

The results of the new materiality analysis will be used as a starting point to formulate a sustainability strategy for each of the activities, with clear priorities for the coming 5 years. It will also form the basis for the Group's next non-financial reporting.

In parallel, D'leteren Group aims to improve the quality and reliability of its non-financial information. With this in mind, the Group asked PwC to conduct a readiness assessment in 2019. Implementation of the resulting recommendations should pave the way for some assurance of the 2020 reporting.

2. D'leteren Auto

2.1. DESCRIPTION OF THE ACTIVITIES

As part of its 70-year old relationship with the Volkswagen group, D'leteren Auto imports and distributes the vehicles, spare parts and accessories of Volkswagen, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti and Porsche across Belgium.

The distributed brands represent around 22% of Belgium's new car market. D'leteren Auto manages a strong network of independent dealers across the country and owns dealerships on the Brussels-Malines-Anvers axis. Besides distributing vehicles in Belgium, D'leteren Auto provides after-sales services, including bodywork and general maintenance. It also sells used vehicles through its own independent network consisting of dedicated My Way centres, Audi Approved Plus outlets and authorized distributors. It provides car financing and long-term car rental services through a joint venture between D'leteren and Volkswagen Financial Services. And finally, it distributes Yamaha products in Belgium and the Grand Duchy of Luxembourg through D'leteren Sport.

D'leteren Auto's business model is currently evolving towards the offer of more fluid, accessible and comfortable mobility solutions as a way of improving the day-to-day lives of citizens. The company is strongly focused on promoting responsible mobility, mainly through the initiatives of the subsidiaries LabBox (a start-up developing new mobility solutions) and EDI (charging solutions for electric cars).

2.2. GENERAL APPROACH TO SUSTAINABILITY

Although mobility is a vector of prosperity and integration, it cannot escape the challenges raised by a range of economic, environmental, social and safety issues. D'leteren Auto is aware of this and accepts its share of responsibility. The company's primary commitment is to improve the lives of citizens by offering fluid, accessible and sustainable mobility options. D'leteren Auto is also working to build a wide raft of mobility services that will facilitate easier, more sustainable travel for all citizens. It will achieve this through the Lab Box subsidiary, which is deeply involved in creating innovative and flexible mobility services, and through its core business by developing a range of services linked to the use of electric cars.

D'leteren Auto also strives to reduce its environmental footprint by transforming its infrastructure and adapting its behaviour. Over recent years, D'leteren Immo – which manages D'leteren Auto's property assets – has implemented various measures aimed at using energy more efficiently and integrating alternative energy sources.

Another major priority for the company is to offer its people a working environment that is safe and enriching. D'leteren Auto has launched multiple initiatives to improve staff welfare, enable their professional development and enhance their working environment and conditions.

Finally, through its Give & Gain patronage programme, D'leteren Auto is fully committed to causes that are related to socially-responsible mobility where the company can bring real added value, while simultaneously encouraging its employees to get involved in such causes.

2.3. ENVIRONMENTAL AND SOCIAL THEMES WITH A MATERIAL IMPACT

- 1) Climate impact/CO₂ emissions
- 2) Waste management
- 3) Innovation
- 4) Sustainable procurement
- 5) Customer satisfaction
- 6) Employee development and well-being
- 7) Employee safety
- 8) Community engagement
- 9) Ethical principles
 - a. Respect for Human Rights
 - b. Zero tolerance for fraud and corruption
 - c. Inclusion and diversity

> Climate Impact/CO₂ Emissions

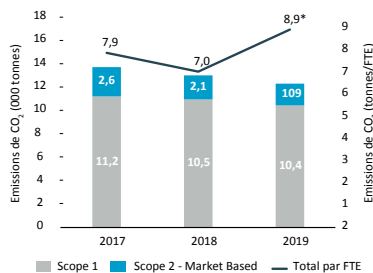
WHY IS IT MATERIAL?

D'leteren Auto's main impact on the environment concerns comes from its activity of distributing polluting combustion vehicles. This has created new challenges for D'leteren Auto, such as stricter legislation, new forms of taxation on transportation and new regulations related to corporate vehicle fleets. But this trend also creates numerous opportunities for developing innovative new mobility solutions aimed at reducing the number of polluting vehicles on our roads.

In addition to the products it delivers, D'leteren Auto's own operations and processes also have an environmental impact.

KEY INDICATORS

CO₂ emissions from D'leteren Auto activities in 2019 (CO₂Logic)



Case study – D'leteren renews showroom concept

In order to adapt its commercial strategy to better cater to customers in search of a high-quality experience, D'leteren Auto, in partnership with Škoda and Audi, opened and tested two pop-up stores, one located in a shopping mall in Brussels and the other in central Antwerp. Baptised The Place To -e-, the stores were opened by Audi for a period of 3 months, enabling visitors to discover the concept of electrical mobility and to reserve a test-drive of an Audi e-tron. "D'leteren Auto wanted The Place To -e- to inform and inspire Antwerp citizens about electrical mobility by offering a wide range of experiences and activities", explains Stefan Kerckhoven, director of Audi Import. The store became something of a hotspot that was used as a backdrop for conferences on themes such as sustainable travel, urban mobility and technology.

MANAGEMENT APPROACH

D'leteren Auto is expanding its clean car offer (in 2019, the company sold more than 1,000 fully-electric vehicles). To promote their use, it is providing, through its subsidiary EDI (Electric D'leteren Solutions), a pack of smart solutions for battery charging and green energy generation aimed at private and professional customers.

The company also develops alternative mobility solutions, notably through its Lab Box subsidiary (fleet sharing for businesses, including cars, electric scooters, etc, intermodal services that integrate public and private transport, MaaS platforms to facilitate the adoption and management of corporate mobility budgets..)

Internally, it raises employee awareness by promoting working from home, environment-friendly driving habits, or multimodal mobility solutions that combine different modes of transport such as public transport and company cars, cycling or car-pooling with guaranteed parking space.

The company adopts D'leteren Immo's approach to (renewable) energy management, thereby lowering the energy consumption of its buildings while increasing the share of self-produced renewable energy.

OUR 2019 ACHIEVEMENTS

Developed by the startup Lab Box, Poppy is a car-sharing solution that helps to reduce overall car emissions. Barely two years after its launch in Antwerp, Poppy has also grown in Brussels and around the Zaventem airport. It has a fleet of 550 shareable electric cars, including models such as the Seat e-Mii, the Ibiza CNG and the Skoda Citigo-e. A fleet of e-steps and e-scooters is also available. Poppy integrates these different transport offers in a single application, thereby enabling its 50,000 users to choose the mode most suited to their needs based on the distance and time of a given journey. The startup also enables users to travel within the three zones where Poppy is present.



D'leteren Auto is also encouraging the transition to electric transport and the reduction of pollution from traditional vehicles by improving its EDI charging infrastructure. To ensure that its offer is adapted to all available vehicle models and all electrical installations, EDI offers single-phase and three-phase charging stations and a card enabling users to recharge their vehicles at 100,000 public stations in 25 countries across the European Union. For its corporate customers, EDI also offers a split-billing option, which separates the cost of recharging at home and forwards it to the employer. In 2019, EDI added a service facilitating the installation of solar panels.

THE WAY FORWARD

D'leteren Auto continues to expand its offer of electric cars and the accompanying infrastructure, notably by exploiting the Volkswagen group's ambitious offensive in e-mobility. EDI now aims at a five-fold increase in sales in 2020 compared to 2019. Lab Box will continue to develop its seven initiatives aimed at the new mobility sector: Poppy, MyMove, Husk, Lizy, Ush, Skpir and Mbrella (see Innovation section p XX)

UN sustainable development agenda



D'leteren Auto's distribution activities have a negative impact on the climate. However, the company is trying to reduce this impact by adapting its offer and developing alternative mobility solutions and by producing renewable energy.

> Waste Management

WHY IS IT MATERIAL?

Used cars contain many valuable materials that should be reused upon disposal. As resources become scarcer, the recycling of components contributes to the circular economy. In parallel to its products, D'leteren Auto also generates waste through its after-sales activities and offices. The company has identified several risks related to waste management, including fines and reputational impact in the event of failure to respect environmental laws.

THE WAY FORWARD

Responsibility for waste recycling is being transferred to each D'leteren Auto business unit over the course of 2020. This will enable an approach that is more suited to the specific needs of each site.

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D'leteren Auto has a policy of environmentally sound management of vehicle waste and related chemicals throughout their lifecycle, in accordance with the regulatory framework in force.



MANAGEMENT APPROACH

D'leteren Auto has a waste management policy in place. Employees receive training in how to sort and collect waste generated by the offices, workshops, stores and garages (including paper, residual waste, metal, wood, tires and glass) and in how to store harmful materials.

For the disposal and recycling of its waste D'leteren Auto works together with waste management firms like Suez (for all waste), Oilco (used oil), Dechamps (metal) and RecupBat (used batteries). A project coordinator of the main waste collector (Suez) performs periodic site visits for the follow-up and optimization of the on-site waste management.

D'leteren Auto also facilitates the recycling of used-vehicles, in particular by offering an extra allowance to clients and non-clients returning their vehicles for recycling. The company works with Febelauto, whose mission is to organise and monitor the recycling of used vehicles, in compliance with the existing European Directive. Febelauto currently manages to recycle around 95% of the weight of vehicles within an approved, tightly controlled circuit, making Belgium one of Europe's best performers in this area.

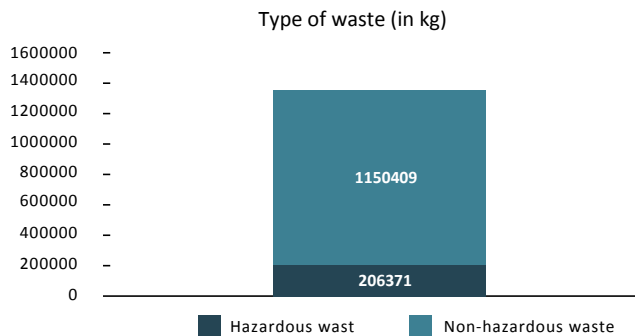
OUR 2019 ACHIEVEMENTS

Since 2019, three Suez employees oversee daily waste management at the Zen Park, Drogenbos and Auto Center Zaventem sites. As waste was already managed by a D'leteren employee at Erps Kwerps and Le Mail, this means that each of the company's large sites now have one person responsible for waste management.

KEY INDICATORS

In 2019, 77.8% of the company's waste was recycled (in line with 2018). This consisted primarily of paper/cardboard, metal, wood, tires, batteries and cars. Quantity of waste by treatment method:

- Recycling: 262,927 kg
- Waste destined for the cement industry: 24,685 kg
- Incineration with energy recovery: 295,756 kg
- Fermentation/biogas: 4,220 kg



> Innovation

WHY IS IT MATERIAL?

The car of the future is being shaped by technological advances, such as electrification, developments in connectivity and automation, and the introduction of smart, multi-use features.

Societal and economic changes are also transforming the concept of mobility, amid tighter restrictions on cars such as Low Emission Zones (LEZ), new forms of taxation and the shift towards a sharing economy. D'leteren Auto wants to use innovation to be at the forefront of tomorrow's mobility markets and thereby ensure the longevity of its business.



Case study: multimodality in action
Launched by Lab Box in September 2018 under the name of Pikaway, then renamed in 2019, Skipr is an app that combines public transport and shared solutions. It helps professional users – companies and employees – to manage their mobility budgets more efficiently.

KEY INDICATOR

D'leteren Auto investment in the Lab Box subsidiary
2017: +/- EUR 2.3 million
2018: +/- EUR 6.5 million
2019: +/- EUR 9.5 million

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D'leteren Auto contributes to sustainable cities by looking for solutions for sustainable mobility services.

MANAGEMENT APPROACH

D'leteren Auto's business model is to offer more fluid, accessible and sustainable mobility solutions to improve the day-to-day lives of citizens. To support this new approach and integrate it within the business model, D'leteren Auto launched in 2018 the Magellan project, which structured the innovation strategy around two arms: EDI (Electric D'leteren Solutions) and Lab Box. Through these two bodies, D'leteren Auto continues to explore, analyse and develop a range of flexible and innovative mobility services.

OUR 2019 ACHIEVEMENTS

Lab Box made significant progress across a range of initiatives. Poppy, the interactive sharing platform, continued to grow, acquiring the major Brussels mobility player Zipcar, and by transitioning from a platform that shares only cars to one that shares cars and e-scooters (both step-scooters and bikes).

Lab Box also acquired a professional driver platform called CARASAP, now renamed Husk, to develop an on-demand transport offer. It also launched no less than five new initiatives:

- Lizy, the 100% digital used vehicle leasing platform designed for SMEs;
- MyMove, an application that makes it easier for employees to locate, select and open fleet vehicles and manage their mobility budgets;
- Ush, Belgium's first dedicated self-driving vehicle operator, offers vehicle leasing and support for shuttle services run by local authorities, companies and organisations;
- Skipr, an app that enables users to plan, reserve and pay for their journeys to a predefined destination using different modes of transport.
- Mbrella, a B2B supplier offering automated administration of flexible corporate mobility policies.

THE WAY FORWARD

Lab Box will concentrate on its existing initiatives. Poppy is targeting breakeven by the end of 2021 thanks notably to tight cost controls. It will accelerate efforts in B2B sales, notably in the context of corporate mobility spending, where it has one of the best offers in Belgium. It will also pursue international growth at Skipr.

> Sustainable Procurement

WHY IS IT MATERIAL?

As a vehicle importer and distributor, D'leteren Auto's main purchase item is cars, making it highly dependent on its partnership with the production plants of the Volkswagen Group. Any problem with direct suppliers can impact D'leteren Auto's own reputation. In addition to the Volkswagen Group, D'leteren Auto has other (indirect) suppliers, which it needs to ensure are run as responsible businesses.

KEY INDICATOR

To date, more than 50% of suppliers have signed the public procurement charter (up from more than 20% in 2018).

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D'leteren Auto takes into account social, ethical and environmental criteria when selecting products and services.

MANAGEMENT APPROACH

For the car import and distribution activity, D'leteren Auto has a solid partnership with the Volkswagen group. The most recent distribution contracts signed between the group's plants and approved D'leteren Auto dealers at end-2018 contain a specific clause that requires all members of the distribution network to comply with national and international norms and values – in particular those that concern sustainable development, worker protection and the environment. These norms and values form the basis of the Volkswagen group's economic development and the contract provides the German car maker with an assurance that all partners comply with them.

For indirect operational spending, D'leteren Auto has partnered with Spot Buy, a procurement platform that manages all orders, thereby enabling the company to reduce the number of suppliers, ensure traceability and thus have more control over its SME suppliers. D'leteren Auto gives priority to using local suppliers and has adopted a two-pronged policy towards them:

1. Suppliers must sign the procurement charter. In doing so, they commit to the Ten Principles of the UN Global Compact.
2. When selecting indirect operational products and services, on top of the usual quality/price criteria, social, environmental and ethical criteria are also considered.

When renewing contracts, D'leteren Auto ensures that its suppliers are constantly seeking to reduce their environmental footprint. For example:

- Proactive waste management
- Optimisation of vehicle parc and of goods transportation
- Reasonable use of business-related travel
- Proactive management of digital communication

OUR 2019 ACHIEVEMENTS

The renewal of contracts with marketing agencies and the rationalisation efforts have enabled D'leteren Auto to reduce the number of suppliers and to define a set of KPIs that reflect societal recommendations.

THE WAY FORWARD

D'leteren Auto aims for 100% of its indirect suppliers to have signed the public procurement charter.

> Customer Satisfaction

WHY IS IT MATERIAL?

Customer satisfaction is highly important for D'leteren Auto, which aims to remain the provider of choice for all its clients. Any failure to achieve this objective can harm the image of the company and the brand in Belgium and lead to a loss of market share.

KEY INDICATOR

A new tool for measuring customer satisfaction will be developed in 2020.

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D'leteren Auto focuses on client welfare and satisfaction through tailored business solutions, thereby achieving high productivity.

MANAGEMENT APPROACH

The Magellan project, launched as part of the Vision 2025 plan, aims to adapt D'leteren's strategy and structure to meet the evolving mobility needs of clients. The customer care team is available to answer questions clients may have concerning D'leteren Auto's products and services.

OUR 2019 ACHIEVEMENTS

2019 marked the end of the Market Area strategy. D'leteren Auto now benefits from a stronger, more autonomous network that will make the company more responsive to client needs. 2019 also saw the implementation of the ambitious Leading the race plan. From 2023, this will lead to the opening of four large, ultra-modern D'leteren Car Centers in the Brussels region.

THE WAY FORWARD

At the start of 2020, a new approach was launched, as part of the Magellan project, to provide clients with a 'Best-in-class' experience. The strategy combines a range of projects designed to favour more transparent communication with clients during the buying process or at the after-sales phase, as well as other initiatives such as the offer of digital showrooms.

> Employee Development and Well-Being

WHY IS IT MATERIAL?

In an evolving sector, staff need to be ready to tackle new and future challenges. Preparing for these challenges begins with encouraging a learning mindset among staff and then providing them with the facilities with which to exploit it. D'Ieteren Auto wants to help employees develop their skills and ensure they have job satisfaction. The efficiency of the business ultimately relies on the employees and their commitment to improving both their personal and collective performances.

Case study:



KEY INDICATOR

Hours and days of training:

- 2017: 39,605 hours
or 3 days/employee
- 2018: 41,916 hours
or 3.15 days/employee
- 2019: 42,700 hours
or 3.20 days/employee

THE WAY FORWARD

New campaigns will promote the training offered by MySkillCamp to help employees to pursue their personal and professional growth. In terms of well-being, new training programmes will include workshops on sleep quality and an introduction to mindfulness. A workshop on load carrying is also under consideration.

MANAGEMENT APPROACH

> Training and personal development

On arriving at the company, new employees are invited to take part in a morning welcome and integration session that offers a fun look at the history and strategy of the company. They are also given practical information about life in the company, their rights and duties and the possibilities for career development.

They also receive specific training on logistics that includes a tour of company buildings and an information session about safety rules.

D'Ieteren Auto encourages the personal and professional development of its employees through appraisals and coaching sessions. Jobs in the car sector rely on very specific technical skills, so the company encourages participation in dedicated training sessions and workshops.

A training programme designed specifically for managers provides an opportunity to revisit the in-house values and to apply them company-wide. In place since 2018, this internal collaboration is helping to build a company culture that is at once innovative and inspiring. D'Ieteren Auto hopes that the process will assist the company's transformation and make it better equipped to meet sector challenges and its own objectives for 2025.

> Careers and succession

The company respects the principles of good governance in terms of equity, transparency and dialogue. In particular, the CaReer Model was set up to improve transparency in terms of employee expectations, skills and results, while offering opportunities for career development within the company. A succession plan is also in place to guarantee a reserve of potential replacements for key positions within the company.

> Burnout prevention

In terms of stress and burnout management, employees can receive external counselling or follow learning programmes (burnout prevention, time management, breathing and relaxation techniques, etc) Individual coaching is provided to help employees coping with psycho-social issues. Close monitoring of long-term illnesses has also been implemented. D'Ieteren Auto uses a case-by-case approach to facilitate the reintegration of personnel who have been absent through sickness or injury.

OUR 2019 ACHIEVEMENTS

MySkillCamp is a learning platform that puts employees in the driving seat of their own personal development, encouraging them to train continuously and autonomously. It offers e-learning sessions (including on LinkedIn), webinars and access to a library containing 10,000 e-books and audio-books.

On the issue of well-being, in addition to workshops on digital detoxing, healthy eating and cardiopulmonary resuscitation techniques (CPR), including how to use an external defibrillator, D'Ieteren Auto has been offering since 2018 a free medical check-up every three years to employees aged 50 and above. In 2019, 75 employees took advantage of the offer.

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D'Ieteren Auto is committed to the personal and professional development of its employees and the creation of a decent working environment.

> Employee Safety

WHY IS IT MATERIAL?

D'Ieteren Auto operates in the field of car & spare parts distribution and car maintenance and repair. The majority of the work entails the use of potentially dangerous tools, machinery and chemical products and the lifting of heavy loads. Guaranteeing that employees are protected from all hazards in their daily work is a priority. In addition, by promoting safe working practices, D'Ieteren Auto can reduce costs arising from staff injuries and absenteeism.

KEY INDICATORS

Number of workplace accidents

- 2016: 50

- 2017: 43

- 2018: 29

- 2019: 41

Number of lost working days

- 2016: 2,085

- 2017: 776

- 2018: 742

- 2019: 1103

Hours of training on safety

- 2016: 667

- 2017: 530

- 2018: 1,724

- 2019: 3,979

MANAGEMENT APPROACH

Whether it be company employees or outside contractors working on D'Ieteren installations, there is a zero-tolerance policy towards non-respect for safety standards. The prevention department conducts risk assessments, proposes preventive measures and organises workshops on fire prevention and safety.

OUR 2019 ACHIEVEMENTS

The initiatives launched in 2019 include risk assessments of electrical installations, training open to all staff members in the use of automated external defibrillators as well as annual training courses in first aid and fire prevention and control. In 2019, maintenance workshops also trained personnel in the risks related to high-voltage batteries.

THE WAY FORWARD

While recognising that eliminating all risk is an unattainable goal, D'Ieteren Auto aims to get as close possible to zero incidents. The objective is to stay below the overall frequency and average seriousness of accidents in the automobile sector. It also wants to get absenteeism as low as possible and certainly to keep it below the level seen in Belgium's private sector (7% in 2018 in Belgium, according to a survey by Securex).

After a high number of workplace accidents in 2019, D'Ieteren's Health & Safety team plans to analyse the causes and examine the trends in order to take the appropriate measures.

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D'Ieteren Auto is committed to the safety of its employees and the creation of a decent working environment.

> Community Engagement

WHY IS IT MATERIAL?

D'leteren Auto's community engagement programme finances projects that have some connection to its activities with a view to maximising the company's impact and creating value added.

KEY INDICATORS

In 2019, the Give & Gain programme financed more than a dozen projects for a total amount exceeding EUR 55,000.

THE WAY FORWARD

The Give & Gain mobility challenge will hold events throughout 2020 with the aim of encouraging more employees to adopt and support non-profit organisations engaged in projects related to socially-responsible mobility.

MANAGEMENT APPROACH

The main focus of the philanthropic Give & Gain policy is socially-responsible mobility. The company aims to involve its workforce in the charitable projects that it finances.

OUR 2019 ACHIEVEMENTS

In 2019, more than 300 employees walked, ran or pedalled in support of charitable projects linked to socially-responsible mobility. A dedicated app converted the kilometres into euros that went towards supporting more than 12 projects such as the purchase of bicycles and sport wheelchairs, improving access to buildings, the adapting of vehicles for transporting the disabled, the purchase of an electric cargo tricycle and support for disabled artists contributing to an exhibition on the theme of mobility.

In parallel, D'leteren Auto's annual call for projects has enabled it to help socially-isolated elderly people, to help young disabled people to take part in sport, raise awareness about sustainable mobility among young people, and support the delivery of food parcels to people in difficulty.

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As a sponsor of long-term programmes closely linked to socially-responsible mobility, D'leteren Auto contributes to more accessible transportation systems with special attention to those in vulnerable situations.

ETHICAL PRINCIPLES

D'Ieteren Auto has issued a Code of Ethics called "The Way We Work", a copy of which is handed to all new employees and is easily accessible in digital form on the company's Intranet site. The company's values, best expressed as Honourable, Curious boldness, Enthusiasm, Supportiveness, Perseverance, form the foundation for D'Ieteren Auto's decision-making and day-to-day actions.

> Respect for Human Rights

WHY IS IT MATERIAL?

Failure to respect human rights or any form of unethical discrimination can have serious repercussions for the reputation of the company and may lead to legal proceedings and lower workplace morale.

KEY INDICATOR

The Code of Ethics was revised in 2018 and published on the company intranet. An updated version is planned for 2020.
In 2019, D'Ieteren Auto's HR partner Attentia received five requests for informal psychosocial assistance.

MANAGEMENT APPROACH AND RESULT OF THE POLICY

D'Ieteren Auto operates within a strict social and legal framework that covers areas such as working conditions, health and safety standards and regulations concerning collective negotiations. The company is also committed to promoting a work environment that favours mutual respect. There is zero tolerance for harassment, intimidation, oppression, exploitation, discrimination, racism, sexism and homophobia. A reporting procedure will be implemented in 2020 for people who have witnessed or been victims of inappropriate behaviour that goes against the company's ethical principles. D'Ieteren Auto is also invested in the safety, personal development and job satisfaction of its employees (see previous sections).

Looking beyond its own business activities, D'Ieteren Auto requires its suppliers to adhere to the public procurement charter, which applies the ten principles of the United Nations Global Compact (see previous section on sustainable procurement).

UN sustainable development agenda

D'Ieteren Auto makes sure that individual rights are respected throughout the organisation.

> Zero Tolerance for Fraud and Corruption

WHY IS IT MATERIAL?

Corruption, attempted corruption, fraud and money-laundering breach ethical principles and constitute a risk to employees and the company insofar as they can lead to legal proceedings and cause reputational damage.

KEY INDICATOR

No incidents related to fraud or corruption were reported in 2019.

MANAGEMENT APPROACH AND RESULT OF THE POLICY

The company's Code of Ethics – The Way We Work – clearly states that all employees must respect laws regarding fraud and corruption. Corruption, attempted corruption, fraud and money-laundering are not tolerated within the company. Any gifts and invitations that employees may receive from clients, suppliers or any other partners, or that employees may offer to clients, must comply with commercial practices and anti-bribery legislation.

In 2019, the VW group also set up a training programme for its business partners dealing with how the fight against corruption fits into the group's code of conduct. D'Ieteren Auto staff and employees in the company's distribution network will follow the course in 2020.

UN sustainable development agenda

D'Ieteren Auto plays its part in collective efforts to prevent corruption and bribery in all their forms.

> Inclusion and Diversity

WHY IS IT MATERIAL?

D'leteren Auto is aware that it is responsible for providing its employees with an equitable workplace where all staff benefit from the same opportunities, regardless of their sex, age, culture or physical capacities.

Key indicator

Trend in number of women in management positions:

- 2016: 20.63%
- 2017: 23.12%
- 2018: 23.18%
- 2019: 24.39%

MANAGEMENT APPROACH AND RESULT OF THE POLICY

As stated clearly in its Code of Ethics, D'leteren Auto guarantees equal opportunity in the workplace. Decisions on recruitment, promotion or internal rotation are based solely on an individual's expertise and performance.

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D'leteren Auto contributes to SDG 16, which aims, among other targets, to promote and enforce non-discriminatory laws and policies for sustainable development.