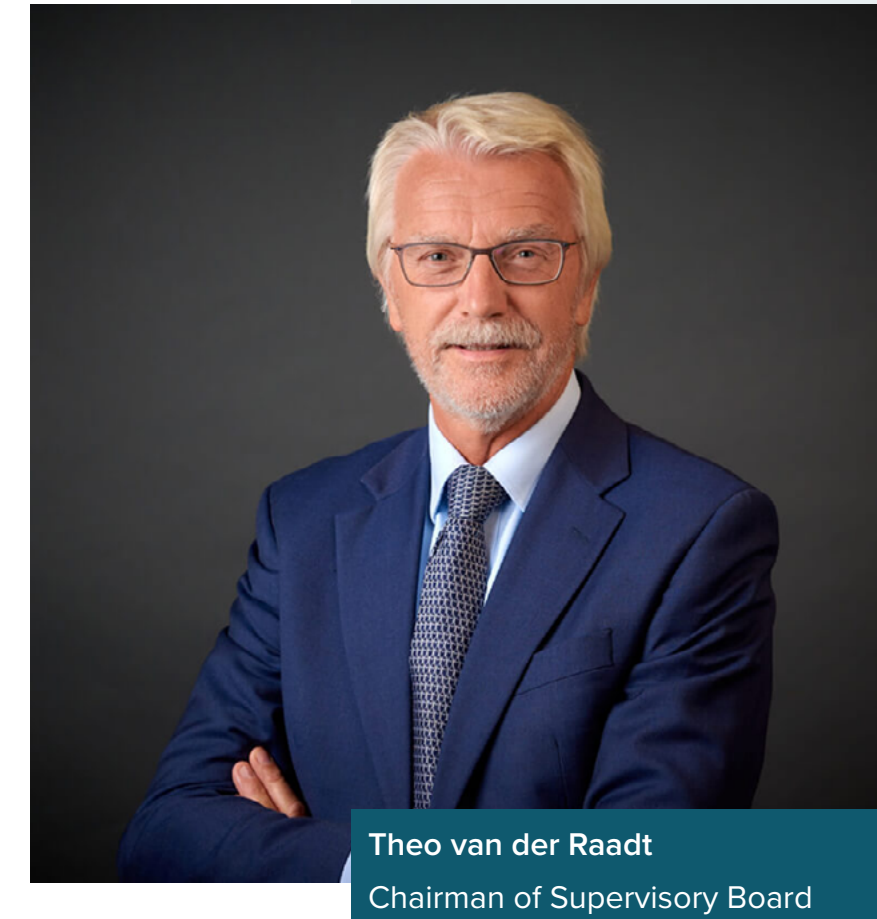


# | Corporate Governance

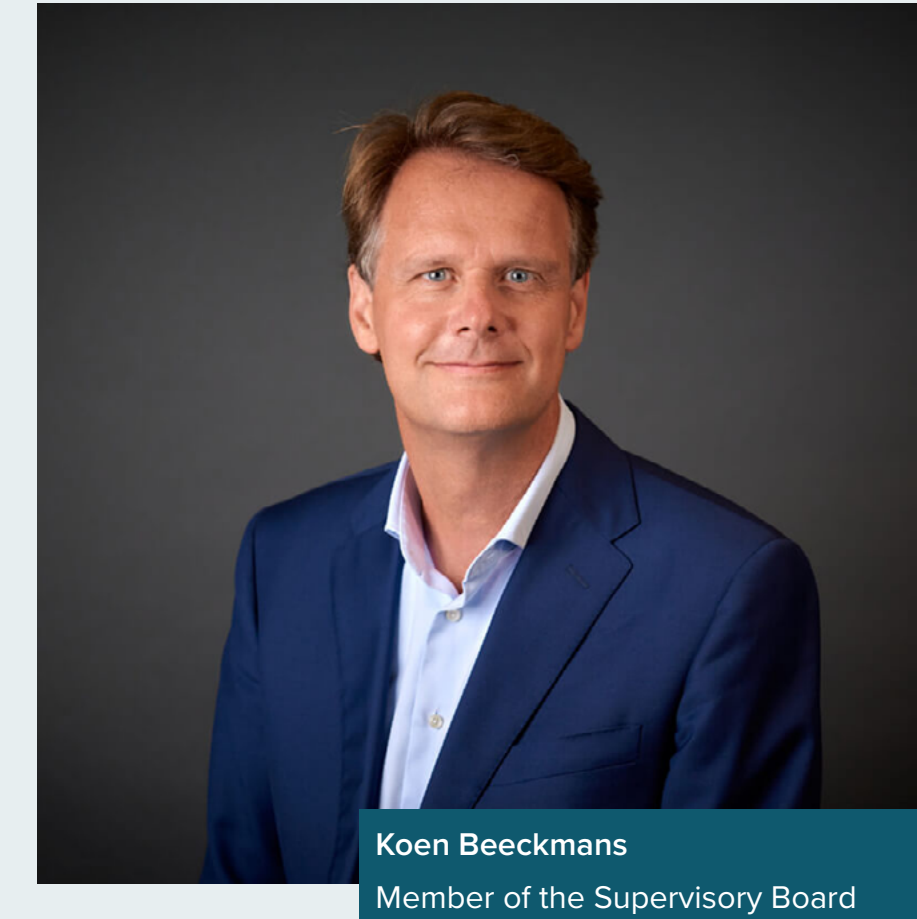
## Supervisory Board

The Supervisory Board is charged with supervising and advising the Management Board. The Supervisory Board supervises the policy of the Executive Board and the general course of affairs of the company and its affiliated companies, comprising the activities of the group companies. The Supervisory Board's supervision includes the achievement of the company's objectives, the general strategy of the company and the

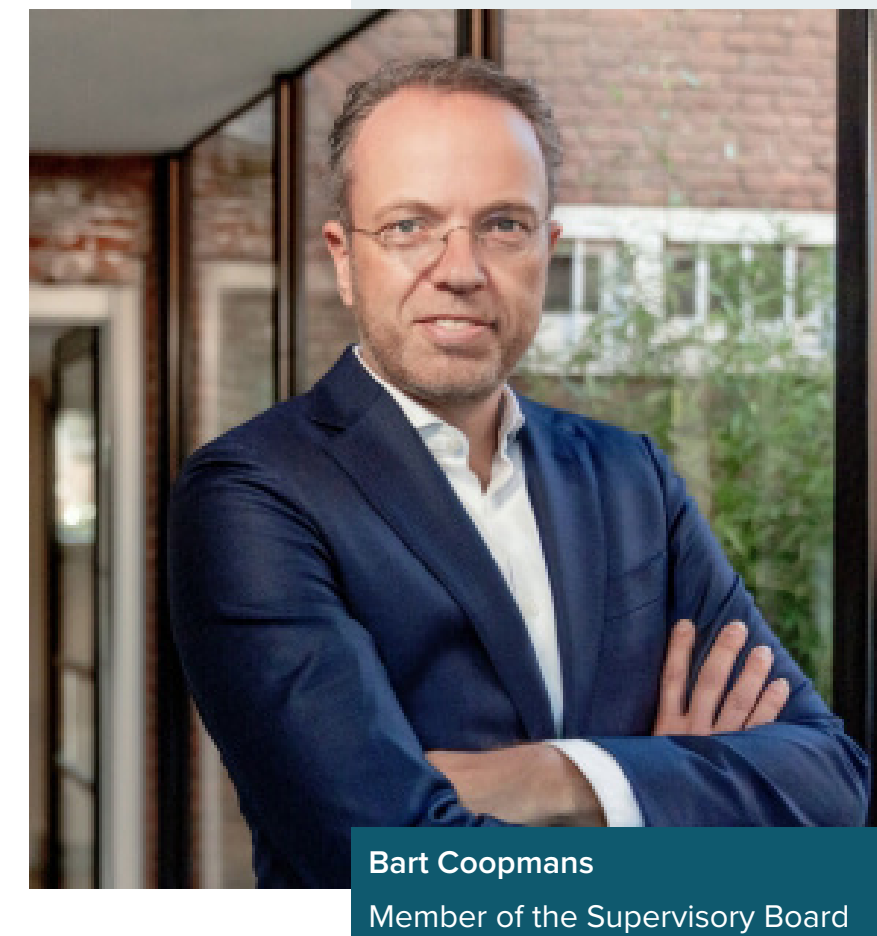
risks associated with the business activities, the design and operation of the internal risk management and control systems, the financial reporting processes, compliance with legislation and regulations and the company's social responsibility. The Supervisory Board consists of the following four members: Theo J. van der Raadt (Chairman), Koen Beeckmans, Bart Coopmans and Jan-Jaap Bongers.



Theo van der Raadt  
Chairman of Supervisory Board



Koen Beeckmans  
Member of the Supervisory Board



Bart Coopmans  
Member of the Supervisory Board



Jan-Jaap Bongers  
Member of the Supervisory Board

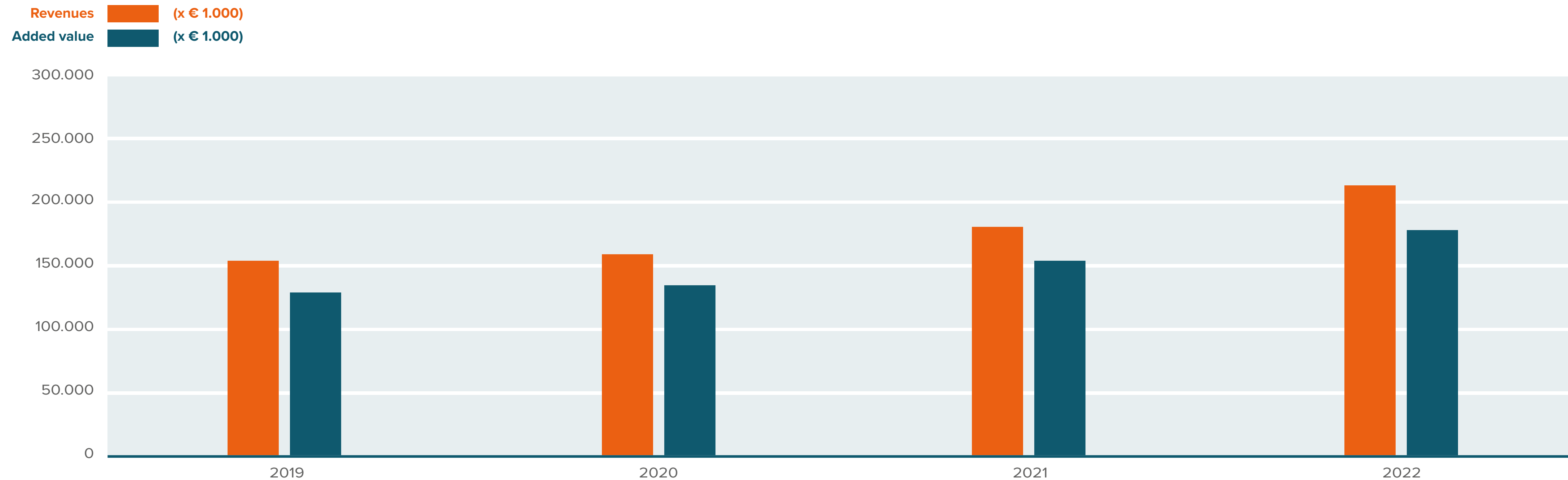


# Financial Results

We saw the key trends continuing in 2022, with our European sourcing and project activities sustaining their strong performance. These developments led to an increase in revenue and EBITDA in 2022, compared to the same period in 2021. Inflow of new recruits has increased and simultaneously our outflow remains relatively stable resulting in a double digit organic growth.

In 2022 the revenue of ICT Group Holding came in at € 214.7 million (2021: € 182.3 million).  
The EBITDA came in at € 27.7 million (2021: € 18.4 million).

Results (x € 1.000)	2019	2020	2021	2022
Revenues	155.469	160.017	182.276	214.659
Added value	128.923	134.568	154.546	179.180



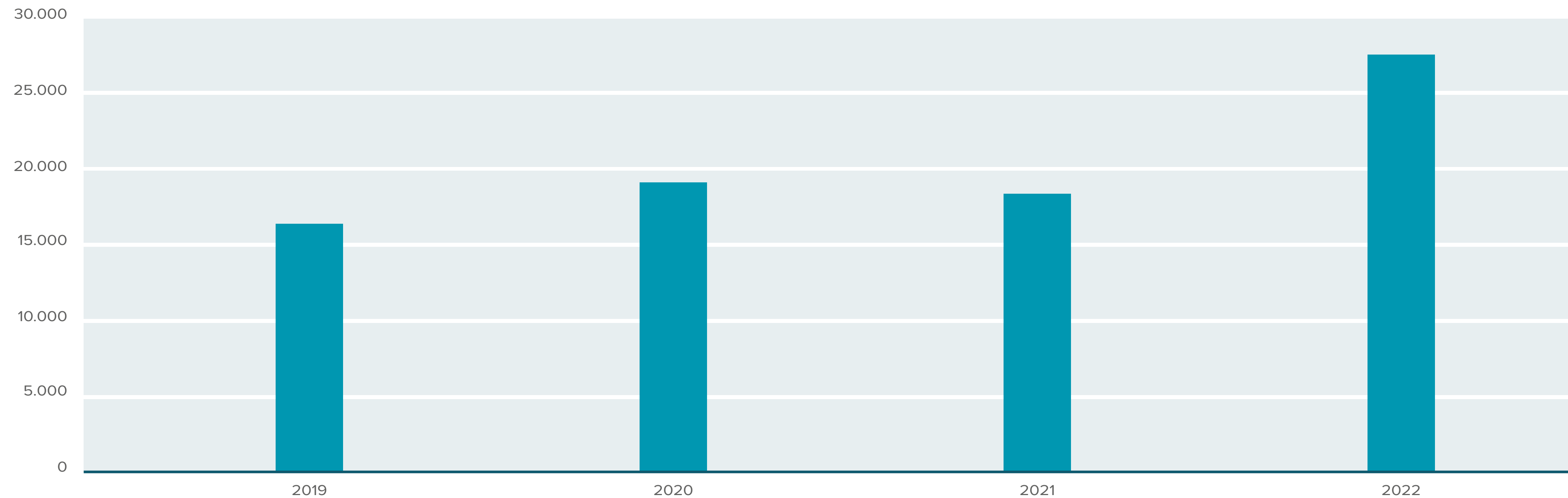


# Financial Results

The company remains fully focused on executing its buy-and- build strategy; combining healthy organic growth with selective acquisition opportunities. Long term market perspectives remain attractive as we continue to believe in the ongoing digital transformation in all the markets we operate in.

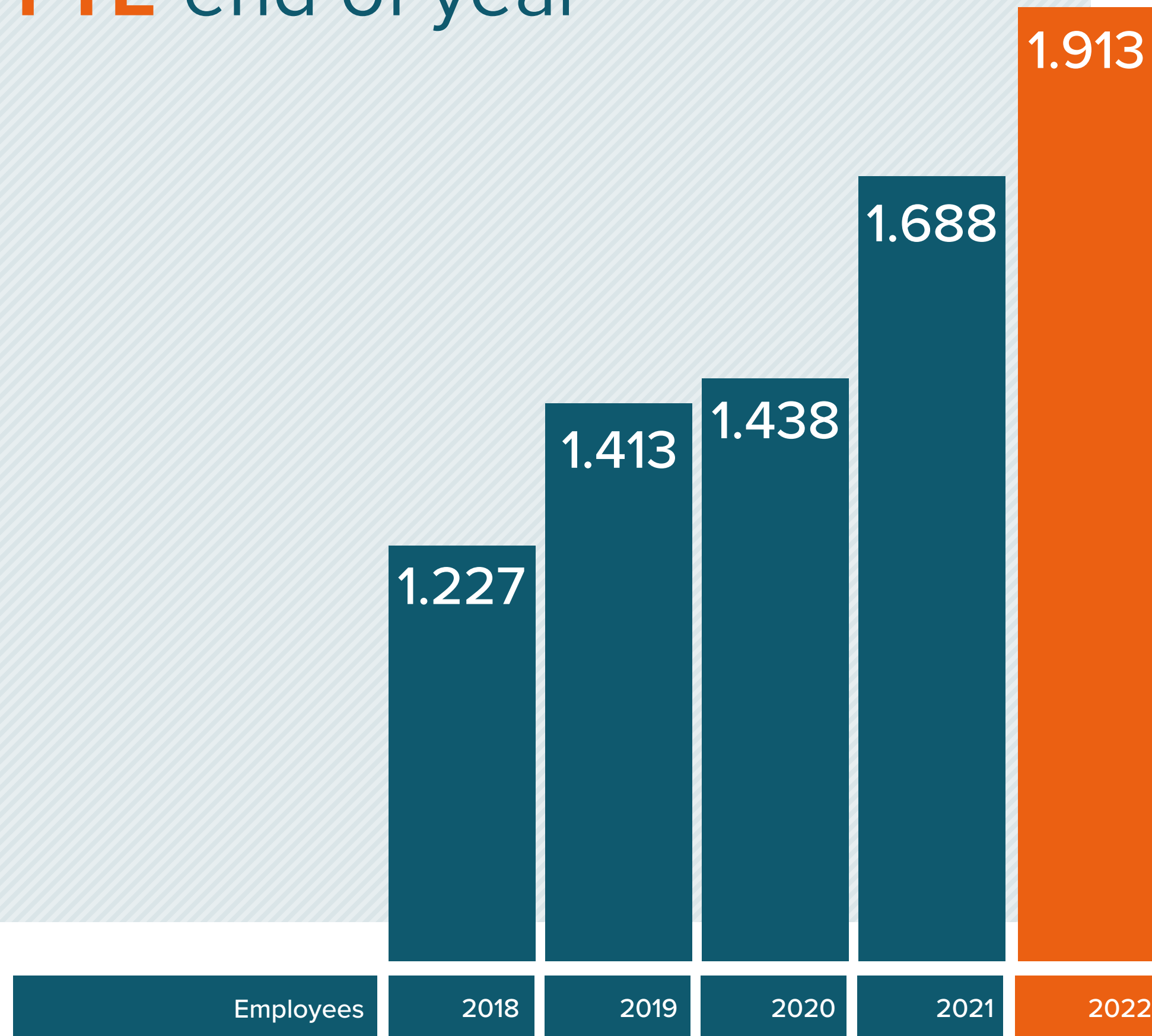
Results (x € 1.000)	2019	2020	2021	2022
EBITDA	16.562	19.192	18.414	27.745

EBITDA (x € 1.000)



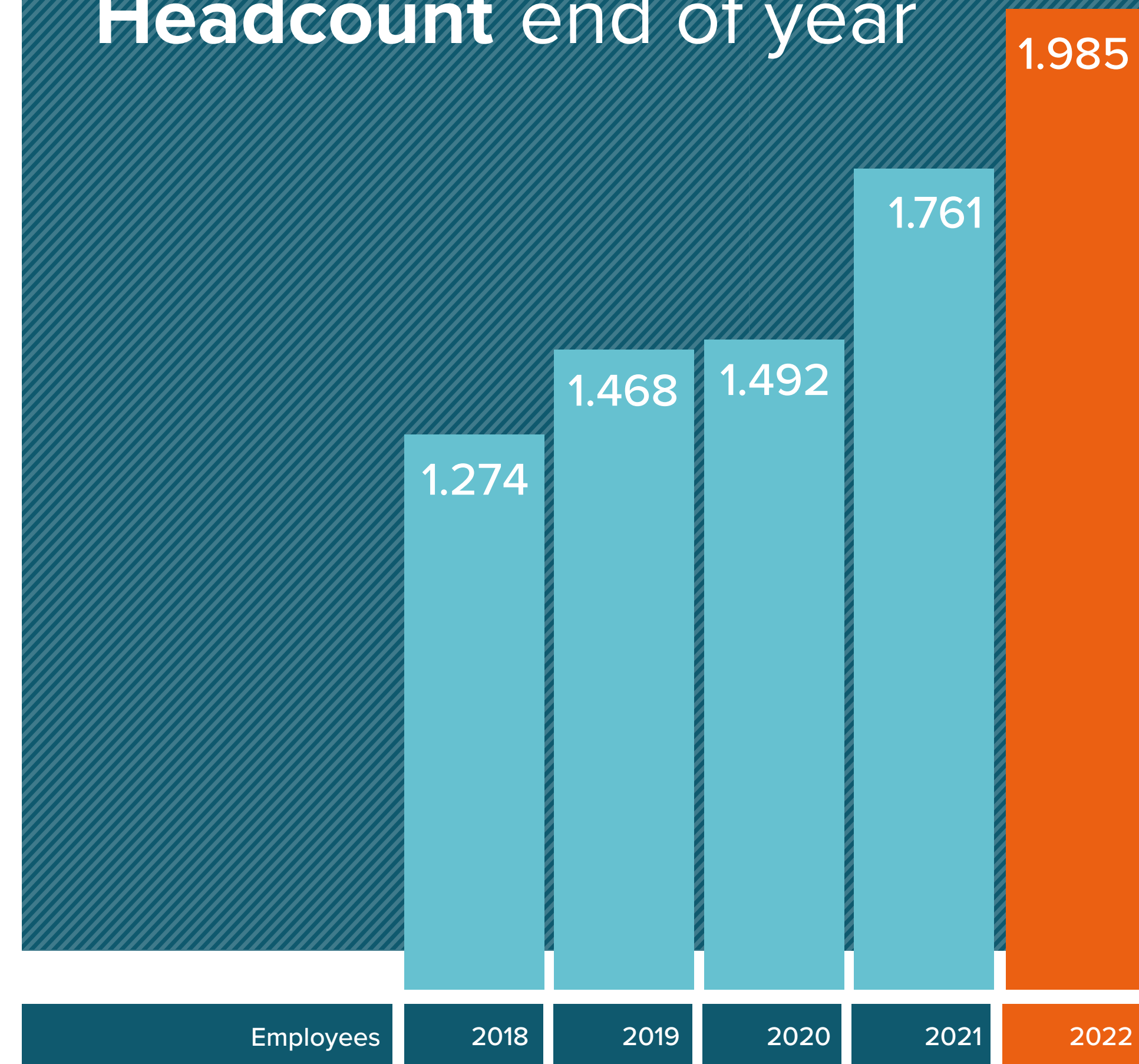


# | FTE end of year



FTE end of year	1.227	1.413	1.438	1.688	1.913
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# Headcount end of year



Headcount end of year	1.274	1.468	1.492	1.761	1.985
Revenue per FTE (x € 1.000)	115	116	111	105	106



# CO<sub>2</sub> Climate Change and other Challenges



# Sustainability is a conscious choice

Peter Lamers, as Health, Safety, Environment and Quality manager, is responsible for ICT Group's ESG policy, a responsibility he shares with the HR director. Current themes such as sustainability, carbon footprint, safety, diversity and inclusiveness have his full attention. Another important item is data security, which is the responsibility of the security officer. ICT Group has an elaborate security policy and management system, and employees receive training to reduce risks. ICT Group acts in line with the ambitious objectives of parent company NPM Capital. These objectives clearly state that creating value is no longer just about financial performance. Businesses that cannot make a positive contribution to the environment and society (ESG) will not survive in the future.

"We like to lead by example and closely follow the CO2 Performance Ladder, says Peter. We successfully reduced our CO2 emissions from 6.2 to 1.5 tonnes per employee per year over a period of 10 years, and our target is 0.8 tonnes by 2026. I work together with the sustainability manager of NPM and other sister companies. They help us design, implement and accelerate our ESG policy, especially in terms of climate impact. You can see this in our mobility policy: from 2025, we will only lease electric cars and our accommodation will consist of sustainable offices. We are already using 100% green electricity for all our mobility and our offices. In addition, we participate in sustainable initiatives such as Nederland CO2-neutraal and Klimaatalliantie Duurzame Mobiliteit".

## Customers and partners

"Our technological knowledge allows us to help our customers in becoming more sustainable, resulting in lower energy consumption, smaller waste streams and more efficient production processes. Take PeelPioniers for instance. They process orange peels into high-quality raw materials for the food industry. Another relevant example is the case of Green Road Equipment (GRE). They used the MOTAR platform to convert their diesel asphalt machines to electric, emission-free equipment within a period of a mere five months. Also good to mention is the M2A platform, which provides insight into mobility data in order to make cities more accessible, as well as Star Flow that was developed by ICT Group subsidiary

Yellowstar, and which makes CO2 emissions in logistics concretely measurable. In addition, the goInGDutch initiative offers the ultimate cycling experience in busy urban areas."

## Social safety

"Being a good employer requires an active role. Social safety has our highest priority, which also applies to our sites abroad. We apply the same rules everywhere. Our ambition to make the world better, smarter and more sustainable every day includes an active stance as a socially committed industrial automation company and employer. We subscribe to national and international legislation and guidelines. Wherever we can, we contribute to the world around us. Internally, as well as with customers, partners and with all the organisations we feel a connection with."



**Peter Lamers**

*Health, Safety, Environment and Quality manager*



## Client Cases

# Cases

### Case Motar

Motar offers model-based software development in a fast and flexible way. It is **used in many ways**. Eeuwke Wielinga highlights four different cases.

### Case GRE

GRE used the MOTAR platform to convert diesel asphalt machines to electric, **emission-free replacements** within 5 months.

### Case Sandite

InTraffic and Strypes Group join forces to upgrade **ProRail's Sandite system**, enhancing train control and optimizing schedules in adverse weather.

### Case PeelPioneers

PeelPioneers and ICT Group partner to recycle orange peels at Europe's **largest processing plant**.



# Motar, **fast and flexible** model based development



**Eeuwke Wielinga is division director Automotive at ICT Group. He is driven by his mission: act higher up the value chain and build an international reputation.**

“At this moment our own Automotive-certified development centers participate in major strategic programs for international clients like Volkswagen/CARIAD. Our customers see us primarily as a development partner and we help them to achieve their business objectives.

Together we focus on the success of the customer behind the customer. Of course this gives me a sense of pride.

We already worked for the large passenger car OEMs in the automotive industry, but also saw an increased demand from the smaller to medium-sized OEMs. Their needs are the same as the larger players, but the volumes are lower. In order to meet their demand we introduced our no-code platform Motar (model to target). Motar is based on best practices from the passenger car OEMs and is tailored towards the business cases of this specific group.”

Motar offers model-based software development in a fast and flexible way and is used in many ways. Eeuwke highlights four different cases: student team InMotion, Eindhoven University of Technology, Green Road Equipment (GRE) and TTTech Auto.

## **InMotion race car**

“InMotion is a very inspiring team of students from Eindhoven University of Technology. They work on an electric race car with a focus on accelerating the energy transition in the automotive industry. We support them with software and electronic control units and provide the Motar platform with all the help they need. At Circuit Zandvoort, the car already reached a top speed of 260 km/h. Notable is the battery pack, which has the same capacity as a standard Tesla Model 3 (58 kilowatt hours) but charges at least twice as fast: in less than 12 minutes. A revolutionary case, which is actually our state-of-the-art demonstrator for the Motar platform.”

## **Cooperation with Eindhoven University**

“Motar is also used at Eindhoven University of Technology. Particularly in the Software Engineering and Technology cluster of the Department of Mathematics and Computer Science. We provided this team with Laboratory setups for research projects in the field of Functional Safety, an important area of expertise for the university and a priority for the automotive industry. This joint commitment contributes to advanced research and technological innovations in the field of Functional Safety.”

## **From diesel to electric in 5 months**

“Green Road Equipment (GRE) converts diesel asphalt machines into electric, emission-free replacements. They develop the software for the controllers of the vehicles in a graphical way on the no-code platform Motar. Partly because of this, GRE can convert new types of machines within five months. The machines minimize emissions, double the lifespan of equipment and result in significant savings in raw materials.”

## **Partnership with TTTech Auto**

“The Austrian TTTech Auto offers solutions for the challenges of future vehicle generations. The company specializes in safe software for automated driving and other developments in this area. TTTech Auto’s high-end safety control units (ECU) meet the emerging need for a wide range of applications. The Motar platform enables customers using TTTech Auto’s ECUs to develop software without writing code. Instead, the software is generated based on the behavior descriptions of the functionality (low code). This approach allows customers to reduce the development effort and time-to-market of new developments. Motar also supports the reuse of previously designed functionality in future projects and in other applications or vehicles.”



# GRE from **diesel to electric** within five months thanks to Motar



Converting diesel-powered asphalt machines into electric, emission-free replacements: that's Green Road Equipment's (GRE) golden business model. Thanks to ICT Group's no-code Motar platform, the software for the vehicles' controllers is being developed graphically. This is one of the reasons that allowed GRE to convert new types of machines within five months.

## Taking matters into your own hands

Sister company Geba has been in business for decades, including the rental, repair, maintenance and overhaul of asphalt processing equipment. Wilfred Sleijffers, director and owner of both Geba and Green Road Equipment (GRE): "Around 2019, a lot of road construction work suddenly came to a standstill due to factors such as nitrogen and CO2 emission. This made us think: can't we change things completely?"

Manufacturers revealed that they would not be supplying new electric machines during the next five years. Sleijffers: "We didn't want to wait for that. So we took matters into our

own hands and started Green Road Equipment in 2020, which involved transforming diesel-powered asphalt processing equipment into electric replacements. This minimises emission, doubles the lifespan of equipment and results in substantial resource savings."

GRE has its own team of mechanics, engineers and mechanical engineers, who work closely together with a number of knowledge partners such as Heijmans, BAM and Boskalis. "We know all about hydraulics and all other machine-related issues, but not so much about the software that controls it all. That's

why we knocked on ICT Group's door," says the GRE founder.

In recent decades, ICT Group's Electronics division has helped hundreds of mechanical engineering and automotive companies with solutions that included embedded controllers and the related software. This was due to the combination of the proven Motar technology with the team's professionalism, experience and domain knowledge. The choice for ICT Group was quickly made, says Sleijffers.





## InTraffic and Strypes Group work together on ProRail contract for Sandite system renewal



InTraffic and Strypes Group jointly develop new digital control features for the Sandite systems on twelve trains. In addition, they are responsible for maintaining and managing the software. This will be done using InTraffic's 24x7 management organisation, which is already being used in many other ProRail units.

### Preventing wheel slippage

Sandite is an anti-slip gel that prevents trains from slipping when braking and accelerating in autumn due to slippery conditions caused by fallen leaves. So far, twelve trains have been equipped with systems that apply this gel to the rails. However, the Sandite controller systems are technically depreciated and have to be replaced before autumn 2023. Acrobel supplies the new hardware of the Sandite controller systems,

while InTraffic and Strypes Group are designing and implementing the software control features of these systems.

### On-board and shore system

The new software-based control system will have a completely new architecture and consist of two parts. The software for controlling the mechanics on-board the trains will feature new technology that will accurately determine the location of the trains. The software that is installed 'on-shore' in Utrecht will include functionality that will allow ProRail to plan and optimise the time and manner of applying of the Sandite gel on the Dutch rail network. InTraffic and Strypes Group are subsidiaries of ICT Group and often work together in that capacity. InTraffic is specialised in mobility systems and designs and maintains much of

ProRail's software. Strypes Group provides high-quality software development capacity in the field of embedded train systems as well as in the cloud-based rolling stock system.

### Ready for the future with new architecture

Dimitrina Chonkova, managing director at the Strypes subsidiary Up2: "We feel privileged to be allowed to help ProRail improve and automate a process that helps keep train schedules on time despite difficult weather conditions." Bob Brands, unit manager at InTraffic: "We are renewing the entire architecture so that the system is ready for the future. Moreover, the new software includes intelligence that supports ProRail to further optimise the way in which Sandite gel is applied."



# Thinking and innovating along for a **better world**



*“ICT Group has become our partner for the total plant automation.”*

Until recently, orange peels were regarded as waste and incinerated. This changed when chemistry student Sytze van Stempvoort met Lindy Hensen and Bas van Wieringen in 2016, who would become his partners. They were immediately inspired by his idea to start recycling orange peels. They managed to raise money to build a plant, which soon turned out to be far too small. A new round of investments followed, and Europe’s largest peel processing plant opened its doors in Den Bosch in 2021. Every day, it processes an olympic swimming pool’s volume of orange peels into high-quality base material for the food industry. ICT Group took care of the plant’s automation.

Contrary to what you might expect, orange peels can yield high-quality products. In its first plant, PeelPioneers produced orange oil and candied orange peel. These products are used in food products such as beer, muffins, soft drinks, and chocolates, but also in non-food products such as cleaning products and cosmetics. The current plant is also able to produce a high-quality dietary fibre that adds texture and firmness to meat substitutes, bakery products, sauces, etc. Meanwhile, the lab is working hard to come up with new applications, says Van Stempvoort. “We recycle 100 percent of our

peels, but part of our products are still low-quality, such as animal feed. Our R&D aims to increase the quality of the base materials that we make out of orange peels.”

## **Partner for total plant automation**

While Lindy Hensen leads the R&D and Bas van Wieringen is the commercial brain behind PeelPioneers, Sytze van Stempvoort is responsible for the technology of the company that now employs forty people. He says: “Our previous plant was built by one partner. Everything was in the hands of one party. That was ideal when we were a start-

up, as we had little experience with building and running a plant at the time. However, now that we are in the scale-up phase, we are mainly focussing on the future. We want to engage partners who can help us to keep moving forward in the long run.

That is why, this time, we are choosing a best-of-breed approach: we are looking for specialists in different areas. ICT Group has become our partner for the total plant automation.”



# Read more client cases

As a leading provider of total solutions for industrial automation, we link our technological expertise and specialist multi-domain knowledge to innovative solutions for our clients. Making the world a smarter place day by day.



# Countries

Connect & Collaborate

## Bulgaria

Strypes Bulgaria prioritizes growth by **inspiring and empowering** their people, fostering customer intimacy, and delivering smart solutions for business impact.

## Germany

CIS Solutions Germany prioritizes **growth through collaboration**, knowledge sharing, and team building, both internally and with partners like Strypes Bulgaria and Portugal, to deliver modern technology solutions.

## Sweden

Denis van Nunen, Managing Director of Additude in the Nordics, aims to align the company with ICT Group, achieve sales growth, and expand in Sweden through **open discussions and trust-building**.

## Portugal

Strypes Portugal embraces a growth mindset, attracting talent and fostering strong collaboration to **achieve ambitious organic growth** and deliver technologically challenging work.



# Bulgaria

## Working on growth putting people first

Todor Marinov is CEO of Strypes Bulgaria. He joined Strypes in 2009 as a software developer and in 2015 Strypes became part of ICT Group. Since then, the company has grown from 65 to 650 employees. Todor is happy to explain the Bulgarian mindset for growth.

## What can we do more tomorrow than today

“At Strypes We exist to deliver smart solutions that create business impact for our clients. We have the right competence and processes to develop and implement even the most ambitious smart solutions. Our approach is to work with our customers on a long term basis so we can identify challenges together and solve them by taking project responsibility. Next to maximizing the value for our customers, this brings commitment and inspiration for our people.

We believe that part of our success is the close cooperation between our local and remote teams. A great example is our ProRail Sandite project where we successfully leveraged the customer intimacy and domain knowledge in the Netherlands with project delivery from Bulgaria. In 2023 we are also closely working with other local units to find more opportunities to

support our customers in building a smarter world together with us.”

## Inspiring people will work wonders

“Within Strypes we believe that providing a clear and inspirational vision and giving a lot of responsibility to our people is part of the success of our company. Every 3 months, we hold a company meeting communicating our priorities and sharing our successes and lesson learnt. At the same time we provide our commitment to them. In exchange, we ask for commitment from all our people. In order to achieve that, we invest a lot in team building and personal development. Our motto is ‘we build the best people’. In 2022, as part of organizational development, we introduced a new leadership layer in order to support us with this important goal. Interesting fact was that 100% of this initially introduced group of



**Todor Marinov**  
CEO of Strypes Bulgaria

managers were women. In order to achieve our ‘build the best people’ goal, we keep a close cooperation with all the biggest IT universities in Bulgaria. For us, Mindset for Growth means growing in impact and added value for clients, employees and society. Every day we ask ourselves the question ‘What can we do more tomorrow than today?’ When you inspire smart people and give them clear direction, they will work wonders. New challenges create new solutions, new customers and new people who fit us. That is our success factor: ‘we put happy people first’ and they will do their utmost to do the same for our customers.”



# Germany

## Teambuilding in the office, online, everywhere

Alexander Dotzler is general manager of CIS Solutions Germany which has been part of ICT Group since 2017. With a team of over 30 IT specialists, CIS is active in software development and projects and has its own platform: I/O.nite. As a pioneer of digital transformation with numerous implemented projects in Europe, they are able to advise their customers right from the start and guide them through the entire process. The CIS team consists of experienced software architects, software developers (frontend, backend & fullstack) as well as project managers, scrum masters, product owners and business consultants. Collaboration is top of the list for them.

"At the core, we specialise in software development, cloud and Azure. We also take over 'packages' from customers on a project basis. I/O.nite is our in-house developed connectivity platform for interactions with and between devices, sensors and machines. Ideal for all kinds of smart applications for smart cities, buildings, health and factories. The area in which ICT Group is already performing strongly."

"Growing through cooperation and encouraging each other is very important for our development as a commercial organisation and as a team of committed colleagues. For our IT consultants and software developers, extensive knowledge is very important. We therefore provide regular educational sessions to keep up with the latest technology. Apart from this we organise monthly company days and lunch meetings with presentations on for instance market developments or social media. Fun and welfare are also important topics within CIS."

*“Fun, business  
and partnership”*

That's why a personal trainer gives weekly exercises for people who spend most of their time behind the computer. You follow the training sessions at home or at the office and everyone can participate. Our motto: fun, business and partnership."



**Alexander Dotzler**

*General Manager of CIS Solutions Germany*

## Growing cooperation with Strypes Bulgaria and Portugal

"But we do not only collaborate within CIS. Although we often still operate as a third party for large clients like Allianz, BMW and Siemens, we want to serve more and more customers directly with modern technologies. The increasing cooperation with Strypes Bulgaria and Portugal offers many opportunities for this. We know the market and see the opportunities, they have the people and expertise to carry out projects successfully. For example, we collaborated with Strypes on the integration of the Hololens. Within ICT Group, we also have connections with OrangeNXT and ICT Netherlands' Automotive unit to further develop the business in Germany. So we have a lot to offer each other. Connection is what it's all about. Team building really doesn't have to be limited to a number of people in a fitness class. You can also work on that online with all our 2,000 colleagues!"



# Sweden



**Denis van Nunen**

Managing Director

*“You have to build trust physically and maintain it digitally”*

## Align with the group and then grow. Plenty of ambition.

Denis van Nunen is managing director ICT Group in the Nordics, where ICT has been operating under the Additude label since 1 March 2023. Although Denis joined ICT Group only recently, he is no stranger to the Nordic market. He has lived and worked in Sweden for more than 25 years, where he managed several Dutch and Belgian multinationals.

## Sweden is also one of us!

“My mission is simple: to align Additude with the entire organisation and to achieve strong growth in sales by the end of 2025. The mindset for growth is an ambition I fully agree with and for which we see excellent opportunities in Sweden.

ICT Group’s distinctiveness in the combination of in-depth domain knowledge and high-quality technological know-how offers a lot of added value in Sweden. We currently only operate in the Malmö area, but we want to expand throughout Sweden with a new product portfolio. In addition, from now on, new Additude employees will undergo onboarding in the Netherlands, and subsequently they will become our

ambassadors for the organisation. We have a lot to offer and we want to share that with everyone. We are converting our product portfolio from secondment to IT software development and mechanical engineering, and we are going to work on a project basis.

We also want to assign responsibilities where they belong. Let people decide for themselves and, for example, make mistakes and be open to discussion. Discussing mistakes is more common in the Netherlands than it is here, but the openness is bound to help us. One nice detail is that we will soon also have an office hotel. You come there for work, but it is mainly to meet each other, have lunch and have fun. In my view, you build trust in one another and in the

organisation physically, by being together, and then you maintain it digitally.”

“We are focusing on growth with a new business model that is aligned with large Swedish companies. With ICT Group’s domain expertise, technological know-how and reputation behind us, we should definitely succeed. We invest in customer contacts, knowledge sessions and working together in multicultural development teams, also with the Strypes branches in Bulgaria and Portugal.

We are joining forces in all kinds of areas. You just have to exploit the enormous potential within the ICT Group. We are ready for it!



# Portugal



**Geert Eijkhout**

*Managing Director of Strypes Portugal*

## **The Mindset for Growth fits seamlessly with the wealth of opportunities at Strypes Portugal**

Geert Eijkhout is Managing Director of Strypes Portugal. He started the company in 2017, and since 2021 it has been part of ICT Group. Strypes now employs over 60 people in Lisbon and Porto, and will soon be opening a third office. Not an ordinary office, but a meeting place. How does Strypes manage to grow in today's tight labour market?

### **“Freedom in connection”**

“Our offices are a common home base. We employ a lot of young, ambitious people who want to feel freedom in connection. This means working not only on your own growth, but also on that of the group by working together on technologically challenging assignments. We want to bring great and challenging work to Portugal, and then automatically the right talents are attracted.”

“The theme ‘Mindset for Growth’ is in perfect harmony with our plans: ambitious organic growth, led by home-grown management. If we connect the Netherlands, Portugal and

other countries properly, we can create a rock-solid combination of local domain knowledge, long customer relationships, available technological know-how and driven, smart people. No competitor can beat that, especially if we mobilise this domain knowledge and scale it up internationally.”

### **“Bring the work to the people instead of the other way around”**

“The very high score for Strypes Portugal in the ‘Great Place to Work’ survey is convincing proof of the appreciation for our approach. It reveals: genuine attention,

transparency, a clear vision and delivering what we promise. Our employees are eager and vigorous, and they have a strong drive to achieve optimum results. These are the exact qualities required for our highly innovative, complex assignments. After all, these assignments require strategic cooperation with our customers and also within the group. These factors allow us to win new projects, grow in size, and offer our employees a secure and stable future. And this is at the very heart of our theme: the mindset for growth.”



**Passionately**  
committed to  
our stakeholders





Celebrating **2022**



Ellen Te Kloeze  
HR Director ICT Group



Great  
Place  
To  
Work®

*“The topics on which we as ICT Group score high are: ‘I can be myself’ and ‘We treat each other equally’.”*

## ICT Group is a Great Place to Work

“It is important for us to know how we are doing from an employer point of view. Therefore we have conducted an employee satisfaction survey every year for the past six years. The results were good, but we wanted more: an internationally validated survey, the ability to benchmark with similar organizations, and a certification that is a standard in the market. So we participated in the Great Place to Work employee engagement survey. What makes Great Place to Work a good choice is that they are a global organization that specializes in this type of research. They ask the right questions and are completely independent.”

### A great outcome

“75% of our people participated, a fantastic score! Great Place to Work evaluates the results per country and decides whether or not to award the certification. We were excited when we found out that we achieved

the certificate for all countries in the first year. Most companies do not achieve this the first time and of all participating companies in the Netherlands only 50% achieve the certificate. The outcome was also great. At a group level, we received a score of 78%. At Strypes Portugal, this was even 93%. A score to be very proud of.”

### Authenticity

“The topics on which we as ICT Group score high are: ‘I can be myself’ and ‘We treat each other equally’. This is important to us because we believe that people should be able to be themselves. When you can be yourself you enjoy your work the most and get the best out of yourself. You don’t have to change to work with us. Just be authentic. This is also the theme of our ‘Be you, be one of us’ campaign. Also valuable are the focal points that emerge from the survey.

We listen carefully and make sure that we pay extra attention to these topics in the coming year.”

### Taking the outcomes seriously

“We will discuss the Great Place to Work outcomes at all levels and with all countries. For each business unit, we’ll look at what stands out, where the opportunities for improvement lie, and how we can take advantage of them. Great Place to Work is not a one-time exercise, we have to keep working on it. This year’s score is our baseline measurement. It is not a given fact that we will score the same or even better next year. The Great Place to Work certificate simply has to be earned every year.

We achieved this together. Personal growth and growth as an employer go hand in hand. Together we make ICT Group what it is: a great place to work.”





# You can **be** **yourself** at ICT Group

ICT Group has so much to offer, and this is what we want to convey to anyone who wants to hear it. We want to share who we are, what drives us and what our colleagues find important. This is the main message of our labour market campaign **‘Be You. Be one of us’**. A campaign that’s not only aimed at filling vacancies, but that showcases what we stand for.

## Why this campaign

Carla Stuifzand, ICT Group’s marketing director, describes the campaign in the following words: “ICT Group has doubled in size over the past five years. We want to keep growing, but this requires a constant influx of colleagues. This is the reason why it is very important as an employer to get in touch with professionals who would fit in with us and who we can make enthusiastic about joining our team. We often showcase what great projects we execute and

how much expertise we have. And of course we will continue to do so, because this is the backbone of our work. But what’s more, we want to appeal directly to potential employees. Why should someone choose ICT Group?”

## Authenticity

“To find out why, we needed to identify exactly what makes ICT Group attractive as an employer and what it takes to ensure that a professional feels at home with us. This was

the reason for conducting a market analysis, followed by interviews with existing and new colleagues. And when we talked to employees, we noticed that the same feelings kept being expressed: they feel at home and they feel appreciated. What’s more, they feel that they can be themselves. This is what stood out in the Great Place to Work survey, and these feelings can be summarised in the following words: **our employees are authentic.**

The results of the survey and the ICT Group Values became the starting point of the **‘Be You. Be one of us’** campaign. In order to communicate what makes us unique as an employer, we translated our core values into labour market promises.

*“When we talked to employees, we noticed that the same feelings kept being expressed: they feel at home and they feel appreciated. What’s more, they feel that they can be themselves. These feelings can be summarised in the following words: our employees are authentic.”*

## Unique personal qualities

ICT Group employs self-steering professionals who know who they are, what they are good at and where they want to go. The campaign

focuses on personal qualities that you wouldn’t ordinarily expect, but which can offer particular added value. For instance, character traits such as being impatient or stubborn. These can actually be important qualities in a project. Moreover, diverse characters complement each other in the multi-disciplinary and often complex projects we carry out for market-leading clients.

In this campaign we also like to highlight another side of our colleagues. Many of them make their technical knowledge and organisational skills available to good causes and organisations during their spare time. This is why we collected some of their inspiring personal stories, which we are happy to share with you.”



**Carla Stuifzand**  
Marketing & Communications  
director ICT Group



# Colofon