

Corporate Social Responsibility Report 2024

Moving Forward to a Sustainable World



Introduction

At Rotterdam Shortsea Terminals (RST), Corporate Social Responsibility (CSR) is an integral part of our company policy. Each year, we take new steps to strengthen our commitment, while ensuring transparency and accountability through our Corporate Social Responsibility Report. In this edition, we highlight our CSR efforts in 2024 as part of our Business Plan 2022-2025.

As we work towards a sustainable future, we first and foremost rely on our employees. We also depend on the support of our customers and transport partners, as well as the local community and all relevant authorities. Within this framework, we want to be at the forefront on the road to a sustainable port of Rotterdam and thus, being the largest shortsea terminal in Europe, make an impactful contribution to a better world.



Message from the CEO



At RST, we take our social responsibility seriously and have made it a core part of our corporate strategy. Year after year, we continue to make progress in environmental, social and governance areas.

Our main sustainability goal is to become a CO₂-neutral company. 2024 has been very fruitful in this regard. By switching to HVO100 biodiesel for all our diesel-powered equipment and sourcing fully

green electricity, we have now achieved a 90% reduction in CO₂ emissions compared to 2019. This has spurred us to explore whether we can already achieve our goal of becoming fully CO₂-neutral for scopes 1 and 2 by the end of 2025 rather than by the original target year of 2030. We 'only' have 10% to go, but this may actually prove the greatest challenge. From a business perspective, we simply cannot replace all of our equipment with CO₂-neutral alternatives in one go. Therefore, we are studying whether we could use potential compensation programs as alternatives to achieve our ambitious final goal more quickly.

Sustainability has truly become part of our organisation's DNA. Sustainable thinking started out on a modest scale a number of years ago, but is now ingrained throughout our entire organisation. Our employees embrace the philosophy and proactively

help with the further implementation. New initiatives pop up all the time. Building on our achievements from 2024 and the years before, we for example want to start the construction of a charging square for electric trucks in 2025. We also aim to concretise a pilot for a reach stacker powered by green hydrogen. All such projects are carried out together with partners. Since 2023 already, we have been collaborating with our customer Samskip to learn from the practical use of shore power at our terminal, thus preparing us for implementation on a wider scale.

In addition to sustainability, social behaviour and good governance are of equal importance to us. We aim to be open and transparent to everyone and interact with the community, our stakeholders and our employees in a respectful manner. Our people are our most valuable asset.



We strive to be an attractive employer that offers everyone within our company equal opportunities for continuous development. A comprehensive employee satisfaction survey conducted in 2024 yielded various points of improvement, which are now being addressed throughout the entire organisation. In line with this, recruiting new employees is an ongoing effort that requires our continuous attention in various ways. Research shows that applicants highly value an employer's commitment to social responsibility.

All this is taking place in a turbulent environment. Globally, within Europe, nationally and locally: many changes are taking place. Much of this may be beyond our sphere of influence, but as far as climate issues are concerned, we aim to be a proactive part of the solution. At RST, we want to move forward to a sustainable world.

Arno Storm

Chief Executive Officer

About Rotterdam Shortsea Terminals

Rotterdam Shortsea Terminals (RST) is Europe's largest dedicated shortsea shipping hub. Our outstanding geographical location in the heart of the port of Rotterdam, the wide variety of shipping destinations we serve and our tri-modal hinterland connections ensure containers always reach their

destination in the fastest, most efficient and most sustainable manner. For many parties, RST serves as an indispensable hub for their European door-to-door transport. About 350 highly-trained, experienced employees work around the clock to deliver optimal solutions for today's demanding logistical challenges.

Boasting 2200 metres of quayside suitable for ships with draughts up to 13.65 metres, RST deploys 14 cranes to handle 60 shortsea vessels a week on average, with sailings to more than 70 different destinations. Our services include container handling, storage and a comprehensive range of value-added services such as empty depot, cross-docking and more. We continuously improve and innovate in order to optimally anticipate the ever-evolving needs of our customers, the industry in general and society. At RST, we always give it our best!

Our mission:

'We strive to be the leading provider of shortsea shipping services in the port of Rotterdam and aim to distinguish ourselves based on our efficiency, sustainability and commitment to excellence.'

Our Corporate Social Responsibility approach

At the heart of our Corporate Social Responsibility policy are the principles outlined in the well-known, highly respected guidelines of ISO 26000 and of the Global Reporting Initiative, an organisation that draws up international guidelines and tools for sustainability reporting. Ensuing from this, we focus on three areas: People, Planet and Prosperity.

Sustainable Development Goals of the United Nations

For these three focus areas - People, Planet and Prosperity - we adhere to the Sustainable Development Goals (SDGs) as defined by the United Nations (UN) to

help make the world a better place by 2030. Out of the seventeen SDGs defined by the UN, we have selected the seven goals that are most relevant to us. These goals serve as our guiding principles for achieving RST's sustainability objectives.



Towards more extensive reporting

At RST, we voluntarily report on Corporate Social Responsibility, reflecting our strong commitment to climate, social behaviour and good governance. The original intention of the European Union was to have the European Corporate Social Responsibility Directive (CSRD) establish a legal framework that would apply to RST as of 2025. This directive requires companies to each year submit a detailed report outlining the impact of their activities on people and the environment. However, recent initiatives from the European Commission aimed at deregulation will likely mean that mandatory CSRD reporting will be limited to the very largest companies (>1000 employees) and will not apply to companies the size of RST.

Our preparations for the introduction of the CSRD started in 2024. We already



measure a lot of aspects for our annual CSR Report, but not as much as would be required for the CSRD. By drawing up a list of important themes, we identified any additional requirements. Even though it now appears that the introduction of

the CSRD will not be applicable to RST, we still remain committed to these themes. From 2026 onwards, you can expect more extensive reports from us. We truly want to put Corporate Social Responsibility into practice!

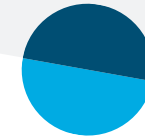
Our 2024 CSR accomplishments

At the heart of RST's Corporate Social Responsibility policy is an extensive baseline measurement conducted over the years 2019 and 2020 for our focus areas People, Planet and Prosperity. Next, clear and measurable goals for improvement were formulated in our Business Plan for the period 2022-2025. Successfully achieving these goals should help us to become best-in-class regarding sustainability by 2025. The board, management team and staff of RST are fully committed to making this happen. As we progress towards 2025, we present RST's CSR accomplishments for 2024 on the next pages.



Our CSR performance 2024

People



Targets 2022 - 2025

Health & safety

Start with a preventive medical examination as the basis for a vitality policy. Stimulate exercise, healthy nutrition, attention to mental health, striking a balance between work and private life.

Reduce sick leave rate (6.3 percent in base year 2020, excl. COVID-19).

ISO 45001 certified in 2025.

Launch of Safety Awareness program in 2022 for all employees and introduction of 'the Safety Ambassador'.

New 'healthy working' scheme in 2022.

Talent attraction & retention

Sponsor internships annually for students to address (future) staff shortages in the shortsea sector. Collaborate with at least one MBO/HBO (secondary/higher vocational education) school and/or university in 2022.

Increase employee satisfaction to 7.5 in 2025. (Base year 2021: 6.5)

Training & development

Policy for development of staff with a training coordinator, including a development budget.

Training, rewarding and retaining people who are an asset to our company - employees who show personal leadership and take responsibility. We aim to have trained 80 percent of our employees in Lean in 2025.

Participating & sponsoring

Participate in CSR-related pilots in the Rotterdam region from a social perspective.

Select charities to sponsor and to contribute to our local environment.



Accomplishments 2024

Health and Safety

Safe and healthy working conditions

Ensuring safe and healthy working conditions for all employees is the absolute top priority for RST. Bearing this in mind, we are pleased to report that not a single incident occurred



at our terminal that led to injury or absenteeism in 2024. However, we do realise that this is not a given and requires constant attention on our part. Since 2023, we have therefore been operating in accordance with ISO 45001, a management system that sets clear standards for healthy and safe working.

Through smaller and larger actions, we constantly keep our finger on the pulse. At the terminal, we carried out 142 safety walks and 28 workplace inspections last year. All RST employees are expected to perform an LMRA (Last Minute Risk Analysis) check before starting their work. A campaign was launched to raise awareness of this requirement. Special emphasis was placed on safety within the Technical Department and on the introduction of LOTO (Lock Out - Tag Out), a safety

procedure in which the power supply to equipment is cut off during maintenance or repair work. Safety awareness will, of course, continue to be a priority in 2025.

We also address safety through continuous improvements to the terminal infrastructure and equipment. In 2024, for example, we increased the number of lane separations, improved routing and introduced additional measures around cranes.

For external parties working at the terminal, the work permit system has been further optimised. Similar to visitors to ships and to suppliers, clear gate instructions for access to the terminal are now in place for contractors as well. Contractors must complete a test, valid for one year, before they are granted access.

Accomplishments 2024

Training on safety and integrity

To structurally enhance the integrity and resilience of the port of Rotterdam in general and our own organisation in particular, we participate in a project group within Deltalinqs for the development of new training tools. It is crucial that RST employees are aware of the risks posed by individuals with malicious intent and know how they can avoid these people.

Security

In the field of information security, we achieved ISO 27001 certification in 2024. Adhering to this globally recognised standard enables us to structurally secure data. By doing so, we aim to protect the confidentiality, availability and integrity of information within our company. Additionally, we improved the physical security by upgrading the

camera system at our company border.

Wellbeing and wellness

The sick leave rate in 2024 was 9%. As part of our health and safety policy, we conducted a periodic occupational health assessment (PAGO) last year. Thirty percent of our employees completed the questionnaire in full. Based on their responses, 56 employees were invited for a consult with the company doctor. A new round of PAGO will take place in 2025.

In 2024, we continued our constructive collaboration with the Works Council to further improve working conditions and ensure a healthy and safe working environment. On a different note,



the first Family Festival organised in September was a great success, strengthening the bond between employees' families and RST.

Alcohol, drugs and medication

At RST, we have a clear, strict policy on alcohol, drugs and medication. As part of this, we carried out an extensive inspection at the terminal last year, both among our own employees and visitors.

Accomplishments 2024

Talent attraction and retention

Open eyes for young talent

We strongly believe in giving talent the opportunity to further develop their skills. In 2024, several talented employees were promoted to more advanced positions. Attracting new talent is a continuous focal point. We offer internships for students from secondary vocational education (or MBO) to university. Furthermore, we offer on-the-job training to young people who are enrolled in the BBL program in vocational education to help them develop their practical skills. Throughout the year, we employed an average of 21 BBL students.

Training and development

RST continuously provides training courses at all levels. Some of these are mandatory for employees to perform their functions, while others are more focused on personal development. Last year, we prepared for the

introduction of a Learning Management System, which has since been fully implemented in 2025. This system gives employees more control over their training and development. Additionally, a leadership program was launched, set to further evolve in 2025 and 2026.



Lean Academy

Through the Lean strategy, we want everyone within RST to focus on the systematic elimination of waste in order to create optimal added value for the customer. Our goal is to encourage as

many RST employees as possible to adopt this approach. In 2024, the onboarding of the Lean training was attended by 121 employees. In total, approximately 230 employees (70%) have now participated in the Lean training. We plan to add another 50 employees in 2025.

Participations and sponsorships

Family Home Daniel den Hoed

It is with pleasure that we continued our support for the Daniel den Hoed clinic in 2024 through the adoption of a guest room. This Family Home serves as a temporary second home for relatives of cancer patients, thus enabling them to be near their loved ones. We also organised a padel tennis tournament to raise funds for the Family Home.



Accomplishments 2024



Giovanni van Bronckhorst Foundation

In 2024, RST became a supporter of the Giovanni van Bronckhorst Foundation. We support their program aimed at empowering children to take charge of their futures. At S.V. GIO, children aged 10 to 12 with learning disabilities work on

their self-confidence and future through an education and coaching program. In a playful manner, attention is paid to reading comprehension, spelling and arithmetic, but also to boosting self-confidence and parental involvement. The aim is to give the children a good start in secondary education and to teach them to take control of their own paths.

Our CSR performance 2024

Planet

Targets 2022 - 2025

Energy

>75 percent green energy in 2025.

Replace 5 operational transport cars by electric vehicles in 2022. >75 percent of transport and lease cars must be electric in 2025. Expand charging stations at RST buildings by >5 in 2022.

Solar panels on the roof of the main and technical building.

Participate in hydrogen initiatives for new equipment.

Climate change

Reduce scope 1 and 2 carbon emissions by 70 percent in 2025 with a CO₂ footprint per container < 10 kilos. (Base year 2020: CO₂ footprint 21 kilos per container.)

Improve insight into emission flows, energy label C in 2023.

ISO 14001 certified in 2025.

Waste

Reduction of the use of plastic and plastic waste collected separately.

Reduction of the use of paper in the company.

>25 percent less paper printed in 2023.

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Accomplishments 2024

This table has been used to apply for our Lean & Green recognition.

Energy

Unit: container

Year	Baseline	2019	2020	2021	2022	2023	2024	EFs 2024
Fuel								
Total litres diesel equipment		2,215,295	1,908,080	1,918,287	1,471,601	1,206,441	438,646	3.256
Total litres HVO100 equipment		0	0	0	0	0	974,670	0.347
Total kWh equipment grey		19,710,735	19,143,040	21,916,611	13,178,808	8,577,623	0	0.536
Total kWh equipment green		0	0	0	5,600,000	8,577,623	18,451,379	0
% green electricity					30%	50%	100%	
Scope								
Total volume in scope (containers)		739,821	761,561	778,617	693,350	633,264	727,043	
SCOPE		100%	100%	100%	100%	100%	100%	100%
CO₂ emissions total								
kgCO ₂ diesel rolling equipment/power units		7,226,292	6,224,157	6,257,452	4,800,362	3,928,172	1,428,231	
kgCO ₂ HVO100 rolling equipment/power units		0	0	0	0	0	338,210	
kgCO ₂ kWh equipment		10,308,714	10,011,810	11,462,388	6,892,517	4,597,606	0	
Total kgCO ₂		17,535,007	16,235,967	17,719,840	11,692,879	8,525,778	1,766,442	
Calculation CO₂ reduction								
CO ₂ .unit diesel/HVO100		9.77	8.17	8.04	6.92	6.20	2.43	
CO ₂ .unit electricity		13.93	13.15	14.72	9.94	7.26	0.00	
CO ₂ .unit		23.70	21.32	22.76	16.864	13.463	2.43	
Reduction from baseline measurement		0%	10%	4%	28.7%	43.1%	89.7%	
Reduction year-on-year		0%	10%	-7%	26%	20%	82%	



Accomplishments 2024

Energy

Green energy

For the propulsion of our fossil-fuelled equipment, we fully transitioned to much cleaner HVO100 biodiesel in 2024. This transition went very smoothly. All electricity is procured from 100% renewable sources, including a solar power farm in the Netherlands. Furthermore, we covered our own buildings at the terminal with solar panels.

Green equipment

In April 2024, we commissioned six new hybrid straddle carriers. This new generation is approximately 50% more energy-efficient than the previous one. Furthermore, it has been running on HVO100 biodiesel from day 1. Existing straddle carriers we plan to retrofit in 2025 with more energy-efficient engines. In this way, we are steadily working on making our equipment more sustainable.

Green mobility

To further strengthen our green mobility efforts, we mainly focused on preparatory activities last year. The existing charging station square was expanded with fourteen connections in the first quarter of 2025. These connections are mainly intended for the charging of ten newly ordered electric operational vehicles. Furthermore, we will develop a fast-charging station with eight 400 kWh charging points for electric trucks in 2025.

Additionally, we actively promote the shift to sustainable transport, such as barge and rail. Through the use of a dedicated inland shipping crane, for example, we are committed to optimally integrating the handling of barges into the logistics chains of our customers and their clients. Thanks to our location directly next to the Rail Service Center Rotterdam, containers can always be transported to and from

Accomplishments 2024

this largest rail hub in the port without the need for any additional paperwork.

Climate change

CO₂ reduction

By switching to HVO100 biodiesel as a fuel source and sourcing 100% green electricity, we successfully reduced our CO₂ emissions by 89.7% in 2024 compared to the baseline year of 2019.

Our CO₂ emissions per container amounted to 2.43 kg in 2024, down from 13.4 kg in 2023 and 21.3 kg in 2020.

Lean & Green

In 2024, we received both our 2nd and 3rd Lean & Green Star. Lean & Green is an international program that awards Stars to companies in recognition of their successful efforts to reduce the

CO₂ emissions of their logistics activities. To earn these stars, companies are required to draw up a CO₂ reduction plan and then measure their CO₂ emissions annually. In 2025, RST will start working on the targets for achieving a 4th star. In addition to scope 1 and 2 reductions, this also requires initiatives for greening the value chain.



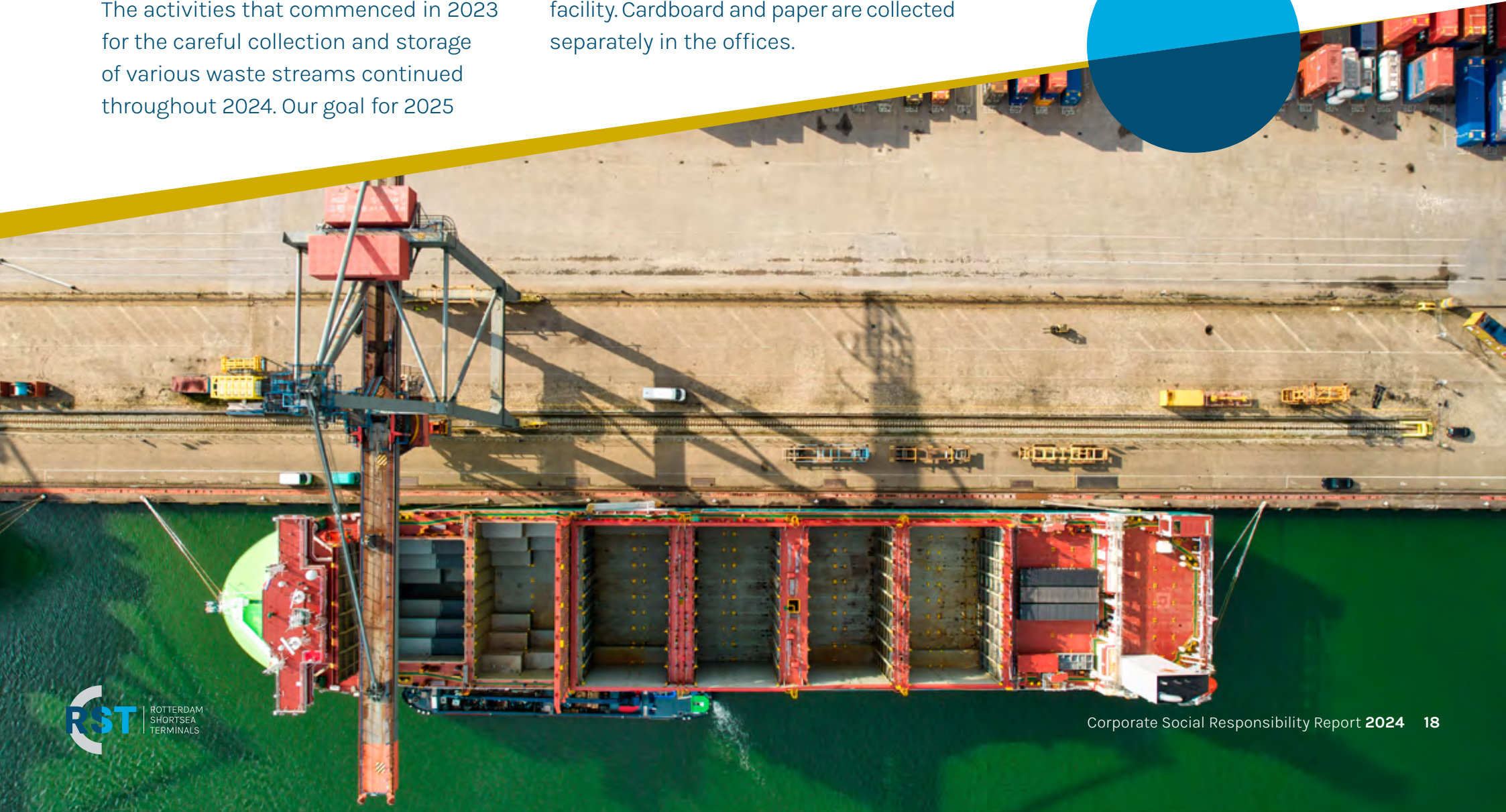
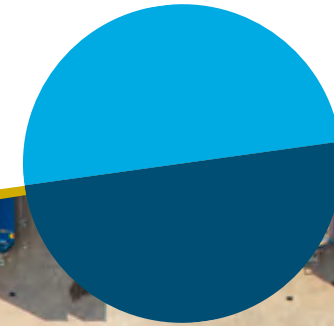
Accomplishments 2024

Waste

Waste separation

The activities that commenced in 2023 for the careful collection and storage of various waste streams continued throughout 2024. Our goal for 2025

is to prepare a prevention plan in combination with an environmental facility. Cardboard and paper are collected separately in the offices.



Our CSR performance 2024

Prosperity

Targets 2022 - 2025

Innovation	Actively support one initiative to develop technology and infrastructure for zero emissions in the logistic chain, e.g. shore power and hydrogen.
Economic performance	Introduction of a diversity policy before 2025 to offer opportunities to people with limited prospects for employment.



Accomplishments 2024

Innovation

Onshore power

In 2023, RST became the first container terminal in the Netherlands to offer onshore power as part of a pilot. The shortsea vessel Samskip Innovator faithfully uses this service during every

port visit. Together with Rotterdam Shore Power, we are currently evaluating the requirements to further implement onshore power at our terminal. Grid congestion should not become a game changer for that in the future.

Hydrogen

In 2024, we made significant progress in preparing for a pilot project at RST involving a reach stacker that runs on green hydrogen.





Accomplishments 2024

Together with the company Berkman, we will construct a filling station for green hydrogen at our terminal. In addition to our own reach stacker that will run on hydrogen, other parties will be able to refuel here as well. The project's start is subject to subsidy approval.

Economic performance

ISO 9001 and ISO 14001

With the achievement of ISO 9001 certification in 2024, we now operate according to this globally recognised quality management system across all aspects of the company. As a result, processes have been streamlined and have become more efficient. It is our stepping stone for continuously achieving further improvements. Through the ISO 14001 certification, which we also obtained last year, we have enhanced our environmental practices as well.

Accomplishments 2024

Employee satisfaction

For the first time, we conducted research into employee satisfaction at RST. 61% of our staff participated in this. Their average satisfaction rating was 7.3. Areas for improvement were identified for each department; these are now being converted into concrete actions. In 2026, we will carry out the next employee satisfaction survey.



Share your input on Corporate Social Responsibility with us



ROTTERDAM
SHORTSEA
TERMINALS

We cordially invite you to share your thoughts and feedback on Corporate Social Responsibility and the manner in which we implement this at RST. Please contact j.hoofst@rstbv.nl with any questions or comments you may have regarding this report and our Corporate Social Responsibility efforts. We are looking forward to hearing from you.

rstshortsea.nl