



 H.ESSERS



**RE** DUCE  
USE  
GENERATE

H.ESSERS



Véhicule 7980



# SUSTAINABILITY REPORT

2024

 H.ESSERS

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This sustainability report provides an objective, transparent insight into the actions and business data of H.Essers. It explains what we stand for, how we want to shape our future, what our ambitions and challenges are, and which progress we are making. The report is published annually and describes the business data and initiatives of H.Essers BV for the previous calendar year, aligned with our financial reporting. This edition for the reporting year 2024 was published in June 2025.

The content is based on the standards of the Global Reporting Initiative (GRI), the international reference for generally accepted guidelines for sustainability reporting. It enables organisations to communicate about economic, environmental and social performance in all transparency and uniformity. The GRI platform was originally established under the auspices of the United Nations Environment Program and remains to this day a reliable reference for policymakers and financial institutions. Changes in this report, compared to reporting year 2023, are already included in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD).

Furthermore, as an external standard, a limited assurance validation of this report is performed on behalf of H.Essers by Vinçotte – an independent party and a reference in the field of certification and compliance evaluation. This validation takes place for each annual report.

You can also consult this report [via our website](#).

If you have any questions about the content of this report, we will be glad to help you at the following email address: [communication@essers.com](mailto:communication@essers.com).



# INTRODUCTION <sup>2</sup>

Dear reader,

The world feels more unstable than ever. Even in Europe, we're facing unprecedented challenges. War, political uncertainty, an aging population, and soaring energy prices are putting immense pressure on our market. The chemical industry – a key segment among our customers – is operating at 10% below its historical average. Add to that the ever-growing web of rules and regulations and things have become more difficult than ever before. The result? More and more companies are choosing to leave Europe. And what isn't being produced, can't be transported. These are turbulent times indeed.

But giving up isn't in our nature at H.Essers. The worst of Europe's volume decline seems to be behind us, which means things can only get better. After all, whether goods are produced in Europe or imported from other continents, logistics remains the backbone of our economy. More than ever, clients are looking for a reliable partner they can trust in the long term. They understand that short-term solutions and quick wins aren't the foundation for a stable, worry-free future. That's where we make a difference.

We're investing more than ever in sustainable collaboration and business practices, strengthened by the five key pillars we introduced in our previous report: CO<sub>2</sub> Reduction, Great Place to Work, Safety, Customer Focus and Collaboration, and Integrity. These remain our guiding principles, no matter what happens in the world. Political turmoil and bureaucratic red tape won't shake our ambitions. In fact, we're reinforcing our goals and values by embedding them more deeply into our 2024-2028 strategy and into the very DNA of our company.

At H.Essers, we focus on what we do best: providing reliable, sustainable, and innovative logistics solutions that not only shape the future of transport and warehousing, but the future of humanity as well. This report contains a detailed overview of our sustainability efforts, concrete results, and future plans. We hope you'll find inspiration within its pages.

H.Essers. We keep moving forward

Happy reading,

**Christopher Van den Daele**, COO Transport





”

Back in 1928, my grandfather, Henri Essers, laid the foundations of what our company is today. The company owned just one truck at that time. Today, the third generation is at the helm and we are now one of the biggest players in the European value added logistics sector.

Yet, one thing is still the same: we are one big family. And as a family, we take care of each other, of our customers and of our environment..

**Hilde Essers**, Chair of the H.Essers Board of Directors

# ABOUT H.ESSERS <sup>3</sup>

H.Essers was founded in 1928 by Henri Essers and has since become one of the leading logistics services companies in Europe for sectors such as Chemicals and Healthcare. Today, Hilde Essers is the third generation to lead the family business. Entrepreneurship is in the blood of the Essers family, just like their passion for logistics. The corporate philosophy is supported by a large and motivated team at numerous sites and countries in Europe. The company's headquarters are located in Genk, a major international logistics hub.

Thanks to its agile management, H.Essers is able to respond quickly and proactively to the changing demands and needs of the customer and the shifts in the international market. In recent years, the company has experienced solid expansion thanks to its autonomous and organic growth and a number of strategic acquisitions. The proactive attitude and family character of H.Essers ensure that we maintain a close relationship with our customers. Our aim is to constantly enter into durable and strong partnerships.



## OUR CORPORATE VALUES <sup>4</sup>



### RELIABILITY

We are a reliable long-term partner, who communicates openly and acts honestly with respect for laws and regulations.



### CARING

We create a safe environment where everyone feels respected and gets the opportunity to develop.



### ENTREPRENEURSHIP

We invest in the growth of our company. Our employees help us think and are not afraid to innovate.



### POSITIVISM

We are a passionate, dedicated partner. We think in terms of solutions and work constructively together.



### SIMPLICITY

We stay true to ourselves in everything we do, we are always to-the-point and simplify matters whenever we can.



## OUR SITES <sup>5</sup>

H.ESSERS HAS 86 SITES IN 21 COUNTRIES AND 10 ON-PREMISE OPERATIONS.  
THE HEADQUARTERS ARE LOCATED IN GENK (BELGIUM).



Belgium - Denmark - France - Germany - Italy - Lithuania - Luxembourg - Moldova - The Netherlands - Norway - Poland - Romania  
Spain - Turkey - United Kingdom



Argentina - Bolivia - Chile - Paraguay - Peru - Uruguay



## A SELECTION OF OUR SITES

We pursue a sustained growth strategy that responds to the needs of our customers in our strategic segments, by means of strategic acquisitions and organic growth. This strategy not only focuses on international growth, but also emphasises the character of our existing H.Essers sites, which we are redesigning or renovating, as well as the development of completely new sites.



GENK, BE



CONTAINER TERMINAL, BERGEN-OP-ZOOM, NL



LOMMEL, BE



BOEKAREST, RO



BRUSSELS, BE



RINGSTED, DK



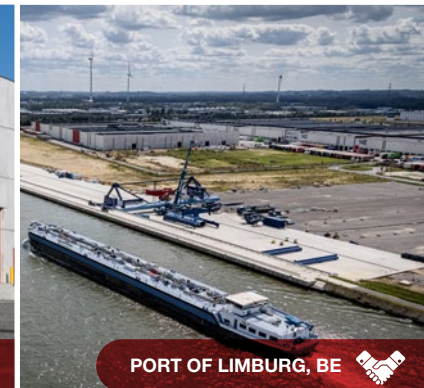
ZEEBRUGGE, BE



FIDENZA, IT



LYON, FR



PORT OF LIMBURG, BE



## OUR VISION AND MISSION

### VISION

H.Essers aims to be the global logistics reference in serving our strategic market segments.

H.Essers aims to be the global logistics reference in serving our strategic market segments. This means that we are constantly working on the future of these segments and anticipating changes and new challenges. One of our goals is to build a fully synchromodal transport network. By being a leader in this field, we want to inspire other companies to take action towards a more sustainable world as well. In addition, we continuously invest in new technologies that will enable us to optimise the safety, punctuality and efficiency of our supply chain activities.

### MISSION

We are a partner in offering sustainable, best-in-class solutions in a complex and challenging supply chain environment.

We are a partner in offering sustainable, best-in-class solutions in a complex and challenging supply chain environment. In doing so, we create mutual sustainable growth and enable our customers to think out of the box and move forward. Despite our enormous national and international growth in recent years, we always stay close to home when it comes to our operating methods and philosophy. Every action or decision is always based on our identity, which is formed by our five corporate values. Each of these values is a crucial building block in our DNA as a logistics service provider. Through the years we have experienced how important it is that we project what we stand for as a company. In this way, customers, partners and employees know what to expect, while we have a guide for the course we are taking without compromising our identity as an honest family business.



## THE SUSTAINABLE STRATEGY OF H.ESSERS

Our ambition is very simple: we want to be the primary logistic reference for our customers within our strategic segments, with customer intimacy as an operating model. Not only in economic terms, but also when it comes to sustainable solutions and solid long-term relationships with partners, customers and employees. In a world that is changing rapidly, we keep our finger on the pulse by means of a five-year growth strategy, which is the guiding principle of our policy. In 2024, we have successfully completed the current strategy period and at the same time shaped our new strategy 2024-2028.

### SEGMENTS <sup>6</sup>

Excellence in service and solutions means focusing and making clear choices. In our growth strategy, we focus on the strategic customer segments Chemicals and Healthcare. In addition, we provide transport for our industrial and infrastructure customers.

This specialisation enables us to understand our customers even better.



CHEMICALS



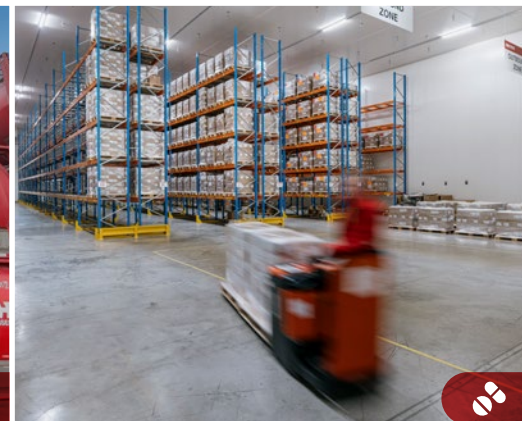
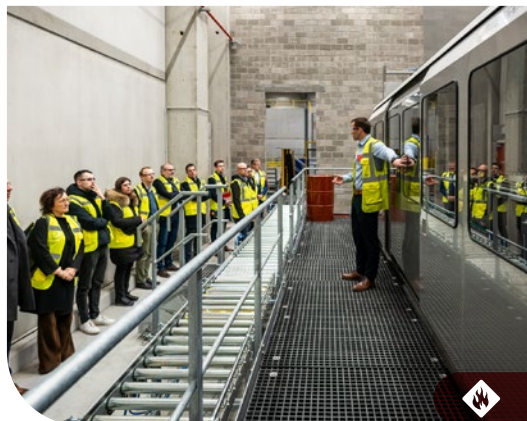
HEALTHCARE

## CUSTOMER FOCUS

We want to be a valuable partner for our customers and truly connect with them. By creating a close long-term relationship with our customers, we can understand their products, company and supply chain through and through, thereby also understanding their needs.

This enables us to collaborate intensely and to actively think along with our customers. As a result we can continuously and in co-creation develop solutions to further optimise the supply chain. On a daily basis, we are a partner who handles their products with the greatest care, as well as all employees, the environment and society.

Customer intimacy comes natural to our company, because we understand that by supporting the growth of our customers in close co-creation and with excellent service and solutions, we also create our own growth opportunities. A win-win situation indeed.



## ONE-STOP SHOP <sup>7</sup>

For customers in our strategic segments, we want to be the partner that excels in both advanced warehousing and synchromodal logistics. We translate complex logistics issues into clear, efficient and sustainable solutions that meet the strictest standards. Our company and human capital are constructed in a way that allows us to have all the solutions in-house to assist our customers throughout their entire supply chain.

We offer advanced logistics services with storage according to the strictest regulations, extensive picking and packing activities, value-added services such as filling lines and ISO tank terminals with heating installation.

We have a complete multimodal transport network throughout Europe and beyond, by water, rail or road, in function of our customers' needs. Our Forwarding & Customs services guarantee quick and reliable solutions worldwide.

All these complex operations require complete and integrated IT solutions. Our in-house developed Warehouse Management System (WMS) and Transport Management System (TMS) enable us to realise in-depth system and process integration with our customers. In short, we are a one-stop partner for every logistical need.

## ASSET-BASED STRATEGY

H.Essers is an asset-based company. This means that we have our own fleet, warehouses and IT-systems. Aside from our transport fleet of trucks, trailers, safeboxes and ISO tanks, we have our own workshops where we carry out maintenance, and we invest in our own intermodal terminals. With our own engineering and solution design departments, we also invest in product and process knowledge. In this way we can offer our customers the most reliable services and tailor-made solutions, while also being able to respond quickly.



### WAREHOUSING



Reception



Picking: pallet - box - unit



Packing



Shipping



### VAS & LATE PRODUCT DIFFERENTIATION



(Re-)labeling



Thermobox packing



Kitting / Assembling



CLP labelling



GMP processing



Filling



ISO tank storage & heating



Testing & Sampling



Mixing



### TRANSPORT



Express



Groupage / LTL



FTL



Exceptional



Multimodal



Secured



Temperature controlled



Liquid bulk



Dry bulk



### FORWARDING & CUSTOMS



Global partner network presence



Door-to-Door service



Air & Sea



Customs declarance with simplified procedures



Different entrepot licenses



Control Tower

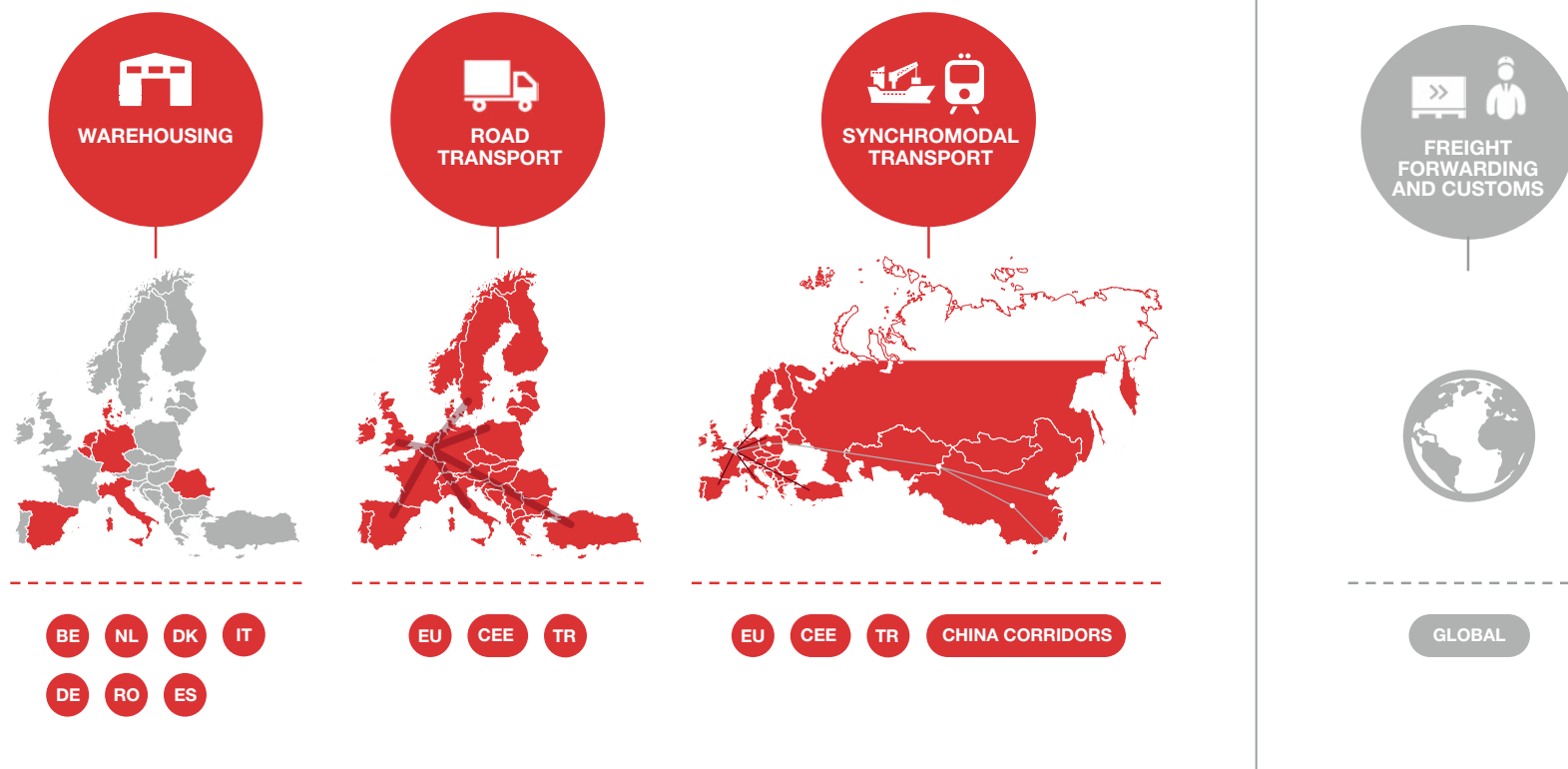


## GEOGRAPHICAL SCOPE <sup>8</sup>

We maintain a broad view of the world, with a specific focus on Europe. Within the current strategy in the 2020-2025 period we are expanding our European presence and realising a complete synchromodal network. Close to the European clusters of our strategic segments, we will develop multi-client mega warehouses which act as hubs, enabling maximal consolidation and cross-docking opportunities. These trimodal sites will be closely linked to our widespread synchromodal transport network. We will strengthen that network by further developing multi-modal corridors across Europe, through the realisation of our own intermodal terminals and new intermodal connections.

The rail corridors offered in our international train solutions from Europe to China and Vietnam are stable and sustainable alternatives at present. We will expand our network in Asia to the entire Asia Pacific region, and we will strengthen our intermodal services for secured and cold-chain transports for Healthcare, high-value and dangerous goods.

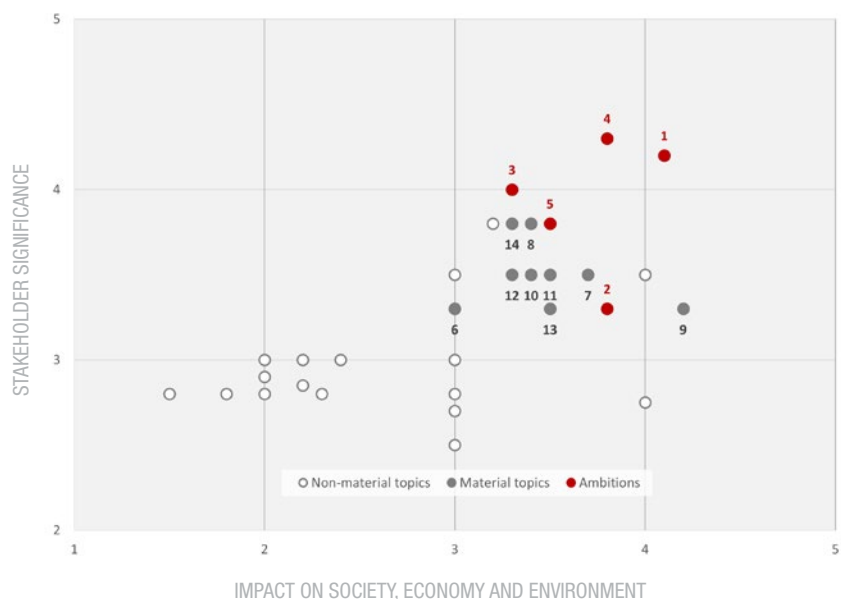
Our Forwarding & Customs services guarantee quick and reliable solutions worldwide.



## SUSTAINABLE ENTREPRENEURSHIP: MATERIAL TOPICS <sup>9</sup>

Shared value is an important concept for our company. It means that with our sustainable strategy, we aim to create added value for our stakeholders from an economical, social and ecological perspective. In everything we do, we apply the precautionary principle by paying attention to the possible effects of our activities, and by always striving for maximum positive impact.

The compass towards our sustainable future and the priorities in our sustainable strategy have been determined based on an accurate materiality analysis. As a first step, we compiled a list of all the topics of interest to our stakeholders. We then determined on the one hand the impact of each topic on an economic, social and ecological level (X-axis) and on the other hand the importance of each topic to our stakeholders (Y-axis). Based on the resulting score, we selected the material topics that we aim to achieve in our strategy in the short and long term. Our framework consists of 5 sustainability ambitions with 14 underlying material topics. We evaluate our approach, priorities and progress on our material topics annually, as part of the annual evaluation of our corporate strategy by the Management Board. In 2024, the material topics and priorities remained unchanged.



| NR. | MATERIAL TOPICS                                  | IMPACT | SIGNIFICANCE |
|-----|--|--------|--------------|
| 1   | Reducing our CO <sub>2</sub> emissions           | 4,1    | 4,2          |
| 2   | Providing a great place to work                  | 3,8    | 3,3          |
| 3   | Working on safety as a top priority              | 3,3    | 4,0          |
| 4   | Thinking and working with customer focus         | 3,8    | 4,3          |
| 5   | Maintaining integrity                            | 3,5    | 3,8          |
| 6   | Reducing other emissions                         | 3,0    | 3,3          |
| 7   | Managing all our sites sustainably               | 3,7    | 3,5          |
| 8   | Ensuring a healthy and ergonomic workplace       | 3,4    | 3,8          |
| 9   | Sharing knowledge with schools                   | 4,2    | 3,3          |
| 10  | Training staff and stimulating their development | 3,4    | 3,5          |
| 11  | Managing our knowledge                           | 3,5    | 3,5          |
| 12  | Collaborating with suppliers                     | 3,3    | 3,5          |
| 13  | Innovating and developing sustainable solutions  | 3,5    | 3,3          |
| 14  | Ensuring quality                                 | 3,3    | 3,8          |
| 15  | Increasing our operational efficiency            | 4,0    | 3,5          |
| 16  | Increasing our energy efficiency                 | 3,2    | 3,8          |
| 17  | Reducing and recycling waste                     | 3,0    | 3,5          |
| 18  | Handling water sustainably                       | 2,0    | 2,8          |
| 19  | Compensating for ecological impact               | 2,3    | 2,8          |
| 20  | Minimising local emissions                       | 3,0    | 3,0          |
| 21  | Creating equal opportunities                     | 3,0    | 2,8          |
| 22  | Facilitating a good work-life balance            | 3,0    | 2,7          |
| 23  | Guaranteeing transparent communication           | 2,2    | 2,9          |
| 24  | Monitoring and improving labour conditions       | 2,4    | 3,0          |
| 25  | Anchoring and creating jobs locally              | 4,0    | 3,5          |
| 26  | Supporting the social economy                    | 4,0    | 2,8          |
| 27  | Supporting society                               | 2,2    | 3,0          |
| 28  | Contributing to self-reliance in society         | 1,5    | 2,8          |
| 29  | Contributing to safety in society                | 2,0    | 2,9          |
| 30  | Investing in asset based solutions               | 3,0    | 2,5          |
| 31  | Strengthening the collaboration with partners    | 2,0    | 3,0          |
| 32  | Leading by example                               | 1,8    | 2,8          |



## SUSTAINABILITY AMBITIONS



### REDUCING OUR CO<sub>2</sub> EMISSIONS

REDUCE CO<sub>2</sub> EMISSIONS INTENSITY ANNUALLY BY 5%

- Reducing our CO<sub>2</sub> emissions
- Reducing other emissions
- Managing all our sites sustainably



### PROVIDING A GREAT PLACE TO WORK

BECOME A 'GREAT PLACE TO WORK'

- Providing a great place to work
- Ensuring a healthy and ergonomic workplace
- Training staff and stimulating their development
- Sharing knowledge with schools



### WORKING ON SAFETY AS A TOP PRIORITY

IMPROVE FREQUENCY RATE OF WORK ACCIDENTS ANNUALLY BY 10%

- Working on safety as a top priority



### THINKING AND WORKING WITH CUSTOMER FOCUS

IMPROVE THE NPS SCORE BY 20% BY 2025

- Managing our knowledge
- Thinking and Working with Customer focus
- Innovating and developing sustainable solutions



### MAINTAINING INTEGRITY

OBTAIN A SILVER ECOVADIS SUSTAINABILITY RATING

- Maintaining integrity
- Ensuring quality
- Collaborating with suppliers



The United Nations has drawn up 17 Sustainable Development Goals (SDGs) in view of a sustainable future. We selected 5 SDGs that are perfectly in line with our corporate values, as well as our sustainability strategy and material topics



The United Nations' 17 SDGs

## ORGANISATIONAL STRUCTURE <sup>10</sup>

### 100% FAMILY BUSINESS

The company is fully owned by the Essers family. Financing consists of equity and financed capital.

As a family business, we strongly believe in sustainable governance and a good corporate governance model consisting of the Board of Directors, the Management Board, the remuneration committee, the audit committee and the evaluation committee.

### BOARD OF DIRECTORS <sup>11</sup>

The Board of Directors is central to our corporate governance model and ensures a good balance between the governance of the company and the governance of the family. With Hilde Essers as Chair and Noël Essers as Honorary Chair of the Board of Directors, the family character of the company is recognized and guaranteed. In addition, we deliberately opt for independent, external directors who are non-executive members. The members assume their mandate in person or through a management company, as published in the annexes to the Belgian Official Gazette. They guarantee a wealth of professional experience relevant to our sector, our strategic segments and the geographical regions in which we operate. This experience ensures that the strategic choices within the long-term vision of the company are always well substantiated and broadly supported.

|              |     |
|--------------|-----|
| MEN          | 71% |
| WOMEN        | 29% |
| < AGE OF 30  | 0%  |
| AGE OF 30-50 | 14% |
| > AGE OF 50  | 86% |

status  
31.12.2024



**Members of our Board of Directors in 2024, from left to right:**  
Lode Essers, Leen Geirnaardt, Filip De Keersmaecker, Hilde Essers, Gert Bervoets, Noël Essers, Johnny Thijs and Stijn Bijmens.  
Johnny Thijs was appointed until 31/5/2024. From 2025, Paul Depuydt will join the Board of Directors.



## COMPOSITION OF THE BOARD OF DIRECTORS <sup>12</sup>

|  |   |  |   |
|--|---|--|---|
| <p><b>Tess BV</b><br/>Represented by<br/><b>Hilde Essers</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director (Chair)</li> <li>• Member of the Audit Committee</li> <li>• Chair of the Remuneration Committee</li> <li>• Member of the Evaluation Committee</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Director VKW Limburg VZW</li> <li>• Director LRM NV</li> <li>• Member of the Audit Committee LRM NV</li> <li>• Director Polymer Team NV</li> <li>• Director KU Leuven PUBLIEKRECHT. VER</li> <li>• Member of the Remuneration Committee KU Leuven PUBLIEKRECHT. VER</li> </ul> | <p><b>Essers Noël</b><br/>Represented by<br/><b>Noël Essers</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director (Honorary Chair)</li> <li>• Member of the Evaluation Committee</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Director Polymer Team NV</li> </ul>   | <p><b>Alro BV</b><br/>Represented by<br/><b>Gert Bervoets</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director</li> <li>• CEO</li> <li>• Member of the Executive Boardé</li> <li>• Member of the Audit Committee</li> <li>• Member of the Remuneration Committee</li> </ul> <p>INDEPENDENT</p> <p>EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Member of the Executive Committee Limburg VZW</li> <li>• Member of the Executive Committee Voka National VZW</li> <li>• Director Voka Limburg VZW</li> <li>• Director Voka National VZW</li> <li>• Director Hospital Logistics NV</li> <li>• Director Greenyard NV</li> <li>• Director Extrapower Holding BV</li> <li>• Director Nadaco BV</li> </ul> | <p><b>ID en D NV</b><br/>Represented by<br/><b>Stijn Bijns</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Member of the Remuneration Committee</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Director (Delegate) Cegeka Group NV</li> <li>• Director Voka National VZW</li> <li>• Director Kolmont Holding BV</li> </ul> |
| <p><b>LEAN² BV</b><br/>Represented by<br/><b>Leen Geirnaerd</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Chair of the Audit Committee</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Director DEME NV</li> <li>• Member of the Audit Committee DEME NV</li> </ul>  | <p><b>Lecon BV</b><br/>Represented by<br/><b>Lode Essers</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> <li>• Member of the Strategic Committee VBO VZW</li> <li>• Member of the Executive Committee VKW Limburg VZW</li> <li>• Director VKW Limburg VZW</li> <li>• Director Industrial group Pelt VZW</li> <li>• Director (Chair) Pami Holding BV</li> </ul> | <p><b>De Keersmaecker Filip</b><br/>Represented by<br/><b>Filip De Keersmaecker</b></p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> <li>• Director</li> </ul> <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <p>-</p>   |   |



## THE ROLE OF THE BOARD OF DIRECTORS <sup>13</sup>

The Board of Directors is the highest management body within our organisation. It exercises control over the day-to-day activities of the authorised bodies of the group entities and defends the interests of our shareholders. The Board is also involved in important strategic and operational decisions of our company, while remaining in compliance with the conflict of interest procedures described in articles 7:96 and 7:97 of the Belgian Companies and Associations Code.

### ASSUMING RESPONSIBILITY

Final responsibility for all actions and decisions is taken by the Board of Directors, acting as a collegial body in accordance with the statutes of our organisation

### STEERING THE ORGANISATION

The Board of Directors determines the purpose and vision of our organisation, sets our ambitions and objectives, and approves the strategy.

### DETERMINING NORMS AND STANDARDS

The Board of Directors consolidates the policy and objectives of our company with regard to economic, environmental and social topics. They define our company's corporate values and code of ethics.

### SUPERVISION AND CONTROL

The Board of Directors monitors the company's economic, environmental and social results and assesses any risks we may face. They decide on investments and the resources we use to achieve our objectives. They also supervise that all our activities are carried out in full compliance with the legislation. This role is performed by the audit committee, as a specialised committee of the Board of Directors. The Board of Directors also monitors the relevance and progress of our sustainability ambitions. To this end, it is supported by the internal Sustainability Committee which reports annually to the Board of Directors.

” It's not about a sustainability strategy, but rather about a sustainable strategy.

Gert Bervoets, CEO H.Essers



## EVALUATION COMMITTEE <sup>14</sup>

Our internal evaluation committee consists of three members: the Chair of the Board of Directors, the Honorary Chair of the Board of Directors and the CEO. This committee ensures the functioning of our Board of Directors in accordance with our policy, including composition, remuneration and annual evaluation.

In the composition of our Board of Directors, we strive for a balanced distribution of the number of directors, age and gender. We also consider the cumulation and possible conflicts of activities, the duration and rotation of mandates. When nominating new members, the ideal profile is drawn up based on the needs of both our organisation and our customers. Together with external experts, we look for the right match, in which expertise, experience and added value in economic, environmental and social areas are central. The remuneration of the members is determined taking into account the competences, expertise and market conformity.

The committee annually evaluates the functioning and contribution of the Board of Directors at three levels: the members of the Board, the internal functioning and the external functioning. Based on this evaluation, the committee decides whether or not to extend the directors' mandates.

## AUDIT COMMITTEE

The audit committee consists of three members: the Chair of the Audit Committee who is a non-executive member of the Board of Directors, the Chair of the Board of Directors and the CEO, with the CFO and the Director Internal Audit as permanent guests. The committee supports the Board of Directors in fulfilling its supervisory task in view of a supervision in the broadest sense, from financial reporting, to the concrete application of the ethical and integrity policy and up to monitoring the human capital of the organisation.

## REMUNERATION COMMITTEE AND POLICY <sup>15</sup>

The Remuneration Committee consist of four members: the Chair of the Board of Directors as well as 2 other members of the Board of Directors and the CEO, with the CHRO as permanent guest. Our organisation has set up a Remuneration Committee which meets twice a year with the aim of determining an overarching remuneration policy and payroll strategy for all countries in which we operate.

The Remuneration Committee decides on the salary package of the Management Board of subsidiaries and is assisted by external experts for market compliance. They also monitor the corporate objectives and set the annual objectives for the Management Board, including any sustainability-related objectives. The members are all self-employed.

The salary of all our employees is managed by a payroll organisation set up with external experts in accordance with the market and on the basis of the sector's pay scales. The salary package we offer is quite extensive and consists of several elements: fixed salary, variable salary, bonuses, reimbursement of expenses, meal vouchers, group insurance, healthcare insurance, company car, structural and occasional working from home, etc.

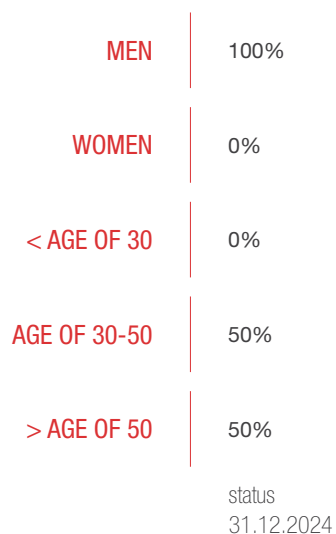
The total remuneration is assigned based on the generic job profile and the assigned job level, as defined by the internal evaluation committee which is specifically trained and certified to evaluate jobs. In our payroll policy we make no distinction between genders or other discriminating factors. Our employee benefits apply to both full-time and part-time employees in all countries. They are calculated pro rata to the number of days worked with the exception of healthcare insurance, which is the same for everyone where applicable. We also apply a notice period for all our employees in accordance with legislation.



## MANAGEMENT BOARD <sup>16</sup>

The day-to-day management of H.Essers & Zonen Internationaal Transport NV is entrusted to CEO Gert Bervoets and a multidisciplinary team of Directors. They each assume their mandate through a management company, as published in the appendices to the Belgian Official Gazette. The role of the Management Board is defined by the Belgian Companies and Associations Code, and additional clarification on their mandate is provided in our organisation's articles of association. To guarantee proper and efficient management, our Management Board's internal code formalises the processes regarding decision-making and conflicts of interest and expectations regarding integer, ethical and responsible behaviour, as well as the power of representation to third parties.

The members of our management board are responsible for economic, ecological and social topics as part of the day-to-day management, and thus also for determining and realising our sustainability ambitions. For each ambition, one of our directors is responsible, and the status and next steps are discussed individually and on a quarterly basis with our Senior Expert Sustainability. The overall status and progress of our ambitions is reported on a regular basis during a meeting of the Management Board, which also provides a final review and approval for publication of our annual sustainability report.



Hilde Essers together with the members of our Management Board in 2024, from left to right: Lieven Leenders (CFO), Pascal Vranken (CCO), Christopher Van den Daele (COO Transport), Salvatore Napolitano (CPO), Gert Bervoets (CEO), Erik Lamoral (CIO), Carlo Theunissen (COO Warehousing) and Mike Dautzenberg (CHRO).

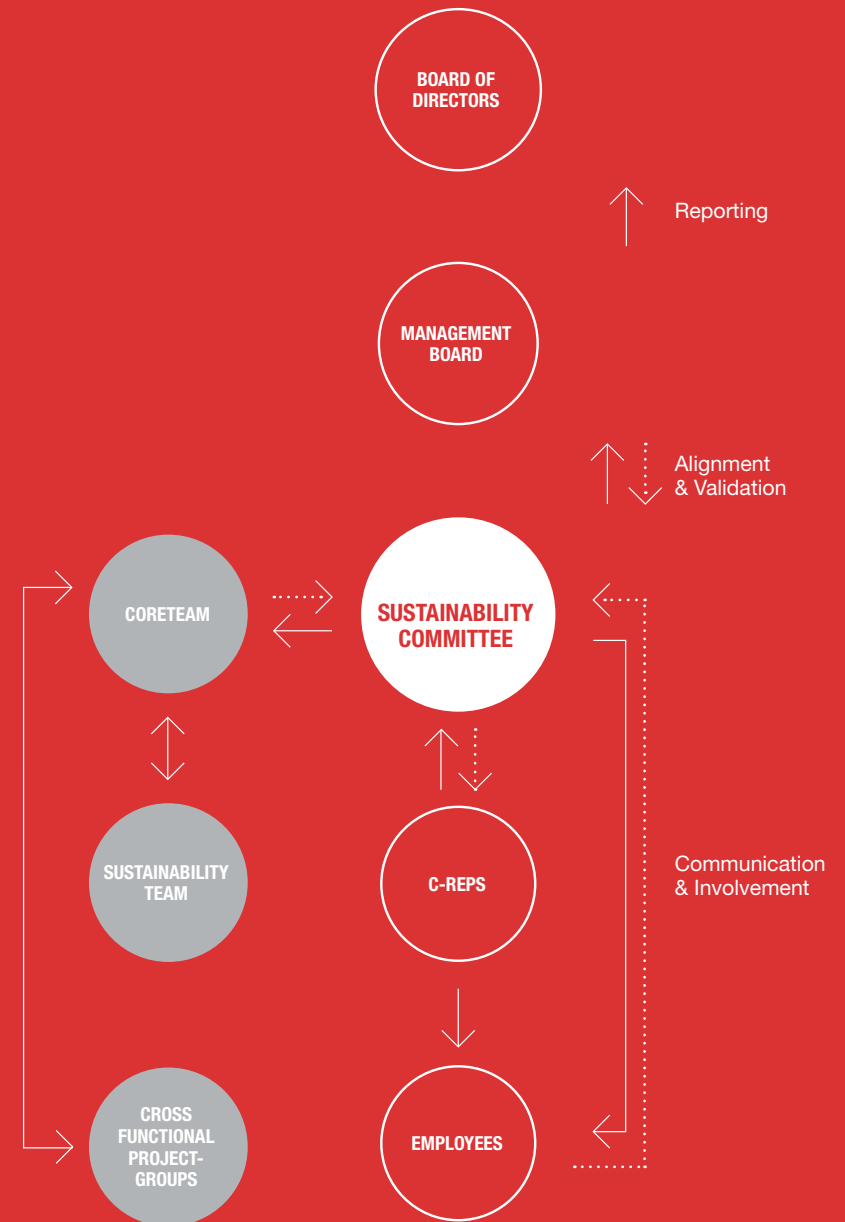
## SUSTAINABILITY COMMITTEE AND GOVERNANCE <sup>17</sup>

In order to increase the support for and commitment to sustainability in our company, we made it an integral part of our organisational structure. H.Essers is fully committed to a sustainable strategy, and our entire organisation carries the responsibility for achieving it. As described above, our Management Board plays an essential role in this, assisted by our Sustainability Committee. Our CEO Gert Bervoets is the sponsor and driving force of this sustainability committee, not in the least because of his personal commitment and conviction.

Throughout the entire organisation we analyse potential risks and opportunities and enter into dialogue with our stakeholders. Based on the information obtained, the Sustainability Committee guides the responsible executives in the definition of the company's sustainability ambitions and action plans. The Sustainability Committee monitors our progress and the level of ambition and provides guidance to the Sustainability Core Team to create the necessary support and commitment throughout our company and to translate our ambitions into practice. It also reports the status and progress regularly during a meeting of the Management Board, and annually to the Board of Directors, which bears final responsibility in its role.

Our dedicated sustainability team supports our organisation on a daily basis. It monitors the overview and progress of each of our sustainability ambitions and action plans, in which it assumes either a supporting role - providing expertise on sustainability developments, regulations, standards and methodology – or a steering role as part of the Core Team Sustainability. It reports to the Sustainability Committee on a quarterly basis, following individual discussion with each responsible member of the Management Board. It also ensures that our ambitions and achievements are communicated, both internally and externally.

Our C-REPS are the 200+ senior managers in our organisation who are a crucial link with all our employees, customers, suppliers and other stakeholders. Not by chance, the name is an abbreviation that stands for company representatives in full, and was formed with the first letters of our company values. Our C-REPS are not only crucial in creating involvement and support throughout the organisation, but also in achieving our ambitions and action plans as these are translated into practice throughout the organisation through cross-functional working groups and projects.

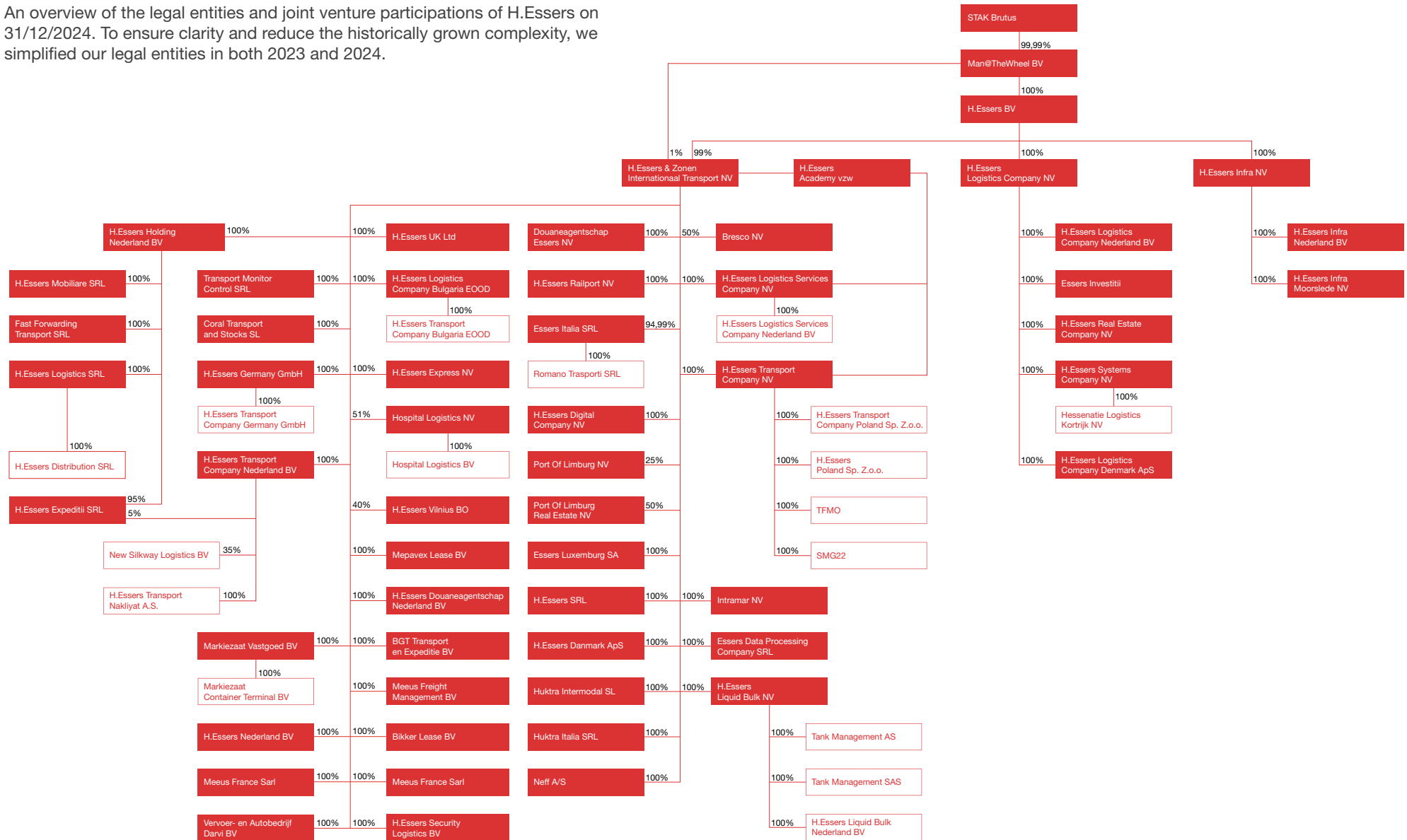


Visual representation of our sustainability governance.



## NATURE OF OWNERSHIP AND LEGAL FORM <sup>18</sup>

An overview of the legal entities and joint venture participations of H.Essers on 31/12/2024. To ensure clarity and reduce the historically grown complexity, we simplified our legal entities in both 2023 and 2024.



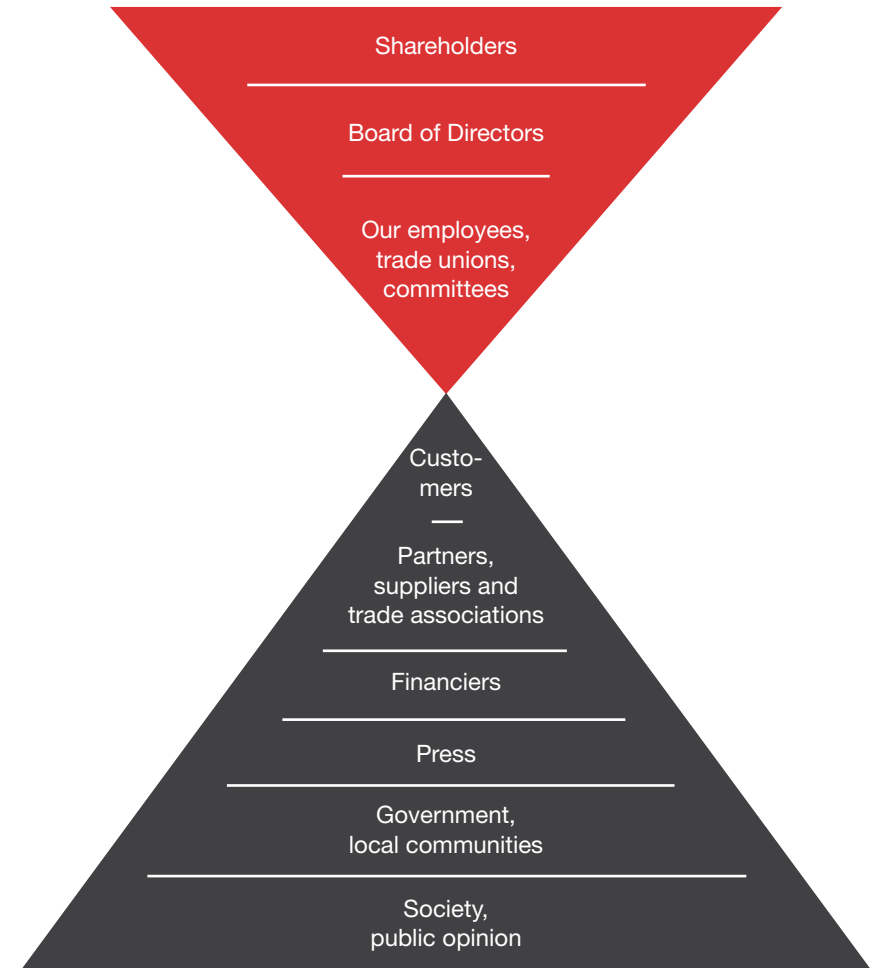
# KEY PARTNERS IN OUR SUSTAINABLE STRATEGY

## STAKEHOLDER INCLUSIVENESS <sup>19</sup>

H.Essers' policy and future perspective are based both on our own input and on the needs and expectations of all our stakeholders. They are an active and integral part of the company, and their identity, engagement and vision of our services determine the curve of change along which our business operations continue to grow. We call this stakeholder inclusiveness.

We have both external and internal stakeholders. Our external stakeholders are individuals, groups and organisations that are not involved in our operations on a daily basis. The internal stakeholders are our own employees, board members, etc.

The overview below provides insight into the stakeholders that are involved and have an impact on H.Essers' sustainability policy: their interests, how we enter into dialogue with them, and which topics are covered.



An overview of our stakeholders.





## SHAREHOLDERS

### INVOLVEMENT & INTEREST

- Optimal use of resources made available
- Reporting about the company's performance
- Vision and long-term strategy

### TOPICS

- Investments
- Acquisitions
- Strategy
- Financial reporting

### CHANNEL AND FREQUENCY OF DIALOGUE

Annual council meeting with all shareholders



## BOARD OF DIRECTORS

### INVOLVEMENT & INTEREST

- Defining and propagating a sustainable strategy
- Reporting and consultation about the company's performance

### TOPICS

- Company performance
- Investments
- Strategic acquisitions
- Sustainability policy
- Budgets

### CHANNEL AND FREQUENCY OF DIALOGUE

Five meetings a year



## EMPLOYEES

### PERMANENT AND TEMPORARY EMPLOYEES

#### INVOLVEMENT & INTEREST

- A safe, healthy and pleasant workplace
- Involvement and engagement
- An attractive employer
- Investing in training and development

#### TOPICS

- Implementing and propagating the corporate values
- Actions and reporting on safety, health and well-being in the workplace
- Development of talent and career perspectives
- Raising awareness and applying a sustainability policy
- Transparent and up-to-date internal communication
- Sharing and expanding knowledge
- Adopting an expert role to strengthen strategic segments

#### CHANNEL AND FREQUENCY OF DIALOGUE

- Biennial satisfaction survey: survey, action plan and reporting
- Bilateral consultation, team meetings, toolbox meetings, internal knowledge sharing platforms
- Monthly meeting with all managers
- Monthly steerco's
- Tutorship and mentorship for new drivers and operators
- Internal communication channels and platforms



## NEW EMPLOYEES

### INVOLVEMENT & INTEREST

- Provision of fair (local) employment
- A strong employer brand

### TOPICS

- Employer value proposition: the employee comes first – working for a large family and a reliable employer – with good entrepreneurship there are plenty of opportunities to grow
- Vacancies for permanent and temporary employee

### CHANNEL AND FREQUENCY OF DIALOGUE

- Propagating the employer brand in everything we do
- Publication of campaigns and vacancies through external communication channels



## STRATEGIC CUSTOMERS

### INVOLVEMENT & INTEREST

- Investing in knowledge, research and technological development
- An efficient and sustainable service
- Quality assurance in H.Essers processes
- Making the customer's supply chain more sustainable

### TOPICS

- Safety and quality, corporate and customer-specific
- Strategic, tactical and operational challenges and solutions
- Operational updates: KPIs, initiation and reporting of improvements, progress of actions and projects
- Innovation and technological development
- Sustainability
- Degree of satisfaction with the collaboration, services provided and the image of H.Essers

## CHANNEL AND FREQUENCY OF DIALOGUE

- Strategic, Quarterly and/or Monthly Business Review meetings, depending on the customer
- Customer satisfaction survey
- Platforms and knowledge sharing channels
- Formal and informal meetings



## PARTNERS FOR SUSTAINABILITY ASSESSMENT

### SAFETY & QUALITY ASSESSMENT FOR SUSTAINABILITY

#### INVOLVEMENT & INTEREST

- Carrying out a safety and quality assessment for sustainability
- Making assessment reports available to companies in the chemical sector so that they can evaluate their logistics service provider according to their requirements and standards

#### TOPICS

- Reporting on quality, safety, security, the environment and corporate social responsibility
- Optimisations in the current report: more focus on better integration of and reporting on sustainability, both within the company and in the communication with stakeholders

#### CHANNEL AND FREQUENCY OF DIALOGUE

- Every three years an assessment report on the basis of a questionnaire to be completed
- Publication of the report for companies in the chemical sector



## ECOVADIS (REFERENCE IN BUSINESS SUSTAINABILITY RATING)

### INVOLVEMENT & INTEREST

- Carrying out a sustainability assessment
- Granting a sustainability rate with regard to environmental, social and ethical performance

### TOPICS

- Reporting a sustainability score
- Optimisations to increase the score

### CHANNEL AND FREQUENCY OF DIALOGUE

- Yearly scorecard based on a questionnaire
- The report is available at the request of our customers

## CDP

### INVOLVEMENT & INTEREST

- Carrying out a sustainability assessment
- Granting a sustainability rating with regard to climate change

### TOPICS

- Reporting a sustainability score
- Transparently reporting a detailed questionnaire

### CHANNEL AND FREQUENCY OF DIALOGUE

- Yearly scorecard about our actions and impact with regard to climate change, based on a questionnaire
- The score and the report are available at the request of our customers

## SUPPLIERS

### INVOLVEMENT & INTEREST

- Providing services and goods with sustainable cooperation
- Assess, discuss and improve delivered products and processes
- Economical and efficient use of scarce resources and energy sources

### TOPICS

- Quality
- Fair price
- Innovation
- Sustainability
- Service

### CHANNEL AND FREQUENCY OF DIALOGUE

- Tendering process for the selection of a supplier, depending on the nature of the service provided
- Supplier assessment on an annual or quarterly basis depending on the size of the supplier and the importance of the services





## MEMBERSHIPS OF TRADE ASSOCIATIONS

### INVOLVEMENT & INTEREST

- Exchange of knowledge and expertise to invest in the development of the economy and logistics sector
- Providing opportunities to actively contribute to the formation of future standards and policies that will steer the sector towards a more sustainable future.

### TOPICS

Challenges and sustainable solutions throughout the logistics chain

### CHANNEL AND FREQUENCY OF DIALOGUE

- Frequent performance as a guest speaker
- Consultation moments with trade associations
- Memberships of Boards of Directors and committees



## FINANCIERS & FINANCIAL INSTITUTIONS

### INVOLVEMENT & INTEREST

- Financial health
- Profitable growth
- Sustainability policy

### TOPICS

- **Quarterly:** financial figures, short-term future, investments, financial institutions' vision of the economy
- **Annual:** H.Essers' strategy, long-term future and sustainability policy

### CHANNEL AND FREQUENCY OF DIALOGUE

- Quarterly bilateral meetings
- Annual strategic meetings



## PRESS

### INVOLVEMENT & INTEREST

- Correct and transparent information
- A good reputation

### TOPICS

- Investments and strategic acquisitions
- Innovation and new developments
- Corporate affairs
- H.Essers services

### CHANNEL AND FREQUENCY OF DIALOGUE

- Follow-up of publications in the media through media monitoring
- Giving interviews and organising press conferences
- Publication of press releases
- Platforms and knowledge sharing channels





## GOVERNMENT AND LOCAL COMMUNITIES

### NATIONAL AND LOCAL AUTHORITIES

#### INVOLVEMENT & INTEREST

- Being compliant with standards and regulations
- Providing licences and certificates

#### TOPICS

- Food safety
- Security of goods
- Transport and storage of hazardous goods
- Transport and storage of medicines (GDP and GPM standards)
- Environment
- Environmental permits for new construction, regularisation and refurbishment of existing H.Essers buildings or renovation of other existing sites
- Several cooperations, e.g. preventive fire drills with fire department
- During inspection visits

### CHANNEL AND FREQUENCY OF DIALOGUE

- With each licence application
- For the organisation of public information events
- In the event of amended legislation
- In the event of significant changes made by H.Essers
- When an incident occurs

### EDUCATIONAL INSTITUTIONS

#### INVOLVEMENT & INTEREST

Sharing knowledge and offering opportunities to the workforce of the future

#### TOPICS

- Development of logistics studies
- Research for technological development

- Inspiring and training students and pupils on logistics topics
- Providing a platform for trainees in our company
- Providing cooperation on final papers and theses

#### CHANNEL AND FREQUENCY OF DIALOGUE

- Frequent consultation moments with universities and schools
- Giving guest lectures



## SOCIETY AND PUBLIC OPINION

### SOCIETY

#### INVOLVEMENT & INTEREST

- Realising added value for the economy and society
- Ensuring fair employment
- Creating a safe, sustainable and harmonious environment
- Reducing our ecological footprint

#### TOPICS

- Offering and expanding our necessary services to society, always in compliance with legislation and with a focus on sustainability.
- Commitment to sustainable entrepreneurship: efficient use of energy, CO<sub>2</sub> and waste reduction, alternative energy sources, etc.
- Offering and creating (local) jobs

#### CHANNEL AND FREQUENCY OF DIALOGUE

- Setting up public information events for local residents
- Transparent and correct communication in the press
- Sharing information via external communication channels

We attach great importance to the interaction with our stakeholders. In the future, we will focus even more strongly on this. In this way we will achieve valuable dynamics that will help steer our sustainable course, not only in the short term, but also in the long term.



## SUPPLY CHAIN <sup>20</sup>

H.Essers is an asset-based company. This means that we have our own fleet, warehouses, terminals and IT-systems. Within the selection of activities to be outsourced, we work with suppliers for various products and services. These can be small, local companies, or large multinationals. We maintain a list of preferred suppliers, but always keep a critical eye on the partnership. This means that we re-evaluate our major suppliers every year according to a review process. And since our needs change and evolve, our choice of suppliers is partly dependent on this. In 2024, there were no significant changes in our value chain.



## OVERVIEW OF EXTERNAL COSTS

### COST CENTERS

- Charters, subcontractors, correspondents
- Clothing
- Consultancy & fees
- Energy costs
- Finance
- Forklift trucks
- Fuel
- Treatment costs
- Personnel management
- Insurance
- Legal and judicial expenses
- Machines
- Marketing & Communication
- Office materials
- Packaging
- Passenger cars
- Personnel costs
- Maintenance and repair of buildings
- Maintenance and repair of the fleet
- Maintenance and repairs of IT infrastructure
- Road, railway and shipping costs
- Taxes
- Travel and accommodation costs



# ENVIRONMENTAL INFORMATION



As a major player in the logistics sector, we are capable of making a huge contribution to the economy. With our activities we ensure the necessary flow of goods and provide society with vital products, even in times of crisis. As our company grows, we want to shrink our environmental footprint. By growing, we create added value for the economy, we provide extra employment opportunities, and we work on the services of our customers. At the same time, this growth increases our consumption of materials and energy sources, which is an additional challenge in our ambition to reduce our environmental footprint. We are constantly working on improving the sustainability of all our activities, as set out in our [corporate environmental policy](#) which applies uniformly to both existing and new sites, as well as our fleet.

## REDUCING OUR CO<sub>2</sub> EMISSIONS

Our company is taking a leading role in decarbonisation in the sector. Within our 2020-2025 strategy, we aim for an annual CO<sub>2</sub> reduction of 5% per m<sup>2</sup> of warehouse space and 5% per km of transport. To achieve these objectives, we are continuously exploring new opportunities to systematically reduce greenhouse gas emissions from our transport and warehousing activities within the four domains of our programme framework: improve, avoid, shift and inset.

We actively involve our customers, thus contributing to the realisation of their substantial climate objectives within the supply chain. First of all, we provide them with CO<sub>2</sub>e reporting in accordance with the GLEC framework, drawn up using the software tool EcoTransIT World and data from our operational systems. Once their existing impact is clear, we search for the right reduction opportunities within our programme framework in co-creation.

[Watch the introductory video of our CO<sub>2</sub> report:](#)



” One of our aims is to further expand our synchromodal transport network. This involves the intelligent and dynamic combination of road, rail and water transport. In this way, we not only limit the impact on the environment, but also optimise the cost price and transit times for our customers. The ideal basis for a sustainable future.

Christopher Van den Daele, COO Transport



# ROADMAP TO DECARBONISATION: A MULTIDISCIPLINARY PROGRAM

## IMPROVE



## AVOID



## SHIFT



## INSET



This program framework is in line with 'The roadmap towards zero emissions', edited by [ALICE](#) (The Alliance for Innovation & Collaboration in Europe).



## INVESTMENTS IN RENEWABLE ENERGY SOURCES

The energy we require is maximally obtained through our own renewable sources. Across all our sites we have now installed 20,8 MWp solar capacity, as well as 12,4 MW thanks to 6 wind turbines. Together, they produced over 45,6 GWh of green electricity in 2023, a significant share of our electricity need. Additional opportunities are continuously being investigated, in consultation with the environment and stakeholders when expanding, or through acquisitions.

## ELECTRIFICATION OF HEATING AND COOLING

H.Essers is fully committed to the electrification of heating and cooling, by installing heat pumps that provide fossil-free heating and cooling while making use of our green electricity. This has been the standard technique for our new build temperature-controlled warehouses and offices in Belgium for several years, and in 2024 this was extended to new build non-temperature-controlled warehouses. We also apply this standard for new build sites which we develop ourselves in other countries, opting for full electric or hybrid installations according to the local climate and type of warehouse, among other things. All existing temperature-controlled warehouses were already retrofitted with heat pumps, so that these require only limited additional heating capacity with fossil fuels in exceptional conditions.

## ENERGY EFFICIENCY

We reduce our energy consumption as much as possible. For years, we have built our new warehouses with a higher level of insulation than the EPB requirements and with energy-efficient LED lighting, ventilation systems with heat recovery and energy monitoring. We continue to prioritise energy efficiency, even for existing sites. We have carried out additional insulation, switched indoor and outdoor lighting in Belgium and Romania to LED, and installed destratification fans where necessary to prevent heat accumulation under the roof, thereby saving energy. This year, we also commissioned our first battery container; with a maximum power output of 1MW and a total storage capacity of 2MWh, we are once again taking a step forward in optimizing our energy management.

## ROLLING STOCK POWERED BY GREEN ELECTRICITY

From forklifts to cleaning machines. Virtually our entire fleet of rolling stock in our warehouses at home and abroad is electrically powered. This concerns a total of about 975 machines. A great result of electrification that we successfully initiated a few years ago. The use of our own green electricity completes the picture.

## LOW GWP REFRIGERANT GASES

Refrigerant gases play a crucial role in the electrification of our heating and cooling, including in the heat pumps and the industrial refrigeration systems in our buildings. Because traditional refrigerant gases have a very high Global Warming Potential (GWP), H.Essers decided as early as 2019 to transition to low-GWP refrigerant gases. Our industrial refrigeration units were maximally converted from Freon to CO<sub>2</sub> (GWP of 1) as refrigerant gas. For other plants, fewer alternatives are available, but we are already taking a significant step in the right direction thanks to refrigerant gases with a maximum GWP of 675. This puts us one step ahead of future regulations.

## BREEAM 'GOOD' FOR ALL NEW SITES

BREEAM is an international certificate for sustainable buildings that have a minimal environmental impact, offer an optimum environment for its users and help protect or increase biodiversity. This broad definition of sustainability aligns nicely with our sustainable strategy. We strive to achieve a score of 'Good' for all new buildings. We already achieved this as the first logistics service provider in Belgium, and since 2022 for all new build warehouses.



## STRATEGIC AND OPERATIONAL EFFICIENCY

Thanks to the powerful mathematical heuristics of our strategic and operational routing tool Thor, we can make our logistics network and that of our customers even more efficient and reduce the need for transport. On the one hand, the tool allows simulations on our own real network or that of the customer, even over long periods of time. In addition, the tool not only makes it possible to create the most optimal transport planning every day, but also to respond quickly and specifically to changing realities. Through all kinds of operational reporting, we further monitor our operational efficiency and make targeted adjustments to our operations and our network.

## EFFICIENT FLEET AND DRIVING

Our fleet is regularly renewed, always using the latest technologies that are more efficient and environmentally friendly. In addition, all our drivers are trained on Behavior Based Safety (BBS) and efficient driving. This primarily results in safer driving and more comfortable driving for the driver, with the added benefit of lower energy consumption!



## SYNCHROMODALITY

Synchromodality is our main asset. We want to combine the various alternative modes of transport (road, water, rail) in an even smarter and more dynamic way. We therefore invest heavily in our systems, our multimodal fleet, our own intermodal infrastructure such as a rail terminal, inland water terminals and trimodal sites, as well as the development of new multimodal networks.

## ALTERNATIVE FUELS

Not all transport can take place via rail or water, making road transport unavoidable. To reduce its impact, we are investing in alternative energy sources. In the short term, electric trucks offer a crucial solution due to their higher maturity, strong technological advancements, and availability. In the long term, we see a combination of electric and hydrogen trucks as the most sustainable road transport solution. Equally important are biofuels such as bio-LNG and HVO renewable diesel, which play a key role in achieving significant and scalable emissions reductions, both now and in the future.

## HVO INSETTING

Since 2021, we offer our customers the possibility to decarbonise their transport using our unique HVO insetting concept. We apply an externally validated book & claim principle, due to the limited public availability of HVO in several European countries, and due to operational constraints such as return trips for other customers. The CO<sub>2</sub>e emissions of the participating customer's shipments are compensated internally by using HVO in another part of our own fleet. In 2023 we achieved some 3.600t CO<sub>2</sub>e WTW reduction, a sharp increase from the approximately 200t CO<sub>2</sub>e WTW reduction in launch year 2021. An increase that we expect to continue in 2024. In 2024, we achieved a CO<sub>2</sub>e WTW reduction of 7.941t, more than doubling the reduction in 2023. We expect this upward trend to continue in 2025.

## ELECTRIC PASSENGER CARS

Our exemplary and leading role in sustainable transport also extends to personal mobility. In 2022 we therefore started the transition of our fleet of company cars in Belgium and the Netherlands. All new vehicles will be fully electric from now on. This will lead to a fully electric fleet in a few years, while already amounting to 37% of all company vehicles at present, with quite some vehicles still on order.



## OTHER EMISSIONS

In addition to greenhouse gases, we continue to pay attention to the reduction of noise, odor, particulate matter, nitrogen and other emissions that we have as a transportation and logistics service provider, with environmental and health impacts on our immediate surroundings. As previously reported, there are insufficient models, standards, or norms available to determine such impact, unlike the impact of greenhouse gases. A number of drivers are known, and partly within our control. Indeed, the actions explained above to reduce our CO<sub>2</sub> emissions also have an impact on other emissions. Other aspects are however beyond our control, including technological developments, regulation, and emission standards.

## REDUCING AND RECYCLING WASTE

We want to realise maximum value retention of materials and products and not increase the waste mountain, by recycling as much of our waste streams as possible. As a logistics service provider, we are however not a waste-intensive company and many of the waste streams we produce are similar to household waste. Due to the activities in our strategic segments, we do however come into daily contact with materials and products that require specific attention. The same applies to the chemical and pharmaceutical waste that can be generated in the process. The management of our waste streams is carried out in line with applicable legislation, and relies on external partners who are responsible for collection and processing, typically in well-developed circuits present in the European countries where we are located.

## OPERATION CLEAN SWEEP (OCS)

Operation Clean Sweep is an international, industry-led program established by the American Chemistry Council's Plastics Division and the Plastics Industry Association (PLASTICS), and was implemented in Europe starting in 2015. It aims to support companies in eliminating plastic granule losses in their operations, thereby protecting water quality, the environment and employee health and safety. H.Essers committed in 2019 by signing the OCS pledge. Since then, we performed risk analyses for the relevant processes and sites and a number of targeted solutions were implemented. We also implemented training for our own drivers and operators, and we encourage our subcontractors to commit through the OCS Pledge.

## EXPANSION VS. DEFORESTATION

The space available to us is limited and the development of a site can have an impact on the environment, e.g. if deforestation and asphaltting are required. We are very aware of this impact and are working hard to find the right solutions, always in line with the relevant legislation. We make optimal use of the available space by guaranteeing a minimal amount of surface area for our activities. We also prefer renovating and repurposing existing sites.

We are committed to a moratorium on new deforestation that would cause serious damage to the Flemish forest area. In concrete terms, this means

- No deforestation of forests with a protected status such as VEN, Natura 2000 or old forests.
- Limited deforestation in zone-foreign forests with a paved destination (such as industrial zones), possible only up to 10% of the site surface area, with an upper limit of 2 hectares.
- Any other legal deforestation in industrial areas will be more than compensated for by planting and setting up new natural areas or forests.
- Improving and further developing the biodiversity on every new site we develop as of 2020, by managing at least 15% of the new site surface area as biodiverse green space.



## PROGRESS <sup>21</sup>

### SCIENCE-BASED TARGETS

H.Essers has been committed for several years to making contributions to the Paris Climate Agreement, and to limiting global warming to 1.5°C. In our renewed Corporate Strategy 2024-2028, we anchor our transition plan in corporate strategic programs and sharpen our targets to a 42% reduction in 2030 compared to 2020 in Scopes 1 and 2, and Scope 3 targets still to be specified. These changes take effect from 2025, for the current reporting year we are operating the known targets.

### SCOPE 3

In 2023 we started a project to map out our Scope 3 emissions, in line with the methodology of the GHG Protocol. In 2024, we completed our screening on the basis of the available data in our systems, and we prioritised the significant Scope 3 categories which will require our attention in the future. The resulting Scope 3 emissions are included in this report for the first time, for both the previous and the current reporting year.

### ELECTRIFICATION OF HEATING AND COOLING

Achieving our international growth in a sustainable manner, at new sites and at expansions of existing sites, is vital for achieving our climate transition. We are working hard on the electrification of heating and cooling, where possible in combination with renewable energy installations. This was the case with all of our recent projects, including the expansion of our high-Seveso site near Bucharest, our Seveso site near Ghent, the expansion of our Healthcare site in Brussels, and the creation of new Healthcare sites in Ringsted (DK) and Fidenza (IT).

[More info on our website:](#)

[Expansion Bucharest](#) - [Expansion Brussels](#) - [Ringsted](#)

### BATTERY HEALTHCARE CROSSDOCK GENK

Electrification is the key to a sustainable future, but it also entails challenges, such as the fluctuating generation of renewable energy and increasing demand. These factors together create grid imbalance. As a pioneer in the energy transition, and as a major consumer and producer, we wish to contribute actively to a sustainable ecosystem through smart energy management. In this context, we are experimenting with batteries as a flexibility solution. In 2024, we began operating our first battery (energy storage) container at our Healthcare Crossdock in Genk. With a maximum power output of 1MW and a total storage capacity of 2MWh, we are once again taking a step forward in optimizing our energy management.

### PURCHASE OF GREEN ELECTRICITY

Wherever possible, we cover our energy needs by using renewable electricity generated on our own sites. As this own production cannot cover our entire consumption at any given instance, in 2024 we decided to purchase supplementary green electricity for our activities in Romania and part of our activities in Denmark.

### ELECTRIC TRUCKS

Already since 2023, we have been working behind the scenes on the electrification of our fleet. We ordered a total of six electric trucks, two per selected model. These trucks are expected to arrive during 2025, two of them already in January 2025. They will be put to work for two strategic clients within our strategic segments Chemistry and Healthcare. During this pilot project we will carefully monitor the technical, operational and commercial impact and deployability, in order to shape the further electrification of our fleet in the coming years.

### MARKIEZAAT CONTAINER TERMINAL CONSTRUCTION BEGINS

[More info on our website.](#)

### SOLAR POWERED SAFEBOX

Six containers, equipped with solar panels of various configurations, were tested in practice for one year, in order to validate the intended support to our security systems while subject to the effects of i.a. weather conditions and operational use. Following the successful completion of the tests, the technical concept was adjusted at the beginning of 2024. Due to an insufficient business case, the decision was ultimately made to discontinue roll-out.

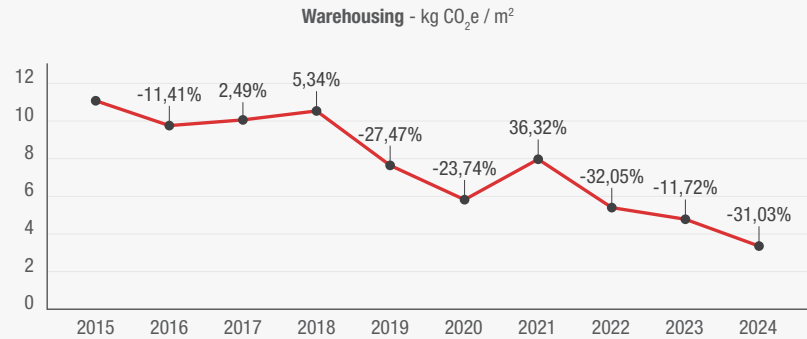
### SYNCHROMODAL SOLUTIONS IN TURKEY & BEYOND

[More info on our website.](#)

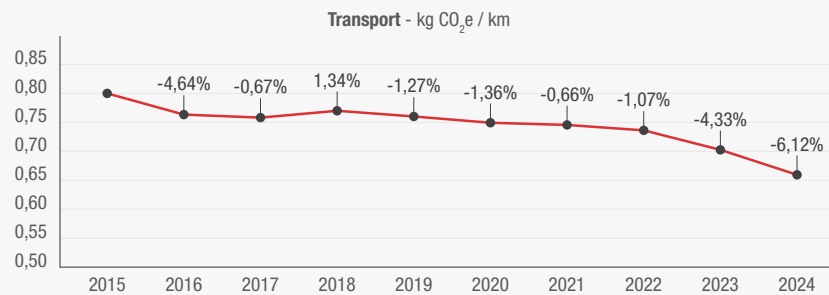


## OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- The CO<sub>2</sub>e emissions generated by H.Essers warehousing decrease annually by 5% per m<sup>2</sup> of warehouse space
- The CO<sub>2</sub>e emissions generated by H.Essers transport from road freight decrease annually by 5% per km of total distance covered.



The evolution of our scope 1 and 2 CO<sub>2</sub>e emissions from warehousing, in relation to the area of our warehouses in Belgium, Denmark, Germany, Italy, the Netherlands, Romania and Spain.



The evolution of our scope 1 and 2 CO<sub>2</sub>e emissions from our fleet, relative to the distance travelled in kilometres.

The greenhouse gas emissions from our transport and warehousing activities are calculated using the operational control approach, with 2015 as reference year following the establishment of the Sustainable Development Goals by the United Nations, and with 2023 as reference year for scope 3 emissions. We apply the GHG Protocol and the Global Logistics Emissions Council (GLEC) framework, and emission factors from both the International Energy Agency (IEA) and the GLEC framework. Impacts include greenhouse gases CO<sub>2</sub>, NF<sub>3</sub>, CH<sub>4</sub>, N<sub>2</sub>O, SF<sub>6</sub>, PFCs and HFCs.

Scope 1 direct emissions are determined by energy consumption in both transportation and warehousing, consisting of natural gas, fuel oil, diesel, LNG, HVO renewable diesel and bio-LNG. In addition, it includes fugitive emissions from refrigerant losses from our refrigeration plants and mobile refrigeration units.

Scope 2 indirect emissions are determined by consumption of purchased grey electricity and self-generated or purchased green electricity.

The scope 3 indirect emissions are determined by the activities in our value chain. The GHG Protocol distinguishes 15 different categories in the upstream and downstream value chain. Screening our activities allowed us to determine the relevant categories in which H.Essers has any emissions, namely scope 3 Categories 1 to 7 (inclusive), and Category 15. This allowed us to determine the most significant categories, namely Category 2 Capital Goods, Category 3 Fuel - and Energy-Related Activities, and Category 4 Upstream Transportation and Distribution, as included in this report. The emissions are calculated using a combination of the spend-based, average-data, fuel-based and distance-based methods described by the GHG Protocol, and using the different tools or databases, including EcoTransIT, Exiobase and UK Emission Factors.

Finally, we report the biogenic emissions relating to our use of biofuels, such as HVO, bio-LNG. In line with the GHG Protocol, these are reported outside of scopes.



|   |  | SCOPE | UNIT                                  | TARGET       | BASE YEAR (BY) | BY VALUE | 2023      | 2024      |   |
|---|--|-------|---------------------------------------|--------------|----------------|----------|-----------|-----------|---|
| Energy consumption by source <sup>22</sup>        | Fuel consumption from crude oil and petroleum products         |       | MWh                                   |              | 2015           | 596.175  | 468.443   | 427.272   |   |
|   | Fuel consumption from natural gas                              |       | MWh                                   |              | 2015           | 8.725    | 15.007    | 12.712    |   |
|   | Purchased or acquired grey electricity                         |       | MWh                                   |              | 2015           | 19.669   | 8.097     | 4.481     |   |
|   | Total energy consumption from fossil sources                   |       | MWh                                   |              | 2015           | 624.569  | 491.547   | 444.466   |   |
|   | Fuel consumption from renewable sources including HVO, bio-LNG |       | MWh                                   |              | 2015           | 37.307   | 51.306    | 61.665    |   |
|   | Purchased or acquired electricity from renewable sources       |       | MWh                                   |              | 2015           | 4.173    | 20.510    | 26.404    |   |
|   | Consumption of self-generated electricity                      |       | MWh                                   |              | 2015           | 5.519    | 13.121    | 14.498    |   |
|   | Total energy consumption from renewable sources                |       | MWh                                   |              | 2015           | 47.000   | 84.936    | 102.567   |   |
|   | Total energy consumption                                       |       | MWh                                   |              | 2015           | 671.569  | 576.484   | 547.033   |   |
| Energy consumption by end use <sup>22</sup>       | Total electricity consumption                                  |       | MWh                                   |              | 2015           | 29.362   | 41.457    | 44.396    |   |
|   | Total heating consumption                                      |       | MWh                                   |              | 2015           | 12.426   | 19.766    | 14.572    |   |
|   | Total transportation consumption                               |       | MWh                                   |              | 2015           | 629.781  | 515.261   | 488.065   |   |
|   | Total energy consumption                                       |       | MWh                                   |              | 2015           | 671.569  | 576.484   | 547.033   |   |
| Energy production <sup>22</sup>                   | Renewable electricity production                               |       | MWh                                   |              | 2015           | 9.692    | 34.098    | 39.640    |   |
|   | Renewable electricity sold                                     |       | MWh                                   |              | 2015           | 0        | 767       | 889       |   |
|   | Non-renewable electricity sold                                 |       | MWh                                   |              | 2015           | 4.173    | 20.210    | 24.253    |   |
| Energy intensity <sup>23</sup>                    | Energy consumption per net revenue                             |       | MWh / €                               |              | -              | -        | 0,00056   | 0,00051   |   |
|   | Energy consumption per area of warehouse space                 |       | kWh / m <sup>2</sup>                  |              | 2015           | 53,7     | 45,2      | 43,3      |   |
|   | Energy consumption per transport distance                      |       | % change YoY                          | -1% per year | 2021           | -        | -1,0%     | -2,6%     | ✓ |
| GHG emissions absolute <sup>24</sup>              | Scope 1  |       | ton CO <sub>2</sub> e                 |              | 2015           | 161.696  | 129.928   | 119.082   |   |
|   | Scope 2 location-based   |       | ton CO <sub>2</sub> e                 |              | 2015           | 5.790    | 1.789     | 989       |   |
|   | Scope 3  |       | ton CO <sub>2</sub> e                 |              | 2023           | 194.535  | 194.535   | 216.600   |   |
|   | Scope 3-2 Capital goods  |       | ton CO <sub>2</sub> e                 |              | 2023           | 32.472   | 32.472    | 27.554    |   |
|   | Scope 3-3 Fuel and energy-related activities                   |       | ton CO <sub>2</sub> e                 |              | 2023           | 54.944   | 46.379    | 43.204    |   |
|   | Scope 3-4 Upstream transportation and distribution             |       | ton CO <sub>2</sub> e                 |              | 2023           | 115.684  | 115.684   | 145.842   |   |
|   | Total scope 1+2 location-based                                 |       | ton CO <sub>2</sub> e                 |              | 2015           | 167.485  | 131.716   | 120.071   |   |
|   | Total scope 1+2+3 location-based                               |       | ton CO <sub>2</sub> e                 |              | -              | -        | 326.251   | 336.671   |   |
|   | Biogenic emissions (outside of scopes)                         |       | ton CO <sub>2</sub> e                 |              | -              | -        | 3.609     | 6.656     |   |
| GHG emissions intensity (scope 1+2) <sup>25</sup> | Emission intensity per net revenue                             |       | ton CO <sub>2</sub> e / €             |              | -              | -        | 0,00013   | 0,00011   |   |
|   | Emission intensity warehousing                                 |       | kg CO <sub>2</sub> e / m <sup>2</sup> | -5% per year | 2015           | 11,075   | 4,791     | 3,305     | ✓ |
|   | Emission intensity transport                                   |       | kg CO <sub>2</sub> e / km             | -5% per year | 2015           | 0,801    | 0,704     | 0,661     | ✓ |
| Metrics for intensity ratio                       | Net revenue  |       | mln. €                                |              | -              | -        | 1.026,10  | 1.076,65  |   |
|   | Area of warehouse space  |       | m <sup>2</sup>                        |              | 2015           | 778.885  | 1.353.861 | 1.362.437 |   |
|   | Transport distance (road)                                      |       | mln. km                               |              | 2015           | 198,4    | 177,9     | 174,8     |   |



|  |  | SCOPE | UNIT                | TARGET                  | BASE YEAR (BY) | BY VALUE | 2023    | 2024     |
|--|--|-------|---------------------|-------------------------|----------------|----------|---------|----------|
| Waste generated <sup>26</sup>              | Wood   | BE    | ton                 |                         | 2019           | 1.878    | 1.301   | 1.406    |
|  | Paper & Cardboard                                    | BE    | ton                 |                         | 2019           | 1.834    | 1.219   | 1.184    |
|  | Foil   | BE    | ton                 |                         | 2019           | 326      | 809     | 587      |
|  | Metal  | BE    | ton                 |                         | 2019           | 36       | 45      | 122      |
|  | Glass  | BE    | ton                 |                         | 2019           | 12       | 23      | 54       |
|  | PMD  | BE    | ton                 |                         | 2019           | 3        | 1       | 2        |
|  | Residual waste                                       | BE    | ton                 |                         | 2019           | 1.664    | 1.396   | 1.467    |
|  | Chemical waste                                       | BE    | ton                 |                         | 2019           | 1.336    | 4.257   | 5.010    |
|  | Other  | BE    | ton                 |                         | -              | -        | 287     | 67       |
| Waste directed from disposal <sup>27</sup> | Preparation for reuse, hazardous                     | BE    | ton                 |                         | -              | -        | 1.494   | 1.547    |
|  | Recycling, hazardous                                 | BE    | ton                 |                         | -              | -        | 0       | 53       |
|  | Preparation for reuse, non-hazardous                 | BE    | ton                 |                         | -              | -        | 4.366   | 2.719    |
|  | Recycling, non-hazardous                             | BE    | ton                 |                         | -              | -        | 996     | 2.221    |
| Waste directed to disposal <sup>28</sup>   | Other disposal operations, hazardous                 | BE    | ton                 |                         | -              | -        | 83      | 129      |
|  | Incineration (with energy recovery), non-hazardous   | BE    | ton                 |                         | -              | -        | 134     | 669      |
|  | Other disposal operations, non-hazardous             | BE    | ton                 |                         | -              | -        | 2.204   | 2.558    |
| Waste intensity                            | Waste intensity per net revenue                      | BE    | kg / €              |                         | -              | -        | 0,00910 | 0,00919  |
|  | Waste intensity per area of warehouse space          | BE    | kg / m <sup>2</sup> |                         | -              | -        | 9,37    | 9,83     |
|  | Residual waste intensity per area of warehouse space | BE    | kg / m <sup>2</sup> | No increase t.o.v. 2019 | 2019           | 2,06     | 1,39    | ✓ 1,46 ✓ |



# SOCIAL INFORMATION



Caring for our employees, our customers and our society is a cornerstone of our sustainable strategy. Our sustained growth strategy responds to the needs of the customers in our strategic segments, by anticipating and investing in specialised and high-quality solutions, systems and technologies. In this way, we take matters off our customers' hands, allowing them to fully concentrate on their core business. As a family business we have been providing fair employment since 1928, both directly and indirectly, at home and abroad. Our people are what drives us, and at H.Essers they truly come first. We create an attractive workplace and conditions, so that every employee can be themselves and develop themselves. Safety is a fundamental principle; we want all our employees and contractors to return home safely after their day's work.

## A GREAT PLACE TO WORK

Our company is growing rapidly. This growth can only be realised because we take the greatest care of our employees. Our employees dare to be entrepreneurs, are ready to seize opportunities and make the difference every day through simplicity.

## STRATEGIC MEASUREMENT AS AN INSTRUMENT

At H.Essers we want to be a place where our people really matter. By no coincidence, 'caring' is one of our core values. That is precisely why we attach great importance to the opinion of our employees. To better understand what's on their mind, we use a strategic measurement. This is much more than just a survey; it is an instrument that allows us to identify concrete improvements. In 2022 we used the Trust Index Survey of Vlerick Business School for this purpose, which surveys employees on five areas: credibility, honesty, respect, pride and collegiality towards management, colleagues and work. This survey was intended to be performed every two years, to allow sufficient space for analysis and discussion, and to perform concrete improvements before the following survey. In view of the economic context, the survey was not performed in 2024, but we assessed how we can structurally implement a strategic measurement, independently of the financial situation.

## FIVE CORE THEMES AS A STARTING POINT

We define five core themes central to our pursuit of a positive work environment: appreciation, connection & communication, development, well-being and diversity. Together, these form the cornerstones of a workplace where every employee feels appreciated, supported and stimulated. We strive to be A Great Place to Work and continuously work to improve the well-being and satisfaction of our employees.

**Appreciation** is the basis of our policy. We recognise and reward the commitment and contributions of our employees in a consistent and transparent manner. By showing appreciation, we create a culture where everyone feels motivated.

**Connection & communication** form the backbone of our company. We strive for openness, transparency and effective communication at all levels. By fostering a strong connection between employees, we create a close and collaborative work culture.

We believe in their self-reliance, talents and growth potential. We deal with this very consciously by taking care of their personal and professional **development**, and by constantly engaging in dialogue. We see great potential in lifelong learning and offer an extensive range of skills development trainings. In this way the success of our organisation, is also their own success.

**Well-being** is high on the agenda. We continuously develop initiatives to support and ensure the mental and physical well-being of our employees and stakeholders. A safe work environment and a healthy lifestyle contribute to sustainable and healthy growth.

**Diversity** is an import focus point within our organisation. We are committed to creating an inclusive workplace where everyone feels welcome and valued. By improving diversity, and embracing different talents and ideas, we seek to create an environment which encourages innovation and collaboration. This theme was added in 2024.



## APPRECIATION

We strive to create a culture where transparent compensation, promotion opportunities and active internal mobility are the norm. Our goal is to create an environment where every employee is actively recognised and rewarded for his or her efforts. Moreover, we want to encourage all our employees to dare take the leap and grow within our company and we support them in their endeavour in the best possible way.

We base our success on the 5 A's of labour: labour organisation, labour content, terms of employment, labour conditions and labour relations. We believe this focus on appreciation and development contributes to the sustainable success of our organisation.

## COLLECTIVE BARGAINING AGREEMENT <sup>29</sup>

All agreements on employment conditions for our employees are laid down in collective labour agreements concluded at sector level. The conditions are always in accordance with the applicable joint committees. In addition, in some countries, collective labour agreements have also been concluded per company. For those entities where we determine the policy, such agreements have been made for 79,97% of our employees, while we respect the applicable national regulation for all other employees.

## CONNECTION & COMMUNICATION

We highly value the mutual bond between colleagues and the positive atmosphere on the work floor. We are proud of the freedom employees experience to be themselves, and we cherish social events such as the staff party which are warmly welcomed.

We recognise the importance of strong communication and the involvement of all our employees. Our ambition is to create a corporate culture where open communication is central and where employees are actively involved in decision-making and corporate goals. We strive to give every employee a voice that is heard and valued. A cornerstone of our communication is the all-in-one portal The H.ive, which is the gateway to everything related to H.Essers for all employees in Belgium and Romania. The H.ive is available on desktop computers and mobile phones, so it is easy for all blue collar workers, white collar workers and drivers to consult wherever they are.

## SOCIAL DIALOGUE

Our commitment to social dialogue reflects our belief that a 'Great Place to Work' can only be achieved through collaboration and involvement of all stakeholders. We continue to strive for an environment where employees feel heard, respected and represented, allowing us to collectively have a positive impact on our organisation and our community. We are therefore committed to interactive communication sessions, representation of all target groups in decision-making, and we recognise the importance of unions and employee representatives as essential channels. As such, 67,01% of all employees in sites where we determine the policy are represented by formally elected employee representatives.



## DEVELOPMENT

Based on our corporate values and growth strategy, we strongly believe in lifelong learning, and we choose coaching and development rather than assessment. With our talent-driven mindset, we ensure a sustainable future for both our company and our people.

### COACHING AND DEVELOPMENT <sup>30</sup>

Employees are given opportunities for further development and growth within the organisation. We objectively assess the growth potential of each employee during the annual coaching & performance cycle, and offer them possibilities to develop through training programs, coaching tracks and internal internships. In order to fill our critical positions in the future and ensure the operations, we develop growth paths throughout the organisation. At the same time, we offer our employees new opportunities, encourage internal mobility and are committed to employee retention and engagement.

### QUALIFIED LEARNING IN OUR H.ESSERS ACADEMY

As a sustainable employer, we strongly believe in lifelong learning. We bring this vision to life at our in-house training and coaching centre: H.Essers Academy. A recognised and renowned training institute that carries a quality label in the market and is equipped with a high-quality infrastructure suitable for educating, training and coaching employees, drivers, operators and technicians in the logistics sector. Part of our site in Genk-Zuid has been made available for this purpose, featuring 5.500m<sup>2</sup> of warehouse space, well-equipped training rooms for theoretical training and an outdoor area where our truck drivers can train manoeuvres. The instructors are our own qualified employees who themselves have a solid portion of business experience. This is how they make the difference in quality.

In our Academy, we offer people space and time to develop through the most modern forms of learning in theory and practice. We enable them to perform their jobs in strict compliance with the most demanding standards in the logistics sector. We also invest heavily in safety through first aid and ADR training, among other things. We guide our own talents and new talents alike in obtaining forklift and reach truck certificates and various truck driving licenses. Talents without any prior experience are trained from scratch.

## MANAGING COMPETENCES

The Academy offers a training program to further develop the talents and competences of our employees according to the job profile, interests, personal development plans or defined growth paths. Our people are also trained and coached in our internal processes and our strategy. We attach great importance to the quality of leadership within our company and provide our 400 managers with intensive leadership training. We encourage entrepreneurship and self-development. Our employees have the opportunity to choose from a wide range of open trainings from different domains, and in different languages.

## LEARNED YOUNG

Through close cooperation and interaction with academic and educational institutions, we increase our and their knowledge, and keep in touch with tomorrow's talent. Today's youth is the future of our company. That's why we start right at the school benches. By giving guest lectures, offering internships, traineeships and student jobs, young talents are introduced to H.Essers as an employer. In this way, they will easily find their way to a permanent job in our company later on.



## WELL-BEING <sup>31</sup>

We want all our employees to feel good, both physically and mentally. That is why we launched a health programme at the end of 2018: Fit2Grow. This programme includes a plan of action, with initiatives that promote the well-being, be it physically, mentally, medically or environmentally.

### MOVING TOGETHER

What better way to promote physical well-being than to present our staff with a sporting challenge from time to time? In this context we organise exciting challenges and adventurous sporting events. Our focus is not just on the physical challenge, but more so on teamwork. Employees can get involved in groups to take on small challenges together or to try out new sports. In this way we make exercise fun for the entire population.

### A HEALTHY MIND

We are convinced that happy people produce the best results. That is why we invest heavily in mental health. To promote mental well-being, we regularly organise workshops and webinars on mental and social well-being, both for managers and employees. MyMindScan is one of the initiatives that was launched, entirely focused on the mental well-being of our employees.

### A HEALTHY BODY

We are also concerned with our employees' general health, even when unrelated to work. That is why we are setting up non-occupational health campaigns. For example, we help and stimulate our employees to get their flu shot, we encourage vaccination, and we invite all staff members over 50 and those with specific complaints for a medical examination.

## THE POWER OF NATURE

We are fortunate enough to be located in green surroundings. This contributes greatly to the environmental well-being of our employees. Nature not only enhances the ability to concentrate, but it also helps with stress recovery and reduces long-term physical complaints. That is why 15% of our new site areas will not be paved, to give more space to nature. It is also a place where our employees can recharge their batteries by taking a walk, having lunch, or hosting a meeting out in the open.



## DIVERSITY AND INCLUSION

We are an employer that pushes boundaries and builds a sustainable working environment. In our family, every talent has a place, and we work on diversity and equal opportunities. We also like to welcome new talents from the inclusive labour market. To properly integrate new populations, we invest in language training and diversity and inclusion coaches. This is how we turn our family into a large team.

### COOPERATION WITH THE SOCIAL ECONOMY

Creating meaningful and valuable work, for everyone. That's one of the spearheads of our HR policy. We want to look beyond the regular economy and also offer employment to vulnerable groups in the social economy. For certain activities we work together with social enterprises. It involves a wide range of tasks, from manually unloading containers, classification and scanning of CMR's, kitting, blistering, stickering, maintenance of greenery to packing pralines.

### GENDER EQUALITY @ H.ESSERS

In addition to our inclusive approach, we take particular care to create gender equality inside our organisation. We strive to achieve a healthy gender balance, by creating working conditions in which all employees receive equal resources and opportunities, regardless of their background, gender or other personal characteristics. We are convinced that a good gender balance helps make our workplace a 'great place to work'.

” Thanks to the H.Essers working group, I can help strengthen internal policy measures relating to gender diversity.

Anja Vanvelthoven, driver

## WOMEN IN LOGISTICS

Women in Logistics is an industry-wide initiative founded by Dow and H.Essers, along with sector associations ECTA and CEFIC and six other board members – Den Hartogh, Bertschi, Suttons, LyondellBasell, Eastman and Covestro. The consortium is a living example of co-opetition: collaboration beyond competition. The pioneering industry-wide initiative is dedicated to foster gender diversity and inclusion within the traditionally male-dominated logistics sector. It strives to create a more attractive, equitable, innovative and sustainable logistics sector, by driving meaningful change and fostering a more inclusive and diverse logistics industry landscape. June 2024, we officially went public and shared this message with the wider audience.



## PROGRESS <sup>32</sup>

### H.ESSERS PORTAL: THE H.IVE

We made considerable progress on our promise to improve communication and connectivity by implementing a centralised portal. The H.Ive was successfully launched in Belgium and Romania in September 2024. This portal enables employees to consult communications, information and documentation at one integrated location. We will expand to all other countries, as soon as the adoption rates are satisfactory.

### STRATEGIC MEASUREMENT AS A TOOL

To better understand the concerns of our employees, we use a strategic measurement; an instrument that allows us to identify improvements. The Trust Index Survey of Vlerick Business School was piloted for all employees in Belgium in 2022. In 2023, our focus was mainly on processing the feedback per department and launching the first improvements. In view of the economic context, the planned expansion to all international employees in 2024 was not carried out. We initiated a project for evaluation of the concept, and structural implementation of such strategic measurement in 2025.

### OUR IN-HOUSE H.ESSERS ACADEMY

Building on the progress of the H.Essers Academy, which was launched at the end of 2022, we had even greater successes in 2024. With the internationally recognised quality label 'Qfor', and even greater participation due to the increasing variety of training courses. In this way, the Academy has become fundamental in unlocking the potential of our people and promoting continuous professional and personal growth.

### CONTINUATION OF OUR FIT2GROW PROGRAM

In 2024, we continued to focus on mental and physical well-being through our previously introduced approach using respectively MyMindScan and local initiatives in our Fit2Grow program. We launched new campaigns and initiatives within these established concepts.

### GREEN ZONES

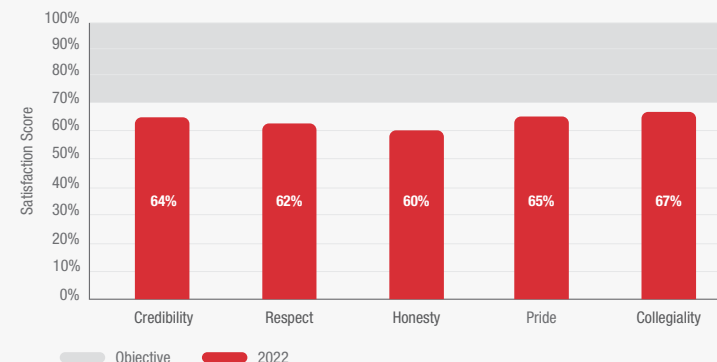
Green surroundings contribute greatly to the environmental well-being of our employees. For some time, we have provided substantial space on new sites for biodiverse greenery, but the situation is more complex on existing sites. Therefore, we introduced small-scale changes in 2024 to our existing sites in Belgium, providing native greenery at the check-in zones of our halls, where our employees can re-energise during a break or lunch in the open air.

## GENDER EQUALITY ROADMAP

Caring for our employees forms a spearhead of our strategy. We provide a work environment and working conditions in which they can be the best version of themselves, and have equal opportunities. Working groups were set up in 2024, with representation from all parts of our organisation. They focussed on identifying areas for improvement and possible initiatives aimed at creating equal opportunities and inclusivity. The resulting ideas were gathered in a longlist of 30 concrete actions, which we will further refine, prioritise, and incorporate into an organisation-wide roadmap in 2025.

### OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- Attain the quality label 'A Great Place to Work'



The Trust Index of **A Great Place to Work** for H.Essers employees in Belgium in 2022. The survey gathers feedback from our employees in five focus domains: Credibility, Respect, Honesty, Pride and Collegiality. With a minimum score of 70% for a representative sample of our employees, we obtain the quality label 'A great place to Work' awarded by the international Business School Vlerick. The last strategic measurement dates from 2022. From 2025 onwards, a new survey will be conducted to monitor progress.



Our company employs a total of 7.949 people (7.665 our own employees and 284 employees of social enterprises), including companies in which H.Essers has a participation of less than 100%.

|   | PERMANENT EMPLOYEES  |   |  | TEMPORARY EMPLOYEES  |   |  | TOTAL        |        |
|---|--|---|--|--|---|--|--------------|--------|
|   |  WHITE COLLAR |  BLUE COLLAR |  DRIVER |  WHITE COLLAR |  BLUE COLLAR |  DRIVER |              |        |
|  Argentina       | 229  | 169   | 38   | 0  | 45  | 0  | 481          |        |
|  Belgium         | 1.398  | 1.474   | 628  | 133  | 651   | 103  | 4.387        |        |
|  Bolivia         | 7  | 0   | 5  | 0  | 0   | 0  | 12           |        |
|  Bulgaria        | 8  | 1   | 66   | 0  | 0   | 0  | 75           |        |
|  Denmark         | 12   | 18  | 0  | 1  | 1   | 0  | 32           |        |
|  Germany         | 19   | 3   | 102  | 0  | 0   | 0  | 124          |        |
|  France          | 31   | 2   | 175  | 0  | 0   | 0  | 208          |        |
|  Italy           | 50   | 6   | 101  | 1  | 0   | 0  | 158          |        |
|  Lithuania       | 6  | 0   | 0  | 0  | 0   | 0  | 6            |        |
|  Luxembourg      | 1  | 0   | 15   | 0  | 0   | 0  | 16           |        |
|  Moldova         | 111  | 0   | 0  | 0  | 0   | 0  | 111          |        |
|  The Netherlands | 173  | 265   | 225  | 25   | 120   | 42   | 850          |        |
|  Norway          | 9  | 0   | 0  | 0  | 0   | 0  | 9            |        |
|  Poland          | 24   | 0   | 234  | 0  | 0   | 0  | 258          |        |
|  Romania         | 259  | 120   | 340  | 3  | 0   | 0  | 722          |        |
|  Spain           | 109  | 86  | 0  | 0  | 5   | 0  | 200          |        |
|  Turkey          | 11   | 1   | 0  | 0  | 0   | 0  | 12           |        |
|  United Kingdom  | 4  | 0   | 0  | 0  | 0   | 0  | 4            |        |
| <b>TOTAL</b>  | <b>2.461</b>   | <b>2.145</b>  | <b>1.929</b>   | <b>163</b>   | <b>822</b>  | <b>145</b>   | <b>7.665</b> |        |
| women   | 997  | 294   | 101  | 54   | 95  | 3  | 1.544        | 20,14% |
| men   | 1.464  | 1.851   | 1.828  | 109  | 727   | 142  | 6.121        | 79,86% |
| < age of 30   | 589  | 430   | 135  | 89   | 449   | 15   | 1.707        | 22,27% |
| age of 30-50  | 1.391  | 1.064   | 883  | 62   | 256   | 65   | 3.721        | 48,55% |
| > age of 50   | 481  | 651   | 911  | 12   | 117   | 65   | 2.237        | 29,18% |
| fulltime  | 2.163  | 1.874   | 1.872  | 146  | 721   | 139  | 6.915        | 90,22% |
| part-time   | 298  | 271   | 57   | 17   | 101   | 6  | 750          | 9,78%  |



|   |  | SCOPE | UNIT             | TARGET              | BASE YEAR (BY) | BY VALUE | 2023    |   | 2024    |   |
|---|--|-------|------------------|---------------------|----------------|----------|---------|---|---------|---|
| Trust Index survey                                    | Credibility  | BE    | %                |                     | 2022           |          | nvt     |   | nvt     |   |
|   | Respect  | BE    | %                |                     | 2022           |          | nvt     |   | nvt     |   |
|   | Honesty  | BE    | %                |                     | 2022           |          | nvt     |   | nvt     |   |
|   | Pride  | BE    | %                |                     | 2022           |          | nvt     |   | nvt     |   |
|   | Collegiality   | BE    | %                |                     | 2022           |          | nvt     |   | nvt     |   |
|   | H.Essers total score   | BE    | %                | 70%                 | 2022           |          | nvt     | - | nvt     | × |
| Collective agreements and social dialog <sup>33</sup> | Employees covered by collective bargaining agreements          |       | %                |                     | -              | -        | 77,03%  |   | 79,97%  |   |
|   | Employees covered by formally elected representatives          |       | %                |                     | -              | -        | 67,74%  |   | 67,01%  |   |
| Lifelong learning                                     | Total number of training hours                                 |       | hours            |                     | 2019           | 112.919  | 151.574 |   | 172.682 |   |
|   | Average number of training hours per employee                  |       | hours / employee | Min. 20h / employee | 2019           | 21,10    | 23,60   | ✓ | 26,15   | ✓ |
|   | Average number of training hours per employee, male            |       | hours / employee | Min. 20h / employee | -              | -        | -       |   | 24,90   | ✓ |
|   | Average number of training hours per employee, female          |       | hours / employee | Min. 20h / employee | -              | -        | -       |   | 27,74   | ✓ |
| Sharing knowledge with schools                        | Total number of interns  |       | # interns        |                     | 2019           | 73       | 134     |   | 89      |   |
|   | Number of interns compared to permanent white collar employees |       | %                | Min. 4%             | 2019           | 4,52%    | 6,27%   | ✓ | 4,12    | ✓ |
| Fit2Grow  | Medical examinations   | BE    | #                |                     |                |          | 2.428   |   | 2.377   |   |
|   | Short-term absenteeism   | (a)   | %                | Max. 3%             | 2019           | 3,13%    | 2,89%   | ✓ | 3,21%   | × |
| Diversity & Inclusion <sup>34</sup>                   | Female employees   |       | %                |                     | 2019           | 18,16%   | 20,55%  |   | 20,14%  |   |
|   | Female members of our Board of Directors                       |       | %                |                     | 2019           | 12,50%   | 25,00%  |   | 29,00%  |   |
|   | Female members of our Management Board                         |       | %                |                     | 2019           | 0,00%    | 0,00%   |   | 0,00%   |   |
|   | Employees under 30 years old                                   |       | %                |                     | 2019           | 17,88%   | 19,94%  |   | 22,27%  |   |
|   | Employees between 30-50 years old                              |       | %                |                     | 2019           | 54,10%   | 49,40%  |   | 48,55%  |   |
|   | Employees over 50 years old                                    |       | %                |                     | 2019           | 28,02%   | 30,66%  |   | 29,18%  |   |
|   | Full-time employees  |       | %                |                     | 2019           | 91,96%   | 91,40%  |   | 90,22%  |   |
|   | Part-time employees  |       | %                |                     | 2019           | 8,04%    | 8,60%   |   | 9,78%   |   |
|   | Cooperation with the social economy                            |       | # employees      |                     | 2019           | 348      | 273     |   | 284     |   |
|   | Cooperation with the social economy                            |       | %                |                     | 2019           | 5,4%     | 3,70%   |   | 3,70%   |   |

(a) BE, BG, PL, RO, NL (as of 2024)





## WORKING ON SAFETY AS A TOP PRIORITY <sup>35</sup>

Safety is our highest priority. We believe that H.Essers can be an incident-free company, and we will do everything possible in our means to achieve this goal. Safety is interwoven throughout the entire organisational structure, and forms part of our operational and policy decisions. Aside from daily safety moments at shift start-up, operational safety meetings and specific working groups, there are specific committees on safety at different levels, chaired by our CEO and COOs of the different departments. Ultimately, all focus points cumulate into the global prevention plan, resulting in an annual action plan.

H.Essers conducts an active prevention policy around the seven welfare domains, with specialists within each domain. We cover all welfare and safety domains in extensive risk assessment, including fire safety, chemical and biological agents, ergonomics, psychosocial aspects and health. The dynamic aspect gives us the opportunity to continuously evolve towards an even safer working environment.

For both Transport and Logistics, a general Risk Inventory and Evaluation (RIE) is drawn up by our prevention department in collaboration with the hierarchical line. Our qualified employees use this general RIE as the basis for their periodical action trackers and safety meetings, with support from our prevention advisors whenever necessary. From the function of manager warehouse onwards, they therefore receive external training as 'prevention advisor level 3' and an external or internal training 'hierarchical line'. The risk analysis is carried out internally, unless additional qualification is required for the preparation and validation of the analysis, such as for the start-up of new operations or activities. In many cases, this concerns process industry such as filling installations or sample rooms for chemical products.

In our pursuit of continuous improvement we set ourselves goals, which we measure, track and communicate. We monitor and analyse all occupational accidents with the aim of optimizing our preventive policy and processes. Reporting an occupational accident follows a fixed procedure, with the aim of obtaining a clear picture of the accident as quickly as possible, and taking the correct measures. We proceed with rollout of such solutions throughout the group if necessary. Each Business Unit Manager is responsible for communicating and complying with the procedure for an occupational accident within his department. An extensive internal process flow provides insight into the steps and associated responsibilities.



” ” The safety culture can only be improved if all employees coach each other consistently and consequently with regards to (un)safe behaviour, with an eye for and respect for each other.

Frederic Buntinx, Senior Manager Safety



## AWARENESS

We ensure that all our employees understand their responsibilities in relation to welfare, and can work in a safe and targeted manner. Through onboarding, recurrent training and coaching they are aware of the risks in the workplace, as well as the existing instructions and the applicable technical and organisational measures. Safety training is provided by both our internal qualified trainers and by external experts. Depending on the job content, we offer our employees compulsory education and training on specific topics such as chemical agents and spill management for warehousing and ADR training, cargo security and Behaviour Based Safety (BBS) training for transport.

Awareness is further stimulated by making 'Safety' a regular agenda item at our daily start-up, by weekly team meetings and staff meetings with a focus on safety and by starting most meetings and events with employees and customers with a safety moment. In addition, we regularly highlight safety tips or specific procedures through campaigns on various channels.

The presence and monitoring by our managers, prevention advisors, safety stewards, safety specialists and driver mentors in the workplace enables us to monitor the application of existing measures and procedures in practice, and where necessary to further coach our employees in the desired, safe behaviour. In addition, we focus on positive results through our 5S award or damage-free certificates for drivers.

## TECHNICAL & ORGANISATIONAL MEASURES

In order to guarantee the highest level of safety at all times, we focus on both technical and organisational measures for all our activities and we provide our employees with correct and necessary training, instructions and work equipment.

### 5S AUDIT & AWARD

As part of our operational excellence programme, we are strongly committed to the 5S method which we already implemented in all our warehouses. In order to guarantee a neat, orderly and safe working environment, H.Essers has added "Safety" and "Security" to the well-known 5S steps (Sort - Straighten - Sanitise - Standardise - Sustain). On a monthly basis our Warehouse operations carry out a 5S audit themselves, and on a quarterly basis an independent audit is performed by our engineering department, after which a winner of our 5S award is determined.

## BEHAVIOR BASED SAFETY (BBS) TRAINING

Every driver at H.Essers receives a BBS and efficient driving training after six months of employment, which is renewed every five years. During this training, our driver mentors teach our drivers how to behave even more safely while performing their job. Topics covered include road safety, the prevention of accidents at work, cargo securing, securing vehicles against theft and illegal immigrants, how to deal with aggression, and a correct driving style (e.g. braking, coasting). This follow-up not only results in safer driving behaviour but also has the added advantage of lower energy consumption and less wear and tear on materials.

## ERGONOMIC INVESTMENTS

We are strongly committed to the prevention of physical injury caused by ergonomic problems, for all departments and employees throughout the company. This requires our constant attention.

The fleet of trucks and warehouse rolling stock are renewed every 5 years, ensuring the latest ergonomic and safety additions such as extra high cabins, ergonomic driver's seat and air suspension for our trucks. We continuously investigate additional measures in both transport and warehousing, such as electric pallet lifts, pneumatic lifts and vacuum lifts for heavy lifting, telescopic roller conveyors for unloading of containers, pallet dispensers, automation, and so forth.

All office workers have ergonomic office chairs, and have the option of height-adjustable desks, footrests and document holders. In addition, the prevention service can always be called upon to optimise the workspace, and we have the necessary training and guidelines to provide the best sitting posture during desk work.

## SAFETYFIED

Through Safetyfied we focus on the safe usage of rolling stock in our warehouse and cross-docking environments. This is realised through a combination of technical and organisational measures, and awareness. Consider amongst others the introduction of blue spots, curve control, glass protective roofs, scanner holders and universal settings on our machinery, updates of the different risk analyses, onboarding, toolboxes, digital signage, and so forth. Our warehouse operations themselves perform a weekly digitised Safetyfied audit. Thanks to the accompanying internal reporting, we gain a clear picture of the impact and reach of information, communication and training courses, so we can adjust them where necessary.



## PROGRESS <sup>36</sup>

### LOCAL SAFETY DAYS FOR LEADERSHIP

In 2023 we initiated the concept of local safety days to increase awareness and knowledge at our Seveso sites in Belgium. In 2024, this concept was expanded to other sites and crossdocks in Belgium. Each year, a safety day of several hours is organised at each site for local leadership. The target group includes trainers, warehouse coordinators and operations managers. Information is exchanged and involvement is increased in an interactive manner, by means of presentations, workshops and quizzes on self-proposed topics.

### TACTICAL LEADERSHIP PROGRAM

With the established tactical leadership program, managers are trained in operational and personal leadership. As safety is a basic principle, it was not demarcated as an individual chapter but fully interwoven with all existing aspects of the training. In this way, connections were made to insights profiles, competencies, and behaviour in safety situations. In addition, safety aspects were included in existing practice-oriented exercises and cases.

### DIGITISATION OF OCCUPATIONAL ACCIDENTS & INCIDENT DECLARATIONS

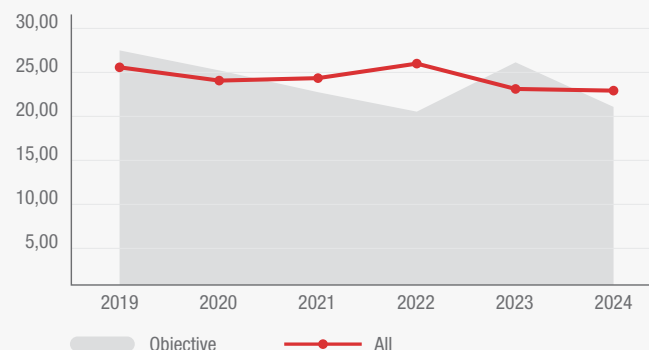
In 2024, we standardised and digitised the declarations of occupational accidents, and First Aid and security incidents in Belgium, by means of our digital quality system Bizzmine. The updated workflows will come into operation from 2025 and will provide simplification of the internal processes and the cooperation with the insurance provider. In addition, it lays the foundation for further future analysis and roll-out across new locations.

### SAFETYFIED 2.0

Through Safetyfied we continue to focus on the safe usage of rolling stock in our warehouse and crossdock environments. The basic rules have long been introduced and adopted. With Safetyfied 2.0 we brought them to attention again in 2024 and built on this concept with new and supplementary training material. Starting 2025 we will introduce so-called Safetyfied audits; digitised weekly audits performed by operations, with accompanying internal reporting. This provides a clear picture of the impact and reach of information, communication and training courses, so we can adjust them where necessary.

## OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- The frequency rate of occupational accidents improves annually by 10%



\*Overview of the **frequency rate** of our warehousing operations in Belgium, Denmark, Romania, Italy (as of 2019), the Netherlands (as of 2021) and Spain (as of 2023), as well as our transport operations in Belgium (as of 2019), Spain (as of 2023) and the Netherlands (as of 2024, Infrastructure business unit). The frequency rate is the ratio of the total number of occupational accidents to the number of hours of risk exposure multiplied by 1.000.000.

|                               | SCOPE  | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2023  |       | 2024 |       |   |
|-------------------------------|--|------|--------|----------------|----------|-------|-------|------|-------|---|
| Health & safety <sup>36</sup> | Frequency rate of work-related accidents                   | (*)  | n/a    | -10% per year  | 2019     | 25,32 | 22,94 | ✓    | 22,70 | × |
|                               | Severity rate of work-related accidents                    | (*)  | n/a    |                | 2019     | 0,75  | 0,72  |      | 0,56  |   |
|                               | Number of recordable work-related accidents                | (*)  | #      |                | 2019     | 127   | 135   |      | 145   |   |
|                               | Number of fatalities as a result of work-related accidents | (*)  | #      |                | 2019     | 0     | 1     |      | 0     |   |
|                               | Number of days lost to work-related accidents              | (*)  | days   |                | 2019     | 3.676 | 4.259 |      | 3.594 |   |



## THINKING AND WORKING WITH CUSTOMER FOCUS

We want to think with our customers to make their supply chain more sustainable and efficient. Customer Intimacy is an approach that has characterised our company since its early years. It means that we are very close to the customer and want to further connect with them by understanding their needs, finding solutions together, excelling in our services and investing in sustainable long-term relationships. For our strategic customers, we apply a tailor-made strategy plan with an adapted service and development model. In addition to the intensive operational and commercial contacts, we organise formal meetings for all our strategic customers: the corporate Strategic Business Review meetings every year, the Quarterly Business Review meetings per business line every quarter and the operational Monthly Business Review meetings every month. They follow a fixed agenda and format with room for input from both the customer and H.Essers, on a strategic, tactical and operational level.

## SATISFACTION SURVEY AS A SHARED INSTRUMENT

For our strategic customers, we conduct an annual satisfaction survey as a shared instrument with our customer. This survey enables us to arrive at quantitative findings based on the Net Promotor Score, as well as qualitative findings which we discuss with our customer and use to identify follow-up steps, optimise processes, develop new solutions, and so on. Our target is to improve the Net Promotor Score by 20% by 2025 compared to 2022 as base year.

## MANAGING OUR KNOWLEDGE

We want to be a research-oriented organisation and make new and accumulated knowledge accessible by sharing it with others. We are investing in high-quality processes, systems and resources to ensure quality and thoroughness. Every year, H.Essers organises 3 expert events for strategic customers and other stakeholders and sends out 3 segmented newsletters. Depending on the topic or for specific expert events, we also launch white papers to share our knowledge with our stakeholders.

## INNOVATING AND DEVELOPING SUSTAINABLE SOLUTIONS

We continuously invest in research and technological developments to increase our added value for customers and other stakeholders. We challenge existing models to work towards sustainable and innovative solutions for the supply chain of the future. In addition to being a supply chain partner, we also want to be a knowledge partner for our customers. This will help us maintain a pioneering position in our sector.

Our innovation portfolio focuses on the domains of Smart Warehousing, Smart Transport and Digitisation of Administration. The central coordination by our engineering department provides us insight into the different innovation projects, and the phase they are in: from idea generation, via analysis, design and development, to proof of concept, and, finally, realisation and up-scaling. In concrete terms, we aspire to launch a minimum of six projects per year, both in warehousing and transport. A steering committee evaluates the progress and strategy of both of these each quarter.

Concerning the coming years, in the area of warehousing, we mainly wish to respond to the trend for increased robotisation. We are evolving from conventional warehouses to automated warehouses. That is why automation and robotisation are major sources of innovation projects. In the area of transportation, we see even more focus on decarbonisation. Electrification plays an important role as source of numerous initiatives relating to the fleet, and the entire ecosystem. In addition, artificial intelligence is here to stay, and the entire organisation is looking for possible use cases.



## PROGRESS

### CHALLENGES IN CHEMICAL LOGISTICS

[Watch the after movie of our expert event](#)

### COMPETITIVENESS OF THE EU CHEMICAL INDUSTRY AND THE SUBSEQUENT IMPACT ON SUPPLY CHAINS

[Read the expert paper here](#)

### WOMEN IN LOGISTICS

[Watch the aftermovie of our Expert Event](#)

### ROBOTIC PICKING & RESTACKING

Smart Warehousing | Analysis | ●●●●●●

Automatic picking using a stationary robot.

### ROBOTIC TRUCK UNLOADING

Smart Warehousing | Analysis | ●●●●●●

Automatic unloading of boxes from a loose loaded container.

### AMR GOODS TO MAN

Smart Warehousing | Design & Development | ●●●●●●

Focuses on the redesigning of warehouse part picking, through the implementation of AMRs for horizontal pallet transport. Following a successful proof of concept and supplier selection in 2023, in 2024 AMRs are being used for initial implementation, with integration in our WMS and our safety systems, including deployability in Seveso warehouses.

### AI POWERED DG TOOL

Smart Warehousing | AI | Realization | ●●●●●●

The project focuses on the development of an automatised, fully integrated system to manage the dangerous goods information for all relevant departments. After a successful proof of concept in 2023 for AI-powered data extraction from SDS, in 2024 this was expanded to all relevant information, and a business tool was developed for automated analysis and integration with systems such as WMS and TMS.

### AUTOSTORE AUTOMATION

Smart Warehousing | Design & Development | ●●●●●●

Automatic storage and picking using an autostore solution.

### PHARMA CROSSDOCK AUTOMATION

Smart Transport | Analysis | ●●●●●●

Automatisation of inbound and outbound cross-docking activities using a shuttle system and an AMR system.

### SMART BATTERY STATION

Smart Transport | Realization | ●●●●●●

Commissioning of a stationary battery at our Healthcare crossdock facility.

### FLEXIBLE SIDE SKIRTS

Smart Transport | Design & Development | ●●●●●●

Equipping our trailers with flexible side skirts to improve aerodynamics, and thereby reduce fuel consumption and emissions.

### TRANSPORT DOCUMENT CLASSIFICATION AND DATA EXTRACTION

Smart Transport | AI | Analysis | ●●●●●●

Classification by means of AI software of the digitised versions of physical documents on the basis of lay-out and contents, including the selection of suppliers.

### END TO END VISIBILITY

Smart Transport | Design & Development | ●●●●●●

The project aims to improve the visibility of shipments for customers, by integrating own and third-party data into our TMS application. This contributes to the growth of our services, allowing us to develop an integrated platform that makes the whole supply chain, - including marine freight, air freight and warehousing-, transparent for both internal processes and client expectations.

### E-AXLE

Smart Transport | Analysis | ●●●●●●

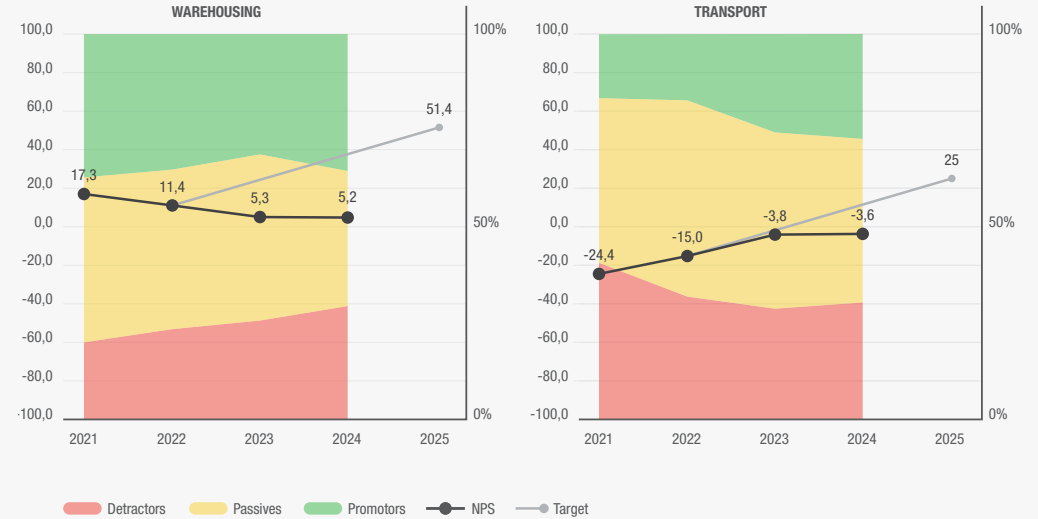
Equipping of trailers with an E-axle, which, during transportation, generates power for our refrigerated units, and thereby makes the further electrification of refrigerated transport possible.



## OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- The Net Promotor Score (NPS) resulting from the customer satisfaction survey among our strategic customers improves by 20% by 2025, compared to 2022

The Net Promotor Score indicates to which extent our customers would recommend H.Essers to friends and colleagues. This is expressed as the difference between the percentage of promoters and detractors, which respectively indicated a score of 9 or 10, and a score of 6 or less. Specifically, we translate our target of +20% in 2025 compared to reference year 2022 into a total improvement of 40 points in 2025, which we convert into annual targets according to a linear trajectory.

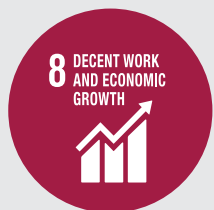


|  |                                 | SCOPE | UNIT | TARGET                  | BASE YEAR (BY) | BY VALUE | 2023 | 2024 |
|--|---------------------------------|-------|------|-------------------------|----------------|----------|------|------|
| Thinking and working with customer focus | NPS Warehousing                 |       | n/a  | 20% improvement by 2025 | 2022           |          | 5,3  | 5,2  |
|  | NPS Transport                   |       | n/a  | 20% improvement by 2025 | 2022           |          | -3,8 | -3,6 |
|  | NPS H.Essers                    |       | n/a  | 20% improvement by 2025 | 2022           |          | 0,6  | 1,4  |
|  | Expert events                   |       | #    | Min. 3 per year         | 2019           | 1        | 4    | 3    |
|  | Segmented newsletters           |       | #    | Min. 3 per year         | 2019           | 3        | 2    | 2    |
|  | Expert papers                   |       | #    |                         | 2019           | 4        | 1    | 1    |
|  | Innovation projects Transport   |       | #    | Min. 6 per year         | 2019           | 6        | 6    | 6    |
|  | Innovation projects Warehousing |       | #    | Min. 6 per year         | 2019           | 6        | 5    | 5    |



# GOVERNANCE INFORMATION

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## MAINTAINING INTEGRITY

Integrity, respect and unconditional compliance with applicable standards and values are the foundations on which we built our business model. We want to reflect this in all our processes, in all employees and at all sites. Our name and reputation stand for good, transparent relationships and partnerships with all stakeholders, focusing as much as possible on long-term partnerships.

## ENSURING QUALITY

Anyone who works with us or engages our services knows that H.Essers always strives for excellent quality. We want to ensure the quality of all our processes to the maximum, thus being a partner that unburdens the customer in all areas. All our people are fully committed to this quality guarantee, and the close cooperation of our transport and warehousing operations with our supporting departments is a crucial success factor. The various management systems have a mature and stable operation, which we constantly optimise and refine and maximally standardise and digitise with our electronic quality system Bizzmine. In function of specific activities and customer requirements, we implement various quality systems. Given our continued growth strategy, we regularly start up new sites. In case of high-Seveso sites, we aim to obtain the specified certificates, namely ISO 9001, ISO 14001 (in Belgium) and SQAS within 18 months after start-up.

- ISO 9001: Quality management systems

All H.Essers activities.

ISO 9001 defines how a quality management system (QMS) must be established, implemented, maintained, and continually improved. Conformity means that an organisation has put in place effective processes and trained staff to deliver flawless products or services time after time.

- ISO 14001: Environmental management systems

All warehousing activities on high-seveso sites in Belgium.

ISO 14001 provides a framework for organisations to design and implement an environmental management system (EMS), and continually improve their environmental performance. This allows organisations to ensure they are taking proactive measures to minimise their environmental footprint, comply with relevant legal requirements and achieve their environmental objectives.

- SQAS: Safety and Quality Assessment System for sustainability

All warehousing activities on high-Seveso sites and transport activities of our Chemicals segment.

SQAS is a globally recognised assessment system developed by Cefic that evaluates the safety, environment, security, health, quality and corporate social responsibility, of logistics service providers and chemical distributors enabling them to achieve supply chain excellence.

- GDP: Good Distribution Practices

All warehousing and transport activities of our Healthcare segment.

The EU Good Distribution Practices (GDP) guidelines are standards provided by the European Union to ensure control of the distribution chain of medicinal products for human and veterinary use. When a company is compliant with the GDP guidelines it can be licensed by the Ministry of Health with a GDP certificate, this is a proof for the customer that the company is a safe step in the distribution chain to maintain the quality and integrity of the medicinal product.

- ISO 27001: Information security, cybersecurity and privacy protection

All IT services provided from Genk to our various business departments, including the supporting services directly impacting the former.

ISO 27001 defines the requirements and guidelines for establishing, implementing, maintaining and continually improving an information security management system. Conformity means that an organisation or business has put in place a system to manage risks related to the security of data owned or handled by the company, and that this system respects all best practices and principles.



## INFORMATION SECURITY AND SECURE USE OF COMPUTERS

H.Essers recognises that with information systems, the unexpected can and will happen – from simple situations to major outages. To ensure continuity, we integrated an ISO 27001-certified Information Security Management System (ISMS) into our IT organisation. Our policies and procedures define how the different areas of information security are managed. Management and monitoring are done through our Information Security Steerco. Security is understood broadly: physical security of data centres, offices, vehicles and assets, state-of-the-art firewalls, access control, and so on. A clear change management process ensures that changes work as intended and the security and safety of our operational systems is guaranteed. Any incidents are managed through an incident response plan, and disaster recovery procedures are available for all critical systems. Again, the human factor is crucial. All employees are required to act in accordance with policies, guidelines and procedures. Our Code of Conduct reiterates these expectations. We run awareness campaigns, and we provide short, periodic training sessions of maximum 10 minutes on cyber threats. Our compliance with NIS2 is also demonstrated through our ISO 27001 accreditation.

” Compliance defines the positive contours within which ‘entrepreneurship’ can bloom successfully.

Katelijne Walschaerts, Business Unit Manager Legal & Insurance

## H.ESSERS CODE OF CONDUCT <sup>37</sup>

H.Essers is a true family business. Not only in name and management, but also in the workplace and in our daily operations. Our Code of Conduct describes the standards and values we expect from all H.Essers employees in the workplace. This applies to dealing with colleagues, customers, stakeholders and company property. The Code of Conduct is enclosed as an addendum to the employment contract and is available in 12 languages. We also provide training for managers and risk groups and organise various internal awareness campaigns to promote ethical behaviour. The Code of Conduct is structured around 6 shared commitments.

## PROTECTING THE INTEREST OF THE H.ESSERS CUSTOMER

To foster the relationship with our customer, we invest heavily in customer intimacy. We strive to communicate transparently and honestly with customers, to take the time to listen and understand, and to handle any complaints constructively and promptly.

## RESPECTING STANDARDS AND LAWS

National and local governments are important stakeholders in our business. They create the legal and regulatory framework within which we operate and we strictly monitor compliance with them. We strive to comply with the law not only in letter but also in spirit.

## ACTING WITH INTEGRITY

At H.Essers, we are committed to honest and ethical business practices. Our company does not accept any form of corruption or bribery. We take care of our employees, customers, suppliers and other stakeholders, including their confidential data. We have zero tolerance for bullying, discrimination, intimidation, child and forced labour and human rights abuses. For H.Essers, the rule of fair competition is very simple: ‘fair play’. Unfair competition is unacceptable.

## CREATING A SAFE AND HEALTHY WORKING ENVIRONMENT

The logistics sector is exposed to many safety and health risks. We continuously develop initiatives to support and guarantee the mental and physical well-being of our employees, partners and stakeholders. We expect all employees to do their part by paying attention to safety and health, to lead by example and to encourage the same behaviour in other colleagues or partners.



## ACTING SUSTAINABLY AND RESPONSIBLY

The logistics sector plays a crucial role in the transition to a climate neutral and sustainable society. Our company is a pioneer in this field within our sector. Our employees share the responsibility of actively contributing to the realisation of our sustainability ambitions. We publish an annual sustainability report in which we communicate openly and transparently.

## RESPECTING EACH OTHER AND STRIVING FOR A GOOD REPUTATION

H.Essers has a positive corporate culture that is promoted by our employees. Mutual respect and a constructive attitude are crucial. We expect all our employees to maintain high standards of professional behaviour.



## REPORTING GUIDELINES AND SANCTIONS <sup>38</sup>

Our company strictly condemns any violations of this Code of Conduct, which applies to all of our facilities and activities. Serious breaches may, depending on their nature and the applicable laws and regulations, lead to (labour) law sanctions and, in certain cases, even criminal charges and/or prosecution. We believe it is crucial to listen to the concerns expressed by our employees and to understand and respond to them in the fairest and most effective way. Employees can reach out via the established and customary channels: their manager, confidential contact person, local HR business partner, safety coordinator or site manager. Employees can turn to the compliance manager if for any reason matters cannot be reported through the above-mentioned channels, or if serious matters are suspected. In accordance with the law, we have an internal and external procedure. Each report is considered individually and additional measures are taken if necessary.

## WHISTLEBLOWER POLICY AND CHANNEL <sup>39</sup>

H.Essers is committed to conducting its business in accordance with all applicable laws, rules and regulations and we believe in acting and communicating openly, honestly and fairly. This commitment and these requirements apply both internally to our employees and externally when collaborating with customers, suppliers and third parties. Our Whistleblowing policy provides additional guidance in the specific context of Whistleblowing as per the EU Whistleblower Directive (EU 2019/1937) and its implementation in the respective national legislations. We strongly encourage our employees to internally, confidentially or anonymously report any facts that could be detrimental to H.Essers, using the whistleblower tool provided. In this way, the Whistleblowing report can be handled quickly according to the steps defined in our policy, by a specialised and expert team of Whistleblowing Officers, which have the necessary understanding of the H.Essers structure and activities to carry out a thorough investigation, with guarantees for the Whistleblower against Retaliation, whilst also ensuring all parties confidentiality. Our policy also refers to external reporting channels to the extent those have been made available by national laws and the competent authorities.



## COLLABORATING WITH SUPPLIERS

Our procurement policy aims to generate added value for all internal stakeholders by providing sustainable, qualitative and cost efficient solutions. In this way, we ensure continuity and consistent growth within our corporate growth strategy. Our policy is centred on three core values: Long-term relationships, innovation and sustainability. We strive to establish long-term relationships with our suppliers with integrity, through short communication lines and frequent review meetings. H.Essers wants to continue to focus on innovation, which our purchase department facilitates by carefully analysing innovative products and evaluating them for added value. We want to enter into a dialogue with our preferred suppliers to improve the sustainability of their products or services and their operations. We are happy to share our own experience and support their efforts wherever possible. We integrate ecological and social aspects as much as possible in our purchasing criteria, and clarify the minimum standards that our suppliers must meet via the H.Essers [Supplier Code of Conduct](#) which is part of our general terms and conditions of purchase.

## MEMBERSHIP OF ASSOCIATIONS <sup>40</sup>

As a major player in the international market, our company believes in the importance of social and commercial interaction, social investment and representation of the interests of our sector. After all, we are not an isolated organisation - our services will have more room for further growth if we join forces and exchange knowledge with other actors. That is why H.Essers follows or participates in the work of multiple associations in and around the logistics sector. We distinguish between the associations in Addendum 2 in which we hold a position on a governance body or provide a financial contribution beyond routine membership dues, and the associations of which we are regular members. In both cases, we focus on content collaboration and mutual knowledge sharing, not on exerting political influence.



## PROGRESS

### Exceptional SQAS scores for our transport operations

Safety and quality requirements for logistics service providers are becoming increasingly complex. The exceptional SQAS scores for H.Essers in 2024 are a testament to our dedication to safety, sustainability and excellent quality in transport. Some highlights of our transport operations: Tessenderlo Transport 89%, Tank cleaning center 95%, Bergen-op-Zoom Transport 93%, Genk Transport 95%, Zeebrugge Liquid Bulk 92%. These results reflect our continuous commitment to maintaining the highest standards within our chemicals transport operations.

### Exceptional SQAS scores for our warehousing operations

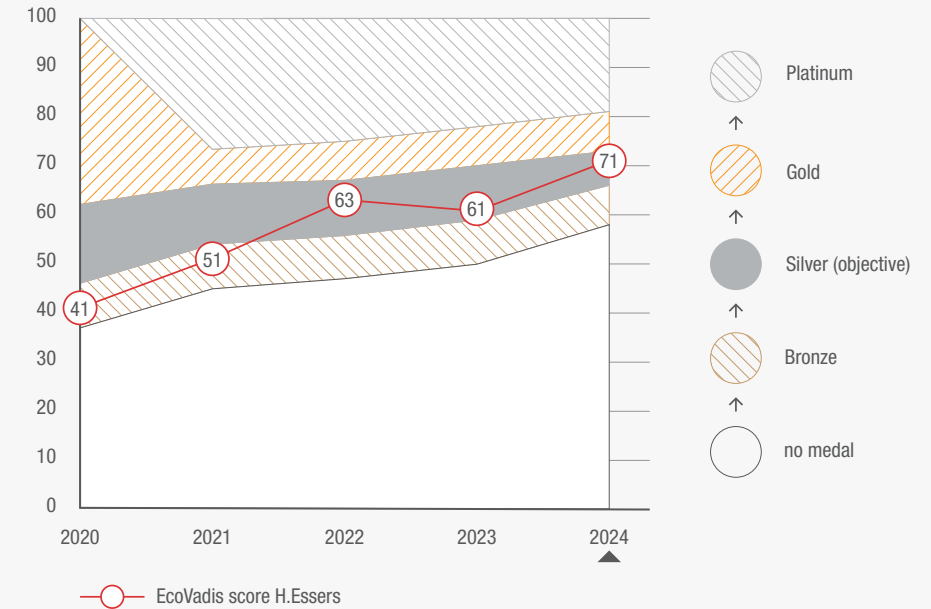
For our warehousing operations, equally exceptional results also reflect our continuous commitment to maintaining the highest standards across our high-Seveso locations: Lommel Kristalpark 92%, Genk Warehouse 7-10-11 95%, Ghent 95%, Genk Dry Port 95%, Wilrijk 88% (for the first time including container yard), Bolintin Deal, Romania 95%.

### Preparing for EU CSRD obligations

In 2020, we voluntarily launched our first sustainability report, drawn up according to the GRI standard. It provides an objective, transparent overview of the evolution of our material topics and actions. While the sixth edition has now been published, the EU has introduced the mandatory standard with the CSRD directive. In 2024, we carried out an extensive gap analysis with the relevant internal stakeholders. In 2025, we will convert this into a concrete action plan. In the meantime, the EU Commission launched the Omnibus proposals to simplify all kinds of reporting obligations. While we await clarity from the legislator, we are taking, in our own assessment, further steps that we consider necessary towards CSRD-compliant reporting.

## OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- H.Essers wants to obtain the EcoVadis 'Silver' sustainability rate and, as a minimum, maintain it.



EcoVadis, the reference in business sustainability rating, awards an annual sustainability score for ethical entrepreneurship. The assessment covers environmental, social and ethical performance. The indicator shows the evolution of the EcoVadis score achieved by the H.Essers group from 2020 onwards, as well as the yearly evolution of the EcoVadis requirements per medal.



|                               |  | SCOPE | UNIT       | TARGET | BASE YEAR (BY) | BY VALUE | 2023   | 2024   |
|-------------------------------|--|-------|------------|--------|----------------|----------|--------|--------|
| EcoVadis                      | EcoVadis score   |       | %          |        | 2020           | 37       | 61     | 71     |
|                               | EcoVadis medal   |       | N/A        | Silver | 2020           | Bronze   | Silver | Silver |
| Quality overall               | ISO 9001 certified sites                                 | (a)   | % of sites |        | -              | -        | 87%    | 88%    |
|                               | ISO 14001 certified sites                                | (a)   | % of sites |        | -              | -        | 28%    | 27%    |
|                               | ISO 27001 certified sites                                | (b)   | % of sites |        | -              | -        | 85%    | 83%    |
|                               | Confirmed information security incidents <sup>(c)</sup>  | (b)   | #          |        | -              | -        | 0      | 0      |
| Quality Warehousing           | ISO 14001 certified sites, Chemicals                     | (a)   | % of sites |        | -              | -        | 80%    | 80%    |
|                               | SQAS certified sites, Chemicals                          | (a)   | % of sites |        | -              | -        | 80%    | 87%    |
|                               | GDP certified sites, Healthcare                          | (a)   | % of sites |        | -              | -        | 100%   | 100%   |
| Quality Transport             | SQAS certified sites, Chemicals                          | (a)   | % of sites |        | -              | -        | 46%    | 46%    |
|                               | GDP certified sites, Healthcare                          | (a)   | % of sites |        | -              | -        | 57%    | 63%    |
| Code of Conduct <sup>41</sup> | Significant violations of the legislation <sup>(d)</sup> |       | #          |        | 2019           | 0        | 0      | 0      |
|                               | Registered cases of corruption                           |       | #          |        | 2019           | 0        | 0      | 0      |
|                               | Informal psychosocial interventions                      | BE    | #          |        | 2019           | 13       | 11     | 18     |
|                               | Formal psychosocial interventions                        | BE    | #          |        | 2019           | 0        | 0      | 0      |
|                               | Whistleblower reports                                    |       | #          |        | -              | -        | 0      | 0      |
| Collaborating with Suppliers  | Number of suppliers which signed our SCoC                |       | #          |        | 2022           | 153      | 127    | 152    |
|                               | Share of spend with suppliers which signed our SCoC      |       | % of spend |        | 2022           | -        | 5%     | 7%     |

(a) Determined based on operational transport or warehousing sites, respectively where we perform transport activities (incl. crossdock, planning and customer service and excl. 5 operational sites in business unit Infra) or logistics activities (excl. on-site activities).

(b) As described in (a), but incl. 5 operational sites in business unit Infra.

(c) Determined based on the number of confirmed violations of corporate policy and successful security breaches.

(d) Determined based on the information regarding fines in our financial reporting, with a lower limit of 0,5% of the balance sheet total.





# CLOSING REMARKS

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Dear reader,

As we reflect on this past year, we are proud to say that we have done more than achieve our sustainability goals – we exceeded them. Through continuous innovation in AI, automation, and robotics, we are making our logistics processes safer, more efficient, and more sustainable every day. Tangible examples of this include projects like SDS document processing using AI, AMRs, on-site battery packs, the further greening of our fleet, and our new fossil-free construction projects. At the same time, initiatives like Women in Logistics have allowed us to take meaningful steps towards greater diversity and inclusion in our sector. In addition to our continued growth in Belgium, we expanded internationally by opening a new branch in Denmark, expanding our branch in Romania, and securing a strategic acquisition in France. Throughout this expansion, we managed to further reduce our CO<sub>2</sub> emissions per unit transported, proving that growth and sustainability can go hand in hand.

These accomplishments are just the beginning. With our 2024-2028 strategy, we are raising the bar even higher. By 2030, we aim for zero operational emissions from energy use for our warehousing activities and a 42% reduction in greenhouse gasses for the entire company. With concrete strategic programs focused on carbon-neutral transport, electric charging hubs, carbon-neutral warehousing, and our Greatest Place to Work pillar, we are taking important strides forward. This isn't a revolution but an evolution that we're shaping together with our stakeholders.

We realise that the journey to 2028 – the year we'll celebrate our 100th anniversary – will bring challenges as well. From tighter regulations and technological hurdles in electrification and robotics to an ambitious growth strategy under complex macroeconomic conditions. But just as the choices we made in the past laid the foundation for who we are today, the decisions we make now will determine who we become tomorrow.

That's why we want to extend a sincere thank you to all of our employees, clients, suppliers, and partners for their trust, for their knowledge, and for helping us build a more sustainable future. In a world that's constantly changing and with the bar being set ever higher, we can only make a difference by working together.

Thank you for joining us on this journey,

**Tom Gielen**, Director Strategic Transformation

# ADDENDA

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# ADDENDUM 1 | GRI CONTENT INDEX

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This report for H.Essers BV was drawn up in accordance with the GRI standards for the period of 1 January 2024 to 31 December 2024. It complies with all reporting principles and requirements set out in the GRI 1 Foundation 2021 edition.

The report contains footnote numbers that refer to the same number in the table below, which contains an index of all the GRI disclosures this report complies with. To find out what content a disclosure relates to, just click on it. We will immediately take you to the right page where you will also find the reference number of the disclosure in question.

## GENERAL EN TOPIC SPECIFIC DISCLOSURES

- |   |   |    |   |    |  |
|---|---|----|---|----|--|
| 1 | GRI 2-1<br>Organizational details<br>GRI 2-3<br>Reporting period, frequency and contact point<br>GRI 2-5<br>External assurance  | 5  | GRI 2-1<br>Organizational details<br>GRI 2-6<br>Activities, value chain and other business relationships                          | 11 | GRI 2-9<br>Governance structure and composition<br>GRI 405-1<br>Diversity of governance bodies and employees   |
| 2 | GRI 2-22<br>Statement on sustainable development strategy   | 6  | GRI 2-6<br>Activities, value chain and other business relationships   | 12 | GRI 2-9<br>Governance structure and composition<br>GRI 2-11<br>Chair of the highest governance body  |
| 3 | GRI 2-1<br>Organizational details<br>GRI 2-2<br>Entities included in the organization's sustainability reporting<br>GRI 2-6<br>Activities, value chain and other business relationships<br>GRI 2-7<br>Employees | 7  | GRI 2-6<br>Activities, value chain and other business relationships   | 13 | GRI 2-12<br>Role of the highest governance body in overseeing the management of impacts<br>GRI 2-15<br>Conflicts of interest   |
| 4 | GRI 2-23<br>Policy commitments  | 8  | GRI 2-6<br>Activities, value chain and other business relationships   | 14 | GRI 2-10<br>Nomination and selection of the highest governance body<br>GRI 2-18<br>Evaluation of the performance of the highest governance body<br>GRI 2-19<br>Remuneration policies |
|   |   | 9  | GRI 3-1<br>Process to determine material topics<br>GRI 3-2<br>List of material topics<br>GRI 3-3<br>Management of material topics |    |  |
|   |   | 10 | GRI 2-9<br>Governance structure and composition   |    |  |



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GRI 2-19  
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GRI 2-20  
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GRI 401-2  
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GRI 405-2  
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GRI 2-13  
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GRI 2-17  
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## REASONS FOR OMISSION

**GRI 2-21**  
Annual total compensation ratio

The necessary salary information is not available for the whole group, due to majority participations and recent acquisitions.

**GRI 2-19**  
Remuneration policies

The various forms of remuneration we offer the members of our Management Board as requested in GRI 2-19 (a)i-v are not disclosed publicly, given the confidentiality and sensitivity of this information.

**GRI 2-7 b-iii**  
Employees: non-guaranteed hours employees

The necessary information is currently unavailable but will be made transparent as part of CSRD alignment.



## ADDENDUM 2 | MEMBERSHIPS

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### BELGIUM

#### VOKA NATIONAAL & VOKA LIMBURG

MEMBER OF THE BOARD AND EXECUTIVE COMMITTEE

VoKa is the Flemish network of enterprises and supports the interests of Flemish entrepreneurs. Entrepreneurs can also find advice here and be brought into contact with other companies.

#### FEBETRA

BOARD MEMBER

The royal federation of Belgian carriers and logistic service providers offers support to professionals on the road.

#### LPL

MEMBER STEERING COMMITTEE

Logistiek Platform Limburg provides strategic support to the logistics sector in Limburg. The LPL Steering Committee shapes the “triple helix” by representing logistics companies, knowledge institutes and the government.

#### VIG

BOARD MEMBER

Verenigde Industriëlen Genk is a Genk-based business association that represents the interests of business leaders, industrial companies and entrepreneurs in Genk and Zutendaal.

#### VIL

BOARD MEMBER

VIL has been appointed by the Flemish government as the single point of contact for logistical companies in Flanders and aspires to create an economic and social added value for companies.

#### VKW LIMBURG

MEMBER OF THE BOARD, MEMBER OF THE EXECUTIVE COMMITTEE, MEMBER OF WORKGROUPS

VKW Limburg is an independent employers’ organisation. It connects companies and strengthens enterprises in Limburg.

#### PICS BELGIUM

MEMBER OF THE BOARD

PICS is a non-profit organisation and provides knowledge and training about supply chains and logistics to partners in the sector. PICS also creates networking opportunities.

#### LOGISTICS IN WALLONIA

MEMBER OF THE BOARD

Competitive cluster established to develop and promote the transport and logistics domain in Wallonia beyond its borders, by coordinating actions, defining a common strategy and optimising human and technological resources.

#### SCORPEON

MEMBER OF THE BOARD

Scorpeon’s ambition is to position the role of supply chain management and procurement more clearly and to promote its added value.

#### FORWARD BELGIUM

CHAIR OF THE BOARD

Represents forwarders, customs agents and logistics service providers and is a single point of contact for anything concerning forwarding, customs, transport organisation and logistics.



#### EKONOMIKA ALUMNI SPONSOR

The production & logistics department of Ekonomika consists of alumni and academics who create a connection between business and innovative academic research.

#### PREBES MEMBER PROVINCIAL COMMITTEE

Supports people and companies active in health, safety and the environment. Members are given access to an online competence centre, but also all kinds of activities and courses.

#### VEGHO HAVENRAAD MEMBER OF THE BOARD

VeGHO offers the Ghent Port Companies specific operation and support in, in order to support an accessible and economically sustainable playing field in the port. With a focus on stable employment and sustainable creation of added value.

## ROMANIA

#### BEROCC MEMBER OF THE BOARD & FOUNDING PARTNER

Berocc is a recognised Chamber of Commerce that wants to promote Belgian, Luxembourg, Romanian and Moldavian trade and investment. H.Essers pays the membership fee through a sponsorship contract.

## SPANJE

#### TRANSCALIT MEMBER OF THE BOARD

TRANSCALIT is the Catalan Transport Federation of Barcelona. Since its beginnings as a Federation in 1962, TRANSCALIT has defended and represented the interests of the Transport of Goods by Road before the different Organizations and Administrations. Always with the ultimate goal of improving the quality and professionalism of our companies, helping them adapt to the environment. TRANSCALIT is present in all Administration institutions as well as in Business Organizations at a general and sectoral level.

#### AEQT DIAMOND BUSINESS PARTNER

The Chemical Business Association of Tarragona (AEQT) was established in 1977 with the objective of representing the chemical sector of Camp de Tarragona and Terres de l'Ebre, the biggest one in Southern Europe. AEQT's Business Partners program is intended for companies that work directly with the chemical sector, and offers them an opportunity to present their products and activities in the heart of Camp de Tarragona's chemical sector.

#### PLATAFORMA AQP MEMBER OF THE BOARD

Plataforma AQP is the association of logistics operators specialised in the chemical sector that offer storage services for dangerous chemical products for third parties. Our mission is to convey to the administration, the chemical sector and society in general the importance of the commitment to safety and the environment that our activity requires and to work for rigorous compliance with the APQ regulations. .

## TURKEY

#### BELGIUM-LUXEMBOURG CHAMBER OF COMMERCE IN TÜRKIYE CHAIR OF THE BOARD

The Belgian Chamber of Commerce in Türkiye was founded in 1926 with the aim of supporting economic, commercial, social, and cultural relations. It supports Belgian and Luxembourgish companies established in Türkiye to develop trade and industrial relations with Türkiye, as well as Turkish companies wishing to operate in Belgium and Luxembourg. The Belgian Luxembourg Chamber of Commerce in Türkiye is a member of the Federation of Belgian Chambers of Commerce.



## ADDENDUM 3 | RESTATEMENTS OF INFORMATION <sup>42</sup>

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The following changes compared to the previous sustainability report apply to the calculation method of specific indicators.

### FREQUENCY RATE

We integrated data from the transport activities of our Infrastructure business unit in the Netherlands (as of 2024). The calculation method is consistent with the figures reported so far, although based on data from different operational systems.

### REDUCING OUR CO<sub>2</sub> EMISSIONS

We integrated data on the transport activities of the recent acquisition of Transports Frigorifiques des Monts d'Or (TFMO) in France. From our base year onwards, yearly data was determined based on the actual refuelling records and distance travelled. This impacts all figures related to emissions and energy consumption from our base year onwards.

### LAND USE AND BIODIVERSITY

Following the update of our materiality analysis as reported in the previous sustainability report, and in anticipation of future alignment with the CRSD, the figures related to land use and biodiversity are no longer reported.

### SUPPLIER CODE OF CONDUCT

The calculation method for the Supplier Code of Conduct (SCoC) KPI has been optimized this year by aligning it with actual data from our financial reporting. This optimization has been applied retrospectively to 2023 data, ensuring a reliable comparison with the current reporting year.



# ADDENDUM 4 | LIMITED ASSURANCE STATEMENT <sup>43</sup>

On behalf of H.Essers a limited assurance is provided by Vinçotte, an independent party and a reference in the field of certification and compliance assessment.

## SUSTAINABILITY REPORT ASSURANCE STATEMENT

### H.ESSERS

**VINÇOTTE nv**

Jan Olieslagerlaan 35  
1800 Vilvoorde, België

#### Organisation

H.Essers bv  
Transportlaan 4  
3600 Genk  
Belgium

#### Scope

On behalf of H.Essers, Vinçotte performed a limited assurance of the H.Essers Sustainability Report 2025 (reporting year 2024) according to the GRI Standards developed by the Global Reporting Initiative.

Validation was done for H.Essers for the reporting principles for defining report content and report quality.

Furthermore a selection of environmental and social Key Performance Indicators (KPI's) and qualitative claims and statements were validated (see annex 1). The review of the financial performance information was excluded from the scope, as Vinçotte assumes it was derived from the audited financial records of H.Essers.

#### Level of assurance

Limited assurance

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#### Assurance Engagement

For the assurance engagement the procedures followed were:

- Adherence of the report against the GRI disclosures stated in the GRI content index in the report;
- Interviews with employees in charge of preparing the Report and data owners, who provided the raw data for the KPI's;
- Audit of the way of processing and aggregating the raw data;
- Sampling of raw data with regard to the reported KPI's;

#### Responsibilities

The report has been prepared by H.Essers, which remains responsible for its content. Vinçotte's responsibility was solely to perform the assurance for selected information.

#### Declaration of independence

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

#### Conclusion

Based on the work undertaken, nothing came to the attention of Vinçotte to indicate that the reported content of H.Essers is materially misstated.

06/06/2025

Ramses Stercck  
Lead Contract Engineer

Evert Vermaut  
Team Leader

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#### Annex 1 (page numbers refer to the Dutch version of the Report)

| Subject   | KPI   |
|---|---|
| Number of employees   | Page 47, validated number of employees of H.Essers in 2024.   |
| Percentage of employees under Collective bargaining agreement | Page 48, validated the percentage of employees covered by a collective bargaining agreement in 2024.  |
| Supplier Code of Conduct                                      | Page 62, validated the number of suppliers that signed the SCoC of H.Essers in 2024.  |
| Innovation initiatives  | Page 55, validated the number of initiatives (5 initiatives for warehousing and 6 transport activities) in 2024.  |
| Knowledge sharing   | Page 55, validated the number of expert events, segmented newsletters and expert papers launched in 2024.   |
| Energy  | Page 38, Vinçotte validated the values mentioned related to the energy parameters (Energieverbruik per bron, Energieverbruik per einddoel, energieproductie, energie-intensiteit)<br>Page 38, validated the following numbers:<br>- scope 1 emissions 119.082 tCO2e in 2023<br>- scope 2 emissions 989 tCO2e in 2023<br>Page 37 validated that scope 3 emissions categories have been identified and prioritized based on their expected significance in GHG emissions, potential for reduction, and alignment with the company's business goals. |
| CO2 emissions   |   |

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## H.ESSERS HQ

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