

**we are all part  
of the solution**

# today's commitment shapes a better tomorrow

Sustainability has always been at the heart of delaware's dream: building a company that lasts for 150 years and leaves the world a little better than we found it.

Over the last 20 years, there has been a growing awareness that achieving this dream and sustaining it for future generations requires a combination of diverse skills and values. This combination allows the fantastic #peopleofdelaware and our customers to drive positive change for People, Planet, and Profit.

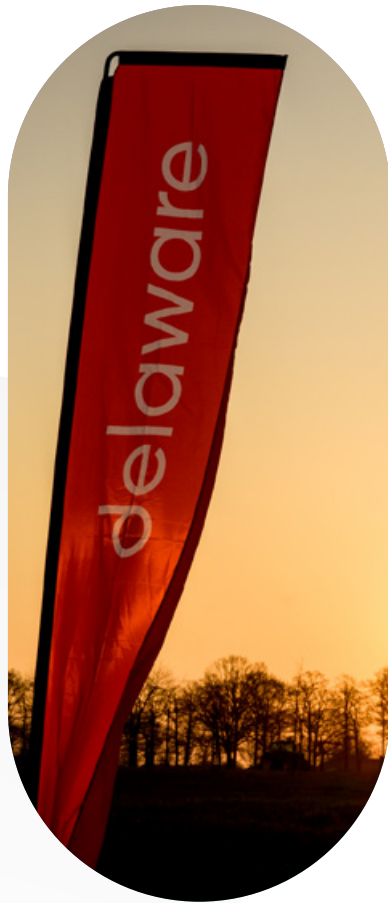
We believe delaware has the talent and means to achieve social and environmental goals and foster a sustainable future. However, to maximize our positive impacts on society, we must ensure that our Corporate Social Responsibility efforts are supported by robust governance, clear direction, and focus.

delaware's first sustainability report, which you are reading right now, outlines what we have achieved so far, where we are making progress and what our short- and long-term goals and priorities are. This report not only makes CSR tangible with facts and figures but also helps us stay ahead of legal requirements on ESG reporting, anticipating the Corporate Sustainability Reporting Directive (CSRD).

Reflecting on our journey so far, we are proud of our accomplishments and motivated by the challenges ahead. This report is a testament to our dedication, and our excitement about future possibilities. Let's continue our sustainability journey together.

Evelien Vanhooren, Partner at delaware





## climate change as a top priority

At delaware, we quickly understood the urgency of addressing climate change as a top priority, supported by our latest materiality assessment. Despite the uncertainty and disruption caused by the pandemic, we remain committed to investing in sustainability and climate change initiatives. As part of the consulting sector, we have the know-how, influence, and scale to bridge the gap to a more equitable and sustainable future. It is on us to lead towards changes and improvements.

Despite our willingness and dedication toward Sustainability, we know the best mindset facing the global sustainability challenge is to remain pragmatic and savor each small victory while keeping in mind it will be a progressive change.

This process challenges us to always reflect and anticipate the impact we could have around us. We know we can't change the world alone, but our #peopleofdelaware have proven that we can do great things with meaningful impact when we act together.

While we intend to reflect our commitment to sustainability in our very first sustainability report, we hope our sustainability journey, our ESG initiatives, and our ambitions will inspire and be valued by our readers.

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# who we are

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# our story

delaware is a global consulting company that specializes in digital transformation solutions for businesses.

Although its origins date back to 1981, delaware as we know it only came into being in 2003, when Luc Van Aelbroeck, Peter Oyserman, and Jan Delaere acquired the company through a management buy-out. They renamed it 'delaware Consulting' to highlight its evolution from a hardware and software company to a system integrator offering professional consulting services. That same year, delaware opened its first offices in the United States and China.

Today, delaware boasts a global presence with over 4,600 professionals and more than 1,000 contingent workers in 19 countries across Europe, the Americas, and Asia.

The company is renowned for its innovative approach to digital transformation, focusing on delivering value to clients through a combination of technology, business process optimization, and change management expertise.



**20**  
anniversary

20 years of delaware:  
looking back to the future  
[watch the video](#)

## key facts and figures



**+50**

nationalities



**€ 558 m**

turnover (2023, before audit)



**>4.600**

employees

**37**

employed in 37 regional  
offices



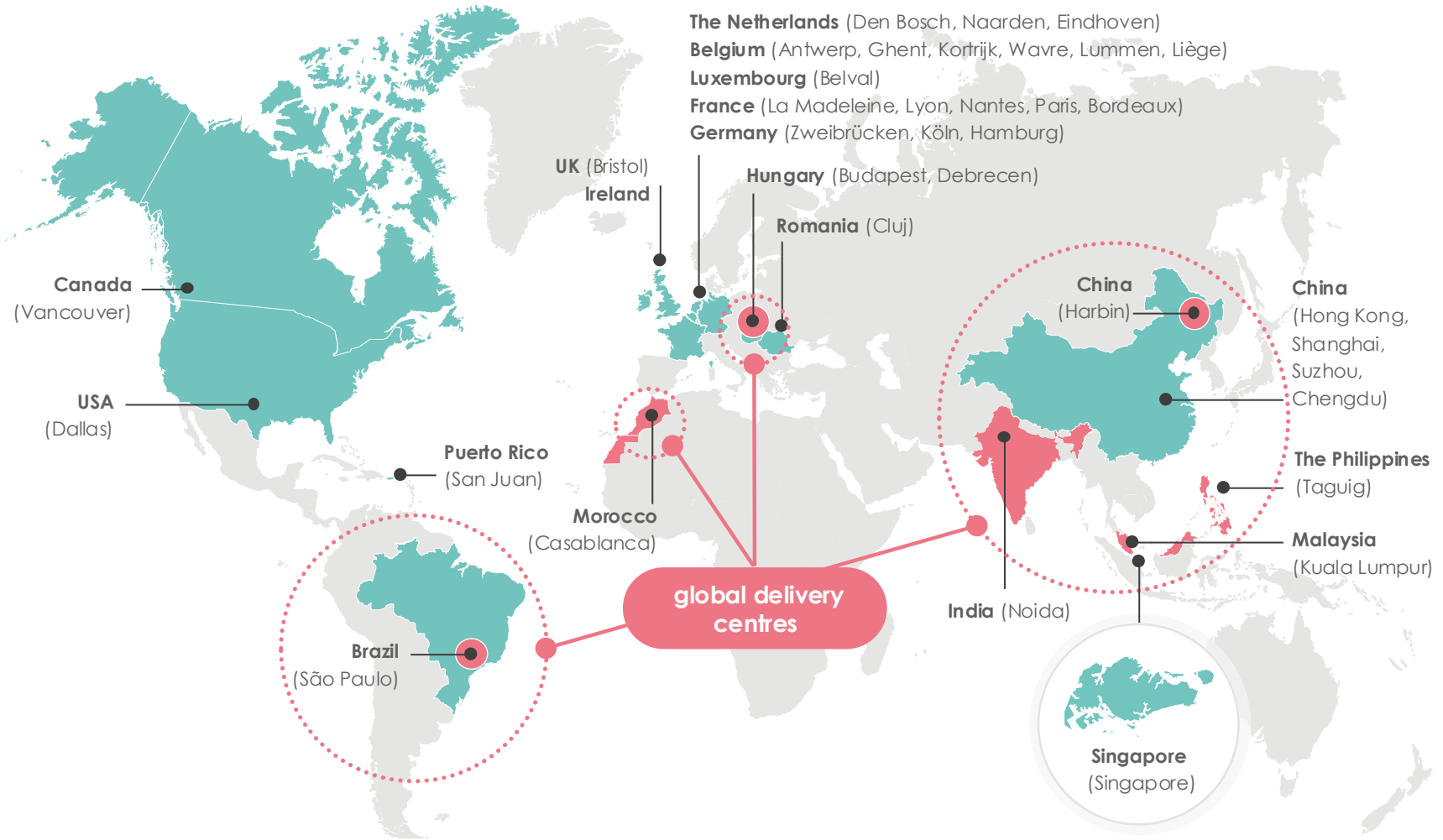
**2000**

serving over 2000  
customers

**18**

present in 18 countries

# our international presence



watch our international story here →



# our values

delaware is a partnership of stewards, committed to realizing a vision that benefits not only today's generation, but also the generation of the future.

We empower our people, our company, and our customers to achieve their fullest potential by leveraging our expertise, core values, and cutting-edge technology. We strive to make a positive impact on the world, fostering an environment where every employee can become the best version of themselves.

## best possible ...



## This purpose is supported by 5 core values

Discover how #peopleofdelaware live and experience the values.

[Watch the video](#)



### Team spirit

By acting in close, long-term collaboration with our colleagues, stakeholders and customers, we add value and make positive change happen more quickly and more effectively. Moreover, we recognize that the rewards of working together, and celebrating shared successes, are deep and lasting.

### Entrepreneurship

As a company founded by experienced entrepreneurs, we cherish the imagination, creativity and drive that adds value and powers effective business success. We aren't afraid of failing brilliantly either, as this is how we learn. We pride ourselves on being questioners, stubbornly searching for better ways to approach our customers' problems, better ideas to solve them and, crucially, better ways to implement our solutions.



## Respect

Fairness and equality matter. We embrace and cherish individual, cultural, national and organizational differences, regarding them as positive factors that lead to greater creativity, new ideas and fresh insights. As an employer, we truly believe that respecting our people's diversity and striving for true inclusion enriches us in who we are, what we stand for, and what we deliver.



## Commitment

We prize the fact that we are trusted by customers: We have never walked away. This determination is fuelled by our creativity and imagination, fully realizing that our foremost duty is to seek out, and implement, the most sustainable business solutions.



## Care

We ensure we are personally engaged in our customers' businesses and approach their challenges with rigor, meticulousness and a sincere emotional investment. We extend this consideration to our lives outside work, realizing the importance of sustainability in our relationships, our families and the environment. Unlike other organizations, our duty of care is to our stakeholders, not shareholders.



# connecting every employee to our sustainability journey

delaware aims to inform, engage, and inspire the #peopleofdelaware in our sustainability efforts.

To ensure all employees are aware of our mission and priorities and actively contribute to our sustainability efforts, we use various communication channels. This approach helps each individual play their part in our collective journey towards a sustainable future.



delaware Connect app:  
An example of a news article about sustainability in the delaware Connect app

delaware Inside intranet pages:  
Sustainability and the Sustainable Development Goals (SDGs) on the delaware Inside intranet pages



## Connect

### The delaware newspaper:

The #peopleofdelaware stay informed with the latest news from delaware through our mobile and desktop app – anytime and anywhere. The Connect app keeps them updated on both international and local news, and allows them to engage with colleagues via the social wall.



## Inside -

### The delaware resource and knowledge hub:

Inside is delaware's intranet which contains the latest policies, guidelines, practical information and reports on our achievements and goals.



## Business update calls

delaware organizes quarterly Business Update Calls for all their entities. The #peopleofdelaware receive updates on organizational performance, strategic priorities and ongoing projects, including delaware's efforts towards creating a more sustainable future.



## B1

At the end of each year, all teams from delaware BeLux gather to receive important updates from leadership. This is not only a moment to celebrate achievements together, but also to look ahead. Sustainability is a structural topic on the agenda.

# our sustainable journey

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“

Realizing a dream for today, tomorrow, and future generations is not done overnight. We understand that our responsibility extends beyond our own company, which is why Corporate Social Responsibility (CSR) has become a vital part of our identity and strategy. Moreover, our technology sector plays a significant role in addressing global sustainability challenges. By leveraging artificial intelligence and data analytics, we empower organizations to achieve their sustainability goals.

”

Jan De Bock  
Managing director, delaware BeLux



# our teams

delaware is not starting from a blank page in terms of sustainability.

Over the years, several entities and workgroups have been set up to launch concrete initiatives in their own field of action:

- CSR team →
- WeCare →
- Diversity & Inclusion team →
- Supporting our customers in their journey →







## CSR team

The Corporate Social Responsibility (CSR) team is responsible for developing and implementing sustainability initiatives and strategies across the organization. The CSR team works closely with various departments within the company, including HR, IT, and marketing, to ensure that sustainability is integrated into all aspects of delaware's operations.

Furthermore, the team is responsible for:

- Developing and implementing sustainability strategies that are inspired by the UN Sustainable Development Goals (SDG) and aligned with delaware's business goals and values. This includes setting sustainability targets, tracking progress, and reporting on sustainability performance.
- Promoting employee engagement. This includes organizing volunteering events, promoting sustainable behavior in the workplace, and recognizing employees for their sustainability efforts.
- Promoting our CSR initiatives externally.
- Managing stakeholder relationships, including customers, suppliers, and community organizations. This includes identifying opportunities to collaborate on sustainability initiatives and communicating sustainability performance to stakeholders.
- Ensuring compliance with regulations: The CSR team is responsible for ensuring that delaware complies with relevant sustainability regulations and standards, such as the UN Sustainable Development Goals and the Global Reporting Initiative.

## WeCare

Caring is one of delaware's core values. WeCare is part of our social responsibility program designed to realize this vision. With this initiative, delaware supports social and environmental initiatives.

Every year, delaware donates a substantial amount to those initiatives. These are partially structural collaborations, such as [The Special Olympics](#), [Fund Isaan](#), [ArmenTeKort](#) or [Plan International](#), but can also be organized by the #peopleofdelaware. These initiatives are not always about raising money; they can also involve pro bono consulting or other volunteering activities.

Everyone can propose an initiative and receive sponsorship from the WeCare workgroup, as long as the initiative is free of any political, racial or gender biases. Additionally, the initiative should grow bottom-up, with ownership taken by an employee or group of employees who have a direct connection to the cause.

WeCare is led by 16 #peopleofdelaware including 3 partners. Everyone uses their talents to stimulate and support the WeCare programs and promoters.





## Diversity & Inclusion team

delaware is committed to ensuring that everyone feels included, regardless of race, age, gender, disability, religious and cultural beliefs, or sexual orientation. True inclusion means eliminating all barriers, discrimination, and intolerance. Our goal is to create a supportive environment where every individual feels respected and has the opportunity to grow in their desired direction, with equal opportunities for advancement.

To achieve this, a Diversity & Inclusion (D&I) workgroup was established in 2021. This group connects internal and external stakeholders and promotes inclusive leadership.

## Supporting our customers in their journey

To maximize its impact on the social and ecological environment, delaware is committed to support and accelerate the sustainability journey of its customers. This commitment is reflected in the integration of sustainability into its go-to-market strategy through the Sustainability Key Investment Program.

It aims at boosting sustainability in our offering by:

- Leveraging on our current solutions: strategy and insights, data analytics, finance and business controlling, change management, etc.
- Adding new sustainability solutions and services to our portfolios, such as a maturity assessment tool to help kick off our customers' sustainability journey.
- Developing new offerings in line with our technology.

# taking the next step

To prepare for upcoming sustainability challenges while building on our existing pillars, delaware conducted a comprehensive sustainability readiness exercise.

During this exercise, we followed **4 main steps** to evaluate our current sustainability efforts and **refine our strategy** and vision for **greater impact**.



## 0. Stakeholder identification

List all our stakeholders and map them on a power-interest matrix.



## 1. Assess

**Internal assessment** of our existing experiences and processes vs. best practices to understand the main goal.



## 2. Assess

Assessment with our **stakeholders** of our existing experiences and processes vs. best practices to understand the main goal.



## 3. Dream

Bring our stakeholders together to **co-create initiatives** that address key pain points.



## 4. Scope

Translate identified materiality topics into **real projects**, realistically prioritizing the scope.



## 5. Roadmap

Bring it all together in a **shared vision** and a future-proof, step-by-step **action plan**.

In this journey, it was key to leverage our consulting expertise in the field of **IT and technology**. As emphasized by organizations such as the United Nations, **science, technology and innovation** are key drivers of sustainable and inclusive development. Given our technological foundation, it is only natural for us to focus on these drivers to address the current sustainability crisis.



## 0. Stakeholder identification

In the summer of 2022, a representative panel of around 15 colleagues involved in sustainability projects joined a **dedicated focus group**.

The next step was to engage an extensive **stakeholder identification** and analysis:

- Interviewing delaware colleagues from various seniority levels.
- Choosing customers and prospects we want to involve in our sustainability strategy.
- Identifying our key technology partners.
- Exploring communities and federations that can guide us.
- Analyzing important players in the academic world.



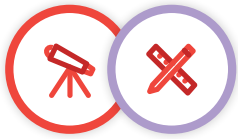
## 1. Assess

Next, we initiated a dialogue with various stakeholders, conducting individual interviews to understand their definitions of sustainability and their shared priorities.

In 2022 and 2023, we conducted over 60 interviews, engaging 40 colleagues and 20 external partners.

They expressed their views on questions like:

- How do you define sustainability?
- How important do you think sustainability is at delaware?
- What are SDGs? Where could delaware have the most impact on?
- What sustainability topics should be of highest priority for delaware as an IT consulting company?
- What events could impact the sustainability of our company (e.g., COVID pandemic, war, energy crisis)?



## 2. Dream and 3. Scope

The interviews revealed 50 potential sustainability topics, which were prioritized using delaware's double materiality matrix.

The double materiality matrix is a reporting tool that helps organizations assess and report on their sustainability risks and opportunities from two perspectives: internal and external materiality.

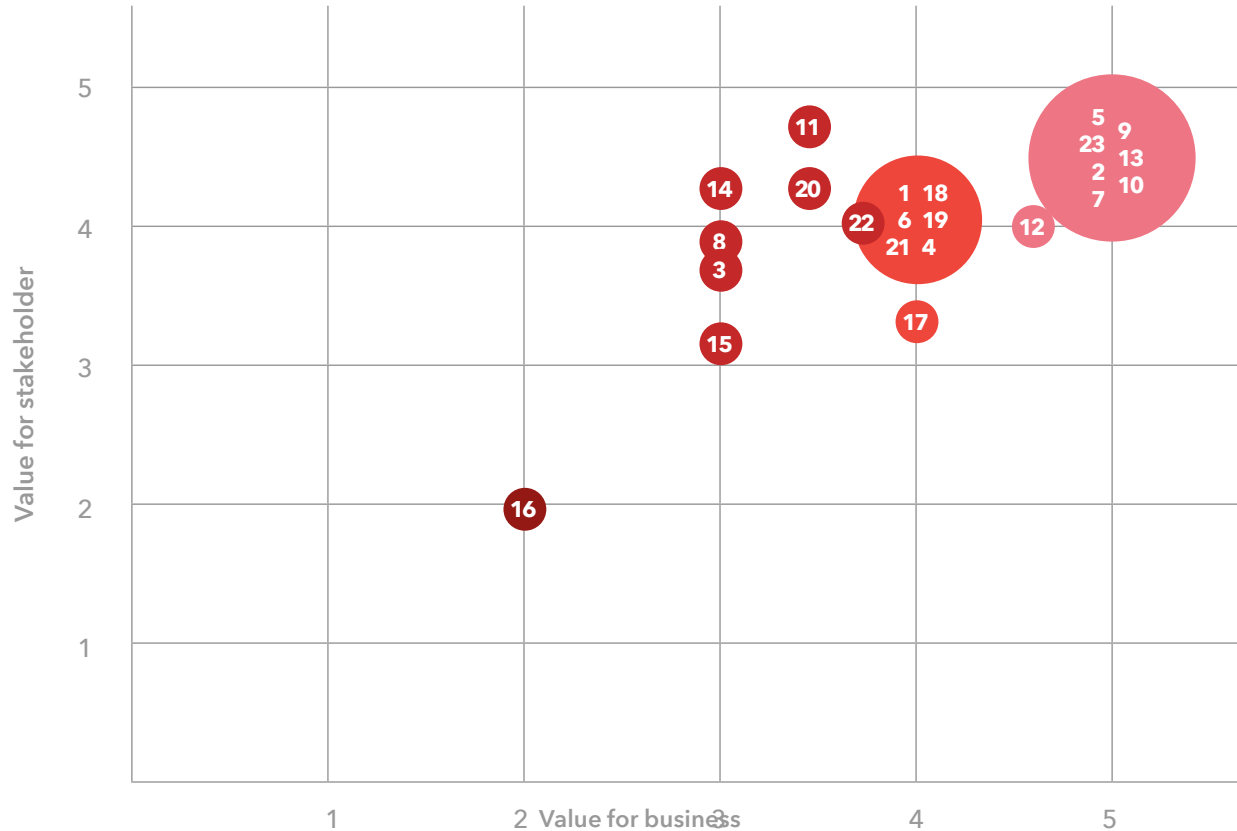
- **Internal materiality** refers to the impact that an organization's operations have on its own business performance, including financial performance, reputation, and operational efficiency.
- **External materiality** refers to the impact that an organization's operations have on the environment, society, and the global economy.

Topics that are considered important for both delaware's stakeholders and delaware as a business are in the upper right corner of the matrix. The topics in the middle of the matrix are of medium importance. Finally, low importance topics are located at the bottom left of the matrix. That does not mean they are not important but that they are of a lesser urgency to tackle immediately.

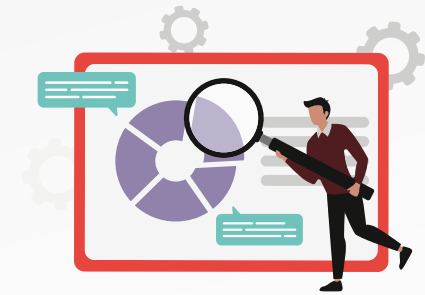


this exercise led  
to the following  
outcome  
→

## Double materiality matrix



1. Inflation, crisis and economic instability, 2. Data privacy and data security (policies followed by employees for example), 3. Political instability/changes, 4. Climate change and carbon emissions, 5. Talent attraction, 6. Industry, innovation and infrastructure, 7. Compliance, 8. Sustainable supply chain, 9. Employee health and wellbeing, 10. Diversity and inclusion, 11. Decent work and economic growth, 12. Partnerships for common goals, 13. Quality education, 14. Responsible consumption, 15. Life on land, 16. Life below water, 17. Transparency, 18. Ethics and integrity, 19. Governance, 20. Sustainable offices, 21. Good health and wellbeing of the external stakeholders, 22. Corruption and bribery, 23. Talent retention

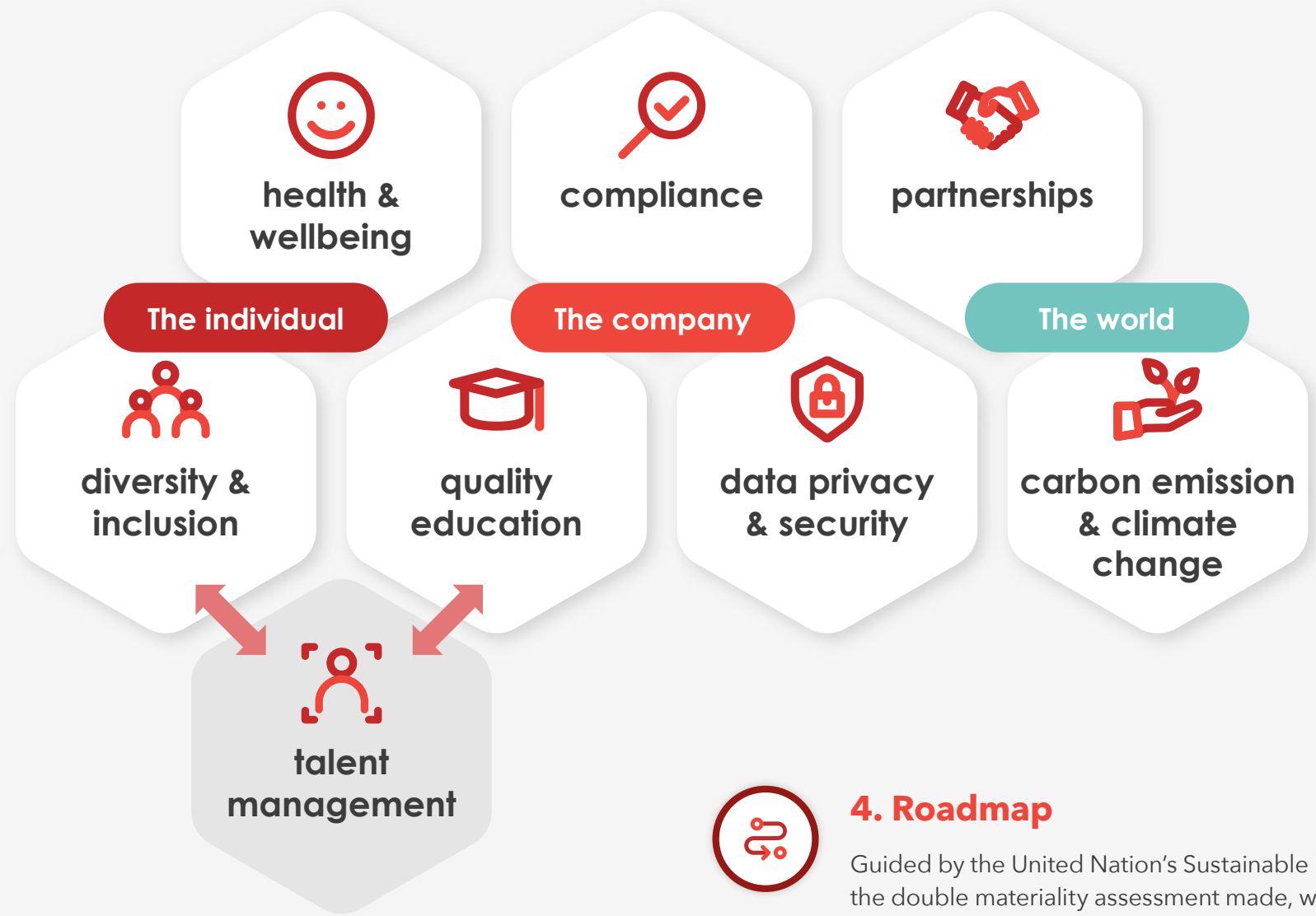


### double materiality matrix

This materiality matrix is meant to be reviewed on a regular basis to keep delaware aligned with the state of the world.

Reviewing this on a regular basis gives delaware the chance to keep updating and refining its sustainability roadmap, further increasing the shared valued for both delaware and the key stakeholders.





#### 4. Roadmap

Guided by the United Nation’s Sustainable Development Goals and by the double materiality assessment made, we decided to start focusing on **8 priorities**, while identifying **1 key risk** which we want to mitigate through working on the 3 individual-related priority topics.

## 8 priorities mapped with our ESG goals



### Environment

#### Linked to the world

- Accelerate sustainable **partnerships** with customers, vendors, non-profit partners and other external stakeholders, making a bigger impact together
- Reduce our **carbon emissions** and our impact on **climate change**.



### Social

#### Linked to the individual

- Take care of our employees' **health and well-being**
- Continue to develop **diversity** within our company (in terms of race, ethnicity, gender, gender identity, sexual orientation, age) and foster inclusion.
- Reinforce **quality education** and IT knowledge for our employees, especially to disadvantaged groups. Encourage young people to pursue STEM studies.



### Governance

#### Linked to the company

- Reinforce our **compliance** with legislation (including new legislation on sustainability) and our ethical principles, initiating for instance a D&I data dashboard to assess the state of gender diversity.
- Work safely in terms of **data security** (usage, collection, retention, deletion and storage of data) and **Data privacy** (policies, methods and means to protect personal data).



### Risk

#### Underlying the individual-related priorities

- **Talent management** is crucial not only for our economic sustainability, making sure we deliver at our customers, but also to make sure that employees feel at the right place in their jobs and can count on the needed support to thrive in what they do.



When viewed through the lens of the UN’s Sustainable Development Goals (SDGs), we are confident in our ability to make a significant impact on selected priorities, specifically **SDG3** (Good Health & Well-being), **SDG4** (Quality Education), **SDG5** (Gender Equality), **SDG10** (Reduced Inequalities), **SDG7** (Affordable & Clean Energy), **SDG13** (Climate Action), and **SDG17** (Partnerships for the Goals).



Our double materiality assessment confirmed that these areas are where we can create the most value for ourselves and our stakeholders, particularly given our identity as a technology services company. Since we do not have production facilities or extensive industrial properties that could drive improvements in biodiversity or responsible production, life below water and life on land were not among our priorities.

Nevertheless, through our WeCare program, we continue to launch ESG initiatives and partnerships that contribute to these other SDGs. More information can be found in the Partnerships chapter. Fighting poverty in our local communities is one such example. While our impact may be smaller, we believe each effort adds up.



discover our  
initiatives



## People, Planet, Prosperity, Peace and Partnerships

Along with the different SDG's, one should not forget the notion of the 5 P's when it comes to sustainability. Sustainable development at delaware is build based on these 5 pillars, providing a framework for individuals, organizations, and governments to create a sustainable future for the planet and its inhabitants. delaware also integrated the 5 P's dimensions into the yearly sustainability audit held by VOKA.

### The 5 P's are represented by People, Planet, Prosperity, Peace and Partnerships

- **People:** refers to the social dimension, which involves ensuring that the needs and rights of all individuals are met, regardless of their gender, race, or socioeconomic status.
- **Planet:** represents the environmental dimension, which involves reducing the negative impact of human activities on the natural environment and preserving natural resources for future generations.
- **Prosperity:** refers to the economic dimension, which involves creating economic growth that benefits all members of society and promotes sustainable development.
- **Peace:** represents the political dimension and involves promoting peaceful and inclusive societies that provide access to justice for all individuals.
- **Partnerships:** represents the collaborative dimension, which involves working together across sectors and boundaries to achieve common goals and promote sustainable development.

The 5 P's provide a comprehensive framework for achieving shared sustainable goals and ensuring a better future for everyone.

# Planet initiatives

### Veggie week

Bringing awareness to reduce meat consumption and improve overall well-being while being on a vegetarian or vegan diet.




### Planting trees

Supporting the Reforestation program for nature preservation and clean up.





### Implementation SAP control Tower

Tracking carbon footprint emissions to methodically reduce it, allowing us to guide and assist our partners to do the same.




### Electrical cars & bikes

Promoting green alternatives to reduce our carbon footprint.




# People initiatives

## Best Possible You Program

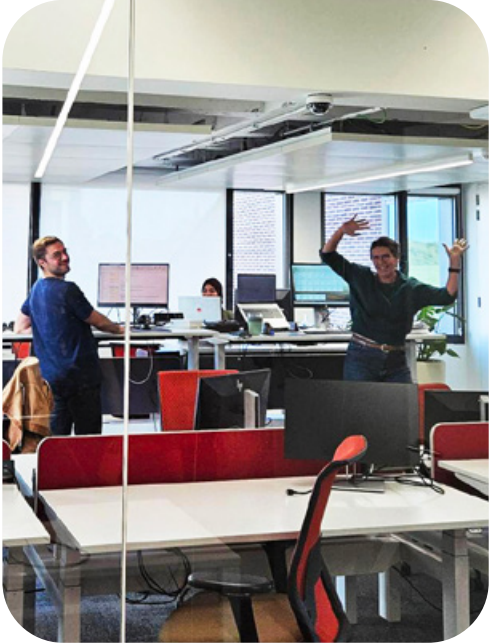
Help our employees to:

- Feel encouraged and supported.
- Take action based on the feedback provided.
- Receive an honest and fair assessment of one's performance.




## Go Ergo

Organizing different prevention campaigns on work and WFH environments to promote ergonomic practices.




## WeCare2Move

Encouraging our employees to engage in physical activities.


## D&I Trainings, events and surveys

- Training for leaderships on D&I.
- Organizing different polls for measuring our employees' sense of belonging.
- Celebrating International Women's Day and World Diversity Day.

# Peace & prosperity initiatives



## Fund Isaan

Each year, through our Fund Isaan initiative, delaware offers employees the chance to make a meaningful impact by teaching English to underserved communities in Thailand during a 6-week volunteer program. Additionally, we contribute to their education by donating our unused computers. For those interested, there is also an option to participate in a 2-week program to help set up the IT equipment on-site.

<b>4</b> QUALITY EDUCATION	<b>8</b> GOOD JOBS AND ECONOMIC GROWTH	<b>17</b> PARTNERSHIPS FOR THE GOALS



## Soup sale

Soup Sale in support of an orphanage in Kenya.

<b>1</b> NO POVERTY	<b>2</b> NO HUNGER

## Awareness

Extend our intranet CSR pages to educate the #peopleofdelaware about SDGs and sustainability, while also encouraging and supporting them in their initiatives.

**17** PARTNERSHIPS FOR THE GOALS



## Partnership initiatives

### YOUCA

Support students who want to live the life of a company executive for a day.



### Special Olympics

Support the athletes with intellectual disabilities by volunteering during a few days at the event.





### Plan International

Through Plan International supporting projects that enable 1,500 girls to attend school and aid young children in Mali. Our involvement goes beyond financial contributions, fostering long-term change and empowering communities.




### ArmenTeKort

Buddy program between people of delaware and ArmenTeKort to help and support unprivileged people to gain self-esteem and find the courage to accomplish their dreams.





# our ESG achievements and goals

Based on the methodology and journey that we have just described, delaware came to 7 priority fields of action to maximize its impacts for a more sustainable world. In this chapter we will go deeper into our achievements and goals.

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Our 'work-the-delaware-way' vision is rooted in our purpose and the delaware dream, with sustainability at its core. Our goal is to build a lasting organization, which means caring for our customers, our people, and the environment. How we work—both in terms of place and time—is a key element of how we bring this commitment to life.



Wim De Jonghe  
HR director, delaware BeLux





# good health & well-being

At delaware, we believe that the health and well-being of our employees is a crucial component to our success. We recognize that a healthy workforce is not only more productive, but also contributes to a more sustainable future. In this report, we will detail our initiatives and programs aimed at improving the health and work-life balance of our employees, as well as our goals and the steps towards achieving them. We believe that by prioritizing the health and well-being of our employees, we are not only investing in their future, but also contributing to a more sustainable and resilient organization.

## The pulse (key indicators)

	2021	2022	2023
Absenteeism	2.57%	3.51%	2.85% (jan-sep)
Turnover	9.52%	9.81%	9.83% (YTD)
Among analysts, consultants and senior consultants	11.69%	10.66%	10.80% (YTD)
Among managers and above	3.26%	7.50%	6.94%
Work-related accidents	10	5	8
Net promoter score (e-NPS)	-	24%	
Number of information sessions related to health and well-being (notably stress and burn-out prevention)	2	4	4
Number of sport subscriptions*	3	7	9
Number of attendees to WeCare2Move	571	745	956
Number of mentors and buddies**	182	285	190
Number of persons of trust	2	3	3

\*In 2023, delaware BeLux employees have been offered subscriptions for the following sport events: Semi-Marathon Paris, Marathon van Gent, 10 Miles Antwerp, 20km van Brussel, Strong Viking Mud Obstacle Run, Hockey Corporate Tournament, ABSoluut Gent 10 Mijl Ghen, Liantis Ghent Urban Trail, Antwerp Urban Trail.

\*\*At delaware, a mentor is a trusted advisor within delaware whose experience and feedback can help the mentees to stay focused, navigate through their career path and achieve their true potential. A buddy is somebody who supports a new colleague during the first months within delaware. Every starter at delaware will automatically get a buddy.

## Our achievements

### Work-life balance

#### 'Work is done, when work is done best'

The consulting industry experiences fluctuating work pressures, with periods of high intensity followed by quieter times. Effective time management in this context is a cornerstone of delaware's vision on work. It is about striking a balance in our work schedules while considering the needs of our clients, colleagues, and ourselves.

In 2022, delaware introduced a flextime system, enabling employees to recuperate overtime and organize their work optimally. Employees can monitor their flextime balance (in hours) on their timesheets. Positive flextime can be easily recuperated by simply not logging hours on the days they take time off.

#### Updated Code of Conduct on 'Where we work'

With the widespread adoption of homeworking post-COVID, employees need guidance on organizing work to balance work-life harmony while fostering team spirit and a sense of belonging. After consulting with employees, delaware updated its 'Where We Work' Code of Conduct in mid-2022. This update includes clear, generic guidelines, such as recommending at least 50% onsite work (at the office or at a customer) on average per year, with one day a week onsite as the minimum standard.

In addition to these company-wide guidelines, each department (or 'solution' as delaware calls it) has defined its own Collaboration Charter, ensuring every team member understands their rights and responsibilities.





## Cultivating the sense of belonging

Social events and team building activities are cherished at delaware. Next to major company-wide events such as the (sporty) B1 in Belgium, every team receives a budget to organize events so that colleagues stay connected.

delaware also sponsors the subscription fee for sports events that:

- are public events organized by an external party
- take place in Belgium or Luxembourg
- have at least 20 #peopleofdelaware who want to participate
- cost maximum €2000 per initiative

## Prevention of stress and burnout

Stress is regularly pointed out as a concern in the triennial employee engagement surveys. In 2022, delaware introduced a stress and burnout prevention training program. It was initially restricted to team leads, with the goal of detecting signs of stress and burnout within their teams. It was gradually opened to a bigger group of employees as it offers general insights on how to recognize your own stress triggers and signals. The objective is to make this available to all employees in the near future, while offering targeted advanced sessions for leadership.

## Reintegration after long absence

Beyond legal obligations, delaware is committed to going the extra mile to facilitate the reintegration of employees who have been absent due to illness. We have mechanisms in place to support a gradual return to work through reduced work schedules. We stay connected and assist with administrative tasks during their absence. Together with the team lead and HR Coach, we prepare for a smooth transition upon their return.

- **OFF:** The employee takes time to heal (less than 30 days for short-term absence).
- **RE-ON:** This phase begins when the employee formally confirms their intention to return to work. The goal is to ensure a smooth and optimal transition while avoiding relapse. Possible options include reactivation in the same job and role, reactivation in a different job and role, or determining that the employee is no longer a good fit for their role at delaware.
- **ON:** This phase involves preparing and executing the reactivation plan, which is agreed upon by the employee, the team lead, and the HR coach in an intake interview. The HR coach also schedules a follow-up meeting before the end of the sick note to adjust the plan if needed. The team lead organizes a good follow-up in the beginning and phases out if possible.





## Persons of trust

delaware employees are free to contact a person of trust in their preferred language. Persons of trust provide a listening ear for psychological and/or physical complaints related to working conditions. Psychosocial risks at work include bullying, sexual harassment, aggression, stress, and conflicts.

The role of a person of trust is to listen, support, advise, redirect, and mediate, if necessary, all in a strictly confidential manner. They are specifically trained and prepared for this role.

Starting in 2024, newcomers will proactively be informed about the existence of these persons of trust during their onboarding program.

Additionally, a Speak Up channel has been established, allowing everyone to report concerns confidentially, securely, and anonymously. More information on this service, which is also used for whistleblowing in cases of unethical behavior, can be found in the Compliance chapter.

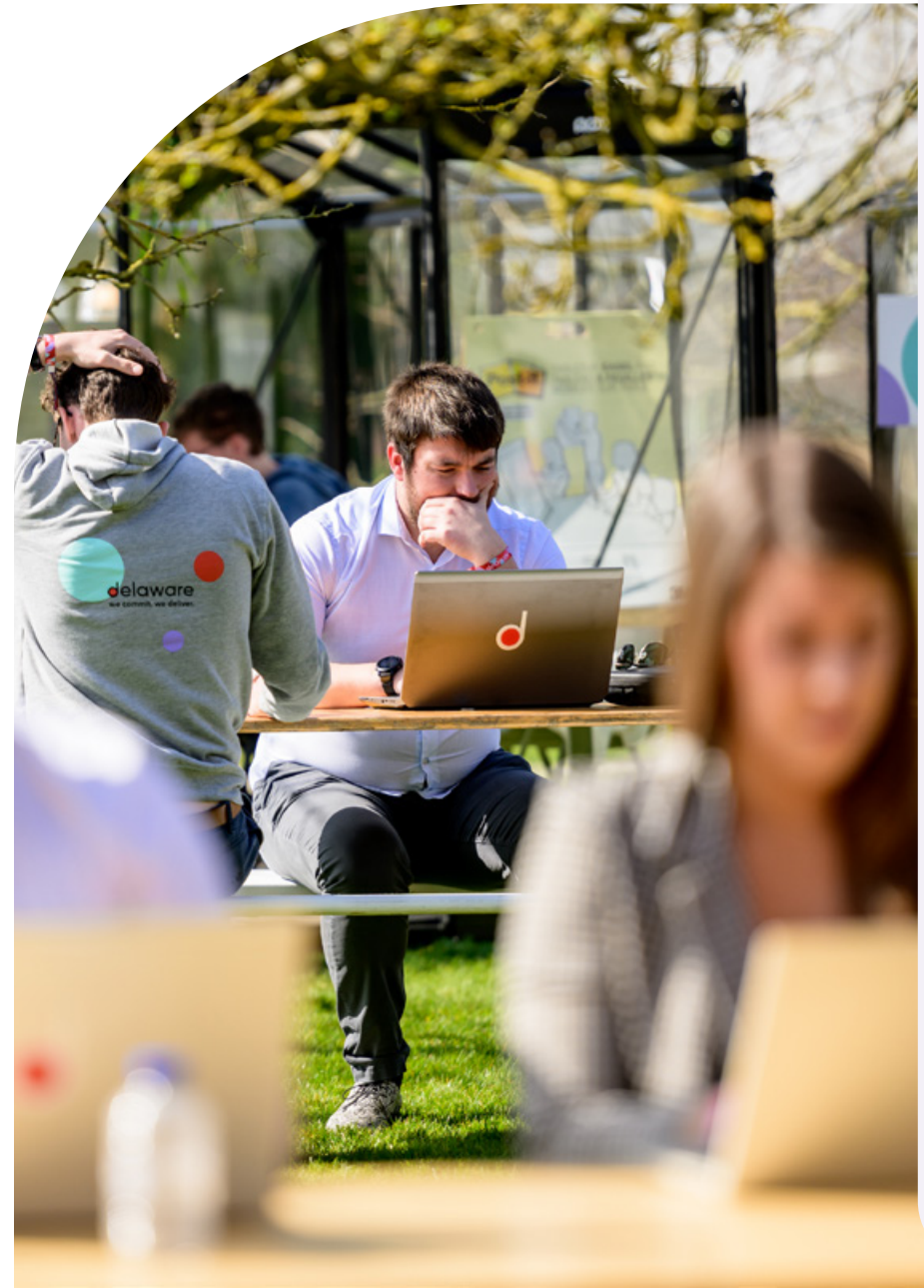
## Our goals

### A safe environment

Our company is committed to offering a safe environment to both candidates and employees alike. We believe that by going for **zero work-related accidents**, we can ensure the well-being of our team members. This includes not only accidents that may happen in the workplace, but also those that may occur when commuting to and from work, by car or increasingly by bike. In 2023, more than 135,000 km of commuting has been done by bike, an increase of more than 30% compared to the previous year. We provide a supportive workplace by offering the necessary equipment and coaching to our employees.

We will continue to promote best practices in **the hybrid work environment**, allowing our employees to work from home and reduce commuting stress while staying physically connected to the office. Additionally, new well-being campaigns will be launched to focus on stress prevention.

To prevent corruption and behaviors that violate our ethical code, delaware will continue to promote the formal 'Speak Up' mechanism launched at the end of 2023 (see Chapter on Compliance).







inspiring  
careers journey



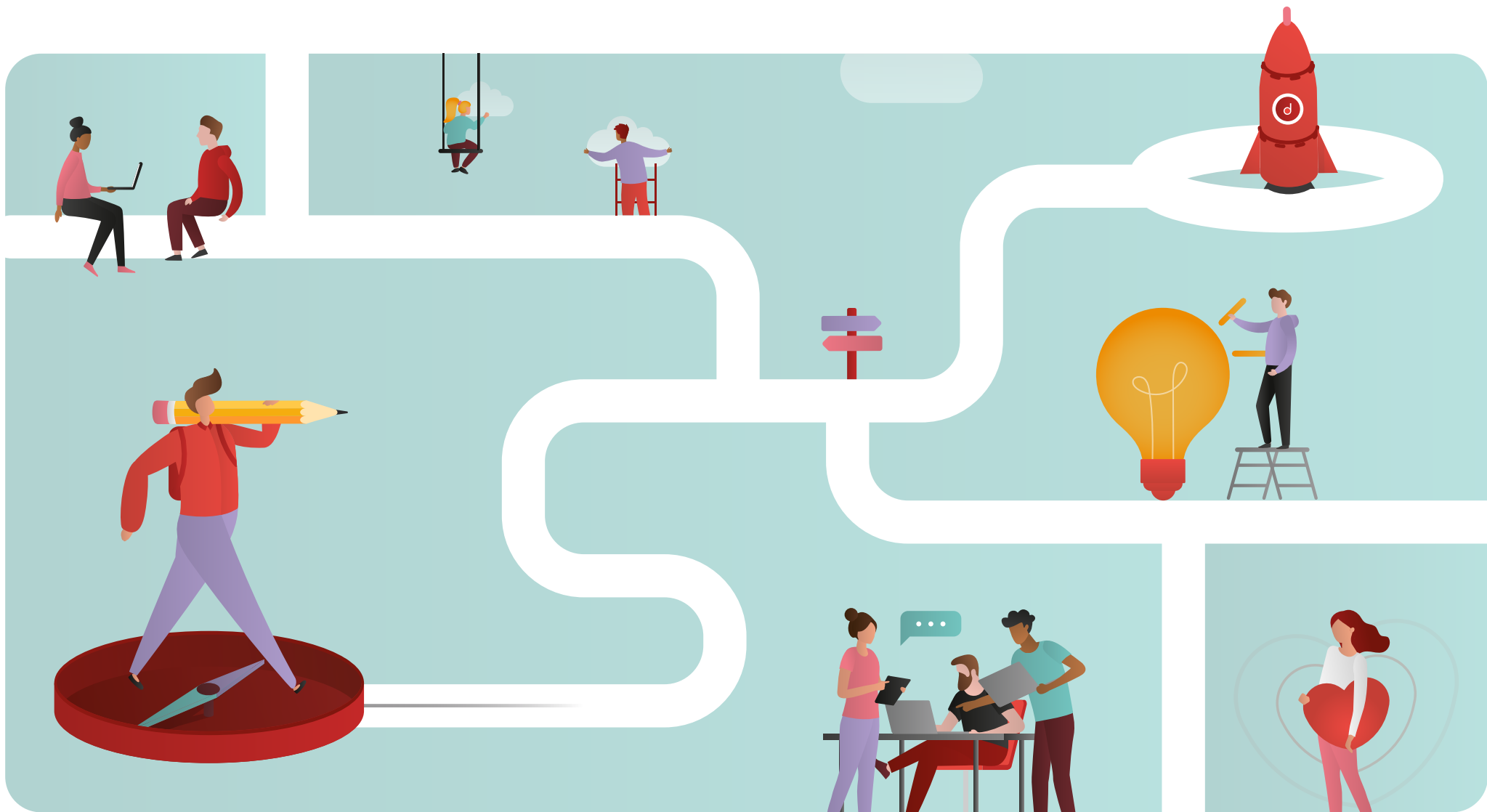
### An attractive environment

We continuously enhance our **reward policies** by offering sustainable benefits designed to improve the quality of life for our employees. We continuously explore new direct and indirect reward mechanisms, such as access to a health service platform or a flexible framework to fine-tune salary packages through a cafeteria plan.

We also streamline our **internal mobility process**, allowing employees to grow and develop within the company. Our talent management strategy focuses on three key areas: permanent relocation, exchange programs, and temporary assignments.

Until now, priority has been given to permanent relocation to create a long-term vision for international mobility that aligns with business objectives, employee expectations, and market opportunities. A relocation policy document is available to all employees and promoted on the company's intranet. Additionally, delaware Belgium supports candidates from abroad by offering them practical information on crucial topics, citizenship applications, and a dedicated community on the company's digital channels.

# inspiring careers





# diversity and inclusion

delaware is committed to promoting diversity and inclusion (D&I) in its workforce and community. We recognize that creating a safe and trusting environment for all employees is crucial in embracing diversity. We strive to make people feel comfortable working together, regardless of race, gender, age, disability, religious and cultural background or sexual orientation.

To achieve this, we have developed awareness and understanding of D&I best practices among our workforce. We continuously educate and train our employees to create an inclusive environment. We have also established employee resource groups (ERGs) to support underrepresented groups within our organization.

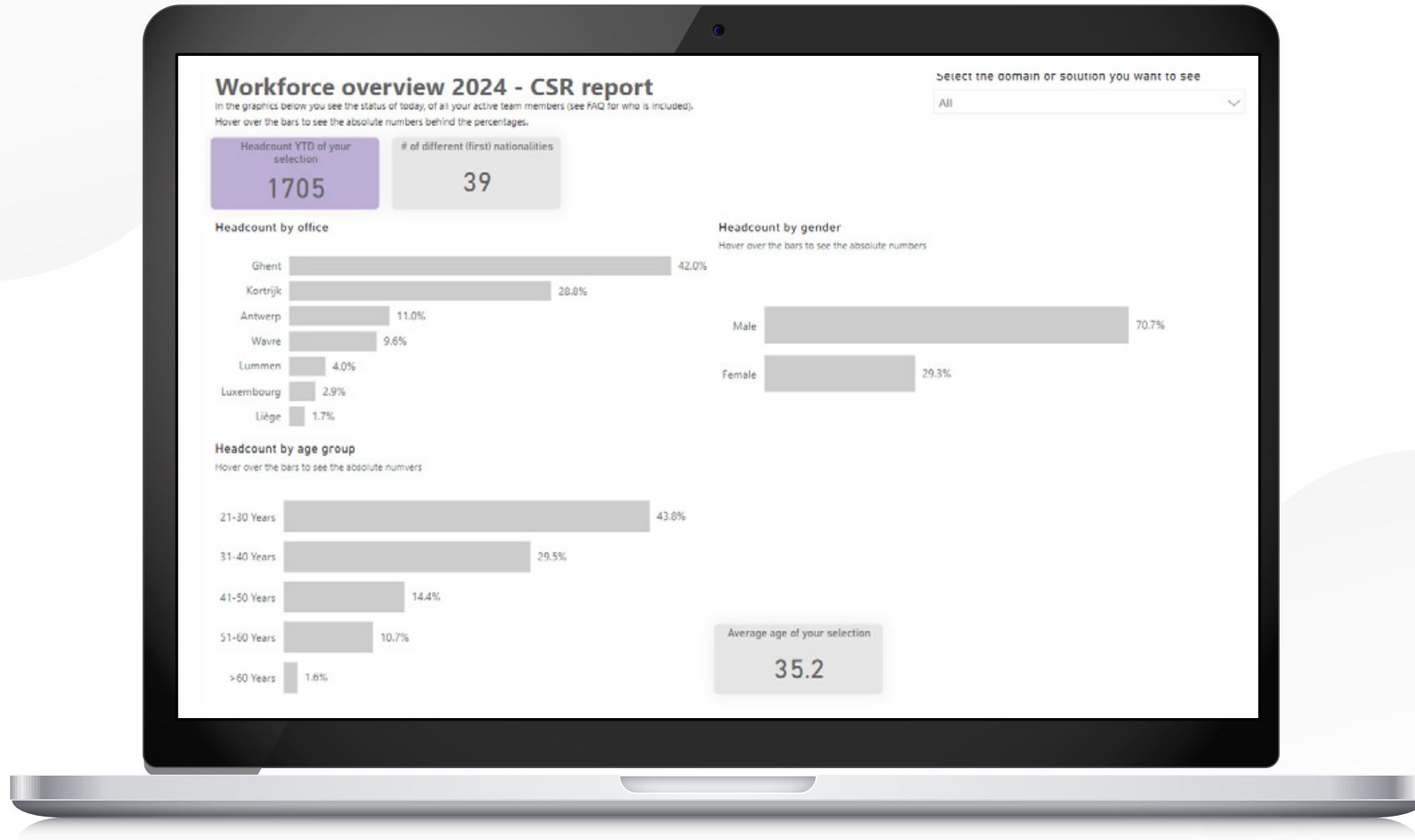
We regularly review and update our policies and practices to ensure they are inclusive and equitable for all employees. We have determined a baseline on diversity and refined our mid- and long-term goals based on the insights gained. Additionally, we celebrate and recognize diversity and inclusion achievements and milestones within our organization.

## The pulse (key indicators)

Gender diversity	2022	2023
Number of women in overall workforce	440	503
Number of women in leadership (managers and above)	78	82
Average age in the company	36	35
Average seniority	6	5
Number of employees >55 years old	94	106
Number of employees <25 years old	84	176

Diversity of origin	2022	2023
% of Belgians	87%	88%
% of French	1.2%	0.01%
% of Dutch	0.005	0.01%
% other delaware countries	11.8%	11.98%
Number of employees working outside their country of origin	170	198

To gain better insights and measure our progress, delaware has implemented its own tool that easily retrieves various data, such as headcount per location, number of nationalities, gender proportions at different levels or positions, and the average age for specific levels or positions.



## Our achievements

Since 2021, polls are regularly carried out to gather qualitative input on diversity and inclusion-related topics, such as sense of belonging in the company, growth opportunities and the ability to express opinions.

The outcomes from these surveys are shared within the sustainability team and lead to actions at various levels, such as:

- **Awareness sessions** and practical tips for leaders are provided on the importance of diversity and inclusion, addressing key questions such as handling inappropriate behaviors and promoting inclusive leadership. These topics have been integrated into delaware's training initiatives. For example, 'psychological safety' is now part of the manager bootcamp for newly appointed managers, and 'inappropriate behavior' is included in broader training on giving and receiving feedback.
- **Neutralizing biases** Recruiters receive specific training to eliminate biases during the interview process. This topic is also included in the Start-2-Interview training for hiring managers (Team Leads, Solution Leads, and Experts for technical interviews). To raise awareness about the importance of diversity and inclusion, we use gamification with a purpose. A **D&I quiz** has been created and shared during team meetings, helping **all employees at delaware** Belgium recognize and address unconscious biases. Additionally, newcomers participate in an exercise during their **onboarding program** (Analyst Bootcamp) that focuses on similarities and differences, teaching them how to overcome prejudices and unconscious biases.
- More broadly, delaware Belgium has been **collaborating with EHSAL I Management School** from October 2021 to April 2022 to ensure that diversity and inclusion (D&I) are embedded in all delaware trainings, creating an inclusive learning environment
- A **D&I data dashboard** has been initiating, monitoring gender diversity in hiring, promotions, representation, and more (see above dashboard).
- **Capitalize on special Days** such as World Diversity Day or Woman Day to remind #peopleofdelaware of the importance of diversity and inclusion. In 2023, we shared testimonials on the impacts of Ramadan on our Muslim colleagues.
- For 2 years in a row, we have been encouraging the #womenofdelaware to participate in the **ICT Woman and Young Lady** of the Year elections. This annual event rewards women who have distinguished themselves in the ICT sector. We proudly highlight our nominated colleagues in our internal communications and on our social networks.

## “Around the world” afterwork

Diversity is also a source of enrichment for social life and joyful moments. On 15 June 2023, delaware organized an ‘Around the world’ afterwork event in the Ghent office, where colleagues from different origins prepared culinary delights from various countries. An evening to remember!

## Psychological safety

delaware promotes a **respectful speak up culture**. We believe that all employees should feel comfortable and safe expressing their opinions and concerns. We prioritize this psychological safety, ensuring that our employees feel supported and valued.

We organized our first formal training and workshop on **psychological safety**, including experiential exercises, for newly promoted managers and lead experts. This training will be repeated regularly to keep the topic prominent for #peopleofdelaware. As our organization becomes more diverse, we are committed to creating value for both our employees and the company. Ensuring psychological safety is crucial to providing the necessary space for diverse voices.

This means employees should feel free to ask questions, speak up, address others, report and discuss mistakes, express concerns, bring in unsolicited new ideas (vital in delaware’s innovative work environment), and challenge existing ideas or projects. True psychological safety in all types of collaborations fosters growth towards truly inclusive work environments, accelerated learning, greater contributions from teams and individuals, and space for innovation.





## Our goals

To enhance our expertise in diversity and inclusion (D&I), we have partnered with organizations such as Agoria, Microsoft, and SAP. Our goal is to establish **at least two D&I projects with our partners each year** and to organize joint marketing campaigns or community events.

We are committed to creating a psychologically **safe and trusting environment for all employees**, including those with physical disabilities or neurological disorders (such as autism and ADHD).

By 2030, we aim to achieve **30% diverse leadership** to prevent clannish thinking and maintain an open-minded approach. Looking further ahead to 2050, our goal is to have a **50% diverse workforce**, including representation on our management committee.

“

Through a vast array of hard and soft skills trainings, as well as through encouraging a continuous learning culture, we strive to bring out the best in every delaware employee.

”

Filip Roels  
HR manager Learning & Development, delaware BeLux







# quality education

At delaware, we believe in fostering a culture of curiosity and a growth mindset at every level of our organization. By encouraging exploration and a willingness to learn, we empower our employees to develop the **skills and knowledge** they need for career success.

We invest in the **quality of our learning and development programs** because we recognize that our employees are our most valuable asset. We want to ensure they have the tools they need to grow and thrive within our organization.

## The pulse (key indicators)

	2022	2023
Training hours	17334.4	39195
Man days spent on partnerships with high schools and universities	177	210
Number of students taking part in Youca day	11	13
Number of internships	87	91

## Our achievements

### Better view on available skills

To efficiently track the skills and certifications of its employees, delaware introduced the Skillsbase© tool in 2022. This interactive application requires regular updates from each employee. Implemented internationally, it enhances both internal and international mobility.

### Youca Action Day and Campus Care

delaware was proud to support Youca Action Day on October 19, allowing students to experience the life of a company executive for a day. Beyond its educational objective, the program also has a social aim: each student receives a day's salary, which is then donated to a good cause in partnership with well-known NGOs.

Similarly, through the Campus Care initiative, delaware committed to donating a certain amount of money to a good cause for every student who visits its booth on campus and submits a résumé.

Our partnerships with Plan International and ArmenTeKort also have an educational dimension, encouraging #peopleofdelaware to volunteer. For more information, see our Partnerships chapter.





### **#friendsofdelaware: our delaware alumni initiative**

We believe the delaware journey doesn't end when someone leaves the company; it continues beyond our walls. In 2023, delaware proudly launched #friendsofdelaware, a community of former employees similar to a university alumni network. These ex-employees are a valuable source of knowledge and often transition to roles within our broader ecosystem. They are eager to stay connected with delaware, share new experiences and connections, and keep the spark alive. The network is off to a strong start with over 600 members and continues to grow!

## Our goals

In collaboration with the Delaware Academy, we are expanding our range of training programs and professional development opportunities, enabling our employees to continuously learn and grow throughout their careers.

**Partnering with AI expert Stellar Labs**, we aim to enhance the effectiveness of our training initiatives.

We strive to ensure our employees feel valued and appreciated, recognizing their meaningful contributions to our organization. Additionally, we are committed to **giving back to the community** and supporting the **next generation of IT professionals**. We focus on developing knowledge and awareness among young people, inspiring them to consider IT careers. This includes **supporting projects** that train children and young people in STEM (Science, Technology, Engineering, Mathematics) subjects.

Furthermore, we are dedicated to **unlocking leadership skills** in future generations of Delaware employees. To achieve this, we will continue to develop our **mentoring program**, encouraging senior profiles to share their knowledge and support their younger colleagues.



“

delaware believes in an international, intercultural, and intergenerational company - eager and warm - that lasts through time. In realizing our dream, we are guided by our purpose and values that form the foundation of our everyday behavior.

”

Eric Hiernaux  
Global managing partner, delaware





# compliance

At delaware, we believe in making our impact transparent, both internally and externally, putting in place governance mechanisms for our vendors, our customers and ourselves.

In this respect, the **delaware ethical code** establishes a fundamental framework for ethical behavior, empowering all delaware employees to make the right decisions and uphold the delaware values.

Through this code, we commit to making a positive impact on the world, not only today, but also for the next 150 years.

To uphold these principles, the Board of Directors has established the **Audit & Risk Committee**. This committee monitors and supervises delaware's financial processes, internal audits, and business risks, and defines processes for group-wide risk management. It also presents proposals to the Board of Directors on the annual accounts and the result allocation.

One of the key roles of the Audit & Risk Committee is to ensure that the business and its employees comply with regulations, quality standards, and policies, including those related to ethics and impartiality.

## The code is the custodian of 5 guiding principles

### We commit to ...

- Respecting people, fostering and maintaining a safe and healthy work environment.
- Operating with integrity, by acting with honesty, sincerity, care, and reliability at all times.
- Conducting business responsibly, enabling sustainable growth while fulfilling legal and moral obligations.
- Protecting our assets, encompassing our people knowledge and intellectual property.
- Encouraging open communication and dialogue in an environment of trust and respect.



## Our achievements

### Ethical code

A significant recent achievement was the definition and introduction of the **delaware Ethical Code** in 2023. This code provides guidance to employees, ensuring they always act with the highest standards of ethics, integrity, and respect, as outlined in our 5 guiding principles.

The ethical code also sets expectations for our suppliers, contractors, consultants, and other business partners. Amplifying guidelines from the International Labour Organization (ILO) and the United Nations, it establishes governance rules and mechanisms to ensure:

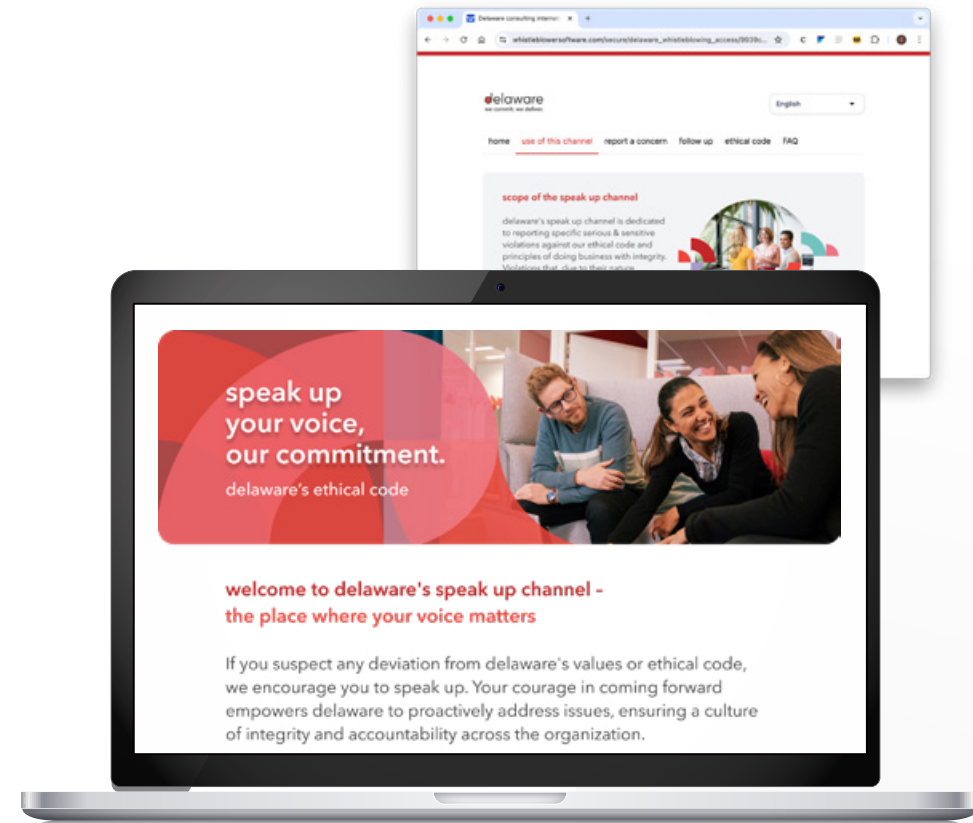
- Fair and equal treatment
- Zero tolerance for any form of harassment, abuse, or intimidation
- Protection of data and privacy rights
- Prevention of improper influence and corruption
- Zero tolerance for fraud
- Compliance with export controls and sanctions
- Prevention of money laundering
- Application of the 'Safety first' principle
- Enrichment of the communities in which we operate
- Collaboration for sustainable technology
- Prevention of unauthorized disclosure of information

Communication plays a pivotal role in fulfilling the commitments outlined in our ethical code. We are dedicated to cultivating a work environment that encourages open and honest dialogue among our employees, as well as our interactions with third parties. Our primary objective is to ensure that individuals feel comfortable and respected and that they trust one another to act in accordance with our values. Within this environment of trust and transparency, we maintain a clear non-retaliation policy.

This is why, also in 2023 and closely linked to the introduction of our ethical code, we have implemented a speak up policy that applies to everyone working for or on behalf of delaware worldwide.

## Whistleblowing channel

delaware's speak up policy is backed by a **Speak Up Channel**, which is managed by an external and independent provider. This service acts as a confidential, secure, and anonymous communication channel between the reporter of a concern and the independent case handler appointed by the Audit & Risk Committee.





## Recognized and certified



### VOKA Sustainable Champion for 7 years in a row

Voka, the Flanders' Chambers of Commerce and Industry also awarded Delaware with the Voka Sustainable Business Charter in 2017, 2018, 2019, 2020, 2021, 2022, and 2023. VOKA attributes this award to organizations who work result-driven and focus on continuously optimizing their sustainability actions.



### ISO/IEC 27001:2023 certified



### SDG Champion, via Unitar



## Our goals

We consider this first sustainability report an important milestone in our sustainability journey. As of next year, we will make sure our ESG reporting complies with the European **Corporate Sustainability Reporting Directive (CSRD)**, applying **the European Sustainability Reporting Standards (ESRS)**.

In 2023, we have defined a **Sustainability governance** (see chapter in Governance), formalizing an organizational structure to steer and follow up with our sustainability strategy. As of 2024, we made that governance structure effective, maximizing our impacts.

We believe that our partners, including subcontractors, vendors, and customers, should comply with our ethical code. Therefore, we will put a **procurement policy** in place for all vendors, as well as policies and **guidelines for our customers**. By 2030, we want 100% of our **business partners** to demonstrate their commitment to our values.





Our customers trust us with their most valuable data. We are dedicated to ensuring the highest standard regarding information security and personal data privacy. delaware uses the internationally recognized industry standard ISO/IEC 27001:2013 as the basis for its information security framework.



Zsolt Toth  
Zsolt Tóth, Security team manager, delaware





# data privacy & security

At delaware, we prioritize workplace security and client data protection. Issues like cybersecurity, hacking, and data economy hold a prominent place in the double materiality matrix we have developed, given their critical impact on both our business and our stakeholders.

## The pulse (key indicators)

	2022	2023
Number of cybersecurity training	8	15
Number of phishing attacks	3	5





## Our achievements

### Code of Conduct

Cyber awareness is a top priority within delaware. It is of utmost importance that every employee knows how to act safely (online) to prevent data breaches and/or attacks. Introduced in 2022, the Code of Conduct (CoC) is a policy document that contains delaware's cybersecurity guidelines and recommendations on how to safely handle and secure IT equipment and data (from customers and partners). The complete CoC can be found on delaware's intranet.

### Cyber resilience

Over the past two years, significant efforts have been made to assess our key assets and protect them against cyberattacks. We have to assume that breaches are inevitable. The question is how do we react when an attack reaches us? What do we put in place to ensure our business continuity by enhancing our cyber resilience?

In that context, around 50 managers from delaware, from all entities, have taken part in a **cyber crisis management game**, organized by an external cyber evaluator. This intensive exercise, which required a 3-month preparation, trains managers on key aspects of crisis communication and stakeholder engagement.

All delaware employees are regularly encouraged to watch e-learning modules to enhance their cyber awareness. In 2023, the IT department took gamification a step further by introducing a new series, CyberPolice. This series, as entertaining as a Netflix show, is both educational and thought-provoking.

The ultimate goal of our cybersecurity training is to ensure that prevention messages are effectively communicated and that employees adapt their behaviors, rather than simply ticking a box to indicate they completed the training.

## Key Investment Program for Security

As a key component of its business strategy, delaware launched the Key Investment Program for Security in 2023. It is dedicated to streamlining our security approach - both internally and externally - and further fine-tuning our offering.

The goal of the key program is twofold: we want to boost our 'security baseline' by making security top-of-mind throughout all consultancy projects and processes. In addition, we also want to expand and improve our security offering.

### 1 Improving our 'security baseline'

Given our current digital environment, maintaining a secure mindset is essential in everything we do at delaware. Some of the program's key actions are:

- Highlighting the importance of security for consultants
- Performing application and infrastructure security reviews
- Acting as a sounding board and offer guidance and concrete advice on the security aspects of customer projects

### 2 Building a competitive security offering

Our customers are increasingly seeking answers to security-related questions. As a trusted partner, delaware must provide the right solutions. Our customer offering is focused on 4 pillars:

- Secure end-to-end: adding security to our existing offerings, from networking to ERP migrations and managed services.
- Microsoft security: setting up multi-factor authentication (MFA) and other protective measures for Microsoft systems and applications.
- SAP Security: ensuring security of SAP systems through configuration, authorization, connectivity and integration.
- Awareness: building awareness on topics like phishing, security policies and setting up change management on security tooling, e.g., MFA.

## MSP status for 4th year in a row

delaware successfully passed the annual recertification audit, retaining its Microsoft Azure Expert Managed Services Provider (MSP) status for the fourth year in a row. This renewed badge confirms delaware's profound knowledge and experience to deliver high-impact Microsoft Azure services to its customers. With this much-coveted certification, delaware is ranked among the 100 most qualified Microsoft Azure Expert MSP partners worldwide. To get certified, Azure Expert MSPs need to meet Microsoft's increasingly stringent set of standards and requirements, notably on security and data protection.

The MSP certification audit required a lot of preparation effort from the involved consultants, amounting to no less than 300 workdays.



## Sharing our expertise at the RSA Conference

delaware's IT security team had the honor to come on stage during the RSA Conference in San Francisco in April 2024. At this absolute must-attend event in the world of cybersecurity, delaware utilized this unique opportunity to share how it applies security best practices in its daily management.



## Our goals

### Secure workplace

Following the launch of our Key Investment Program Security, we are committed to continuously enhancing data protection measures, including advanced encryption technologies, robust access controls, and comprehensive data loss prevention solutions.

In line with our ethical code, we will ensure the presence of a **go-to person** and a **whistleblowing policy** to report breaches. Additionally, we will define and implement both internal and external policies on AI to guarantee adherence to ethical and secure practices.

By 2025, we aim to have a Data Protection Officer (DPO) in all entities, reporting directly to the management committee.



## Secure consultancy

We are actively pursuing ISO 27001 certification across most of our locations. delaware Belgium is on track to achieve full certification through Bureau Veritas by the end of 2024. Following this, we will extend our security certification efforts to all countries where we have offices.

To ensure secure consultancy, we mandate that all project managers and lead experts complete a course on information protection. Our goal is for **50% of senior profiles** working on projects and services to undergo this training.

All our ICT solutions for customers are designed to be **security-proof and compliant**. We are committed to applying **privacy-by-design** principles in all our activities. Our community of privacy-by-design experts serves as a security desk and resource available to all consultants at delaware.

By 2030, we want to increase our efforts on the drivers above and:

- Reach 100% of senior profiles working on projects and security follow a course on information protection.
- Guarantee fully transparent access controls for our customers.
- Double on the number of customers delaware has helped protecting their data & security by 2026.



“

No one can change the world alone. By partnering up with other people and organizations, we can make a difference. The main strength of partnerships lies in the ability to achieve exceptional results without needing to excel in every domain. By joining forces, talented individuals can create super teams and make a lasting impact.

”

Ann De Sloover

Ann De Sloover, Manager WeCare program, delaware





# partnerships

Our foremost partners are our **customers**. We aim to strengthen our relationships with them to tackle sustainability challenges together. By providing user-friendly data analytics solutions, we empower our customers to gain better insights and effectively report on their ESG progress. Through raising awareness, inspiring action, and guiding our customers, we unlock the potential of green data to enhance their sustainability strategies.

Beyond our customers, our ecosystem includes **key business partners such as Microsoft, SAP, OpenText, and Salesforce, along with innovative startups supported by Delaware Ventures**. Our achievements highlight recent collaborations with startups dedicated to sustainability.

Recognizing that our impact extends beyond technology and innovation, we have forged relationships with several **NGOs**. These partnerships enable us to support local communities and reduce our ecological footprint.

We recently hosted a debate featuring customers VPK Group, Nitto, and Barco, with expert insights from Agoria. The discussion focused on how measuring and reporting sustainability efforts can combat greenwashing, emphasizing the role of data and digitalization in advancing sustainability performance.

## The pulse (key indicators)

	2022	2023
Number of long-term partnerships	4	5
Number of WeCare initiatives to support local communities	21	23
Amount of money donated to good cause through WeCare's projects	254.257,56	249.371,10



## Our achievements

### Partnering for sustainable innovation

Launched in 2021, Ventures by delaware is a fund and accelerator dedicated to supporting product-based startups. It has become a key element delaware's innovation ecosystem, helping customers in their transformation journey. More than ever, organizations are eager to unlock the potential of their data and apply innovative technology to increase their performance. Sustainability is a crucial aspect of this performance. delaware collaborates with various startups to maximize positive environmental impacts.

#### Hydroware

Hydroware is a joint venture between startup HydroScan and delaware. Both companies combined their strengths to build Hydroportal: a data-driven software solution that facilitates the entire process of water leakage detection and reduction, from start to finish. The partnership was extended to a major customer of delaware, when De Watergroep (water supplier in Flanders) decided to use the technology for its own needs.



Climate Camp allows suppliers and customers in the food and beverage industry to collaborate on an easy-to-use platform, which provides accurate insights on their carbon emissions.



Wequity automates ESG data collection and pre-fills compliance questionnaires using AI.



Under the baseline 'we come to charge you', Uze Energy offers mobile charging services for electric vehicle users. delaware Belgium was among the first to test the service for its increasingly large number of EV drivers during a company-wide event.





## Sharing experiences

Over the past 2 years, delaware has been committed to share its sustainability experiences by actively participating in roundtables, both organized by us and our partners. We also had the opportunity to share our track record as speakers at various events.

delaware is a proud member of the **Agoria** Sounding Board on Sustainability. Agoria is the federation of technology companies in Belgium. We have also been engaging with Voka, the network of Flemish enterprises: we have done an assessment of our ESG initiatives through the Voka CSR audit (for 2002-2023). We have also taken part in the **Voka** lab+ 'Let's talk about sustainability'.

On an educational level, we have joined the GRI Community created by **Vlerick Business School**. This community's main goal is to promote and implement sustainability reporting and transparency.

## Partnering to support local communities

Our efforts to support local communities and those in need across the countries we operate in are numerous and varied. Alongside these initiatives, we have established several long-term 'structural' partnerships that we have supported for many years and will continue to support in the future.

In this report, we highlight 6 key structural partnerships, in collaboration with the delaware WeCare Fund. Beyond financial contributions, we often allocate time for our consultants to assist 'in the field'. This hands-on involvement allows delaware employees to actively contribute and make a tangible difference, while also increasing internal awareness and visibility of these partnerships.

All of these partnerships share a common goal: making a positive impact on people and the planet.



discover all our  
partnerships





## WeForest

WeForest works with communities, local organizations and NGOs to develop scalable reforestation projects, demonstrating that restoring landscapes can be achieved through collective effort.

### How does WeForest work?

Supported by corporate and scientific partnerships, WeForest empowers communities to sustainably advance and implement innovative, scalable and lasting solutions to restore forests and landscapes.

This effort goes beyond merely planting trees. It focuses on the overall impact on the environment and the well-being of local communities. Restoring the environment's health to improve human well-being is key to ensure forests will be protected in the long run.

Eventually, it is WeForest's goal to reach over 100 million trees - equivalent to around 93,000 hectares - restored or conserved by the end of 2025, making a significant contribution to the UN Decade on Ecosystem Restoration.

Up until now, Delaware has funded multiple WeForest projects: the most notable are the restoration projects of **Amazon rain forests in Brazil**, closely tied to our local office there, and projects in **Zambia** that engage smallholder farmers to reverse deforestation by planting fruit trees and drilling water wells.

## Natuurpunt

With over 123,000 members and 6,000 volunteers, Natuurpunt is the largest Belgian nature conservation organization. The long-term protection of important habitats, species and landscapes is their main goal. To achieve this, they buy and manage more than 25,000 hectares of Flemish nature in 500 different nature reserves, study species and habitats, raise awareness, lobby local and regional governments and run educational programs.

For 3 years now, delaware has been collaborating with Natuurpunt and has planted more than 8,500 trees.



3



## Fund Isaan in Thailand

Fund Isaan is a non-profit organization established in 2008, that support the education of children in the poorest region of Thailand, the Isaan province. Each year, #peopleofdelaware spend two weeks in Thailand to install and maintain computer classes in different schools Fund Isaan is supporting. Other delaware colleagues travel to the country to teach English for six weeks. During those six weeks, they live in villages and immerse themselves in the local culture. Upon their return, they often describe the experience as life changing.

To support these efforts, delaware organizes the annual Fund Isaan Quiz, which raises funds to sponsor our volunteers' trips to Thailand. This event also serves as a great opportunity to raise awareness among a broader group of delaware employees.



## Armentekort

delaware partners with ArmenTeKort, an organization dedicated to supporting underprivileged individuals in our society. Its core mission is to connect privileged and disadvantaged citizens, fostering friendships and mutual support. Through trust and equality, both parties discover hidden strengths, with the 'opportunity-seeking' buddy building self-confidence. They become each other's supporters, addressing the complex issues of endemic poverty that go beyond financial hardship, often affecting self-image and leading to feelings of shame or guilt.

After receiving intensive training from ArmenTeKort, buddy volunteers are matched with opportunity-seeking individuals. These volunteers are not counselors and are not permitted to provide direct assistance, focusing instead on building a supportive relationship.

Each buddy track lasts for two years, during which the buddies connect almost every week. These frequent interactions help the opportunity-seeking buddy develop the ability and, more importantly, the courage to dream and trust in a brighter future. Currently, more than 400 active buddy pairs have been formed. While the organization is primarily focused on the Antwerp and Limburg regions in Belgium, it aims to expand to other areas as well.

delaware supports ArmenTeKort not only financially but also technologically. In 2021, we developed and continue to optimize their 'GoeBezig' app, which facilitates interactions between buddy pairs. In 2022, ArmenTeKort conducted over 1,200 measurement moments for data mining, making the app a crucial element in their scale-up strategy. Our collaboration was even featured in a documentary by Flemish television broadcaster VTM.

watch our  
collaboration



## Special Olympics

For the past decade, Special Olympics has been a cornerstone of delaware's WeCare initiatives, dedicated to supporting athletes with intellectual disabilities.

The Special Olympics National Games, hosted in various Belgian cities, provide a unique opportunity for 100 delaware volunteers to engage with these inspiring athletes and share in an unforgettable experience.



## Plan International

Founded in 1937, Plan International is a development and humanitarian organization committed to advancing children's rights and promoting equality for girls. They work towards a just world by collaborating with children, young people, supporters, and partners.

By financially supporting their projects, we help vulnerable children and young people with opportunities to attend school, make informed decisions about marriage and family, and take on leadership roles in societal changes, all in a safe and violence-free environment.

Since 2023, delaware has proudly sponsored Plan International with an annual financial contribution. In addition to this general support, we also fund specific projects, such as enabling 1,500 girls to attend school, supporting young children in Mali, and dedicating an edition of our WeCare2Move initiative (where delaware employees walk, run, or cycle for a good cause) to a Plan International project in Vietnam. Our partnership is set to continue until at least 2027.



## Our goals

### On partnerships for sustainable innovation

Through Ventures by delaware, we will invest in at least 2 startups per year, with a clear ESG purpose.

We will prioritize sustainability even more at all our innovation events.

### On partnerships for good causes

We aim to facilitate at least 3 co-initiatives annually with our customers and vendors.

Beyond financial support, we will continue to encourage our employees to volunteer in their local communities.

By 2030, we will dedicate approximately 250 days of our expertise to help non-profit partners digitally transform, enhancing their ability to serve their communities.

Through our partnerships with Natuurpunt and WeForest, our ultimate goal is to plant a new tree for every new joiner at delaware, offsetting the CO2 emissions from our fleet, building heating, and air travel.

“

With small initiatives, we can make a significant impact, both as a company and as individuals. It often begins with changes in our own behavior, whether on our commute or at the office.

”

Pieter Sanders

Pieter Sanders, Fleet and facility manager, delaware BeLux





# carbon emission & climate change

The vast majority of delaware employees use company cars for onsite projects at customer or business partner locations. As a result, fleet management is a key area where delaware can significantly reduce its carbon footprint. Since 2017, delaware has been continuously updating and optimizing its strategy to lower CO2 emissions from transportation, focusing on three main areas: reducing the overall carbon footprint of our car fleet, limiting travel to essential trips only, and incorporating various modes of transport.

Additionally, delaware has implemented initiatives to reduce GHG emissions through energy efficiency in our offices and CO2 compensation. We also actively promote optimal waste management and recycling/reuse practices to minimize our environmental impact.

## The pulse (key indicators)

For delaware BeLux (unless indicated otherwise)	2023
CO2 emissions (in kilo ton CO2 equivalent)	
Share of GHG emissions Scope 1	2,883 t
Share of GHG emissions Scope 2	358 t
Share of GHG emissions Scope 3	37,847 t
% of full electric cars in fleet	58%
Number of lease bike provided by delaware	421
Quantity of waste (Kg)*	44,277,52

\*Quantity of waste only measurable in Belgium



## Our achievements

### Reducing our car fleet's carbon footprint

Our mobility strategy, initiated in 2017 to reduce our carbon footprint, reached a significant milestone in 2023. For the first time, we implemented a 'full electric car only' policy for all new joiners and car renewals in Belgium and Luxembourg, in line with our mobility budget policy. This marks a major step in our transition from fossil fuels to electric vehicles, a shift that has been growing steadily since 2020. By the end of 2026, we anticipate phasing out the last fossil fuel vehicle in our fleet.

As a result, the average carbon footprint per car in our fleet has **decreased from 120 g CO2 per km in 2015 to 55 g in 2023**, significantly influenced by the zero-carbon impact of our increasing number of electric cars. Despite substantial employee growth, our overall carbon emissions have remained lower.

### Closer to our employees and customers

The second pillar of our mobility strategy focuses on reducing commuting distances to be closer to our employees and customers. This led to the opening of new offices in Lummen (2018) and Liège (2021). Our goal is to balance providing convenient workplaces for our employees with maintaining a sense of belonging, while avoiding the unsustainability of under-used offices.

### Mixed transport

Since 2018, we have offered our employees the option to lease electric bikes. This initiative provides dual benefits: employees contribute to protecting the planet and reducing our carbon footprint while receiving financial compensation per kilometer. The program has seen increasing success, with around 250 leased bikes in circulation in Belgium by 2023.

Since 2020, delaware's mobility policy has allowed every employee to allocate part of their mobility budget to various modes of transport beyond electric cars.

Employees can utilize the mobility budget in three modes, each with distinct social security and tax implications:

#### 1. Mode 1: Environment-friendly company car

Employees opting for this mode must choose a 100% electric company car.

#### 2. Mode 2: Sustainable mobility

The remaining budget is made available to employees through a special prepaid credit card, which can be used for a wide range of mobility solutions offered by our supplier, as detailed on our intranet page.

#### 3. Mode 3: Balance in cash

Any budget not spent on modes 1 and/or 2 is paid out to the employee in cash, subject to local taxes.

If employees use the mobility budget for unauthorized forms of transport, they must repay the unlawfully used amounts within 30 days of being notified by delaware.



## Planting trees

In addition to our reforestation projects in Brazil and Zambia through our collaboration with [WeForest](#), delaware initiated a partnership with [Natuurpunt](#) in Belgium. In November 2021, we planted over 4,000 trees to restore the wood in Kampenhout. This effort was expanded in November 2022 with an additional 4,500 trees planted by new employees. Our goal is to plant a new tree for every new employee at delaware, compensating for the CO2 emissions from our fleet, building heating, and air travel. In the future, these delaware forests could even serve as new locations for team events.

## Eating veggie or vegan at least once a week

delaware launched the **1in7 Challenge** to encourage as many #peopleofdelaware as possible to go vegetarian or vegan for one day a week, thereby reducing meat consumption and our carbon footprint. Participants joined a 1in7 online community to share recipes, tips, and register their veggie or vegan days. From November 2022 to February 2023, around 250 #peopleofdelaware participated, accumulating nearly 4,300 vegetarian or vegan days and saving the equivalent of 23,132 kg of CO2.

## Reducing our electricity consumption

Whenever we renovate one of our offices, we assess how to further reduce our electricity consumption. For lighting, we have equipped most of our offices with LED bulbs.

## Our goals

Firstly, we believe that all new cars at delaware should be fully electrified by 2025 to reduce emissions and promote sustainable transportation. We also recognize the need to reform our mobility mix to further reduce travel-related emissions. To this end, we will implement a **travel policy** for all our subcontractors and partner companies to ensure sustainable travel practices are followed.

Another key goal is to increase awareness about environmental topics, such as **ESG policy** and the benefits of a **vegetarian diet**. We will amplify initiatives like our 'veggie Thursdays' to promote sustainable living and encourage our employees to get involved in environmental causes.

In terms of **(e-)waste**, we aim to significantly reduce the amount of waste per FTE at delaware while improving the lifecycle of e-waste. We will hold our partners accountable and select vendors that support these goals. We also plan to collaborate with NGOs and business partners to achieve these objectives.

All new lease offices will be chosen with a focus on sustainability and carbon neutrality, while also being in harmony with the biodiversity of the surrounding environment.

By 2025, we want all company cars (not just the new ones) to be either fully electrified or using less carbon-intensive fuels. By 2030, we aim to reduce our travel-related carbon emissions by 35% and our overall greenhouse gas emissions by 30% compared to 2023.





# sustainability governance



# structure

In the second half of 2023, delaware has fine-tuned its sustainability governance structure. As shown in the diagram below, it is based on three levels:

- **The delaware International Sustainability Taskforce:** This taskforce defines the overall sustainability strategy and takes corrective actions as needed. Specifically, it will centralize sustainability reporting (aligned with CSRD) and roll out the SAP Sustainability Control Tower as a monitoring tool.
- **The delaware Belgium Sustainability Steerco:** This body steers the execution of the strategy at a local level. delaware aims to replicate this structure across all its entities.
- **Topic streams:** These are aligned with the seven different priorities identified during the double materiality assessment and one risk. Each stream is led by a 'topic lead' who coordinates the concrete projects related to their specific topic.



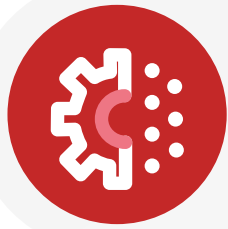
discover our  
workflow





### delaware International (DI) Sustainability Taskforce

- Define projects and ensure follow-up
- Global reporting/Certification
- Global marketing and communication



### delaware Belgium Sustainability Steerco

- Goal setting
- Local communication
- Budget allocation
- Measurement dashboard

Talent Management

Quality Education

Health & Wellbeing

Diversity & Inclusion

Compliance

Security & Data Privacy

Partnerships

Climate Change

#### Topic leads

- Fine-tune priorities
- Project management (including budget)
- Seek cross-collaboration with other workgroups and the WeCare team
- Roadmap adaptation
- Gather new country-specific initiatives

#### Topic team members

- Execute projects
- Give input and capture new ideas
- Walk the talk
- Gather new country-specific initiatives

WeCare team

delaware

**we commit. we deliver.**

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