



LOSBERGER DE BOER



# Committed

CSR Report 2023

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## Corporate Social Responsibility Report 2023

### Colophon

This CSR report is published by Losberger De Boer.

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The CSR Report can be found on [www.losbergerdeboer.com/csr](http://www.losbergerdeboer.com/csr)

Losberger De Boer welcomes responses to this report at: [csr@losbergerdeboer.com](mailto:csr@losbergerdeboer.com)

# Covering tomorrow

## Journey to a sustainable organisation

Losberger De Boer wants to do more than just comply with EU regulations; we want to make an active and positive contribution in the field of Corporate Social Responsibility (CSR) in our market.

Under the “Covering Tomorrow” initiative, we have combined all our efforts to improve CSR in our industry and report on it annually in our CSR report.

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Losberger De Boer is committed to its sustainability programs and I am proud of the enthusiasm and dedication of many colleagues who continue to shape this year after year. It is therefore a great encouragement to receive the EcoVadis Gold Medal. This comes just three years after we committed to this independent platform. It is an important recognition of the efforts we make every day as a company and as each employee in our sustainability journey. We believe it is important to provide insight into our ESG efforts, programmes and results. It also allows us to continually and critically measure our own progress and see where we can improve.

#### **Embedding sustainability in all our business practices**

Corporate responsibility is deeply embedded in the culture of our company. Our long-standing partnerships are based on joint efforts to find optimal solutions. Our focus goes beyond simply improving the environmental aspects of our operations to include safe business practices, equal opportunity for employee development, and the integration of sustainability into all facets of our business. This integration is critical to driving innovation in our modular space solutions and fosters a collective commitment to making a positive impact on the planet and society.

The growing enthusiasm for sustainability among our partners increases our collective impact. By working closely together, we can find the most

sustainable solutions globally. We have defined our ambitions and expanded our programs throughout the Losberger De Boer Group. For 2024, we have developed an ambitious plan to integrate sustainability more systematically into our business operations; from calculating our corporate carbon footprint, to preparing for CSRD, and to further developing and executing our ESG programmes. Our alignment with the broader sustainability agenda defines us as a forward-thinking partner and reinforces our position as a conscientious market leader.

#### **Collective action is essential**

As CEO of Losberger De Boer, I am deeply inspired by our sustainability journey and the tangible progress we continue to make. The path

“... defines us as a forward-thinking partner and reinforces our position as a conscientious market leader.”

to sustainability is not just a corporate mandate; it is a shared commitment to future generations and the health of our planet. Every step we take is a step towards a more sustainable and equitable world. I challenge everyone in our company, as well as our partners and stakeholders, to remain engaged and proactive in this important endeavour. Our collective efforts are essential to shaping a sustainable future, and I am confident that together we will not only meet but exceed our sustainability goals. Let us continue to lead with purpose and passion, making every decision count for the betterment of our environment and society.

**Arnout de Hair,**

CEO

Losberger De Boer Group

# Proud of the enthusiasm and dedication

Arnout de Hair





# Creating Value

**Our core values 'Involved, Creative, Professional' are the foundation of our company and express who we are and how we behave. Everything we say and do is a reflection of our core values that is experienced by colleagues, customers, suppliers and the marketplace. In line with our values, we are committed to minimising our negative impact on the environment while actively contributing to people and society. Through innovation and cooperation, we have a strong desire to make a difference and contribute to a better world for future generations.**

For this reason, Losberger De Boer recognises its responsibility to operate as a reliable company and to embed Corporate Social Responsibility (CSR) as an integral part of its way of doing business. Sustainability is deeply rooted in the company's DNA. We keep it alive by making sustainability a daily part of our work with employees, customers and suppliers. We want to go beyond minimising negative environmental impacts and make a real positive contribution.

A strong motivation for Losberger De Boer to continuously work on its Sustainability Management System is the belief that the programmes create value and have a social, environmental and economic impact. Sustainability drives innovation by finding alternative solutions, from using new materials to developing technologies that reduce the use of natural resources and create less waste. It also ensures compliance with regulatory requirements so that stakeholder risks are mitigated.

## Roadmap to sustainable development

The Losberger De Boer Group joined the United Nations Global Compact (UNGC) to support its principles on human rights, labour, the environment and anti-corruption. The company integrates the UNGC principles into its strategy, culture and daily activities in line with the Sustainable Development Goals. We have selected five SDGs to have the greatest impact on these goals, without losing sight of the other 12 SDGs.

We focus on the following five SDGs:

**SDG 3** Good health and well-being

**SDG 8** Decent work and economic growth

**SDG 12** Responsible consumption and production

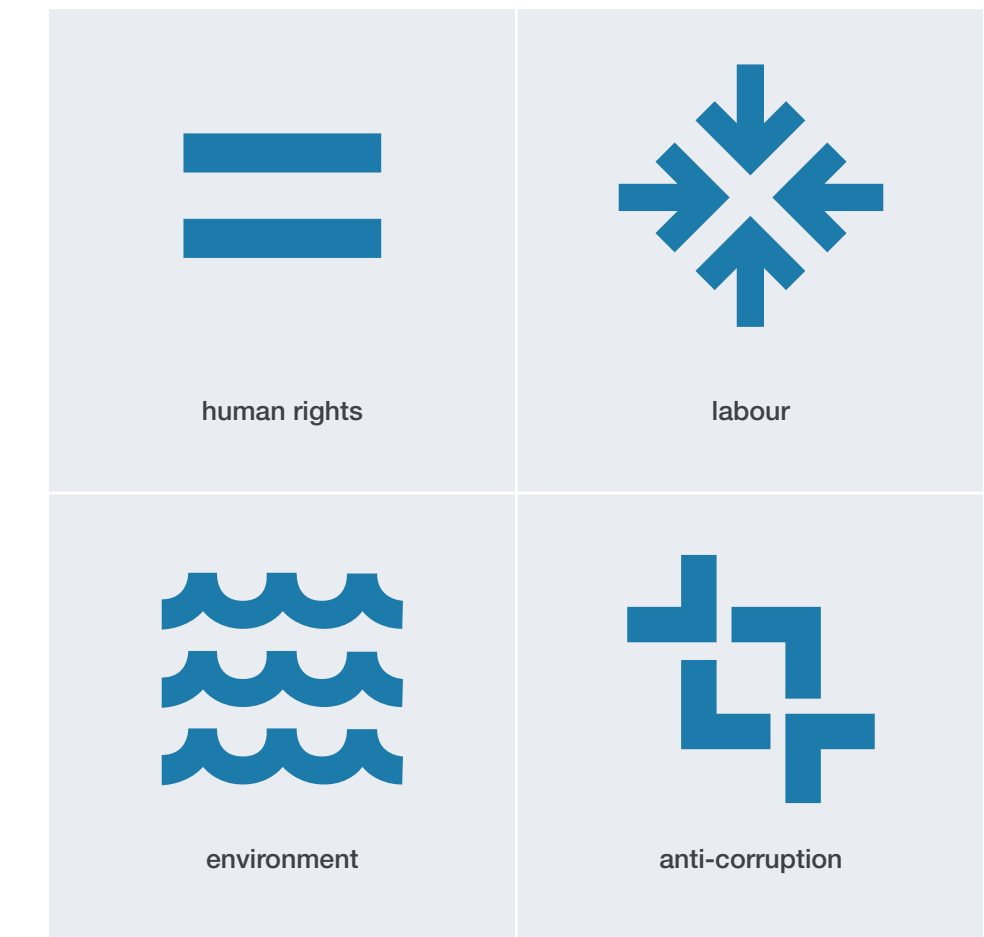
**SDG 13** Climate action

**SDG 17** Partnerships for the goals

Losberger De Boer has been ISO 14001 certified since 2010. This is the international standard for environmental management systems. It ensures that companies have effective processes in place to minimise their impact on the environment.

## Integrating CSR into business systems

In 2021, Losberger De Boer joined the EcoVadis platform, a global provider of sustainability assessment, business intelligence and performance improvement tools for international supply chains. The core of the EcoVadis Sustainability Rating and Scorecard methodology is an assessment of how well a company has integrated sustainability/CSR principles into its business and management system.



EcoVadis evaluates companies on the basis of their CSR management system in various areas. These areas include environmental impact, labour conditions, fair trade practices and sustainable purchasing. Based on outstanding scores in environmental, labour and human rights policies, Losberger De Boer has managed to achieve the Gold Medal Sustainability Rating in 3 years. This places us in the top 5% of participating companies. Our goal now is to further align our sustainability plans with concrete, measurable targets to extend our lead, especially ahead of the requirements of the EU's new Corporate Sustainability Reporting Directive (CSRD) in 2025.



# Committed

In 2023, many preparations were made to further embed CSR policies and programmes in the Losberger De Boer organisation. After establishing CSR policies and programs throughout the Losberger De Boer organisation in 2022, the focus in 2023 was on deepening and embedding them in all divisions. Organisationally, this will be done through the established CSR Lead Team at group level, with further CSR Teams being added in the four divisions and at local level.

## Increasing participation

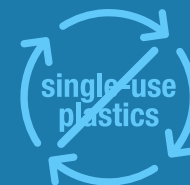
In order to increase everyone's awareness of the importance of sustainability, CSR has become a regular topic in our group-wide meetings and is regularly addressed in the various corporate communication tools within Losberger De Boer. Various preparations have also been made to carefully prepare for the CSRD, for which Losberger De Boer will have to report in 2025.

## Key goals:



### Minimise paper use

| latest 2023



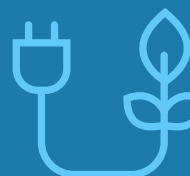
### Minimise single use plastics

| latest end 2024



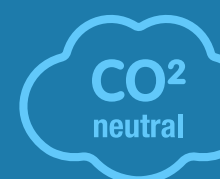
### Green energy for all locations

| latest end 2024



### All new lease cars to be green

| ultimately 2025



### Carbon Neutral Scope 1 & 2

| latest 2030

## Our responsibility

We want to become a leading company in our industry in the field of corporate social responsibility. We are currently focusing on five important United Nations Sustainable Development Goals. We have defined five specific key goals for our organisation, all of which are to be achieved in the coming years. Together, as Losberger De Boer, we are committed to covering tomorrow.



### Good health and well-being

Sustainable employability, personal development, and the well-being of our people are important to us



### Decent working conditions and economic growth

Sustainability and good working conditions are a key factor in selecting suppliers; with an updated Code of Conduct, we want to be able to guarantee a sustainable supply chain.



### Responsible consumption and production

We continuously develop new materials and solutions that have a smaller ecological footprint, and are easier to handle and transport.



### Climate action

In the future, we will present the entire carbon footprint of a project to our client, in combination with options to reduce this footprint.



### Partnerships

Through intensive collaboration and by sharing knowledge with longstanding, innovative partners, we aim to make great strides in the foreseeable future.





# Acting as a responsible company

Alexander Stamm



**“Real progress requires close cooperation with our partners in the supply chain”. According to Alexander Stamm, COO of Losberger De Boer, a company’s ambition to achieve CSR goals must exceed legal obligations.**

**“For our operations, a significant reduction of our carbon footprint will not come from one or two improvements. With 96% of our carbon footprint being Scope 3, our direct influence is limited. Therefore, we must carefully choose our actions.**

## **Working together with partners in the supply chain**

It’s essential to understand our footprint, analyse where we can make the most significant change, and, most importantly, determine how and with whom we will achieve these goals. These will be incremental steps, but persistence is key. Every small success motivates us to continue. Internally, we are reducing single-use plastics, implementing energy-saving programs in our offices and factories, digitising administrative processes to eliminate paper, and reducing energy consumption in our operational processes. We are also developing alternative product solutions that are more reusable, resource-efficient, and we even develop new features like solar panels for our products. Our focus is broad.

As much of our ESG impact is determined by the supply chain, we work closely with our customers and suppliers to enable sustainability to evolve. At Losberger De Boer, we cannot force them to change; it takes cooperation and discussion about the necessary changes to convince our partners.

**“... Being a good corporate citizen is the most effective way to make a difference.”**

We monitor our supplier base, evaluate suppliers accordingly and discuss possible improvements. This is how we move forward, step by step.

In other ESG areas, Losberger De Boer has a long history, particularly in QHSE, initially with a focus on health and safety, like safe and healthy working conditions, employee development opportunities, and integration of our processes and procedures into our quality management system. Now we are also focusing on the environmental “E” part.

Our central focus is acting as a responsible company that cares for its people and considers the environmental impact of its activities. Ultimately, being a good corporate citizen is the most effective way to make a difference.”

**Alexander Stamm,**  
COO  
Losberger De Boer





# Environment

Losberger De Boer has developed an environmental policy in which it describes how the company will contribute to the conservation and protection of natural resources. The guidelines describe how management and every employee are encouraged to ensure continuous improvement and to internalise it both in his or her professional as well as everyday life.

## Reducing CO<sub>2</sub> emissions

Losberger De Boer has been monitoring CO<sub>2</sub> emissions in the Rental Division since 2013. In 2022 we added ASD France and in 2023 we expanded our efforts to cover the entire Losberger De Boer organisation. We do this on the basis of the international Greenhouse Gas Protocol (GHG Protocol), which is defined internationally in the ISO 14064 standard.

## Scope 3 determines majority of total emissions

In 2023, Losberger De Boer has calculated its Corporate Carbon Footprint (CCF) for the year 2022. This calculation will be carried out again in 2024, incorporating the lessons learned from the first calculation for 2022. As a result, we expect to be able to provide more and more accurate data to improve the accuracy of the footprint.

The carbon footprint of Losberger De Boer is the overall amount of carbon dioxide (CO<sub>2</sub>) and other GHG emissions associated with the entire activities of the Group in the year 2022. The study shows

that 96% (82 ktCO<sub>2</sub>e) of the CO<sub>2</sub> emissions relate to Scope 3 and 4% (3 ktCO<sub>2</sub>e) in Scope 1 and 2. In total, Losberger De Boer's CCF in 2022 was 85 ktCO<sub>2</sub>e.

Year	Scope 1&2		Scope 3	
	ktCO <sub>2</sub> e	%	ktCO <sub>2</sub> e	%
2022	3	4%	82	96%

The 2022 survey shows that the Purchased Goods & Services category (Scope 3) is the hotspot category and responsible for over 80% of total emissions in 2022. As the most significant challenge when developing a GHG inventory is the collection of activity data, Losberger De Boer will pay further attention to this.

Through the CCF analysis, Losberger De Boer gains valuable insight into the composition of the emissions balance, main drivers of emissions and priority areas for intervention. With the help of the 2022 analysis, the high priority areas in Scope 3 can be identified and targeted action plans developed accordingly. Because the Purchased Goods & Services category is by far the largest category, Losberger De Boer will strive to reduce those emissions in cooperation with their clients and suppliers.

### Scope 1:

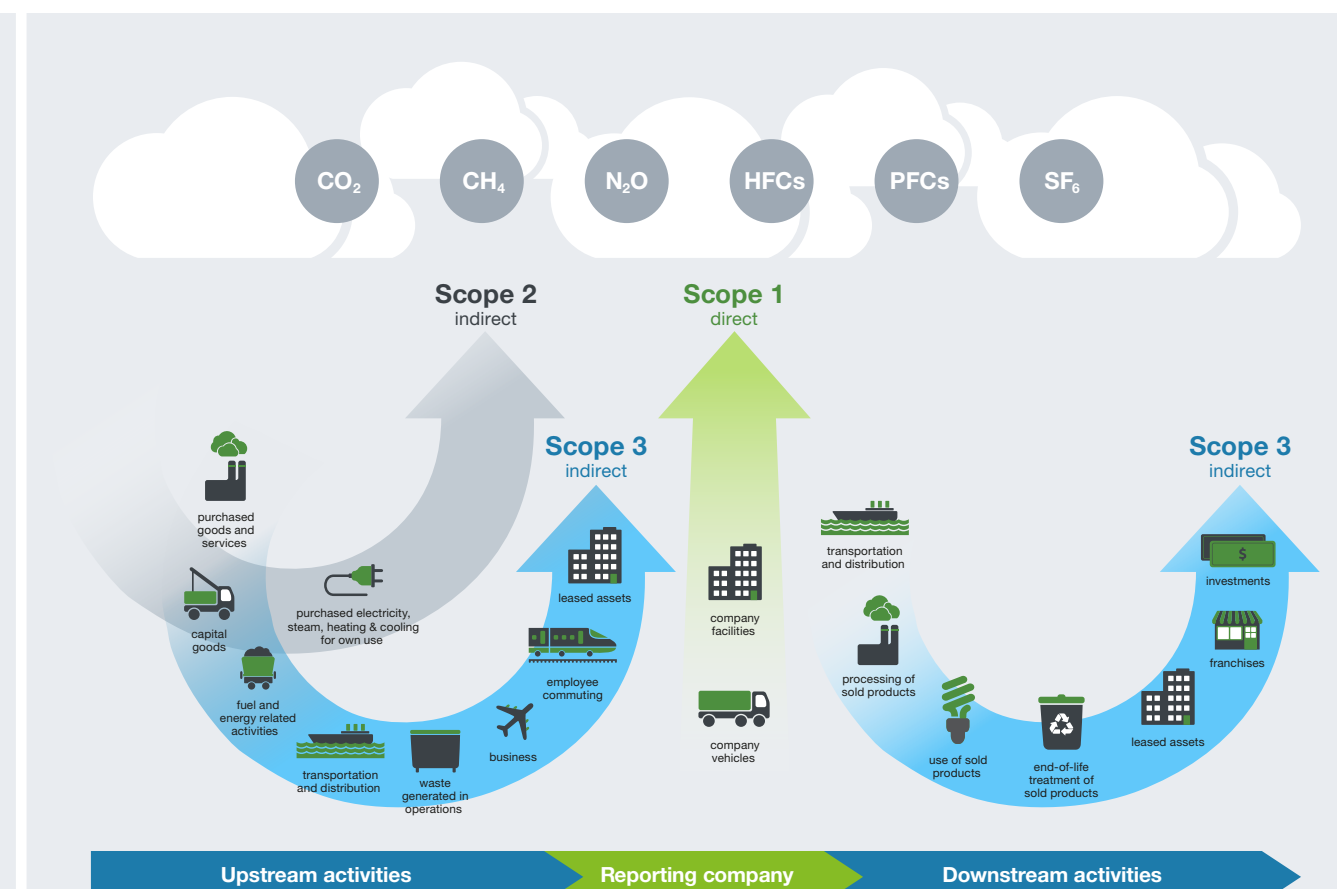
all emissions resulting directly from our business operations;

### Scope 2:

indirect emissions, caused for example by energy suppliers;

### Scope 3:

all emissions caused by other external parties, such as waste processors



Overview of GHG Protocol scopes and emissions across the value chain



# Losberger De Boer CSR goals

## Our key goals:

- Minimise paper use
- Minimise single use plastics
- Green energy for all locations
- New lease cars to be green
- Carbon Neutral Scope 1&2

### Minimise paper use

A first goal we worked toward in 2023 was to become a paperless office, or at least reduce paper use to the absolute minimum. In the meantime, many paperless initiatives have been developed and implemented. For example, Vendorlink has been introduced for e-signing of supplier contracts, paper notebooks have been replaced with erasable/reusable ones and a system of digital business cards has been introduced.

Planned are a great number of further initiatives such as digital invoicing via SAP4Hana, which will reduce more than 65,000 sheets of paper in the ASD and MSD divisions alone. Furthermore, a digital welding protocol and QA document will be introduced, various ICT solutions will be implemented that will replace paper notes, reports and documents and, employees will be trained in the use of these software solutions.

### Green energy for all locations

The use of green energy at Losberger De Boer sites is being introduced wherever possible. For the sites leased by Losberger De Boer, we are consulting with the property owners about the possibilities of using green energy.

### Minimise single use plastics

For a number of years now, Losberger De Boer has been striving to reduce the use of disposable packaging, with a particular focus on single-use plastics. This is an important objective when considering the impact on various environmental aspects such as energy, waste, pollution or emissions. Significant reductions have been achieved at operational and production sites. For example, the Modular Systems division, with its production site in Mannheim, Germany, was able to reduce the use of single-use plastics for packaging finished products by 30% (in terms of material volume) between 2022 and 2023, even though sales remained stable during this period.

Another good example of the progress made in 2023 was in China. Here, a reduction of up to 95% by 2023 has been achieved by eliminating plastic packaging in deliveries from suppliers and from Losberger De Boer itself.

### All new lease cars to be green

Losberger De Boer has developed a policy that all the company's new leased cars must be green, i.e. electric or hydrogen powered, from 2025. The pace at which this policy can be implemented depends in part on the infrastructure available in the various countries.

### Carbon Neutral Scope 1&2

Losberger De Boer has set a goal of a carbon neutral footprint for Scope 1 and 2 by 2030 at the latest. We will reduce our carbon footprint as much as possible and the remaining carbon emissions will have to be offset through a certified scheme. Our goal for Scope 3 will be determined by 2025.







# Achieving a paperless office through IT-enabled digital transformation

Reinhold Haas

## Adopting new ways of working

Changing habits and behaviours is essential for working differently. Reinhold Haas, Director Group IT, sees IT's role as an enabler in this process. "One of our primary ESG goals is to minimise paper use at Losberger De Boer." This ambitious goal impacts everyone differently; it might be easier for office staff than for those in manufacturing. However, aiming high is necessary for progress.

To support this goal, IT is replacing PCs with laptops and tablets, enabling mobility and easy access to information. We provide features and solutions to facilitate digital work and demonstrate intelligent use of various tools in meetings. Regular communication also encourages people to adopt this new way of working.

We are extending these efforts to our customers and suppliers. We are implementing e-sign solutions to digitally sign contracts, are well on track to roll out the fully integrated SAP4HANA

"We provide features and solutions to facilitate digital work and demonstrate intelligent use of various tools in meetings."

system across the Group, and will digitize paper flows with our customers and suppliers. We experience that this approach is becoming more common with our partners as well.

The initiatives taken in 2023 have already led to a 30% reduction in paper usage. In 2024, we will continue expanding these programs to achieve further reductions. By mid-2024, we aim to have fully implemented the e-signature protocol, increased the availability of digital solutions through more notebooks and mobile phones, and significantly reduced the number of printers. These initiatives will bring us closer to our goal of a paperless office. Ultimately, the small steps everyone takes will collectively result in significant progress."

**Reinhold Haas,**  
Director Group IT  
Losberger De Boer





At Losberger De Boer in Shanghai, China, it's not just the large sustainability projects that make a difference. According to Judia Zhu, General Manager Sales, it starts with natural behaviour.

#### Working more sustainably

"We want to make our employees aware that we need to pay attention to the small things as well and that everyone can make a good contribution to working more sustainable. We communicate about this regularly, and in our monthly management meetings we discuss our CSR programs with our team leaders and what everyone can do to contribute. We also try to help our employees by sharing a variety of ideas. From saving energy in the workplace, separating waste, using less paper, to using public transportation instead of their own cars. In 2024, we will move to a smaller, more energy-efficient building. It will also be located near a metro station to encourage the use of public transportation."

#### Involving suppliers to participate

Several sustainability projects are also underway in production, such as recycling aluminium scrap and water used in the factory, investing in water-saving PVC/aluminium washing machines, and working with suppliers to find solutions for more environmentally friendly product packaging.

Since the beginning of 2023, this has resulted in a 75% - 95% (75% in Transparent Tape, 85% in Plastic Foil, 95% in PE Foam) reduction in single-use plastic packaging from our own deliveries. We are also discussing with suppliers how they consider their packing. Efficient logistics solutions can contribute to more sustainable transportation, for example by reducing the size of trucks and loading them more intelligently to take up less space. Through such projects, Losberger De Boer also involves its suppliers in improving its carbon footprint and reducing waste.

"... Losberger De Boer also involves its suppliers in improving its carbon footprint and reducing waste."

#### Supporting our customers with innovative ideas

Judia sees an increasing focus on CSR among customers. "In discussions with customers, we are increasingly asked to come up with sustainable options and to help think about what kind of solutions are possible. A good example is the use of green electricity for a project of one of our major customers. In this way, throughout the chain with suppliers, Losberger De Boer itself and our customers, we are constantly trying to develop ideas on how to operate more sustainable."

#### Judia Zhu,

General Manager Sales


Losberger Architecture Technology  
(Shanghai) Co., Ltd.

## Caring for the little things

Judia Zhu







## Integrating solar panels onto rental structures

A good example of the application of sustainable solutions in Losberger De Boer's product portfolio is the application of Solar panels. The Rental Projects division carried out a first pilot project with rentable solar panels during Schagen on Ice in 2023. On the roof of an Anova, 24 lightweight solar panels were installed. The purpose of the pilot was to evaluate the practical aspects of the installation. The pilot went well and the concept will now be continued with a second pilot during the Farnborough Airshow in the UK in 2024.







## Sustainable Building Solutions: Harnessing Solar Power

Julie Frieden

The increasing demand for renewable energy has led to the development of a solution to allow the application of solar panels on Losberger De Boer's permanent building solutions in France. Losberger De Boer aims to provide these renewable energy solutions to industrial users for constructing warehouses, production halls, and similar facilities. Additionally, Losberger De Boer offers permanent building solutions to local authorities, supplying sports facilities such as tennis halls, padel courts, and gyms.

The concept of integrating solar panels into its building solutions gained significant momentum with the onset of the energy crisis in 2021, emphasizing the urgent need for alternative energy sources. This shift was driven by the strong necessity to adopt more sustainable energy solutions.

By incorporating solar panels into its buildings, Losberger De Boer further enhances the sustainability of its structures compared to traditional buildings. The Losberger De Boer buildings offer considerable

“there is significant interest from customers in the potential to make buildings and production sites energy self-sufficient”

environmental benefits due to their scalable, relocatable and fast to build designs, as well as the advantage of light foundations, using lightweight aluminium frames and membrane covers. For the first time, a solution has been developed to integrate solar panels onto these structures, providing them with sustainable energy. The first pilot project was completed in 2023 at the Brumath site, where it now supplies nearly 25% of the energy needs.

Losberger De Boer anticipates finalizing the necessary administrative, safety, and legal procedures in the first half of 2024 before launching the solution to the market. Meanwhile, there is significant interest from customers in the potential to make buildings and production sites energy self-sufficient with this new application.

**Julie Frieden,**  
Sales Director France  
Losberger SAS







## Achieving sustainable benefits while reducing costs

Mijke Admiraal-Zijp

“Can you achieve a sustainable energy supply for an event venue that reduces CO<sub>2</sub> emissions and is also more cost effective?” A multidisciplinary team from the Rental Projects Division is leading the development of a new, innovative rental product that would meet its ambition to improve its carbon footprint while offering attractive benefits to its customers.

### Transitioning to more sustainable solutions.

Mijke Admiraal-Zijp: “Traditionally, electricity is supplied through diesel generators. To find a more environmentally friendly solution for energy supply, Losberger De Boer has developed an innovative and sustainable solution to integrate solar panels onto its rental structures. This rental solution, called Solar4Rental, is designed for semi-permanent structures with PVC roofing, and focuses on renewable energy, safety, ease of installation and cost-effectiveness. The modular solar panels used in Solar4Rental are distinctive as they are, light weight, high resistance to wear and high performance. The solar panels comply with all quality and safety standards, which makes them suitable for installation on a PVC surface.

“Losberger De Boer has developed an innovative and sustainable solution to integrate solar panels onto its rental structures.”

This Solar4Rental system is specifically designed to facilitate the transition to carbon neutral rental structures. In conclusion, the use of solar panels for sustainable energy provides a win-win solution, offering both economic benefits through cost savings and environmental benefits through reduced carbon emissions and increased sustainability. After the first pilot focussing on the technical aspects of Solar4Rental also the market response has been very positive. Implementation of several new Solar projects in 2024 are already in the planning where the energy will be supplied via Solar4Rental.

We are proud to take part in the transition to climate neutral solutions. Solar energy presents a compelling solution for transitioning to sustainable energy sources, thanks to its dual benefits of cost savings and environmental sustainability.”

**Mijke Admiraal-Zijp,**  
Procurement Manager  
Losberger De Boer Group






# Labour & Human Rights



**In 2023, Losberger De Boer developed a first Group-wide 'Labour & Ethics' policy that outlines its vision and approach to human rights and fundamental social standards. At Losberger De Boer, we wholeheartedly adhere to these principles. Our commitment to legal compliance is a defining trait shared by all employees across borders and cultures. Together, we contribute to a company that consistently upholds its social responsibilities.**



A new initiative organised in 2023 was the first International Human Resource Meeting. HR representatives from Losberger De Boer attended the two-day meeting, during which various HR topics were discussed. The main objectives of the event were to get to know the HR colleagues from the different divisions, to inspire each other with the programmes and projects organized, and to establish a professional platform for the future exchange of HR-related information and experiences. Topics on the agenda included successful recruitment programmes, the importance of great onboarding processes, the Vitality initiative and people development programs. The HR-related topics of CSRD were also discussed as part of the extensive programme.

## **Working Safely**

Creating a culture of zero harm is a top priority for Losberger De Boer. Preventing accidents across all areas of our company, especially in production and construction, is one of our most critical goals. We recognise that working conditions can vary across different countries, and as such, we are committed to implementing policies and practices that adhere to local regulations and standards. Our aim is to ensure the best possible working conditions for our employees worldwide.

At Losberger De Boer, we maintain a transparent and accountable workplace. To effectively address concerns and grievances related to any aspect covered by this policy, we have established a robust grievance mechanism. This provides employees with a confidential and accessible platform to voice their concerns, ensuring a fair and prompt resolution process.

Losberger De Boer has set up a compliance office that includes representatives from both Losberger De Boer and external organisation, guaranteeing confidentiality for whistleblowers.

## **Employee growth**

At Losberger De Boer, our mission is to empower employees to unlock their full professional potential. We achieve this by offering a range of opportunities, resources, and support for continuous learning, skill enhancement, and career advancement within our organisation. Our goal is to recruit, develop, and retain the highest calibre of staff, ensuring that we consistently deliver exceptional service to our valued customers.







### Employee Engagement and Dialogue

At Losberger De Boer, we actively foster honest and open communication with our employees, encouraging dialogue about the company's position and direction. We recognise and champion the right to social dialogue through unions, work councils, and collective bargaining. Our works councils in Germany, France, and the Netherlands represent employee interests and regularly engage in meetings with management to discuss economic and social matters.

Our commitment extends to creating an inclusive and supportive work environment that values diverse perspectives and abilities. To enhance social dialogue further, our Rental Projects Division launched the interactive program 'Losberger De Boer Boost.' This initiative aims to foster better understanding among new and recently started colleagues, acquaint them with each other's work, emphasize core values, and expand knowledge of

processes and systems. Through these efforts, we strive for high employee satisfaction and continuous improvement.

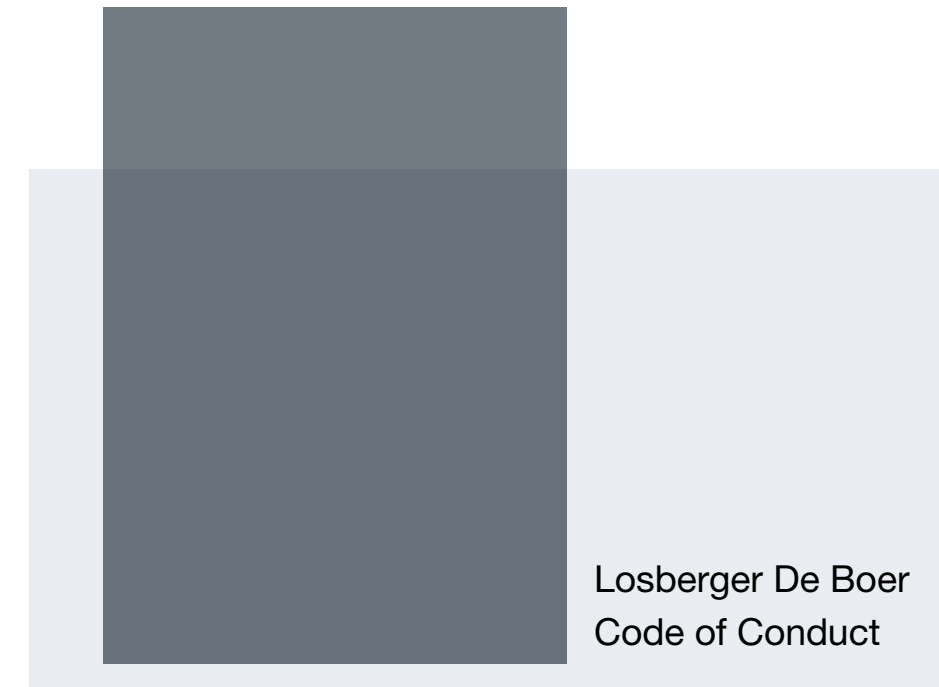
### Equal opportunity

At Losberger De Boer, we uphold the principle of equal opportunity in employment. Our policy revolves around three core principles:

- **Equality:** We ensure that everyone has the same chances to fulfil their potential without facing discrimination. This commitment extends to employees, job applicants, and agency workers.
- **Inclusion:** At Losberger De Boer, we create an environment where everyone feels comfortable being themselves at work. We value each person's contributions and recognise their worth.
- **Diversity:** We celebrate individual differences within our workforce, whether related to cultural backgrounds, abilities, or perspectives.







Losberger De Boer  
Code of Conduct

**Our dedication goes beyond words. We actively support diversity and inclusion, ensuring that all employees are treated with dignity and respect by their superiors and colleagues. This policy applies universally, and we provide training to ensure that our managers and staff fully understand and implement these principles.**

### **Human and Children's rights**

At Losberger De Boer, we prioritise the protection of internationally recognised human rights and the rights of children. Our commitment includes:

- Child and Forced Labour: We strictly prohibit child and forced labour. Employees are not subjected to any form of involuntary work.
- Fair Wages: We ensure that wages align with relevant legal requirements and industry standards for working hours.
- Anti-Slavery and Human Trafficking: We reject all forms of modern slavery and human trafficking.

Our employees have the freedom to terminate their employment with reasonable notice. These principles guide our actions and underscore our dedication to ethical practices.

### **Integrity**

Integrity is one of our guiding principles for performing our work in a professional manner. Losberger De Boer has developed a Code of Conduct to provide its employees with a useful set of principles and guidelines. The Code of Conduct stands at the base of Losberger De Boer's Labour & Ethics Policy.

The combination of business and ethical principles is fundamental and key to sustained business success. Due to the international nature of our business, we are subject to a range of local and international laws and regulations, the requirements of which are becoming increasingly stringent.

In conjunction with the Labour & Ethics Policy, Losberger De Boer has clearly described how it and its employees want to operate in the marketplace. Divisional management is responsible for further implementation and follow-up in their divisions. To ensure that programmes in areas such as anti-corruption, fair competition and information security are firmly anchored in the organisation and embedded in the way our employees work, appropriate information is provided on a regular basis. Guidelines and policies are described in the employee handbooks of our companies. In addition, internal self-assessments are conducted and audited annually by a third party, compliance training and awareness sessions are held, and campaigns are conducted to raise awareness of the risks associated with the security of its IT systems.





## You can always do better

Patrick Borg

“It goes without saying that you should have your ESG policies, procedures and systems in place and be compliant. But that is not enough.” Patrick Borg is responsible for Human Resources at Losberger De Boer UK and has a clear opinion on the subject. “When it can be done, we do it” he says.

“The most important thing is that everyone does their part to create a stimulating workplace and a healthier environment. So, it’s about commitment. And, then not only recognizing that it’s important, but acting on it. That’s not always easy. During the energy crisis, for example, we were faced with very high energy costs. Nevertheless, we continued our policy of switching to more costly hybrids for our company cars. This is just one example, as we have also moved to a more environmentally friendly energy supply, Eco Green, for the company, eliminated printing wherever possible in favour of digital solutions, and implemented recycling programs for our offices and warehouse.

We also made available our Ethics policy. This is an important guide for us. We make sure that, for example, our safe work instructions are in place, that our work permit policy is properly enforced, and that our recruitment process ensures that new employees are well informed about our company values and the way we work. Whether it is safety, the environment, ethics or diversity. All of this applies to both our own employees and supply chain. Our approach is the same for all: what is good for us is also good for them.

“Our people are proud of the attention we pay to their safety and well-being.”

We get that energy back from our employees. They are proud of the attention we pay to their safety and well-being. We talk about it regularly. In meetings and in between. It should not only be in the ears, but also in the heart. And it is great that we see that progress. The challenge is always to get better!

Changing behaviour isn’t always easy. That’s why leadership is so important. By setting a good example, constantly working at it and sharing successes. That is how you make progress that sticks.”

**Patrick Borg,**  
Human Resource Manager  
Losberger De Boer UK





# Sustainable Procurement

**Promoting sustainability and corporate social responsibility is key in all aspects of our operations. Losberger De Boer recognises the importance of aligning our business practices with global initiatives for a better future, which is why we have developed a Sustainable Procurement Policy that focuses on the five focus SDGs. This policy serves as a guiding framework to ensure that our procurement activities become aligned with these SDGs, contributing to a more sustainable and responsible future. The Supplier Code of Conduct is included as a standard attachment to contracts for new suppliers. In this way, we are working step by step to make our supplier base more sustainable.**

## Tracking and Measuring Progress

To effectively track and measure progress toward these procurement-focused goals, Losberger De Boer has established a set of metrics:

1. Audit forms: Conduct periodic audits of our procurement processes to evaluate compliance with sustainability standards.
2. Code of Conduct: Implement a procurement-specific code of conduct that outlines ethical expectations for our suppliers.
3. ISPnext™ Procurement Reporting Tool: Use our dedicated tool to monitor and report on our sustainable sourcing activities.
4. Supplier Rating: a rating system to assess supplier performance against key sustainability criteria in procurement.
5. Supplier selection criteria/risk analysis: Sourcing criteria that emphasise sustainable practices and align with our CSR objectives

## Communication and Reporting

Every year Losberger De Boer organises its International Procurement Days. Procurement colleagues from all Losberger De Boer divisions travel to Alkmaar, the Netherlands, to participate in these days. During these days, important strategic developments within Losberger De Boer are discussed, international updates in

relevant procurement areas are highlighted and best practices are exchanged. Compliance and sustainability are fixed topics during these days.

CSR will be a recurring theme in the Procurement reports, which will consist of defined metrics to measure our progress in this area. In 2022, the Rental Projects Division was the first division to start using these reports. In 2023, the use of Vendorlink was extended to all divisions. All signed CoCs are archived in VendorLink, our supplier management platform. We add information to a comprehensive CoC Preferred Supplier Matrix in our Supplier Library that supports sustainable choices for our customers. This enables us to help our customers make informed choices for the most sustainable solutions, for example in the areas of energy, lighting and signage.

Through the Group-wide procurement reports, Losberger De Boer is also increasingly able to track and improve the progress of its sustainable procurement approach. CSR will be included in the procurement reports on a quarterly basis. Metrics are being developed to measure our progress in this area. The Rental Project Division was the first division to start with such a dashboard.





# Driving ESG through Strategic Procurement

Oscar Gersjes

## Environmental impact of our key suppliers is significant

“Procurement at Losberger De Boer plays an important role in advancing our ESG (Environmental, Social and Governance) goals through strategic supplier engagement and a focus on sustainable products. We recognise the importance of this because the added value and therefore the environmental impact of our key suppliers is significant. That’s why it’s important that these key suppliers clearly understand the direction in which Losberger De Boer wants to go.

In terms of the products we deliver to our customers, we look for raw materials or components that add value to our products. This also includes considering the environmental aspects of these materials. Through careful analysis, we identified aluminium applications, transportation, and PVC roofing covers as the top categories based on their volume, CO<sub>2</sub> emissions,

and recycling potential. Of course, the other categories are included in our ESG approach, but these three have our primary focus.

In aluminium, we partner mainly with European suppliers to minimise dependency on aluminium availability and transportation. These suppliers, capable of additional processes like anodising and recycling, help us shorten the supply chain. Another good development is that over 30% of their energy-intensive production is powered by solar energy.

In terms of transportation, we have been working closely with our carriers for years to develop more sustainable logistics solutions. Our logistics partners undergo regular CSR audits, and we encourage the use of new EUR6 vehicles and the exploration of HVO100, hydrogen, and electric vehicles.

“... the added value and therefore the environmental impact of our key suppliers is significant.”

An environmental challenge is the use of PVC covers. We are also exploring environmentally friendly alternatives to these covers, as the current end-of-life materials often become non-reusable due to contamination. Alternatives we are working on, like sandwich panels, offer easier reuse and better insulation values.

It is fascinating to see how Procurement works together with other Losberger De Boer disciplines like R&D, Operations and Sales to make our contribution to Losberger De Boer’s CSR ambitions.”

**Oscar Gersjes,**

Director Group Procurement  
Losberger De Boer Group





# Governance

## CSR is integrated in Losberger De Boer's governance structure

The Management Board of Losberger De Boer consists of the CEO, the CFO and the COO. The focus and responsibilities of these positions are further detailed in the organisational structure. By continuously working on its sustainability goals, the company aims to make a substantial contribution to making Losberger De Boer's operations more sustainable. To this end, concrete targets have been set and are regularly discussed. Losberger De Boer reports transparently on its policy and the results achieved. This is done through concrete programs that are the responsibility of the Losberger De Boer Management Board.

## CSR teams across the organisation

A central team has been set up within Losberger De Boer to manage the CSR policy and monitor the progress of the CSR programmes. The team consists of the three members of the Group Management Board and the heads of the Group



IT, Marketing, Procurement and Accounting departments, and the CEO, CFO and COO of the two largest divisions: ASD and MSD. Within the organisational structure of Losberger De Boer, the CSR policy is the responsibility of the CEOs of the Losberger De Boer divisions. The Management Board of Losberger De Boer and the divisional CEOs meet monthly for a management meeting. This approach ensures that CSR is embedded at the highest level of the organisation.

## Communications and monitoring progress

Divisional management meetings are held monthly and focus on overall business performance, division-specific developments in the areas of finance, operations, sales and human resources/organisational development. Within each division, the relevant management team holds monthly meetings to discuss business performance based on defined criteria, as well as financial and organisational developments related to commercial, operational and organisational issues. CSR is one of the topics included in these monthly meetings. For each topic, relevant developments, risks and opportunities are discussed, and actions to be taken are identified and monitored. CSR issues and progress in the implementation of the CSR programme are part of the operational progress meetings and are followed up structurally. CSR teams are being organised within the divisions and are involved and active to varying degrees. The goal for 2024 is to further professionalise the organisation and standardise the working methods of the CSR teams.





**“In 2023, we made significant progress in understanding and advancing our sustainability efforts across our international Group. This journey has been challenging, but our commitment to making CSR more understandable, manageable and actionable is paying off. As a result, we have seen a growing commitment throughout our organisation.”**

**“... even small initiatives are valuable and easy to contribute to, which encourages participation.”**

## Learning from each other

Adjubi Oosterman

### Improving CSR communication

Adjubi Oosterman, who has been coordinating CSR communications within Group Marketing since 2023, explains: “A lot is happening with CSR within the Group. In the past, divisions were often unaware of each other’s initiatives. This has steadily improved. In 2023, we established a CSR Team at senior management level to discuss goals and programs across the Group. In 2024, this structure was expanded to include key divisional heads as well as all departmental group heads.

To support increasing awareness, we launched a CSR newsletter in the second half of 2023. This initiative is further strengthened by sharing internal news now on our Group wide intranet, making knowledge accessible to everyone.

### Building a Transparent and Engaging CSR Culture

We are increasingly open about our CSR activities and ambitions. Rather than imposing top-down rules, we are open and transparent about what is going well, what can be improved, and the challenges we face. We encourage all employees to participate and contribute to CSR initiatives and to look at their own actions. For example, in the goal of using less paper. We encouraged employees to always ask whether it was necessary to print. This thought process became more and

more alive, and discussions about printing started. This approach of encouraging self-reflection is making CSR more engaging for our employees and is bringing it to life throughout the organisation.

Throughout 2023, we focused on demystifying CSR, explaining its complexities and bridging gaps between different divisions. By sharing examples of CSR activities, we demonstrated that even small initiatives are valuable and easy to contribute to, which encourages participation.

### Lessons Learned and Future Steps

Our exploration in 2023 taught us valuable lessons. For example, calculating our carbon footprint was a complex task that required asking new questions and identifying many sources of information. The insights gained from this process will be instrumental as we continue preparing for the Corporate Sustainability Reporting Directive (CSRD).

Overall, our efforts in 2023 have laid a solid foundation for a more integrated and transparent CSR strategy that fosters a culture of shared learning and continuous improvement.”

### Adjubi Oosterman,

International Marketing Coordinator  
Losberger De Boer Group





# Ambitions, progress and programme 2024



Losberger De Boer will have to start reporting according to the ESRS over 2025. The reporting requirements are laid down in the ESRS - the European Sustainability Reporting Standards. These standards are based on international frameworks. The Thematic Standards require detailed ESG information on the six EU environmental targets, reporting on societal aspects and reporting on governance aspects.

## Preparing for the Corporate Sustainability Reporting Directive

In the 2023 CSR report, Losberger De Boer anticipates on these topics and has aligned the format of this report with its reporting in EcoVadis. In 2024, Losberger De Boer will prepare for the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements with the support of the consultancy DFGE. To this end, Losberger De Boer and its management is going through an intensive programme in 2024. The main outcomes are the CSRD readiness analysis, the collection and calculation of the Corporate Carbon Footprint (CCF) data according to the GHG Protocol and

the plan for further transition and low carbon actions, the double materiality analysis and the development of the roadmap for achieving the ESG targets, and the creation of the technical reporting structure as a basis for future reporting according to ESRS principles.

The development of the CSRD roadmap and its elaboration is not only important to meet the CSRD requirements, but will also be an important next step for Losberger De Boer in further professionalising and embedding its ESG

strategy within the Group. We are doing this in close cooperation with the management of our four divisions and the CSR teams operating in each division. We discuss programmes, progress and results at Group-wide meetings. We report transparently in our communications and reporting to EcoVadis and the UN Global Compact, among others. As the vast majority of our carbon footprint is determined by other parties in the chain (scope 3), we will more explicitly examine with our partners in the chain how we can improve here as well.





# Balancing responsibilities

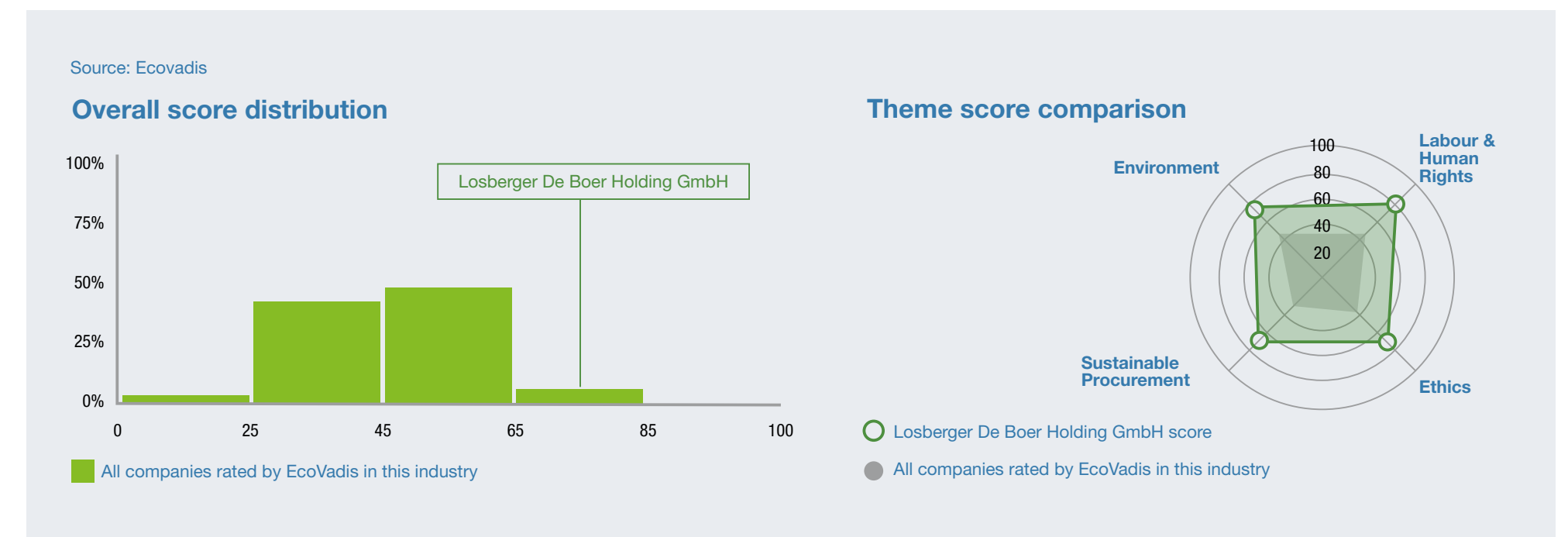
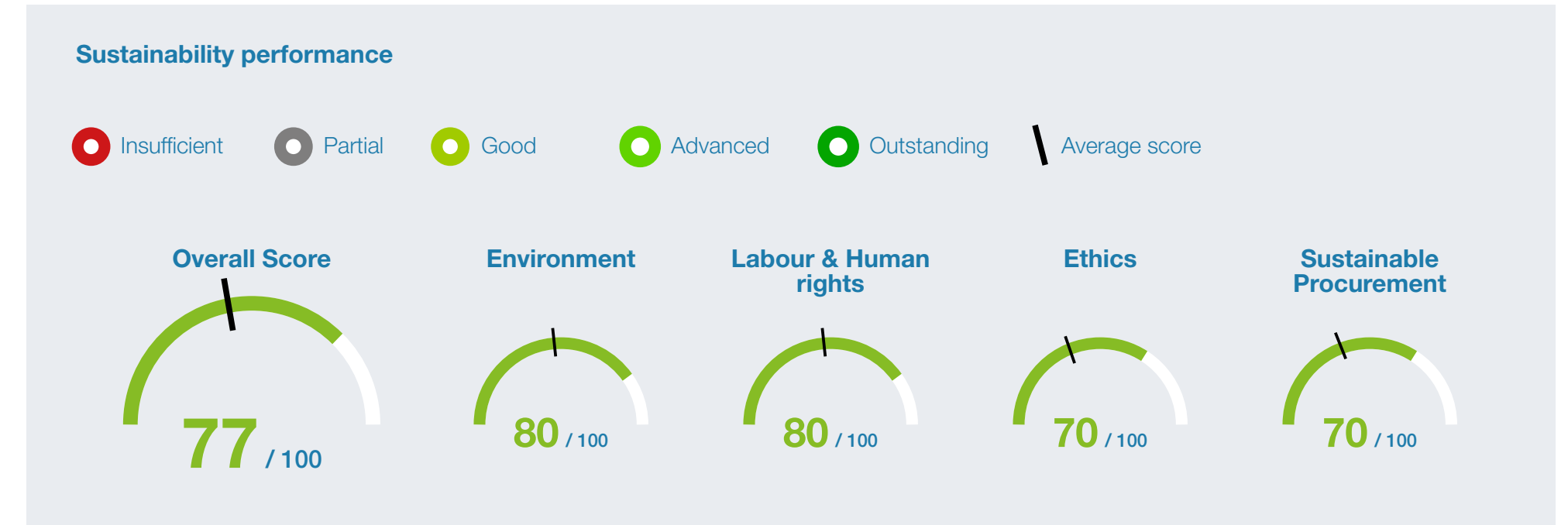
Losberger De Boer has had an integrated approach to measuring customer and employee satisfaction for 15 years. Customer satisfaction is continuously measured using the Net Promoter Score (NPS) method and Employee Satisfaction is measured using a benchmarked survey. As a result, over time the company has developed a very good understanding of what customers and employees value most about Losberger De Boer and where they feel there is room for improvement.

Over the years, Losberger De Boer has managed to achieve a consistent and high level of results. The overall NPS for 2023 was +67 (2022: +67), with an average score of 9.0 (2022: 8.9). The 2023 Employee Satisfaction score was 8.0 with a participation rate of 73% (2022: 7.9 and 69%).

The EcoVadis sustainability rating also measures the sustainability performance of Losberger De Boer. The results of these three measurements must show that the company is achieving a good balance between the environmental, social and governance aspects of its operations.

## Gold medal

In 2021, Losberger De Boer joined the EcoVadis platform, a global provider of sustainability assessments, business intelligence and performance improvement tools for international supply chains. The Rental Projects Division was the first division to join EcoVadis, which was then extended to Group-wide participation in 2023. Losberger De Boer has managed to achieve the gold medal sustainability rating in three years with an overall score of 77/100. This places it among the top 5% of participating companies. Our goal now is to further align our sustainability plans with concrete, measurable targets to extend our lead, especially ahead of the requirements of the EU's new Corporate Sustainability Reporting Directive (CSRD) in 2025.







LOSBERGER DE BOER

# Covering tomorrow

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