

Environment

Project Zero is D'leteren's climate strategy, accelerating the transition to low-carbon mobility while structurally cutting CO₂ emissions and resource consumption.



Zero emissions

across the entire value chain by 2050
SBTi validated (trajectory 1.5°C) • Scopes 1, 2, 3

-42% GHG EMISSIONS BY 2030 VS 2023
ON BOTH **DIRECT & INDIRECT EMISSIONS**



56%
OF THE
TARGET
SCOPE 1, 2
ALREADY
ACHIEVED
IN 2025



67%
OF THE
TARGET
SCOPE 3
ALREADY
ACHIEVED
IN 2025

KEY DECARBONISATION & CIRCULARITY LEVERS

- Drastically **reduce dependency on virgin fossil fuels** in operations
- **Electrify at least 60%** of new car sales by 2030
- **Promote low-carbon mobility**, shared solutions and renewable energy to reduce CO₂ emissions and resource use
- **Optimise product lifecycles** through reuse and refurbishment to maximise material value and cut CO₂ emissions
- **Deploy natural climate solutions** to address residual emissions

Social

Guided by its core values - **collaboration, responsibility, care, enthusiasm and pioneering** - D'leteren seeks to foster a capable organisation with engaged employees and a strong people & performance culture.

D'IETEREN ACADEMY

Driving employee growth, equipping staff with future-ready skills and fostering cross-functional collaboration across the company

28
training hours
/staff member in 2025
TARGET 2025
4 DAYS/STAFF MEMBER/YEAR

ACCELERATING DIVERSITY

Ensuring equitable opportunities and reflecting D'leteren's diverse clientele through specific leadership programmes and the Ladies in Motion network



22.7 %
WOMEN IN
MANAGEMENT
COMMITTEES
IN 2025

WELL@WORK

Promoting employee well-being through the Well@Work programme - FeelWell, BeWell, ConnectWell, WorkWell - driven by employee feedback and new ways of working

D'IETEREN HOUSE

2025 marked the inauguration of the D'leteren House, designed to bring values to life, foster collaboration, and act as a key lever to strengthen the company culture.

80%
employee
engagement rate

62%
participation rate

Governance

ENSURING SUSTAINABLE BUSINESS GROWTH

- **Zero tolerance** for corruption & fraud, harassment & discrimination
- **Functions at risk** receiving training in 2025 on D'leteren Code of Conduct & D'leteren Alert integrity



PARTNERING IN THE VALUE CHAIN

- Uphold **responsible practices** via the Supplier Code of Conduct
- Promote **transparency and ethics** via D'leteren Alert Integrity
- Strengthen **procurement policies** and implement 2026–2030 sourcing targets

Introduction of a new ESG Steering Committee to enhance decision-making and embed sustainability across the organisation

ESG reporting integrated in D'leteren financial systems

PROJECT ZERO is integrated into D'leteren's 5-year strategy

A sustainability-linked loan ties financial planning to emission reductions

Employees are empowered in Project ZERO, taking ownership of actionable initiatives

Driving impact through sustainable forest stewardship

- Sylva Nova is a **leading manager of 3,800 ha of forests** and a **167 ha "forest laboratory"** for innovative resilience and carbon-storage practices
- **D'leteren has a minority stake and provides financial support** to accelerate Sylva Nova's sustainable forestry initiatives
- **Partnership priorities:** resilient forests, certified carbon accounting and broad stakeholder engagement



Targets, KPIs & key actions

ENVIRONMENT - BUILDING A LOW-IMPACT MOBILITY ECOSYSTEM	STATUS 2025 VS 2023	TARGET 2030 VS 2023	KEY ACTIONS
Climate change & Air pollution			
Scope 1 & 2 GHG emissions vs 2023	-23%	-42%	Building energy efficiency improvements & investments in high-efficiency buildings
			Green electricity
			Electrification of internal fleet
Scope 3 Cat. 11 (Use phase of sold products) GHG emissions vs 2023	-28%	-42%	40% electrification of new vehicle sales in 2025- min. 60% requested by 2030
Circularity & waste management			
Share of own waste recovered	99%	>90%	Improved waste segregation, including hard plastics
Water management	Work in progress		
SOCIAL & GOVERNANCE - EMPOWERING EMPLOYEES AND PARTNERS	STATUS 2025	TARGET 2025	KEY ACTIONS
Training and development			
# training hours per employee	28	32	D'leteren Academy, Trust leadership programme, Well@Work training, e-Mobility, AI training,...
Health and safety			
# fatalities	0	0	Fire & battery safety, logistics safety, ergonomics, psychological support, physical health and social well-being
Diversity & Inclusion			
% Women in management committees	22.7%	25%	In-person workshops, e-learning, Ladies in Motion internal network
Employee engagement			
Employee engagement score	80%	75%	Annual Engagement Survey
Participation rate	62%	66%	
Corruption & Bribery			
# confirmed incidents	0	0	Employee/Functions at risk training on D'leteren Code of Conduct and Whistleblowing