

# Sustainability Report

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2023



**Van Mossel**





*Eric Berkhof*

General Manager  
Van Mossel Automotive Group

## Foreword

Sustainability, a topic that concerns us all. With concern for our planet and future generations, sustainability has also become a permanent fixture in the business world.

Naturally, we want to keep Van Mossel Automotive Group's carbon footprint as small as possible. In this report, we provide insight into how we are shaping our core value of sustainability. Within our own organisation, with our partners and with our customers. In doing so, we always strive to strike the right balance between an economically sound business plan and the environment.

Our sustainability strategy is therefore aligned with our business strategy, where we consistently implement various environmental, social & governance (ESG) themes in our operations. The focus is on circular solutions, future-proof personnel, low-emission mobility, health and safety, sustainable operations and corporate responsibility. Goals that fit within the sustainability strategy while making our company stronger and more future-proof.

Sustainable business is not something you do alone. We are also developing more and more sustainability initiatives within our value chain to achieve these objectives together. Sometimes necessitated by laws and regulations, sometimes because together we can manage to develop a circular business model.

Our vision is also customer centric. Partly as a result of the energy transition, our role as an automotive company is changing. Customers still come to us for our 'everything under one roof' formula, but they are facing significant challenges, such as the electrification and sustainability of their fleets. We are evolving with them. Through knowledge sessions and advice on investment issues, subsidy opportunities, insight into CO2 emissions, bicycle leasing plans or mobility apps, we are pleased to help our customers move forward. As a provider of mobility solutions in the broadest sense, this is exactly the kind of work we enjoy doing.

I would like to thank all of our employees, partners and stakeholders who contribute to our sustainability efforts. Together, we are making a difference. Now and into the future, as a family business with an eye for mobility, for everyone and for a sustainable future.

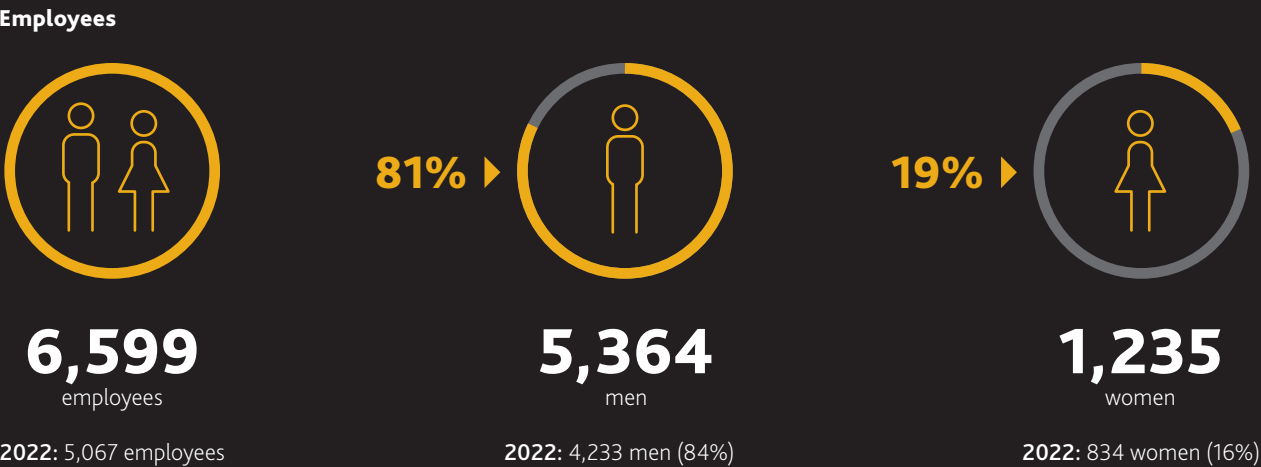
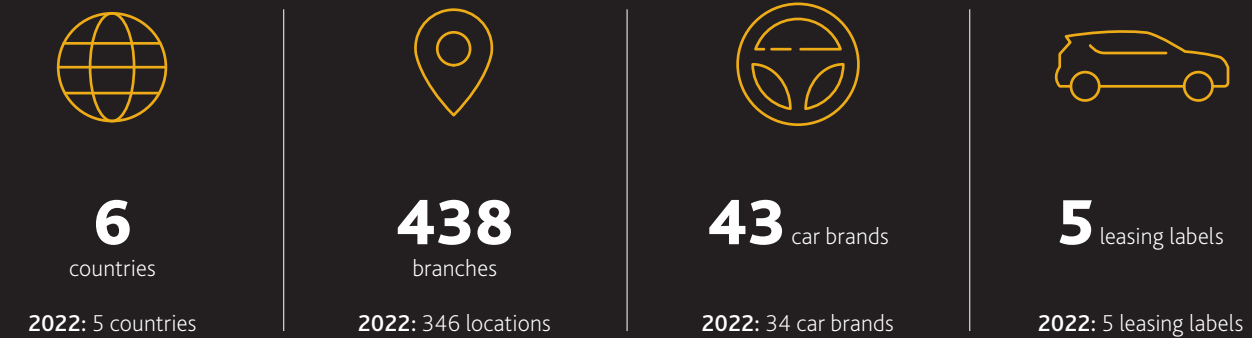




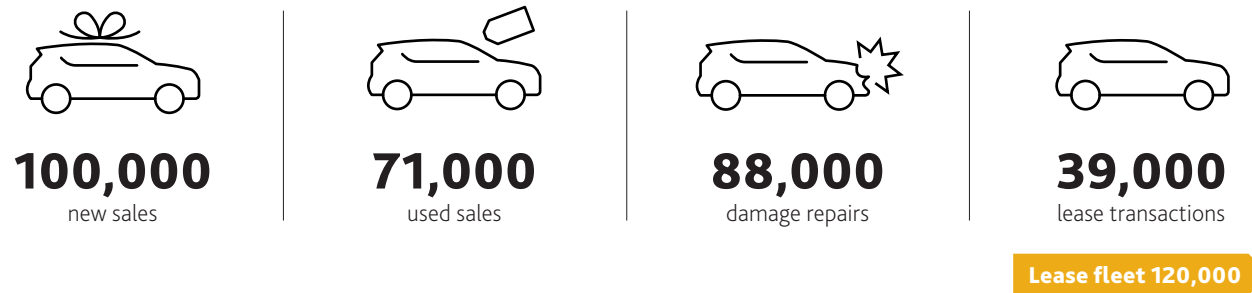
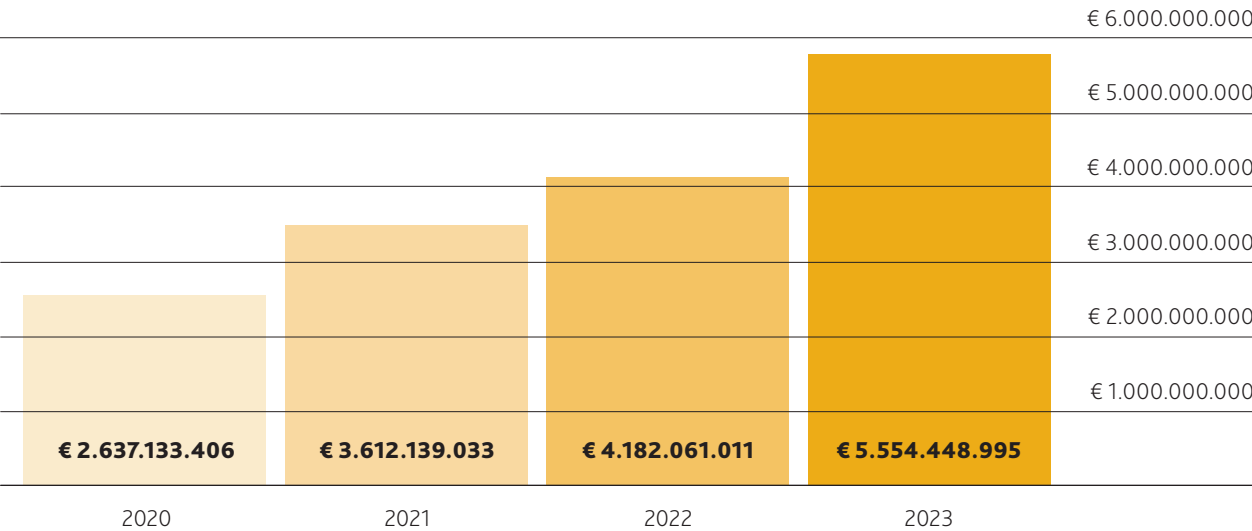
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# Key figures



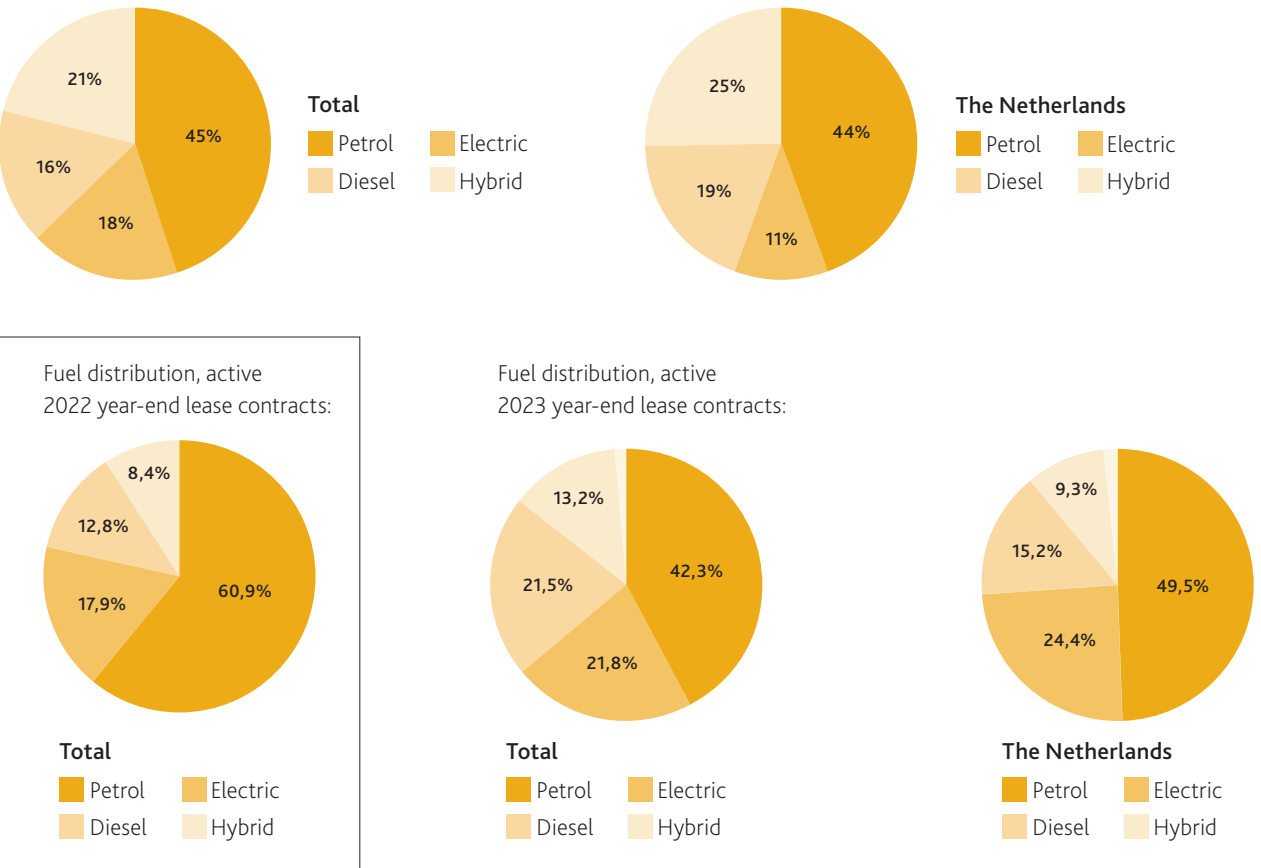
Revenue of Van Mossel Automotive Group  
Development of revenue for entire group



### Sustainability certifications



Share of electric vehicles, dealer fleet  
Fuel distribution, sales dealerships at 2023 year-end:



	2022	Share	2023	Share	Difference
Number of electric	170	22.3%	192	24.1%	+12.9%
Number of other fuel types	591	77.6%	606	75.9%	+2.5%
Total	761		798		+4.9%

### Number of lease bikes





# Sustainable ambitions

### Our vision

At Van Mossel, the customer comes first. Alongside this pillar, we strive for mobility for everyone: whether a private customer or a business, Van Mossel fulfils the mobility needs. In meeting these needs, sustainability as a core value plays a central role in our actions. For this reason, the aim of Van Mossel is to help minimise our environmental impact and actively help our stakeholders achieve their sustainability goals.

### Our mission

For our customers, we want to be the mobility partner and adviser who is socially involved, an authority in the field of mobility and fully up to date with the very latest developments in the field of legislation and regulations on making fleets more sustainable and what this entails.

At Van Mossel, sustainability is linked to three core values:

**1. Customer-centricity** | We advise on and offer sustainable mobility solutions

**2. CSR** | We do business based on the idea of creating value for people, the environment and society

**3. Open and honest** | We communicate transparently about our annual sustainability ambitions and results

# Trends & developments

### Transition to low-emission mobility

In recent years, the transition to low-emission mobility has been in full swing, driven in part by government subsidies and lower benefit-in-kind tax rates in the Netherlands. This trend is expected to continue in the coming years, but at a slower pace due to the phasing out of subsidies and the increase in the benefit-in-kind tax rate for electric vehicles. Several car manufacturers are introducing new models of electric vehicles, including in the lower-priced segments. Improvements in the public charging infrastructure and longer and longer electric ranges are also contributing to a greater acceptance.

### Sustainability goals - customers

Larger organisations in particular have committed to sustainability goals. In procurement processes, the degree of sustainability of cooperation partners plays an increasingly important role, in both the public and private sectors. These customers are more frequently requesting sustainability certifications and assessments to gain visibility into sustainability throughout the value chain. Furthermore, several customers have now set targets for a zero-emission vehicle fleet to limit CO<sub>2</sub> emissions. In the Netherlands, the reporting requirement for work-related passenger mobility (WPM) in 2024 reinforces the focus on making business mobility more sustainable.

### Climate legislation

Within the Climate Accord, there is a great focus on sustainable mobility solutions that are available to everyone. The focus is on encouraging public transportation, offering subsidies, facilitating a charging infrastructure for electric (car) mobility and improving bicycle friendliness. Among other things, express bike lanes are being built to make cycling more attractive as an alternative to commuting by car. The Belgian government had already chosen to strongly encourage bicycle leasing by offering tax breaks. With its Green Deal, the EU is pushing for sharp reductions in CO<sub>2</sub> emissions. Zero-emission vehicles obviously contribute to this. In the run-up to 2035, governments in each country are establishing schemes or subsidies to reduce internal combustion engine vehicles. From 2035, it will no longer be allowed to sell new petrol and diesel cars. By 2050, the goal is to have no more petrol or diesel cars on European roads.

Although hydrogen technology is promising when it comes to clean emissions and offers potential for heavier vehicles (trucks and vans), this option does not seem to be growing very quickly at the moment. The high cost of hydrogen fuel cell propulsion, limited availability of hydrogen fuelling stations and challenges in hydrogen production and distribution mean that adoption is still in its infancy.

### Circular economy and sharing economy

Despite conflicts in the world and sustainability in general, raw material prices are stable. But the list of scarce resources has grown and those already considered scarce have become

even scarcer. In a material-intensive sector, this creates risks but also provides opportunities in terms of circular materials and products. The Dutch government was one of the first in the world to set goals for circularity. For example, the goal is to reduce the use of primary raw materials by 50% by 2030 and to be 100% circular by 2050. The National Circular Economy Programme intervenes at various stages in the production chains and covers such areas as raw material flows, packaging and the reduction of residual flows.

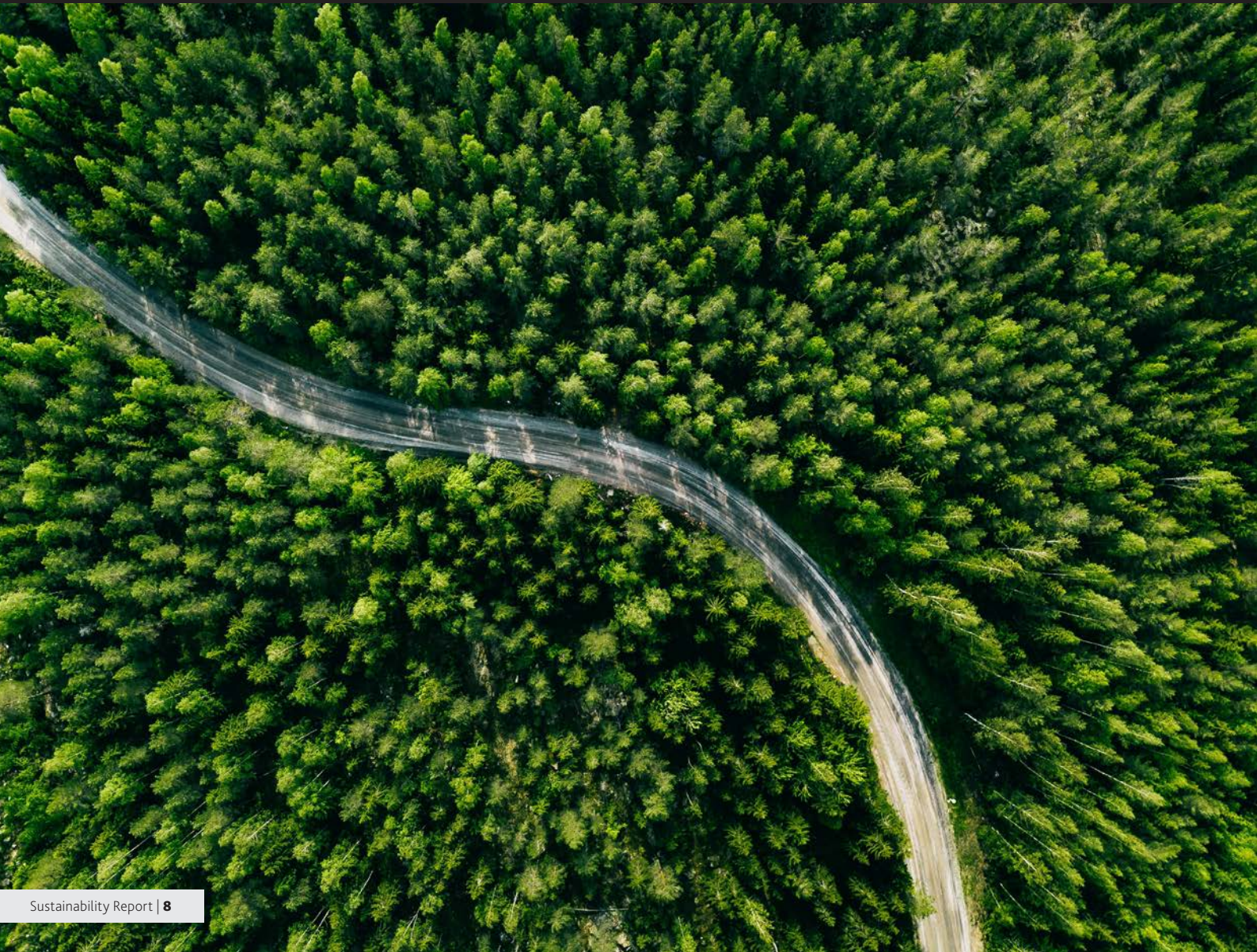
The sharing economy has grown in popularity in various sectors in recent years. Consumers no longer always need to own products, but instead focus on simply using them. This trend can also be seen within mobility. The use of partial transportation in various forms, such as Mobility as a Service (MaaS), is steadily increasing.

### Sustainable buildings

In terms of real estate, there are increasing demands for transparency about energy consumption. The requirements with regard to sustainability and the associated certifications for real estate are also becoming increasingly stringent. For example, office buildings of 100 m<sup>2</sup> or more in the Netherlands are required to have energy label C at a minimum by 1 January 2023, according to the 2012 Dutch Building Decree (Bouwbesluit). This means a maximum amount of primary fossil-fuel energy use of 225 kWh per m<sup>2</sup> per year.

### Shortages in the labour market

Despite flattening economic growth, the labour market remains tight. In particular, the demand for skilled personnel is still high. This applies to all sectors, and the automotive sector is no exception. In addition to recruitment, this also means that companies and organisations are paying attention to employee retention. An attractive benefits package, which includes attention to sustainable and flexible forms of mobility, makes a contribution here. Moreover, in a broad sense the trends in electrification, hydrogen and sustainable mobility require our current and future employees to have different skills and knowledge.





# Sustainability strategy

The 17 Sustainable Development Goals (SDGs), introduced by the United Nations in 2015, provide the framework for Van Mossel's sustainability strategy.



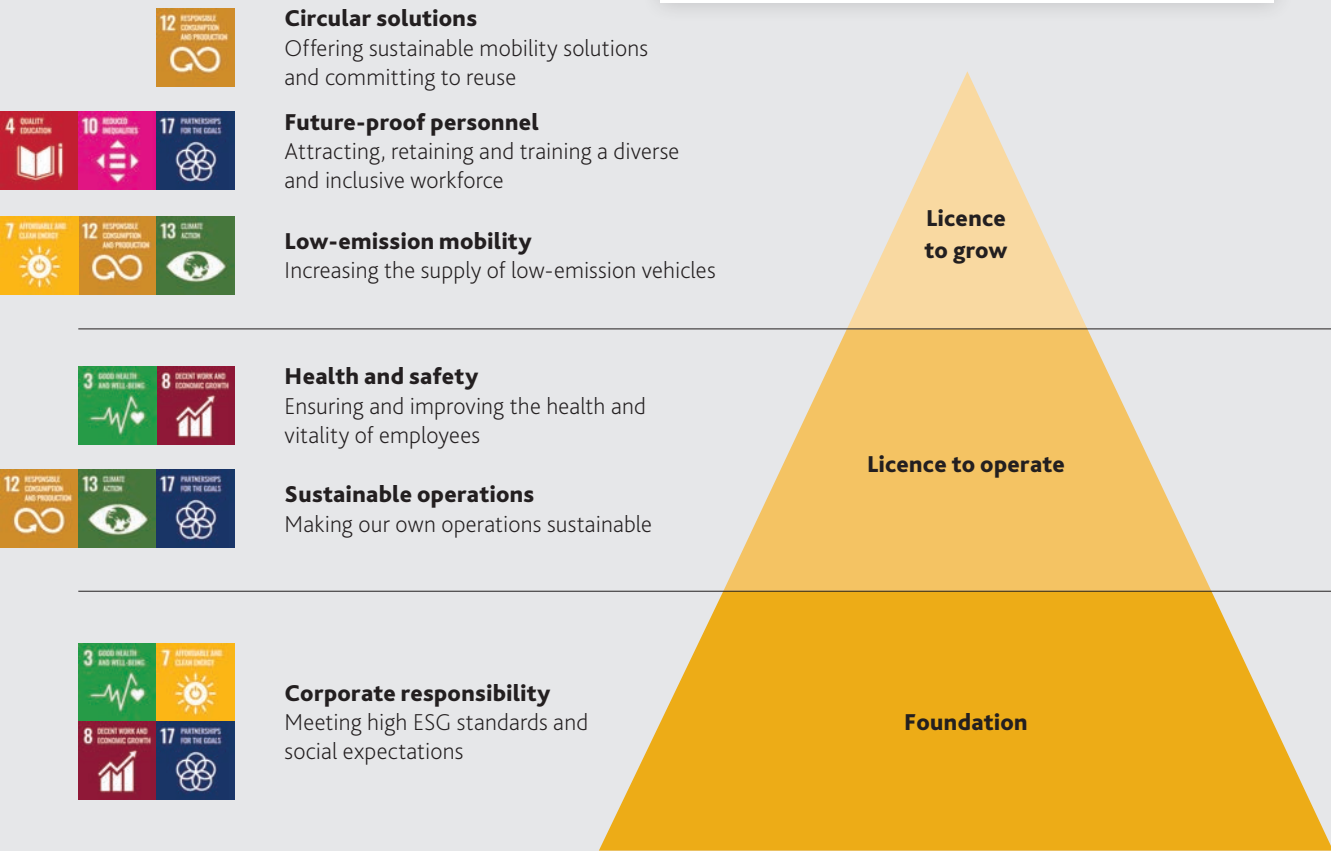
The strategic pillar **Corporate Responsibility** forms the foundation of our sustainability strategy. As an organisation, we ensure that we comply with various ESG standards, societal expectations and rapidly changing (inter)national laws and regulations. For Van Mossel, CSR means: We do business based on the idea of creating value for people, the environment and society. Specifically, we bring about healthy organisational growth, are at the centre of society and ensure sustainable employment.

The pillars **Sustainable Operations** and **Health and Safety** form the second layer of our framework and safeguard our licence to operate. Our employees are the engine of our company; they realise our growth and reputation. Without healthy employees who are able to work in a safe working environment, we cannot operate at the level we do today. In addition to ensuring a safe working environment, making our own operations more sustainable is crucial from both an environmental and a financial perspective. We are constantly looking at how processes can be made more (energy) efficient and are forging partnerships aimed at making the value chain more sustainable.

Finally, the top three strategic pillars are responsible for our 'licence to grow'. **Future-proof Personnel** is all about attracting, retaining and training a diverse and healthy workforce. By continuously investing in training and development opportunities, and close cooperation with training institutes, Van Mossel is preparing itself for the sustainable transition that we, our employees and the industry as a whole are about to undergo. This includes offering **Low Emission Mobility** such as zero-emission vehicles in the business and private markets. In addition to zero-emission vehicles, providing services in connection with charging infrastructure through Van Mossel Energy is also a strategic choice.

The **Circular Solutions** pillar takes this a step further, looking at mobility even more broadly. By offering sustainable mobility solutions and innovative sharing and leasing concepts, such as Mobility as a Service, Van Mossel is responding to the trend 'from owning to using'. In addition, the focus is on integrating circularity into internal processes to reduce raw material use and manage waste, for example.

Underlying our sustainability strategy is a strategic framework consisting of six strategic sustainability pillars, represented in pyramid form:



SDGs	Strategy	Objectives EN
	<b>Sustainable operations</b> 	Climate neutrality scope 1 & 2 by 2040 Annual 10% increase in green power 100% low-emission car fleet by 2035 (lease cars own employees NL) Zero fatalities and a lost time
	<b>Safety and health</b> 	injury frequency rate (LTIFR*) of <7 by 2025 ISO 45001 certification in 2025 Absenteeism rate of <5% by 2025
	<b>Low-emission mobility</b> 	50% of leasing fleet low-emission by 2030 75% of new lease contracts low-emission by 2030 65% of new vehicles delivered low-emission by 2030
	<b>Future-proof personnel</b> 	At least 45,000 learning interventions started per year by 2025 At least 1,000 completed learning interventions per month by 2025

\*The ratio of the number of accidents leading to lost working time to the total number of hours worked in the company.

# The Corporate Sustainability Reporting Directive

The European Commission adopted the European Sustainability Reporting Standards (ESRS) in 2023 as part of the Green Deal. From 2025, companies will be required to report on their sustainability performance through the Corporate Sustainability Reporting Directive (CSRD). The goal is for companies to provide reliable and transparent reports on their impact on people and the environment. Van Mossel will be reporting on CSRD themes for the first time in 2026, looking back at the CSRD themes of the fiscal year 2025.

## Dual materiality

In preparation for the CSRD report, Van Mossel launched a group-wide programme in 2023. It was first determined which of the ESRS themes are relevant to Van Mossel. The impact, risks and opportunities were then determined based on these themes, which came together in the dual materiality matrix. On the one hand, this dual materiality shows Van Mossel's impact on people and the environment (the inside-out perspective), while on the other it describes ESG themes\* that represent financial opportunities or risks for Van Mossel (the outside-in perspective).

*\*ESG stands for environment, social, governance.*



# Corporate responsibility

Corporate responsibility means taking responsibility for the impact a business operation has on people, the environment and society. It is also important to explore how to conduct business responsibly together with other relevant parties in the value chain, with the long-term goal of jointly improving sustainability performance and making a positive impact on the three ESG policy themes.

**Our ambition** In line with the core values of Van Mossel, our ambition is to be transparent about our impact on people, the environment and society throughout the chain. We respect international standards of conduct and human rights, and operate in line with the latest laws and regulations. Our ambition is to meet ESG standards at a minimum, thereby increasing our positive social impact. Moreover, we aim to create additional value for society. We do this by investing in social initiatives in the areas of sports, culture and support for charities.

**Our activities** Van Mossel views entrepreneurship from a broad perspective. In order to understand the sustainability effects and the impact we have on our environment through our business operations, we are in constant dialogue with relevant stakeholders.

At Van Mossel, we also see corporate responsibility reflected in our role as an employer. We provide employment both nationally and internationally. We shape good employment practices by focusing on sustainable employment relationships. We invest in workplace safety, health and well-being, offer employees equal development opportunities and facilitate training opportunities.

**Sponsorships** Sponsorship is an important pillar of our business operations and part of corporate social responsibility. Van Mossel aims to make a valuable contribution to society and establish long-term relationships with customers, business relations and employees. We would like to highlight two Dutch sponsorship activities:

**The Kidney Foundation** In 2023 and 2024, Van Mossel Autolease Rotterdam became an official sponsor of the Dutch Kidney Foundation (Nierstichting). Through various initiatives, we share knowledge and raise money to support the Kidney Foundation in its work. One of the highlights of the sponsorship is the team's contribution to

the Coast to Coast Challenge; a relay race from Zoutkamp to Zoutelande by bicycle.

**Esther Vergeer Foundation** The Esther Vergeer Foundation ensures that children with physical disabilities and/or chronic conditions discover the power of self-confidence through sports. Van Mossel supports the foundation by providing financial support as a partner and sharing expertise with the foundation.

**Channel Islands** the acquisition of Jacksons Group in the Channel Islands took place in June 2023. Various activities in the field of social entrepreneurship are organised there. For example, Esplanade, part of the Jacksons Group, launched a partnership with the Mountbatten Hospice on the Isle of Wight.

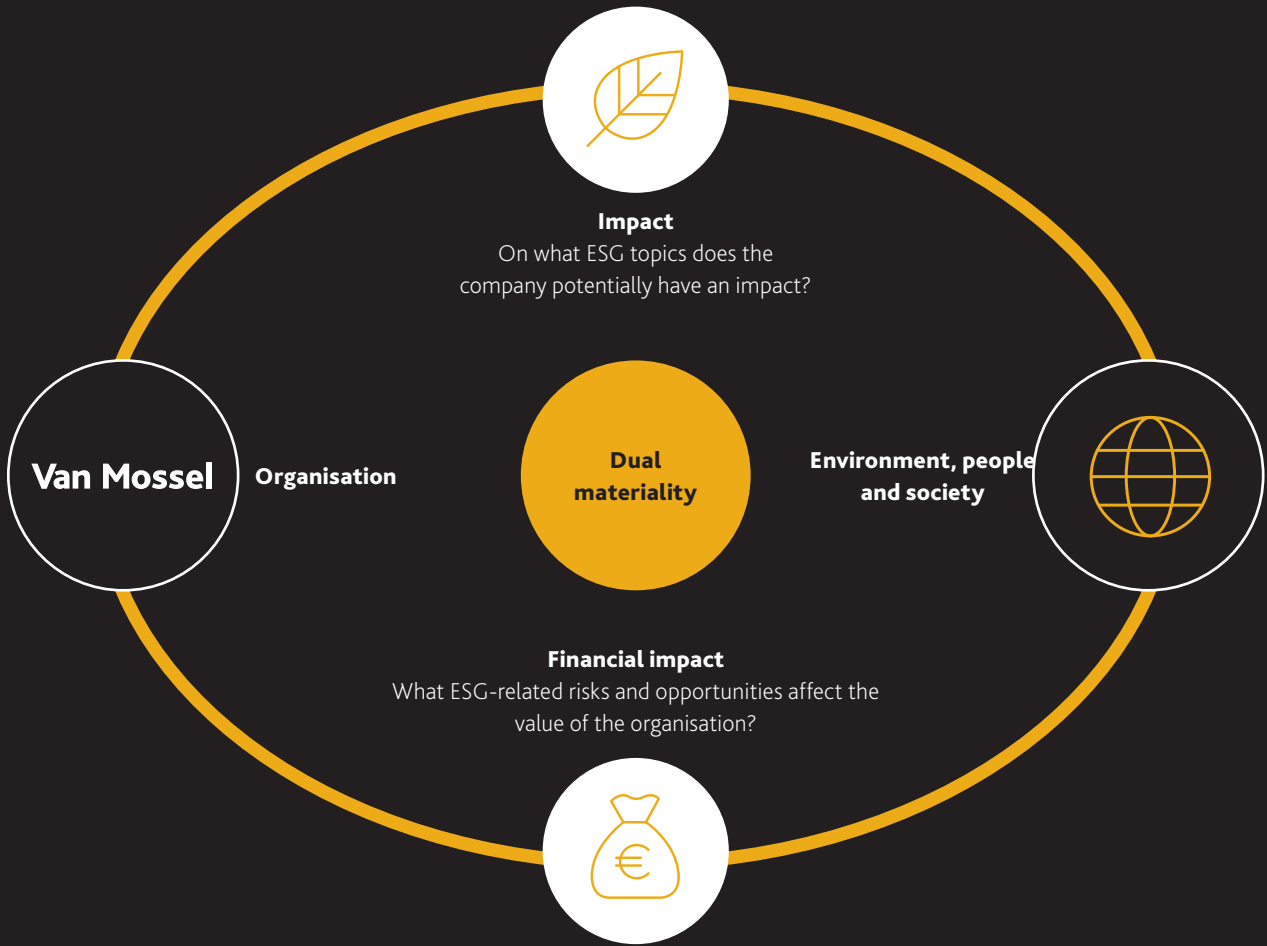
Three more local charities were supported on the Isle of Wight, which included a gala evening being organised by Esplanade.

**Chain responsibility** Van Mossel is aware that sustainability goes beyond its own actions and activities. We take responsibility for ourselves but also actively seek out cooperation elsewhere along the chain. Upstream, we involve suppliers and other business partners in our sustainability ambitions. Downstream, we take our customers through our own ambitions and sustainability developments initiated by the government, and the objectives within the European Union.

While we obviously always seek out synergy benefits, Van Mossel focuses on local entrepreneurship in collaborations. On the one hand, this is to maintain contact with the immediate environment, and on the other to avoid unnecessary transport movements.

# Dual materiality analysis

**Two perspectives are central to dual materiality**  
Inside out: the ESG impact of Van Mossel on the environment.  
Outside in: the financial impact of ESG themes on Van Mossel.



**CSRD working group Bovag** In 2023, Bovag initiated an industry-wide project to jointly prepare ourselves as Dutch dealerships for the Corporate Sustainability Reporting Directive (CSRD). The goal of this cooperation is to join forces and develop a uniform, efficient method of obtaining information from the value chain, both upstream and downstream.





# Sustainable operations

The European Union has set the goal of achieving continent-wide climate neutrality by 2050, enshrined in the Paris Climate Agreement. That means reducing greenhouse gas emissions overall, especially CO<sub>2</sub> emissions. The non-EU Channel Islands, where Van Mossel has been represented since June 2023, are also committed to this objective of the EU member states.

Our business activities also contribute to CO<sub>2</sub> emissions. This includes our own fleet as well as the cars we sell, the energy consumption at our premises and our waste streams. We are aware of this and, as a professional organisation, we are taking responsibility by fully complying with all laws and regulations. We are also undertaking our own initiatives to reduce emissions.

**Our ambition**

We want to minimise the impact our business operations have on the environment. We do this by gaining data-driven insight into our processes and related CO<sub>2</sub> emissions within our operations, among other things. As a company in the automotive industry, we deal with various waste streams - in addition to vehicle emissions - especially when it comes to damage repair. Here, we apply the principle: prevention first, then reduction or recycling and offsetting to the greatest extent possible.

**Our activities**

**Investing in sustainability**

Van Mossel shows willingness to make long-term investments necessary to become more sustainable and to anticipate the future. This includes the introduction of Van Mossel Energy and the recent dealership of Maxus electric commercial vehicles. In addition, Van Mossel initiated a company car community for employees in 2023. This community prepares them for Van Mossel's informational and advisory role towards customers concerning the sustainability of company fleets and what that entails.

In 2023, we made significant strides in our sustainability strategy. The construction of Van Mossel's new headquarters in Waalwijk is a case in point. We relocated into this property in May 2023. A completely gas-free building, delivered with BREAAAM certification (Building Research Establishment's Environmental Assessment Method). This is the leading method worldwide in assessing project sustainability. The Waalwijk headquarters received the 'very good' designation in 2023. This means that more sustainability solutions were chosen

than strictly necessary according to legal requirements, with sustainable facilities that both save energy and reuse waste streams. For example, the entire building is equipped with smart climate ceilings, CO<sub>2</sub>-controlled thermostats and LED lighting. The building has 3,600 solar panels, water-saving features have been installed and waste streams are 80% sustainable. In addition, every real estate project, whether new construction or conversion, is realised according to the NENB energy performance indicators (Nearly Energy Neutral Building). Here, too, we apply sustainable measures such as HR++ glass and LED lighting. In addition, we provide each newly constructed building with an air-conditioned heat pump whenever possible for a healthy working environment for our employees.

At the Belgian branches, investments have been made in air quality as well as in home automation, timers and LED lighting during renovations or conversions to reduce energy consumption. In addition, we have installed solar panels and/or roof insulation in 90% of West Flanders acquisitions in recent years. Showrooms are heated electrically whenever possible. For workplaces, the issue is more complicated, given the relatively large spaces and existing gas infrastructure. When in doubt, Van Mossel seeks the advice of environmental experts to arrive at the best option.

Prior to 2024, an energy management system was used in Belgium to examine how to reuse or return energy at the Belgian branches. In addition, ways of facilitating employee benefits when purchasing energy are being explored. This includes green benefits like the bicycle lease scheme, which is now included in the current Benefit Motivation Plan.

In 2023, Van Mossel acquired six dealership locations in the Channel Islands as part of the Jacksons Group. Two locations are on Jersey, two on Guernsey, one on the Isle of Man and one on the Isle of Wight. Jacksons Group launched several initiatives in 2023 to reduce energy consumption. For example, the Jacksons showroom on the Isle of Man was fitted with solar panels and a new heating system was installed in the Motor Mall branch on Jersey with light timers.

**Certificates**

Van Mossel holds the Erkend Duurzaam Plus sustainability certificate for all its branches in the Netherlands. This as a 100% objective assessment based on the international ISO 26000 standard. This certificate is issued for two years and is proof that



## Headquarters with sustainability ambitions

Very good. That's the hallmark of what Van Mossel Automotive Group stands for with the construction of the Jan Vestersstraat 1 site. Van Mossel made a conscious decision to expand the sustainability targets of the new headquarters beyond what was legally required. The BREEAM qualification is used for this purpose; Building Research Establishment's Environmental Assessment Method. This is a leading method in the world for assessing project sustainability. For Jan Vestersstraat 1 in Waalwijk, this means:

- 1 Each room is equipped with a CO<sub>2</sub>controlled thermostat and separately controllable LED lighting
- 2 The atrium is a source of daylight and heat recovery
- 3 Offices are equipped with smart climate ceilings
- 4 An air source heat pump provides heating and cooling
- 5 Heat released from spraying booths is sustainably reused
- 6 Use of 3,600 solar panels, providing for 80% of energy consumption
- 7 Insulation according to the latest sustainability resources
- 8 High-quality acoustic materials
- 9 Stair use: stairs provide social contact and encourage healthy physical activity
- 10 Fully balanced ventilation provides filtration and ionisation for a healthy indoor environment
- 11 Water-saving devices have been installed throughout the building to encourage environmentally conscious water use
- 12 Green site design to encourage biodiversity and create a green bridge between building and environment
- 13 Separating waste streams
- 14 Wood from sustainable forestry
- 15 Waste streams are 80% sustainably reused



sustainability is embedded within all facets of our operations. The audit for renewal of the certificate is, of course, scheduled again for 2024.

Most body shops in Belgium carry the label GroenGedaan!, a CSR quality label for sustainable repair: repair, restoration and maintenance are carried out in an environmentally friendly manner. The label is a customer-driven initiative by leasing companies, fleet owners, fleet managers and insurers affiliated with the Board of Experts. This core group is putting together a set of requirements in the area of sustainable repair. Van Mossel Belgium is represented in the core group of this organisation.



International Car Lease Holding achieved a Bronze sustainability rating with EcoVadis last year. EcoVadis is an international platform that provides insight into the sustainability of all kinds of players in production chains. Organisations are assessed on the themes of environment (including CO<sub>2</sub> emissions), labour, human rights, ethics and sustainable procurement. This allows companies to choose their suppliers based on their sustainability performance. The goal is to upgrade this rating to Silver in the coming year.



CO<sub>2</sub> footprint

Reducing energy consumption and CO<sub>2</sub> emissions starts with understanding emissions. The Greenhouse Gas Protocol is the most widely used protocol worldwide to calculate greenhouse gas emissions. It distinguishes between three scopes:



Scope 1

Direct scope 1 emissions mainly concern the fuel consumption of lease cars driven by employees, demo cars driven by customers and the internal transport of vehicles to and from various company locations. In addition, our own gas consumption at our own locations during our operational activities also falls under scope 1.

Scope 2

Scope 2 includes indirect emissions: the electricity consumption at our premises and any district heating and cooling at our premises.

Scope 3

These emissions are the indirect emissions that occur in the value chain, both upstream at suppliers and downstream at the buyers of our products and services. This includes emissions from transportation with hired vehicles and emissions from our customers' fleets. Water consumption, waste disposal and commuting by non-company transportation also fall under scope 3.

Scope 1, 2 and 3 in focus

In 2023, we started measuring our CO<sub>2</sub> emissions. In doing so, we focused on our own fleet of vehicles; the lease cars that employees drive, the cars that customers test drive and the transportation of vehicles between different locations. The measurements are based on activities in the Netherlands. For further explanation, please see the clarification at the end of this report.

Scope 1 analysis

CO<sub>2</sub> emissions are determined based on refuelling and charging sessions and therefore indicate actual consumption. Calculations were made using the tank-to-wheel (TtW) data from co2emissiefactoren.nl. This covers own fleet lease and demo cars and internal transport with own vans and trucks. Due to the growth of the organisation, emissions increased in absolute terms. Related to turnover and number of employees, emissions decreased.

Kilograms of CO <sub>2</sub> emissions	2022	2023
Petrol	4,508,594	4,812,678
Diesel	2,414,751	2,457,343
EV	0	0
LPG	6,479	5,979
Total	6,929,824	7,276,000

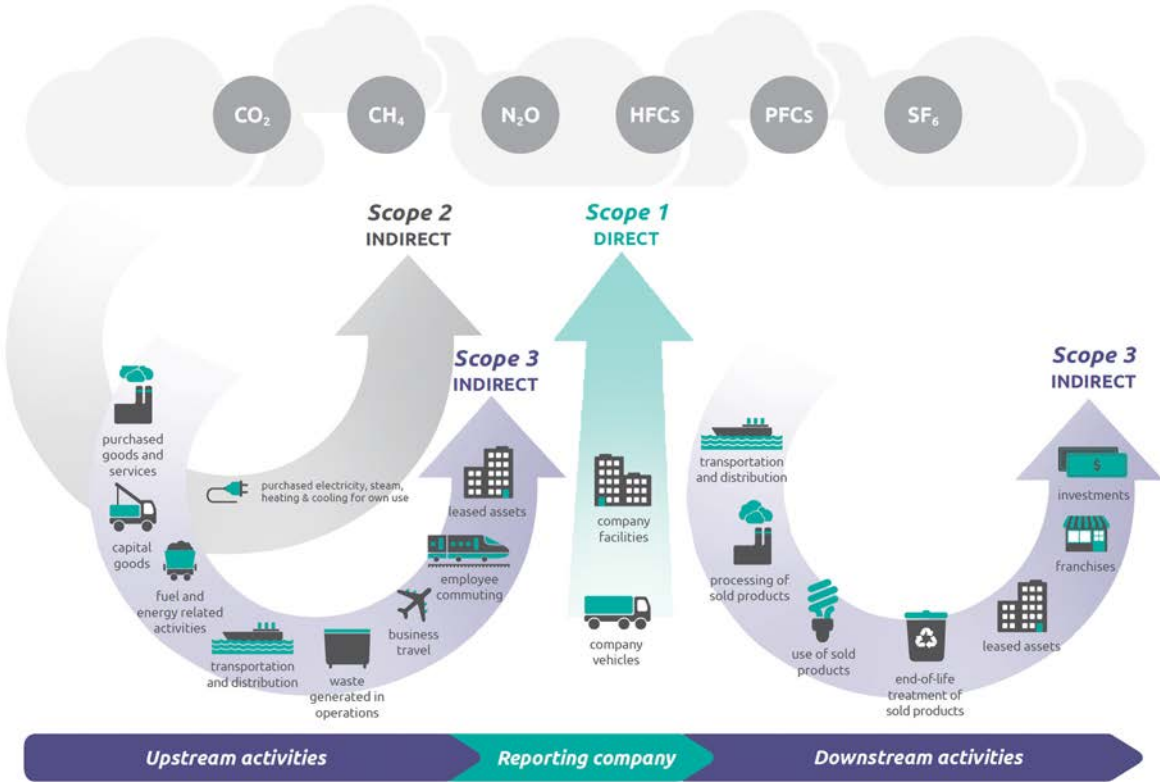
Gas consumption at our own locations also falls under scope 1.

Gas consumption	2023
In m <sup>3</sup>	1,350,992
CO <sub>2</sub> per m <sup>3</sup>	2,134
Kilograms of CO <sub>2</sub>	2,883,016

Scope 2 analysis

Energy consumption at all Dutch locations from external sources (local district heating, electricity, electricity from renewable sources). It is based on an overview of consumption for all connections at Van Mossel branches in the Netherlands.

Electricity consumption	2023
In kWh	19,049,571
CO <sub>2</sub> per kWh	0.536
Kilograms of CO <sub>2</sub>	10,210,569



Source: Milieudefensie





# Our objectives

- Climate neutrality scope 1 and 2 by 2040
- Annual 10% increase in green power
- 100% low-emission car fleet by 2035 (lease cars own employees NL)

**What we have achieved:**

- Commissioning of new Van Mossel headquarters with investment in 3,600 solar panels on roof
- Introduction of new business unit: Van Mossel Energy
- Distributorship and dealership of Maxus commercial vehicles
- Measurement of scope 1 emissions from owned vehicles

**What we are focusing on:**

- Completing information for measurements of our CO<sub>2</sub> footprint
- More emphasis on EV in lease arrangement for own employees
- Preparations for CSRD reporting



## Sustainable operations in practice

*A conversation with Quality Coordinator Bjorn Obbens and Erik van Loon, Financial Director Van Mossel Vehicle Repair Group*

It is becoming more and more common to offer an electric loan bicycle or electric car to anyone who needs replacement transport at a Van Mossel Autoschade branch. That is one of the sustainability initiatives at Van Mossel's car repair companies and also ties in with the goal of minimising environmental impact. Erik van Loon, Financial Director of Van Mossel Auto Repair Group, explains: "It is one of the many developments we are undertaking in terms of sustainability. But we are also making many strides on the technical side and in the area of employment."

As an example, Erik mentions the developments concerning electrification that employees are facing: "They need to be aware of the dangers. We instruct every employee through a training course and test on (mild) hybrid vehicles in accordance with the NEN9140 (VOP). You have to be very aware of what you can and cannot do with high-voltage technology."

Considering the employees in auto repair, Erik notes that the teams reflect society: "After all, we also employ refugee status holders, migrant workers and employees with a (previous) disadvantage in the labour market. Through training initiatives and internal courses, we are training these employees to learn the trade well and to remain sustainably employable within our organisation. We not only offer support to our technical people, but also our front office staff. For example, a number of employees started vocational training in 2023 through Van Mossel Vehicle Repair Group."

Of course, the technical side of sustainability is also considered. As Quality Coordinator, Bjorn Obbens' responsibilities include quality and working conditions as well as environmental awareness at Van Mossel Vehicle Repair Group. Bjorn: "The waste separation process in our repair shops as well as our dealerships is an example of this, where we minimise transport by our waste collectors. Another example is our move to electric tools, such as grinding, sanding, drilling and screwing machines, instead of the air-powered variety. These ensure less energy consumption than compressors and are much more comfortable to use for our employees."

Developments are also underway regarding the spraying booths. Newly constructed spraying booths will be gasless and heated using electric heat exchangers. We have also switched to air-drying paints, which drastically reduce gas consumption as hardly any heating is required. We also use full-face masks with interchangeable filters to minimise the inhalation of hazardous substances.

In a number of branches, we also use a nitrogen spraying system which reduces 'overspray' as well as the paint that needs to

be used." Erik continues, "In 2024, we want to move to a fully automatic paint mixing machine that mixes paint in a particular colour using very small amounts. Here, too, we are avoiding waste AND doing it right the first time around."

Bjorn: "One sustainable initiative from 2022 was the creation of a hazardous materials register. This year, we can say that none of the Van Mossel Vehicle Repair branches contain any more toxic substances. Today, every branch only orders the products they need from selected suppliers who deliver according to our safety instructions. For example, since 2023, our regular supplier of paper rolls, thinner and spray cans has been placing red stickers on certain non-sustainable products including references to sustainable alternatives. Just like our policy on hazardous substances, we are also addressing the use of chemicals in 2024. We will be standardising the range this year, with a view to manageability and a focus on the most sustainable products."

Erik: "By the way, we are keen to go the extra mile and make a meaningful contribution to society as well. For example, Van Mossel Vehicle Repair Group also sponsors (local) initiatives and charities. This included spraying and rebuilding the Toyota ambulance for Wheels4Africa and providing financial support for KIKI."



*Bjorn Obbens*  
Quality Coordinator



*Erik van Loon*  
Finance Director





# Health and safety

Employees are the human capital at a company or organisation. Being a good employer means being mindful of these employees by providing a safe and healthy work environment. This is important for the physical and mental well-being of employees as well as for maintaining a sustainably employable workforce.

**Our ambition**

As a responsible company, we want to provide optimal working conditions for our people. Responsibly, and in accordance with health and safety legislation. That means working safely, every day and everywhere. Our ambition is to be ISO 45001 certified by 2025. With the implementation of ISO 45001, we are improving and supporting our environmental, social and governance (ESG) profile and the Sustainable Development Goals. This includes the goals: Good health & well-being, Decent work & economic growth and Quality education. Our goal is to implement special software in 2024, which will include all documents and processes related to HSE (health, safety and environment) to provide overview, control and assurance.

**Our activities**

Working in a safe and healthy environment is an important pillar in the organisation. With this in mind, HSE transitioned into an independent staff department in 2023, with short lines of communication to the management and the mandate to immediately implement the safety measures needed. Moreover, in 2023 we expanded the HSE team to three full-time employees and two interns.

In 2024, the rollout of the same working arrangement is scheduled for Belgium and Luxembourg. The position and activities of HSE are to align with growth in the BeLux and further international expansion, with our ESG profile as a starting point.

In 2023, we conducted complete RI&Es at nearly all of the Van Mossel branches in the Netherlands: the risk inventory and evaluation according to the Working Conditions Act (Arbowet). Fully in line with the plan of action, we took measures where necessary to continue working safely and responsibly.

**Safety**

Rapid developments in the field of electric vehicles are key issues with regard to safety. This requires specific safety measures at our workplaces that fit within our logistics processes. We are investing heavily in knowledge and expertise. PGS 37 (1+2) has been in effect since 1 December. This directive concerns the regulation of lithium-ion batteries and accumulators and ensures that our employees work safely and responsibly on

electric vehicles. It covers storage, consumption, disposal and battery work. As an organisation, we are in close contact with various internal and external stakeholders, such as umbrella industry associations, importers and insurers. For example, we work with Innovam, the training centre for the mobility sector. Under the leadership of the Manager HSE Benelux, the HSE department reviews everything concerning safe work practices, with the aim of achieving the workplace of the future.

To monitor safety within Van Mossel, we improved our method for reporting incidents and (near) accidents by introducing a reporting app in 2023. Employees now have an easy and accessible way of reporting incidents. It is necessary to keep exact records to be able to draw conclusions via a data analysis. The data show where we can design processes even better or where we need to take preventive measures to avoid incidents or accidents.

The success of these data-driven analyses hinges on incident reporting. Building a corporate culture where everyone is aware of their responsibilities is important. In 2023, we put a lot of effort into increasing the visibility of HSE as a business department. On the one hand by having a prominent presence on the personnel platform within AFAS, and on the other by providing good information during the onboarding programme for new employees. We always emphasise that all incidents need to be reported via the app or a unique email address, we hand out flyers within the organisation, and we regularly visit the various workplaces. Throughout 2024, we will also continue to systematically alert our employees of the need to report potential risks that affect the safety of everyone.

**Health and well-being**

At Van Mossel, we respond appropriately to absenteeism with sustainable solutions when it comes to workplace-related complaints. In addition, we take preventive measures if there is a likelihood that similar complaints or situations could apply to other employees or at other branches. One example includes signs of physical complaints from employees. We took action in the background by investing in a range of customised tools. This includes tyre lifts, other lifting aids and adapted workstations.

Apart from these activities, Van Mossel also offers employees the chance to work on their own physical fitness with a discount on a fitness club membership. This opportunity is available to all employees in the Netherlands and Belgium. We also promote an attractive bicycle lease plan for our employees to keep exercising.

## Our objectives

- 0 fatalities and a lost time injury frequency rate (LTIFR\*) of <7 by 2025
- ISO 45001 certification in 2025
- An absenteeism rate of <5% in 2025

**What we have achieved:**

- Sick leave decreased from 6.47% in 2022 to 5.63% in 2023 (NL)
- Establishment of an independent HSE staff department directly below the management board
- Implementation of RI&Es at virtually all branches
- Improved visibility of HSE as a business department
- Discounted fitness club membership for all employees (NL)

**What we are focusing on:**

- Achieving ISO 45001 certification
- Rollout of Dutch HSE processes to Belgium and Luxembourg







## Low-emission mobility

As an automotive company and mobility provider, we have to deal with greenhouse gas emissions, of course. We only have limited influence on a car's environmental performance. Our influence on market demand, both business and private, is also limited. As a mobility consultant, we provide various forms of information sessions including advice on making mobility more sustainable. By increasing and promoting the supply of low-emission vehicles, we are able to contribute to the transition to sustainable mobility. In addition, we are continuously expanding our product range with alternative and sustainable mobility solutions.

### Our ambition

Our ambition is to make the use of low-emission mobility available to as many people as possible – to our customers and our own employees. We are doing this by increasing our product range and helping our customers – both lease customers and dealership customers – electrify their fleets. Another aim is to be a partner who shares knowledge and expertise related to this transition. We are continuing to invest in alternative fuels and alternative mobility, both financially and intellectually.

### Our activities

#### Sustainable mobility

Van Mossel positions itself in the market as an expert in sustainable mobility. In 2023, we saw a clear shift from our role as a traditional leasing company to a broader mobility provider. In addition to leasing vehicles, we frequently provide advice on electrifying customer fleets. The proportion of electric vehicles in our short lease fleet is also constantly increasing. In addition to car leasing services, our product range expanded to include a mobility platform that allows employers to choose from a variety of sustainable mobility solutions for their employees. The Mobility app is one component of this platform, offering employers a way of encouraging employees to travel sustainably. At a glance, users of the app can see the most sustainable option to get from A to B for each trip, with alternatives displayed. The costs and CO<sub>2</sub> emissions are shown for each choice. That information increases users' awareness. Following the current reporting requirement for work-related passenger mobility (WPM, 1 July 2024) in the Netherlands, we actively advised clients on making their mobility more sustainable.

The Belgian federal government is also steering toward low-emission mobility. Since 1 July 2023, a new tax framework has been in place where only electric vehicles are 100% tax deductible, a policy which will remain in the future. Other fuel types will eventually become less fiscally attractive to businesses. Because of these developments, Van Mossel has seen a serious increase in sales of low-emission vehicles in

Belgium since July 2023.

Another initiative in the context of low-emission mobility is a pilot programme for car-sharing systems in a few Belgian municipalities. For example, Van Mossel is collaborating on a project with the Belgian city of Kortrijk and a Belgian charging station company. The shared cars are made available including reserved parking with a charging station. With the intention of greening the city, 20 shared cars are being deployed. The plan is to grow to 30 vehicles.

#### Van Mossel Energy

In 2022, Van Mossel Energy was established as a business unit with the aim of helping customers even better with electric transport-related issues and to offer solutions. After a period of development, Van Mossel Energy was officially launched in the Netherlands in 2023. An accessible platform for electric vehicle users, including charging solutions: charging stations and passes, infrastructure and energy feed-in. This makes Van Mossel Energy not only about electric driving, but about the entire energy transition. A similar rollout in Belgium and Luxembourg is scheduled for 2024.

#### Delivery vehicles market

The European delivery vehicles market is expected to move strongly toward electric starting in 2025. Firstly, businesses will have to contend with zero-emission zones in larger cities in 2025. And secondly, the cost of diesel delivery vehicles will be significantly higher as of 1 January 2025. The vehicle tax will then be levied based on emissions value, with the underlying principle being 'polluters pay more'. In anticipation of this, we have invested in an importer and dealership partnership with the delivery vehicle brand Maxus. Electric delivery vans and cars from an affordable segment, fully compliant with electrification laws and regulations.

Within the delivery vehicle business, Van Mossel has reduced transport movements during maintenance operations. With some 4,500 contracts, these operations were often carried out four times a year. That includes activities such as tyre changes, damage repairs, MOT and maintenance. Better coordination and combining activities reduced transport movements last year. We want to extend this service to all delivery van customers. A further rollout of this working method in Belgium is planned for 2024.

Through our business unit Van Mossel Car Solutions, we provide customised interiors for delivery vehicles. We work together with suppliers who provide high-quality and durable materials that are lightweight to create commercial vehicle interiors. The sustainability aspect is also a safety aspect: if there is a collision, lighter construction is safer.

## Working together with healthy and safe practices

*A conversation with Dennis de Joode – Manager HSE Benelux*

As Manager HSE Benelux at Van Mossel, Dennis de Joode is responsible for providing advice and guidance with the aim of creating a safe and healthy workplace. He also oversees compliance with all (health and safety) laws and regulations and follows up on all reported incidents and accidents.

As Dennis explains, "At Van Mossel, we have a sustainable health and safety policy with a lot of attention placed on safety and working conditions. Both in the offices as well as on the road or in the workplaces. Our mission is that working safely at Van Mossel is not only a must, but a given.

Sustainable policies mean investing in your employees, including making them aware of the importance of working safely and their duty to report potential risks and incidents. Thanks to the support from both the board and the MT, managers and executives of Van Mossel, we at HSE have plenty of opportunity to do our work well and make ourselves visible as a department. This is important, because there are major interests at stake within the automotive industry and everyone is eager to address them. But it always has to be safe and responsible.

Within our team, we conduct risk assessments and workplace inspections on a regular basis with a keen eye for high-risk activities. This includes the lifting bridges in workplaces, working on electric vehicles and working with hazardous materials. A collegial working atmosphere is important here: we have to do it together. In this sense, as an HSE team, we are also mindful of corporate culture. Being prepared to call each other to account for unsafe behaviour or work practices is one example.

Sustainability is also about providing a safe workplace for people. We are critical of the parties that we do business with. Suppliers have to comply with our established safety guidelines. This allows us to offer employees who come to work for us through employment agencies and secondment agencies the same great working conditions as our own people. We work with a select group of approved parties that fully comply with our health and safety checklist. We set conditions here that relate to the employee's well-being.

Van Mossel also invests in proper, modern materials and tools. This is very important for our employees to do their work well. Retaining good, skilled professionals requires effort. That's why we carefully design workplaces and set high standards for well-being. People should want to just say yes right away when they apply to work with us."



*Dennis de Joode*  
Manager HSE Benelux



### Customer questions concerning sustainability

The energy transition affects us all. For customers, we provide quarterly sustainability reports upon request that provide them with insight into the actual CO<sub>2</sub> emitted. Van Mossel assists organisations or companies that want sustainable mobility as part of their philosophy with advice on greening the fleet or by offering a bicycle plan.

### Internal processes

Within Van Mossel, (electric) lease bicycles for employees are on prominent offer in the Netherlands and Belgium. For Dutch employees, the costs offer fiscal benefits in salary calculations. In Belgium, the leased bicycle is covered by the Benefit Motivation Plan (a personalised salary package). With attractive terms, we encourage employees of our leasing company to drive electric.

Across the organisation, we have taken several steps to reduce our CO<sub>2</sub> emissions. One of the actions we undertook in 2023 was establishing the internal process of sustainable business travel in facility matters. We combine digital tickets, which are used to report jobs, repairs or disruptions, as much as possible. This is allowing us to reduce transport movements and solve problems following a first-time-fix principle. Business travel has been greatly reduced, which automatically reduces CO<sub>2</sub> emissions. We also schedule certain meetings online more

deliberately in order to prevent any unnecessary travel, and we also work as much as possible with digital contracts with the aim of reducing the use of paper.

Moreover, at several branches, we actively offer Van Mossel customers the (electric) bicycle as free replacement transport during repairs or maintenance.

### Transportation trip planning system

As a mobility company, transporting vehicles to their destinations is an unavoidable task. This includes delivering, collecting or moving vehicles. One risk here are 'empty trips': transports that require kilometres to be driven without a load due to various circumstances. While not always preventable, these trips create unnecessary CO<sub>2</sub> emissions.

In 2023, we innovated our system by logging and analysing all the data involved in these transport trips. We also introduced an advanced scheduling system. A comprehensive dashboard makes peak loads immediately visible. This is valuable insight that allows us to plan transportation more effectively and efficiently. A similar dashboard was deployed for the Purchasing department. Data-driven insights, showing the qualitative and quantitative procurement. All commercial purposes aside, this efficiency gain also brings with it a positive impact on sustainability.

## Our objectives

- 50% of customer fleet low-emission by 2030
- 75% of new lease contracts low-emission by 2030
- 65% of new vehicles delivered low-emission by 2030

### What we have achieved:

- Market introduction of Van Mossel Energy
- Many customers proactively advised on making mobility more sustainable
- Introduction of the mobility platform
- Launch of a pilot programme with shared cars in Belgian municipalities
- Internal process and planning system for sustainable business trips at Facility department

### What we are focusing on:

- Research into opportunities for shared company cars in the Netherlands
- Rollout of Van Mossel Energy in Belgium and Luxembourg
- Further advising on sustainable mobility especially in the commercial vehicle market



## Van Mossel Energy

*A conversation with Joep Hazew, Manager of Van Mossel Energy*

"Increasing sustainability creates opportunities. We are living in an incredibly interesting time." The words of Joep Hazew, Manager of Van Mossel Energy. An entirely new business unit within Van Mossel Automotive Group. Launched in 2022 and active since 2023 after thorough preparations, Joep describes the business unit as, "One that suits the disruption in the market, our entrepreneurial role and our responsibility. Considering our volumes, we are able to make an impact for a more sustainable world. Our lease fleet alone represents a total of 120,000 vehicles."

Van Mossel Energy supports Van Mossel's dealer and leasing companies on the one hand, and Van Mossel's customers on the other. It does so with knowledge of all the side products related to electric vehicles. This includes charging stations, charging passes and the accompanying software." Joep continues, "The latter is important. Our mission goes beyond simply promoting electric driving. It is about the overall energy transition with the ultimate goal of establishing off-grid charging systems. This is where you charge your car using solar and wind energy and feed the surplus energy through to a home or an office building, for example. Energy companies will no longer be necessary."

We are not that far yet, but Van Mossel Energy is taking serious steps. "After thorough preparations, we installed the first 50 charging stations, including charging passes, in November 2023. We expect to install between 2,000 and 3,000 charging stations and issue at least 15,000 charging passes in 2024. The linked APIs (interfaces that allow two applications or computer programs to communicate with each other) provide a connection to solar panels and dynamic energy contracts, and will reduce the load on the power grid. Therefore, we always look at buildings and offices in terms of facilities. How is the property insulated? Are there green energy sources to optimise charging facilities? Can drivers track how much energy they get from solar power or even feed it back using smart apps? That helps encourage electric driving."

To ensure customer satisfaction and quality, Van Mossel works closely with a number of professional partners on activities such

as securing the installation, a clean-tech company specialising in electric vehicle charging and a reliable supplier of charging stations. A partnership with a technology company with expertise in high-tech electronics, software and mechatronic products is also underway. But Van Mossel also connects with technical universities and start-ups active in the energy transition. Joep resumes, "This is how we share the latest insights with dealerships and leasing companies at home and abroad. We are seeing that, regardless of all the laws and regulations, our clients understand that a more sustainable world is crucial to our future and that of future generations. It's nice to play a role in this as an international automotive organisation."



*Joep Hazew*  
Manager Van Mossel Energy



## Low-emission mobility in practice

*A conversation with Ralf van Meer – General Manager Maxus*

As of 1 July 2023, Chinese manufacturer SAIC Motor appointed Van Mossel Automotive Group to be the distributor and dealer of Maxus electric delivery vehicles in the Netherlands. Led by Director Ralf van Meer, Van Mossel expects this to be a good fit for future market demand. "We are anticipating that making delivery van fleets sustainable will be mandatory," says Ralf. "By 2025, diesel vans will no longer be allowed to enter certain city centres and businesses are all asking the question: what will this transition to electric vehicles cost? With Maxus, we have a brand that stands for affordable sustainable business mobility. Maxus also meets all of the government requirements relating to sustainability deductions, energy investment deductions and subsidies.

We are already seeing an exponential shift in the electric vehicle market. In 2021, less than 5% of the Dutch market drove electric, in 2022 that number rose to 8.3%. By 2023, it was already up to 15%, almost double. We expect a similar percentage this year, but by 2025 electric driving will certainly be more widespread."

To help customers make the right choices, Van Mossel organises regular knowledge sessions featuring the latest developments in terms of legislation, regulations and taxation.

"Most businesses make their fleets more sustainable for tax reasons or because business partners demand it," Ralf continues. "We sketch an overall picture, working with the many disciplines we have. Such as Van Mossel Energy. There is often uncertainty about the driving range, which incidentally often turns out to be very good in practice. There are also some parties who choose electric driving based on their own mission statement. This includes an online supermarket chain that wants to drive only clean vehicles into towns and cities, a moving company that promotes sustainability as a philosophy and an ecological funeral director. In a very conscious way, they are already moving towards the sustainable economy of the future and eventually the circular economy."



*Ralf van Meer*  
General Manager Maxus



## Future-proof personnel

The mobility sector is in transition. Partly due to the energy transition, knowledge, expertise and skills are crucial for keeping up with all of the developments. In addition, the current labour market demands good employment practices in order to retain skilled workers over the long term.

### Our ambition

Van Mossel is committed to future-proof personnel, working within a corporate culture where everyone feels welcome, regardless of a person's stage of life, disability, gender, ethnicity, beliefs or sexual orientation. In addition, we want to be an organisation that looks at the qualities, skills and ambitions of employees themselves in addition to their education. We do so with the conviction of building lasting relationships with future-proof personnel.

### Our activities

#### Employee development

Van Mossel is highly committed to development opportunities for employees. In 2023, we updated and expanded the training programme at the Van Mossel Academy, specifically looking at what employees need. A concrete example is the launch of our Service Advisor training course. This is a complex but indispensable position within our organisation, where you need to be able to switch between workplace and customer. Employees wanted to be better prepared for that. We developed the training course together with a selected training institute. In 2024, we will take a similar approach in launching a training course for mechanics. Stringent regulations, electrification and digitalisation require thorough training. We are offering

relevant training through preferred suppliers in order to achieve uniformity. In the process, we are increasing opportunities for employees to remain sustainably employable. This could include career moves within our own organisation, moving to other clusters or divisions.

### Collaboration on education

Van Mossel seeks out long-term partnerships with training institutions. For example, we attend open days at dozens of regional training centres. In cooperation with Innovam and ROC Midden Nederland, we facilitate a 2- or 3-year mechanics class that trains participants for a level 2 or 3 vocational qualification. We also founded the Excellent Car Academy together with ten regional car companies and the Koning Willem I College. The goal is to build a lasting relationship between education and the business world and increase the quality of education.

In addition, Van Mossel also has connections with organisations such as EDUilab, a place where education and innovation come together at Tilburg University. Clever students explore sustainable and circular solutions to specific issues faced by Van Mossel.

We have also made significant efforts in Campus Recruitment in Belgium over recent years. We have established lasting relationships with all of the colleges that offer automobile-related studies. With more than 100 garages, we are able to offer at least as many internships each year. We strive to retain interns who complete a successful internship with Van Mossel, so that they do not have to actively seek their first job in the





labour market. Of course, these efforts are not only undertaken with colleges. We also work with all high schools at the local level that offer training for graduating automotive engineers & bodyworkers. Within Van Mossel Belgium, these students constitute a very important stream for filling our vacancies.

Educam is a Belgian knowledge and training centre for the automotive industry and related sectors, including garages and bodyshops. A certified party with Qfor and ISO 29993 quality labels to prepare talent for our demanding industry. Close collaboration with Educam provides opportunities for sustainable and customised training. Training courses are always offered in groups of exclusively Van Mossel employees to maximise mutual learning. We organise these courses in-house as much as possible, to save on unnecessary transport movements and rental of separate rooms. Physical technical training that requires the necessary equipment is conducted in training locations provided by Educam. This means we do not have to purchase additional equipment and can provide the necessary training at short notice.

**Social return**

In the Netherlands in 2024, we are further exploring together with UWV what we can contribute to the Central Brabant Learning Centre and the Rangeerterrein Tilburg. Practically trained people with a disadvantage in the labour market are employed through this organisation.

**Gender equality**

The mobility sector traditionally employs more men than women. We would like to welcome more women to our

organisation. We also encourage women to participate in our High Potential Programme, a special training programme within the Van Mossel Academy for standout employees.

**Safety and well-being**

Internally, 2023 was all about focusing on corporate culture. Providing employees with a safe and trusted workplace helps to build a lasting relationship. We train managers in conducting performance and assessment reviews, adding a mandatory year-end review: what do our employees need from us in order to work well? The goal is to invest in and retain our employees. Discussing work-related or private problems is also included. With the arrival of new generations, we are seeing a change in the work ethic. Where possible, Van Mossel adapts to the wishes of younger generations and facilitates managers with guidance in this regard.

A goal for 2024 is to further increase the quality of internships. We have several agreements with schools/colleges. For example, DirectLease works with Saxion Colleges and ICLH with Avans. We do this firstly to prepare students for the future, and secondly, to have a chance of connecting them with our organisation in the long term. We distinguish ourselves through qualified tutors, a meaningful and instructive internship and in keeping our promises. In 2024, we will examine whether to appoint a separate recruiter for this purpose.

**Healthy together**

*A conversation with Edita Kanalp-Mesanovic - HR Advisor*

Edita Kanalp-Mesanovic is HR Advisor for the ICLH and Mercedes Benz Vans & Trucks clusters. She sees a major role for HR when it comes to sustainability. Edita: "We are making efforts in a variety of areas to provide a good and safe working environment for our people. We are focusing on sustainable employability, with satisfied employees and a safe and open corporate culture. Long-term goals that we worked hard to achieve in 2023. We will continue this in 2024.

For example, vitality is one of our themes. We provide fresh fruit at a number of branches, we have nationwide contracts for discounted company fitness and the possibility of bicycle leasing. In addition, many office workers work with sit/stand desks. Anyone can go to HR to request personal ergonomic adjustments.

Then, of course, there is mental well-being. Here, too, we have made special arrangements with coaches who provide personal guidance on psychological issues. This includes issues of personal development or grief counselling. We learned from the COVID crisis that financial problems also have a great impact on mental well-being. At that time, we created the Special Support Team. We maintained this team in 2023. Anyone can talk confidentially about their financial issues here. We look for a solution together, for example by engaging a budget coach. As HR professionals, we realise that we need to be visible.

We speak to a lot of managers and ask them, above all, to make sure issues are open for discussion among their people. We know that employees are more likely to turn to their managers than to us. For this reason, our managers will receive a training update in 2024 in practical leadership training: how do you conduct proper performance and appraisal reviews? How do you offer help? How do you follow up? Skills that are needed because employees need to feel seen and heard in the first place, in order to achieve a lasting working relationship."



*Edita Kanalp-Mesanovic*  
HR Advisor

**Our objectives**

- At least 45,000 learning interventions per year by 2025
- At least 1,000 completed learning interventions per month by 2025

**What we have achieved:**

- Employees started 8,678 learning interventions in 2023
- Employees completed 7,500 learning interventions in 2023
- Expansion of paid learning content offers through Van Mossel Academy
- Cooperation with various training institutes for Van Mossel-specific training programmes

**What we are focusing on:**

- Improved insight into externally procured training
- Investigate cooperation with Central Brabant Learning Centre
- Provide more quality internships for students from various training institutions





## Circular solutions

One of the components to achieve the European Union's climate goals is to create a circular economy. Step by step, we are transforming from a linear economy to an economy based on recycling: life cycles of existing materials and products are extended and expanded. Products gain value through sharing, renting, reusing, repairing, refurbishing and recycling. The ultimate goal is to achieve a circular economy where residual waste is a thing of the past and where we reuse all raw materials.

### Our ambition

Our ambition is to minimise our environmental footprint and maximise our circular solutions. One way we will accomplish this is by focusing on reuse, repair and extended product life within the organisation. In addition, we will move with the times and develop circular business models (with third parties).

### Our activities

#### Circular mobility in business processes

Within our divisions, we deal with a lot of maintenance and damage repair work, activities that involve the use of a wide range of materials. Our goal is to get progressively smarter about how we reuse materials and to use fewer and fewer primary (new) materials and parts. Within damage repair companies, the credo is: repair before replacing, in order to extend the life of parts.

#### Value chain activities

In consultation with insurance companies, we actively endorse the reuse of parts during vehicle maintenance or repairs as a sustainable alternative to fitting new parts. We also work intensively with a tyre recycling company.

In the area of IT, we trade in server equipment with our supplier of new hardware and return empty toner cartridges to a recycler. Old phones and laptops also go to buyers who recycle them.

#### Activities geared towards customers

Within the automotive sector, operational leasing and used car sales contribute to a circular economy by extending the life of vehicles; cars stay in circulation longer. Lease vehicles remain our property and we maintain them well. In case of irreparable damage, materials are recycled as much as possible.

One example of a circular business model is Van Mossel Wheel Repair. We offer this solution to customers who choose refurbished rims, so there is no need to order an entirely new set of rims. We reuse existing rims at a fraction of a new price. For rim repairs, Van Mossel uses refurbished original equipment manufacturer (OEM) parts, which guarantees the quality of the

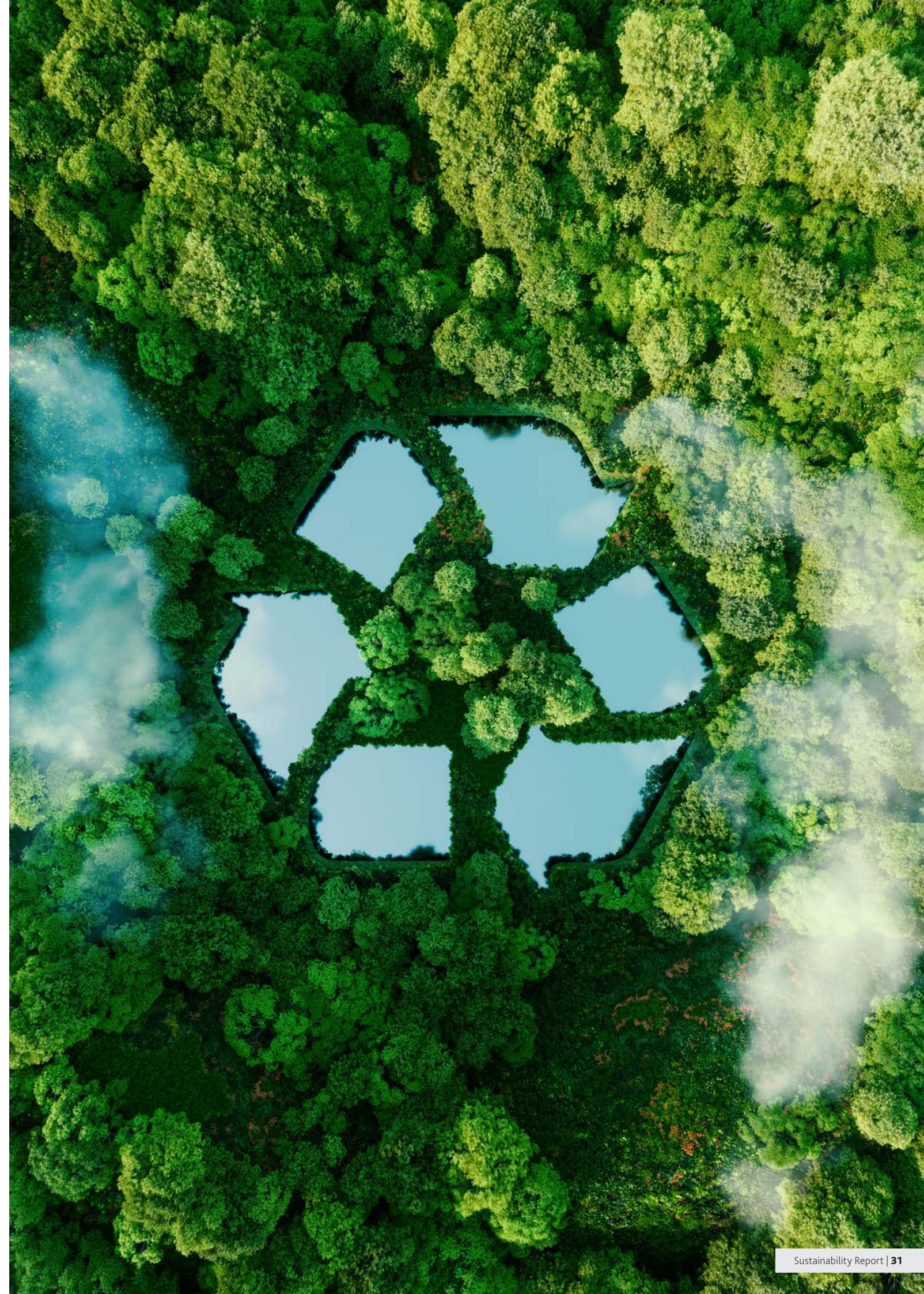
original (brand) manufacturer. This is not only safe, but also economical.

In 2023, we introduced a mobility platform that allows employers to manage all of their employees' mobility arrangements. Employees have an app at their disposal that allows them to plan, book and categorise trips. They can use Mobility as a Service (MaaS). Through the app, they can easily book a shared car, shared scooter, bike or taxi or a carpool ride. Public transportation can also be used. All costs and overviews come together in the platform, giving the employer a view of all mobility in one place. In Belgium, the rollout of a similar mobility solution is scheduled for 2024.

Integration of circular solutions requires sustainable collaboration partners. To develop a reduction plan (emissions in the value chain), we are in advanced discussions with suppliers. This includes materials such as sustainable waste disposal bags, disposable gloves, etc. In early 2024, we conducted a baseline measurement at the headquarters.

Through a CO<sub>2</sub> dashboard, we are monitoring how CO<sub>2</sub> emissions can be reduced in our daily waste management.

Furthermore, we strive to ensure that circularity and conscious choices are embedded as much as possible in all operations and processes, in compliance with all laws and regulations, some of which are unfortunately restrictive.





## Alternative and sustainable mobility

*A conversation with Pascal van Hombergh, Manager of Mobility and Sustainability*

At the end of 2022, I started working in the leasing company of Van Mossel. My task is to develop and manage alternative mobility propositions. In addition to car leasing, our customers are increasingly asking for advice on making their mobility more sustainable, sometimes driven by legislation and sometimes to achieve their own sustainability goals. So alternative mobility and sustainability are very closely connected.

When you look at making mobility more sustainable, there are a number of issues at play: reduced mobility, zero-emission mobility and shared mobility. I regularly engage with HR managers about how to encourage employees to make sustainable mobility choices. We do this, for example, by offering a mobility platform. Employees can use an app to use public transportation or shared transportation, such as shared cars or scooters, also known as Mobility as a Service. Through our platform, employers also have the opportunity to reward sustainable mobility, such as by reimbursing them for kilometres travelled by bicycle or on foot. In addition, we are considering our own shared company car proposition. These topics can be qualified as circular business models; we use them to encourage the transition from possession to use. We are also offering more and more opportunities to make mobility more flexible, such as by offering flex leasing.

Last year, we put a lot of effort into webinars and knowledge sessions. In doing so, we proactively help customers make choices in making their mobility more sustainable. For many

employers, a concrete reason for this is work-related personal mobility (WPM) legislation. Employers with more than 100 employees will have to start reporting the annual kilometres of their employees' business and commuting trips as of 1 July 2024. The ultimate goal is to significantly reduce emissions due to work-related mobility.

In addition to alternative mobility, I am also involved in various sustainability projects within Van Mossel. When you look at what's going on in the world with climate change and its impact on our ability to live, I think we have a moral obligation to do our part as a major automotive player. I am happy to help with that.



*Pascal van Hombergh*  
Manager of Mobility and Sustainability

## Glossary

Subject	Notes to financial statements
Waste reduction	The absolute reduction in volume (kg/tons) of waste streams.
Waste separation	All waste produced within the waste streams is separated within the organisation before the waste processor comes to collect it.
Waste streams	A waste stream has its own characteristics and consists of a particular type or group of materials that requires a specific collection and processing method.
Greenhouse gases	Greenhouse gases is a collective term for gases such as carbon dioxide (CO <sub>2</sub> ), nitrous oxide (N <sub>2</sub> O) and methane (CH <sub>4</sub> ). These gases are present in the atmosphere and come from both natural and human sources. They are responsible for global warming.
Circularity	Maximising material usage and minimising waste. There are many different possibilities for this, such as reusing, recycling and refurbishing materials.
CO <sub>2</sub> footprint	A CO <sub>2</sub> footprint is the amount of greenhouse gases emitted by a person or organisation, measured in their equivalent in carbon dioxide (CO <sub>2</sub> ), emitted into the atmosphere as a result of the activities and actions performed. It is also called a carbon footprint.
CSRD	Corporate Sustainability Reporting Directive, which requires companies to report on ESG topics.
Dual materiality	The principle where organisations must look at the effect they have on their surroundings (people and the environment) and the financial impact of ESG issues on their own organisation.
ESG	ESG (environment, social and governance) is a comprehensive term for sustainability that consists of environmental, social and governance criteria. Companies can use these criteria to examine which activities influence and impact the environment or society.
Low-emission	Low-emission is a method that releases a relatively lower amount of greenhouse gases compared to the 'standard' method normally used. Here, the goal is to limit greenhouse gases as much as possible, although emissions are still released.
ESRS	European Sustainability Reporting Standards. Sustainability reporting standards that support the CSRD.
Licence to grow	The conditions a company or organisation need to meet in order to expand business activities and grow as a company as a whole.
Licence to operate	The conditions a company or organisation need to meet in order to operate in the present time.
CSR	Corporate social responsibility, doing business with consideration for our surroundings, people and the environment.
NEN 1010	Standards for the construction, expansion and modification of electrical installations for low voltage.
NEN 3140	Standards for safe business operations, electrical installations and electrical work equipment.
NEN 9140	Standards for working safely on e-vehicles by eliminating electrical hazards and storing e-vehicles and parts safely.
Primary raw materials	Raw materials extracted from nature and used for the first time for making a product.
Scope 1	Scope 1 direct emissions are emissions from sources owned or managed by an organisation itself, such as emissions arising from gas use (e.g. gas boilers, cogeneration plants and furnaces) and emissions from its vehicle fleet.
Scope 2	Scope 2 indirect emissions are emissions resulting from the generation of electricity or heat purchased and used by the organisation.
Scope 3	Scope 3 indirect emissions are emissions from sources that are not owned or managed by the reporting organisation, but are related to its business activities. Examples include emissions resulting from the production of purchased materials, transportation, commuting and waste processing. A selection of scope 3 categories is included in the CO <sub>2</sub> report.



# Accountability and notes to financial statements

**Table on page 7**

Share of electric lease cars, own employees NL  
Snapshot at end of year 2023 based on registration of lease car benefit-in-kind tax.

**Table on page 7**

Share of electric vehicles:  
These are all operational and financial lease contracts of ICLH NL, BE and Luxembourg including the lease cars driven by colleagues, the vans and trucks of our dealerships and repair companies, and the short lease fleet.

**Objectives on page 11**

For now, the targets only relate to the Dutch business units. Due to the various acquisitions abroad, there is not yet a full view of sustainability performance. We will add or expand on this at a later date. Some objectives have been tightened, clarified or given a different emphasis compared to 2022 in line with the KPIs for the CSRD.

**Tables on page 17**

CO<sub>2</sub> footprint: to calculate scope 1, 2 and 3 emissions, we focus on the main sources of our emissions. In scope 1, this is the fuel consumption of company-owned cars, vans and trucks for internal transport, as well as gas consumption at the premises. Scope 2 includes the electricity consumption of the premises. The figures shown relate to the Dutch organisation. For conversion to CO<sub>2</sub> equivalent, the factors from co2emissiefactoren.nl are applied. For scope 3, the analysis needs to be explored in more detail and depth.

## About this report

This sustainability report was published in May 2024 and relates to the calendar year of 2023, running from 1-1-2023 to 31-12-2023. We use an annual reporting cycle for our sustainability reporting that is similar to our financial reporting. This is our second sustainability report and will be improved each year up to 2026, when we will issue an integrated annual report that includes both sustainability and financial information.

The report addresses our current performance and future vision in terms of our six sustainability pillars: Corporate responsibility, Health and Safety, Sustainable Operations, Future-proof personnel, Low-emission mobility and Circular solutions. The information included in this report relates to Van Mossel Automotive Group and its various divisions.

**Feedback**

If you have any questions, suggestions or comments in response to this sustainability report, please let us know at [info@vanmossel.nl](mailto:info@vanmossel.nl).

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**Concept, text and design**

Van Mossel Automotive Group

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