



**Carbon Communication Strategy
DC Industrial SA - Brussels.**

June 2024

GENERAL PROJECT DATA

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Client:	DC Industrial SA Gachardstraat 88 B12. Brussels.
Engineering Encon:	Encon Kieleberg 41 3740 Bilzen http://www.encon.eu ☎: +32 (0) 89/410 820 @: info@encon.eu
Project Manager Encon:	Lerten Viroux ☎ : +32 (0) 488/42.80.03 @: lerten.viroux@encon.eu Sofie Lamens ☎ : +32 (0) 471/08.41.51 @: sofie.lamens@encon.eu Maud Hetzheim ☎ : +32 (0) 471/11.34.19 @: maud.hetzheim@encon.eu

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1. INTRODUCTION

1.1 CO₂ PERFORMANCE LADDER

The CO₂ performance ladder is a tool and certification scheme that can be used in public procurement to encourage CO₂ reductions. By incorporating the ladder into public procurement, contracting authorities can help reduce CO₂ emissions in their activities.

The CO₂ performance ladder is a certified management system that encourages companies to reduce CO₂ in both a structural manner, within operations and in projects as well as in the supply chain. Certification is carried out by an accredited and independent body. To encourage certification based on the CO₂ performance ladder, a fictive discount is granted in procurement contracts to companies that score well on the ladder. Companies that are certified following a specific level ('niveau') on the CO₂ performance ladder and thus make efforts in CO₂ reduction, therefore, have a greater chance of obtaining public contracts.

In the CO₂ Performance Ladder, the Capability Maturity Model is translated into five levels, rising from 1 to 5. For each level, a fixed set of requirements is defined that are connected to the CO₂ performance of the organization and its projects. These requirements stem from four perspectives (A through D), each with its weighting factor. An organization's place on this ladder is determined by the highest level at which the organization meets all requirements. In the spirit of the CO₂ Performance ladder, an individual perspective cannot be viewed separately from the other perspectives. Each higher level includes the requirements of the lower levels. The organization must be permanently active with current performance at the lower levels.

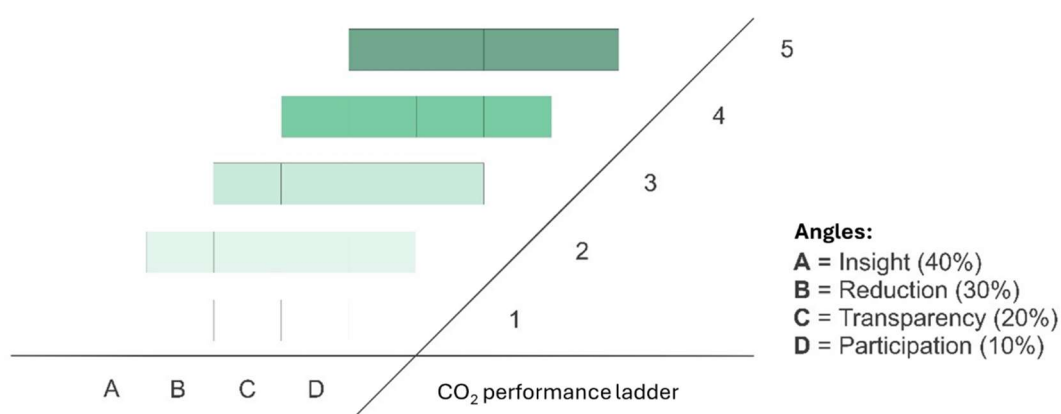


Figure 1: The CO₂ performance ladder perspectives and levels

1.2 GOAL AND STRUCTURE OF THE DOCUMENT

In 2023, DC Industrial SA started to take a structured approach to the organisation's CO₂ emissions. This Carbon Communication Strategy is part of this approach and aims to methodologically outline the communication approach of DC Industrial SA, as part of the Reduction Strategy discussed in a separate report. The Communication Strategy is based on the requirements as formulated by the CO₂ performance ladder manual v3.1.

The purpose of this Communication Strategy is to arrive at the identification of stakeholders, the methods of reaching them and the content of the information to be conveyed. Using this document, DC Industrial SA aims to communicate both internally and externally on their actions to reduce and monitor CO₂, as well as evaluate systematically if the communication reaches the identified stakeholder effectively.

The aspects that are covered in this Communication Strategy are discussed in the following chapters:

1. Chapter 1: Introduction
2. Chapter 2: Stakeholder identification & communication approach
3. Chapter 3: Yearly communication plan
4. Chapter 4: Monitoring and evaluation of carbon communication strategy

2. CO₂ STAKEHOLDER IDENTIFICATION & COMMUNICATION APPROACH

2.1 GOAL

Internal and external communication about the efforts made as part of the CO₂ performance ladder is essential to ensure that:

- Our employees become aware of the importance of reducing our CO₂ emissions.
- Our employees understand how they can contribute to our ambitions.
- Our commitment to reducing CO₂ emissions and the way how this will be achieved is clear to external stakeholders.

It is essential to communicate our CO₂ policy internally so that it is clear to all employees:

- What our concrete ambitions are
- That our reduction measures are important and necessary
- That these measures require well-defined efforts.

To position ourselves as a company ready to act in our endangered world, we must communicate regularly with the outside world about our CO₂ policy, our CO₂ footprint, our reduction targets and the progress of this reduction.

The aim of this communication to our external partners is to inform them of our actions in terms of environmental responsibility and to highlight our active role.

2.2 TYPES OF COMMUNICATION IN DC INDUSTRIAL SA

Channels	Goal & explanation
External - Website	Quarterly update of our carbon reduction efforts, intended to inform interested external stakeholders. In this way, there can be transparent communication about the evolution of CO ₂ emissions, as well as planned and implemented measures to reduce emissions.
External - LinkedIn	The goal of quarterly LinkedIn communication on our carbon reduction includes multiple objectives. Aimed at (potential) customers, information can be shared to showcase commitment, by demonstrating the organization's dedication to sustainability and environmental responsibility, and as a result enhance brand image. Next to that, LinkedIn can also be used to attract potential employees who prioritize sustainability and want to work for an environmentally responsible company. Additionally, collaboration can be encouraged through this communication channel with other organizations and stakeholders committed to carbon reduction.
Internal - Newsletter	General overview of important steps taken in the organization regarding the carbon strategy. The goal of the newsletter is to bridge the gaps between the different entities of Group De Cloedt, since currently the different entities work mostly separately from each other and currently little knowledge is shared regarding CO ₂ reduction. Knowledge sharing can be done in the newsletter by putting forward interesting cases.
Internal – Mailing	There are multiple goals for our internal mailing regarding our sustainability efforts. The first one being informing employees about the importance of carbon reduction and giving updates on implemented measures. In this way, it can be ensured that all employees and different divisions understand and align with the organization's sustainability goals and policies. With this knowledge, the employees can be encouraged to actively participate in carbon reduction efforts and adopt sustainable practices in their work. In this way, a culture of sustainability within the organization is fostered, making it a core value and priority for all employees.
Internal – Team meetings	The purpose of bringing carbon reduction updates in team meetings is twofold. First, this will enable more granular information distribution to all the different teams within DC Industrial SA. Second, these team meetings can be used as a platform for bottom-up carbon reduction initiatives.
Internal – Webinar	Through internal webinars, we educate our employees on advanced topics related to our carbon reduction strategy. These webinars also provide ample time for more detailed explanations.
Internal – Reporting through intranet / PowerBI dashboards	Through transparent reporting and giving personnel access to KPI dashboards, we encourage bottom-up engagement within the organization regarding our carbon reduction strategy. In this way, everyone will have a chance to put forward ideas regarding sustainability.

Table 1: Types of communication for DC Industrial SA

2.3 IDENTIFICATION OF STAKEHOLDERS

	Stakeholders	Example	Why is it important?
External stakeholder	Clients: private and government	Government: OVAM, VMM, provincial government Private: Construction sector (with research institutions such as Buildwise)	Clients and private companies today ask information about the effort that DC Industrial SA makes to protect the climate and nature. By communicating this element, this will be readily clear for potential new projects.
	Bank	-	Banks readily support green investments today, meaning that clear communication on new initiatives can help to find support for DC Industrial SA's plans and ideas.
	Energy suppliers	-	By connecting to our energy suppliers, they can bring information on how they are handling the provision of green energy to their customers, helping DC Industrial SA to identify new alternatives to reach their climate goals.
	Ship manufacturers	-	By contacting our suppliers of ships, they can help us identify ways to make our ships less polluting.
	Governments	-	As a client and an institution providing operational permits, governments give DC Industrial SA the license to operate. Governments can offer information, but also new opportunities.
	Sector initiatives	OVB, DENUO, GroenBetonVert, VSOR, FEDiEX, NATAGORA, Port of Brussels,...	Sector initiatives grant projects and information on how the sector sees green business operations, and providing information to sector initiatives makes DC Industrial SA a partner in the transition.
Internal stakeholders	Employees	Employees of all entities	Communicating a company's carbon management system to employees is crucial because it engages them in the company's sustainability efforts, encourages active participation and innovation in emission reduction, and boosts overall morale and commitment to environmental goals
	Shareholders	Board of Directors of Group De Cloedt	Communicating a company's carbon management system to shareholders is vital because it aligns with their interests in sustainable business practices, informs them of progress towards reduction targets, and can positively influence the company's valuation and market reputation

Table 2: Types of stakeholders for DC Industrial SA

3. YEARLY PLAN COMMUNICATION

During a workshop held in June 2024, the management team of DC Industrial SA was able to pinpoint when and how frequent a specific type of communication could be used throughout a calendar year to communicate to stakeholders. This is shown in the figure below. On top of that, specific responsibilities were divided within the team to manage these moments in the year.

3.1 YEARLY CALENDAR

Communication - overview

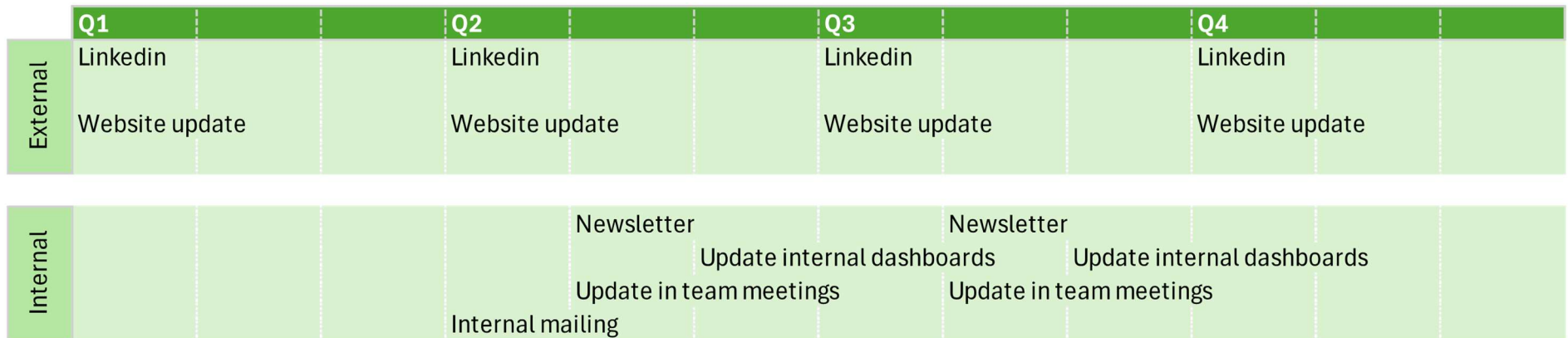


Figure 2: Communication throughout 1 year in DC Industrial SA.

3.2 COMMUNICATION CONNECTED TO PROJECTS WITH CO₂ PERFORMANCE LADDER ADVANTAGE

To be in line with the expectations of the CO₂ performance ladder, DC Industrial will also specifically apply all communication in the yearly plan in a structural way within the projects connected to a CO₂ performance ladder advantage.

The following elements will be started when a project is acquired by means of the CO₂ performance ladder:

1. Communication about the start, the progress and the end of the project will be internally communicated in all internal communication as provided in the yearly communication plan
2. Communication to the client about the choice of measures at the start of the project and at the end of the project

The following elements will be taken into account for each project regarding subcontractors:

1. All subcontractors connected to a project will be informed to communicate in the same manner as DC Industrial, meaning: any team meeting connected to a certain project by the subcontractor will contain the topic of the CO₂ performance ladder advantages & necessary measures that the project entails
2. All subcontractors are aware of the project-specific measures to reduce CO₂ for the project
3. All subcontractors are evaluated on the way they follow these requirements and do this periodically to their employees by the overseeing team in Group De Cloedt.

At the end of a project connected to CO₂ performance ladder advantage, the team within Group De Cloedt will collect the necessary elements of proof that the subcontractor indeed followed the expectations set by DC Industrial, to include these in the documentations surrounding the project.

Phases	START	DURING PROJECT	END
Internal communication	Goal & start of project	Implementation of measures of project	Results of project
Client	Choice of measures in project		Results & choice of measures
Subcontractors	Briefing of expectations	Follow-up of communication expectations	Debrief & collection of proof

3.3 RESPONSIBILITIES

Governance of the Carbon Communication Strategy is vested in the following roles within DC Industrial SA's management.

Name	Role
Pieter Van Parys	Sustainability project manager
Kay Destrebecq	Administrative Assistant + Website Content Editor
Sustainability Committee	

For every role within DC Industrial SA, a clear RACI matrix was constructed to guide development & follow-up.

3.3.1 RACI MATRIX FOR COMMUNICATION

		Sustainability Project Manger	Administrative Assistant	Sustainability Committee	CFO	Board of Directors
Website	PLAN	R		A	C	I
	DO	I	R	I	I	I
	CHECK			R	R	I
	ACT	C	R	A	C	I
LinkedIn	PLAN	R		A	C	I
	DO	I	R	I	I	I
	CHECK			R	R	I
	ACT	C	R	A	C	I
Newsletter	PLAN	R		A	C	I
	DO	I	R	I	I	I
	CHECK			R	R	I
	ACT	C	R	A	C	I
Communication in team meetings	PLAN	C		R + A	R + A	I
	DO	C		R + A	R + A	I
	CHECK	C		R + A	R + A	I
	ACT	C		R + A	R + A	I
Internal mailing & dashboard		R		R+A	R+A	I

Table 3: RACI Matrix for communication plan DC Industrial SA

4. MONITORING AND EVALUATION OF CARBON COMMUNICATION STRATEGY

The CO₂ performance ladder framework is based on the principles of continuous improvement. This continuous improvement is supported in both frameworks using a Plan-Do-Check-Act (PDCA) or Deming wheel. This framework has also been the basis for the Carbon Reduction Strategy of DC Industrial SA.

To streamline any adjustments of the Communication Strategy to the adjustments that might happen in the Carbon Reduction Strategy, the management team of DC Industrial SA has decided to fully streamline the evaluation process of the Communication Strategy with the one from the Carbon Reduction Strategy. The reader is referred to the Carbon Reduction Strategy to learn about the monitoring and evaluation cycle of DC Industrial SA's reduction plan.