Demolition | Dismantling | Relocation

WORLD DEMOLITION AWARDS2025 WINNER

Sustainability Policy Level 1 CO_2 Performance Ladder Manual 4.0

This document sets out the objectives, measures implemented and planned, emissions data, as well as information on innovations and circularity.

Introduction

DDM is a dynamic company operating internationally in the fields of dismantling, relocation, demolition, and asbestos removal. DDM is engaged in the sale, trading, and reuse of industrial installations, as well as the recycling of other materials. Founded in 1990, DDM has since become one of the market leaders in its sector.

Corporate Social Responsibility (CSR) is an integral part of DDM's business operations. Through, among other channels, the monthly newsletter and the intranet, employees are actively involved in sustainability initiatives, which is of great importance in the sector in which DDM operates.

DDM aims to structurally reduce the CO_2 emissions of its operating companies over the period 2021–2030. To this end, investments have been made in cleaner machinery, solar panels, a battery storage system, and in 2024 an energy-neutral office building was realized. The implementation of the CO_2 Performance Ladder supports this ambition and contributes to lower energy costs, material savings, and innovation benefits. CO_2 emissions are inventoried annually in accordance with the ISO 14064-1 standard. DDM is certified at Level 1 of the CO_2 Performance Ladder Manual 4.0. The sustainability policy is a dynamic document that is updated whenever changes are required. In addition, relevant local, regional, national, and international laws and regulations are closely monitored, ensuring that this document remains fully aligned with the applicable legal frameworks.

Furthermore, DDM is increasingly focusing on circularity. The company strives to allocate as many materials as possible for product reuse. Remaining waste streams are separated on site and transferred to certified and accredited waste processing companies. Most of these partners process waste materials into new raw materials, meaning that a large proportion of materials is recycled and reintroduced into the economic cycle.

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1. Energy Management Plan: Objectives, Measures, and Planning

Entity	*Primary Objective*	*Sub-Objective*	*Timeline*	*Measures and Duration*	*Responsible Party / Stakeholders*	*Trias Energetica Rationale*
DDM Demontage	DDM aims to reduce CO_2 emissions resulting from fuel consumption of its vehicle fleet by 20% by 2030 compared to 2025 (Scope 1).	The main objective will be achieved in phases over a period of five years, with an even distribution per year.	2025 compared to 2021: 10% reduction 2030 compared to 2025: 20% reduction	Measure 1: Annually encourage fuel-efficient driving behavior through targeted communication in the newsletter or on the intranet, including practical fuel-saving tips. *(Planned for May 2026, 2027, and 2028)* Resources: Fuel monitoring, communication Measure 2: Structural optimization of routes and trip planning, based on employees' residential locations and project deployment. Resources: Route data analysis Measure 3: Actively promote the adoption of electric vehicles when replacing or purchasing new cars. Resources: Communication tools, awareness initiatives	Emma van Duijvenbode Wilco van Veen Pablo van Dort	*This objective is aimed at reducing fuel consumption through more efficient use of the vehicle fleet (driving behaviour and route planning). In doing so, energy demand is minimized, which constitutes the first step within the Trias Energetica. It also focuses on replacing fossil fuels with electricity, in line with the second step of the Trias Energetica: the use of renewable energy.*
DDM Demontage *DDM Belgium* *DDM Deutschland*	DDM reduces CO_2 emissions resulting from fuel consumption of the vehicle fleet by 15% by 2030 compared to 2025, partly through the use of HVO100 in projects (Scope 1).	The main objective will be achieved in phases over a period of 5 years, with an even distribution per year.	2025 compared to 2021: 10% reduction 2030 compared to 2025: 15% reduction	Measure 1: Encourage clients, where possible, to choose HVO100 instead of regular diesel. **Resources:** Fuel budget, HVO100 Measure 2: Encourage personnel to adopt fuel-efficient driving behavior through articles in the newsletter, intranet, or machinery meetings, including practical tips for economical driving. *(Planned for 2026–2027–2028)* **Resources:** Communication tools, awareness Measure 3: *Continue investments in electric equipment.* ***Resources:*** *Investment budget, charging infrastructure*	Emma van Duijvenbode Alexander Verlaan Jorn Vermeer	*Although this objective also includes the use of HVO100, it primarily focuses on reducing the fuel consumption of machinery. Reducing energy use therefore forms the core principle, in line with Step 1 of the Trias Energetica.*
DDM Demontage	DDM increases the share of electric company	DDM will increase the share of electric	2030 compared to 2025: 25%	Measure 1: DDM will encourage each employee, when selecting a new company car, to choose an electric vehicle. Resources: Communication tools, awareness	Wilco van Veen Emma van Duijvenbode	*This objective focuses on replacing fossil fuels with electricity, in line with the second step of the Trias Energetica: the use of renewable energy.*

	vehicles to 25% by 2030 (Scope 2).	company vehicles to 25% by 2030.		Measure 2: Ensure that sufficient charging infrastructure is available at company locations and project sites. Resources: Charging infrastructure, policy frameworks		
DDM Demontage	By 2030, the purchased electricity consumption (kWh) of the head office in De Meern will be reduced by 20% compared to 2025 levels, through the implementation of load balancing and DDM's battery storage system (Scope 2).		2030 compared to 2025: 20% reduction	Measure 1: Prioritize self-generated electricity over grid electricity. Resources: Energy management system, monitoring Measure 2: Install and configure load balancers for charging stations and high-consumption equipment, and regularly monitor peak energy demand. Resources: Load balancer software, monitoring	Alexander Verlaan Wilco van Veen Emma van Duijvenbode	*This objective primarily aligns with Step 1 of the Trias Energetica: reducing energy demand, as load balancing and battery storage actively decrease grid electricity consumption (kWh) and prevent peak demand.*
DDM Deutschland *DDM Belgium*	DDM will reduce CO_2 emissions resulting from fuel consumption of its vehicle fleet by 15% by 2030 compared to 2025 (Scope 1).	The main objective will be achieved in phases over a period of five years, with an even distribution per year:	2025 compared to 2021: 10% reduction 2030 compared to 2025: 15% reduction	Measure 1: *Annually encourage fuel-efficient driving behavior through targeted communication in the newsletter or on the intranet, including practical fuel-saving tips.* *(Planned for May 2026, 2027, and 2028)* *Resources: Communication tools, monitoring* Measure 2: Ongoing optimization of routes and trip planning, with annual reviews based on employees' places of residence and project assignments. Resources: Route data analysis Measure 3: Actively encourage the selection of electric vehicles when replacing or acquiring new cars. Resources: Communication tools, awareness	Emma van Duijvenbode Wilco van Veen Pablo van Dort	*This objective is aimed at reducing fuel consumption through more efficient use of the vehicle fleet (driving behaviour and route planning). By doing so, energy demand is minimized, which constitutes the first step of the Trias Energetica.*

DDM's energy management system has been established in accordance with the Plan–Do–Check–Act (PDCA) cycle and is aimed at continuous improvement. This method focuses on control, monitoring, and the ongoing enhancement of performance. It ensures that the energy policy and objectives are evaluated and refined based on measurable results and changing circumstances. In the *Plan* phase, the energy policy is defined and responsibilities are assigned, with the Management Board retaining overall responsibility. In the *Do* phase, CO_2 reduction measures and communication activities are elaborated in an internal action plan. During the *Check* phase, the HSEQ

department monitors progress on a semi-annual basis and makes adjustments where necessary, supported by audits and management reviews. In the *Act* phase, corrective actions are taken and improvements are implemented within the energy management system.

2. Emissions Inventory 2025

DDM Holding total emissions 2025	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	3.146.907
Scope 2 Location based	100.952
Scope 2 Market based	29.726
Business travel	64.883
Total	3.241.516

2.1 DDM Demontage B.V.

DDM Demontage *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Vehicle fleet emissions	390.798	129.306 *litres of fuel*
Equipment emissions	332.030	7.602 *operating hours*
Truck emissions	39.333	12.098 *litres of fuel*
Leased machinery emissions	387.656	-
Propane emissions	62.324	36.130 *Litres of propane*

DDM Demontage *Scope 2: Market-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	0	141.379

DDM Demontage *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	70.265	141.379
Vehicle fleet emissions	19.834	39.906
Equipment emissions	82	29

DDM Demontage *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	41.965	248.534 *kilometres flown*

DDM Demontage total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	1.212.141
Scope 2	20.344
Business Travel	41.965
Total	1.274.450

2.2 DDM Deutschland GmbH

DDM Deutschland *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Office building gas emissions	10.632	4.982 *m3 gas*
Vehicle fleet emissions	222.132	72.931 *litres of fuel*
Equipment emissions	646.310	14.669 *operating hours*
Truck emissions	55.530	17.080 *litres of fuel*
Leased machinery emissions	751.818	-
Propane emissions	33.172	19.230 *Litres of propane*

There are no market-based emissions data available for DDM Deutschland.

DDM Deutschland *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	8.725	17.555
Equipment emissions	87	28

DDM Deutschland *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	3.579	16.717 *kilometres flown*

DDM Deutschland total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	1.719.595
Scope 2	8.812
Business Travel	3.579
Total	1.731.986

2.3 DDM Belgium NV

DDM Belgium NV *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Office building gas emissions	2.979	12.213 *kWh gas*
Vehicle fleet emissions	82.510	28.102 *litres of fuel*
Equipment emissions	64.795	1.257 *operating hours*
Truck emissions	9.797	3.013 *litres of fuel*
Leased machinery emissions	23.494	-
Propane emissions	10.835	6.281 *Litres of propane*

DDM Belgium NV *Scope 2: Market-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	0	8.320

DDM Belgium NV *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	1.389	8.320
Vehicle fleet emissions	538	3.221
Equipment emissions	32	12

DDM Belgium NV total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	194.409
Scope 2	570
Business Travel	-
Total	194.979

2.4 DDM international

DDM International *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Equipment emissions	9.014	170 *operating hours*
Leased machinery emissions	11.747	-

DDM International *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	19.339	122.983 *kilometres flown*

DDM International total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	20.761
Scope 2	-
Business Travel	19.339
Total	40.100

3. Emissions Inventory 2024

DDM Holding total emissions 2024	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	3.753.241
Scope 2	96.183
Business travel	171.301
Total	4.020.726

3.1 DDM Demontage B.V.

DDM Demontage *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Vehicle fleet emissions	410.354	134.075 *litres of fuel*
Equipment emissions	199.864	4.210 *operating hours*
Truck emissions	45.219	-
Leased machinery emissions	217.568	-
Propane emissions	17.302	10.030 *Litres of propane*

DDM Demontage *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	64.585	121.252
Vehicle fleet emissions	16.091	30.020
Equipment emissions	446	832

DDM Demontage *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	-	-

DDM Demontage total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	903.445
Scope 2	81.122
Business Travel	-
Total	984.567

3.2 DDM Deutschland GmbH

DDM Deutschland *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Office building gas emissions	10.633	4.982 *m3 gas*
Vehicle fleet emissions	182.526	59.504 *litres of fuel*
Equipment emissions	753.343	17.241 *operating hours*
Truck emissions	37.626	-
Leased machinery emissions	1.305.407	-
Propane emissions	107.116	62.096 *Litres of propane*

There are no market-based emissions data available for DDM Deutschland.

DDM Deutschland *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	13.818	25.780
Equipment emissions	334	622

DDM Deutschland *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	7.029	31.009 *kilometres flown*

DDM Deutschland total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	2.396.651
Scope 2	14.152
Business Travel	7.029
Total	2.417.831

3.3 DDM Belgium NV

DDM Belgium NV *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Office building gas emissions	4.052	1.899 *m3 gas*
Vehicle fleet emissions	54.069	18.086 *litres of fuel*
Equipment emissions	78.242	1.521 *operating hours*
Truck emissions	21.453	-
Leased machinery emissions	15.541	-
Propane emissions	9.222	5.346 *Litres of propane*

DDM Belgium NV *Scope 2: Market-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption in kWh**
Office electricity consumption emissions	-	10.690

DDM Belgium NV *Scope 2: Location-based*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumptionin kWh**
Office electricity consumption emissions	5.730	10.690
Equipment emissions	910	1.697

DDM Belgium *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	962	5.028 *kilometres flown*

DDM Belgium total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	182.578
Scope 2	910
Business Travel	962
Total	184.450

3.4 DDM international

DDM International *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Equipment emissions	108.507	-
Leased machinery emissions	15.541	

DDM International *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	149.936	942.980 *kilometres flown*

DDM International total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	124.047
Business Travel	149.936
Total	273.983

3.5 DDM Gulf B.V.

DDM Gulf *Scope 1*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Leased machinery emissions	146.520	-

DDM Gulf *Business Travel*		
Emission Source	**CO_2 Emissions (kg)**	**Unit of consumption**
Air Travel emissions	13.374	81.310

DDM Gulf total emissions	
Emission Source	**CO_2 Emissions (kg)**
Scope 1	146.520
Business Travel	13.374
Total	159.894

4. Circularity

DDM's service portfolio also includes the dismantling of existing buildings. For specific projects, a specialized external company was deliberately engaged to carefully dismantle and recover materials—particularly bricks—in a professional manner.

The reclaimed bricks are transferred to specialized companies that reuse these materials in new construction projects. This approach extends the life cycle of high-quality building materials, thereby not only reducing waste volumes but also lowering the demand for primary raw materials.

This working method is a clear example of DDM's commitment to viewing waste streams as valuable resources and giving them a new purpose within a well-functioning circular economy. The targeted utilization of reuse potential is an integral part of DDM's sustainability strategy and underscores its commitment to combining ecological responsibility with economic efficiency.

Waste Management and Resource Conservation

Various types of waste streams arise within our projects, consisting of materials such as concrete, metals, wood, plastics, hazardous substances (for example, asbestos), and other construction and demolition waste. DDM attaches great importance to responsible and environmentally sound waste management.

As early as the project planning phase, an analysis is carried out to determine which types of waste will be generated and how they can be properly separated and disposed of. During project execution, waste separation takes place directly at the project site. Dedicated collection containers or designated zones are used, tailored to the different material types, in order to ensure proper source separation.

The separated waste streams are subsequently transferred to certified and authorized waste processing companies that hold the required permits and certifications. Most of these partners further process the waste materials into new raw materials, meaning that a significant proportion of the materials is recycled and reintroduced into the economic cycle.

Special attention is given to the safe handling of hazardous waste, such as asbestos-containing materials or contaminated construction materials. These are packaged and transported separately in accordance with applicable environmental legislation and occupational health and safety regulations.

Through this structured and documented approach, DDM not only ensures compliance with legal requirements but also actively promotes the circular economy and minimizes environmental impact.

5. Sustainable Head Office

Our head office in De Meern is a strong example of our sustainability ambitions put into practice. The building is fully gas-free and designed to provide energy-efficient heating and cooling. Thanks to an advanced climate control system and a high sustainability rating, the premises meet modern standards in terms of energy performance and comfort. In addition, DDM generates its own electricity through solar panels, covering a significant portion of its energy consumption.

Furthermore, a SolarEdge battery storage system with a capacity of over 100 kWh is in use. This system enables us to store self-generated solar energy and deploy it during periods of peak demand. This results in more efficient use of renewable energy while simultaneously alleviating pressure on the electricity grid. The safe and reliable operation of the system confirms our commitment to investing in a future-proof and sustainable business operation.

6. Sustainability in Projects

Deployment of Electric Machinery

Wherever possible, we aim to deploy electric machinery on our projects. Electric machines generate lower CO_2 emissions compared to diesel-powered equipment. In addition, they are generally quieter, resulting in reduced noise disturbance for the surrounding area.

Reuse of Installations

DDM places a strong emphasis on the reuse of industrial installations. Wherever possible, usable installations and components are carefully dismantled from factories and petrochemical plants and subsequently redeployed in other facilities. This approach significantly reduces the emissions associated with the production of new installations and components.

In addition, DDM has successfully relocated entire factories on multiple occasions, after which they were recommissioned in other countries or continents. The reuse and relocation of installations form an important part of DDM's sustainability strategy and make a substantial contribution to reducing environmental impact.

7. Project Measures

Within our projects, we actively strive to reduce fuel consumption and CO_2 emissions. As a significant share of our emissions originates from transport, machinery, and temporary site facilities, we implement targeted technical and process-related measures. These measures are designed to use energy more efficiently, prevent unnecessary consumption, and apply more sustainable alternatives wherever possible. The key project-specific measures are outlined below.

Reducing Fuel Consumption – Vehicle Fleet

To limit fuel consumption of the vehicle fleet, the following measures are implemented prior to each project:

1. Employees are actively encouraged to carpool to and from the project site wherever possible. This is communicated prior to the project via email and, if necessary, further explained during a toolbox meeting (process-related measure).
2. Before the start of the project, an assessment is made as to whether (company) bicycles should be transported to the project location to reduce local car use.
3. Employees are informed and encouraged to use available bicycles at the project site instead of cars.

Reducing Fuel Consumption – Machinery

To limit fuel consumption and emissions from equipment, the following measures are applied:

1. Wherever possible, cranes and machinery are deployed electrically or equipped with at least a Stage IV engine and preferably a Stage V engine (technical measure).
2. For each project, an assessment is conducted to determine whether machinery can operate on HVO100 instead of conventional diesel or petrol (technical measure).
3. Operators are instructed to minimize engine idling.
4. Where feasible, trackway plates are used to create level access and transport routes on site. This reduces rolling resistance and, consequently, fuel consumption of machinery (process-related measure).
5. Operators are instructed to allow machines to gradually reduce engine speed before breaks and at the end of the working day, particularly in relation to turbo and cooling requirements, without allowing unnecessary idling (technical measure).

Reducing CO_2 Emissions – Site Facilities

Emission-reducing measures are also implemented in temporary project site facilities:

1. Lighting in site containers is switched off when leaving the room.
2. Where possible, containers are equipped with solar panels for renewable energy generation.
3. Conventional lighting is replaced with energy-efficient LED fluorescent tubes.
4. Container doors are kept closed to prevent heat loss and unnecessary energy consumption.
5. Rainwater is collected and reused to fill sprinkler systems for dust suppression.

8. PDCA Overview Matrix – CO_2 Management

Perspective & Frequency	Responsible	Medium
A Insight • Collecting and analyzing emissions data (semi-annually) • Assessing employees' knowledge of the environmental policy (annually) • Keeping the list of energy flows up to date (quarterly)	HSEQ Department	Sumatra / Excel / Word
B Reduction • Analyzing and evaluating emissions data (semi-annually) • Estimating expected energy consumption (annually) • Establishing/evaluating objectives (semi-annually) • Updating the Energy Management Plan (semi-annually) • Achieving objectives (ongoing)	HSEQ Department/ The board	Internal documents
C Transparency • Drafting the communication plan (annually) • Implementing the communication plan (ongoing) • Publishing updates on website/intranet (semi-annually) • Internal communication on energy policy and trends (semi-annually) • Communication regarding projects where CO_2-related procurement advantages have been obtained (semi-annually and at project start and completion)	HSEQ Department/ The board	Website DDM, SKAO, DDM info, Intranet, Management Review
D Participation • Identifying sector and supply chain initiatives (semi-annually) • Consultation regarding selection of sector and supply chain initiatives (semi-annually) • Participation in sector and supply chain initiatives (ongoing)	HSEQ Department/ The board	Meetings
Other • Conducting internal audits (annually) • Assessing certification at a higher level (annually)	HSEQ Department/ The board	Internal documents

9. Membership of Industry Initiative

DDM attaches great importance to active participation in sustainability initiatives within the sector. Although no fixed budget has been allocated for this purpose, suitable initiatives are assessed based on their relevance and added value to the organization. Participation is discussed with the Management Board and, if deemed appropriate, formally approved.

DDM participates in the CO_2 industry initiative established and coordinated by VERAS. The objective of this initiative is to collectively support affiliated members in reducing emissions and achieving cost savings through more efficient and sustainable operations. Through knowledge sharing and collaboration, concrete improvement measures are encouraged.

Participating organizations meet twice a year to exchange experiences, insights, and best practices. These meetings are hosted by one of the affiliated members on a rotating basis, enabling participants to gain insight into each other's operations and the measures implemented to reduce CO_2 emissions. This form of collaboration contributes to continuous improvement and strengthens sustainable development within the sector.