

# ACCELERATING SUSTAINABLE VALUE

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SUSTAINABILITY REPORT  
DE RIJKE GROUP

2025



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# FOREWORD BY THE CEO

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As we look back on 2025, I am proud to share our first Sustainability Report. It reflects not only how we performed as a company, but also our resilience, responsibility, and commitment to long-term sustainable growth, while continuing to Accelerate Value for our customers and partners.

For everyone associated with the De Rijke family, 2025 was a very special year: the 80th anniversary of our company. This milestone marks decades of entrepreneurship, adaptability and the strong trust we've built with customers, employees, and partners. It reminded us that long-term success comes from staying true to our family values while continuing to evolve.

The year was shaped by a complex external environment. Economic conditions in the chemical industry remained challenging and we saw developments among our customers that called for careful attention and timely action. These realities reinforced the importance of risk management, customer intimacy, close collaboration across our network, and focus on operational excellence.

At the same time, 2025 was a year of real progress and important milestones. We opened a new site in Spain, strategically positioned to support future growth and built to meet high standards for safety, efficiency, and sustainability. In France, the opening of our Gailion 2 warehouse and new Pallex Hub marked an important step in expanding our presence, allowing us to serve our customers even better in a market where quality and reliability truly matter.

Above all, I am grateful for the strong engagement and satisfaction of our customers and employees. Their trust, dedication, and commitment are the foundation of everything we do and the key to our future success.

Looking ahead, we remain focused on sustainable growth, sound environmental management, and creating lasting value for all our stakeholders. I would like to sincerely thank everyone who contributed to our journey in 2025 and everyone who continues to shape the future of our company.



*Kees de Rijke, CEO De Rijke Group*

# ABOUT DE RIJKE

De Rijke started its journey in 1945 in the Netherlands, with just one truck and a dream. That dream was simple: to deliver goods reliably and build lasting relationships through hard work and trust. From those humble beginnings, we have grown into an international logistics provider, serving customers across Europe. Our services now include transport, warehousing, and supply chain management, but our heart remains the same.

## Family Values at the Core

We are proud to be a family-owned business, and that is more than just a label; it is how we operate. Our values of trust, loyalty, and care shape every decision we make. Many of our colleagues have been with us for decades, as well as various customers.

We believe in treating people with respect and giving them space to grow. Whether it is our team, our customers, or our partners, we build relationships that last.

## International Growth

From our headquarters in Spijkenisse, De Rijke has expanded its operations into Belgium, the United Kingdom, France, Spain, and through a joint venture into the Middle East. Our international growth has always been driven by the ambition to stay close to customers and local markets.

Despite our international footprint, we remain committed to personal service, local expertise and strong partnerships. We believe that sustainable growth can only be achieved by understanding the needs of each market and by working closely with customers, employees and partners.

## De Rijke 2025 Key Figures



28 sites  
across Europe



€ 208M  
turnover



228  
own trucks



341.000 m<sup>2</sup>  
warehousing



788 total employees  
746.4 FTE

# ABOUT DE RIJKE

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## 80 Years of Accelerating Value

In 2025, we celebrated our 80th anniversary; a moment that fills us with pride and gratitude. It is a time to reflect on the journey we have been through and the people who have made it possible. We are not just celebrating a company milestone; we are celebrating the spirit of De Rijke. And as we look ahead, we do so with the same dedication, and the belief in each other that brought us here.



# OUR JOURNEY



FOUNDING OF THE DE RIJKE GROUP 1945

GROWTH OF THE CHEMICAL INDUSTRY AROUND THE PORTS OF ROTTERDAM & ANTWERP 1970

OPENING OF THE 1<sup>ST</sup> SITE IN BOTLEK-ROTTERDAM 1992

DE RIJKE CELEBRATES ITS 50<sup>TH</sup> ANNIVERSARY 1995

FOUNDING OF DE RIJKE CONTINENTAL: UK TRANSPORT 2001

OUR MOVE TO THE MIDDLE EAST: MdR 2006

DE RIJKE CELEBRATES ITS 75<sup>TH</sup> ANNIVERSARY 2020

INTRODUCTION OF REAL-TIME TRACKING: SHIPPEO 2024  
DE RIJKE OBTAINS THE ECOVADIS GOLD MEDAL

OPENING OF THE WAREHOUSE GAILION 2 IN FRANCE 2025

THE START OF CHEMICAL TRANSPORT WITH TANKERS 1960

EUROPEAN EXPANSION: BELGIUM & FRANCE 1982

EUROPEAN EXPANSION: SPAIN 1995

FOUNDING OF DE RIJKE LOGISTICS: COMPLETE SUPPLY CHAIN SOLUTIONS 2000

THE START OF CONTAINER TRUCKING OPERATIONS 2003

OPENING OF THE WAREHOUSE ABLAINCOURT, FR 2020

NEW DRUM- AND IBC FILLING MACHINES & PALLETIZERS GET INSTALLED IN ROTTERDAM-BOTLEK 2024

OFFICIAL OPENING OF THE NEW WAREHOUSE IN BARCELONA 2025

DE RIJKE CELEBRATES ITS 80<sup>TH</sup> ANNIVERSARY 2025



**80 YEARS AND COUNTING...**

# MISSION, VISION & GOALS

## MISSION STATEMENT

As an innovative logistic service supplier, we will deliver to our customers the best logistic solutions to increase customers own market value proposition:

***“Accelerating Value”***

## VISION STATEMENT

Our markets will recognize us as a leading supplier of integrated logistic solutions. We will target the following markets: chemical industry, retail (B2B), food & feed and related sectors. The customer value proposition will lead to a healthy return on investment for our company.

## OUR ESG GOALS

*“Reducing our overall greenhouse gas emissions by 30% by 2030”*



*“Maintaining an annual sickness leave rate of below 7%”*



*“Collaborate with customers and suppliers to create a more sustainable value chain”*



*“Zero spills with an environmental impact”*



*“Average of 10 hours of training per employee”*



*“Ensure that at least 8 cybersecurity training sessions are held annually”*



# A MISSION-DRIVEN COMPANY

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Since December 2023, De Rijke France has taken a significant step by formally embedding a clear mission in its articles of association: *“Until teleportation becomes a reality, we exist to facilitate and optimize local and international supply chains by providing responsible, innovative and bespoke transport and logistics solutions that contribute to the success of our entire ecosystem. Accelerating values, we pay particular attention to our people and our partners through collaborative, reliable and committed teams.”*

This is not a symbolic stance, but the culmination of a long-standing commitment, aligned with our core values – people, creativity, dedication, satisfaction and cooperation – already reflected in the initiatives presented in this report, from the reduction of CO<sub>2</sub> emissions and continuously improving the working conditions to strengthening our societal engagement and building sustainable partnerships.

Becoming a mission-driven company commits us to going further, by structuring our actions around three statutory objectives:

- Contributing to more responsible supply chains by reducing our environmental footprint and supporting our customers on their own decarbonization journey.
- Attracting, developing and retaining talent, by placing people, safety, working conditions and employee well-being at the heart of our model.
- Strengthening our local roots by actively contributing to the economic and social vitality of the regions in which we operate.

Being a mission-driven company means aligning financial performance with positive impact. It also means embedding our decisions in a long-term perspective, guided by high standards, transparency and accountability.

Now more than ever, we are convinced that De Rijke’s sustainable performance depends on this alignment between vision, action, and collective commitment.

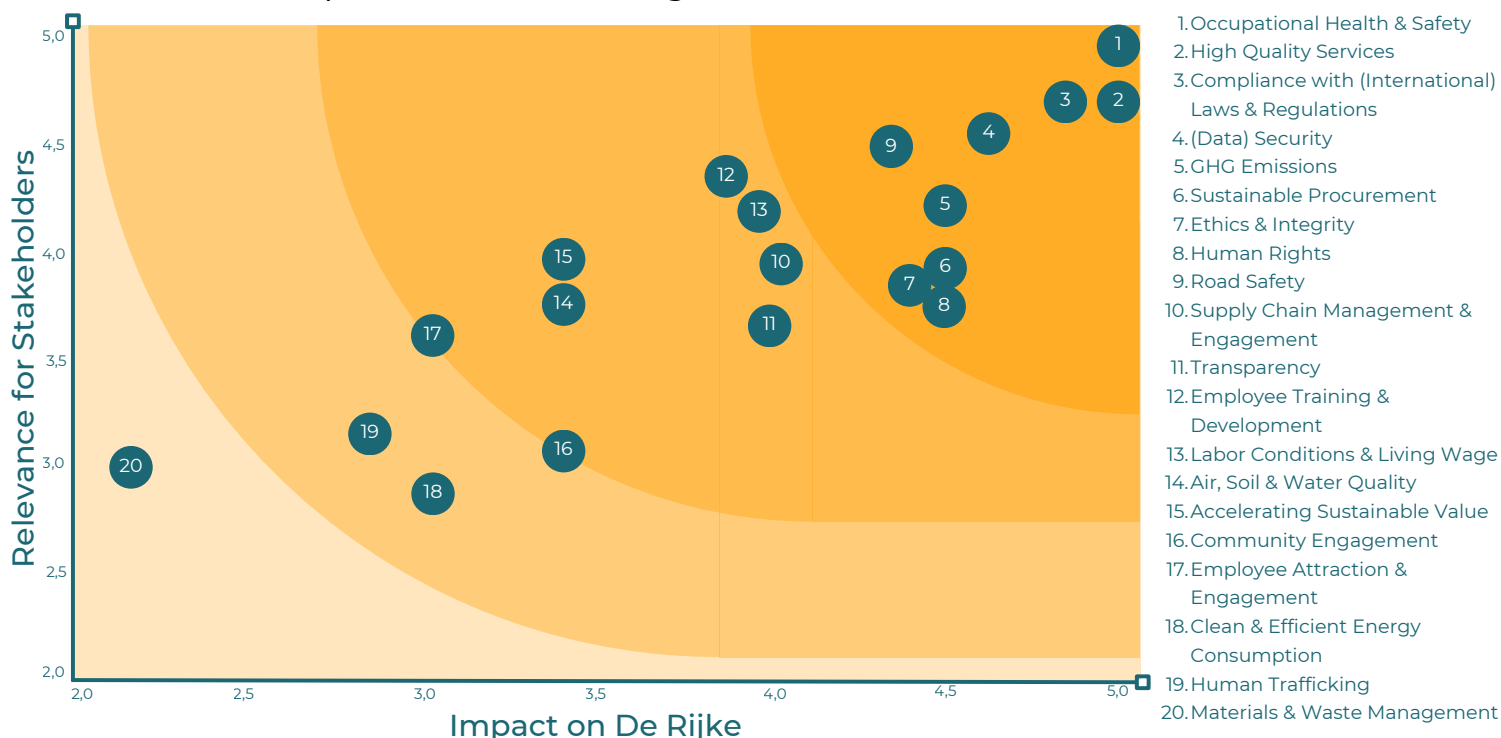


# MATERIALITY ANALYSIS

Materiality analysis serves as a crucial tool in sustainability reporting, enabling organizations to concentrate on the ESG topics that are most relevant to their business and stakeholders. At De Rijke, we view materiality analysis as a means to enhance our sustainability focus. We believe that recognizing and prioritizing key ESG issues is important for sustainable operations and the creation of long-term value.

In our materiality analysis, we assessed which sustainability issues hold the greatest significance for our business and stakeholders. This proactive strategy highlights our dedication to continuous improvement and responsible practices. The findings reveal the 20 most material topics that are relevant to our operations. In light of the removal of the CSRD obligation, we have applied a pragmatic approach to the identification of material topics. Furthermore, we have connected these material topics to the United Nations' Sustainable Development Goals (SDGs) to generate additional value for our stakeholders and employees at De Rijke Group.

As illustrated in the matrix below, we consider Occupational Health & Safety to be of utmost importance, while Materials & Waste Management, although deemed less impactful, remains significant.



# ENVIRONMENT

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*“FOR DE RIJKE,  
ENVIRONMENTAL  
SUSTAINABILITY IS NOT  
ABOUT QUICK WINS, BUT  
ABOUT BUILDING INSIGHT  
AND MAKING BETTER  
DECISIONS OVER TIME TO  
ACCELERATE SUSTAINABLE  
VALUE.”*

-MARTIJN SCHEFFERS, GROUP SUSTAINABILITY & PROJECT MANAGER

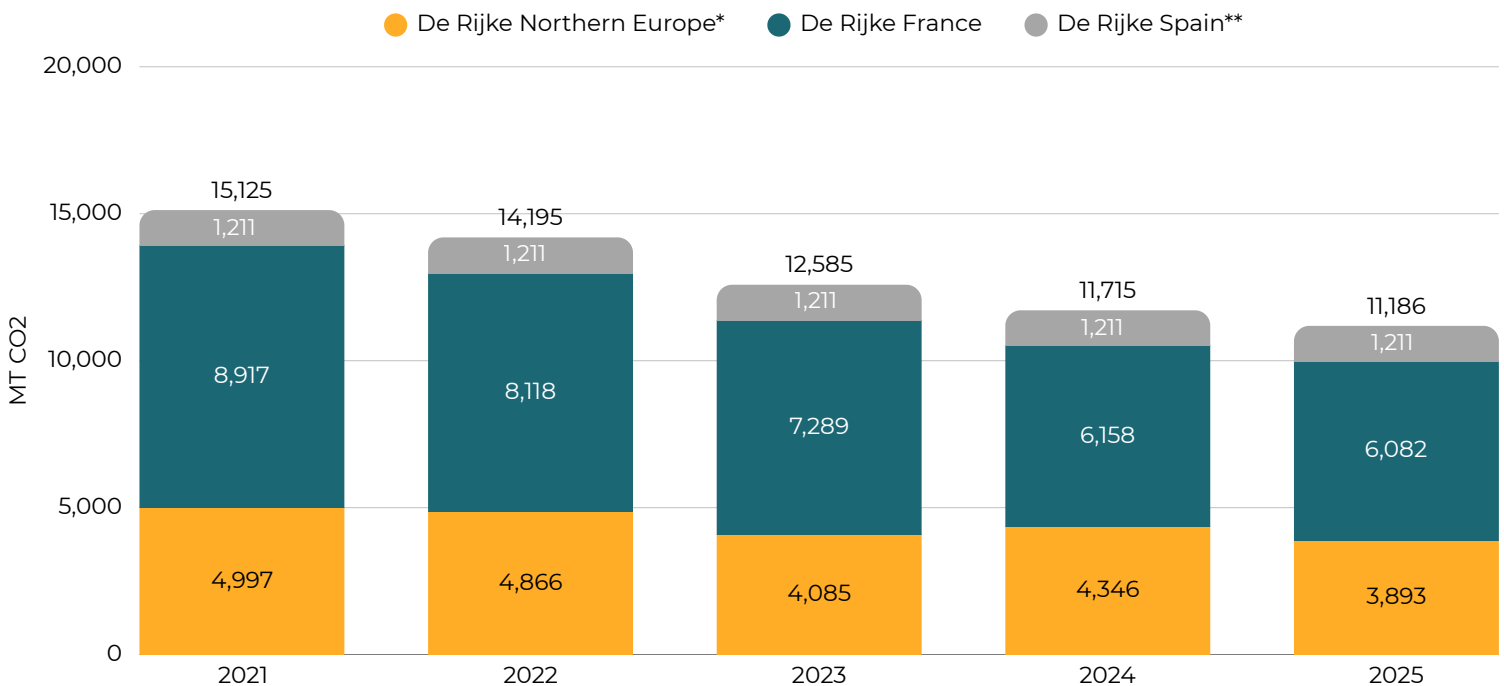
# OUR CO<sub>2</sub> EMISSIONS

De Rijke is dedicated to reducing its emissions. By actively managing and monitoring improvements across our logistics operations, we aim to reach our goal of a 30% reduction in 2030. Our calculations follow the GLEC Framework, ensuring consistency and credibility in logistics emissions reporting. Additionally, we report in line with the Greenhouse Gas Protocol to maintain transparency and accountability.

## Scope 1 Emissions

At De Rijke, scope 1 emissions are direct greenhouse gas emissions from owned or managed sources, such as company vehicles and facilities. As part of our environmental commitment, we aim to reduce these emissions by 30% by 2030, compared to our 2021 baseline. With 26% already achieved by 2025, we are ahead to meet our set target!

A key driver of this progress is our modern fleet of trucks and the start of transition from fossil-fueled company vehicles to alternative fuels. Additionally, we are also exploring ways to optimize our fleet to further reduce emissions.



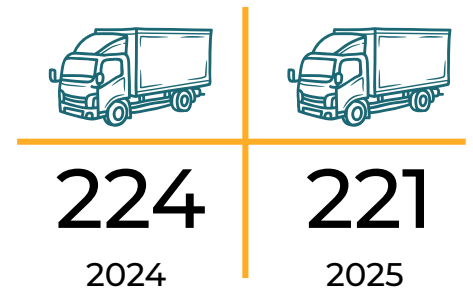
\*De Rijke Northern Europe is a combination of all sites in the Netherlands, Belgium & the UK.  
 \*\*No historical data available for De Rijke Spain. The data from 2025 has been used.

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

## Our Fleet & Ambitions

Given that European transport services are one of our main activities for our customers, it is not surprising that our fleet accounts for 97.98% of our Scope 1 emissions. Presently, we operate 221 trucks equipped with almost all EURO VI standards. We have been actively reducing our fleet emissions. A

key initiative in this effort is our long-standing partnerships regarding tire management. A mechanic regularly visits our sites to inspect the parked vehicles for proper tire pressure and any damage; however, it is equally important for our drivers to remain alert about these factors. Being on top of the health of our tires has already resulted in significant CO<sub>2</sub> optimization!



Another initiative we have implemented is the electronically induced speed limit of approximately 80 km/h throughout our fleet. This measure not only contributes to reduced fuel consumption but also enhances road safety for both our drivers and other road users.

In addition to the measures implemented on our vehicles, it is essential that our drivers are aware of the impact of their driving behavior. To enhance this awareness, various initiatives have been introduced, including eco-driving training programs, optimized route planning through advanced transport management systems, and regular monitoring of vehicle performance. These measures not only contribute to reduced fuel consumption but also support improved operational efficiency.

Besides our trucks, we also have around 730 trailers (including reefers) and 470 chassis within our fleet. Although these do not create emissions directly, maintaining tire quality is still essential. As well as for the trucks, our partners check our tires frequently and make any repairs or replacements if needed. Outsourcing our tire management allows us to keep our focus on improving our services and creating more value for our customers. Therefore, we strive to continue this road and keep making a change!

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



## Shaping Our Future

*“For the years to come, I foresee three crucial developments that will guide our direction. First, we are dedicated to reducing emissions by increasing our use of alternative fuels like HVO100 and, where feasible, incorporating electric trucks. Second, we are investing in data-driven transport planning, which will allow us to operate more intelligently, efficiently, and minimize empty kilometers. Third, collaboration with customers, suppliers, and our drivers is vital. Achieving sustainability is a collective effort.*

*The transport sector is evolving at an unprecedented pace. While sustainability was once seen as a goal, it has now become essential for staying relevant in the future. By 2026, we will have made significant strides toward embracing HVO100, optimizing logistics processes, and further greening our fleet. These accomplishments are not the conclusion but rather the groundwork for what lies ahead.”*



– Barend van der Heijden, Business Unit Manager Transport Netherlands



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

## Scope 2 Emissions

**1,613**  
MT CO<sub>2</sub> IN 2025



**167**  
MT CO<sub>2</sub>

10.35%  
OFFICES



**1,425**  
MT CO<sub>2</sub>

88.35%  
WAREHOUSES

Reducing our scope 2 emissions, those resulting from purchased electricity, heating & cooling and electric company vehicles, is a part of our strategy. Since 2021, we have made considerable progress, cutting scope 2 emissions from 1,888 to 1,613 tonnes of CO<sub>2</sub>, a 15% reduction! And with nearly 341.000 m<sup>2</sup> of warehousing, it accounts for 88% of our scope 2 emissions. Part of achieving our broader sustainability target of clean and efficient energy consumption (1,322 MT CO<sub>2</sub> in 2030) was the investment in LED lighting for all the offices and motion detecting lights in some of our warehouses. Additionally, we are continuously investigating additional possible reduction methods for our offices and warehouses to keep moving forward with our target.

### New Centralized Warehouse in Spain

In 2025, De Rijke Spain officially opened its new logistics warehouse in Santa Perpètua de Mogoda, consolidating its operations into one centralized location! This new location enhances operational efficiency, safety, and sustainability. A key highlight of the new warehouse is its achievement of the BREEAM Excellent certification, a globally recognized standard for sustainable building design and performance. The “Excellent” rating signifies that the facility meets rigorous environmental and operational standards.



*Investing in energy-efficient LED lighting for our warehouses*

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

This certification not only enhances our sustainability credentials but also ensures that the warehouse operates with minimal environmental impact while maintaining high safety and quality standards for (chemical) storage and logistics services.



Warehouse in Santa Perpètua de Mogoda

## Driving Energy-Efficient and Future-Proof Warehousing

*“At our Botlek operation, we demonstrate how technological innovation directly supports sustainable warehousing. With the commissioning of two frequency-controlled compressors in the filling department, we now produce dried air in an energy-efficient way, fully aligned with operational demand. By connecting all seven filling machines to one central, dual-redundant system, we were able to phase out less efficient equipment. In addition, we smartly reuse the residual heat from the compressors to heat the adjacent production area, while a dedicated installation provides hospital-grade breathing air for our operators. This is how we combine energy efficiency, safety, and reliability while building future-proof logistics operations.”*

- Berry van Loon, Managing Director Europe



Two frequency-controlled compressors, Warehousing Botlek

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

## **New Warehouse: Gailion 2**

In 2024, De Rijke France completed the construction of a new logistics facility in Saint-Aubin-sur-Gailion, which became operational in 2025. The warehouse has been designed to meet high environmental and operational standards and has also obtained the “Excellent” BREEAM certification, demonstrating its commitment to sustainable building practices. Particular attention was given to optimizing land use in line with the French “Zéro Artificialisation Nette (ZAN)” objectives. By implementing high-bay storage solutions, the the facility maximizes vertical capacity while reducing the required ground footprint. The warehouse also features a reinforced concrete floor designed to support higher load capacities per square meter, allowing for more efficient storage while maintaining safety and operational performance. This new facility strengthens De Rijke's logistics capabilities while contributing to our sustainability ambitions.



Top view Warehouse Gailion 2



Side view Warehouse Gailion 2

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

## Next-generation warehouses designed for sustainable performance

*“At De Rijke, our new logistics warehouses, such as the site in Saint-Aubin-sur-Gaillon, embody an innovative and responsible approach to storage.*

*‘Certified BREEAM Excellent’, these sites meet the highest environmental standards in terms of design, operation, and energy efficiency. Beyond this certification, what truly sets them apart is their high-density design: thanks to advanced technical solutions (narrow aisles, optimization of heights, floor load-bearing, capacity, and*

*flow), they enable the storage of an average of 30% more pallets per square meter compared to market standards.*

*This operational performance has a direct and measurable impact:*

- *less floor space required for the same volume of stock,*
- *significant reduction in land take,*
- *better energy efficiency per pallet stored.*

*Against a backdrop of increasing pressure on land and stricter environmental requirements (Zero Land Take), this model offers a concrete and sustainable solution, representing a radical departure from nearly 99% of existing or currently under-development warehouses.”*

- Antoine Muta, Logistics Director, De Rijke France



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

## **New Hub: Pallex**

In 2025, De Rijke completed the construction of a new Pallex France hub in Saint-Florent-sur-Cher. This new facility will play a key role in strengthening the national palletized distribution network by improving the consolidation and distribution of freight flows across the area. Designed to support high volumes of palletized goods while ensuring operational efficiency, the hub will enable faster transit times and optimized transport routes within the Pallex network. By enhancing the efficiency of distribution flows and reducing empty kilometers, the new hub will contribute to improving overall transport performance and lowering the environmental impact of palletized freight distribution in France.



*Pallex France hub in Saint-Florent-sur-Cher*

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

## Scope 3 Emissions\*

At De Rijke, Scope 3 emissions make up the largest portion of our carbon footprint. In recent years, we have reduced our emissions by 4%. This means that we are not on track to meet our target. Outsourcing transportation in the 3PL/4PL business is inevitable, which results in it being our largest source of emissions. Additionally, we have been growing and expanding as a company, resulting in the purchase of more machines, buildings, and equipment.

We are working to reduce Scope 3 emissions by formalizing reporting procedures and enhancing value chain transparency. By utilizing various tools (e.g. BigMile) to model emissions and track performance, we aim to optimize processes and obtain or keep various sustainability related certifications. While progress is needed to meet our targets, these initiatives demonstrate our commitment to responsible growth and ongoing improvement in sustainability and operations.

**76,352**

MT CO<sub>2</sub> IN 2021

**74,854**

MT CO<sub>2</sub> IN 2022

**69,547**

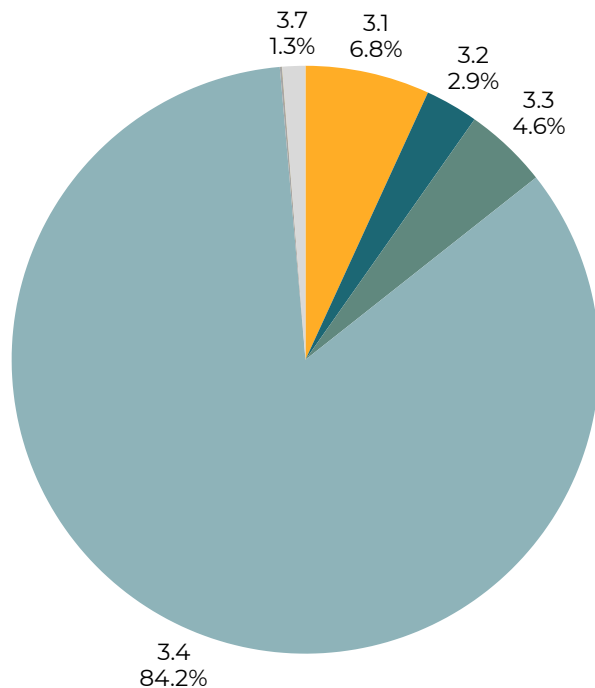
MT CO<sub>2</sub> IN 2023

**71,480**

MT CO<sub>2</sub> IN 2024

**73,337**







MT CO<sub>2</sub> IN 2025



### EMISSIONS PER CATEGORY

3.1 - Purchased Goods & Services	5,020 MT CO <sub>2</sub>
3.2 - Capital Goods	2,139 MT CO <sub>2</sub>
3.3 - Fuel & Energy Related Activities	3,373 MT CO <sub>2</sub>
3.4 - Transportation & Distribution	61,780 MT CO <sub>2</sub>
3.5 - Waste Generation	82 MT CO <sub>2</sub>
3.6 - Business Travel	12 MT CO <sub>2</sub>
3.7 - Employee Commuting	930 MT CO <sub>2</sub>

### TRANSPORTATION & DISTRIBUTION

ROAD TRANSPORT	RAIL TRANSPORT	SEA TRANSPORT	FERRY TRANSPORT	AIR TRANSPORT	BERGE TRANSPORT
					
50,075	458	2,527	9,452	1,829	32
MT CO <sub>2</sub>	MT CO <sub>2</sub>	MT CO <sub>2</sub>	MT CO <sub>2</sub>	MT CO <sub>2</sub>	MT CO <sub>2</sub>

\*No historical data available for De Rijke Spain. The data from 2025 has been used.

# ENVIRONMENTAL IMPACT

## Materials & Waste Management

At De Rijke, materials and waste management form a supporting element of our environmental approach and are primarily driven by regulatory and certification requirements. While the direct contribution to our total emissions footprint is limited, we apply structured practices to ensure responsible handling of materials and waste across our logistics and operational activities.

Our focus lies on waste prevention where feasible, as well as reuse and recycling in line with applicable standards. Initiatives such as reducing packaging materials in warehouses and promoting digital workflows to limit paper use support efficient operations and responsible resource use.

### WASTE GENERATION

Landfill:	184 tonnes
Paper / Plastic:	123 tonnes
Wood:	48 tonnes
Hazardous:	1500 kilogram
Granulates:	329 kilogram



## Air, Soil & Water Quality

We are committed to safeguarding air, soil, and water quality as a crucial part of our environmental strategy. Our approach is outlined in our environmental policy, which highlights proactive risk management through the use of advanced and up-to-date equipment, skilled personnel, and modern tools to prevent contamination during transportation, storage, and repacking processes.

De Rijke follows the ECTA's Responsible Care initiative, and has adopted Operation Clean Sweep principles, particularly at our Antwerp and Lillebonne facility, where water discharge is carefully monitored. Our transport division operates a modern fleet that complies with strict air quality standards, and we are consistently seeking recent technologies to further reduce emissions and our impact.

These initiatives are integrated into De Rijke's sustainability framework, ensuring that air, soil, and water quality are prioritized alongside other environmental goals.

# SUSTAINABLE PARTNERSHIPS

## Sustainable Procurement

De Rijke places a strong emphasis on sustainable procurement and supply chain management & engagement with our suppliers. We encourage our partners to improve their environmental performance as this contributes to the value we aim to deliver to our customers. Part of this initiative is the implementation of our Code of Conduct, back in 2023. We have been gradually speaking with sub-contractors about their social and environmental performance and data sharing capabilities. This not only strengthens our partnership but also shows our alignment to reduce environmental impacts. Additionally, our 4PL Control Tower screens all new suppliers through a checklist, which obtains both practical and environmental topics.

Having earned a gold medal from Ecovadis, De Rijke is proud to be among the top performers for sustainable procurement practices. Our scorecard showcases our strengths in integrating sustainable procurement into contracts and performing audits, while recognizing opportunities for growth.

## Accelerating Sustainable Value

At De Rijke, we genuinely believe that sustainability is something we achieve together. That is why we actively involve our customers in reducing emissions and building long-term, sustainable partnerships. With our customized CO<sub>2</sub> calculations we help customers understand their footprint and explore



concrete reduction opportunities that fit their operations. Whether it is switching to cleaner transport modes, exploring alternative fuels, or investing in zero emission solutions, we are supporting our customers every step of the way! And because real change often requires shared commitment, we also offer the possibility of joint investments, , to co-create solutions that are not only effective, but also future proof. Let's make sustainability a shared success!

# SUSTAINABLE INITIATIVES

## EcoVadis

EcoVadis is an international sustainability rating platform that assesses companies based on their impact within different non-financial management systems and pertinent material topics. We are committed to enhancing our score annually. We are currently among the top 3% of all companies and have been awarded a gold medal!



## Lean & Green

Lean & Green is a Dutch initiative focused on reducing CO<sub>2</sub> emissions in transport and logistics through guidance and auditing. In July 2023, the initiative achieved its first star, marking a significant sustainability milestone, while committing to ongoing monitoring and improvement of emissions.

## Operation Clean Sweep

De Rijke Antwerp & Lillebonne initiated Operation Clean Sweep to address plastic pellet pollution in logistics. By signing the OCS pledge, the company commits to preventing plastic spills through staff training, packaging inspections, and minimizing reloading on non-hard surfaces. Suppliers and subcontractors must also adhere to OCS principles.



## Safety and Quality Assessment for Sustainability

De Rijke participates in the Safety and Quality Assessment for Sustainability (SQAS), demonstrating its commitment to safety, quality, health, and sustainability according to Cefic's standards. This initiative promotes continuous logistics improvement, supports the ECTA Responsible Care program, and enhances safe transport practices for customers and employees.



# SUSTAINABLE INITIATIVES

## EVE Program – Objectif CO<sub>2</sub> & EVcom

De Rijke France participates in the “Engagements Volontaires pour l’Environnement” (EVE) program, a national initiative supported by the French Ministry for Ecological Transition and coordinated by ADEME together with professional transport organizations. The program provides a structured framework for transport and logistics companies to measure, monitor, and progressively reduce greenhouse gas emissions related to freight transport.



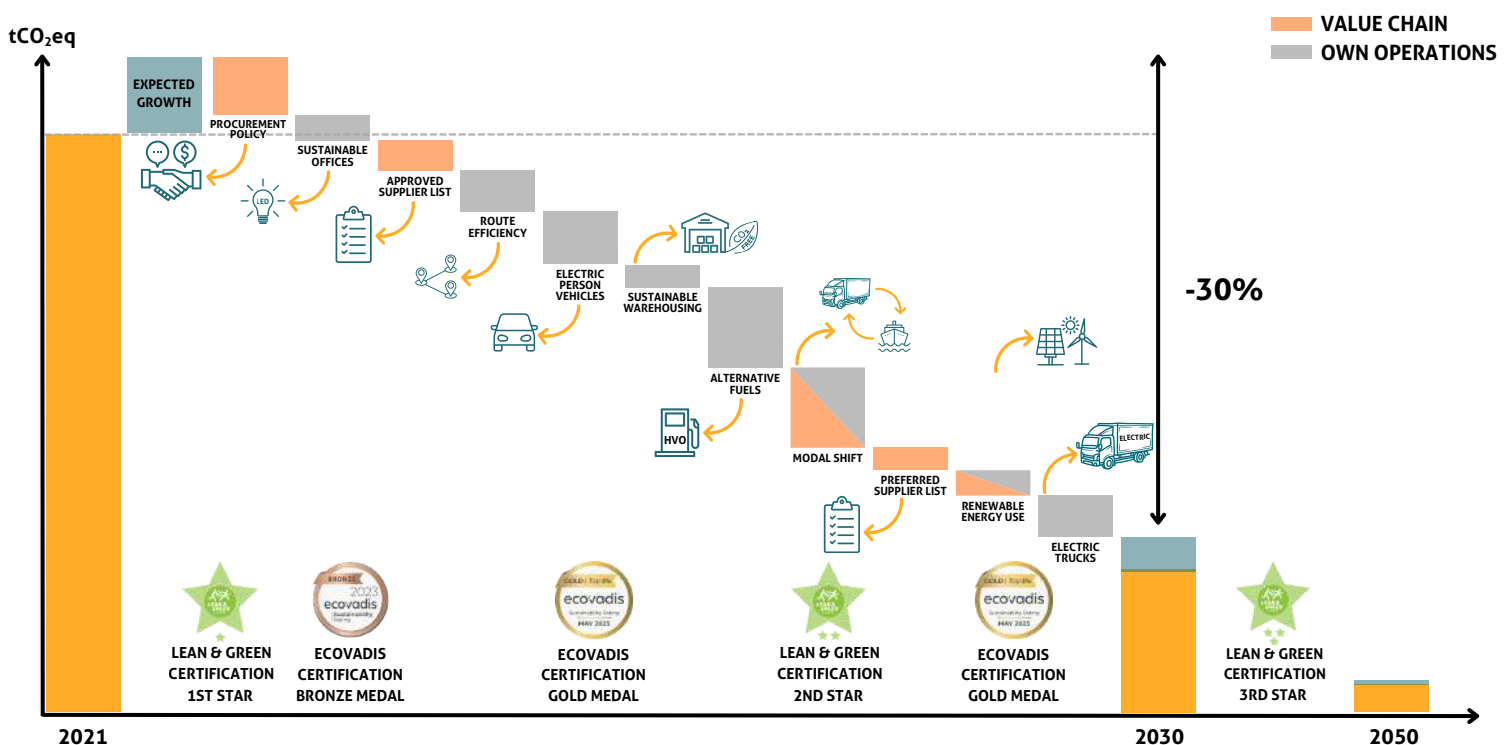
**Objectif CO<sub>2</sub>** - Within this framework, De Rijke is engaged in the Objectif CO<sub>2</sub> program, which supports companies in improving the environmental performance of their transport operations. Through this initiative, De Rijke monitors its carbon footprint and implements concrete actions such as improving fleet efficiency, optimizing transport flows, and promoting eco-driving practices.

**EVcom** - De Rijke also participates in the EVcom scheme, which focuses on improving environmental performance in subcontracted transport activities. Within this program, the company works closely with its partner carriers to encourage responsible transport practices, optimize logistics flows, and promote the use of more efficient and lower-emission transport solutions. By addressing both its own operations and subcontracted transport, De Rijke contributes to the decarbonization of freight transport while strengthening transparency and continuous improvement across its transport network.



# ROADMAP TO ZERO EMISSION

At De Rijke, our journey toward zero emissions is more than a strategic ambition; it is a commitment rooted in responsibility and innovation. We have set clear goals to reduce our greenhouse gas emissions by 30% by 2030, with a long-term vision of achieving full climate neutrality by 2050. This path is supported by continuous investment in cleaner technologies, smarter logistics, and a modernized fleet designed to minimize environmental impact. We are also improving operational efficiency, such as reducing truck turnaround times at warehouses and cutting our reliance on nonrenewable energy sources. But beyond internal improvements, we see this journey as a shared one. That is why we have implemented a carbon footprint measurement tool aligned with ISO 14083 standards, enabling us to advise our customers with accurate CO<sub>2</sub> insights and annual reports. Every step we take is guided by the belief that sustainable logistics must be both transparent and collaborative, ensuring that our partners and stakeholders are part of the solution. Together, through collaboration and shared responsibility, we are building a resilient, sustainable logistics network that accelerates value for our customers and communities alike.



# SOCIAL

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*“INVESTING IN OUR  
PEOPLE IS WHAT DRIVES  
US AND MOVES US  
FORWARD, EVERY DAY”*

*-HR DE RIJKE GROUP*



# OUR EMPLOYEES

## Facts & Figures

**587 MALE EMPLOYEES**

**201 FEMALE EMPLOYEES**



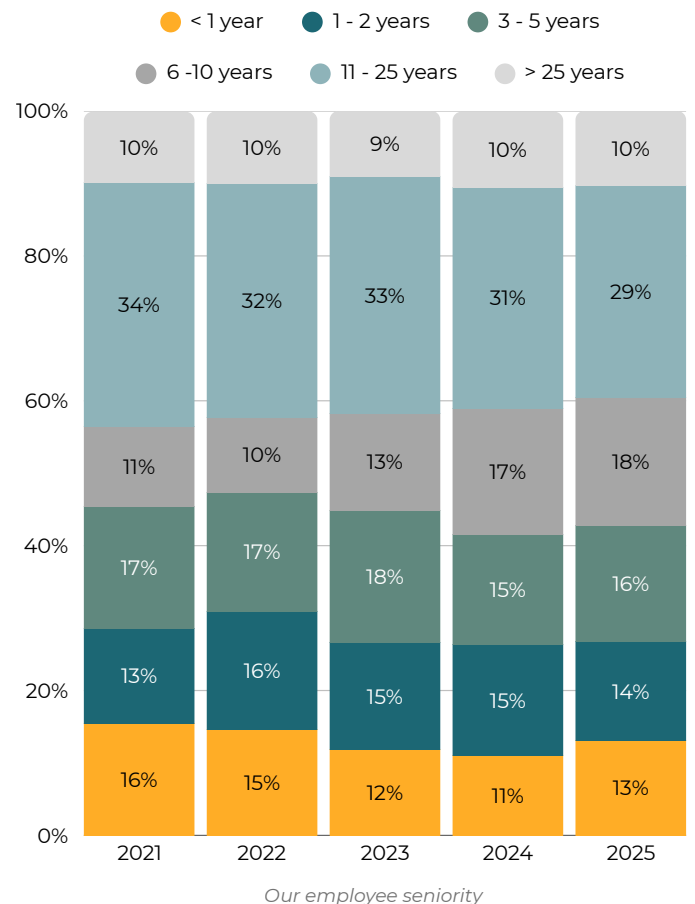
**7.5%**  
SICKNESS LEAVE

**1,250,547**  
HOURS WORKED

## Motivated Employees

In recent years, the labor market has changed significantly and has become more challenging. There is a shortage of workers in virtually every sector, including the sector in which De Rijke Group operates. The transport and logistics sector is no exception. It has been challenging to draw in driven talent, and we do not expect to see a notable change in this trend anytime soon. As a result, we cherish our long-term workers who have worked for the company for a variety of years! We think that the interaction between younger and older employees on the floor enhances both their personal and professional growth.

At De Rijke, we strive to reflect the diversity of society in our workforce. This commitment extends to all levels of the organization. Through our newly developed Employee Value Proposition (EVP), we aim to clearly communicate what makes working at De Rijke unique and appealing, helping us attract and retain the right talent for the future.



# DE RIJKE AS AN EMPLOYER

## Family Values

At De Rijke, being a family-owned business is about more than heritage; it is a living value that shapes how we treat each other. From the moment you walk through the doors in one of our offices, you feel the warmth of a company that values trust, loyalty, and care. Many colleagues have been with us for decades, and some families have worked here across generations.

Initiatives like the De Rijke Academy are central to our HR strategy. Continuous development is not just encouraged; it is expected, because we know that when people feel challenged and supported, they thrive.

## Employee Value Proposition

*“De Rijke, always on the move!”*

De Rijke is a family business where we work hard to be successful. Everything we do revolves around optimally facilitating our logistics clients. This is achieved through effective technological applications and resources, but above all, through a service-oriented approach.

We believe that together we can achieve the best results. With

employees, customers, and partners in the supply chain, we work towards the same goals and the best possible implementation, while always considering our environment.

And when things are not going well, we are there for our employees and customers. We value long-term personal relationships. This is only possible if we all continue to invest.

Personal development is important, with employees in the driver's seat. We learn from each other, for example, through internships and projects, or training and education. We work as a team to achieve shared ambitions. Those who are willing are always on the move!

With these promises, we aim to attract new colleagues who align with our values and retain our current employees by giving them everything they need to thrive at work.



# OUR WORKING CONDITIONS



**LOST TIME INJURY RATE\***  
According to the OSHA-Standard

**4.64**  
PER 100 FTE

\*LTIR definitions and registration methods differ per country (e.g. GDPR legislation)



**NEAR MISSES**  
88

**0**

**FATALITIES**

## DAMAGED / SPILLS



**CHEMICAL**  
12



**GRANULATE**  
18



**PACKED**  
143

## Our Safety Culture

De Rijke fosters a deeply embedded safety culture that prioritizes the health and safety of its employees, clients, and partners across all operations. Our approach to safety covers several areas, encompassing chemical safety, food safety, and strict adherence to on-site Life Saving Rules.

Chemical safety is managed through rigorous compliance with various permits and instructions, ensuring that hazardous materials are handled responsibly and correctly at De Rijke sites. Additionally, we expect our customers and suppliers to proactively communicate potential risks for their products.

Food safety is governed by a dedicated policy aligned with FSSC 22000, BRC, and FAMI-QS standards, emphasizing consistent quality, legal compliance, and fraud prevention in storage and handling practices.

On-site, we enforce Life Saving Rules at all operational locations, promoting behavioral safety and worker engagement to cultivate an injury-free workplace. This commitment is reinforced by continuous training, transparent communication, and a shared responsibility model that empowers every employee to uphold all safety standards.

Road safety is also a core component of our Health, Safety, Security, and Environment (HSSE) strategy. We focus on legal compliance, driver responsibility, and ongoing training. Regular equipment checks and clear communication help maintain a strong safety culture.

Through these integrated efforts, we ensure that safety is not just a protocol, but a core value embedded in our daily operations and strategic vision.

# OUR WORKING CONDITIONS

## Occupational Health & Safety

At De Rijke Group, developing and maintaining sustainable and healthy staff is a top focus. Therefore, we encourage our staff to participate in the preventive medical examinations if they are not required by legislation (France, Belgium, and England). As an employer, we have a program in place (since 2022) for the non-mandated countries that is repeated every three years. The first offices and sites underwent the 2<sup>nd</sup> cycle of examinations in 2025, and the remaining offices and sites will do the same in 2026. Workers are free to choose whether to take part in this test. Employees who take the test are helped in various areas, including advice for physical and mental health conditions, as well as work-life balance issues. And if desired, we can also provide concrete assistance, such as weight loss programs. Additionally, De Rijke offers the opportunity to sign up for fitness membership at a reduced rate, which contributes to the mission of keeping all our employees fit, both mentally and physically!

# 74%

**PARTICIPATION RATE**

De Rijke Netherlands

## Human Rights & Human Trafficking

De Rijke Group aims to prevent human rights violations such as forced labor, exploitation, human trafficking, and discrimination within its organization and supply chain. We promote a healthy and safe workplace free from harassment and ensure equal treatment for all. As De Rijke our goal is to have zero violations with human rights and human trafficking. Any complaints or violations will be investigated.

## Living Wage

In every country where De Rijke Group operates, the minimum wage exceeds the living wage. Since De Rijke adopted the Collective Labor Agreement, our HR department actively monitors compliance with the Agreement to guarantee a living wage for all employees.

Additionally, temporary workers from employment agencies are always compensated in accordance with legal equal payment standards.

# TRAINING & DEVELOPMENT

De Rijke highly values the professional and personal development of each employee. We are happy to be able to contribute to the knowledge and skills of our workers by offering various courses, and we want to continue doing so. In addition to valuing employee training, we also support students' education by providing internship and apprentice opportunities.

**6,890**

TRAINING HOURS



**8.7**

AVERAGE HRS  
P. EMPLOYEE



**57**

DIFFERENT  
COURSES

## De Rijke Academy

De Rijke Netherlands launched its first educational program, called "De Rijke Academy". Within the academy, knowledgeable employees host workshops to educate their colleagues on their expertise. Some of the courses include sustainability, safety with ADR goods, and customs formalities, such as VAT & customs duties.



De Rijke Academy Workshop, Spijkenisse

## Internships

De Rijke is also a training company, contributing to students' futures and serving as a model example for the industry. We invest in both current and future employees by offering students an engaging learning environment to grow professionally. Interns bring valuable insights, and we also enjoy learning from them. Periods and positions vary for all internships, as we want to make sure that the students gain the experience they need and want. After their internship, some of our interns continue to work either full-time or part-time with us to further build their careers!

## Apprenticeship

We take immense pride in the collaborative relationships we establish with academic institutions

# TRAINING & DEVELOPMENT

and training programs to train future talent for a variety of roles within our organization. Students are regularly welcomed across our operational sites, particularly within warehouse operations, transport planning, and support functions. These collaborations provide students with hands-on experience in a dynamic logistics environment while allowing De Rijke to support skills development within the industry. We are grateful for the part we can play in our apprentices' professional and personal growth! We assist our apprentices with a sustainable future by providing real-world experience, direction, and growth possibilities.



*Apprentice onboarding day*



Many students continue their careers within the company after completing their training, contributing to the long-term development of our workforce. By investing in young talent, De Rijke strengthens its position as a responsible employer and supports the future of the logistics sector.

# OUR PEOPLE

## Employee Satisfaction

Employee satisfaction at De Rijke is integral to our values and culture, promoting open communication and continuous improvement. The intranet allows employees to engage with the board and provide feedback that is only visible for the CEO. We are proud of our 79/100 Labor & Human Rights score on the EcoVadis scorecard, which demonstrates our commitment to living wages and robust policies for health, safety, and working conditions. Although there is no standalone employee satisfaction survey, feedback is collected through other processes. Overall, employee satisfaction is viewed as a holistic outcome of ethical practices, transparent communication, and a supportive environment.

Furthermore, we have implemented numerous initiatives aimed at fostering a positive workplace culture. Regular team-building activities and recognition programs celebrate employee achievements and milestones, helping to build a sense of community and belonging.

Leadership development programs are also in place to nurture talent and prepare the next generation of leaders from within the company. By prioritizing employee well-being and professional growth, De Rijke not only enhances job satisfaction but also contributes to a more motivated and productive workforce, ultimately reflecting the company's commitment to creating a thriving and inclusive workplace.



# ATTRACTION & ENGAGEMENT

At De Rijke, being a member of a team is more important than simply doing everyday tasks. Therefore, we provide a range of optional activities to strengthen team spirit and promote a positive working environment across our sites and offices. Regular events and informal gatherings encourage collaboration between teams from different departments and locations, allowing employees to connect beyond their daily activities and reinforcing a strong sense of connection. These were the most enjoyable and memorable events in 2025, but there are certainly many more!

## The Harbour Run 2025

The Harbour Run is a yearly running event in Rotterdam, the Netherlands, where participants tackle a challenging course through the port, including terminals, warehouses, and containers. De Rijke has already participated three times! This involvement highlights our commitment to vitality and team spirit.



*(De Rijke Harbour Run Team 2025)*

## Octobre Rose & Movember

De Rijke supports national health awareness campaigns such as Octobre Rose, dedicated to breast cancer awareness and screening, and Movember, which highlights men's health issues including prostate and testicular cancer as well as mental health. Through internal communication and friendly challenges between sites, employees are encouraged to raise awareness, start conversations, and promote the importance of early cancer screening. In a sector that remains largely male-dominated, these initiatives help remind everyone that taking care of one's health — and looking out for one another — is essential.

# ATTRACTION & ENGAGEMENT



Vincent Bertin, Site Director - De Rijke Picardie, surrounded by his team

In this context, we also participate in and support the “Tournoi Solidaire des Valkyries”, a charity sports tournament organized by a local association using sport as a platform to raise awareness and funds in support of the fight against cancer. Through these initiatives, De Rijke encourages solidarity, promotes health awareness, and strengthens the connection between its teams and the communities in which it operates.



De Rijke Team at the “Tournoi Solidaire des Valkyries”

*“In an industry that is still very (too) male-dominated, let’s take the time to raise awareness, share openly, and most importantly, look out for one another.”*

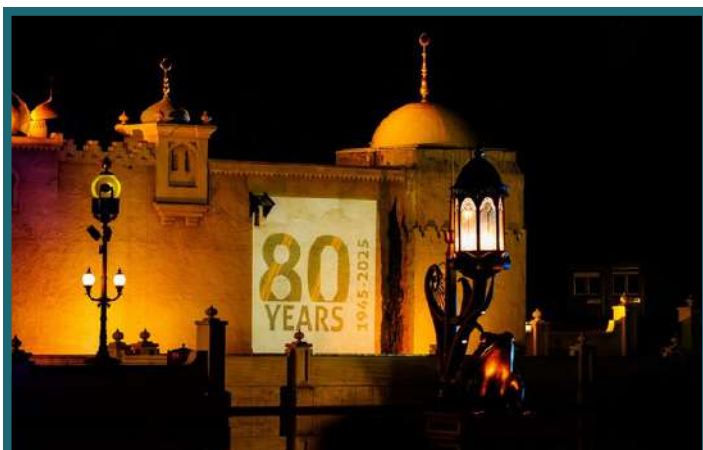
*Gentlemen, speak up! Get screened! Take care of yourselves!”*

- Vincent Bertin, Site Director - De Rijke Picardie

# ATTRACTION & ENGAGEMENT

## Celebrating 80 Years of Operations

2025 was a big year for De Rijke as we celebrated our 80<sup>th</sup> anniversary! De Rijke Northern Europe celebrated this achievement by visiting de Efteling, the Netherlands' first build theme park! The day was filled with a park visit, tasty food, laughter and a lot of dancing on the dance floor! We want to thank all attending employees from the Netherlands, Belgium and the UK and we cannot wait to celebrate the next milestone together!



# COMMUNITY ENGAGEMENT

De Rijke is committed to positively impacting communities through Responsible Care and educational support. Since our success is linked to the welfare of the local community, we believe it is important to build strong relationships within the places where our communities operate. We aim to promote local economic development by sourcing labor, services, and materials locally.

## Truckrun Nissewaard

We are proud to have participated in the Truckrun more than 20 times! The Truckrun offers individuals with disabilities a joyful experience by riding along in trucks throughout the region. De Rijke's involvement reflects its ongoing commitment to social initiatives, inclusiveness, community spirit, and local engagement, reinforcing its role as a responsible and caring neighbor.



(Truckrun Nissewaard 2024, Netherlands)



(Florian Merrien, a para table tennis champion from Normandy and ambassador for sport and disability, supported by De Rijke France, whose headquarters are located in the same region)

## Supporting Talent, Fueling Dreams

De Rijke France is dedicated to supporting promising athletes by offering structured guidance, mentorship, and encouragement. Our commitment includes logistical support and personal development coaching, ensuring athletes stay focused on their goals. We believe that with the right support, talent can achieve great things!

# COMMUNITY ENGAGEMENT

## Contribution to Corporate Social Responsibility

In November 2023, in collaboration with the Municipality of Nissewaard, De Rijke organized an inspiration day for young people who (were at the time) unemployed and not attending any education. In total, we had the privilege of hosting 17 young individuals along with 8 guides. Divided into 2 groups, they toured the warehouse, received information about the operation of a truck, and even had the opportunity to take a ride with a driver to truly experience it!



To conclude the day, an information session was held at the headquarters of De Rijke Group, organized by HR in collaboration with the municipality. We have informed the attendees

about the various opportunities in the logistics sector. Our CEO, Kees de Rijke, and the Alderman at the time were also present to answer any questions.

Ever since this inspiring day, we have been working together with the Municipality of Nissewaard. Jointly we are exploring ways to introduce more people who are distanced from the labor market to work. Some initiatives contributing to this cause are the site tours by our knowledgeable employees or a trial work placement. Some of these trials have even led to regular job placements!

We take pride in the contribution we have made to inspire these (young) people and help them develop into the (young) professionals they can be! This cause also aligns well with the social character of our company, where we strive to contribute to our immediate surroundings. We will continue to do our part, but we also hope that other companies within the municipality will open their doors to this group!

# GOVERNANCE

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*"SUSTAINABLE SUCCESS IS  
BORN FROM ETHICAL  
CHOICES MADE  
CONSISTENTLY, NOT  
OCCASIONALLY"*

*-MARTIJN VAN DER VELDE, CHIEF FINANCIAL OFFICER*



# ETHICS & INTEGRITY

At De Rijke Group, we focus on maintaining a strong and competent service, treating clients as mutual partners and working with sub-contractors, suppliers and our workforce fairly and ethically. We are committed to promoting ethical standards across all areas of business. We strive to provide a secure and moral workplace for our employees. We also recognize the impact of our operations on surrounding communities and aim to conduct business in the most ethical and safe manner possible.

## Ethics Training at De Rijke Group

At De Rijke Group, we believe that keeping a responsible and reliable company requires an elevated level of ethical awareness. We will continue to deepen our understanding of integrity, responsible decision-making, and ethical conduct in day-to-day operations by expanding the number of trained colleagues in 2026.

## Compliance with (International) Laws & Regulations

De Rijke upholds strong compliance with international laws and regulations through clear policies and ethical standards. We prohibit unethical practices and expects all employees, suppliers, and partners to follow our Supplier Code of Conduct. Compliance is reinforced through training, whistleblower protections, and a commitment to zero violations.

## Supplier Code of Conduct

The De Rijke Group Supplier Code of Conduct defines the environmental and social impact requirements we expect from all suppliers, ensuring ethical and transparent operations aligned with our standards. It is a mandatory prerequisite for new and structural partners who meet the defined criteria, promoting consistency and accountability across our supply chain.



0

CONFIRMED  
CORRUPTION  
INCIDENTS



0

REPORTS OF  
LAW  
VIOLATIONS



3

REPORTS OF  
WHISTLE-  
BLOWING

# CUSTOMER ENGAGEMENT

## Marketing & Transparency

Sharing more information, news, achievements, and (project) progress with our stakeholders is something we strive to do more by increasing our online presence. We embrace openness and family values within the organization, and we want our clients to feel the same way!

Beyond our online presence, De Rijke Group encourages open and transparent communication among employees to foster safer and more sustainable work practices. We also provide direct communication tools to reach our CEO, HR, and the works council.



**14**  
NEW WEBSITE  
ARTICLES



**49**  
SOCIAL MEDIA  
POSTS



**29**  
PUBLIC  
DOCUMENTS

## Customer Satisfaction

At De Rijke Group, customer satisfaction is central to our commitment to delivering safe, timely, and high-quality (logistics) services. We achieve this through careful planning, skilled personnel, and continuous innovation.

**COMPLAINT FREE SCORE : 99.57%**

To monitor and continuously improve our performance, we use KPI dashboards co-developed with customers. Additionally, direct feedback gathered during account manager visits helps us refine our services and help maintain strong client relationships.

**8 / 10**

**OVERALL CUSTOMER SATISFACTION**

# IT INFRASTRUCTURE

## Cyber Security

Cyber security is essential for De Rijke to maintain customer trust and ensure continuous business operations. Together with our specialized cybersecurity partners, we ensure the highest level of protection across our digital landscape. We operate a Security Operations Center (SOC) that provides 24/7 monitoring of potential threats and takes immediate action whenever necessary.

We work with advanced technologies to rapidly detect, assess, and eliminate online risks. To strengthen awareness and promote secure digital behavior, all white-collar employees receive frequent cybersecurity training. These sessions cover topics such as password security, recognizing phishing attempts, and safe practices when working remotely. In addition, we adhere closely to internationally recognized standards, including ISO/IEC 27001:2013, and follow all associated data protection requirements.

# 98.1%

**EMPLOYEES TRAINED  
ON DIGITAL SECURITY\***

\*Based on white-collar employees

# 98.3%

DE RIJKE  
NL, BE, UK\*

# 97.7%

DE RIJKE  
FRANCE\*

# 100%

DE RIJKE  
SPAIN\*

## Driving Value Through IT Systems

De Rijke views its IT systems as a strategic opportunity to deliver value-added, innovative solutions that enhance the service we provide to our clients. By proactively monitoring advancements in emerging technologies, such as artificial intelligence (AI), we continuously identify new ways to improve operational efficiency and customer value. This forward-looking approach is supported by a strong focus on cybersecurity: our IT department actively tracks potential digital threats and upgrades systems and training whenever necessary. All to safeguard business continuity and customer trust.

# COLOPHON

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Thank you for taking the time to read our Sustainability Report! We are proud to present this overview of our efforts, progress, and ambitions, which reflects our ongoing commitment to business practices and long-term value creation. While this report marks an important milestone, it is also part of a continuous journey. We will continue to do our part in creating a more sustainable world by integrating sustainability into our daily decisions and future strategy.

Should you have any questions, remarks, or require additional clarification, please reach out to us on [info@derijke.com](mailto:info@derijke.com). Your input supports our shared ambition to accelerate sustainable value.

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This Sustainability Report has been prepared with the aim of providing transparent insight into the Environmental, Social, and Governance (ESG) approach and performance of De Rijke Group.

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**Design & production:** In-house

## Data & methodology

The information in this report is based on internal data, validated where possible, and prepared in line with recognized sustainability principles and reporting practices.

## Contact

For questions, remarks, or additional clarification regarding this report, please contact: [info@derijke.com](mailto:info@derijke.com)

## De Rijke Group

*Group Headquarters*

Malledijk 7

3208 LA, Spijkenisse

The Netherlands



# DE RIJKE

