

1 CSR

CE Delft is a mission-driven, not-for-profit organisation with around 95 employees and is actively committed to Corporate Social Responsibility (CSR). Our mission is to contribute to a sustainable society through independent research and advice. With our economic, technical, and policy expertise, we help governments, NGOs, and businesses to achieve structural changes. Any profits made are reinvested in our mission. Our CSR policy focuses on reducing our CO₂-emissions and material use. In addition, we are committed to Social Return on Investment (SROI) and to diversity and inclusion.

1.1 CO₂-emissions

We monitor our CO₂-emissions and have already taken several measures to reduce them:

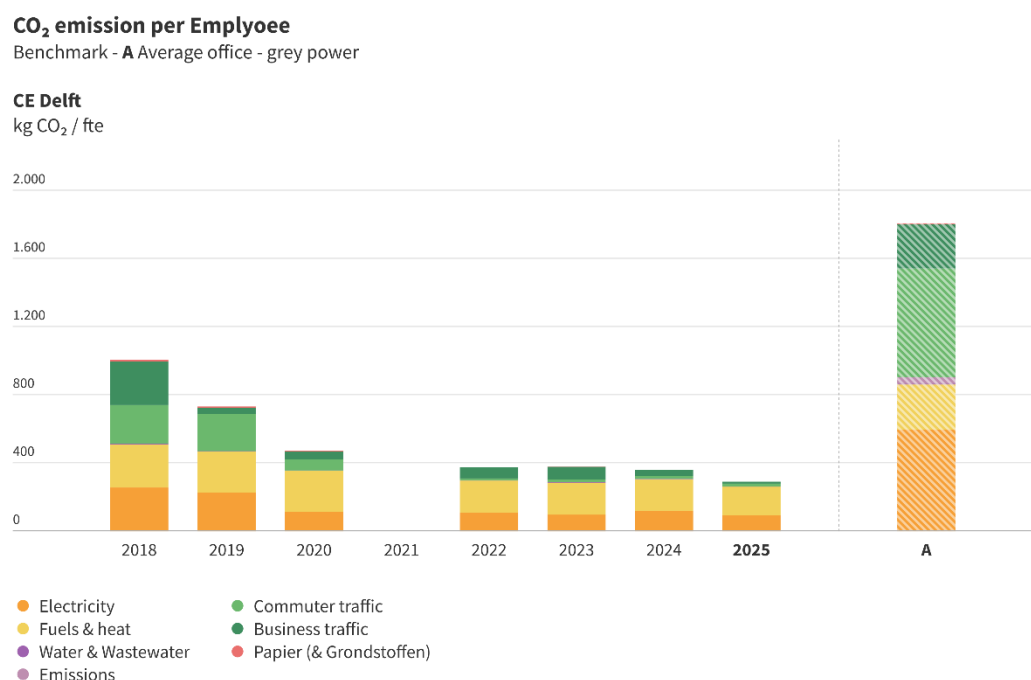
- We annually measure our environmental impact and the CO₂-footprint per employee using the Environmental Barometer (see Figure 1), a tool used by more than 2,500 companies. *Please note: 2021 is missing from the series, as it was a so-called 'corona year'.*
- Our CO₂-footprint is roughly a quarter compared to the average for offices in the Netherlands (A in the figure). In this calculation, we take a conservative approach to allocate the environmental benefit of purchasing green electricity. We buy green electricity that is produced in the Netherlands and gas for which the supplier organises CO₂ compensation, but we report this as if it is 'grey electricity/gas'.
- Our CO₂-emissions have been decreasing annually since 2018. This is mainly due to a reduction in our paper usage and a significant reduction in our transport (both commuting and business travel).

The measures we have taken are as follows:

- CE Delft is located in a building dating from the 17th century. We have insulated the walls and roof, installed double glazing, and replaced the heating pipes and gas boiler.
- Our office is heated to a maximum of 19 degrees.
- We installed 29 solar panels on the roof of our office in 2015.
- CE Delft has no lease cars. Almost all employees commute to the office by public transport or bicycle. A relatively large number of our employees commute by bicycle or high speed e-bike.
- We use, if possible, public transport when visiting clients.

- CE Delft facilitates working from home by providing employees with an allowance and facilities, thereby reducing commuting.
- CE Delft provides lunch for its employees four times a week; it is always vegetarian. As standard practice, dinners are also vegetarian or vegan.

Figure 1 - kg CO₂/FTE in the years 2018–2025 versus average environmental impact/FTE office (A)



Source: Envirometer CE Delft - 25 March 2026

1.2 Circularity (reduction of materials)

In addition to conducting research into the effects of (policy) measures in the field of the circular economy, CE Delft has also implemented a number of measures in its own operations:

- Furniture is preferably purchased second-hand or refurbished. In addition, we recently renovated our coat racks and some conference chairs ourselves.
- We refrain from using an economic depreciation period for our ICT devices, but instead use the technical lifetime of equipment. A laptop and/or telephone is only replaced when it is broken, which in practice is often only every four to five years.
- As standard practice, we print documents double-sided and only when strictly necessary. In principle, we share all reports, including interim reports, digitally with clients.

1.3 Social return on Investment (SROI)

CE Delft is committed in various ways to providing opportunities for people who faces barriers to employment.

- We implement an intensive prevention policy, whereby we offer employees who are unwell appropriate support (for example, in the form of coaching) to help them reintegrate into their own position or, if that is no longer possible, to reintegrate into another role.
- We continue to pay employees who are on long-term sick leave 100% of their salary, also in an eventual second year of sick leave.
- Since the end of 2018, we created a new function for an employee who had been on long-term sick leave and faced challenges to re-enter the job market. This employee is now on a permanent contract and works in facility services, thus providing support to all our project staff.
- Since 2020, we have outsourced our gardening to Werkse! (Werkse! supports residents of Delft who face barriers to employment in finding suitable work).
- We have two employees entitled to WIA (financial support for people unable to work due to illness)) who are continuing their reintegration process with us.
- Several staff members are involved, sometimes on a voluntary basis, in educating students by delivering guest lectures.
- We are a recognised training company, frequently offering internships at (technical) college and university levels. Every year, we have one or more interns to whom we provide a full internship and professional guidance.

1.4 Diversity and inclusion

We are committed in various ways to maintain and improve diversity and inclusion within our organisation. This has been and remains a key focus in our policy plan since 2023.

- The gender ratio at CE Delft is roughly 50/50. This also applies at senior levels and within the management team. The gender ratio is reported in our annual policy plan.
- We treat everyone equally and a brief analysis has shown that there are no unexplained differences in salary or career progression between men and women.
- We have included in our employment conditions that short-term care leave and additional partner leave (after the birth of a child) are paid at 100% so that everyone has the opportunity to take this leave without financial obstacles.
- We utilise the game “Let’s Play Equal” to raise employees’ awareness of unconscious biases and inequalities in society.
- We offer the flexibility for all staff to take holidays for any occasion, and do not have fixed mandatory (religious) leave days.

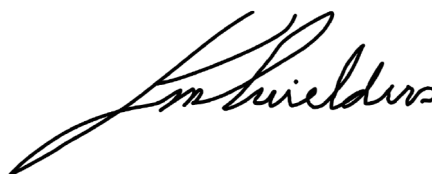
- We post our job openings on Colourful Jobs, a job site with a focus on Diversity & Inclusion.

The described policy above, including the measures taken and planned, is fully endorsed by the top management. Funding and capacity are made available annually to implement these measures.

Delft, March 2026

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

R.L.M. Kooloos
General Manager

A handwritten signature in black ink, written in a cursive style that reads 'L.M.L. Wielders'.

L.M.L. Wielders
Director of Internal Affairs (HRM)