



Royal Den Hartogh Logistics

ESG Summary 2024

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Introduction

by Pieter den Hartogh

It is my pleasure to present to you Royal Den Hartogh Logistics' second ESG Summary. At Den Hartogh, we believe that true success lies in sustainable growth: achieving strong business performance today, while ensuring that future generations can enjoy the same opportunities tomorrow.

The year 2024 has been pivotal for our company. With the acquisition of H&S Logistics, we welcomed our fifth business unit - *Liquid Food*. Like with any integration we have had our share of issues, but nothing we could not manage. It is fair to say that the integration has been a success, certainly in how we managed to bring all ESG data together. This was also the year we proudly achieved our EcoVadis Gold rating, a recognition of our commitment to continuous improvement.

Our ESG ambition is embedded in our SPECE programme, built on the pillars of Safety, Profitable Growth, Employee Engagement, Customer Satisfaction, and Environmental Sustainability. These pillars guide our daily decisions and long-term strategy. Safety remains our first and non-negotiable priority. At the same time, we are committed to ensuring fair conditions for our colleagues and all those connected to our value chain.

Achieving our EcoVadis Gold rating is a recognition of our commitment to continuous improvement.

In environmental sustainability, we made significant progress. Through our expanded Book & Claim system, around 5% of all our total fuel consumption is now HVO (biodiesel). We also expanded our electric truck fleet from 2 to 5 trucks. And last but not least, we fully introduced green corridors, combining our system with those of our deep-sea partners. From now on, our customers can book transport anywhere in the world, fully powered by biofuel, a first in our sector.

On the governance side, we further strengthened our procedures and implemented important improvements to enhance transparency, accountability, and resilience.

I am proud of what we have achieved, proud of the progress across all ESG topics, and proud that we have done so without losing sight of who we are as Den Hartogh: a family company, dedicated to safety, service, and sustainable growth. >>

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.

2024 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.

Pieter den Hartogh





1.

ESG Summary 2024

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 **Sluisjesdijk 175, 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, 2024 – December 31, 2024**, published on **December 12, 2025**. The later date is due to full consolidation of data between the existing four business units and the new business unit Liquid Food. Contact for inquiries:

Erik Goverde at egoverde@denhartogh.com.

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.

1.2 Activities of Den Hartogh Logistics

Den Hartogh Logistics operates within the logistics sector, specialising 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. In 2024 Den Hartogh logistics acquired H&S Foodtrans, LHS and 50% WHS. These three entities form the fifth business unit Liquid food, which specialised in the transport of Liquid food products on the European continent.

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

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 optimise 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.
- **Specialised 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 emphasises 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 recognised, 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. Recognising 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 amongst office staff and senior leadership

	Total staff				Office staff			
	2021	2022	2023	2024	2021	2022	2023	2024
Male (%)	78	77	78	80	55	56	56	57
Female (%)	22	23	22	20	45	44	44	43

	Senior leadership				Board			
	2021	2022	2023	2024	2021	2022	2023	2024
Male (%)	89	87	86	83	100	100	100	100
Female (%)	11	13	14	17	0	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

Age Group	2022	2023	2024
18-29 (%)	11	14	13
30-39 (%)	23	25	24
40-49 (%)	26	25	25
50-59 (%)	28	26	26
60+ (%)	12	10	11

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 den 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
- Mr. A. Balhuizen

The members of the board and executive committee in 2024 were:

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
Business Unit Director Liquid Food	Stefan Heintjes
Director APAC	Andy Ang

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 Programme 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 carry the 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).



2.

ESG Summary 2024

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. More details on our targets and the supporting governance structures can be found in our environmental policies available on our website.

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 CO2 emissions by 2050.	Bring down the emission of NO _x and PM _x with 50% by 2026 compared to 2019.	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. Several quantitative targets have been set, partly inside and partly outside of the 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.

ESG summary 2024
Certifications

Our dedication to sustainable and responsible practices at Royal Den Hartogh Logistics is reflected in our pursuit of the highest standards. Third-party evaluations prove our commitment to environmental impact reduction, operational safety, and continuous improvement across all business units.

EcoVadis Score

Our EcoVadis score has increased with 20 points from 55 to 75 points, making our 2024 submission the first year that we achieved the EcoVadis Gold status. This means that Den Hartogh is in the top 5% of companies regarding its EcoVadis ESG score. This upward trend demonstrates our ongoing efforts to enhance sustainability practices across our operations, from energy efficiency initiatives to social responsibility programmes.

Year	2021	2022	2023	2024/2025
EcoVadis Score	44	48	55	75



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. In 2024 we underwent the SQAS assessment at 8 different locations with an average score of 95%, underscoring our adherence to safety and quality standards. Next to the annual SQAS assessments, Den Hartogh actively participates in the ECTA Responsible Care programme, further demonstrating our commitment to safety, environmental stewardship, and sustainability.



CDP Climate Change Score

In 2024, we achieved a CDP Climate Change Score of C, which is the same as our score in 2023. 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	2024
CDP Climate Change Score	D	C	C



ISO Certifications

Den Hartogh Logistics maintains ISO 9001, 14001, 28000 and 45001 certifications, ensuring that our environmental and occupational health, security management, quality management systems 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. Our ISO9001 certifications are more extensive and cover all significant Den Hartogh Group locations.



4.

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Double Materiality Assessment

4.1 Process of Materiality Assessment

Den Hartogh followed a structured and comprehensive process to identify and prioritise 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. This process took place in 2024 and was already available in the ESG summary of 2023. We will evaluate the materiality assessment by a later date.

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 prioritise 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 prioritise 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 prioritisation 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 prioritise 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 Behaviour (legal compliance and fair business practices)



5.

ESG summary 2024

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 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 if considered to be unsafe. These 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 five 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 can 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 standardise 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 2023 was 8,78, with the year-end figure for 2024 being 8,55.



6.

ESG Summary 2024

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	2024
Performance & Career Development Reviews % of the total workforce who received regular performance and career development reviews	47	47	47	44
Skills and Career Related Training % of the total workforce who received career- or skills-related training	100	100	100	100

6.2 Living Wage & Labour Organisation

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 2021, we have confirmed that employees in selected countries are paid above the living wage. Since 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	2024
Legal minimum wage % of the total workforce	100	100	100	100
Confirmed above living wage % of the total workforce	52	68	90	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	2024
Workforce Representation % of the total workforce represented in formal joint management-worker health & safety committees	55	65	65	62
Formally elected employee representatives % of the total workforce who are covered formally elected employee representatives	52	62	62	62
Collective agreements % of the total workforce who are covered by formal collective agreements concerning working conditions	43	53	53	55

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	2024
Health and safety Assessment % of all employees which an employee health & safety risk assessment has been conducted	100	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	49
Skills and Career Related Training % of the total workforce who received career- or skills-related training	100	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	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 behaviour 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 2024, 0 Speak Up procedures were initiated.



7.

ESG Summary 2024

Environmental Sustainability

7.1 Energy Balance

For 2024, an energy balance was prepared covering all fuel and electricity consumed by the consolidated Den Hartogh Group. A 2023 energy balance was also reconstructed, by consolidation of the existing energy balance of the den Hartogh group consolidated with the fuel consumed by the H&S fleet. The H&S site-level energy use was not added for 2023, but this has minimal impact, as more than 95% of total energy consumption for both Den Hartogh and H&S comes from road transport.

Compared with last year's report, another change was introduced: B7 diesel used in European trucking is now split into its bio-component (FAME) and fossil component. As a result, the reported share of renewable energy is higher, not because of the integration of H&S, but because B7 diesel is no longer treated as fully fossil. The combined energy balances for 2023 and 2024 are presented in Table 10.

Table 10 Energy balance 2023-2024

	2023	2024
Non-renewable energy (MWh)	216.093	206.111
Renewable energy (MWh)	20.197	28.389
% Renewables	8,5%	12,2%
Total	236.290	234.820

¹ 2023 corrected with the H&S trucking fuel figures, location energy from H&S is excluded

The share of renewable energy increased from 8,5% in 2023 to 12,2% in 2024. This rise is primarily driven by a higher proportion of HVO in the fuel mix. Den Hartogh used 1.799 MWh of HVO in 2023 (as reported in the 2023 ESG summary), compared with 11.401 MWh in 2024, a sixfold increase. The 2024 energy breakdown is presented in Table 11.

Table 11 Energy breakdown of the fuels in the year 2024

Fuel type	Energy (MWh)	Relative amount (% of MWh fuel total)
Fossil Fuels		
Diesel fuel (fossil component)	190.396	83%
Fossil LNG	4.927	2%
Other fossil fuels	6.800	3%
Total fossil	202.123	88%
Biofuels		
HVO	11.401	5%
B7 component diesel	14.331	6%
Liquid Biogas (LBG)	1.656	1%
Total biofuels	27.389	12%

The detailed breakdown of energy sources further highlights our reliance on fossil fuels, which still account for 88% of all the energy consumed by the Den Hartogh group.

The medium-term strategy focuses on reducing dependence on non-renewable fuels by progressively increasing the share of biofuels, primarily HVO and, to a lesser extent, LBG in our operations. This transition is supported by our Book & Claim system, which enables all customers to shift from diesel to HVO within our network. The increased uptake of HVO through this system allowed Den Hartogh to substantially raise the share of HVO from 2023 to 2024. Although fossil fuels still represent most of our energy use, the continued growth in biofuels and renewable energy reflects a clear and positive trajectory toward a lower-carbon energy profile.

The total energy profile, with a split between renewable and non-renewable energy, including electricity data is shown in Table 12.

Table 12 Renewable and non-renewable share of energy consumption of Den Hartogh Logistics in 2024

Energy type	Total Energy (MWh)	Non-renewable energy (MWh)	Renewable energy (MWh)	Percentage renewable of total (%)
Fuel	231.830	204.441	27.389	12%
Electricity	2.990	1.670	1.320	56%
Total	234.820	206.111	28.709	12,2%

Including electricity, renewable energy made up 28.709 MWh, or 12,2% of Den Hartogh's total energy consumption.

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 indicator of how efficiently energy is used relative to distance travelled and load carried. For Den Hartogh Logistics, reducing the energy intensity of our own trucking operations is a priority, driven by improved planning and better vehicle fuel efficiency. Lower fuel use per kilometre not only reduces operating costs but also decreases carbon emissions per tonne-kilometre.

Table 12 presents the energy intensities of our trucking operations, based on fuel consumption data and operational data from our Transport Management System.

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

Transport type (kWh/tkm)	2022	2023	2024
Den Hartogh trucking based on primary data)	Primary data used since 2023	0,276	0,268

In 2024, our European truck fleet used 221.618 MWh of energy to perform over 519 million tonne-kilometres (tkm) of transport work. This equals an energy intensity of 0,268 kWh per tkm.

This improvement is mainly due to replacing older trucks with more fuel-efficient models and, to a lesser extent, adding three electric trucks to the fleet. We will continue to reduce energy use per tkm by renewing the fleet, improving route planning, and increasing the share of alternative fuels.

7.3 Greenhouse Gas Emissions

Managing and reducing greenhouse gas (GHG) emissions is a core part of Den Hartogh Logistics' sustainability work. We measure and report emissions across Scope 1, 2, and 3, as presented in Table 5, to give a clear overview of our impact in each category.

In 2023, we updated our calculation method to align with the GHG Protocol, ISO 14083, and the GLEC 3.0 Framework. This ensures our GHG data is consistent and comparable. Health & Safety (H&S) emissions data has been added retroactively to the 2023 figures.

We report Scope 1 emissions on a Tank-to-Wheel (TTW) basis. To obtain Well-to-Wheel (WTW) emissions, Scope 3 category 3 (fuel- and energy-related activities) must be added to the Scope 1 figures.

Table 13 shows our total GHG emissions for Scope 1, 2, and 3 for 2019, 2023, and 2024. The calculation of the scope 2 emissions is based on the location-based methodology. Scope 3 is the largest contributor in all years, mainly due to transport of our (tank) containers by third-party carriers.

Table 13 GHG emissions in metric tons CO₂eq per year per Scope for the year 2019, 2023 and 2024

Year	2019	2023	2024
Scope 1 (tons CO₂ eq)	53.426	56.327	53.784
Scope 2 (tons CO₂eq)	-	777	972
Scope 3 (tons CO₂eq)	211.239	219.755	239.098
Total	264.665	276.859	293.854

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 en 4 were included in total calculations

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

In early 2024, we carried out a materiality assessment to align our Scope 3 accounting with the GHG Protocol, ISO 14083 and the GLEC 3.1 framework. Based on this, we focus on the following Scope 3 categories: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation, and employee commuting. These categories will remain our priority as long as Den Hartogh's core activities do not change.

Table 14 provides the 2023 breakdown of Scope 3 emissions across these key categories. They represent the main sources of indirect emissions in our value chain and are therefore central to reducing our total GHG footprint.

Table 14 Full GHG emission overview in line with GHG protocol

Scopes and categories	Metric tons CO ₂ eq
Scope 1: Direct emissions from owned/controlled operations (Tank to Wheel)	53.784
Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling	972
Upstream scope 3 emissions	
Category 1: Purchased goods and services	31.108
Category 2: Capital goods	16.268
Category 3: Fuel- and energy-related activities (Scope 1 Well to Tank)	18.899
Category 4: Upstream transportation and distribution	171.035
Category 5: Waste generated in operations	-
Category 6: Business travel	740
Category 7: Employee commuting	2.610

Table 15 presents Den Hartogh's CO₂ emission intensity, measured in grams of CO₂ per tonne-kilometre, 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 kilometre

Year (gr CO ₂ /tonkm)	2019	2023	2024
Den Hartogh trucking	-	90,50	84,64
Group wide transport	19,31	19,23	18,64

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

7.4 Air Pollution

Den Hartogh Logistics manages air emissions from its own assets, with a focus on our truck fleet, which is the main source of air pollutants in our operations. Emissions from our logistics partners are not included in this report, as they fall outside our direct operational control.

Ozone-depleting substances are not relevant to our activities, as our assets do not use equipment that emits these compounds. Sulphur dioxide (SO₂) is also not material, as modern vehicle standards have reduced SO₂ emissions from road transport to negligible levels.

Our fleet has become significantly cleaner in recent years. The share of Euro VI trucks increased from 76,3% in 2019 to 97,5% in 2024. Euro V trucks have almost disappeared and made up only 0,1% of the fleet in 2024. This renewal reduces emissions of nitrogen oxides (NO_x) and particulate matter (PM_x).

We are also expanding the use of alternative fuels. LNG/LBG trucks grew from 0,6% of the fleet in 2019 to 1,8% in 2023. Electric trucks reached 0,5% of the fleet in 2023, marking the start of electrification of our road transport.

Table 16 Emission classes of Den Hartogh operated trucks from 2019-2024. From data before 2024 excludes trucks from H&S logistics

Year	2019	2020	2021	2022	2023	2024
Euro VI (%)	76,3	96,3	92,0	96,8	96,3	97,5
Euro V (%)	23,6	2,5	7,0	1,7	0,7	0,1
LNG/LBG (%)	0,6	1,2	1,0	1,5	2,8	1,8
Electric (%)	0,0	0,0	0,0	0,0	0,2	0,5
Euro I/II/III (%)	0,1	0,0	0,0	0,0	0,0	0,0

Between 2019 and 2024, NO_x emissions from our own truck fleet fell from 135.665 kilograms to 89.183 kilograms, a reduction of more than 46.480 kilograms, or about 34% compared to the base year. This reduction is mainly due to renewal of the fleet to Euro VI trucks and a higher share of vehicles on alternative fuels.

Particulate matter (PM_x) emissions have stayed low and slightly decreased over the same period, reaching 955 kilograms in 2024, supported by the wider use of Euro VI vehicles. The exact percentage change versus 2019 is shown in the underlying data table.

Table 17 Total air pollutants emitted by Den Hartogh from 2019 until 2023

Year	2019	2023	2024
NOx (kg)	135.665	87.076	89.183
PMx (kg)	7.596	6.481	6.641
Total air pollutants	143.261	93.558	95.824

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 minimising waste generated across our operations and ensuring that all waste is disposed of responsibly. In 2024, we made significant strides in both tracking and reducing various types of waste, especially in our workshop operations.

An overview of waste in four different categories: wastewater, office waste, non-hazardous workshop waste and hazardous workshop waste is shown in Table 18.

Table 18 Waste disposed by Den Hartogh Logistics in metric tonnes

	2022	2023	2024
Waste water (tons)	1.973	2.512	2.910
Office waste (tons)	14,1	13,7	20,9
Workshop waste (non-hazardous) (tons)	Workshop waste recorded since 2023	546	299
Workshop waste (hazardous) (tons)		36	45

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 minimising 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 2024

GRI index

GRI 102

GRI Standard	Disclosure Title	Section in Report
GRI 2-1	Organizational Details	1.1 Technical introduction to organization and its reporting practices
GRI 2-2	Entities Included in Sustainability Reporting	
GRI 2-3	Reporting Period, Frequency, and Contact Point	
GRI 2-4	Restatements of Information	
GRI 2-5	External Assurance	
GRI 2-6	Activities, value chain and other business relationship	1.2 Activities of Den Hartogh logistics
GRI 2-7	Employees	1.4 Workforce, Diversity & Belonging
GRI 2-8	Workers who are not employees	Confidential
GRI 2-9	Governance structure & composition	1.4 Governance
GRI 2-10	Nomination and selection of the highest governance body	Confidential
GRI 2-11	Chair of the highest governance body	1.4 Governance
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	1.4 Governance
GRI 2-13	Delegation of responsibility for managing topics	1.4 Governance
GRI 2-14	Role of highest governance body	1.4 Governance
GRI 2-15	Conflicts of interest	Not relevant
GRI 2-16	Communication of critical concerns	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-17	Collective knowledge of the highest governance body	1.4 Governance
GRI 2-18	Evaluation of the performance of the highest governance body	Confidential
GRI 2-19	Remuneration policies	Confidential
GRI 2-20	Process to determine remuneration	Confidential
GRI 2-21	Annual total compensation ratio	Confidential
GRI 2-23	Policy commitment	2. Targets and commitments
GRI 2-24	Embedding policy commitments	2. Targets and commitments
GRI 2-25	Process to remediate negative impacts	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-26	Mechanisms for seeking advice and raising concerns	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-27	Compliance with laws and regulation	Not relevant
GRI 2-28	Membership organisation	1.4 Governance
GRI 2-29	Approach to stakeholder engagement	4.1 Process of materiality assessment
GRI 2-30	Collective bargaining agreements	L6.2 living wage & labour organisation

GRI 3 - Material topics

GRI Standard	Disclosure Title	Section in Report
GRI 3-1	Process to determine material topics	4.1 Process of materiality assessment
GRI 3-2	List of material topics	4.2 Results
GRI 3-3	Management of material topics	2. Targets and commitments

GRI 204 - Procurement practices

GRI Standard	Disclosure Title	Section in Report
GRI 204-1	Process to determine material topics	Not relevant

GRI 205 – Anti-corruption

GRI Standard	Title	Section in Report
205-1	Operations Assessed for Risks Related to Corruption	6.4 Whistleblower, anti-corruption measures and anti-competitive behaviour
205-2	Communication and Training about Anti-corruption Policies and Procedures	6.4 Whistleblower, anti-corruption measures and anti-competitive behaviour
205-3	Confirmed Incidents of Corruption and Actions Taken	6.4 Whistleblower, anti-corruption measures and anti-competitive behaviour

GRI 302 - Energy

GRI Standard	Title	Section in Report
302-1	Energy Consumption within the Organization	7.1 Energy Balance
302-2	Energy Consumption Outside the Organization	Not reported
302-3	Energy Intensity	7.2 Energy intensity
302-4	Reduction of Energy Consumption	7.1 Energy Balance
302-5	Reductions in Energy Requirements of Products and Services	7.2 Energy intensity

GRI 305 - Emissions

GRI Standard	Title	Section in Report
305-1	Direct (Scope 1) GHG Emissions	7.3 Greenhouse gas emissions
305-2	Energy Indirect (Scope 2) GHG Emissions	7.3 Greenhouse gas emissions
305-3	Other Indirect (Scope 3) GHG Emissions	7.3 Greenhouse gas emissions
305-4	GHG Emissions Intensity	7.3 Greenhouse gas emissions
305-5	Reduction of GHG Emissions	7.3 Greenhouse gas emissions
305-6	Emissions of Ozone-depleting Substances (ODS)	7.4 Air pollution
305-7	Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and Other Significant Air Emissions	7.4 Air pollution

GRI 306 – Waste

GRI Standard	Title	Section in Report
306-1	Waste Generation and Significant Waste-related Impacts	7.5 Waste
306-2	Management of Significant Waste-related Impacts	7.5 Waste
306-3	Waste Generated	7.5 Waste
306-4	Waste Diverted from Disposal	Unknown
306-5	Waste Directed to Disposal	Unknown

GRI 403 – Occupational Health

GRI Standard	Title	Section in Report
403-1	Occupational Health and Safety Management System	5.1 Commitment and Management System
403-2	Hazard Identification, Risk Assessment, and Incident Investigation	5.2 Hazard Identification and Risk Management
403-3	Occupational Health Services	5.3 Occupational health Services
403-4	Worker Participation, Consultation, and Communication on Occupational Health and Safety	5.4 Worker Participation and Training
403-5	Worker Training on Occupational Health and Safety	5.4 Worker Participation and Training
403-6	Promotion of Worker Health	5.5 Promotion of worker health
403-9	Work-related Injuries	5.6 Safety performance metrics

GRI 404 – Training and Education

GRI Standard	Title	Section in Report
404-1	Average Hours of Training per Year per Employee	6.1 Career development at Den Hartogh; 6.3 training on ESG
404-2	Programmes for Upgrading Employee Skills and Transition Assistance Programmes	6.1 Career development at Den Hartogh
404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	6.1 Career development at Den Hartogh

GRI 405 – Diversity and Equal Opportunity

GRI Standard	Title	Section in Report
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405-2	Ratio of Basic Salary and Remuneration of Women to Men	Confidential

