cegeka
shaping
digital together

Annual Report

2024

Table of Contents

Cegeka at a Glance

Introduction by André Knaepen and Stephan Daems 4

Fiscal Year 2024 Performance 7

Corporate Milestones 9

Vision 13

Mission 14

Values 15

The Story Behind Shaping Digital Together 16

Why Cegeka? 18

Our Portfolio 19

Horizon Customer Portal 20

Beyond Visibility: Horizon's Leap into Predictive, Persona-Driven Service 21

Global Capabilities, Local Ownership 23

Right-Shore Realized: Cegeka's Global Delivery in Action 24

Shaping Culture, Growing Talent: Cegeka's HR in Practice 26

Cegeka Brands

CTG Americas: Building on a Strong Foundation 29

NSI: From Local Player to International Powerhouse 31

nexuzhealth: Connecting Data to Transform Care 33

The Smartschool Way: at the Crossroads of Ethics and Technology 35

Client Stories

Engineering the Seamless Parking Experience at Q-Park 38

Building Cyber Resilience Together: Terumo Europe & Cegeka 40

Empowering 10,000 Knowledge Workers in the Flemish Government 42

Fluvius and Cegeka: Building the Networks of Tomorrow 44

Carglass® & Cegeka: Engineering the Future of Vehicle Glass Service 46

CTG Develops Custom, AI-Driven CRM Solution for Indorama Ventures 48

Services & Solutions

Securing the Future — Globally and End-to-End 51

Navigating AI with a Human-Centered Approach 53

Being in Control for What's Next: Cegeka's Vision for Digital Sovereignty 56

The Dynamics Advantage: Industry-Specific Solutions for Hyper Productivity 58

Architecting Tomorrow's Applications with 1000+ Minds in Motion 60

Cegeka's Digital Workplace: Designed for Users, Built to Stand Out 62

Beyond the Bug Fix: Building Better from the Start 64

Professional Services: Early Scouts and Keys to Growth 66

EngineeringSTUDIO – Innovation Engineered for Impact 68

ESG

Staying the Course: ESG as a Catalyst for Real Impact 71

Accelerating to Zero Emission Cloud Services by 2030 73

01

Cegeka at a Glance



Introduction by André Knaepen, Founder and Chairman of the Board, and Stephan Daems, CFO & CEO ad interim

Cegeka delivered strong results in a difficult economic climate. What were the key drivers?

André Knaepen: In 2024, Cegeka reached consolidated revenues of €1.3 billion — a 31.5% increase over the previous year. That growth was powered by two key drivers: the successful integration of CTG and strong organic momentum, with over 6% growth despite tough market conditions.

Operating profit came in at €78 million — down from €168 million in 2023 — but that comparison needs context. Last year's result included a one-off gain of €123.4 million from the sale of our Dutch real estate software business.

It's also worth highlighting that Gimv transferred its 23.6% stake in Cegeka into a new holding structure, with WorxInvest acquiring a 25% share in that vehicle. That's a clear signal of long-term confidence in our direction and ambition.

In 2024, Cegeka reached consolidated revenues of €1.3 billion — a 31.5% increase over the previous year.

Shaping digital together — the Cegeka tagline. What does that mean in practice?

Stephan Daems: Shoulder to shoulder with our clients, we design, build, and run resilient digital solutions. That's our raison d'être. *Shaping* is about co-designing and co-creating — not in a traditional supplier-client setup, but as equals working toward a shared goal. *Digital* is what we shape: the platforms, architectures, applications, and ecosystems that help organizations move forward. It's about building resilient and secure digital capabilities that align with our clients' strategies and scale over time.

André Knaepen: The *together* part speaks to how we do it. We work closely with our clients — not just delivering a project, but thinking alongside them and getting things done. It's a hands-on, no-nonsense way of working that's been in Cegeka's DNA from the very beginning. That's how we make complexity manageable and transformation achievable.

Navigating complexity, timing, visibility: these are core to the Cegeka story. How do you help clients manage them?

Stephan Daems: Over the past three to four decades, IT has created a lot of complexity — multiple IT stacks, programming languages, siloed systems, shadow IT. At Cegeka, we simplify. We make complexity manageable — and where possible, we remove it altogether. We integrate, streamline, and connect the dots. The best complexity is the kind that's no longer there.

Then comes timing. Technology moves exponentially, but organizations don't. Legacy systems, culture, compliance — they slow you down. That disconnect creates a gap where organizations have to figure out what technology to adopt and when. We help clients pace their transformation: right technology, right time, right sequence. Timing is an art — and It's one we master well.

We know how to help clients innovate with AI — while staying secure, compliant, and in control. That's the balance we bring.

Finally, visibility. You can't navigate what you can't see. Clients need insight — high-level and granular, real-time and actionable — across IT operations, security posture, ESG footprint and so on. That's what our client engagement platform, Horizon, delivers. It's a single pane of glass designed to give clients clarity and control. It's a massive corporate investment — and a true game changer for our clients.

In a broad portfolio, we set great focus on AI and cyber resilience as opposing forces — one pushing companies forward, the other keeping them grounded.

André Knaepen: Cyber resilience and AI are fundamentally horizontal across all of IT. AI is no longer isolated; it's integrated into almost everything — software development, business process optimization, decision-making, content generation. It has the potential to truly accelerate. It gives wings.

Cybersecurity, on the other hand, keeps organizations grounded. As cyber threats evolve rapidly — with AI used both offensively and defensively — robust end-to-end cyber resilience is absolutely essential. We know how to help clients innovate with AI — while staying secure, compliant, and in control. That's the balance we bring.

What milestones stood out in those two areas the past year?

Stephan Daems: We opened a brand-new modern Security Operations Center in the US this April, expanding our global footprint alongside our existing SOCs in Belgium and Romania. We're not just growing — we're leading in cyber. For the third consecutive year, we ranked number one in Belgium's Whitelane survey, a recognition that reflects our expertise.

On the AI front, we've accelerated efforts across all our

markets. For example, in Belgium, we're supporting the Flemish government with the rollout of Microsoft Copilot to 10,000 users, backed by hands-on adoption programs. We also made a strategic hire by appointing Gregory Verlinden to lead our Data & AI unit, strengthening our capabilities even further.

Where does Cegeka stand in the 'sovereign cloud' debate?

Stephan Daems: We take a pragmatic approach. Our clients want both control and flexibility — and that's exactly what we deliver. With over 20 years of experience managing multi-cloud environments, we've built strong partnerships with hyperscalers while continuously investing in our own private cloud infrastructure.

Our own data centers remain a key strength, allowing us to offer clients genuine choice and freedom from vendor lock-in. Additionally, our applications are designed to be cloud-agnostic, ensuring clients always retain full control over their environment.

Our own data centers remain a key strength, allowing us to offer clients genuine choice and freedom from vendor lock-in.

The integration of CTG was a major focus in 2024. What progress did we make?

André Knaepen: We delivered on ambitious integration goals. CTG Europe is now embedded within the Cegeka brand, creating a unified identity and stronger market presence. In the Americas, we retained the CTG name, leveraging its deep-rooted brand equity, but we've aligned its visual identity with Cegeka. For French-speaking markets, NSI continues to be our powerhouse — actively serving Wallonia, Luxembourg, France, and expanding into Canada.

Crucially, we've shifted from a European Delivery Center to a Global Delivery Center model. With new strategic hubs in Colombia and India, we're scaling up to meet worldwide delivery demands with speed and precision.

What's next? How do you see the path forward?

Stephan Daems: Our journey is accelerating. Beyond the rebrand, we're reinventing our IT stack and strengthening global capabilities to position ourselves for what's next. New markets, evolving challenges — our approach demands sharp strategic focus, operational balance, and smart execution. And while organic growth remains our primary engine, we're actively evaluating acquisition opportunities to accelerate and deepen our impact.

André Knaepen: And truly, none of this ambitious progress would be possible without the very essence of what drives us: the loyalty of our clients, the commitment of our people, and the meaningful partnerships we've built along the way. 'Shoulder to shoulder' is more than just a phrase — it's a mindset. To everyone who's part of this journey, I extend my gratitude and deep appreciation.

17 June 2025

Stijn Bijnens, who has served as CEO for nearly seven years, has decided to pursue a new professional opportunity as CEO of Belgian telecom company Proximus. I would like to thank Stijn for his dedicated leadership and the pivotal role he played in Cegeka's growth and transformation. We wish him every success in his new role.

Cegeka remains firmly committed to its current strategy and vision: shaping digital together. In the interim, Annelore Buijs (EVP Europe), Bart Watteeuw (EVP Services & Solutions), and Stephan Daems (CFO) will jointly lead the company as a co-CEO team, chaired by Stephan Daems.

With a strong organizational structure, dedicated teams, and a clear strategic direction, Cegeka is well-positioned to continue its growth journey and deliver the high standards our customers and partners expect.

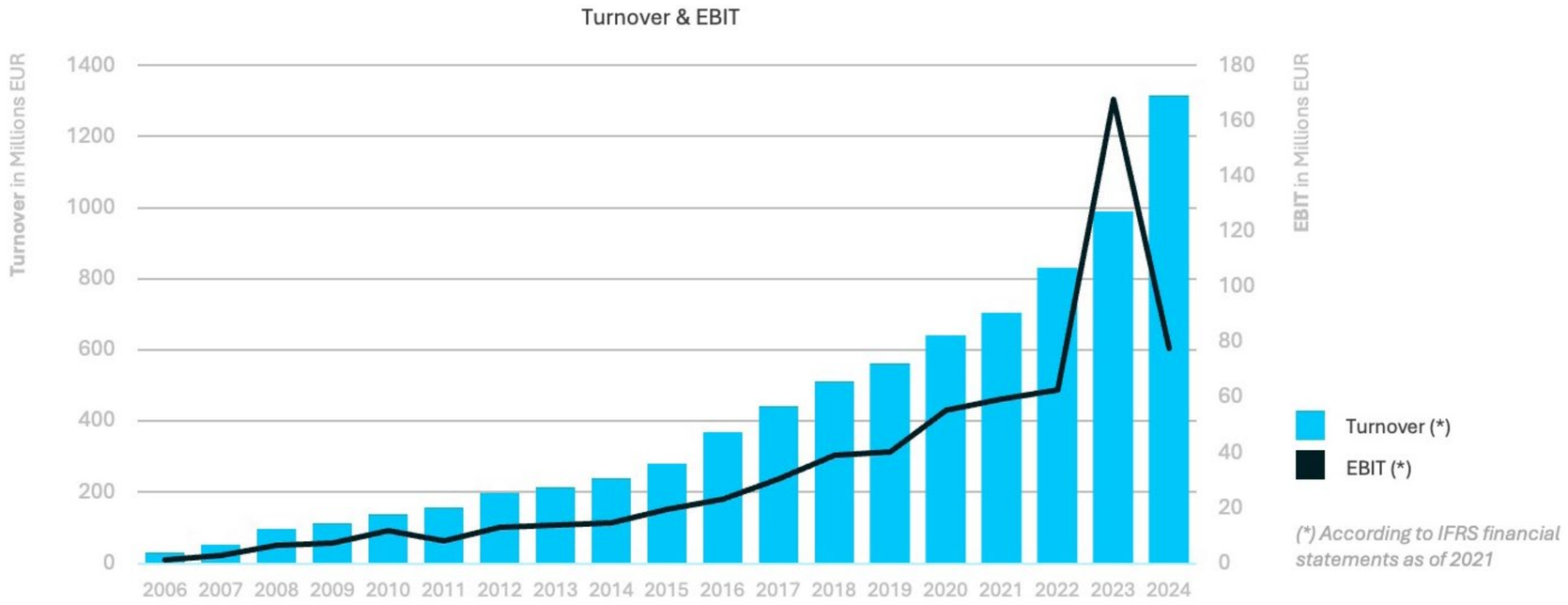
André Knaepen

Fiscal Year 2024 Performance

In its IFRS financial statements, Cegeka reports consolidated revenue of 1.3 billion euros, a 31.5% increase compared to 2023. This growth is attributed to a combination of the acquisition of the American CTG and organic growth. “It is important to note that despite challenging market conditions, which already emerged in 2024, we managed to achieve an organic growth of over 6%,” emphasizes Stephan Daems, CFO of Cegeka.

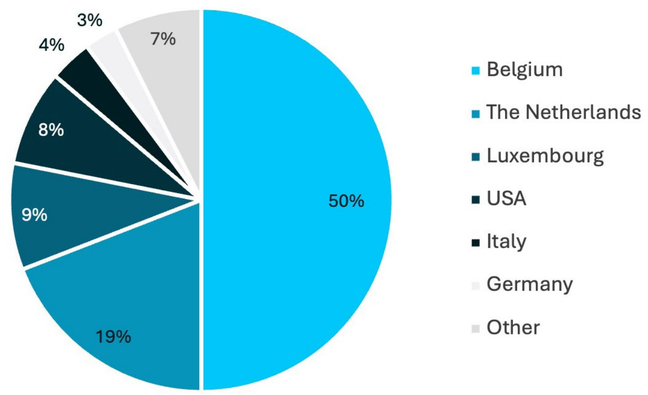
The operating result in 2024 amounts to 78 million euros, and the EBITDA stands at 144 million euros. These financial figures do not include contributions from Smartschool, as it is not under Cegeka’s exclusive control. Additionally, the financial results of Citymesh are no longer included from July 31, 2024, as Citymesh was spun off from the Cegeka Group in 2024.

A significant highlight of the past months is the fact that investment company Gimv has transferred its 24.16% stake in Cegeka to a new anchoring vehicle. This is fundamental for Cegeka’s future growth, as the intention is to keep Cegeka in the GIMV portfolio for a longer period.

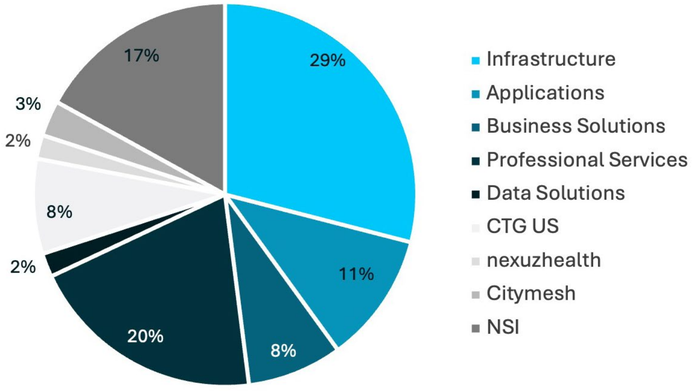


Fiscal Year 2024 Performance

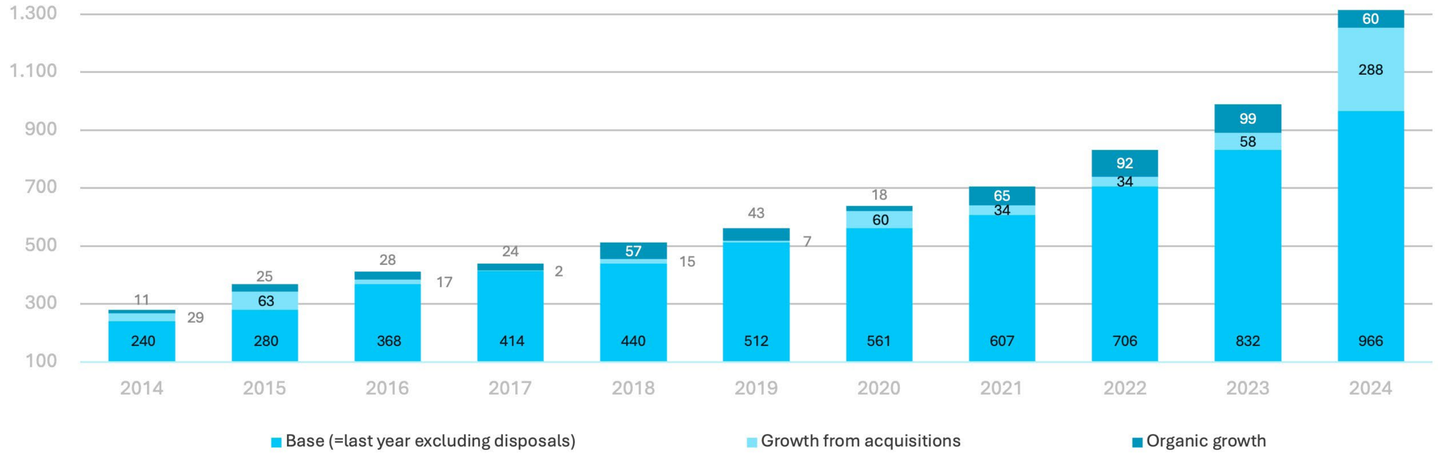
Turnover per country
(cfr. Annual Accounts)



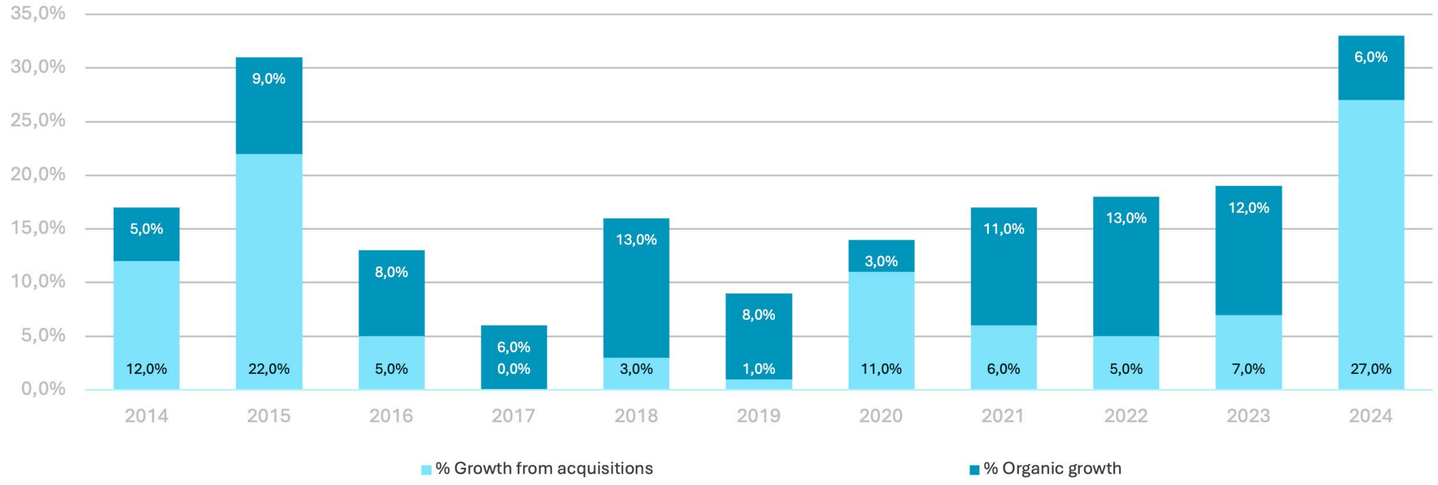
Turnover per Business Line
(cfr. Annual Accounts)



Growth from acquisitons vs organic growth



Growth from acquisitons vs organic growth



Corporate Milestones

January 18, 2024

Cegeka enters the Danish market

The initial focus for the Danish market is on Pharma & Life Sciences, with a clear next step to grow into process manufacturing. Erik Beck Skyum is appointed as director of Business Solutions Denmark.

Read more



February 28, 2024

Cegeka achieves 16th Microsoft Advanced Specialization: AI & Machine Learning on Microsoft Azure

Cegeka is proud to hold the following Microsoft Specializations: AI and Machine Learning on Microsoft Azure; Analytics on Microsoft Azure; Infra and Database migration to Microsoft Azure; Microsoft Azure Virtual Desktop; Microsoft Adoption and Change management (ACM); Calling for Microsoft Teams; Meetings and Meeting Rooms for Microsoft Teams; Modernize Endpoints; Cloud Security; Identity & Access Management; Microsoft Threat Protection; Finance; Low Code Application Development; Sales; Small and Midsize Business Management; Supply Chain.

Read more



April 25, 2024

Cegeka expands presence in Greece with new office in Athens

Cegeka strengthens its presence in Greece with the opening of a new office in the capital. Plans are already underway for a second Greek location in Thessaloniki, the next phase in the company's expansion.

Read more



May 31, 2024

Cegeka wins Customer Centric IT Company of the Year in Belgium

Cegeka has been named Customer Centric IT Company of the Year at the prestigious DataNews Awards for Excellence 2024. The ceremony took place on 31 May at the Brussels Expo, marking the 25th edition of the Data News Awards.

Read more

June 24, 2024

Cegeka Shareholders Boosts Growth Potential for Citymesh

The shareholders of Cegeka are giving their subsidiary, Citymesh, more room to grow and achieve their ambitious goals. Both organizations will remain under the control of Cegeka's main shareholder and founder, André Knaepen, but the structure will change with Citymesh transitioning from a subsidiary to a sister company.

Read more

June 27, 2024

Cegeka is Microsoft Partner of the Year 2024 in Belgium

Cegeka stood out among a global pool of top Microsoft partners for its excellence in innovation and implementation of customer solutions based on Microsoft technology.

Read more

July 12, 2024

André Knaepen receives 'Gulden Spoor' for Economic Impact in Belgium

André Knaepen, Founder and Chairman of the Board of Cegeka, was honored with this prestigious award for his role in making Cegeka an international success story.

Read more









September 4, 2024

Cegeka's new structure for accelerated international growth

Annelore Buijs will lead the European Cegeka organization as Executive Vice President Europe. The new 'Services & Solutions' organization will be led by Bart Watteeuw, as Executive Vice President Services & Solutions. Geert Rottier will lead the organization in Belgium and serve as the main contact for Belgian customers. Jan Willem Voorink, will take on the role of Managing Director for the Netherlands.

Read more



September 24, 2024

Cegeka achieves the Microsoft Business Applications Inner Circle award for the 7th consecutive year

Participation within Inner Circle is based on sales achievements that rank Cegeka in the top echelon of Microsoft's Business Applications global network of partners. It's widely acknowledged that Inner Circle members perform at a high level by delivering innovative solutions that help organizations excel.

Read more



January 23, 2025

Cegeka Expands its Microsoft Dynamics Activities to Germany

Building upon its established presence in the country, this new endeavor will introduce industry-specific solutions based on Microsoft Dynamics 365 and the Microsoft Power Platform to the German market.

Read more



February 18, 2025

Cegeka Expands US Presence with Microsoft Dynamics Practice Focused on Pharma

This move builds on the acquisition of CTG in late 2023, which provided a foothold in the US market. Thomas Nielsen is appointed to lead Cegeka's Microsoft Dynamics practice in the United States.

Read more



March 25, 2025

Cegeka Announces Appointment of Gregory Verlinden as New Vice President of Data & AI

Gregory brings over 31 years of international experience in the ICT sector and has a proven track record in leading transformative growth and managing complex technology ecosystems.

Read more

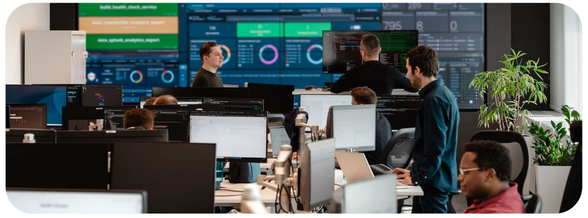
April 30, 2025

Cegeka opens new Modern Security Operations Center (SOC) in the US

Cegeka is expanding its global network of Security Operations Centers (SOCs) to the United States. The new Modern SOC will operate out of the headquarters of its subsidiary CTG in Buffalo, New York. The new SOC is part of Cegeka's growing Modern SOC network, which integrates advanced technology with human expertise to deliver next-level cybersecurity.

Read more





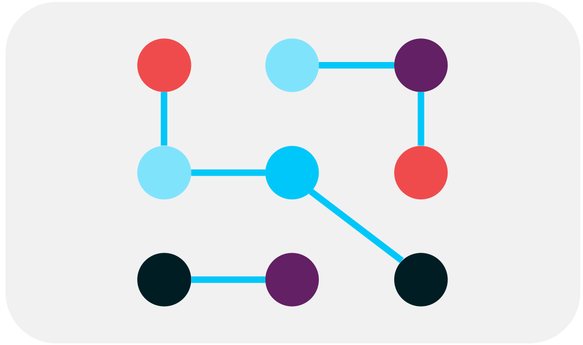
Vision

Navigating Complexity, Timing, and Visibility

We believe IT is more than just code and data. It's a catalyst for change — driving progress for people, businesses, communities, and the planet. Unlocking that potential requires navigating three essentials:

Complexity

Complexity is built into today's IT environments

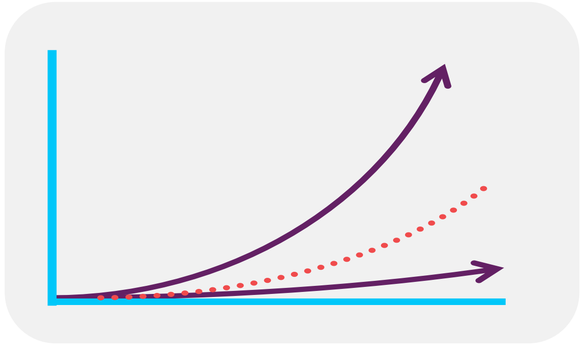


Cloud and legacy systems have to coexist, massive volumes of data flow in from billions of devices, and the regulatory landscape never stops shifting. These dynamics don't operate in isolation — they amplify each other.

Our job is to cut through that complexity so technology works for our clients, not against them. The goal is simple: keep complexity under the hood, and deliver smooth, seamless experiences above it.

Timing

Shaping the optimal path

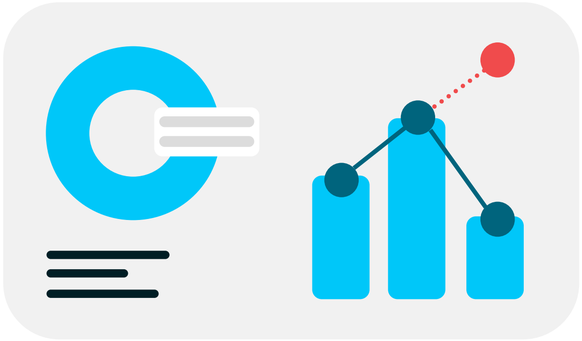


Then there's timing — the art of knowing exactly when to act. IT craftsmanship isn't about implementing every new technology the moment it drops. It's about identifying the right solution at the right moment, with a team capable of delivering it.

It's about sequencing decisions to drive adoption and impact — not disruption. Every move should serve a purpose: to solve real problems without undoing what already works.

Visibility

Observability isn't a nice-to-have, it's essential



Finally, visibility. In a world that shifts by the second, clarity isn't a nice-to-have — it's essential. Without continuous, transparent insight into IT operations, security posture, and ESG performance — both high-level and granular — businesses are left making assumptions. And in IT, assumptions are risky.

Mission

To design, build and run resilient digital solutions, shoulder to shoulder with our clients

Values



Shoulder to shoulder, we combine our strengths



We walk the talk



With curious minds, we always act a step ahead



We enjoy what we do

The Story Behind Shaping Digital Together

A conversation with Annelore Buijs (Executive VP Europe and CEO ad interim) and Bart Watteeuw (Executive VP Services & Solutions and CEO ad interim)



As Cegeka evolves into a truly global digital player, its story evolves too. Annelore Buijs — responsible for growth across the European regions — and Bart Watteeuw — head of the Services & Solutions division — share the vision behind the company's new positioning. From a refreshed identity to a future-ready portfolio, one message stands out: we're shaping digital, together.

Annelore, Bart, given your roles, you're ideally positioned to share the story behind the new tagline, shaping digital together.

Bart Watteeuw (BW): Cegeka has transformed. We've grown into a global organization with 10,000 people across 17 countries, backed by a global delivery center, multiple data centers, and SOCs. We needed a tagline that better reflects that scale — and the bold ambition that comes with it.

Annelore Buijs (AB): It's about building on the strengths that got us here, while looking ahead. We needed a tagline that works across the board — in countries where Cegeka is already well established, and in others where we're still a hidden gem. In some markets, people don't even realize we're a technology company. This new tagline says it loud and clear: digital is our playing field, and we're shaping it together.

Our rebrand is a real opportunity, especially in regions where we're still flying under the radar. It's our moment to step into the spotlight.

Is 'together' the new In Close Cooperation?

AB: In a way, yes, but it's more than a simple rephrasing. In Close Cooperation was never just a slogan; it was how we operated: close to our clients, rain or shine, feet on the ground. That spirit is still very much alive. Now it's captured in the word 'together' — the same DNA, expressed in a way that speaks to today's world.

From my perspective as EVP, this rebrand is a real opportunity, especially in regions where we're still flying under the radar. It's our moment to step into the spotlight, to show who we are, what we stand for, and why we're a partner worth noticing: reliable, future-ready, and truly global.

Meaningful, added-value collaboration only happens when you deeply understand your client's context.

That DNA also shows up in our corporate value: "Shoulder to shoulder, we combine our strengths."

AB: 'Shoulder to shoulder' sums up how we work. We don't come in as just another IT vendor —we step in as equals. But meaningful, added-value collaboration only happens when you deeply understand your client's context — not just their needs, but their industry, value chain, and the strategic challenges they face. That's the bar we set for ourselves: to really grasp what they're solving for their *own* customers and how they stay ahead in a competitive market.

This 'shoulder to shoulder' mindset applies internally too. Across teams and regions, we operate the same way: open, aligned, and committed. 'Together' perfectly captures that spirit.

And 'Shaping' — that's the new kid on the block?

BW: Yes and no. Cegeka has long been known as a 'run' company — experts at managing the complex, messy reality of IT. Think legacy systems, siloed environments, a combination of old, current, and emerging technologies. That's been our playing field, and we've excelled at it. But we've evolved. We're moving left on the timeline, getting involved earlier, sitting at the design table. We don't just build, ship, and manage; we help clients decide *what* gets built *when*.

We're also productizing more of our portfolio, enabling clients to build custom solutions that scale, with standardized components.

Shaping means working side by side with clients to co-create solutions that truly move the needle for them, from fully tailored solutions to standard SaaS, and every hybrid in between. While we offer that flexibility, we're also productizing more of our portfolio, enabling clients to build custom solutions that scale, with standardized components.

And you deliver all that across a broad portfolio.

BW: People often underestimate just how broad our portfolio really is. But it's the foundation of everything we do. My division, Services & Solutions, spans seven business lines — not counting our EngineeringSTUDIO — giving us the capability to deliver true end-to-end solutions.

We're constantly expanding and evolving. For example, we integrated Quality Engineering through our acquisition of CTG. Within our business lines, there's continuous progress — new capabilities, product launches, fresh approaches, and ongoing innovation. I encourage everyone to explore the stories from our teams in this report — they truly capture the energy and expertise driving us forward.

Staying ahead means blending intelligence with security, innovation with resilience. That's the balance we deliver.

AI and cybersecurity are key focus areas across the entire portfolio?

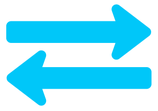
AB: Absolutely — they're inseparable. Success in technology means mastering the balance between reliability and innovation. You need seamless, secure systems alongside the agility to move fast. It's like flying the plane while upgrading the engine.

AI and cybersecurity run through every layer of IT. Clients use AI to transform their operations, but innovation brings new risks. Cyber resilience isn't optional — it's essential, embedded at every level. Threats aren't just technical; they're reputational, financial, operational. Staying ahead means blending intelligence with security, innovation with resilience. That's the balance we deliver.

Why Cegeka?

Knowledge of the old & the new

We implement new technology strategically, maximizing the value of your legacy and existing systems for a smooth and successful evolution, not a chaotic revolution.



Broad portfolio

Our solutions and capabilities provide the tools you need for every step on your ‘optimal path’. From foundational elements to advanced technology, we empower you to innovate and achieve your goals.



Shoulder to shoulder

We don’t just work *for* clients — we work *with* them, shoulder to shoulder, as true partners and equals. We combine a pragmatic, can-do attitude with a genuine belief in ‘contact over contract’ — building trust through action.



Flexible engagement

We meet clients on their terms — offering a range of engagement models, from staffing and team extension to full outsourcing — backed by our Global Delivery and Security Operations Centers for cost-effective, confident execution.



Our Portfolio



Modern Apps

- Software Engineering
- DevSecOps
- Testing
- Platforms & Integration
- Microsoft Dynamics
- Industry SaaS Solutions



Cyber Resilience

- Secure Networking
- Modern SOC
- Security Assessments
- Identity & Access Mgmt
- Privileged Access Mgmt



Data & AI

- Data Engineering
- Data Platforms
- Business Intelligence
- Predictive Analytics
- AI & Machine Learning



IT Infrastructure Management

- Hybrid Cloud
- IT Service Mgmt
- Digital Workplace
- Platform Engineering



Connectivity

- 5G Mobile (Private) Networks
- WiFi-as-a-Service
- IoT
- SD-WAN

Horizon
Customer Portal

Shoulder to Shoulder, Digitized

To chart the optimal path, you need both a clear vision and deep insights.
Horizon illuminates that path.

As a single pane of glass, Horizon provides deep insights and full observability across IT operations, security posture, and ESG footprint — delivering advanced control and visibility.



Beyond Visibility: Horizon’s Leap into Predictive, Persona-Driven Service

As technology accelerates and customer expectations shift, so does Horizon — Cegeka’s powerful Customer Engagement Portal. Available to all clients, Horizon offers a unified view across services, from IT operations to security and ESG. What’s next in 2025 and beyond? Expect a leap forward with AI-powered problem prevention, a sharper focus on user personas, and a fully mobile-first experience. Ruben Maris (CIO) explains.



Ruben, the Horizon platform is one of Cegeka's flagship offerings. Why is that?

Ruben Maris (RM): Let's take a moment to revisit how we launched Horizon in 2021. From day one, it was designed as a single pane of glass, bringing granular insight and observability across IT operations, security posture, and more recently, ESG footprint. For our clients, that translates into advanced control and full-spectrum visibility.

At the same time, Horizon is anything but static. Technology moves fast, and client expectations evolve just as quickly. Horizon doesn't just keep up — we aim to stay ahead of the curve. Our priorities for 2025 reflect that: embedding AI throughout the platform, enhancing the end-user experience, and embracing a mobile-first approach.

What does this AI infusion look like in practice?

RM: For clients using Cegeka's digital workplace services, Horizon will increasingly act as an AI-powered troubleshooter, with one important distinction: it works silently in the background to prevent issues *before* they arise. In other words, AI ensures that fewer problems occur in the first place. It's a fundamental shift, from ticket resolution to ticket avoidance. We're rolling out this capability internally first, with the ambition to make it available to clients in 2026.

For clients using Cegeka's digital workplace services, Horizon will increasingly act as an AI-powered troubleshooter.

That puts users clearly at the center. What else are you doing in that regard?

RM: We're adopting a more persona-driven approach. One-size-fits-all no longer works today. Someone in their 40s might prefer calling the Service Desk, while many in their 20s would rather chat or resolve things via self-service. Horizon is designed to adapt to these differences. Most workplaces today include multiple generations, and Horizon meets users where they are.

We often integrate Horizon with ITSM, offering clients a unified experience with their IT service management tools.

Hence the strong focus on the mobile experience as well?

RM: Exactly. It's all about making life easier for users, wherever they are. That's why we've completely redesigned the app to make it more intuitive and seamless. Routine tasks — like approving a request — can now be handled quickly on mobile, without needing to log in to the desktop version. It's about enabling fast, frictionless interactions on the go.

The Security Observability Dashboard is another prominent feature.

RM: There's a saying in cybersecurity: *"a good SOC is one you never hear."* That's true, and it applies to Horizon too. But what sets Horizon apart is that, despite its quiet operation, it does give CISOs a complete and real-time view of their security posture. From high-level dashboards to deep-dive details, they can monitor the entire flow — from detection to resolution — with full transparency. That end-to-end visibility is something truly unique.

Is Horizon a standalone portal, or can it integrate with other platforms?

RM: Integration is a core strength. At Cegeka, for example, we're currently rolling out a new ERP implementation, with Horizon acting as the interface layer. The goal is for employees to access everything they need — requesting a new laptop, logging hours, booking time off, or solving IT issues — directly through Horizon. For clients, we often integrate Horizon with ITSM, offering a unified experience with their IT service management tools.

And finally — does every client have access to Horizon?

RM: Absolutely. All clients have access, and the vast majority actively use it. There's no lock-in — the data is fully exportable. Horizon is built to empower our clients, not limit them.

Global Capabilities, Local Ownership



- Commercially active
- Commercially active & Global Delivery Centers
- Data Centers
- Security Operations Centers

Right-Shore Realized:

Cegeka’s Global Delivery in Action

In 2023 and 2024, Cegeka’s European Delivery Center transformed into a truly global operation, with sites now established in five countries: Romania, Moldova, Greece, Colombia, and India. This evolution brings right-shore capabilities to the forefront — giving clients the flexibility to meet their needs with precision and efficiency. We sat down with Tom De Vos, Executive VP Global Delivery.



Tom, Cegeka's Delivery Center now spans five countries around the world. That's a major leap forward.

Tom De Vos (TDV): Absolutely. Colombia primarily supports nearshore operations for the U.S., while Romania, Moldova, and Greece focus on European markets. India is uniquely positioned to serve both regions seamlessly. The integration of the CTG entities also brought in valuable new capabilities, including testing and ServiceNow expertise.

How strong is the Global Delivery Center today?

TDV: We're a team of approximately 1,100 professionals, with over half based in Romania — a country where many women pursue a STEM education and build careers in IT. We consistently have more than 40 open positions, and this year we aim to recruit around 150 new colleagues, ranging from recent graduates to experienced specialists.

Our talent base is wide and deep — not just developers, but also data engineers, security experts, infrastructure engineers, architects, and more. We also bring solution-specific expertise in platforms like Microsoft Dynamics and ServiceNow.

We're a team of approximately 1,100 professionals, with over half based in Romania — a country where many women pursue a STEM education.

What does this mean for clients in practical terms?

TDV: We now offer a fully realized right-shore model, allowing clients to select the most strategic location for each function, whether for cost-efficiency, time zone compatibility, or access to specific expertise. We deliberately blend technical proficiency with strong interpersonal skills and cultural alignment, so clients feel understood and supported.

We now offer a fully realized right-shore model, allowing clients to select the most strategic location for each function.

This flexibility has become even more critical in today's dynamic world. As geopolitical events unfold, our right-shore model allows clients to adjust their delivery locations and strategies, ensuring business continuity and minimizing potential disruptions. And importantly, they're not locked in. They can adapt their delivery setup as their needs evolve, giving them true strategic flexibility.

How do you ensure the Global Delivery Center stays aligned across countries and teams?

TDV: Integration is key. The Global Delivery Center isn't a silo — it's fully embedded into our global business lines. We operate with standardized processes across HR, Finance, Security, Data Privacy, and our Digital Office. And because I serve on Cegeka's Executive Leadership Team, I'm directly involved in shaping strategy, ensuring tight alignment between operations and business objectives.

Shaping Culture, Growing Talent: Cegeka’s HR in Practice



From managing global growth to defining new values and investing in long-term talent development, Cegeka’s HR approach is evolving with purpose. We spoke with Anik Stalmans, Group HR Director, about how Cegeka builds a culture of intimacy, curiosity, and belonging, while staying true to its pragmatic roots.

Anik, 2025 marks the conclusion of Cegeka's rebranding journey, which began in 2024. That had a clear impact on HR — notably in the form of a new set of corporate values.

Anik Stalmans (AS): Absolutely. We've refined our corporate values to better reflect the essence of Cegeka. Qualities like respect and continuous learning are non-negotiables — they're the Olympic minimum, they apply everywhere. That's why we made the decision to reduce the number of values from seven to four. Not to simplify, but to sharpen. The result is a set of values that are more focused, easier to internalize, and directly tied to how we set ourselves apart.

Curiosity is the engine of change and innovation. It reflects our hunger to learn, our resilience, and our ambition to always move forward.

Can you elaborate?

AS: Absolutely. This wasn't a blank-slate exercise — we didn't discard everything and start over. We built on what was already strong. Take "Shoulder to shoulder, we combine our strengths." It evolves from our former tagline — In Close Cooperation — and reinforces a value that's always defined us: customer intimacy. It expresses how we engage with clients, not as a supplier, but as an equal partner.

Then there's "Walk the talk." That's more than a statement — it's a mindset. It captures the pragmatism that's been part of Cegeka's DNA for over 30 years. We're direct, transparent. We don't bluff or overpromise. If anything, we aim to underpromise and overdeliver. Clients should know exactly where they stand with us.

Curiosity is new to the list.

AS: That's right, although it's not new to who we are. Curiosity has always been part of Cegeka's DNA, but now it's clearly defined and rightly so. Curiosity is the engine of change and innovation. It reflects our hunger to learn, our resilience, and our ambition to always move forward.

It's also closely tied to our "We enjoy what we do" value. Curious people are often more fulfilled, and fulfilled people make better colleagues and deliver more for our clients. We want our people to feel good in their roles, to show up with energy and motivation. That's why we aim to create a work environment that *gives* energy and motivation, not just requires it.

Let's circle back to 2024, the year of integrating CTG.

AS: It was the year of globalization. Our European teams became global teams, spread across time zones and cultures. We put a lot of energy into streamlining our operational HR model to support this shift, and we did it in line with our core belief in mutual learning. A good example is how we worked shoulder to shoulder with our colleagues in India to shape effective bench management practices — in this case, they developed the follow-up reporting.

Skill management remains a top priority.

AS: Our focus is not on replacing people but on helping them grow. A future-ready workforce is one that keeps learning. We've launched several "Skills for the Future" initiatives, including internal academies and leadership programs. For leaders, we emphasize systems thinking — the ability to look beyond one's own expertise, connect the dots, and understand how everything fits together. This broader perspective is crucial for managing complexity.

For leaders, we emphasize systems thinking — the ability to look beyond one's own expertise, connect the dots.

Cegeka continues to score well in external awards and internal surveys.

AS: That's true. We've been recognized as a Top Employer — or the local equivalent — in several countries. We also perform well on platforms like Glassdoor. Just this week, a Belgian national newspaper ranked us fourth among the country's best employers. Of course, rankings are only one indicator, but they show a clear, consistent positive trend.

Our internal surveys confirm this: at least four out of five employees would strongly recommend Cegeka as a workplace. People feel respected, and team leaders receive high marks. Interestingly, over 15% of our employees identify as part of a minority group. We take DEIB very seriously (Diversity, Equity, Inclusion, and Belonging) — especially the "Belonging." It's vital that everyone feels they truly belong here.

We've been recognized as a Top Employer — or the local equivalent — in several countries.

What do you believe drives those positive results?

AS: We don't micromanage our people. We trust them to manage their own work-life balance and give them the flexibility to do so. Yes, we raise awareness through sessions on burnout prevention, healthy living, and well-being, but we don't push those sessions on anyone. We don't hand out step counters or launch universal fitness challenges — those can create peer pressure, and that's not how we operate.

Instead, we focus on what truly matters at a more personal level. If a team is struggling, we step in. If an individual needs support, we provide it. At Cegeka, people have real autonomy, but with that comes the expectation to take ownership. We call it job crafting — actively shaping your role and work environment. And it works. Freedom with rules, responsibility, and trust — that's the foundation of our culture.

02

Cegeka Brands

CTG Americas: Building on a Strong Foundation

CTG Americas continues to build on its strong track record while expanding its reach. With 870 professionals and a base in Buffalo, the company has deepened its capabilities, launched new services, and aligned with Cegeka's global strategy — without losing sight of what makes CTG unique. We sat down with Tom Niehaus, Executive Vice President of CTG, to talk about how the past year unfolded, what's driving momentum, and what's next.



Tom, it's been just over a year since CTG became part of Cegeka. What stands out most about the journey so far?

Tom Niehaus (TN): Honestly, it's been a pretty seamless transition. A big part of that is cultural alignment — CTG and Cegeka share similar values, leadership styles, and a strong commitment to client success. So rather than feeling like a major shakeup, it's felt like a natural next step in our evolution.

What's changed the most is the breadth of services and solutions we can now offer to our clients. We've tapped into Cegeka's robust portfolio of secure, scalable services. In many ways, it's still business as usual here, but now we've got a much broader portfolio, and that's especially valuable in winning new logos and growing existing clients.

CTG and Cegeka share similar values, leadership styles, and a strong commitment to client success.

CTG Americas also took part in Cegeka's global rebrand. How did that rollout go on your end?

TN: We fully embraced the refreshed brand — new visuals, updated messaging, the whole package. But in the Americas, we're keeping the CTG name. It has strong recognition and trust here, and we don't want to lose that. So, we've adopted a hybrid identity: we remain CTG, but now with Cegeka's branding and design language. It honors our legacy while positioning us for what's next.

How would you rate CTG's performance over the past year?

TN: It's been a solid year, especially considering a few headwinds in the market. One standout area was energy — there's a surge in demand for grid automation, optimization, and digital twin technology. Another encouraging success was our talent solutions business. Prior to the acquisition, we had deliberately scaled back this area for several years, but demand for skilled IT talent continues to grow and this business has bounced back. It was a good reminder that staying flexible often opens doors you didn't expect.

What areas are you focusing on most as you move forward?

TN: We have a strong and growing presence in three key sectors: healthcare, energy, and logistics and manufacturing. In logistics and manufacturing, we're helping clients automate and optimize complex warehouse operations. In energy, the focus is on grid modernization, information management and document control, and full-scale digital transformation. And in healthcare, we're advancing EHR interoperability to support better patient care and compliance and providing support to leading Electronic Health Record platforms like Epic.

These industries aren't just well-funded — they're actively investing in innovation. We're also seeing rising demand across all three of these vertical markets for AI, cybersecurity, compliance, and regulatory expertise. These are all areas where CTG and Cegeka can deliver strong value together.

Cegeka has done incredible work with Dynamics in Europe, so we're bringing that playbook to the U.S. — the largest life sciences market in the world.

CTG Americas launched Microsoft Dynamics solutions for pharma and life sciences in February this year. What's the story there?

TN: This is about scaling proven success. Cegeka has done incredible work with Dynamics in Europe, so we're bringing that playbook to the U.S. — the largest life sciences market in the world. Our sweet spot is the mid-market: companies that need smart, scalable, and highly compliant solutions. We're not just selling software, we're helping clients grow, stay audit-ready, and simplify operations. This is one of those opportunities that came directly from joining forces with Cegeka.

We've built an OT competence center within the SOC, staffed by specialists who understand the unique challenges these environments bring.

And then in April 2025, CTG opened a new Security Operations Center. What makes this one stand out?

TN: Opening the SOC at RSA was a major milestone in Cegeka's global cybersecurity strategy, complementing our centers in Belgium and Romania. It also sent a strong message to the U.S. market that CTG was taking a bold step into the cybersecurity business. What really sets it apart is our emphasis on Operational Technology (OT) security, the systems behind power grids, factories, and other critical infrastructure.

We've built an OT competence center within the SOC, staffed by specialists who understand the unique challenges of securing these highly-regulated, and often highly-targeted, environments. It's a high-risk, high-impact area — and we're stepping up to lead.

NSI: From Local Player to International Powerhouse

Over the past year, NSI has taken big steps in solidifying its position as Cegeka's French-speaking powerhouse — expanding internationally, integrating new teams, and launching future-ready capabilities. CEO Manu Pallage shares NSI's formula for steady growth: people, innovation, and delivery.



Manu, NSI has seen impressive expansion in recent years.

Manuel Pallage (MP): We've grown from a Belux-centric company into a truly international player. We're now active in three locations in Belgium — including our newest site in Tournai — three in Luxembourg, two in France — Paris and Marseille — and in Montreal, Canada. Across all sites, we're close to 1,900 employees. Part of that growth came from our acquisition of CTG last year, which brought several teams into the NSI Group.

And NSI continues to be Cegeka's brand for the French-speaking market?

MP: Exactly. In 2024, we focused on fully integrating the new teams and uniting them under the NSI brand. Since January 1st, we've been operating as one cohesive organization with four clearly defined entities: NSI — covering our Belgian offices and headquarters — alongside NSI Luxembourg, NSI France, and NSI Canada.

2024 was a challenging year for many businesses. How did NSI perform?

MP: In Belgium, 2024 was an election year, which always impacts the public sector, and that's a key market for us. But our business model is built for balance: 50% public, 50% private. That structure helped us remain resilient, and we still achieved over 3% growth, without counting contributions from the new locations. That's a solid performance in a complex market.

Our business model is built for balance: 50% public, 50% private.

What were the main drivers of that growth?

MP: Our collaborative, pragmatic Cegeka culture remains a key driver of our growth. All business lines performed strongly — Odoo, Atlassian, Microsoft Dynamics, applications, data & AI, and cybersecurity — but Odoo was a clear standout. This open-source ERP for SMEs is resonating strongly with clients. With 32 consultants and a growing client base, we're expanding Odoo into France and Canada. It fits seamlessly alongside our Microsoft Dynamics offer, which targets a more enterprise-level market.

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Has the CTG acquisition brought new capabilities to NSI?

MP: A key addition has been the accessibility testing team in Canada, where compliance is already mandatory for government websites. Similar rules will apply in Europe from June 2025 under the European Accessibility Act. Our team delivers end-to-end services, from design and consulting to implementation and testing.

We've also gained a digital testing team in Marseille. They make sure that digital platforms, like web shops, perform flawlessly across every platform, operating system, device, and payment system. That level of quality assurance is becoming mission-critical.

A key addition has been the accessibility testing team in Canada, where compliance is already mandatory.

What other offerings are on the rise?

MP: AI has skyrocketed. In 2024, we did 10 times as many AI projects as we did in 2023. Cybersecurity is another growth area, especially NIS2 audits. Awareness is improving, but some companies still wait until something goes wrong. When that happens, we're called in like a special forces unit to resolve the crisis. Of course, we'd rather help organizations *prevent* issues in the first place. That's where our resilience offering comes in — it's comprehensive, and it's designed to protect businesses end-to-end.

nexuzhealth

nexuzhealth: Connecting Data to Transform Care

For years, nexuzhealth has been steadily expanding across Flanders. Now, with nearly 1.5 million app users and a presence in 39 hospitals, the company is looking beyond treatment to reshape the future of healthcare — with prevention and patient well-being at its core. We spoke with CEO Gertie Delande about what's next.



Gertie, nexuzhealth's footprint in Flanders is growing fast.

Gertie Delande (GD): It is — we're now a team of 370, active in 39 hospitals, with nearly 1.5 million unique users on our patient app. What's really exciting is the pace and quality of our rollouts. Last year alone, we delivered more than 120 implementations , a mix of new clients and added modules for existing ones.

We're proud of how far we've come. Our teams are not only technically strong — they're experts in managing change, engaging stakeholders, and ensuring buy-in and smooth adoption. It's transformation with a human touch.

You've also brought Cegeka's healthcare operations under the nexuzhealth umbrella. What's the impact of that?

GD: This was a big move. It includes the full integration of Connected Health, which brings in advanced digital lab workflows and C-Meal, a smart meal-ordering app tailored to patients' medical needs.

But this isn't just about expanding the portfolio. It's a step toward a bigger vision: building a modern, integrated Laboratory Information System (LIS) and pushing forward our shift to preventive care. Prevention isn't just better for patients — it's essential for easing the burden on our healthcare system.

What does that shift to prevention look like in real terms?

GD: It's about connecting data in smarter ways. Take lab results and EHR data — when combined, they can reveal early warning signs. A genetic test might flag a potential issue, and when matched with a patient's history, it gives healthcare professionals the chance to act before symptoms arise.

Right now, we tend to see a doctor *after* we feel sick. But what if the system could flag risks before anything feels wrong?

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Right now, we tend to see a doctor *after* we feel sick. But what if the system could flag risks before anything feels wrong? That's real innovation. And models like capitation, where providers are paid per patient rather than per visit, reward exactly that kind of proactive care.

How does nexuzhealth help drive that kind of innovation?

GD: We focus on functional innovation — solutions that solve real-world problems, not just flashy tech. Nexuzhealth is built to enable smooth integration with cutting-edge innovation by third parties, including AI-injected applications. Hospitals don't like isolated solutions, they want tools that fit into and enhance their workflow.

One example is our integration with a telemonitoring tool that supports patients staying at home longer — a key government goal. We're also piloting a nexuzhealth chatbot, like an in-house Copilot. This bot is trained on practical info like hospital hours, directions, parking, and billing. It doesn't touch medical data, but it makes the patient journey a lot smoother.

We focus on functional innovation — solutions that solve real-world problems, not just flashy tech.

You launched an independent Advisory Board in 2024. What's its role?

GD: This board provides independent advice on legal, ethical, medical, and social issues. It brings together voices from across healthcare: partner hospitals, chief medical officers, home nurses, physicians, patient advocates. Regulations cover a lot, but grey areas remain. For instance, if a patient is flagged in the system as potentially aggressive, should a home nurse be warned in advance? That's not an easy call, but it's the kind of dilemma we need to address.

Everyone's talking about data interoperability — the technical story. But the ethical questions behind that? They're complex, and that's exactly why this board matters. It gives us a space to face those questions head-on, even when the answers aren't simple.

SMARTSCHOOL

The Smartschool Way: at the Crossroads of Ethics and Technology

Smartschool may be best known for its app — but behind that familiar icon lies a powerhouse of digital innovation. From student well-being to data sovereignty, Smartschool is setting new standards by staying rooted in local values while expanding the scope of what an educational platform can do. We spoke with founder and CEO Jan Schuer about what makes Smartschool different — and why that difference matters more than ever.



Jan, everyone knows the Smartschool app, but fewer people realize just how embedded the platform is. Where do things stand today?

Jan Schuer (JS): Today, we're in the digital pockets of over three million users in Belgium. Nationally, 57% of secondary schools use Smartschool. In Flanders, our reach is even greater: 92% of secondary schools and 44% of primary schools are on board. And we're growing steadily in the French-speaking part of the country, where one in three secondary schools now uses the platform.

That's a strong position — but you're not without competition. What's your edge?

JS: What sets us apart is where we stand — right at the intersection of ethics and technology, and with a laser focus on the well-being of students. Plus: unlike the big, global SaaS providers, Smartschool is built in Belgium, for Belgian schools. With the growing focus on digital sovereignty, that matters. We run entirely on Cegeka's private datacenters on Belgian soil. Data security is a top priority.

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We also emphasize things you won't typically see elsewhere. Take ecology, for example. Fewer emails mean a smaller ecological footprint. In February, we disabled one default checkbox in the platform — which now prevents 1.3 million emails from being sent each day. That translates to a reduction of 95,800 kg of CO_2 per year, the equivalent of planting 4,000 trees. It's a small thing, but many small things add up to something big.

Fewer emails also means fewer distractions — for both teachers and students.

JS: Exactly! Less inbox noise, scheduled email delivery — avoiding evenings, for example — and a workload dashboard that helps track the pressure on students from assignments and tests: it's all designed to support student well-being. People often forget that Smartschool also serves as a gateway to student support services. Tools like *CLBch@t*, for instance, allow students to seek help anonymously. On average, 2,600 students click through to one of those channels each day.

Smartschool isn't standing still. How do you keep the platform evolving?

JS: We partner with stakeholders across the education sector to continuously update more than 20 modules. Just this spring, we launched a new version of the parent-teacher scheduling tool. Last year, we partnered with VRT to bring their educational content directly into the platform. The workload barometer is another recent innovation designed to support both teachers and students. And so on.

Importantly, every school has full control. Schools decide which modules to use, how to configure them, how results are shown, when notifications go out — you name it. That autonomy is core to our approach. We encourage schools to set clear agreements on how Smartschool is used, ideally in a charter signed by leadership, staff, and students. Clarity builds trust.

We're secure, sustainable, ethical — and proudly local. We innovate with purpose, and we never lose sight of who we're building for.

So, you're not just an edtech company — you're offering a values-driven alternative to the global SaaS giants.

JS: Exactly. We're secure, sustainable, ethical — and proudly local. We innovate with purpose, and we never lose sight of who we're building for. Above all, we respect the freedom and diversity of every school.

03

Client Stories

Engineering the Seamless Parking Experience at Q-Park



“Let’s face it,” begins Frank De Moor, CEO of Q-Park. “We offer a service people would rather not think about. No one wakes up excited to park their car — they’re heading out to shop, meet friends, enjoy an evening out. Parking is just the bit in between. The smoother, simpler, and more invisible it is, the better.”

That guiding principle — making parking as seamless and unobtrusive as possible — has driven Q-Park for over 25 years. As one of Europe’s most innovative parking partners, with more than 5,000 locations across Western Europe, Q-Park is working closely with Cegeka to bring that vision to life.

Reimagining the Parking Experience

“When I joined in 2014,” says De Moor, “I came from industries like telecom and retail, where digital thinking was already baked in. Parking, by contrast, was very traditional. I felt like a voice crying in the wilderness — but I was convinced: the future would be cashless, ticketless, fully digital. Although I was fortunately right, the shift took way longer than expected.”

I was convinced: the future would be cashless, ticketless, fully digital.

At the time, Cegeka had already developed a bespoke software platform that served as Q-Park’s digital core. Under De Moor’s leadership, the collaboration deepened. “We had to keep the existing customer systems running, lay down a stronger foundation — then Navision, now Microsoft Dynamics — and start building an entirely new digital ecosystem from there. It was like fixing the plane mid-flight.”

Building PaSS: Parking as a Smart Service

That effort led to the creation of PaSS — Parking as a Smart Service. “At its core, PaSS was designed for clients we knew — people who park regularly, identify themselves, and with whom we could move from contact to contract,” says De Moor. “What people often forget is that 50% of our clients only park once a year or so. They are or were fine pulling a ticket and paying at the machine.”

But for returning users, Q-Park aimed higher. PaSS enabled number plate recognition (ANPR), cashless and ticketless payments, the Q-Park app, and pre-booking. “Pre-booking really took off after COVID. It’s strange to say, but the pandemic was a digital accelerator — we compressed three years of change into six months. People got used to pre-booking everything, so they started expecting it for parking too. We were technically ready. We hit the ground running.”

Making Cities Smarter with Data

But end users aren’t Q-Park’s only stakeholders. Cities and municipalities — the ones who grant operating licenses — are just as crucial. “That partnership is equally important,” says De Moor. “We both have skin in the game. Cities need data to shape smart mobility policy — and we can deliver that. And we all benefit when cities remain accessible and vibrant.”

That’s why Q-Park goes beyond inner-city car parks. It also invests in Park + Ride locations and mobility hubs, sometimes even when the individual business case isn’t profitable. “These sites improve traffic flow and access — that’s core to our purpose. Plus: we’re here to serve everyone, not just those who can afford prime spaces in the city centre,” De Moor adds.

Engineering an Ecosystem

The Q-Park digital ecosystem is the result of a long-term co-creation with Cegeka’s EngineeringSTUDIO, led by Benny Schaeken. Today, it connects hundreds of partners — from banks like KBC and mobility platforms like Skipr, to booking tools and Parking Management Systems (PMS) vendors such as Skidata and Scheidt&Bachmann. To work with Q-Park, PMS providers must be PaSS-compliant, integrating through APIs developed by Cegeka, with full technical onboarding and support.

Shaping, building, and evolving a platform like this is incredibly complex. Cegeka’s EngineeringSTUDIO truly excels here.

“Shaping, building, and evolving a platform like this is incredibly complex,” says De Moor. “Benny’s team truly excels here. This is real engineering — you need both a helicopter view of the ecosystem and the ability to zoom in on the tiniest technical details. Every change can ripple through the system, and change is constant in an environment this big. When something goes wrong, we own it. We can’t point fingers. At the end of the day, a barrier that won’t open is simply unacceptable, no matter where the issue started.”

Data for Smarter Mobility

What about data? “We started building our data model over a decade ago,” says De Moor. “People often underestimate the effort involved. You can’t just throw AI at a problem and expect magic. Creating a reliable, usable dataset at this scale takes years of work.”

Today, Q-Park’s data is able to help cities and municipalities develop evidence-based mobility policies, moving from gut instinct to strategic, data-driven decisions. “To make that shift, you need a wide ecosystem of partners — and someone willing to step up and lead. That’s the role we want to play,” he says.

Q-Park runs on a hybrid cloud model, with part of its infrastructure hosted publicly and part on Cegeka’s private cloud. All public cloud components are located within Europe. “That’s important, especially when you’re working with public sector clients,” De Moor adds.

Quality That Goes Beyond Technology

The ‘Q’ in Q-Park stands for quality, and that applies to more than just technology. “We invest heavily in every aspect of functional quality,” says De Moor. “Sometimes we own the infrastructure, sometimes we don’t, but our contracts are long-term, so we treat every site like it’s ours. That mindset makes a real difference.”

Q-Park runs on a hybrid cloud model, with part of its infrastructure hosted publicly and part on Cegeka’s private environment.

Q-Park isn’t just a digital innovator — it’s a company that obsesses over the details. Clean, safe, well-lit, and well-maintained facilities are core to its promise. “We even have our own signature scent,” De Moor says with a smile. “That’s how far we go.”

Building Cyber Resilience Together:
Terumo Europe & Cegeka



As a global leader in medical technology, Terumo develops a wide range of innovative medical solutions, ranging from vascular intervention and cardio-surgical solutions, to medical products essential for daily clinical practice. Guided by its mission *"Contributing to Society through Healthcare,"* the company constantly strives to be of value to patients, medical professionals, and society at large.

Recognizing the need for a trusted, expert partner in cybersecurity, Terumo expanded its collaboration with Cegeka for a comprehensive, end-to-end cyber resilience solution. Kris Geukens, Regional Information Security Officer for EMEA, explains how this partnership has grown into a resilient, future-ready security program.

Mr. Geukens, given that Cegeka and Terumo were already partners, what prompted the decision to step up the security program four years ago?

Kris Geukens (KG): Terumo's European headquarters in Leuven had a long-standing partnership with Cegeka, covering IT infrastructure, a 24/7 service desk, and digital workplace management. We already had endpoint protection and anti-malware solutions in place. But yes, four years ago, it became clear we needed a major upgrade to our cybersecurity program. So, we turned to Cegeka for advice.

The whole rollout was strategic, well-structured, and closely aligned with our operational needs.

They suggested a phased approach, starting with deploying a Security Information and Event Management (SIEM) system across 400 endpoints. This allowed us to assess their expertise in a controlled way. The results were impressive, so we expanded the SIEM platform to cover our entire infrastructure. From there, we added vulnerability management, Endpoint Detection & Response (EDR), and other Microsoft security tools. The whole rollout was strategic, well-structured, and closely aligned with our operational needs.

How did Cegeka stand out?

KG: What made Cegeka stand out was their end-to-end delivery. That made them the obvious choice as our single point of contact for security. Of course, no implementation is without challenges. Initially, we saw some turnover in their team. But Cegeka took our concerns seriously, responded quickly, and put a stable setup in place. Questions and concerns were addressed with speed and professionalism.

What does your day-to-day collaboration with Cegeka look like?

KG: We have a security team from Cegeka working for Terumo Europe. Our dedicated security advisor is fully integrated into our operations, providing guidance through regular updates and reports. Each month, we review our cybersecurity status together using Cegeka's observability dashboard — part of their Horizon engagement platform.

This dashboard offers a real-time view of alerts, incidents, trends, and global threat intelligence. It keeps everything completely transparent. The monthly reports are thorough, and if a security incident occurs, Cegeka contacts us immediately — not just with the details, but also with clear, actionable next steps. That level of responsiveness is incredibly reassuring.

The Horizon dashboard offers a real-time view of alerts, incidents, trends, and global threat intelligence. It keeps everything completely transparent.

You're working with a security roadmap. How does that help you stay ahead?

KG: We now have a clearly defined roadmap outlining security initiatives for the next two to three years. Instead of making decisions case by case, we can now plan strategically. The roadmap is reviewed quarterly with Cegeka and continuously updated to reflect emerging risks, regulatory changes, and internal priorities. This structure lets us prioritize effectively and ensures our investments align with business goals. For example, we recently added Identity Management to the roadmap — because its importance to our organization continues to grow.

Employee awareness is still one of the most underestimated aspects. The so-called "human firewall" is often the weakest link.

In your view, what should CISOs focus on most when it comes to cybersecurity?

KG: It may sound obvious, but employee awareness is still one of the most underestimated aspects. The so-called "human firewall" is often the weakest link. Tools are evolving, but so are the threats. Cybersecurity isn't a one-time checklist. It's an ongoing discipline.

Even the best technology only works if your people understand the basics. That's why we run internal awareness campaigns regularly. We focus on what matters to employees, not just in their professional roles, but in their personal lives. Security has to feel relevant to *them*.

Flanders
State of the Art

Empowering 10,000 Knowledge Workers in the Flemish Government



In 2023, the Flemish Government launched a groundbreaking pilot with Microsoft 365 Copilot, testing the integration of generative AI into daily administrative workflows. With over 200 users across 20 entities participating, the experiment laid the foundation for an ambitious, phased rollout to 10,000 civil servants.

Jan Smedts — CEO of Digitaal Vlaanderen, the digital agency within the Flemish Government — reflects on the key takeaways, the path ahead, and how AI is driving a smarter, more efficient and more human-centered government.

Mr. Smedts, last year 200 users across 20 Flemish Government entities tested Microsoft 365 Copilot over a three-month period. What stood out most? Which results met expectations, and which came as a surprise?

Jan Smedts (JS): Working with Copilot — and AI-assisted work in a broader sense — demands a shift in mindset and habits. What surprised me most was how quickly people embraced the tool. The pilot lasted only three months, yet the appetite for learning to work with AI was palpable across the Flemish Government. We discovered that knowledge workers were able to save, on average, 17 minutes a day fairly easily. That's significant. Around two-thirds of participants said they would continue using it and would even recommend it to colleagues.

We discovered that knowledge workers were able to save, on average, 17 minutes a day fairly easily.

The pilot focused on Microsoft 365 Copilot, particularly in Outlook, Teams, and Word. The highest engagement and satisfaction came from staff in administrative, policy, and communication roles: people who rely heavily on these tools. For more specialized profiles, especially in ICT, the pilot was less relevant due to the lack of integration with back-end systems. That in itself was an important lesson: AI adoption needs to be tailored to different user groups for it to succeed.

Following the pilot, the Flemish Government announced a phased rollout of Microsoft 365 Copilot to over 10,000 civil servants. That marks a significant push for efficiency. How will citizens notice the impact, both in the short and long term?

JS: The rollout of Copilot is one of many steps we're taking toward a more efficient, innovative, and accessible administration. AI can significantly boost productivity, whether it's drafting reports, summarizing lengthy documents, or preparing for meetings. This frees up time to focus on improving the quality of our services and delivering real societal value.

Over the past decades, the complexity of public administration — much like in society — has surged. We're dealing with a flood of new regulations, rapid societal shifts, and rising expectations. Citizens want a government that fulfills its role swiftly and effectively. But it's not just complexity, it's the complicatedness we've added as humans and as organizations through layers of procedures and systems. That's what we need to simplify, and AI will be a key enabler in doing so.

In the long run, this transformation will create an administration that works smarter, makes more data-driven decisions, and delivers increasingly personalized services. Technology isn't just a tool for efficiency. It's a lever to build a government that's more human and proactive.

The rollout of Copilot is one of many steps we're taking toward a more efficient, innovative, and accessible administration.

The phased rollout of Microsoft 365 Copilot is supported by an adoption program led by Cegeka. What does this program involve, and how is Digitaal Vlaanderen ensuring that civil servants across generations and varying digital maturity levels are included?

JS: This year, we're rolling out Copilot to 5,000 employees, with another 5,000 to follow next year. It's a step-by-step process within a tightly managed framework. AI is simply too powerful to be introduced without guidance. We must approach this thoughtfully and responsibly. Managing risks like data leaks or unintended use requires clear frameworks. Given today's geopolitical context, caution is more important than ever.

That's why we've developed an adoption program in collaboration with the various Flemish entities and ICT partners, with Cegeka playing a key role. It rests on three pillars. First, we're driven by use cases. We start from real work scenarios, not the technology. This helps employees immediately see the relevance and value of AI in their day-to-day tasks.

Second, we offer tailored training. That includes accessible webinars, hands-on workshops, and in-depth sessions for those with more experience. Third, we're building a network of ambassadors: peer advocates who provide hands-on support and make adoption tangible within each team. With Cegeka and our other partners, we're combining technology, training, and change management. It's our responsibility to bring everyone along on this journey.

With Cegeka and our other partners, we're combining technology, training, and change management.

And we're not just doing this to be more efficient. Copilot is also raising awareness among civil servants about the capabilities and limitations of AI. Only by working with the technology can we shape a meaningful and responsible AI strategy for the Flemish Government. This is just the first, crucial step in a much longer journey.

Flanders rose from 13th place in 2020 to 6th place in 2023 in the EU's Digital Economy and Society Index (DESI). How does this project contribute to the region's ambition to break into the top 5? Is Flanders aiming for a pioneering role in AI-driven digital government?

JS: The future isn't about who's the biggest, but who adapts fastest. That mindset creates enormous opportunities for Flanders. In the tech world, standing still means falling behind and that's not an option for us. So yes, we absolutely aim to be a European leader in AI for government. We already have a strong foundation: deep expertise within our organizations and a robust network of partners and tech companies. With the right collaboration, coordination, and leadership, becoming a frontrunner is within reach. In that light, breaking into the DESI top five isn't just a paper ambition. It's the logical next step.

Fluvius and Cegeka: Building the Networks of Tomorrow



As Flanders' leading multi-utility company, Fluvius manages most of the region's public utility infrastructure: electricity and natural gas distribution across all Flemish cities and municipalities, over 1.2 million (!) public lighting points, and extensive municipal sewer systems. It also oversees around 15 district heating projects. As the energy sector's neutral data operator, Fluvius processes energy data from, among others, 4.5 million digital meters.

CEO Frank Vanbrabant outlines the major societal challenges Fluvius faces — and how the grid operator, together with partners like Cegeka, is addressing them.

Mr Vanbrabant, Fluvius is a company in transition. What are your main challenges today?

Frank Vanbrabant (FVB): As a grid operator with a natural monopoly, we operated in a relatively stable environment up until about five years ago — managing public utility infrastructure as efficiently as possible. Today, the landscape has changed due to the energy transition, new responsibilities in climate adaptation, and accelerating digitization. We're now investing €1.1 billion annually in our electricity networks to reinforce 40% of the grid over the next decade. We're also committing €150 million a year to upgrading and expanding sewer infrastructure.

You mentioned digitization. That seems to be a main theme in the energy sector right now.

FVB: Absolutely. The European Commission's goal is to make our continent climate-neutral by 2050. That requires a complete overhaul of our energy systems to phase out fossil fuels, step by step. Our daily lives and industries will fundamentally change. To support that transition, we need an ecosystem of new digital products and services that help society use energy more intelligently. Sometimes these solutions come from us, but often they're developed by energy suppliers or service providers. Regardless of who develops them, as the energy sector's data operator, we are always involved. There is no energy transition without energy data.

No energy transition without energy data. And no energy data without digital meters.

What role does the digital energy meter play in all of this?

FVB: I can be crystal clear: it is absolutely essential. Again: no energy transition without energy data. And no energy data without digital meters. These meters generate granular, real-time data that form the foundation for more efficient energy use by households and businesses, and for better integration of renewable energy into the system. They enable entirely new services like energy sharing, flexibility solutions, and dynamic pricing. They're also crucial for modern, efficient grid management — which helps us control physical infrastructure investment costs and ultimately benefits society as a whole.

Transforming into a data-driven enterprise comes with some growing pains. That's why partnerships with companies like Cegeka are vital.

How is digitization transforming Fluvius as an organization?

FVB: This decade, we're evolving from a mainly technically focused company — with a historic emphasis on cables, substations, and sewer pipes — into a data-driven enterprise. Naturally, that transformation comes with some growing pains. That's why partnerships with companies like Cegeka are vital. To handle and safeguard the enormous volumes of data coming from digital meters, we need those strategic collaborations.

How does Fluvius address the cybersecurity risks that come with increasing digitalization?

FVB: That's an extremely relevant question, and it's only going to become more critical. Over the past few years, we've made substantial investments in digital security, both in our role as data operator and in managing our networks. Of course, cybersecurity is also part of our daily operations, just like at any major organization. And we'll continue to invest in this area moving forward. It's important to note that we're legally designated as a strategic company, which means both we and our partners must exercise extra caution when speaking publicly about cybersecurity. That's a responsibility we take seriously, for the good of society.

With Cegeka, we work in a true 'One Team' model — close collaboration from start to finish that drives both impact and efficiency.

Fluvius and Cegeka work together in a 'Teams as a Service' model. Why choose this setup — and why does it work so well?

FVB: Internally, we call it a "One Team" model, but it comes down to the same thing (*laughs*). For digital projects, we prefer close collaboration with our partners to ensure smooth and timely delivery. In this model, a Cegeka expert — or someone from another partner — joins our internal teams very early on in the process to help translate our needs into the right digital solutions. That same person later acts as a vital bridge to the external implementation team. It's an approach that really works — both in terms of results and efficiency.

Carglass® & Cegeka: Engineering the Future of Vehicle Glass Service



We all know Carglass®—the brand and jingle are instantly recognizable. As part of the Belron Group, Carglass® provides seamless vehicle glass service across Europe, with over 100 locations in the Netherlands, Belgium and Luxemburg alone. Backed by a stock of more than half a million windshields at its European Distribution Center (EDC), Carglass® takes pride in delivering precise and hassle-free service.

We sat down with Stefaan Hermans, CIO of Carglass® Northern Europe and Transformation Coordinator for Northern and Southern Europe, to talk about the company's journey and its long-standing partnership with Cegeka.

Mr. Hermans, Carglass® has partnered with Cegeka for over a decade. Have you been part of that entire journey?

Stefaan Hermans (SH): Absolutely. Carglass® Netherlands was originally a customer of Databalk. When Cegeka acquired Databalk in 2011, we transitioned over. Then in 2014, we launched a new tender to replace our front and back-office systems, and Cegeka came out on top. That really gave our collaboration fresh momentum.

What made Cegeka the right choice back then?

SH: Three key reasons. First, we were already very satisfied with their service. Second, they knew our business inside out, so we didn't have to waste time on a lengthy onboarding process. And third, they were practically next door.

Carglass® is a household name. Can you share some key facts and figures?

SH: Carglass® is part of Belron®, the world leader in vehicle glass repair and replacement and recalibration. Belron® operates in 40 countries with over 30,000 highly skilled technicians serving more than 17 million customers a year — that's one every three seconds. In addition to Carglass®, Belron® also has numerous other major brands worldwide such as Safelite® in the U.S.

Modern cars are packed with technology—it's no longer just about replacing glass!

Our expertise lies in VGRRR: Vehicle Glass Repair, Replacement, and Recalibration. Modern cars are packed with technology — ADAS cameras (Advanced Driver Assistance Systems), rain and light sensors — all of which need recalibration when replacing a windshield. It's no longer just about replacing glass!

How does Cegeka support your IT landscape?

SH: Cegeka manages our entire application landscape here in the Belux and the Netherlands. In Belgium, our back-office runs on Microsoft Dynamics AX in a private cloud setup on Azure. In the Netherlands, we use the SaaS version, Microsoft Dynamics 365. On top of that, we have custom .NET solutions for front-office tasks like planning and contact management.

Dynamics is the beating heart of our system, integrating with applications such as our warehouse and order management systems, custom .NET development, and Salesforce, which we plan on rolling out next year in the Netherlands. Cegeka isn't just managing the landscape — they're the product owner, ensuring new business needs are translated into development. And they challenge us on the future IT roadmap when necessary, which we value.

We're also partnering with Cegeka in Italy to digitize our branches over there, enhancing operational efficiency and customer experience through an innovative digital platform. This collaboration has led to streamlined processes and improved service delivery across all Italian Carglass® locations.

Cegeka challenges us on the future IT roadmap when necessary, which we value.

To achieve cost-efficient development, we complement our on-site Cegeka team at Carglass® — consisting of a business architect, service delivery manager and a .NET team — with Cegeka's nearshoring capabilities, and we're very pleased with the results.

Why invest in custom-built solutions?

SH: Our processes and customer approach are unique. In other words: a standard solution doesn't fully meet our needs. That said, we know custom development can be costly and complex, especially in terms of upgrades and maintenance. The challenge is striking the right balance — delivering a smooth, effortless experience for customers while keeping IT cost-effective and high-performing. Cegeka helps us navigate that balance.

How do you keep that experience so smooth?

SH: Our mission, 'Making a memorable difference with care', means we want every customer interaction to be effortless — from booking an appointment online to aftercare. We continuously gather feedback from customers and employees through multiple feedback loops to fine-tune this process.

One key initiative based on these feedback loops was the implementation of Dynatrace, a tool that monitors things like application and database response times. It helps us proactively fix issues before they impact employees or customers. Cegeka uses Dynatrace to keep our systems running at peak performance.

It's been over a decade with Cegeka — how would you describe the partnership?

SH: The fact that we've been married this long speaks for itself (*laughs*). Cegeka is a true partner, standing by us through thick and thin. Every IT project hits roadblocks at some point, but what matters is having a partner that focuses on solutions rather than pointing fingers. Cegeka has always been that kind of partner. Our relationship is built on trust.

What matters is having a partner that focuses on solutions rather than pointing fingers. Cegeka has always been that kind of partner.

Finally, what's next for Carglass®?

SH: We never stop improving. Right now, we're refining our service matrix, adding more logic to it. As I've said in the beginning, windshield replacement isn't just about replacing glass anymore — recalibration is often required. Some cars need extra special tooling for that, so we have to direct customers to the right service center immediately. It's all about optimizing processes to keep delivering the top-tier service we're known for.

INDORAMA VENTURES

CTG Develops Custom, AI-Driven CRM Solution for Indorama Ventures

CTG is one of those key partners that just suits you well. They made us feel comfortable from day one. I constantly felt supported and always believed they were being transparent. That transparency and honesty really helped build trust early on. — Kevin Boeta, Director of IT



The Challenge and Opportunity

Indorama Ventures, a world-class sustainable chemical company, started working with CTG in 2016. As Indorama grew after an acquisition in 2021, one of their business units, Integrated Oxides and Derivatives (IOD), needed a CRM solution that would support their customer service associates (CSA) who were receiving hundreds of orders per day to one Microsoft Outlook mailbox. It was a full-time job to manually monitor the emails coming in and create tickets for each; all orders were tracked manually in an Excel spreadsheet. Additionally, audit inquiries were a challenge because information was scattered across different files and platforms, and security risks were prevalent because all CSAs had the same access to the mailbox and files.

The Solution and Results

CTG — already a proven, trusted partner — had the expertise to quickly understand IOD's business needs, then translate that into a customized, AI-driven CRM solution with a real-time, interactive tracking mechanism. This streamlined application used state-of-the-art Microsoft Power Platform tools, such as Power Automate, Microsoft Dataverse, and Model-Driven Power Apps. Features of the application include:

- An AI-focused, automated order processing system routes customer requests.
- Incoming emails are channeled to a shared mailbox and tickets are auto-generated for each via Power Automate.
- Fine-grained security enables individual users to only have the access they need
- An enterprise-grade database backed by the Microsoft Cloud provides peace of mind regardless of how many records are processed and stored.
- Easy-to-use navigation and search features enable users to access data quickly.
- The ability to export to Excel is built in; filter and sorting features provide power functionality without any custom code.

IOD has saved an estimated $400,000 annually since they began using the enhanced CRM application. Other advantages include:

40%

of all purchase orders received no longer require human intervention.

70%

reduction in time spent on reporting/structuring data due to time-stamping capability, allowing for more effective data-driven decisions and easier creation of KPIs.

30%

reduction in time spent on order processing, allowing for quicker order turnaround and an enhanced customer experience.

80%

reduction in time spent on auditing as data is now organized and has a storage center for retrievability.

04

Services & Solutions

Securing the Future — Globally and End-to-End

Fresh off the plane from the RSA Conference in San Francisco, Fabrice Wynants, Global VP Security, Networking & Compliance at Cegeka, shares his perspective on global growth, the fast-evolving threat landscape, and how Cegeka is helping clients stay secure, compliant, and resilient — across borders and beyond expectations.



Fabrice, you've just returned from RSA in San Francisco. What was the vibe like?

Fabrice Wynants (FW): Just like last year, the energy was incredible, with Agentic AI, Security for AI and Identity-First Security as leading topics. As innovation accelerates, so do cyber risks. That's why demand for effective, forward-thinking security solutions is exploding.

For us, RSA also marked a milestone: we officially launched the U.S. chapter of our modern Security Operations Center (SOC), following our acquisition of CTG in 2023. This SOC integrates seamlessly with our SOC operations in Belgium and Romania, while meeting strict data residency requirements.

Your team has seen impressive momentum. What's behind that growth?

FW: We're scaling fast — on every level. Our Managed Security Services, with SOC at the core, have once again demonstrated strong growth, with a 57% year-over-year increase in revenue. Demand for our Identity and Access Management services has been accelerating since mid last year, driven by increasing regulatory requirements and the growth of identity related threats.

At RSA we officially launched the U.S. chapter of our modern SOC.

Structurally, we've brought our regulatory compliance team under the cybersecurity umbrella, which is a logical move — it makes our offering more cohesive. And our portfolio keeps evolving: we support the full lifecycle, from prevention and detection to response and recovery. That's what clients are asking for: true end-to-end capability, to ensure a seamless and continuous improvement in their cyber resilience level.

And once again, Cegeka topped the Whitelane Research rankings in Security Services.

FW: For the third year in a row — yes. According to the 2025 Whitelane IT Sourcing Study in Belgium, we are ranked #1 in Security Services, with a customer satisfaction score of 87%. It's a clear endorsement of our approach: we focus on service excellence and client outcomes, not just technology. Our Cegeka Modern SOC Service also achieved SOC 2 Type II certification last year — a major milestone in operational maturity. We probably should have shouted that one from the rooftops a bit harder. And hot off the press: we've been named Cybersecurity Company of the Year at the prestigious Belgian Data News Awards 2025.

You said last year that cybersecurity finally became a board-level topic. Still true?

FW: Without a doubt, and that's a good thing. Awareness is growing. Our simulations show that organizations are getting better at recognizing threats. But cybercriminals are evolving too. Their tactics are more sophisticated, more persistent. Awareness programs can't be check-the-box exercises; they have to evolve with the threat landscape.

And let's be clear — cybercrime doesn't just hit large corporations: SMEs are increasingly in trouble. That's why we partner with organizations like VLAIO here in Belgium, so smaller companies can access government funding for cybersecurity improvement projects based on our Cegeka Security Advisory Framework.

What does "more sophisticated" mean in practice?

FW: The classical entrypoints are still there — phishing, leaked credentials, unpatched vulnerabilities. But what we're seeing now is a sharp rise in both scale and complexity. Attacks are multi-vector: they combine techniques and play out over time, which makes them harder to detect and defend against.

That's pushing companies to look beyond point solutions — they need integrated observability and a cohesive defense strategy based on modern detection & response competence, combined with active and continuous security improvement journeys. Our SOC now offers a powerful mix of vulnerability management, end-to-end detection and response, cyber threat intelligence, and dark web monitoring. That's how we help clients get ahead of these multi-layered attacks.

Our SOC offers a powerful mix of vulnerability management, end-to-end detection and response, cyber threat intelligence, and dark web monitoring.

And all of this is happening in a more regulated environment.

FW: Exactly. Attacks are up, attackers are getting smarter, and compliance requirements — like NIS2 and DORA — are becoming more demanding. At the same time, the talent gap is widening. Finding skilled cybersecurity professionals is a challenge everywhere. That's where we come in: we give companies the option to fully or partially outsource their cybersecurity operations. Our mission is to improve each client's cybersecurity maturity in line with their goals and resources.

What's on your roadmap for 2025?

FW: We're putting even more focus on transparency and control. All our services feed into Horizon, our customer engagement platform. Within that, our Security Observability Dashboard brings everything together. This year, we're enhancing that with smarter guidance through security journeys and scoring features. Clients will see, at a glance, how they're performing across key security domains, and what actions to take to improve. It's about more than visibility; it's about direction. We want to show the current state and the optimal path forward.

Last year, you highlighted IT-OT alignment. What has happened in that domain?

FW: We've extended our Cegeka Modern SOC services to include Operational Technology (OT) — in other words, the machines and systems that keep production running. These environments are no longer air-gapped. Cyberattacks are crossing from IT to OT, and when they hit, they can bring entire operations to a standstill. That's why we've established a dedicated OT competence center, staffed by specialists who understand the unique risks and requirements of industrial environments. It's a critical frontier, and we're ready for it.

Navigating AI with a Human-Centered Approach

Engineer. Strategist. Bridge-builder. Gregory Verlinden, newly onboard as Cegeka's Global VP of Data and AI as of April 2025, brings over 30 years of experience at the crossroads of technology and business. In this conversation, he shares his vision for the balanced AI journey, the power of building meaningful data foundations, and how real impact is created when empathy comes into play.



Gregory, welcome. Since you've just joined Cegeka this April, tell us a bit about yourself.

Gregory Verlinden (GV): I'm an engineer by training, but my career has always extended well beyond the technical. Over the past 30 years, I've worked across a range of domains — from network and system integration at Telindus, to data analytics at Cognos, which later became part of IBM.

Working in that international IBM environment taught me how to navigate and connect different corporate cultures — what I call being 'red and blue.' That experience shaped my approach to adaptability, collaboration, and bringing people together around a common purpose. After IBM, I moved to Cognizant, and now I've joined Cegeka.

I stay close to business realities, and I always bring the conversation back to one core question: what impact are we creating?

What's been consistent throughout is my focus on the intersection of business and technology. I'm not your typical 'techie' engineer. I stay close to business realities, and I always bring the conversation back to one core question: what impact are we creating? Because ultimately, there's only one dimension that really counts — and that's the client's. That's why Cegeka's hands-on, shoulder-to-shoulder way of working resonates so strongly with me.

You often speak about a 'balanced AI journey.' What does that mean to you?

GV: In some parts of the world, AI is being rolled out at full speed, with little regard for regulation, privacy, or ethical boundaries. The mindset there is: push productivity to the limit — because we can, technically. This leads to an unbalanced approach to innovation.

The 'balanced AI journey' means aligning what's technically possible with a clear ethical and operational framework. At Cegeka, we ask: is this responsible? Is it compliant — not just with legal requirements, but also with our values? And beyond efficiency, does it serve society in a meaningful way? Yes, we aim for maximum impact, but that impact must be responsible and sustainable. That means strong data governance and a commitment not just to what's allowed, but to what's right.

On top, we don't just build AI from scratch — we also integrate and source models from third parties. That brings additional questions: does this model align with our ethical standards? This is where new roles will emerge, like ethical sourcing managers — people who ensure that what we bring into our ecosystems meets the same standards we hold ourselves to.

What would you say is Cegeka's added value in this space?

GV: Cegeka combines solid intellectual insight with some serious engineering power. While some other players may stop at fancy slide decks — building castles in the air they never have to set up in real life — we stay in the game. We take ownership all the way — from strategy and vision through to implementation, production, and full adoption. By the way, adoption and data literacy are crucial, and still too often overlooked. Without it, users can't engage meaningfully with data, and organizations struggle to enable true self-service.

Cegeka combines solid intellectual insight with some serious engineering power.

Many organizations don't know how to begin with AI. You've spoken about the importance of 'mindful foundations' as the first step. What do you mean by that?

GV: There's a common misconception that you need perfect data before you can start. But in reality, it's not about perfection — it's about purpose. You need to be clear on what you're trying to achieve, and what level of data quality is actually needed to get there. I've had Chief Data Officers tell me that for their AI initiatives, 65 to 70% data quality was enough to deliver value. If you insist on reaching 100% before moving forward, you may never start at all.

So yes — foundations matter. But they need to be meaningful, not flawless. That being said, some basics are non-negotiable. Master data management is a good example: get that right, and you'll accelerate everything that follows.

Once you have those foundations in place, what's the second step?

GV: Ultimately, a real person — with a specific role, experience, and way of working — needs to extract insight from data to enable informed decisions. But too many dashboards are built purely from a technical perspective, with little empathy for the person expected to use them. Dashboards should be hyper-personalized and truly intuitive — that's where engineering meets behavioral science. We call this step 'insights with empathy.'

On top of that, there are often far too many dashboards in circulation — many used by only a few people, or not at all. Part of our role is to cut through the clutter, consolidate, and manage smart, efficient data migration. By reducing the volume and improving the quality of dashboards, we free up budget locked in legacy systems.

How do you go from insights to impact?

GV: That's the real tipping point — when insights reliably drive smarter decisions, better products, and real-world outcomes, all within a secure and compliant framework. There are many ways to get there, but one I'm particularly excited about is the next generation of digital twins.

We've already built advanced digital twins, based mainly on IT data. Now, we're taking it further by integrating OT data.

We've already built advanced digital twins, based mainly on IT data. Now, we're taking it further by integrating OT data — including real-time inputs from PLCs and industrial systems that sit in highly secure, isolated environments.

Thanks to our OT competence center within the Security Operations Center, we're uniquely equipped to handle that complexity and bridge IT and OT safely. That's where real, scalable impact begins.

To conclude, you've been vocal about the value of partnerships. Why are they so important?

GV: No organization thrives in isolation. To stay ahead, you need to run your own operations efficiently while building the right alliances. This means collaborating not only with technology partners, but also with universities, industry associations, federations, and government. We believe in the power of collaboration to truly walk the talk on data, AI, and analytics. As a global company with a Belgian headquarters and decision-making power — and a hybrid cloud offering that combines hyperscalers with the Cegeka Cloud — we are uniquely positioned to make that happen.

We achieved solid results last year, with 13% revenue growth and a successful expansion into Austria, further strengthening our European footprint. Our efforts were recognized through several honors, including Belgian Microsoft Partner of the Year, Microsoft Fabric Featured Partner, and specializations in AI & Machine Learning and Analytics on Microsoft Azure.

We also engaged actively with the AI community at key events like the Microsoft AI Tour, Snowflake Summit, Databricks Data & AI Summit, and AI Week, inspiring thousands and showcasing AI's real-world impact.

A highlight is our collaboration with the Microsoft Innovation Hub, where enterprise clients pitch AI-driven ideas. Selected projects receive Microsoft-funded support, and as a preferred partner, we help bring these ideas to life. Several promising initiatives are already underway.

Davy Mylle, Director Data & AI

Being in Control for What's Next: Cegeka's Vision for Digital Sovereignty

The conversation around digital sovereignty has intensified. With shifting geopolitical dynamics and increasing scrutiny of non-European cloud providers, European organizations are rethinking their digital strategies. Gaetan Willems, Global VP Cloud & Digital Platforms, explains what's at stake — and how organizations can respond with resilience, clarity, and control.



Gaetan, cloud has become a hot topic due to renewed debate around digital sovereignty. What's driving this?

Gaetan Willems (GW): Let me start by saying this isn't new territory for Cegeka. We're accustomed to the risks of market shifts, and our technological approach reflects that adaptability. With more than two decades of cloud management experience, we've mastered this landscape, making us incredibly well-prepared. Frankly, for us, it's business as usual to proactively provide our clients with the resilience guarantees that keep them moving forward, no matter the challenge.

We're accustomed to the risks of market shifts, and our technological approach reflects that adaptability.

That said, the spotlight on cloud strategy has clearly intensified. Geopolitical shifts, cross-border data laws, and a changing regulatory environment are prompting organizations to reassess where and how they run their cloud operations. The Schrems II ruling — which invalidated the EU-U.S. Privacy Shield — brought renewed focus to concerns around U.S. data access laws like the CLOUD Act.

For European companies, the takeaway is becoming increasingly clear: relying solely on non-European hyperscalers might mean more exposure to foreign legal frameworks, potential over-dependence on a small number of providers, and a greater risk of operational disruption. We've designed our solutions and services to ensure continuity for our clients, even in complex and challenging environments. It's about taking control of your own destiny.

Where does Cegeka stand in this debate?

GW: For us, the question isn't whether sovereignty matters — that's already clear. What really counts is how organizations can respond with flexibility and purpose. True digital resilience means being able to pivot — whether that's stepping away from hyperscalers when legal or geopolitical risks arise, or leaning on them when local infrastructure is under pressure, say during a natural disaster or conflict.

That's why we advocate for bidirectional exit strategies. It's not about choosing sides — it's about staying in control. Organizations need the ability to shift in either direction, based on what the moment requires. Flexibility is what keeps you operational, compliant, and in command of your digital future. Isn't that what a hybrid cloud strategy is all about? Striking the right balance and finding the right landing zone to meet compliance needs without holding back innovation.

We advocate for bidirectional exit strategies. It's not about choosing sides — it's about staying in control.

What solutions does Cegeka offer?

GW: Sovereignty isn't achieved through a single product — it requires a strategic well-architected cloud mix. We rely on open standards and container technologies to make workloads portable. We support open-source tools to limit or control vendor lock-in. And where needed, we help organizations bring critical workloads back to European infrastructure.

As a European player we deliver compliant cloud services in Europe on our Cegeka cloud, the public cloud and also in a private context. We operate multiple data centers in three key regions — BeNe, Luxembourg, and Italy. We integrate hyperscaler technologies into a sovereignty-ready, regulation-compliant setup. Our Multi-Compliance Framework, along with ISAE 3000 Type II assurance, supports clients in meeting the demands of EU regulations such as NIS2, DORA, the AI Act, and the upcoming EUCS certification.

Our Digital Platforms give clients control over their own digital destiny.

Cegeka is also investing in Digital Platforms. What is that, exactly?

GW: Digital Platforms start with a solid infrastructure foundation. We simplify complexity by creating a landing zone — a standardized, purpose-built cloud environment where our clients' applications can securely operate. On top of this, we provide an infrastructure-independent container platform. It supports traditional applications and enables clients to embrace DevSecOps principles. This allows for secure, resilient, and consistent deployment and development — whether in a public cloud, private cloud, or edge environment. It also ensures a clear exit strategy if clients choose to switch providers in the future.

But cloud infrastructure and containers are just enablers?

GW: True, the real business value does not lie only in the application but also in data. That's why our platform includes a comprehensive data management layer — to handle ingestion, storage, and processing — with full control over who can access and manage that data. For those leveraging generative AI, we offer flexibility in model choice. Clients can integrate large language models (LLMs) with contextual data, using either cloud-based AI systems like Microsoft Azure Copilot or open-source models deployed within our own European data centers — depending on their use case and data requirements.

Across every layer, our Digital Platforms give clients control over their own digital destiny. There's no lock-in to a single cloud provider or a specific LLM. Instead, we deliver platforms tailored to each client's use case — always grounded in standardization, security, and flexibility. These cloud platforms — dedicated to application modernization and the enablement of advanced data and AI use cases — serve critical purposes. It's all about ensuring sovereignty, cyber resilience, and compliance, without compromising the innovation that drives progress.

The Dynamics Advantage: Industry-Specific Solutions for Hyper Productivity

Stijn Geeroms leads the global team responsible for implementing business applications within the Microsoft ecosystem. What started as a small team focused on ERP and CRM has grown into a worldwide operation of 700+ professionals with an impressive track record.



Stijn, despite economic challenges, 2024 was a strong year for your team.

Stijn Geeroms (SG): That's right. We achieved over 13.7% growth despite a complex economic climate. At the same time, we expanded our global reach by launching local operations in four new regions: the U.S., Sweden, Denmark, and Germany. This doubled our regional presence, building on our existing presence in Belgium, the Netherlands, Italy, and Austria.

What do you attribute this success to?

SG: It's a combination of factors. First, our deep expertise — we've been implementing Dynamics for over 20 years, since its origins as 'Axapta' and 'Navision', before Microsoft acquired these solutions in 2002. We know them like the back of our hand.

Second, our strong industry focus. We've invested in industry specialization for years because successful implementation demands understanding the sector and its context. Our global focus areas are pharma & life sciences, food & process industry, discrete manufacturing, with some regions having additional focus areas, such as wholesale or professional services in Belgium. Names in our portfolio include Schréder, Bieze Food Group, Segafredo, and Nyxoah, just to name a few.

In a business climate where budgets are tight and speed to market is crucial, industry templates are a big game-changer.

How does that industry-specific focus translate into practice?

SG: We utilize industry-specific templates tailored to each sector. These templates are feature-rich, pre-configured with best-practice processes and fully documented. Our ambition here is to accelerate the setup of the Dynamics platform to fit our clients' needs and continuously optimize specific domains or processes, step by step, using the latest technologies.

Some clients start with a fully templated approach, making adjustments along the way, which dramatically reduces implementation time and costs — sometimes by up to two-thirds. In a business climate where budgets are tight and speed to market is crucial, this really is a big game-changer.

Dynamics gives clients access to the Microsoft 365 ecosystem as well.

SG: Exactly. Dynamics unlocks a world of hyper-productivity. We see this at multiple levels. First, at the personal level — people can significantly boost productivity with Microsoft Copilot, the AI-driven assistant in the Microsoft portfolio. Second, at the process level — AI can automate specific workflows in Dynamics, for example, converting an email into a purchase order. These are not simple 'if-then' workflows, we're talking Agentic AI: intelligence within Dynamics that 'understands' context and automates processes based on that understanding.

The third level takes things further: process mining. This uses AI to map business processes, identify bottlenecks and suggest solutions. Imagine a food company with recurring quality issues linked to a specific supplier. AI can detect this pattern and recommend deploying an agent that automatically triggers extra quality checks for that supplier's deliveries. With Copilot Studio, out-of-the-box AI agents can be deployed 'as is' or modified, but also created from scratch.

With Copilot Studio, out-of-the-box AI agents can be deployed 'as is' or modified, but also created from scratch.

What's next on the agenda for this year?

SG: Our priority is to establish and grow our business in all eight regions, including the four new ones. In Sweden, we're also integrating a well-established IFS ERP practice, which focuses on retail, asset intensive manufacturing and service management, into my team.

To conclude, 2024 was also a great year for achievements and awards, wasn't it?

SG: For sure it was. Cegeka became 'Microsoft Partner of the Year' in Belgium, and here at Business Solutions we renewed our global 'Inner Circle' status. For our clients, this means they're getting access to the latest and greatest technology, backed by a partner that's recognized as the best in the business.

Architecting Tomorrow's Applications with 1000+ Minds in Motion

With over 1,000 specialists worldwide dedicated to custom application development, management and integration, Cegeka is uniquely positioned to help clients stand out and scale. Herbert Vanhove, Global VP of Application Services, discusses how his team is driving growth, leveraging the power of AI, and enabling IT to meet the needs of complex, fast-evolving industries.



Herbert, some 1,000 people at Cegeka are focusing on custom application development, management and integration. That's a serious commitment.

Herbert Vanhove (HV): It is — and for good reason. We're currently active in Belgium, the Netherlands, Italy, and Romania, where the combined market potential is around €12 billion annually. Beyond that, there's significant potential in markets like Germany, Sweden, the UK, and within the European institutions, where Cegeka already has a presence.

Every organization has something unique at the heart of its business, and that can't always be captured by an off-the-shelf solution.

Why is custom software development still such a strong proposition in today's market?

HV: Because in a world where differentiation is everything, one-size-fits-all simply doesn't cut it. Every organization has something unique at the heart of its business, and that can't always be captured by an off-the-shelf solution. Custom development allows our clients to translate that uniqueness into their digital DNA.

You must remember we're strongly positioned in sectors where change is fast and constant — government, finance and insurance, energy and utilities, and manufacturing. These are environments where IT needs to keep pace and adapt quickly. That's exactly where custom application services prove their value, and we're seeing consistently high demand across all of them.

You're leading a team of 1,000 people. How is that structured?

HV: We work across multiple delivery models — our regional teams and our Global Delivery Center. Since acquiring CTG, we've been able to take rightshoring to the next level: a smart blend of local, nearshore, and offshore talent. That means we can offer exactly the right profiles, from exactly the right location, based on what the client needs. For many organizations, that flexibility is non-negotiable — they want full control over where and how resources are deployed. We can meet that demand, which is a major competitive advantage.

You often say IT is a people business. How do you keep your teams ahead of the curve?

HV: We're taking a forward-leaning approach. We have a massive team, each person with a strong skillset, both technical and interpersonal. What we're focusing on now is supercharging those skills with AI. Through AI enablement and infusion, we're empowering our colleagues to deliver innovative, high-quality software faster, while leveraging AI-enhanced platforms to accelerate innovation.

Through AI enablement and infusion, we're empowering our people to deliver innovative, high-quality software faster.

We're also making significant investments in security by design, automated testing and software industrialization. The latter means developers can concentrate fully on the functional side — what the application needs to achieve — because the non-functional aspects are already built in. The result? Higher quality, faster delivery, and reduced time-to-market for our clients.

You're seeing growing demand from clients for product-centric services. What's fueling this trend?

HV: It's about delivering true end-to-end value. We provide strategic guidance, handle design, development, testing, manage the run phase, and drive continuous improvement for our clients' digital products.

We provide strategic guidance, handle design, development, testing, manage the run phase, and drive continuous improvement.

What we often see is fragmentation: one IT solution provider defines the roadmap, another builds the solution, testing is outsourced to yet another party, and maintenance is handled separately. This fragmented approach results in inefficient and diffused ownership of a product's total cost and business value throughout its lifecycle.

At Cegeka, we bring all of these capabilities together under one roof, so clients don't need to go hunting for multiple partners, if they do not wish to. This integrated model boosts efficiency, reduces delays and complexity, and ultimately empowers our teams to deliver maximum business value. In today's fast-paced world, this kind of streamlined, end-to-end approach is exactly what businesses need to stay competitive.

Cegeka’s Digital Workplace: Designed for Users, Built to Stand Out

Luc Dedroog leads Cegeka’s Digital Workplace division, a fast-growing division in Cegeka. Today, the team manages more than 50,000 digital workspaces across 360 clients worldwide, including a remarkable 16,000 for the Flemish Government.



Luc, the digital workplace market has become a highly competitive space, hasn't it?

Luc Dedroog (LD): Digital workplace services are often seen as just another commodity. End users expect a frictionless, always-on experience, both at work and in their personal lives — think of it like electricity or water, instantly there. Because so many providers offer similar tools, it has become on over-crowded, price-sensitive market, much like the energy sector, where it's hard to tell one offer from another. Essentially, we're dealing with sky-high user expectations, standardized tooling and a real challenge to stand out.

At Cegeka, we have a firm focus on Digital User Experience, not just technology.

How do you navigate a red ocean?

LD: At Cegeka, we have a firm focus on Digital User Experience, not just technology. This means a data-driven, user-centric approach to workplace transformation. Unlike many competitors, who focus solely on technical support, we bridge the gap between technology and end-user productivity. We don't just provide tools — we turn the workplace into a hyper-productive, role-specific, AI-infused work engine. I often use the metaphor of a Formula 1 race: a fancy car alone doesn't win you the race, knowing how to get the best out of it, does. Our focus is on helping end users get the very best out of the very best tools.

And that's even more so the case with AI being infused in the workplace.

LD: My point exactly. With the AI Act now in place, companies are *required* to train employees on AI, leading to a surge in demand for AI adoption programs — not just in traditional white-collar environments like government or finance, but also in industrial sectors. A great example is the Flemish Government, which recently launched a major AI literacy initiative to train its 10,000-strong workforce on Microsoft Copilot together with us.

Not all users have the same needs. How do you account for that?

LD: One-size-fits-all doesn't work. A CFO needs a completely different setup than a marketer. There are also generational differences — today's workforce includes people of all ages working alongside each other. Gen X will pick up the phone when something goes wrong, while Gen Y and Z prefer chat-based support or, better yet, self-service. A great digital workplace adapts to these preferences and ensures people can work in the way that suits them best. Our multi-channel, AI-infused Support Hub acts as a single point of contact, where users can access chatbots, knowledge bases or direct engineering support.

We don't just provide tools — we turn the workplace into a hyper-productive, role-specific, AI-infused work engine.

You mention self-service. What's driving that shift-left?

LD: The best way to solve a problem is to prevent it from happening in the first place. Anticipation is key. Ideally, users should get a heads-up with an easy fix before they even realize there's an issue — or even better, the system just silently sorts it out in the background. That's the direction digital workplaces need to be going: fewer interruptions, no downtime, just a smoother, more intuitive experience. Plus, there's a bonus: every time we prevent or resolve an issue, it's a little learning opportunity. The user comes out of it a bit more knowledgeable, a bit more resilient, a bit more digitally savvy.

The best way to solve a problem is to prevent it from happening in the first place. Anticipation is key.

To conclude, what were some of your team's biggest milestones in 2024?

LD: One key achievement was rolling out our updated digital workplace offering in the Netherlands and Italy. We also expanded our portfolio to include ITSM solutions like ServiceNow and TOPdesk. Additionally, the acquisition of CTG at the end of 2023 strengthened our ability to offer rightshore services, a major advantage for our clients, especially in today's uncertain economic climate. Last but not least, we earned Microsoft's Partner of the Year status in Belgium, in part because of our expertise and success in adopting Microsoft 365 Copilot.

Beyond the Bug Fix: Building Better from the Start

With the acquisition of CTG, Cegeka expanded its capabilities by adding quality engineering — a discipline that goes beyond traditional testing. It ensures digital solutions are not only functional, but also fast, secure, compliant, and future-proof. We spoke with Bob Daelman, VP Quality Engineering, about the strategic value of independent quality assurance — and how Cegeka helps clients build digital products they can trust.



Bob, why is quality engineering a discipline in its own right?

Bob Daelman (BD): Because without it, you're asking the butcher to inspect his own meat. That may not always go wrong, but it lacks the objectivity a dedicated specialist brings. Our quality engineers have chosen this as their core profession. It's not a task they pick up at the end — it's their full-time focus. That deep expertise and independence make a real difference.

Is there strong demand for this expertise?

BD: Definitely. But in tough economic times, we sometimes see companies pull testing back in-house, handing it to teams already stretched thin, and for whom testing isn't a core strength. It may seem cost-effective short term, but often it's just postponing problems. The longer you wait to fix an issue, the more expensive it becomes, and the more damage it can do to your reputation. It's like an oil spill: delay the cleanup, and the consequences only grow.

The longer you wait to fix an issue, the more expensive it becomes — and the more damage it can do to your reputation.

What exactly does Cegeka's quality engineering offer?

BD: Our work runs along two main tracks: strategic advisory and hands-on testing. The advisory part can be delivered remotely and results in a clear, actionable report for internal teams. But our core strength lies in integrated testing, performed by multi-disciplinary teams that evaluate not just technical performance, but also operational fit, integration, security, compliance and so on. Those aspects are often overlooked when testing is done purely in-house.

So quality isn't something you check at the end?

BD: Exactly. Testing shouldn't be a box you tick in the final phase — it needs to be embedded across the entire development lifecycle. That's where we differentiate ourselves. While many competitors take a traditional, siloed approach, we deliver continuous quality throughout the process. This starts by asking the right questions from day one. Our job is to challenge assumptions while staying open to possibility.

Testing needs to be embedded across the entire development lifecycle. That's where we differentiate ourselves.

What does your ideal client look like?

BD: We work best with upper mid-market and enterprise organizations that don't want to leave anything to chance. Historically, we've built strong relationships in pharma and life sciences, financial services, government, utilities, and automotive — industries with tight regulations and high stakes. Compliance is a key challenge in these environments, and it's an area where Cegeka brings deep expertise.

Where is the business headed?

BD: One key area is productization, which is why we are expanding our Cegeka Testing-as-a-Service model. This model allows clients to outsource their functional or manual testing efforts as an on-demand service to Cegeka. We're also exploring how AI can elevate both speed and precision. It's a rapidly evolving space, and we're committed to staying at the forefront.

And personally — how does this new chapter feel for you?

BD: After 23 years at CTG, this is indeed a new chapter — and a very promising one. Cegeka works with mature, ambitious clients who truly understand the value of quality. That's our sweet spot. For anyone passionate about testing, this is an environment where you can grow, contribute, and be part of something meaningful.

Professional Services: Early Scouts and Keys to Growth

The Professional Services division, responsible for IT staffing, maintains a strong presence in every country where Cegeka operates. This approach is essential, as the nature of the work requires a local touch, staying close to the client and finding solutions fast. Jos Sourbron, Director Professional Services, has been leading this globally connected, yet locally focused team since 2018.



Jos, it's said that Professional Services is at the forefront of what happens in IT. Why is that?

Jos Sourbron (JS): Exactly, and in more ways than one. We're like an early detection system, constantly spotting shifts in IT demands and emerging skill requirements. Because clients turn to us to fill urgent technical gaps — often within 24 hours — we're among the first to identify rising technologies and sought-after expertise. On the flip side, we're also a bit like the canary in the coal mine: when the economy starts to slow down, we're among the first to feel it.

That said, some market shifts *do* play to our advantage. Take manufacturing: the sector is facing rising costs and tariff wars, which has companies thinking twice about hiring permanent staff. Instead, they come to us. In fact, many of our long-term relationships started with a single successful placement that grew into a broader collaboration. So, we're not just scouts and canaries — we're also the key to unlocking new opportunities.

Because clients turn to us to fill urgent technical gaps — often within 24 hours — we're among the first to identify rising technologies.

But you still performed well in 2024.

JS: Yes, despite the slowdown we noticed in Q3, we were able to keep pace. We grew by 13% in the public sector, one of our key focus areas. We brought in over 15 major clients and secured several framework agreements. Plus, we're still seeing great results with Switchfully, our reskilling initiative. What started as a small innovation experiment in 2017 has now become a core part of Professional Services, and one which I truly believe in.

What does Switchfully do exactly?

JS: Switchfully trains non-technical people to become developers, functional analysts, or test engineers, all in just four months and always tailored to our clients' needs. Since its launch, we've successfully reskilled over 550 people with an incredible 99.9% success rate. Our thorough pre-selection process ensures that nearly everyone who starts the program finishes it. And more importantly, almost everyone stays in their new role after completing the training.

Since Switchfully launched, we've successfully reskilled over 550 people with an incredible 99.9% success rate.

What types of profiles do you have in your portfolio?

JS: We have access to a pool of over 10,000 people, from developers, analysts and security experts to data and AI specialists. But with the upcoming wave of retirements, we're also focused on preserving older technical skills, like Cobol/RPG. As long as there's a lot of on-prem legacy, that knowledge will still be in demand. More than half of IT vacancies in Europe between now and 2035 will be to *replace* retiring IT professionals.

What also stands out is the increasing need for soft skills and leadership. Clients are looking for people who can talk strategy, on top of their technological craftsmanship. They aren't just looking for doers — they want leaders, challengers, shapers and sparring partners.

With the upcoming wave of retirements, we're also focused on preserving older technical skills, like Cobol/RPG.

To conclude, what's it like to work for Professional Services?

JS: We attract a certain type of person — someone who enjoys variety, as you're working with different clients. But what makes it appealing is that all of this happens within the framework of one strong employer. A colleague once described it as 'job-hopping within the same company.' And even though our people are in different locations, we invest so much in community building and knowledge sharing that we've created a tight-knit group with great morale.

EngineeringSTUDIO – Innovation Engineered for Impact

Benny Schaeken leads Cegeka's EngineeringSTUDIO, a specialist team focused on tackling hyper-complex innovation projects. They design and deliver bespoke, cutting-edge digital products for cities and enterprises, always with a clear eye on business value. From building digital ecosystems from the ground up to reinventing existing solutions, EngineeringSTUDIO blends deep engineering expertise with sharp customer insight.



Benny, where does the name EngineeringSTUDIO come from?

Benny Schaeken (BS): We used to be called “Smart Cities, IoT and Products.” It was a bit of a mouthful — and honestly, it never quite captured what we actually do. So, in September 2024, we rebranded as EngineeringSTUDIO. At our core, we’re digital product engineers, and that mindset shapes everything we do. As a side note, we’re right on the pulse here — product engineering now even has its own Gartner quadrant.

In essence, we leverage intelligent technologies to shape and engineer commercial products that move the needle for our target audience: cities and enterprises. A great example is the Parking as a Smart Service (PaSS) platform we’re building for our long-term client Q-Park: a state-of-the-art ecosystem involving hundreds of third parties, designed to make parking — and mobility — frictionless and more sustainable.

At our core, we’re digital product engineers, and that mindset defines everything we do.

You’re also developing your own IP in the form of SaaS products.

BS: Yes — two standout examples are Cegeka Capacity and Cegeka Mobilize. Capacity is a cloud-based smart parking platform that transforms traditional parking infrastructure into dynamic, revenue-generating mobility hubs. Mobilize is an AI-powered digital twin platform developed for local governments. It allows cities to simulate and optimize traffic flows, supporting smarter, safer, and more sustainable urban mobility planning.

Mobilize is actually one of the largest AI initiatives within Cegeka — a project we’ve been investing in and developing for years. AI may be the talk of the town today, but we’ve been pioneering in this space for quite some time.

Can you share some other examples of how you’re applying innovation in the field?

BS: Plenty. We don’t sufficiently broadcast them ourselves, simply because we’re too busy engineering. In the meantime, our hard engineering work has earned us several awards — a recognition of the entire team’s effort to deliver real impact for our clients. And that’s exactly what we aim for: impact. Full stop.

Just a few examples: Urban Sense, a shared IoT platform for cities. An industrial IoT platform for ADB Safegate. REGI, a virtual city assistant powered by Milo, our own large language model. The SENSE platform, developed in co-creation with Citymesh, which supports 5G-enabled drones. MINT, the Energy Management System platform for Phoenix Contact, integrated with Cegeka Capacity and a smart AI model to dynamically perform EV load balancing. The Q-Park PaSS platform I just mentioned. And the list goes on.

You use the ‘Shaping’ methodology. What is that, exactly?

BS: It’s a methodology we’ve adapted specifically for the kind of work we do, which consists of five steps. The first is what we call *Framing* — which is about creating absolute clarity on the objectives, the jobs to be done, as this will define the outcome. Most projects are centered around scope, which is a *hypothesis* of a possible outcome. Framing is more exact.

Next comes *Shaping* — a term we’ve actually incorporated into our corporate tagline. This step is about deeply understanding the technology, being crystal clear on the desired outcome — and thus the impact — and defining what it should cost. Together, framing and shaping determine the value. They’re challenging, but absolutely crucial. They represent the first multiplier: doing the right thing.

And the second multiplier?

BS: Doing it the right way. That covers the next three steps: *Building, Shipping,* and *Maintaining*. Building is about software engineering done properly. In a complex environment, that means applying strong architectural principles and maintaining fast feedback loops — with practices like test-driven development.

Doing the right thing — and doing it the right way — is what truly makes the difference. Miss either one, and the result is close to zero: no impact, poor timing, or subpar quality. And it all needs to happen fast, and cost-effectively.

Tell us about the people in EngineeringSTUDIO.

BS: We’re a multidisciplinary team and that versatility is essential. We have architects, digital twin specialists, UX/UI designers, cloud engineers, strategists, data scientists — you name it. All the expertise needed to engineer great products.

And like everyone at Cegeka, we’re 100% client-focused. We solve problems. We stay close to the pitch, 24/7. Leadership is something I care deeply about — I actively coach people on it. The best leaders, in my view, are those who’ve been in the arena themselves. And finally —we’re all innovators and entrapreneurs at heart.

We help clients deal with what’s known as the innovator’s dilemma.

Innovation really seems to be your sweet spot.

BS: It is. Businesses need to innovate to survive — always have, always will. What changes is the technology available to them. We help clients deal with what’s known as the *innovator’s dilemma* — the tension between continuing with the current product strategy, adding new features, or rethinking everything from scratch. Think of Kodak or Nokia, classic cases of betting on the wrong path. They lost sight of how their market was evolving. The recipe for disruptive innovation? Make it cheaper, easier, and more accessible. That’s the space we operate in, that’s where we are happiest.

05

ESG

Staying the Course: ESG as a Catalyst for Real Impact



At Cegeka, ESG is not a standalone initiative — it's an integral part of who we are and how we operate. In a time of shifting expectations and evolving regulations, we remain fully committed to embedding ESG into every layer of our business. Our goal is clear: to drive meaningful, measurable impact — for our clients, our employees, and society at large.

Despite recent EU adjustments delaying some ESG requirements, Cegeka remains fully committed to its ESG approach and continues moving forward with confidence. For us, ESG has never been about compliance alone. It's about purpose. It's about impact. And above all, it's about people. We view technology as a powerful enabler of positive societal change.

Whether it's helping governments digitize citizen services, improving access to care, or supporting resilient digital infrastructure, we're focused on creating value where it matters most. Our commitment to social impact is not an abstract principle — it's embedded in our solutions, our culture, and our partnerships.

Environmental sustainability is equally critical. That's why we're investing in zero emission cloud services — solutions designed not only to reduce our footprint, but also to support our clients' sustainability goals. Further into this report, you can dive into an interview with Luc Greefs, who, alongside his team, is driving this ambition forward and turning it into reality.

Impact isn't just about what we create — it's also about how we act. That's why we're evolving our internal practices, building on initiatives that began years ago. We're accelerating the electrification of our fleet and promoting a 'digital-first' approach to business travel. In Belgium, 100% of newly ordered vehicles are electric, and across the Benelux, we've reached 42% (*) electrification rate, with steady progress across the group expected as lease contracts come up for renewal.

We're equally committed to building a diverse and inclusive workplace — one where everyone, regardless of gender, background, identity, or life experience, feels seen, valued, and truly at home. For the first time, our engagement survey invited employees to indicate whether they identify outside the perceived norm. Around 500 colleagues responded they did, and we were proud to see no significant differences in engagement or satisfaction across groups. Those who identify differently feel just as supported — an encouraging result that reflects the strength of our inclusive culture.

We're also working proactively to support the advancement of women across all levels of our organization. Today, women make up around 24% of our workforce. Our goal is to reach 30% female representation by 2030, and we're taking concrete steps to get there.

ESG at Cegeka is not static — it's a living, evolving strategy, grounded in continuous dialogue with our stakeholders. We embrace challenges, we learn from change, and we act with purpose. In a complex world, we believe clarity and consistency are our greatest strengths. And with every step forward, we reaffirm our belief that technology, guided by strong values and human insight, can be a true force for good.

Tom Knaepen, Chief Sustainability Officer

(*) Excluding nexuzhealth, Smartschool, Citymesh, TVL

Accelerating to Zero Emission Cloud Services by 2030

Cegeka has set a bold target: by 2030, clients will have access to Cegeka's zero emission cloud services. This means their cloud usage will fully qualify as carbon-neutral in ESG reporting. Driving this transformation is Luc Greefs and his team, who are methodically turning this vision into reality. We caught up with Luc to break down the key milestones on this path to sustainable cloud innovation.



Luc, the journey to zero emission cloud services boils down to five crucial steps. Can you walk us through them?

Luc Greefs (LG): Absolutely. Step one is securing 100% of our data centers' energy from clean, self-generated sources. We're making this happen with our own wind turbine — set to be up and running in early 2026 in Tessenderlo (BE) — plus a solar park powering us in Lommel (BE) — which will be operational at the end of 2025. Together, they will already cover all the energy our data centers consume.

Together, the wind turbine and solar park will already cover all the energy our data centers consume.

But that's just the starting point.

LG: Energy coverage lays the foundation, but to truly reduce emissions even more, we boost efficiency within the data centers themselves. Step two focuses on optimizing utilization of our hardware systems and eliminating the waste of underused machines. This applies especially to our own Cegeka Cloud infrastructure. For collocated servers, we can't control usage, but we optimize everything within our influence.

Optimizing the use of our systems is critical, since each new machine carries a significant carbon footprint. The smarter we manage our assets, the less we need to invest in new hardware — dramatically cutting CO2 emissions. Beyond that, step three involves our datacenter infrastructure: our emergency generators are now running on biofuel instead of diesel and recently we switched our data center's fire suppression gas to a carbon-neutral alternative.

Instead of discarding and recycling equipment we no longer need, we refurbish or repurpose it.

What role does the circular economy play in this journey?

LG: That's step four. Instead of discarding and recycling equipment we no longer need, we refurbish or repurpose it — partnering with HPE to give our systems a second life. This approach significantly reduces waste and cuts our carbon footprint even further.

With all the previous steps, we will not be able to reach zero emissions. So, the final and fifth step is carbon compensation — but we will not take shortcuts by buying carbon credits on the open market. That's not how we want to operate.

Instead, we will invest directly in social-impact projects focused on reforestation for example — planting hectares of "green lungs" and restoring "blue lungs" like seagrass beds and mangroves. We will collaborate closely with local communities, funding them to grow and maintain these critical ecosystems. And on the way, during this journey, we will look for other ways to reduce emissions. It is top of mind.

We don't take shortcuts by buying carbon credits on the open market. That's not how we want to operate.

And with all these pieces in place, you'll be able to offer zero emission cloud services globally?

LG: Exactly. It's an endeavor but that's the vision we're making real — delivering sustainable, zero emission cloud services anywhere in the world.



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