



Royal Den Hartogh Logistics

ESG Summary 2023

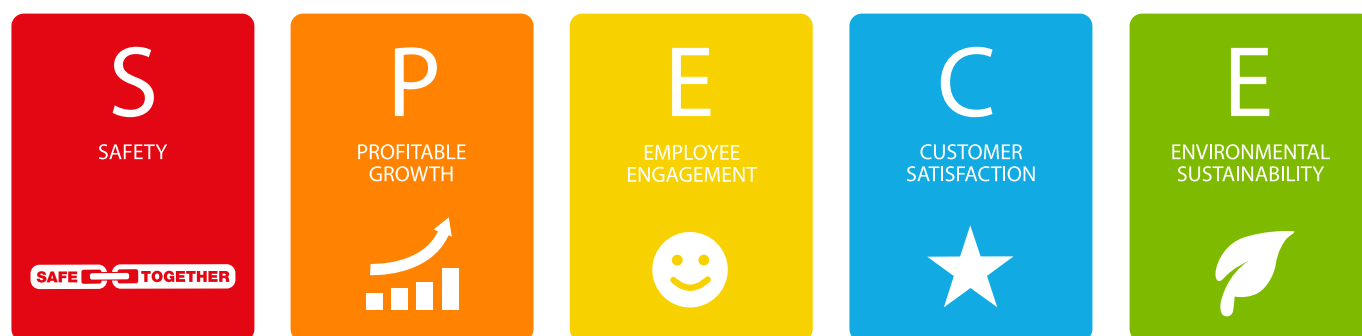


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Introduction to this ESG Summary

Everything we do at Royal Den Hartogh Logistics is rooted in our vision and mission ‘Ambitious People Realising Creative Logistics Solutions’. With our 5-year strategy programme, the Roadmap to SPECE, we aim to achieve sustainable growth as the Den Hartogh family. This requires establishing focus points, pillars which provide direction to each business unit, team and individual, and which help us focus on realising our ambitions.



Having clear goals will enable us all to manage our time effectively and prioritise our activities. From our belief that we can determine our own future, together we want to create the right balance between our focus on our daily operations and on projects that steer long-term, sustainable growth. A key to SPECE and to sustainable growth is progress on the ESG topics.

2023 has been a pivotal year for Den Hartogh in advancing ESG initiatives. Together with internal and external stakeholders we did a double materiality assessment. The People and Culture department has expanded policies, introduced additional KPIs, and strengthened existing metrics. In terms of Environmental sustainability, we have a fully GLEC and GHG protocol compliant overview of our emissions, considering every relevant scope 3 category. Significant progress was also achieved with the HVO book-and-claim system, increasing our use of alternative fuels to accelerate decarbonization.

This report showcases our key ESG KPIs, capturing our progress in alignment with GRI standards as we prepare for CSRD compliance. We are committed to providing even more comprehensive reporting in the coming year.

Join us on our ESG-journey, only Together we will Reach SPECE.





1.

ESG summary 2023

General Company Description

1.1 General Statement

Chapter 1 outlines Den Hartogh Logistics' general disclosures, in line with the **GRI 2: General Disclosures 2021**. It covers key organizational details, sustainability reporting entities, the reporting period, and external assurance policies.

Den Hartogh Holding B.V., a privately owned company, is headquartered at **Willingestraat 6, 3087 AN Rotterdam, Netherlands**. Operating across the globe.

This report includes all entities under **Den Hartogh Holding B.V.**, using the **operational control approach** for consolidation as defined in the GHG Protocol. No financial reporting differences apply to this sustainability report.

The reporting period spans **January 1, 2023 – December 31, 2023**, published on **October 31, 2024**. Contact for inquiries: **Erik Goverde** at egoverde@denhartogh.com.

As this is Den Hartogh's inaugural report, no restatements are made. This ESG summary has been prepared to provide an overview of our environmental, social, and governance performance. While every effort has been made to ensure the accuracy of the information presented, no rights can be derived from this report. Furthermore, the data and statements contained within have not been verified by any third party. This report is intended solely for informational purposes

External assurance is planned for the **2026** CSRD-compliant report. The board leads this process, preparing for compliance in **2025**.

1.2 Activities of Den Hartogh Logistics

Den Hartogh Logistics operates within the logistics sector, specializing in the transportation of liquid, gas, and dry bulk for the chemical and food industries. As a leading logistics service provider (LSP), Den Hartogh's business units—Liquid, Global, and Gas—focus on Chemical Logistics, managing and transporting over 15.000 different hazardous and non-hazardous chemical products annually.

The company's main capital assets include tank containers for liquids and gases, along with specialized chasses and supporting equipment. Den Hartogh also has its own fleet of trucks, primarily within Europe, but also with a limited fleet in China.

The Dry Bulk business unit provides end-to-end intermodal solutions for transporting dry bulk products across various industries, including the food and chemical sectors. The range of products transported includes polymers, chemicals, minerals and dry bulk food items. These goods are moved in box containers equipped with single-use, recyclable polyethylene liners.

Den Hartogh manages the planning and logistics of these assets internally, retaining full operational control. Core activities include transport planning, customer support, and asset

management. While Den Hartogh owns and controls the assets, much of the actual transport work is outsourced to third-party suppliers across various transport modes, including rail, trucking, barge, short-sea, and deep-sea shipping. For some core customers, Den Hartogh also provides dedicated on-site logistics services, supporting transport needs directly at chemical facilities.

Additionally, Den Hartogh owns and operates workshops that are responsible for the repair, maintenance, and refurbishment of their assets. These workshops ensure that all equipment remains in top condition, supporting the company's commitment to safety, reliability, and operational efficiency. Den Hartogh also operates a cleaning depot for tank containers that provides thorough internal and external cleaning services.

1.3 Den Hartogh Supply Chain

Den Hartogh Logistics relies on an array of capital goods and operational goods to effectively manage its logistics operations, especially in the safe and efficient transport of chemicals.

Capital Goods

The capital goods essential to Den Hartogh's operations include:

- **Box Containers:** Used to transport dry bulk goods, these containers often incorporate liners to protect cargo from contamination.
- **Road Barrels and Tank Containers:** Engineered to securely carry liquid chemicals and gases.
- **Trucks:** Serving as the backbone of Den Hartogh's fleet, these trucks facilitate flexible and reliable road transport across Europe and beyond.
- **Trailers:** These are used in conjunction with trucks to accommodate various container types and optimize load capacity for different customer requirements.

Operational Goods

Den Hartogh's operations also depend on various consumable goods to keep its fleet running and ensure compliance with safety standards:

- **Fuels:** Fuels are essential for powering trucks and other machinery, keeping operations consistent and reliable.
- **Tires:** Subject to frequent replacement due to heavy usage, tires are crucial for maintaining safety and performance across the fleet.
- **Dry Bulk Liners:** Single-use liners made from polyethylene, used to line box containers for transporting dry bulk goods. These liners are crucial for maintaining product cleanliness and preventing contamination.
- **Spare Parts:** Including items such as valves, gaskets, and pressure gauges, these parts are necessary for regular maintenance and repairs of trucks, trailers, and containers.
- **PPE (Personal Protective Equipment):** Items like helmets, gloves, and safety goggles are essential for protecting personnel and meeting stringent safety protocols.

Resources Required for Production

Producing these capital and operational goods depends on several key materials and resources:

- **Crude Oil:** Used to produce fuels and as a base material for plastic components,.
- **Specialized Coatings and Paints:** Applied to containers, trucks, and trailers for added durability and safety compliance.
- **Polymers and Additives:** Necessary for manufacturing plastic items like dry bulk liners and various PPE components.
- **Rubber:** Essential for making durable tires that support heavy loads and withstand diverse road conditions.
- **Steel and Other Metals:** Used in constructing containers, trailers, and trucks, ensuring strength and resilience.
- **Insulation Materials:** Needed for temperature control within containers to protect sensitive cargo.
- **Fabrics:** Required for producing certain PPE items to safeguard workers.

By sourcing these resources, Den Hartogh enables the manufacturing of critical equipment and consumables essential for their logistics operations, ensuring the company's capacity to meet high standards of safety and efficiency in chemical transport.

1.4 Workforce, Diversity & Belonging

We believe that a workplace of Belonging drives creativity & growth and is essential on our Roadmap to SPECE. A workplace of Belonging is a place that is welcoming, supportive and where everyone receives the individual support that they need.

Belonging emphasizes the personal feeling of being accepted, valued, and included by team members, leaders and within Den Hartogh as a whole. It's about ensuring that every team member feels a part of our organization, where their contributions are recognized, and their presence is valued. Within Den Hartogh Logistics the aim is to create a workplace of Belonging and can be seen as the result of effective Diversity & Inclusion practices. It's what happens when policies, strategies, and practices are successfully implemented to ensure a diverse workforce and to create an inclusive environment.

We are committed to create a workplace of Belonging. Our belief is that talent transcends boundaries – be it race, gender, religion, age, sexual orientation, education, or any other dimension.

While every dimension of diversity is important, we have chosen to only measure female-male ratio and international representation. Within our office staff, we aim for a balanced representation female-male. Recognizing the challenges within the traditionally male-dominated field of Transport & Logistics, we are working towards a milestone of achieving 35 % female representation within our leadership including 15% female representation in our Senior Leadership by 2025.

For international representation, our strategy has always been to empower local management in each country where Den Hartogh operates. This approach secures international representation in our Senior Leadership Team, laying a robust groundwork for a culture that truly embodies Belonging.

Table 1 Gender distribution among the total workforce, office staff, senior leadership and board of Den Hartogh Logistics.

Gender	Total staff			Office staff			Senior leadership			Board		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Male (%)	78	77	78	55	56	56	89	87	86	100	100	100
Female (%)	22	23	22	45	44	44	11	13	14	0	0	0

To underscore the importance of inclusion, we have integrated the concept of Belonging into our Roadmap to SPECE as a strategic pillar. This is more than a policy – it's a commitment to action, ensuring that urgency accompanies our journey towards a workplace of Belonging.

Table 2 Age distribution of employees Den Hartogh Logistics.

Age Group	2022	2023
18-29 (%)	11	14
30-39 (%)	23	25
40-49 (%)	26	25
50-59 (%)	2	26
60+ (%)	12	10

1.5 Governance

Den Hartogh Logistics is led by the Board of Directors together with the Executive Committee. The members of the board are the Group Managing Director, Group Financial director, Business Unit Director Liquid Logistics and Business Unit Director Global Logistics. The board of directors is the highest governance body that is chaired by the Group Managing Director Pieter den Hartogh. Pieter de Hartogh is third Den Hartogh generation to lead the company. As the chair of the highest governance body and as the group managing director he is the most senior executive in the organization.

Together with Business Unit Director Dry Bulk Logistics, Business Unit Director Gas Logistics, the Group SHEQ Director, Group ICT Director and Group People & Culture Director they form the Executive Committee.

In addition to the executive committee, which includes the board, there is also an advisory committee. The advisory Board meets on a regular basis with the Board of Directors to share their advice on several subjects. Subjects like the strategy of the company, the annual accounts, financial results, cash flow projections, investment plans, budget, the financing structure of the group as well as commercial, operational and human resource topics.

The Advisory Board members are Mr. R Hendriks, Mrs. P. Koselka, Mr. R. Westerbeek and Mr. A. Balhuizen.

The members of the board and executive committee are introduced to you below.

Board:

Group Managing Director	Pieter den Hartogh
Group Financial Director	Bram Paape
Business Unit Director Liquid Logistics	Joep Aerts
Business Unit Director Global Logistics	Mark Warner

Executive committee:

Group Board	All board members
Business Unit Director Gas Logistics	Hans Kok
Business Unit Director Dry Bulk	Jim Couhig
Group SHEQ Director	Robert Brownbridge
Group IT Director	Roland van Luik
Group People & Culture Director	Jonathan de Vette

ESG reporting responsibilities are split between the Social and Governance reporting and the environmental sustainability.

The SHEQ Director holds ultimate responsibility for Safety and Environmental Sustainability reporting, supported by a dedicated SHEQ team responsible for data collection and reporting. Additionally, a Program Manager for Environmental Sustainability works closely with the SHEQ Director to ensure comprehensive coverage in this area. As a member of the executive committee, the SHEQ Director reports directly to the board of directors.

For matters of Labor, Human Rights, and Ethics, the Group People and Culture Director carries final responsibility. Backed by the People and Culture department, this Director oversees data gathering and reporting for these areas. Also, a part of the executive committee, the People and Culture Director reports directly to the board of directors.

Den Hartogh Logistics is an active member of the European Chemical Transport Association (ECTA).



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Targets and Commitments

The targets regarding sustainable developments are explained in this report according to the Environmental, Social, and Governance framework. These focus areas guide our efforts in reducing environmental impact, supporting our workforce, and upholding responsible governance standards. Through defined targets, we aim to drive meaningful progress across these critical areas.

The E in ESG, is represented by the fifth pillar of our SPECE strategy ‘Environmental Sustainability’. Our primary targets have been set in 2019 regarding the reduction of carbon emissions. Additionally, targets have been set to reduce both air pollution and the amount of waste we produce.

Table 3 Quantitative targets set for Environmental Sustainability.

Carbon emissions	Air pollution	Waste management
100% of the emissions measured according to the GLEC Standard in the GHG protocol format.	Replace all Euro V trucks by the year 2027.	100% of relevant Dry Bulk locations to be OCS certified.
Absolute reduction of 100% of CO ₂ emissions in 2050.	Bring down the emission of NO _x and PM ₁₀ with 10% by 2030 compared to 2024.	Reduce workshop waste by 5% by 2030 by 2024.
Intensity reduction of 25% for the year 2025 compared to 2019.		
10% GHG reporting of key suppliers.		

The social and governance topics are represented by the first and third pillar of our SPECE strategy: Safety and Employee engagement. A number of quantitative targets have been set, partly inside and partly outside of the broader SPECE targets.. The targets regarding these topics are shown in Table 4.

Table 4 Quantitative targets set for Social and Governance topics.

Safety	Diversity	Labor & human rights	Procurement	Governance
TRCF performance was trending in the right direction. All to drive performance to close the gap to the target TRCF < 3.	100 % of the employees receive a training on Diversity, discrimination and/ or Harassment in 2030.	Maintain the achievement of 100 % coverage of Health and safety assessments.	Target 5% suppliers having signed implemented Supplier Code of Conduct.	Perform a risk assessment on 30% of offices for Corporate Governance implementation.
0 major incidents.	35 % female representation within our leadership including 15% female representation in our Senior Leadership by 2025.	A gradual increase of employees covered by a collective agreement.	Site audits 1 x 3 years for Key suppliers.	
		100 % of the employees have a performance or career development conversation each year by 2030.		
		Achieve 100 % of all employees confirmed above the living wage.		



3.

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Certifications

Our dedication to sustainable and responsible practices at Royal Den Hartogh Logistics is reflected in our pursuit of rigorous certifications and assessments. These third-party evaluations support our commitment to environmental impact reduction, operational safety, and continuous improvement across all business units.

Ecovadis Score

Our EcoVadis sustainability score has steadily improved from 2021 to 2023, increasing from 45 to 55. This upward trend demonstrates our ongoing efforts to enhance sustainability practices across our operations, from energy efficiency initiatives to social responsibility programs. These improvements place us among the industry leaders committed to robust ESG performance.

Year	2021	2022	2023
EcoVadis Score	44	48	55



Safety and Quality Assessment for Sustainability (SQAS)

We consistently achieve high marks in the Safety and Quality Assessment for Sustainability (SQAS), which evaluates operational quality, safety, and environmental impact. Our most recent SQAS reassessments indicate an impressive average score of **95%**, underscoring our adherence to safety and quality standards. Additionally, we actively participate in the ECTA Responsible Care program, further demonstrating our commitment to safety, environmental stewardship, and sustainability.



CDP Climate Change Score

In 2023, we achieved a CDP Climate Change Score of C, an improvement from the D rating in 2022. This reflects our enhanced focus on climate strategy and transparency in reporting greenhouse gas emissions, energy use, and other climate-related risks and opportunities.

Year	2022	2023
CDP Climate Change Score	D	C



ISO Certifications

Den Hartogh Logistics maintains ISO 14001 and ISO 45001 certifications, ensuring that our environmental and occupational health and safety management systems meet international standards. These certifications are actively maintained for our Global business unit, covering 55% of our personnel at certified sites. ISO 14001 guides our approach to environmental impact management, while ISO 45001 strengthens our commitment to creating safe, healthy work environments.

Our certifications reflect Royal Den Hartogh Logistics' commitment to transparency, accountability, and continuous improvement, demonstrating our alignment with global standards and industry best practices in sustainability and safety



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4 Double Materiality Assessment ●

4.1 Process of Materiality Assessment

Den Hartogh followed a structured and comprehensive process to identify and prioritize its material topics, in line with the requirements of the CSRD and using the preselected topics from its double materiality assessment. We were assisted in each step by Deloitte.

Den Hartogh began by identifying both actual and potential impacts across the economy, environment, and people, including human rights, through its activities and business relationships. This process involved the Steering Committee's pre-selection of topics, which considered both internal and external stakeholder views. The topics identified for consideration include:

- **Environmental:** Energy and emissions, water use, management of dangerous goods, resources, and circularity.
- **Social:** Health and safety, employee satisfaction, diversity, community care, human rights, and privacy.
- **Governance:** Business ethics, corporate culture, supplier engagement, and cybersecurity

Each topic was assessed for both its positive and negative impacts, considering factors such as resource use, compliance with safety and environmental standards, and contributions to community welfare. The assessment included an evaluation of potential risks and opportunities related to Den Hartogh's business relationships, particularly in its interactions with suppliers, customers, and regulators.

To prioritize these impacts for reporting, Den Hartogh used an impact materiality threshold. This scale rated each topic on a scale from 1 to 5, with 1 representing minimal impact and 5 representing critical impact. The topics were ranked based on their significance to both Den Hartogh's business and stakeholders, and the results of this rating were used to prioritize the most material topics for reporting.

- Critical topics (rating of 5)
- Significant topics (rating of 4)
- Important topics (rating of 3)
- Informative topics (rating of 2)
- Minimal topics (rating of 1)

This prioritization ensured that Den Hartogh focuses on the most significant environmental, social, and governance impacts aligning its efforts with stakeholder expectations and sustainability standards.

Den Hartogh actively engaged a broad range of stakeholders during the materiality assessment process to ensure a comprehensive understanding of the most significant sustainability issues. Both interviews and surveys were used to gather insights, ensuring the inclusion of diverse perspectives from both internal and external stakeholders.

Surveys were sent to key external stakeholders, including customers, suppliers, and financiers.

The supplier group included a wide array of partners such as fleet suppliers, trucking partners, sea shipping companies, rail operators, and cleaning stations, among others.

For in-depth discussions, specific interviews were conducted with large or highly engaged suppliers, key customers, and all financiers, allowing for a more focused exploration of key issues and expectations.

Internally, Den Hartogh held sessions with a range of internal stakeholders to capture operational insights and strategic perspectives. These sessions included the fleet director, commercial director, procurement director, local general managers across various regions, and representatives from the finance department. These internal discussions ensured alignment between the company's strategic goals and the expectations of external stakeholders.

This comprehensive engagement process allowed Den Hartogh to gather valuable input from those who are most affected by and involved in its operations, ensuring that the materiality assessment reflects a balanced view of its economic, environmental, and social impacts.

4.2 Results

The double materiality assessment provides Royal Den Hartogh Logistics with insights into our most significant environmental, social, and governance impacts, both from an operational and stakeholder perspective. By identifying key areas of material impact, this assessment allows us to prioritize sustainability initiatives that align with our core business objectives and stakeholder expectations.

The results of the double materiality assessment are presented in Table 5. These categories are central to our sustainability strategy, reflecting the aspects of our operations that have the greatest influence on both our organization and external stakeholders. The table outlines each material category identified in the assessment, along with its corresponding GRI standard. This alignment with GRI standards ensures that our reporting remains transparent, consistent, and compliant with global best practices in sustainability.

Table 5 outlines each material category identified in the assessment, along with its corresponding GRI standard. This alignment with GRI standards ensures that our reporting remains transparent, consistent, and compliant with global best practices in sustainability.

Table 5 Material categories and the corresponding GRI standards described in this report.

Material categories	Corresponding GRI-standards
Management of Dangerous Goods	GRI 403: Occupational Health and Safety (safety aspects of handling dangerous goods) GRI 306: Waste (hazardous waste)
Energy & Emissions	GRI 302: Energy (energy consumption and efficiency) GRI 305: Emissions (greenhouse gas emissions and pollutants)
Health & Safety	GRI 403: Occupational Health and Safety (workplace safety, health services, incident management)
Supplier Engagement	GRI 204: Procurement Practices (local suppliers and sustainable sourcing)
Employee Satisfaction	GRI 404: Training and Education (employee development, performance reviews) GRI 405: Diversity and Equal Opportunity (fair and diverse work environment)
Diversity	GRI 405: Diversity and Equal Opportunity (diversity in the workplace, including gender, age, etc.)
Business ethics	GRI 205: Anti-corruption (corruption risks, training, confirmed incidents) GRI 206: Anti-competitive Behavior (legal compliance and fair business practices)



5.

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Health & Safety

5.1 Commitment and Management System

Safety in, every respect, has the highest priority in Den Hartogh. This applies to the physical and social safety of our staff as well as to the safety of the staff of our customers, suppliers and other stakeholders. We aim to achieve a level of Safety Awareness within the company that enables us to continuously and pro-actively improve the level of safety in our operations and to ensure a safe and healthy workplace for our employees in order to prevent risks, accidents or occupational diseases. There is a joint expectation that employees will work in a safe manner and that the company will provide a safe working environment.



Seeing as how Safety is our foremost priority, we have kept developing our Safety, Health, Environment & Quality (SHEQ) culture – continuing the journey to zero major incidents and everyone going home safely at the end of the working day. All employees are aware of their own safety and that of others, and we do our utmost to create a safe environment.

Den Hartogh rigorously identifies hazards through risk assessments and maintains a STOP WORK policy, empowering employees to halt unsafe work. Investigations follow a structured approach, with trained personnel using root-cause analysis methods like bow tie and 5 Whys. Preventative actions are implemented to mitigate risks.

An online digital system is accessible to all business units to deliver continuity in accident report, classification, investigation, corrective and preventative actions. This system also collates data on accidents, injuries, spills and non-conformances to monitor KPIs set by Den Hartogh.

To support the business to prevent a recurrence of similar events or findings, it is essential that a thorough investigation is completed to identify the root causes and implement actions to address underlying issues. These investigations are conducted by trained individuals in root cause investigations coordinated by the SHEQ Team.

A large proportion of our employees are required to work at third party sites where the working safe systems are not controlled by Den Hartogh, and there is a requirement to work within the customer's health and safety management systems. The sites systems will be reviewed, our employees have the right to STOP WORK and report where these systems don't meet Den Hartogh's safety standards.

5.2 Hazard Identification and Risk Management

All business units and countries we operate have a legal duty to identify hazards, risks and implement control measures to as low as reasonably practicable. All countries are required to conduct risk assessments and method statements (RAMS) to develop safe systems of work (SSOW). These RAMS are reviewed regularly or when significant changes to operations occurs, findings from accidents, near miss and new business developments.

Risks assessments are completed by competent personnel who have the specific job experience, knowledge and training. Den Hartogh has identified key personnel who will be authorised to conduct these risk assessments and job method statements. Typical workplace hazards are the manual handling, working at height, hot work and exposure to hazardous substances.

The right to STOP WORK authority for all employees in the health and safety policy is considered to be unsafe. This has been communicated through the safety committees and non-standard operations (NSO) safety initiative by the CEO and SHEQ Director.

The level of investigation is defined in the severity matrix and conducted by competent personnel. The methodology for high level highest level of investigation is bow tie analysis and medium investigation is the 5 why process, each investigation is recorded in an investigation report. Investigations are recorded in Transfusion where immediate and root causes are identified and implement preventative actions are implemented to prevent re-occurrence. Actions are linked to the recommendations of investigations and these actions are managed to completion.

5.3 Occupational Health Services

Den Hartogh is committed to protecting the health both physical and psychological of its employees and all subcontractors operating under our control. These health monitoring aspects are based on the fitness to work and education on healthy lifestyle:

- Workers are fit for task
- Workplace' health exposures are identified and mitigated
- Wellbeing' needs that underpin fitness for task and susceptibility to occupational disease are supported through a wide range of interventions including lifestyle education programme

We are committed to improving the management of health hazards and risk both physical and psychosocial, through collaboration between SHEQ, P&C with OH support when required. DH wellbeing initiatives are shared across locations to put in place good practices and peer review of health risks across the organisation. The development of risk assessments for stress and lone worker supports line managers to manage health risks in the changing working environments due to hybrid working.

5.4 Worker Participation and Training

Den Hartogh is committed to employee engagement in Health and Safety matters. Across all locations in 25 countries 62% of employees are covered by formally elected employee representatives. We always comply with local legislation and support employee representation where appropriate. However, in countries with a smaller workforce, it is not always practical to organise formal employee representation due to the limited number of employees.

Regular meeting provides employees across all locations have the opportunity to raise safety communications through their allocated representatives. Other channels of communication include safety alerts, bulletins and consultation on safety campaigns. These various employee interactions provide transparency with communications at all levels through multiple channels to maximise the opportunities for engagement.

Den Hartogh utilises the Narrowcast system to communicate health and safety information across all locations. A mobile app DH Inside is used to communicate to drivers via push notifications and makes available safety publications via the onboard computer and mobile devices. The app is monitored to enable drivers to make suggestions and provide feedback on activities and initiatives.

Den Hartogh ensures all employees receive role-specific training to maintain high competency levels, particularly for tasks requiring certification, such as transporting hazardous materials. Ongoing risk assessments define competency needs, and competency frameworks are under review to standardize training across functions.

Den Hartogh has created a series of Front-Line Leadership (FLL) training courses. These courses are delivered specifically to FLL's to provide a skill set needed to lead safety, to work safely and encourage a positive safety culture within our organisation. This an interactive, practical and theory-based training provides the capability to provide good leadership, supervision and decision making for supervisors.

Den Hartogh has developed the DH Academy eLearning platform to ensure training access for all employees, including office-based staff, drivers, and operators. Training modules, designed either by external experts or created in-house, are tailored to industry-specific hazards and employee roles. When location-specific hazards arise, such as working at heights or confined space entry, we engage external specialists to deliver targeted, high-quality training.

5.5 Promotion of Employee Health

Our wellbeing provision covering financial, social, physical and mental wellbeing offers employees a holistic opportunity to manage or improve their wellbeing needs. Services or wellbeing programmes offered include finance solutions, discount website, location physical and social initiatives.

We provide an employee assistance programme to all workers and their families to support them and improve wellbeing and improved integration between the occupational health services. These include, for example fitness facilities, anti-smoking information, health check-ups, dietary and health tips, presentations on health-related issues and workshops on targeted and correct relaxation.

Further focal points are training courses for managerial staff on mental health awareness, with the aim of getting people back to work as soon as possible after a long-term absence due to illness. Mental health ambassadors have been trained to identify and assist with mental health related signs.

5.6 Performance Metrics

Seeing as how Safety is our foremost priority, we have kept developing our Safety, Health, Environment & Quality (SHEQ) culture – continuing the journey to zero major incidents and everyone going home safely at the end of the working day. All employees are aware of their own safety and that of others, and we do our utmost to create a safe environment.

Despite of all worldwide efforts, we did not see a downward trend in the Total Recordable Case Frequency (TRCF*). The TRCF safety performance measure for 2022 was 6,42 with the year-end figure for 2023 being 8,78.



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Workforce & Governance

6.1 Career Development at Den Hartogh

All our employees receive training related to skills or career development at least once per year, which can include on-the-job training, e-learning, classroom sessions, mandatory/legislative training, or toolbox talks. These training initiatives are essential to our commitment to continuous learning and development. This practice aligns with our core value of people development, ensuring that every team member could grow and enhance their skills.

The "Let's Talk" programme at Den Hartogh Logistics is designed to foster employee development through structured, meaningful conversations between employees and managers. It focuses on setting personal and business goals at the start of the year, with regular check-ins, mid-year reviews, and an end-of-year performance evaluation. The programme is aligned with Den Hartogh's objectives, encouraging open communication, feedback, and growth, while being monitored and adjusted based on performance data in Workday.

In Table 6 the percentage of the workforce who have had performance and career development reviews and skills and career related training is summarised. Our Career & Performance reviews are fully integrated for office employees, while non-office employees receive regular on-the-job coaching, such as through our mentor drivers. As non-office employees are not part of the standard performance review process, they have not yet been included in the current figures.

Table 6 Percentage of workforce who receives performance & career development reviews and skill related training within Den Hartogh Logistics.

	2021	2022	2023
Performance & Career Development Reviews % of the total workforce who received regular performance and career development reviews	47	47	47
Skills and Career Related Training % of the total workforce who received career- or skills-related training	100	100	100

6.2 Living Wage & Labor Organization

We ensure that all employees receive fair compensation, with records showing wages have always been at or above the minimum wage. Since tracking living wage data from 2022, we have confirmed that employees in selected countries are paid above the living wage. In 2023, we further verified this using official government sources, such as www.wageindicator.org. While most employees are confirmed to be earning above the living wage, the complexity of pay structures and allowances requires additional research to confirm this for all employees.

Table 7 Confirmed compliance with minimum legal wage and living wage paid within Den Hartogh Logistics.

	2021	2022	2023
Legal minimum wage % of the total workforce	100	100	100
Confirmed above living wage % of the total workforce	52	68	90

Workforce representation involves giving our employees a formal voice in our decisions through elected work councils, driver representatives, or unions. Elected representatives address workforce concerns on working conditions, safety, and company policies, while driver representatives focus on the specific needs of drivers. Unions collectively negotiate wages and employment terms, ensuring fair treatment and advocacy for employees. Within Den Hartogh we are accustomed to all types of workforce representation.

We are open to employees being covered by collective agreements and having formally elected employee representatives, which is in line with common practices in the logistics and transport sector. We always comply with local legislation and support employee representation where appropriate. However, in countries with a smaller workforce, it is not always practical to organise formal employee representation due to the limited number of employees.

Table 8 Workforce & employee representation and collective agreement within Den Hartogh Logistics.

	2021	2022	2023
Workforce Representation % of the total workforce represented in formal joint management-worker health & safety committees	55	65	65
Formally elected employee representatives % of the total workforce who are covered formally elected employee representatives	52	62	62
Collective agreements % of the total workforce who are covered by formal collective agreements concerning working conditions	43	53	53

6.3 Training on ESG

All our sites are covered by the SQAS standard, which includes a thorough audit of our health and safety risk assessments. At each location, we ensure compliance with local legal requirements; for example, we follow the RI&E (Risk Inventory & Evaluation) in the Netherlands. This ensures that we meet both international standards and local regulations for health and safety at every site.

Our training on Diversity, Discrimination, and Harassment has been incorporated within our comprehensive Code of Conduct training, which all office employees are required to complete. In addition, we have a clear escalation process in place through our Speak Up, Whistleblower policy, enabling employees to report any concerns or violations confidentially. This ensures that all employees are aware of the company's position and the channels available for addressing any misconduct.

Table 9 Workforce engaged in ESG trainings within Den Hartogh Logistics.

	2021	2022	2023
Health and safety Assessment % of all employees which an employee health & safety risk assessment has been conducted	100	100	100
Training on Diversity, Discrimination and/Or Harassment % of the total workforce who received training on diversity, discrimination and/or harassment.	7	38	46
Skills and Career Related Training % of the total workforce who received career- or skills-related training	100	100	100
Training Code of Conduct/ Business ethics % of the total workforce across all locations who received Code of Conduct/ Business ethics training	100	100	100

6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure

At Den Hartogh, we uphold integrity and transparency in all our business practices. We encourage all employees to voice concerns regarding any behavior or situation that may be unsafe, unethical, unlawful, or inconsistent with our Code of Conduct. Our Speak Up procedure offers multiple avenues to raise concerns confidentially:

1. Discuss with a direct manager.
2. Escalate to another manager within the team or location.
3. Reach out to the People & Culture department or a designated Person of Trust.
4. Contact the internal Whistleblowing Team through an email address or a telephone number.

Additionally, employees can raise concerns externally by following local policies to report to national authorities if needed. We strictly prohibit any form of retaliation. If an employee encounters or witnesses retaliation, we urge them to report it through the appropriate channels.

For further guidance, training materials on business ethics are available through our website and online training platform.

In the year 2023 0 Speak up procedures were initiated.



7

ESG summary 2023

Environmental Sustainability

7.1 Energy Balance

At Den Hartogh, energy management is a critical component of our sustainability strategy. As a global leader in chemical logistics, we are acutely aware of the significant energy demands associated with our operations, particularly in transportation. Our efforts to transition towards cleaner and more efficient energy sources are reflected in the energy balance data presented for the years 2021 through 2023, with a detailed breakdown of the year 2023.

Table 10 Fuel Energy Balance 2022-2023 of Den Hartogh Logistics.

	2021	2022 ¹	2023 ²
Non-renewable energy (MWh)	Energy calculations from 2022 onwards	179.321	148.740
Renewable energy (MWh)		1.516	4.132
% Renewables		0,8%	2,7%
Total		180.888	152.872

¹ HHV and variable sources used for calculation of total energy ; total energy consumed distorted higher compared to 2023

² LHV from GLEC 3.0 source used for calculation of total energy

In 2023, we aligned the methodology of calculating our total energy consumption fully with the GLEC 3.0 framework. In this year renewable energy made up 2,7% of our total fuel-related energy consumption, a significant improvement from 0,8% in 2022. This upward trend marks our ongoing commitment to increasing the share of renewable energy in our operations.

Table 11 Energy breakdown of fuels of the year 2023 of Den Hartogh Logistics.

Fuel type	Energy (MWh)	Relative amount (% of MWh total)
Fossil Fuels		
Diesel fuels & petrol	141.319	92,45%
Fossil LNG	2.974	1,95%
Other fossil fuels	4.447	2,91%
Total fossil	148.740	97,31%
Biofuels		
HVO	1.799	1,18%
Liquid Biogas (LBG)	2.333	1,53%
Total biofuels	4.132	2,70%

The detailed breakdown of energy sources further highlights our reliance on fossil fuels, which still account for 97,3% of our total energy use in 2023. Of these, Diesel fuels & petrol remain the largest contributor, representing 92,45% of our energy consumption. However, we are gradually introducing alternative fuels into our energy mix. For instance, LBG and HVO now account for 1,8% and 1,53%, respectively, providing cleaner fuel options that help lower emissions.

Our long-term strategy is aimed at further reducing reliance on non-renewable fuels by gradually increasing the share of renewable energy in our operations. While the current figures indicate that fossil fuels still dominate our energy profile, the growth in biofuels and renewable energy points to a positive trajectory in our sustainability journey.

Den Hartogh consumed 2.339 MWh, of which 994 MWh (43%) came from renewable sources (based on renewable figures from the local grids).

Including electricity, renewable energy made up 5.126 MWh, or 3.3% of Den Hartogh's total energy consumption. The data underscores our ongoing efforts and highlights opportunities for further increasing the proportion of renewable energy within our operations.

Table 12 Renewable and non-renewable share of energy consumption of Den Hartogh Logistics.

Energy type	Total Energy (MWh)	Non-renewable energy (MWh)	Renewable energy (MWh)	Percentage renewable of total (%)
Fuel	152.872	148.740	4.132	2,70%
Electricity	2.339	1.345	994	43%
Total	155.211	150.085	5.126	3,30%

As part of our energy transition plan, we are also actively exploring new technologies and partnerships to reduce emissions, improve energy efficiency, and incorporate more sustainable practices into every facet of our operations. The insights gained from the energy balance analysis will continue to shape our decisions as we strive to meet our ambitious environmental targets.

7.2 Energy Intensity

Energy intensity is a key metric for understanding the efficiency of energy consumption relative to the distance travelled and weight carried. At Den Hartogh Logistics, reducing energy intensity across all transport modes is a primary objective as part of our sustainability efforts.

Table 12 shows the energy intensities across various transport modes, with data calculated using the EcoTransIT tool, which is integrated with our Transport Management System. The exception to this is the Den Hartogh trucking data, which is based on primary data: specifically, the actual fuel consumed by our trucks and the total tonkilometers executed.

Table 12 Energy intensity per modality at Den Hartogh logistics in kWh/tkm.

Transport type (KWh/tkm)	2021	2022	2023 ²
Den Hartogh trucking based on primary data)	Primary data used since 2023		0,282
Trucking (total)	Calculated since 2022	0,424	0,425
Rail		0,099	0,090
Marine		0,032	0,032

In 2023, our trucks operating across Europe consumed a total of 146.686 MWh of energy. These trucks executed over 519 million tonnekilometers (tkm), resulting in an impressive energetic efficiency of 0,282 kWh/tkm based on primary data. This efficiency rate places Den Hartogh's trucks above the global average for energy intensity in logistics operations, underscoring our commitment to operational excellence and energy reduction.

By focusing on reducing energy intensity across all transport modes, Den Hartogh is not only reducing operational costs but also contributing to a significant reduction in greenhouse gas emissions. We remain committed to continuously improving the efficiency of our logistics network by adopting cutting-edge technologies, optimizing route planning, and expanding the use of alternative fuels.

7.3 Greenhouse Gas Emissions

At Den Hartogh Logistics, managing and reducing greenhouse gas (GHG) emissions is a central element of our sustainability strategy. As part of our commitment to combating climate change, we have taken significant steps to measure, manage, and reduce our emissions across Scope 1, 2, and 3, as shown in Table 5. This data offers a transparent view of our progress in controlling emissions across various categories.

In 2023, we enhanced our emissions calculation methodology to align with globally recognized frameworks, including the GHG Protocol, ISO 14083, and the GLEC 3.0 Framework. These standards help ensure that our GHG reporting is accurate, consistent, and transparent, enabling us to track progress in a way that aligns with industry best practices and customer expectations.

Due to our strong adherence to these methodologies, we report our scope 1 emissions Tank-to-Wheel (TTW). This is different than most companies in our sector publicly report their numbers, in order to obtain the Well-to-Wheel figure, you would need to add Scope 3: category 3 to the scope 1 figures.

Table 13 GHG emissions in metric tons CO₂eq per year per Scope over the timeperiod 2019-2023.

Year	2019 ¹	2020 ¹	2021 ¹	2022 ¹	2023 ²
Scope 1 (tons CO₂eq)	33.838	36.293	37.097	37.127	36.639
Scope 2 (tons CO₂eq)	-	-	-	768	777
Scope 3 (tons CO₂eq)	169.077	159.736	167.914	155.303	171.549
Total	202.915	196.029	205.011	193.198	208.965

¹ For the years 2019 until 2022 scope 1 was calculated not via fuel data but via EcoTransIT, for scope 3 only the categories 3 and 4 were included in total calculations

² Including the scope 3 categories 1,2,3,4,6 & 7 ; scope 1 calculate with primary data

Table 13 illustrates our total GHG emissions across Scope 1, 2, and 3 for the years 2019 through 2023. As the data indicates, Scope 3 consistently accounts for the largest share of our emissions. This is mainly due to transportation by 3rd parties of our (tank)containers.

To get our emission calculation in line with the GHG protocol, ISO 14083 and the GLEC 3.0 framework we conducted a materiality assessment to select the most relevant scope 3 categories. The key categories that are selected are: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation, and employee commuting.

Table 14 provides a detailed breakdown of our Scope 3 emissions across key categories identified through a materiality assessment for the year 2023. These categories represent the most material sources of indirect emissions, including purchased goods and services, capital goods, fuel and energy-related activities, and upstream transportation. Given the scale of our global operations, addressing emissions within our value chain is crucial to our overall GHG reduction strategy.

Table 14 Full GHG emission overview in line with GHG protocol of Den Hartogh Logistics.

Scopes and categories	Metric tons CO ₂ eq
Scope 1: Direct emissions from owned/controlled operations (Tank to Wheel)	36.639
Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling	777
Upstream scope 3 emissions	
Category 1: Purchased goods and services	20.783
Category 2: Capital goods	14.570
Category 3: Fuel- and energy-related activities (Scope 1 Well to Tank)	12.682
Category 4: Upstream transportation and distribution	120.677
Category 5: Waste generated in operations	-
Category 6: Business travel	725
Category 7: Employee commuting	2.112

Table 15 presents Den Hartogh's CO₂ emission intensity, measured in grams of CO₂ per tonne-kilometer, from 2019 to 2023. These figures reflect our ongoing commitment to reducing emissions across all transport operations, and are the basis of our 2025 intensity reduction target.

Table 15 Emission intensity in gr CO₂ per tonne kilometer.

Year (gr CO ₂ /tonkm)	2019	2020	2021	2022	2023
Den Hartogh trucking	Den Hartogh trucking intensity on primary data first since 2023				87,95
Group wide transport	16,38	15,79	16,33	16,02	15,82

Despite a reduction in intensity, we remain significantly short of our 25% reduction target for 2025 compared to 2019 levels.

7.4 Air Pollution

At Den Hartogh Logistics, we are committed to reducing our impact on air quality by managing and minimizing emissions from our owned assets. Our focus in this regard is on the emissions from Den Hartogh's fleet of trucks, which represent the primary source of air pollutants in our operations. Notably, the emissions from our logistics partners' vehicles are excluded from this report as they fall outside our direct operational control.

Ozone-depleting compounds are not a material concern for Den Hartogh Logistics, as our assets do not involve equipment or processes that release such substances. Similarly, sulfur dioxide (SO₂) emissions are not relevant to our operations. With the increasing enforcement of mandatory vehicle standards, SO₂ emissions from road transport are negligible. Den Hartogh's

fleet exclusively operates modern trucks, and strict fuel regulations, such as ultra-low sulfur diesel (ULSD) mandates, have virtually eliminated SO₂ emissions from our vehicles.

Our fleet has undergone significant improvements over the past several years, with a clear shift toward cleaner, more efficient vehicles. The share of Euro VI trucks—the most stringent emission standard for heavy-duty vehicles—has increased from 76,3% in 2019 to 96,4% in 2023. This shift highlights our proactive approach to upgrading our fleet to meet the latest emission standards and reduce pollutants such as nitrogen oxides (NO_x) and particulate matter (PM_x). As older vehicles have been phased out, the presence of Euro V trucks has nearly disappeared, accounting for only 0,7% of our fleet by 2023.

In addition to adopting higher Euro standards, Den Hartogh has been expanding its use of alternative fuels. The share of liquefied natural gas (LNG) and liquid biogas (LBG)-powered trucks has increased from 0,6% in 2019 to 2,8% in 2023. We have also made initial investments in electric vehicles (EVs), with electric trucks representing 0,1% of our fleet as of 2023. Although still small, this marks a significant step in our journey toward decarbonizing our road transport operations.

Table 16 Emission classes of Den Hartogh Logistics operated trucks from 2019-2023.

	2019	2020	2021	2022	2023
Euro VI (%)	76,3	96,3	92,0	96,8	96,3
Euro V (%)	23,6	2,5	7,0	1,7	0,7
Euro IV (%)	0,0	0,0	0,0	0,0	0,0
LNG/LBG (%)	0,6	1,2	1,0	1,5	2,8
Electric (%)	0,0	0,0	0,0	0,0	0,2
Euro I/II/III (%)	0,1	0,0	0,0	0,0	0,0

Our commitment to improving air quality is evident in the reduction of NO_x and PM_x emissions over the years. From 2019 to 2023, we achieved a reduction of over 29,700 kilograms of NO_x, driven by fleet modernisation and the increased use of Euro VI and alternative fuel vehicles. In 2023, total NO_x emissions from Den Hartogh's fleet amounted to 48,905 kilograms, down from 78.636 kilograms in 2019—a clear testament to our efforts to lower air pollutants from road transport.

PM_x emissions have also remained relatively low and stable due to the advanced emission control technologies in Euro VI vehicles. While PM_x emissions were slightly higher in 2020 compared to 2019, we have successfully reduced total PM_x to 4.071 kilograms in 2023, as more Euro VI trucks were deployed.

Table 17 Total air pollutants emitted by Den Hartogh Logistics from 2019 - 2023.

Year	2019	2020	2021	2022	2023
NO _x (kg)	78.636	69.083	60.114	52.520	48.905
PM _x (kg)	4.147	4.249	4.212	4.126	4.071
Total air pollutants	82.783	73.332	64.326	56.646	52.976

Our focus on reducing air pollutants reflects our overall mission to operate in a sustainable manner while supporting the logistics needs of our customers. By continuing to modernise our fleet, expand the use of alternative fuels, and invest in electric vehicle technologies, we aim to further lower the environmental impact of our operations in the years to come.

7.5 Waste

Waste management is an essential part of Den Hartogh's sustainability efforts. We are committed to minimizing waste generated across our operations and ensuring that all waste is disposed of responsibly. In 2023, we made significant strides in both tracking and reducing various types of waste, especially in our workshop operations.

The most significant portion of our waste consists of wastewater generated during the cleaning and maintenance of our assets. This wastewater is disposed off by our cleaning facility in Gothenborg. A very limited portion of our waste is office waste, due to the nature of the operations of our offices this can be deemed non-hazardous waste.

In 2023, we began tracking workshop waste more systematically, particularly in our facilities responsible for vehicle and equipment maintenance. Workshop waste is divided into two categories: non-hazardous and hazardous waste.

Table 18 Waste disposed by Den Hartogh Logistics in metric tonnes.

	2022	2023
Waste water (tons)	1.973	2.512
Office waste (tons)	14,1	13,7
Workshop waste (non-hazardous) (tons)	Workshop waste recorded since 2023	546
Workshop waste (hazardous) (tons)		36

Through continuous improvement in waste management, Den Hartogh is working towards further reducing the overall waste generated from its operations. Our focus remains on enhancing efficiency, boosting recycling efforts, and minimizing hazardous waste wherever possible. We aim to take these efforts even further in the coming years as part of our broader sustainability strategy.



ESG summary 2023

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GRI 102

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GRI 2-3	Reporting Period, Frequency, and Contact Point	
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GRI 205 - Anti-corruption

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