



Demolition | Dismantling | Relocation

WORLD  
DEMOLITION  
AWARDS2025  
WINNER



## Sustainability Policy Level 1 CO<sub>2</sub> 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<sub>2</sub> 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<sub>2</sub> Performance Ladder supports this ambition and contributes to lower energy costs, material savings, and innovation benefits. CO<sub>2</sub> emissions are inventoried annually in accordance with the ISO 14064-1 standard. DDM is certified at Level 1 of the CO<sub>2</sub> 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 conform ISO50001: 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 <sub>2</sub> 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<br><br>2030 compared to 2025: 20% reduction | <p><b>Measure 1:</b><br/>Annually encourage fuel-efficient driving behavior through targeted communication in the newsletter or on the intranet, including practical fuel-saving tips.<br/><i>(Planned for May 2026, 2027, and 2028)</i><br/><b>Resources:</b> Fuel monitoring, communication</p> <p><b>Measure 2:</b><br/>Structural optimization of routes and trip planning, based on employees' residential locations and project deployment.<br/><b>Resources:</b> Route data analysis</p> <p><b>Measure 3:</b><br/>Actively promote the adoption of electric vehicles when replacing or purchasing new cars.<br/><b>Resources:</b> Communication tools, awareness initiatives</p> | Emma van Duijvenbode<br>Wilco van Veen<br>Pablo van Dort  | <i>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.</i> |
| DDM Demontage<br>DDM Belgium<br>DDM Deutschland | DDM reduces CO <sub>2</sub> 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<br><br>2030 compared to 2025: 15% reduction | <p><b>Measure 1:</b> Encourage clients, where possible, to choose HVO100 instead of regular diesel.<br/><b>Resources:</b> Fuel budget, HVO100</p> <p><b>Measure 2:</b> Encourage personnel to adopt fuel-efficient driving behavior through articles in the newsletter, intranet, or machinery meetings, including practical tips for economical driving.<br/><i>(Planned for 2026–2027–2028)</i><br/><b>Resources:</b> Communication tools, awareness</p> <p><b>Measure 3:</b> Continue investments in electric equipment.<br/><b>Resources:</b> Investment budget, charging infrastructure</p>  | Emma van Duijvenbode<br>Alexander Verlaan<br>Jorn Vermeer | <i>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.</i>  |
| DDM Demontage                                   | DDM increases the share of electric company   | DDM will increase the share of electric  | 2030 compared to 2025: 25%   | <p><b>Measure 1:</b> DDM will encourage each employee, when selecting a new company car, to choose an electric vehicle.<br/><b>Resources:</b> Communication tools, awareness</p>  | Wilco van Veen<br>Emma van Duijvenbode                    | <i>This objective focuses on replacing fossil fuels with electricity, in line with the second step of the Trias Energetica: the use of renewable energy.</i>  |

|                                |  |  |  |   |   |  |
|--------------------------------|--|--|--|---|---|--|
|                                | vehicles to 25% by 2030 (Scope 2).   | company vehicles to 25% by 2030.   |  | <p><u>Measure 2:</u> Ensure that sufficient charging infrastructure is available at company locations and project sites.<br/><u>Resources:</u> Charging infrastructure, policy frameworks</p>   |   |  |
| 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   | <p><u>Measure 1:</u> Prioritize self-generated electricity over grid electricity.<br/><u>Resources:</u> Energy management system, monitoring</p> <p><u>Measure 2:</u> Install and configure load balancers for charging stations and high-consumption equipment, and regularly monitor peak energy demand.<br/><u>Resources:</u> Load balancer software, monitoring</p>   | Alexander Verlaan<br>Wilco van Veen<br>Emma van Duijvenbode | <i>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.</i>                                |
| DDM Deutschland<br>DDM Belgium | DDM will reduce CO <sub>2</sub> 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<br><br>2030 compared to 2025: 15% reduction | <p><u>Measure 1:</u> Annually encourage fuel-efficient driving behavior through targeted communication in the newsletter or on the intranet, including practical fuel-saving tips.<br/>(Planned for May 2026, 2027, and 2028)<br/><u>Resources:</u> Communication tools, monitoring</p> <p><u>Measure 2:</u> Ongoing optimization of routes and trip planning, with annual reviews based on employees' places of residence and project assignments.<br/><u>Resources:</u> Route data analysis</p> <p><u>Measure 3:</u> Actively encourage the selection of electric vehicles when replacing or acquiring new cars.<br/><u>Resources:</u> Communication tools, awareness</p> | Emma van Duijvenbode<br>Wilco van Veen<br>Pablo van Dort    | <i>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.</i> |

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<sub>2</sub> 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 <sub>2</sub> Emissions (kg) |
| Scope 1                          | 3.146.907                      |
| Scope 2 Location based           | 57.424                         |
| Scope 2 Market based             | 33.618                         |
| Business travel                  | 64.883                         |
| <b>Total</b>                     | <b>3.245.408</b>               |

|  |             |
|--|-------------|
| <i>DDM Demontage: Self-generated energy from solar panels:</i> | 105.534 kWh |
|--|-------------|

|  |             |
|--|-------------|
| <i>DDM Demontage purchased energy:</i>   | 181.450 kWh |
| <i>DDM Belgium purchased energy:</i>     | 11.605 kWh  |
| <i>DDM Deutschland purchased energy:</i> | 25.562 kWh  |

### 2.1 DDM Demontage B.V.

| DDM Demontage Scope 1      |                                |                          |
|----------------------------|--------------------------------|--------------------------|
| Emission Source            | CO <sub>2</sub> Emissions (kg) | Unit of consumption      |
| Vehicle fleet emissions    | 390.798                        | 129.306 litres of fuel   |
| Equipment emissions        | 332.030                        | 102.145 litres of fuel   |
| Truck emissions            | 39.333                         | 12.098 litres of fuel    |
| Leased machinery emissions | 387.656                        | 119.242 litres of fuel   |
| Propane emissions          | 62.324                         | 36.130 Litres of propane |

| DDM Demontage Scope 2: Market- based emissions |                                |                        |
|--|--------------------------------|------------------------|
| Emission source                                | CO <sub>2</sub> emissions (kg) | Consumption unit (kWh) |
| Office electricity consumption emissions       | 429                            | 141.379                |
| Fleet emissions                                | 19.834                         | 39.906                 |
| Equipment emissions                            | 82                             | 64                     |

| DDM Demontage Scope 2: Location based emissions |                                |
|---|--------------------------------|
| Total location-based emissions                  | CO <sub>2</sub> emissions (kg) |
| 48.268  |                                |

| DDM Demontage Business Travel |                                |                          |
|-------------------------------|--------------------------------|--------------------------|
| Emission Source               | CO <sub>2</sub> Emissions (kg) | Unit of consumption      |
| Air Travel emissions          | 41.965                         | 248.534 kilometres flown |

| DDM Demontage total emissions |                                |
|-------------------------------|--------------------------------|
| Emission Source               | CO <sub>2</sub> Emissions (kg) |
| Scope 1                       | 1.212.141                      |
| Scope 2                       | 20.344                         |
| Business Travel               | 41.965                         |
| <b>Total</b>                  | <b>1.274.450</b>               |

## 2.2 DDM Deutschland GmbH

| <b>DDM Deutschland Scope 1</b> |                                      |                                 |
|--------------------------------|--------------------------------------|---------------------------------|
| <b>Emission Source</b>         | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b>      |
| Office building gas emissions  | 10.632                               | 4.982 <i>m<sup>3</sup> gas</i>  |
| Vehicle fleet emissions        | 222.132                              | 72.931 <i>litres of fuel</i>    |
| Equipment emissions            | 646.310                              | 198.818 <i>litres of fuel</i>   |
| Truck emissions                | 55.530                               | 17.080 <i>litres of fuel</i>    |
| Leased machinery emissions     | 751.818                              | 231.258 <i>litres of fuel</i>   |
| Propane emissions              | 33.172                               | 19.230 <i>Litres of propane</i> |

| <b>DDM Deutschland Scope 2: Market- based emissions</b> |                                      |                               |
|---|--------------------------------------|-------------------------------|
| <b>Emission source</b>                                  | <b>CO<sub>2</sub> emissions (kg)</b> | <b>Consumption unit (kWh)</b> |
| Office electricity consumption emissions                | 12.617                               | 25.386                        |
| Equipment emissions                                     | 87                                   | 176                           |

| <b>DDM Deutschland Scope 2: Location based emissions</b> |                                      |
|--|--------------------------------------|
| <b>Total location-based emissions</b>                    | <b>CO<sub>2</sub> emissions (kg)</b> |
|  | 6.851                                |

| <b>DDM Deutschland Business Travel</b> |                                      |                                |
|--|--------------------------------------|--------------------------------|
| <b>Emission Source</b>                 | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b>     |
| Air Travel emissions                   | 3.579                                | 16.717 <i>kilometres flown</i> |

| <b>DDM Deutschland total emissions</b> |                                      |
|--|--------------------------------------|
| <b>Emission Source</b>                 | <b>CO<sub>2</sub> Emissions (kg)</b> |
| Scope 1                                | 1.719.595                            |
| Scope 2                                | 12.704                               |
| Business Travel                        | 3.579                                |
| <b>Total</b>                           | <b>1.735.878</b>                     |

## 2.3 DDM Belgium NV

| <b>DDM Belgium NV Scope 1</b> |                                      |                                |
|-------------------------------|--------------------------------------|--------------------------------|
| <b>Emission Source</b>        | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b>     |
| Office building gas emissions | 2.979                                | 12.213 <i>kWh gas</i>          |
| Vehicle fleet emissions       | 82.510                               | 28.102 <i>litres of fuel</i>   |
| Equipment emissions           | 64.795                               | 19.931 <i>litres of fuel</i>   |
| Truck emissions               | 9.797                                | 3.013 <i>litres of fuel</i>    |
| Leased machinery emissions    | 23.494                               | 7.227 <i>litres of fuel</i>    |
| Propane emissions             | 10.835                               | 6.281 <i>Litres of propane</i> |

| <b>DDM Belgium NV Scope 2: Market- based emissions</b> |                                      |                                 |
|--|--------------------------------------|---------------------------------|
| <b>Emission source</b>                                 | <b>CO<sub>2</sub> emissions (kg)</b> | <b>Energy consumption (kWh)</b> |
| Office electricity consumption                         | 0                                    | 8.320                           |
| Fleet  | 538                                  | 3.221                           |
| Equipment  | 32                                   | 64                              |

| <b>DDM Belgium NV Scope 2: Location based emissions</b> |                                      |
|---|--------------------------------------|
| <b>Total location-based emissions</b>                   | <b>CO<sub>2</sub> emissions (kg)</b> |
|   | 1.944                                |

| <b>DDM Belgium NV total emissions</b> |                                      |
|---------------------------------------|--------------------------------------|
| <b>Emission Source</b>                | <b>CO<sub>2</sub> Emissions (kg)</b> |
| Scope 1                               | 194.409                              |
| Scope 2                               | 570                                  |
| Business Travel                       | -                                    |
| <b>Total</b>                          | <b>194.979</b>                       |

## 2.4 DDM international

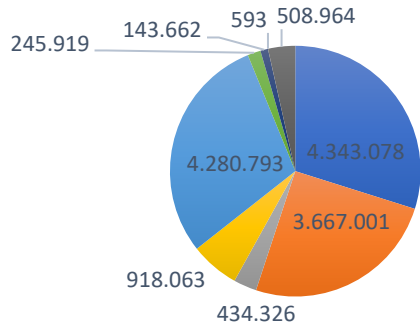
| <b>DDM International Scope 1</b> |                                      |                             |
|----------------------------------|--------------------------------------|-----------------------------|
| <b>Emission Source</b>           | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b>  |
| Equipment emissions              | 9.014                                | <i>2.773 litres of fuel</i> |
| Leased machinery emissions       | 11.747                               | <i>3.613 litres of fuel</i> |

| <b>DDM International Business Travel</b> |                                      |                                 |
|--|--------------------------------------|---------------------------------|
| <b>Emission Source</b>                   | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b>      |
| Air Travel emissions                     | 19.339                               | <i>122.983 kilometres flown</i> |

| <b>DDM International total emissions</b> |                                      |
|--|--------------------------------------|
| <b>Emission Source</b>                   | <b>CO<sub>2</sub> Emissions (kg)</b> |
| Scope 1                                  | 20.761                               |
| Scope 2                                  | -                                    |
| Business Travel                          | 19.339                               |
| <b>Total</b>                             | <b>40.100</b>                        |

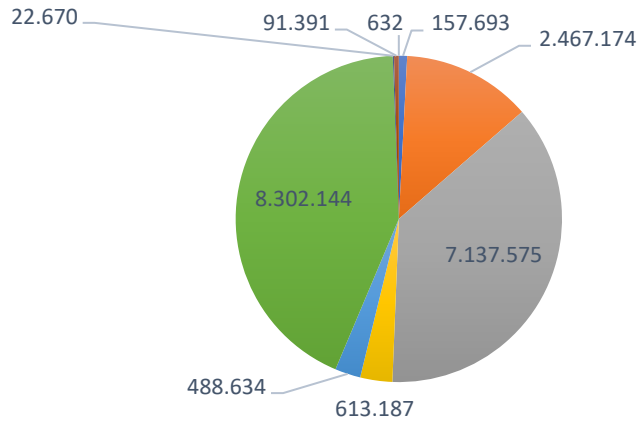
2.5 DDM energy balance per entity 2025 in MJ

### 2025: DDM Demontage B.V. energy consumption in MJ



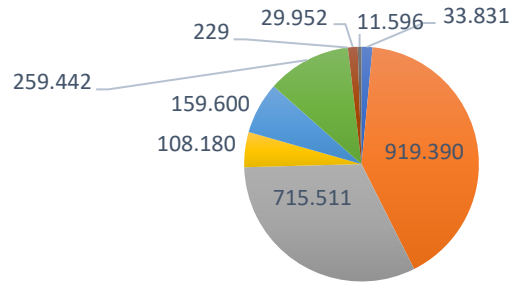
- Scope 1: Energy consumption fleet (diesel & petrol)
- Scope 1: Energy consumption machinery
- Scope 1: Energy consumption trucks
- Scope 1: Energy consumption gas
- Scope 1: Energy consumption rented machinery
- Business Travel: Energy consumption air travel
- Scope 2: Electricity consumption fleet
- Scope 2: Electricity consumption machinery
- Scope 2: Electricity consumption buildings

### 2025: DDM Deutschland GmbH energy consumption in MJ



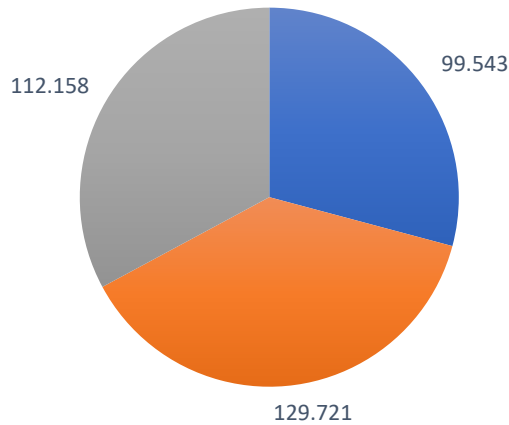
- Scope 1: Energy consumption gas buildings
- Scope 1: Energy consumption fleet (diesel & petrol)
- Scope 1: Energy consumption machinery
- Scope 1: Energy consumption trucks
- Scope 1: Energy consumption gas
- Scope 1: Energy consumption rented machinery
- Business Travel: Energy consumption air travel
- Scope 2: Electricity consumption buildings
- Scope 2: Electricity consumption machinery

### 2025: DDM Belgium NV energy consumption in MJ



- Scope 1: Energy consumption gas buildings
- Scope 1: Energy consumption machinery
- Scope 1: Energy consumption gas
- Scope 2: Electricity consumption equipment
- Scope 2: Electricity consumption fleet
- Scope 1: Energy consumption fleet (diesel & petrol)
- Scope 1: Energy consumption trucks
- Scope 1: Energy consumption rented machinery
- Scope 2: Electricity consumption buildings

### 2025: DDM International energy consumption in MJ



- Scope 1: Energy consumption machinery
- Business Travel: Energy consumption air travel
- Scope 1: Energy consumption rented machinery

### 3. Emissions Inventory 2024

| DDM Holding total emissions 2024 |                                |
|----------------------------------|--------------------------------|
| Emission Source                  | CO <sub>2</sub> Emissions (kg) |
| Scope 1                          | 3.753.235                      |
| Scope 2                          | 96.183                         |
| Business travel                  | 171.301                        |
| <b>Total</b>                     | <b>4.020.719</b>               |

#### 3.1 DDM Demontage B.V.

| DDM Demontage Scope 1      |                                |                          |
|----------------------------|--------------------------------|--------------------------|
| Emission Source            | CO <sub>2</sub> 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                    |                                |                            |
|--|--------------------------------|----------------------------|
| Emission Source                          | CO <sub>2</sub> 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 <sub>2</sub> Emissions (kg) | Unit of consumption |
| Air Travel emissions          | -                              | -                   |

| DDM Demontage total emissions |                                |
|-------------------------------|--------------------------------|
| Emission Source               | CO <sub>2</sub> Emissions (kg) |
| Scope 1                       | 903.445                        |
| Scope 2                       | 81.122                         |
| Business Travel               | -                              |
| <b>Total</b>                  | <b>984.567</b>                 |

#### 3.2 DDM Deutschland GmbH

| DDM Deutschland Scope 1       |                                |                          |
|-------------------------------|--------------------------------|--------------------------|
| Emission Source               | CO <sub>2</sub> Emissions (kg) | Unit of consumption      |
| Office building gas emissions | 10.633                         | 4.982 m <sup>3</sup> 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 |

| DDM Deutschland Scope 2                  |                                |                            |
|--|--------------------------------|----------------------------|
| Emission Source                          | CO <sub>2</sub> 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 <sub>2</sub> Emissions (kg) | Unit of consumption     |
| Air Travel emissions            | 7.029                          | 31.009 kilometres flown |

| DDM Deutschland total emissions |                                |
|---------------------------------|--------------------------------|
| Emission Source                 | CO <sub>2</sub> Emissions (kg) |
| Scope 1                         | 2.396.651                      |
| Scope 2                         | 14.152                         |
| Business Travel                 | 7.029                          |
| <b>Total</b>                    | <b>2.417.831</b>               |

### 3.3 DDM Belgium NV

| DDM Belgium NV Scope 1        |                                |                                |
|-------------------------------|--------------------------------|--------------------------------|
| Emission Source               | CO <sub>2</sub> Emissions (kg) | Unit of consumption            |
| Office building gas emissions | 4.045                          | 1.896 <i>m3 gas</i>            |
| Vehicle fleet emissions       | 54.069                         | 18.086 <i>litres of fuel</i>   |
| Equipment emissions           | 78.242                         | 1.521 <i>operating hours</i>   |
| Truck emissions               | 21.453                         | -                              |
| Leased machinery emissions    | 15.541                         | -                              |
| Propane emissions             | 9.222                          | 5.346 <i>Litres of propane</i> |

| DDM Belgium NV Scope 2                   |                                |                            |
|--|--------------------------------|----------------------------|
| Emission Source                          | CO <sub>2</sub> Emissions (kg) | Unit of consumption in kWh |
| Office electricity consumption emissions | 0                              | 10.690                     |
| Equipment emissions                      | 910                            | 1.697                      |

| DDM Belgium Business Travel |                                |                               |
|-----------------------------|--------------------------------|-------------------------------|
| Emission Source             | CO <sub>2</sub> Emissions (kg) | Unit of consumption           |
| Air Travel emissions        | 962                            | 5.028 <i>kilometres flown</i> |

| DDM Belgium total emissions |                                |
|-----------------------------|--------------------------------|
| Emission Source             | CO <sub>2</sub> Emissions (kg) |
| Scope 1                     | 182.571                        |
| Scope 2                     | 910                            |
| Business Travel             | 962                            |
| <b>Total</b>                | <b>184.443</b>                 |

### 3.4 DDM international

| DDM International Scope 1  |                                |                     |
|----------------------------|--------------------------------|---------------------|
| Emission Source            | CO <sub>2</sub> Emissions (kg) | Unit of consumption |
| Equipment emissions        | 108.507                        | -                   |
| Leased machinery emissions | 15.541                         |                     |

| DDM International Business Travel |                                |                                 |
|-----------------------------------|--------------------------------|---------------------------------|
| Emission Source                   | CO <sub>2</sub> Emissions (kg) | Unit of consumption             |
| Air Travel emissions              | 149.936                        | 942.980 <i>kilometres flown</i> |

| DDM International total emissions |                                |
|-----------------------------------|--------------------------------|
| Emission Source                   | CO <sub>2</sub> Emissions (kg) |
| Scope 1                           | 124.047                        |
| Business Travel                   | 149.936                        |
| <b>Total</b>                      | <b>273.983</b>                 |

### 3.5 DDM Gulf B.V.

| <b>DDM Gulf Scope 1</b>    |                                      |                            |
|----------------------------|--------------------------------------|----------------------------|
| <b>Emission Source</b>     | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b> |
| Leased machinery emissions | 146.520                              | -                          |

| <b>DDM Gulf Business Travel</b> |                                      |                            |
|---------------------------------|--------------------------------------|----------------------------|
| <b>Emission Source</b>          | <b>CO<sub>2</sub> Emissions (kg)</b> | <b>Unit of consumption</b> |
| Air Travel emissions            | 13.374                               | 81.310                     |

| <b>DDM Gulf total emissions</b> |                                      |
|---------------------------------|--------------------------------------|
| <b>Emission Source</b>          | <b>CO<sub>2</sub> Emissions (kg)</b> |
| Scope 1                         | 146.520                              |
| Business Travel                 | 13.374                               |
| <b>Total</b>                    | <b>159.894</b>                       |

#### 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<sub>2</sub> 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<sub>2</sub> emissions. As a significant portion of our emissions originates from transport, equipment, and temporary on-site facilities, we aim to implement targeted technical and process-oriented measures. These measures are designed to improve energy efficiency, prevent unnecessary consumption, and apply more sustainable alternatives wherever possible.

The key project-specific measures are outlined below. While these are not yet standard practice on every project, it is our clear ambition to make them so.

### **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<sub>2</sub> 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<sub>2</sub> Management

| Perspective & Frequency  | Responsible                   | Medium   |
|--|-------------------------------|--|
| <b>A Insight</b> <ul style="list-style-type: none"> <li>Collecting and analyzing emissions data (semi-annually)</li> <li>Assessing employees' knowledge of the environmental policy (annually)</li> <li>Keeping the list of energy flows up to date (quarterly)</li> </ul>   | HSEQ Department               | Sumatra / Excel / Word                                   |
| <b>B Reduction</b> <ul style="list-style-type: none"> <li>Analyzing and evaluating emissions data (semi-annually)</li> <li>Estimating expected energy consumption (annually)</li> <li>Establishing/evaluating objectives (semi-annually)</li> <li>Updating the Energy Management Plan (semi-annually)</li> <li>Achieving objectives (ongoing)</li> </ul>   | HSEQ Department/<br>The board | Internal documents                                       |
| <b>C Transparency</b> <ul style="list-style-type: none"> <li>Drafting the communication plan (annually)</li> <li>Implementing the communication plan (ongoing)</li> <li>Publishing updates on website/intranet (semi-annually)</li> <li>Internal communication on energy policy and trends (semi-annually)</li> <li>Communication regarding projects where CO<sub>2</sub>-related procurement advantages have been obtained (semi-annually and at project start and completion)</li> </ul> | HSEQ Department/<br>The board | Website DDM, SKAO, DDM info, Intranet, Management Review |
| <b>D Participation</b> <ul style="list-style-type: none"> <li>Identifying sector and supply chain initiatives (semi-annually)</li> <li>Consultation regarding selection of sector and supply chain initiatives (semi-annually)</li> <li>Participation in sector and supply chain initiatives (ongoing)</li> </ul>  | HSEQ Department/<br>The board | Meetings   |
| <b>Other</b> <ul style="list-style-type: none"> <li>Conducting internal audits (annually)</li> <li>Assessing certification at a higher level (annually)</li> </ul>   | HSEQ Department/<br>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<sub>2</sub> 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<sub>2</sub> emissions. This form of collaboration contributes to continuous improvement and strengthens sustainable development within the sector.

