

PLAN OF APPROACH, INCLUDING REDUCTION OBJECTIVES

CO₂ PERFORMANCE LADDER

VERSION 4.1

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1 INTRODUCTION

After certifying its ISO 14001 management system, SBE wanted to focus even further on CO₂ reduction. Various actions have already been taken regarding CO₂ reduction, but with the help of the CO₂ Performance Ladder we wanted to structurally embed these reduction initiatives in our business operations.

This plan of approach provides an overview of how the requirements defined in the CO₂ Performance Ladder manual 3.1 will be met. The four pillars will be briefly discussed one after the other.

1.1 DESIGN AND SCOPE

SBE is already ISO 9001:2015 and ISO 14001:2015 certified. The measures taken to meet the requirements for level 3 of the CO₂ Performance Ladder are also safeguarded in these management systems.

SBE has developed a method to structurally monitor and evaluate the reduction measures (see ISO 14001).

As far as stakeholders in our CO₂ Performance Ladder are concerned, these are mainly clients who can make demands on SBE's performance in terms of CO₂ emissions during projects. A more detailed explanation is provided in the communication plan.

2 DESCRIPTION OF THE ORGANIZATION

2.1 COMPANY PRESENTATION

SBE combines years of expertise with youthful creativity to create innovative engineering and electromechanical designs for domestic and international clients. This is how we work with governments, contractors and other clients to build tomorrow's world in a sustainable way. Our team of more than 250 enthusiastic engineers, landscape architects and BIM designers and with +30 years of experience under our belt, make SBE a strong and reliable partner on the national and international market. We focus on five core activities with creative social imagination and solid process management: hydraulic engineering, civil engineering & infrastructure, urbanism & design, industrial structures & buildings and electromechanics. To do this, SBE effortlessly changes hats: from integral designer of building structures to project manager from the feasibility phase to acceptance. More information is available at <https://sbe-engineering.com/nl/>.

2.2 ORGANIZATIONAL BOUNDARY

2.2.1 SIZE OF THE ORGANIZATION

SBE's total CO₂ emissions were less than 500 tons in the years 2016, 2020 and 2021. According to the definition of paragraph 4.2. from the CO₂ Performance Ladder manual 3.1, this means that SBE was then classified as a small organization. In 2022 our emissions were equal to 508 tons, which means we no longer classify as a small organization. But in 2023, we were able to reduce our CO₂ -emissions again to 480 ton of CO₂ and to 454 ton of CO₂ in 2024, meaning SBE is classified as a small organization again.

We want to emphasize that due to the Covid-19 crisis and mandatory home office, the 2020 footprint was smaller than what it would normally have been. This is also reflected in the numbers of 2021. 2021 was also still not a 100% reliable year due to (to a lesser extent but still) lock downs). Therefore, when we received the results from the carbon footprint of 2022 we adapted the reference year to 2022.

2.2.2 ORGANIZATIONAL BOUNDARIES

The SBE organizational boundaries are determined according to the GHG protocol method using the control approach.

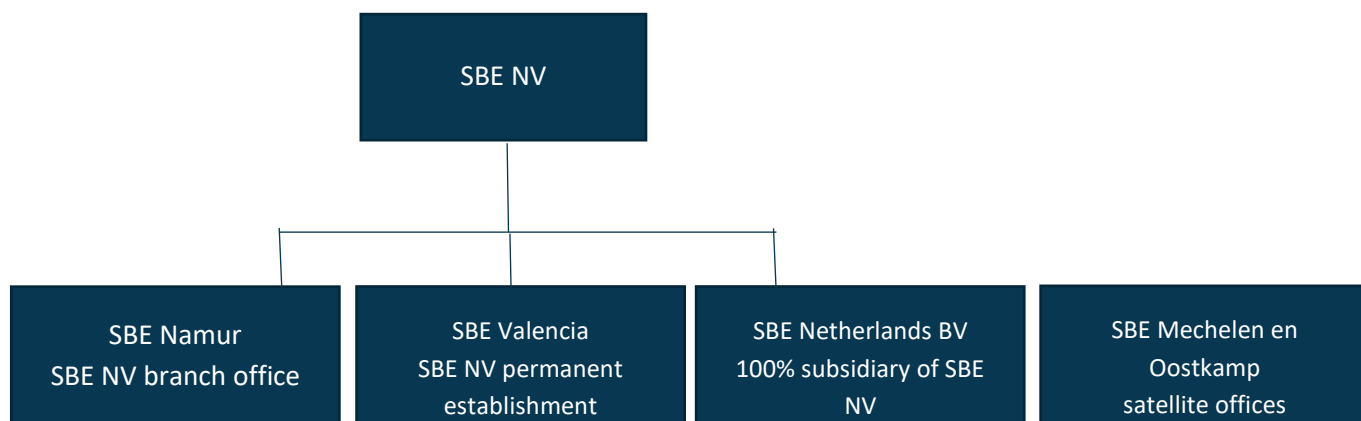


Figure 1: SBE organizational chart

The organization consists of SBE NV, the SBE Namur branch office, the SBE NV permanent establishment in Valencia and SBE Netherlands BV, the subsidiary of SBE NV and two small satellite offices Oostkamp and Mechelen.

The roots of our family company are in Sint-Niklaas, which is also where the head office is still located since 1988. A branch office was opened in Namur in 2017 to better meet the needs of the Walloon and French markets. The subsidiary, SBE Netherlands BV, was established in August 2020 to better serve the Dutch market as well. The SBE Netherlands office is located in Rotterdam. Finally, in December 2020, a permanent establishment was established in Spain, Valencia to acquire more BIM profiles. In 2023 we opened two small satellite offices in Mechelen and Oostkamp, Belgium to reduce the commutes and emissions from colleagues of those parts of Belgium but also to attract new engineering

profiles. In September 2024, SBE opened its own SBE café, a cafeteria for employees, in the former King George restaurant, across the street from the HQ.

SBE owns 1 business premises, which serves as the head office in Sint-Niklaas. The remaining business premises are rented. In November 2024, the Namur office moved to its current address in the Namur office park (in the same office park as they were situated since 2019). Namur's consumption has therefore been monitored since 2019. SBE Netherlands moved from the Millenium Tower in Rotterdam to the GHG in June 2021, where it subleased from Solarplaza. In October 2022, SBE Rotterdam moved again from the GHG to the Weena Tower, where it is still situated today.

In Q1 of 2021, the Valencia office also switched office buildings.

At the end of 2021, the SBE NV fleet (Sint-Niklaas and Namur) included 121 company cars. SBE Netherlands had 2 company cars on the road at present back in 2021. At the end of 2022, the SBE nv fleet consisted out of 130 company cars (including 10 electric cars) and Rotterdam had 2 cars. At the end of 2023, the fleet counted 140 company cars and Rotterdam had 3 company cars. At the end of 2024, the SBE nv fleet consisted out of 151 company cars (including 65 electric cars) and Rotterdam had 4 cars (2 electric). SBE nv's fleet counted 163 company cars (including 101 electric cars). Due to problems with the switch from our lease company (leaseplan became Ayvens), since the second half of 2025 it wasn't possible to order new lease cars, only lease cars with a short term contract.

2.3 POLICY

Sustainability is one of our major ambitions at SBE. In addition to the social and economic sustainability aspects, this includes our commitment as an organization to minimize our impact on the environment and climate.

In order to gain a better understanding of our energy use and CO₂ emissions, and to better focus on CO₂ reduction, we obtained level 3 certification on the CO₂ Performance Ladder. This is an efficient sustainability tool that organizations use to reduce their CO₂ emissions and it is managed by the *Stichting Klimaatvriendelijk Aanbesteden & Ondernemen* (Foundation for Climate Neutral Procurement and Enterprise (SKAO)).

A brief overview of SBE's sustainability efforts can be found in the Environmental Policy.

2.4 TASKS AND RESPONSIBILITIES

Management formulated ambitious objectives for CO₂ reduction in scope 1. The follow-up and evaluation of these objectives are periodically discussed at the sustainability meetings. The CO₂ management system is discussed annually in the management review (January of each year).

The Sustainability Coordinator is responsible for the interim monitoring of the management system, the reduction measures and objectives.

Subject	Description	Person responsible
Insight and reduction	Collect data and prepare a progress report	Sustainability Coordinator
Communication	Six-monthly communication and keeping the website up to date	Sustainability Coordinator + Marketing & Comm. team

Reduction	Execution of measures	Sustainability Coordinator + Co-CEO + Knowledge & BDM manager
Participation	Check websites about new initiatives	Sustainability Coordinator
Participation	Participate in meetings and lectures	Sustainability Coordinator/ Co-CEO / Knowledge & BDM manager /Project Engineers/PMs
Internal audit	Annually assess the functioning of the management system	Internal Auditor/Quality Coordinator
Management review	Annually assess the functioning of the system and make adjustments as necessary	Management and strategic board

Hours have been estimated for the tasks, associated with a budget (excluding membership fees)

Subject	Person responsible	Hour	Total amount
Insight and reduction	Sustainability Coordinator	72	€ 2,500
Communication	Sustainability Coordinator + Marketing & Comm.	16	€ 1,000
Reduction	Sustainability Coordinator + Co-CEO	40	€ 3,000 → depends on cost price of reduction measures
Participation	Sustainability Coordinator / knowledge and business development manager	16	€ 2,000
Participation	Co-CEO / Project Engineers/PM's	40	€ 4,000
Internal audit	Internal Auditor/Quality Coordinator	8	€ 1,000
Management review	Management & strategic board	20	€ 8,000

An annual budget of approximately € 21,500 will be available for the above sustainability activities. Depending on the cost price of the reduction measures, the cost can quickly add up.

2.5 PROJECTS

Because SBE is a service organization that conducts engineering work, almost all of our emissions can be allocated to projects. The small proportion of support services that cannot be directly attributed to the projects is very minor and negligible. If the emissions of 1 project are determined, we do this in proportion to turnover.

2.6 PROJECTS WITH AN AWARD ADVANTAGE

For each project for which a CO₂-related award advantage will be obtained, it will be clear what contribution the project makes to our total emissions and which CO₂ emission sources are most important. Allocation is used in determining the extent of these emissions, i.e. in proportion to turnover.

3 PERSPECTIVE A: INSIGHT

SBE is certified on level 3 on the ladder. This ladder level requires insight into scope I & II emissions and business travel (from scope III). These CO₂ emissions are mapped in the CO₂ emissions inventory prepared by the sustainability coordinator.

The total emissions for 2024 were equal to 454 tons of CO₂. As a result, SBE is still considered a small business according to the classification of size categories shown in Manual 3.1. CO₂ Performance Ladder.

The table below shows the CO₂ consumption by scope since 2020 and the charts show the total distribution of scope 1 and 2 and scope 3 (business travel).

	SCOPE I	SCOPE II	Scope III	TOTAL
Tons of CO ₂ 2020	310.83	35.68	13.92	360.44
Tons of CO ₂ 2021	392.17	38.40	10.25	440.81
Tons of CO ₂ 2022	451.85	41.82	14.23	507.90
Tons of CO ₂ 2023	421.43	40.15	18.46	480.04
Tons of CO ₂ 2024	352.54	74.25	26.92	453.71

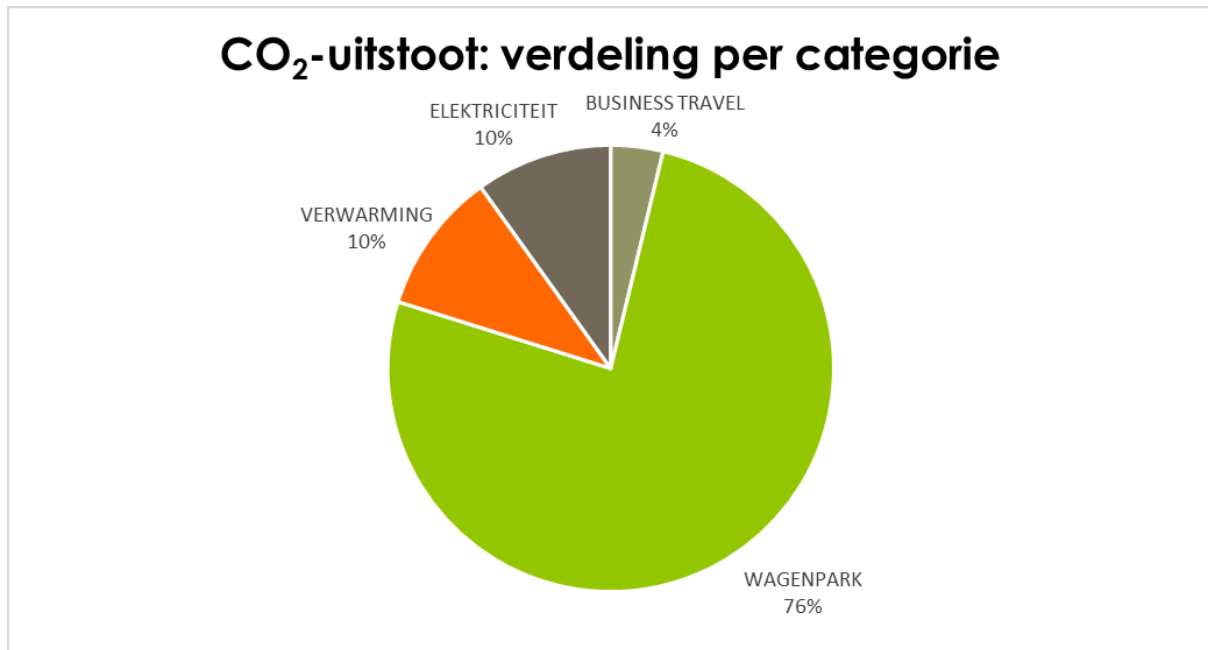


Figure 2: CO₂ emissions 2020 distribution by category

CO₂-uitstoot: verdeling per categorie

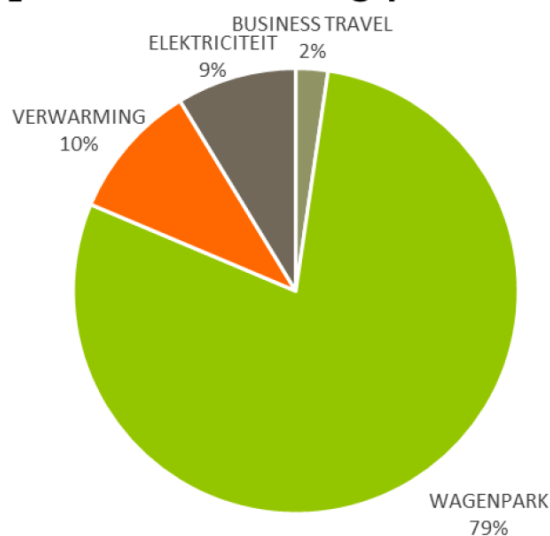


Figure 3 CO₂ emissions 2021 distribution by category

Verdeling per categorie

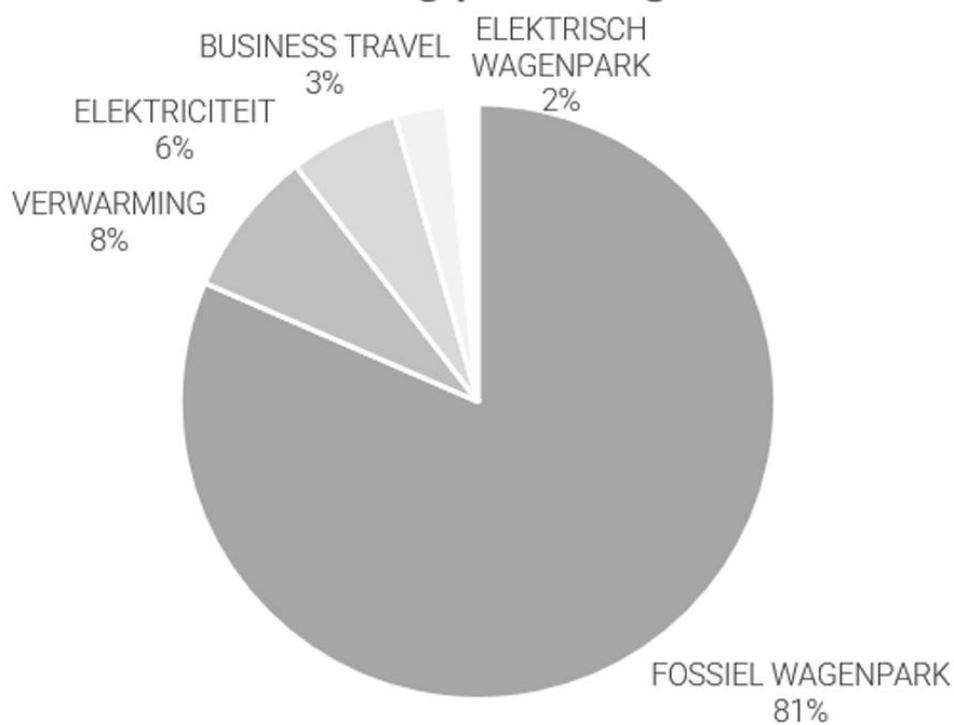


Figure 4 CO₂ emissions 2022 distribution by category

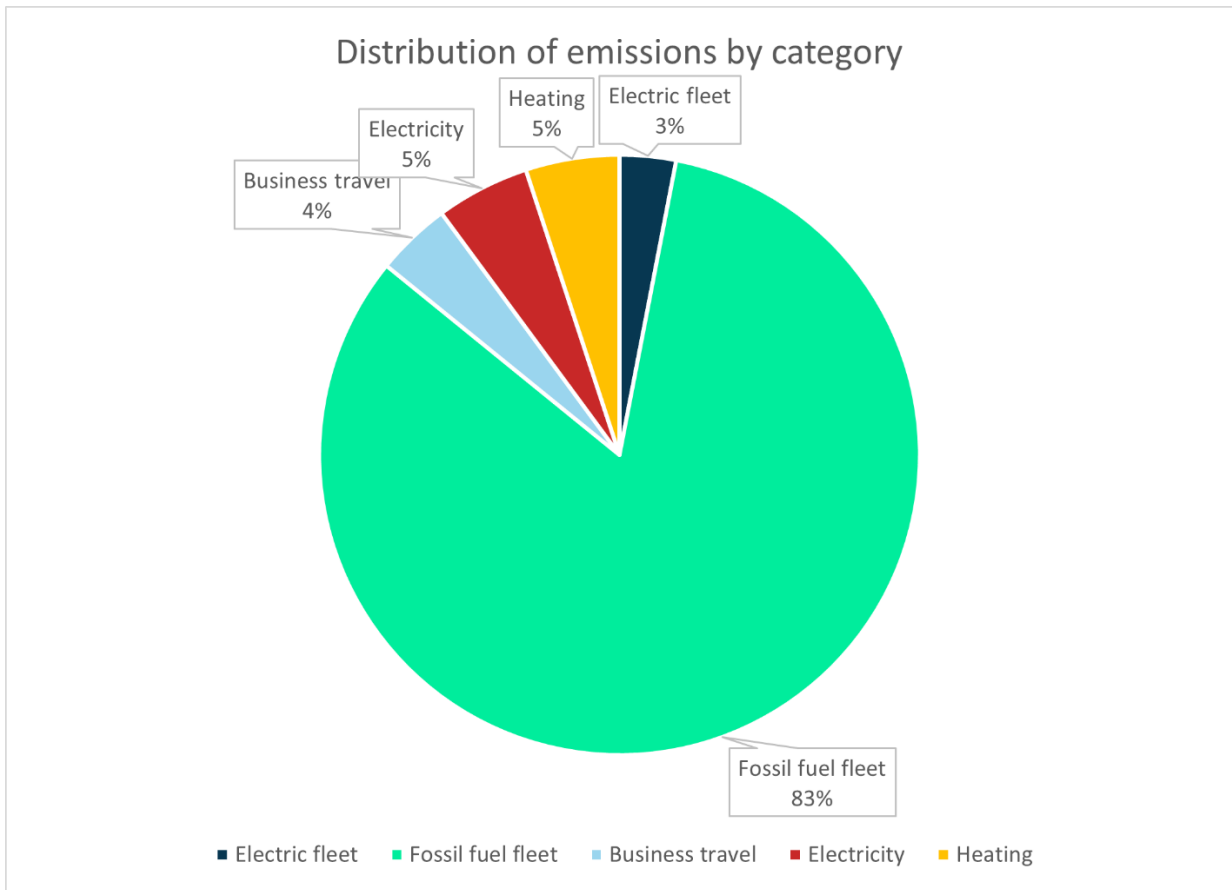


Figure 5 CO₂ emissions 2023 distribution by category

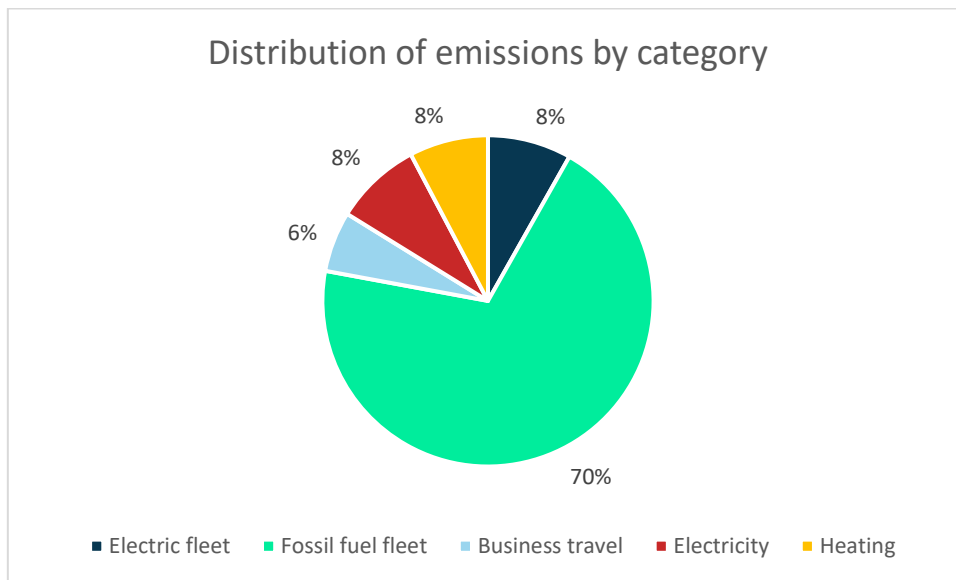


Figure 6 CO₂ emissions 2024 distribution by category

This chart clearly shows that the fleet is still responsible for the vast majority of our CO₂ emissions. That is also why the next section focuses heavily on fleet CO₂ reduction.

More information on data sources and data collection is available in the energy management action plan. For a comparison of the carbon footprints we refer to our website article about the carbon

footprint of 2024 (also available in the sustainability report 2024), the document “evaluation environmental objectives and measures” and our energy management action plan.

4 PERSPECTIVE B: REDUCTION

4.1 INVENTORY OF REDUCTION OPTIONS

An annual review is conducted to determine if there are any new current developments related to reduction of energy consumption that may be relevant to SBE.

In addition, via our jira helpdesk, employees can always add ideas and reduction opportunities can also be collected this way.

4.2 REDUCTION MEASURES

The following reduction measures have already been applied over the years:

- When purchasing / leasing new ICT equipment, we always choose equipment with the energy star label
- When choosing a location for a new office, accessibility by public transport is taken into account as much as possible
- An bi-annual awareness campaign on energy consumption in the office is organized (e.g.: thick sweater day, standby power consumption, temperature regulations etc.)
- CO₂ reduction receives attention in the sustainability part of the onboarding process of all new employees
- During the *Warmste Maand (charity check)*, employees can volunteer for four hours for charity during work hours. Nature programs are also set up for this purpose to improve biodiversity, reduce litter and encourage CO₂ reduction.
- A CO₂ emissions limit for leased cars was defined in the 2020 car policy: for diesel cars this is set at 130 g/km and for gasoline cars at 135 g/km
- In April 2022 we defined in our car policy that all new leasing cars should be electric
- Since 2019, all employees can enroll in a bike leasing program through B2Bike. In this way, we are trying to encourage everyone to bike to work more often
- The tire pressure of the leased vehicles is checked twice a year
- All employees can use public transportation free of charge and company cars are only offered to those who require a company car by virtue of their position (site visits)
- In 2023 we introduced the mobility budget. This is a sustainable and tax-advantaged alternative to the company car
- Structural home office (LT) through the new flexwork policy
- Digital meeting policy to reduce business travel and use of public transportation is encouraged for physical meetings
- An annual action is set up on sustainable mobility (car free workday / more miles more smiles)
- Systematic replacement of lighting with LED lighting in HQ
- Think before you print action to reduce paper consumption
- There is a demonstrable focus on CO₂ reduction for at least 10% of the turnover from design commissions. (SPIRIT)
- Between 25% and 75% of engineers / designers / project leaders have completed a course with a demonstrable focus on the importance and materiality of CO₂ reduction and associated design methods.

- Between 10% and 20% of the research and innovation budget is spent on topics that could also cut carbon emissions
- Lease printers with high energy efficiency
- Installation of solar panels: At least 25% of electricity use is covered by own generation of renewable electricity (via own investment)
- Expansion charging stations to support the electrification of the vehicle fleet
- Minimally 1 charge point per 10 parking spaces + active role in optimising energy management for office/electrical grid(grid-conscious charging)
- The travel policy will be modified with a clause to encourage train use for long distances
- Actively encouragement of employees to carshare via more miles more smiles
- Providing pool cars
- 15% of the fleet (passenger and commercial vehicles, owned or leased) consists of zero emission vehicles.
- The organisation requires travel by train for distances less than 500 km, provided that travel by train from door to door takes less than 150% of the time if travelling by plane
- Pay attention to CO₂ reduction in projects obtained without an award advantage through the SPIRIT / ECI calculations projects and make CO₂ reduction a subject of discussion with large clients during periodic consultations.
- At least 50% of the building's surface area is located near public transportation (maximum 500m).
- The organization has implemented grid-aware charging for 25% of its charging stations.
- When outsourcing printing, the organization asks about the CO₂ footprint of the printed matter and about possible alternatives with a lower CO₂ footprint.
- The air conditioning systems of all offices taken into use in the past 5 years have been optimised by a professional installation contractor.
- The organisation pays attention to CO₂ awareness and energy reduction on an ad hoc basis, targeting directors and managers (→ No machinery but PM in projects)of major energy users.
- The organisation offers a travel reimbursement for using a bicycle that is higher than the reimbursement for car kilometrage.
- The organisation incidentally investigates which components are released and actively offers them for reuse.
- The organisation has investigated what barriers exist to the future reuse of materials and components and takes demonstrable measures to remove those barriers.
- The organisation systematically sells secondary material that is suitable as a raw material in production processes without significant processing (by the buyer).
- The organisation requires a CO₂ management system from contract partners when outsourcing works.
- The organisation uses criteria based on embedded carbon emissions over life cycle CO₂ emissions to reduce the CO₂ impact of outsourcing works
- The organisation uses criteria based on embedded carbon emissions over life cycle CO₂ emissions when developing and evaluating designs to reduce the CO₂ impact of products or construction works
- The organisation uses criteria to reduce travel and/or transportation distances when purchasing materials, services and products
- The organisation has investigated what barriers exist to the use of recycled materials and used

- components and takes demonstrable measures to remove those barriers.
- At least 50% of all lease cars are electric

SBE also aims to improve its CO₂ reduction by implementing the following organization-wide measures (these are also defined in the list of measures). Some measures were no longer provided by SKAO in the measure list, but we decided to continue our efforts to complete these measures.

- Have engineers undergo training on CO₂ reduction in projects (>75%).
- Switch to green electricity for more than 75% of the electricity used in the Sint-Niklaas office mostly via renewable electricity from our solar panels
- We will make at least 10% of all offices gasless
- Net 0 CO₂ goal for 2050 for scope 1, 2 and business travel
- There is a demonstrable focus on CO₂ reduction for at least 50% of the turnover from design commissions. (SPIRIT)
- Carpool cars will be electric
- At least 100% of all lease cars are electric

All of these measures are listed below by scope:

For measures defined at different levels, we include only the lowest level in the table.

4.2.1 SCOPE 1

Measure	Target date	Person responsible	Estimated CO ₂ reduction	Monitoring
At least 10% of all offices are gasless	December 2026	Management/Facilities Coordinator/EM team / region managers	2% of total emissions	Bills
Organization has a net 0 CO ₂ by 2050 target and an implementation pathway with actions and measures, for scope 1, 2 and business travel	January 2035	Management / sustainability coordinator	All emissions	Carbon footprint
All poolcars run on renewable fuels, natural gas or are zero CO ₂ emission.	December 2027	Fleet / sustainability coordinator	0,5% of total emissions	Leaseplan
All cars will be electric	December 2027	Fleet / sustainability coordinator	83% of total emissions	Leaseplan

4.2.2 SCOPE 2

Measure	Target date	Person responsible	Estimated CO ₂ reduction	Monitoring
Organization has a net 0 CO ₂ by 2050 target and an implementation pathway with actions and measures, for scope 1, 2 and business travel	January 2035	Management / sustainability coordinator	All emissions	Carbon footprint
Switching to a green power contract (HQ)	Dec 2027	EM & Management	5% of total emissions	Carbon footprint & bills

4.2.3 SCOPE 3

Measure	Target date	Person responsible	Estimated CO ₂ reduction	Monitoring
Organization has a net 0 CO ₂ by 2050 target and an implementation pathway with actions and measures, for scope 1, 2 and business travel	January 2035	Management / sustainability coordinator	All emissions	Carbon footprint

4.2.4 SCOPE 3 MEASURES OTHER THAN BUSINESS TRAVEL (LEVELS 4 AND 5)

Measure	Target date	Person responsible	Estimated CO ₂ reduction	Monitoring
There is a demonstrable focus on CO ₂ reduction for at least 50% of the turnover from design	December 2026	BDM & KM Sustainability + PM	10% in projects themselves	Excel SPIRIT + ECI Project team calculates environmental impact by choosing different design solutions, for example
>75% of engineers / designers / project leaders have completed a course with a demonstrable focus on the importance and materiality of CO ₂ reduction and associated design methods	December 2026	Management / BDM & KM Sustainability / Team Leaders	1% in projects themselves	ERP: training and presence internal braintables

4.3 PROJECT REDUCTION MEASURES

Since there is no difference in emissions and energy consumption for the different types of projects, a fixed set of measures are defined for all projects, which in principle applies to all projects:

Measure	Target date	Person responsible	Monitoring
There is a demonstrable focus on CO ₂ reduction for at least 50% of the turnover from design	December 2026	BDM & KM Sustainability + PM	SPIRIT and ECI calculated for projects representing at least 50% of turnover

If these measures cannot be applied in a specific project, this choice will be substantiated.

This list is monitored annually and updated as needed.

4.4 LIST OF MEASURES AND RELATIVE POSITION

The measures summarized above are derived from SKAO's list of measures that indicates which measures have already been met and which measures are being pursued. Only relevant measures (that aren't implemented yet) were included in the list.

By December 2025, we **implemented 46 measures from the list**. In that respect, we see ourselves as a mid-tier player compared to the sector peers and we are well on our way, but we still have a long way to go.

The table below provides an overview of the category in which our planned measures fall.

2021

MEASURE	CATEGORY A	MEASURE	CATEGORY A
Advice	3x	3x	1x
Offices	4x	3x	
Organizational policy	2x	1x	1x
Persons - mobility	2x	1x	2x
TOTAL	11	8	4

2022

MEASURE	CATEGORY A LAGGARD	CATEGORY B MID-TIER PLAYER	CATEGORY C LEADER
Advice	3x	3x	1x
Offices	5x	4x	1x
Organizational policy	2x	2x	2x
Persons - mobility	3x	1x	1x
TOTAL	13	10	5

2023

MEASURE	CATEGORY A LAGGARD	CATEGORY B MID-TIER PLAYER	CATEGORY C LEADER
Advice	1x	4x	1x
Offices	1x	2x	2x
Organizational policy	1x	1x	2x
Persons - mobility	1x	2x	1x
TOTAL	4	9	6

2024

MEASURE	CATEGORY A LAGGARD	CATEGORY B MID-TIER PLAYER	CATEGORY C LEADER
Advice	0x	4x	1x
Offices	0x	1x	0x
Organizational policy	1x	1x	1x
Persons - mobility	1x	0x	1x
TOTAL	2	6	3

2025

In 2025 the advice measures were no longer available in the measure list

MEASURE	CATEGORY A LAGGARD	CATEGORY B MID-TIER PLAYER	CATEGORY C LEADER
Advice	0x	1x	1x
Offices	0x	1x	0x
Organizational policy	0x	1x	0x
Persons - mobility	0x	0x	2x
TOTAL	0	3	3

Based on this table of planned measures (and the already implemented measures), it appears that SBE is currently seen as a mid-tier player because it has the most number of measures defined in this category.

4.5 AMBITION LEVEL AND GOALS SHORT TERM

Because we see ourselves as a mid-tier player, we want to be ambitious relative to our sector peers. We will therefore mainly try to reduce emissions in scope 1, as the vehicle fleet accounted for 81% of our total emissions in 2022. SBE is a growing organization and therefore we relate this objective to the number of employees. On top of that, we want to stop using gas by 2035 and also greening of purchased electricity. Our goal is to reach net zero by 2035.

We want to achieve this reduction through measures such as:

- Electrification of the fleet. Reduce CO₂ emissions from scope 1 emissions each year per employee (10% - 25%- 50%-60%- 65% respectively) compared to base year 2022.
- For scope 2 + 3, we switched to green electricity (generated with our solar panels) for the office in Sint-Niklaas, in order to reduce the CO₂ emissions of the scope 2 emissions each year per FTE (respectively 10% - 5%- 10%- 20%) compared to base year 2022. However, we do expect

electricity consumption to rise in the coming years, as more EVs will be leased and employees will also be able to charge their electric company cars at home and in the office. If they use grey power at home, there will be a substantial increase in scope 2 emissions. On top of that, the purchased electricity will need to be green in order to achieve the set goals.

For business travel we want to replace short air travel with train travel and encourage employees to use public transportation for work-to-work trips whenever possible. It should be noted, however, that unavoidable air travel may cause emissions to rise.

We realize that 2020 was an exceptional year because of the Covid-19 crisis and that the actual CO₂ emissions of a normal year would be higher than these figures. 2021 was also not a representative year, so 2022 is now our new base year.

Reduction goals defined in 2021

Scope	Reduction relative to 2020 per FTE			
	2022	2023	2024	2025
Scope 1	10%	25%	45%	65%
Scope 2	-	15%	30%	50%
Scope 3 (business travel)	1%	2%	3%	4%

Adapted reduction goals (incl. new base year 2021)

Scope	Reduction relative to 2021 per FTE			
	2022	2023	2024	2025
Scope 1	10% - Not achieved	15%	30%	50%
Scope 2	-	15%	30%	50%
Scope 3 (business travel)	1% - Not achieved	2%	3%	4%

Adapted reduction goals (incl. new base year 2022)

Scope	Reduction relative to 2022 per FTE		
	2023	2024	2025
Scope 1	10%	25%	50%
Scope 2 + 3 (business travel)	10%	30%	50%

Reduction goals 2024 - 2027

Scope	Reduction relative to 2022 per FTE			
	2024	2025	2026	2027
Scope 1	25%	50%	60%	65%
Scope 2 + 3 (business travel)	10%	5%	10%	20%

The scope 2+3 reduction targets were too ambitious formulated. The 2024 goal per FTE was not achieved. The solar panels only generate 1/3 of our total consumption in the HQ. We therefore need to purchase green electricity instead of the electricity mix we are currently purchasing. We aim to this the latest by 2026.

In concrete figures, this translates as follows:

In 2020, the emissions from SBE were equal to 360.44 tons of CO₂. In 2020, there were 140 FTEs working at SBE (on average). This corresponds to 2.57 tons of CO₂ per FTE.

Emissions by scope in 2020:

Scope 1: 310.83 tons CO₂

Scope 2: 35.68 tons CO₂

Scope 3: 13.92 tons CO₂

In 2021, the emissions for the whole company were equal to 440.81 tons of CO₂. In 2021, there were 170.75 FTEs working at SBE (on average). This corresponds to 2.58 tons of CO₂ per FTE. Despite total emissions increasing in 2023, emissions per FTE remained more or less the same.

Emissions by scope in 2021

Scope 1: 392.17 tons CO₂

Scope 2: 38.40 tons CO₂

Scope 3: 10.25 tons CO₂

2022

In January 2023, we already made an estimated calculation of the emissions of our fleet in 2022. In 2022, the emissions of the fleet were +- equal to 414.43 tons CO₂. This is an increase of 66 tons CO₂ compared to the new base year 2021 (fleet 2021 = 348.38 tons). This equals 2.04 tons CO₂ per FTE in 2021 and 2.21 tons CO₂ per FTE in 2022. This is an increase of 8%. The original goal of a 10% decline in scope 1 was not met because of 2 reasons. Firstly, the base year 2021, was still characterized by covid and lock downs, resulting in more work from home and less commuting. Secondly, due to global chip shortage, EV delivery times increased which resulted that the amount of EVs in our fleet only grew in Q4. Therefore, we adapted the scope 1 reduction goals.

Final base year (2022) numbers:

Scope 1: 451.85 tons CO₂

Scope 2: 41.82 tons CO₂

Scope 3: 14.23 tons CO₂

Reduction goals (base year 2022) :

Scope (max. tons of CO ₂)	Reduction compared to 2022				
	2023	2024	2025	2026	2027
Scope 1 (tons CO ₂)	-10% Max 406.66/ FTE → 16% per FTE instead of the goal of 10%	-25% Max 338.88/FTE → -38% per FTE instead of the goal of 10%	225,925/FTE	180,74/FTE	158,1475/FTE
Scope 2 + 3 (tons CO ₂)	-10% Max 50.45/FTE → per FTE 6% instead of the goal of 10%	-10% Max 50.45/FTE → per FTE +44% increase instead of the goal of -10%	53,2475/FTE	50,445/FTE	44,84/FTE

4.6 NET ZERO BY 2035

By 2035, SBE aims to make its own direct operations climate-neutral. As mentioned above, by 2027 the entire fleet will be electric, significantly reducing scope 1 emissions (to around 35 tons of CO₂ from gas). In addition, we are looking into phasing out our gas consumption. Currently, studies are being conducted on the use of wastewater heat recovery and heat pumps. Since it is not yet determined in which year gas will be phased out at the Sint-Niklaas office, an annual reduction of 1% is foreseen starting in 2028. However, the transition will certainly take place between 2028 and 2035.

Besides the Sint-Niklaas office, the offices in Valencia, Namur, previous Mechelen and the SBE café also use gas. For these locations as well, we will explore whether the landlords are open to phasing out gas consumption. If the landlords are not receptive to this, options such as purchasing "green gas" can be considered, or the remaining emissions can be offset through compensation measures.

For scope 2, the most significant change will be switching to a green electricity contract (in 2025 or 2026). This will result in a 45% reduction (covering headquarters electricity use and EV charging sessions at the office). We will also attempt to convince the landlords of the other offices to opt for a green electricity certificate. We expect this to be feasible around 2030. In combination with solar panels, this will lead to a substantial reduction.

However, due to the charging of electric vehicles, the consumption of grey electricity within this scope is increasing. One of the options that should be considered is taking into account the type of electricity used by the colleagues at home to charge their cars. Although the CO₂ Performance Ladder does not

allow for this, CO₂ compensation will be the only way to achieve our targets. Below, you can find the detailed objectives for 2035.

Reduction % relative to 2022 per FTE			
Year	Scope 1	Scope 2+3	Action
2025	50%	5%	
2026	60%	10%	
2027	65%	20%	Fleet 100% electric + first year green energy contract HQ
2028	80%	25%	Between 2028 & 2035 we will stop using gas at our HQ (exact date to determine)
2029	81%	30%	
2030	82%	35%	
2031	83%	40%	Start encouraging other offices to switch to green electricity contract / stop using gas
2032	84%	55%	(with compensation for grey electricity charging sessions fleet + rented offices that didn't switch to green electricity/ stopped using gas)
2033	85%	65%	(with compensation for grey electricity charging sessions fleet + rented offices that didn't switch to green electricity/ stopped using gas)
2034	86%	85%	(with compensation for grey electricity charging sessions fleet + rented offices that didn't switch to green electricity/ stopped using gas)
2035	100%	100%	

5 OTHER NON-CO₂ GREENHOUSE GASES

Due to the limited nature of our activities, which are primarily office-based, SBE does not emit significant quantities of greenhouse gases other than CO₂. As a result, gases such as methane (CH₄) and nitrous oxide (N₂O) are not included in our footprint calculations, as they are not relevant to our operations.

The only other greenhouse gases considered relevant are fluorinated gases (F-gases) used as refrigerants in refrigerators, air conditioning units, and fire extinguishers. Our fire extinguishers are inspected annually by a certified third party, and our air conditioning systems are regularly checked for leakages. Over the past years, no leakage or loss has been recorded, and therefore these emissions have not been included in the carbon footprint calculations.

6 PERSPECTIVE C: TRANSPARENCY

The internal and external communication measures are described in the communication plan.

7 PERSPECTIVE D: PARTICIPATION

SBE participates in various initiatives to achieve CO₂ reduction. These are further described in the document: overview of initiatives.