



# Mobility is fully in motion, so are we.

Our ESG roadmap towards a sustainable mobility ecosystem



March 2024

**D'leteren**

# Content



Together on the road towards sustainable mobility.....	03
Mobility is fully in motion, so are we.....	04
What we have done so far.....	05
Defining our sustainability priorities.....	06
Project ZERO: building a sustainable mobility ecosystem.....	07
Building an inclusive mobility ecosystem.....	08
Providing fair and meaningful work within our mobility ecosystem.....	09
How we make it happen.....	10
Overview of our ambition and commitments.....	11

# Together on the road towards sustainable mobility

A sustainable world is a place where environment, social equity, and economic prosperity exist in harmony.

This balance is disrupted, and it's imperative for us to restore it. Every company, including ours, has a crucial role in this endeavour.

Mobility, as a key driver of prosperity, needs to become more sustainable and inclusive. This document outlines how we are rising to this challenge.

We approach this with transparency. With a history of nearly 220 years, we acknowledge our part in creating the problem. Now, we're committed to being part of the solution.

We detail the commitments we've made so far and their outcomes.

Is our plan perfect? Not yet. There are aspects we're still

exploring, and we've set timelines for these. Time is of the essence and we are focused on moving forward.

We explain our roadmap through a framework defined by experts, summarized in the acronym **ESG: Environment, Social, and Governance**. It represents a company's efforts in these critical areas.

We aim to share our ambition to be the first-choice supplier in Belgium for seamless and sustainable mobility for everyone. We want to hear your thoughts on what we're doing well and what can be improved. We invite you to join us in this conversation. Working together is essential for success.

Happy reading,



**Denis Gorteman,**  
CEO D'Ieteren

**“Let's take the actions the next generations of D'Ieteren will be proud of.”**



# Mobility is fully in motion, so are we.

Passenger road transportation is currently responsible for 12%\* of global CO<sub>2</sub> emissions in Belgium and has increased in Europe by 18%\* between 2000 and 2019. Air and noise pollution has a severe health impact and we can't ignore the impact of road infrastructure on biodiversity.

At the same time, our lives and livelihoods depend on mobility. Mobility is a facilitator for (almost) everything we do. Mobility connects people and creates business opportunities.

## Could you imagine a world without mobility?

Obviously not. That's why the way we all move needs to take into account today's environmental and social challenges.

In Belgium, while the car continues to play a prominent role in commuting and travel habits\*\*, the shift towards sustainable mobility has begun. Electric cars and bikes are gaining in popularity and shared mobility is progressively expanding.

At D'Ieteren, we are taking the lead in the transformation of Belgian mobility, even if transitioning a company like ours to a business successfully selling low carbon products is no easy feat.

We are limiting the sale of fossil fuel cars and promoting the sale of electric cars (EV's) while rapidly expanding a network of bike shops and offering additional solutions for inner-city transport.

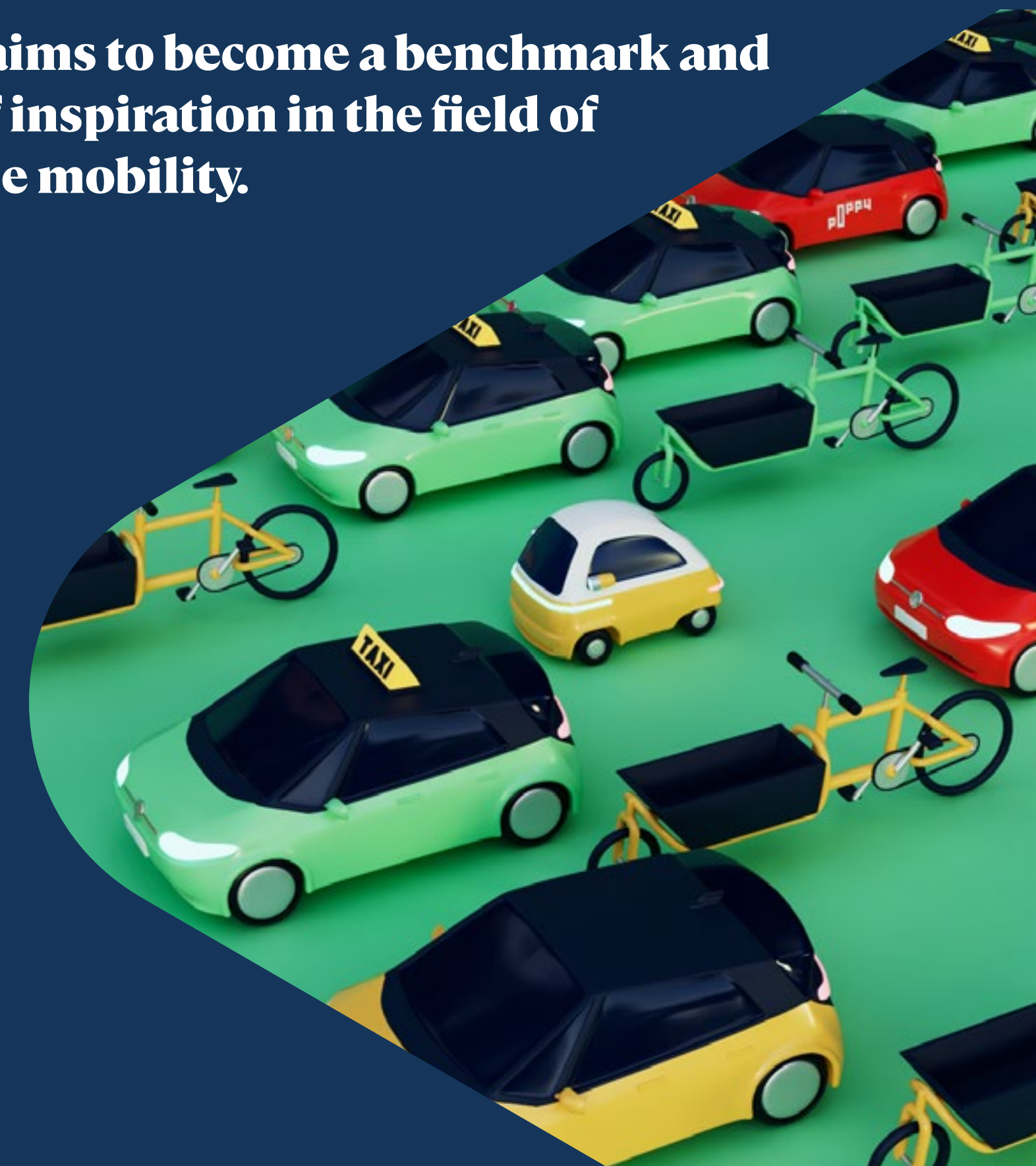
The sustainability drive also leads mobility through a phase of technological innovation. We too are innovating by entering, for example, into the green energy market to allow our customers to charge their car with solar energy. For our business customers, we developed platforms that allow them to find the most sustainable, multimodal mobility solution for their employees.

Sustainability also means extending the lifespan of the car fleet, which is also a source of CO<sub>2</sub> reduction. We can do better than the solutions we already have. And working on this is the plan for the coming years.

**The Belgian mobility is in full motion. So are we. We see it as our mission to ensure sustainable and seamless mobility for everyone.**

**Mobility is fully in motion, so are we. Mobility is the engine of a prosperous society. Mobility supports economic activity as well as social life and is one of the pillars of our economic growth.**

**D'Ieteren aims to become a benchmark and a source of inspiration in the field of sustainable mobility.**



# What we have done so far

## Measuring impacts

We have measured the impacts of our total value chain. That means that:

- ▶ we have now a precise view of our carbon footprint on regarding scope 1, 2 and 3,
- ▶ more than 100 stakeholders helped us assess the impacts of our activities on the environment and society,
- ▶ we have identified and quantified the risks and opportunities for the company related to these impacts.

## Raising employee awareness

If we want our employees to understand and support the implementation of our ESG plan, we need to explain, educate and motivate them. We undertook several actions to get there such as

- ▶ the launch of our D'leteren Climate School,
- ▶ numerous interactive workshops on environmental but also social topics such as diversity and inclusion, employee engagement...

**ESG ROADMAP**  
WE HAVE ALREADY  
TAKEN SOME  
IMPORTANT STEPS

## Putting our climate plan Project ZERO at the core of our strategy

Project ZERO is our climate plan to transform our company into a net-zero company while changing the mobility sector by offering the necessary low carbon mobility solutions to our customers and consumers.



## Increasing transparency

Transparency is a cornerstone for building trust and accountability. It contributes to the overall success and impact of our sustainability initiatives. It's the reason why:

- ▶ we committed to the SBTi and will submit our near-term and long-term targets in 2024,
- ▶ we anticipate the compliance with CSRD regulation.

# Defining our sustainability priorities

We have determined our sustainability priorities through a double materiality assessment involving all our internal and external stakeholders.

- ▶ We received input on numerous ESG topics from more than 100 stakeholders.
- ▶ These topics were categorized based on their material significance to our company. This could be due to the material environmental or social impact of an aspect of our business operations (impact materiality), such as the CO<sub>2</sub> emissions from the cars we sell. Conversely, there is also the potential financial impact from climate or society (financial materiality), for example, the growing negative consequences of the climate crisis or stricter legislation.
- ▶ Our most strategic ESG topics can be found next to this text.

**We have taking these strategic ESG challenges into account while building our inclusive, accessible and sustainable mobility ecosystem for everyone.**

We strongly believe that engagement and cooperation with our stakeholders play a fundamental role in creating value for our business. For this reason, we are committed to maintaining a proactive and transparent dialogue with our stakeholders which allows us to build stable relationships, promote positive and mutually beneficial interactions, and create a positive impact in the areas where we operate.

## D'IETEREN'S MAIN ESG PRIORITIES

### ENVIRONMENT

- ▶ **Climate change.** This is ranked as our major challenge in terms of environmental impact, financial risks and business opportunities
- ▶ Resources inflow and outflow
- ▶ Air and water pollution
- ▶ Sustainable mobility solutions

### SOCIAL

- ▶ Health and safety
- ▶ Inclusion
- ▶ Consumer safety
- ▶ Responsible marketing
- ▶ Accessible mobility solutions

### GOVERNANCE

- ▶ Customer privacy
- ▶ Corruption and bribery
- ▶ Child labour and forced labour



# Project ZERO: building a low-carbon mobility ecosystem

Our ambition is to accelerate the decarbonization of mobility in Belgium.

That means drastically reducing the dependency on virgin fossil fuels on our entire value chain by 2030, promoting low-carbon mobility solutions, extending the lifecycle of our products and therefore promoting a sharing and circular economy.

We will consequently contribute to a world of clean air, limiting road congestion and, most important, limiting the global temperature increase to 1.5°C by the end of the century.

## Our ambition to low-carbon mobility

Reduce our greenhouse gas emissions by min. 42% by 2030 (baseline 2023) to become net-zero across our entire value chain by 2050 at the latest.

We have three levers of action. The key to success is to ensure that these levers complement each other, for a sustainable mobility.



## Electrification together with renewable energy

**Our goal is to achieve at least a 60% share of electric cars in our sales by 2030.**

As petrol and diesel cars emit along their lifecycle over twice the amount of CO<sub>2</sub> compared to electric vehicles (EV's), the adoption of EV's plays a significant role in reducing emissions.

To facilitate the transition to electric cars for our customers, we will make sure charging is easy by complementing our EV offer with a **broad and green energy bundle offering** (EDI charging stations and Go Solar solar panels & stationary batteries).



## Accelerating the growth of low-carbon mobility products and solutions

Through e-bikes with **Lucien**, **shared mobility with Taxis Verts and Poppy** or **micromobility with Microlino**, the goal is to transition from high carbon products to low ones.

With **mBrella**, we help business customers design **flexible and multimodal mobility plans**, thereby promoting the use of the most appropriate mode of transport according to circumstances. Each time a customer prefers a low carbon mobility solution, we avoid further CO<sub>2</sub> emissions into the atmosphere.



## Prolonging the life of products, using cars in a smarter way and meeting customers in new ways

The demand from individual and corporate customers is gradually shifting towards flexible models based on **utilization rather than ownership** of the car. To meet these expectations, D'Ieteren is considering mastering the transformation from one-off asset sales to **vehicle-as-a-service models**.

This is crucial for optimizing vehicle utilization and, consequently, reducing the production of new vehicles. Based on the principles of the circular economy, D'Ieteren could thus address consumers' mobility needs more efficiently and with fewer resource consumptions, resulting in lower emissions. This pillar is currently under analysis and development.

project  
ZERO  
ACCELERATING THE TRANSITION  
TOWARDS A LOW-CARBON MOBILITY

# Building an inclusive mobility ecosystem

Mobility allows freedom of movement, connection with others, access to employment, healthcare, etc. A choice of transport contributes to ease of travel, which in turn positively impacts quality of life.

A lack of reliable transport can isolate people. There's an even more direct link between increasing stress levels and long commutes.

In a society where more and more people struggle to find balance, the importance of inclusive mobility can't be underestimated.

**Our ambition to inclusive mobility**  
D'Ieteren is striving to make mobility more accessible to everyone, regardless of their socio-economic background or location.

**“At D'Ieteren we're building an inclusive mobility ecosystem because we believe mobility is at the heart of people's well-being.”**

**We combine traditional mobility options with new means of transportation, new technologies and new behaviours.**

**Developing a broader range of solutions beyond automotive ones.** Not everyone needs, wants or can afford a car. That is why we have expanded our offering to launched Lucien offering bike, cargo bikes, e-bikes and speed pedelecs for all needs and all circumstances.

**Developing accessible mobility solutions for as many people as possible.**

- ▶ With **Taxis Verts** we are working to implement mobility solutions that cater to the needs of people who cannot drive, ensuring equal access to transportation opportunities.
- ▶ With **Poppy**, we actively promote the adoption of shared mobility solutions that provide on-demand transportation without the need for personal car.
- ▶ **Vehicles we sell** can be equipped to transport people with disabilities.
- ▶ With **mBrella**, we design a corporate solution tailored to the specific needs of employees, ensuring that everyone has access to convenient, eco-friendly transportation options.
- ▶ With **Volkswagen D'Ieteren Finance** or **Joule**, we provide financing for a wide range of mobility needs.

## The D'Ieteren brands form a holistic mobility system

Inner city travel with answer to limited parking space

**m-ero**

Integrating mobility solutions

**skipr**

**mbrella**  
MOBILITY MANAGEMENT

Financing

Volkswagen D'Ieteren Finance  
driving your mobility

**JØULE**

Travel from one city to another



Last mile inner city travel

**POPPY**

**JØULE**

**Lucien**

Inner city travel without parking hassle



**HUSK**





# Providing fair and meaningful work within our mobility ecosystem

D'leteren is dedicated to providing and endorsing respectable and meaningful work throughout its value chain **to create a positive social impact for every staff member.** This includes:

- ▶ Upholding human rights in every aspect of D'leteren's operations, while ensuring compliance with labor standards
  - ▶ Prioritizing the safety of work environments to foster the healthy development of the staff
  - ▶ Offering opportunities for skill and competence development, helping employees to grow and achieve their full potential
  - ▶ Giving everyone a voice, ensuring they are engaged, empowered and actively involved in their workplace
- ▶ Being an inclusive business that drives opportunities for all
  - ▶ Actively promoting diversity and gender equality
  - ▶ Actively engaging in local community initiatives to positively affect livelihoods and contribute to an inclusive economy
  - ▶ Engaging with others in knowledge sharing, challenging norms and maintaining transparency in all our endeavours

**25% women in senior management roles 2025**

**75% employee engagement score in 2025**

**Safety & Well-being First**

**Min. 3 average training days/year/employee**

**Zero tolerance for harrasment**

**No gender salary pay gap**

# How we make it happen

To move from ambition to action we are going to tap into our DNA and bring sustainable mobility to life within the company and beyond.

## Living our values

*Collaboration - Responsibility - Care -  
Enthusiasm - Pioneer*

Our values aim to stimulate our transformation, distinguish us and create strong commitment. Complementary and interconnected, they illustrate the cultural aspirations of the D'leteren ecosystem. Our strategy guides us in what we want to achieve, our values tell us how.

## Ethics & Integrity

Our code of conduct, The WayWeWork, is a foundational guide that plays a crucial role in shaping the ethical framework of D'leteren. Our ethical rules allow us to earn and maintain the trust of the people we serve. They are a source of commitment and unity. The WayWeWork is not only about the right attitude to adopt, it also gives us the means to achieve successful and sustainable business.

## Working long-term for positive change

At D'leteren, mobility runs through our veins. We are a family-owned business that has been driving Belgian mobility for almost 220 years. Transitioning towards a low-carbon mobility is not easy. Nevertheless we will take our responsibility and ensure that the next generations of employees and managers of this company can look back with pride on what we are doing together today.

## All as one!

Mobility is one of the four industries crucial to the implementation of the Paris Agreement. Thus, we are an important part of the solution, the ball is in our camp. Moving forward all as one, inside and beyond the company, is what is going to make this transition successful. We are already well placed to partner anyone who wants to contribute to a new kind of mobility system. Together we will continue turning challenges into opportunities for making mobility more inclusive and sustainable.



# Overview of our ambition and commitments



*Ambitions for 2030*

*Commitments*

*Key enablers*

## **Building a sustainable mobility ecosystem Project ZERO**

Reduce our greenhouse gas emissions by min. 42% by 2030 (base year: 2023) to become net-zero across our entire value by 2050 at the latest.

- ▶ Electrification of new car sales together with renewable energy
- ▶ Accelerate the growth of our low carbon mobility products and solutions
- ▶ Prolong the life of products, using cars in a smarter way and meeting customers in new ways

## **Building an inclusive mobility ecosystem**

Make mobility more accessible to everyone, regardless of their socio-economic background or location.

- ▶ Developing a broader range of solutions beyond automotive ones
- ▶ Developing accessible mobility solutions for everyone

## **Providing fair and meaningful work within our mobility ecosystem**

Create a positive social impact for every staff member.

- ▶ Giving everyone a voice
- ▶ Being an inclusive business
- ▶ Promoting equality
- ▶ Offering development opportunities for everyone

Living our values – Ethics & integrity – Working long-term for positive change – All as One!