

2022

Sustainability Report



Van Mossel

Sustainable business. A concept with increasing meaning. We are increasingly realising the importance and impact of our behaviour. In this report, we look back on the sustainable results of our behaviour and look ahead to the sustainable steps we will take in the coming years. As the largest automotive company in the Benelux, Van Mossel Automotive Group is actively developing its sustainability within all our branches.

This Sustainability Report provides insight into our ambitions and goals for making our businesses more sustainable. It is the prelude to reporting in line with legislation from the European Union, in order to be transparent about sustainable performance. This report also contains personal stories. From employees talking about their small and bigger steps towards sustainability and their impact. They do this based on our core value of Corporate Social Responsibility (CSR). At Van Mossel, we believe it is important to be caring towards our communities, both close to home and further afield in the world.

Our slogan is For mobility, for everyone. This is made possible by our all-under-one-roof principle through which we strive to provide a comprehensive, but also sustainable, service to our customers.

We offer a wide range of car brands, including (new) brands that focus entirely on electric and hybrid vehicles. We also pay close attention to sustainability within our damage repair shops and when performing maintenance. At our leasing companies, we are seeing more and more demand for zero-emission cars and this is also increasingly becoming an issue for vans, prompted in part by zero-emission zones in inner cities. In addition to automobility, we are increasingly betting on alternative mobility such as with bicycle lease.

In addition to providing our customers with sustainable mobility, we also apply the concept of sustainable business to our employees (health and vitality), our buildings (energy consumption and comfort) and our operational activities (purchasing, waste, circularity). In doing so, sustainable choices often also go hand in hand with cost savings. This is how we remain a healthy family business with a bright future ahead of us.



Eric Berkhof

*General Manager
Van Mossel Automotive Group*





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Key figures



5 countries



346 locations

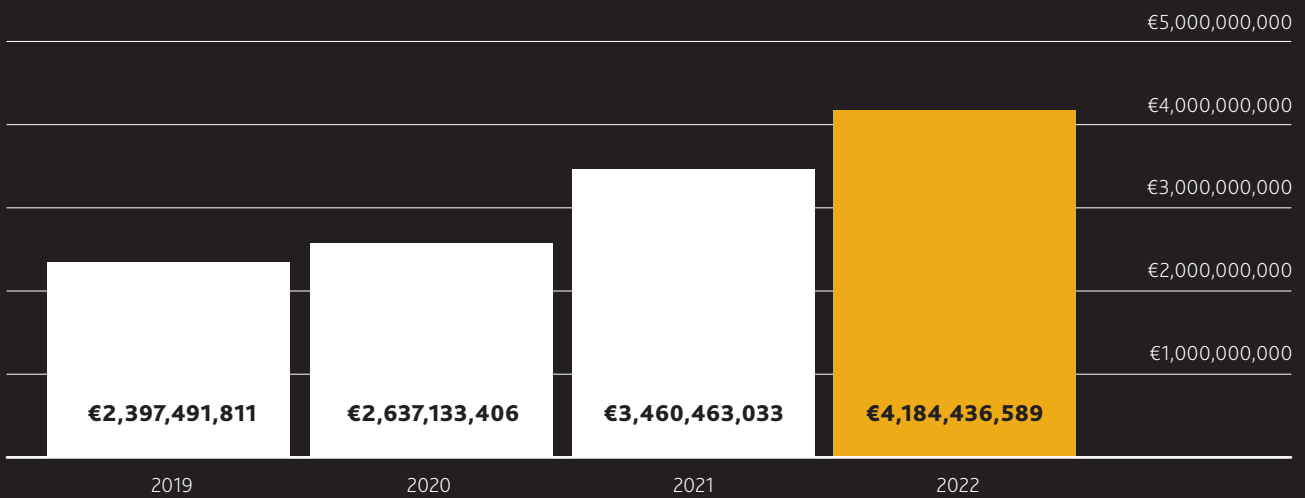


34 car brands



5 leasing labels

Van Mossel Automotive Group turnover



90,000
new sales



62,000
used sales



70,454
damage repairs

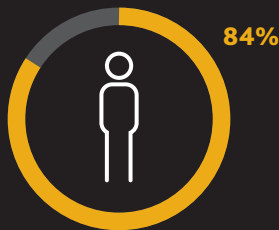


104,000
lease fleet

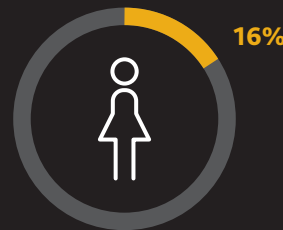
Employees



5,067 employees



4,233 men



834 women

Waste



1,025,019 kg of waste

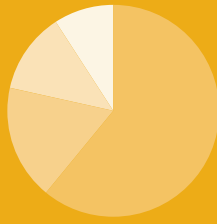


76.5% recycled

Electrification of lease fleet

Fuel distribution for active leases at year-end 2022:

Petrol	60.9%
Electric	17.9%
Diesel	12.8%
Hybrid	8.4%



Certifications

Van Mossel Automotive Group has again received the Certified Sustainable Plus certificate for its Dutch business units. This certificate was developed by BOVAG and is tested by the independent Institute for Sustainable Mobility.

Our leasing subsidiary International Car Lease Holding received the bronze medal from Ecovadis in its first assessment for the Dutch leasing labels in recognition of its sustainability performance. A first step toward a more sustainable organisation. The ambition is to go for silver at the next assessment.



Our sustainable ambitions

Our vision

At Van Mossel, the customer comes first. Coupled with that, we strive for mobility for all: whether it is a private customer or a business, Van Mossel fulfils the mobility needs. In meeting these mobility needs, sustainability as a core value plays a central role. Van Mossel wants to contribute towards minimising our environmental impact and actively contribute to achieving the sustainability goals of our stakeholders.

Our mission

To be a complete and sustainable mobility partner to our customers; mindful of our own social commitment and taking responsibility to people and the environment.

Our core values

Within Van Mossel, sustainability is linked to four core values:

- Customer-oriented: we advise on and offer our customers sustainable mobility solutions
- CSR: we do business based on the idea of creating value for people, the environment and society
- Open and honest: we communicate annually about our sustainability ambitions and results
- Responsible: based on concrete goals, we take responsibility for minimising our own negative impact and maximising our positive impact



Trends & developments

Shortages in the employment market

The demand for personnel continues to rise, with the demand for skilled personnel rising even faster. This applies to all sectors, but certainly to the automotive sector. Moreover, developments in electrification, hydrogen and sustainable mobility in a broad sense require different skills and knowledge from our (future) employees.

Sustainability goals - customers

Increasingly, sustainability requirements are being imposed by clients, for example in tender processes. This applies to both government and the private sector. To gain better insight into how sustainability is being tackled, they are more frequently asking for sustainability certifications and assessments, such as Ecovadis. Furthermore, several customers have now set targets for a zero-emission vehicle fleet as part of CO₂ reduction.

Transition to low-emission mobility

Driven by the market and legislation, the transition to low-emission mobility is in full swing. The government and car manufacturers are currently primarily focusing on electric vehicles. Their popularity is increasing, partly due to the improving charging infrastructure and increased ranges. The increase in the number of publicly accessible fast-charging points is an additional incentive. The development of hydrogen fuel is still in its early stages. The ambition of the Climate Agreement is to have 50 hydrogen refuelling stations operational by 2025 to fuel 15,000 hydrogen cars.

Climate legislation

The Dutch government has set goals for both circularity and mobility. For example, the goal is to reduce the use of primary raw materials by 50% by 2030 and to be 100% circular by 2050. In addition, the government has drawn up a mobility plan to make mobility available to all and in a sustainable manner. The focus here is on offering subsidies, facilitating charging infrastructure and improving 'bike friendliness'. In addition, the Belgian government has chosen to strongly encourage bicycle leasing through tax breaks.

The EU, with its Green Deal and the 'Fit for 55' package as part of this, is pushing for sustainability (of the transport sector). The government's goal of emitting 55% less CO₂ compared to 1990 stems from this. Furthermore, the Green Deal specifically states that the sale of petrol and diesel cars will no longer be permitted from 2035. HVO or other biofuels are not a solution to this and nor will an exception be made for hybrid cars. By 2050, the goal is to have no more petrol and diesel cars on European roads.

More focus on digitalisation

The corona pandemic had a major impact on all sectors and inherently on people's travel behaviour. Hybrid working has become the new norm at many (larger) employers, changing the demand for mobility. Separate from this, digitalisation is playing an increasing role in (primary) business processes. Tenders, contracts and bids are sent and signed digitally, reducing paper flow.

Sustainable buildings

In terms of real estate, there are increasing demands for transparency about energy consumption. Also, the sustainable (certification) requirements for real estate are becoming increasingly stringent. For example, by 1 January 2023, all offices in the Netherlands must have at least energy label C, according to the 2012 Building Code. This legislation applies to both Van Mossel's office buildings and showrooms.

Rising raw material prices and scarce resources

The pandemic and conflicts around the world have caused raw material prices to rise rapidly. In addition, the list of scarce resources has grown and those already scarce have become even scarcer. In a material-intensive sector, this creates risks but also provides opportunities for circular materials and products. From ownership to use: the 'sharing economy' has gained popularity within 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 shared cars in various forms continued to increase in 2022. This trend is particularly evident in urban areas.

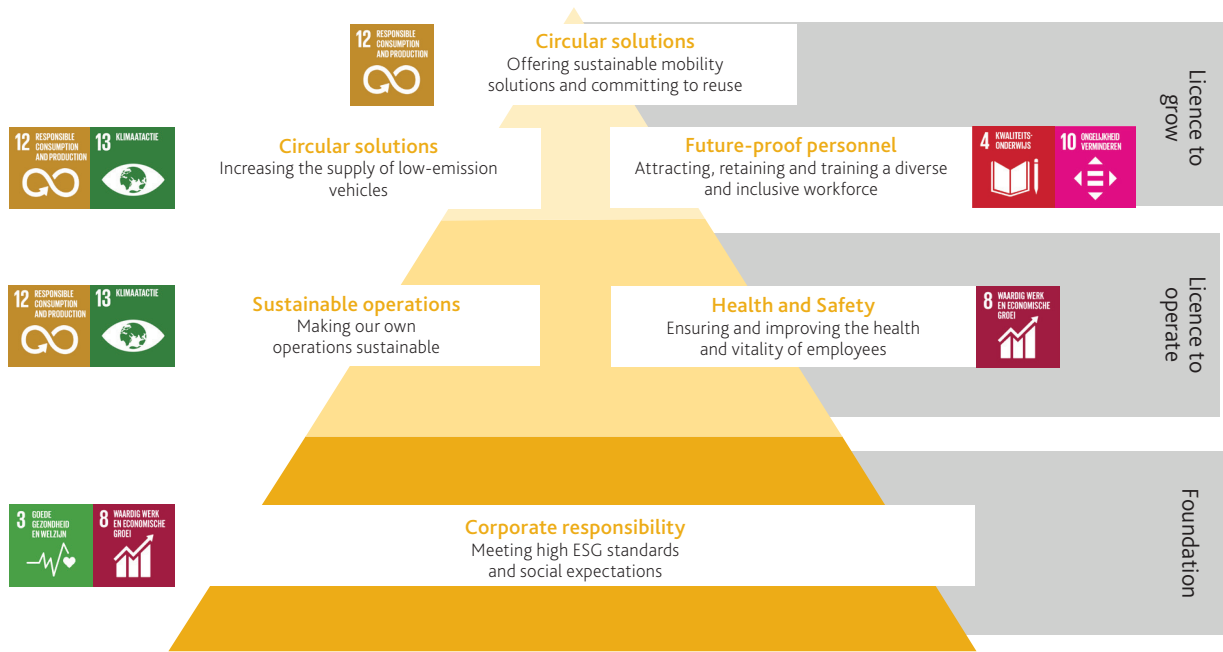


Our sustainability strategy

In 2015, the United Nations introduced the Sustainable Development Goals, a blueprint for achieving a better and more sustainable future for all people and the world by 2030.



Van Mossel sees its sustainability strategy as an extension and reinforcement of its business strategy. Underlying our sustainability strategy is a strategic framework consisting of six strategic sustainability pillars:



We have linked all of our strategic pillars to the Sustainable Development Goals (SDGs). With our sustainability strategy, we make a positive contribution to the following goals: 3, 4, 8, 10, 12 and 13.



The choice of a pyramid construction is a conscious one. 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.

The pillars **Sustainable Operations** and **Health and Safety** cover the second layer of our framework and ensure our licence to operate. Our employees are the main driver of our continued existence, growth and reputation. Without healthy employees who can 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 financial perspective. We are investing in making our offices, showrooms and workplaces more sustainable and looking at how processes can be made more (energy) efficient.

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 sustainable workforce. By continuously investing in training and development opportunities, Van Mossel is prepared for the sustainable transition that we, our employees and the industry as a whole are about to undergo. This means that offering **Low Emission Mobility**, such as bicycle leasing and EVs, is also of great strategic importance. The **Circular Solutions** pillar takes this a step further, looking at mobility even more broadly. Through innovative sharing and leasing concepts, Van Mossel is capitalising on the 'from ownership to use' trend. In addition, the focus is on integrating circularity into internal processes to reduce raw material use, for example.



Corporate responsibility

When it comes to entrepreneurship within Van Mossel, something that characterises the organisation, we look at this from a broad perspective. Van Mossel believes that Corporate Social Responsibility (CSR) begins with taking responsibility for the effects that business operations have on people, the environment and society. As a company, we are in constant dialogue with all relevant stakeholders to understand the impact we have on them and their environment. Under 'corporate responsibility', we see meeting ESG standards as the minimum requirement and seek to increase our positive social impact.

Our ambition

In line with Van Mossel's core values, the ambition is to be transparent about the impact on people, the environment and society throughout the chain. We try to represent the interests of all our stakeholders to the best of our ability. We respect international standards of conduct and human rights, and ensure that we operate in line with the latest laws and regulations. Furthermore, we create additional value for society by investing in social initiatives in the fields of sports, culture and road safety.

Our activities

Road Safety

Despite technological advances within the automotive sector, the number of traffic accidents has been reduced only slightly in recent years. In the Netherlands and Belgium, sadly, about 1,100 people were killed in traffic accidents in 2021 (source: Rijkswaterstaat & Statbel). Employers play an important role in (road) safety and are partly responsible for ensuring a safe working environment, including on the road. Van Mossel supports its customers in bearing this responsibility. Van Mossel makes an active contribution to improving road safety by offering consultancy, damage prevention programmes and knowledge sharing. In addition, we have been working intensively with the ANWB for several years to promote measures to increase road safety. These various initiatives are intended to ensure that our customers, and their employees, are more aware of all the risks and thus act more safely.

Sponsorship

For years, Van Mossel has made funds available for sponsorship of social initiatives to make a positive contribution outside the organisation, as well as for its own employees and stakeholders. This sponsorship is not only in the form of financial resources or the provision of cars. Our own employees regularly participate in the various initiatives. We also give them the space to support initiatives and causes that reflect their own standards, values and ideologies.

One example is Van Mossel's support for assistance provided by employees to people victimised by the war in Ukraine. Van Mossel focuses on a wide range of programmes in the fields of sports, culture and society.

Transparency in reporting

To gain insight into sustainable business practices, the European Union initiated the 'Corporate Social Responsibility Directive' (CSRD). This European legislation should ensure that the business world provides more transparency on sustainability performance. The CSRD will become the leading sustainability reporting standard within Europe. Van Mossel is currently preparing for the CSRD. Starting in 2026, the organisation will publish an integrated annual report every year, in line with the CSRD, presenting financial and sustainability performance.

Part of the CSRD is reporting on the 'EU Taxonomy'. This EU legislation is intended to clarify what business activities



can be considered 'sustainable'. Companies will need to be transparent about what portion of their sales, capital expenditures and operational expenses may be labelled 'sustainable'. Van Mossel's goal is to have the percentage of our activities and expenses, both operating and capital, included in the Taxonomy by next year. As a follow-up, we will mirror our activities against the sustainability criteria used in the Taxonomy.

Chain Responsibility

Van Mossel is aware that sustainability is about more than just the actions and activities carried out within its own organisational boundaries. Obviously, we take responsibility for our own actions and activities, but we also look further down the chain. We want

to involve our suppliers, customers and other business partners in our sustainability ambitions. To this end, we have various measures in mind. Firstly, in 2023 we aim to introduce a 'Supplier Code of Conduct' (SCoC) in which conditions are applied in the areas of human rights, working conditions, environment and corruption. These themes are inspired by the OECD Guidelines for Multinational Enterprises. To establish an SCoC, we will begin conducting an analysis in 2023 to identify the biggest sustainability risks in our value chains. Based on the outcomes of this process, Van Mossel will aim to actively reduce these risks to achieve more sustainable value chains.

Sustainable operations

One of the biggest drivers of global climate change is greenhouse gas emissions, with CO₂ emissions responsible for the majority. For good reason, the EU has set the goal of achieving full climate neutrality for the entire continent by 2050. Unfortunately, our business activities also create emissions and environmental damage. Factors include the gas consumption of our offices, fuel consumption of our vehicle fleet and waste products.

Our ambition

We want to minimise our impact our business operations have on the environment. The goal is to become a climate-neutral organisation where waste is minimised and also never completely lost. When it comes to limiting CO₂ emissions, we follow the following principle: prevent first, then reduce and, if all else fails, compensate.

Our activities

Reducing CO₂ emissions

In recent years, our various divisions have been working to make their operations more sustainable. Great examples of this are our new headquarters in the Netherlands: gas-free and with 'Very Good' BREAAAM certification, the application of air-drying paints avoiding gas consumption, and the roll-out of energy-saving awareness campaigns to branch managers. As of 2019, the majority of our sites already had Certified Sustainable Plus certification. From 2023, all of our Dutch branches will be Certified Sustainable Plus. This certificate is proof that sustainable improvements have been made within the organisation in all facets of our operations. In addition, environmental risks and performance are tracked through an environmental reporting system in line with ISO 14001 certification.

To better understand the impact of the measures we are taking on CO₂, we will conduct a baseline measurement in 2023. For this, we will calculate our scope 1 and 2 emissions, also called a 'CO₂ footprint', for the year 2022. We will use the 'Greenhouse Gas (GHG) Protocol' in this calculation. This well-established protocol distinguishes between direct and indirect emissions. Direct 'scope 1 emissions' include energy consumption from operations, including the company's own vehicle fleet. Indirect 'scope 2 emissions' involve electricity consumption in premises plus any district heating and cooling. Once we understand our total CO₂ emissions from scope 1 and 2, we will develop a CO₂ reduction plan. Key actions include switching to green electricity at all branches, increasing the proportion of low-emission vehicles within our own fleet and electrifying work equipment. The measures we take must ultimately lead to achieving climate neutrality by 2030.

In addition to measuring our own emissions, we will focus on emissions in our supply chain - also called 'scope 3 emissions'. These are indirect emissions that mostly take place elsewhere in our value chain. In total, there are 15 different scope 3 categories. The goal for 2023 is to have conducted an initial 'hot spot analysis' that will provide a better understanding of the categories in which the most emissions occur. After this initial analysis, the amount of emissions

will be calculated for a number of categories. Based on these insights, a reduction plan will be developed using the measures that make the most impact.

Committing to circularity

The way that the world currently handles resources is not sustainable. Within our business operations, much is still done according to the 'take-make-waste' principle, which means that by no means all the value of raw materials and products is utilised. Responsible waste management is an area in which Van Mossel is already actively engaged, however. Investment in waste separation is a good example. Currently, we separate chemical waste, iron and lead, general waste, paper and some loose products. Working with licensed waste handlers also provides insight into the processing of separated waste. In some cases, waste streams are returned to the supplier.

The main goal for 2023 is to gain an even better and more complete understanding of waste streams across the group. This is where we want to actively involve employees. By showing employees the impact made using data at the individual level, we expect to further encourage awareness and sustainability.

Furthermore, we work with some hazardous and/or harmful substances, such as putty. For this waste group, it is necessary to continue to actively pursue complete phase-out, by looking for sustainable alternatives for products and/or equipment and through discussions with suppliers. Based on the above insights, a waste reduction plan will be drawn up that includes a 'blacklist' of harmful substances with which we no longer want to work. In 2023, we are working toward a waste reduction plan that will set short- and long-term goals.

Van Mossel strives to increasingly embed circularity in its daily business activities. By redesigning processes and buying smarter, a lot can already be gained at the 'front end'. For example, within bodyshops, the principle of 'repair before replacing' is used. However, challenges also exist. Integrating circularity requires the necessary (chain) cooperation and trust. Yet in practice, there is limited wiggle room in terms of recovery and/or reuse. In fact, parts must always be OEM (Original Equipment Manufacturer). In other cases, factory regulations dictate that parts be replaced rather than repaired for body integrity and/or road safety reasons. We also sometimes run into the tension with insurance companies that prefer new parts over repaired, even when it is not really necessary. By proactively engaging with clients and suppliers, we will explore whether reuse can be scaled up.

Our goals:



Climate neutrality
Scope 1 & 2 in 2030



100% green electricity
by 2025



100% low-emission fleet in 2030 (NL)
50% low-emission fleet 2025 (BELUX)

R ladder with circularity strategies

The R ladder indicates the degree of circularity. The R ladder has 6 steps (R1 to R6). The higher up the ladder, the more resources are saved.

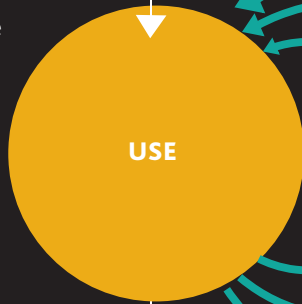
R1. Refrain from products or use products more intensively

R1 Refuse and rethink

Innovation in
- Product design
- Technology
- Business model

R2. Manufacturing products more efficiently or making them more efficient in terms of use

R2 Reduce



R3 Reuse

R3 Reuse of a product

R4. Repair and remanufacturing

R4 Repair and reuse of product parts

R5 Recycling

R5 Processing and reuse of materials

R6 Energy recovery from materials

R6 Recover

Source: PBL





Health and Safety

Working in a safe environment and with good mental and physical health is very important. Satisfied and healthy employees are the driving force behind Van Mossel's success. Health and safety is important not only in the workplace but also on the road and at home.

Our ambition

At Van Mossel, we value the safety and health of our employees. This includes mental well-being as well as physical health. It is the responsibility of the organisation to ensure these for our employees.

Our activities

Health & well-being

The mental as well as physical health of our employees go hand in hand. Both aspects affect the performance of our employees and Van Mossel wants to contribute to their 'total health'.

For this purpose, principles and rules from the personnel manual are used to ensure a basic level of health. In addition, several initiatives are underway. In monthly meetings, the absenteeism rate is discussed and reasons for absence are analysed in more detail. In addition, in the spring of 2022, the Special Support Team was established for employees to report if they have absenteeism, personal, financial or work-related problems they are unable to resolve.

In order to ensure that the needs of our employees continue to be met, in the coming year we will further map out our wishes and expectations regarding vitality. In 2022, we started the bicycle leasing option for all employees, but the longer-term goal is to roll out an organisation-wide vitality programme. The main responsibility for this will lie with HR. All the above initiatives together should substantially contribute to our goal of less than 5% absenteeism by 2025, applicable to all divisions.

Our objectives



0 Fatal accidents and accidents leading to absenteeism in 2025



ISO 45001 certification in 2025



Absenteeism rate of <5% by 2025

Healthy together

In conversation with HR advisor Noortje Coertjens

For Noortje Coertjens, sustainability means being aware of your surroundings, not only for fellow human beings but certainly also for nature. This personal conviction is reflected within her position as an HR consultant. "In my position, I act as a liaison, extension and link between the various disciplines to ensure that everyone in the organisation can work in a pleasant and enjoyable way."

"We try to make sure that all employees are comfortable in their own skin and therefore have active conversations about absenteeism, among other things." In addition to active counselling to reduce absenteeism, there are preventive health initiatives. For example, workplace surveys are carried out periodically to ensure that they meet all the needs of the employees. Because of the corona crisis,

much has changed in the world, Noortje has noticed. "There has been a lot of unrest among people, both privately and professionally. The Special Support Team offers assistance. In order to help everyone, a coach is often brought in to provide guidance."

Looking to the future, Noortje believes it is important to look closely at the identity of the organisation and the people within Van Mossel. According to her, it is important that "we focus on initiatives that connect with and suit the employees and culture within Van Mossel."



Safety

Safety is an important subject within Van Mossel. Our employees face various safety hazards, especially employees working in the workshops and logistics. To ensure the safety of our employees, we invest continuously in our people, our premises and our equipment. Some examples include reducing the risk of diesel engine emissions (DME) through exhaust fans and exhaust hoses, replacing oil-based paints with water-based paints and transitioning to other sanders with less vibration. This makes work more pleasant, safer and in many cases more efficient.

To monitor safety within Van Mossel, we keep track of the number of unsafe situations, incidents and accidents. In doing so, we distinguish between serious accidents, injuries with and without absenteeism, and incidents involving property damage and environmental damage. In monitoring, we take all types of unsafe situations, incidents and accidents equally seriously. After all, the amount of unsafe situations and incidents, even without absenteeism, is a good indicator of working practices within the organisation. We analyse these events from different perspectives (laws and regulations, safety culture, prevention hierarchy and the Safety-II programme in which safety is examined from a positive approach).

Looking to the future, there are various measures Van Mossel has in mind to further improve workplace safety. Firstly, our aim is to better define the safety culture for the division of car dealerships and damage repair shops.

This is a general tool to measure safety awareness. However, a change in culture requires investment in several areas. This will require a greater understanding of all strategic safety, health, welfare and health issues in the coming years. Here, demonstrability - or concrete documentation of (potential) risks, prevention and corrective measures, target and process requirements, among other things - plays an important role. A follow-up is scaling up 'safety walks' and improving and intensifying the onboarding process and training modules in collaboration with HR.

The transition to EVs and hydrogen are causing changes in work processes and workshop equipment. This means that employees must be trained differently. Last year, an in-depth study of electrical safety was launched. The aim is to comply with various guidelines including NEN standards such as 1010, 3140 and 9140. See the glossary for an explanation of these standards.

In addition, we have set a goal of obtaining ISO 45001 certification. This certification focuses on health and safe working practices. The purpose of implementing a health and safety management system is to enable our organisation to provide safe and healthy workplaces, prevent work-related injuries and health problems, and continuously improve our Occupational Health and Safety Management performance.

Safety in practice

In conversation with quality coordinator Bjorn Obbens

Since 2020, Bjorn Obbens has been working daily as quality coordinator to ensure safety. "After all, sustainability is much broader than the environment alone and I'm conscious of that." For example, in addition to environmental issues, he looks at employees and ensures they are aware of the latest modern techniques. "Because in order to fix something, you also have to understand it."

It is difficult for him to pinpoint the core of his activities because they are so diverse. "I'm a quality coordinator, but I also have to make sure training courses are up to date. And make sure we comply with ISO 14001 certification." That great strides have been made is evidenced by the various examples cited. For example, sprayers in the garages work wearing a full face mask with an active filter. Unlike conventional damage repair shops where you still often see normal face masks. It is these kinds of adjustments for which Bjorn is constantly on the lookout. Alternatives that lead to a win-win-win; improved health, happy employees and generally lower costs.

Bjorn notes that the transition to electric and hydrogen fuel presents new challenges. For example, he is currently working on an explosion safety document for hydrogen. An initial insight from

this, for example, is that the work clothing should be changed. It is often in the details, he finds, which should not be overlooked. All accidents that occur are shared with all bodyshops. In doing so, Bjorn looks both inside and outside the organisation at what is happening. All relevant events are discussed on an ongoing basis in our improvement meetings.

For the future, he hopes, among other things, that ISO 9001 will be rolled out organisation-wide. "A lot of companies see ISO 9001 as a means to generate revenue, but in damages I am hearing more and more that people see that it creates order, cleanliness and a better working atmosphere." Within damages, fortunately almost all companies already have this certification. Furthermore, Bjorn continues to work on the phase-out of hazardous materials. Unfortunately, sometimes the reality is still that there is not yet a decent sustainable alternative, as in the case of putty.



Low-emission mobility

Mobility accounts for much of the world's greenhouse gas emissions. On the one hand, as a sales and leasing company, we have limited influence when it comes to the environmental performance of cars. On the other hand, we are aware of the contribution we can make ourselves in our advisory and facilitative role. By increasing and promoting the supply of low-emission vehicles, we can accelerate the transition to sustainable mobility.

Our ambition

Our ambition is to make the use of low-emission vehicles available to as many people as possible. We will do this by increasing our range and encouraging our customers to fully electrify their fleets in the coming years. Furthermore, we will continue to invest, both financially and intellectually, in alternative fuels with hydrogen being our major focus.

Our goals:



50% of customer fleet
low-emission by 2030



75% of new contracts
low-emission by 2030



50% of revenue from
low-emission vehicles by 2030

Our activities

Preparing for the future

There are several streams in the transition to low-emission mobility. We offer bicycle leasing to our customers and our Belgian leasing organisation has succeeded in building a fleet of more than 3,000 bicycles. There have also been many developments in EVs and hydrogen over the years. To encourage these forms of low-emission mobility, an EV advisory tool has been developed and test drive days are available to experience driving an EV. We also organise events to help our delivery van customers on the path to sustainable mobility. Finally, we see the need for a combination of mobility solutions. This is where our mobility card is effective. With our mobility card, our customers can use different forms of mobility, including car, public transport and bicycle. Based on the destination, an appropriate form of mobility can be chosen. For example, customers can leave the car parked more often.

In addition, the question is no longer whether there is a future for hydrogen, but rather how quickly the transition will occur. For Van Mossel, it is important to latch onto this transition and be a pioneer where possible. A great example is the newly opened Hyundai hydrogen workshop in Groningen.

This workshop is one of the few that specialises entirely in hydrogen-powered vehicles. The layout of this workshop is unique and various measures have been taken to handle the hydrogen in a safe manner. Within Van Mossel, we are working hard to train our employees to repair and maintain both electric and hydrogen vehicles. As described in the Health & Safety section, these vehicles pose different safety risks. To this end, new training modules are being established and, where necessary, workshops are being redesigned.

Looking to the future, as an organisation we want to further increase our range of low-emission vehicles and more actively drive sales of these vehicles. Thinking with clients about appropriate sustainable solutions plays an important role in this. By better understanding customers' mobility patterns, such as travel distances covered in a day, we can become even better at offering suitable sustainable alternatives. Ultimately, this should contribute to our 2030 goals of 75% of new contracts being EVs and 50% of sales across the Van Mossel Automotive Group coming from low-emission vehicles.



Low-emission mobility in practice

In conversation with division director Bas Huijzer

For Bas Huijzer, the importance of sustainability is clear. "We can no longer ignore it." His personal ambition is to make sustainability accessible to the general public. According to him, sustainability can be facilitated on several levels within Van Mossel. Recently, he has noticed that it is becoming easier for him and those around him to act on this.

As division director, he is experiencing the transition to electric and hydrogen up close. A number of brands have made great strides in this respect and customers are also in the midst of the transition. Van Mossel wants to play a connecting role in this. Just last year a fleet event was held to which major fleet owners were invited. During this event, "serious and good questions were asked," according to Bas. "You see that parties want to learn from each other and you (therefore) connect people with each other. Customers are increasingly looking for 'smart' mobility solutions in which software also plays an important role."

Despite "the world being completely geared towards electric," hydrogen is also gaining traction. For example, one of Hyundai's few authorised and certified hydrogen dealerships in the Netherlands recently opened in Groningen. "We have set up a workshop exclusively for this and all the requirements

it entails, because there must be enclosed areas with special exhausts, a certain fire retardancy and so on." Bas explains that the push for hydrogen is twofold. On the one hand, it is the dealer brands that drive sales. On the other hand, sometimes the initiative comes from Van Mossel, for example in the case of Groningen.

Van Mossel's size allows the company to continue to pioneer. "We have a very nice living lab that allows us to look into a crystal ball, so to speak. Our leasing companies have a fleet of over 104,000 lease cars." This, according to Bas, provides an advantage over other companies. In any case, the fact that low-emission mobility is the future is a no-brainer. The charging infrastructure is getting better and better, and various EVs have an increasing range. It is currently the scarcity of raw materials that is leading to long delivery times.



Future-proof personnel

By its nature, the automotive industry is subject to innovations that follow each other in rapid succession. To seize the opportunities presented by these innovations, it is crucial to continue investing in the knowledge and skills of our people. Moreover, we live in an economy where the demand for skilled personnel continues to rise. From both a strategic and moral standpoint, we believe it is important for everyone to feel welcome here with us.

Our ambition

Our ambition is to develop a diverse workforce that can operate in an inclusive working environment. We are committed to equal opportunities for all, regardless of their stage of life, disability, gender, ethnicity, creed, and/or orientation. In addition, we want to give all our employees the opportunity for continued personal development. This means a workforce with future-proof skills active in an organisation with diverse (continued) growth opportunities.

Our activities

Employee development

Within Van Mossel, we like to see everyone continuing to develop at their own pace. We like to encourage our employees to go the extra mile to get the best out of themselves and push their limits. To facilitate this, the Van Mossel Academy was created. The range of the many different training programmes within the Academy allows everyone to continue to challenge themselves. The Academy is constantly evolving with modules being added to match the trends and developments around us.

Of course, in a dynamic industry, it is important to recognise what knowledge and skills will be relevant in the future. In our HR and training policies, we try to strike the best possible balance between strategic and personal relevance. Based on evaluations of ongoing training courses, the desires of our employees and developments in our industry, we continuously work on appropriate additions and improvements to our programme. Training courses, modules and other courses are then added, improved and/or intensified.

Finally, within Van Mossel we see the power of the collective, because together you are stronger than alone. For example, there are several partnerships with educational institutions to attract young talent and offer opportunities within Van Mossel to further develop/specialise. In various learning and working paths, interns are intensively and personally supervised by our staff. For the future, we want to intensify collaborations with educational institutions, among others. We believe in the power of hands-on learning and make our workshops available to the mechanics of the future. The possibilities are endless, such as using a VR headset with a teacher supervising remotely.

Diversity and inclusion

Van Mossel wants to be a representative reflection of society. After all, when employees feel at home, it ensures that they thrive, develop and perform to their maximum potential. The added value of a diverse and inclusive workforce, such as better decision-making and more innovation, has been amply demonstrated. To further promote diversity and inclusion within Van Mossel, we will explore internally in the coming year where opportunities exist.

We also want to ensure the facilitation of inclusive amenities within our locations, for example for people with physical disabilities.

Our objectives



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



At least 45,000 learning interventions per year by 2025

Developing toward the future

In conversation with training consultant Sophie Lier

For Sophie Lier, employee development is high on the agenda. Within a rapidly innovating industry, it is important to continuously develop and this urgency is also felt within HR. At Van Mossel, there are many ways to develop employees, a milestone being the launch of the online Van Mossel Academy in 2022.

With the online Van Mossel Academy, we make it possible for every employee to do some training at any time of the day. It can be short and sweet in the form of micro-learning, or more comprehensive like following a learning trajectory or online training course. The onboarding of new employees, after the physical introduction meeting, is now also done partly online via the Van Mossel Academy. This not only saves a lot of time but it also means that we all learn to work in a uniform way. This creates an efficient and streamlined onboarding process. Within such a large organisation, this is very valuable. Customised online induction courses are being developed for many positions this year, and the goal is to put these in place for more and more clusters and positions.

In addition to online training, Van Mossel also provides physical training. For example, we give every manager a 'Management guide training'. This training offers pointers on what we consider important within Van Mossel, what we stand for, but also how we treat our employees. There is also a progressive programme that focuses on the 'Mechanic of the Future' and all employees within our leasing companies take the VNA Leasing training course.

Efforts are being made to provide a wide range of general training courses, but certainly also specialised training.

Further embedding a rich learning and development culture at Van Mossel is important with a view to the future. Despite the fact that the number of employees who were active within the Van Mossel Academy was high last year, there is still much room for improvement. So, it is important that we continue to encourage this in every way possible. In the coming year, a marketplace of paid training will therefore be added to the online platform. You can then easily search for a reputable course, such as a language course or a time management course.

We are also developing traineeships in several parts of the organisation to attract and retain talent, such as data analysis at headquarters or sales consultant in a car company. As the icing on the cake, each year a select group of employees will participate in our High Potentials Programme in which they can develop personally and professionally.





Circular solutions

In today's economy, which is still largely 'linear', we produce new products that are often discarded immediately after their use phase. The emphasis here is still on personal ownership. The automotive sector is no exception. Despite the fact that the market has some circular characteristics, for example operational leasing and used car sales, there is still much to be gained in terms of circularity. This starts with how vehicles are designed, moves onto how mobility is provided and ends with final processing at the end of a product's life cycle. As a society, we are moving toward a circular economy where waste no longer exists and materials and products will be continuously reused.

Our ambition

Our ambition is to proactively contribute to the circular transition. We do this by integrating circularity within our products, services and business processes. We look at mobility from a broad perspective and strive to be a broad mobility provider. This means that we can be smart and facilitate other forms of transportation besides cars. This minimises our environmental impact and maximises the (re)use of products and materials.

Our activities

Circular mobility

Circularity can be reflected within the automotive industry in many different ways. One side of circularity focuses on the use of products or services. On the one hand, use can be reduced using circular business models. For example, consider concepts such as shared cars, where multiple people use a vehicle.

Within Van Mossel, we are closely following developments in this sharing economy. We do not yet offer private share cars, but we already provide vehicles to share car providers. Our clients also regularly deploy cars as pool cars, enabling several colleagues to use a car.

On the other hand, the lifespan of products can be optimised, reducing the need for (new) production. Offering used cars is an important business activity for us that allows us to keep cars in circulation longer.

Because we retain ownership in many of our leasing arrangements, we can ensure that the condition of the vehicles remains good as well. In addition, repairs made by our damage repair division ensure that cars stay on the road. Our starting point is always to properly explore the potential of recovery. Only in the case of irreparable damage do we write off vehicles.

This coming year, we aim to define even more accurately what circularity means to us. This requires defining what criteria a product or service must meet to be called circular. Based on these criteria and a framework, the current range of circular services and products within the organisation will then be inventoried. We will also continue to explore opportunities in circular business models, such as offering share concepts. In the coming years, we aim to conduct several pilot projects to stimulate the development of circular services.

Circularity in business processes

Within our divisions, we have many activities in which materials are used, such as maintenance and damage repair work.

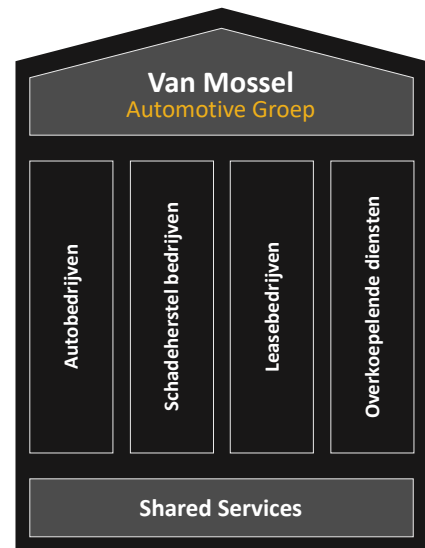
Currently, many primary - read new - materials and parts are used during these activities. However, at Van Mossel we are convinced that we can perform these activities in a smarter, more environmentally responsible way. This could involve reusing parts or purchasing reusable products and materials. In the coming year, we will investigate circularity opportunities for (common) material streams and parts. We are looking at how to further reduce material use and are committed to the circular procurement of reusable products and materials. Based on this exploratory study, we will prepare follow-up actions and, where possible, start pilot projects.



About this report

This sustainability report was published on 1-4-2023 and relates to the calendar year of 2022, running from 1-1-2022 to 31-12-2022. We use an annual reporting cycle for our sustainability reporting that is similar to our financial reporting. This is our first 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.

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Concept, text and design

2BHonest and Van Mossel Automotive Group

Glossary

Subject:

Explanation:

Circularity

Maximising material usage and minimising waste. Here there are many differences the possibilities such as reusing, recycling and refurbishing materials.

CO₂ footprint

A CO₂ footprint is the amount of greenhouse gases emitted by a person or organisation, measured in their equivalent in carbon dioxide (CO₂), emitted into the atmosphere as a result of the activities and actions performed.

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 look at which activities influence and impact the environment or society.

Greenhouse gases

Greenhouse gases is a collective term for gases such as carbon dioxide (CO₂), nitrous oxide (N₂O) and methane (CH₄). These gases are present in the atmosphere and come from both natural and human sources. The gases are responsible for retaining heat and thus global warming.

Greenwashing

Greenwashing is a term used when a company or organisation pretends to be greener/ more sustainable than it really is.

License to grow

The conditions a company or organisation must meet in order to expand business activities and grow as a company as a whole.

License to operate

The conditions a company or organisation must meet to operate in the present time.

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.

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.

Subject:**Explanation:**

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 ₂ reporting.
Supplier Code of Conduct	An SCoC is a code of conduct for suppliers to a company or organisation. This is established to ensure that suppliers adhere to the standards in areas such as working conditions, sustainability and ethical business practices that are set by the company.
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, consists of a particular type or group of materials and requires a specific collection and processing method.

Van Mossel