



VAN MOER
Logistics

CODE OF *CONDUCT*

Committed to creating
value through our partnership
in logistics.



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1. Objective

Van Moer Logistics continues to grow and operate around the clock across every link of the logistics chain. As our business expands, the impact of every decision made by a “Van Moerian” becomes increasingly significant. This Code of Conduct serves as our shared compass, translating legal obligations, industry standards, and our five core values into consistent, responsible actions. It enables us to operate as one unified organization, even when working across different sites, business units, and regions within the Van Moer Logistics network.

Meet Jack the Fox.

Throughout this code of conduct, Jack provides practical examples, key reminders, and “make the difference” actions. Each time Jack appears, it serves as a reminder to consider how our principles apply in real-life situations, whether on the road, in the warehouse, at the depot or terminal, or behind a screen.

The code aims to:

- ❖ Promote consistent conduct across all countries, sites, and job functions, ensuring that we act as one team guided by shared values.
- ❖ Protect our licence to operate by preventing misconduct, demonstrating compliance, and maintaining the trust of regulators, customers, partners, and communities.
- ❖ Empower every employee to make ethical and well-informed decisions and to speak up without fear of retaliation when something feels wrong.

In short, the Code safeguards our people, our reputation and our long-term success. Around the world, yet always down to earth.



2. Our vision, mission and values

2.1 What drives us every day

“Committed to creating value through our partnership in logistics” is our Mission Statement.

This statement is at the heart of why we do what we do. Every day, we’re driven to make a meaningful difference beyond just financial results; it’s about creating value for everyone we connect with. By focusing on customer satisfaction, attracting and retaining talented people, and acting as a responsible community partner, we lay the groundwork for long-term success. For the family of “Van Moerians”, “cannot” isn’t an option; every challenge is an opportunity to grow together.

2.2 How we work and why we care

Our Purpose explains what drives us forward, while our Values define the way we get there. They form the DNA of Van Moer Logistics, guiding our actions, shaping our culture, and helping us make the right choices. Here’s how we bring them to life every day:

- ❖ **No-Nonsense:** What you see is what you get. We are driven by common sense. Our horizontal and open organisational structure encourages a down-to-earth approach.
- ❖ **Making the Difference:** We never give up. When others walk away, we just battle on. We like to approach things differently. We keep investing in talent and opportunities to go further and take our partners to new levels.
- ❖ **Flexibility:** We like to think out of the box. We offer a broad range of solutions, always looking for the best fit for each customer. We listen to our customers’ needs and act accordingly. We are always available for our partners, 24/7.

- ❖ **Enthusiasm:** Enthusiasm is contagious and our enthusiastic employees are our best ambassadors. Our employees take initiative and make things happen. Only a positive spirit will get us where we want to go.
- ❖ **Partnership:** Our goal is to build a long-term and sustainable partnership with all our customers, based on trust. Our partnerships are built upon mutual respect and transparency, aiming for a win-win.



2.3 Living our values through everyday behaviour

Our five core values guide how we think, act, and make decisions. To support this, we translate these values into clear behavioural expectations that help every Van Moerian bring them to life:

Values	Behavioural indicator for managers	Behavioural indicator employee
ENTHUSIASM	<ul style="list-style-type: none"> • I maintain a positive attitude, even in challenging situations, and motivate my team members to do the same. • I motivate my team to tackle challenges with enthusiasm and to see opportunities rather than obstacles. 	<ul style="list-style-type: none"> • I have a positive attitude and always try to see the best in situations, which motivates others. • I actively contribute to a positive working atmosphere among my colleagues through my optimism and commitment.
NO-NONSENSE	<ul style="list-style-type: none"> • I am approachable and available to my colleagues. • I communicate openly and directly with my team members about expectations and goals. 	<ul style="list-style-type: none"> • I ask questions when something is unclear to me, in order to gain clarity and prevent misunderstandings. • I communicate openly and directly with my colleagues and manager, without beating about the bush.
FLEXIBILITY	<ul style="list-style-type: none"> • I will work with the team to find an alternative approach if it turns out that the chosen approach was not suitable. • I encourage a culture of flexibility and adaptability within my team. 	<ul style="list-style-type: none"> • I am willing to assist others and take on colleagues' tasks, such as during illness or busy periods, to promote the flexibility and efficiency of the team. • I adapt to the changing circumstances that are characteristic of our sector.
PARTNERSHIP	<ul style="list-style-type: none"> • I communicate transparently with our customers, being open about our services and any challenges, and asking for feedback on these matters. • I coach my team members to improve their skills and performance and realise their potential. 	<ul style="list-style-type: none"> • I ensure that my work exudes quality and contributes to the success and reputation of our team and the organisation. • I respect my colleagues and managers, and always act with integrity and respect for others.
MAKING THE DIFFERENCE	<ul style="list-style-type: none"> • I motivate my team to persevere in the face of challenges and obstacles, and offer them the necessary support. 	<ul style="list-style-type: none"> • I collaborate with colleagues and managers to achieve results together and have a positive impact on our organisation. • I persevere through setbacks and do not give up, even if a task takes longer than expected, in order to ultimately achieve success.

3. CSR commitment

At Van Moer Logistics, profitability and responsibility go hand in hand. We embed sustainability, ethics and innovation into every choice we make, from planning a multimodal route to onboarding a new “Van Moerian”.

Our approach to responsible business is aligned with the Ten Principles of the UN Global Compact, the Sustainable Development Goals (SDGs), and the EU Green Deal / CSRD framework. These commitments are embedded across our operations and supported by certified management systems for quality (ISO 9001), environment (ISO 14001), and occupational health and safety (ISO 45001).

3.1 Our promise

We strive for zero: zero harm to people and planet, zero tolerance for misconduct, and zero compromise on our values. Any potential breach is escalated to the Management Committee and handled swiftly, transparently, and in line with our governance standards.

3.2 What “responsible logistics” means in practice

- ❖ **People & Safety:** We provide a safe, healthy, and inclusive workplace, supported by ambitious targets and a behaviour-based safety culture symbolised by Jack the Safety Fox.
- ❖ **Planet & Environment:** We reduce emissions across all scopes, targeting a 43.8 % Scope 1–2 reduction by 2030 and pursuing a science-based net-zero roadmap to 2050, supported by modal shift, electrification, and circular-economy initiatives.
- ❖ **Integrity & Governance:** We conduct business honestly, maintaining zero tolerance for bribery, fraud, or anti-competitive behaviour, and providing a confidential whistle-blower channel accessible to all employees and partners.

- ❖ **Partnership & Innovation:** We build long-term, transparent relationships and share credible Scope 3 data and initiatives to help customers meet their own sustainability commitments.

3.3 Leadership and accountability

The Executive Committee reaffirms this commitment annually through our overarching CSR Policy Statement, monitors progress via KPIs and internal audits, and reports results to the Board of Directors and ESG Committee, as well as in the Annual & Sustainability Report.

3.4 From policy to practice

At Van Moer Logistics, responsibility is lived, not laminated. CSR criteria guide recruitment, performance reviews, investments, and daily decisions. Managers lead by example, and every employee has both the mandate and the means to make the difference.



4. Applicability

The Code of Conduct applies to all employees of the Van Moer Group and its subsidiaries, whether on the road, in offices, at terminals, warehouses or any other Van Moer facility. This Code also extends to contracted personnel, independent contractors, temporary staff, and port workers (CEPA, CEWEZ and CEMPO) acting on behalf of Van Moer Logistics, as well as employees in joint ventures under Van Moer Logistics' control. By following this Code, every individual connected to our operations upholds the integrity and values that define Van Moer Logistics.



5. Integrity toolkit

At Van Moer Logistics, integrity is not a slogan but a system. We safeguard our values through three mutually-reinforcing elements that together make up our Integrity Toolkit.

Code of Conduct: Defines the moral and ethical expectations for all employees and individuals acting on behalf of Van Moer Logistics. It serves as a framework for responsible behaviour, fostering a culture of trust, respect, and accountability across the organisation. Compliance with this Code is mandatory for everyone within its scope and supports related policies such as our CSR Policy.



Internal Audit Program: Provides a structured assessment of compliance with internal policies, ISO and other standards (9001, 14001, 45001, EXCiPACT, EU GDP, FSSC 22000, SQAS), and legal requirements. Regular audits verify both policy adherence and practical application across departments, driving continuous improvement in quality, safety, and sustainability.



Van Moer Academy: Established in 2022, the Academy unites all learning and development initiatives under one roof. Initially focused on onboarding, it has evolved into a career centre for over 2,200 employees, promoting internal mobility and professional growth.



Together, these components form the foundation of Van Moer Logistics' commitment to integrity, helping us build trust with our stakeholders and maintain the highest standards in all aspects of our business.

6. Who plays a role in upholding our code?

Every individual connected to our business contributes to creating an environment of trust, accountability, and ethical behavior. Here's how each group ensures that our Code of Conduct is more than just words on paper.

6.1 Employees: the foundation of integrity

Every employee at Van Moer Logistics is an ambassador of our values. By understanding and applying this Code, you help ensure that our actions consistently reflect who we are as individuals and as an organization.

JACK'S ADVICE

**small moves here,
big impact out there.**

- ❖ **Stay informed:** Read, understand, and apply the Code in your daily work, and complete the annual training to stay aligned with the latest guidance.
- ❖ **Ask boldly:** If in doubt about a decision or action, seek advice. Integrity grows through open dialogue.
- ❖ **Make the difference:** Speak up about any activity that may breach our Code. Your voice matters, and your courage is protected. Confidentially, respectfully, and without retaliation.

6.2 Managers: leading by example

Managers set the tone for integrity and trust. Your words, decisions, and behavior define the standards for your teams and partners.

JACK'S ADVICE

**small moves here,
big impact out there.**

- ❖ **Make it clear:** Communicate openly about the Code and ensure your team understands how to apply it.
- ❖ **Show the way:** Lead through consistent, ethical behaviour in all interactions.
- ❖ **Build trust:** Foster a safe environment where employees can raise questions or concerns without fear.
- ❖ **Protect and respect:** Address concerns confidentially, respectfully, and without retaliation.



6.3 Controlled joint ventures: aligned and accountable

Controlled joint ventures are part of the Van Moer family and are expected to fully align with this Code. They share our responsibility to uphold integrity, ensuring all operations meet the same high ethical, safety, and sustainability standards.

6.4 Uncontrolled joint ventures: parallel commitments

For non-controlled joint ventures, we expect alignment with comparable ethical and compliance standards. We actively encourage partners to adopt policies and practices consistent with our own, ensuring integrity and accountability across all collaborations.

6.5 Third parties: extending our values

Suppliers, service providers, and other business partners represent Van Moer Logistics through their actions.

They are required to comply with the Van Moer Supplier Code of Conduct, ensuring that our standards for ethical business, sustainability, human rights, and respect are upheld at every level of the value chain.



7. No-nonsense culture: Make the difference!

At Van Moer Logistics, our no-nonsense and family-driven culture is built on honesty, trust, and accountability. We face challenges head-on and believe that everyone has the power to make a difference, whether by solving a problem, improving a process, or raising a concern.

If something doesn't feel right or you're unsure about a situation, speak up. Raising concerns is not only supported but expected in our culture. Open communication is key to maintaining integrity and ensuring we grow stronger together. It's okay to question, it's okay to doubt. What matters is taking that first step to make the difference.

**SEE IT, OWN IT,
SPEAK UP.**



7.1 Raising concerns: make the difference with confidence

We understand that raising a concern can feel uncomfortable. However, we want to assure you that addressing potential issues is not just welcomed, but it's a vital part of our no-nonsense, family-driven culture. If you have doubts or notice something that doesn't align with our Code of Conduct, you have multiple channels to safely and confidentially share your concern.

Van Moer Logistics is committed to protecting your identity and treating all concerns with respect and understanding. Whether you choose to raise a concern anonymously or openly, your action will never result in sanctions or retaliation. Retaliation is strictly against our Code of Conduct, and if you experience any form of backlash, we urge you to report this immediately through one of the available channels.

Your voice matters, and there should never be fear of losing your job or facing consequences for doing the right thing. We're here to support you as you make the difference.

1. Hierarchical Line

Your first point of contact can be your direct manager, HR representative, or the Legal Department.

These individuals are trained to listen carefully, handle matters discreetly, and ensure concerns are addressed appropriately. They can guide you through the next steps and offer immediate support. If the issue involves someone within your reporting line, you are encouraged to contact HR or Legal directly.



When to use this channel:

- ❖ For day-to-day workplace concerns, ethical questions, or guidance on how to apply the Code of Conduct.
- ❖ What to expect: Open communication, confidentiality, and a focus on resolution.

2. Confidential Advisor

If you prefer to discuss your concern with someone independent of your work environment, you can contact our Confidential Advisor. This trusted individual provides a safe space to talk through your concerns, offers objective guidance, and helps determine the best course of action. Every discussion is handled with care, sensitivity, and full confidentiality.



When to use this channel:

- ❖ For personal concerns, sensitive matters, or when you feel uncomfortable speaking to your manager or HR.
- ❖ What to expect: A listening ear, confidential discussions, and guidance on how to proceed.

3. Whistleblower System

If you prefer to remain fully anonymous, you can report your concern via the Whistleblower system in the software Phronesys, a secure and independent digital platform. This system allows you to share information confidentially, ensuring that every report is taken seriously and followed up promptly through a structured process of review and investigation.



When to use this channel:

- ❖ For serious concerns such as ethical violations, fraud, corruption, harassment, or other breaches of the Code of Conduct that you wish to report anonymously.
- ❖ What to expect: Anonymity, confidentiality, and a structured process for investigation and follow-up.

**REPORT HERE,
ANYTIME.**



8. Jack's ground rules for every shift

At Van Moer Logistics, we create value by putting people first. We hire Van Moerians for their talent, drive, and attitude — never for who they know, what they look like, or where they come from. Once on board, every colleague can count on fair terms, a safe and inclusive workplace, and protection that exceeds legal standards. Respect, opportunity, and safety are not benefits; they are the foundation of every shift.

8.1 Working conditions: health, safety, security

What it means

Every Van Moer workplace must be a place where everyone can work safely and return home in good health, both physically and mentally.

The Van Moer way

Van Moer Logistics operates under a certified ISO 45001 safety management system. Every incident or near miss is logged in our QESSH platform. Not to assign blame, but to learn and prevent recurrence. Supervisors stay close to operations, address hazards immediately, and ensure that visitors and contractors follow the same safety standards. If something feels unsafe, every Van Moerian has the right and the duty to pause the task until it is safe.

We all share the responsibility for building a strong safety culture. This means identifying, reporting, and reducing risks that could harm health, safety, or security. When a risk cannot be fully eliminated, we take all possible measures to minimize it to an acceptable level.



Van Moer Logistics supports this commitment by giving every colleague the knowledge, tools, and leadership support to work safely. Our dedicated QESSH Department, supported by certified Prevention Advisors, monitors trends, investigates incidents, and provides on-site coaching. Through the Van Moer Academy, toolbox talks, and clear work instructions, you learn how to handle equipment and chemicals safely, maintain PPE, and follow evacuation procedures. If information or equipment is missing, stop and ask—safe work starts with the right preparation.



What does this mean for you?

- ❖ **Suit up:** wear the right PPE, no excuses. Lead by example.
- ❖ **Stop & flag:** unsure or unsafe? Halt the task and report immediately.
- ❖ **Log it:** record every near-miss to QESSH. The next colleague and your learning curve depends on it.
- ❖ **Lock it down:** challenge unsafe behavior, unknown faces in restricted zones and secure vehicles and devices when you step away.

See it, own it, speak up. That's making the difference, every shift.

8.2 Working conditions: respect at work

What it means

A job at Van Moer Logistics means fair pay, safe conditions, and equal respect for all. We maintain zero tolerance for discrimination, harassment, or any form of forced or child labour. We comply with Belgian and EU labour law and go further by embedding respect and inclusion in our daily culture. Freedom of association and collective bargaining are respected, and these principles apply to all; employees, agency workers, and subcontractors alike.

The Van Moer way

Fair working conditions are a core part of Human Rights. They are not legal check-boxes but six daily promises we make to every Van Moerian and everyone who works with us:

- ❖ **Fair pay and clear contracts:** Every employee receives a written contract, timely pay, and transparent payslips with clear explanations.
- ❖ **Working hours and rest:** Driving times, shifts, and breaks follow Belgian and EU law. Overtime is exceptional, never structural, and always compensated or recuperated.
- ❖ **Freedom of association:** Employees are free to join or not join a union. Where employee representatives exist, Van Moer Logistics engages in good faith dialogue and shares relevant information.
- ❖ **No discrimination, full inclusion:** With colleagues from over 40 nationalities, our open structure works only when every voice counts. Hiring, promotion, and pay are based on skill, attitude, and results—never on nationality, gender, age, faith, or orientation.
- ❖ **Harassment-free zone:** Every employee has the right to work free from intimidation, mockery, or humiliation. Harassment—verbal, physical, online, or through misuse of authority—is unacceptable and will be addressed promptly.

- ❖ **Zero forced or child labour:** Any form of forced, bonded, or under-age labour is strictly prohibited across our operations and supply chain.



What does this mean for you?

- ❖ **Know your deal:** Read and respect your employment terms.
- ❖ **Speak with respect:** Treat every colleague with respect—on the floor and behind the screen.
- ❖ **Step in early:** If a colleague seems uncomfortable, call it out! If you cross the line, apologise and change.
- ❖ **Make space for every voice:** Include quieter teammates, share knowledge openly, and help new starters grow.



9. Jack's straight-line business

Trust is the fuel that keeps our trucks rolling, our barges sailing, and our data flowing. At Van Moer Logistics, that trust is earned every day by doing the right thing, even when no one is watching.

Rules provide the baseline, but integrity gives us traction on the quayside, behind the wheel, and across the negotiating table.

9.1 Integrity: anti-corruption, bribery and other illicit activities

What it means

Integrity means never using unethical or illegal shortcuts to win or retain business. Corruption includes any offer, promise, or acceptance of something of value such as cash, gifts, speed money, hidden rebates, or personal favours, intended to improperly influence a decision

In a port and logistics environment, it can also involve turning a blind eye to criminal activity, such as drug trafficking or money laundering through legitimate transport flows. Criminal networks may try to infiltrate or bribe port workers, drivers, or logistics companies, which makes vigilance everyone's responsibility.

Sub-topics you need to recognise:

- ❖ **Bribery & kickbacks:** any secret fee, inflated invoice, or "commission" that benefits a private individual.
- ❖ **Facilitation payments:** small, unofficial payments or gifts requested by public officials to "speed up" paperwork or inspections.
- ❖ **Money-laundering & criminal logistics:** moving goods or funds to disguise criminal origins — for example, concealing drugs in cargo or routing payments through shell companies.
- ❖ **Gifts & hospitality:** acceptable tokens can cross the line if they appear to influence business decisions or create an expectation of return.

The Van Moer way

We do business the right way; clean, transparent, and compliant. All employees and partners must follow the Van Moer Anti-Corruption Policy and applicable laws, including the EU Whistleblower Directive, Belgian Criminal Code, and OECD Anti-Bribery Convention.

No deal, customer, or opportunity is worth compromising our integrity. If you suspect or experience unethical behaviour, speak up immediately via your manager, HR, Legal, or the Whistleblower System. Van Moer Logistics investigates every report confidentially and protects anyone who raises a concern in good faith.



What does this mean for you?

- ❖ **Keep it clean:** never give, take, or promise cash, gift cards, speed money, or secret rebates to gain or retain business.
- ❖ **Refuse shortcuts:** if an official requests a small "fee" to help things move faster, say no. If you're threatened, act to stay safe, record the details, and report immediately.
- ❖ **Guard the gate:** Check container seals, keep PIN codes secure, and question anyone who doesn't belong in restricted areas.
- ❖ **Spot the red flags:** customer paying from an unknown account? Supplier insisting on cash? Pause and alert Finance or Legal.
- ❖ **Hold partners accountable:** if a partner hints at "greasing the wheels," walk away and report the incident, integrity is non-negotiable.

10. Jack's cyber-safety playbook

10.1 Cyber security

What it means

Cyber security is the digital seatbelt that keeps our people, data, and operations safe. One careless click can freeze planning systems, expose customer information, or open the door to cybercriminals. In today's logistics environment, hacking often goes hand in hand with smuggling and organised crime. Protecting our IT systems therefore means protecting our business.

The Van Moer way

We treat cyber risk like safety: plan, train, act. Our board approved roadmap targets ISO 27001 alignment and full NIS2 compliance by 2027. Every day, we follow three golden rules:

1. **Classify and limit:** follow our data classification policy and restrict access to what's truly needed.
2. **Keep and clear:** store only what is necessary, dispose securely, and follow our Data Retention Policy.
3. **React fast:** report anything unusual immediately under our Incident Response Plan.



New software and suppliers undergo security screening before approval. Our IT team ensures multi-factor authentication, phishing simulations, vulnerability testing, and fast patching. Any suspected breach, no matter how small must be reported to IT immediately. If personal data is involved, our Data Protection Officer (DPO) coordinates the response in line with GDPR requirements.



What does this mean for you?

- ❖ **Lock it down:** use strong passphrases and multi-factor authentication. Never share or reuse them.
- ❖ **Think before you click:** check sender addresses, hover over links, and report suspicious emails as phishing.
- ❖ **Keep it close:** lock your screen when away, protect devices, and never use unknown USBs.
- ❖ **Guard the gate:** share access only on a need-to-know basis. Report lost devices or compromised passwords immediately.
- ❖ **Spot the weird stuff:** unusual payment requests, route changes, or login prompts? Pause and notify IT.

10.2 Data ethics & privacy

What it means

Data powers every part of logistics from telematics to HR and customer operations. Data ethics means using information fairly, transparently, and securely. We collect only what we need, protect it properly, and delete it when the job is done. Personal data (any information that can identify a person) deserves extra care under GDPR, and wherever possible, we anonymize or de-identify it before sharing.

The Van Moer way

We classify all information as public, internal, or confidential/restricted. The higher the sensitivity, the stronger the protection: access control, encryption, and need-to-know. Our data retention policy defines how long records are kept (e.g. some customer data is deleted 180 days after account closure). Devices are securely wiped before reuse.

We use non-disclosure agreements (NDAs) and contractual safeguards when third parties handle data. Any suspected breach must be reported within 24 hours so the incident team can contain, investigate, and resolve it. Regular vulnerability tests help us detect and close weak spots before they are exploited.



What does this mean for you?

- ❖ **Collect the minimum.** If you don't need a personal detail, don't ask for it. Keep data accurate and up to date.
- ❖ **Label before you share.** Treat data as Public, Internal or Confidential/Restricted—and share on a true need-to-know basis only. Use NDAs when non-employees need access.
- ❖ **Store it right.** Use approved systems and drives; avoid personal clouds and USB sticks. Delete data when the retention period or task ends.
- ❖ **Protect in transit.** Follow our guidance for sending sensitive files (encryption where required) and never email large personal datasets unprotected.
- ❖ **Report fast.** Lose a device, mis-send a file, see a suspicious prompt? Pause your task and report within 24 hours. —the incident team will take it from there.

10.3 Responsible communications & social media

What it means

Words travel faster than freight. A single chat message, LinkedIn post, or quay photo can reach far beyond its intended audience. Used wisely, communication builds our reputation; used carelessly, it can leak data, harm trust, or expose security risks. Responsible communication means two things: respect (no offensive or discriminatory content) and protection (no confidential or sensitive information).

The Van Moer way

We encourage open, honest communication whether on Teams, LinkedIn, or other platforms, as long as it remains respectful and protects sensitive data. Photos of shipments, cargo labels, PIN codes, terminal layouts, or live locations are not allowed.

Employees may share personal opinions but must clarify that they do not speak for Van Moer Logistics unless authorized by the Communications Team. All media or journalist inquiries must be redirected to that team immediately. Internal debates are welcome, provided they remain constructive, respectful, and free from harassment or discrimination.



What does this mean for you?

- ❖ **Think before you post:** ask yourself if you'd want a customer or competitor to see it.
- ❖ **Keep details private:** No photos of cargo, PINs, or internal systems.
- ❖ **Speak for yourself, not the brand:** unless authorized.
- ❖ **Stay respectful:** no insults, slurs, or gossip online or offline.
- ❖ **Direct the press:** journalists or media inquiries go to marketing@vanmoer.com
- ❖ **Share the pride, skip the secrets:** Celebrate success, keep rates, routes, and security details confidential.



11. Jack's blueprint for sustainable moves

11.1 Driving down emissions & pollution

What it means

The planet's changing climate has reached crisis level. Moving freight still means burning fuel, so in logistics the climate fight starts with us. Every litre of diesel, every kilowatt-hour of grey power, lands on Van Moer's carbon ledger. That matters for customers chasing sustainability information, for regulators setting ever-stricter rules and for the neighbourhoods where our trucks, cranes and barges operate. Decarbonisation is therefore not a marketing line but a hard-wired transformation plan: cut greenhouse-gas emissions fast, invest in cleaner tech, and prove progress with solid data.

The Van Moer way

We have nailed our colours to the mast: a 43.8 % cut in our direct emissions by 2030 (baseline 2022) on the way to net-zero by 2050 . Each business unit follows its own roadmap, yet the playbook is shared: shift freight from road to barge or rail, squeeze every wasted kilometre out of the fleet, invest in zero-emission technologies to cut operational emissions, and aim to run the entire network on green power of solar backed by smart energy management . Progress is continuously tracked by the sustainability department and reported in the Annual Report each year.



What does this mean for you?

- ❖ **Drive smart:** Plan efficiently, avoid idling and empty runs. Small daily actions make a big difference.
- ❖ **Cut the waste:** Turn off engines, lights and devices when not in use.
- ❖ **Raise your voice:** Report leaks, smoke or energy waste. Improvement starts with awareness.

11.2 Communities & ecosystems

What it means

Our activities take place within living communities and sensitive ecosystems. Noise, light, litter and emissions can affect both people and nature. Protecting our surroundings means reducing nuisance, preventing pollution and respecting biodiversity. Being a good neighbour is about more than compliance. It's about care and accountability wherever we operate.

The Van Moer way

We minimise our impact on surrounding communities by preventing nuisance and protecting the local environment. We reduce noise, light and emissions where possible, keep our sites orderly and clean, and take measures to prevent pollution. We operate safely, communicate openly with neighbours and local partners, and act quickly when risks to people or nature arise. Being a good neighbour is not a requirement, it's how we choose to work.



What does this mean for you?

- ❖ **Sort right:** Use the correct bins and never litter.
- ❖ **Keep it quiet:** Respect shunting hours and reduce unnecessary noise.
- ❖ **Idle = off:** Turn off engines when stationary.
- ❖ **Stay tidy:** Keep cabs and work areas clean. Leave no waste behind.
- ❖ **Follow the rules:** Observe traffic, environmental and safety limits.
- ❖ **Act fast:** Spot a spill or environmental issue? Report it to QESSH immediately.

11.3 Waste management

What it means

Logistics operations generate multiple waste streams from packaging and pallets to office materials and hazardous residues. Poor separation or documentation can lead to fines, pollution and reputational risk. Good waste management means identifying each stream, keeping them separated, and recording their handling and disposal correctly.

The Van Moer way

We sort waste at the source on every site and maintain a central waste register tracking types, volumes, locations and non-conformities. Standardized containers and signage ensure consistency across facilities. We follow Belgian regulations on transparent waste bags, organic separation and haulier checks. Non-compliant loads are logged, refused where needed, and used as learning opportunities. Awareness is maintained through toolbox talks, Connect updates and the QESSH dashboard. Our objective: fewer residuals, more reuse, more recycling.



What does this mean for you?

- ❖ **Check before you toss:** Keep waste streams clean — no contamination.
- ❖ **Flatten & empty:** Break boxes, empty containers before disposal.
- ❖ **Keep it neat:** Close bin lids, no dumping beside containers.
- ❖ **Report & correct:** Spot sorting errors? Fix or flag them to QESSH.
- ❖ **Follow the process:** Handle hazardous waste only via approved procedures.
- ❖ **Spill? Stop & report:** For hazardous spills, stop work and notify QESSH immediately.

11.4 Minimize resource consumption

What it means

Every litre of fuel, kilowatt-hour, pallet, wrap, and litre of water costs money, time, and environmental impact. Resource efficiency is about using less to do more — cutting consumption at the source, choosing smarter materials, and keeping products in use longer through repair, reuse and recycling - — without compromising safety or service. It's life-cycle thinking, not just “what's cheapest today.”

The Van Moer way

We integrate resource efficiency into procurement, operations and maintenance. Sustainable purchasing focuses on life-cycle value: fewer materials, longer lifespan, planned end-of-life reuse. We prioritize durable, repairable and reusable equipment when total cost of ownership justifies it.

Sites implement smart energy management systems, on-site solar power, pallet and PPE repair, and water-saving processes such as reuse in cleaning systems. The Sustainability Team tracks energy, water and material flows to identify opportunities for further efficiency.



What does this mean for you?

- ❖ **Reuse first:** Take only what you need and promote reusable options.
- ❖ **Prevent loss:** Secure materials and prevent anything from entering drains or waterways.
- ❖ **Support recovery:** Return pallets, PPE and other reusable materials.
- ❖ **Save smart:** Switch off lights and machines when idle, close doors, sweep instead of hose.
- ❖ **Fix the leaks:** Report dripping taps or air leaks immediately.
- ❖ **Spot waste:** See inefficiency? Suggest a leaner method to your supervisor.

Small habits, big impact. Consume less, waste less, save more.



The last word

This Code is our promise to each other, our customers and our communities. Hold the line, help each other and speak up. That's how we make the difference.

Where to turn: your manager, HR, Legal, QESSH, or the Whistleblower system.

Reviewed: yearly by the Executive Committee.

Acknowledgement: sign once, refresh via annual training.

Zwijndrecht, July 1, 2025



VAN MOER
Logistics

MOVE YOURSELF
MOVE THE WORLD