



OUR SUSTAINABILITY JOURNEY

Working towards more responsible logistics for a more sustainable future.

 **Bleckmann**

WE ARE PART OF THE SOLUTION

As a logistics player, we were once just part of the problem. We emit a lot of CO₂, we move goods all over the world for our customers, many employees come to work by car, we participate in the clothing industry- the second most polluting industry in the world- and so on.

We cannot deny that our clients and our logistics activities impact the environment. However, thanks to our commitment to sustainability, we are now not just part of the climate problem, but also part of the solution.

We have demonstrated that we can indeed bring about change, together with our employees, customers, suppliers and other stakeholders. Thanks to our solar panels, 85% of the electricity we consume comes from renewable sources. We purchase more sustainably, operate more efficiently, and advise customers on how to transport, package, store and upgrade goods in a more sustainable way.

We have a story to tell, and this first edition of our Corporate Social Responsibility Report encapsulates both our current efforts and our future targets as we continue to adapt to new insights, data and legislation.

Sustainability is a journey, not a destination. Nevertheless, we are striving towards an ambitious goal. We aim to be recognised as the most sustainable service provider in fashion and lifestyle logistics.

We have already achieved a meaningful impact with limited resources, with initiatives that include the installation of LED lighting, bundling plastic together for recycling, reuse of cardboard boxes, turning off the lights and closing gates, and using paper coffee cups.

We have complemented these quick wins with major innovations. We integrated The Renewal Workshop into Bleckmann. We joined Lean & Green, an organisation that supports and motivates companies to reduce CO₂ in accordance with the Paris Climate Agreement. We have installed solar panels on our roofs and are currently building our largest circular distribution centre in Almelo, the Netherlands.



WE ARE PART OF THE SOLUTION

We embrace circularity as the next step towards more sustainability. At the same time, we want to inspire the entire logistics sector, the construction sector, the real estate market and governments to join us on this sustainability journey.

As an important part of our CSR efforts, we have created a healthy, safe and stimulating work environment for our 5,000 employees and agency workers, who include more than 70 nationalities, and of whom 47% are women. In our inclusive organisation everyone is given the opportunity to grow and to help build a more sustainable Bleckmann.

Why we do this? Because as individuals we care about our planet and wish to preserve it for future generations. Because our clients fundamentally believe in their power to change the world and because it keeps them, and their customers awake. And because as entrepreneurs, we want to solve problems.

In our first Corporate Social Responsibility report we will outline our deep commitment to building a more sustainable logistics industry. Discover the Bleckmann that you may not have known.

Be sure to contact us if you are looking for or have solutions to reduce the environmental impact of our sector and perhaps also your brand.

Because it's time to make a change... Let's start today!

Best regards,

Kurt Pierloot
Chief Executive Officer



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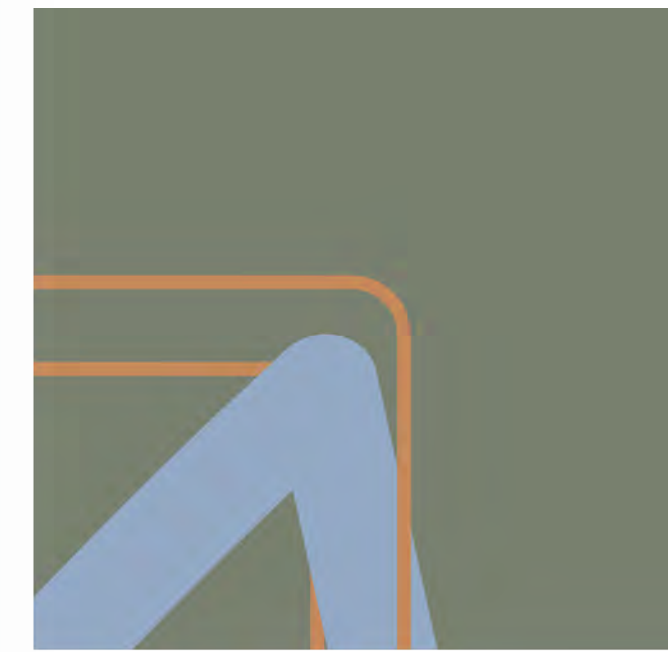
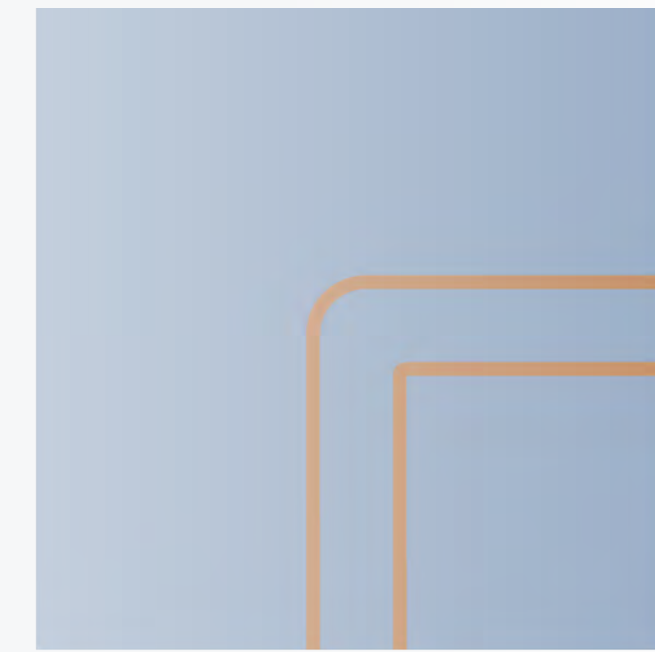
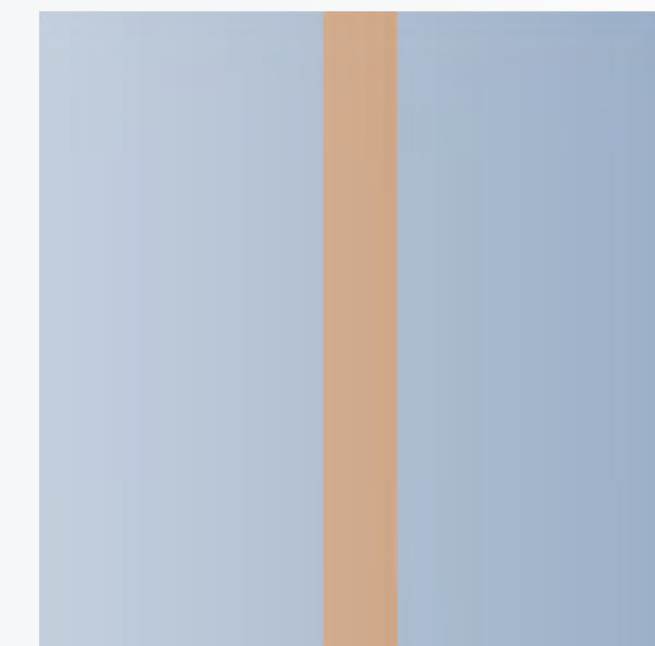
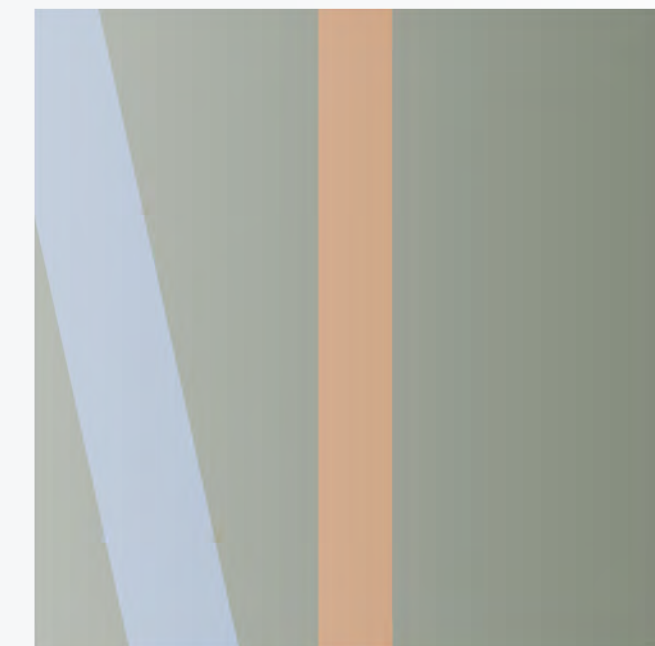
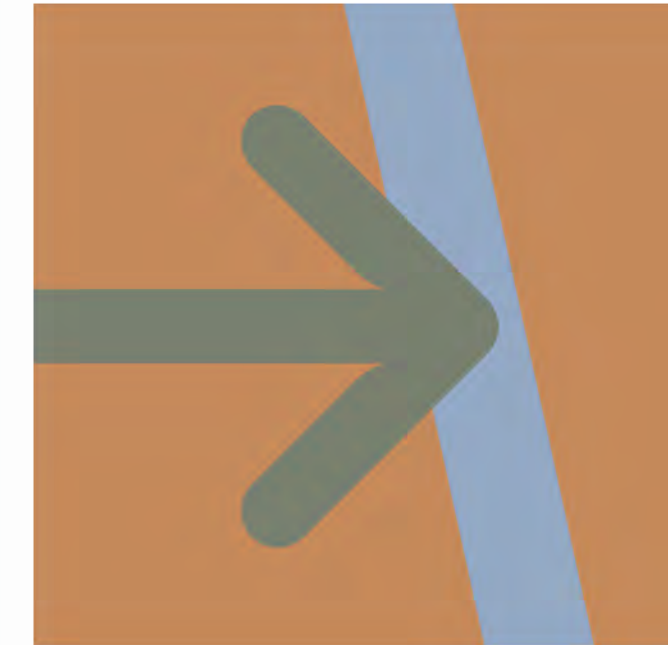
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SUSTAINABILITY IS A JOURNEY, NOT A DESTINATION

Sustainability is increasingly important to our clients, partners, staff and other stakeholders. As we strive to become the most sustainable logistics service provider in fashion and lifestyle, we are committed to redefining our processes and ways of working, enabling us to contribute to a more sustainable tomorrow.

By investing in people, enhancing our capabilities in order to minimise our environmental impact, and taking care of our staff, clients and other stakeholders, we can become a fundamental part of the solution.



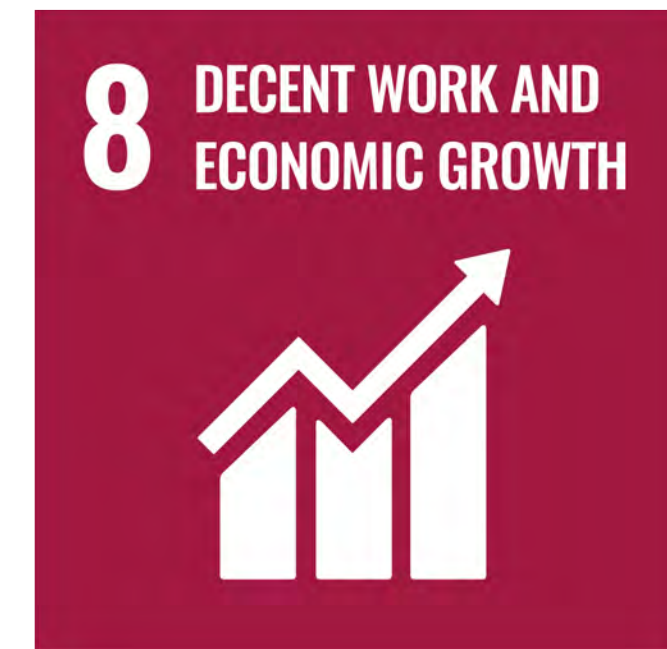
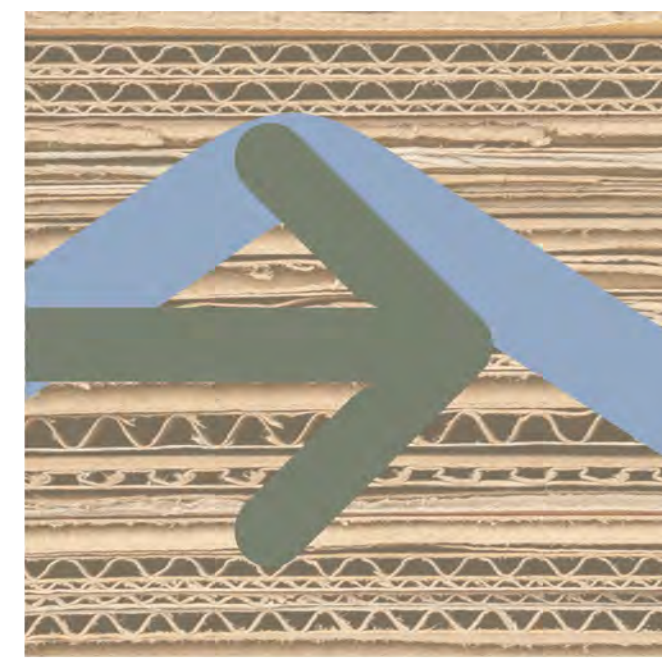
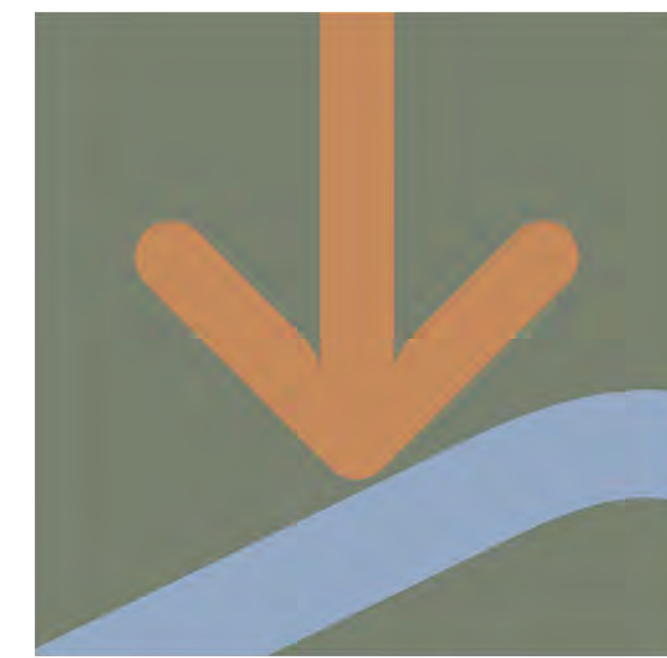
SUSTAINABLE DEVELOPMENT GOALS

ADOPTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AT BLECKMANN

The Sustainable Development Goals (SDGs) set out by the United Nations (UN) are centred around peace and security, economic development and the environment. By 2030, they aim to pave the way towards a world where everyone can build a better future for themselves. The 17 SDGs have been ratified by all countries affiliated with the UN, including the Netherlands.

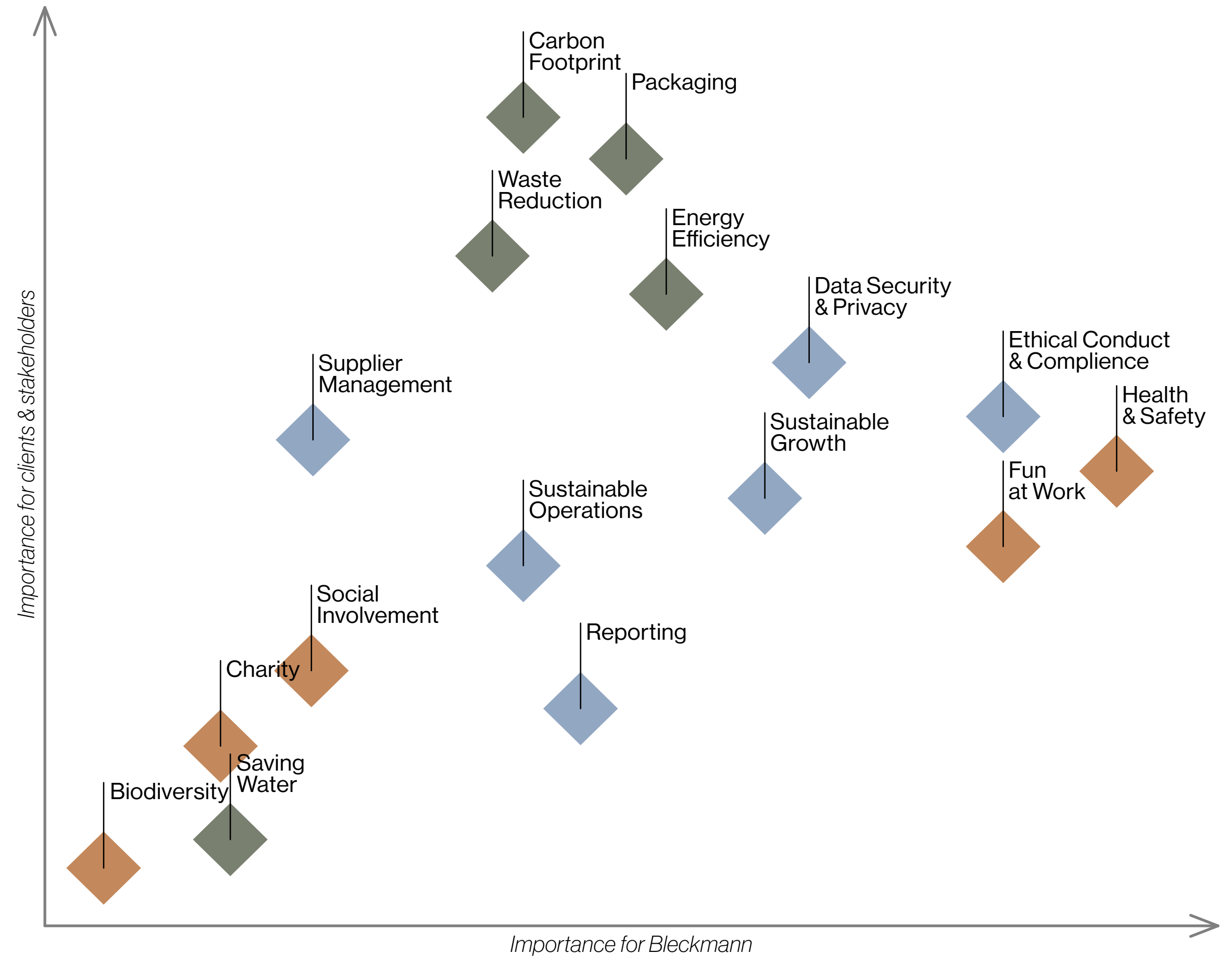
As a major logistics provider in the fashion and lifestyle market, we can have a substantial impact, and are focusing our efforts on the goals where we can make a meaningful contribution. This includes areas such as protecting the environment, paying fair wages and providing a healthy workplace.

In line with these goals, enabling more sustainable logistics operations for our clients will be key to our future success. Every year, over 20 million orders are sent worldwide, either as parcels or on pallets wrapped in plastic. As part of our environmental goals, we are determined to improve in this area.



MATERIALITY MATRIX

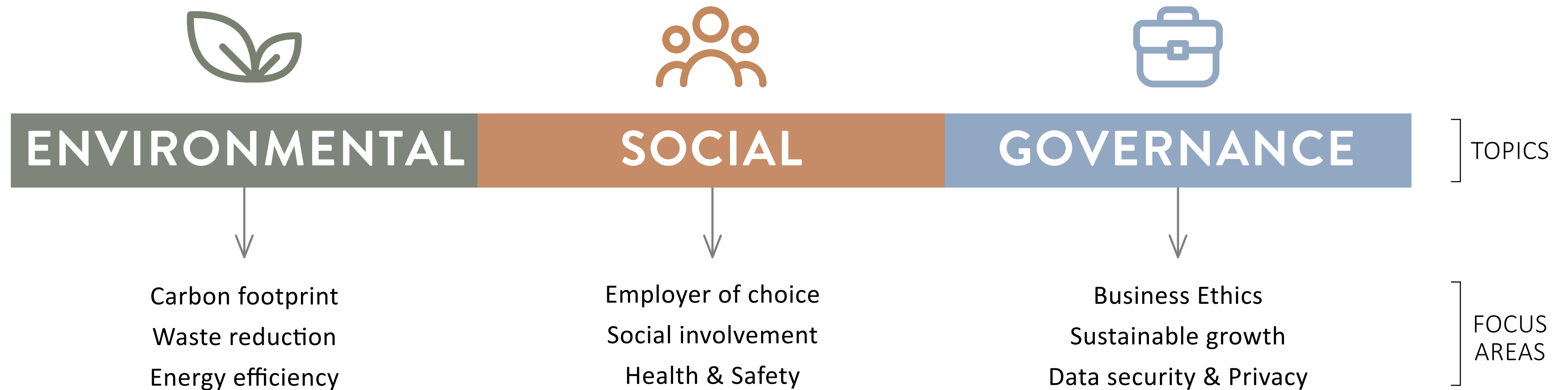
We conducted a materiality analysis to help us identify the environmental, social and governance topics which are of interest to both us and our stakeholders. The data obtained gives us a comprehensive overview of which topics are considered important, and thus allows us to prioritise the resources we have available. This approach ensures that we can achieve as broad support as possible, which in turn enables us to tackle the topics more efficiently.



OUR FRAMEWORK FOR SUSTAINABILITY

Within the framework of our approach to Environmental, Social and Governance (ESG) topics, we focus on nine categories. This helps us to plan our path towards becoming a more sustainable organisation.

The following topics describe our journey:



ACHIEVEMENTS & AMBITIONS

In 2021 and 2022, we implemented several environment-focused projects as part of our Corporate Social Responsibility (CSR) Programme. These included our Zero Waste Programme, our ongoing transition to renewable energy, promoting biodiversity, finding more sustainable packaging options and building a network of more sustainable carriers. We are also developing tools and dashboards for monitoring CO₂ emissions, energy consumption and recycling rates.

On the social responsibility front, we have always acknowledged the importance of diversity within the workforce. We are committed to developing a fully inclusive organisation and are particularly focused on engaging those who are furthest from the labour market.

Through these programmes and initiatives, we will keep investing in people and processes in order to minimise our environmental impact and take care of our staff, clients and other stakeholders.

85% of our warehouses run on renewable energy

5,000 people employed on average daily basis

20.2 kWh electricity used per m² user surface

9 key areas are our focus

7.8 Lost Time Injury Frequency Rate (LTIFR)

1★ Star Lean & Green



ENVIRONMENTAL APPROACH

The key focus areas of our environmental approach are the reduction of our carbon footprint and our waste output. Our first step was to join the Lean & Green initiative so we could get a better understanding of how to achieve these reductions. We then began our transition to renewable energy while targeting decreased overall resource consumption. Offering more sustainable last-mile carriers complemented these efforts.

Recognising that raw materials are becoming ever scarcer, we are also paying attention to the materials we use. That is why we have not only set ourselves the goal of consuming less, but also of reusing and recycling more efficiently and more widely. This will help us to achieve a zero-waste status, and to integrate circularity into our growth strategy.



LEAN & GREEN

Lean & Green is a network of logistics service providers and transportation companies in the EU and North America working towards the goal of reducing our carbon footprints. These goals are aligned with the Paris Climate Agreement, which targets net zero emissions by 2050.

Progress towards this goal is rewarded with a star rating out of five. The greater the emission reductions, the more stars your company receives. Achieving five stars would mean producing zero emissions. However, the current rating system only goes up to four stars. We have already achieved the first star, and we are on track to receive our second within the next one to two years.

This milestone required hard work and dedication to continuous improvement, reflecting how seriously we take our CSR-related ambitions. At the start of the Lean & Green process, logistics service providers have a choice. They can either focus solely on making transport more sustainable, or can instead additionally include warehousing activities within the scope of the initiative.

We chose the second approach, as Ron Thijssen, Corporate Social Responsibility Manager, explains: “In the calculations, we focused on everything that leaves our Dutch distribution centres, the transport and the centres itself.”

Achieving our first star within just two years is a standout achievement. In 2020, the company entered the Top 10 ranking of leading Dutch logistics service providers – partly thanks to its efforts in the field of sustainability.

“IN THE FASHION & LIFESTYLE ECOSYSTEM IT’S INCREASINGLY IMPORTANT TO WORK SUSTAINABLY, GOING BEYOND BUSINESS MODELS.

IN THE FUTURE, WE WILL EMPHASISE COLLABORATION WITH SUSTAINABLE VALUE CHAIN PARTNERS TO ENABLE & IMPLEMENT FURTHER IMPROVEMENTS.”



Ron Thijssen

Manager Corporate Social Responsibility

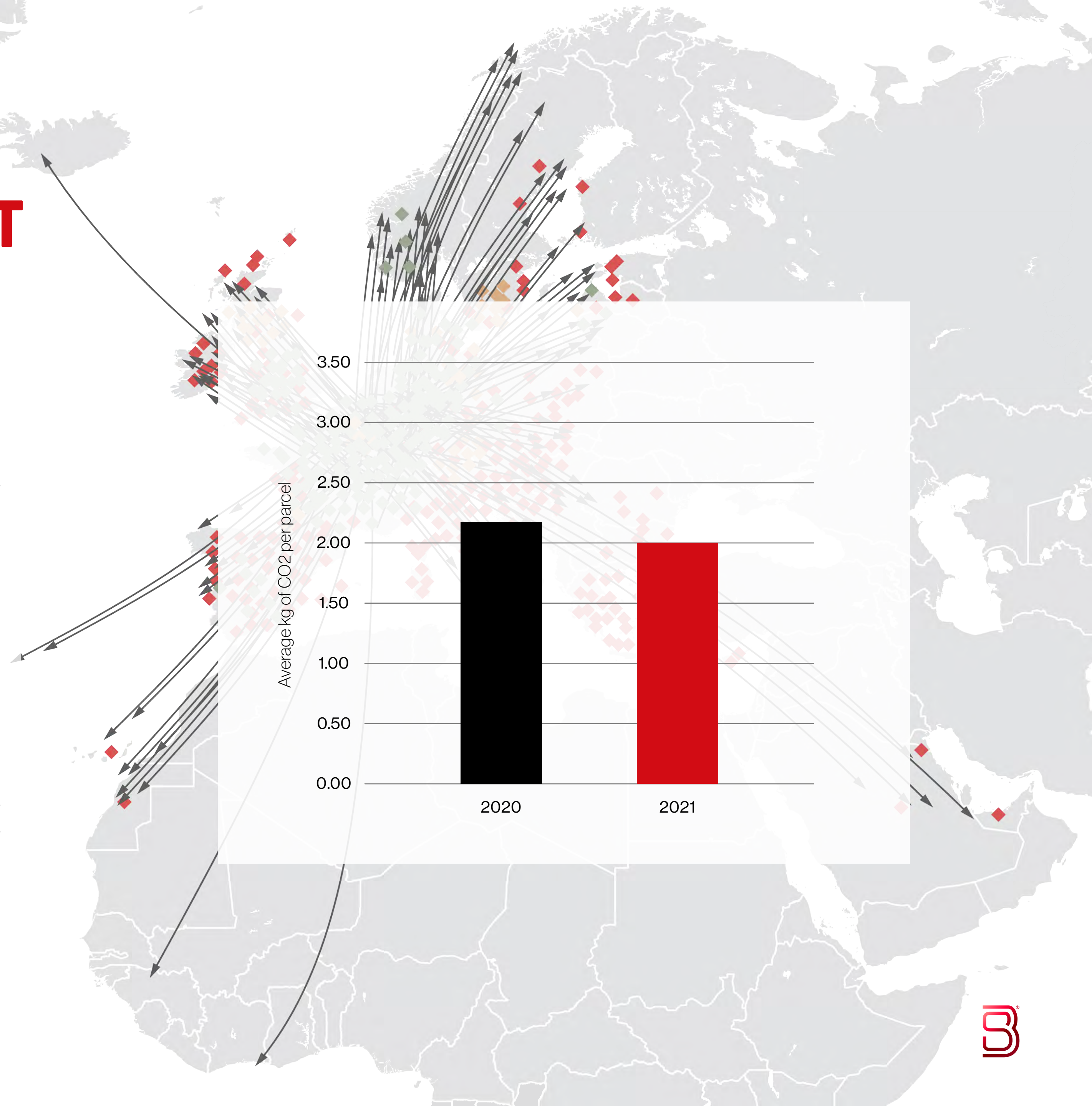
CARBON FOOTPRINT

Transport is a big contributor to our carbon footprint, and our Local Hero parcel carrier network is a substantial component of this.

Over the last few years there has been a large increase in e-commerce volume due to the temporary closing of stores due to Covid, which has driven consumers to our clients' web shops. All the parcels are shipped out via parcel carrier networks from Distribution Centres (DCs) to consumers' homes (known as the 'last mile'). Reducing the environmental impact of last-mile carrier networks is therefore key to reducing our overall transport-related emissions.

◆ We have started to visualise the carbon footprint from transport, and are building a dashboard that tracks the average amount of CO2 per parcel, utilising both inputs from the parcel carriers, and by calculating the footprint in the linehaults.

Many established carriers have plans and targets in place designed to reduce their overall environmental impact. At the same time, we are actively collaborating with new players in the market who are offering more sustainable ways to achieve last-mile delivery. The combined effects of established carriers' sustainability improvements, the optimization of linehaults and the use of more sustainable carrier options have led to an overall reduction in carbon emissions per parcel shipped across our network worldwide.



TRANSITION TO RENEWABLE ENERGY

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- ◆ The total amount of energy used our warehouses is **16 GWh**.
- ◆ More than 200,000 m² of solar panels have been installed on the roofs of our facilities, driving forward our transition to renewable energy.
- ◆ 100% of our energy consumption in the Netherlands and 89% of consumption in Belgium now comes from renewable sources.
- ◆ As a company with Belgian and Dutch roots, we have initially focused our efforts on these countries. We will, over the coming years, expand the scope of this initiative and convert our sites in the United Kingdom and the United States to renewable energy.



ENERGY USAGE

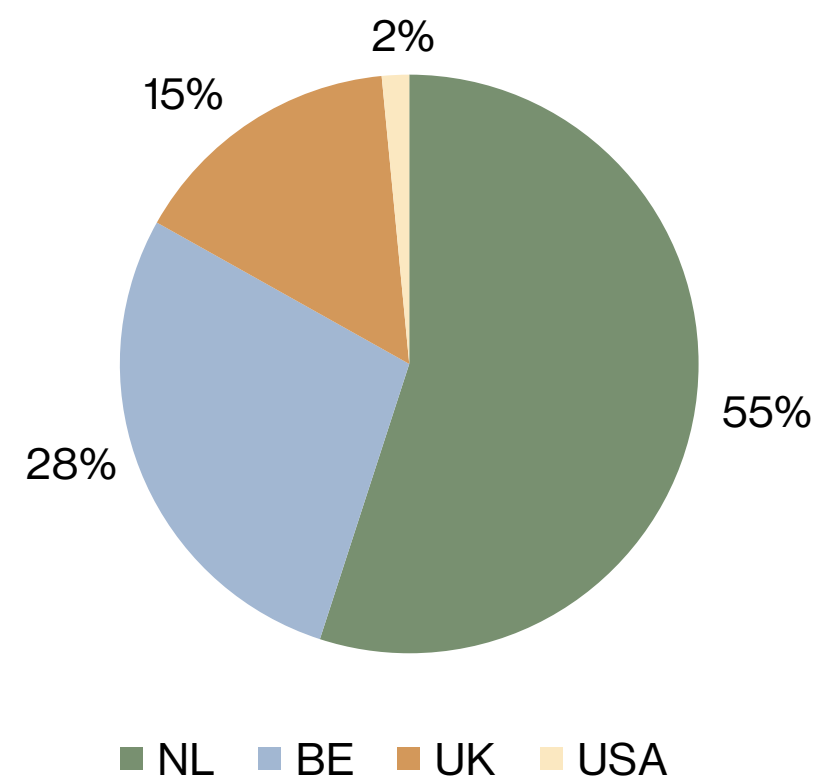
With a usable surface area of over 900,000 m², our company consumes a lot of energy. Electricity is used in our warehouses for lighting, automation, material handling equipment and computers.

Due to the increasing electrification and automation of our operations, it is expected that our consumption of energy will increase in the coming years. It is therefore important to accurately anticipate our requirements and monitor consumption closely.

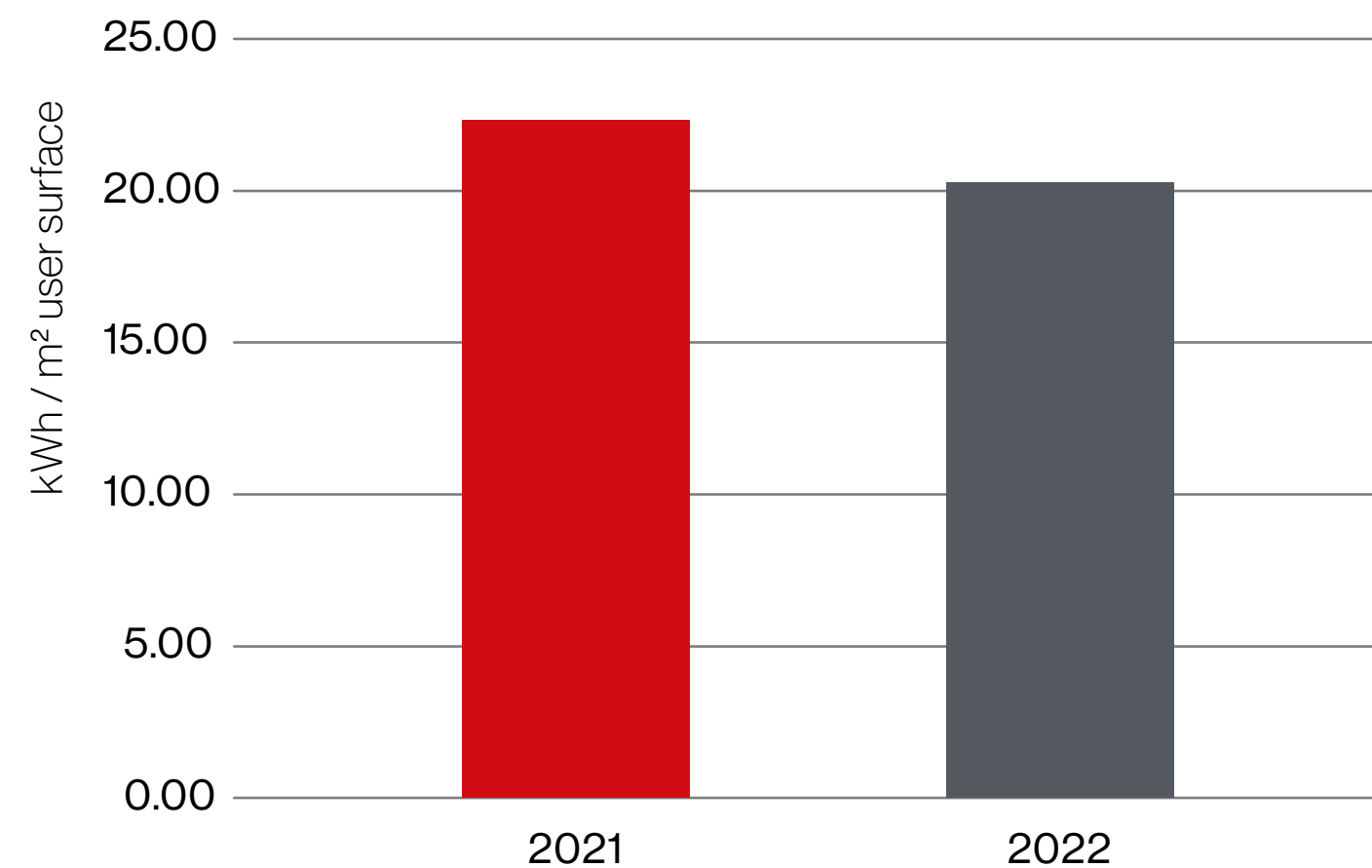
Driven not only by cost considerations but also by a desire to work more efficiently, we have observed a downward trend in energy consumption per square metre of usable space has been observed. This contrasts with another trend visible over recent years: the growth in the total average number of hours worked per site.

We have achieved these energy savings through investments in energy-efficient equipment and technical adjustments such as replacing standard fluorescent lighting with LED lighting and motion sensors. We have also raised awareness of energy consumption and resource usage amongst our employees by organising 'scavenger hunts' at each Bleckmann site.

WAREHOUSE CAPACITY SPLIT



ENERGY CONSUMPTION KWH / M²



ZERO WASTE AMBITIONS

At Bleckmann, we have set an ambitious goal on waste: by 2023, 90% of our waste must be recycled, with the ultimate ambition of creating a zero-waste system. In December 2020, we started a pilot programme to optimise waste processing at four different sites in the Netherlands and Belgium. At the end of 2021, we rolled out this initiative to all our sites in the Netherlands and Belgium. The next step will be to expand this programme to our sites in the United Kingdom and the United States.

Waste generated by our activities – such as different types of plastic and cardboard – is created in the warehouse when we unpack and repack shipments. Previously, our separation and disposal of this waste resulted in approximately 60% of the waste being recycled. However, we believe we can do much better than this.

Ultimately, what we refer to as ‘waste’ is often nothing more than ‘resources in the wrong place’. Therefore, the more precisely we can sort materials, the less ‘waste’ there will be. This will pave the way for the development of a more circular business.

PARTNERSHIP WITH EXPERTS IN RECYCLING

In order to achieve this goal, we have partnered with waste management specialists to manage our processes. They have extensive experience in the field of waste processing and work with well-known companies. These partnerships are helping us to create a more integrated approach to waste management.

EXPERIENCES FROM OUR WAREHOUSES

As part of our drive to continuously improve our approach to waste management, in December 2020 we rolled out a pilot project at sites in Rieme and Grobbendonk (BE), and Almelo and Venlo (NL). The results of this pilot were very promising. By optimising source separation, we have made the waste management process more efficient, increasing our recycling rates. We have also started reusing cardboard and pallets to further reduce our resource consumption.

“ENHANCED WASTE REDUCTION IS THE NEXT STEP IN OUR CONTINUOUS JOURNEY TOWARDS GREATER SUSTAINABILITY. WORKING TOGETHER WITH PARTNERS BRINGS US ANOTHER STEP CLOSER TO REACHING OUR GOALS. THEY GUIDE US IN COLLECTING WASTE AS EFFICIENTLY AS POSSIBLE AND OPTIMISING RECOVERY FLOWS.

BY SORTING WASTE BETTER, FOR EXAMPLE BY SEPARATING DIFFERENT TYPES OF PLASTIC, WE CAN INCREASE OVERALL RECYCLABILITY. ALONGSIDE THIS, OPTIMISING THE ASSOCIATED TRANSPORT ACTIVITIES WILL HELP REDUCE OUR OVERALL CARBON FOOTPRINT. OUR OVERALL CARBON FOOTPRINT.”

*Ron Thijssen
Manager Corporate Social Responsibility*

LESS PLASTIC

Reducing our plastic consumption is a key issue as we seek to become a more ecologically responsible company. To help us achieve this goal, we partnered with an organisation that is aligned with the Sustainable Development Goals, and connects young professionals with organisations of impact. The aim of this partnership is to provide university students with the opportunity to bring a fresh perspective to our plastic reduction problem.

We invited the students to our warehouse in Almelo and gave them a tour, explaining our operations and the issue we needed to address. Each student was then invited to present us with a possible solution. We were delighted by the quality of the ideas, and plan to explore some of the proposals further.

Together with our suppliers, we are continuously seeking more eco-friendly packaging alternatives. Replacing the plastic packaging of our e-commerce shipments will allow us to greatly reduce our overall plastic consumption and will be key to our strategy going forward. In addition to these efforts, we must also look beyond our e-commerce packaging to the materials that are used across the rest of our operations. In this way, we aim to offer a plastic-free solution for our clients, one material at a time.



BIODIVERSITY AREA

Just because a site is found in an industrial estate, there is no reason why it should not also be a haven for wildlife. In collaboration with the training and work placement company WVS, we have helped to develop the biodiversity of our site at Bergen op Zoom, the Netherlands. The project resulted in the creation of a butterfly garden with specialised greenery. This included a wall of branches to provide shelter, breeding and wintering places, along with other features like flowerbeds and 'insect hotels'. Through this initiative, we are contributing to a healthier ecosystem within this industrial area.

CIRCULAR APPROACH

In December 2019, the landscaping department of WVS constructed a low wall composed of natural residual materials. This offers shelter to insects, reptiles and birds – a welcome addition on an industrial site. The materials used were taken as much as possible from the area around our Bergen op Zoom site, as Dennis Schijvenaar, Chief Contractor at WVS, explains: "We use locally sourced materials whenever we can. For example, to create the posts and filling of the wall, we used willow trees growing on the site. There were too many trees next to each other, so we thinned them out and immediately put them to good use."

JOINING FORCES

In the aim to make the industrial site greener and more biodiverse, specific care is taken to ensure that the animals that live in the area get a chance to flourish. Organization Bijenlandschap West-Brabant was engaged for their specific knowledge on bee welfare. For the green workers of WVS this is a great opportunity to enrich their knowledge with that of other naturalists from the region. The environmental department of the municipality of Bergen op Zoom also supports and participates in this initiative. The enthusiastic cooperation and collaboration between these different parties has already made the project a success so far.





SOCIAL APPROACH

Through our strong focus on the social aspects of our business, we strive to become an employer of choice. We do not produce physical products; our people are our biggest asset and thus we must take care of them. In addition to providing a healthy and safe working environment, we also seek to ensure that our people are enjoying their time at Bleckmann. We aim to provide a stimulating and rewarding place to work, with opportunities to grow and develop across all roles.

As a people company we are socially involved – we share our time, ideas and best practices with the community, and we help people who are furthest from the labour market.

PEOPLE

At Bleckmann, we believe that great people deliver great results.

We believe in the entrepreneurial spirit of people, and their ability to seek out opportunities that make a difference and have a positive impact. As people are at the heart of our business, we believe that investing in our people equals investing in the growth of our business. Therefore, we invest in the entrepreneurial spirit and growth potential of our people as professionals and as human beings.

We aim to deliver on our promises, not only to our clients, but also to our people.

Through investing in talent acquisition, employer branding, retention, talent development and training, with a true focus on well being and diversity, our ambition is to build motivated and dedicated teams.

Across our organisation in Belgium, the Netherlands, the UK and the US, health and safety is a priority for all our locations. We have mapped out ways to build a culture of safety that minimises risk and improves the well-being of our people as a top priority.



DIVERSITY & INCLUSION

Within Bleckmann, we recognise the importance of inclusion in the workplace, and our aim is to cultivate an environment that offers equitable opportunities and resources. We are fostering a culture that encourages professional diversity and authenticity in people from various communities.

Actively rethinking and improving how we recruit, retain and support the professional development of disabled people is one of our focus areas. To help us on this journey, we have joined the Disability Confident Scheme – a voluntary UK Government scheme that aims to encourage and support employers to recruit and retain disabled people within their workforce.

So far, we are delighted to have been awarded a Level 1 ‘Disability Confident Committed’ accreditation. This demonstrates our dedication to removing barriers that might be preventing disabled people, and those with long-term health conditions, from accessing employment with us.

Our goal is to reach Level 3 so we can lead the way in positively changing attitudes and behaviours towards disabled people. It is critical to our success that our employees should represent diversity in all its forms.

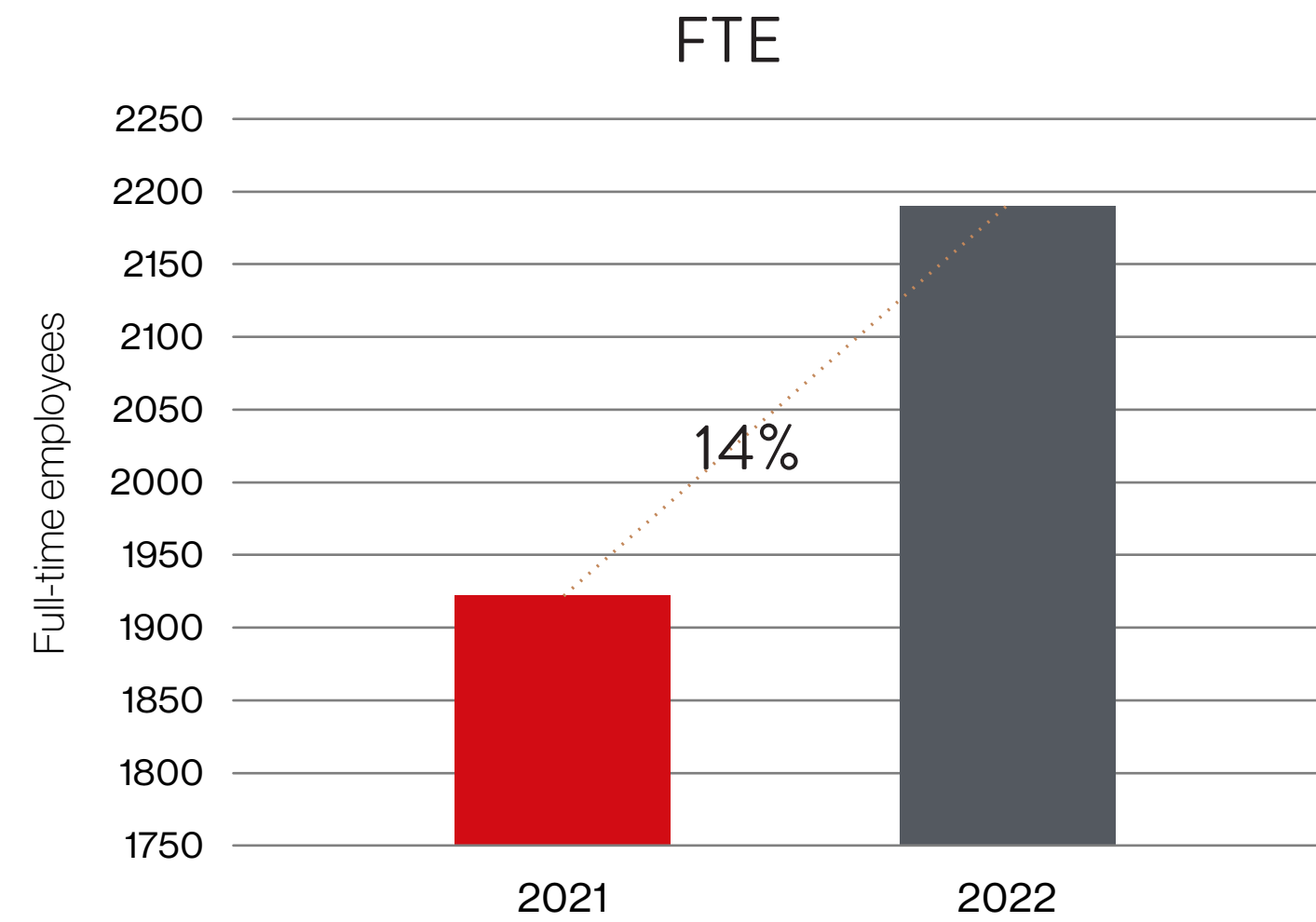


WORK FORCE

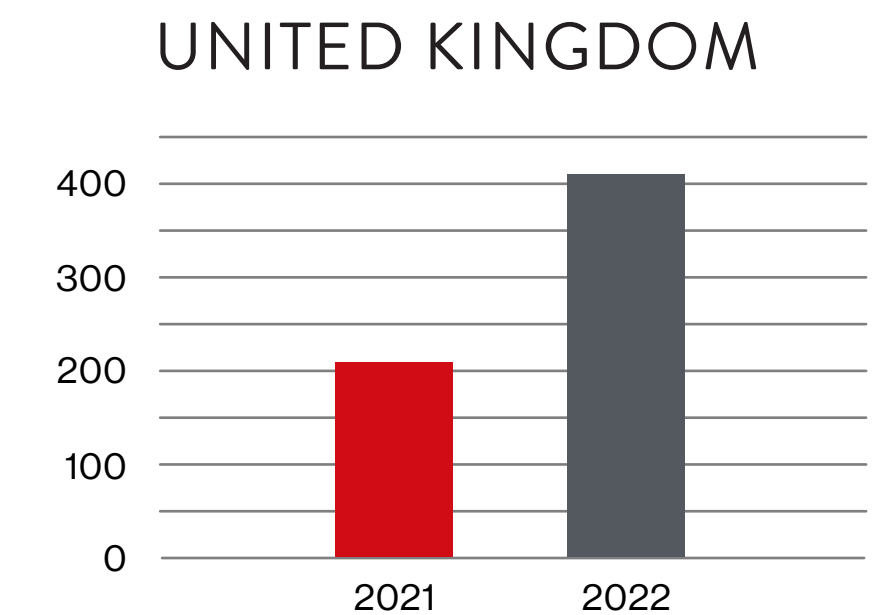
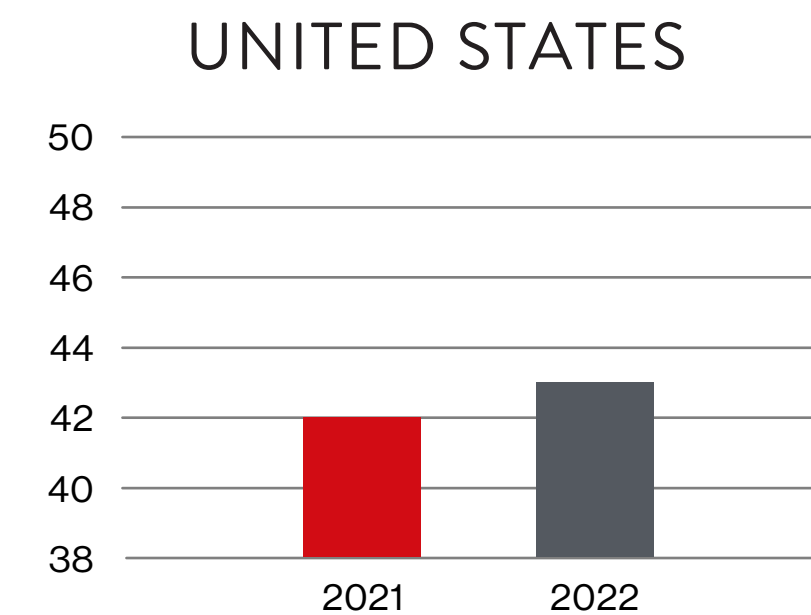
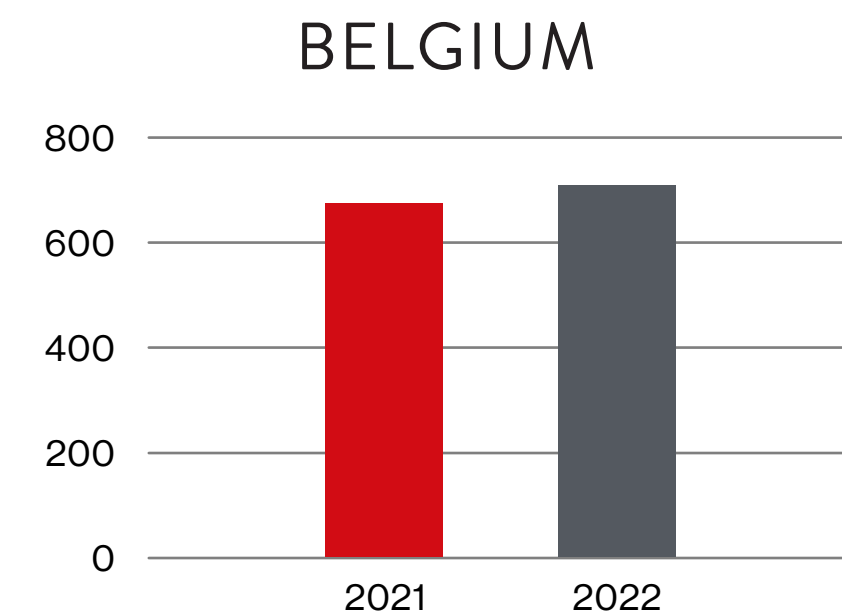
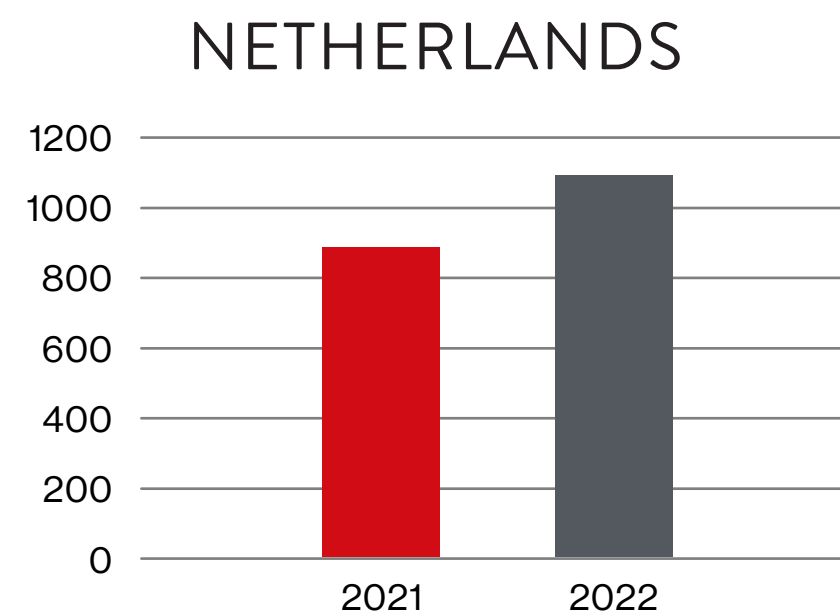
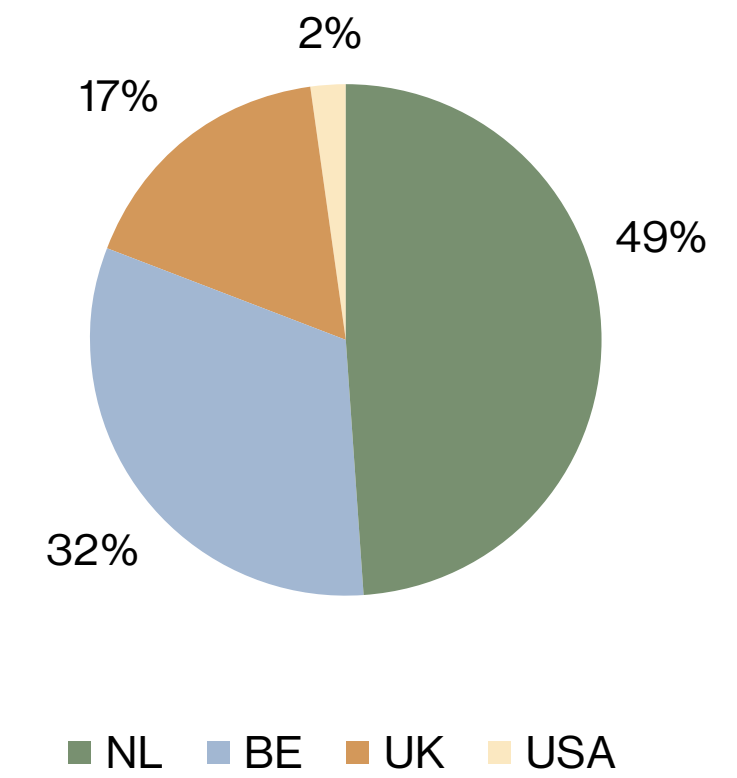
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As a fast-growing end-to-end e-commerce fulfilment player, Bleckmann has an expanding workforce. In 2022, we witnessed a year-on-year workforce growth of over **14%**.

Including our agency workers, Bleckmann employs around 5,000 people.



WORKFORCE 2022



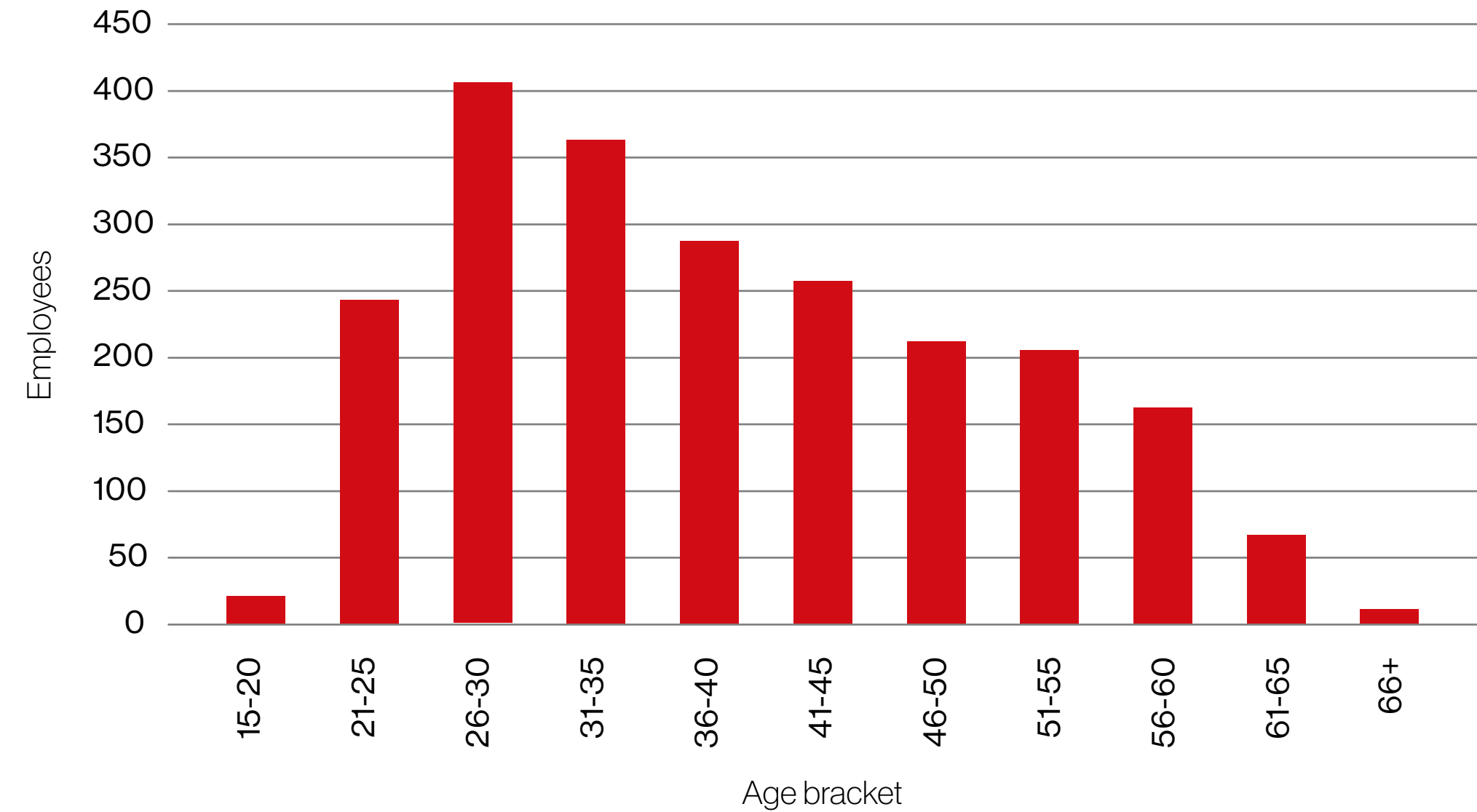
AVERAGE AGE

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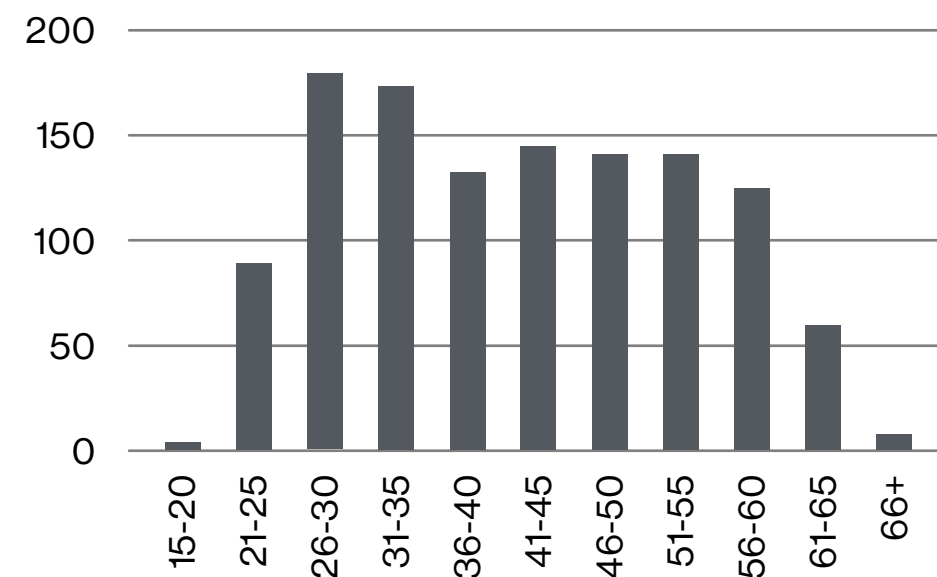
39 is the average age of a Bleckmann employee.

We recognise the benefits of an organisation where employees of all ages and levels of experience can contribute. We thrive on the age diversity of our workforce, which brings together a wealth of enthusiasm, experience and curiosity. This helps us to pursue new developments, seek out new markets and innovations and truly understand the needs of our stakeholders.

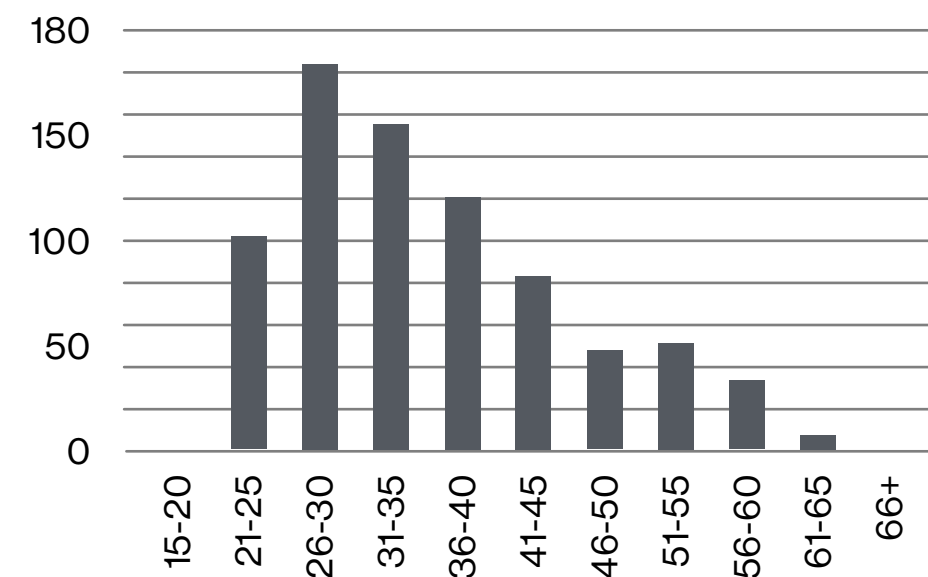
GLOBAL



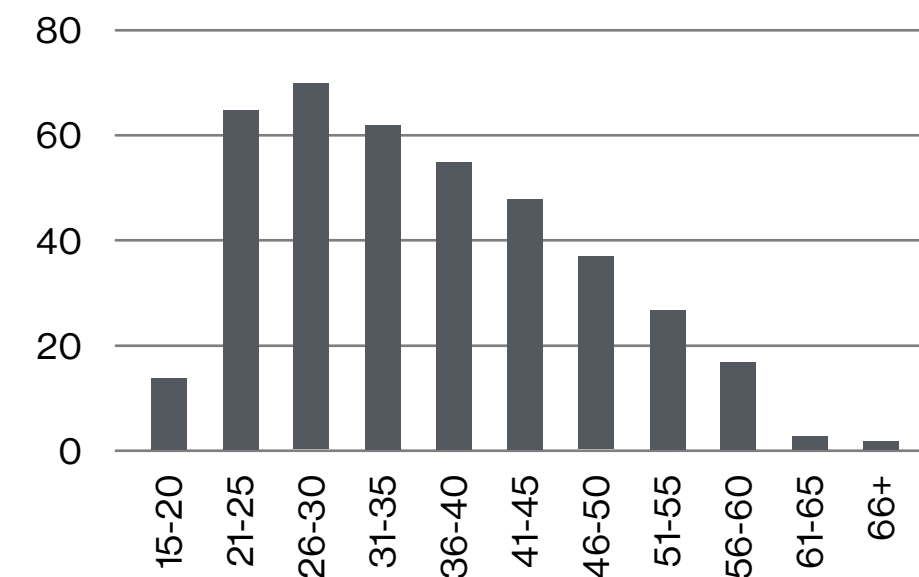
NETHERLANDS



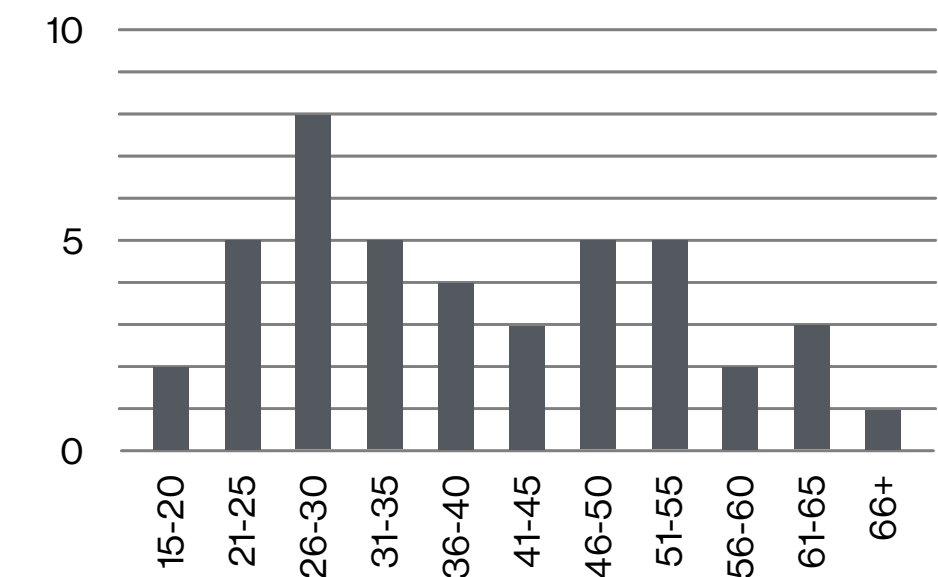
BELGIUM



UNITED KINGDOM



UNITED STATES



GENDER SPLIT

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Traditionally, the majority of the workforce in the logistics industry was male. We are therefore proud to demonstrate our inclusiveness here as well by the fact that almost half of our employees (47%) identify as women.

Nevertheless, we are aware that there are differences within specific levels of our organisation. As such, our ambition is to achieve gender equality throughout our entire company, at all levels.



HEALTH & WELLBEING

In addition to offering a safe and healthy environment, ensuring job satisfaction is one of the most important aspects of our role as an employer. It is key to feel part of the team, and part of our Bleckmann family.

Therefore, we actively focus on creating a friendly and open working atmosphere, where everyone can participate in the Bleckmann culture. After all, that is what brought us to where we are today. To help celebrate this, we introduced a new mascot – Benji – to represent the 4 Es of our values: Entrepreneurship, Expertise, Engagement and Excellence. We also appointed ambassadors to spread the word about the 4 Es through culture workshops that we run across our entire company at all levels.

On top of this, we have a comprehensive wellbeing programme, which includes a survey every two years. The results of this are a great way to understand the biggest challenges our people face. Going ‘above and beyond’ is a strength of our organisation, but this can also cause excess stress, and our last survey showed increased levels of concern around work-life balance. We are, therefore, encouraging all our colleagues to disconnect and take a break in order to safeguard their mental and physical wellbeing.



HEALTH & SAFETY

In 2021, we began restructuring our Health & Safety (H&S) department. The primary goal of the department is 'ensuring a healthy and safe environment for all employees and partners'.

As a support department, our role extends beyond being a reliable partner within the organisation when it comes to issues related to H&S. We are also focused on unburdening our operations teams so they can safely achieve their objectives, and we do this by providing advice and organising practical safety training.

We are also committed to standardising and raising the level of emergency response services within our operations in the Netherlands, Belgium, the UK and the US. We ensure this by strictly adhering to best practices in the fields where we operate, as well as to the highest possible safety standards prescribed by law in the countries where we are present.

Our key objectives are:

- ◆ Ensuring a safe work environment
- ◆ Reducing the number of accidents and lowering the Lost Time Injury Frequency Rate (LTIFR)



“WE ARE COMMITTED TO SUPPORTING OUR ORGANISATION AND FOSTERING A SAFE AND HEALTHY WORKING ENVIRONMENT”

Bert Gijzen
Manager Health & Safety

LEARNING & DEVELOPMENT

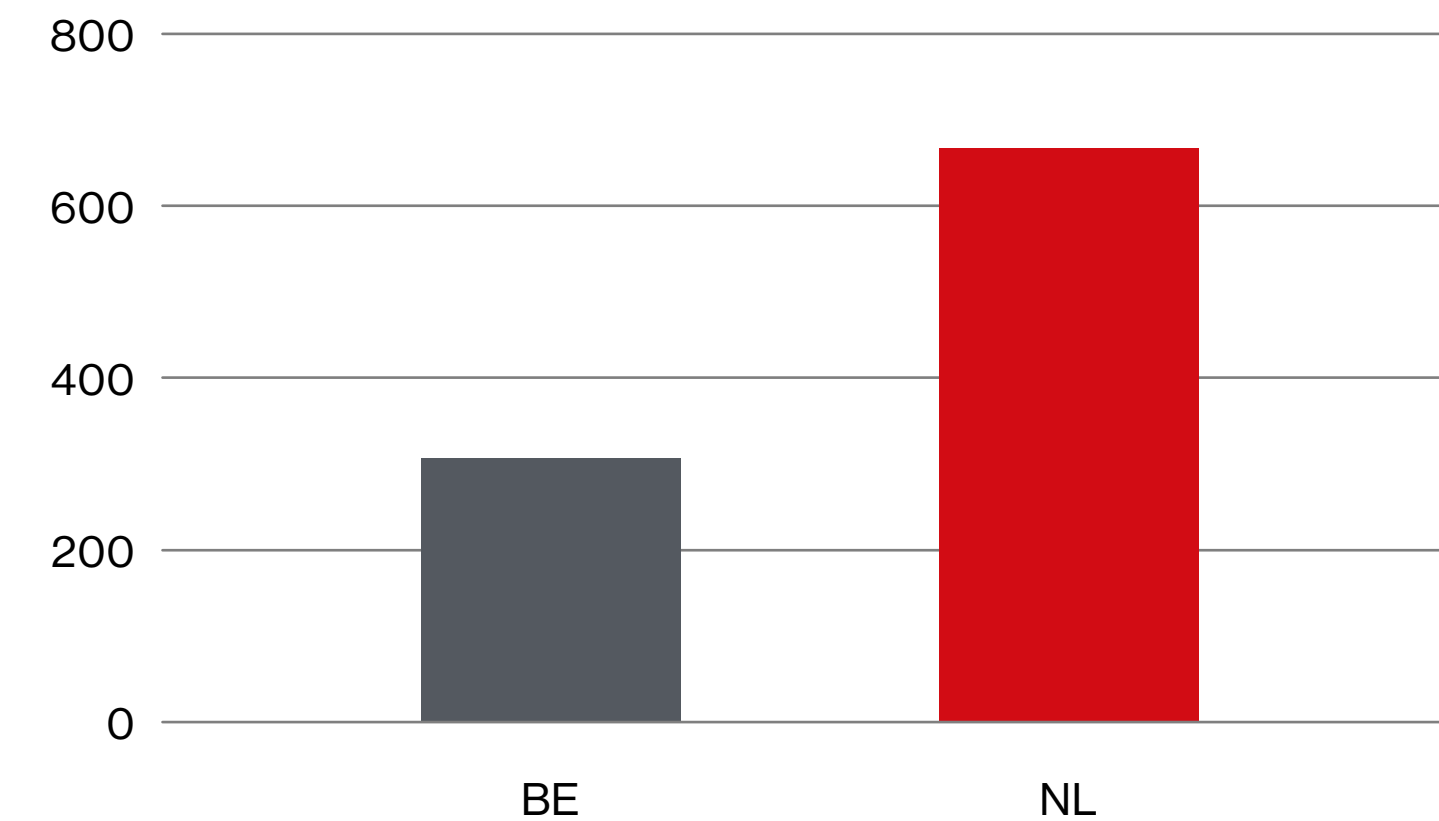
We value the personal and professional growth of our employees. Our approach includes a mixture of centrally-organised training, departmental training and continuous career development at the individual level, conducted both internally and externally. We are also proud of the fast-track programme we offer to our young talents, which allows them to advance their career more rapidly.

In 2022, we provided a total of 977 formal training days across our organisation (made up of 336 training sessions). We offer two distinct types of training: safety training and general training.

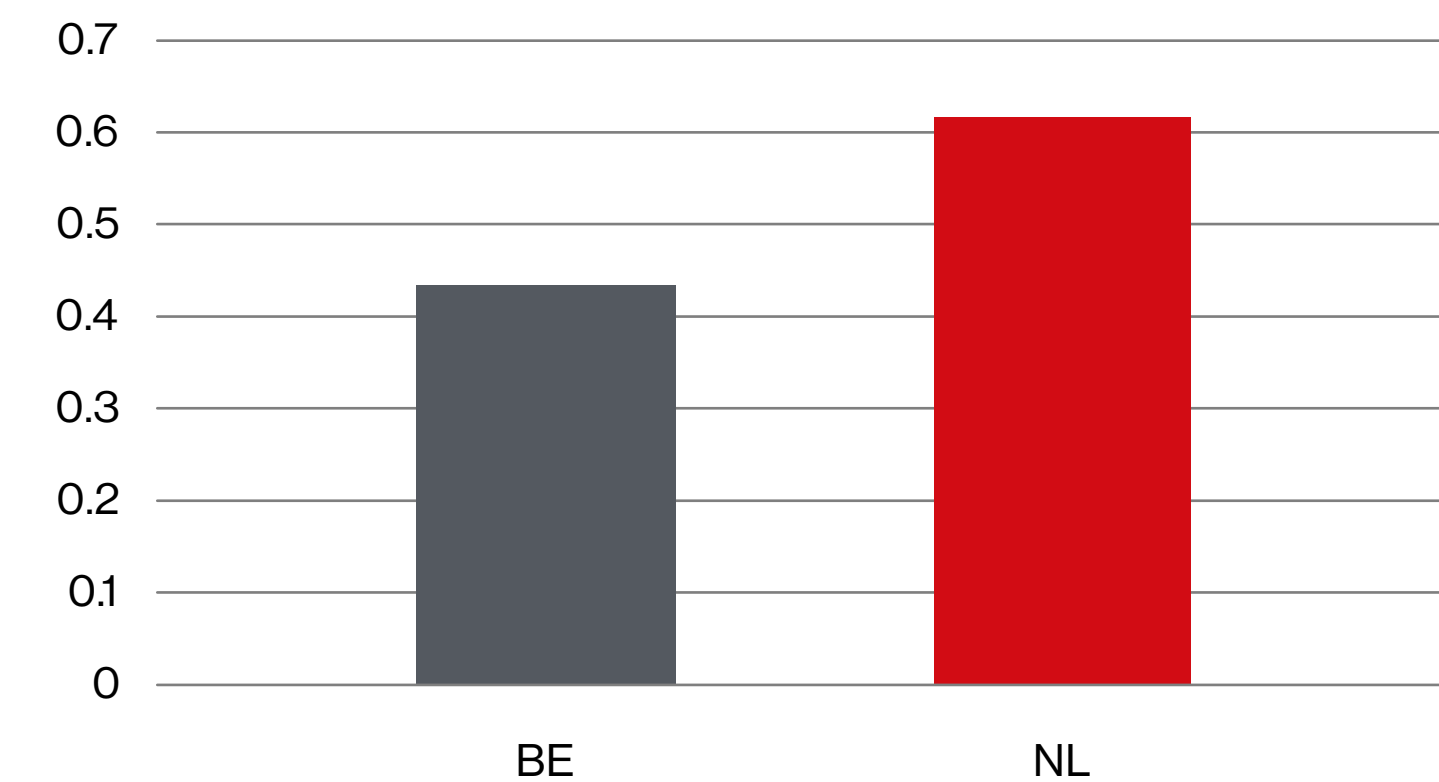
On the safety front, training our company's first aiders is a top priority, alongside providing regular mechanical handling equipment (MHE) training. We have also invested in training on how to handle dangerous goods.

The general training we provide includes units on competencies such as working with Microsoft Excel and developing leadership skills. More specific knowledge areas, such as using Tableau for data visualisation and customs management software are also covered.

TRAINING DAYS IN 2022



AVERAGE TRAINING DAYS PER EMPLOYEE



LEARNING & DEVELOPMENT

Being a truly people-oriented organisation starts with management. That is why we are investing in programmes to support the growth and development of our managers. For example, in 2022 we rolled out a training programme on how effective leadership can positively influence team dynamics.

There are many paths to management positions and developing people-management skills is not always easy. We therefore seek to place managers based not only on their technical expertise but also on their people-management skills. This way, we can ensure that we are combining the best expertise with highly motivated teams in order to create a truly innovative organisation.

Graduates entering the business world greatly appreciate the many opportunities that Bleckmann gives its team members for learning and development. Trainees have the chance to get to know the organisation, test out different job roles, build on their talents and grow further within our company.

Matthias, Kars and Stefan all started as logistics trainees, but they quickly progressed to become site managers. Their experiences demonstrate how we nurture talent and offer significant opportunities. These trainees discovered their passions, learned to think like entrepreneurs and challenged themselves to go beyond their previous limits – skills which have facilitated their exceptional growth trajectories.



LEARNING & DEVELOPMENT

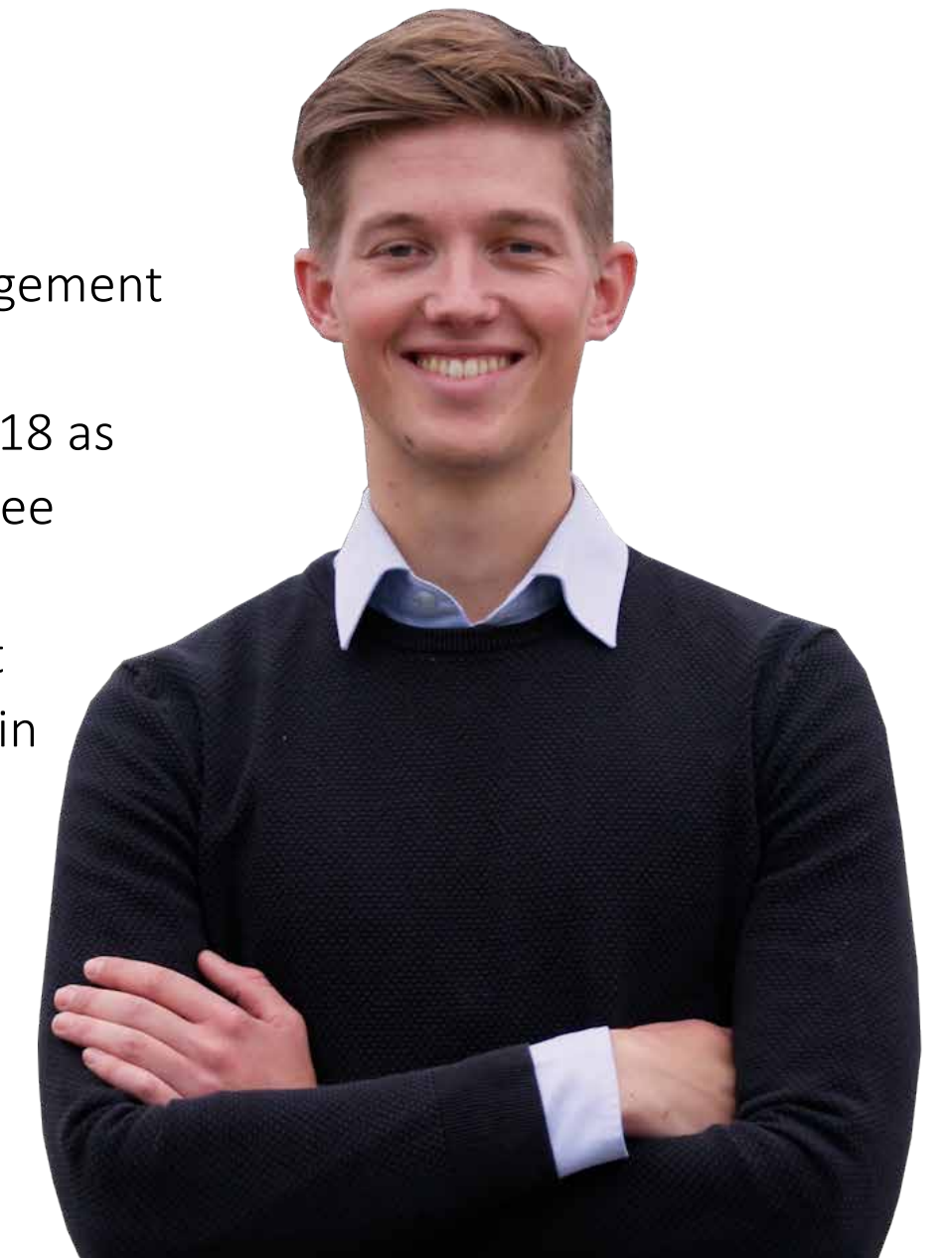
“After my studies, I was looking for a challenging position in logistics. Bleckmann was the first company to offer me a job, and I started on a six-month traineeship. This enabled me to discover the entire logistics process from the inside. I cycled through many different positions, both in the warehouse and in the office. This gave me a good overview of how a Bleckmann site is run. Through this process, my managers and I got to explore and develop my talents.

I believe that my ambition to perform well and win comes from my days of competing in high-level cycling events. I put all this ambition into the traineeship and afterwards into my job. I grew every day and took small steps forward. I was lucky to get many opportunities to use my skills to help improve the logistics process, even though I was relatively new in the company. Today, even though I am only 25, I am responsible for the entire Bleckmann site in Oldenzaal.

In three years, I evolved from a trainee into a site manager. That is pretty fast, but I was motivated to learn a lot and share my insights quickly. Today, I can get my voice heard and express what I think should be improved. And after that, I discuss it with my team. This is how we make our site a well-run operation. It is my dream to grow into an expert role within Bleckmann thanks to my experience.”

A tip from Kars for young people with the ambition to work in logistics? “Be proactive – take matters into your own hands.”

- ◆ Studied Sport, Health & Management
- ◆ Started on 1 November 2018 as a Logistics Trainee
- ◆ Since 2021 Site Manager at Deventerstraat in Oldenzaal



**“IN 3 YEARS, I EVOLVED FROM
TRAINEE TO SITE MANAGER”**

Kars Eekema (25)

LEARNING & DEVELOPMENT

“Because my brother kept talking about his logistics job, I also started looking into this sector. After I had registered with a temporary employment agency, Bleckmann offered me a traineeship. Of course, I did not hesitate for a second, and I became the first trainee in Ghent – a great opportunity!

From the start, I found Bleckmann to be a very dynamic organisation. And they did not force me into a predefined path. On the contrary, they tested my capabilities, paid attention to my areas of interest and assigned me to tasks where I could contribute the most to the organisation. We discussed opportunities openly, and every time I took a step, I asked myself: 'What's next'?

And in this spirit, together with two colleagues, I went to the US for 8 months in 2016. We were on a mission to set up Bleckmann’s first site in the US.

This was a huge step forward for me. At that time, Bleckmann did not have a presence over there at all. It was the biggest challenge of my career, a once-in-a-lifetime opportunity. I gladly took that chance, even if it meant leaving my wife behind for eight months."

A tip from Matthias for young people with the ambition to work in logistics? “Focus on your talents. Find out what gives you energy and discover in which domains you excel. That way, you will discover the role that suits you best. The rest will follow naturally."

- ◆ Studied International Business Management
- ◆ Started as an Operations Trainee on 6 October 2014
- ◆ Since January 2022 Cluster Manager of Desteldonk & Rieme in Belgium



“I CO-LAUNCHED THE US SITE”

Matthias Jacobs (32)

LEARNING & DEVELOPMENT

“Before Bleckmann recruited me, I was still determining what I wanted to do as a job. My only concrete ambition at that time was to develop my skills. Bleckmann's traineeship appealed to me because it allowed me to take my time to discover what I wanted to do within the organisation. And, from the moment I joined the company, it felt like I belonged.

Working at Bleckmann has given me access to a huge range of different experiences. My path was not precisely mapped out, and this has given me the power to plot my own course, according to my strengths and interests. I started as an order picker working across different departments, both inbound and outbound. And when I told my supervisor that I greatly appreciated the operational aspect of my job, I was steered in that direction. Soon, I became the manager of two teams, which gave me the opportunity to oversee the logistics operations for Bleckmann.

Brexit has definitely been the biggest challenge on my logistics journey so far. It is no secret that many adaptations were required, and there was significant uncertainty, both on our side and from clients. It was, therefore, important to act quickly and find a warehouse across the channel. We found one and swiftly moved the products for our UK end customers there. During this operation, I was responsible for securing the necessary data and planning the whole process, including taking care of the necessary documents. We learned a lot, delivering a strong post-Brexit solution for our customers. As an early-career professional, I greatly appreciate the opportunity I have had to contribute to this process. The experience has also provided a good foundation for future personal and professional development.”

A tip from Stefan for young people with the ambition to work in logistics? “Grab the traineeship with both hands and get as much knowledge and experience as you can. It is a truly unique and extremely valuable opportunity.”

- ◆ Studied Logistics Management
- ◆ Started as a Management Trainee on 14 August 2018
- ◆ Since 2021 Site Manager of Schelmaatstraat and Jaartsveldstraat



“I HELPED REALISE THE BREXIT SOLUTION”

Stefan Zomers (25)



GOVERNANCE APPROACH

Ensuring effective leadership and transparent operations is a key part of being an ESG-focused business. So, how do we achieve good governance at Bleckmann? Governance is all about ensuring a company uses accurate and transparent accounting methods, holds itself to high standards of integrity and diversity when selecting its leadership teams and always stays accountable to its shareholders and stakeholders.

We strive to comply with these requirements by incorporating appropriate policies, mitigating risks and pursuing sustainable growth through innovation. These actions enable us to uphold high standards of business ethics and corporate responsibility.

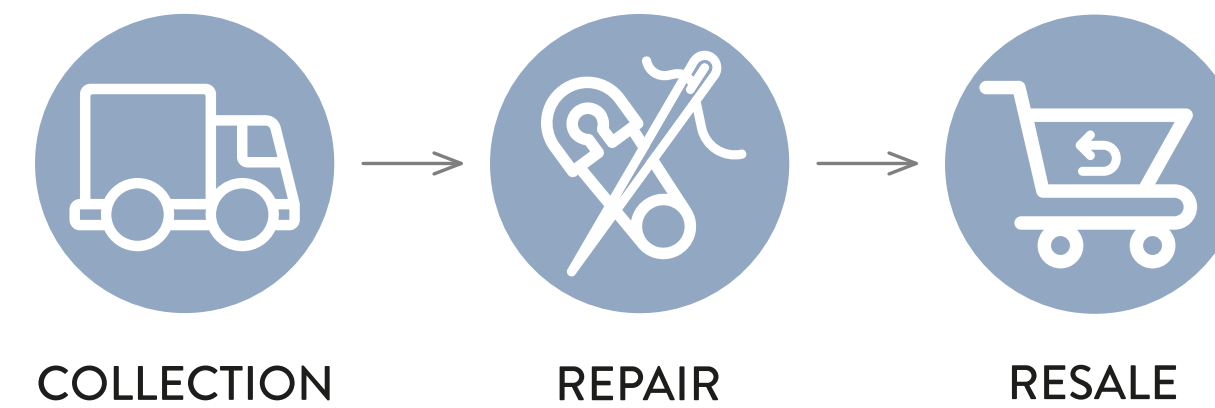
THE RENEWAL WORKSHOP

Currently, 5.8 million tonnes of textiles are discarded every year by consumers in the EU, 75% of which are sent to landfill¹. In line with the EU’s goal of creating a circular economy by 2050, more and more industries are under pressure to challenge ‘linear’ patterns of consumption by making products that are more durable, reusable, repairable, recyclable and energy efficient.

Items that can no longer be sold as new should be reconditioned, cleaned or repaired and resold again. Prolonging the usable life of clothing and other products not only saves scarce resources but also helps to reduce the carbon footprints of producers and consumers.

Bleckmann’s acquisition of The Renewal Workshop in 2022 means that we can offer circular services to new and existing clients. As a result, used or damaged items can be saved from landfill, and brands can unlock new revenue streams and appeal to eco-conscious consumers. These new solutions include trade-in and resale programmes, and such business models present an exciting opportunity for brands to generate value whilst reducing their environmental impact.

By using The Renewal Workshop’s solutions, fashion and lifestyle brands have the opportunity to significantly reduce their carbon footprint and demonstrate their environmentally responsible credentials.



“WE NEED TO MOVE AWAY FROM THE ‘TAKE-MAKE-USE-DISPOSE’ MINDSET AND FUNDAMENTALLY CHANGE THE WAY WE THINK ABOUT THE BUSINESS MODEL OF FASHION”

Nicole Bassett
Circular Lead



¹EU Strategy for Sustainable and Circular Textiles (2022) European Commission. Available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX%3A52022DC0141#:~:text=About%205.8%20million%20tonnes%20of,is%20landfilled%20or%20incinerated%20%20>

CONSTRUCTION & CIRCULARITY

The growth of our business requires us to increase the scale of our operations so we can effectively meet the needs of all our customers.

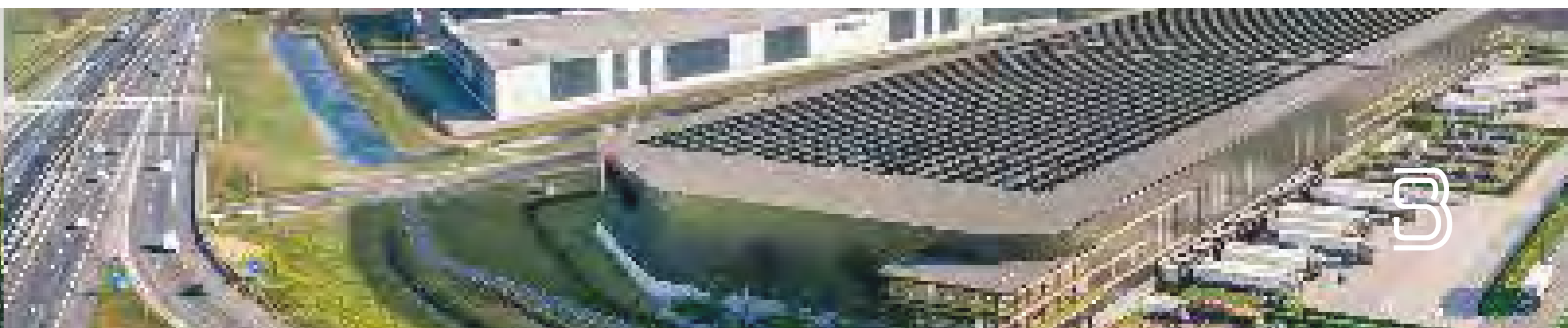
Currently, we manage almost 1,000,000 square metres of operational space. We believe it is our responsibility to ensure that we operate our existing and future facilities in a manner that reduces our environmental footprint.

We are doing this by investing in our current facilities and leveraging the latest technological innovations in our buildings and operational processes. Some recent examples include the use of photovoltaic (PV) installations, heat pumps, smart and efficient lighting systems, and the construction of gasless and circular buildings. These solutions will be applied at our new Kruisem (BE) and Almelo (NL) facilities.

*“THERE IS MUCH MORE TO
A BUILDING THEN JUST BEING
A CUSTOMER FULFILLMENT CENTER.*

*AT BLECKMANN WE CONSIDER OUR BUILDINGS
AS AN INSTRUMENTAL RESOURCE IN TODAY’S
ENERGY TRANSITION TO CREATE BETTER
& MORE CIRCULAIR SUPPLY CHAINS”*

*Mark van Onna
General Manager Real Estate*



INNOVATION

Innovation at Bleckmann means so much more than just harnessing modern technology, systems and solutions. It also defines our ways of thinking and working.

Across the entire organisation, we encourage employees to think innovatively in response to whatever challenges they may face. We believe in working closely together across different teams and disciplines and sharing best practices throughout the organisation. In our experience, this is the most effective way to discover better ways of getting things done.

Our goal as an organisation is clear: to support the success of our clients. We strive to reach this goal by constantly optimising our operations. In addition, process improvement is also about reducing waste and finding more environmentally optimised alternatives to the materials we and our clients use every day.

Finally, the aim of our innovation mindset is not only to increase our overall productivity but also to design solutions that allow our people to work in ever-greater safety and comfort.



“CONSTANT INNOVATION, EVALUATION AND OPTIMIZATION IS IN THE BLECKMANN DNA”

Kevin Paindeville
Innovation Manager

CUSTOMER & DATA SECURITY

Ensuring effective data security and privacy is fundamental to running our company responsibly. This does not just apply to our own data, but also of our clients' and other stakeholders. To ensure enhanced security, we focus on preventative measures, training our employees to respond appropriately to security threats.

We have implemented an Information Security Management System (ISMS) framework based on the ISO 27001 standard for information security. Through a process of continuous improvement and by monitoring the maturity of our security measures using the CIS security controls framework, we aim to take on an exemplary role within the logistics sector. To further reinforce this commitment and provide reassurance for our clients, partners and co-workers, we have been certified to the ISO 27001 standard.

Key points of our data and security policies are:

- ◆ Creating awareness among our co-workers, showing them the importance of security best practices and supporting them in developing their competences
- ◆ Informing our co-workers and partners about guidelines and procedures, in the field of privacy and the applicable legislation, and security in general
- ◆ Educating and training our employees, not only in recognizing but also how to act in the event of a threat, violation or indication of a data breach
- ◆ Protecting both data and the people who work with it through rules of acceptable use of company assets, standards and procedures



© Center for Internet Security

“HAVING CUSTOMER DATA AND PRIVACY SECURED IS PART OF OUR STRATEGY, DELIVERING ON OUR CLIENTS PROMISES”

Ivan Roels
Chief Information & Security Officer

SECURITY

Our security department manages and implements a range of security measures that have been established to protect the continuity of Bleckmann's core processes against unforeseen incidents.

The security measures are aimed at:

- ◆ Limiting material and immaterial damage to customers and the company
- ◆ Guaranteeing continuity and integrity towards customers and the company
- ◆ Ensuring the safety and property of employees, visitors and customers

We use identity cards to control access to our warehouses, offices and other high-risk areas. In addition, all sites are equipped with surveillance cameras and alarm systems.

The security department also regularly carries out site checks to find ways of improving security measures and limiting risks. Additional inspections are carried out by local site teams and external contractors.

Alongside these physical measures, we have implemented regulations covering our sites, warehouses and offices. These include the 'clean desk policy' and the access control policy. In addition, personal belongings are not allowed in the warehouse, with zero tolerance for exceptions. We conduct regular security awareness training to inform employees about our security policies.

The security department also contributes to Bleckmann's sustainability efforts. The security teams help by modernising and renewing outdated security equipment, ensuring it remains operational so that it needs to be replaced less often. When furnishing a new building, the quality and modernity of the equipment are immediately examined. A recent development in this process is the improvement of our security camera replacement policy. Now, outdated cameras are being replaced gradually and the camera system is modernised step by step. The security department can also now view camera images from their own workplace instead of being tied to a specific location, which means less travel is required.



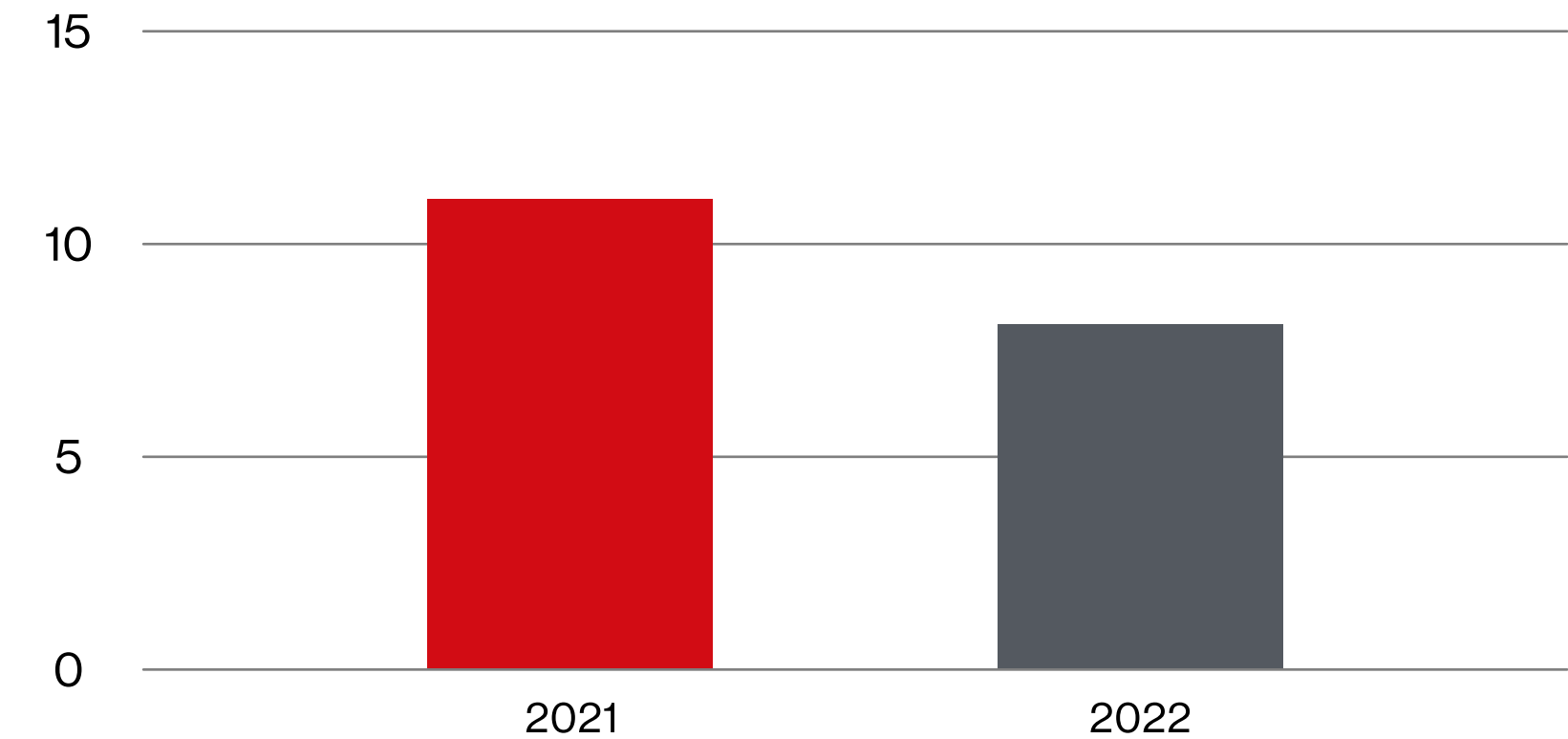
HEALTH & SAFETY

Our reporting on the Lost Time Injury Frequency Rate (LTIFR) has been redeveloped to include better data on the incidents and accidents and the resulting time lost.

We also measure near-misses and keep careful note of the type of injury and what part of the body was affected when recording incidents. This allows us to provide better training and preventative measures, alongside raising awareness about how to avoid these issues in the future.

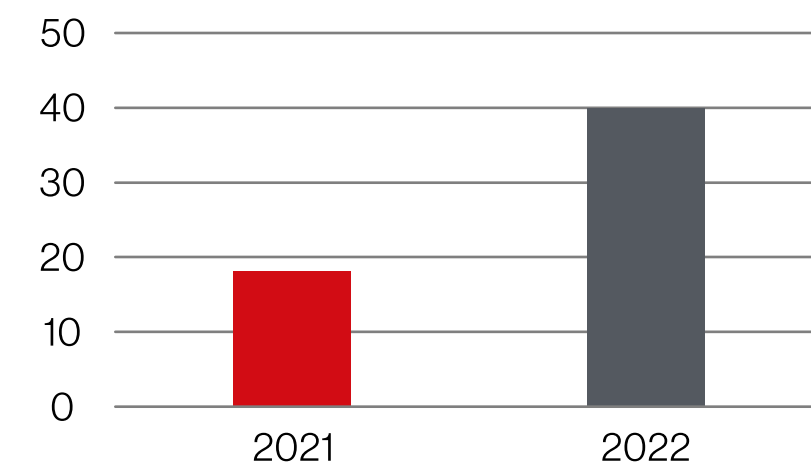
The LTIFR in 2021 and 2022 is calculated based on the number of lost time injuries occurring per 1 million worked hours. **Measuring LTIFR has the following benefits:**

- ◆ LTIFR is a relative KPI that takes into account the growth of the organisation
- ◆ LTIFR is a globally accepted KPI
- ◆ LTIFR offers the possibility of benchmarking not only against different sites and countries but also against the market average

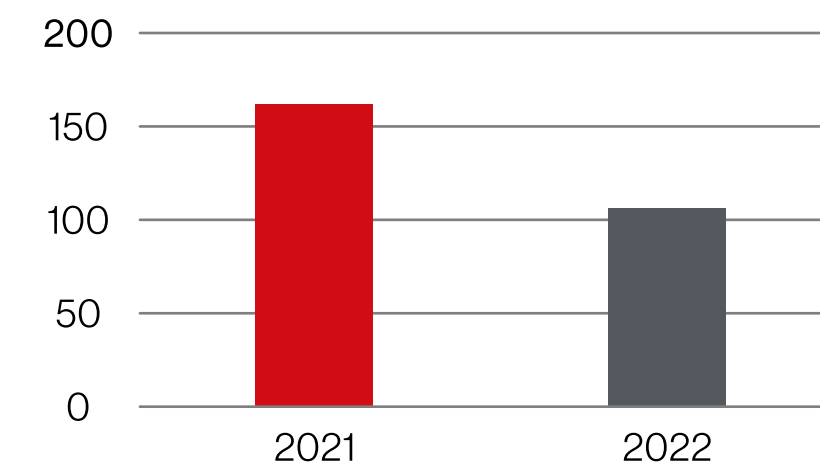


7.8 LTIFR

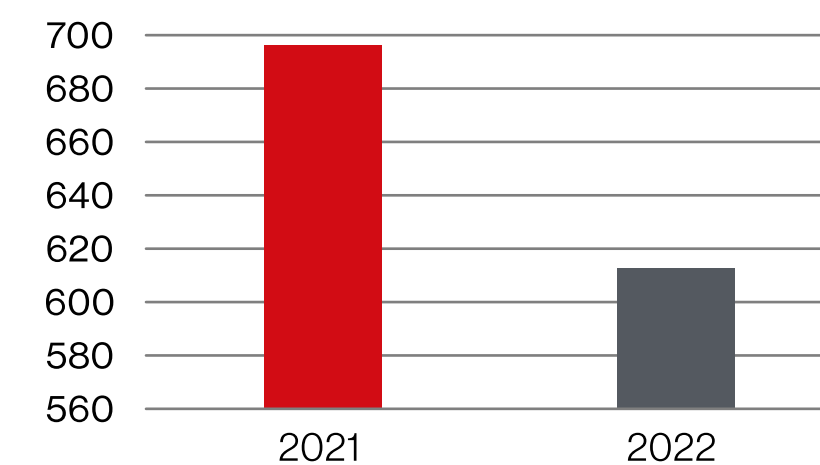
DANGEROUS SITUATIONS



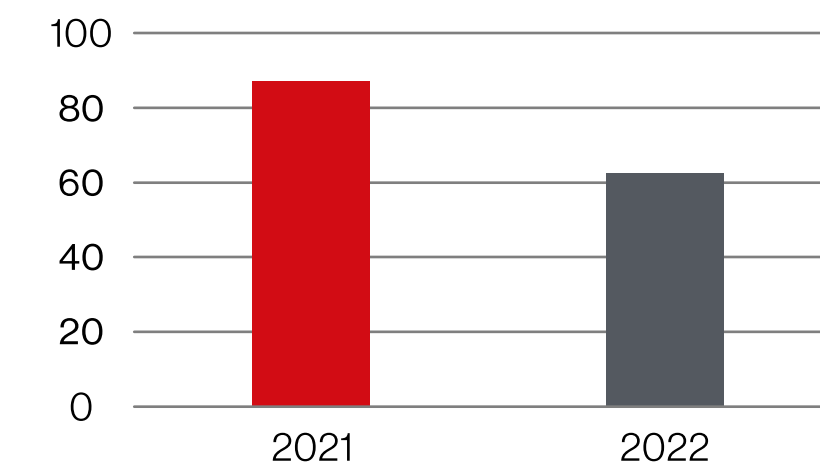
INCIDENTS



LOST WORK DAYS



LOST TIME ACCIDENTS



RECOGNITION



Deloitte awarded the title of Best Managed Company 2021/2022 to 22 Dutch companies. It's the first time we have been given this quality label as a sign of recognition for its outstanding management.

The list of Best Managed Companies comes as a result of a rigorous and independent process during which strategic and operational management are being screened on four themes: strategy, culture, execution & innovation and finance.

Gerwin Meulman, Chief Finance Officer: *"We are proud to be awarded the title of Best Managed Company 2021/2022 by Deloitte. This is a significant compliment to the managers from all our departments. They are committed to our company, our clients and our people. Thanks to their decisiveness, leadership style and care for all the people in their team, they make Bleckmann one of the Best Managed Companies in the Netherlands."*



The Trends Gazelles 2022 were awarded on the eve of the Transport & Logistics fair in Antwerp. Bleckmann Belgium was awarded second place in the large companies category.

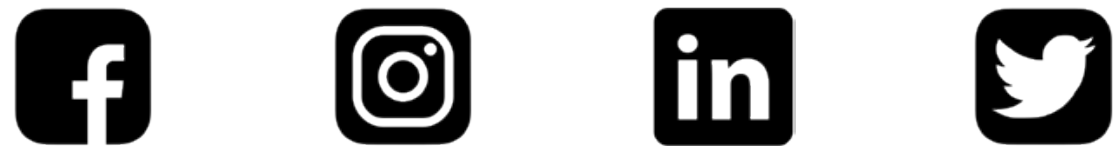
This leading award for fast-growing companies is based on growth in employees and profits over the past 5 years. Gazelles are not only competitive companies with an enormous impact on a corporate culture, but certainly also inspire other companies because of their focus on innovation and employment. Bleckmann Belgium also received the award in 2019 and won in 2021.

Reinardt van Oel, Chief Operations Officer BE & UK: *"This award is a recognition of the commitment of our employees and business partners in continuing to strive for improvement to enable sustainable business growth of fashion and lifestyle brands. Being at the top three years in a row shows that we are at the forefront of the logistics industry. It is a result of always wanting to be progressive and efficient."*



DELIVERING ON YOUR PROMISES SINCE 1862

Want to know more? Please contact our Corporate Social Responsibility team at info@bleckmann.com or visit bleckmann.com



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