

Corporate Social Responsibility Report 2021



DELTA Fiber goes beyond:
“We enable an inclusive,
safe, sustainable
and prosperous
digital Netherlands.”



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Our services



Internet



Interactive TV



Telephony



Mobile



DELTA Fiber facts & figures

Compared to previous years.

Digital life	<p>926k</p> <p>Homes passed</p> <p>+124 (802k 2020)</p>	<p>26</p> <p>Active building streams</p> <p>+1 (25 2020)</p>	<p>408</p> <p>Average Internet speed</p> <p>+158 (250 2020)</p>	<p>431k</p> <p>Broadband Customers</p> <p>+33 (398k 2020)</p>
Stakeholders	<p>0</p> <p>Customer NPS</p> <p>+5 (-5 2020)</p>	<p>+32</p> <p>Employee NPS</p> <p>+24 (+8 2020)</p>	<p>1106</p> <p>Employees</p> <p>+67 (1039 2020)</p>	
Planet Society	<p>0%</p> <p>Emission scope 1 & 2</p> <p>-825 (825 2020)</p>		<p>32,8%</p> <p>Female participation</p> <p>+1.4% (31,4% 2020)</p>	

Preface



Looking back at 2021, it is clear that a lot of remarkable things have happened. This year will go down in history as the one in which we as society continued the fight against COVID-19; a fight that continues to this day. We take comfort in the knowledge that our growing fiber network is making an important contribution to our economy, our society and our social lives in this time of restricted travel and social distancing. Working from home has been and continues to be an important measure that the Dutch government has implemented in an attempt to reduce the spread of the virus.

I also look back at 2021 as the year in which we became increasingly aware of our own impact on our planet and its climate. Just think of the recent flooding that affected the province of Limburg and parts of Germany and Belgium. As a result, the social discourse is changing. The effects of climate change are becoming increasingly clear and tangible. It is now less about the question whether or not climate change is real, and more about what we can and must do to mitigate its impact. At DELTA Fiber, we ask ourselves that same question and we strive to take concrete actions. As a result, our own production processes (scope 1 and 2) will no longer generate any emissions from 2021.

Internal and external climate are a key area of focus

This is wonderful progress in our efforts to make our business operations sustainable and we are firmly committed to this direction. Although it has long been our goal to realise zero carbon emissions for our own production processes by 2021, this goal is now also linked to our new financing structure. This is a clear signal that underscores our green ambitions. With our sustainability-linked financing, our contribution to sustainability becomes tangible and measurable. We will also include scientific based targets as part of our climate initiatives. It is our way of demonstrating that we take our responsibility very seriously. In addition to the external climate, our internal climate is another important focus area. For example, we want our organisation to perform above benchmark with regard to the male-female ratio and our employee engagement. We succeeded in both and strive to keep up this strong performance.



“I am proud that all colleagues have shown flexibility and loyalty to our organisation, even in a turbulent and eventful year.”

Further expansion to two million fiber connections

Our shareholders actively support our ambition to expand our fiber network in the Netherlands. This has resulted in almost one million homes passed by the end of 2021. We are now gearing up the speed of our roll-out and the organisation to realize our ambition of two million homes passed by 2025. This ambitious plan has the full support of our new shareholders: EQT infrastructure fund V and Stonepeak.

Supported by these two sustainability-oriented shareholders, we can confidently begin the next phase of our fiber roll-out. Using the latest generation of fiber technology, XGS-PON, we are building a network that outperforms all other techniques in terms of both speed - which is essential to sustainable development and digitisation - and energy consumption.

Excellent results with room for further development

We would not have been able to take any of these incredible steps without the hard work and dedication of our employees. I am proud to see that they have all proven themselves to be flexible and loyal members of our wonderful organisation, even during such a tumultuous time as last year. Thanks to their efforts,

we can look back on a great year during which we achieved excellent results.

Nevertheless, there is always room for improvement in every aspect of our organisation. We continue to accelerate our network expansion, improve our quality and increase our positive impact on people, the environment and our society.

It is my intention to make corporate social responsibility (CSR) an integral aspect of our strategy and, together with my management team, share the latest news and developments pertaining to CSR more often. It is our mission to create an organisation that has a positive impact on the environment and our society, where our employees feel a strong connection with our purpose-driven culture.

I am proud to share the results we have achieved so far in this CSR report 2021 and I am excited to take you along in the ambitions we have for the years to come.

Marco Visser
CEO DELTA Fiber

Highlights 2021 and future initiatives

Our sustainability roadmap

Achievements 2021

1 Digital life

- A HDB Gatherings
- B XGS-PON FUT Campaign
- C Managed WiFi Mesh WiFi
- D TV app Migration TV guide DC upgrade

2 Contributing to society

- a Stichting Leergeld foundation
- b DELTA Ride for the Roses
- e Coastmarathon
- f DELTA Dikke Banden Races
- c DELTA Fiber Fonds
- d Erkend leerbedrijf Recruit interns

3 Take care of our stakeholders

- 1 CX program
- 2 Onboarding & Service flows
- 3 Mobile App
- 5 Awareness New e learning
- 4 Vitality Physical Good food Financial fit Mental wellbeing Future fit
- 6 Employee engagement Implementation 'peakon'

4 Respecting our planet

- 1 Sustainable locations
- 2 Waste management
- 3 Datacenter Relocation
- 4 100% Green energy
- 5 Natural gas reduction
- 7 CO2 neutral scope 1 & 2
- 9 GHG Inventory

“We issued an ESG-linked financing”

Targets beyond 2022

Objectives 2022

- A HDB Gatherings
- B XGS-PON 🚀 8 GB Overlay
- C Managed WiFi 🚀 WiFi 6
- E Cyber security 🚀 Continue and intensify CS efforts

“2 million homes passed.”

“Female participation better than industry benchmark.”

- a National sponsoring 🚀 GO/ NO GO
- b DELTA Ride for the Roses
- e Coastmarathon
- f DELTA Dikke Banden Races
- b Local sponsoring
- c DELTA Fiber Fonds
- e Smartglassess in homecare
- d Erkend leerbedrijf 🚀 Recruit interns

“Employee Engagement better than industry benchmark.”

- 2 Management program
- 5 Vitality programm

anti corruption 🚀 Continue security awarness

- 4 Occupational H&S for contractors

- 3 4 ESG Employee involvement and ATL communication

“We target to become Net-zero by 2045, five years after the industry leader KPN.”

- 1 Solar panels
- 3 Datacenter Relocation

- 8 Supplier engagement
- 6 100% electric vehicles '28

“In 2021 we decided to change our car fleet to become fully electric.”

- 11 SBTi
- 9 GHG Inventory
- 10 Scope 3 reduction plan

Corporate Social Responsibility

Our Corporate Social Responsibility (CSR) policy is designed to make sure our work generates positive impact on people, the environment and our society. With our CSR policy, we support the Sustainable Development Goals (SDGs) drawn up by the United Nations. In our policy, we focus on seven SDGs on which our company can make a distinctive impact.

Sustainable infrastructure, innovation and development

We make our most prominent contribution by installing our lightning-fast fiber network. With this, we contribute to:

- The development of robust and resilient infrastructure (SDG 9).
- Increasing the sustainability of cities and smaller communities (SDG 11); by replacing existing, lower-quality and less energy efficient networks with fiber connections.
- Protecting the climate, given that fiber technology is the most sustainable and energy-efficient form of fixed internet connectivity (SDG 13).

With the operation of our fiber network, we enable:

- Accessibility of quality education and its development (SDG 4); the coronavirus pandemic has made it increasingly clear that having a good broadband internet connection is vitally important for remote working and education.
- Further innovation and development of smart applications, which in turn results in increased productivity, economic growth and new jobs (SDG 8).

In a responsible and inclusive manner

By connecting more and more people to our network, we make a very direct and tangible contribution to a more sustainable world. This year, we expanded our network footprint to nearly one million households – and we're not stopping there. Our goal is to grow our network to two million households and businesses in the years to come. It is important to us that we achieve this goal in a sustainable and inclusive manner.

Diversity and inclusion

We believe that mixed teams, with different ages, from various background outperform homogeneous teams. That is why we have made gender equality (SDG 5) and inclusion a core concept of our business philosophy.

Responsible consumption

Furthermore, we want to contribute to responsible production and consumption (SDG 12) and limit our environmental impact (SDG 13). In concrete terms, we do this by using 100% green power and offsetting our own carbon emissions. As a result, we achieved a net carbon emission level of zero in 2021 (scope 1 and 2). In the coming years, we will shift our attention towards making our entire production chain sustainable, with the ultimate goal of realising zero-emission value chains (scope 3) by the year 2045.

0%

CO₂-emission (scope 1 + 2)

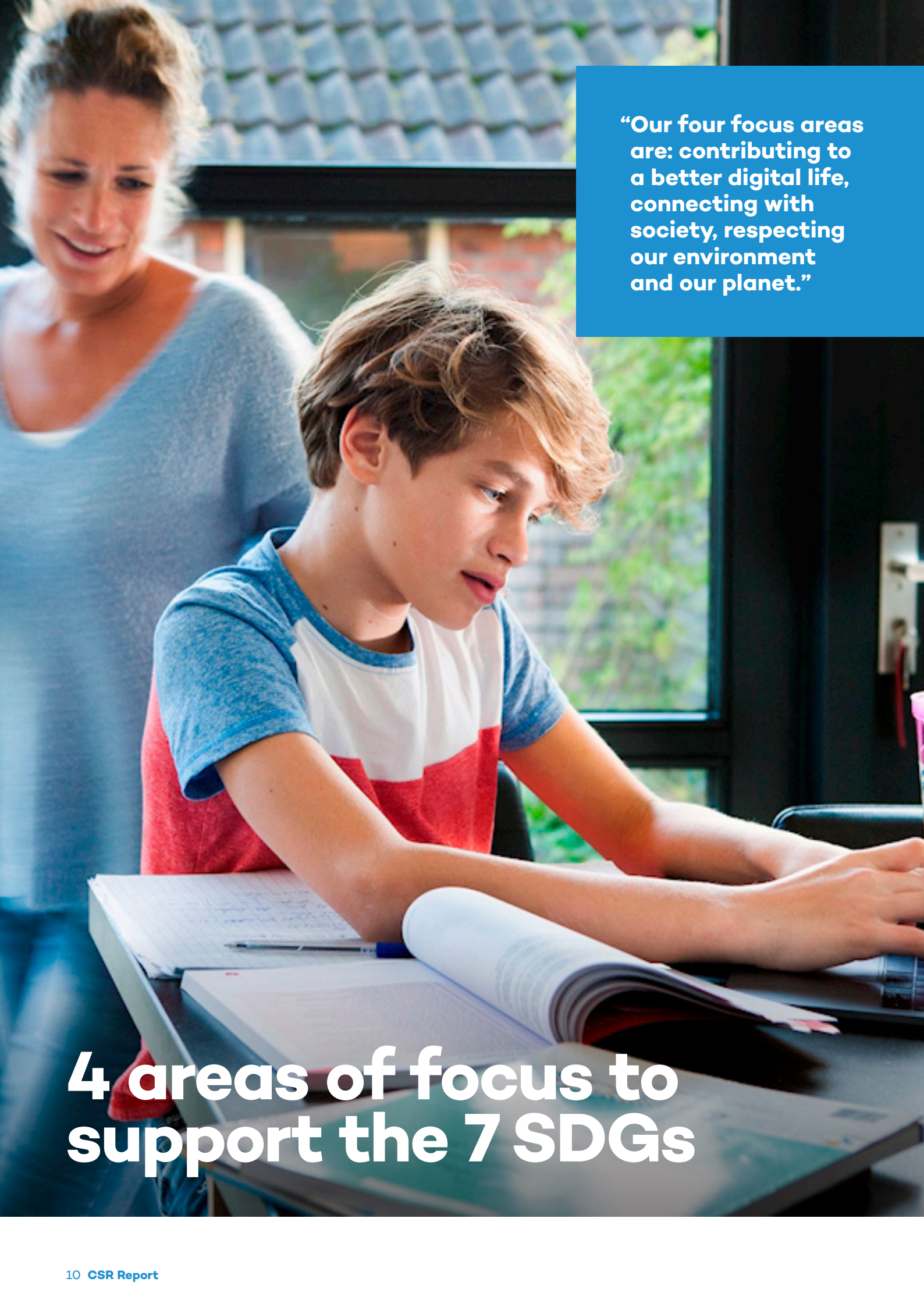
100%

Green electricity in 2021



“By connecting more and more people to our network, we are contributing in a very direct way to a more sustainable world.”





“Our four focus areas are: contributing to a better digital life, connecting with society, respecting our environment and our planet.”

4 areas of focus to support the 7 SDGs

We make a distinctive contribution to 7 of the UN's SDGs, by developing and expanding our fiber network and by making conscious choices with regard to our business operations. We want to do more than only look back and retrospectively relate our actions to the SDG's. We believe it is also important to turn things around, look to the future and translate the sustainability targets into concrete business initiatives.

At DELTA Fiber, we do this with the help of four areas of focus to make sure our sustainability improvement initiatives are well directed. These areas are linked to the respective SDGs and give direction to our sustainability ambitions and initiatives.

In doing so, we not only position our sustainability-related actions within the framework of the UN's SDGs, but also ensure that our initiatives proactively contribute to these goals.



Enable a better digital life



Contributing to society



Take care of our stakeholders



Respecting our planet



Enable a better digital life

We create a better digital life for everyone in the areas where we roll out fiber. Our promise to expand our high-speed fiber network to areas in the Netherlands where a fast internet connection is not necessarily a given, represents a major aspect of this ambition. In recent years, we have demonstrated our intent by installing our network in the majority of the rural regions of the Netherlands. Now, we are expanding our operations to towns and smaller cities. Our goal is to expand our network footprint up to two million over the coming years.

Next to the further expansion our network, we also continue to invest heavily in our existing network in order to optimise its quality and our services for existing customers. We are upgrading our network to 8 Gbps, adding Wi-Fi 6 and updating our proposition accordingly. In the future, we will even be able to offer lightning-fast speeds up to 25 Gbps.

High-speed internet for as many people as possible

Our latest attractive 1-Gbps offering brings the advantages of fiber internet connectivity - and the better digital life it enables - within reach for a large percentage of the Dutch population. This is achieved not only thanks to our appealing proposition, but also the significant expansion of our network this year and the previous years. The number of homes passed increased by 124k and our project planning for the next years is already nearly fully committed. We expect

2,0 million km

fiber roll-out up to and including 2021

926k

Homes passed

to employ over forty building streams in the next year alone. A significant ramp up of our building efforts!

Ready for future innovations

As our network continues to expand, we are also bringing high-quality and high-speed internet connectivity to more and more care homes. In addition to the delivery of a pleasant and fast product experience, this also paves the way for future care innovations. Such as usage of healthcare robots that require a stable and high-speed data connection to operate properly. Our network brings these and other innovations much closer.

Highlights

With our core business in telecom, we directly contribute to a better digital life.

- 1 | 2 million connections**
Further construction and expansion of our fast fiber network.
- 2 | Upgrade to 8 Gbps**
Ever faster internet due to various upgrades on the network.
- 3 | The #1 provider in the Netherlands**
For internet, television and telephony.
- 4 | Cybersecurity**
An area of focus for both our customers and employees.

The best provider in the Netherlands and the fastest customer service

Our efforts in the field of digitalisation are not going unnoticed. We are very proud that The Consumers Association has once again selected us as the best provider in the Netherlands for (cable) internet, TV and telephone!

This appreciation is shared by our customers: we have received the highest provider rating (8.3) out of all providers. Furthermore, we have received high grades for the quality of our telephone connection and our (cable) internet connection. Additionally, Providercheck awarded us with the award for the “fastest customer service.”

We are very proud of such excellent results. This clearly shows that customers notice and appreciate our ongoing efforts to improve our network and our products. That is what keeps us going and motivated to do even better tomorrow!

Cybersecurity

Every single day, we strive to provide our customers with the most secure network and services. We invested 1 million Euro in our cybersecurity this year alone. One of the key improvements we have implemented is a state of the art system to better protect us against DDoS attacks. With this new system we are able to better withstand cyberattacks and safeguard network

and service stability. Our goal is to continue this journey and continuously optimise our cybersecurity.

Besides offering our customers a better and more secure digital life, our employees also play a vital role in achieving this goal. To increase awareness amongst our employees we introduced an online training covering the dangers of fake emails, phishing and other security risks. Additionally, we continue to carefully examine all security risks and potential breaches and learn from them in the short and long term. These insights are shared at every level of our organisation, up to and including the board.



Interactive TV keeps getting better!



We continue to work hard on the migration to our interactive TV platform. Our goal is to offer our customers a much-improved TV experience and further increase our NPS score. According to product manager Jeffrey, watching TV in 2021 has largely become a personal activity. Our new platform is designed to support and facilitate this.

“The new TV product offers a modern interface and include mobile and web applications, which enable customers to enjoy all the channels in their subscription on any device. All these applications offer the same features, including live TV, a TV guide, recording, jumping to the start of a program and replaying entire programs. Next to that, the iOS and Android apps can stream content to Google Chromecast or Apple TV.”

“TV, Netflix-style”

Jeffrey grew up with analogue television. “In our home, we would all gather around the TV at eight o’clock

sharp to watch the evening news. If you weren’t there, you were out of luck. We had no way to rewind or replay TV programs. From that perspective, many things have changed in recent years.”

Besides the technology we use, the way we watch TV has also changed radically. Jeffrey continues: “Watching TV has become a more personal and individual experience. We want to decide what to watch and when to watch it. I call that ‘TV, Netflix-style.’”

Customers help us get better

To develop the various functions, it is important to know customers needs. “As product manager, it is my job to make our TV product and the customer experience as good as they can be. To do that, I regularly collaborate with our customer service department and deep dive into the feedback that customers give us. I use this feedback to further improve our interactive TV service



Customers want to decide for themselves what they watch and when. It is, according to Jeffrey “watching TV the Netflix way.”

and add new features. If I know what customers want, we can adjust our priorities accordingly.”

Horizontal TV guide

One example of a new functionality is the horizontal TV guide. “Surveys indicate that many customers prefer it above a vertical TV guide,” Jeffrey says. “Therefore we introduced the horizontal TV guide as an option on our TV receiver. Customers can now decide whether they want to see a horizontal or a vertical TV guide on their screen.”

TV anywhere, anytime

“Our latest upgrade has truly improved the TV experience for our customers. Nowadays, we have come to expect nothing less. We want to watch whatever we want, whenever we want and wherever we are. With our new platform, we can meet those demands.”

Positive feedback from customers

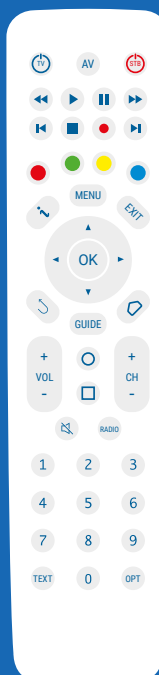
“We recently released our new TV app. This year, approximately 7,000 customers per week will receive an email to inform them that they have access to this new and improved app. The feedback has been excellent so far! Our NPS has increased since the introduction of our new platform.”

What else will we do to ensure this transition is a success?

“Unfortunately, the new platform is affected by instabilities now and then. The completion of a second data centre this year will stabilize our platform significantly. With regard to the product, we continue to optimise our set-top box interface and improve our user experience. Therefore, we will be implementing more changes to create a faster and better experience.”

DELTA Interactive TV: We keep developing

We are working hard on making our TV experience even more enjoyable. These functions will be added soon:



Horizontal TV-guide

Choose yourself if you want to view the guide vertically or horizontally.

New search functions

Finding your favorite program will become even easier with this new search function.

Speed

Navigating and browsing will be made easier and quicker by multiple changes in the backend.



*Never too late for your favorite liveshow? With **‘missed start’** you won’t miss a second.*



*Craving a snack? Press **pause** and continue your program again when you are ready.*



Contributing to society

With our high-speed data connections and technology, we are building a better future for the Netherlands. Simultaneously, our sponsorship activities support foundations and organisations. The internet connects us; with our environment, with others in our country and even worldwide. We seek opportunities to make social contributions wherever DELTA Fiber operates in the market. With both financial contributions and support, we want to back up social and digital development in areas where this is needed.

DELTA Fiber Fund

With our DELTA Fiber Fund, we help foundations and organisations that are in their start-up phase or that are launching a new project with social value. We provide this support in various ways. For example donating laptops or tablets, installing free Wi-Fi points to provide excellent Wi-Fi connectivity or with financial compensation for an internet connection.

“Where DELTA Fiber is active, we also want to contribute to society.”

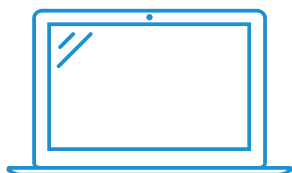


Sponsorships

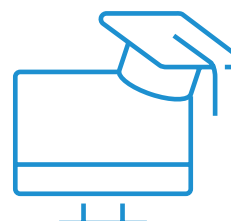
In addition to the examples mentioned above, we sponsor four major social events in our home region of Zeeland:

- 1 | Coastmarathon**
Every year, thousands of athletes run a marathon along the coastline in Zeeland, cheered on by thousands of supporters. DELTA contributes to this major sports event with a financial contribution in exchange for branding during the event.
- 2 | DELTA Ride for the Roses**
The #1 cycling event for cycling enthusiasts of all ages, who get together with one common goal in mind: raising as much money as possible for cancer research. This year, an incredible sum of € 130.000,- was raised. DELTA covers all costs of the event's organisation to ensure that all proceeds go to the charity.
- 3 | Film by the sea**
An international film festival that has its origins in Zeeland. DELTA makes a financial contribution to the festival in exchange for branding and media time on the channels used during the event.
- 4 | DELTA 'Dikke Banden Races'**
Cycling-events for elementary-school children. We support approximately 35 of these races each year. We contribute with T-shirts, flags, route markers and prizes for the race-winners. The organisation is handled by Sport Zeeland, a foundation that works together with sport-education students. Therefore, our involvement with this event indirectly improves the education in that area.

Some examples include:



Donating laptops to the "De Harde Leerschool" foundation. This foundation supports people with resocialisation. The laptops are used to teach people how to get and keep their finances in order.



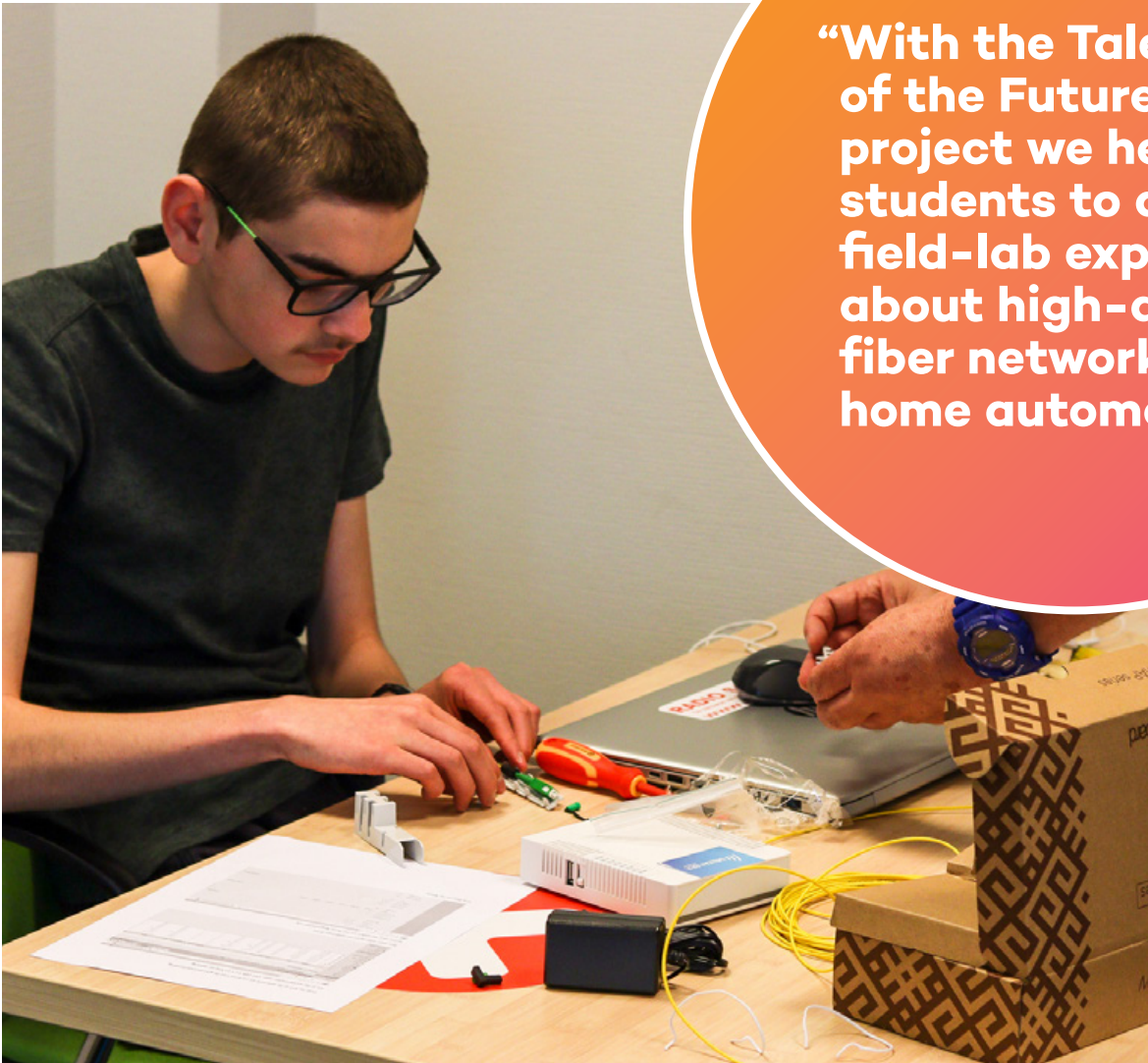
Donating iPads to the "Vrienden van ADRZ" foundation, which children can use while they wait to go into surgery. This helps to take their minds of the surgery, lowers their stress level and speeds up their recovery process after their procedure.



Donating to the "Leergeld" foundation, who provides digital tools to families with children who cannot afford such tools themselves. This decreases the risk of missing out on social and educational opportunities.

Future talents





“With the Talents of the Future project we helped students to acquire field-lab experience about high-quality fiber networks and home automation.”

During the first 6 months of this year, we supported a school project for IT students. The projects goal was to build the street of the future. We did not want to miss out on the opportunity to help students explore their future field of work! With great enthusiasm we joined forces with the students and other IT partners.

Build the street of the future

The students were challenged tot build ‘the street of the future’. A team of lecturers acted as coaches and assisted the students with their personal development inspired by their learning objectives.

Workshops about fiber technology

Thanks to this project, students were able to aquire field-lab experience about high-quality fiber networks and home automation, which for expample allows people to live at home independently for longer. To deepen the knowledge of the students, we organised workshops about fiber technology and the process of installing a fiber network. We also orcestrated a groupdialogue with the students discussing the ins and outs of the internet.

Extremely positive results

The project officially ended right before the start of the summer holiday and students presented their results to us: The street of the future had been built! This street was officially opened by a representative of one of the nearby municipalities.

After the official opening, the attendees were given a tour of the street in groups and the students took turns explaining the details of their own built house. The students presented what they invented and what knowledge from the workshops they were able to put into practice.

We at DELTA Fiber very much enjoyed our collaboration with the students and other partners involved in the project and we hope to be there for the second round next year. Who knows; today’s students may be tomorrow’s colleagues!




Take care of our stakeholders

In the fourth quarter of 2020, we earned the highest score in the Consumer Association's test with an impressive provider rating of 8.3! In 2021, providercheck.nl awarded us the title of "best customer service." We are aiming for these high scores to become the new standard for our organisation going forward.

To ensure this new standard we launched an extensive program called 'IMPACT'. The main objective of this program is to further increase the quality of our products and services and strengthen our customers' faith in them. The program delivered some remarkable results: We improved our customers' Wi-Fi experience all through their homes; We upgraded our TV product and the stability of our network and we launched a new app for our mobile product. The impact of these initiatives is already visible in customer satisfaction ratings. The increase of our NPS from -11 to 0 is good progress, but we are not at the desired level yet.

Everyone contributes to customer satisfaction

We continue to motivate our employees to dedicate themselves to satisfy our customer and to increase quality. It is our firm believe that everyone in our company has impact on customer satisfaction. From our customer service teams, retail stores and service technicians to all employees who do not interact with customers directly. How we set up our processes and IT systems, conduct our marketing and sales activities, present our products and resolve



8 Gbps

Superfast XGS-PON and Wif6 for all customers

malfunctions and complaints, all affect our customer satisfaction.

Engaged employees

Inspired by the belief that highly engaged employees ultimately contribute to our customers' satisfaction, we launched 'Peakon' this year; a platform to frequently measure our employees' engagement and gathers input to improve our performance in this regard. With regular surveys we measure employee engagement and implement targeted and relevant improvement initiatives.

For example, we explicitly made all employees more aware of our strategy, launched a vitality program to improve our employees' health and vitality and effectively improved our onboarding program for new employees. Additionally, managers are now working together with their teams on a structural basis to improve engagement within their teams. All these efforts have paid off: we were able to boost

Highlights

Continuously going the extra mile, both for our customers and our employees.

- 1 | Launch online self-service**
More accessible to our customers.
- 2 | IMPACT: putting the customer first**
Program to improve NPS and Customer Experience.
- 3 | Health and vitality**
More than 200 participants of our 'ommetje' movement initiative.
- 4 | Onboarding new employees**
Completely renewed onboarding program to welcome our new employees.
- 5 | Integrity**
Training for employees.

our employee engagement from +14 to +32 in just eight months' time. That is well above benchmark for our sector!

Growing as an employer

The increase of our customer satisfaction, our total consumer base and our network also translates into our growth as an employer. Just like 2020, we have again successfully recruited 150 new colleagues this year. We also joined the industry's collective labour agreement. This is a clear signal that we want to provide decent jobs with opportunities to grow.

Continuing Development

Next year, we will continue our efforts, for example by introducing a growth and development plan for our customer service agents. With this dedicated program, we offer our agents a career path with plenty of opportunities for education and development, which could ultimately result in a permanent contract at our company.

Increase involvement

It is important for us to actively involve our employees in our CSR initiatives and ambitions. This not only generates more support, but also helps to maximise their impact. We want employees at every level of our organisation to know how they can contribute to these initiatives. To realise this, we will increase communications and other involvement initiatives.

“It is amazing that our customers are appreciating us, and we want this to be the future standard.”

As a start, we launched a pilot this year to discuss sustainability at DELTA Fiber with a group of representatives of our employees and members of our Works Council. Several of the panel's suggestions are included in our materiality matrix for 2022. We look forward to scaling up this pilot in 2022 by expanding our stakeholders' involvement with more frequent communication and panel discussions with suppliers, employees and customers.

Working at DELTA Fiber



They both started their career as a call centre agent, but have since moved up in DELTA Fiber's organisation to become the director and floor manager of the customer service department. Nevertheless, in everything that Ferry Monsma and Denise de Vries do, one thing still matters more than anything else. "Customer satisfaction always comes first. That is our ultimate goal."

Ferry started out at the age of seventeen, when our call centre was not much more than a couple of desks up in the attic. "There were six of us answering calls, twenty or so in a day. Now, more than 426.000 households and business are connected to our national network." This clearly illustrates the incredible growth that DELTA Fiber has accomplished in recent years. Denise (26) first got on board two years ago, during her gap year. "I never left since. Now I am the floor manager and serve as the first point of contact for our employees."

Making a difference

To Ferry (37), one thing matters above all else. "I have been with the organisation for nineteen years now, eight of which I spent as the director of the customer service department, but the real challenge is paying equal attention to everyone. Employees must not feel like they are just a number. They truly matter, because how else can you foster a feeling of engagement?" His colleague Denise agrees. "The culture characterises us as a company. Despite our scale, it is all very personal. There is hardly any hierarchy and you can approach anyone you want." When she was still in school, she did not expect to ultimately end up here. "I completed the Teaching Assistant program, but I hadn't figured out what I wanted to do with my life yet and then I came here. Although I don't work with children, I still ended up helping people, but in a different way." Social creatures, in their own words. "You can truly make a difference. It is a great feeling to help customers resolve their issues



“Employees must feel appreciated. They truly matter, because how else can you foster a feeling of engagement?”

and make sure everything is perfect.” Ferry was bitten by the IT bug at a young age. “I believe that anyone who aspires to work for a service organisation should start out in the call centre. You can learn so much there - and not just in terms of your communication skills.”

Proud

He finds that the higher you climb, the more opportunities you have to come up with solutions. “You want employees to feel the same way, that they always have the opportunity to offer the right solution. Together with my team, I aspire to facilitate that. Internet has become a primary factor in all of our lives, so it is important to offer top-quality service.”

The customer comes first, but the employees are also a key concern for the company. Ferry himself is a great example of that. “I want to offer other people the same kind of help that I got. We give our employees every

opportunity to grow. Just look at Denise.” She gets a lot of satisfaction out of coaching employees. “Proper guidance is very important, so that our colleagues learn how to deal with unsatisfied or angry customers. If we can get a customer to hang up their phone with a smile on their face and with their problem resolved, we have done a good job.”

She knows from experience that certain character traits are quite useful for that. “You have to be able to put yourself in the customer’s shoes, think along with them and find a solution together.” Denise hopes to become team manager eventually, while Ferry wants DELTA Fiber’s customer service department to be the best in the Netherlands. Only one thing is more important to him than that. “The development of people. We will make our best effort to help them grow.”



Respecting our planet

This year marks the first time that we achieved a Net Zero emission level for our own business operations (scope 1 and 2). That means we use 100% green energy and offset our unavoidable own carbon emissions. In addition to offsetting our environmental impact, we also strive to reduce our direct environmental impact. We believe that the goal of “Net Zero” can only be achieved by doing both. In other words, we must reduce our emission level and offset the emissions that are (currently) unavoidable. This year, we made several important investments to save energy and reduce our own emissions.

Reducing our emissions

One concrete initiative was replacing the old gas-powered heating system that was used to heat our office building in Vlissingen. This central heating system needed replacement and we consciously opted for an electric alternative. By our own calculations, this has reduced our consumption of natural gas by more than 15,000 m³ per year. That, in turn, saves more than 30 tonnes of CO₂.

Net zero

Emission in Scope 1 & 2

-25%

energy consumption in our new data centers

Additionally, we moved out of the old store in Naaldwijk into a new and more modern location in the city centre. The new store has a smaller surface area and a new heating system and we therefore expect to save circa 10.000 m³ of natural gas and circa 20 tonnes of CO₂ per year. Similar to last year, the total distance driven by our employees to and from work was significantly reduced as a result of working from home due to COVID-19. Over the entire twelve-month period, this



Highlights

Energy savings in our mobility and data centres.

- 80% growth in use of public transport**
We have gave out 80% more NS Business cards this year.
- Doubling electric/hybrid driving**
Car policy adjusted to more sustainable alternatives.
- 25% energy savings**
In new data centre.
- 100% green energy**
In all of our points of presence and datacenters

was a reduction of 63%. Based on an emission level of 100 grams per kilometre, we were able to save more than 141 tonnes of CO₂ this year.

We have decided to continue to work on a flexible basis after the COVID-19 restrictions are lifted. On average, we expect that employees will work from home for 40% of the time and come into the office for the remainder. This means that we can largely maintain the aforementioned reduction of our carbon emission level in the future.

Saving energy

We continue to improve our network in order to save energy. For example, we completed the migration of our data centre in Middelburg this year. This upgrade to a new facility is expected to result in an energy savings of about 25% for this data centre. Next year, we will start a similar migration for our data centre in Naaldwijk.

Fiber versus copper

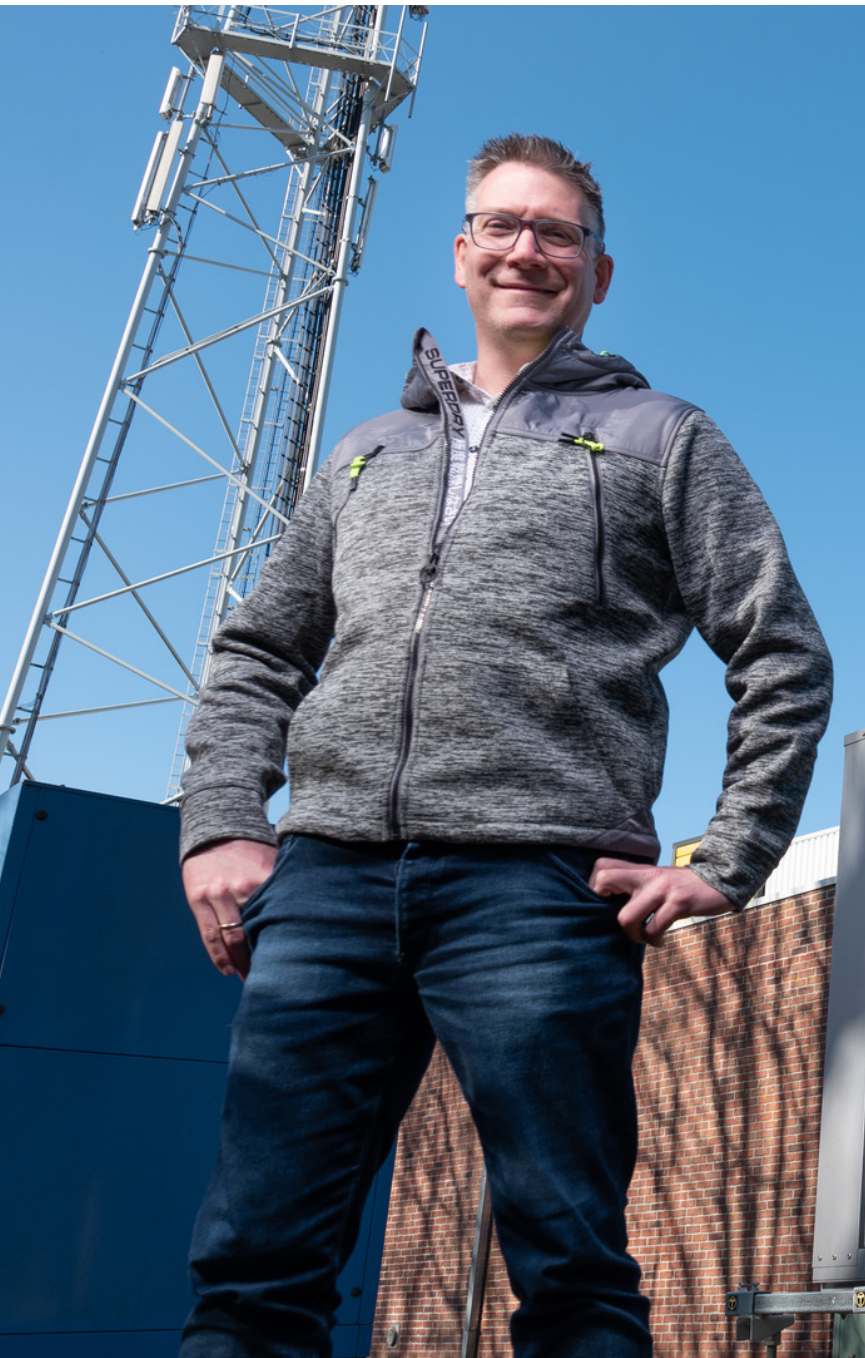
In general, the development of our high-grade fiber network makes an important contribution to the future

reduction of the overall energy consumption in the Netherlands. A recent study (Obermann, 2020) shows that a fiber network (per bit rate, depending on the network load) is between three and seventeen times more energy-efficient, compared to traditional copper-based networks.

Energy saving potential

Although it is difficult to calculate the exact energy savings, this does serve as a good indication of the overall impact. Since our fiber connections replace copper connections in most cases, it is not unreasonable to assume that every customer that switches to fiber will become ten times more energy-efficient. Combining these savings with our fiber customers growth in 2021, we achieve a total energy saving of nearly 9,000 MWh and reduced our carbon emission by more than 3700 tonnes. A great achievement for a single calendar year!

Unfortunately, these are theoretical savings for the time being, because the providers of copper networks have not yet decided to switch off their own networks



“We have made some important investments in energy savings and the reduction of emissions.”

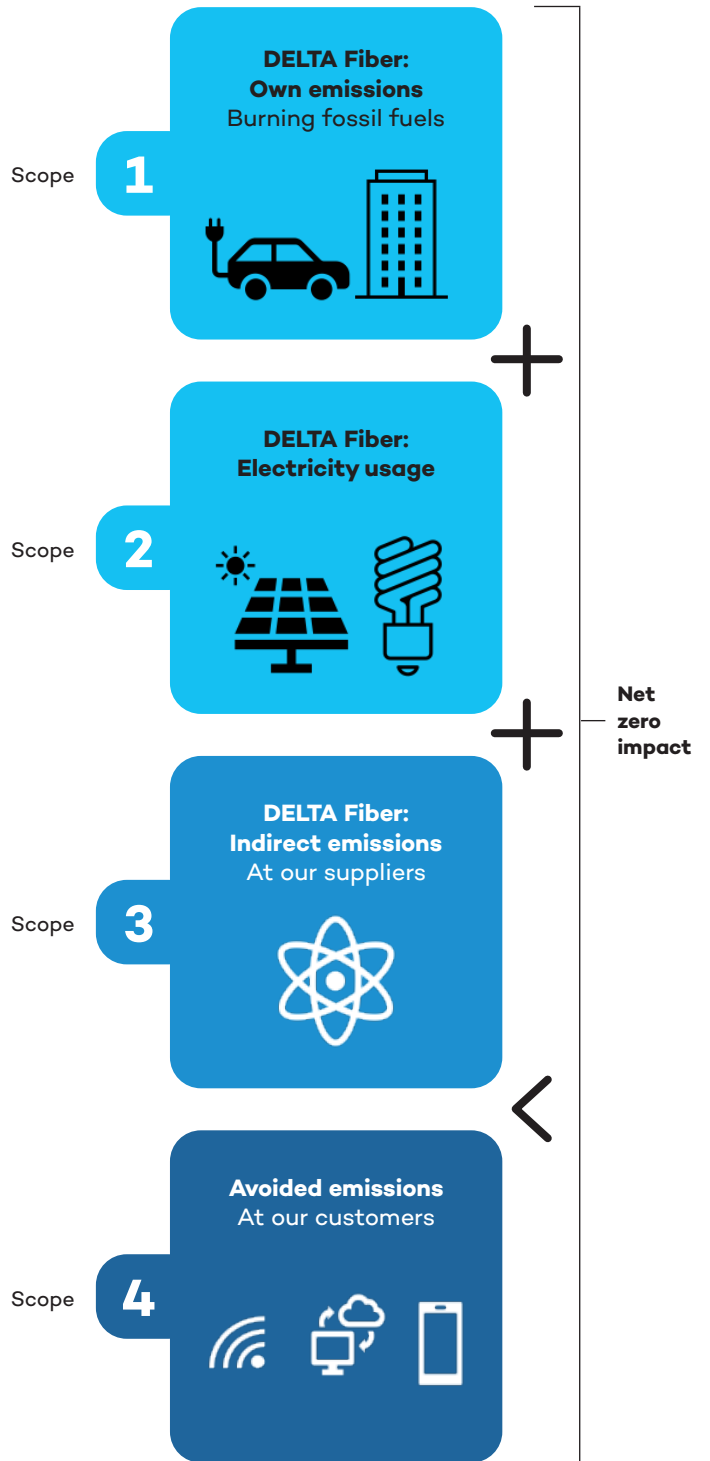
and service their customers via our network instead. We do hope that this time will come soon, given the high energy consumption and the limited speeds that these older networks offer.

As a society we can realise great energy savings across the Netherlands this way. This reinforces our ambition to further expand our fiber network to two million households in the coming years. In this context we do not believe it is desirable to install more than one fiber network in the same region. Not only does this result in a destruction of capital, it would also be an extremely undesirable development from a sustainability perspective.

On the road to climate-neutral by 2045

This year, we successfully reduced our own net carbon emission level to zero. However, our ambition does not stop there. Starting next year, we will begin confirming our climate goals using the criteria of the Science Based Target initiative (SBTi). This cooperative alliance - whose parties include the UN and WWF - offers organisations a framework to translate the global climate ambitions into ambitions for their own organisation.

As a next step we are aiming to reduce the emissions of our value chain. Together with our suppliers, we will actively work towards this goal in the upcoming years.



We aim to reduce the emissions of our value chains to zero by 2045 as well. As an organisation, we feel responsible to do our part to mitigate global warming.

From 2022, we will actively work toward this goal by concretising this ambition together with the key partners in our value chains. All this will be recorded in a “stakeholder engagement policy.”

100% Electric Vehicles

Lastly as a next step to actively reduce our own emissions, we intend to purchase only fully electric personal vehicles for our company-fleet from 2025 onward. Our ultimate goal is to have a company-fleet

that consists of fully electric personal vehicles by the year 2028.



DELTA goes beyond: “building a national brand awareness.”

Our newest national DELTA campaign ‘We are DELTA’ will be heard and seen on national- and regional TV- and radio stations from early November 2021. In recent years, the DELTA brand has grown from an internet provider in Zeeland to a national player. We now offer fiber in every province. Our success lies in often going the extra mile. We have provided hard-to-reach areas with the best connection. We deliver XGS-PON, with a speed of up to 8 Gbps, and we have the best accessible customer service in the Netherlands. In short: DELTA goes beyond!

‘We are DELTA’ and national brand awareness

Not everyone is familiar with us in the new expansion areas. Therefore it is very important to properly introduce ourselves. We will be doing that with Daan, Donnie and Dirk (see photo). They are the personification of the DELTA brand and will show our audience how we treat our customers. How we present ourselves and why is outlined in our commercial.



“Not everyone is familiar with us in the new expansion areas. Therefore it is very important to properly introduce ourselves.”

DELTA goes beyond

In our new commercial, we show how DELTA goes beyond for its customers. From the fastest fiber internet to the best service. We bring the three characters to life in a striking TV commercial and campaign. The 40-second commercial will be broadcast on the national channels of NPO, RTL, Talpa and ESPN. In addition, we are reinforcing the campaign with a radio commercial, social, online video, printed matter and displays in all DELTA shops. As a part of building a national brand awareness, we will add sustainability in our corporate positioning. Sharing our efforts and involving all our stakeholders.

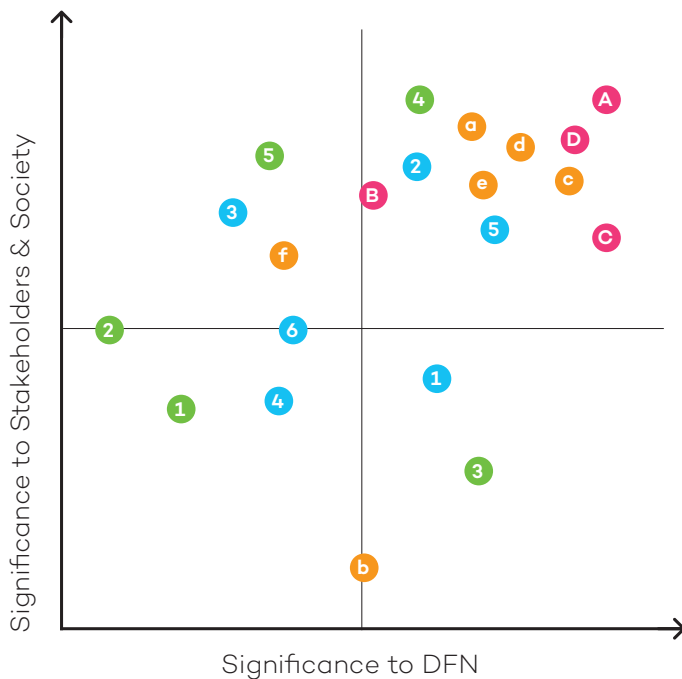
Materiality Matrix - 2021 successes

In order to make impact and contribute to sustainable development in 2021 we made a plan and initiated various activities within each of our four focus areas to support sustainable development. These initiatives were a balanced combination of new and continued efforts from previous years.

All initiatives were classified in a materiality matrix based on their significance for our stakeholders and society and the significance for our company. We discussed the materiality matrix with our works council and management team before we presented it to the board for final approval.

One year later, we are very proud to report that we have been able to successfully execute 100% of our planned initiatives. A further elaboration on our activities and contribution within the focus areas can be included in this CSR report.

2021



Enable a better digital life

- ✓ A HDB Gatherings
- ✓ B New TV App
- ✓ C Managed WIFI
- ✓ D XGSPON implementation

Contributing to society

- ✓ a Stichting Leergeld Foundation
- ✓ b Erkend leerbedrijf
- ✓ c DELTA Ride for the Roses
- ✓ d Coastmarathon Zeeland
- ✓ e DELTA Fiber Fonds
- ✓ f DELTA Dikke Banden Races

Respecting our planet

- ✓ 1 Sustainable locations
- ✓ 2 Waste management
- ✓ 3 Datacenter Relocation
- ✓ 4 100% green energy
- ✓ 5 Natural gas reduction

Caring for stakeholders

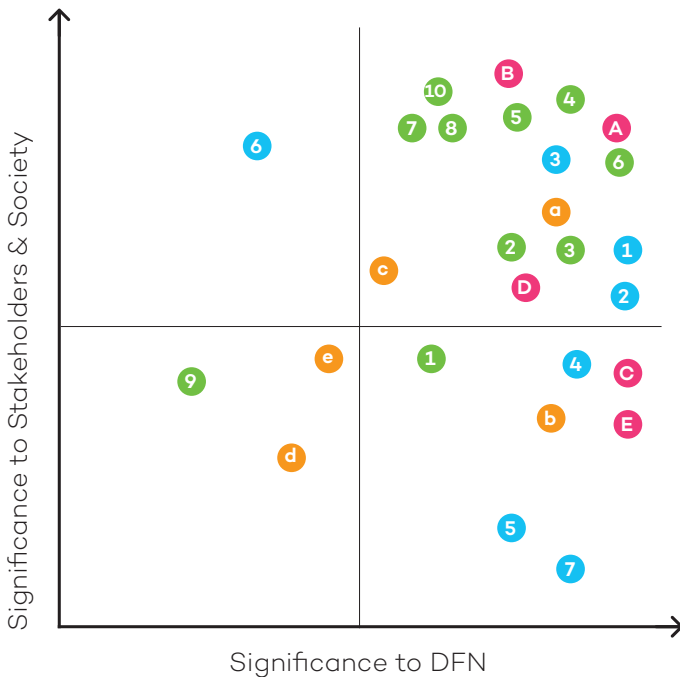
- ✓ 1 Onboarding & Service flows
- ✓ 2 CX program
- ✓ 3 DELTA Mobile app
- ✓ 4 Health & Vitality program
- ✓ 5 Anti corruption training
- ✓ 6 Employee Engagement

Materiality Matrix - 2022 initiatives

For next year we created a similar plan to make our CSR ambitions actionable. This plan was drawn up in dialogue during a pilot panel discussion with representatives of our employees and works council. The pilot's main objective was to co-create new initiatives and to increase awareness and support in the company. We look forward to scaling up this pilot in 2022 by expanding our stakeholders' involvement with more frequent communication and panel discussions with suppliers, employees and customers.

Similar to last year we classified all planned initiatives in a materiality matrix. As the matrix below clearly indicates the 2022 plan is again a good combination of new and existing initiatives. Activities that have been co-contributed by our staff are marked with 'DFN'. It is our goal to execute this plan in 2022 and update our stakeholder regularly.

2022



Enable a better digital life

- NEW** A XGSPON overlay (8GB)
- NEW** B Network growth of 2 million
- NEW** C HBD gatherings
- D Managed WIFI
- E Cyber security

Contributing to society

- NEW DFN** a National sponsoring
- b Local sponsoring
- c DELTA Fiber Fonds
- d Smartglasses in homecare
- e Internships

Respecting our planet

- NEW** 1 Solar panels Vrijburg
- 2 GHG inventory
- NEW** 3 100% electric vehicles '25
- 4 100% green energy
- 5 CO2 neutral scope 1&2
- 6 Datacenter relocation
- NEW** 7 Scope 3 reduction plan
- NEW** 8 SBTi
- 9 Expand office waste management
- 10 Supplier engagement policy

Caring for stakeholders

- 1 Health & vitality '22
- 2 Employee Engagement
- NEW DFN** 3 ESG ATL
- 4 ESG employee involvement
- 5 Management program
- NEW** 6 Occupational H&S for contractors
- DFN** 7 Anti corruption trainings

DFN = initiatives from employee panel

Progress on KPI's

	Actual		Target					
	2020	2021	2022	2023	2024	2025		
1 Digital life	Data							
	Homes passed	802k	926k	1.174k	1.515k	1.865k	2.000k	
	Homes activated	398k	431k	479k	556k	711k	900k	
2 Contributing to society	Diversity – women employed (%) (headcount own)	31,4%	32,8%	> 29,2%	> 29,7%	> 30,2%	> 30,7%	ESG-linked financing target
	NPS blended	-10		To be defined in Project Accelerate				
3 Take care of our stakeholders	Legal - Notifications/ Warnings received from Supervisory bodies	0	0	0	0	0	0	
	Ethics & anti-corruption training	75%	80%	100%	100%	100%	100%	
	Employee – sickness absence	3,3%	3,3%	4,0%	3,9%	3,8%	3,7%	
4 Respecting our planet	Employee engagement	+8	+32	At or above industry benchmark (currently +22)				ESG-linked financing target
	Water usage, office only (m3)	2,686	n/b	3,200	3,200	3,200	3,200	
	Greenhouse gas (GHG) emissions (scope 1 + 2)	825	0	0	0	0	0	ESG-linked financing target

