



SUSTAINABILITY REPORT 2021

GoALGreen
Aluminium Duffel
www.aluminiumduffel.com

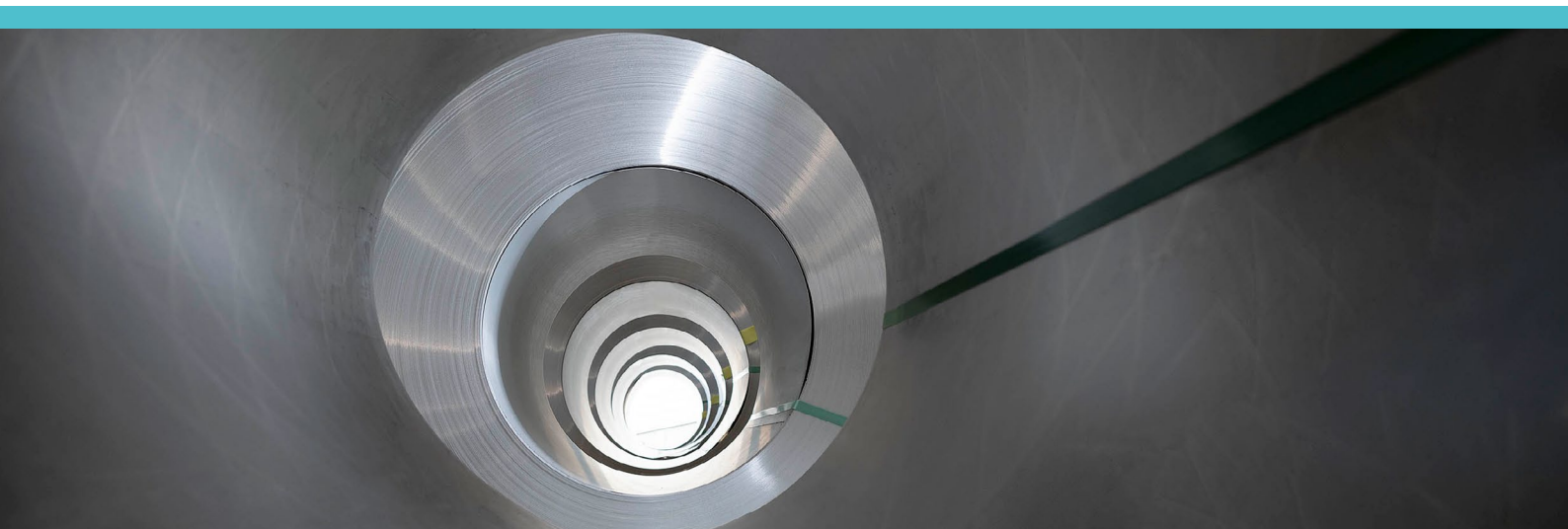
AD Aluminium Duffel

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Glossary

ABS	Automotive Body Sheet
ASI	Aluminium Stewardship Initiative
B2B	Business to Business
CALP	Continuous Annealing Line with Pre-treatment
EBO	Energy Policy Agreement (Energiebeleidsovereenkomst)
ESG	Environmental, Social, Governance
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HSE	Health, Safety, Environment
LCA	Life Cycle Assessment
OCAP	Out of Control Action Plan
OEM	Original Equipment Manufacturer
RSI	Remelt Scrap Ingot
SAQ	Supplier Sustainability Self-Assessment Questionnaire
SDG	Sustainable Development Goals
QESH	Quality, Environment, Sustainability, Safety and Health



A message from our General Manager

Dear reader,

We are pleased to present the Aluminium Duffel BV 2021 Sustainability Report. This report demonstrates that sustainability is at the heart of our activities at Aluminium Duffel BV. We continuously strive to develop innovative solutions that better position aluminium as the material of choice for B2B customers and end-users.

After a very challenging COVID-19 year in 2020, we recovered in 2021 and increased deliveries to our customers. During the first waves of COVID-19 in 2020, our workforce was only moderately affected by the pandemic due to a very high vaccination rate and strict adherence to COVID-19 rules on site. Under these challenging circumstances, we achieved a further decrease in the CO₂ footprint of our automotive products and continued implementing our energy-efficiency programmes. We also strengthened our ESG compliance performance by successfully implementing ISO 45001:2018 (requirements for Occupational Health and Safety). We improved our score on the NQC¹ Supplier Sustainability Self-Assessment Questionnaire (SAQ) and reduced the environmental impact of our activities on our employees and neighbours. All of this strengthens the position of Aluminium Duffel BV as a reliable partner for our stakeholders in the transition to a sustainable aluminium supply chain.

This report presents what we accomplished with regard to environmental and social topics in 2021. The journey towards a carbon-neutral business and products, in line with the United Nations Sustainability Development Goals (SDGs), will require continued focus and efforts. For this journey, we joined forces with research institutes and business associations. In 2021, we investigated how we can further improve the sustainability

¹ NQC Limited, a leader in global supply chain risk management, the SupplierAssurance platform allows third party organisations to complete an SAQ questionnaire and share with multiple clients reducing the time and effort associated with demonstrating sustainability performance

of our supply chain. By enhancing our capacity to recycle aluminium, we aim to increase the recycled content of our products.

We changed ownership in 2022, and our current owner, American Industrial Partners (AIP), is fully committed to supporting us in our sustainability journey.

I hope you enjoy reading our 2021 Sustainability Report.

Kind regards,

Geert Vannuffelen

General Manager Aluminium Duffel BV



About this report

Our 2021 Sustainability Report covers the sustainability activities undertaken by the aluminium rolling company Aluminium Duffel BV, A. Stocletlaan 87, 2570 Duffel, during the 2021 fiscal year (January 1 to December 31). We intend to publish an update on our sustainability performance every year.

We aim to inform you about the sustainability topics that are vital to our business based on the action areas in our sustainability strategy and the materiality analysis that was updated in 2022. Data is supplemented with examples of initiatives and forward-looking plans. We collected our data via internal and external measuring systems. Energy and CO₂ equivalent emission figures have been approved by the government annually, as required by the Flemish Energy Policy Agreement. Please note that the data concerning CO₂ equivalent emissions and work-related incidents differ from those reported in previous years. We decided to align the CO₂ equivalent emissions data reported to the Flemish Government under the Energy Policy Agreement from 2021 and to align work-related incident data reported to the Federal Public Service Employment, Labour and Social Dialogue.

When preparing this report, we cooperated with an independent third party, which offered guidance in conducting the materiality assessment using double materiality principles and in aligning our report's content with the GRI reporting framework. This report was prepared with reference to the GRI Standards.

Our company ceased being part of the GFG Alliance on 14 June 2022. It no longer uses the 'ALVANCE' name or trademark, as this is a registered trademark owned by Liberty Steel West Europe Ltd. Since Aluminium Duffel BV was part of the GFG Alliance in 2021, this report only gathers the sustainability information concerning Aluminium Duffel BV. Moreover, Aluminium Duffel BV has its own financial statements.

Because of the new ownership, our company changed its name to Aluminium Duffel BV. This name is used in this report even though we were still owned by GFG Alliance in 2021 under the name ALVANCE Aluminium Duffel.

CONTACT INFORMATION

We value feedback from our stakeholders regarding our sustainability performance and the contents of this report. Please direct any comments, questions or concerns to:

info.duffel@aluminiumduffel.com

Corporate Governance and Compliance

Corporate Governance

Aluminium Duffel BV is a company that operates casting and rolling assets, employs a workforce and does business with customers and suppliers.

Aluminium Duffel BV has been owned by American Industrial Partners (AIP) since June 2022. AIP's equity and credit strategies target middle-market industrial companies with a flexible opportunistic approach that invests in all levels of the

capital structure. AIP intends to continue operating Aluminium Duffel BV with the existing Aluminium Duffel BV leadership team and does not anticipate any disruption to normal business operations, including for customers, suppliers and employees. AIP expects to inject additional capital to support the business going forward so it can successfully execute its business plan. The capital will be used as working capital for continued employment and important capital investments.

THE MANAGEMENT TEAM IS COMPOSED OF THE FOLLOWING MEMBERS:



Geert Vannuffelen
General Manager



Bruno Schepers
Director
Innovation Center



Eddy Caers
Director Sales
Automotive



Goos Catherine
Director Supply Chain



Pieter Verdegem
Director Operations



Sofie De Bus
Director Human
Resources



Axel Neiryck
Finance Director



Wim Verbeeck
Director IT



Jean-Marc Fructus
Vice President Sales



Koen Libbrecht
Director
Operational Excellence



Dirk Inghels
Director Quality & HSE

Compliance

For Aluminium Duffel BV, compliance means that we legally comply and align our actions to ethical principles, our company's values and policies. Violation of the law can have serious consequences, not only for our employees and the company but also for our business partners.

At the end of 2021, Aluminium Duffel BV received a procès-verbal from the Flemish Environmental Inspection Agency. The self-monitoring measurements for airborne particles were not performed on one of our installations. Containment actions have been taken to start self-monitoring on the specific installation in January 2022. See the 'Other Emissions' section.

Our previous owner's Code of Conduct was in effect for Aluminium Duffel BV in 2021. Due to the change in ownership in June 2022, Aluminium Duffel BV will draft a new Code of Conduct and train employees in 2022.

With regard to compliance management, targets are established, and important compliance risks are identified, analysed and communicated. The Aluminium Duffel BV management team is informed about compliance regularly during steering committee meetings. Memberships in federations and organisations keep our departments abreast of changes in laws and guidelines. Our legislation register is updated quarterly by an external company. Our state of compliance is confirmed by external compliance audits. For Environment, Health and Safety, these compliance audits are conducted every three years.

Actions to limit risks and prevent violations are part of our annual action plan.

Company Profile

The history of Aluminium Duffel BV dates back to 1946 when the Feron family founded the aluminium rolling business. Since then, numerous expansions and modernisations have taken place. Today, Aluminium Duffel BV is a leading European producer of premium aluminium rolled products and a pioneer in the European Automotive Body Sheets (ABS) market. Located in Duffel, Belgium, with sales offices in France, Germany, Italy, Poland and China, our business manufactures and sells aluminium rolled products for diverse industries worldwide. It features state-of-the-art technology, including the widest automotive cold rolling mill in Europe and a Continuous Annealing Line with Pre-Treatment (CALP). We source raw materials from aluminium smelters and convert them into rolled aluminium products for a variety of end-use industries, from highly-designed cladding for building facades to automotive body sheets. Aluminium Duffel BV constantly invests in innovative technologies, new production techniques and state-of-the-art production processes to drive innovation in materials, recyclability and process efficiency.

Our rolling mill can process 250,000 tons per annum.



ALUMINIUM DUFFEL BV HIGHLIGHTS FOR 2021



958
Employees



€ 604 mi
Revenues

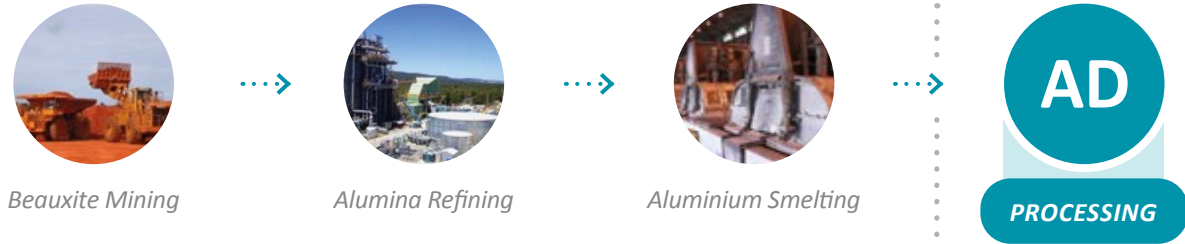


181 kt
Of aluminium
products produced

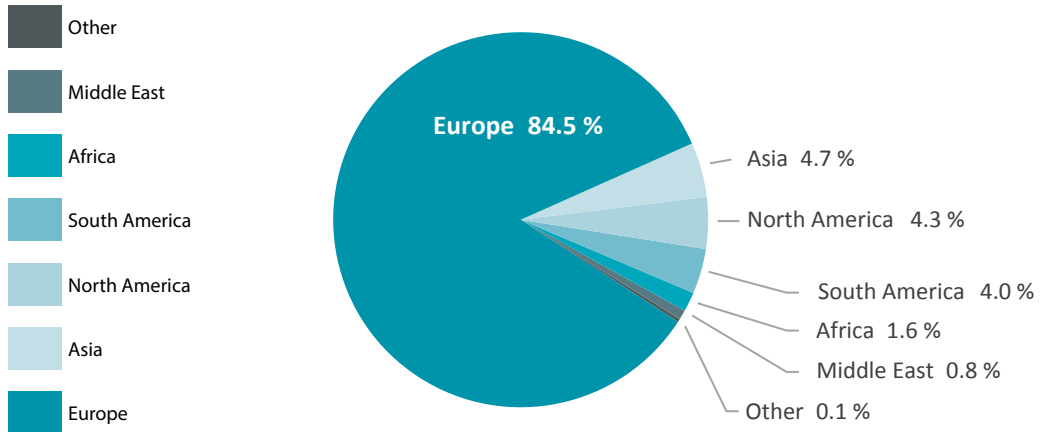


107 kt
Of reused aluminium scrap

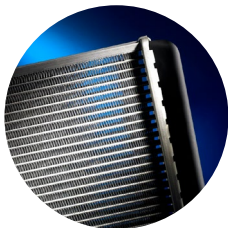
Position in the Value Chain



Markets and Regions served



Aluminium Duffel BV products are used to manufacture



Heat Exchangers



Automotive Body Sheet



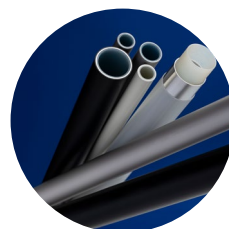
Truck Fuel Tanks



Battery Casing



Cables



Multi Layer Pipes



Decorative Solutions



Medical Products



Architectural Products

Business segments at Aluminium Duffel BV

AUTOMOTIVE

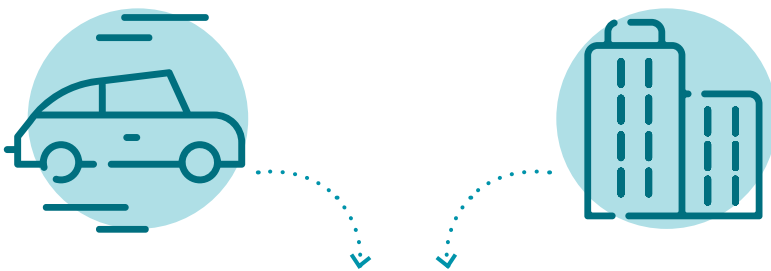
~45 % Of Annual Output

- Exterior body sheet
- Inner body components
- Structural components

INDUSTRIAL

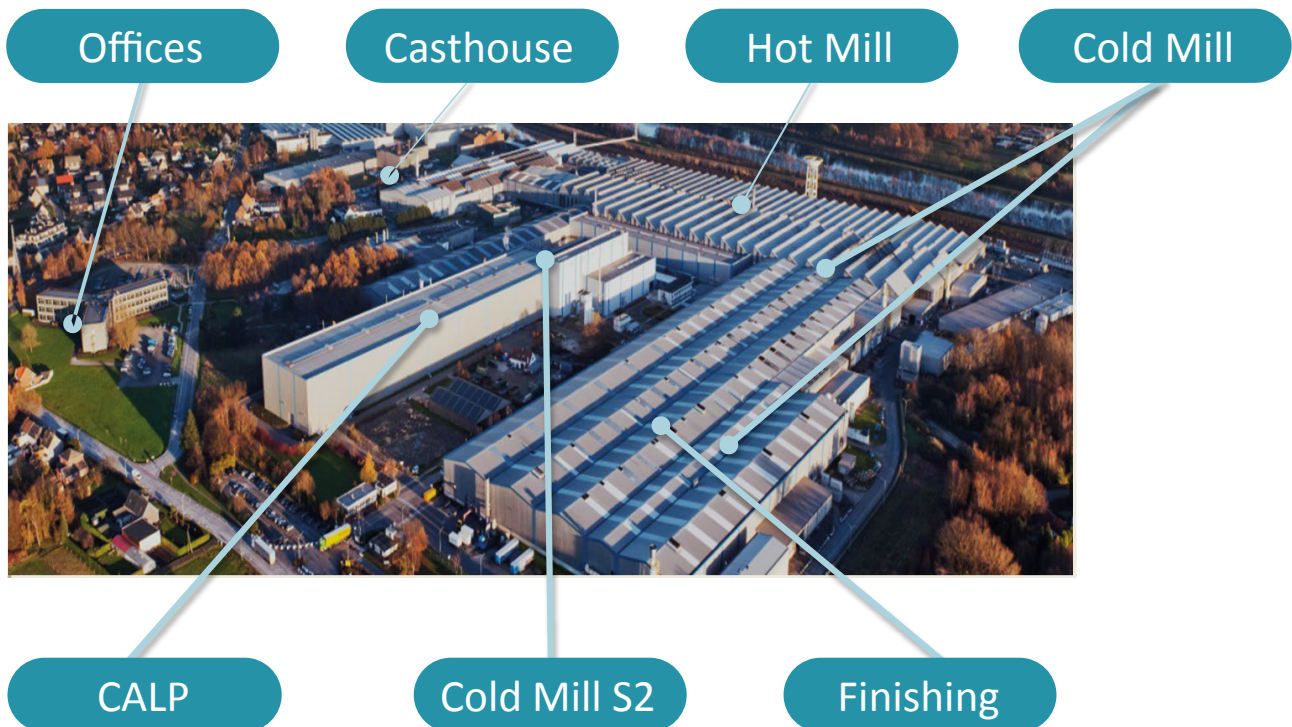
~55 % Of Annual Output

- Growth segments
- Consolidation segments
- 'Swing' segments

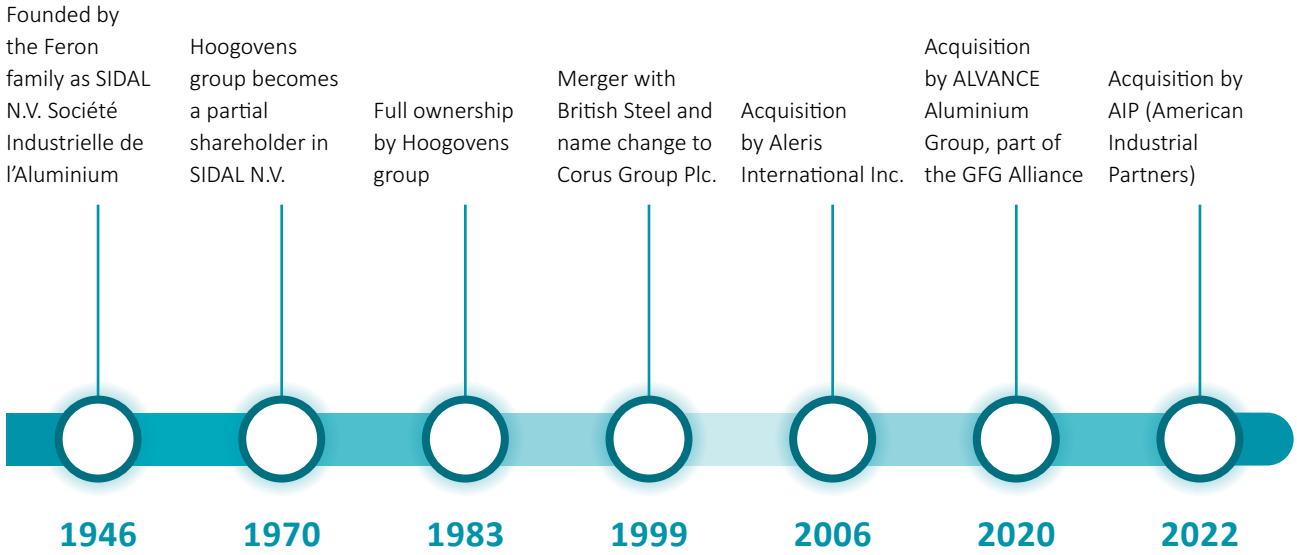


Balanced automotive and industrial business segmentation.
Robust volume stability ~200.000 metric tons annually.

Aluminium Duffel BV overview



History of Aluminium Duffel BV



Sustainability at Aluminium Duffel BV

At Aluminium Duffel BV, our mission is to offer our customers aluminium solutions by safely, efficiently and sustainably operating our integrated rolling assets. We aim to be a leading and sustainable rolling mill that our stakeholders prefer. This mission is stated in our Health, Safety and Environment (EHS) policy and our policy on People. Both policies are in line with our Code of Conduct and the European Convention on Human Rights.

We conduct our activities with respect for human rights. We support pollution prevention, use energy efficiently and use scarce natural resources prudently. Social responsibility and environmental excellence are incorporated into our decision-making processes.

When fulfilling our mission, our values and guiding principles are:



Safety: People's safety is our number one commitment and priority. Our employees are at the core of our business, and we are committed to protecting their safety and privacy. We encourage our employees to take ownership of their own and co-workers' safety.



Sustainability: We focus on three-dimensional sustainability – economic, social and environmental sustainability.



Family: We are more than a team; we make decisions for the welfare of future generations.



Change: We recognise that change is a given. We are dynamic in that we seek to drive change rather than be driven by change. We pride ourselves on having an open mindset and constantly challenging the status quo.



Customer focus: Focus on both the internal and external customer is one of the guiding principles for all our employees



Materiality Analysis

A materiality analysis identifies which social, economic and environmental issues matter most to our stakeholders.

We conducted our first materiality assessment in 2019, surveying the Aluminium Duffel BV management team. While drafting the 2021 Sustainability Report, external experts helped us conduct a new materiality analysis. The new analysis included double materiality ([Table 1.1 “Double materiality”](#)).

Financial Materiality

Sustainability and other topics that influence the company’s ability to create long-term value for itself and society.



Company

Sustainability topics

Sustainability topics can be financially material

Impact Materiality

Environmental + Social + Economic

Sustainability and other topics that are essential to describing the company’s positive and negative impacts on the achievement of SDGs.



Company

SDG Targets

Table 1.1 Double materiality

To this end, we invited 80 stakeholders to participate in the analysis:

- 75% internal stakeholders
- 25% external stakeholders:
 - o Customers
 - o Suppliers
 - o Board members

The survey response rate was 33%.

The respondent breakdown was:

- 17% customers
- 13% suppliers
- 70% internal stakeholders

In the survey, 26 material sustainability topics were assessed. These sustainability topics were determined jointly by a team of internal and external experts based on our activities, a review of various international reporting frameworks and the United Nations Sustainability Development Goals (UN SDGs). The materiality assessment identified the following topics of interest for Aluminium Duffel BV ([Table 1.2 “Material Sustainability Topics”](#) below).

TOPIC	SUSTAINABILITY TOPIC	MATERIALITY
1	Energy Usage and Efficiency	High
2	Renewable Energy	High
3	GHG Emissions	High
4	Innovation Management	High
5	Other Emissions	High
6	Materials Use, Resource Efficiency and Packaging	High
7	Circular Economy	High
8	Occupational Health and Safety	High
9	Training and Education (Development)	High
10	Partnership	High
11	Customer Relations	High
12	Emergency Preparedness	High
13	Mobility	High
14	Community Relations	Medium
15	Product Stewardship	Medium
16	Waste Management	Medium
17	Responsible Purchasing & Procurement Practices	Medium
18	Market Presence- Salary & Local Hiring	Medium
19	Compliance	Medium
20	Participative Governance	Medium
21	Labour rights	Medium
22	Data Management	Medium
23	Water Usage	Medium
24	Diversity and Equal Opportunity	Medium
25	Gender equality and Women's Empowerment	Medium
26	Biodiversity	Low

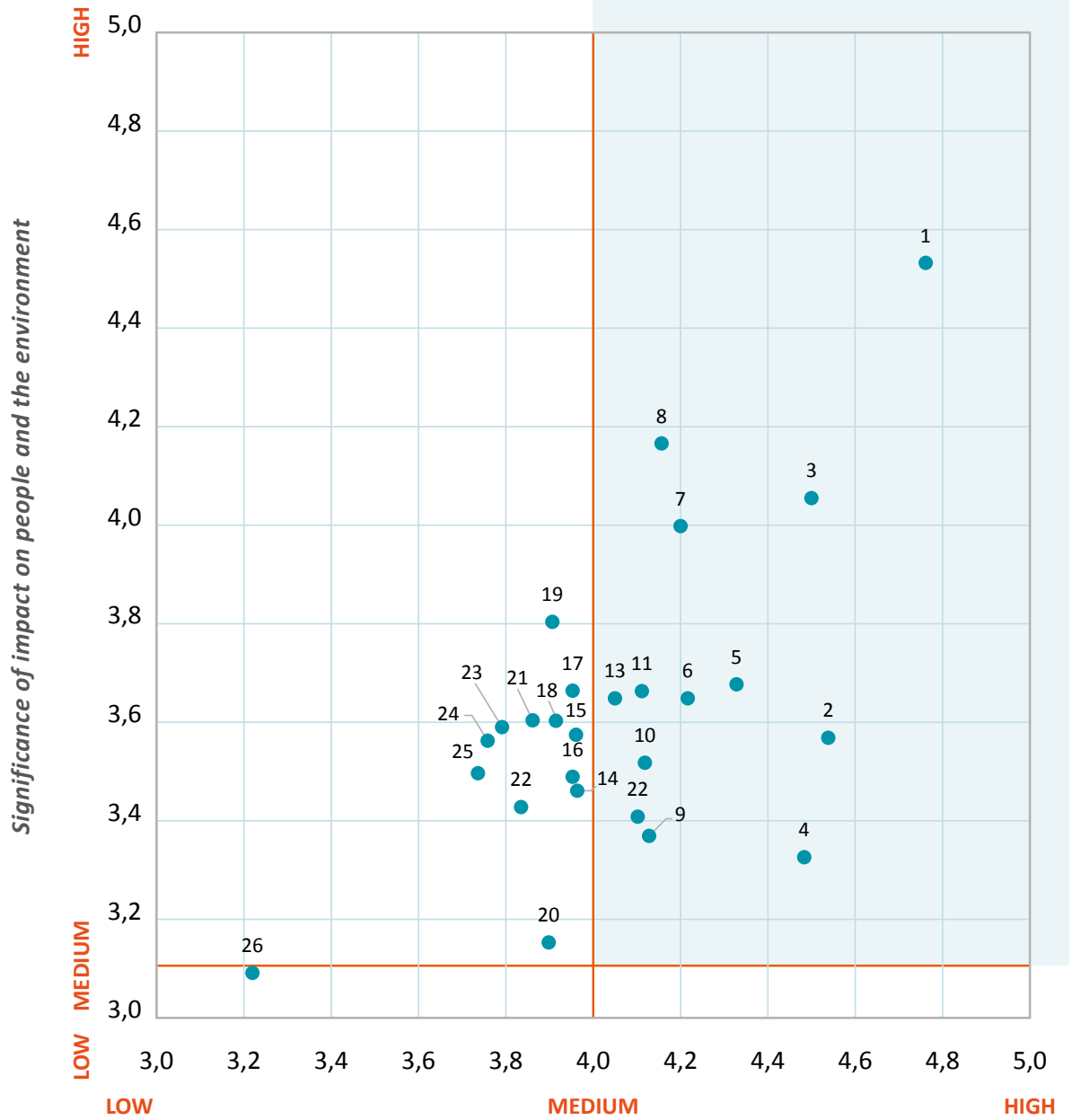
Table 1.2 Material Sustainability Topics

The following topics are the core elements of this sustainability report. They are described in accordance with the most recent GRI disclosure requirements: GRI 1 Foundations 2021, GRI 2 Foundation 2021, GRI 3 Material topics 2021 (www.globalreporting.org).

MATERIAL TOPICS	Description
Energy usage and efficiency	Renewable energy includes the organisation's energy consumption and the share of its energy that is renewable. Energy consumption includes electricity consumption and the consumption of other energy carriers (e.g. coal, natural gas, biofuel, etc.).
Renewable energy	Renewable energy includes the organisation's energy consumption and the share of its energy that is renewable. Energy consumption includes electricity consumption and the consumption of other energy carriers (e.g. coal, natural gas, biofuel, etc.).
Greenhouse gas emissions	Greenhouse gas emissions concern the emission of all greenhouse gases, including carbon dioxide, methane, nitrous oxide and refrigerants.
Innovation management	Innovation is the practical implementation of ideas resulting in the introduction of new goods or services or improved goods or services. In particular, this includes how much the organisation invests in Research & Development and environmentally-friendly technologies.
Other emissions	Other emissions include ozone-depleting substances, nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions.
Materials use, resource efficiency and packaging	Resource efficiency means using the Earth's limited resources sustainably while minimising environmental impacts. It allows us to create more with less and to deliver greater value with less input. Organisations can have a certain dependence on natural resources, and this impacts their availability. Resource efficiency includes an organisation's contribution to resource conservation and its approach to recycling, reusing and reclaiming materials, products and packaging.
Circular economy	The circular economy is a production and consumption model that involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. This extends the life cycle of products. In practice, it implies reducing waste to a minimum. This includes what the company produces and the circular management of the company's infrastructure.
Occupational health and safety	Occupational health and safety includes the prevention of physical and mental harm and the promotion of workers' health. Hazard identification and risk assessment, worker training, and incident identification and investigation are key to an effective occupational health and safety management system. An organisation can also promote workers' health by offering healthcare services or voluntary health promotion services and programmes. Examples include helping workers to improve their diet or quit smoking.
Training and education (development)	This includes an organisation's approach to training and upgrading employee skills, and performance and career development reviews. It also includes transition assistance programmes to facilitate continued employability and the management of career endings due to retirement or termination.
Partnership	A successful sustainable development agenda requires inclusive partnerships — at the global, regional, national and local levels — placing people and the planet at the centre.
Customer relations	Customer relations refers to the methods a company uses to engage with its customers and improve the customer experience.
Emergency preparedness	Emergency preparedness refers to the procedures that are in place to minimise damage to people, property and the environment when a particular emergency occurs.
Mobility	Mobility is defined as the potential for movement and the ability to get from one place to another using one or more modes of transport to meet daily needs. This topic can be applied to company activities and the mobility of employees.

Table 1.3 Material Topics

Materiality Matrix Aluminium Duffel



Significance of impact on Aluminium Duffel's (future) enterprise value

The structure of the report is built according to our main sustainability pillars:

1. Supporting our people ('Social')
2. Protecting the environment ('Environment')
3. Ensuring we behave as a responsible business ('Governance')

The material topics of interest for Aluminium Duffel BV are broken down across these main topics as follows:



SUPPORTING OUR PEOPLE

Occupational health and safety

Training and education (development)

Focus SDG



PROTECTING THE ENVIRONMENT

Emissions:

- GHG emissions
- Other emissions

Energy:

- Energy usage and efficiency
- Renewable energy

Circular economy & Material use:

- Circular economy
- Materials use, resource efficiency and packaging

Mobility

Focus SDG



ENSURING WE BEHAVE AS A RESPONSIBLE BUSINESS

Innovation management

Customer relations

Partnership

Emergency preparedness

Focus SDG



Sustainability Management

The sustainability management system at Aluminium Duffel BV complies with the requirements of the Aluminium Stewardship Initiative (ASI) Performance Standard and the ASI Chain of Custody Standard. Moreover, environmental and occupational health and safety topics are managed via our business management system, which complies with the ISO 14001:2015 and ISO 45001:2018 standards.




Due to environmental and sustainability challenges and rapidly multiplying requirements, we continue to improve and better integrate our management systems to enhance the sustainability of our operations and ensure our people’s safety and well-being.

We are committed to producing aluminium with a low carbon footprint, taking a People-Planet-Profit perspective into account. To achieve our People-Planet-Profit goals, we take actions annually. For example, we work to lower the carbon footprint of our

operations and our aluminium products, to increase our pre- and post-consumer scrap input, etc. All these actions are integrated into the Aluminium Duffel BV Sustainability Roadmap 2021-2030.

The General Manager of Aluminium Duffel BV has overall responsibility. Additional responsibility is taken by members of the management team and the Sustainability Steering Committee, which held its kick-off meeting in 2021. The Sustainability Steering Committee consists of Aluminium Duffel BV’s General Manager, several members of the management team, the Regional Director Sales Automotive Europe, the Marketing Director and the Sustainability Manager.

In order to track our progress towards the defined sustainability goals, key performance indicators (KPIs) have been defined and followed-up during the Sustainability Steering Committee meetings.

		
<p>SUPPORTING OUR PEOPLE</p> <p>Goal 2025*</p> <p>Zero recordable injuries</p> <p>Employee engagement score of 7.5</p>	<p>PROTECTING THE ENVIRONMENT</p> <p>Goal 2025*</p> <p>5 kg CO₂/kg alu AUTOMOTIVE products (Scope 1+2+3)</p> <p>10% reduction in energy consumption on site</p> <p>Increase customer input scrap rate to 35%**</p>	<p>ENSURING WE BEHAVE AS A RESPONSIBLE BUSINESS</p> <p>Goal 2025*</p> <p>Positive cash flow after CapEx and financing costs</p> <p>Best-in-class customer satisfaction</p>

* All goals are set with 2019 as a baseline because this was an average production year for Aluminium Duffel BV (without the effects of the COVID-19 pandemic, high energy prices, and raw materials availability challenges).

**% automotive customer scrap vs. total automotive volume

Supporting our People

Our people are fundamental to the success of our business. Aluminium Duffel BV employed 958 people at the end of 2021. We are committed to fostering a positive, safe and healthy workplace environment that rewards employee development, collaboration and flexibility. By adhering to our Cultural

Transformation programme, we create a climate of openness and constructive feedback. As a result, we are building stronger teams that work together well. We offer hybrid ways of working, ensuring a better work-life balance.

Occupational Health & Safety

At Aluminium Duffel BV, safety is the most important of our core values. Our goal is to have zero recordable injuries by 2025.

We comply with all occupational health and safety laws, including the Act of 4 August 1996 on the well-being of workers in the performance of their work. When unacceptable risks are identified, we set higher standards for ourselves and our suppliers. We incorporate stakeholders' impacts into our decision-making processes.

Our Health, Safety and Environment (HSE) Policy is committed to eliminating hazards and reducing HSE risks for our employees, visitors and contractors. We pledge that employees and contractors will not do any work or task they deem unsafe.

The General Manager is responsible for compliance with occupational health and safety laws, the HSE policy and current standards and procedures.

We recognise that the nature of our industrial materials and machinery means there are safety risks inherent to our operations:

- Liquid aluminium is present in our casthouses. This **molten metal** is one of the main risks on site. When a liquid, such as water, is encapsulated by liquid aluminium, it turns into steam. This leads to explosions with potentially fatal results.
- Our **industrial machines** are large and powerful as they process aluminium products weighing several tons.
- **Hazardous chemicals** such as chlorine and hydrogen fluoride are necessary to produce high-quality products compliant with specifications.

- **Mobile equipment** of various sizes and load capacities is used on site to transport our aluminium slabs and coils.
- **Electricity, confined spaces** and **working at a height**.

Our Occupational Health and Safety Management System is based on our HSE policy. It is implemented in accordance with our HSE management handbook through procedures, authorised persons, work instructions, chemical safety instruction cards and work permits to ensure that processes are as safe as possible and that employees remain safe and healthy when working in dangerous areas and with hazardous products. Technical measures, like safeguards, light screens, fume hoods, safe modus on installations, et cetera, are in place to eliminate or reduce the risks. Organisational measures are also in place, and personal protective equipment is required. Through frequent inspection programmes, we or external companies make sure that our machines and personal protective equipment are working properly.

Our global prevention plan is updated annually, and we draft a new annual action plan, which is approved by the Committee for Prevention and Protection at Work (abbreviated as CPBW in Dutch).

HSE and security considerations are incorporated in the development, manufacturing, distribution, use and disposal of our aluminium products at Aluminium Duffel BV.

We conduct risk assessments on the level of the organisation, the workplace and the individual, covering current and future work processes (including maintenance and repair) and production and support services. Corrective and preventive

measures are registered and followed up in annual action plans or via our incident registration system. Employees, visitors and contractors are required to report incidents via the registration system or by informing their manager. The incident registration system is available for every employee; temporary workers and contractors can also register incidents. An incident is defined as an event where something can happen that has or could have caused injury, occupational illness, damage to the property or equipment, loss of process, non-compliance with legislation (regardless of severity) or exposure to uncontrolled energy. New incident registrations are communicated to all departments via daily reports. All incidents are investigated. The day after an incident occurs, the plant information centre decides whether to communicate a preliminary safety alert and schedule a Root Cause Failure Analysis. Depending on the severity of the incident, an official report is sent to the Federal Public Service Employment, Labour and Social Dialogue.

The effectiveness of procedures, work instructions and measures are reviewed during workplace tours, safe behaviour observations and risk assessments.

Progress towards our goal of zero incidents is tracked by annual targets for recordable injuries and occupational accidents with loss of work. When reporting on work-related accidents, we decided to use the figures reported to the Federal Public Service Employment, Labour and Social Dialogue, as shown in [Table 1.4 “Work Related Accidents”](#).

Our dedicated Occupational Health and Safety (OHS) team is the key enabler to create the overall conditions to prevent work-related accidents, injuries and illnesses. The OHS team, the head of which reports directly to the General Manager of Aluminium Duffel BV, is part of the QEHS department. Our occupational safety experts, occupational physician and medical personnel are qualified specialists with many years of experience in occupational health and safety.

We have an on-site medical department. We cooperate with an external company for the health supervision of our workers. The occupational physician is part of this external company's team, together with the occupational hygienist and nurses. Medical consultations for work-related issues and urgent issues not related to work are possible at the on-site medical department on weekdays for employees, temporary workers, visitors and contractors. First aid is available 24/7 via our trained security team. We also have employees who are trained to provide first aid.

The occupational physician conducts a health assessment before new employees begin and periodic health checks for security functions, functions with increased vigilance, and activities with a defined risk. The frequency of the periodic health checks and additional medical procedures is determined by the risk. Biomonitoring is an additional medical procedure; it is related to the risk the employee is exposed to while performing their duties. When employees return after an absence of at least four weeks, a return-to-work examination is conducted. A health check is conducted for desk workers every five years.

During the legally required monthly Committee for Prevention and Protection at Work (CPBW), which is chaired by the General Manager, employer and employee representatives (elected through social elections), members of the OHS department and the occupational physician come together. Employer and employee representatives have the right to vote, whilst members of the OHS department and the occupational physician have an advisory vote in the CPBW. The mission of the CPBW is to issue opinions and formulate proposals regarding the EHS policy, the global prevention plan and the annual action plan prepared by the employer, as well as its modifications, implementation and results.

A Health and Safety Steering Committee meeting takes place every month. Operational managers and several members of the Aluminium Duffel BV management team are members of this steering committee. Lessons learned from incidents, procedures, new measures, and many other health and safety topics are discussed, as well as the safety KPIs and progress related to the annual action plan. A presentation for the monthly safety meetings held in the various departments is also prepared during the Health and Safety Steering Committee meeting. These monthly safety meetings are a moment when all employees can reflect on and participate in health and safety topics and where safety KPIs are shared with the general population of Aluminium Duffel BV.

Health and safety issues are discussed every day in the information centres of the various departments, at the various installations and in the plant information centre.

Every new employee at Aluminium Duffel BV receives a training plan that includes the ‘Safe Start’ e-learning module, training related to specific work-related hazards and risks, and ‘Welcome Days’. Welcome Days are two days for new employees filled with training sessions on various topics such as health and safety. Contractors and visitors who wish to enter

MONTHLY

Committee for Prevention and Protection at Work

Monthly

Health & Safety
Steering Committee

Daily

Plant Information Centre

Monthly

Safety meeting

Daily

Department Information Centre

Daily

Production Control Board

the production plant must watch the safety movie and pass the safety test. Contractors are instructed about hazards, protective measures and emergency situations before they start working and while their work permit is being completed and signed.

Our Occupational Health and Safety Management System was updated in 2021 per the requirements of ISO 45001:2018 in preparation for the certification audit ISO 45001:2018 at the end of 2021. The effort that everyone at Aluminium Duffel BV puts into health and safety every single day was rewarded.

We obtained an ISO 45001:2018 certificate at the beginning of 2022 for the sale, development, production and dispatch of rolled products in aluminium and aluminium alloys. To retain our Occupational Health and Safety Management System certification, an external auditing agency conducts a three-year audit cycle. This cycle includes two surveillance audits and a re-certification audit. Meanwhile, our internal audit process helps us to continuously improve our management system.



PERFORMANCE

We reported a decline in our safety figures in 2021. This decline was mainly due to the COVID-19 pandemic and our telework policy during the pandemic, which resulted in less leadership on the shop floor. We also noticed more stress in the workplace due to COVID-19 and uncertainties regarding the cash situation we were in.

We increased collaboration with the various departments in 2021 when preparing our Safety Excellence Plan 2022 (our annual safety plan). The aim was to reinforce employee participation and consultation in our safety programmes. Every department is now working on its own safety excellence plan. This has led to a higher commitment to safety and greater engagement of the people working on the shop floor. Every Aluminium Duffel BV employee has two safety objectives included in their personal annual plan.

Since 2021, the OHS team internally organises the new ionising radiation department, which manages the risks from our ionising sources.

We also added Cority software to our systems. With this software, Aluminium Duffel BV improves the reporting of safety and environmental incidents, unsafe conditions, and behaviour and safety observations. The software provides us with a system for monitoring preventive and corrective actions.

The management of Aluminium Duffel BV attended a refresher course on the tasks and responsibilities of management with regard to occupational health and safety. Our workplace accident insurer gave this training session. In preparation of the ISO 45001:2018 certification audit, all management team members participated in the training "Management system essentials for managers", provided by a consultancy and training company.

Table 1.4 Work Related Accidents

WORK-RELATED ACCIDENTS INVOLVING ALUMINIUM DUFFEL BV EMPLOYEES**	Unit	2021	2020	2019
Number of work-related fatalities	Number	0	0	0
Number of work-related accidents	Number	11	6	7
LTIFR*	Rate	8.15	5.16	4.84

* Number of work-related accidents*1,000,000 hours/performed working hours

** Figures reported to the FPS Employment, Labour and Social Dialogue

WORK-RELATED ACCIDENTS INVOLVING TEMPORARY WORKERS**		2021	2020	2019
Number of work-related fatalities	Number	0	0	0
Number of work-related accidents	Number	0	0	0
LTIFR*	Rate	0	0	0

* Number of work-related accidents*1,000,000 hours/performed working hours

** Figures reported to the FPS Employment, Labour and Social Dialogue

WORK-RELATED ACCIDENTS INVOLVING EXTERNAL COMPANIES**		2021	2020	2019
Number of work-related fatalities	Number	0	0	0
Number of work-related accidents	Number	2	4	0
LTIFR*	Rate	12.81	117.32	0

* Number of work-related accidents*1,000,000 hours/performed working hours

** Figures reported to the FPS Employment, Labour and Social Dialogue

	Unit	2021	2020	2019
Work-related illness involving Aluminium Duffel BV employees*	Number	0	0	0
Occupational health examinations*	Number	519	496	663
Safety observations	Number	6,268	7,152	9,878

* Annual report External Service for Prevention and Protection at Work

Hundreds of meters of cable trays run under our production halls. Since there is a fire risk in those locations due to the heating of cables, the cable trays were equipped with fire detection and fire doors were installed and/or replaced in 2021.

All of these actions allowed us to limit the number of infections in our business, resulting in a COVID-19 infection rate significantly lower than the national average.

Just like in 2020, a lot of energy was put into actions in 2021 to keep all employees healthy and to prevent people from being infected with COVID-19:

- Telework was continued as well as virtual meetings
- One-way pedestrian traffic on site
- Maximum occupancy per room
- Workplace disinfection procedures
- CO₂ meters and guidelines on what to do in the event of a CO₂ meter alarm were installed in every meeting room and on landscape desks
- 24/7 COVID-19 hotline
- Our medical staff performed COVID-19 tests
- etc.



“Als hulpverleners zijn wij gevaccineerd,
zo beschermen wij onze familie en collega’s.”

*In the picture, you see three of our healthcare workers during the COVID-19 pandemic.
This image was used to motivate people to get vaccinated.*

Labour Rights

At Aluminium Duffel BV, we recognise that respect for human and labour rights is fundamental. Strong performance on ethics and integrity are inextricably tied to our business success. Aluminium Duffel BV complies with all required laws concerning human rights, including mandatory laws relating to internationally proclaimed human rights, conflict minerals, child labour, collective bargaining rights, and forced and compulsory labour. We do not tolerate discrimination against any employee or prospective employee based on race, sex, colour, national origin, gender identity or any other legally protected status. There is no place for disrespectful or inappropriate behaviour, unfair treatment or retaliation of any kind in our business. Harassment is not allowed on site or during any work-related activities outside our premises.

ENSURING EMPLOYEE REPRESENTATION

Aluminium Duffel BV recognises and respects our employees' right to free association and their right to join, form or not join a labour union without fearing reprisal, intimidation or harassment. When employees are represented by a legally recognised union, we are committed to establishing a constructive dialogue with their freely elected representatives. Every four years, employees vote for new union representatives through social elections. Our employees are represented by three major unions: ACV (General Christian Union), ABVV (General Belgian Union) and ACLVB (General Liberal Union).

We promote open and honest communication with union representatives. Employer representatives meet with union representatives every month through the Works Council, the Committee for Prevention and Protection at Work (CPBW), and in union delegate meetings. During these meetings, we collaboratively seek solutions for important issues. Our discussions relate to the following topics: company-wide issues, production and work scheme changes and investments, disciplinary actions, working hours and reward systems. Whenever there are significant operational changes, these are presented to the Works Council at least three months before the effective change. This ensures sufficient time to adapt and prepare for the specific change. We are proud to say that, to date, this process has successfully mitigated any potential risk of workers going on strike.

PERFORMANCE

In 2021, we held weekly meetings with our union members in the first half of the year to discuss COVID-19-related topics. In the second half of the year, we changed the frequency to biweekly meetings. Due to the difficult cash situation we experienced in 2021, we had regular meetings with our union members to keep them fully informed. On average, an update was given every two weeks, and we discussed possible questions. On 18 November 2021, a meeting took place with our previous owner and our union representatives. 83% of our employees are covered by sectoral bargaining agreements. 17% of our employees are executives who are not covered by sectoral bargaining agreements, but they have company level agreements.



Fair and Inclusive Workplace

We recognise the need to promote diversity in the workplace and to foster a company culture that ensures everyone feels included regardless of their race, sex, colour, national origin, gender identity or any other legally protected status.

The Aluminium Duffel BV management team is 82% male (two women and nine men), compared to 91% men in our total workforce. The majority of our employees work in the manufacturing facility. The share of women in the total workforce did not increase in 2021. When looking at white-collar positions, the percentage of women is more significant (30%). We contact schools to present our company, and this is done without any gender distinction.

We have dedicated employees who work as counsellors to support our employees if they experience stress, discrimination, conflicts or other unacceptable behaviour. They are trained to handle potential discrimination and disputes between different parties at work with complete discretion.

PERFORMANCE

Our workforce increased by 2.5% in 2021 to 958 employees. No official incidents of discrimination were reported in 2021.

Personnel structure

	Unit	2021	2020	2019
Total Employees	Number	958	931	981
Female	%	9	9	9
Male	%	91	91	91
Blue-collar	Number	604	573	608
Female	%	0.33	0,17	0.16
Male	%	99.67	99.83	99.84
White-collar	Number	354	358	373
Female	%	23.16	22.63	22.79
Male	%	76.84	77.37	77.21

Temporary and permanent contracts

	Unit	2021		2020		2019	
		Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Total Employees	Number	941	17	929	2	974	7
Total Employees	%	98	2	100	0	99	1
Female	%	9	0	9	0	9	0
Male	%	91	100	91	100	91	100

Full-time and part-time employees

Employment contract	Unit	2021		2020		2019	
		Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Total Employees	Number	851	107	816	115	856	125
Total Employees	%	89%	11%	88%	12%	87%	13%
Female	Number	65	19	64	18	66	20
Female	%	8%	18%	8%	16%	8%	16%
Male	Number	786	88	752	97	790	105
Male	%	92%	82%	92%	84%	92%	84%

Age structure

Total Employees	Unit	2021	2020	2019
		Number	Number	Number
Total Employees	Number	958	931	981
Blue collar	Number	604	573	608
<50 y/o	%	38	34	36
>50 y/o	%	25	27	26
White collar	Number	354	358	373
<50 y/o	%	19	19	19
>50 y/o	%	18	19	19

Percentage of female managers

Managing board	Unit	2021	2020	2019
		%	%	%
Managing board	%	15	15	13
First management level	%	33	33	34
Second management level	%	28	30	29

Percentage of employees covered by collective agreements

Total employees	Unit	2021	2020	2019
		%	%	%
Total employees	%	100	100	100
Employees in Belgium (Duffel)	Number	958	931	981
Employees in other locations:	Number	24	20	21
France	%	0.08	0.10	0.10
China	%	0.21	0.15	0.14
Poland	%	0.04	0.05	0.05
United Kingdom	%	0.04	0.05	0.10
Germany	%	0.50	0.50	0.48
Italy	%	0.13	0.15	0.14

Testimonial

*Lesley Goedgezelschap,
a female blue-collar worker at our plant*

Lesley started at our company in 2021. She works on our degreasing line. A few years ago, Lesley took a plumbing course, which aroused her interest in a technical job. She joined Aluminium Duffel BV because we offered 'variety' and an impressive range of machines, which she found attractive.

When asked about her job, Lesley said: "I work on the degreasing line OCL, an installation designed to degrease coils. My day always starts with a meeting in which we evaluate how the machine is running, and then we start rolling! I start up coils, operate the machine, prepare coils for the oven, et cetera. It required some figuring out in the beginning, but now I understand the machine quite well and can interpret some of the sounds. It's great to get to know the installation better and better."

Lesley said the following about starting at our company: "I was a bit hesitant about working at Aluminium Duffel BV because

I used to work during the day, and I had to switch to a six-day system. In the end, I think this system has many advantages, especially in terms of free time. Another thing I'll never forget is how several colleagues urged me to work safely during my first weeks on the job."

It's like a twist of fate that Lesley would work for us one day. She recently discovered she has a longstanding connection with our company. "My father was a bargee. As a child, I came here often with him and watched him load and unload goods."⁽²⁾

Lesley likes to spend her free time on hobbies that she describes as a bit 'geeky'. "I like gaming, painting and reading comics and graphic novels. Basically, anything that's a bit 'geeky' or nerdy."

² *Until 2007, part of the transport to and from our company was done by ship via the Nete River. The barges used the jetty near the cashouse.*



Employee Engagement, Training and Development

We strive to create a culture where every employee is motivated to deliver excellent work. We believe this is central to the ongoing operations of our company because it allows us to attract and retain an exceptional workforce.

We support our employees by offering competitive salaries and benefits, and providing challenging opportunities for professional growth and development. We are committed to helping every employee meet their personal and professional goals and strive to provide opportunities for the meaningful exchange of ideas and feedback. We hope every employee who starts a career at Aluminium Duffel BV finds opportunities for advancement, leading to a long-term and fulfilling career.

As customers seek increasingly sophisticated technological solutions, our employees must be up-to-date with the latest technologies and methodology. We organise on-the-job Lean Six Sigma training sessions for all our employees: white belt, yellow belt, green belt and black belt. In the maintenance department, we have trained several reliability engineers. These engineers apply specific know-how to a component, product or process in order to ensure it performs its intended function, without failure, for the required time duration in a specific environment.

Each employee has a training plan consisting of various e-learning and in-person training courses that must be attended with imposed frequencies. The training plans are followed up using the e-promote software program.

An evaluation process is in place for executives, blue-collar and white-collar workers. Every employee is evaluated once a year.

PERFORMANCE

During COVID-19, when physical attendance was restricted, we organised training sessions and workshops online. Examples include 'kaizens' (group activities to improve productivity) and 'Cultural Transformation' workshops (a programme developed to increase employee ownership and improve servant leadership to reach the desired culture). Whenever COVID-19 allowed it, physical workshops like 'Introduction to the Cultural Transformation' were organised outside in a tent. By the end of 2021, we had reached 360 employees with our 'Cultural Transformation' programme. The focus in 2022 is to continue reaching out to employees and engage all for 'Cultural Transformation'.

In 2021, we were still not up to the same number of training hours as before COVID-19, but we increased this by 13.6% compared to 2020.

Year	Total training hours/year
2021	11,865 (11% online)
2020	10,251
2019	21,902

Year	Total training/year Training hours/year (%)		
	Safety	Job training	Human behaviour*
2021	38	49	13
2020	48	36	16
2019	30	52	18

Safety training 2021	Training hours/year (%)
'Safe Start' e-learning	4
Risk recognition and observation	1
Safety meeting	33

Human behaviour training 2021	Training hours/year (%)
Lean Six Sigma Belt training sessions	11.5
Cultural Transformation	1.5

Non-exhaustive list of on-the-job training courses given in 2021:

- Cority incident registration software
- E-power HR software
- Ergonomics for working from home
- First aid
- Use of fire extinguishers
- Hierarchical line – legal obligations
- Workshops for managers (evaluations, absenteeism, sanctions policy, etc.)
- Sustainability
- etc.

To ensure the entire workforce remains engaged and up-to-date with the latest safety, financial and other matters, the General Manager organised four information sessions in 2021. These were digital and in smaller face-to-face groups. During these sessions, employees were updated on the company’s financial performance and any challenges it may be experiencing. Employees were encouraged to actively participate and ask questions. In order to get all the information across to the entire population, installations (not bottleneck installations) were shut down during the information sessions. The loss of productivity during these shutdowns was secondary to the importance of sharing information with all employees.

MEASURING EMPLOYEE ENGAGEMENT

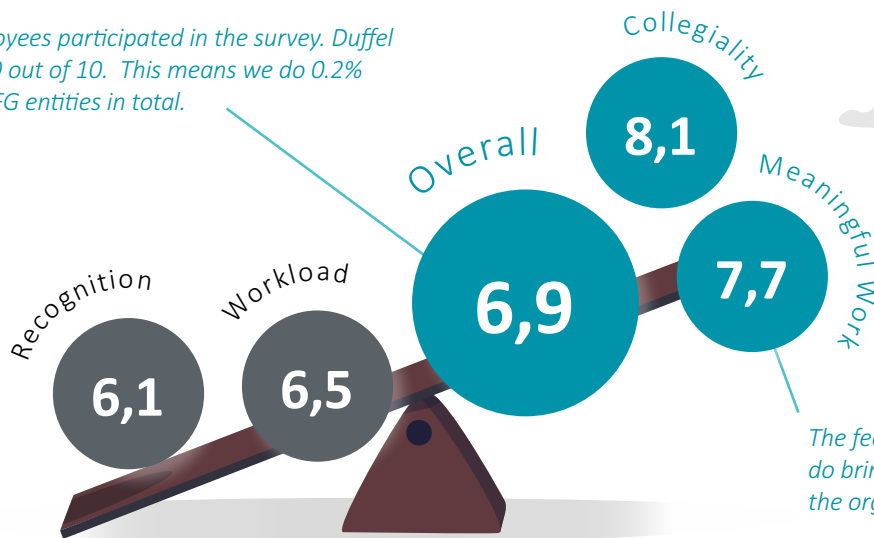
In 2021, all employees were given the opportunity to participate in the Your Voice survey on employee engagement. The response rate was tremendous: 5,148 comments were provided, and the response rate was 60%. Aluminium Duffel BV received a score of 6.9 out of 10. This is on track to achieve our goal of a score of 7.5 on the employee engagement survey. Some strong points like ‘collegiality’ and ‘meaningful’ were mentioned. There are also areas that require attention, such as ‘recognition’ and ‘workload’.

The next Your Voice survey will take place in 2022. The results will reveal whether our actions are proving effective.

Results survey: Your Voice



60% of our employees participated in the survey. Duffel got a score of 6.9 out of 10. This means we do 0.2% better than all GFG entities in total.



The feeling that the work we do brings value to others or the organisation.



Community Relations

We believe that being a responsible corporate citizen extends beyond our operations to the communities where we operate. We are committed to being responsible and engaged community members. We are trying to build a positive presence in the communities we serve.

Our business is located near a residential area. We believe it is our civic responsibility to contribute to the well-being and prosperity of the local communities that our employees and neighbours call home. We take precautions to ensure our facilities function safely and to minimise the impact on our neighbours and the environment.

When issues arise, we work cooperatively with neighbours and community members to assess concerns and potential solutions. Neighbours can reach us 24 hours a day via phone **+32 (0)15 22 22** or e-mail **info.duffel@aluminiumduffel.com** if they have complaints about any environmental or social issue originating from the Aluminium Duffel BV company. All complaints are thoroughly investigated, and corrective measures are taken if appropriate. When necessary, we visit the neighbours.

PERFORMANCE

The number of complaints in 2021 decreased by 40% compared to 2020.

Year	Number of complaints
2021	80 (50% noise – 22% odour)
2020	133
2019	17

Due to complaints, different studies regarding noise, odour and emissions have been carried out. The results of these studies have been communicated to the various community stakeholders, and necessary actions are carried out or planned.

- Noise:
 - Interlocks on the casthouse gates to prevent using the transport shaker while the gates are open
 - Instructions are in place to only load the transport shaker with heavy scrap loads during the day
- Odour:
 - Quarterly (instead of annual) full dump of the hot rolling emulsion

New neighbour consultations were carried out in 2021. Over 300 families received an invitation to participate. During these consultation sessions, an update was given regarding noise, odour and emissions. Three sessions were organised, and 15 neighbours participated together with representatives from the community of Duffel and the environmental inspection agency of the Flemish Government. This initiative will be repeated in 2022.



Market Presence – Salary & Local Hiring

We are investing in better relationships and more contacts with technical schools to improve our pipeline of young talent. We have started an apprentice programme and a ‘dual learning’ project, where students combine working with learning.

We strictly adhere to Belgian legislation on the employment of young workers. Although teenagers as young as 15 can work at Aluminium Duffel BV, they can only work in non-hazardous administrative positions and under the supervision of a team leader. We prohibit the hiring of persons under 18 years of age for positions requiring hazardous work.

Aluminium Duffel BV offers competitive salaries with extra-legal benefits. A limited cafeteria plan is in place and continues to be expanded. To keep our competitiveness, we conduct wage studies.

PERFORMANCE

Due to COVID-19, the ‘dual learning’ programme slowed down in 2021, but contacts with schools intensified.

Several initiatives and campaigns were implemented in 2021: the creation of business cards to distribute, participation in the speed dating event ‘MaChT meets the industry’, campaigns for operators and technical profiles on social media, we increased the ‘refer a friend’ bonus (employees who recruit a new employee receive a one-off bonus), extra coverage in newspapers/websites (The Sunday, Regiotalent, Jobat), a roadside banner was installed, and our interim partners (Adecco, Start P, Asap) launched campaigns.

	Unit	2021	2020	2019
Guided tours on site	Number	0	0	5
Internships	Number	11	5	16

In 2022, we will see a revival with mentors being appointed and trained and the first student(s) starting the ‘dual learning’ programme.

One of the initiatives in the spotlight: Speed dating with technology colleagues during MaChT

Aluminium Duffel BV attended the annual MaChT event, ‘MaChT meets the industry’, on 23 November 2021. MaChT (Materials Science and Chemical Technology) is a Ghent University student association focusing on engineering students in materials science and chemical technology.

After all 14 participating companies gave a short presentation, the students got to know the companies personally through speed networking (business speed dating) and searched for an internship or future job. Aluminium Duffel BV has participated in this informal networking event for several years. Thanks to this event and the publicity, multiple interns and new employees have found their way to our company.

The event was a big success, with 74 students participating.



Protecting the Environment

Aluminium is, in many ways, an inherently sustainable material. It is versatile, lightweight and can be recycled infinitely, all while preserving its unique properties. Moreover, aluminium products made with recycled content require 95% less energy than products made with primary aluminium. That means our products are part of the carbon solution.

Nevertheless, producing our rolled aluminium products is associated with several environmental and climate impacts. Our production site generates greenhouse gas emissions, noise, wastewater and waste. We comply with environmental regulations and adapt our processes to new and updated legal requirements to reduce our impact on the environment and the neighbourhood.

Taking steps towards carbon neutrality: we supply aluminium body sheets according to Aluminium Stewardship Initiative (ASI) standards, with a minimal CO₂ footprint. By enabling significant weight reductions in solutions for multiple sectors, aluminium can significantly contribute to reducing carbon emissions.

We are committed to producing aluminium products with a minimal CO₂ footprint, both by collaborating with customers to enhance our products' sustainable features and by minimising our negative environmental impact and taking climate action.

A multidisciplinary team participated in a kaizen event in 2021 to draft our first sustainability roadmap, focused on the Automotive product group. The goal of this event was to gain an overview of all the initiatives we need to take to reduce the CO₂ footprint of our Automotive products and the CO₂ emissions at our production site. For example:

- Less primary aluminium by replacing it with more pre-consumer and post-consumer scrap
- Low-carbon primary aluminium if there isn't enough pre-consumer or post-consumer scrap
- Reduce Scope 1 + 2 emissions by reducing electricity and gas consumption
- Investigate the switch from natural gas to electricity or gasses that don't emit CO₂ for heating



Besides focusing on energy and our CO₂ footprint, the team also decided to launch a new continuous improvement event on 'new value proposition', including the circular economy.

ROLES AND RESPONSIBILITIES

The General Manager of Aluminium Duffel BV is responsible for environmental stewardship, which also covers climate action, waste and water management, biodiversity and process safety. The Sustainability department reports to Aluminium Duffel BV's Director Q&EHS.

OUR COMMITMENT

Our mission and commitment are set out in Aluminium Duffel BV's EHS Policy, which was approved by our General Manager. The policy is in keeping with the requirements of the ISO 14001 Environmental Management Standard, the ASI Performance and Chain of Custody Standard and our customer requirements. The EHS policy emphasises the responsibilities of our leaders for environmental stewardship and occupational health and safety.

ASSESSMENT OF ENVIRONMENTAL IMPACTS

Although Aluminium Duffel BV does not formally follow the precautionary principle, we assess environmental risks across our operations. Annually or more frequently (as part of our internal change management process), the various departments conduct or update the environmental risk assessment. During internal and external audits, plant tours and observations, checks are performed on compliance with environmental requirements.

REPORTING INCIDENTS AND VIOLATIONS

Environmental incidents, non-compliance, and internal and external complaints are registered and followed-up through our internal incident registration system and communicated via daily reports to the Aluminium Duffel BV employees.

In the event of an environmental emergency, the OHS manager commences the internal emergency plan.

ISO 14001:2015 ALUMINIUM DUFFEL BV CERTIFICATE

Certified since 2002

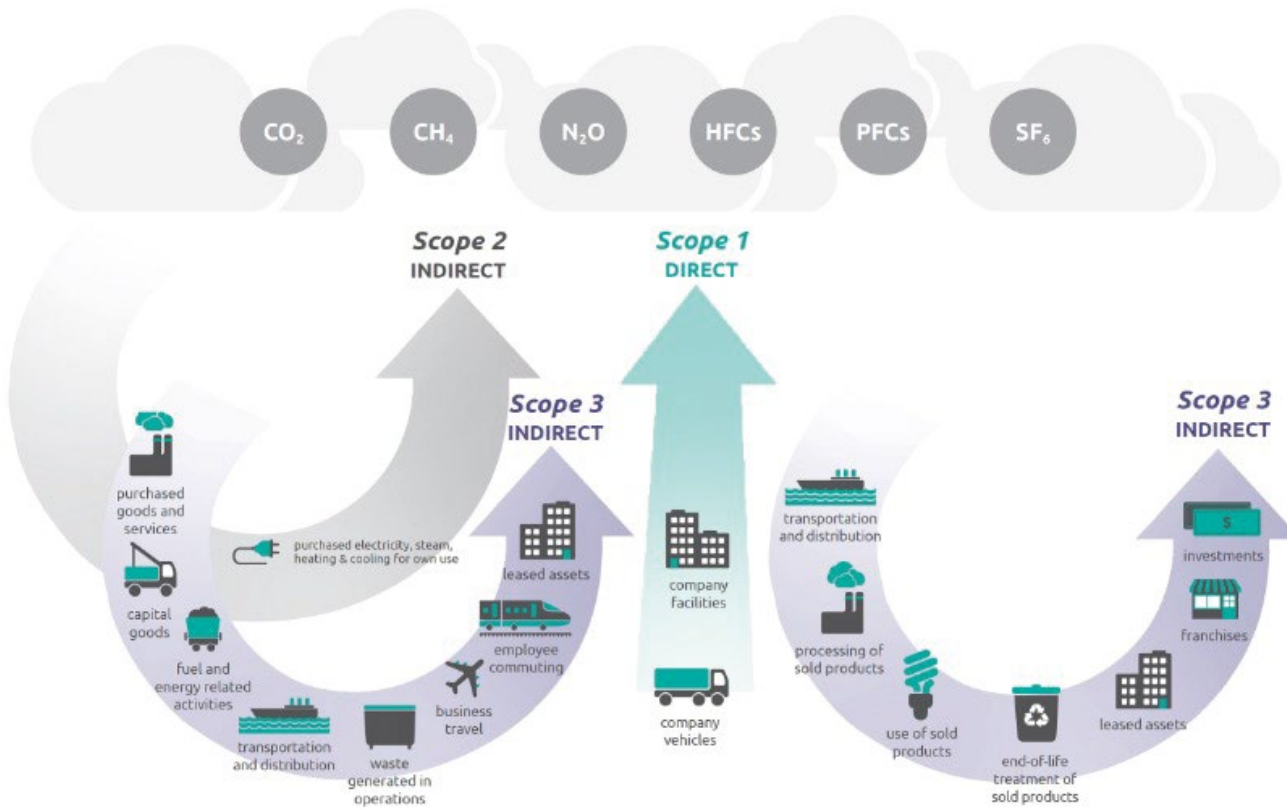
GHG Emissions

As an energy-intensive company, we are aware of our product's impact on greenhouse gas (GHG) emissions and our responsibility to protect the environment. Greenhouse gas emissions emanate from burning fossil fuels, solid waste, trees and other biological materials, and are emitted during certain chemical reactions. Aluminium Duffel BV only emits CO₂ as a greenhouse gas. In our case, CO₂ is emitted during fuel combustion in boilers and furnaces (Scope 1) and indirectly due to the purchase of electricity (Scope 2).

We primarily focus on energy-reducing and energy-efficiency measures to reduce the amount of carbon dioxide equivalent emissions (CO₂-eq) we emit (see the 'Energy' section). We prioritise reduction initiatives over carbon offsetting, and there are no plans to invest in carbon offsetting. Besides our own CO₂-eq emissions at Aluminium Duffel BV's production plant, we also focus on lowering the CO₂-eq footprint of our aluminium products. See the 'Circular Economy & Materials Use' section for more information.



overview of GHG Protocol scopes and emissions across the value chain



Source: WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard (PDF), page 5

Scope 1: Scope 1 emissions are direct GHG emissions from sources controlled or owned by an organisation (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles, etc.).

Scope 2: Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling and are a result of an organisation’s energy use.

Scope 3: Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

PERFORMANCE SCOPE 1 AND SCOPE 2

Regarding our direct CO₂-eq emissions due to heating (Scope 1), our hot rolling department is the most carbon-intensive activity within Aluminium Duffel BV’s production process. Hot rolling accounts for 39% of Aluminium Duffel BV’s total CO₂-eq emissions, followed by the casthouse and finishing department. This is due to the furnaces, which run on natural gas.

By the end of 2021, our forklift fleet consisted of 34% electric forklifts and we continue the transition to electric forklifts. No net electric forklifts were added to the fleet in 2021. But in

2022, two diesel forklifts will be replaced with electric models. We continue to electrify our internal transport, except for the forklifts used in the casthouse. They will not be replaced by electric models for safety reasons.

Regarding our indirect CO₂-eq emissions due to electricity consumption (Scope 2), the casthouse is the most carbon-intensive activity (41%) due to the electromagnetic casting installations, followed by the hot rolling and cold rolling departments.

Since we don’t produce our own energy, we purchase energy with a Certificate of Origin (COO) to prove we use energy from renewable sources. This enables us to avoid emissions related to electricity production and consumption.

For 2021, we use the emissions figures in the reports to the Flemish Government under the Energy Policy Agreement (EBO). These figures differ from previously reported figures in our sustainability reports but have been verified and approved by the verification agency of the Flemish Government.

Three different figures are listed for our Scope 2 emissions:

- The Scope 2 emissions as reported to the Flemish Government under the Energy Policy Agreement for energy-intensive companies. The Flemish Government publishes the emission factors, and they must be stated in the Energy Policy Agreement (EBO).
- Location-based Scope 2 emissions, calculated with a CO₂-emission factor for the Belgian electricity mix (source: <https://co2emissiefactoren.be/factoren>).
- Market-based Scope 2 emissions, calculated with the CO₂-emission factor corresponding to the information derived from the Certificate of Origin (COO).

In 2021, our CO₂-eq emissions increased by 1.4% compared to 2019. This can be attributed to more discontinuous production in 2021 than before COVID-19 due to reduced product demand in the Automotive sector. That reduced demand is attributable to COVID-19 and delays in the delivery of semiconductors. A discontinuous production process means that installations are switched off and on, resulting in more energy consumption. Despite this increase in CO₂-eq emissions, we did take measures to reduce energy consumption (see the 'Energy Usage and Efficiency' topic).

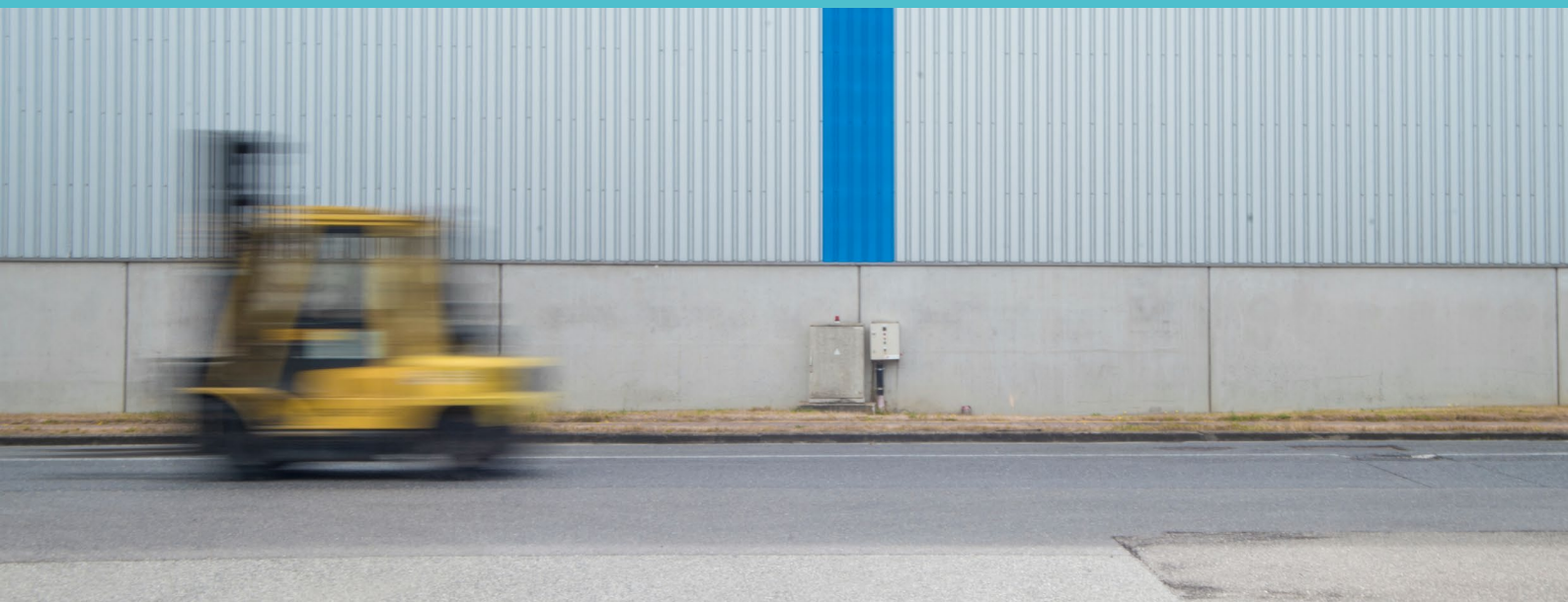
PERFORMANCE SCOPE 3

Scope 3 CO₂-eq emissions are not reported. Actions taken to reduce Scope 3 CO₂-eq emissions are covered in the 'Transport' and 'Mobility' sections.

	Unit	2021	2020	2019
Scope 1 emissions*	ton	32,335	28,352	31,851
Scope 2 emissions* (EBO, no COO)	ton	96,555	81,541	95,254
Scope 2 emissions (location-based, no COO)	ton	49,484.3	41,789.7	48,817.9
Scope 2 emissions (market-based, COO)	ton	0	16,715.9	0
Specific Scope 1 emissions	ton/ton finished aluminium**	0.18	0.18	0.17
Specific Scope 2 emissions (EBO, no COO)	ton/ton finished aluminium	0.53	0.53	0.51
Specific Scope 2 (location-based, no COO)	ton/ton finished aluminium	0.27	0.27	0.26
Specific Scope 2 emissions (market-based, COO)	ton/ton finished aluminium	0	0.11	0
Specific Scope 2 emissions avoided (COO)	ton/ ton finished aluminium	0.53	0.32	0.51
Finished tons of aluminium products	ton	181,402	153,700	185,600

*Aluminium Duffel BV reports its CO₂-eq emissions using the methods of the Energy Policy agreement with the Flemish Government

** Specific emissions are plotted against a ton of finished aluminium



Other Emissions

In addition to GHG carbon dioxide, Aluminium Duffel BV's production process also emits particulate matter, nitrogen oxides (NOx), sulphur dioxide (SO₂) and Total Organic Carbon (TOC). All these compounds have a negative impact on the environment. Therefore, it is our objective to have zero admonitions regarding the environment. To monitor our impact on the environment due to air emissions, we perform self-measurements at 31 emission points per Flemish and European environmental legislation. These 31 emission points cover 65% of all our air emission points. The frequency of most of the self-measurements is higher than what is legally obliged. For example, the casthouse exhaust is measured every month. These figures are reported to the Flemish Government annually.

Whenever non-compliance is observed, corrective actions are taken to correct the non-compliance.

PERFORMANCE

In 2021, air analysis were performed at 31 emission points, conform with Flemish and European environmental legislation, using various parameters. The total amounts emitted for each parameter at these 31 emission points are shown in the table below.

	Unit	Total emissions 2021	Total emissions 2020	Total emissions 2019
Particulate Matter	ton	5,795	5,788	7,343
NOx	ton	8,961	6,874	15,316
SO ₂	ton	27,469	7,035	6,163
TOC	ton	57,043	51,370	58,480

Year	Analysis (#)*	Exceedance standard
2021	279	1 x Total dust
2020	252	1 x Chlorine 2 x CO 1 x TOC
2019	219	1 x CO 1 x NOx 2 x TOC

**1 analysis=1 parameter analysed at 1 emission point*

Additional air emission measurements were performed in 2021 to investigate neighbours' complaints. Hence the increase compared with 2020.

At the end of 2021, the Flemish Environmental Inspection Agency discovered that self-monitoring measurements for airborne particles were not performed on one of our installations. Containment actions were taken, including implementing a measurement programme at this specific emission point and shifting the installation's exhaust pipe away from the residential neighbourhood to reduce any nuisances from metal dust. Parallel to these actions, we reviewed our emission points to see if more emission points are relevant and should be included in the self-measurement programme. Three extra emission points were defined as relevant, and measurements will be taken on a regular basis starting in 2022.

Energy

As stated in the 'Emissions' section, Aluminium Duffel BV is an energy-intensive company. We are constantly pondering measures to reduce energy consumption and replace fossil fuels with renewable energy sources.

More than 300 gas and electricity meters help us monitor our energy consumption per department and installation. This information is visible in our energy dashboard. The energy dashboard is updated every month once the internal monthly energy reports are available. These monthly energy reports are generated by the responsible person from server and manual meter readings. They list the electricity consumption from various electricity meters in kWh. Gas consumption from several meters is recorded in Nm³ but converted into kWh using the monthly calorific value communicated by our energy supplier.

In 2020, we set a goal to reduce our energy consumption by 10% by 2025 (baseline 2019).

Therefore, it is necessary to monitor our energy consumption, take measures to reduce it, and manufacture more energy efficiently. This necessity has been translated into long-standing participation in EBOs (the Flemish Government's voluntary Energy Policy Agreements). In Flanders, energy-intensive companies can join the Flemish Government's voluntary Energy Policy Agreement (EBO).

These EBOs aim to anchor Flemish industries and permanently improve their energy efficiency via committed company actions. They play a significant role in Flemish and European energy-efficiency objectives. At the start of every new EBO cycle, the participating companies are obliged to draft an energy plan that includes measures to reduce energy consumption and/or increase energy efficiency. These measures are implemented during the EBO cycle, which lasts four years. Implementation of the measures is monitored and audited by the government annually. Sanctions are possible if the plan is not followed.

The progress of energy-reducing and energy-efficiency measures is monitored during the Sustainability Steering Committee meetings.

PERFORMANCE

Electricity consumption increased by 1.4% and natural gas consumption increased by 1.5% compared to 2019. This can be attributed to more discontinuous production in 2021 than before COVID-19 due to reduced product demand in the Automotive sector. That reduced demand is attributable to COVID-19 and delays in the delivery of semiconductors.

For reporting purposes in this sustainability report, we have converted the energy consumption from kWh to GJ (gigajoule) to comply with the GRI Standard on Energy.

	Unit	2021	2020	2019
Total energy consumption within the organisation*	GJ	1,507,481.44	1,294,185.76	1,486,717.95
Total energy consumption from renewable energy	GJ	868,993.20	733,867.20	857,289.60
Total primary energy consumption	GJ	638,488.24	560,318.56	629,428.35
Total fuel consumption from non-renewable sources	GJ	638,488.24	560,318.56	629,428.35
Natural gas	GJ	63,298.00	55,666.80	628,747.20
Fuel oil	GJ	190.24	651.76	681.15
Total fuel consumption from renewable sources	GJ	-	-	-
Total secondary energy consumption	GJ	868,993.20	733,867.20	857,289.60
Total electricity consumption	GJ	868,993.20	733,867.20	857,289.60
Total bought-in electricity	GJ	868,993.20	733,867.20	857,289.60
From renewable sources**	GJ	868,993.20	440,320.32	857,289.60
From non-renewable sources	GJ	-	293,546.88	-
Consumption of electricity for cooling	GJ	75,967.00	71,717.00	77,607.00
Energy intensity***	GJ/ton finished aluminium	8.32	8.42	8.01

*Aluminium Duffel BV reports its CO₂ emissions using the methods of the Flemish Government's Energy Policy Agreement (EBO)

** Via Certificates of Origin

*** Total primary and secondary energy consumption

Year	Purchased electricity with Certificate of Origin (%)
2021	100
2020	60
2019	100

2021 Energy-reducing measures	GJ/year
Motor efficiency tower pumps cooling water circuit	133.2
Increasing delta T of cooling water to reduce the flow rate to be pumped to and from the cooling towers	702
Replacement of energy-consuming lights in the casthouse production hall with LED lights. 30% of the total amount of lights	720
Total reduction	1,555.2

A two-day event with a consultancy firm took place in late 2021 to determine whether a total renovation of one of the drying furnaces was cost-effective or not. It also looked at replacing the old drying furnace with a new one. Both proposals were found to be unprofitable.

Since green hydrogen (hydrogen produced by splitting water into hydrogen and oxygen using renewable energy) is a key technology for decarbonising industry, we are investigating a possible switch from natural gas to green hydrogen for heating our furnaces.

Conversion of VVO6 completed successfully

The VVO6 is one of four pre-heating furnaces that heat slabs before they go to the hot mill. In 2020, we started ‘revamping’ this furnace, an important project within our factory.

NEW INSULATION

The refurbishment was necessary because the furnace needed new insulation, which was completely gone in certain areas of the furnace, which resulted in hazards and fires. The furnace was completely emptied from the inside, leaving only the outer box. You can see this in the image below. The interior was then re-insulated with several layers and finished with heat-resistant inox sheeting.

PREPARATION FOR AUTOMOTIVE

A second goal of the revamp was to prepare the furnace for automotive products. Therefore, various other adjustments were made:

- Plug-in elements were added to be able to measure the temperature of the metal
- Pilot burners and a gas supply were added for accurate temperature control
- The door openings were widened
- Software modifications
- Heating elements were added in the doors

In total, this project took almost two years to complete. There was intensive cooperation between Maintenance & Production, Process Technologists, Technical Managers, Breakdown Maintenance, Planning and Engineering.

It was a busy time for the various teams, but the result is impressive. The furnace is now safer and ready to process automotive products. In addition, the furnace is more sustainable. We achieved an energy saving of no less than 20%.

Excellent cooperation between the various departments within our company produced this outstanding result. Therefore, we would like to thank all the employees who contributed to this project for their hard work!



The empty furnace at the start of the project.



The furnace after the complete overhaul.

Materials Use & Circular Economy

As an industrial company, we must manage resources carefully and keep our environmental impact as low as possible.

Resource efficiency and environmental protection are topics we take very seriously. Our suppliers are selected through due diligence and our Supplier Code of Conduct. When choosing suppliers, we consider issues like health and safety, human rights, environmental aspects, etc.

A circular economy looks beyond the current take-make-waste extractive industrial model. It aims to design waste out of the system and decouple economic activity from the consumption of finite resources.

Our contributions to a sustainable circular economy include:

- Maximising the content of scrap in our products
- Maximising the recycling of our waste streams
- Closed-loop contracts with our customers

PRIMARY MATERIALS

In the casthouse of Aluminium Duffel BV, we cast slabs of various sizes, grades and alloys. We receive aluminium ingots, alloy components and external scrap, which are melted and mixed with internal scrap.

Year after year, we focus on improving our external scrap input and our metal yield in the casthouse and the rolling mill. The emphasis on more external scrap (pre-consumer and post-consumer scrap) is an important aspect in lowering the CO₂ footprint of our products (see 'Product stewardship'). The more recycled content we use in our products, the less virgin aluminium is needed in our products. Recycled aluminium requires just 5% of the energy used to produce primary aluminium. Recycling aluminium only creates 5% of

the associated greenhouse gases, resulting in greater carbon reduction and a safer environment.

For remelting 60% of the closed-loop scrap (pre-consumer scrap from customers) into slabs, we have a contract with another foundry that is able to remelt larger quantities of scrap. The other 40% is remelted in our casthouse. We regularly engage with our customers to see if a closed-loop programme is possible. This involves examining whether the alloy mix is acceptable and if the quantity and quality of closed-loop pre-consumer scrap are up to par.

In addition to our own cast alloys, we also purchase rolling slabs for specific alloys or specific applications.

PERFORMANCE PRIMARY MATERIAL

The percentage of primary aluminium (virgin aluminium) in our casthouse increased in 2021 compared to previous years. This can be attributed to the smaller volume of internal scrap. On the other hand, a larger volume of external scrap was melted.

Since the Sustainability Steering Committee was established in 2021, the percentage of virgin aluminium melted in the casthouse is monitored monthly. The target for this KPI is set at ≤ 32.6%.

We also monitor the percentage of purchased low-carbon virgin aluminium and low-carbon rolling slabs. At Aluminium Duffel BV, we define 'low carbon' as virgin aluminium or rolling slabs with a CO₂ footprint that is less than or equal to 4 kg CO₂/kg aluminium (Scope 1+2) or virgin aluminium or rolling slabs produced almost entirely with hydroelectric power. No specific target has been set for these KPIs yet.

Material	Unit	2021	2020	2019
Total material	ton	170,351.00	118,883.16	151,353.12
Renewable material:				
External scrap*	ton	6,670.00	2,259.76	4,608.16
Internal scrap	ton	100,752.00	79,507.43	98,698.88
Non-renewable material:				
Virgin aluminium	ton	60,370.00	35,624.07	45,941.40
Alloy components	ton	2,559.00	1,491.91	2,032.68
External scrap	%	4	2	3
Internal scrap	%	59	67	65
Virgin aluminium	%	35	30	30
Alloy components	%	2	1	2

* Closed-loop Scrap

Material	Unit	2021	2020	2019
Low-carbon* virgin aluminium	% of the total volume purchased	68	46	92
Low-carbon* rolling slabs	% of the total volume purchased	46	23	/

* At Aluminium Duffel BV, we define 'low carbon' as virgin aluminium/rolling slabs with a CO₂ footprint that is less than or equal to 4 kg CO₂/kg aluminium (Scope 1+2) or virgin aluminium produced almost entirely with hydroelectric power.

Aluminium Duffel BV conducted an investigation at its manufacturing facilities, including suppliers of materials to our company. We can state that Aluminium Duffel BV is not using conflict minerals for manufacturing our flat-rolled products. At the request of some of our customers, we add specific coatings and treatments to a certain amount of our products, but we do not manufacture any coatings or treatments.

PACKAGING

Packaging helps to protect and secure the quality of our produced aluminium products. We use various materials for packaging, ranging from wood pallets, paper and plastic to steel. All materials have different environmental impacts that we must consider carefully before making any changes.

The impact of plastic pollution in the ocean is detrimental to marine wildlife, the planet and humans. The Great Pacific Garbage Patch is made up of individual pieces of plastic that have entered the ocean through a series of deliberate actions. Human actions at every step of the way could bring about a sea change.

We only use FSC (Forest Stewardship Council) certified wood for our wood packaging. Wood is primarily used in custom-made wooden pallets. We try to reuse the wooden pallets

whenever possible if the customers are within a 300 km radius of Duffel and the pallets are suitable for reuse.

Our internal packaging specialist collects data through calculation files with several conversion factors depending on the packaging product and packaging units.

We conform to industrial packaging regulations because we are a VAL-I-PAC client. There is a take-back obligation for packaging in Belgium. The take-back obligation makes industry responsible for collecting and processing packaging waste; it is managed by VAL-I-PAC. By joining VAL-I-PAC, companies like Aluminium Duffel BV can fulfil their take-back obligation. Member companies pay a contribution that depends on the type and quantity of packaging placed on the market in Belgium. These financial resources are used to organise selective collection and recycling. VAL-I-PAC reports annually to the Belgian Government.

PERFORMANCE PACKAGING

Packaging for our own aluminium products	Unit	2021	2020	2019
Renewable packaging				
Wood	ton	531.9	434.6	618.1
Plastic	ton	28.6	41.4	40.6
Metal	ton	6.0	5.7	7.0
Paper & cardboard	ton	42.0	49.7	45.4
Non-renewable packaging:				
Total renewable + non-renewable packaging	Ton	608.5	531.4	711.1
Packaging intensity renewable + non-renewable packaging	kg/ton finished aluminium	3.4	3.5	3.8

Packaging sold and returned for reuse	Unit	2021	2020	2019
Wood (wooden pallets)	%	11.6	20.7	18.7
Plastic	%	0	0	0
Metal	%	0	0	0
Paper & cardboard	%	0	0	0



WASTE MANAGEMENT

Aluminium Duffel BV's manufacturing process produces over 70 different types of waste. These waste streams (hazardous and non-hazardous) can have a high impact on the environment if not managed properly. It is important for our company that all our waste streams be sorted so they can be recycled and reused as much as possible to lower our environmental impact. Our goal is to minimise the landfilling or incineration of waste from our own production, wherever possible.

A certified waste processing company collects and handles our waste streams on-site. This certified waste processing company sorts our production waste for further treatment; it is recycled and reused. The waste processing company collects and communicates data on generated waste to Aluminium Duffel BV through detailed monthly reporting. Only the data for recycled aluminium scrap and dross are collected internally because the waste processing company does not process these recycling streams. The volumes of scrap and dross are weighed at our gates and the entry gates of the processing companies. The metal purchasing department shares these invoices, which include the volumes, with the internal environmental coordinator, who is responsible for reporting waste volumes to the Flemish Government.

The environmental coordinator consults with the waste processing company at regular intervals. This includes annual evaluation consultations, quarterly tactical consultations (including financial topics and problems with waste processing) and monthly production consultations to monitor KPIs and discuss the state of affairs.

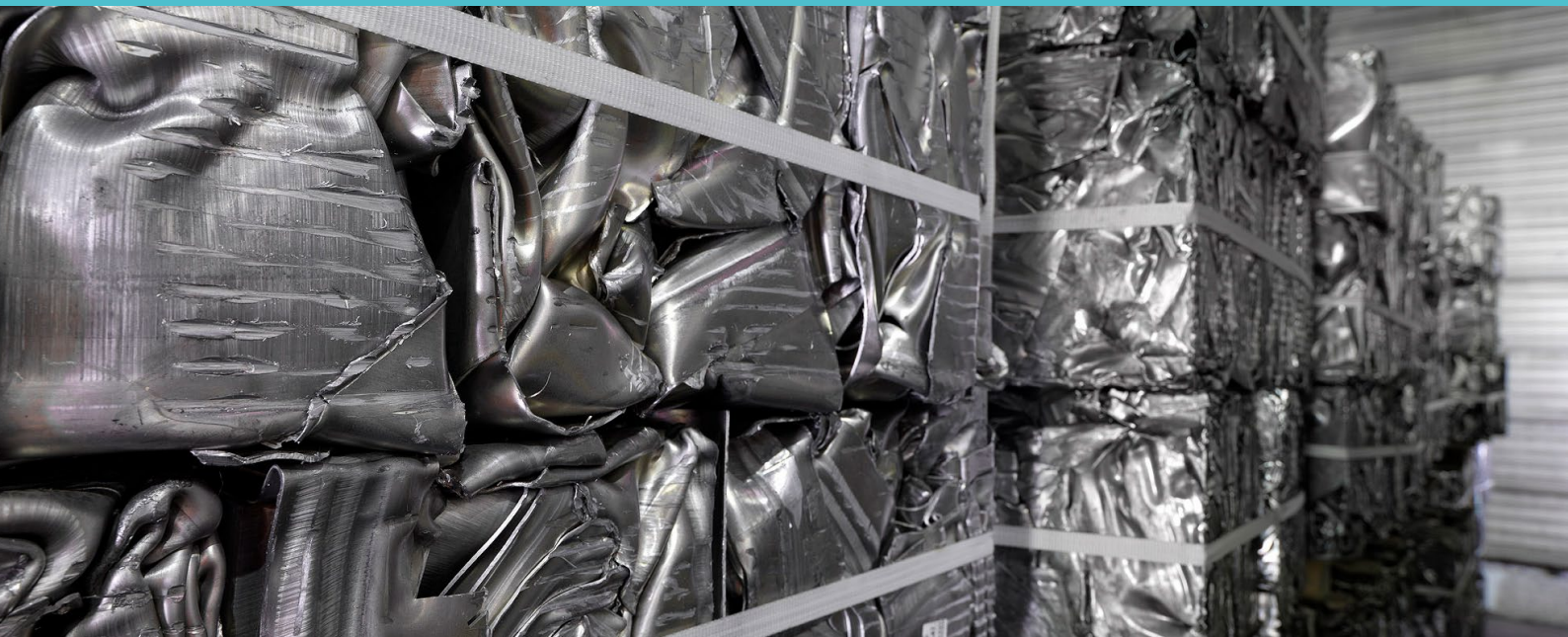
Beyond the reuse of production waste, we encourage our employees to help us maximise the recycling of other materials used in the production halls and offices through dedicated recycling bins. Up to eight recycling bins (for films, paint residues, aerosol cans, oily waste, empty hazardous product packaging, plastic tapes, glass, PMD (plastic bottles & flasks, metal packaging and drink cartons) are placed in central locations in the production halls.

Waste generated upstream and downstream in the value chain is not reported.

PERFORMANCE WASTE MANAGEMENT

Our total waste in 2021 decreased by 1% compared to the previous year. The increase in landfilled non-hazardous waste is attributed to refractory waste from the casthouse. There is no other legal solution available for this waste stream.

For wood, we see an increase in volume in 2021. This is due to the wooden pallets used to transport the closed-loop scrap from our customers to our production plant. The more closed-loop scrap we receive, the more wooden pallets need to be stored. However, some are discarded due to limited storage capacities. The advantage of disposing of these wooden pallets is that they are shredded on site and reused by the chipboard industry.



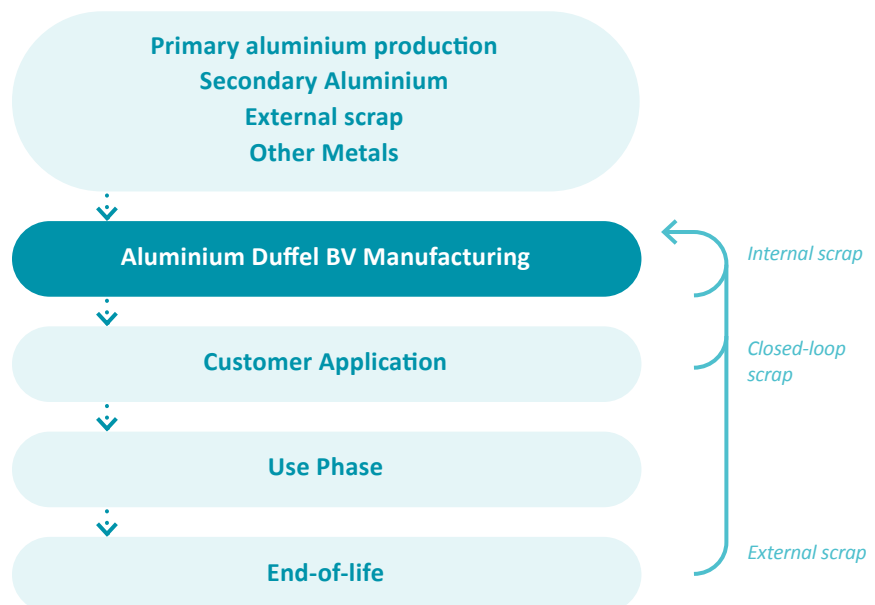
Waste stream	Unit	2021	2020	2019
Non-Hazardous waste				
Waste directed to disposal				
Landfilled non-hazardous waste	ton	174	50	0
Incinerated non-hazardous waste:	ton	256	261	329
<i>Incineration with energy recuperation</i>	ton	256	261	329
<i>Incineration without energy recuperation</i>	ton	0	0	0
Waste diverted from disposal				
Other non-hazardous waste (recycled or reused) :	ton	22,865	23,400	18,881
<i>Aluminium scrap</i>	ton	17,279	19,374	9,234
<i>Aluminium dross</i>	ton	4,074	2,704	3,660
<i>Others:</i>	ton	1,512	1,322	5,987
Paper and cardboard	ton	124	109	132
Electronic equipment	ton	2	1	5
Non-aluminium scrap	ton	488	456	505
Wood	ton	512	358	407
Other		386	398	4,938
Total non-hazardous waste	ton	23,295	23,711	19,210
Non-Hazardous waste				
Waste directed to disposal				
Landfilled hazardous waste	ton	0	0	0
Incinerated hazardous waste:	ton	230	192	228
<i>Incineration with energy recuperation</i>	ton	229	191.3	227
<i>Incineration without energy recuperation</i>	ton	1	0.7	1
Waste diverted from disposal				
Other hazardous waste (recycled or reused)	ton	729	626	628
Total hazardous waste	ton	959	818	856
Total Waste		24,254	24,529	20,066

Prevented waste by Recycling or Reuse										
Non-hazardous waste Recycled/Reused	Unit	2021			2020			2019		
		On site	Off site	Total	On site	Off site	Total	On site	Off site	Total
Preparation for reuse	ton	0	14.38	14.38	0	0	0	0	0	0
Recycling	ton	0	21,911.88	21,911.88	0	22,641.63	22,641.63	0	13,054.27	13,054.27
Other recovery operations	ton	0	938.74	938.74	0	758.37	758.37	0	5,826.73	5,826.73
Total Non-hazardous waste Recycled/Reused	ton			22,865			23,400			18,881
Hazardous waste										
Preparation for reuse	ton	0	0	0	0	0	0	0	0	0
Recycling	ton	0	0	0	0	0	0	0	0	0
Other recovery operations	ton	0	729	729	0	626	626	0	628	628
Total hazardous waste Recycled/Reused	ton			729			626			628
Total Waste prevented because of Recycling/Reuse	ton			23,594			24,026			19,509

Packaging of purchased materials and products	Unit	2021	2020	2019
Wood	ton	96.62	67.98	116.25
Plastics	ton	7.13	6.13	7.90
Metal	ton	9.99	5.74	9.30
Paper & cardboard	ton	6.01	5.55	7.15
Total	ton	119.75	85.40	140.60

CLOSED-LOOP RECYCLING

Many of our customers further process our semi-finished products into finished products, creating scrap along the way. Instead of selling this high-quality scrap on the open market, Aluminium Duffel BV takes back scrap from several customers to recycle it into a new product for the same customers. This closed-loop process maintains the integrity of the product, reduces energy, material costs and use, and decreases customer waste streams. Our internal scrap is also re-used to minimise the use of raw materials.



We are continuously working to increase the amount of scrap we use in our operations and the recycled content of our products. For many years, we have been collaborating with our suppliers and customers to identify new sources of aluminium scrap and innovative ways to reuse aluminium. Our scrap aluminium includes material bought from traders and distributors and scrap returned by customers (pre-consumer scrap).

By 2025, we want to increase our customer input scrap rate (vs. total Automotive volume) to 35% (18% in 2019) for Automotive products and improve our metal yield by 5% (baseline 2019). As a consequence, we will reduce our internal scrap.

Increasing the share of scrap also includes selecting new ways to separate scrap containing several alloy groups and finding ways to purify scrap made of different alloys. These separation innovations are necessary to positively contribute to the environment by focusing on recycling post-consumer scrap and preventing it from ending up in landfills. To this end, Aluminium Duffel BV teamed up with European Aluminium and some competitors and commissioned a study entitled "Mapping study on innovative technologies for post-consumer scrap preparation". The next step is to investigate the impact on our future capabilities in order to valorise the new insights.

PERFORMANCE CLOSED-LOOP RECYCLING

Our scrap input volume to customers was up by 4,000 tons in 2021 compared to 2020 due to fewer closures at our closed-loop customers than in 2020 and because we concluded a full year of new contracting. The input of RSI (Remelt Scrap Ingot) from dross, in which we re-use the most difficult scrap generated in our casthouse, remained at 600 tons, thus similar to previous years.

	Unit	2021	2020	2019
Recycling content final product*	%	67	70	73
Customer closed-loop scrap*	%	17	17	18
Remelt scrap ingots from dross	%	0.40	0.49	0.60

**only automotive 6xxx alloys taken into account
(communication Dir. Supply Chain)*

WATER USAGE

Aluminium processing requires a relatively small amount of water compared to other industries. Water is primarily used as part of the production process for cooling.

While our business is not located in an area of water stress, we still strive to use this precious resource responsibly. In addition to focusing on the water used in our production process, we will also focus on disconnecting uncontaminated rainwater (from the roofs of our business and the internal sewer system) and possibly reusing this rainwater on site. A company-wide water management study is planned for 2023.

PERFORMANCE WATER USAGE

	Unit	2021	2020	2019
Total process water consumption	m ³	495,550	430,599	486,111

Transport

For Aluminium Duffel BV, transport covers the arrival of raw materials to the delivery of aluminium products to our customers and everything in between. Our objective is to optimise this transport traffic and reduce its environmental impact.

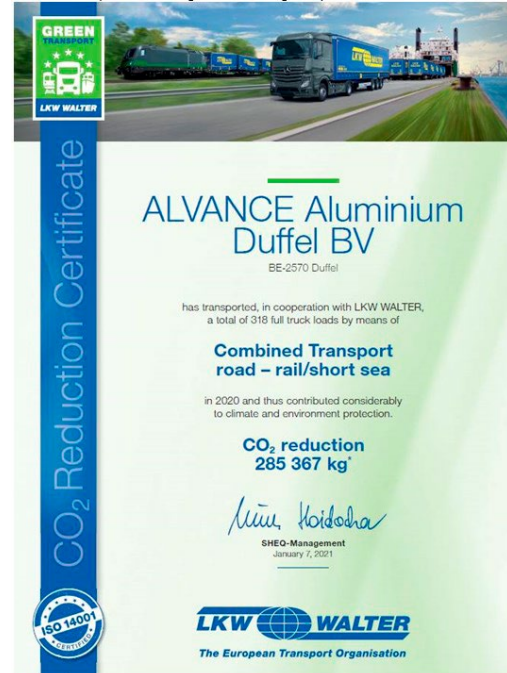
Duffel started using multimodal transportation in 2019. Finished products are transported to our customers by combined road and rail. This results in lower emissions because more items are transported by rail. It also allows to load more coils per trailer. Due to exemptions to the maximum load in multimodal transport, three coils can now be loaded per trailer; this was previously limited to maximum two coils per trailer.

The multimodal transport route runs from Duffel to Germany via truck and from there to Hungary by train. An identical multimodal transport route runs from Duffel to Germany via truck and then to Scandinavia by train.

PERFORMANCE

Every year, Aluminium Duffel BV receives a certificate from the transport company stating the amount of CO₂ emissions we reduced using multimodal transport. In 2021, Aluminium Duffel BV lowered its CO₂ emissions by 171,354 tons.

In the future, more attention will be paid to rail transport, taking into account the additional transit time. In addition to rail transport, Aluminium Duffel BV will partner with TCT and Multimodaal.Vlaanderen in 2022 to participate in a multimodal alternative involving barges. By so doing, we will replace a significant number of road trips.



Mobility

Since we employ almost 1,000 employees, Aluminium Duffel BV impacts the local access roads to our site. As for commuting to work, mobility is unique to each employee and can contribute to personal satisfaction, health and climate change.

Since our company is close to Duffel's train station (1.5 km away), employees can opt to use public transport. Aluminium Duffel BV also offers bike leasing options, including e-bikes and speed pedelecs.

	Unit	2021	2020	2019
Employees with bike lease contract	%	25	24	20
Transportation mode	Unit	2021	2020	2019
Bicycle	%	19	21	23
Private transportation	%	53	50	50
Carpool	%	10	10	11
Public transportation	%	1	0	1
Company car	%	9	9	10
Total	%	93	90	94



PERFORMANCE MOBILITY

In 2021, we built on the bike-leasing programme launched in 2019 for all employees. Extra charging stations for electric bikes were commissioned in 2021, along with ten charging points for electric vehicles. The new car policy for lease vehicles has been in place since 2021. It states that new lease vehicles must be hybrid or fully electric, with a preference for fully electric.

Due to the measures taken during the COVID-19 pandemic, fewer employees travelled to Aluminium Duffel BV because of the remote working policy. In addition, there were hardly any business trips in 2021.

Product Stewardship

We take the entire life cycle of our product into account – including design, production, packaging, transport, use and end-of-life when considering our products' environmental impacts. By collaborating with our customers, we try to understand the unique challenges they face and develop personalised strategies to address them. Increasingly, our customers are looking to enhance the sustainability attributes of their products and/or are imposing specific environmental requirements.

Sector	What Aluminium Duffel BV Provides	Sustainability Impact
Automotive	Applications include car body hang-on panels, structural components and heat exchangers.	Aluminium is a lightweight, more fuel-efficient alternative than steel when used in automobile manufacturing, with lighter cars producing fewer emissions during the use phase.
Architecture & Design	Aluminium sheets for building products offer heat and sound insulation, resistance to corrosion and weathering, and a high strength-to-weight ratio.	Specific products for building and construction provide builders with sustainable products that have 90% extended recycled content*. Most of our building products are fully recyclable at the end of their life.
Medical Equipment	Aluminium narrow coils and sheets offer a deep-drawing quality for inhalers and durable, corrosion-resistant products for hospital equipment.	Recyclability of products leads to lower waste. End-users have enhanced quality of life.
Commercial Transportation	Large sheets and coated aluminium products are used in the construction of trucks, buses, recreational vehicles, rail cars, ships and boats.	Lightweight vehicles made of aluminium require less energy to travel, which reduces overall fuel emissions.
Other Industries & Multilayer Tubing	Transformer windings, electrical cables for white goods and travel ware.	Recyclability of products leads to lower waste.

* Including internal scrap



LIFE CYCLE ASSESSMENT

A life cycle assessment (LCA) is a technique to assess the environmental impacts of a given product throughout its life cycle, from raw material extraction to end-of-life. It is a vital tool for mapping our products' upstream impacts and downstream benefits. It helps determine where environmental improvements can be made at different stages of the product's life cycle.

To understand our environmental impacts during the production of our aluminium products, we have been conducting life cycle assessments on our automotive product group since 2012 and on our non-automotive product group since 2017, compliant with ISO 14040 and 14044 'cradle-to-gate', including Scope 1 + 2 + 3. The impact assessment categories that are considered the most relevant to the LCA are:

- Climate change (global warming potential)
- Acidification
- Eutrophication (freshwater)
- Ozone depletion
- Photochemical ozone formation
- Abiotic depletion, elements
- Abiotic depletion, fossil
- Water use

In the 2021 Sustainability Report, we will only report on the global warming potential of our products.

Scope 1 emissions include those from combustion in in-house boilers, furnaces and vehicles on Aluminium Duffel BV's premises. (kg CO₂-eq)

Scope 2 emissions are those associated with the electricity Aluminium Duffel BV purchases. (kg CO₂-eq)

Scope 3 emissions are all other indirect emissions that occur in our value chain (suppliers, purchased goods and services, business travel, transport, etc.). (kg CO₂-eq)

Cradle-to-gate: All emissions generated starting with the extraction of raw materials, their transportation, refining, processing and fabrication activities until the product is ready to leave the gate of the Aluminium Duffel BV production site.

Gate-to-gate: All emissions generated on site plus the upstream emissions associated with the use of energy

on site (electricity generation, natural gas, diesel and oil production). It excludes upstream emissions associated with primary aluminium or with slab production.

Primary data were gathered for energy consumption, emissions to air and water, and use of raw material and auxiliaries at the Duffel manufacturing site. Secondary inventories were used to model the raw materials (virgin / primary) and scrap aluminium, alloying components, auxiliary chemicals, transportation, fuels and electricity generation impacts.

When taking the cradle-to-gate results into consideration for our group of products, only 5% of the CO₂-eq emissions are allocated to our aluminium casting and rolling process (Scope 1 + 2). That means the other 95% of CO₂ emissions originate with our suppliers, i.e. from mining and electrolysis activities (Scope 3).

PERFORMANCE LIFE CYCLE ASSESSMENT

For the automotive segment, special attention was paid to the development of a single future-generation alloy that can replace multiple existing alloys and substantially improve scrap re-utilisation in closed-loop programmes.

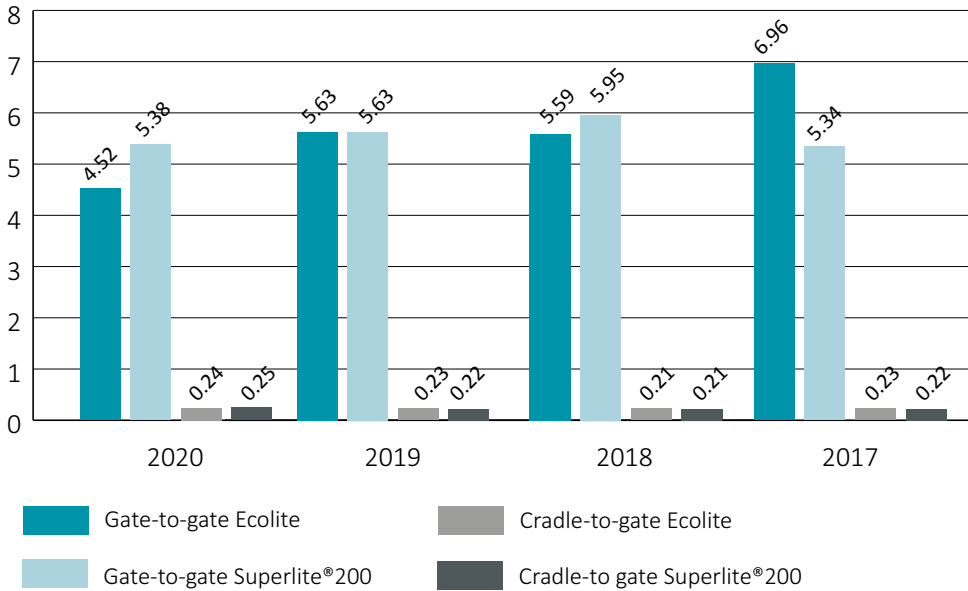
In 2021, new LCAs for the automotive products Ecolite and Superlite®200 were published for 2020. The results of the LCAs of our automotive products show year-on-year improvement in the reduction of the associated Global Warming Potential (GWP). This has been achieved through the following actions:

- The use of secondary material, including pre-consumer and post-consumer scrap, and assuring its use by means of closed-loop partnerships with our customers.
- The use of low-carbon primary aluminium and rolling slabs (via a certificate or by renewable energy for production).
- Optimisation of the manufacturing process.
- Quality improvements resulting in fewer rejects, less rework and re-allocations and thus fewer waste products that need to be reproduced.
- The use of 100% energy from renewable sources for the production process in Duffel.
- Actions and investments to consume less energy or to reduce energy losses.

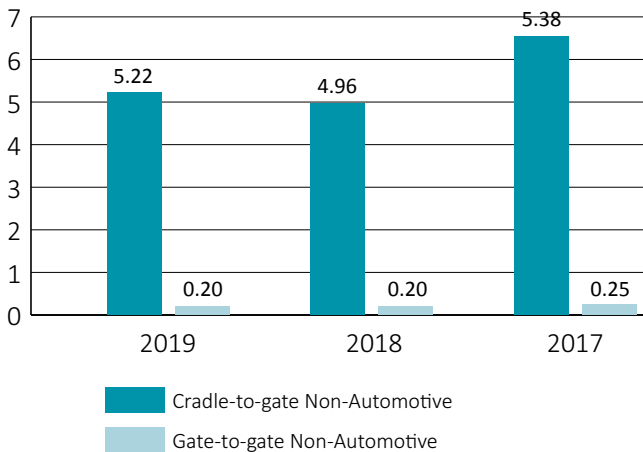
Unlike in 2020, an LCA on the non-automotive product group was not conducted in 2021. This is planned for 2023. The latest GWP results can be found in the overview on the next page:

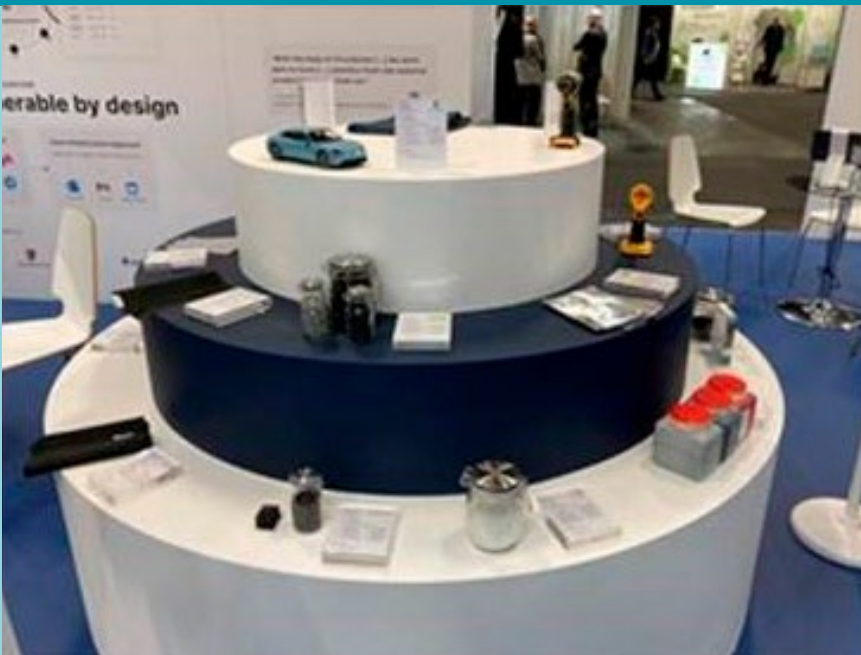
	Unit	2020	2019	2018	2017
AUTOMOTIVE Ecolite					
GWP Gate-to-Gate	kg CO ₂ e/kg aluminium final coil	0.24	0.23	0.21	0.23
GWP Cradle-to-gate	kg CO ₂ e/kg aluminium final coil	4.52	5.63	5.59	6.96
AUTOMOTIVE Superlite® 200					
GWP Gate-to-Gate	kg CO ₂ e/kg aluminium final coil	0.25	0.22	0.21	0.22
GWP Cradle-to-gate	kg CO ₂ e/kg aluminium final coil	5.38	5.63	5.95	5.34
NON-AUTOMOTIVE					
GWP Gate-to-Gate	kg CO ₂ e/kg aluminium final coil	/	0.20	0.20	0.25
GWP Cradle-to-gate	kg CO ₂ e/kg aluminium final coil	/	5.22	4.96	6.53

GWP AUTOMOTIVE products (Ecolite & Superlite® 200 in kg CO₂e/kg alu)



GWP NON-AUTOMOTIVE products (in kg CO₂e/kg alu)





Circularise showcased our contribution during the Greener Manufacturing Show in Cologne. The photo shows the exhibition stand.

Aluminium Duffel BV creates more transparency in the supply chain of cars

Assessing the environmental footprint of a car is a complex task. You have to look at the entire supply chain from start to finish. This is a challenge as a single car consists of about 30,000 parts.

If an OEM wants to give its customers or regulatory organisations more insight into the environmental impact of its cars, it needs reliable information on the provenance and detailed material content of the components used in the vehicles from all its suppliers throughout the value chain.

To explore how this visibility could be established, Aluminium Duffel BV joined an innovative pilot study aimed at creating

more transparency and traceability in the supply chain from raw material to a finished car. The project was led by the Dutch start-up Circularise.

By digitalising materials and parts in the supply chain, Circularise created a digital link through the whole process, enabling material traceability, tracking the CO₂ footprint and other sustainability metrics. By participating in this project, we learned what it takes in terms of internal system requirements and detail of data to set up this traceability. We also got more insight into Circularise's blockchain technology, which enables the exchange of data, e.g. on CO₂/t, while protecting confidentiality.

Ensuring we Behave as a Responsible Business

Emergency Preparedness

Emergency preparedness refers to the procedures in place to minimise damage to people, property and the environment when a certain emergency situation occurs. Energy crises, climate change, fires or supply chain crises can impact our people, our business and our environment.

A general emergency procedure exists. It includes starting the crisis team in case of an emergency (fire, serious occupational accident, environmental incident). Taskforces are set up in case of other crises (e.g., the COVID-19 pandemic, energy). Depending on the urgency, daily follow-up meetings are held. Our internal intervention team is available 24/7 to respond to emergencies. We have an experienced team of 30 persons. Several team members also volunteer with local fire departments. In 2021, nine trainees started their three-year training to become full members of the internal intervention team. Every year, all members of the intervention team attend six days of 8-hour training sessions.

We perform annual emergency drills with all Aluminium Duffel BV employees. These drills are documented and evaluated.

Our management team conducts a context analysis at least once a year. It includes the review of internal and external PESTEL (political, economic, social, technological, environmental and legal) factors and their impact on our business (risk or opportunity). New actions are defined if necessary. For example, we defined new actions after the floods in Wallonia in 2021. These floods made it clear that weather conditions, due to global warming, are becoming more extreme in Belgium. In the most extreme case, our site will be flooded by the Nete River. This could cause severe human and material damage. As there is no possibility to divert this water, only an OCAP (Out of Control Action Plan) can limit the human and material damage. A week-long event with a multidisciplinary team is planned in 2022 to establish timing/resources/priorities for determining OCAPs for all risk departments in case of flooding.

PERFORMANCE

In 2021, our intervention team has visited a Belgian chemical company to learn how to operate our new powder truck. A training course on industrial fires was attended in the Netherlands. Moreover, in exchange for conducting guided tours in our company for PIVO (Provincial Training Centre for Police, Firefighters, Emergency Medical Services) with a focus on fire extinguishing systems and risks related to aluminium production, our intervention team was able to receive training on the use of respiratory protection.

No less than 117 employees, 12% of the Aluminium Duffel BV population, have been trained by our medical department to provide first aid if needed.

New training for safety guards is planned in 2022, as well as training on the use of the 'Big Book' (book containing information on chemicals) during fire emergencies. The intervention team will also start a new recruitment campaign to attract more internal trainees.

Safety training highlighted

Fire Brigade Trains offsite

Our EHS department purchased a new powder truck to reinforce our fire brigade in 2020. A powder truck is a fire truck equipped with two large pressurized tanks containing 3 tons of extinguishing powder. This vehicle can be used for large fires in the caphouse, where water cannot be used to extinguish fires.

After the purchase, the vehicle went to a company in Germany for revision. It took more than a year to return this vehicle to us due to the corona crisis. Normally, the company would also provide our fire brigade with the necessary training, but corona caused difficulties here too.

A couple of security guards came up with a good solution. They had an acquaintance who worked at a large Belgian chemical company, which uses the same vehicle. The acquaintance arranged for our firefighters to attend a short training course at his employer.



Innovation Management

Customers repeatedly seek more sustainable products: products with higher recycled content, a lower carbon footprint, lightweight components, and materials to improve end-of-life recycling.

To provide customers with such materials, Aluminium Duffel BV has an innovation center (28 FTE) in which teams focus on R&D materials, R&D surface, product technology, and product and process technology.

The innovation center develops high-quality, sustainable solutions for our customers and, at the same time, improves our own processes. This is how Aluminium Duffel BV aims to meet customers' requirements and become their preferred supplier.

Examples of past initiatives include:

- A highly formable inner body sheet that provides greater design freedom due to improved formability and allows the bodywork to be even lighter by transitioning from steel to aluminium parts.
- The development of a high-strength crash-absorbing aluminium alloy as an alternative for heavier steel crash components.
- A unique two-in-one surface treatment for automotive body sheets, which can reduce the use of chemicals in our plant and at the customers' factory.
- Improved anisotropic deep drawing quality for container production, requiring less trim and improving the metal yield in the customer's process.



PERFORMANCE

The development of a single future-generation alloy that can replace several existing Automotive alloys and significantly improve scrap re-utilisation in closed-loop programmes. Since our Automotive customers are required to set CO₂ footprint and recycled content targets for the years that comprise the nomination, we take measures to adjust our internal systems to ensure we meet the committed CO₂ footprints and recycled content targets.



Customer Relations

Customer satisfaction is important to Aluminium Duffel BV because we want to be the customer of choice. Our goal is to be best in class for customer satisfaction by 2025. To score high in customer satisfaction, we must know what our customer expects from us as a company and supplier and how they experience the relationship with us as their supplier. Our sales department (30 FTEs) is in close contact with our customers. Through customer visit reports and monthly sales meetings, the key account managers report to management on various topics, including sustainability.

CUSTOMER EVALUATION

A customer evaluation is conducted biannually by an external agency. The last customer evaluation took place in 2021. The survey, organised in line with ISO requirements for tracking customer satisfaction, gathered 163 customer responses. In addition to a high response rate of 24%, our customers rated us very positively.

A very high net promoter score of 39 indicates that a large portion of our customers would recommend purchasing our products and services to other people or companies. Such a high score of 39 is unique for a metal company like ours. A normal score for metal companies would be between -8 and 20.

Our product quality was rated the most important as well as highly satisfactory by customers in both the automotive and industrial business segments. Our customers usually rank us either #1 or #2 in their business.

Overall, the survey results tell us that our employees' ongoing commitment to the success and continuity of our business has paid off. We were able to improve the perceived quality of our products and services, which was already high, despite seriously troubled market conditions during the COVID-19 pandemic.

CUSTOMER SATISFACTION SCORECARD

Our sales department wants to expand the customer satisfaction survey starting in 2022. In addition to the biannual customer evaluation survey, a quarterly survey will be sent to our customers, asking them to rate our business on 7 KPIs: general, claims, delivery performance, sustainability, innovation, price competitiveness and management. The outcome of this survey will be presented to the management team to determine appropriate actions if needed.



Partnership

STAKEHOLDER ENGAGEMENT

At Aluminium Duffel BV, we recognise that engaging with our stakeholders is essential to ensuring business success and achieving our sustainability aims. We also aim to unite diverse interests and build and sustain trust with our stakeholders. Through dialogue, we keep abreast of sustainability opportunities, risks and emerging trends. Our stakeholders are selected through a process of ‘context management’ so they understand the organisation and its context. During this process,

interested parties (stakeholders) are identified, including their internal and external issues. Each year, the list of stakeholders for the quality, environment, health and safety management system is reviewed. This review encompasses an update on the needs and expectations of the stakeholders and the assessment of their importance for the realisation of Aluminium Duffel BV’s purpose and strategy.

Stakeholder	What we provide
Customers	We hold regular technical seminars for key customers, allowing us to share product innovations, sustainability figures and roadmap updates while gathering insights on how to improve our product offerings and closed-loop contracts.
Employees	Sensitive to constraints related to the COVID-19 pandemic, we hold regular meetings in smaller teams and through Teams. The management team provides feedback on important topics and answers questions in real time.
Unions	Union and employer representatives discuss a variety of topics during the monthly Health and Safety Steering Committee and Works Council meetings.
Suppliers	We work closely with our suppliers and subcontractors, encouraging them to uphold our high health, safety and environmental standards.
Industry Groups	We actively engage with national and European industry groups and participate in dedicated sustainability and decarbonization projects to share best practices, identify and assess merging technologies, and learn how our peers approach common sustainability concerns.
Local Communities	We work to build a positive presence in the communities we serve, informing our neighbours and local authorities about the results of initiatives and upcoming sustainability projects. We provide 24-hour access via phone or e-mail.
Research institutions	We collaborate with research institutions and universities to better understand how the aluminium rolled product supply chain and breakthrough technologies can contribute to the sustainable transition through products and processes.

Aluminium Duffel BV participated in a study in 2021, led by the province of Antwerp and in consultation with Kelvin Solutions, to explore whether residual heat can be used by greenhouse horticulture in the Duffel area. From the preliminary investigation, Aluminium Duffel BV was identified as a potential residual heat source, and a study area was delineated around the company. A target group, mainly greenhouse farms, and several dominant heat consumers are located near our company. This study was part of DOEN, an interregional project supported by European funds. The project developed the methodology of an energy broker, a public service that links (residual) energy from companies to potential energy customers.

Due to the COVID-19 pandemic, only one site visit could take place. Afterwards, information was exchanged digitally, resulting in limited information on the correct characteristics of the

available residual heat. The financial analysis shows a strong sensitivity regarding the availability of high-temperature residual heat, which the heat demanders need. It is suspected that more high-temperature residual heat is available. However, more research and dialogue with the process engineers at Aluminium Duffel BV will be required to confirm this during the subsequent in-depth phase.



Initial contact was made with a start-up company Valcun in 2021. Valcun’s technology on molten metal deposition offers great potential to reduce the environmental impact of metal adaptive manufacturing. We will visit the company in 2022 to see if we can add value to each other in the near future.

MEMBERSHIPS AND CERTIFICATIONS

We engage in objective, trusting and open dialogue, and have been involved in several national and international initiatives on sustainability, energy, climate and the environment:

Aluminium Stewardship Initiative (ASI)	We obtained ASI Performance Standard certification in 2019. We received the ASI Chain of Custody Standard certificate in 2020. The ASI Performance Standard defines environmental, social and governance principles and criteria to address sustainability issues in the aluminium value chain. The ASI Chain of Custody Standard complements the ASI Performance Standard. It defines requirements for creating a Chain of Custody material, including ASI Aluminium, which is produced and processed through the value chain to downstream sectors.
ISO 14001:2015	We acquired certification under the internationally agreed standard that defines the requirement for an environmental management system in 2002 (for one production department) and 2004 for the entire production site in Duffel.
ISO 45001:2018	We received certification for the international standard for health and safety at work in early 2022 for the entire production site in Duffel.
European Aluminium (EA)	As a member of the EA's Rolling, Extrusion, Casting and Foundries Group, we work collaboratively with different stakeholders on recycling and sustainability topics. In EA's Innovation Hub, several pre-competitive task forces have been launched on sustainability topics. One example is 'the decarbonization of the supply chain'.
Flanders Metal Valley (FMV)	We joined this regional consortium of metal processing companies in Flanders and Flemish Universities with metallurgy and metals processing programmes in 2021. The aim is to find synergies and exchange sustainability and decarbonization ideas and initiatives.
EBO	Energy-intensive branches of industrial companies can join the Flemish Government's voluntary Energy Policy Agreements (EBOs). Aluminium Duffel BV joined the agreement in 2003. These EBOs aim to anchor industry in Flanders and permanently improve its energy efficiency. In this way, a significant contribution is made to the Flemish and European energy efficiency objectives.
EU-ETS	The EU Emissions Trading System (EU-ETS) is a cornerstone of the EU's policy to combat climate change. It's also a key tool for reducing greenhouse gas emissions cost-effectively. As an energy-intensive company, participation in the EU-ETS is mandatory for Aluminium Duffel BV.

ASSOCIATIONS AND POLITICAL LOBBYING

We are an active member of the leading economic, industry and specialist associations at the national and international levels. Members are encouraged to work together, not only with policymakers but also with stakeholders.

Agoria	We are a member of this federation of technology-inspired companies based in Belgium.
Eurometaux	Eurometaux is the decisive voice of non-ferrous metals producers and recyclers in Europe. It is an umbrella association representing the interests of the combined non-ferrous metals industry towards EU policymakers. Aluminium Duffel BV has been a member of the sustainability committee of Eurometaux since 2021.
VOKA	Our organisation is a member of the Flemish network of companies. It is an employers' organisation which stands for doing business together and growing together for the well-being of all.



Participation Duffel COP26

The Glasgow Climate Conference (COP26) was a hot topic. World leaders gathered to agree on how global climate commitments will be delivered. Within the framework of this conference, the World Climate Summit took place. This summit is the leading forum for businesses, investors, and technology providers to collaborate and develop solutions to tackle climate change. During the conference, we had the opportunity to promote Aluminium Duffel BV's activities related to sustainability.

As part of the circular economy theme, Dirk Inghels, Director Quality & EHS, was invited to the 'Sustainable Cities' panel session. More than 50% of the world's population currently lives in cities, and we expect this to rise to two-thirds by 2050. This will involve huge adjustments for transport and infrastructure, which are the two main sectors for aluminium and steel. "At Aluminium Duffel BV, we consider collaboration with our stakeholders very important to further reduce our carbon footprint and contribute to a more sustainable society", says Dirk.

Together with steel, aluminium accounts for about 10% of industrial emissions worldwide. These materials are essential for a modern economy, so demand for them will increase significantly in the coming decades. At the same time, governments are imposing stricter emission regulations, and our customers are demanding products with lower carbon emissions.

GRI Content Index

Statement of use Aluminium Duffel has reported the information cited in this GRI content index for the period January 1st, 2021 until December 31st, 2022 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 6 & 9
	2-2 Entities included in the organization's sustainability reporting	p. 6
	2-3 Reporting period, frequency and contact point	p. 6
	2-4 Restatements of information	p. 6
	2-6 Activities, value chain and other business relationships	p. 9
	2-7 Employees	p. 27- 29
	2-22 Statement on sustainable development strategy	p. 5 & 14
	2-27 Compliance with laws and regulations	p. 8 & 38
	2-28 Membership associations	p. 59
	2-29 Approach to stakeholder engagement	p. 58
GRI 3: Material Topics 2021	2-30 Collective bargaining agreements	p. 26
	3-1 Process to determine material topics	p. 15- 19
GRI 301: Materials 2016	3-2 List of material topics	p. 17
	3-3 Management of material topics	p. 34- 35 & p. 41- 43
	301-1 Materials used by weight or volume	p. 41- 43
	301-2 Recycled input materials used	p. 42- 43
GRI 302: Energy 2016	301-3 Reclaimed products and their packaging materials	p. 42- 43
	3-3 Management of material topics	p. 34- 35 & p. 39- 40
	302-1 Energy consumption within the organization	p. 39- 40
	302-3 Energy intensity	p. 39
GRI 305: Emissions 2016	302-4 Reduction of energy consumption	p. 40
	3-3 Management of material topics	p. 34- 38 & p. 48- 49
	305-1 Direct (Scope 1) GHG emissions	p. 35- 36 & p. 20
	305-2 Energy indirect (Scope 2) GHG emissions	p. 35- 36 & p. 20
	305-4 GHG emissions intensity	p. 37
	305-5 Reduction of GHG emissions	p. 48- 49
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	p. 38

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	3-3 Management of material topics	p. 34- 35 & p.44- 45
	306-1 Waste generation and significant waste-related impacts	p. 44
	306-2 Management of significant waste-related impacts	p. 44
	306-3 Waste generated	p. 45
	306-4 Waste diverted from disposal	p. 45
	306-5 Waste directed to disposal	p. 45
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	p. 21- 25
	403-1 Occupational health and safety management system	p. 21- 23
	403-2 Hazard identification, risk assessment, and incident investigation	p. 21- 25
	403-3 Occupational health services	p. 21- 23
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 21- 25
	403-5 Worker training on occupational health and safety	p. 24 & p. 30
	403-6 Promotion of worker health	p. 21- 22 & 24
403-9 Work-related injuries	p. 21- 25	
GRI 404: Training and Education 2016	3-3 Management of material topics	p. 30
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 30

Contact Details

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