



# SUSTAINABILITY REPORT

## 2024





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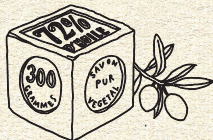
# Assortment



**100%** cards & envelopes  
printed using organic inks  
on paper made from waste  
(PaperWise)  
Page 29



**96%** sustainable cotton  
Page 14



**89%** of our non-food is  
sustainably packaged (i.e. no  
packaging at all or recyclable)  
Page 15



**96%** of our plant  
suppliers are MPS A or  
MPS A+ certified  
Page 15

**#10**  
Sustainable Brand Index  
2024 in the Netherlands

**#5**  
The Inspiring 40

# Highlights

2024 marked Dille & Kamille's  
50th anniversary

**25 tons of CO<sub>2</sub>**  
full calculation of CO<sub>2</sub>  
emissions Scope 1 - 3

**€0**  
turnover on Green Friday

**€241 K**  
spent on climate projects  
and societal causes

**B Corp Status**  
87 points, recertification  
in 2025

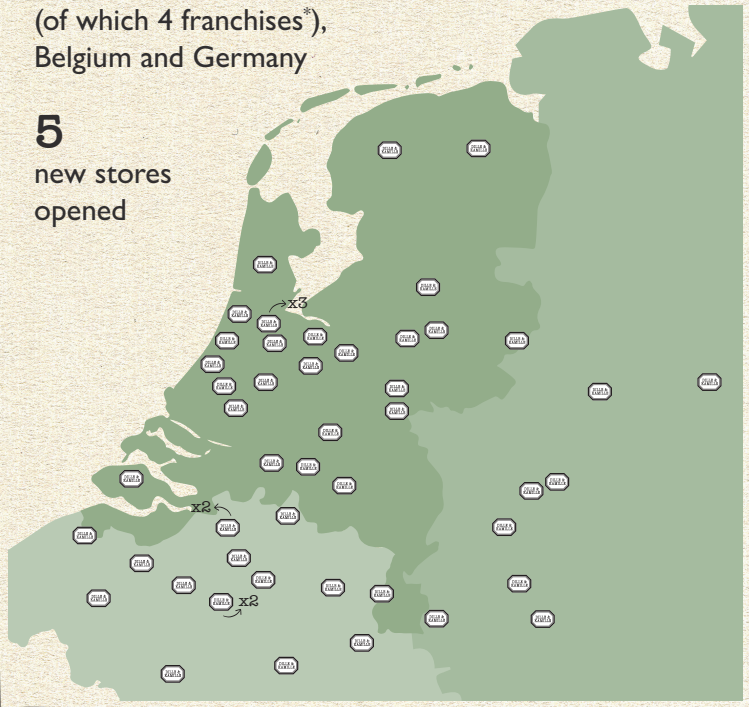


**851**  
staff

**70%**  
female managers

**51**  
stores in the Netherlands  
(of which 4 franchises\*),  
Belgium and Germany

**5**  
new stores  
opened



\* Distinction between own stores and franchises: this report includes a variety of figures. All of these pertain to our own stores unless stated otherwise.







“My greatest wish is for sustainability to be seen as an opportunity, not an obligation.”

## Growth with a Green Mission

**In 2024 we paid ample attention to Dille & Kamille's 50th anniversary. One of its highlights was opening our 50th store in Gouda. An important milestone. Because our mission to inspire more people to enjoy a more conscious, more natural life has remained unchanged for 50 years. Growth therefore isn't a goal unto itself, but represents a means to accomplish our mission.**

In a world in which reduced consumption is the most sustainable option, we want to offer people the 'next best thing': timeless, durable products with minimal environmental impact. To achieve this, we always choose the most sustainable option. Even if this means that a product originates far away. If, for instance, a supplier from Portugal is more polluting, as far as CO<sub>2</sub> emissions are concerned, than one from say China, then we will opt for the latter. We don't merely examine a product's transport and always measure where the true impact lies.

In recent years we have made major strides in professionalising our sustainability strategy. Whereas before we relied on our gut feeling, we now base our choices on data and measurable objectives. Our B

Corp certification is a good example of this. The process helped us to make our impact measurable as well as target improvements. Our quality department (that didn't exist five years ago) plays a crucial role. By cooperating closely with suppliers and employing stringent quality requirements, we ensure that our products meet high sustainability standards and are exceedingly durable.

Nevertheless, we also face challenges such as the implementation of CSRD legislation. Although we agree with its goals, the continually changing legislation remains a challenge. Furthermore, we believe that sustainability is more than just words on paper. We have therefore determined two primary objectives for the coming years: creating a living wage for everyone in the chain and further reducing CO<sub>2</sub> emissions. We also want to further develop our Impact Fund. The latter allows us to implement all manner of measures within Dille & Kamille as well as contribute to charities and initiatives that focus on humans and the environment.

Another dilemma is the paradox of sustainable retail. The more we sell, the higher the chance the products will ultimately be thrown away. This is

why Dille & Kamille prioritises timeless, durable products as it has done for the past 50 years.

My greatest wish is for sustainability to become viewed as an opportunity, not an obligation. And that it becomes a competitive advantage for companies. If sustainability is no longer a moral choice, but also an economic one, more companies will be inclined to make it central to their strategy. This is the only way we can all have a positive impact.

**Hans Geels**  
CEO Dille & Kamille





# DILLE & KAMILLE'S SUSTAINABILITY MISSION

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# Introduction

## About this report

This report presents the completion of Dille & Kamille's first sustainability strategy (developed in 2020/2021 for the period 2022 - 2024) and the results for the company's environmental, social and governance goals as well as 2024's highlights. From 2020 onwards, Dille & Kamille has increasingly focused on making itself more sustainable by drawing up its initial strategy and by focussing on transparency and measurability. In 2023, the company took major steps in this area, including a comprehensive CO<sub>2</sub> baseline measurement. Over the coming years, more will be expected from companies and more (compulsory) reports will be submitted. 2024 was a year of preparing for the CSRD (Corporate Sustainability Reporting Directive)\*, a reporting obligation that currently no longer applies to us. We have nevertheless decided to continue this form of reporting, though probably in a somewhat less extensive manner. We have completed the DMA (double materiality analysis) and are getting ready to submit another report in 2026.

## Preview

We started implementing our new sustainability strategy for the 2025 – 2027 period whilst compiling and publishing this report. A brief preview.

## 2025 - 2027 Sustainability Strategy

Our new strategy is driven by a number of aspects: (compulsory) reporting standards, B Corp as well as our own ambitions and objectives. To start with, we completed the DMA, part of the CSRD. In consultation with various stakeholders we arrived at joint insight into which sustainability themes are important to Dille & Kamille and to what extent. This analysis will be summarised in a materiality matrix (Page 58) and served as the point of departure for our new sustainability strategy. Furthermore, a number of other obligations will be added such as the EUDR (regulation on deforestation-free products), product passports and the packaging directive. To meet these obligations we will adapt our products and supply chain as well as provide more insight into the relevant data. This is why we prioritise data collection and transparency.

Furthermore, in 2025, we will re-certify ourselves with B Corp. This framework offers tools with which to progress our sustainability and improve in the field of ESG. We also hope to see improvement with regard to our current 87 point score.

We have two main programmes when it comes to our own ambitions and objectives

- CO<sub>2</sub> programme: we will increasingly focus on reducing emissions within our organisation (Scope 1+2), but primarily throughout the entire supply chain (Scope 3). This will be effected in line with the SBTi (Science Based Target Initiative) and, as a result, the Paris Climate Agreement. According to our SBTi calculations we need to achieve a 6.3% annual reduction. This may seem ambitious, but we intend to do our utmost to achieve this objective.
  - Linked to our CO<sub>2</sub> programme we will further develop the Dille & Kamille Impact Fund. By determining the price of our emissions we know what our emissions cost, enabling us to invest those costs into CO<sub>2</sub> reduction measures. Furthermore, the Impact Fund allows us to implement a number of other high impact projects.
- Living Wage programme: the latter aims to contribute to living wages for all staff at (some of) our suppliers. A living wage is a salary that is sufficient to meet a family's basic costs of living for a month. This wage may be higher than the local statutory minimum wage. Only logical to us perhaps, yet unfortunately this is not the case in every country around the world.

This new strategy further raises our ambitions. We are proud of what we already do and have achieved, yet recognise there is so much more left to improve.

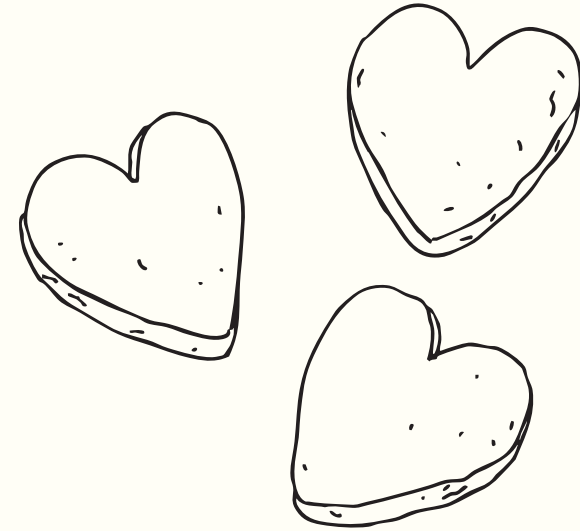
\*Read more about CSRD and our DMA on Page 58.





## Dille & Kamille's Vision

A world in which people live in harmony with  
themselves, others and nature.



## Dille & Kamille's Mission

To inspire and allow more people to enjoy a more  
conscious and natural life thanks to our products  
and services.



# SUSTAINABILITY PRINCIPLES

We act with respect and care for the environment and our fellow humans as much as we possibly can. Not because it's currently trendy, but because we have believed in this for over 50 years. Our **10 sustainability principles** give our customers the confidence that the products they purchase from Dille & Kamille are sound. We haven't got there yet, but every day we do our best to become a little more sustainable.



1 – Dille & Kamille prioritises natural materials and ingredients.



2 – Dille & Kamille opts for the best quality and timeless design.



3 – Dille & Kamille uses as few plastics and other man-made materials as possible. We do not opt for electric appliances.



4 – Dille & Kamille opts for as little packaging as possible.



5 – Dille & Kamille adheres to internationally recognised sustainability standards.



6 – Dille & Kamille wants an honest price for everyone in the chain. Our suppliers should treat their staff well and not utilise child labour.



7 – Dille & Kamille prefers to have products manufactured as close to the home market as possible, yet paradoxically often opts for a product's country of origin. A good example being our felt from Nepal.



8 – Dille & Kamille always seeks to use the right materials for its products – the most sustainable materials that are the best fit.



9 – Dille & Kamille inspires people to live consciously, in harmony with one another and nature. We give customers tips and inspiration to help them enjoy their purchase for as long as possible.



10 – Dille & Kamille opts for sustainably produced energy.



## OUR 9 SUSTAINABILITY PROGRAMMES

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For the development of the 2022 – 2024 sustainability strategy, we identified impact themes and linked tangible goals and ambitions for these. This led to nine, targeted programmes, subdivided into two core pillars with ‘harmony’ as the main point of departure.

# CORE PILLAR 1 – IN HARMONY WITH NATURE

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# CORE PILLAR 2 – IN HARMONY WITH EACH OTHER

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# Core pillar 1

## In Harmony with Nature

Nature is dear to our hearts and that is why we want to care for it properly. This first pillar aims to provide an active contribution to the environment and nature, to help the earth and restore a sustainable balance.

### OBJECTIVE

Striving to become a company that makes the most sustainable choices for humans, the environment and nature in every area.





# Programme 1 | Sustainable Materials

Dille & Kamille prefers natural, renewable materials with a small footprint. In this way we try to retain and sustainably manage natural resources to the best of our ability, thereby keeping our impact on earth to a minimum.

**What:** Recycled raw materials | Renewable Raw Materials | Avoiding plastic and chemicals | Materials certifications | Sustainable toys | Ingredients certifications | Dille & Kamille food standard

**Ambition:** All Dille & Kamille products should be made from the most sustainable materials, ingredients and raw materials possible.

As part of this programme Dille & Kamille will concentrate on the following focus areas:

- Products and packaging: the use of recycled or renewable raw materials
- Quality and design: high quality and a design based on just a few materials
- Certifications: ruling out environmental and societal risks

Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Starting point 2020	Targets	Results for 2024
<p><b>General</b></p> <ul style="list-style-type: none"><li>• 85% of the assortment of non-food without consumer packaging</li><li>• 37% of wood certified (FSC, PEFC)</li><li>• 73% of cotton sustainable (including GOTS, BCI)</li><li>• 18% of glass recycled</li><li>• 70% of paper sustainable</li><li>• (certified, recycled, agricultural waste)</li></ul>	<p><b>General</b></p> <ul style="list-style-type: none"><li>• 100% of our assortment of non-food sustainably packaged (either not packaged or in recyclable packaging)</li><li>• 90% of wood certified (FSC, PEFC)</li><li>• 90% of cotton sustainable (organic or recycled)</li><li>• 15% of glass recycled</li></ul> <ul style="list-style-type: none"><li>• 60% reduced environmental risks for the production of metal, glass and ceramics</li></ul>	<p><b>General</b></p> <ul style="list-style-type: none"><li>• 89% of assortment of non-food sustainably packaged (not packaged or recyclable packaging)</li><li>• 55% of wood certified (FSC, PEFC)</li><li>• 96% of cotton sustainable (including GOTS, BCI, recycled)</li><li>• 18% of glass recycled</li><li>• 91% of paper sustainable (certified, recycled, agricultural waste)</li></ul> <ul style="list-style-type: none"><li>• Insufficient insight into the reduction in environmental risk, still developing.</li></ul>
<p><b>Planten</b></p> <ul style="list-style-type: none"><li>• 65% of plants supplied in reusable trays/carboard box</li><li>• 20% of our growers have MPS A+ certification, 57% of our growers have MPS A, socially qualified 41%</li></ul>	<p><b>Plants</b></p> <ul style="list-style-type: none"><li>• &gt;80% of plants supplied in reusable trays</li><li>• 50% of our growers are MPS A+ certified, 50% MPS A standard, 100% socially qualified</li></ul>	<p><b>Plants</b></p> <ul style="list-style-type: none"><li>• 86% of plants supplied in reusable trays</li><li>• 32% of our growers MPS A+ certified, 63% MPS A standard, 45% socially qualified</li></ul>
<p><b>Food assortment</b></p> <ul style="list-style-type: none"><li>• 100% of coffee certified</li><li>• (Fairtrade, Rainforest Alliance)</li><li>• 63% of tea certified (EU organic)</li><li>• 30% of chocolate certified (organic, RFA, Cocoa Horizons)</li><li>• 100% of food assortment is palm oil free</li></ul>	<p><b>Food assortment</b></p> <ul style="list-style-type: none"><li>• 100% of food assortment transparent</li></ul>	<p><b>Food assortment</b></p> <ul style="list-style-type: none"><li>• 100% of coffee certified</li><li>• 88% of tea certified (EU Organic)</li><li>• 97% of chocolate certified (organic, RFA, Cocoa Horizons)</li><li>• 100% palm oil free</li><li>• 60% of packaging plastic free (product, transport and retail)</li><li>• 100% of ingredients line certified or meet Dille &amp; Kamille food standard</li></ul>



# Materials, ingredients and raw materials

We strive to make our assortment as sustainable as possible. Our focus is on natural materials and avoiding plastic. In 2024 we took things one step further by selecting as many of the raw materials we use in as responsible and as future-proof a manner as possible. From 2025 onwards, we will broaden our approach and also incorporate manufacturing processes and other aspects of the production chain when it comes to making our assortment more sustainable.

## Non-Food

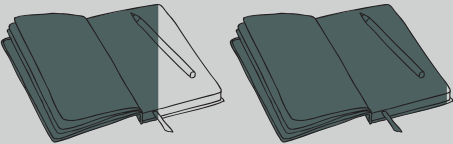
We have worked to increase the proportion of materials that come from recognised, recycled and certified sources.

This applies, among other things, to cotton (increased to 96%), wood (to 55%) and paper (to 91%): raw materials that play an important role in Dille & Kamille's assortment.

## Food

For our food assortment we basically use our own Dille & Kamille food standard. This means we actively opt for sustainable, artisanal and local with a preference for vegetarian products. In 2024 we further implemented this course. For instance, there isn't a single product in our assortment that contains palm oil, the proportion of organic products has increased and, by now, some 97% of our chocolate is organic and/or certified by a recognised hallmark.

### Sustainable paper



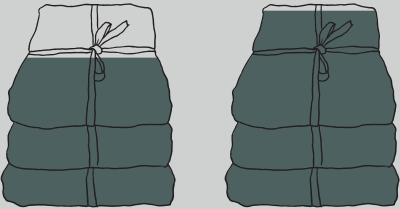
70%

2020

91%

2024

### Cotton



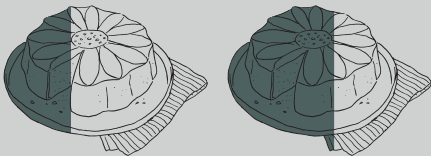
73%

2020

96%

2024

### Organic food



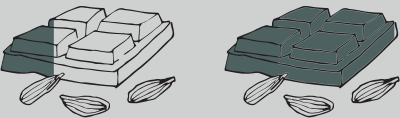
33%

2020

52%

2024

### Organic chocolate



30%

2020

97%

2024



# Materials, ingredients and raw materials

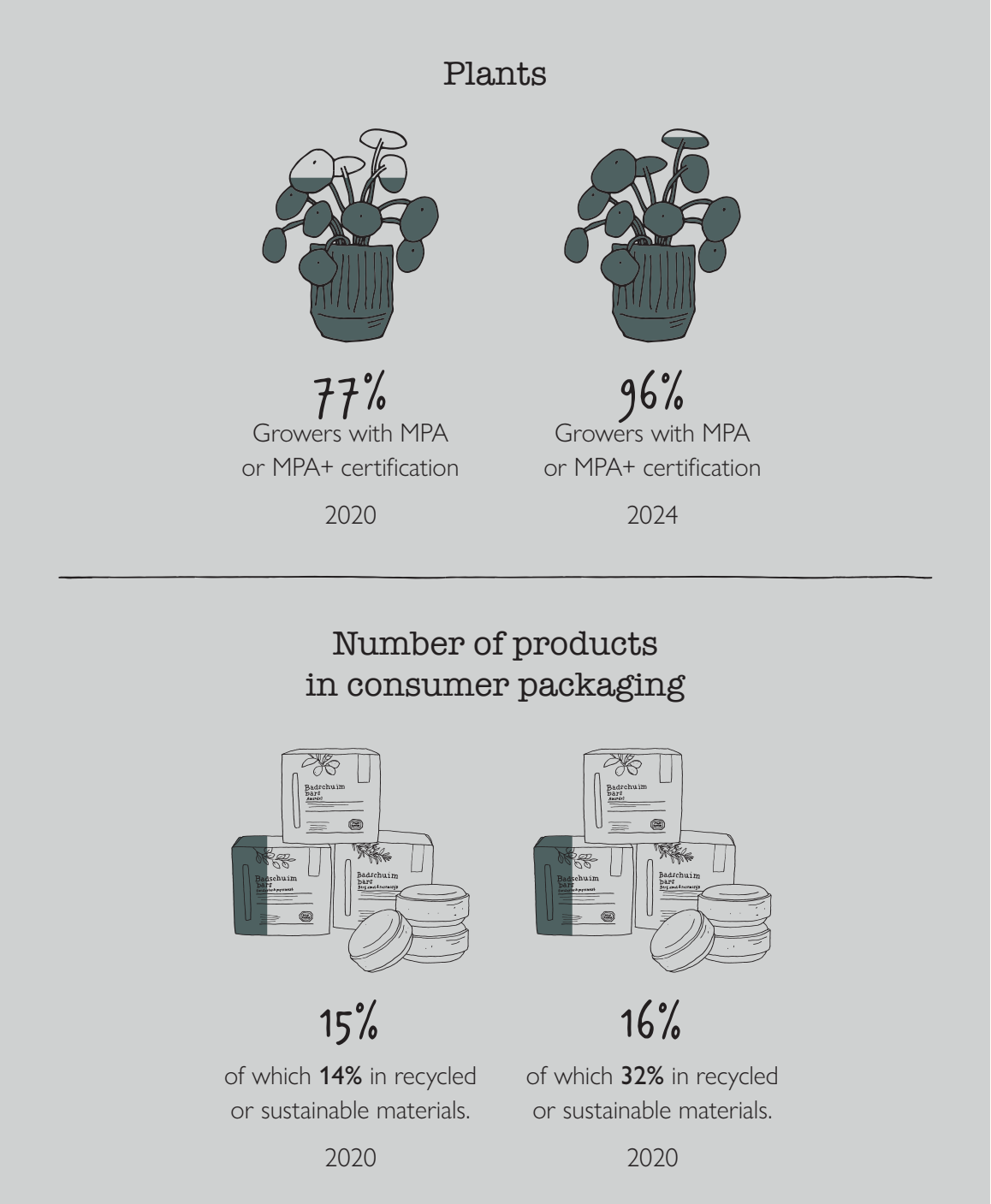
## Plants

Cultivating plants often entails the use of pesticides. We aim to limit their use. This is why we opt for growers who are MPS A or A+ certified which means they use environmentally-friendly cultivation methods. In 2024, 96% of our growers were certified, a good improvement in comparison to 86% in 2022. We strive to further increase this proportion to 100% A+ certification and have therefore expanded our requirements to include social standards. Our garden herbs and flower bulbs are, for example, already 100% organic.

Dille & Kamille has also opted for a more sustainable solution when it comes to the plants' transport, as they are generally shipped in disposable plastic trays. In 2024, some 91% of our plants were sustainably transported in reusable trays, cardboard boxes or even unpackaged. This allows us to also reduce our packaging waste in this field.

## Packaging

84% of our non-food assortment is unpackaged. In 2020 this was still 85%. This minute decrease is due to an increase in products for which packaging is mandatory. For these products, such as, for example, food or bath items and care products we, if suitable, opt for the most sustainable types (recycled, FSC, natural materials).





# For transparency's sake:

## Wood

Unfortunately, our objective for certified wood was not entirely achieved in 2024. The assortment has been expanded with recycled rubber wood and acacia, wood types that cannot be certified, but do offer a more sustainable alternative to conventional wood. The proportion of more sustainable wood has therefore risen to 68%.

## Glass

Although the objective for recycled glass has formally been achieved, little progress has been made in 2024. Scaling up the proportion of recycled glass proved challenging in part due to availability issues, but also stagnating improvements in glass quality. We will take this into account in our new objectives.

## Reduced Environmental Risk Metal, Glass and Ceramics

The method aimed at this objective for these groups is still being developed. Surveys need to be modified and collected from our suppliers.





We wish to reduce the environmental impact of our assortment even further.

Preferential policy   Approach to making the assortment more sustainable				
		Wish	Alternative	Avoid
Wood & Paper	Materials	Recycled and/or renewable, sustainable materials	Certified materials and/or European wood (as long as low risk is ensured)	Non-certified, non-sustainable sources and wood types
	Certifications	FSC/FSC 100%, Paperwise, Rainforest Alliance, EU Organic, EKO, Nordic SWAN Ecolabel	ISO14001 PEFC	Non-certified sources and wood types
Glass	Materials	Certified parts (e.g. lids) and certified recycled glass	Recycled (non-certified)/non-certified with low environmental risk	n.a.
	Certifications	GRS / RCS recycled. FCS (lids)	BEPI, ISO14001, Sedex, BSCI	Non-certified with high environmental risk, non-certified production locations
Cotton	Materials	Recycled materials, certified materials	Renewable, recyclable materials with a low environmental risk	
	Certifications	GRS/RCS recycled or Fair for Life, otherwise GOTS	OEKOTEX, Fairtrade, EU Ecolabel, EKO, Nordic SWAN Ecolabel, BCI, OCS	
Metal	Materials	Recycled materials, low environmental risk BEPI, ISO14001, etc.)	Medium environmental risk (BSCI, Sedex, self-assessment)	Raised environmental risk (no audit or on the basis of a self-assessment), avoiding harmful substances and chemicals
	Certifications	GRS/RCS recycled	BEPI, ISO14001, Sedex, BSCI	
Packaging	Materials	Unpackaged (naked), recycled materials that can be recycled	Less packaging, renewable (bio-based) and/or certified, recyclable materials	New plastic (fossil-based), non-recyclable packaging (mixed materials), 'packaging air'
	Certifications	FSC recycled, Paperwise, rPET, rPE, rPP	FSC 100/mix, bioPE, bioPET, PEF, glass, metal	

## Programme 2 | Sustainable Stores and Construction

The core of Dille & Kamille is its stores. Sustainability is high priority when it comes to building, remodelling and maintaining our stores, the service office and the distribution centre. We thereby focus on 'greening' our buildings. We do so by aiming to use entirely green electricity, implement energy savings and improve our waste management.

**What:** Groene winkels | Groen kantoor | Groen distributiecentrum

**Ambition:** Zo groen mogelijke winkels, kantoor en distributiecentrum.

Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Results 2022	Targets	Results for 2024
<p><b>Energy</b></p> <ul style="list-style-type: none"><li>• Use of green gas in NL</li><li>• Use of 100% green electricity in our stores and offices</li><li>• 6% reduction of energy consumption at the stores (per m2)</li></ul>	<p><b>Energy</b></p> <ul style="list-style-type: none"><li>• Use of green gas in NL</li><li>• Use of 100% green electricity in stores and offices</li><li>• 5% reduction in shop energy use per year</li></ul>	<p><b>Energy</b></p> <ul style="list-style-type: none"><li>• Use of green gas</li><li>• Use of 100% green electricity in stores and offices</li><li>• 12% reduction in energy consumption per m2 in stores</li></ul>
<p><b>Shop operations</b></p> <ul style="list-style-type: none"><li>• 100% waste-free stores (with the exception of waste)</li><li>• Sustainability is an agenda item for the biannual branch managers' meeting</li><li>• Shop documentation has been entirely digitised</li><li>• Sustainability principles drawn up for facilitating items</li></ul>	<p><b>Shop operations</b></p> <ul style="list-style-type: none"><li>• 100% waste-free stores (with the exception of waste)</li><li>• Sustainability an item on the agenda for the biannual branch managers' meeting</li><li>• Digitising receipts (unless a physical receipt is a statutory obligation)</li><li>• Purchasing facilitating items 100% in line with sustainability principles</li><li>• &gt;2% water saving per year</li></ul>	<p><b>Shop operations</b></p> <ul style="list-style-type: none"><li>• 100% waste-free stores (with the exception of waste)</li><li>• Sustainability an item on the agenda for the branch managers' meeting once</li><li>• (Not) yet achieved.</li><li>• Purchasing facilitating items 100% in line with sustainability principles</li><li>• Incomplete and insufficient data</li></ul>
<p><b>Construction team</b></p> <ul style="list-style-type: none"><li>• All new stores remodelled in line with the 'Green Building Manual'</li><li>• Inventory of all existing stores (Belgium and the Netherlands)</li><li>• Further implementation of LED lighting in stores</li></ul>		<p><b>Construction team</b></p> <ul style="list-style-type: none"><li>• New stores are remodelled in line with the 'Green Building Manual' and existing stores align their maintenance/alterations with the latter.</li><li>• 100% LED lighting in 100% of the stores (BE, DE &amp; NL). Further implementation of LED lighting in our stores</li></ul>

# Sustainable stores and construction

## Green Building Manual

Since the introduction of our Green Building Manual in 2021, we remodel new stores in line with this internal guideline. We utilise some 40 sustainability criteria to make conscious choices for solar panels, heat pumps, recycled materials, sustainable paint, water saving solutions and modular design to simplify maintenance and repairs.

## Lighting plan

An important aspect of making our stores more sustainable is energy saving lighting. All our stores currently use LED lighting. Furthermore, our shop windows are now equipped with timers and the service office has movement sensors installed to prevent unnecessary energy consumption.

## Bouw

- All built items at all stores can be disassembled.
- Certified paints are used in all stores.
- 65% of the stores incorporate recycled insulation materials.
- 96% of the stores have air curtains linked to a heat pump.
- 100% of the stores were built using sustainable or recycled fibre board.
- 100% of the stores use green electricity.

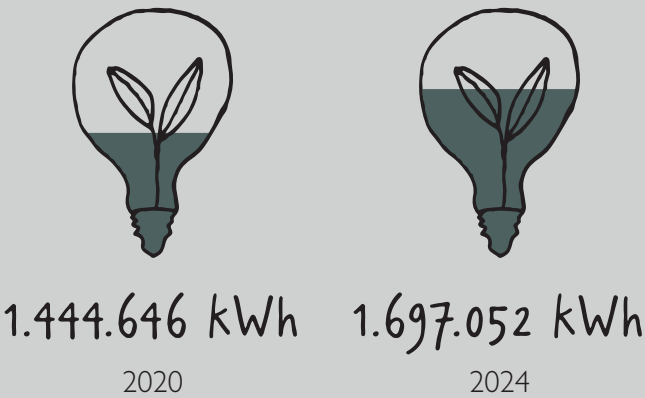
## Energy consumption

Energy consumption per square metre\* at all the stores decreased some 12% last year, from 125.8 kWh in 2023, to 111.2 kWh in 2024 for electricity and by 14.5% (from 1.4 to 1.08 m3) for gas. The new strategy aims to completely phase out gas.

The distribution centre only consumed 0.5% more energy, even though many more goods were processed for 11% more stores (51 in 2024 vs 46 in 2023, including franchises).

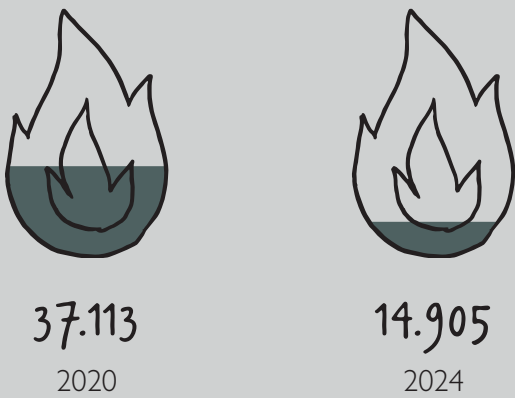
\*total surface area of the stores amounts to 13,809.1 m2 in 2024 vs 12,526.6 m2 in 2023.

### Lighting plan



17.5% increase\*  
\*though the number of stores increased 49% (from 31 in 2020 to 46 in 2024, excluding franchises) and, in 2022, we moved to a much larger service office.

### Gas



40% decrease



## For transparency's sake:

### Water saving

Reducing water consumption remains a point of attention. The fragmentary data monitoring and our independence of external parties for the supply of water data, whereby consumption is sometimes estimated, means we cannot currently provide a completely accurate overview of our total water consumption.

Despite this, we have implemented targeted measures wherever possible. We have reduced water consumption at our distribution centre by some 2.7% in comparison to 2023 and we collect rainwater in a tank for the use by the agriculturists surrounding the centre. We are exploring opportunities for collecting rainwater at our stores, for example, for watering our plants.





## Programme 3 | Sustainable Operations

Another important aspect of Dille & Kamille's chain are activities pertaining to facilitatory purchasing, transport and distribution. Our ambition is to reduce emissions as much as possible before compensating for them. For instance, since 2020 we have a new, more sustainable distribution centre, we have minimised our air transport, we have started using 3 hybrid trucks and we are busy introducing sustainable purchasing principles.

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**What:** Transport and facilitatory purchasing | Transport and distribution | Green IT

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**Ambition:** A distribution centre that is as green as possible, all transport CO<sub>2</sub> neutral and as much of a reduction as possible through the introduction of alternatives to diesel.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Results 2022	Targets	Results for 2024
<p><b>Incoming transport</b></p> <ul style="list-style-type: none"><li>• Air freight: Emissions 132 tons of CO<sub>2</sub>.</li><li>• 100% CO<sub>2</sub> neutral maritime transport (through CO<sub>2</sub> programme)</li><li>• Efficient transport: sea containers filled to 84.67% capacity</li></ul>	<p><b>Incoming transport</b></p> <ul style="list-style-type: none"><li>• Air freight: maximum emissions of 100 tons of CO<sub>2</sub> (minimise as much as possible)</li><li>• 100% CO<sub>2</sub> neutral maritime transport</li><li>• 25% CO<sub>2</sub> neutral road transport within Europe</li></ul>	<p><b>Incoming transport</b></p> <ul style="list-style-type: none"><li>• Air freight 160 tons of CO<sub>2</sub></li><li>• By means of the general CO<sub>2</sub> programme</li><li>• Efficient transport: sea containers filled to 94% capacity</li></ul>
<p><b>Distribution</b></p> <ul style="list-style-type: none"><li>• 46% of km driven by hybrid trucks instead of diesel</li><li>• 5.4% more energy was used, whilst many more items were processed (9.5% more stores and well over 22% more incoming items)</li></ul>	<p><b>Distribution</b></p> <ul style="list-style-type: none"><li>• 80% of kilometres driven with hybrid trucks instead of diesel</li><li>• 2% saving on energy consumption</li><li>• Water saving at distribution centre &gt;2%</li></ul>	<p><b>Distribution</b></p> <ul style="list-style-type: none"><li>• 58% of kilometres driven with hybrid trucks instead of diesel</li><li>• 0.5% more energy consumed while many more items were processed for 11% more stores (51 in 2024 as opposed to 46 in 2023)</li><li>• Water saving of 2.7% at the distribution centre in comparison to 2023</li></ul>
<p><b>Data management</b></p> <ul style="list-style-type: none"><li>• Created fields for product and supplier data to ensure sustainability is recorded in the relevant systems</li></ul>	<p><b>Data management</b></p> <ul style="list-style-type: none"><li>• Product and supplier data should be comprehensively recorded in the relevant systems to lay down sustainability</li></ul>	<p><b>Data management</b></p> <ul style="list-style-type: none"><li>• Product and supplier data was too incomplete to lay down sustainability.</li></ul>

# Distribution

## Hybrid trucks

We use three hybrid trucks to supply our stores. We now use them for 58% of the kilometres driven in comparison to 46% in 2023. Urban areas in particular are where the hybrids run solely on electricity. Although full-time electric power is technically possible, the limited range combined with the high costs and limited scalability over longer distances outside urban areas remain a challenge. This is why we currently rely on clean diesel for these activities. Depending on market developments we hope to make our fleet entirely electric or start using hydrogen.

## Reusable crates

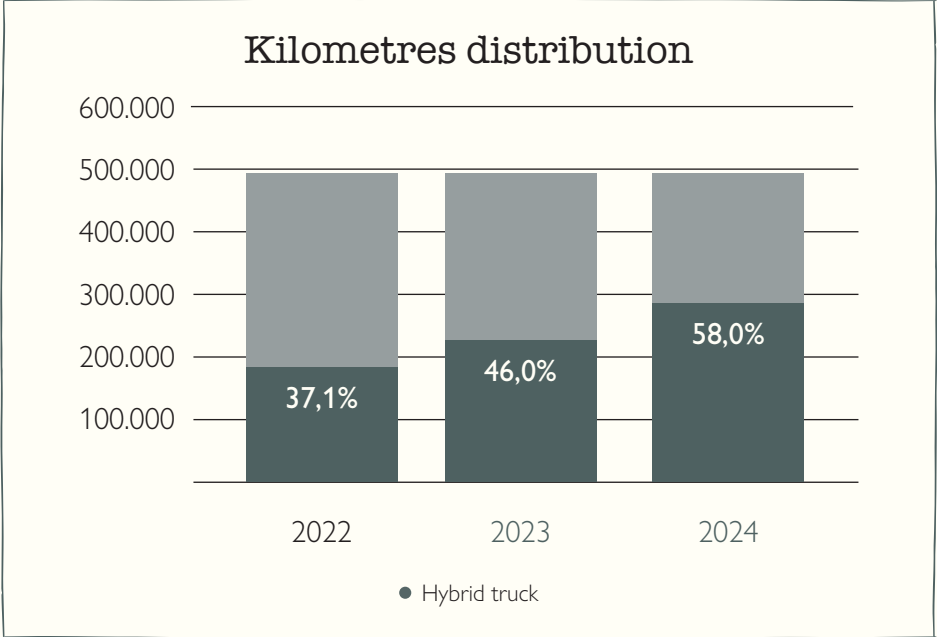
We supply items to our stores in sturdy, reusable plastic crates in a closed loop. This way we can avoid using unnecessary, one-off packaging materials.

## IT

We try to prolong the lifespans of our equipment as much as possible. We first try to repair broken devices and hardware that has been written off is sold by a third party that reuses the parts. Since 2023, our service office and, since 2024, our shop operations have been entirely cloud based using Microsoft 365 – which reduces the Dille & Kamille’s energy consumption and CO<sub>2</sub> emissions. Furthermore, we use energy conscious hardware such as ENERGY STAR certified laptops. These automatically enter sleep mode when inactivity is detected.

## For transparency’s sake:

Compiling comprehensive, reliable data about our products and suppliers remains a challenge. The information is currently still insufficient to allow proper analyses or gain insight. Over the coming period, we will therefore undertake further action to make this in order. Not only at product level, including details on materials, certifications and manufacturing processes, but also delving into the minutiae. This will provide improved insight into our supply chain, including Tier 2 and 3 suppliers. Only once we have these insights can we really create impact and achieve further improvements.





# Sustainable shipping is the norm

In 2017, Dille & Kamille was one of the first retailers to start using bicycle couriers. We have since made great strides with the help of our partner Bringly towards making our shipping process even more sustainable. From smart route calculation to dynamic delivery options: together we are making sustainable shipping the norm.

The growth in online shopping during COVID-19 offered Dille & Kamille an opportunity to introduce sustainability into our e-commerce. In collaboration with our partner Bringly we developed a flexible shipping model whereby our stores function as local 'distribution centres'. Whenever possible we deliver the orders straight from the nearest shop by bicycle. If this isn't feasible, we ship it from our warehouse with the last mile utilising bicycle couriers, electric vehicles or green energy-powered delivery vans.

Since then we have further optimised our shipping process. For example, we introduced a sustainable, three-day shipping option – consciously priced more appealingly than 'next day delivery'. In 2024, we took things one step further by completely doing away with free shipping. This measure had tangible consequences: the proportion of orders selecting sustainable delivery rose from 57.3% in 2023 to 70.4% in 2024, while the number of next day deliveries almost halved.

To make this process even more sustainable, we implemented Dynamic Capabilities Call in 2024: a technology invented by Bringly that determines which shipping option is the most sustainable and efficient in real-time. The system automatically takes the origin, the available transport and the environmental impact into account. Customers immediately see this information upon checkout.

The results speak for themselves: the number of bicycle courier deliveries rose by 124% and the CO<sub>2</sub> compensation in the DHL GoGreen programme rose by 91%. In this manner we continue to also develop in the field of logistics, whereby we not only focus on faster, but also primarily on more environmentally-conscious delivery.





## Programme 4 | Mobility

Besides the transport and distribution of our products, we also examine the impact of our staff's mobility. By using electric cars, but also stimulating other forms of transport, we support both the environment and our staff's health. An important step was modifying our fleet, bidding farewell to owning petrol and diesel cars ourselves. Instead we rent and lease electric cars. Furthermore, we always entirely compensate for the CO<sub>2</sub> emissions of air travel.

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**What:** Fleet | Commuting | Business travel

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**Ambition:** 100% electric fleet and CO<sub>2</sub> reduction of commuting as well as other business travel.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Results 2022	Targets	Results for 2024
<b>Commuting</b> <ul style="list-style-type: none"><li>• Cycling remuneration introduced as a stimulus</li></ul>	<b>Commuting</b> <ul style="list-style-type: none"><li>• More actively monitor mobility policy</li></ul>	<b>Commuting</b> <ul style="list-style-type: none"><li>• Number of kilometres cycled rose well over 41% in comparison to 2023</li></ul>
<b>Fleet</b> <ul style="list-style-type: none"><li>• 90% of kilometres driven by electric cars/plug-in hybrids</li><li>• Further decrease in fossil fuel powered vehicles (from 12 to 2)</li></ul>	<b>Fleet</b> <ul style="list-style-type: none"><li>• 100% electric transport for staff</li></ul>	<b>Fleet</b> <ul style="list-style-type: none"><li>• 12 electric vehicles and 1 hybrid</li></ul>
<b>Other business travel</b> <ul style="list-style-type: none"><li>• 100% compensation of air travel (through CO<sub>2</sub> programme)</li></ul>	<b>Other business travel</b> <ul style="list-style-type: none"><li>• 100% compensation of air travel (through CO<sub>2</sub> programme)</li></ul>	<b>Other business travel</b> <ul style="list-style-type: none"><li>• Through our CO<sub>2</sub> programme</li><li>• 24% fewer flights taken in comparison to 2023</li></ul>

# Mobility

## By bicycle

Our mobility policy encourages staff to walk, cycle or use public transport for their commute with the car being the last resort. To support this we introduced cycling remuneration. Well over 89,500 km were logged in 2024 which is well over 26,000 km more than in 2023.

## Fleet

In 2024, we reduced the number of vehicles in our fleet from 17 to 13. Despite the increase in the number of stores this resulted in a 15% decrease in the number of kilometres driven from 414,470 km in 2023 to 352,438 km in 2024.

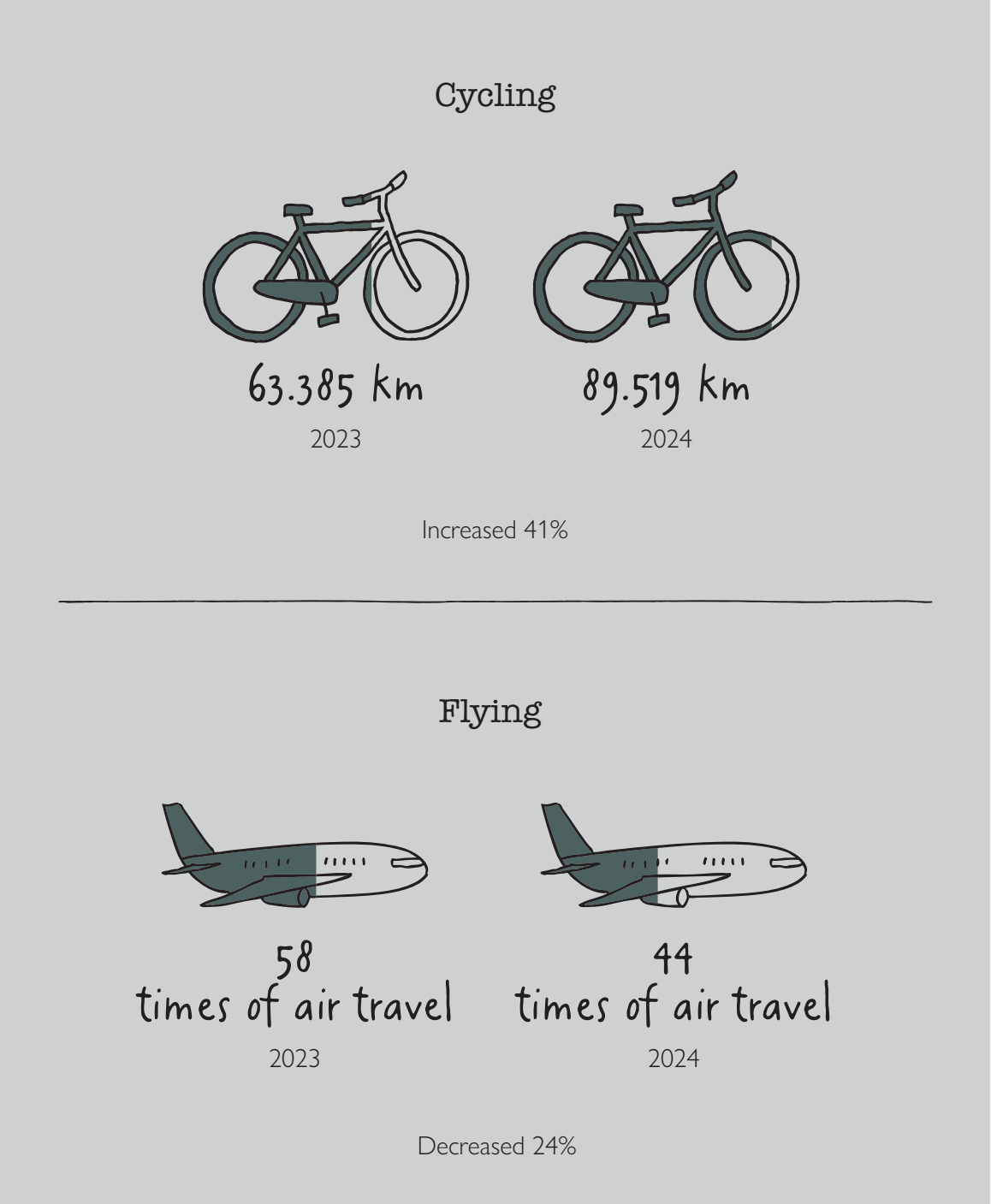
To be able to monitor our CO<sub>2</sub> emissions even better in the future, we will be transitioning to a new method. Instead of reporting kilometres, we will measure the energy consumption on the basis of the number of kilowatt hours (kWh) consumed. This approach will provide a more detailed picture of our climate impact and will become standard in our reports.

## Electric mobility

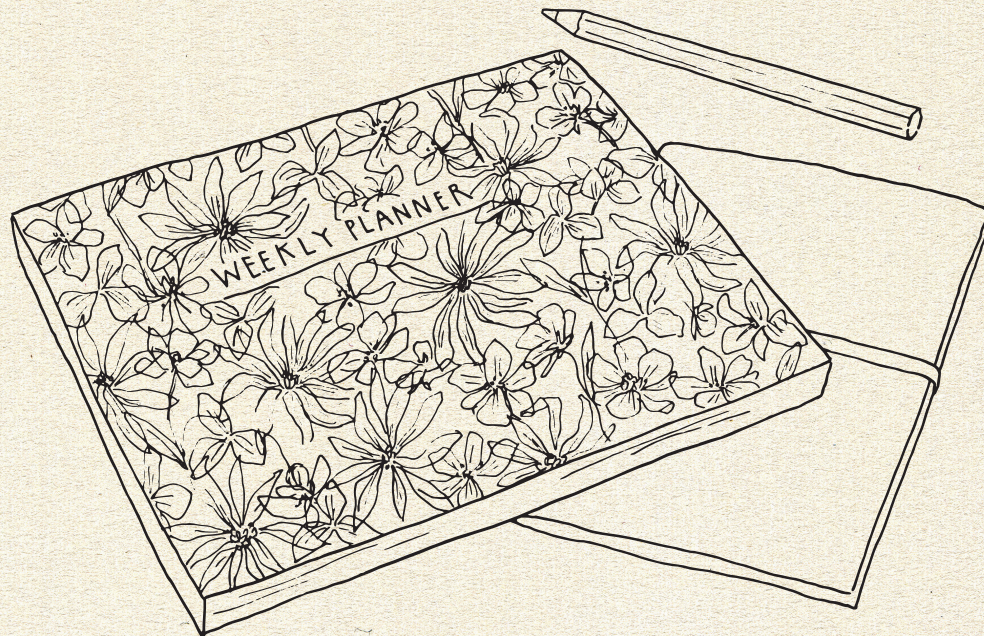
Since 2020, we have been working to electrify our fleet. All 12 fossil fuel vehicles have been phased out. We now own 12 electric vehicles and 1 hybrid.

## Air travel

In 2024, we flew 44 times (one way). This is 24% less than in 2023 (58 times).







Our favourites

## PaperWise stationary

The environmental impact of PaperWise is 47% lower than that of paper made from trees and 29% lower than that of recycled paper.

‘We were inspired by the fact that in nature nothing goes to waste. That is why we enjoy giving agricultural waste a second life as environmentally friendly, socially responsible paper and cardboard.’

Susan Oostdam  
Category Manager Stationary, Books and Child.



## Programme 5 | CO<sub>2</sub> Programme

Many of the actions we have undertaken in the field of sustainable materials, stores and construction, operations and mobility are aligned with our climate programme and lead to reductions in our CO<sub>2</sub> emissions. We currently have an accurate picture of these 'own' emissions. However, most of them are created externally in particular by manufacturing processes, raw materials, transport and waste flows.

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**What:** Climate programme | CO<sub>2</sub> emissions

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**Ambition:** Net zero in 2024 (Scope 1, 2 and 3A) and insight into our supply chain.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

## Results 2022

- Calculation of full CO<sub>2</sub> footprint (Scope 1 - 3)
- 100% CO<sub>2</sub> neutral (Scope 1, 2 and 3A)

## Targets

- 50% insight into our suppliers' emissions (Scope 3B)
- Drawing up a CO<sub>2</sub> emission reduction strategy (on our way to net zero)

## Results for 2024

- Insight into full CO<sub>2</sub> footprint (Scope 1 - 3)
- Commenced drawing up the CO<sub>2</sub> emission reduction strategy using hotspot analysis.

To us, **CO<sub>2</sub> neutral** means having completely catalogued our CO<sub>2</sub> emissions and fully compensated for these. Sustainable projects remove the quantity of CO<sub>2</sub> we have emitted from the air.

**Net zero** takes things one step further. This entails **reducing** our CO<sub>2</sub> emissions as much as possible. What remains, we **compensate**.

# CO<sub>2</sub> emissions

An important milestone in 2023 was the execution of our first, full CO<sub>2</sub> measurement. Whereas in 2022, we only had insight into our immediate emissions (Scope 1 and 2) and some of the indirect emissions, in 2023 we calculated our emissions according to the GHG protocol, expanded to include all relevant Scope 3 categories in the chain. This now gives us complete insight into Dille & Kamille's total emissions.

Our ambition is to limit our impact on the climate as much as possible. Now we know where the most emissions occur in our supply chain, we can work on a reduction plan with 2024 as our base year. This plan will be drawn up according to the Science Based Targets initiative's guidelines, in line with the Paris Agreement.

**In 2024 our emissions amounted to 25,297.55 tons of CO<sub>2</sub>, a 31% difference in comparison to our reported emissions in 2023.**

In 2023, our CO<sub>2</sub> emissions peaked at almost 37 tons. This was partly a consequence of the use of the Textile Calculator recently developed by ClimatePartner, an internationally recognised organisation, the results of which were still not entirely reliable. If we were to recalculate the data from 2023 using the 2024 emission factors, our emissions would amount to around 25 tons of CO<sub>2</sub>, comparable to emissions in 2024. The increased purchasing volume in 2023 and, as a result, the use of raw materials, contributed to the higher figure.

In 2024, we made huge strides in data quality. In collaboration with ClimatePartner we meticulously analysed the data and augmented it where necessary. The calculations are more accurate thanks to this improved data quality. This is why we selected 2024 as our new base year.

Would you like to know more?

If so, scan the QR code and take a look at our business' page:



**ClimatePartner**  
certified company  
[climate-id.com/V1NARC](https://climate-id.com/V1NARC)





# Responsibility for our footprint

To accept our responsibility and contribute to combatting climate change and to compensate for our CO<sub>2</sub> emissions, we are part of the following climate initiatives: Trees for All, Stichting Voedselbosbouw Nederland and Climate Partner.

In 2024, we made € 111,000 in climate contributions.

## Sustainable forestry in Bolivia

For the third year running, we have contributed to a Trees for All project in the Bolivian highlands. This year, **we compensated 1,650 tons of CO<sub>2</sub>**.

This helps counteract further deforestation of the Andes. Local farmers are helped with sustainable land usage, resulting in reforestation, fewer water shortages and improved living conditions for the locals. This project is certified by Plan Vivo, an internationally recognised standard that guarantees the quantity of CO<sub>2</sub> sequestered (see box).



## Food forest in the Netherlands

In Schijndel (NL), Dille & Kamille contributes to a food forest. The 20 hectares assigned to us, **annually remove 120 tons of CO<sub>2</sub>** from the air (6 tons of CO<sub>2</sub> per hectare, per year) as ascertained by the Nationaal Monitoringsprogramma Voedselbossen (national food forest monitoring programme). The food forests have not been certified (yet). That is why we are currently collaborating with Stichting Voedselbosbouw Nederland (food forestry foundation the Netherlands) on setting up a certification programme.



Compensation Structure	2022 (tons of CO <sub>2</sub> )	2023 (tons of CO <sub>2</sub> )	2024 (tons of CO <sub>2</sub> )
Green gas	-19,7	-36	-31
Air travel*	-6	0	0
Waste recycling	-226,6	-265	-291
Good shipping	-726,6	0	0
Food forest	0	-120	-120
Trees for all	-1.360,1	-1.550	-1.650
Climate Partner	0	-1.000	-1.000
<b>Total compensation</b>	<b>-2.339</b>	<b>-2.971</b>	<b>-2.992</b>

\* in 2022, air travel was compensated separately with the airline company / in 2023 compensated as part of own climate projects

**Trees for All** is a Dutch foundation that is CBF certified and holds ANBI (charity) status, which focuses on forestry projects in the Netherlands and abroad to improve the climate, biodiversity and create healthy living conditions. Trees for All works on (local) forestry projects and certified (international) projects to create a positive impact. For more information: [www.treesforall.nl](http://www.treesforall.nl).

**Plan Vivo** is a widely recognised, international standard for CO<sub>2</sub> compensation that focuses on local communities. Besides CO<sub>2</sub> sequestration, Plan Vivo also guarantees improved living conditions, sustainable land management and the safeguarding of biodiversity. Independent checks make the sequestration of CO<sub>2</sub> emissions demonstrable. Find out more at: [www.planvivo.org](http://www.planvivo.org).

# Responsibility for our footprint

## Agricultural land in China

Because some of our products originate in China, it is important to us to bring positive change precisely where our impact can be negative. In cooperation with Climate Partner we have **compensated 1,000 tons of CO<sub>2</sub>** using a certified (Verified Carbon Standard) compensation project. This enables degraded agricultural land in China to be turned into healthy ecosystems.

Near the Chinese city of Dingxi, this project is developing wooded areas on affected agricultural land. Deforestation, reforestation and replanting a surface area measuring some 49,060 hectares creates a healthy habitat for indigenous plant and animal species. This will lead to a saving of approximately 45,600,530 tons of CO<sub>2</sub> during the duration of the project.

Irrigation systems are crucial for the newly sprouted plants as the area suffers greatly from drought. To this end, reservoirs were built for both rainwater and water from nearby rivers. The irrigation system does not negatively affect local water resources and the inhabitants can use the water to irrigate their own land. The project was well received by the local population due to the range of positive effects including the improvement of a road that makes many people's daily lives much easier.



Sources of CO <sub>2</sub> emissions	Tons of CO <sub>2</sub>	Total
Scope 1 & 2	184,2	0,7%
Gas consumption	30,5	0,1%
Refrigeration media	95,2	0,4%
Fleet (not electric)	35,8	0,1%
Electricity consumption*	0,0	
Fleet (electric)	22,7	0,1%
Scope 3 (upstream)	23.576,8	96%
Goods and services purchased	21.044,6	85,7%
Manufacturing process and raw materials	18.130,5	73,8%
Packaging materials for our assortment	594	2,4%
Other goods and services	2320,1	9,5%
Capital goods	1.414,2	5,8%
Fuel and energy-related activities	59,8	0,2%
Transport and distribution	858	3,5%
Waste flows	31,3	0,1%
Mobility	168,9	0,7%
Scope 3 (downstream)	801,5	3,3%
Webshop distribution	1,5	0,1%
End-of-life of products sold	693,6	2,8%
Franchise branches	106,4	0,4%
Total	24.562,5	100,0%

\*electricity consumption causes zero CO<sub>2</sub> emissions because we use green electricity





Our Favourites

## Dried Flowers

Our dried flowers are all of Dutch origin and 100% natural without the addition of colourants.

‘A beautiful sustainable alternative to a bouquet of fresh flowers you can enjoy for months and sometimes even a year or longer!’

Anne de Ridder  
Category Manager Living & Wood



# Core pillar 2

## In Harmony with Each Other

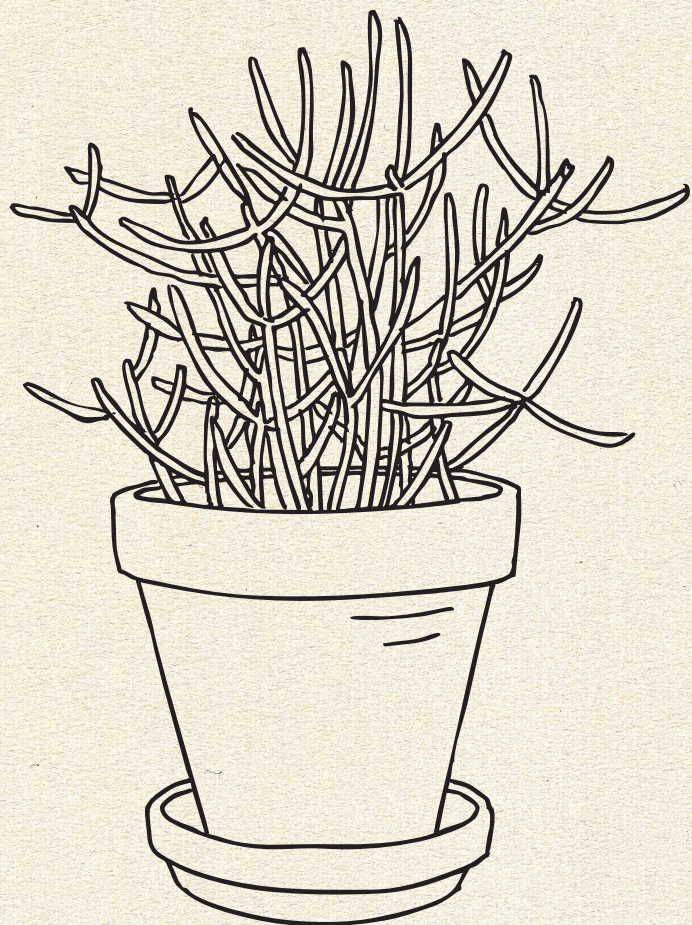
This core pillar aims to reinforce our connections with one another from suppliers to our shop floor staff. We also want to inspire people to care for each other and our planet with campaigns such as Green Friday.

### OBJECTIVE

Actively contribute to the welfare of everyone in our chain.







Our Favourites

## Yellow Pencil Cactus

Organic indoor plant grown in the Netherlands without the use of pesticides or fertilisers. 100% SKAL certified.

‘Today, organic indoor plants may seem like an insignificant choice, yet they make a huge difference for tomorrow.’

Marcel Veldstra  
Category Manager Plants & Garden



## Programme 6 | An Honest, Responsible Chain

An honest, responsible chain constitutes the basis for sustainability. This is why it is one of our core principles for sustainable purchasing. We want our value chain to be responsible, honest and safe from start to finish. This entails minimising risks and meeting the requirements of all relevant legislation and rules. In conjunction with our suppliers we are working on good quality products made in a responsible manner.

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**What:** Transparency | Code of conduct | Social compliance | Risk management | Improvements in our chain

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**Ambition:** For all Dille & Kamille products to be made in an honest, safe and responsible chain.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

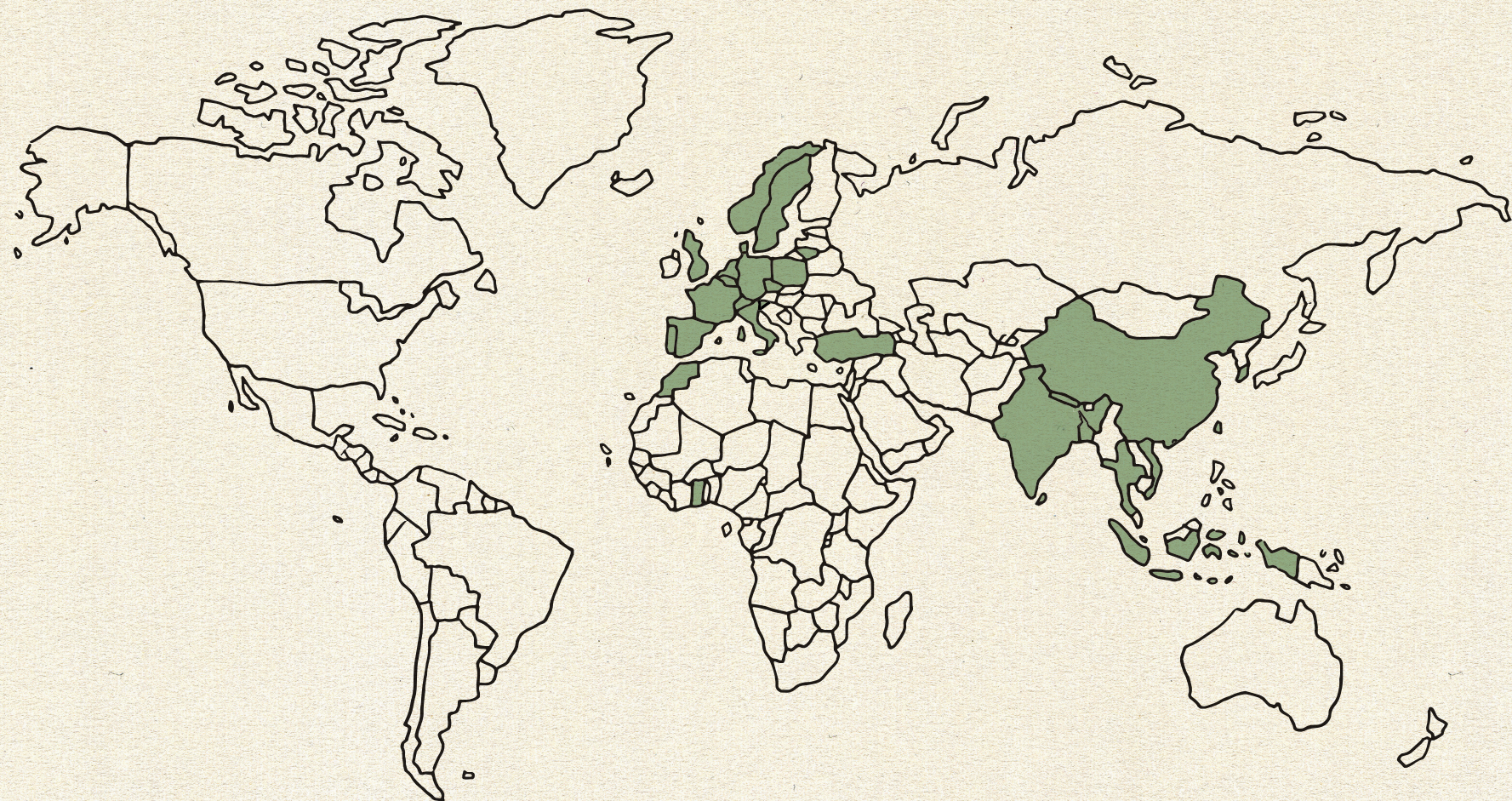
Results for 2023	Targets	Results for 2024
<ul style="list-style-type: none"><li>• 98% of our suppliers have signed the Code of Conduct</li></ul>	<ul style="list-style-type: none"><li>• 100% of our suppliers have signed the Code of Conduct</li></ul>	<ul style="list-style-type: none"><li>• 98% of our suppliers have signed the Code of Conduct</li></ul>
<ul style="list-style-type: none"><li>• 80% of non-European suppliers in the Top 100* are members of the Social Compliance Standard and have been audited</li></ul>	<ul style="list-style-type: none"><li>• 83% of non-European suppliers in the Top 100* are members of the Social Compliance Standard and have been audited</li></ul>	<ul style="list-style-type: none"><li>• 73% of non-European suppliers in the Top 100 are members of the Social Compliance standard and have been audited</li></ul>
<ul style="list-style-type: none"><li>• 92% of the suppliers in the Top 60** have been classified as low/medium risk</li></ul>	<ul style="list-style-type: none"><li>• 95% of the suppliers in the Top 100* have been classified as low/medium risk</li></ul>	<ul style="list-style-type: none"><li>• 82% of the current Top 100 suppliers classified as low/medium riskrisico</li></ul>
<ul style="list-style-type: none"><li>• We have extensive insight into the organisations and production chains of 50% of the suppliers in the Top 30*** (Tier 2)</li></ul>	<ul style="list-style-type: none"><li>• We have extensive insight into the organisations and production chains of 100% of the suppliers in the Top 30***</li></ul>	

\* All in all, our Top 100 are responsible for >85% of turnover  
\*\* Top 60 for >75% of turnover  
\*\*\* Top 30 together responsible for >50% of turnover



# Insight into the Chain

Where our (Tier 1) suppliers are located.



The Netherlands	82	Belgium	14	Hong Kong	9	Morocco	3	United Kingdom	2	Vietnam	2	Nepal	1	South Korea	1
Italy	27	Germany	13	Denmark	6	Poland	3	Lithuania	2	Bangladesh	1	Norway	1	Switzerland	1
China	26	France	11	Spain	6	The Czech Republic	3	Slovenia	2	Ghana	1	Sri Lanka	1		
India	20	Portugal	11	Taiwan	4	Sweden	3	Thailand	2	Indonesia	1	Turkey	1		



# Honest, safe chain

## Chain responsibility

Sustainability and chain responsibility are inextricably connected. Dille & Kamille strives to have an honest, safe and transparent chain. We have incorporated this into our sustainability manifesto, an essential element of our broader strategy. In collaboration with our suppliers, we are working on an honest, safe and transparent chain, for instance, using the Code of Conduct and striving for Social Compliance.

## Code of Conduct

At Dille & Kamille we enjoy working with partners who share our values. This is why we have drawn up our own Code of Conduct. It lists the principles and values our suppliers must adhere to. Before deciding to work with a new supplier, they have to agree to our Code of Conduct. The existing suppliers were also asked to sign the Code of Conduct.

For us, it isn't just the signature that counts, it's the conversations the code generates, that are of great value. Together we discuss themes such as labour conditions, honest remuneration, avoiding unnecessary packaging, the use of natural materials and adhering to the requirements of internationally recognised hallmarks. Our 10 sustainability principles (Page 08) play an important role in this respect. By now, some 98% of our suppliers have signed the Code of Conduct.





# Honest, Safe Chain

## Social Compliance

It is important to us at Dille & Kamille for our products to be made with care and respect for nature and the people doing the work. This is why we ask our non-European suppliers to work in line with recognised standards for social conditions such as BSCI, SA8000, Sedex or Fairtrade.

We subsequently use a checklist to jointly study aspects such as safe working conditions, honest wages, reasonable working hours and, naturally, the elimination of child labour. Where necessary we enter into talks and seek out improvements. We have zero tolerance for some issues, such as child labour.

In 2021, we started cataloguing our top 100 suppliers who, together, represent approx. 85% of our purchasing value. We examined how they deal with environmental and social standards. Of the original Top 100, we now still collaborate with 94 suppliers, of which 46 non-European suppliers. Of these 46 suppliers, 37 meet a social compliance standard.

## For transparency's sake:

However, if we study the data concerning the current Top 100 suppliers a shift becomes discernible: of the 41 non-European suppliers, some 30 meet a social compliance standard. This amounts to 73%. This means we did not meet our target for 2024 (83%).

This can partly be explained by the shift in suppliers. Furthermore, we are currently not aware whether some supplier's social compliance certifications have been renewed. To achieve our targets it is important to carry out more stringent checks on the monitoring of and follow-up to our audits. This has therefore been included in our new objectives.





## Looking Ahead

In our new strategy we will be further tightening Social Compliance and will introduce an Environmental Compliance standard for suppliers. We are also developing a 'future proof supplier programme'. The latter entails cooperating with (selected, non-European) suppliers on the basis of 2 components – climate resilience and a socially acceptable chain standard. This focuses on reducing emissions and making production processes more sustainable as well as raising social standards with a living wage as the bare minimum requirement.





## Programme 7 | For our Staff

As the employer of hundreds of people in the Netherlands, Belgium and Germany, Dille & Kamille strives for happy, healthy staff by investing in their welfare, development and job satisfaction.

**What:** Being a good employer | Career development | Staff happiness | Diversity and inclusion | Health and vitality

**Ambition:** A staff satisfaction score of 8 or higher.

Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Results for 2023	Targets	Results for 2024
<div>All staff</div> <ul style="list-style-type: none"><li>• Informed about Code of Conduct</li><li>• Development plan and annual HR cycle</li><li>• Training budget according to the collective bargaining agreement or CAO</li><li>• Living wage</li></ul>	<div>All staff</div> <ul style="list-style-type: none"><li>• Informed about Code of Conduct</li><li>• Development plan and annual HR cycle</li><li>• Training budget according to the collective bargaining agreement or CAO</li><li>• Living wage</li></ul>	<div>All staff</div> <ul style="list-style-type: none"><li>• Informed about Code of Conduct</li><li>• Development plan and annual HR cycle</li><li>• Training budget according to the collective bargaining agreement or CAO</li><li>• Living wage</li></ul>
<ul style="list-style-type: none"><li>• Scored 7.8 in a GALLUP poll</li></ul>	<ul style="list-style-type: none"><li>• Staff satisfaction score &gt; 8</li></ul>	<ul style="list-style-type: none"><li>• Examination moved to 2025</li></ul>
<ul style="list-style-type: none"><li>• Growing Good programme</li></ul>	<ul style="list-style-type: none"><li>• Started a Diversity, Equality and Inclusion project</li></ul>	<ul style="list-style-type: none"><li>• Moved to 2025</li></ul>
<ul style="list-style-type: none"><li>• Standard onboarding cycle for new staff</li></ul>		
	<ul style="list-style-type: none"><li>• &lt; 10% job leavers</li></ul>	<ul style="list-style-type: none"><li>• &gt;10% job leavers</li></ul>
	<ul style="list-style-type: none"><li>• Absenteeism due to illness below the national average</li></ul>	



# For our staff

Dille & Kamille believes that harmony starts with the people around us. We are proud of our international team of 851 colleagues and work for their welfare, development and job satisfaction. We strive to have a diverse, healthy and future-proof staff complement at every level of the organisation. All staff (18+) receive a living wage and have access to training, development opportunities and benefits programmes.

## Attention in action

Starting in 2023, we brought the above values to life using a variety of initiatives including:

- Growing Good – our programme for authentic development
- Focus on vitality in hybrid work
- Reinforcing performance and talent development
- A warm welcome using improved onboarding for new colleagues

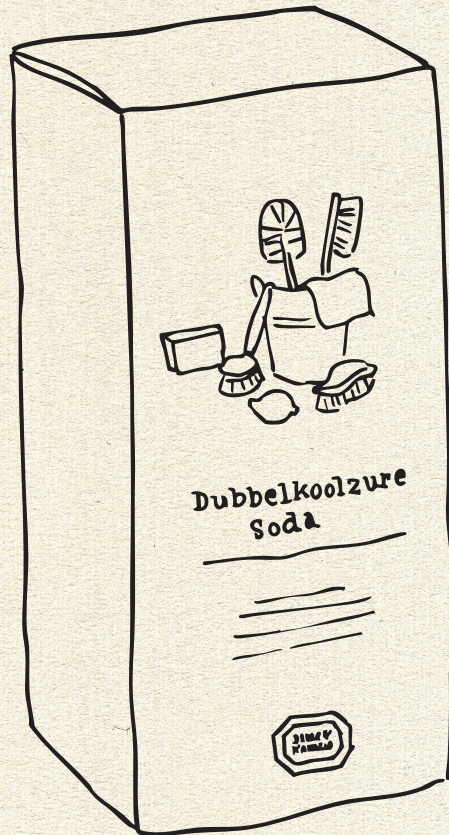
## For transparency’s sake:

Unfortunately the objective of limiting the number of staff leaving the company has not been achieved. One factor that shouldn’t be overlooked is that staff turnover in retail is naturally higher than in other sectors. In part this is caused by the fact that our stores employ a lot of students and seasonal staff.

We highly value our staff as well as what is important to them. We want to contribute to their vitality, development, connection and happiness.

Over onze medewerkers		
Total number of staff at the end of the year	851	
Per country		
Staff in the Netherlands	517	60,7%
Staff in Belgium	180	21,2%
Staff in Germany	154	18,1%
Per age category		
<24	195	22,9%
24 - 50	578	67,9%
50>	78	9,2%
By gender		
Gender nonconforming	2	0,2%
Female	738	86,7%
Male	111	13,1%
Leadership		
Female Managers	51	69,9% of leadership
Male Managers	19	26,0% of leadership
Board of directors (100% Male)	3	4,1% of leadership





Our Favourites

## Bicarbonate of Soda

Biodegradable bicarbonate of soda,  
mild for nature.

‘Because it is such a versatile product!  
It’s a mild, biodegradable cleaning  
agent. I use it for deodorising the  
dishwasher, cleaning sneakers and  
removing grease stains, among other  
things. It’s ideal!’

Bianca Schouten  
Manager Assortment



## Programme 8 | For our Environment

At Dille & Kamille we believe that living consciously is the key to reaching the essence of what makes life truly worthwhile. Not wanting it all, but paying attention to whatever makes you happy. Giving goodness to another is also part of this.

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**What:** Slowing down | (Nature)education | Consumer consciousness raising | Sustainable lifestyle

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**Ambition:** 5% of annual net profits to be invested in social and nature organisations.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:



# Results of the strategy for 2022 - 2024

Results for 2023	Targets	Results for 2024
<ul style="list-style-type: none"><li>• A sum representing 10% of the net profits was donated to social and environmental projects</li></ul>	<ul style="list-style-type: none"><li>• A sum representing 5% of the net profit to be donated to social and environmental projects</li></ul>	<ul style="list-style-type: none"><li>• A sum representing well over 8% of the net profit donated to social and environmental projects</li></ul>
<ul style="list-style-type: none"><li>• Staff voluntary work (facilitated by Dille &amp; Kamille)</li></ul>	<ul style="list-style-type: none"><li>• Staff voluntary work (facilitated by Dille &amp; Kamille)</li></ul>	<ul style="list-style-type: none"><li>• Staff voluntary work (facilitated by Dille &amp; Kamille)</li></ul>
<ul style="list-style-type: none"><li>• Sustainability and consciousness raising are part of the onboarding for new shop staff</li></ul>	<ul style="list-style-type: none"><li>• Sustainability and consciousness raising are part of the onboarding for new shop staff</li></ul>	<ul style="list-style-type: none"><li>• Sustainability and consciousness raising are part of the onboarding for new shop staff</li></ul>
<ul style="list-style-type: none"><li>• Expand cooperations with partners</li></ul>	<ul style="list-style-type: none"><li>• Expand cooperations with partners</li></ul>	<ul style="list-style-type: none"><li>• Expanded cooperations with partners</li></ul>



# Giving Good

In recent years we have developed cooperations with various organisations that allow us to express a strong joint mission. On the basis of our strategy (2022 - 2024) we have set a target of donating at least 5% of our net profits to social projects and/or sustainability initiatives every year. However, over the past few years, this amounted to more than 5%.

Our focus is on three areas dear to us:

- Nature – Protect, maintain and restore nature
- Children – Contribute to the welfare, health and education of children
- Classical music – Making it easier to play and experience classical music

In 2024 we collaborated with organisations including:

- Nature: Stichting Voedselbos Nederland, Trees for All, Wereld Natuur Fonds, World Animal Protection
- Children: Terre des Hommes, Make-A-Wish, KidsRights
- Classical music: Wonderfeel, String Quartet Biennale Amsterdam, Walden festival.

To us, Giving Good means more than just donating money: it is an essential part of Dille & Kamille and our way of contributing to a more beautiful, more sustainable world.

Giving Good	2022	2023	2024
Number of charities	15	16	16
Products donated	€ 20.579,00	€ 25.569,78	€ 41.886,16
Amount donated	€ 124.095,64	€ 205.663,00	€241.421,87



Credit: Cottonbro Studio - Pexels

At Dille & Kamille, we believe that we as an organisation can give back to society. For example, we actively collaborate with charities to annually return some of our net profits to society. However, our scope is broader than just that. We want our customers to enjoy more conscious, more natural lives, thereby contributing to a more sustainable way of life.



## Partnerships & Positive Impact



It's a paradox: we are a retailer and consumption is, by definition, not sustainable. This is why we offer our customers the 'next best thing'.



We want to give back to the world and the people around us. This is why we cooperate with a variety of organisations to contribute to a cleaner, safer world.



We donate to charities, combat climate change by reducing our emissions and collaborate with partners to have a positive impact on humanity and the environment.





## Food forest creation

Stichting Voedselbosbouw Nederland (the foundation for food forest creation in the Netherlands) strives to develop and promote food forests as a sustainable, nature-inclusive form of agriculture in the Netherlands.



## Trees for All

A foundation that plants trees around the world to aid the climate, increase biodiversity and create healthier living conditions.



## Climate Partner

Climate Partner helps companies calculate, reduce and compensate for their CO<sub>2</sub> emissions.



## WWF

The WWF is a nature conservancy organisation that strives to preserve biodiversity and restore ecosystems.





## Terre des Hommes

A children's rights organisation that protects children around the world from exploitation, violence and neglect.



## Green Friday

Black Friday's opposite – all our stores are closed on this day.



## 50|50 Wood

50|50 Wood is a timber producer that creates sustainable, socially responsible wooden products with an emphasis on humans and the environment.



## Tulip Garden Home

An orphanage in India that provides shelter, care and education for approx. 80 orphans aged between 3 and 18.



## Programme 9 | Communication and Commitment

Dille & Kamille wants to inspire people to enjoy more conscious, more natural lives. We communicate this internally and externally in our contact with our customers and the shop experience as a whole, as well as on our website, social media and in all other communication.

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**What:** Internal communication | External communication | Certifications

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**Ambition:** B Corp certification.

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Dille & Kamille's programme contributes to the following UN Sustainability Development Goals:





# Results of the strategy for 2022 - 2024

Results for 2023	Targets	Results for 2024
<ul style="list-style-type: none"><li>• Publication Sustainability Report 2023</li></ul>	<ul style="list-style-type: none"><li>• Annual Sustainability Report</li></ul>	<ul style="list-style-type: none"><li>• Publication Sustainability Report 2024</li></ul>
<ul style="list-style-type: none"><li>• Sustainability is a permanent fixture in internal communication</li></ul>	<ul style="list-style-type: none"><li>• Sustainability is a permanent fixture in internal communication</li></ul>	<ul style="list-style-type: none"><li>• Sustainability is a permanent fixture in internal communication</li></ul>
<ul style="list-style-type: none"><li>• Newcomer on the Sustainable Brand Index (#8)</li></ul>	<ul style="list-style-type: none"><li>• Getting ready for B Corp re-certification with a higher score</li></ul>	
<ul style="list-style-type: none"><li>• Nominated for the ABN Amro Sustainable Retailer of the Year award</li></ul>		<ul style="list-style-type: none"><li>• Sustainable Brand Index #10</li></ul>



# Green Friday

Green Friday 2024: Dille & Kamille cleaned up, and alongside other B Corp businesses, worked to emphasise conscious consumerism and a cleaner city.

## Closed Again

On Friday 29 November we closed our doors and webshops for the third time on Black Friday. Instead of participating in rampant consumerism, we consciously opted for Green Friday. A day for taking a conscious break. The choice was also conscious: a Marketresponse poll revealed that 73% of the Dutch population and 77% of Belgians are concerned about overconsumption and 72% and 67% respectively view Black Friday as exacerbating this problem. We want to use Green Friday to help turn the tide. By raising consciousness just for one day, we hope to encourage people to consume more consciously.

## ‘The Clean Up’ as a strong statement

“To us, Green Friday isn’t just about not buying, it’s about giving,” says Hans Geels, Dille & Kamille’s CEO. “This year, we will be putting this vision into practice by cleaning up the city with our staff and other B Corp companies. We will go out with bin liners and waste grabbers, to clean the environment and have a positive impact. A clean up that leaves an impression.” Not only did we clean up the cities Dille & Kamille has branches in, but we also cleaned up in India. There, B Corps in conjunction with Sumthing removed some 10,000 kg of plastic from the Ganges.

## A growing conscious consumption movement

The call for change is becoming increasingly loud: 67% of Dutch and 74% of Belgian consumers are of the opinion that brands should pay attention to sustainability on Black Friday. 52% of the Dutch and 48% of the Belgians act to counter overconsumption by, for instance, consciously purchasing fewer or second hand products. With Green Friday we and other B Corps companies opt for a well thought out, sustainable substantiation of this day in the hope of inspiring our customers to make more conscious consumer choices.





# APPENDIX





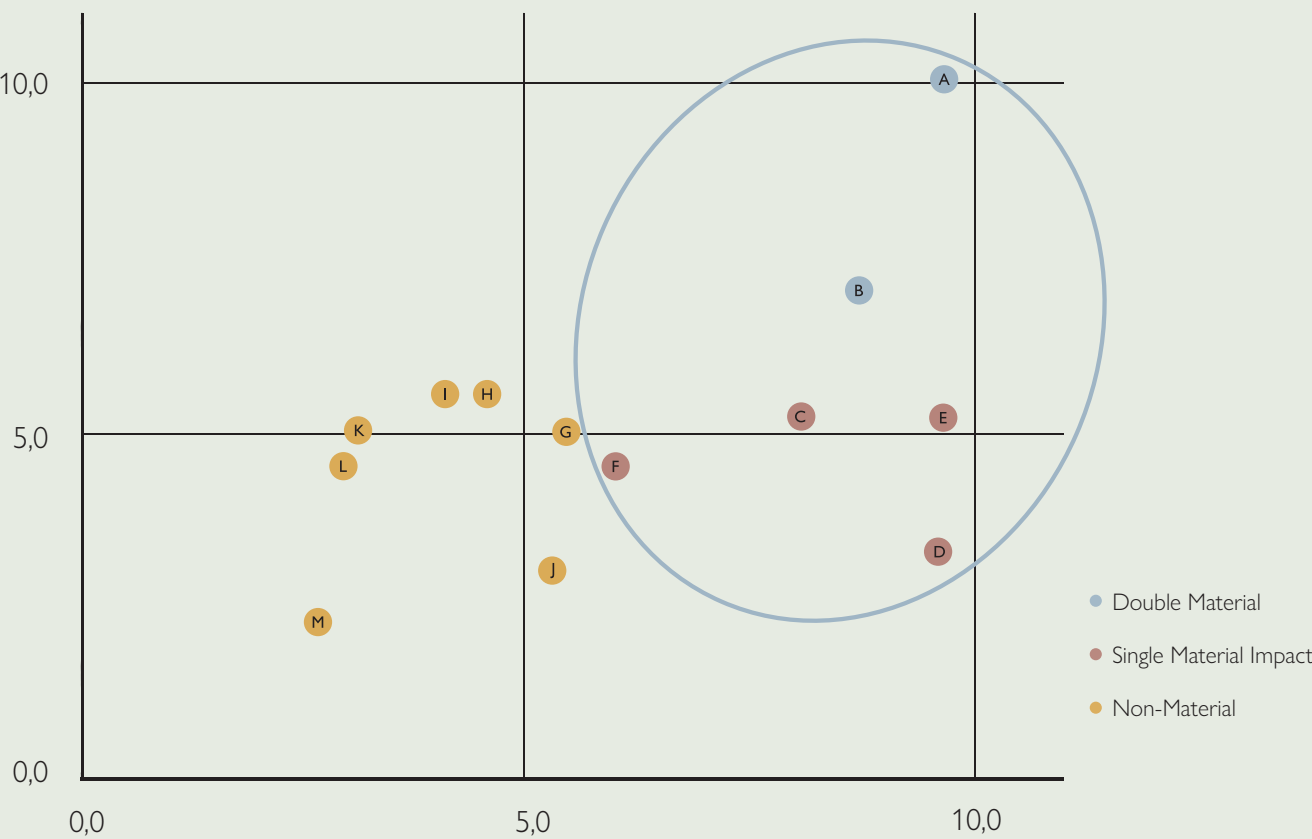
# CSRD and Materiality

In 2024, Dille & Kamille completed the Double Materiality Analysis (DMA) as part of our preparations for CSRD's reporting requirements. This approach helped us to systematically catalogue which sustainability issues have the most impact on humans and the environment – both within and outside the organisation.

The DMA lays the foundations for our ESG strategy for 2025 – 2027, enabling us to notice, prioritise and target sustainability risks and opportunities in a timely manner. We thereby assessed the entire value chain: from raw materials to customer usage and from staff to suppliers. Based on this analysis we will gradually report on six core themes from the European sustainability standards (ESRS): **raw materials consumption and the circular economy, social chain responsibility, emissions (climate change), deforestation and biodiversity, water management in the chain and local communities.** We will thereby focus on the first three themes.

This approach not only accepts responsibility for our impact, but also makes our processes more transparent and reinforces our strategic choices. In this way we invest in a future in which growth and sustainability go hand in hand.

## Double Materiality



1	A	Raw materials consumption & circular economy	ESRS E5
2	B	Social chain responsibility	ESRS S2
3	C	Emissions	ESRS E1
4	D	Deforestation & biodiversity	ESRS E4
5	E	Water management in the chain	ESRS E3
6	F	Local communities	ESRS S3
7	G	Chemicals management in the chain	ESRS E2

8	H	Business ethics	ESRS G1
9	I	Consumers & end users	ESRS S4
10	J	Living wages	ESRS S2
11	K	Staff Satisfaction & welfare	ESRS S1
12	L	Diversity, equality & inclusion	ESRS S1
13	M	Training & education	ESRS S1



# GRI content index

Statement of use	Dille & Kamille has reported the information cited in this GRI content index for the period 01-01-2023 till 31-12-2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2021</b>		
2-1	Organizational details	3
2-2	Entities included in the organization's sustainability reporting	-
2-3	Reporting period, frequency and contact point	6, 62
2-4	Restatements of information	-
2-5	External assurance	-
2-6	Activities, value chain and other business relationships	-
2-7	Employees	3, 44
2-8	Workers who are not employees	-
2-9	Governance structure and composition	-
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	-
2-12	Role of the highest governance body in overseeing the management of impacts	-
2-13	Delegation of responsibility for managing impacts	-
2-14	Role of the highest governance body in sustainability reporting	-
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	-
2-17	Collective knowledge of the highest governance body	-
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	-
2-20	Process to determine remuneration	-
2-21	Annual total compensation ratio	-
2-22	Statement on sustainable development strategy	6
2-23	Policy commitments	-
2-24	Embedding policy commitments	58
2-25	Processes to remediate negative impacts	-
2-26	Mechanisms for seeking advice and raising concerns	-
2-27	Compliance with laws and regulations	-
2-28	Membership associations	-
2-29	Approach to stakeholder engagement	6, 58
2-30	Collective bargaining agreements	-

STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	6, 58
3-2	List of material topics	58
3-3	Management of material topics	58
<b>GRI 201: Economic Performance 2016</b>		
201-1	Direct economic value generated and distributed	-
201-2	Financial implications and other risks and opportunities due to climate change	-
201-3	Defined benefit plan obligations and other retirement plans	-
201-4	Financial assistance received from government	-
<b>GRI 202: Market Presence 2016</b>		
202-1	Financial assistance received from government	-
202-2	Ratios of standard entry level wage by gender compared to local minimum wage	-
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203-1	Infrastructure investments and services supported	-
203-2	Significant indirect economic impacts	-
<b>GRI 204: Procurement Practices 2016</b>		
204-1	Proportion of spending on local suppliers	-
<b>GRI 205: Anti-corruption 2016</b>		
205-1	Operations assessed for risks related to corruption	-
205-2	Communication and training about anti-corruption policies and procedures	-
205-3	Confirmed incidents of corruption and actions taken	-
<b>GRI 206: Anti-competitive Behavior 2016</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-
<b>GRI 207: Tax 2019</b>		
207-1	Approach to tax	-
207-2	Tax governance, control, and risk management	-
207-3	Stakeholder engagement and management of concerns related to tax	-
207-4	Country-by-country reporting	-



STANDARD	DISCLOSURE	LOCATION
<b>GRI 301: Materials 2016</b>		
301-1	Materials used by weight or volume	13, 14
301-2	Recycled input materials used	13, 14
301-3	Reclaimed products and their packaging materials	-
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organization	19, 20
302-2	Energy consumption outside of the organization	34
302-3	Energy intensity	-
302-4	Reduction of energy consumption	19, 33, 34
302-5	Reductions in energy requirements of products and services	-
<b>GRI 303: Whater and Effluents 2018</b>		
303-1	Interactions with Whater as a shared resource	-
303-2	Management of Whater discharge-related impacts	-
303-3	Whater withdrawal	-
303-4	Whater discharge	-
303-5	Whater consumption	21, 23
<b>GRI 304: Biodiversity 2016</b>		
304-1	"Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas"	-
304-2	Significant impacts of activities, products and services on biodiversity	-
304-3	Habitats protected or restored	-
304-4	UCN Red List species and national conservation list species with habitats in areas affected by operations	-
<b>GRI 305: Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	34
305-2	Energy indirect (Scope 2) GHG emissions	33, 34
305-3	Other indirect (Scope 3) GHG emissions	34
305-4	GHG emissions intensity	-
305-5	Reduction of GHG emissions	34
305-6	Emissions of ozone-depleting substances (ODS)	-
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-
<b>GRI 306: Waste 2020</b>		
306-1	Waste generation and significant waste-related impacts	19, 33
306-2	Management of significant waste-related impacts	-
306-3	Waste generated	34
306-4	Waste diverted from disposal	-
306-5	Waste directed to disposal	-

STANDARD	DISCLOSURE	LOCATION
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
308-1	New suppliers that were screened using environmental criteria	41, 42, 43
308-2	Negative environmental impacts in the supply chain and actions taken	-
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	45, 46
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
401-3	Parental leave	-
<b>GRI 402: Labor/Management Relations 2016</b>		
402-1	Minimum notice periods regarding operational changes	-
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	-
403-2	Hazard identification, risk assessment, and incident investigation	-
403-3	Occupational health services	-
403-4	Worker participation, consultation, and communication on occupational health and safety	-
403-5	Worker training on occupational health and safety	-
403-6	Promotion of worker health	-
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-
403-8	Workers covered by an occupational health and safety management system	-
403-9	Work-related injuries	-
403-10	Work-related ill health	-
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	-
404-2	Programs for upgrading employee skills and transition assistance programs	-
404-3	Percentage of employees receiving regular performance and career development reviews	-
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	45
405-2	Ratio of basic salary and remuneration of women to men	-
<b>GRI 406: Non-discrimination 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	-
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
<b>GRI 408: Child Labor 2016</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	-
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-



STANDARD	DISCLOSURE	LOCATION
<b>GRI 410: Security Practices 2016</b>		
410-1	Security personnel trained in human rights policies or procedures	-
<b>GRI 411: Rights of Indigenous Peoples 2016</b>		
411-1	Incidents of violations involving rights of indigenous peoples	-
<b>GRI 413: Local Communities 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	50
413-2	Operations with significant actual and potential negative impacts on local communities	-
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-1	New suppliers that were screened using social criteria	41, 42
414-2	Negative social impacts in the supply chain and actions taken	41, 42, 43
<b>GRI 415: Public Policy 2016</b>		
415-1	Political contributions	-
<b>GRI 416: Customer Health and Safety 2016</b>		
416-1	Assessment of the health and safety impacts of product and service categories	-
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-
<b>GRI 417: Marketing and Labeling 2016</b>		
417-1	Requirements for product and service information and labeling	-
417-2	Incidents of non-compliance concerning product and service information and labeling	-
417-3	Incidents of non-compliance concerning marketing communications	-
<b>GRI 418: Customer Privacy 2016</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-





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