

# Sustainability report

## Q8 Retail Benelux

### 2020/21





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## A word from our Managing Director



*I am especially proud of how we as a company were able to adapt to this new world we have to live in. This has been possible because of the perseverance, the flexibility, the hard work and the consideration for each other that we have shown both inside and outside the company walls.*

2020 has been a rollercoaster of a year. At the beginning of the pandemic in 2020, we felt and witnessed lots of frustrations, loneliness, goodbyes, difficulties in adjusting to the new normal and, worst of all, the loss of somebody close where you have not been able to say a proper goodbye. Nevertheless, at the same time, there was also the love, the support and the camaraderie that we all demonstrated which gives us hope for the future.

I am especially proud of how we as a company were able to adapt to this new world we have to live in. Who would have thought we would be working 100% remotely? This has been possible because of the perseverance, flexibility, hard work and consideration for each other that

we have shown both within and beyond the company walls.

In spite of everything, we have continued to deploy our strategy, our transformation towards becoming a sustainable Mobility player. Pleasingly, we have already achieved various objectives we set ourselves.

We have evolved from a vehicle-centric organisation to a customer-centric company, where we focus on identifying and addressing the (changing) needs of our customers.

That is why we have built our digital platform, called Q8 smiles. Because, to us, digital means solving customer problems. Therefore, we have been introducing many new apps to help our customers enjoy a hassle-free and sustainable journey.

We have also been introducing services that are tailored to society's changing mobility needs. To give an example, we acquired equity in SnappCar, the number one peer-to-peer car sharing company in the Netherlands. In addition, we have embraced electric mobility with Q8 and Tango electric, which is a big step for a traditional fuel company. We have also added other mobility services such as a parking app.

However, we are also looking at customer needs that do not have any correlation with being a Mobility player...at first glance, that is. Because, as people are more and more on the go, they

increasingly eat and shop on the go.

It is our ambition to cater for these needs as well. That is why we are introducing a new generation of shops, together with our partners Delhaize, Panos and Starbucks by Selecta, catering for the customer's need for sustainable and healthy food and drinks on the go.

All these achievements clearly show how we have been working on transforming our company. However, none of this would have been possible without transforming the inside of our organisation as well. Our employees are the engine in this journey. Hence, we are introducing a shift in the state of mind in support of the new way of working, externally and internally. More precisely, there are three behaviours, which we want our people to adopt: Accountability, Collaboration and Experimentation - '#ACEthewave' - embody the DNA for a successful transformation.

All these initiatives evidence how seriously and passionately we take our responsibility in various areas to contribute to a better society, today and tomorrow. I thank everyone for their individual participation and support in the activities discussed in this report. I feel very confident that together, with everyone at Q8, we are ready to face and embrace a more sustainable future together.

**Fadel Al-Faraj**  
Managing Director at Q8



## Giving back to the planet



### Taking responsibility for our carbon footprint



#### Carbon footprint (Offices, depots and stations)

Scopes 1 and 2: 9,329 tonnes CO<sub>2</sub>e

Scopes 1, 2 and 3: 14,255 tonnes CO<sub>2</sub>e

**Target 2025:** carbon neutral for Scopes 1 and 2 carbon emissions

### Taking responsibility for our products

#### Reducing vehicle exhaust emissions



9.0% of biobased fuel



AdBlue: 44 sites

**Target 2025:** > 100 Sites



272,330 litres of packed  
AdBlue sold in the shops

**Target 2025:** 323,000 litres

#### Developing our network of gas fuels



47 sites



13 sites

#### Fully integrating E-mobility into our day-to-day organization



115,427 kWh electricity  
supplied via Q8 chargers



50,217 chargers Benelux

#### Preparing the future of sustainable fuels

46,800 m<sup>3</sup> Hydrotreated Vegetable  
Oil (HVO) purchased/blended

### Taking responsibility for our services

#### Sustainable service stations



100% green energy  
contract BE and NL



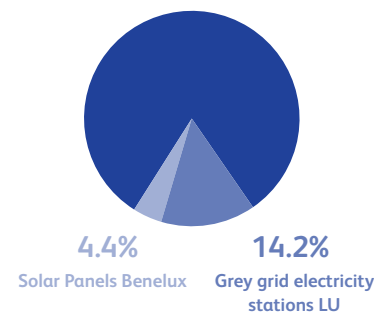
Solar panels

- BE: 46 % of the stations
- NL: 12 % of the stations
- LU: 13 % of the stations



Electricity consumption

81.4%  
Green grid electricity stations BE and NL



#### Shopping more sustainably

Recycling Nespresso Cups  
20 shops  
7,399 kg recycled Nespresso Cups

Too Good to Go  
66 shops  
24,946 Too Good to Go meals

#### Partnering with sustainable suppliers

- Sustainable Supplier Code
- 10 sustainability criteria
- Vendor evaluation meetings

#### Reducing the impact of our supply chain



Carbon intensity logistics

2.87 kg CO<sub>2</sub>e/m<sup>3</sup> sold

Carbon emissions of Q8 Retail Benelux's  
distribution by truck, per m<sup>3</sup> of sold fuel  
product



## Innovation creating prosperity

### Focus on the customer

- Brand tracker survey
- Sustainable fuel brands and convenience
- Shops become more important

### Our innovation challenges

#### Changing mobility

- Developing mobility hubs
- Snappcar car sharing

#### Changing the shopping experience

### Our innovation

- Mobile fueling
- Q8 Pay Parking
- Q8 Parking Finder app
- On-demand road assistance
- Tango car insurance
- CO<sub>2</sub> coach

Combined in one smart application for a more seamless journey



## Engaging and enabling our people



### Our people



291 employees



Male 60%



Female 40%

44

is the average age of our employees

92%

of our contracts are of unlimited duration

98%

office employees

### #ACEthewave, leading our people through the transitions

- Accountable
- Collaborate
- Experiment

### Exploring new ways of working

- Experimenting with the future work environment
- Supporting a remote and digital workforce
- Stimulating idea experimentation

### Learning and development

#### Q8 Corporate Academy

More than 5,500 training hours (= 19 hours per employee) of which

**83%** were external trainings

### Supporting a fit and healthy workforce

98% BeWell program awareness

72% BeWell participation rate

84% would engage in Bewell 2021



# About

Q8 is one of the top fuel providers in Europe, with close to 5,000 service stations in Europe, of which over 700 are located in the Benelux region, operating under the brands Q8, Q8 easy and Tango.

Q8 also has a vast network of International Diesel Services (IDS) stations which specifically target the transport sector. Moreover, Q8's business and services reach far beyond those of a traditional fuel company. In addition to the production, marketing and sales of Q8 lubricants, we also have a strong network of 'Shop & Go' convenience stores in partnership with Delhaize, Panos and Starbucks by Selecta. With Q8 and Tango electric, we are even taking big steps in E-mobility with a rapidly expanding network of (fast) chargers at our own service stations, at customer and partner locations and through a broad European network.



Although Q8 has a solid reputation as a fuel company, we aim to be much more than that. That is why we have embarked on a transformation journey from a traditional fuel company to a sustainable Mobility player. Today, we already offer our customers access to a network of more than 50,000 electric charging stations in the Benelux. We will continue on this path and further expand our Current Business with more sustainable fuels and innovative services that will help us reshape the mobility of the future.

## Current Business 2.0

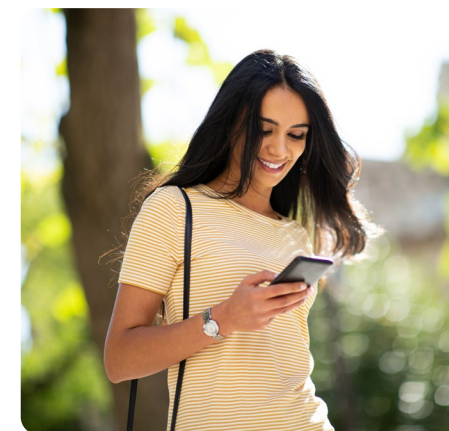
Building on our Current Business, we are expanding our **on-the-go fuel and shop experience** and our direct sales offer, while introducing new services for customers and broadening our offering to retail, home energy and home services. Our loyalty program **Q8 smiles** gives our customers the chance to make cashless payments, earn free Smiles each time they fuel or shop, and save up for nice gifts. The Q8 smiles app was the first in covering all banks for **mobile fuelling**.

## E-mobility

We have complemented our traditional fuels offer with CNG, sustainable fuels and electric charging. With **Q8 electric** and **Tango electric** we offer access to a rapidly-growing network of (fast) charging infrastructure, both at our service stations and in the public domain. By partnering with some of the biggest charging station operators, our customers can use their Q8/Tango electric card to charge their electric vehicle at 80 % of all chargers in the Benelux, which is more than 50,000 charging stations. Our ambition is to soon have 95 % of the publicly accessible charging stations in the Benelux included in the charging network.

## Mobility services

We work on the customer journey of the future and are constantly adding innovative **mobility services** to our fuel and shop offer. We use our brands and mobility assets to connect with other mobility players and to build loyalty in order to create value for our customers, employees and the company itself. We are continuously developing **innovative applications**, for example for **parking and roadside assistance**, that focus on pay-per-use rather than traditional subscriptions, in line with the evolution of mobility from ownership to usage. In the Netherlands, we also invested in SnappCar, the largest car sharing company in the country.







## Customer Experience

Q8 strives to be the best possible mobility partner for customers throughout their entire journey. We want to be a sustainable Mobility player putting customers first and focusing on a positive customer experience through innovative products and services beyond fuels. As such, we have **a constant dialogue** with our customers through several channels. We also intensively use social media to talk to each other. We aim to **understand customer behaviour** and measure satisfaction and loyalty in order to fulfil their current and future needs. We explore and introduce **new services** that make the customer journey more enjoyable and sustainable.

## Engage and Enable

Along with customer experience, employee experience is an essential pillar of Q8's vision. As an **attractive employer** offering continuous learning and self-improvement, we are creating a **future-proof digital work environment**. We focus on building a networked organisation where we better ourselves and each other, where we lead instead of manage. Built on the behaviours Accountability, Collaboration and Experimentation, we act and don't just react, we take risks and challenge ourselves.

## About this report

This is the Q8 Retail Sustainability report for the Benelux. In this document, we aim to explain to our stakeholders what sustainability means to Q8 and give them insight into the most material aspects of our sustainability performance to date (2020-2021). It is our intention to publish a Sustainability report every year.

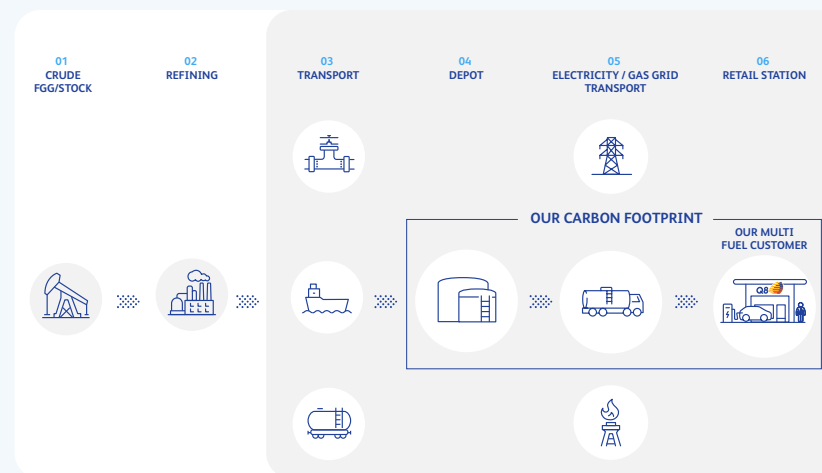
This report focuses on Q8 retail activities for passenger cars (B2C and B2B) in the Benelux region.

The scope of this Sustainability report covers all legal entities, joint ventures and the brand names Q8, Q8 easy, Tango, Q8 electric and Tango electric in the Benelux region.

### The report does not cover:

- The blending plant for lubricants (Q8Oils) in Antwerp and the (Q8 Research) facility at Europoort (NL).
- Our International Diesel Services (IDS), which focuses on stations for long-haul transport.
- Q8Aviation, which provides airport fueling services at international and regional airports.
- Our direct sales business which focuses on bulk product sales to a selective number of resellers and partners which are mainly active in retail and home heating.

## Our value chain



The Q8 Retail Sustainability report is drawn up in accordance with the Global Reporting Initiative (GRI) standards, Core level. This comprehensive framework is widely used around the world for its credibility, consistency and comparability, and is now the de facto standard for Sustainability reporting.

To evaluate how our business helps advance sustainable development – by minimizing negative impacts as well as by maximizing positive impacts on people and the planet – we turned to the UN's Sustainable Development

Goals (SDGs). The SDGs define global sustainable development priorities and aspirations for 2030 and seek to mobilize global efforts around a common set of goals and targets. They therefore present an opportunity for business-led solutions and technologies to be developed and implemented to address the world's biggest sustainable development challenges.





# The path to a more sustainable future

Increased urbanization causes growing congestion and deteriorating air quality in our cities. The increase in greenhouse gases in the earth's atmosphere leads to changing climate conditions. The digital revolution changes lifestyles all over the world.

These trends are only a few examples of the challenges confronting society and greatly affecting Q8's retail activities. At Q8, we address these challenges as opportunities to guide us on our path to a more sustainable future.



## Addressing challenges as opportunities

One of the direct consequences of these trends is the changing role of the car in modern society. Driven by digitization and increased traffic congestion, the personal relationships people have with cars is diminishing. Consequently, we see a growing interest in car sharing and even mobility hubs where people can easily switch from one means of transportation to another. Moreover, we are witnessing a change in the

types of vehicle using our streets. The traditional fuel engine car is gradually making way for hybrid and electric vehicles as a growing number of cities create low-emission zones and car manufacturers commit themselves to producing only hybrid and electric vehicles.

## Our commitment to a sustainable society

Q8 has committed itself to playing its part in creating a more sustainable future. To take responsibility for our carbon footprint, we calculated the CO<sub>2</sub> emissions linked to our depots, our service stations and the transport between them. Based on the result of this exercise, we set out a series of actions to strengthen our positive and reduce our negative impacts on carbon emissions throughout our sector's value chain. To make sure we are heading in the right direction and taking the most effective actions, we asked CO2logic, a consultancy firm specialized in carbon reduction programs, to challenge our program and help us fine-tune where necessary.

Our ambition does not stop there. Our business is of central importance to worldwide sustainable development. The oil and gas products we deliver are key pillars of the global

energy system and, as such, are drivers of economic and social development. Hence, we have embraced the **Sustainable Development Goals** (SDGs), launched by the UN in 2015 to help countries end poverty, protect the planet and ensure global prosperity as part of a new sustainable development agenda. These SDGs offer crucial guidelines and parameters, enabling us to shape our strategy and contribute to building a more sustainable future.

In general, all SDGs are relevant to the oil and gas business. However, we want to focus our efforts on those areas where we can make the most difference. Hence, together with consultancy firm slidingdoors we conducted an extensive benchmark exercise, consulted with a number of our customers and partners, and ran an internal survey to identify those areas.





## This resulted in the following selection of SDGs:

### Giving back to the planet

#### SDG #7

##### Affordable and Clean Energy

It is our ambition to give our customers overall access to sustainable energy. On the one hand by continuously innovating and expanding our offer of sustainable fuels, and on the other hand by ensuring access to electric charging stations in as many places as possible: at home, in service stations, at work and in semi-public locations.

#### SDG #13

##### Climate Action

Based on calculations of our carbon footprint, we developed a program to reduce the carbon footprint of our depots, service stations and the transport between them. In addition, we invest in the development and offering of sustainable fuels that help our customers reduce their climate impact. In this way, we want to make a positive contribution in the fight against climate change.

### Innovation creating prosperity

#### SDG #9

##### Industry, Innovation and Infrastructure

We want to guarantee our customers a hassle-free service experience at home, in our service stations and on the go. To do so, we are expanding our fuel and shop experience as well as our direct sales offer, while introducing new retail and mobility services and expanding to home energy and services.

#### SDG #11

##### Sustainable Cities and Communities

Q8 wants to be the overall hub for all of its customers' mobility needs. By developing services that enable people to easily switch between transportation modes, use a shared car, pay for fuel using the Q8 smiles app, charge an electric vehicle at a Q8 charging station at any given location, shop for foods and drinks at a Q8 (partner) shop, etc.

### Engaging and enabling our people

#### SDG #3

##### Good Health and Well-Being

We are on a wave of change, transforming Q8 into a sustainable Mobility player. Throughout this journey, we put everything to work to offer our customers a sustainable experience. Our own people play a central part in achieving this ambition. Hence, we engage and enable them to take Accountability and ownership over their actions, Collaborate with each other and partners, and Experiment with new ideas. In this way, we aim to create a close Q8 community that is ready and able to help us #ACEthewave of change.

#### SDG #8

##### Decent Work and Economic Growth

We want to be an attractive employer and hire the talent that will support our business growth. From the moment they onboard to the moment they leave the company, we want to assure a positive Q8 experience throughout which they feel engaged and enabled to discover and achieve their career ambitions.

These six SDGs are the cornerstones of our Q8 sustainable program. They guide us in taking the appropriate decisions to ensure the future resilience of our business.



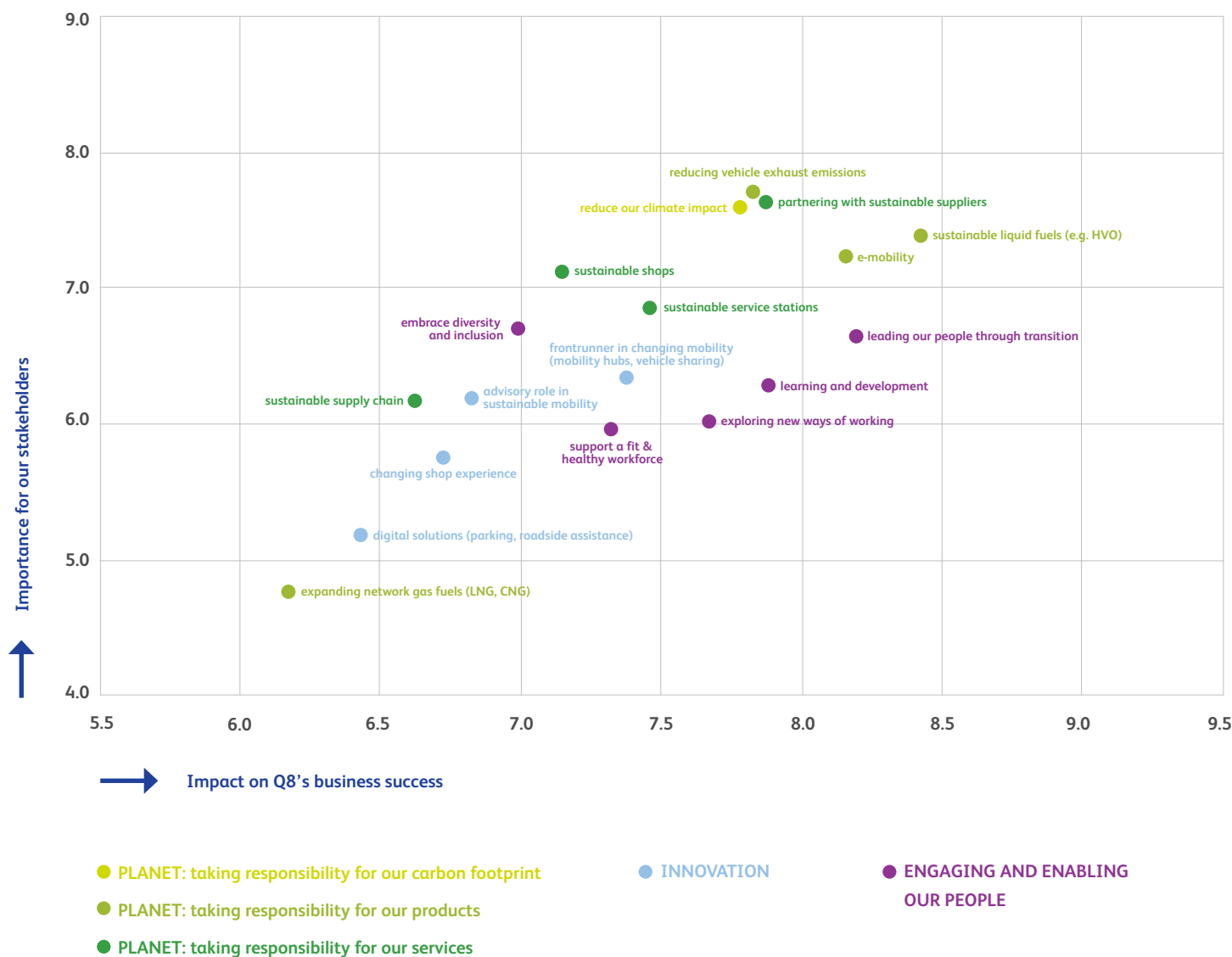


We have already taken numerous steps in our Q8 sustainable program in recent years: calculating our greenhouse gas emissions, creating dedicated workgroups, conducting benchmarks and launching sustainability actions. In the years to come, we will further embed sustainability throughout the organisation, raising awareness, and increasing knowledge and commitment. We will continue ongoing initiatives and innovative efforts to enhance our sustainable performance and develop practical emission reduction targets.

In doing so, we will take account of our **materiality matrix**, which ranks each sustainability theme in this report according to its contribution to Q8's business success as well as its importance to customers and society.

We count on the support of trusted external partners to achieve our Q8 sustainable ambitions. We firmly believe we can advance faster if we collaborate with experts in a range of domains: it will increase the impact of our actions if we scale up and involve third parties. For these reasons, we have undertaken various initiatives with trusted partners, and we will continue to do so in the future.

## Materiality matrix Q8





## This report has been evaluated and validated by our stakeholders

This first Q8 Retail Benelux Sustainability report has been extensively evaluated by both internal and external stakeholders.

- **Internally**, we sought as much involvement as possible from Q8 employees through a variety of in-depth interviews.
- **Externally**, we put together a diverse group of customers, suppliers and partners to evaluate this Sustainability Report, as well as the materiality matrix that forms the basis of this document.

On 17 May 2021, we organized a stakeholder meeting where we presented our sustainable program. During the meeting we validated the report and collected the input and feedback from the participants that we can use as guidelines to further enhance the next editions of the Q8 Retail Benelux Sustainability report.



*It's good to see Q8 taking up its responsibility in realising the energy transition.*



*Make sustainability visible, let customers experience sustainability. Include them in the transformation journey and gradually guide them on the road to a more sustainable mobility.*



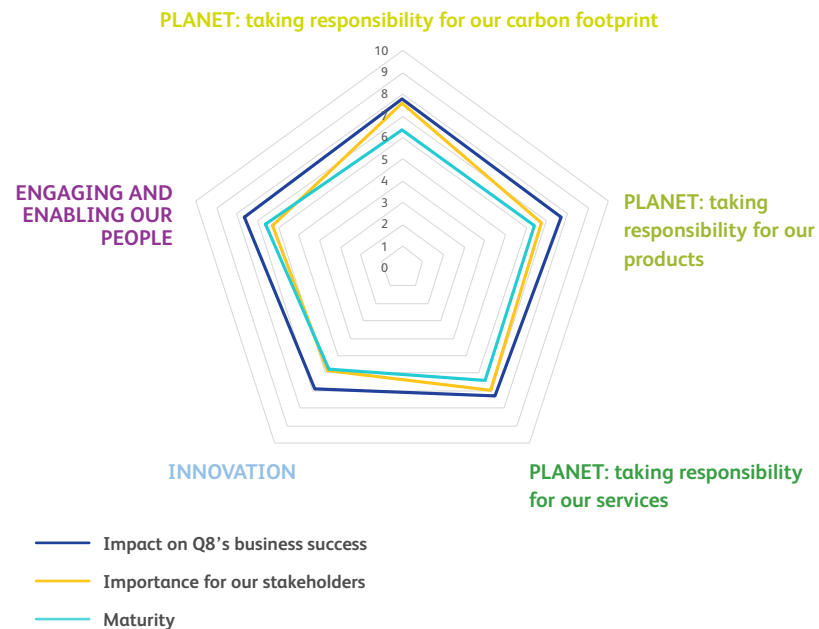
*Q8's transformation journey is a perfect opportunity to lead by example. The internal organisation can act as a testing ground for a sustainable mobility shift, experimenting with e-bikes, electric vehicles, public transport, remote working, etc.*



*We really appreciate Q8 sharing their vision on sustainability with us, and allowing us to be part of their transformation journey.*

## The main conclusions of the stakeholder panel were:

- Our stakeholders attach the highest importance to our efforts to reduce our carbon footprint, to offer sustainable alternatives to fuel and to make our service stations greener.
- They expect us to further elaborate our carbon reduction program and raise the bar on our targets.
- We meet our stakeholders' expectations in terms of people management, innovation and services.
- Our internal stakeholders find it especially important that we lead our people through the transition and that we focus on e-mobility and digital services.







# Giving back to the planet

Our activities have an undeniable impact on the environment, both positive and negative. On our journey to becoming a sustainable Mobility player, we will reinforce the positive and reduce the negative climate effects of our activities, products and services.

The **end goal** is to reach **carbon neutrality by 2025** for our own operations and adapt our offering to provide our customers with a more sustainable journey.



## Taking responsibility for our carbon footprint

### Key results 2020/2021:



**Carbon footprint**  
(Offices, depots and stations)

**Scopes 1 and 2: 9,329 tonnes CO<sub>2</sub>e**

**Scopes 1, 2 and 3: 14,255 tonnes CO<sub>2</sub>e**



**Target 2025:** carbon neutral for Scopes 1 and 2 carbon emissions

At Q8, we have committed ourselves to reducing our carbon footprint by limiting the emissions under our direct ownership or operational control (Scope 1) and from our purchase of electricity (Scope 2). We have developed a dedicated program to reduce our greenhouse gas emissions and become carbon neutral for our own operations (Scopes 1 and 2) by 2025.



**To achieve this goal, we developed a set of target-oriented objectives and action points:**

- **Reduction targets** within our own value chain to reduce our own carbon footprint.
- **Offsetting targets** to support climate projects outside our own value chain. These actions do not reduce our carbon footprint but, by supporting additional and certified climate projects, we can offset our own emissions and become carbon-neutral in accordance with the PAS2060 standard.
- **Avoided emissions** through products and services will not reduce the carbon footprint of our company, but will contribute to a net zero emission at planetary level.



## Taking responsibility for our carbon footprint

Taking responsibility for our products

Taking responsibility for our services



We are continuously finetuning the roadmap for carbon neutrality by 2025 with a focus on reduction actions related to our service stations, company cars and logistics, because of the clear interaction and exemplary role we have regarding our products and services. In addition, we are implementing other practical initiatives (eg: internal carbon shadow pricing) helping to integrate a climate focus in all our processes.

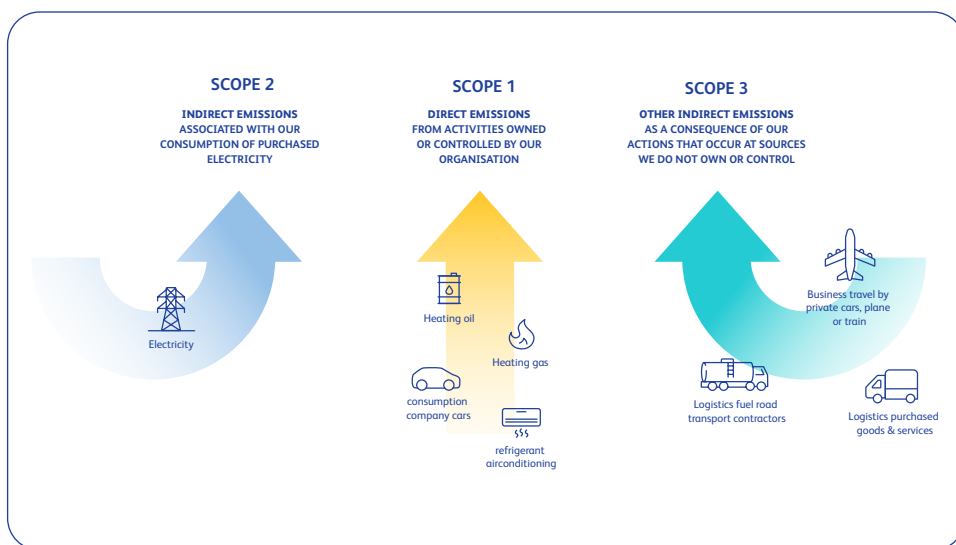
Moreover, we are refining our strategic roadmap based on directives, upcoming technologies, our strategy and vision, and our climate ambitions to define what our products and services mix of the future should be and how we can adapt our service stations to address our customers' changing needs.



*Reducing our own carbon footprint will enable us to better support our customers on their path to a low-carbon future.*

**Steven Clauwaert**  
Supply & Logistics Operations Manager at Q8

## Our carbon footprint

GHG emissions (tCO<sub>2</sub>e)

	2016	2017	2018	2019	2020
Scope 1	4,008	4,426	4,065	3,886	3,814
Scope 2	7,742	7,902	6,468	6,269	5,516
Scope 3	6,246	6,365	6,307	6,471	4,926*
Scopes 1, 2 and 3 combined total	17,996	18,693	16,840	16,626	14,255
kgCO <sub>2</sub> e/ m <sup>3</sup> sold	9.50	9.68	8.51	8.61	8.59

\* less volumes sold due to corona crisis



## Taking responsibility for our products

### Fully integrating E-mobility in our day-to-day organisation

#### Key results 2020/2021:

**50,217 chargers**

available to our customers throughout the Q8 Benelux network (both company owned and through partners)

- BE: 7,657
- NL: 41,216
- LU: 1,344

We exceeded our 2020/2021 target of 50,000 chargers

**Target 2021/2022:** offer access to 95 % of all chargers within Benelux

**115,427 kWh electricity**

supplied via Q8 chargers (company-owned)

- BE: 10,959 kWh
- NL: 104,468 kWh

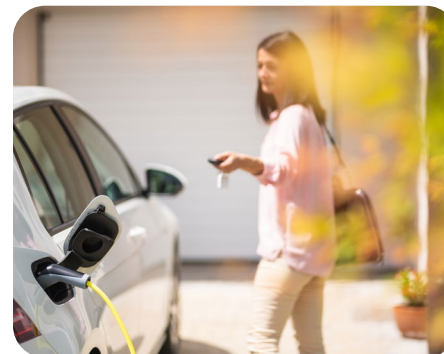
**577,135 km**

driven by electric vehicles charged at Q8 chargers (company-owned)

- BE: 54,795 km
- NL: 522,340 km

Over the next few years, we will see an exponential rise in the number of electric vehicles on the road. At Q8, we want to meet the challenges represented by this trend and address the needs of our customers who drive electric vehicles.

With Q8 electric and Tango electric we offer our customers access to a fast-growing network of (fast) chargers, both at our service stations and in the public domain. By partnering with some of the biggest operators of charging stations, our customers can use their Q8/Tango electric card to charge their EV at 80 % of all chargers in the Benelux (more than 50,000 charging stations). Our ambition is to soon offer our customers access to 95 % of the publicly accessible charging stations in the Benelux.



#### And there is more:

- By 2020 to 2023, we want to boost the number of EV drivers using Tango / Q8 electric from 1,000 in 2020/2021 to 20,000 in 2022/2023.
- In 2021/2022, we want to have 9 % of our company-owned sites equipped with electric chargers, and up to 13 % by 2022/2023.
- We are extending the scope of our electric charging offering to company car parks, allowing employees to recharge their cars during office hours, and to mobility hubs in cities and towns. Our objective is to install public charging stations at other locations than our service stations in the coming years.







## A new and more sustainable car policy



We have committed ourselves to rethinking our car policy. Our leasing partner already offers our employees the possibility of selecting a hybrid or full electric car, thus contributing to reducing the carbon footprint of our car park. Consequently, we also want to increase the number of charging stations, both at our offices and at the homes of our employees.

In time, we want to go beyond electric vehicles. Over the next five or six years, we want to give our employees the opportunity to use various modes of transportation flexibly, including train, car and micro-transport (i.e. e-bikes, e-scooters, shared bicycles, etc.).

### 2020/2021

11 full electric cars and 10 hybrid cars in Q8 fleet  
50 Belgian employees with an e-bike lease plan

### 2019/2020

8 full electric cars in Q8 fleet

## Reducing vehicle exhaust emissions

### Key results 2020/2021:



9.0%

of biobased fuel



44 sites

AdBlue

2019/2020: 31 sites

🎯 **Target 2025:** > 100 Sites



272,330 litres

of packed AdBlue sold in the shops

2019/2020: 253,935 litres of packed AdBlue sold in the shops

🎯 **Target 2025:** 323,000 litres





The largest portion of the emissions in our value chain comes from our customers' use of our products. That is why we are dedicated to reducing the climate impact of our fuels.

At present, petrol and diesel vehicles continue to dominate new car sales, but hybrids and electric vehicles are rapidly growing in number. We are still in the very early stages developing engines for heavier vehicles powered by electricity, hydrogen or other new fuels, but progress is accelerating here as well.

One way to reduce the emissions of fuel-powered vehicles, is to add **biofuels**. Blending biofuels such as Rapeseed Oil Methyl Ester (RME), ethanol and Hydrotreated Vegetable Oil (HVO) with traditional petrol and diesel does not affect the performance of the engine, but reduces overall emissions. The amount of biofuel that can be added to traditional fossil fuels is determined by national regulation, in compliance with the European Renewable Energy Directive (RED II) and the Fuel Quality Directive (FQD), which prescribe renewable energy and carbon emission targets for transport (read more in 'The world's commitment to a low-carbon future').

In recent years, we have made our motor fuels more sustainable. Our current fuels contain **9.0% of biofuel in the Benelux**. Although the composition of biofuels differs from country to country, they mainly are vegetable oils e.g. rapeseed, palm oil, soybeans and used cooking oil.



However, RED II sets a minimum target for the addition of advanced biofuels produced from non-feed/food and waste streams, such as slaughter waste, agricultural waste, forestry waste and residues etc. We are actively investigating the potential of these types of advanced biofuels to be able to select the best options and gradually introduce them in our range of biofuel products.

As well as biofuels, we also introduce **additives** to all our motor fuels to prevent engines/ injectors from clogging. The result is cleaner combustion, leading to an average fuel saving of 1 to 3 % depending on the type of vehicle. In this way, we can reduce emissions per litre of fuel.

## Driving cleaner, with AdBlue

At Q8, we give customers the opportunity to refill their AdBlue reservoirs via dedicated AdBlue bulk dispensers. AdBlue is a biodegradable liquid injected into the engine exhaust ahead of the car's catalytic converter and eliminates up to 90 % of the NO<sub>x</sub> emissions from the exhaust systems of diesel engines. By the end of fiscal year 2020-2021, we had installed 44 AdBlue bulk dispensers in the Benelux:

- BE: 39 locations      **Target 2025:** 79 locations
- NL: 2 locations      **Target 2025:** 5 locations
- LU: 3 locations      **Target 2025:** 20 locations



### Packed AdBlue

Customers can also buy AdBlue packs in 174 shops in Belgium and Luxembourg. In fiscal year 2020-2021, altogether 272,330 litres of packed AdBlue were sold in the shops.

- BE: 208,070 litres
- LU: 64,260 litres





## The world's commitment to a low-carbon future

To stop climate change and secure our future and that of generations to come, we need to build a low-carbon society. In 2015, 189 countries signed the **Paris Agreement** to begin to realise this ambition. In the agreement, governments from all over the world have committed to combating climate change and accelerating and intensifying their actions and investments **to limit global warming to well below 2°C and pursue efforts to limit it to 1.5°C**.

The European Commission translated the objectives of the Paris Agreement into the **European Green Deal**. Its ambition is to reach **net-zero greenhouse gas emissions by 2050** and for Europe to become the world's first climate-neutral continent.

In 2019, Europe updated its energy policy framework to act upon the Paris Agreement commitments for reducing greenhouse gas emissions and moving away from the use of fossil fuels. This **Clean energy for all Europeans package** consists of eight legislative acts.

As part of this package, Europe issued the **Renewable Energy Directive (RED II)** to increase the use of energy from renewable sources in December 2018.

More specifically, the EU has set an ambitious, binding target of 32% for renewable energy sources in the EU's energy mix by 2030, including an increased 14% target for the share of renewable fuels in transport by 2030 (in 2020 the share of renewable fuels in transport was set at 10%). EU member states have to transpose these targets into national energy and climate plans (NECPs), outlining how they will meet the new 2030 targets for renewable energy and energy efficiency. Consequently, the renewable energy targets differ from country to country. Currently, RED II is under revision, meaning the targets for the share of biofuels in petrol and diesel fuels are set to increase. The proposal includes a 55% reduction in GHG emissions, a renewable energy target of 38 – 40% and a transport target of 24% by 2030.

Together with the Renewable Energy Directive, the **Fuel Quality Directive (FQD)** also regulates the sustainability of biofuels. The FQD required a reduction of the greenhouse gas intensity of transport fuels by a minimum of 6% by 2020. A revision of this directive is underway.

## Developing our network of gas fuels

### Key results 2020/2021:



47 sites

Liquefied Petroleum Gas (LPG)



13 sites

Compressed Natural Gas (CNG)

🎯 **Target 2021: 15 sites**



1 site

Liquefied Natural Gas (LNG)

In addition to liquid fuels, our service stations in the Benelux offer customers natural gas fuels. For instance, we have one site in the Benelux where our customers can fuel **Liquefied Natural Gas (LNG)**. We currently have 13 sites offering **Compressed Natural Gas (CNG)** and our ambition is to expand to 15 CNG fuelling sites by 2021. Next to our own CNG fuelling sites, our Liberty customers can fill up with CNG at 100 partner sites across Belgium and the Netherlands.







## Ensuring high-quality products

We have ISO 9001 and ISO 14001 certification to ensure high-quality products and ISCC EU certification for the use of energy from renewable sources. Additionally, we have active memberships in a range of organisations, including:

- Concawe: a division of the European Petroleum Refiners Association, which was founded by oil companies to carry out research on environmental issues relevant to the oil industry.
- CEN / NEN: the European and Dutch committees for standardization. As a member, we can prepare ourselves for new fuel standards and specifications.
- BPF / GPL / VNPI: Petroleum Federations representing the main oil companies active in refining, distribution and storage of petroleum products in Belgium (BPF), Luxembourg (GPL) and the Netherlands (VNPI).

## Preparing the future of sustainable fuels

**Key results 2020/2021:**  
**46,800 m<sup>3</sup> HVO purchased/  
blended**

2019/2020: 8,700 m<sup>3</sup> HVO  
purchased/blended

We have the ambition to reduce customers' carbon footprint and investigate new, advanced, sustainable fuels. We are actively researching the possibility of integrating **Hydrotreated Vegetable Oil (HVO)**, a renewable diesel fuel produced through hydrogenation (treatment of hydrogen). Its key advantage is its performance at very low temperatures, making it an ideal fuel during cold winters. The depot in Brussels is already capable of supplying HVO to the Belgian market, our Ghent depot is blending HVO with on-road diesel, and an investment study is being

finalised to upgrade existing tanks in our depot in Liege. The first Tango sites are now selling HVO to the Dutch market and, for our Liberty customers, we have added 48 HVO sites in partnership with EG Groep. To put it in numbers, we have purchased/blended 8,700 m<sup>3</sup> of HVO in 2019/2020. In 2020/2021, we reached 46,800 m<sup>3</sup>.

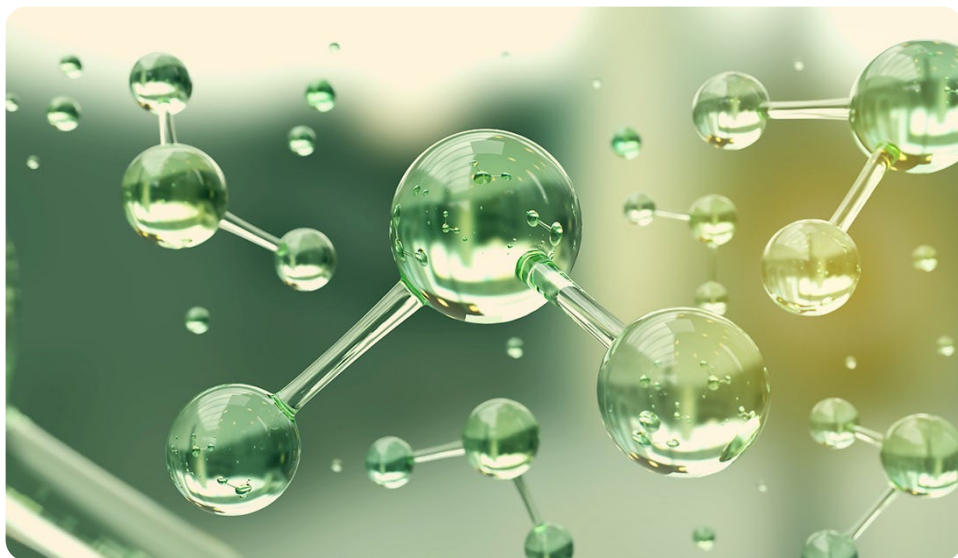
We are investigating the potential of advanced biofuels made from paper sludge in a project called **MOTOR** (More Transport fuels from Organic Residues). This project brings together a consortium of two research organisations, three SMEs and two major companies, including Q8. Fuels based on organic residues would greatly reduce the overall CO<sub>2</sub> footprint of heavy-duty transport and aviation as the use of enzymatic conversions is very energy efficient. The main role of Q8 Research in this project is to assess the potential to convert long chain alcohols into liquid fuels and the feasibility of marketing them from commercial and legal point of view. In 2021, Q8 Research will start conducting lab analyses and hydro treatment. The project is supported by 'Topsector Energiesubsidie' of the Dutch Ministry of Economic Affairs and Climate and is set to end in May 2022.





In April 2020, the **BioSferA** project kicked off. This project brings together a consortium of ten European companies and research centres with the aim to develop a cost-effective interdisciplinary technology to produce sustainable aviation and maritime fuels from biogenic residues and wastes. The main role of Q8 Research in this project is to assess the potential to convert the fermentation products into liquid fuels and the feasibility to market them from commercial and legal point of view. This project has received funding from the European Union's Horizon 2020 research innovation program and will end in March 2024.

As a member of Waterstofnet and Hydrogen Europe, we closely follow up on any evolutions in the field of **hydrogen** as a fuel, to keep ourselves at the forefront of new developments. Within this domain, Q8Research has started the **SherLOHCk** project to investigate the potential of Liquid Organic Hydrogen Carriers (LOHC) for transporting hydrogen. LOHC is able to chemically bind hydrogen to oil, making it possible to transport it by boat or truck. The objective of the SherLOHCk project is to investigate the economic viability of LOHC as a sustainable and cost-efficient catalyst for hydrogen and energy storage applications.



### Centre of Excellence for Sustainable Fuels

The introduction of renewable fuels is not limited to our Benelux network. We share our ambitions with our colleagues in Denmark, Sweden, Italy and Spain. In our Centre of Excellence for Sustainable Fuels, we bring together fuel specialists, supply team members and sales managers from all these countries to share their vision and experiences regarding sustainable fuels, discuss potential projects, and advise management on targets and how we can further improve our fuel offering and assist our customers in turning their journey more sustainable.



## Taking responsibility for our services

### Developing the new generation of sustainable service stations

One of the main driving forces in our transformation journey is providing our customers a sustainable journey. To achieve this ambition, we are thoroughly rethinking our service stations so that they are able to cater to the (changing) needs of our customers while they are on the move.

More specifically, we want to offer them a wide range of energy, a broad choice of mobility services and further enrich our assortment with healthier food in an attractive and more sustainable environment.

On top of that, we want our service stations to help us achieve our climate ambitions. Therefore, we are redesigning our stations to welcome renewable energy, make smart use of the available energy, incorporate sustainable materials and reduce waste. In recent years, we have already made progress in making our service stations more sustainable, with projects focusing on energy consumption, installing solar panels and piloting new technological solutions. And we are already prepping ourselves for the future.



#### Key results 2020/2021:



100% green energy contract

for offices, depots and service stations in  
Belgium and the Netherlands



Solar panels

- BE: 46 % of the stations  
(202 tonnes less CO<sub>2</sub>)
- NL: 12 % of the stations  
(61 tonnes less CO<sub>2</sub>)
- LU: 13 % of the stations  
(0.5 tonnes less CO<sub>2</sub>)



Electricity consumption

**81.4%**  
renewable energy  
Green grid electricity stations BE and NL



4.4%  
renewable energy  
Solar Panels Benelux

14.2%  
non-renewable energy  
Grey grid electricity  
stations LU





## Station of the future

In 2017, we developed the concept ‘**Station of the future**’ with the objective to create a sustainable site with limited emissions in the subsurface. The concept’s main pillars are the selection of sustainable materials and the monitoring of energy consumption to save costs and reduce waste. At our unmanned sites, we strive to develop the first energy-neutral sites by using solar panels and storing excess energy. At our manned sites, we focus on water and heat recovery, and we continuously invest in energy-efficient equipment.

In 2018, we opened a new site in Knokke, where we use various sustainable technologies. The site was built using smart construction and energy solutions, including hot water heat pump technology, led lighting and solar panels. The 48 installed solar panels are able to generate 12,500 kWh of energy, making the station mostly self-sufficient in terms of energy use. To be exact, one solar panel can facilitate more than 14,000 refuels and 620,000 payment transactions. What’s more, the solar energy reduces the site’s carbon emissions by 2,500 kg per year.

In the meantime, our engineering department is working hard on turning the energy use of our station network greener. We opted for a green energy contract, thus supporting the energy transition to more sustainable alternatives.



In Belgium, we concluded a new group contract for 2019-2021 based on 100% green energy through Guarantees of Origin, reducing our carbon impact to zero. For the Netherlands, all our energy is based on wind power.

We actively focus on energy efficiency at our stations and encourage energy reduction measures. We are installing solar panels to generate ecologically responsible electricity and aim to grow the number of stations with solar panels in the next three years. We are also experimenting with the first unmanned site combining solar panels with battery storage and EV charging. Our goal is to update our ‘Station of the future’ concept, combining these newer

technologies and introducing objective scoring mechanisms for sustainable buildings (e.g. BREEAM).



### Sustainable measures:

1. Building BREEAM certified
2. Laminated timber structures
3. Solar photovoltaic cells
4. Solar boiler
5. Green roof
6. LED lighting indoors and outdoors
7. Shed roof and solar tubes to bring in more daylight.
8. Outdoor lighting using solar energy
9. HVAC installation with smart grid
10. Coolers and freezers double walled
11. Fast recharging points for electric vehicles
12. Recharging points for bikes
13. Two filling positions CNG
14. Two filling positions AdBlue
15. Rainwater storage tank
16. Open drained canals for re-injection of rainwater
17. Parking spaces with grind surface for re-injection of rainwater
18. Parking space for disabled person
19. Parking space for pregnant women
20. HVAC roof units incorporated in noise absorbing cabins
21. Noise absorbing barrier around site
22. Recycling of waste by use of Molok waste disposal and recycling equipment
23. Green area with plants and trees selected to reduce CO<sub>2</sub>

**In addition, we:**

- Promote the use of sustainable, natural materials for the interior of our service stations, giving our customers a warm welcome. For instance, our new shops are equipped with wooden beams instead of steel structures.
- Upgrade our existing network with LED lighting.
- Experiment with EV charging, HVO, LNG and other sustainable fuels.
- Phase out the replacement of cooling liquids, saving up to 24 % per replacement and experiment with new more sustainable technologies such as CO<sub>2</sub> or ammonium-based cooling equipment.
- Meticulously monitor the energy consumption at our retail sites.

Our engineering team is also actively reducing the carbon footprint of our service stations' maintenance operations by experimenting with new technologies and digitisation. For instance, our sites are equipped with sensors that enable remote maintenance works. In this way, our technicians no longer have to go on site, reducing transport distance and emissions. In the future, we want to update these sensors so that they indicate when maintenance is required (predictive maintenance).

As a first case study, we installed sensors in the cooling equipment of our entire Belgian network of service stations. In collaboration with our cooling partner, we were able to decrease the number of physical interventions by 20 %, by finding the root cause of the issue remotely.

**Shopping more sustainably**

More than 20 years ago, service stations were but quick stops to refuel and have an unhealthy snack. That changed with the opening of a network of 'Shop & Go' convenience stores in partnership with Delhaize, Panos and Starbucks by Selecta. A clever move, considering that the network has grown to 159 shops in Belgium and Luxembourg.

In January 2020, we launched a new generation of this unique concept, focusing on qualitative, healthy and refined products in a warm and welcoming atmosphere with quick and personal service. More precisely, these new generation shops feature an open Panos bakery, a salad bar where customers can create their own salads, and a quick scan system to make purchasing

more efficient. The traditional aisles have made way for a central island where an employee greets the customers.

Today, we have six of these new generation shops up and running. And more are coming.

**At the end of 2020, 66 shops actively participated in the Too Good To Go program, resulting in 24,946 meals and saving up to 62 tonnes of CO<sub>2</sub>.**

**Twenty shops also participated in the Nespresso recycling program, collecting 7,399 kg of Nespresso capsules.**



*Shops that put sustainability more and more at the forefront don't just elicit goodwill from consumers, they secure a serious market advantage!*

**Bert Robbens**  
Non-Fuel Performance Manager  
at Q8





## Teaming up with sustainable partners

Our shops are of strategic importance in our transformation journey to becoming a sustainable mobility player. Hence, we team up with partners that focus on sustainability, to provide our customers access to a **sustainable assortment** in our shops:

- **Delhaize** shops are active in The Lions Footprint, the company's action plan to reduce the use of non-renewable plastics, carbon emissions and (food) waste.
- **Panos** focuses on locally sourced sustainable ingredients and bakery products to offer its customers a healthy product range that fits in a well-balanced nutrition and lifestyle.
- **Starbucks by Selecta** is committed to 100% ethically sourced coffee, produced in line with its Coffee and Farmer Equity (C.A.F.E.) Practice guidelines. Over one million farmers are supported through Starbucks by Selecta initiatives.



## Partnering with sustainable suppliers

We want to stimulate our suppliers to join us on our path to a sustainable future. Therefore, we have developed a **Sustainable Supplier Code**, a Code of Conduct all our suppliers have to comply with.

We have also defined a set of **ten measurable and weighted sustainability criteria** that are used to evaluate suppliers in our tendering tool. These criteria span areas such as:

- OECD Guidelines for responsible business conduct
- Sustainable logistics
- Carbon emissions
- Sustainable packaging
- Environmental footprint

In December 2020, we started piloting these criteria in our construction, marketing and logistics departments.

In addition, we organise **vendor evaluation meetings** where we discuss strategy, sustainability performance, how suppliers can help us become more sustainable (and vice versa), innovations, etc. To date, we have conducted 25 to 30 of these evaluation meetings with our biggest vendors. In the future, we also want to meet up with smaller suppliers that still have a big impact on our operations.



*Currently, we are not only focused on managing the long-term financial relationship with our suppliers, but also on activities related to innovation and sustainability. In doing so, we have learned a lot that we can build on towards sustainable procurement. Like many other companies, we are still at the start of our sustainability journey. We want to advance together with our partners, learn from each other and strengthen each other.*

**Johan Embregts**  
Procurement & Facilities Manager  
at Q8





## Reducing the impact of our supply chain

### Key results 2020/2021:



#### Carbon intensity logistics

**2.87 kg CO<sub>2</sub>e/m<sup>3</sup> sold**

2019/2020: 3.14 kg CO<sub>2</sub>e/m<sup>3</sup> sold

2018/2019: 3.00 kg CO<sub>2</sub>e/m<sup>3</sup> sold

Carbon emissions of Q8 Retail  
Benelux's distribution by truck,  
per m<sup>3</sup> of sold fuel product

Our supply chain makes a significant contribution to the sustainability of our operations. Not least because of the modal shift we have been introducing and expanding for some time now. For instance, for the transport of products from the Antwerp – Rotterdam area to local terminals we use inland barge, rail and pipeline transport, allowing us to greatly reduce the number of trucks on the road.

For the supply of our service stations, we rely mainly on trucks that meet the Euro 6 vehicle emission standards, which tighten emission limits set in previous European standards: Euro 6 diesel engines emit approximately 75 % less nitrogen oxides (NO<sub>x</sub>) and 66 % less particulate matter (PM).

### To scale up and experiment with our supply chain sustainability, we continuously look for partnerships:

- As we own a limited network of terminals, we are continuously looking for partnerships in the most optimal geographical areas to guarantee product availability and limit transport distances.
- We are cooperating with rail freight operator Lineas and another fuel supplier to increase efficiency on our rail transport towards Luxembourg. It is by partnering up and creating economies of scale that we aim to intensify the modal shift towards rail.
- In cooperation with our main liquid fuels transport hauliers we will further investigate possibilities to use more sustainable fuels. Together with Schenk, we have been testing the use of an LNG-fueled truck to deliver fuels to our Tango network in the Rotterdam area.
- We are collaborating with the KdG University of Applied Sciences and Arts to study sustainable development trajectories for our Benelux transport. This will allow us to map realistic short and medium-term goals.



*We need to lead by example, therefore we structurally focus on sustainability in our own supply chain ! Improving data capture is a key focus area to improve insights and make the right decisions.*

**Jan Löfgren**  
Business Analyst at Q8

New on-truck  
computers

Euro 6 engine  
standards



Modal optimisation  
study

Best in  
class Nomix  
system





## Sustainable depots

Our depots play their part in achieving our sustainability ambitions. For instance, having a depot in Luxembourg helps us save up to 14% on our total driven kilometres in the Benelux. But we want to gain even more benefit from our depots. Therefore, we have selected three areas in which we will work to make our depots even more sustainable and future-proof.

### 1. Develop our low-carbon fuel storage and blending capacity.

In 2020, we reactivated our Ghent depot (B) to start blending Hydrogenated Vegetable Oil (HVO) into on-road diesel. Currently, 10% of the Ghent tank park capacity is used for HVO storage, allowing us to blend 14,000 m<sup>3</sup> of HVO in 2020/21. To increase the accessibility of pure and blended HVO (or potentially other biofuel products) we are studying the installation of a new truck loading rack.

At Petroleum Products Storage Transport (PPST) in Liege (B), we have reserved 10% of the capacity for ethanol and Fatty Acid Methyl Asters (FAME). PPST is now finishing its study to build a new or upgrade an existing storage tank dedicated to HVO in order to increase the local blending and use of low-carbon fuels.

### 2. Reduce our depots' carbon footprint

We are now finishing up a feasibility study to implement solar panels at our depots in Luxembourg. The idea is to install solar panels on a bigger scale and use the energy they produce to power on-site processes, store it for later use or sell the excess energy and put it on the public grid.

### 3. Implement sustainability projects

In our Ghent (B) and Bertrange (LU) depots, we installed LED lighting, which resulted in 20,000 kWh of electricity savings last year.

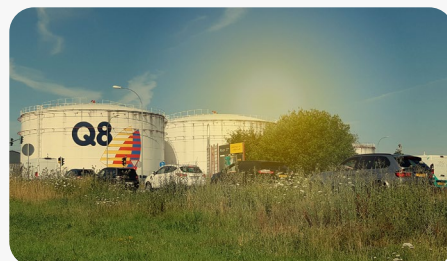
At our Dippach site (LU), we are installing two charging points for electric vehicles, which will be powered via solar panels (to be installed).

In 2019, we co-invested in a new marine loading arm at PPST in Liege (B) to unload barges.

The new equipment helps both people and environment as it enhances the safety of the operators on site and on the barge and greatly reduces the risk of spilling fuel in the river Meuse.

We also started a cross-depot project to install one asset management system in all our depots.

This will increase our knowledge, enhance our efficiency and create a paperless environment as the system will be managed on tablets.



## Using the latest technology to enhance our logistics processes



At Q8, we invest in real-time data and powerful algorithms to further rationalize decision-making and take repetition out of our people's day-to-day work. Within this context, we have initiated two new projects.

The first project that went live in 2020/21 consisted of a new and more **user-friendly-on-truck computers** (OTC) system. The new OTC makes it easier for drivers to enter and process all necessary data when supplying stations. Moreover, its dashboard enables the planning team to remotely monitor the process in real-time. Its main benefit is that it shares updated stock information in real-time before and after unloading, which greatly enhances the efficiency and safety of the unloading process. Taking into account that the system is easy to install and takes up little space, it becomes clear that this new tool is a win-win for all parties involved.

The second project is an **automated and dynamic planning and routing tool** with a state-of-the-art algorithm, user-friendly interface and easy access to business intelligence. This planning tool will optimize our full supply chain. Benefits: cost reduction through optimization of the loads, the drop size, the trailer capacity, forecast accuracy, price risk exposure and travel time. This new system will be operational by the end of 2021.



*"The world of transport is experiencing tremendous change. It is crucial to tackle these challenges with an open and holistic view and leverage on synergies to grasp the opportunity. The OptiFlow platform mines with smarter algorithms through the big data, and will help Q8 bring their supply chain to the next level, economically and ecologically."*

**Steven De Schrijver**  
CEO Conundra



# Innovation creating prosperity

Q8 is evolving from a traditional fuel company to a Mobility player, offering all kinds of services that make the customer experience more comfortable and more sustainable.

It is our ambition to focus even more on developing services that address the challenges of our customers on the go. We will therefore continue to innovate and invest in future-oriented opportunities that make every customer journey sustainable.



## Focus on the customer

The transformation journey that we have embarked on will not only bring us from a traditional fuel company to a sustainable Mobility player, it will also change our focus from a vehicle-centric company to a customer-centric organisation.

As a Mobility player we want to expand our Current Business with innovative services that fulfil our customers' needs and detect changing needs. In order for us to successfully address these needs, we first need to understand our customers. We need to know what drives them and how we can make their life on the go easier. To obtain such customer insight, we consult a variety of sources. First of all, we identify, investigate and follow up on trends that might affect the mobility needs and shop experience of our customers. We also regularly interview Q8 station owners, customers and non-customers at our sites or via online surveys.

We also closely involve customers in our service development. Before launching a new service, Q8 innovations runs a series of research initiatives and tests with a group of interested people who want to share their opinions and experiences. These initiatives help us get the data we need to develop services that perfectly match our customers' needs.

## Monitoring the importance of sustainability for fuelling and shopping

At Q8, we have a clear ambition to be a sustainable Mobility player that meets the (changing) mobility needs of our customers. To achieve this goal, we have developed several roadmaps. These strategic building blocks engage and enable our people to ensure our customers a positive and sustainable customer experience by offering them new products and services that embrace E-mobility and Mobility and enhance the on-the-go fuel and shop experience.

Whether we succeed in delivering these propositions will be determined by, among other things, the perception of the Q8 brands in the Benelux. We therefore closely monitor the market's attitude towards sustainability and how our brands perform in this regard. Our most recent brand tracker survey in the Benelux revealed some positive trends.

- There is an increase in the stated importance of sustainability for fuel brands and convenience shops on the market, especially in the Netherlands.
- In the Netherlands, more people claim to take sustainability into account when fuelling (+14%) and shopping (+18%).
- People also increasingly indicate that they pay attention to reduce their ecological footprint: +7% in Belgium; +6% in the Netherlands. In Luxembourg, we have noticed the opposite trend (-7%).
- People notice our evolution to become a Mobility player: 1 out of 3 in Belgium (Q8); 1 out of 4 in the Netherlands (Tango).





## Our innovation challenges

### Changing mobility

The concept of mobility is evolving.

The traditional fuelling landscape is about to change significantly. People will increasingly want to charge at home or at work, as well as when they are on the move. Hence, we have embraced E-mobility and invested in the development of an expanding network of superfast electric charging stations (read more in chapter 'Giving back to the planet').

People are also gradually transitioning from ownership to usage. Consequently, car sharing is gaining popularity and is thought to reach a share of up to 10% in the overall means of transportation by 2025.

Studies reveal that people are using more types of transportation (multimodal) to complete their journey. In selecting the best means of transportation they take into account various criteria, such as speed of arrival, price, flexibility, safety and sustainability.

The best way to enable this transition is through digital solutions that provide for a carefree journey, from start to finish.

### Developing mobility hubs

In September 2020, the **first ever mobility hub in Flemish Brabant (B)** was created. The Hoppin in Zoutleeuw consists of a bus stop, two parking spaces and charging stations for electric (share) vehicles and covered bicycle parking. To complete the Hoppin experience, users can fuel up at the next-door Q8 service station and do some grocery shopping in the brand new Delhaize Shop&Go and Panos shop.

In early 2021, Tango also opened up a **mobility hub in Deventer (NL)** where people can fill up their car, recharge their electric vehicle at one of two ultra fast chargers or drive to the city centre in one of the Buurauto shared cars.

The brand-new site not only offers the traditional scope of fuels. It also has a range of sustainable alternative fuels such as compressed natural gas (CNG) and hydrotreated vegetable oil (HVO), which is environmentally friendly diesel made from, among other things, frying fat.

The site is also equipped with 66 solar panels, an energy storage system for excess solar energy and an underground buffer tank for rainwater, which can also be used to clean the station.



### Sharing vehicles

Approximately 95 percent of the time, vehicles are not being used. They are parked in the garage, outside the house or in the parking lot at work or at the store, waiting for the next drive.

At Q8, we want to see cars being used more efficiently. For instance, by giving people the opportunity to easily and safely share their car. According to the Smart Car Monitor by research agency Multiscope, up to 730,000 people in the Netherlands have used a car sharing service in the course of 2020. In the next five years, car sharing services could reach a million more potential users.

That is why we invested in **SnappCar**, the largest Dutch community of private individuals sharing their cars with each other. With this investment, we want to create a joint Tango-SnappCar offering that includes private lease, car sharing and a discount on fuel.



## Changing the shopping experience

People are almost always on the move these days. This trend has not only had an impact on their mobility needs. It also results in people buying and eating more on the go.

To assure our customers a comfortable journey, we want to provide them the opportunity to shop at a Q8 site with the highest possible standards. Put simply, we want to offer them a healthy, high-quality, convenient and fast shopping experience.

To fulfil these expectations, we have teamed up with our partners Delhaize, Panos and Starbucks by Selecta to develop the concept of 'New Generation Shops'. These shops offer sustainable healthy food on the go: they are equipped with a salad bar, hot meals and an



open bakery. Customers can even self-scan their groceries and checkout on their own. In this way, our customers can do their shopping while waiting for their car to be recharged or before they hop on their next mode of transportation in one of our mobility hubs.

We have also been experimenting with a pre-order system (click & collect) since October 2020. Pilot tests at four different service stations generated positive customer feedback. Consequently, this new service will be added to the Q8 app.

We will continue to test more functionalities (e.g. self-scanning via customers' smartphones) and further enhance the Q8 shopping experience.



*We've seen that our shoppers are the same foodies and like to find the same sophisticated products as they buy in regular stores. We strongly respond to this.*

**Bert Gillis**  
Retail & Digital Director at Q8

## Our innovation

### Mobile fuelling



Ease of refuelling is a decisive parameter in the customer journey. Therefore, we have equipped the **Q8 smiles app** with a tool that enables customers of Q8 service stations in Belgium to fill up their tank with their smartphone and pay using their debit card (in cooperation with the Bancontact Payconiq Company), their credit card and/or their Q8 Liberty Card. The app, however, is more than a mobile fuelling tool. It's a full-fledged loyalty app that informs users of the nearest Q8 service station and interesting promos. It also enables them to collect loyalty points (Smiles) and redeem them for discount pricing or gift vouchers at Q8 sites and partner stores. The app is free to download via Google

Play Store or the App Store and can be used by individual as well as professional customers with a Q8 Liberty Card.

In addition to the Q8 smiles app, private customers are also able to refuel at Q8 service stations using the **KBC Mobile app** on their smartphone. Just like our Q8 app, the KBC app automatically selects the right Q8 service station via the location settings on the smartphone. Consequently, all our customers have to do is select the right pump number and type of fuel. Afterwards, they receive a message on their smartphone with the amount of fuel and pay using their KBC bank account.

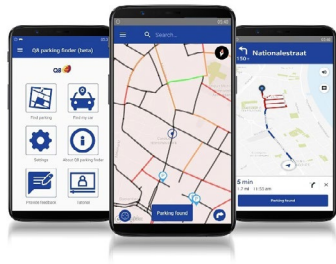




## Ease of parking

Drivers switching to another form of transportation will have to park their car at a strategic location. We have developed some tools to make parking easier for them:

Being able to pay for parking digitally helps solve many challenges. Drivers feel less stressed knowing that they will only have to pay for the actual time their car was parked and that they will be notified in a timely manner when the parking time is about to expire, helping them avoid parking fines. For local authorities, an app can save investments in parking meters and their maintenance. For these reasons, we developed the Q8 Pay Parking app, in collaboration with 4411. The app allows Android users to start and stop their parking sessions in streets and parking garages in 80 cities in Belgium and pay via their preferred option. The pilot tests of the app yielded positive results. As a result, we are discussing with our partners to also integrate **Q8 Pay Parking** into the Q8 app.



Until the end of January 2021, we were running pilot tests with our **Q8 Parking Finder app**, which guides drivers to the nearest free parking spot. The app uses data from navigation and telecom systems to give users real-time information on open parking spaces in the area, or at their point of destination. As such, Q8 Parking Finder helps 68% of its users prevent unnecessary drives and time lost in city centres searching for a free parking spot. To also address the needs of local authorities, we joined forces with partner company Spotten to integrate the local parking policy of the Dutch municipality of Haarlemmermeer. Currently, we are evaluating the results of the app's pilot tests to see whether we want to pursue its rollout.



*We want to enable our customers to experience more seamless journeys by providing access to all our services in one smart application!*

**Silke Buys**  
Digital Customer Journey  
Coordinator at Q8

## Roadside assistance and insurance



We have developed two tools that offer our customers peace of mind when travelling. For instance, together with Belgian start-up company Charlie24, we developed an **on-demand road assistance** service, Q8 Pechhulp. This service caters to the fact that a quarter of Belgian and Dutch drivers do not have road assistance, whereas a third are interested in more flexible offerings, especially young people. The app, which can be downloaded via the dedicated website, the App Store or Google Play Store, allows drivers to request direct assistance 24/7 from local towing services at a predetermined price, without any membership or annual fee. Drivers pay only when they use the service. This will potentially help people save a lot of money, as car trouble only happens once every five years on average. Based on the positive results of a one-year pilot test (the

app received a 4.5/5 user rating), we are now integrating this service into our Q8 app.

In cooperation with insurance company Nationale-Nederlanden, we also launched a pilot **Tango car insurance** in the Netherlands. The insurance is pay per use, meaning drivers pay per bundle of 1,000 kilometres driven instead of a fixed amount per month. In short, the less people drive, the less insurance they pay. This service responds to the trend of people using their cars less frequently, a trend that has accelerated since the beginning of the COVID-19 crisis. Tango customers expressed their interest in this service during pilot tests, giving it an average rating of 8.9/10. We are currently evaluating all customer feedback to decide whether we should fully adopt this service and which role we could play in this field.

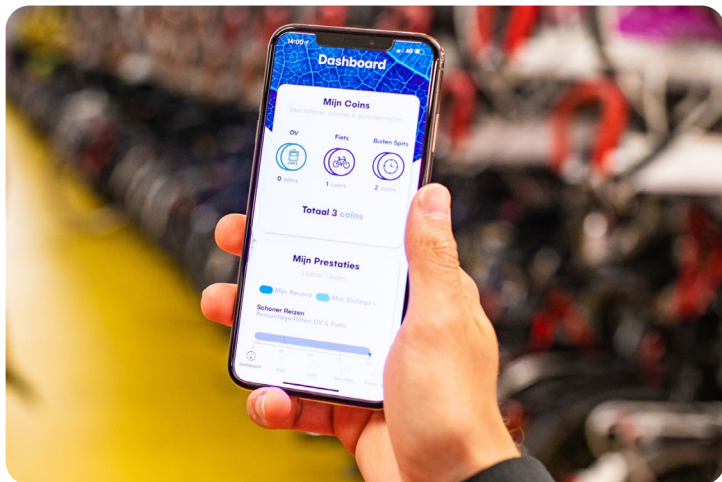


## Reducing the customer's carbon footprint

In addition to our commitment to reduce our carbon emissions, we also want to assist our customers in reducing their mobility CO<sub>2</sub> footprint. Therefore, we developed a **CO<sub>2</sub> Coach** service in partnership with a specialist company.

In the Netherlands, we have teamed up with Fynch to help our B2B customers gain insight into the carbon emissions resulting from their activities. Fynch uses smart apps for employees and has a dashboard for fleet managers or those in charge of mobility issues.

For the B2C segment, we are setting up a similar tool that will help our Tango customers drive more economically and in a more environmentally friendly way. Based on travelling behaviour, the tool provides tips to reduce fuel consumption and carbon emissions. When our customers achieve a reduction they are rewarded with green incentives.



## One smart application for a more seamless journey

At Q8, we want to attract customers through convenience, personalized offerings and new mobility services. And we aim to do so through one integrated mobility platform that helps our customers complete their journey in a way that suits them best by giving them access to a variety of tools.

Currently, the app already allows our customers to collect loyalty points, pay and fuel seamlessly at our service stations, and discover and enjoy promotions. The next step is to extend the app's functionalities with the following services:

- Electric charging
- Pay parking
- CO<sub>2</sub> coach
- Roadside assistance
- Car sharing
- Mobile fuelling
- Pre-ordering in shops at Q8 sites





## Engaging and enabling our people

The world is changing. People are increasingly on the move and this trend is reshaping how they view mobility and the way they shop. At Q8, we have embraced these changes and have embarked on a transformation journey to become a sustainable Mobility player. Achieving this ambition requires the full support of all our employees.

We want to make sure our people are well prepared for our transformation. How? We engage and enable them by increasing Accountability, stimulating Collaboration and supporting them in Experimentation, three essential behaviours of our company culture. We offer a work environment in which they can excel and continuously improve. And we focus strongly on communication, ensuring we are open and transparent on every step of our transformation journey and to capture the thoughts and insights of our people.



### Key figures 2020/2021:



291 employees

BE: 188

NL: 90

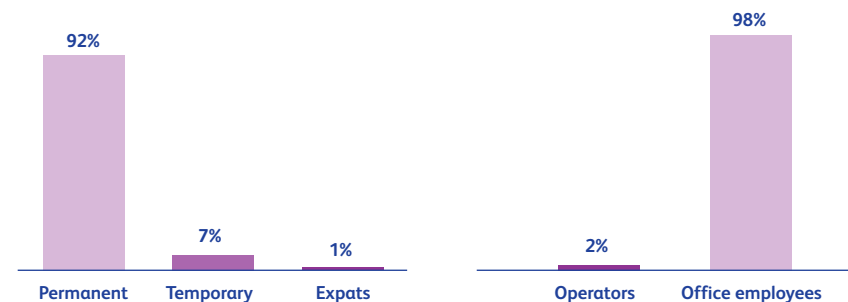
LU: 13



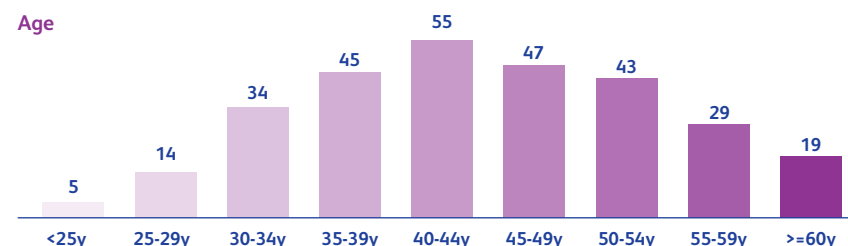
Male 60%



Female 40%



### Age



### Under CAO

	BE	NL	LU	Grand Total
No	0.00 %	30.93 %	4.47 %	35.40 %
Yes	64.60 %	0.00 %	0.00 %	64.60 %
Total	64.60 %	30.93 %	4.47 %	100.00 %





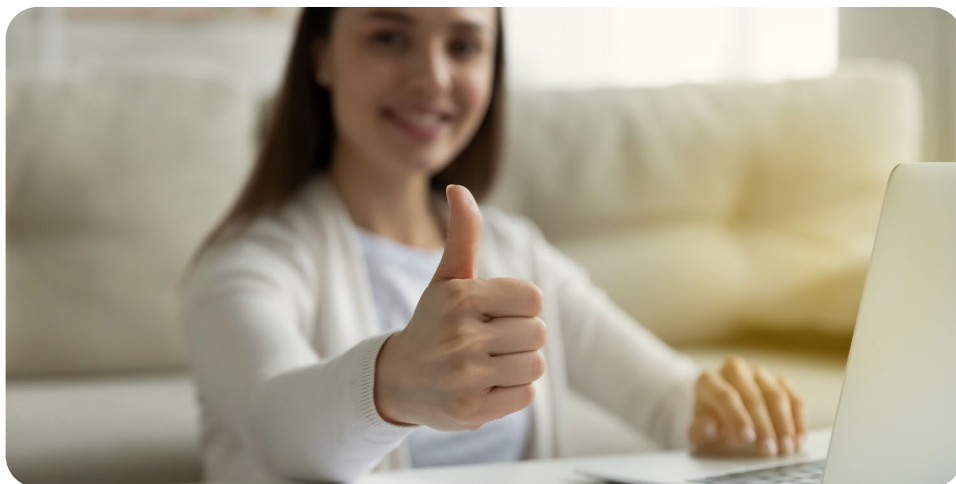
## #ACEthewave, leading our people through the transitions

The world is constantly evolving. And the same goes for our company. With Q8, we have embarked on a **transformation journey** where we are letting go of the traditional fuel company that we have been for so many years and we are embracing the next wave **to become a sustainable Mobility player**.

Change can be challenging, as we cannot always foresee what shape the waves will take. That is why we need everyone at Q8 to be prepared today. To take on the challenges to come, our people need to start thinking and acting like agile surfers.

**To enable everyone at Q8 to ACE the wave, we have defined three behaviours that we want all of our employees to adopt:**

- To ACE means we're **Accountable**. We want our people to be conscious and proactive in creating solutions and to take responsibility for their part in these.
- To ACE means we **Collaborate**. We want our employees to work together with and support our stakeholders and each other across departments and functions.
- To ACE means we **Experiment**. We stimulate all Q8 colleagues to collaborate creatively, welcome new ideas and develop the ones that get the best results in pursuit of our vision.



## Exploring new ways of working

### Experimenting with the future work environment

One way to engage and enable our employees, is to offer a modern work environment. An environment that inspires and supports them to do the best job possible. Based on a thorough analysis of the workstyle and digital workspace of our employees, we have built a future office concept at our Antwerp office. The objective was to experiment and investigate both activity-based working (work efficiency) and human-scale working (work effectiveness) principles.

We combined various environments so that people can choose the setting that is best suited for the job at hand (activity-

based work space). The future office concept is also a comfortable, green and sustainable environment, which enhances our people's working experience and allows them to thrive (human-scale work environment).

The test group of colleagues was very positive about the new work environment, saying that it really improved interaction and collaboration. They also pointed out some areas for improvement, for instance regarding insulation. **We will use this feedback as a source of inspiration to design the Q8 work environment of the future.**







## Supporting a remote and digital workforce

In early 2020, we began to draft a new remote working policy to give our people the opportunity to work more remotely. However, the reality of the worldwide pandemic caught up on us. For more than a year, our people have been working almost 100% remotely: in line with government guidelines, people have worked from home where and whenever possible. And when their presence was required at one of the Q8 locations, in one of our labs or in the field, supporting our retail business, they adhered to all precautionary measures.

Consequently, we had to cater to this new reality and the changed needs of our workforce and we supplied them with vital work materials to guarantee them a good workplace outside the office, e.g. laptops, screens, headsets, mice, keypads, chairs, etc.



Along with these remote work materials, we also invested in **new tools and systems** to facilitate our people in their digital working routines:

- One of the tools we implemented is **Microsoft Teams**. It offers our employees a suitable platform where they can meet and collaborate from any remote location. The tool is widely implemented and everybody has been trained to use it.
- Furthermore, we are implementing the **UniQ** project, a global project spanning nine European Operating Units and 24 countries. It consists of a global, user-friendly platform, moulding all our HR processes into a new way of working, which stimulates both Collaboration and Accountability. The project will provide our employees with a modern and dynamic tool that will enable them to manage their own data. For instance, managers will gain insight into their teams' data and will be able to launch vacancies and share feedback.

## Keeping links between people alive

Even though we are increasingly working remotely, we still want to keep everyone well informed and involved. That is why we have launched several initiatives to bring people together, both in a formal and informal way, albeit virtually. For example, we organised digital cooking sessions, set up a 'We are Q8' Facebook group and met regularly in numerous virtual meetings.



## Stimulating idea experimentation

Another way we implemented the three core Q8 behaviours of Accountability, Collaboration and Experimentation is by the introduction of the **Idea Experimentation platform**.

This platform offers our people the opportunity to share any idea that will benefit our customers, our company or our employees, take accountability for developing an idea, and collaborate with a team to turn the idea into reality. The platform ensures a structural approach and follow-up of ideas as a dedicated idea generation board evaluates each input thoroughly.





### Involving our colleagues in the change process

In the summer of 2020, we launched a Pulse Survey to check and map the state of mind and wellbeing of our employees during these exceptional times. To learn and act upon the great response to this survey, we invited our colleagues to join one of three Pulse Survey focus groups, led by a junior colleague in tandem with a Director:

- Group 1 : Quicker implementation of ideas
- Group 2 : Informal connections between colleagues
- Group 3 : Balance remote work and working at the office

An action plan was presented to the Management Committee and a selection of ideas has been launched in the meantime.

### MyWaveMyStory, sharing stories among colleagues

One way to strengthen the social cohesion in our Q8 community is by sharing our people's stories. That is why we've launched the 'MyWaveMyStory' platform, where we share the thoughts and experiences of new colleagues, and our people in the field, about remote working and leadership in these virtual times.



*From day one I felt at home and connected to the team, even without meeting my colleagues 'in real life'. You have no choice but to call people if you have questions, which makes one-to-one contact easy. We also have an e-drink on Friday, just to catch up with the team, and a Whatsapp group where we share fun things and facts. This makes the connection stronger.*

**Stephanie Vandeputte**  
Project Coordinator at Q8

### Diversity and inclusion

We offer everyone an equal opportunity to work, regardless of gender, religion or nationality. We do this by focusing on learning and development, by offering our colleagues the opportunity to apply for internal promotions, and by motivating women to take up management positions. We therefore take great pride in our balanced and diverse group of loyal employees.



# 30%

women in leadership positions

We have a very **loyal workforce**, with little turnover.



# +23

This year, we welcomed 23 new colleagues.

# 92%

of our contracts are of unlimited duration.

Last year our employees received **more than 5,500 training hours** (= 19 hours per employee) of which

# 83%

were external trainings

# 44

is the average age of our employees



Male 60%



Female 40%

# 2%

operators

# 98%

office employees

# 91%

fulltime

# 9%

parttime



## Learning and development

We want to remain an attractive, decisive and learning employer for our current and future employees. Through the Q8 Academy, we offer our people space to grow, learn and develop. We select the right people for the annual Q8 Corporate Academy training courses, which offers a broad portfolio of international training programs for talented employees, from young graduates to senior managers. The Q8 Corporate Academy strongly supports the principle of 'learning through doing' and encourages employees to take responsibility for their own development.

We also have **Q8 Corporate Academy Leadership Live**, which provides an extensive range of learning and business information from highly regarded sources, and all of this completely virtual. It is open to all employees for them to hone their own skills and competences based on self-study. Together with our training partners, we put together a blended learning formula. With a well-balanced mix of face-to-face, online and telephone training moments, we strive to make learning and development at Q8 more flexible, interactive and personalized.



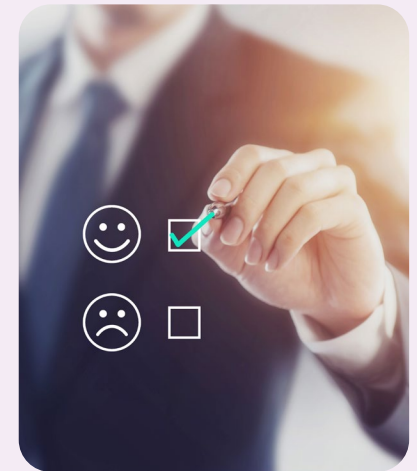
*People have to feel good. The rest will follow. I have spent the past year working hard on that emotional connection. And it's paying off: my team has become much closer, despite the physical distance.*

**Sven Piscador**  
Team Leader of the Engineering Service Desk at Q8



### Leadership in virtual times... and beyond

Strong and competent Leaders are crucial and we want to do everything possible to assist and support our Leaders in their vital role. We provide regular insights and guidelines that help them continue managing during challenging times. We have launched polls to find out what concerns our leaders, so that we can respond by providing them with the right information. We organise webinars on how to handle change, how to approach colleagues that are affected by the public health crisis, and we proactively share tips and tricks on various subjects.





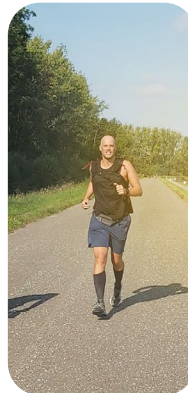
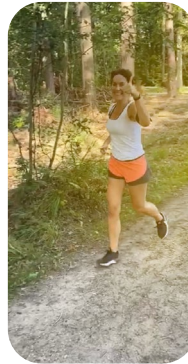
## BeWell, supporting a fit and healthy workforce in a safe work environment

### Key figures 2020/2021:

**98%** BeWell program awareness

**72%** BeWell participation rate

**84%** would engage in BeWell 2021



**In Belgium, our staff can also lease bicycles at a favorable price. Today 50 employees participate in this lease bike plan.**

At Q8, we want our people to be happy and healthy, while making sustainable choices in everyday life. That is why we have launched the BeWell program, challenging and supporting our colleagues to take action and adopt a fit and healthy lifestyle.

The general idea is to generate awareness regarding wellbeing and create a strong team spirit along the way. As part of our BeWell program, we have set up fully-fledged training programs for runners, as well as health scans, yoga and mindfulness sessions, sugar detox workshops, sports nutrition workshops, etc. In short, we offer a broad variety of activities that motivate our people to move, to ease the mind and to adopt healthy dietary habits.

### BeWell for less CO<sub>2</sub>

In March 2021, we continued the **BeWell – more Green** campaign, challenging our colleagues to walk, swim, cycle, and run for more green. For each 200 km covered, Q8 committed itself to plant a tree. We aim to do better than in 2020 when 645 of our colleagues in Belgium and the Netherlands covered more than 218,000 km and we planted more than 1000 trees in cooperation with Natuurpunt and Trees for All.



The safety of our workforce is a top priority. Through prevention planning and safety communication and training, we strive to create the ideal working environment and protect our employees in the best possible way.



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# GREENHOUSE GAS VERIFICATION STATEMENT

## Q8 RETAIL BENELUX

### VINÇOTTE nv

Jan Olieslagerslaan 35  
1800 Vilvoorde, België

#### Organisation

Q8 Retail Benelux  
Brusselstraat 59  
2018 Antwerp  
Belgium

#### Period

01/04/2020 – 31/03/2021

#### Verification procedure

The validation was performed by Vinçotte in accordance with ISO14064-3 meeting the requirements of the WRI/WBCSD GHG Protocol.

#### Verified amount


14.255 ton CO<sub>2</sub>-eq

#### Declaration of independence

The validation was carried out by Vinçotte as an independent third party.

On behalf of Vinçotte,  
17/6/2021

  
Ramses Sterckx  
Project Engineer

  
ir. Evert Vermaut  
Team Leader

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#### User of the GHG-assertion

Internal and external stakeholders, the general public

#### Level of assurance

Limited assurance

#### Objectives, scope and criteria:

Vinçotte performed on behalf of Q8 Retail Benelux an independent limited assurance of the anthropogenic greenhouse gas emissions between 01/04/2020 – 31/03/2021. The system boundaries for the greenhouse gas emissions are aligned with the operational control approach.

The entities within the system boundaries are located in Belgium, The Netherlands and Luxembourg.

The activities and processes taken into account for the greenhouse gas inventory are offices, fuel depots and fuel service stations in the Benelux.

The greenhouse gas inventory includes scope 1, scope 2 and scope 3 emissions.

- Scope 1 emissions: direct energy consumption, transport of company owned vehicles and emissions of cooling gases from air-conditioning installations;
- Scope 2 emissions: purchased electricity consumption;
- Scope 3 emissions: km driven by third parties for the transport of goods commissioned by Q8 Retail Benelux, business travel by air (short-haul and long-haul international flights), business travel by rail (no travels during reporting period) and km travelled with private cars for business travel purposes.

The greenhouse gasses included were: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC's, PFC's, SF<sub>6</sub> and other refrigerant gasses not included in the Kyoto-Protocol. The data and information for the greenhouse gas inventory were mainly historical in nature. Extrapolations were performed for missing data.

The verification consisted of an independent review of the primary data, the emission factors and the greenhouse gas calculations. The goal was to verify if the data and the results of the greenhouse gas calculations were complete, reliable, transparent, accurate and free of material errors or omissions.

#### Conclusion

Vinçotte has verified the greenhouse gas assertion of Q8 Retail Benelux of 14.255 ton of CO<sub>2</sub>-eq. in 2020 to a level of limited assurance.

The greenhouse gas inventory was prepared according to the requirements of the WRI/WBCSD Greenhouse Gas protocol.

It is the conclusion of Vinçotte that the greenhouse gas emissions of Q8 Retail Benelux for the period 01/04/2020 – 31/03/2021 are fairly stated.

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# VERIFICATION STATEMENT

## Q8 RETAIL BENELUX

### VINÇOTTE nv

Jan Olieslagerslaan 35  
1800 Vilvoorde, België

#### Organisation

Q8 Retail Benelux  
Brusselstraat 59  
2018 Antwerpen  
Belgium

#### Scope

On behalf of Q8 Retail Benelux, Vinçotte performed an independent third party verification of the selected KPI's described below and reported in the sustainability report of Q8 Retail Benelux.

Verification was performed on the following KPI's:

1. The number of fuel stations in the Benelux with solar panels;
2. The number of fuel stations in the Benelux with AdBlue, CNG or LNG;
3. The number of charging points for electric vehicles in the Benelux;
4. The fact that the current fuel oils provided, exist for 9.0% out of bio-based fuels in the Benelux;
5. The number of fuel stations with Hydrotreated Vegetable Oil (HVO) in the Benelux.

#### Level of assurance

Limited assurance

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#### Declaration of independence

The verification was carried out by Vinçotte as an independent third party.

#### Conclusion

Based on the work undertaken, nothing came to the attention of Vinçotte to indicate that the reported KPI's of Q8 Retail Benelux are materially misstated. Detailed explanations regarding the work undertaken by Vinçotte can be found in the verification report 20210325\_PCP\_RST\_Q8.

20/5/2021

Ramses Sterckx  
Project Engineer

ir. Evert Vermaut  
Team Leader

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#### Annex 1 (KPI's verified)

The following KPI's were verified:

- Q8 Retail Benelux has 190 fuel tank stations with solar panels;
- Q8 Retail Benelux has 39 sites in Belgium where AdBlue is sold;
- Q8 Retail Benelux has 2 sites in The Netherlands where AdBlue is sold;
- Q8 Retail Benelux has 3 sites in Luxemburg where AdBlue is sold;
- Q8 Retail Benelux has 13 sites in Belgium where CNG is sold;
- Q8 Retail Benelux has 1 site in Belgium where LNG is sold;
- Q8 Retail Benelux has 7.657 charging points in Belgium for electric vehicles;
- Q8 Retail Benelux has 41.216 charging points in The Netherlands for electric vehicles;
- Q8 Retail Benelux has 1.344 charging points in Luxemburg for electric vehicles;
- Q8 Retail Benelux has charged a total of 115.427 kWh at their owned electrical charger points in The Netherlands and Belgium;
- Q8 Retail Benelux's fuel (gasoline and diesel combined) consists out of 9.0% bio-based fuels;
- Q8 Retail Benelux purchased and blended 8.700m³ in Belgium and The Netherlands in 2019-2020;
- Q8 Retail Benelux purchased and blended 46.800m³ in Belgium and The Netherlands in 2020-2021;
- Q8 Retail Benelux has 48 sites in The Netherlands where their liberty customers can buy HVO 100.

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Do you have any suggestions about our sustainability report?  
Contact us: [communications@Q8.com](mailto:communications@Q8.com)

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