



# SUSTAINABILITY REPORT 2022



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## COLOFON

# ABOUT THIS REPORT



This sustainability report is intended for stakeholders and others who are interested in the sustainability approach and results of ECS Corporate NV (including all its underlying subsidiaries). This 5th edition covers the period from **January 1<sup>st</sup>, 2020 to December 31<sup>st</sup>, 2021**. We intend to publish an update bi-annually.

Our last report was published in October 2020. The previous versions are available on our website: <https://www.ecs.be/en/csr-as-a-strategy>

There are no significant changes in location, operations or suppliers. The legal entities ECS European Containers BV & ECS European Containers Ltd became branches of ECS European Containers NV. During 2022, a new CEO has been appointed.

'This report has been prepared in accordance with the **'GRI Standards: Core option'** and was not externally validated.

In case of questions, please contact: **QESH Manager Tinneke Van Thienen** – [csr@ecs.be](mailto:csr@ecs.be)







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# PREFACE

Dear Reader,

These past years were challenging for all of us: from facing the covid-19 pandemic to going through a hard Brexit, followed by geopolitical uncertainties and rising fuel costs. These unexpected events with far-reaching consequences showed the importance of ensuring **business continuity by building resiliency and flexibility**. We are proud that we were able to continuously provide sustainable and reliable logistics throughout all these challenges. That's why we want to express our gratitude and thanks towards our colleagues, suppliers, customers and other partners in their continuous support.

In line with the challenges we encounter, we setup our Sustainability Strategy for 2025 where we aim to drive a sustainable and efficient transition of the transportation of goods. Together with our stakeholders, we selected 5 focus areas within the **United Nations Sustainable Development Goals** to set a base for our sustainable future.

As a logistics service provider, we are conscious of the crucial responsibility logistics has on **decarbonization** of the economy.

As part of our multimodal solutions, rail transport provides our customers an alternative and modal shift, while, at the same time, reducing carbon emissions. We want to **empower and support our people** by offering them a safe, secure and healthy work environment including the necessary possibilities to **grow**. Together with a strong team, we believe that **innovation and digitization** will be key in achieving our ambitions, adding real **value to our customers**. With our customers at the heart of everything we do, we combine a strategic intermodal network, cost-effective supply chain solutions and professional customs clearance services, to provide the most sustainable and reliable logistics.

We need to make sustainability a live issue and engage our stakeholders in order to be successful. By translating our sustainability strategy into clear KPIs, we want to take you – our employees, suppliers, customers and other partners - on our journey. Because together we can achieve more and be the change we want to see in the world.

Philippe Mathieu  
CEO ECS







01

WHO ARE WE





# HIGHLIGHTS



**1800 units**

**Fleet investment**

Our TCL and trailer equipment expanded with 300 units and replacement with 1500 new dry units.



**34 gates**

**Warehouse expansion**

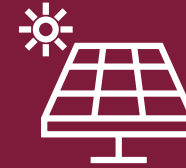
Our KVS warehouse expanded with 34 new gates almost doubling our gate capacity.



**15**

**AGV replacement**

Replacement of our automated guided vehicles were installed to increase operational efficiency



**210 ton CO<sub>2</sub>eq**

**Solar panels on trailers**

Solar panels on our 76 cool trailers reduced the engine hours of the cooling motor with 16,5% resulting in a significant reduction of CO<sub>2</sub>.



**18**

**Electrical loading points**

Eighteen extra loading points for electrical cars were installed tripling our available load infrastructure.



***“Sustainability is now a must rather than a ‘can do’ factor. Sustainability is the very core of our mission. We are driven to create sustainable and reliable logistics solutions.”***

***Philippe Mathieu, CEO***



# ABOUT ECS

ECS is a leading provider of integrated supply chain logistics and intermodal transport solutions. Founded in 1995, our 100% family-owned company with headquarters in Zeebrugge, spreads its activities over more than **35 European countries**, specializing in transport and logistics between the UK and Ireland, and the European mainland.

ECS aims to drive a sustainable and efficient transition of the

transportation of goods in every possible way.

As a company we consider it our responsibility to make a long-term contribution to society, to economic wellbeing, and social cohesion, in accordance with the environment. We call it CSR Logistics, short for **“creating sustainable & reliable logistics”**.

Our sustainability report 2022 aims to communicate our **sustainability strategy and ambitions**.



# Timeline

**1995**

Europeans Container Services is founded, Focusing on Europe, the UK and Ireland



'95

**2008**

Growing ECS' intermodal solutions, whilst covering more of the southern European market



'08

**'03**



**2003**

Temperature controlled solutions are offered

**'16**



**2016**

The first highbay at 2XL became operational

**2017**

ECS acquires 2XL



'17

**'18**



**2018**

Extending our one-stop-shop supply chain solutions

**2021**

Second highbay arising at Zeebrugge



'21

# DID YOU KNOW...?

## The roots of ECS were already set in 1947

In 1947 Omer De Dijcker registered the first license plate for Vervoer Omer De Dijcker. His two sons, Maurice and Gustaaf De Dijcker, founded De Dijcker NV in 1963 in Vlierzele. They mainly worked in construction and contributed to the development of the Port of Zeebrugge.

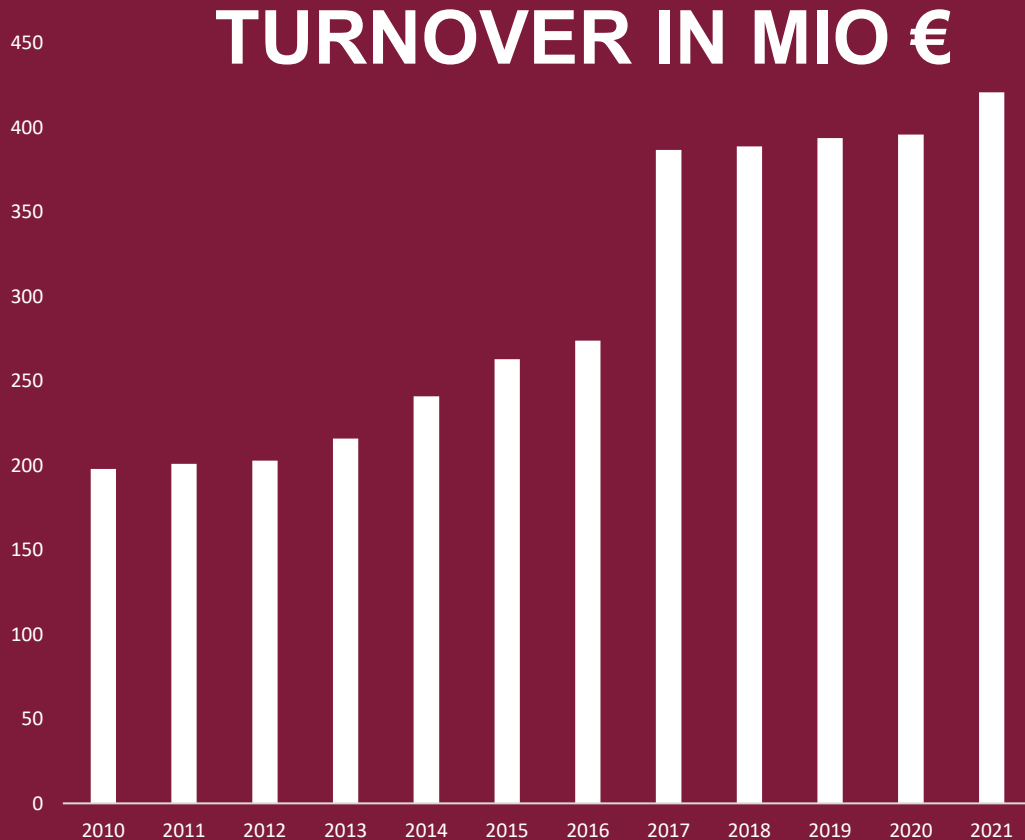
From this transport company, DD trans was founded in 1985 by Gustaaf De Dijcker and daughter Christine, and still exists as a daughter company from ECS Corporate NV.

This means that the entrepreneurial roots of the family De Dijcker go back 75 years!





# Key Figures 2021



**615**  
Employees  
in 7 countries



Active in  
**35** European  
countries



**223.000**  
tons CO<sub>2</sub> reduction



**63** Million  
Kilometers  
of rail transport



**11.250**  
8.150 dry ambient  
3.100 reefers &  
trailers



**2,5** Million  
Yearly  
Handlings



**5.900**  
Loads per week



**121.000**  
Secure pallet  
allocations



**170.000 m<sup>2</sup>**  
Warehouse storage

# Vision, mission & values



What do we stand for?

To be a European Leader  
in Integrated Supply Chain  
& Intermodal Solutions.



Where do we go for?

Creating Sustainable  
Reliable logistics

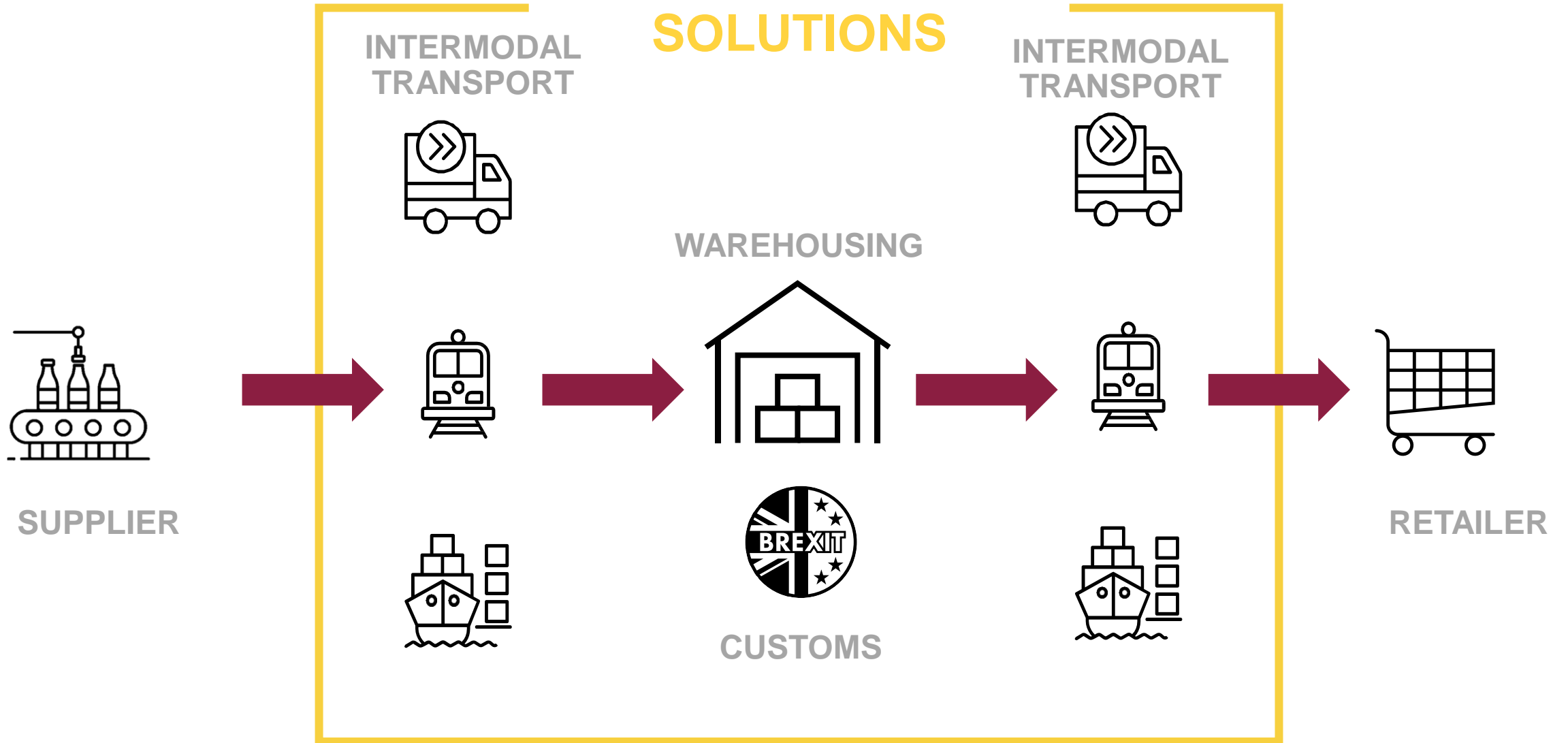


How will we do it?

Together  
we are Sustainable,  
we are Creative,  
we are Reliable

# SERVICES

## OUR INTERMODAL SOLUTIONS



# SERVICES



## Full loads transport

Reliable transport solutions by road, rail, and short sea



## Supply chain logistics

Tailormade and cost-efficient one-stop-shop supply chain solutions



## Temperature controlled transport

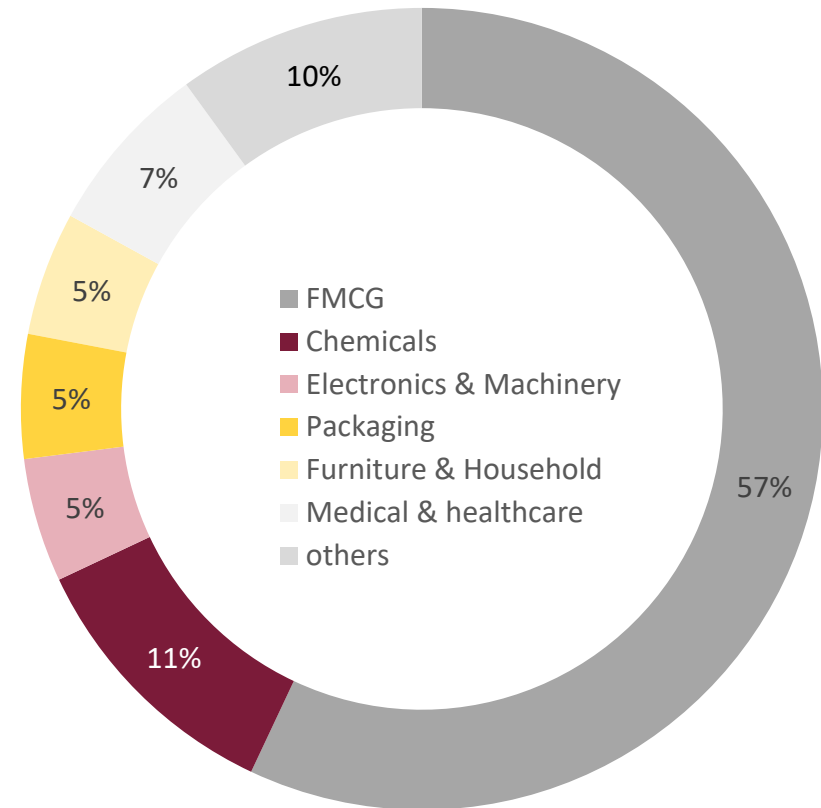
Europe's largest fleet of reefer containers and fridge trailers



## Brexit & customs services

We ensure your goods to cross any border flawlessly

## Our served markets





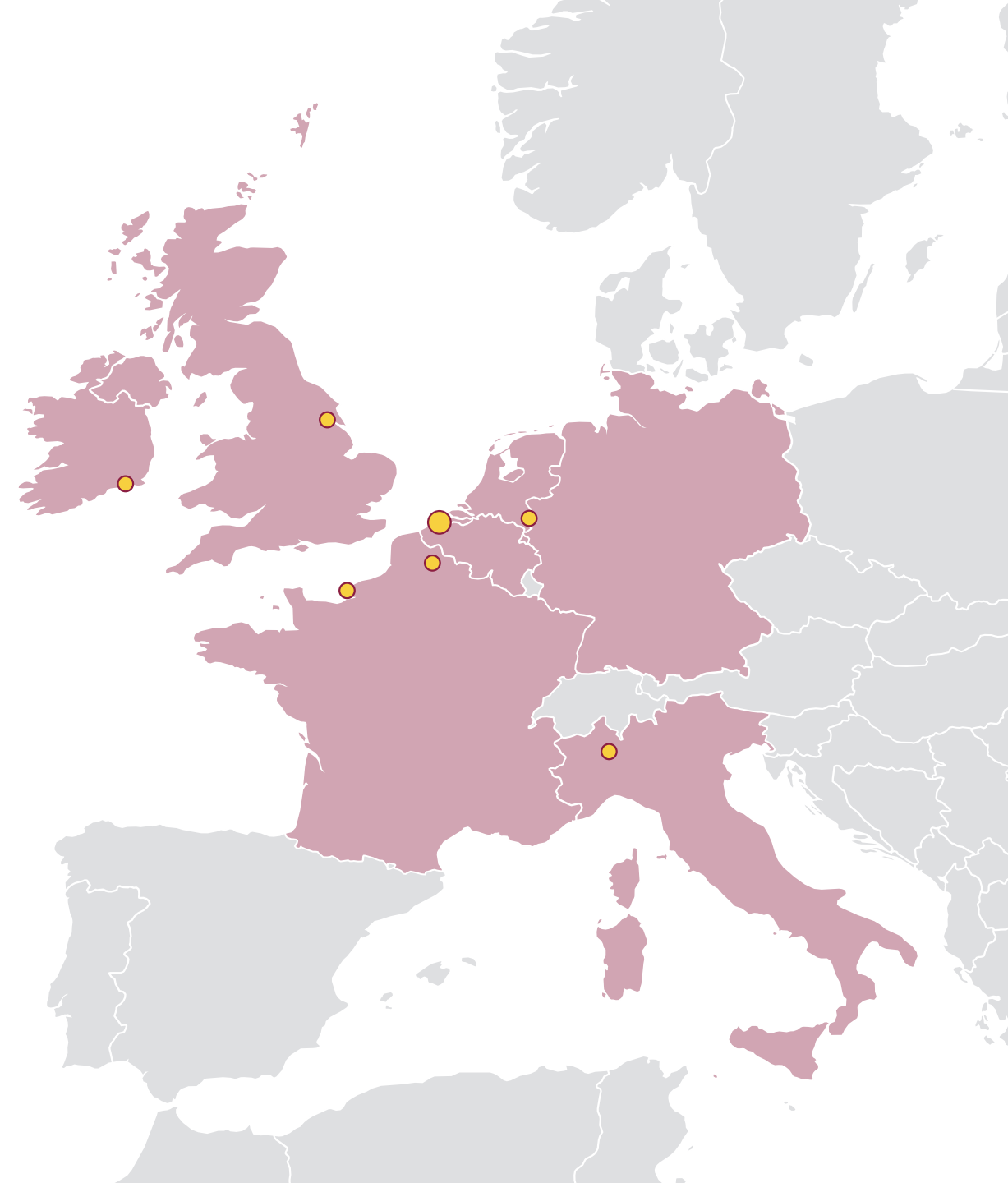
*“Through our highly integrated network of suppliers, people, technology and assets, ECS is able to manage our customers goods more efficiently throughout the supply chain”*



# LOCATIONS & NETWORK

We combine a strategic intermodal network, cost-effective supply chain solutions and professional customs clearance services, to provide the most sustainable and reliable logistics.

ECS has developed an extensive network of intermodal transportation and strategic hubs. This network is supported by our **4 operating centers** located in Belgium, The Netherlands, France & the United Kingdom as well as our local sales representatives in France, Ireland & Italy.







02

CREATING SUSTAINABLE  
RELIABLE LOGISTICS

ECS



# OUR CONTRIBUTION AND RESPONSIBILITIES



Our activities have an impact on the **environment and the communities** in which we operate.

To build a sustainable future, we need to do more than just reduce our own impact. That's why we're making changes in every part of our value chain. For our mission to **Create Sustainable Reliable Logistics**, we've identified nine challenges.

For each of these challenges, we have evaluated how we can address them and turn these into opportunities.

# IN A CHALLENGING ENVIRONMENT...

## Challenge 1 Reduce dependence on fossil fuels

Transport currently accounts for a quarter of the EU's greenhouse gas emissions. This figure continues to rise as demand grows. **The European Green Deal has set the key objective to deliver a 90% reduction** in transport-related greenhouse gas emissions by 2050. Road, rail, aviation and waterborne transport are making efforts to decarbonize, for a clean future and to strengthen Europe's strategic autonomy. Investments in sustainable alternative fuels and clean technologies as well as renewals of transport fleets are essential to achieve the transition.

## Challenge 2 Making alternative choices available

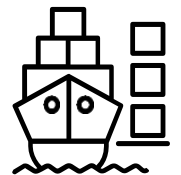
Achieving the ambitious climate goals also requires a shift to **more sustainable transport modes** such as rail and inland waterways. For this to happen, the capacity of both modes will need to be both extended and better managed.

## Challenge 3 Pricing to reflect environmental impact

To reflect the negative environmental and health costs of transport in prices, transport will be covered by **emissions trading, putting a price on pollution**, stimulating cleaner fuel use, and re-investing in clean technologies. Other EU actions in support of the 'polluter-pays' principle includes effective road pricing in the EU, as well as ending subsidies for fossil fuel.



Curious on how we deal with these challenge? Click on the title and discover

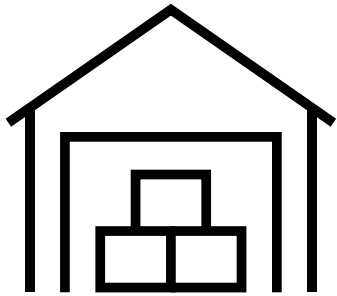


INTERMODAL  
TRANSPORT



# IN A CHALLENGING ENVIRONMENT...

WAREHOUSING



## Challenge 4 Rising freight costs and fuel prices

Freight costs and fuel prices are raising, so improving efficiency across the whole transport system is crucial. Digital technologies enabling automated mobility and smart traffic management systems, for example to optimize shipping routes, coordinate incoming orders, meet dock times, predict traffic conditions, etc., will help with efficiency while also making transport cleaner.

## Challenge 5 Sense of urgency to adopt environmentally sustainable practices

Transport is a major contributor to air pollution and noise, and has significant effects on our oceans, rivers and lakes. A combination of measures is needed to address air quality, emissions, urban congestion and noise.

## Challenge 6 Supply chain disruption

COVID-19 has disrupted supply chains around the world. There's no doubt that the pandemic has tested the ingenuity, resilience and flexibility of supply chain leaders globally, as they have sought to maintain essential operations.



Curious on how we deal with these challenge? Click on the title and discover

# IN A CHALLENGING ENVIRONMENT...

## Challenge 7 Ensuring the highest standards of safety and security

There are more than 3,500 casualties on the world's roads every day. In addition to human lives, accidents also affect transport operations and causes higher insurance premiums, immobilized vehicles and the cost of repairs are all a problem for operators. The challenge for the industry and the entire international community is to reduce the number of casualties. The only way to do this is by improving road safety.

## Challenge 8 Shortages in capacity & labor

Ships, trucks and containers are all held up at different points. Port and road congestion inevitably increased the pressure on port workers, fatigue and rising stress levels. This directly impacts land-side operations, particularly truck arrivals and departures. Moreover, Europe is facing a shortage of truck drivers. This problem will only intensify as 42% of the truck drivers will retire in 10 years.

## Challenge 9 Brexit

Brexit has affected logistics operations considerably. The UK has left the EU Customs Union and Single Market. Effective 1 January 2021, the movement of goods is subject to export and import customs procedures.



Curious on how we deal with these challenge? Click on the title and discover

## Transport and the EU Green Deal

With transport contributing around 5% to EU GDP and employing more than 10 million people in Europe, the transport system is critical to European businesses and global supply chains. At the same time, transport is not without costs to our society: greenhouse gas and pollutant emissions, noise, road crashes and congestion.

Today, transport emissions represent around 25% of the EU's total greenhouse gas emissions, and these emissions have increased over recent years.

Europe's goal of being the first climate-neutral continent by 2050 requires ambitious changes in transport. A clear path is needed to achieve a 90% reduction in transport-related greenhouse gas emissions by 2050.

The European Commission adopted a set of proposals to make the EU's climate, energy, transport and taxation policies fit for reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels.





## UP TO A BETTER FUTURE

To support the transition to cleaner, greener, and smarter mobility, in line with the objectives of the European Green Deal, the European Commission is modernizing the EU's transport system. All transport modes need to become more sustainable, with green alternatives widely available and the right incentives put in place to drive the transition. Concrete milestones will keep the European transport system's journey towards a smart and sustainable future on track:

### 2025

- At least 30 million zero-emission cars will be in operation on European roads
- 100 European cities will be climate neutral.
- High-speed rail traffic will double across Europe
- Scheduled collective travel for journeys under 500 km should be carbon neutral
- Automated mobility will be deployed at large scale
- Zero-emission marine vessels will be market-ready

### 2035

- Zero emission large aircraft will be market ready

### 2050

- Nearly all cars, vans, buses as well as new heavy-duty vehicles will be zero-emission.
- Rail freight traffic will double.
- A fully operational, multimodal trans-European transport network (TEN-T) for sustainable and smart transport with high-speed connectivity.

# OUR SUSTAINABILITY STRATEGY

In 2015, we launched our first sustainability report towards 2020, in line with the 17 UN Sustainable Development Goals, setting targets in the areas of sustainable logistics, QESH, people & wellbeing and customer satisfaction. Although many improvements were realized, still more ambitious actions need to be taken to support the challenges we face today and in the future.

The UN 2030 Agenda: 'Transforming our world' provides a universal language for corporate responsibility and a framework to guide businesses in the definition of their corporate responsibility strategy & action planning. This framework enables companies to assess, define, implement, measure and communicate their sustainability strategy. At its heart are the 17 Sustainable Development Goals (SDGs) which recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



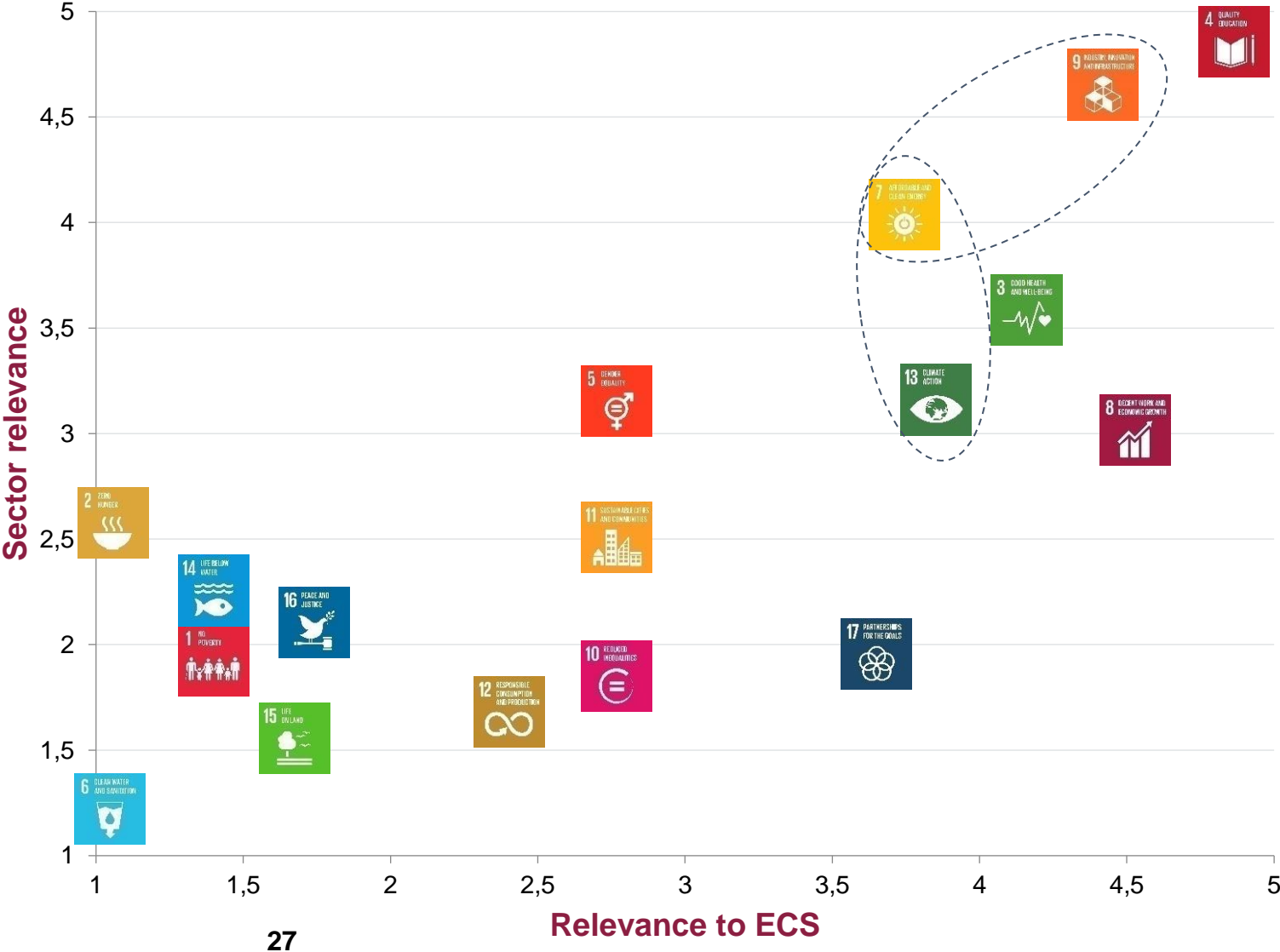
# MATERIALITY MATRIX

During 2020 a review of our sustainability strategy took place, linking our sustainability strategy to the UN sustainable development goals (SDGs).

By conducting surveys and interviews, the objective was to define and select the SDGs that are most material to ECS.

We have chosen to focus on 5 SDGs where we believe we can have the biggest impact. Our commitment towards the other SDGs remains unchanged and is vital towards a better world for all of us.

On this base, our strategic exercise is driven, and key objectives are set up.







WE ARE  
CREATIVE  
SUSTAINABLE

Grand Café gesloten op vrijdagavond! Open voor lunch maar ook voldoende zaterdag

**3** GOOD HEALTH  
AND WELL-BEING



### Healthy & fulfilling lives

Through vitality and wellbeing programs, we support our people to lead healthy and fulfilling lives.

**4** QUALITY  
EDUCATION



### Inclusive & sustainable culture

By investing in the development of our people, we create an inclusive and sustainable culture.

**8** DECENT WORK AND  
ECONOMIC GROWTH



### Increasing client value

Through long term vision creating decent, safe, and equal work conditions leading to increased value for our clients.

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



### Sustainable logistics

We invest in innovation and infrastructure to drive sustainable logistics.

**13** CLIMATE  
ACTION



### Acting on climate

We act on climate change and continuously reduce CO<sub>2</sub> emissions.

# WHAT DO WE DO?



# ROAD TO OUR SUSTAINABILITY STRATEGY

## STAKEHOLDER INCLUSIVENESS

Our road towards a greener future needs to be supported by all our partners in order to be successful. ECS is committed to meeting the needs and expectations of our different stakeholders identified by stakeholder analysis. We are aware of our social responsibility and conduct an open dialogue with our shareholders.

Yearly and bi-annual, surveys are distributed to our suppliers, customers and employees to make sure their requirements and concerns are taken into account. Specifically for our revision of our sustainability strategy towards 2025, in depth interviews were held with our shareholders and executive committee, next to the yearly advisory board sessions. With these input, our materiality assessment and content of this report was defined.

## BRAINSTORM SESSION TO SPECIFY MATERIAL TOPICS

During the revision of our sustainability strategy towards 2025, we set up a materiality matrix in line with the 17 SDGs. The purpose was to define which SDGs are most material to ECS and select 5 that will drive our sustainable future. Our materiality assessment was performed in cooperation with a third party.

The relevance for ECS was determined based on qualitative strategic questions and a quantitative ranking of the SDGs. This information was provided both by members of the board of directors and executive committee. Next to the relevance for ECS, the relevance for our sector was mapped based on a sector benchmark as well as requirements from our top customers and suppliers, leading to our final materiality matrix.

## FINALIZE MATERIALITY ASSESSMENT

The materiality analysis showed 6 relevant SDGs for both our sector and ECS. Within our 6 relevant SDGs, we choose not to select SDG 7 as it is an enabler to SDG 9 (from a technology perspective) & SDG 13 (from an impact perspective). This resulting in our 5 main areas of our sustainability strategy.

The resulting sustainability strategy and ambitions were reviewed and validated by the executive committee and will be reviewed yearly in the sustainability steering committee.





03

OUR PERFORMANCE AND  
AMBITIONS

ECS





# HEALTHY & FULFILLING LIVES

*We support our people to lead healthy and fulfilling  
lives through vitality and wellbeing programs*





## Our ambitions for 2025

### Provide a great place to work

Satisfaction and engagement survey, gauging values and norms.

### Provide a healthy & ergonomic environment

Maximum of 3% absenteeism





# PROVIDE A GREAT PLACE TO WORK

We want to provide an exemplary work-life balance together with an appealing working environment. We invest continuously in the wellbeing of our employees and strive for an open & positive company culture through transparent & open communication.



## *Our people*

ECS's employees are the cornerstone of the company's success. We offer everyone an equal opportunity to work, regardless of gender, religion or nationality. We do this by focusing on learning and development, by offering our people the opportunity to apply for internal promotions, and by motivating women to take up management positions. We therefore take great pride in our balanced and diverse workforce.

## *Great place to work*

We aim for an overall satisfaction and engagement score of 85%. We organize a satisfaction and engagement survey bi-annually. This survey measures both the overall satisfaction and the engagement of our employees. Based on this survey, an action plan is drawn up with initiatives to improve overall satisfaction and engagement. This supporting ECS to become employer of choice.

By 2025 we want to obtain the Great Place to Work certificate!

# OUR PEOPLE IN NUMBERS



**56%**

Of our employees are younger than 40



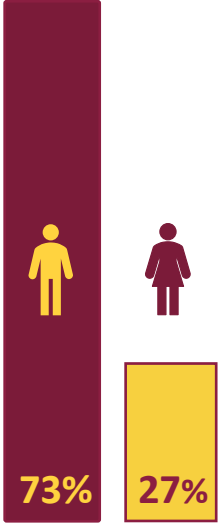
**36%**

Women in leadership positions



**>40**

Nationalities



- Permanent
- Temporary
- Self-employed

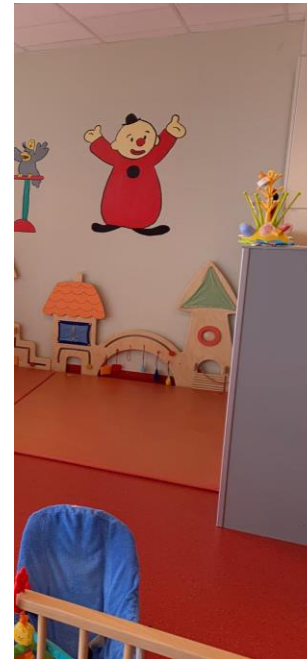


In 2020 our finance team won the award for “Best finance team” supporting our ambition in being a great place to work. By working together and valuing each other strengths and competences, they are empowered to accomplish our vision together.

## *Taking care of our employees ... and their family*

Eager to nurture our most important asset, we continuously invest in training, development and career opportunities. We create an inclusive & sustainable culture and support our people to lead healthy and fulfilling lives through vitality and wellbeing programs and facilities such as a child day-care center, an in-house conditional training center, different sport events and trainings, and a bar for after-work drinks. We offer daily fruit and soup in winter times.

People at ECS get a market-based remuneration with many possibilities for horizontal and vertical growth and rotation. However, at ECS, we do not only reward for good business results. We provide **financial support to improve life quality**. We sponsor sporting activities; we provide a hospitalization insurance. Moreover, at our own day-care, our employees' children get freshly prepared meals at minimum cost and free diapers.





## *Keeping interpersonal links alive*

With our colleagues, working both in the office and remotely, we have launched numerous initiatives to keep everyone engaged and informed. These events bring people together, formally and informally, virtually and in the office or in the warehouse. We focus on accessibility and communication to show our employees that they are listened to, and their grievances and concerns are taken into account.



*“ECS aims to build sustainable careers over the entire work lifecycle. A career that can grow with you throughout the years, that has meaning to you, and that makes good use of your skills and expertise. Crafting a sustainable career should help our employees to stay healthy, happy and productive. It requires a broad approach in different domains such as rotation possibilities, development and training, telework, wellbeing initiatives, healthy lifestyle recommendations, daycare at work, and so one...”*

*Griet Van Reeth – CHRO*



## COVID-19 @ECS



The covid-19 pandemic has led to devastating impact on people's health and livelihoods worldwide. Making sure our employees were able to work in a **safe & healthy** home and working environment with limiting impact on the livelihoods of our people were our priority.

Within 36 hours we were able to provide the necessary tools to switch to **home offices** for **our office employees**. In our offices and warehouses the safety and health of our employees was our core priority and necessary actions, such as providing cleaning materials - distance measures - face masks, were taken to provide safe & healthy logistics.

It was a challenging environment for our employees. They were working from home whilst tackling unforeseen volume increases due to the Covid-19 panic buying.

We are extremely proud of our company and especially thankful towards our employees that we were able to continuously provide **sustainable logistics** throughout all these challenges.

We maintained an **open communication** with all our employees and reported closely on the covid impact on our business continuity and different measures taken in response. Extra tips and tricks as well as **mental resilience** webinars were provided to support the (mental) **health and wellbeing** of our employees during these extreme circumstances.

The covid-19 pandemic has shown the ever growing need to adapt to changing environments in a sustainable manner. We will continue to support our employees and stakeholders during this pandemic and are committed to ensuring healthy and fulfilling lives for all of us.



# PROVIDE A HEALTHY & ERGONOMIC ENVIRONMENT

We support our people in retaining a healthy lifestyle and continuously invest in a healthy and ergonomic workplace. By improving employees' comfort in the offices and warehouses, providing facilities for sport and recreation as well as actively promoting mental health initiatives, we want to provide a healthy & ergonomic work environment for our people.



Structural telework is provided to all our office employees 2 days a week to support a healthy work-life balance



7% of our Belgian employees made use of our bike lease program enabling their active and eco-friendly lifestyle from and to the workplace

## CSR@ECyeS

Within our **CSR@ECyeS program**, both the wellbeing of our employees and our society are addressed towards healthy and fulfilling lives for everyone. Our employees are motivated to focus on their health and wellbeing and supported by different initiatives to lead a healthy lifestyle. **Our impact towards our society is addressed in our society engagement ambition.**

As we addressed, the covid-19 had an extensive impact on every one of us, unfortunately, many of our planned initiatives were postponed or cancelled due to the necessary covid-19 restrictions. In line with the impact of covid-19 both on physical and mental health, specific initiatives were setup to support our **employee's mental health.**

An interactive workshop “*More resilient thanks to stress*” was organized for our employees. Focusing on turning unhealthy stress into healthy resilience, this webinar strengthened the mental and physical health of our employee's **increasing energy and motivation** during these challenging times.

Specific tips & tricks were provided on wellbeing during telework. Tips were provided on ergonomics and setting up a healthy working environment, towards mental health and social contact during homework. Furthermore, some home exercises and healthy eating habits were foreseen to support the wellbeing of all our employees.

## Springbok

Together with springbok, health coaching @ work, we developed a program on ergonomics. An organization scan mapped out the main risks and pain points. A tailor-made training and coaching sessions on ergonomics are developed.

*Together with ECS, we started the 'Strengthen your back' process for 15 warehouse employees. The employee could register for this without obligation. As a coach, I felt the employee's enthusiasm from the very first moment. Everyone was and is motivated and wants to take steps towards a fitter and healthier lifestyle with this process.*

*Everything is well organized within ECS, the employee can join perfectly to every contact moment (intake, screening, coaching, exercise moment, ergo coaching on the job, etc.). This is both a plus for the employee, but also as a coach.*

*We are now halfway. Every individual employee is taking steps in the right direction. Everyone makes progress, but each at their own level.*

*Step by step, together on the way to a fitter and stronger back!*

**Matthias Franchoo,**

Health coach en partner bij Springbok Coaching



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*Step by step, together on the way  
to a fitter and stronger back!*

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4

QUALITY  
EDUCATION



# INCLUSIVE & SUSTAINABLE FUTURE

*By investing in the development of our people, we  
create an inclusive and sustainable culture.*



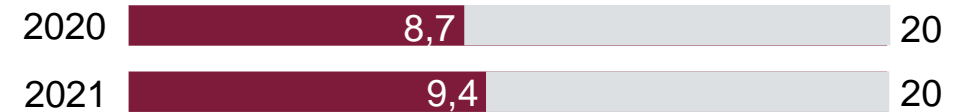




## Our ambitions for 2025

### Invest in training and development

minimum 20 hours of training per year



### Subcontractor partnerships

digitization and decarbonisation of our sector by accelerating the shift from road to 50% rail usage



# INVEST IN TRAINING & DEVELOPMENT OF OUR PEOPLE

We want to provide growth opportunities and a stimulating working environment for our employees by continuously investing in training and development programs for our people and society.



## IDENTIFY

Identify core function,  
talent review and  
succession planning



## ATTRACT

Balance between  
external/internal  
development & employer  
branding



## DEVELOP

Long term development  
of management maturity



## RETAIN

Focus on on-boarding  
process and  
empowerment

## *Talent academy*

How to attract, retain and further develop the high-quality people needed to compete and respond to a rapidly shifting business environment is one of the challenges we want to encounter. The past years made it even more clear that together we can overcome the biggest obstacles, with the right people. At ECS, we continuously invest in talent in order to maximize personal growth and competences, consequently growing further as a company.

ECS developed a training academy for all employees, providing training on different topics to improve the skill sets of our employees. Based on the need of our employees, different training academies are available. In our logistics academy focus was placed on providing the necessary customs training to support the Brexit transitions during 2020 and 2021. In our functional training academy, a new e-learning about ICT security awareness & GDPR was rolled out during 2020, in which all employees were trained and tested on GDPR requirements and needed vigilance in ICT security. Throughout 2021, we became aware that our warehouse academy can be improved. Hence, a separate project to improve our current warehouse academy will be implemented during 2022.

At least on a yearly basis, all employees receive formal and constructive feedback on their performance. The goal setting and performance evaluation is facilitated completely within our HRM system. This allowing to monitor the progress and additional needs for trainings and personal development.



## *Ambassador Postgraduate Smart Logistics (KU Leuven)*

ECS supports the Postgraduate program Smart Logistics, organized by KULeuven. This Postgraduate gives a thorough insight into the economic, technological, commercial, organizational and IT aspects of the logistics chain. In addition, particular attention is paid to recent technological developments and opportunities to improve operations and logistics processes.

Over the past years multiple employees successfully enrolled in this postgraduate program. Besides this Postgraduate program, we also support the logistics program at VTI Zeebrugge.



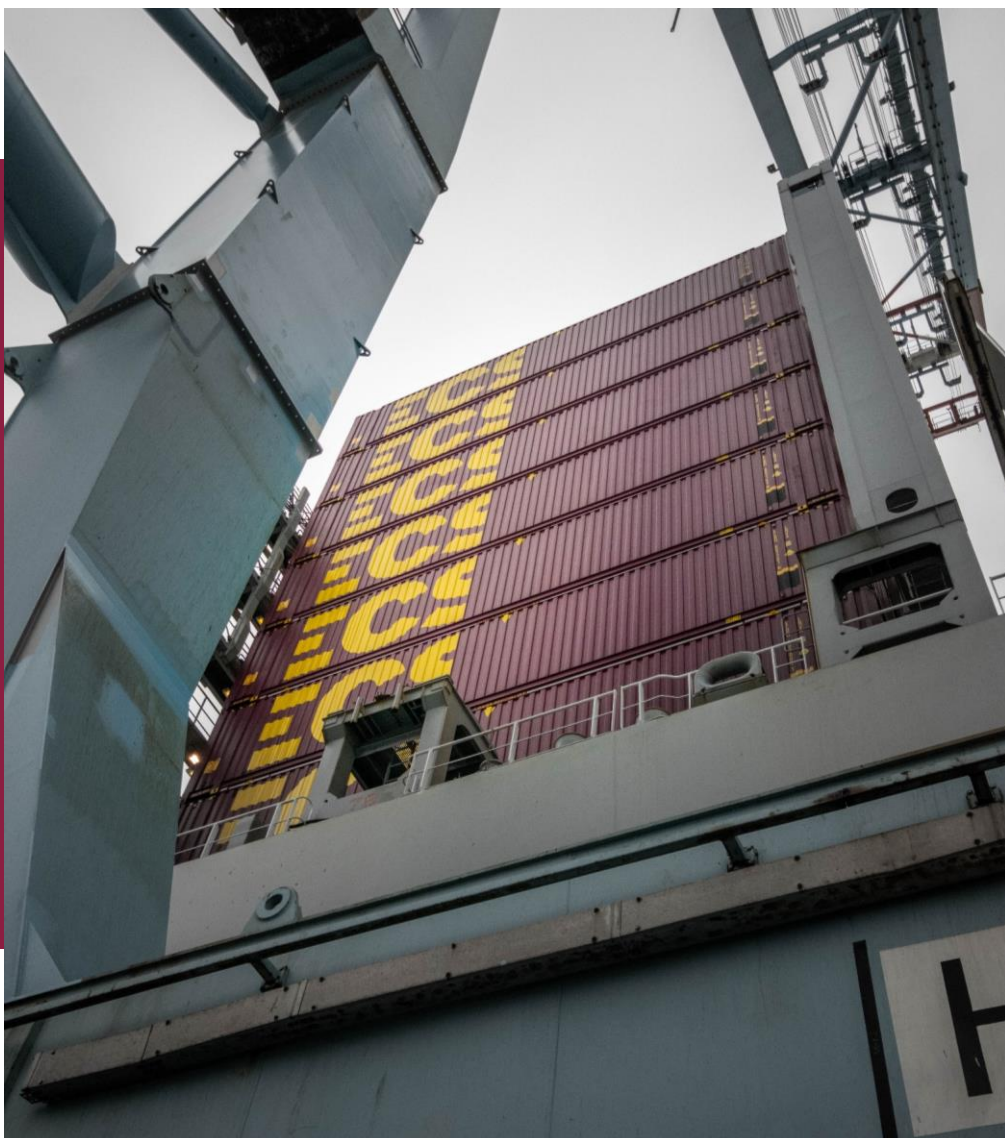
# SUBCONTRACTOR PARTNERSHIP

We strive towards a long-term partnership with our supplier's driving digitization & decarbonization of the sector. We accelerate the shift from road to rail through open, long-term collaboration with our partners.

## *Next generation of our supplier Code of Conduct*

With the compliance of global supply chains being tested and rising stakeholder expectations, companies need to have confidence in the partners on which they rely. ECS considers the hauliers as the subcontractor group with the highest risk in terms of **reliability, quality, safety & security**, and **compliance**. In all our agreements, ECS requires suppliers to comply with our supplier Code of Conduct. This Code of Conduct is based on the **United Nations Global Compact's Ten Principles** enforcing ethical conduct, compliance and respect for human rights.

All hauliers are going through an intensive screening process before starting new relationships. Yearly, hauliers fill in our QESH questionnaire providing more information on topics such as sustainability, safety, training, and compliance. To strengthen responsible conduct on **compliance, ethical, social** and **environmental** issues even further, ECS will start a supplier project covering both new legislation, as well as reviewing our supplier code of conduct.



*“CLdN is committed to maintain a ‘best in class’ approach to Environmental impact issues and continues to invest in state-of-the-art ships to support this. Having a backbone customer as ECS allows us, together, to optimize even further, our impact ambitions, for example by offering direct just in time services, avoiding unnecessary road journeys whenever possible and controlling the bridgeheads to offer value added, efficient operations.*”

*Both ECS and CLdN share a similar vision and are prepared to walk the talk together to achieve this. The relationship is now counted in decades and seeing the changes we have made together gives a positive feel for what can be achieved in the future ...”*

*Spokesman of CLdN*



By expanding our intermodal network, our intermodal division is able to provide 46% of our road-rail kilometers by train.



With our intermodal shift we reduced 223.000 tons of CO<sub>2</sub>eq in 2020 and 2021, by shifting from road to rail.

## ***Accelerate shift from road to rail***

Conscious of the environmental impact of our business, ECS is committed to provide sustainable intermodal logistics. Our strategic ambitions focus not only on the financial results, but also on social interests and environment. By creating a modal shift from road to rail in our intermodal network, reducing empty mileage and creating sustainable logistic solutions for the integrated supply chain, we can substantially reduce greenhouse gas emissions and help creating a better environment.

## ***Expand our intermodal network***

Crucial in accelerating the modal shift, is the availability of a flexible and reliable intermodal network. Together with our partners we constantly revise our possibilities to grow even further and enhance our network. Seven extra direct trains were added towards our Vienna corridor, enabling us to reduce our CO<sub>2</sub> emissions by making the shift from road to rail. New possibilities into the UK are being setup expanding our intermodal network even further.

By providing the possibility to enter three of our warehouses by rail, we want to support this modal shift throughout our supply chain.



*“Being awarded with the gold and silver Ecovadis medal, further strengthens our efforts towards a sustainable future.”*

**Tinneke Van Thienen – QESH Manager**





8

DECENT WORK AND  
ECONOMIC GROWTH



# INCREASING CLIENT VALUE

*We excel through long term vision creating decent,  
safe, and equal work conditions leading to increased  
value for our clients*





## Our ambitions for 2025

### A safe work environment is our top priority

Yearly reduce the Lost Time injury frequency rate

2020 0,63

2021 0,55

### Financial health & employment

Annual growth of EBITDA

2020 28.794K EUR

2021 20.833K EUR

### Client oriented

Customer satisfaction of 85%

2020 88,2%

85%



# A SAFE WORK ENVIRONMENT

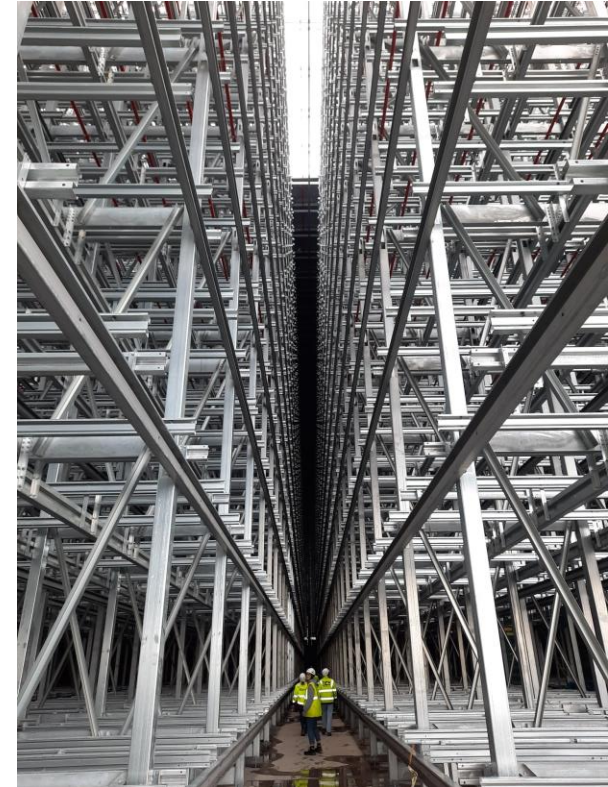
It is essential that our employees are in good health, safe, and secure conditions. As a company, we are committed to an **injury-free and illness-free workplace**, where we follow applicable health and safety laws and regulations. ECS expects from all employees to comply with health, safety and security policies, procedures and instructions.

Through preventive actions and safety trainings and communications, we strive to create the ideal work environment and protect our colleagues in the best possible way.

ECS encourages employees to be creative and look for ways to improve workplace safety & durability. Teams that have the best proposal to improve their daily work with sustainable ideas are rewarded with the **CeSaR Award**.

To keep track of our performance, we maintain a **QESH KPI dashboard** in which several performance indicators such as lost time injury rate, severity rate, environmental incidents, QESH training, while near misses are measured and benchmarked against targets. These targets are revised periodically to ensure year-on-year improvement.

One of the actions we take to maintain high safety levels are **prevention audits**, performed by prevention people and foremen. These are on-site checks that focus on legal compliance and potential incidents/calamities, as well as on tidiness and cleanliness.



# FINANCIAL HEALTH & EMPLOYMENT

As a locally anchored family business, we strive for healthy sustainable growth, growth in human potential is important for us. Through annual profitable growth, we can create additional employment opportunities locally and in our foreign branches. We consciously pay attention to diversity in our employment.



Investment in 1500 containers, 200 reefers, 100 SMT trailers to support our further growth



Expansion of our warehouse capacity in Belgium and UK



Extension of our intermodal network supporting the modal shift

## *Investments 2020-2021*

Multiple investments are planned for our futureproof development and sustainable growth. In order to support our long-term growth and employment, investments were made in –not only- our infrastructure, equipment and network but we also invest in human resources. With these investments we want to ensure business continuity and healthy growth in challenging times.

## *Growth paths, investment in human resources*

In order to embrace changing environments and support personal growth, ECS foresees individual growth paths including leadership paths and reorientation paths, discussed during yearly reviews or on needed basis. Within these personal development plans concrete learning actions are defined in order to grow even further and enlarge their skill set. This support in knowledge and skill set can be provided by sponsoring trainings ranging from bachelor system engineer or software developer to clark- or truckdrivers' licences.

An increase of our total employees was established from 2020 towards 2021. Due to Brexit, extra customs services were required resulting in the need for skilled customs administrators and operational support. Furthermore, ECS invested in a strong organizational structure supporting our company's future growth and strategy.

# CLIENT ORIENTED

We want to think along with our customers to make their supply chain and transport solutions more sustainable and cost-efficient. Together with our customers, we want to find solutions so that we can invest in sustainable long-term relationships. We want to provide them with the best service on a daily basis.

## *Increasing number of weekly sailings to Northern Ireland*

Before the Brexit measures came into force, Ireland was supplied from Western Europe via Britain as a land bridge. Cargoes were transported by ship to Dover, and from there by truck to cross the British mainland and reach Ireland and Northern Ireland again by ship. Nowadays, direct sailings to Ireland are becoming increasingly important. This shift in routing stems from a derogation in the Ireland/Northern Ireland Protocol that forms part of the Withdrawal Agreement which makes it possible to avoid British border controls. The increasing importance of shipping offers three additional advantages that fully fit within the CSR philosophy of ECS: Creating Sustainable and Reliable logistics: firstly, a ship impacts the environment less than trucks because it emits less CO<sub>2</sub>. Secondly, the reliability of a ship is greater than road transport because traffic jams are not a problem. Thirdly, this mode of transport is just a little more cost-efficient.





*“We value that our partnership with ECS allows us to develop and accomplish sustainable solutions. Through collaboration, we are optimizing load fill and making the shift from road to rail where it makes sense, reducing our CO<sub>2</sub> emissions. We are excited about our commitment to our environmental targets and working with like minded businesses that will enable us to achieve them.”*

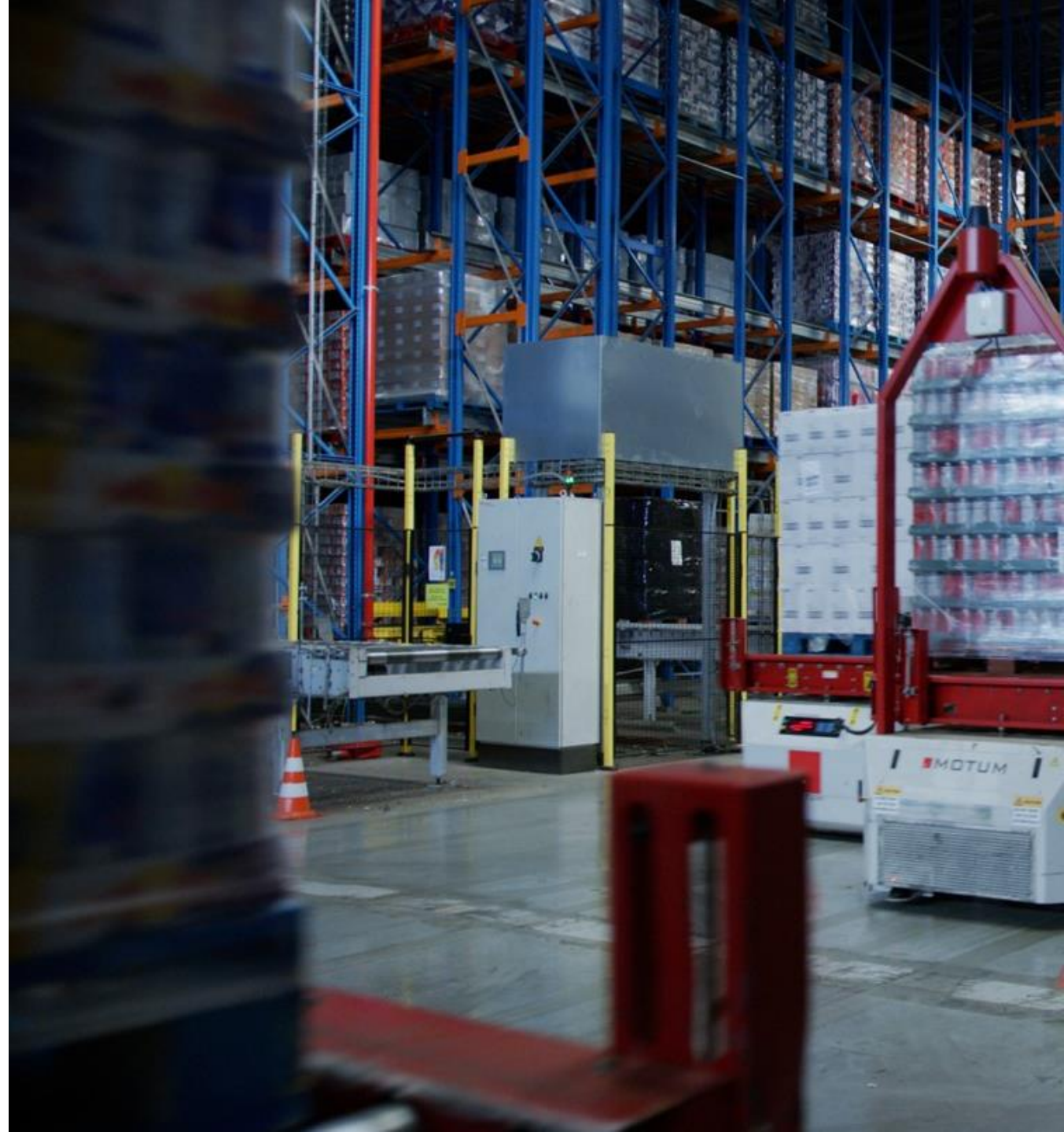
Chris Guest – Aldi Stores Ltd





# SUSTAINABLE LOGISTICS

*We invest in innovation and infrastructure to drive  
sustainable logistics*







## Our ambitions for 2025

### Innovation and digitization

Reduce empty milage by 3%



### Quality management

Ecovadis Gold label

### Society engagement

Raise 10.000€ for charity annually 10.000€



### Modernise and decarbonize infrastructure

Reduce scope 1 & 2 CO2 -emissions with 25% by 2025





# INNOVATION AND DIGITIZATION

As an organization, we strive for a continuous efficiency of all our processes. We do this through automation and digitization. As well as through data analysis and artificial intelligence, optimization of, among other things, empty kms are realized. Every year, we want to invest in various projects in innovation and digitization.



268.043 automated export and 271.998 automated import declarations were created in 2021.



Pressure on our empty mileage reduction due to supply chain disruptions.



By double stacking and optimal consolidation of 30.380 supply chain loads, our number of trucks on the road are reduced by half.

## ***Reducing Empty mileage by domestic haulage***

Effected by the Brexit and the accompanying supply chain disruptions, we had to look for ways to further reduce our empty mileage. Started in November 2020, domestic haulage in the UK was setup in order to reduce our empty kilometers and optimize our planning. By swapping our trailer equipment with the equipment of domestic UK hauliers, we can avoid empty kilometers for 280 loads on a monthly basis. By reducing our empty mileage, we avoid unnecessary emissions and are able to optimize our planning.

## ***Enjoy a Brexit-proof transport service***

To ensure compliance and minimize any delays, our customs services experts make sure our customers are duly informed on any clearance procedure or customs declaration to follow. Additionally, we offer one-stop-shop solutions for customers who wish to outsource the care of their import and export customs formalities, for their goods to cross any border flawlessly.

## New customs challenge

Besides the challenging environment of the covid-19 pandemic, ECS encountered many uncertainties linked to Brexit. Since the **Brexit referendum** was voted in 2016, many deadlines and associated extensions impacted our operations and preparations, which impacted daily business of both divisions of ECS in a challenging way.

Our supply chain division set up their **own customs team** with **automated creation** of export and import declarations. Our intermodal division is supported by customs agents in providing the necessary customs solutions and are evolving towards creating their own customs declarations. The impact of these customs requirements was not only visible within our organization but throughout the whole supply chain.

Because of the needed extra information, declarations and software connections, impact on our operations, lead time, price and on time delivery was to be expected.

Many **training and information sessions** were foreseen to be able to tackle this new way of working both internally as well as externally.

Afterwards, we are looking back to a challenging time, but we proudly can say that it resulted in **a successful implementation** of our customs divisions. We would like to thank our stakeholders and employees in supporting ECS during the different Brexit phases we encountered and are still expecting.





# QUALITY MANAGEMENT

All of our services are supported by a qualitative, environmental, safe, secure and healthy mindset. Our quality management system incorporates this mindset to ensure continuous improvement on these areas.



Quality Management System



Food Safety & Security



Customs Safety & Security



Environment, Health Safety & Safety Program

## *EcoVadis Gold & Silver Medalist*

In January 2022, ECS Supply chain was awarded the EcoVadis silver medal, an important recognition of our sustainability efforts. EcoVadis evaluates how well a company has integrated the principles of sustainability and CSR into their business and management systems. Their methodology is built around international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and ISO 26000.

The evaluation covers 21 criteria in four areas: Environment, Social responsibility and Human rights, Ethics, and Sustainable procurement.

Being awarded the silver (supply chain division) in 2022 and gold medal (intermodal division) in 2019 means that our sustainability performance ranks equal to or above that of 82% and 94% of all companies rated by EcoVadis.

This promising result stimulates us to take things to the next level. We will be using the Ecovadis recommendations to address our areas for improvement and continue to explore their monitoring tools and the opportunities they identify in our supply chain.

By 2025 we want to establish an overall group Ecovadis gold medal.

# SOCIETY ENGAGEMENT

As a company, and as human beings, we feel a moral imperative to 'give back' to the community and to address relevant social issues.

With **CSR@ECyeS**, an initiative rolled out by our staff and fully supported by the executive committee, each employee can launch a charitable event to raise funds for a good cause, supporting charities or community organizations.

Unfortunately, due to Corona 2020-2021, we couldn't perform all planned fundraising actions.

## *How containers can help...*

Containers can help in different ways! And that is what we do!

Old containers might not be suitable for shipping of products, but they can help organisations to store their precious belongings in a safe way. For example, to store bikes for children with special needs.



# MODERNISE & DECARBONISE INFRASTRUCTURE

We invest in environmentally friendly warehouses and, where possible, take measures to reduce the ecological footprint of our activities. We grow and improve every year!



2 new warehouses providing storage for 3500 pallets at ambient temperature and 500 pallets at cooled conditions



60 new workplaces created with state of the art ventilation conditions



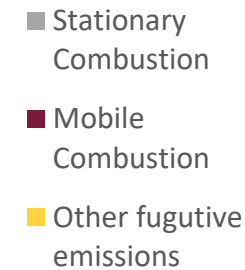
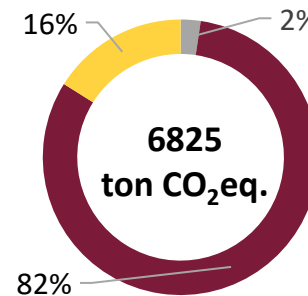
Introduction of Li-ion battery for our internal transport assets reducing our scope 2 emissions

## Automated warehouse

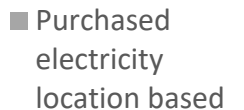
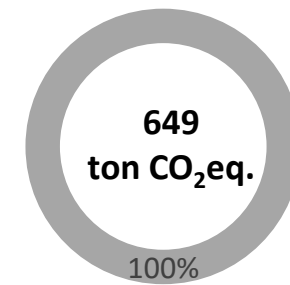
Since 2016, we run a fully automated warehouse for 65,000 pallets at Zeebrugge. Using cranes and Automated Guided Vehicles (AGV) we organise the flow of our customers' products automatically in and out our warehouse. The quality of the pallets is screened to fit the racks and skimming robots transform the pallets to have the maximum filling level on the continent while meeting every retail requirement.

And we will grow! By 2023 we will open another fully automated high bay of 80,000 pallets at our premise at Lanceloot Blondeellaan in Zeebrugge.

### Scope 1 emissions (2021)



### Scope 2 emissions (2021)









13 CLIMATE  
ACTION



# ACTING ON CLIMATE

*We act on climate change and continuously reduce  
CO<sub>2</sub> emissions.*





# Our ambitions for 2025

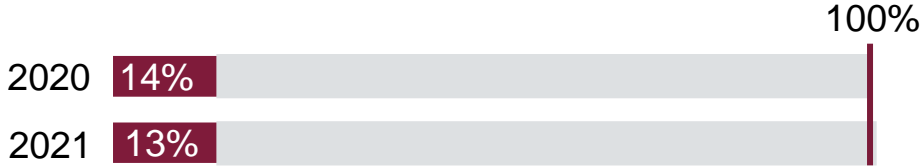
## Reduce CO<sub>2</sub>-emissions through our supply chain

Reduce scope 3 CO<sub>2</sub>-emissions with 10,7% by 2025



## Increase energy efficiency

Produce 100% renewable energy by 2025

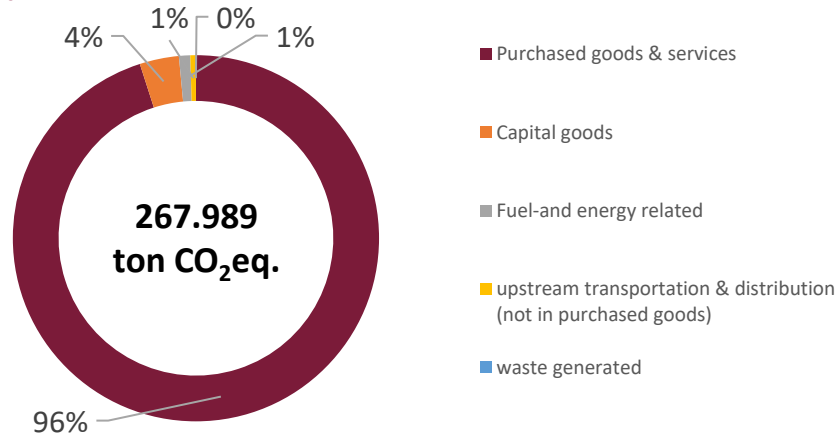




# REDUCE CO<sub>2</sub>-EMISSIONS

ECS strives in every possible way for a sustainable and efficient transition of goods transport, with the reduction of CO<sub>2</sub> emissions as one of the main challenges of the sector and ECS.

## Scope 3 emissions (2021)



Our methodology to calculate our carbon footprint is based on the Greenhouse Gas (GHG) Protocol. This protocol sets the global standard for how to measure, manage, and report greenhouse gas emissions. The various greenhouse gases included in our calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> expressed in tons of CO<sub>2</sub> equivalent (Ton CO<sub>2</sub> eq.) with as base year 2019. Adjustment of our base year from 2018 to 2019 was made in line with the review of our sustainability vision towards 2025 and towards setting science based targets. Recalculation of our base year emission occurred based on the feedback provided by our external revision to include capital goods more detailed. The scope for our emissions includes ECS Corporate NV with all its underlying entities. The conversion factors used are the ones from DEFRA (UK Government conversion factors for company reporting) incl. the GWP factors (Global Warming Potential) applicable for the related year. For our scope 2 emissions, emission factors from the SEAI and DEFRA UK are used. ECS reports emissions on an operational control basis. The decrease in scope 1 CO<sub>2</sub> emissions is caused by the sale of our international trucking entities resulting in less fuel usage as well as installation of solar panels on our equipment. The decrease of our scope 2 emissions is caused by implementation of energy reducing equipment in our warehouses. The increase of our scope 3 emissions is mainly related to the revision of our GHG calculation including capital goods in our scope 3 calculation.

## *Electrical Car Policy*

Reducing our own emissions, ECS revised its employee's car policy where the switch is made to all-electric company vehicles. From 2021 all new company cars are electrical supporting our transition towards limiting global warming to 1,5° according to the Paris Agreement.

Our loading infrastructure was extended with 18 loading points enabling the switch to electrical company cars. By providing electrical cars we want to create awareness within our company to further stimulate the switch to electrical vehicles for all employees.

## *Revision of our GHG calculation*

As we are preparing towards setting targets in line with the Science Based Target Initiative, our current greenhouse gas calculation was externally revised. With the accompanying adjustments made, we want to provide a solid base for our CO<sub>2</sub> calculation in line with the Greenhouse Gas Protocol.

With this revision we are supported in setting ambitious targets towards a 1,5° future. Based on this data, we are able to continuously improve our actions in creating sustainable reliable logistics.





ECS

CUSTOMS SUPPORT

NTG Road

COOLWIN

COOLWIN

COOLWIN

COOLWIN

COOLWIN

TETRAK



# INCREASE ENERGY EFFICIENCY

We use energy sparingly and efficiently and systematically try to reduce dependence on fossil fuels in favour of green energy. We invest as much as possible in alternative energy sources.



## *Solar panels on our cooltrailers*

ECS has fitted 76 of its 220 refrigerated semi-trailers with solar panels, significantly reducing the fuel consumption and CO<sub>2</sub> footprint of the reefer units. This results in annual savings of 1.000 liters of fuel per trailer, and a reduction in CO<sub>2</sub> emissions by no less than 2.000 tons in 10 years.

These solar panels fit perfectly into what we consider the core of our mission, to create sustainable and reliable logistics.

The refrigerated trailers equipped with solar panels will have a source of sustainable power en route, extending battery life and reducing both fuel consumption and CO<sub>2</sub> emissions. In this way, we not only increase our operational efficiency, but at the same time reduce the ecological footprint and contribute to our strategic sustainability goals.

ECS started with a six-month test, in which four fridge trailers equipped with solar panels were followed on four different routes through Europe. The tracking system allowed us to remotely monitor battery charge and fuel consumption. We compared the results with the performance of four other trailers in our fleet, on similar routes but without a solar panel. We were able to demonstrate that the installation of solar panels saves up to 1.000 liters of fuel per year per trailer. The rest of our fleet will be renewed in the coming years and systematically equipped with solar panels.





04

CORPORATE GOVERNANCE

ECS

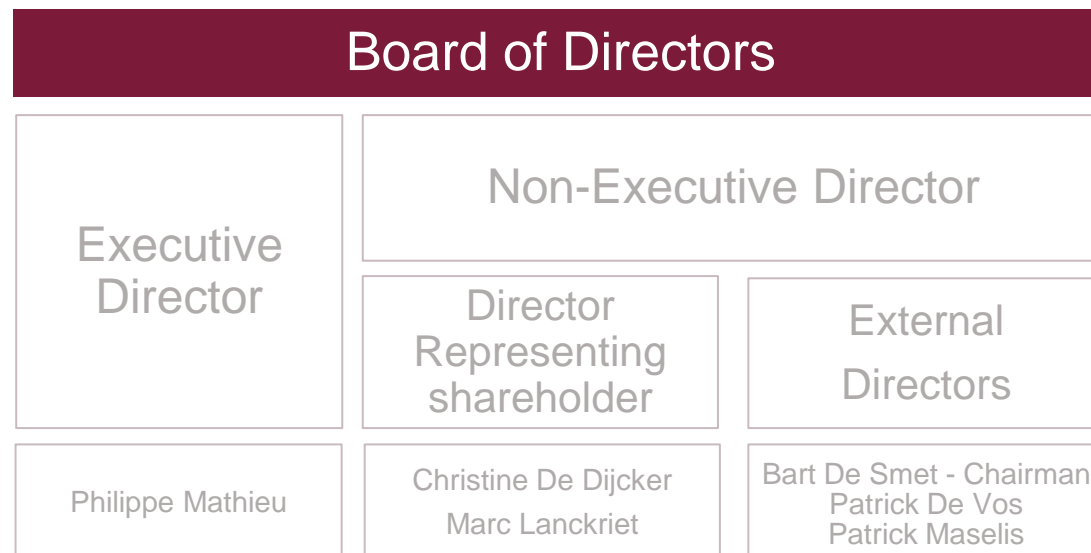


# GOVERNANCE STRUCTURE

ECS is committed to operate with the highest standards of integrity. Therefore, the Code Corporate Governance recommendations for family-owned enterprises, was implemented in 2006.

ECS is 100% owned by the family De Dijcker. During 2022 restructuring of the family shareholdings took place resulting in Christine De Dijcker and Marc Lanckriet becoming the 100% shareholders of the family business.

The ECS board of directors is composed of 4 independent directors in addition to the family shareholders. Board members are appointed during the general assembly meeting taking the general guidelines of the code into account including dependencies and diversity. The Board elects a chairperson among its members. He ensures the efficient preparation, deliberation and decision-making of the Board and fosters an atmosphere of trust, conducive to open discussions and constructive criticism. This enhances support for the decisions made by the Board.



# Members of the Executive Committee

In 2022 our Chief Executive Officer (CEO) Philippe Mathieu was appointed by the Board of Directors.

He has the final operational authority and responsibility for ECS Corporate NV within the framework of the decisions made by the Board and within the confines of the delegation of powers defined by the Board. He also ensures the daily management of the company as Managing Director (“Gedelegeerd bestuurder - Administrateur-délégué”).

Our new CEO Philippe Mathieu is assisted by an Executive Committee, whose members are approved by the Board of Directors.



Ruud Rutten  
Director BD  
D2D East



Philippe Mathieu  
CEO



Leung Wan  
Director Operations D2D



Yves Strubbe  
Director BD  
D2D West



Hugo Donche  
Director KAM & BDSCI



Griet Van Reeth  
CHRO



Dominiek Leenknecht  
CIO



# RISK MANAGEMENT

In order to support our long-term (sustainability) strategy in an uncertain and volatile market, the importance of understanding the potential economic, social and environmental effects on our business are crucial. Our annual strategic risk review assists us in assessing existing and emerging risks, allowing the executive committee to prioritize the necessary short, mid & long term actions in line with our strategic objectives.

The urgency of incorporating climate related risks and opportunities within our existing risk management processes is unmistakable, therefore these are gradually being embedded in our risk overview. A result of this is the review and adaptation of our Sustainability Vision towards 2025, incorporating the most relevant physical and transitional climate related risks and opportunities. Extra actions will be taken in the coming years to incorporate climate related risks and opportunities even further into our internal and external risk monitoring and reporting.

During unseen events such as covid-19 and the war in Ukraine, the strength of having a resilient risk mitigation plan supports us in efficiently reacting internally and externally. Further focus on our business continuity plan and related improvement actions will be executed during 2022.

## *Sustainability Governance*

Sustainability is anchored in our values and is an integral part of our business. With our revised sustainability strategy 2025, we want to work towards common goals and ambitions in line with our overall strategy. Our sustainability vision is driven by our Sustainability Steerco empowering our green future.

### **Sustainability Steerco**

In the sustainability steerco, members of the executive committee take part to follow up the Sustainability Ambitions defined towards 2025. Through these steerco's priorities and actions are defined needed to drive our sustainable future. The CEO is chair of the Sustainability Steerco.

Within our five focus areas of our sustainability strategy, thirteen concrete ambitions were determined. Per ambition a member of our executive committee has been given ownership to achieve this ambition. They report their development during the sustainability steerco, held two times a year.

Next to our actions and ambitions, specific climate related risks and opportunities are identified and discussed in detail, providing the necessary input to extend our actions and adjust our strategy if needed.

# ETHICAL BUSINESS & CODE OF CONDUCT

Our corporate mission “Creating Sustainable Reliable” Logistics not only drives our business activities but also represents the essence of how we act on Corporate Social Responsibility matters. We steer clear from illegal and unethical practices. We aim to create an environment based on respect, by establishing a culture of integrity where we take responsibility for people, planet and long-term success.



## RESPECT FOR PEOPLE

*ECS aims to create a workplace where people can feel safe in any way and are treated fairly. They can speak out freely and be themselves. Only that way people can reach their full potential.*



## RESPECT FOR BUSINESS

*Unfair competitive or dishonest techniques can damage our reputation and is inconsistent with our mission of Creating Sustainable Reliable Logistics. Using illegal or unethical means to obtain competitive advantage is prohibited. Honesty and trust are central to integrity.*



## RESPECTFUL COMMUNICATION

*We treat others the way we like to be treated. Therefore, at ECS we communicate open and transparently towards employees, the company and competitors with respect for privacy and intellectual property*



## RESPECT FOR THE ENVIRONMENT

*By implementing and working on these actions and initiatives, we want to promote greater environmental responsibility and support a precautionary approach to environmental challenges. Finally, we want to encourage the development and diffusion of environmentally friendly technologies.*



## RESPECT FOR RELATIONS

*Our success depends on building successful, productive and long-lasting relationships. Our relationships should be based on integrity, ethical behaviour and mutual trust. Business decisions should be free from any conflict of interest with customers, suppliers or our surrounding community*



[Consult our Code of Conduct](#)





Suspected violations or breaches of the Code of conduct, or other policies or procedures must be reported through the **whistleblowing procedure**, a procedure of confidential reporting of unethical behaviour. Each infringement or suspected violation of the Code is followed up and investigated by the competent department within ECS, using internal and external (if needed) sources with appropriate expertise in the non-compliance field. The investigation is conducted in strict confidence and all suggested measures shall be clearly justified.



[Consult our whistleblowing procedure](#)

## *We highly value*

**Respect for labour and human rights:** We want to assure that we support and respect the protection of internationally proclaimed human rights and ensure our non-complicity in any human rights abuses. ECS commits to fulfil its responsibilities by applying the United Nations Guiding Principles on Business and Human Rights.

**Compliance with laws & regulations:** ECS follows the laws and regulations of each country in which it operates and takes compliance issues seriously.

**Fair business practices:** ECS commits to act professionally, fairly and with integrity in all our business dealings and relationships, wherever we operate.

**Conducting all of our business in an honest, ethical and transparent manner.** We take a zero-tolerance approach to bribery and corruption. We abide by anti-corruption laws in every country we operate and implement and enforce effective systems to counter bribery.

**Avoiding conflict of interest:** avoiding conflicts of interest in all of our business decisions is essential to our values of Integrity and Trust. Any transaction or relationship that could be expected to give rise to a conflict of interest must be immediately reported.

"The family business, that my father and I founded in 1985 and my husband joining us in 1987, is like my fifth child. I take care of it with a lot of love and passion.

Letting your child 'grow up' is creating shareholder value. But for me, that means much more than numbers: it's about Corporate Governance, Values & Culture, Wellbeing, Sustainability.

Focus on caring for and further developing our employees as if they were 'family', naturally results in satisfaction of all stakeholders.

The goal is to pass our family business to the next generation to continue to prosper and grow. The family and ECS are getting bigger, but the DNA remains, thanks to the daily dedication of all our employees and our Board of Directors"

Christine De Dijcker  
Chairholder







05

DATA & NUMBERS

ECS



# SUSTAINABILITY DATA

## EMPLOYEES

	Unit	2021	2020	2019
<b>Total of Employees</b>	Number (FTE)	615	591	570
<b>Employees, by country</b>	%			
Belgium		74,2	75,7	73,1
The Netherlands		9,3	8,3	8,5
France		8,6	9,0	10,2
UK		7,2	6,2	7,0
Ireland		0,3	0,3	0,7
Italy		0,3	0,3	0,4
Germany		0,2	0,2	0,2
<b>Employees, by gender</b>	%			
Male		73	74	73
Female		27	26	27
<b>Employees, by employment type</b>	Number (FTE)			
<b>Permanent</b>		<b>565</b>	<b>527</b>	<b>504</b>
Male		406,5	380,4	342,6
Female		158,2	146,6	141,6
<b>Temporary</b>		<b>42</b>	<b>54</b>	<b>53</b>
Male		37,2	48,3	49
Female		4,3	6,2	4,1
<b>Selfemployed</b>		<b>8,8</b>	<b>9,8</b>	<b>8,3</b>
Male		5,1	6,9	5,0
Female		3,7	2,9	3,3

	Unit	2021	2020	2019
<b>Employees, by employment type</b>	Number (FTE)			
<b>Permanent</b>		<b>565</b>	<b>527</b>	<b>504</b>
Belgium		426,9	412,1	383,8
The Netherlands		55,1	47,8	48,2
France		36,8	33,8	29,4
UK		41,0	28,7	
Ireland		1,9	1,9	3,7
Italy		2,0	2,0	2,0
Germany		1,0	1,0	1,0
<b>Temporary</b>		<b>42</b>	<b>54</b>	<b>53</b>
Belgium		20,8	26	23,6
The Netherlands		1,7	0,8	0,0
France		16,0	19,7	28,6
UK		3,0	8	1,0
<b>Selfemployed</b>		<b>8,8</b>	<b>9,8</b>	<b>8,3</b>
Belgium		8,5	9,5	8,0
The Netherlands		0,3	0,3	0,3

The data is provided in full-time equivalent (FTE) based on the end of the reporting period.



# SUSTAINABILITY DATA

## AMBITIONS

	Unit	2021	2020	2019
<b>Healthy &amp; Fulfilling Lives</b>				
Absenteeism rate	%	2,95	2,49	2,64
People Engagement Rate	%	-	-	-
<b>Inclusive &amp; Sustainable Culture</b>				
Hours of training per employee	Number	9,4	8,7	9,9
Employees receiving performance reviews	%	100	100	100
Employees covered by collective bargaining agreement*	%	83	85	83
Supplier Engagement				
<b>Increasing Client Value</b>				
Lost-time injury frequency rate	Number	0,55	0,63	0,92
Severity Index	Number	36,72	20,70	24,84
Client Satisfaction	%	-	89,50%	-
<b>Sustainable Logistics</b>				
Empty Mileage	%	31,8	29,5	27,6
Modal Shift Road-Rail	%	45,7	46,5	44,4
Ecovadis Score		-/Silver	-	Gold/Silver
Renewable energy usage	%	13	14,4	13,4

\*Employees covered by collective bargaining agreement is calculated conform the legal requirements per country.

	Unit	2021	2020	2019
<b>Acting on Climate</b>				
<b>GHG Emissions</b>				
	tons of CO <sub>2</sub> eq.			
Scope 1		6825	7173	10951
Scope 2		649	688	824
Scope 3		267989	263134	252840
	tons of CO <sub>2</sub> eq./FTE			
GHG Intensity Scope 1&2 per FTE		12	13	21
GHG Intensity Scope 3 per net sales				
<b>Energy Consumption</b>				
	GJ			
Total electricity consumption		18016	16868	17636
Of which purchased electricity		15683	14445	15278
Of which renewable electricity		2333	2422	2358
Total heating consumption		3102	2655	2444
Energy Intensity per FTE	GJ/FTE	34,34	33,02	35,25
<b>Waste Generation</b>				
	Metric Ton			
Hazardous Waste - other recovery operations		4,95	1,36	3,36
Non-Hazardous Waste - recycling		1,75	4,3	198,2
Non-Hazardous Waste - other recovery operations		433,34	592,8	249,1
Waste incineration (with energy recovery)		202,6	72,7	92,7
Waste intensity per FTE		1,05	1,14	0,95
<b>Water Consumption</b>				
	m <sup>2</sup>			
Water intensity per FTE	m <sup>3</sup> /FTE	31,78	15,17	23,71

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	ECS has not identified any non-compliance with environmental laws and/or regulations	





## COLOFON

Head office  
Baron de Maerelaan 155  
8380 Zeebrugge  
T + 32 50 50 20 20  
[www.ecs.be](http://www.ecs.be)

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