



Sustainability documentation DDM

Preface

DDM is a dynamic company operating internationally in the field of dismantling, relocation, demolition and asbestos removal. DDM is active in selling, trading and reusing industrial equipment and recycling other materials. Founded in 1990, DDM is now one of the market leaders in their industry. DDM's clients are mainly large private organisations or semi - public and public organisations.

Corporate social responsibility is an important topic within DDM. This is therefore shared extensively with all employees in various ways. DDM's monthly newsletter often focuses on topics related to corporate social responsibility. Especially in the industry in which DDM operates, this is of great importance.

DDM aims to reduce its CO2 emissions. This is described, among other things, in DDM's management review. The target for 2021-2026 is to reduce CO2 emissions for the relevant operating companies compared to 2021.

Over the past few years, consistent investments have been made in machinery with lower CO2 emissions. The reduction in energy consumption is visibly evident with the installation of solar panels in 2018 and the construction of an energy-neutral office building in 2024. To further reduce DDM's carbon footprint, DDM has chosen to implement the CO2 performance ladder.

On a national level, the CO2 performance ladder is a sustainability tool for companies and governments that helps reduce CO2 and costs. The positive benefits from implementing the CO2 performance ladder are lower energy costs, material savings and innovation gains. Total CO2 emissions were calculated by adding up the total emissions of the operating companies. The mapping of emissions was done in accordance with ISO14064-1.

Sustainability



Demolition | Dismantling | Relocation

Objectives DDM Demontage

Objective 1: Reduce gas consumption at the main site by 100% through investments in, among other things, a battery (scope 1).

Objective 2: Reduce fuel consumption of the vehicle fleet by 10% (scope 1).

Objective 3: Reduce fuel consumption of the machinery by 10% through, among other things, the use of HVO100 on projects (scope 1).

Objective 4: Increase the number of electric/hybrid cars to 50% (scope 2).

Objective 5: Reduce emissions from electricity consumption at the main site in De Meern by 100% (scope 2).

Objectives DDM Deutschland GmbH

Objective 1: Reduce fuel consumption of the vehicle fleet by 10% (scope 1).

Objective 2: Reduce fuel consumption of the machinery by 10% through, among other things, the use of HVO100 on projects (scope 1).

Objectives DDM Belgium NV

Objective 1: Reduce gas consumption at the office building in Kontich by 10% (scope 1).

Objective 2: Reduce fuel consumption of the vehicle fleet by 10% (scope 1).

Objective 3: Reduce fuel consumption of the machinery by 10% through, among other things, the use of HVO100 on projects (scope 1).

Objective 4: Reduce emissions from electricity consumption at the main site in Kontich by 100% (scope 2).

Plan of action objectives

DDM Demontage

DDM Demontage B.V.

General objective: DDM Demontage B.V. aims to emit 13,44% less CO2 in 2026 compared to 2021

Objective	Measures	Duration - Plan of action
<p>Scope 1: Reduce gas consumption at the main site in De Meern by 100% by, among other things, investing in a battery.</p> <p>By 2025: 100% reduction.</p> <p>This objective contributes 20%.</p>	<p>1 Construction of an energy-neutral office and the acquisition of a battery.</p>	<p>2022: Designs for the new office have been created. 2023: Permits for the new office need to be applied for. 2024: The office is being constructed. 2025: The office has been fully completed.</p>
	<p>2 Encourage staff to minimize the use of heating and dress warmly.</p>	<p>2023/2024: A notice will be posted in the office buildings of DDM.</p>
	<p>3 Replace the gas-powered systems with gas-free systems.</p>	<p>2025: Starting in 2025, the gas systems will be replaced with gas-free systems.</p>
<p>Scope 1: Reduce fuel consumption of the vehicle fleet by 10%.</p> <p>Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction</p> <p>This objective contributes 31%.</p>	<p>1 Encourage economical driving: provide a toolbox on fuel-efficient driving to all drivers.</p>	<p>2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.</p>
	<p>2 The company actively encourages carpooling among employees and can provide evidence of this.</p>	<p>2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.</p>
	<p>3 When purchasing new tires, only tires with an A rating for fuel efficiency according to the European tire label will be acquired.</p>	<p>2023/2024: Contact will be made with leasing companies to install tires with an A rating for fuel efficiency on the vehicles.</p>
	<p>4 Provide bicycles for short trips at projects and the office.</p>	<p>From 2023: Before the start of a project, it should be assessed whether bicycles need to be provided to reduce car usage. If so, bicycles should be brought to the project locations.</p>

Plan of action objectives

DDM Demontage

Objective	Measures	Duration - Plan of action
<p>Scope 1: Reduce fuel consumption of machines by 10% through, among other measures, the use of HVO100 on projects.</p> <p>Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction</p> <p>This objective contributes 29%.</p>	1 Replace machines with Stage 2 engines with machines equipped with Stage 4 or 5 engines by 2026 compared to 2021.	At the beginning of 2023, a plan will be developed to replace machines with Stage 2 engines with machines equipped with Stage 5 engines.
	2 Operate machines on HVO100: On certain projects, use HVO100 instead of diesel or gasoline for operating machines.	It will be discussed that during the tender phase of a project, consideration should be given to whether the project is suitable for using HVO100.
	3 Develop a toolbox to make machines operate more efficiently.	In July 2023, the toolbox will be developed and shared with the operators.
<p>Scope 2: Increase the number of electric/hybrid cars to 50% (scope 2).</p> <p>Duration: 2026: Realized</p>	1 Share the benefits of electric and hybrid vehicles with staff through DDM information channels.	It will be discussed that more employees should opt for electric or hybrid vehicles.
	2 At least one charging station for every 10 parking spaces.	It will be discussed how many charging stations should be installed at the new office.
<p>Scope 2: Reduce emissions from electricity consumption in De Meern by 100%.</p> <p>Duration By 2025: 100% reduction</p> <p>This objective contributes 20%.</p>	1 Purchase 100% green electricity in De Meern.	Starting in 2025, green electricity will be purchased.

Plan of action objectives

DDM Deutschland GmbH

DDM Deutschland GmbH DDM Deutschland GmbH aims to reduce CO2 emissions by 8.47% by 2026 compared to 2021.		
Objective	Measures	Duration - Plan of action
Scope 1: Reduce fuel consumption of the vehicle fleet by 10%. Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction This objective contributes 20%.	1 Encourage economical driving: provide a toolbox on fuel-efficient driving to all drivers.	2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.
	2 The company actively encourages carpooling among employees and can provide evidence of this.	2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.
	3 When purchasing new tires, only tires with an A rating for fuel efficiency according to the European tire label will be acquired.	2023/2024: Contact will be made with leasing companies to install tires with an A rating for fuel efficiency on the vehicles.
	4 Provide bicycles for short trips at projects and the office.	From 2023: Before the start of a project, it should be assessed whether bicycles need to be provided to reduce car usage. If so, bicycles should be brought to the project locations.
Scope 1: Reduce fuel consumption of machines by 10% through, among other measures, the use of HVO100 on projects. Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction This objective contributes 80%.	1 Replace machines with Stage 2 engines with machines equipped with Stage 4 or 5 engines by 2026 compared to 2021.	At the beginning of 2023, a plan will be developed to replace machines with Stage 2 engines with machines equipped with Stage 5 engines.

Plan of action objectives

DDM Deutschland GmbH

Objective	Measures	Duration - Plan of action
<p>Scope 1: Reduce fuel consumption of machines by 10% through, among other measures, the use of HVO100 on projects.</p> <p>Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction</p> <p>This objective contributes 80%.</p>	<p>2 Operate machines on HVO100: On certain projects, use HVO100 instead of diesel or gasoline for operating machines.</p>	<p>It will be discussed that during the tender phase of a project, consideration should be given to whether the project is suitable for using HVO100.</p>
	<p>3 Develop a toolbox to make machines operate more efficiently.</p>	<p>In July 2023, the toolbox will be developed and shared with the operators.</p>



Plan of action objectives

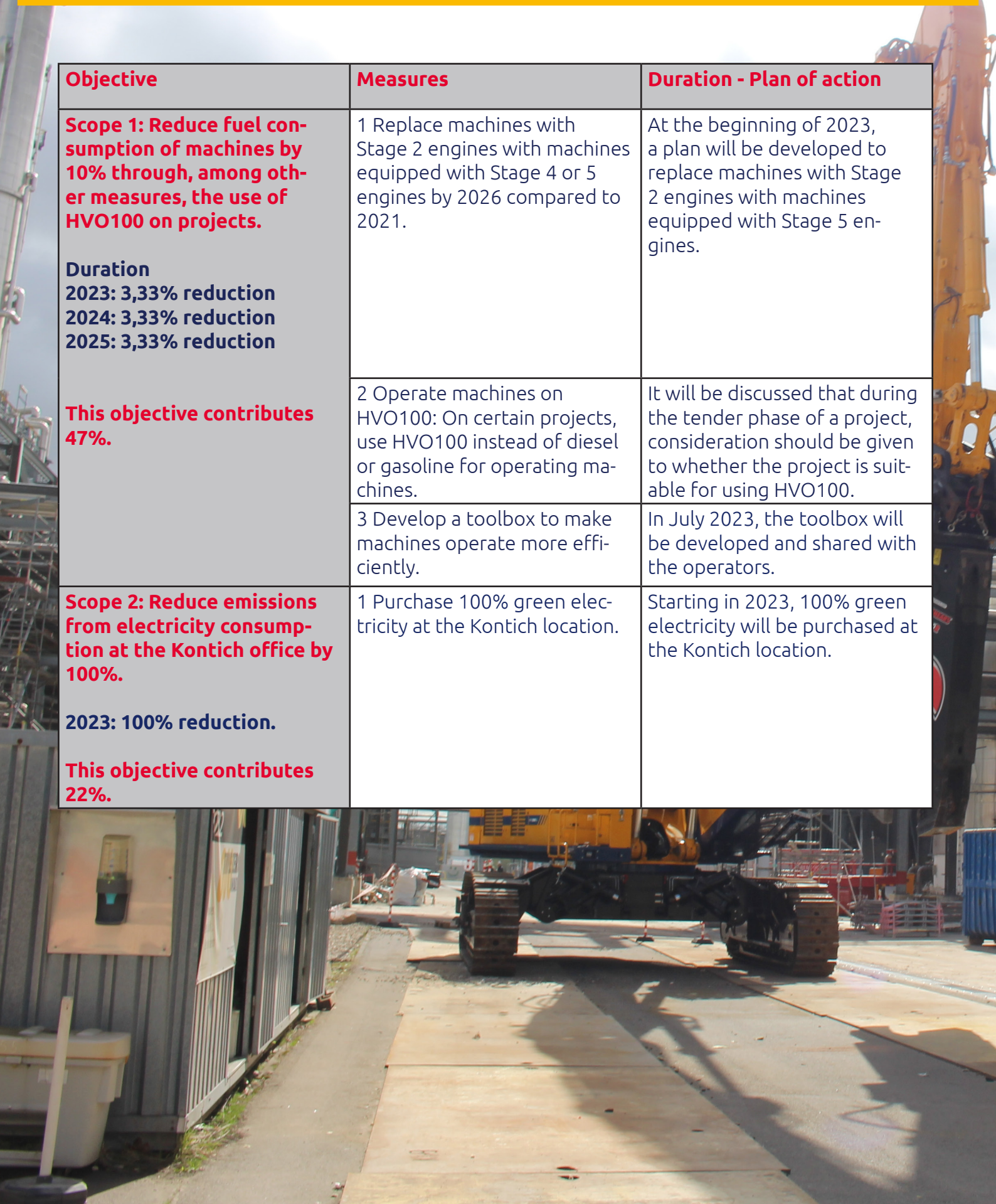
DDM Belgium NV

DDM Belgium NV DDM Belgium NV aims to reduce CO2 emissions by 9,54% by 2026 compared to 2021.		
Objective	Measures	Duration - Plan of action
<p>Scope 1: Reduce gas consumption of the office building in Kontich by 10%</p> <p>Duration 2023: 3.33% reduction 2024: 3.33% reduction 2025: 3.33% reduction</p> <p>This objective contributes 4%.</p>	<p>1 Encourage staff to minimize the use of heating and dress warmly.</p>	<p>2023/2024/2025: A notice will be posted in the DDM information channels.</p>
<p>Scope 1: Reduce fuel consumption of the vehicle fleet by 10%.</p> <p>Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction</p> <p>This objective contributes 27%.</p>	<p>1 Encourage economical driving: provide a toolbox on fuel-efficient driving to all drivers.</p>	<p>2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.</p>
	<p>2 The company actively encourages carpooling among employees and can provide evidence of this.</p>	<p>2023: The toolbox will be developed and shared. 2024: The toolbox will be shared with new employees. 2025: The toolbox will be shared with new employees.</p>
	<p>3 When purchasing new tires, only tires with an A rating for fuel efficiency according to the European tire label will be acquired.</p>	<p>2023/2024: Contact will be made with leasing companies to install tires with an A rating for fuel efficiency on the vehicles.</p>
	<p>4 Provide bicycles for short trips at projects and the office.</p>	<p>From 2023: Before the start of a project, it should be assessed whether bicycles need to be provided to reduce car usage. If so, bicycles should be brought to the project locations.</p>

Plan of action objectives

DDM Belgium NV

Objective	Measures	Duration - Plan of action
<p>Scope 1: Reduce fuel consumption of machines by 10% through, among other measures, the use of HVO100 on projects.</p> <p>Duration 2023: 3,33% reduction 2024: 3,33% reduction 2025: 3,33% reduction</p> <p>This objective contributes 47%.</p>	<p>1 Replace machines with Stage 2 engines with machines equipped with Stage 4 or 5 engines by 2026 compared to 2021.</p>	<p>At the beginning of 2023, a plan will be developed to replace machines with Stage 2 engines with machines equipped with Stage 5 engines.</p>
	<p>2 Operate machines on HVO100: On certain projects, use HVO100 instead of diesel or gasoline for operating machines.</p>	<p>It will be discussed that during the tender phase of a project, consideration should be given to whether the project is suitable for using HVO100.</p>
	<p>3 Develop a toolbox to make machines operate more efficiently.</p>	<p>In July 2023, the toolbox will be developed and shared with the operators.</p>
<p>Scope 2: Reduce emissions from electricity consumption at the Kontich office by 100%.</p> <p>2023: 100% reduction.</p> <p>This objective contributes 22%.</p>	<p>1 Purchase 100% green electricity at the Kontich location.</p>	<p>Starting in 2023, 100% green electricity will be purchased at the Kontich location.</p>



Project measures

The following paragraph describes the general company-wide objectives that are relevant for projects. Under these objectives, technical and process measures will be outlined that can be applied to projects.

1. Reduce fuel consumption of the vehicle fleet

- Prior to a project, communicate to all involved parties to carpool as much as possible to and from the project sites (process measure). Achieve this by sending out an email and possibly providing a toolbox.
- Before starting a project, assess whether bicycles need to be brought to the project site to reduce car usage.
- Before starting a project, communicate to all involved parties to use the available bicycles at the project site as much as possible instead of driving.

2. Reduce fuel consumption of machines

- Use excavators with Stage 5 engines (ideally) or Stage 4 engines as much as possible (technical measure).
- Determine whether it is possible to operate the machine on HVO100 fuel instead of diesel or gasoline at the project site (technical measure).
- Communicate with operators to minimize idling of the machines.
- Communicate with operators to lay down as many access plates as possible on the site for smooth entry and exit routes within the work area. This way, the machines will consume less fuel (process measure).
- Communicate to operators that, before breaks and at the end of the workday, they should reduce the machine's RPM (beneficial for the turbo engine and cooling), but it does not need to idle (technical measure).

3. Reduce CO2 emissions through construction site provisions

- Turn off lighting when leaving construction site containers
- Use solar energy through solar panels on containers.
- Replace lamps with LED fluorescent tubes.
- Keep the container doors closed
- Collect rainwater to use for filling irrigation systems to control dust.

Waste management - Circularity

Waste management

At DDM projects, various waste streams are generated. These waste streams are carefully separated on a project-by-project basis. The waste is then transported to certified processors. Many of these certified processors upcycle the different waste streams.

Circularity

Circularity means that products can be used as raw materials for new products or materials after their initial use. Circularity has two major benefits. Firstly, it reduces the need for new raw materials. Consequently, this results in lower CO2 emissions, which is the second benefit.

In some projects, the demolition of buildings with bricks is part of the work. DDM Deutschland GmbH collaborates with a company specialized in brick reclamation. The bricks can then be reused as a product. This is an example of DDM's commitment to the reuse of waste streams.



Sustainable innovations in projects

The use of electric equipment

Where possible, we aim to use electric machines on projects. Electric machines have lower CO2 emissions compared to diesel-powered equipment.

Electric machines are generally quieter, resulting in less noise pollution for the surrounding environment.



The use of solar panels

Recently, solar panels were installed on a project to generate energy. This sustainable solution provided part of the demolition site with clean, renewable energy, significantly reducing our reliance on the traditional electricity grid. This makes a substantial contribution to reducing CO2 emissions.



Sustainable water management

An innovative water management system from DDM involves connecting IBC tanks to rainpipes. These tanks capture the water, and the collected rainwater is then used for various applications on the demolition site, such as dust suppression. This system helps us work more sustainably by conserving valuable natural resources.





Demolition | Dismantling | Relocation



Emissions data 2023

Emissions data 2023

DDM Demontage B.V.

Scope 1: CO2 emissions in KG

Building gas consumption:	28.243 (13.585 m3 gas)
Fleet fuel consumption:	354.622 (115.324 litres of fuel)
Equipment fuel consumption:	129.179 (2.454 operating hours)
Truck fuel consumption:	46.181
Rental equipment fuel consumption:	44.873
Gas consumption on projects:	7.771 (4.505 litres of propane)
Total scope 1:	610.869

Scope 2 & business travel : CO2 emissions in KG

Air travel:	217 (926 km)
Equipment electricity consumption:	392
Fleet electricity consumption:	7.392 (16.210 kWh)
Building electricity consumption:	32.727
Total scope 2 & Business travel:	40.728

**Total CO2- emissions in KG:
651.597**



Emissions data 2023

DDM Deutschland GmbH.

Scope 1: CO2 emissions in KG

Building gas consumption:	27.980 (13.458 m3 gas)
Fleet fuel consumption:	153.056 (49.999 litres of fuel)
Equipment fuel consumption:	714.367 (16.389 operating hours)
Truck fuel consumption:	40.406
Rental equipment fuel consumption:	283.046
Gas consumption on projects:	30.910 (17.919 litres of propane)
Total scope 1:	1.249.765

Scope 2 & business travel : CO2 emissions in KG

Equipment electricity consumption:	415
Building electricity consumption:	17.690 (38.792 kWh)
Air travel:	2.965 (12.670 km)
Total scope 2 & Business travel:	21.070

Total CO2- emissions in KG:
1.270.835



Emissions data 2023

DDM Belgium NV.

Scope 1: CO2 emissions in KG

Building gas consumption:	4.870 (2.435 m3 gas)
Fleet fuel consumption:	50.090 (16.429 litres of fuel)
Equipment fuel consumption:	91.979 (1.744 operating hours)
Truck fuel consumption:	21.828
Rental equipment fuel consumption:	13.807
Gas consumption on projects:	10.873 (6.303 litres of propane)
Total scope 1:	193.447

Scope 2 & business travel : CO2 emissions in KG

Equipment electricity consumption:	4
Building electricity consumption:	0
Air travel:	11.004 (63.976 km)
Total scope 2 & Business travel:	11.008

**Total CO2- emissions in KG:
204.455**



Emissions data 2023

DDM international & DDM Gulf

DDM international

Scope 1: CO2 emissions in KG

Equipment fuel consumption: 95.760 (1.299 operating hours)

Rental equipment fuel consumption: 5.661

Gas consumption on projects: 5.780 (3.208 litres propane)

Total scope 1: 107.201

Total scope 2 & Business travel emissions in KG:

Air travel: 162.616 (1.026.066 km)

Total CO2-emissions in KG:
269.817

DDM Gulf

Scope 1: CO2 emissions in KG

Rental equipment fuel consumption: 48.840

Total scope 2 & Business travel emissions in KG:

Air travel: 34.727 (215.713 km)

Total CO2-emissions in KG:
83.567



Emissions data 2023

DDM (all holdings)

DDM

Scope 1: CO2 emissions in KG

2.210.122

Total scope 2 & Business travel emissions in KG:

270.149

**Total CO2-
emissions in KG:
2.480.270**





The solar panels of DDM generated
an impressive 91.033 kWh in
2023!

The output of the solar panels 2023



Demolition | Dismantling | Relocation



Emissions data 2022

Emissions data 2022

DDM Demontage B.V.

Scope 1: CO2 emissions in KG

Building gas consumption:	35.137 (16.852 m3 gas)
Fleet fuel consumption:	426.176 (138.770 litres of fuel)
Equipment fuel consumption:	292.957 (5.847 operating hours)
Truck fuel consumption:	49.195
Rental equipment fuel consumption:	72.125
Gas consumption on projects:	22.418 (12.996 litres of propane)
Total scope 1:	898.008

Scope 2: CO2 emissions in KG

Air travel:	74.983 (461.836 km)
Equipment electricity consumption:	778 (1.487 kWh)
Fleet electricity consumption:	8.402 (16.065 kWh)
Building electricity consumption:	36.029 (68.890 kWh)
Total scope 2 & Business travel:	126.624

**Total CO2-
emissions in KG:
1.024.632**



Emissions data 2022

DDM Deutschland GmbH.

Scope 1: CO2 emissions in KG

Building gas consumption:	28.060 (13.459 m3 gas)
Fleet fuel consumption:	177.353 (57.053 litres of fuel)
Equipment fuel consumption:	1.081.578 (20.057 operating hours)
Truck fuel consumption:	47.556
Rental equipment fuel consumption:	261.022
Gas consumption on projects:	43.880 (25.438 litres of propane)
Total scope 1:	1.639.450

Scope 2: CO2 emissions in KG

Equipment electricity consumption:	1.239 (2.369 kWh)
Building electricity consumption:	19.571 (37.420 kWh)
Total scope 2 & Business travel:	20.809

**Total CO2-
emissions in KG:
1.660.259**



Emissions data 2022

DDM Belgium NV.

Scope 1: CO2 emissions in KG

Building gas consumption:	5.976 (2.866 m3 gas)
Fleet fuel consumption:	51.048 (16.555 litres of fuel)
Equipment fuel consumption:	19.143 (450 operating hours)
Truck fuel consumption:	20.596
Rental equipment fuel consumption:	10.304
Gas consumption on projects:	12.558 (7.280 litres of propane)
Total scope 1:	119.625

Scope 2: CO2 emissions in KG

Equipment electricity consumption:	891 (1.703 kWh)
Building electricity consumption:	3.447 (6.589 kWh)
Total scope 2 & Business travel:	4.337

**Total CO2-
emissions in KG:
123.962**



Emissions data 2022

DDM (all holdings)

DDM - CO2 emissions in KG

Scope 1:

2.657.083

Scope 2 & Business travel

151.770

**Total CO2-
emissions in KG:
2.808.853**





The solar panels of DDM generated an impressive 97.723 kWh in 2022!

The output of the solar panels 2022

Emissions data 2021

DDM Demontage B.V.



Scope 1: CO2 emissions in KG

Building gas consumption:	35.937 (19.074m3 gas)
Fleet fuel consumption:	444.221 (143.176 litres of fuel)
Equipment fuel consumption:	424.427 (9.158 operating hours)
Truck fuel consumption:	78.005
Rental equipment fuel consumption:	22.911
Gas consumption on projects:	23.180 (13.438 litres of propane)
Total scope 1:	1.028.680

Scope 2: CO2 emissions in KG

Equipment electricity consumption:	747 (1.343 kWh)
Fleet electricity consumption:	2.303 (4.141 kWh)
Building electricity consumption:	35.408 (63.682 kWh)
Business travel	
Air travel:	6.644 (35.566 km)
Total scope 2 & Business travel:	45.102

**Total CO2-
emissions in KG:
1.073.782**

Emissions data 2021

DDM Deutschland GmbH.



Scope 1: CO2 emissions in KG

Building gas consumption:	25.356 (13.459 m3 gas)
Fleet fuel consumption:	189.227 (60.874 litres of fuel)
Equipment fuel consumption:	736.646 (15.197 operating hours)
Truck fuel consumption:	47.315
Rental equipment fuel consumption:	34.969
Gas consumption on projects:	43.608 (25.280 litres of propane)
Total scope 1:	1.077.121

Scope 2: CO2 emissions in KG

Equipment electricity consumption:	695 (1.250 kWh)
Building electricity consumption:	15.743 (28.293 kWh)
Total scope 2 & Business travel:	16.438

**Total CO2-
emissions in KG:
1.093.558**

Emissions data 2021

DDM Belgium NV.



Scope 1: CO2 emissions in KG

Building gas consumption:	6.999 (3.715 m3)
Fleet fuel consumption:	45.116 (14.180 litres of fuel)
Equipment fuel consumption:	79.458 (1.580 operating hours)
Truck fuel consumption:	25.355
Rental equipment fuel consumption:	2.412
Gas consumption on projects:	12.013 (6.964 litres of propane)
Total scope 1:	171.353

Scope 2: CO2 emissions in KG

Equipment electricity consumption:	1.713 (3.081 kWh)
Building electricity consumption:	3.702 (6.658 kWh)
Total scope 2 & Business travel:	5.415

Total CO2-emissions in KG:
176.768

Emissions data 2021

DDM (all holdings)

DDM - CO2 emissions in KG

Scope 1:

2.277.154

Total scope 2 & Business travel:

66.955

**Total CO2-
emissions in KG:
2.344.108**





The solar panels of DDM generated an impressive 89.190 kWh in 2021

The output of the solar panels 2021

CO2 sector initiative

Participating in Initiatives

DDM Demontage Holding B.V. considers it important to be a member of initiatives in the field of sustainability. DDM has not set a budget for participation in sustainability initiatives. If a sustainability initiative aligns with DDM's goals, it will be discussed with management, and if management also finds it appropriate, the company will participate in the initiative.

VERAS SECTOR INITIATIVE

DDM Demontage Holding B.V. is participating in the CO2 sector initiative organized by VERAS. As the organizer, VERAS is also the initiator of the initiative. The goal of the initiative is for members to individually reduce emissions and save costs through a more efficient business operation as a result of this collective approach.

OBJECTIVE OF THE INITIATIVE

The objective of the initiative is to reduce emissions and save costs. Additionally, it is valuable to engage in discussions with industry peers to share knowledge and expertise, such as offering tips on reducing emissions in daily operations. To achieve this, meetings are held at each of the participating organizations. This allows the various members to gain a clear understanding of what each organization does and the measures they are taking to reduce their CO2 emissions.





Demolition | Dismantling | Relocation



Energy Management Plan DDM

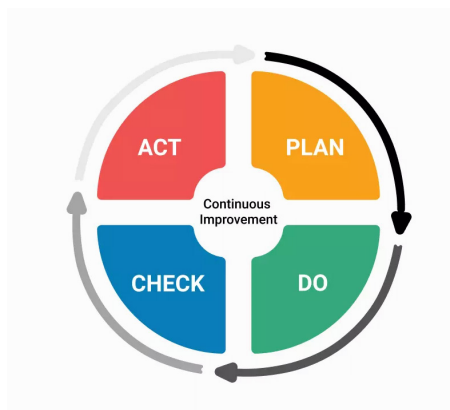
Explanation of the Energy Management Plan

The HSEQ department is responsible for the energy management plan. Each calendar year, the CO2 footprint of DDM Demontage Holding B.V. must be calculated. This is crucial for identifying trends and acting upon them. The PDCA cycle plays an important role in the energy management plan, just as it does in DDM's general management system.

The energy management plan is broadly structured as follows:

- **Plan:** In the planning phase of the energy management plan, the context of the organization is analyzed. The energy policy is further developed, ensuring a proper division of tasks, as outlined in the matrix below. The matrix was created by the designated person responsible for the CO2 reduction policy in collaboration with members of the QHSE department and the management team. The management has delegated responsibilities for the EnMS to the QHSE department but retains ultimate responsibility for the plan at all times.
- **Do:** In the "Do" phase, the approach to reducing CO2 emissions is defined. Additionally, measures are formulated, and the communication strategy is described. This is translated into an action plan, which is stored in DDM's internal documentation.
- **Check:** In the "Check" phase, energy performance and the overall energy management system are monitored and analyzed. Progress toward objectives must be reviewed semi-annually. If it becomes evident that objectives will not be met within the set timeframe, the action plan to achieve the objectives must be adjusted. The HSEQ department is responsible for monitoring (and, if necessary, adjusting) the objectives, while ultimate accountability lies with the management. Subsequently, audits of the system are conducted, and management reviews are performed.
- **Act:** Based on the findings in the "Check" phase, measures are implemented to address deviations and continuously improve energy performance and the energy management system. Wherever possible, measures should always be taken to control and correct deviations. The actions taken must be documented alongside the identified deviation. If necessary, adjustments are made to the EnMS.

The energy management plan adheres to the sequence of the PDCA cycle. Furthermore, the plan is written in accordance with the ISO 50001 standard, "Energy Management Systems – Requirements with Guidance for Use." The management retains overall responsibility and authority for the energy management plan and has delegated various tasks to the so-called "Energy Management Team."



Demolition | Dismantling | Relocation

Communication matrix

The progress of the CO2 reduction policy must be monitored. DDM Demontage Holding B.V. holds various certificates that require specific actions. To ensure that no actions related to the CO2 Performance Ladder are overlooked, a matrix has been created.

Perspective	Frequency	Responsible	Channel
A Insight <ul style="list-style-type: none"> o Track emissions from machinery o Process invoices for gas cylinders o Monitor fuel consumption o Record emissions from buildings o Inventory air travel o Test staff knowledge of environmental policies o Update the list of energy flows 	A Insight <ul style="list-style-type: none"> o Biannually o Biannually o Biannually o Biannually o Biannually o Annually o Quarterly 	A Insight <ul style="list-style-type: none"> o HSEQ Department o HSEQ Department o HSEQ Department o HSEQ Department o HSEQ Department o HSEQ Department o HSEQ Department 	A Insight <ul style="list-style-type: none"> o Sumatra/ Excel o Sumatra/ Excel o Sumatra/ Excel o Sumatra/ Excel o Travel agency/ Excel o Word
B Reduction <ul style="list-style-type: none"> o Analyze and evaluate data from emissions inventory o Estimate expected energy consumption for the next year o Develop qualitative reduction measures o Develop quantitative reduction measures o Update and evaluate the Energy Management Action Plan in accordance with ISO 50001 o Achieve the set goals o Measure and analyze progress towards set objectives o Evaluate the analyzed objectives 	B Reduction <ul style="list-style-type: none"> o Biannually o Annually o Annually o Annually o Biannually o Ongoing o Biannually o Biannually 	B Reduction <ul style="list-style-type: none"> o HSEQ Department/MT o HSEQ Department o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT o Entire organization o HSEQ Department o HSEQ Department 	B Reduction <ul style="list-style-type: none"> o Internal docs o Internal docs o Internal docs o Internal docs o Internal docs o Internal docs o Internal docs o Internal docs
C Transparency <ul style="list-style-type: none"> o Develop a communication plan o Implement the communication plan o Monitor progress on communication plan components o Publish on the website o Publish on the SKAO website o Communicate internally about energy policy and reduction measures o Communicate internally about projects where CO2-related permit advantages have been obtained 	C Transparency <ul style="list-style-type: none"> o Once per year o Annually o Ongoing o Biannually o Biannually o Biannually o Biannually and at the start and completion of the project 	C Transparency <ul style="list-style-type: none"> o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT o HSEQ Department/MT 	C Transparency <ul style="list-style-type: none"> o Word o Website DDM o SKAO o DDM news letter + management review + website o DDM news letter + management review + website
D Participation <ul style="list-style-type: none"> o Inventory sector/supply chain initiatives o Discuss choice of sector/supply chain initiative o Participate in at least one sector/supply chain initiative o Monitor progress of sector/supply chain initiative 	D Participation <ul style="list-style-type: none"> o Biannually o Biannually o Ongoing o Biannually 	D Participation <ul style="list-style-type: none"> o HSEQ Department o HSEQ Department/MT o HSEQ Department o HSEQ Department/MT 	D Participation <ul style="list-style-type: none"> o HSEQ - meeting
Additional activities <ul style="list-style-type: none"> o Track progress of the CO2 Performance Ladder o Conduct internal audit of CO2 reduction o Explore possibilities for certifying at a higher level 	Additional activities <ul style="list-style-type: none"> o Once per quarter o Annually o Annually 	Additional activities <ul style="list-style-type: none"> o HSEQ Department o HSEQ Department o HSEQ Department/MT 	Additional activities <ul style="list-style-type: none"> o Internal docs o Internal docs o Internal docs