



# Forwarding Sustainable Future

Sustainability Report 2025



# Table of Contents

<b>Introduction .....</b>	<b>03</b>	Prioritizing Client Satisfaction .....	25
Forwarding Sustainable Future .....	04	Strengthening Information Security Management .....	26
Message from the Co-CEO .....	05		
Sustainability Highlights 2025 .....	06		
<b>About deugro .....</b>	<b>07</b>	<b>People .....</b>	<b>27</b>
A Century of Tailored Excellence .....	08	Social Responsibility .....	28
Our Global Footprint .....	09	Who We Are .....	29
Our Values .....	10	Our Commitment to Health and Safety .....	30
Our Structure for Success .....	11	Fostering a Culture of Safety .....	31
Our Key Industries .....	12	Prioritizing Mental Health and Well-being .....	32
Advancing Sustainable Maritime Transport .....	13	Empowering Growth Through Employee Development.....	33
		Promoting Diversity and Inclusion .....	34
		Advancing Human Rights .....	35
		Fostering Community Engagement .....	36
<b>Sustainability at deugro .....</b>	<b>14</b>	<b>Planet .....</b>	<b>37</b>
Our Approach to Sustainability .....	15	Environmental Responsibility .....	38
UN Global Compact Participation .....	16	Enhancing our Waste and Water Management .....	39
Alignment with the UN Sustainable Development Goals.....	17	Optimizing our Energy Consumption .....	40
Our EcoVadis Performance .....	18	Monitoring our Corporate Carbon Footprint .....	41
		Revamping our Environmental Impact .....	42
<b>Principles .....</b>	<b>19</b>	<b>Looking Ahead .....</b>	<b>43</b>
Governance and Integrity .....	20		
Our Commitment to Ethical Corporate Governance .....	21	<b>Appendix.....</b>	<b>45</b>
A Strong Foundation for Responsible Growth .....	22	GRI Index .....	46
Our Commitment to Quality and Continuous Improvement ...	23	Glossary of Terms .....	49
Auditing with Integrity .....	24		



# Introduction

Forwarding Sustainable Future

Message from the Co-CEO

Sustainability Highlights 2025

04

05

06



# Forwarding Sustainable Future

We are continuing our journey toward responsible and sustainable business practices with the publication of our 2025 Sustainability Report. Aligned with the Global Reporting Initiative (GRI), this Sustainability Report covers our key activities, data and performance for the 2025 reporting year. It provides a clear and balanced overview of our environmental, social and governance (ESG) efforts as well as of the areas where we recognize the need for further improvement as a global project freight forwarder.



# Message from the Co-CEO

As we publish our Sustainability Report 2025, we do so in a global environment marked by continued uncertainty. Climate-related risks, geopolitical tensions and economic volatility remain challenges persistently affecting societies, markets and supply chains worldwide. For the logistics industry, these challenges are particularly tangible. At the same time, we continue to face rising expectations to reduce emissions, enhance transparency, and address social and ethical risks across complex value chains. Meeting these expectations often requires navigating difficult trade-offs, which calls for realistic, step-by-step progress rather than quick solutions.

Within this context, deugro continued to strengthen the way sustainability is embedded across the organization. Our work in 2025 focused on improving structures, increasing transparency and refining processes that support responsible operations. Our sustainability approach continues to be structured around three interrelated pillars: People, Planet and Principles.

## PRINCIPLES

Responsible business conduct forms the foundation of our work. In 2025, compliance, integrity and information security remained priorities. Compliance Week, celebrated throughout deugro, helped to reinforce awareness of ethical decision-making and responsible business conduct. The successful certification of our information security management system in accordance with ISO/IEC 27001

provided external confirmation of our structured, risk-based approach to protecting business information.

## PEOPLE

Our employees remain central to our business. In a demanding and project-driven industry, the health, safety and well-being of our employees are essential. During 2025, we continued to focus on mental health and well-being, and professional development, occupational health and safety, as well as diversity, equity and inclusion. These efforts aim to provide a work environment that supports long-term employability, equal opportunity and responsible leadership, while acknowledging that continuous improvement is necessary.

## PLANET

Our environmental work in 2025 focused on strengthening internal capabilities. Key efforts included the revision of our greenhouse gas (GHG) emissions calculation methodologies and the preparation of automated transport emissions calculations, by supporting the development of respective system integration allowing for improved output. We also introduced internal awareness trainings to help integrate environmental considerations into day-to-day decision-making. Given the nature of global project logistics, we recognize the inherent limitations and complexities involved, and we view environmental management as a continuous, long-term process.

We continued to engage with external assessment frameworks to benchmark our performance and identify areas for improvement. Our EcoVadis assessment, which resulted in a bronze medal, provides a valuable reference point as we work to further strengthen our governance and transparency. We see these assessments not as endpoints, but as guiding indicators that support our ongoing development.

As expectations, risks and regulatory requirements continue to evolve, we recognize that sustainability is a long-term journey requiring consistency rather than rapid declarations of progress. This report provides an honest reflection of where we stand today, the steps taken during 2025 and the areas where further work is necessary. Our commitment remains to approach these topics responsibly, transparently and in collaboration with our stakeholders.

I would like to thank our employees, clients and partners for their contributions throughout the year. Their engagement and expertise are essential as we continue working toward more resilient and responsible business practices.

## Klaus Strahmann

Co-CEO  
deugro group

# Sustainability Highlights 2025



Achieved **New ISO/IEC 27001 Information Security** Certification in Five deugro Branches



Received **“Highly Commended”** recognition for **Diversity & Inclusion** at the **Global Sustainability Awards**



Delivered the **DEI & Mental Health Training: Creating Safe and Supportive Workplaces**



Published the **First deugro Sustainability Report**



Introduced **New Internal Development Programs:** WALK, RUN, FLY, Global Best



Carried Out the **Moving Mountains for CARE Campaign:**

- 340+ Participants
- Raised €50,000 for CARE



Launched the **Mental Health & Wellbeing at Work Survey**



Introduced an **Environmental Training Trilogy:** Understanding Ecosystem Services, Climate Change, Climate Change and Logistics



Achieved **EcoVadis Bronze Medal**

# About deugro

<b>A Century of Tailored Excellence</b>	<b>08</b>
<b>Our Global Footprint</b>	<b>09</b>
<b>Our Values</b>	<b>10</b>
<b>Our Structure for Success</b>	<b>11</b>
<b>Our Key Industries</b>	<b>12</b>
<b>Advancing Sustainable Maritime Transport</b>	<b>13</b>

# A Century of Tailored Excellence

deugro was founded by Carl Press as Deutsche Großtransportgesellschaft mbH in Frankfurt am Main, Germany and has remained a family-owned company since 1924. We continue to be guided by the same principle that shaped our early success: “It takes the best minds to make the right moves.” Over the past century, we have evolved into a global leader in the project freight forwarding industry, specializing in industrial projects and large-scale, technically demanding transports.

Although the logistics landscape has gone through a dramatic transformation over the decades, our pursuit of excellence has remained unwavering. With more than 1,500 professionals across our worldwide network, we deliver tailored project logistics and freight management services via air, ocean and land. By combining engineering expertise with hands-on planning and operational experience, we act as an extension of our clients’ teams to ensure safety, reliability and quality throughout every stage of the project life cycle.

Our diversified portfolio enables us to support clients in key sectors such as sustainable energy, wind, power, pulp and paper, mining and metals, oil and gas, petrochemicals, mobility and infrastructure. By pairing strong global capabilities with deep local expertise, we provide solutions that meet the highest operational standards while adapting to regional requirements and project-specific conditions.

Today, under the leadership of Thomas C. Press, and with more than 70 offices in over 40 countries, we maintain a global footprint that allows us to support clients wherever their projects take place. This extensive presence—strengthened by close collaboration between our regional teams and corporate functions—ensures fast decision-making, operational agility and consistent quality worldwide.



deugro excels in specialized freight forwarding solutions by air, ocean and land.



# Our Global Footprint



Our 70+ offices in 40+ countries  
and with 1,500+ dedicated employees

# Our Values

## SOLVING CHALLENGES

deugro thrives on solving intricate logistics challenges with hands-on innovation and an entrepreneurial drive.

## SEAMLESS EXCELLENCE

Operating behind the scenes, deugro ensures smooth project execution, adapting flexibly to unforeseen challenges.

## PASSION

deugro's team drives innovative logistics, embodying dedication, loyalty and the relentless pursuit of excellence.

## TRUST

Rooted in stability and fairness, deugro fosters open collaboration with clients, partners and colleagues.

## EXPERIENCE

With decades of expertise, deugro forges tailored solutions and reliable partnerships through meticulous planning.

## RESPONSIBILITY

deugro champions diversity, respect and empowerment, valuing ethical actions over mere efficiency.

## We Always Find a Way

Our company culture is the cornerstone of our sustainability journey. We believe that fostering an inclusive, innovative and supportive workplace is crucial for creating long-term value for our clients, employees and the environment.

We embrace diversity and encourage collaboration across all levels of our organization, promoting open-minded communication and teamwork. Together, we cultivate a vibrant and inclusive culture—one that inspires creativity and supports both professional and personal growth. At deugro, our company culture is the heart and soul that drives us forward.

# Our Structure for Success

Our organizational structure is built to enable responsible decision-making and maintain agility. As a third-generation family-owned business, we operate with a lean and flexible management framework that allows us to respond quickly to stakeholder needs. Decisions can often be made with just one phone call, thanks to flat hierarchies and short communication channels across only a few organizational layers.

In 2025, we refined this structure to further strengthen strategic governance and enhance global commercial alignment. As part of this update, an additional Chief Commercial Officer (CCO) role was introduced within the C-Suite to reinforce commercial leadership and improve cross-regional coordination.

Following this refinement, the management structure now consists of six C-Suite members, including two Chief Financial Officers (CFOs), supported by six Presidents who oversee all global business regions. Collectively, they provide effective strategic direction and operational leadership at deugro.

To strengthen organizational effectiveness and enhance alignment between corporate functions, the reporting lines of selected departments were also realigned in 2025. As part of this development, our Sustainability team now reports directly to the Global Head of People & Culture. In addition, one of our CFOs serves as the Executive Sponsor for Sustainability, ensuring strong leadership engagement and cross-functional alignment as we advance our sustainability strategy.



## ABOUT DEUGRO

# Our Key Industries

As outlined at the beginning of this report, our operations span a broad range of global industries, including sustainable energy, wind, power, pulp and paper, oil and gas, mining and metals, mobility, infrastructure, and petrochemicals. Even though several of these industries are not inherently sustainable, we recognize this reality and operate with a strong commitment to responsibility, efficiency and continuous improvement.

## DRIVING THE SUSTAINABLE ENERGY TRANSITION

At the same time, we maintain our focus on supporting the growth of green-energy solutions. Over recent years, we have expanded our engagement in renewable projects, aligning our operations with long-term sustainability goals. Our goal is to balance the requirements of our existing industries with a forward-looking approach that contributes to the global energy transition.

Reflecting this focus, our Global Wind Renewable Energy (GWRE) team plays a central role in advancing sustainable infrastructure across the global renewable energy sector. GWRE delivers highly specialized, engineering-driven logistics and supply chain solutions that ensure the safe, efficient and timely transport of critical components for both onshore and offshore wind and power-grid projects worldwide.

By combining deep technical expertise with strong cross-regional collaboration, GWRE strengthens the resilience of

supply chains—from early concept design phase to the final installation. This includes engineered transport concepts, lifting and sea-fastening designs, route and risk assessments and the coordination of multimodal heavy-lift operations. These services support OEMs, EPCIs, TSOs and developers in reducing logistical risk, protecting asset integrity and safeguarding project timelines—key prerequisites for sustainable project execution.

## OUR ROLE IN THE RENEWABLE ENERGY VALUE CHAIN

Through this integrated approach, GWRE provides end-to-end logistics solutions across the full renewable energy value chain, covering on and offshore wind turbine components, foundation structures, substations, and all HVDC grid-connection elements. Its solutions address the unique complexity of large-scale developments, ensuring that even the largest and most technically sensitive components reach their destination safely and with minimal environmental or operational risk.

By applying engineering-led planning, optimized multimodal transport concepts and advanced supply chain management, GWRE helps to reduce emissions, unnecessary re-handling and transport distances. This contributes directly to the renewable sector's sustainability objectives and enables the acceleration of a reliable, low-carbon energy infrastructure worldwide—strengthening the broader global energy transition.

## ABOUT DEUGRO

# Advancing Sustainable Maritime Transport

In a significant step towards enhancing sustainable maritime transport, deugro Danmark—together with Siemens Gamesa and Amasus Offshore—introduced two newly designed vessels, the *Rotra Futura* and the *Rotra Horizon*, to support the sustainable maritime transport of offshore wind turbine components. In 2025, both vessels were delivered and entered operational service.

The *Rotra Futura* commenced its first project in July, transporting 108-meter offshore wind turbine blades from Denmark to the USA. This maiden voyage marked the first commercial deployment of the next-generation *Rotra* vessel class and confirmed its ability to meet the evolving requirements of the offshore wind industry. The operational performance of the *Rotra Futura* also validated the key design principles outlined in our 2024 Sustainability Report, including the optimized loading concept, improved hull form, hybrid propulsion system and high-efficiency energy recovery technologies. Under the supervision of our wind logistics specialists, the vessel delivered the expected efficiency gains and technical reliability throughout its first project.

With both vessels now fully operational, we continue to strengthen our ability to support the renewable energy sector with low-carbon, high-efficiency maritime transport solutions. These next-generation vessels further solidify our long-term commitment to driving innovation in wind logistics, minimizing environmental impact across the maritime value chain, and enabling clients to execute increasingly large and complex offshore wind projects safely, efficiently and sustainably.

- **Aerodynamic hull:** lowers energy use
- **Low-resistance coating:** boosts efficiency
- **Wärtsilä engine:** consumes approx. 15% less fuel for lower emissions
- **Hybrid propulsion:** delivers power efficiently
- **Exhaust cleaning:** meets the highest IMO Tier III
- **Waste heat recovery:** improves energy efficiency



# Sustainability at deugro




<b>Approach to Sustainability</b>	<b>15</b>
<b>UN Global Compact Participation</b>	<b>16</b>
<b>Alignment with the UN Sustainable Development Goals</b>	<b>17</b>
<b>Our EcoVadis Performance</b>	<b>18</b>

## SUSTAINABILITY AT DEUGRO

# Our Approach to Sustainability

Sustainability is deeply grounded in deugro’s way of working and is a key topic of focus at all levels of our organization. It is integrated across our operations and championed by our leadership worldwide. Our sustainability approach aligns with globally recognized standards such as ISO 14001, ISO 26000 and the UN Sustainable Development Goals (SDGs). Additionally, as members of the UN Global Compact (UNGC) initiative, we support the Ten Principles of the UNGC. To structure our sustainability efforts, we have established a framework based on three key pillars—People, Planet and Principles—which align with the broader environmental, social and governance (ESG) criteria.

## SUSTAINABILITY AT DEUGRO

- 
**People:** We are committed to upholding human rights; fair labor practices; and diversity, equity and inclusion (DEI); as well as to fostering employee well-being and professional growth.
  
- 
**Planet:** We continuously seek to minimize our environmental footprint by improving energy efficiency, optimizing resource use and supporting clients in choosing sustainable logistics solutions.
  
- 
**Principles:** We uphold integrity, transparency and accountability in all business activities, ensuring ethical conduct, regulatory compliance and strong anti-corruption measures.

By embedding these pillars into our operations, we strive to create long-term value for our stakeholders while driving positive environmental, social and governance impact.



# UN Global Compact Participation

We are proud to be a member of the United Nations Global Compact (UNGC), the world's largest voluntary corporate sustainability initiative. Since signing our commitment in 2014, we have been dedicated to aligning our strategies and operations with the UNGC's Ten Principles, encompassing human rights, labor, environmental protection and anti-corruption.

deugro upholds international standards for human rights and labor ethics, maintaining a zero-tolerance policy toward any violations. We are committed to fostering a safe, inclusive and ethical work environment, ensuring that the rights of every individual are respected. We maintain a strict policy against bribery and corruption, expecting all employees and partners to adhere to the highest standards of honesty, ethics and transparency. We are committed to protecting the environment, continuously drive environmental initiatives and seek innovative solutions to minimize our ecological footprint, contributing to a sustainable future for generations.

Our participation in the UNGC reflects our core values, reinforcing our responsibility to operate as a sustainable, ethical and forward-thinking company that drives positive change across industries and communities.

For more information, see our Communication on Progress [here](#).

## THE TEN PRINCIPLES OF THE UNGC

### HUMAN RIGHTS

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

### LABOR

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Principle 4: Businesses should eliminate all forms of forced and compulsory labor.
- Principle 5: Businesses should effectively eliminate child labor.
- Principle 6: Businesses should eliminate discrimination in respect to employment and occupation.

### ENVIRONMENT

- Principle 7: Businesses should support a precautionary approach to environmental challenges.
- Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.
- Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Principles



People



Planet



# Alignment with the UN Sustainable Development Goals

Beyond our commitment to the UNGC, we actively align our sustainability efforts with the UN Sustainable Development Goals (SDGs). The SDGs provide a global framework for addressing critical environmental, social and economic challenges, and we recognize our role in contributing to these objectives through responsible business practices.

## DRIVING IMPACT THROUGH CONTINUOUS IMPROVEMENT

Aligning with the UN SDGs reinforces our approach to sustainability, ensuring that our business contributes meaningfully to global progress.

To maintain the effectiveness and relevance of our sustainability initiatives, we continuously:

- Monitor and assess our material topics in relation to the SDGs
- Refine our sustainability strategy to address emerging risks and opportunities
- Expand our contribution by integrating sustainability further into our operations, partnerships and innovation efforts

**By engaging with the UNGC and SDGs, we are strengthening our commitment to sustainability, corporate responsibility and long-term value creation for our business, our stakeholders and the global community.**

# Our EcoVadis Performance

Transparency is a cornerstone of our approach, and we continuously review and refine our processes to ensure accountability and deliver meaningful outcomes. In recent years, our annual EcoVadis assessments have provided valuable insights into both our strengths and opportunities for improvement.

Building on this foundation, we achieved the [EcoVadis Bronze Medal](#) in 2025, placing us among the top 35% of companies rated within the global logistics industry. This recognition reflects our steady progress in formalizing a group-wide sustainability approach, advancing responsible business practices across our global operations, and reinforcing our commitment to continuous improvement.

As we look ahead to 2026, we will continue this practice, focusing on targeted enhancements that further strengthen our impact and commitment to transparency.

## EVALUATION AREAS



Environment



Labor and human rights



Ethics



Sustainable procurement



BRONZE | Top 35%

ecovadis

Sustainability Rating

AUG 2025

# Principles

<b>Governance and Integrity</b>	<b>20</b>
<b>Our Commitment to Ethical Corporate Governance</b>	<b>21</b>
<b>A Strong Foundation for Responsible Growth</b>	<b>22</b>
<b>Our Commitment to Quality and Continuous Improvement</b>	<b>23</b>
<b>Auditing with Integrity</b>	<b>24</b>
<b>Prioritizing Client Satisfaction</b>	<b>25</b>
<b>Strengthening Information Security Management</b>	<b>26</b>

## PRINCIPLES

# Governance and Integrity

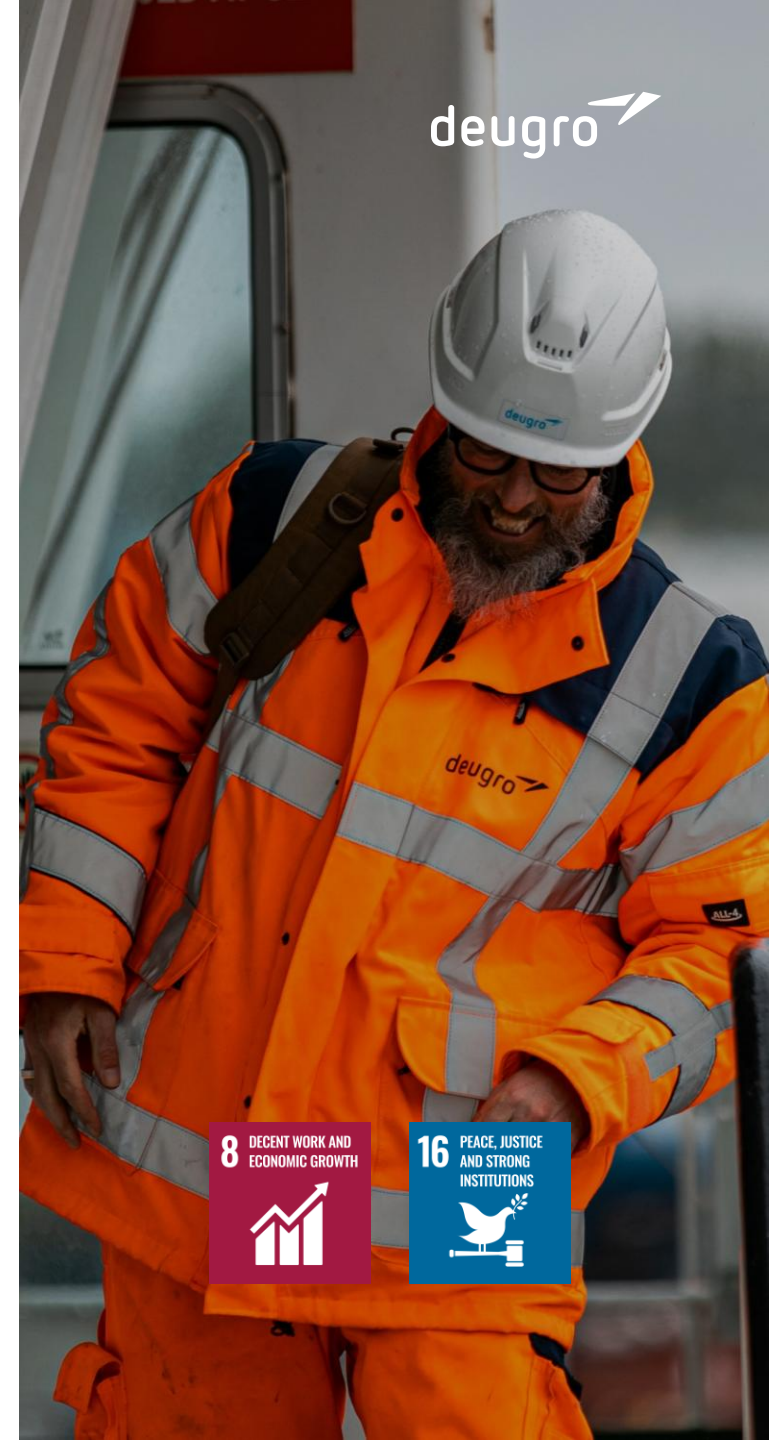
At deugro, we believe that strong governance and unwavering integrity are the cornerstones of sustainable success. We maintain the highest standards of ethics and business practices across every level of our organization. Our commitment to honesty and transparency is not only a reflection of our core values but also a guiding principle in every decision—from our C-Suite to every employee and stakeholder. We extend these standards to our business partners, ensuring that trust and accountability are at the heart of all our collaborations.

Drawing on a long-standing tradition of quality and ethical leadership, we continually refine our governance framework to meet the evolving challenges of today's business landscape. Our dedication to integrity permeates every facet of our operations, fostering an environment in which responsible decision-making and continuous improvement are the norm.

## OUR FOCUS

- **Corporate Governance:** Ensuring strong, transparent and accountable leadership through our governing bodies, including our C-Suite, Legal and Compliance department, and regional management. We uphold strong oversight structures that embed compliance into our corporate culture and decision-making, striving to integrate compliance into every aspect of our operations.
- **Ethics and Compliance:** Upholding the highest ethical standards through robust compliance programs, guided by our Code of Ethics and Compliance as well as our ISO-certified anti-bribery management system. We actively promote a culture of integrity by focusing on the tone from the top, risk assessments, due diligence, communication, training, investigations and regular monitoring.
- **Quality:** Maintaining a strong commitment to quality and operational excellence through a centralized quality assurance process that enhances efficiency and ensures global standardization, comprising our ISO certifications. We continuously improve our operational frameworks to ensure the highest quality outcomes, to drive efficiency and to uphold our reputation for delivering exceptional results.
- **Information Security and Data Privacy:** Protecting information and data through a structured and ISO-certified information security management system. We proactively promote responsible data handling through clear policies, employee awareness initiatives, and continuous monitoring to safeguard the confidentiality, integrity and availability of information across our global operations.

deugro 



# Our Commitment to Ethical Corporate Governance

At deugro, we operate in more than 70 countries, each with applicable laws, regulations and cultures. We act with the same level of integrity across our markets and expect compliance with all applicable laws and regulations. Unethical behavior from our employees or business partners can negatively impact the communities in which we operate and expose deugro to significant reputational and financial risks.

To manage this complexity and mitigate associated risks—integrity, transparency and accountability form the foundation of our global compliance framework, which is built on our Code of Ethics and Compliance and guides key areas such as anti-bribery and corruption, human and labor rights, data privacy and information security, and whistleblowing. Where local laws differ from our standards, the stricter standard must apply.

This framework is supported by a set of policies, including our Code of Ethics and Compliance, Anti-Bribery and Corruption Policy, Code of Ethics and Compliance - Business Partners, and Investigations and Disciplinary Actions Policy. Together, these

provide clear guidance for ethical decision-making and responsible business interactions across our operations and value chain.

## ZERO TOLERANCE FOR CORRUPTION AND UNETHICAL PRACTICES

deugro maintains a zero-tolerance approach to bribery, facilitation payments and any form of improper conduct. Our policies align with global standards such as the U.S. Foreign Corrupt Practices Act, the UK Bribery Act and the UN Global Compact. We have strengthened our governance through ISO 37001 certification, and we extend these expectations to our suppliers through our Code of Ethics and Compliance - Business Partners.

## STRENGTHENING SHARED RESPONSIBILITY

To further embed ethics and accountability into daily operations, we launched our first Compliance Week in 2025. This initiative underscored our commitment to transparency and responsible business conduct across global operations and provided employees with opportunities to deepen their understanding of the compliance framework

and individual responsibilities through interactive learning formats.

Key activities included global Compliance Unplugged webinars, which enabled open dialogue on core compliance topics, and local Coffee and Compliance sessions led by Local Ethics Officers (LEOs). These sessions encouraged discussion at the local level and strengthened awareness of ethical expectations in day-to-day decision-making.

In parallel, we continued to strengthen compliance implementation through e-learning programs and compliance health checks conducted across eight branches. These health checks assess local implementation of compliance controls, identify potential risk areas and support continuous improvement. In 2025, our annual compliance e-learning completion rate reached 96.93%.

Together, these activities support a shared understanding of ethical responsibilities and reinforce a culture in which integrity, accountability and transparency guide everyday actions.

**250+**  
Compliance Unplugged participants

**1,200+**  
Coffee and Compliance participants

Compliance Health Checks in **8** branches

**96.93%**  
Annual e-learning completion rate

# A Strong Foundation for Responsible Growth

Building on our ethical corporate governance framework, we focus on ensuring that integrity, transparency and accountability are consistently applied in daily operations. This foundation supports responsible growth by enabling ethical decision-making, early risk identification and trust across our organization.

## EMBEDDING INTEGRITY IN DAILY OPERATIONS

Our commitment to integrity is supported by our Local Ethics Officers (LEO) program. LEOs serve as trusted points of contact for employees to raise concerns, seek guidance and escalate issues when necessary. With more than 50 trained LEOs worldwide, the program strengthens local accountability and ensures access to compliance support across our global operations.

In 2025, the program was further strengthened through biannual, two-day face-to-face workshops held across four locations worldwide. These sessions included case studies, interactive activities and guest speakers to enhance

engagement and reinforce awareness of key compliance topics across deugro.

## WHISTLEBLOWER PROTECTION AND REPORTING MECHANISMS

We believe that transparency and accountability are crucial to ethical business conduct. Our whistleblower mechanism provides employees, stakeholders and business partners with secure, confidential and anonymous channels to report concerns or potential violations. Reports can be submitted through direct managers, HRs, local management, Legal and Compliance, LEOs, or via our secure and multilingual [Speak Up!](#) platform, which is accessible via the web, phone or text message with country-specific helpline numbers for support.

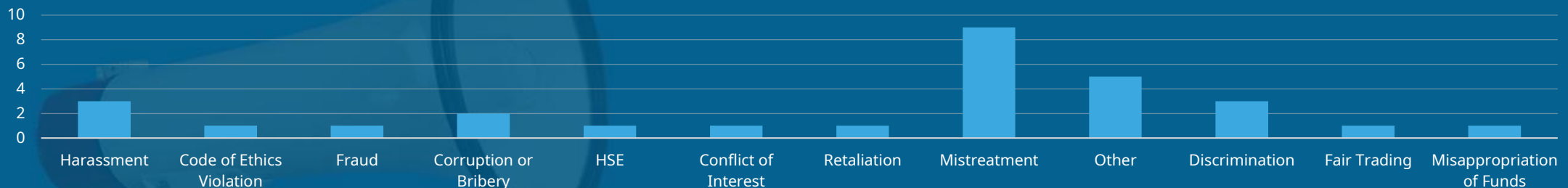
All reports are reviewed in line with defined procedures to determine whether further investigation is required. Where findings indicate gaps or misconduct, appropriate remediation measures are implemented to address root

causes, strengthen internal controls and reduce the likelihood of recurrence.

We strictly prohibit retaliation against individuals who report concerns in good faith, evidenced by the signing of an anti-retaliation pledge by our Co-CEOs. We encourage employees and business partners to use our 24/7, confidential Speak Up! platform to report concerns at any time. This includes the option to report anonymously, ensuring a safe and open environment for ethical accountability.

By embedding clear points of contact, secure reporting channels and strong protections against retaliation in our business activities, we aim to ensure that ethical conduct is upheld even in complex and fast-moving operational environments. This foundation supports responsible growth by reinforcing trust, accountability and long-term business resilience.

Issue Types of Reports



## PRINCIPLES

# Our Commitment to Quality and Continuous Improvement

At deugro, quality is a fundamental part of our culture. We continuously strive to enhance our processes and services to meet the highest standards while upholding our commitment to sustainability. Through our integrated management system (IMS), we ensure that our operations align with best practices in quality, health and safety, and environmental management.

We are proud to hold ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, ISO 37001:2016 and ISO/IEC 27001 certifications, demonstrating our adherence to internationally recognized standards. These certifications reflect our structured approach to quality, occupational health and safety, environmental responsibility and anti-bribery, ensuring compliance with industry regulations and client requirements.

### Quality Management System – ISO 9001:2015

This certification demonstrates our commitment to delivering high-quality services by focusing on client satisfaction, leadership, employee engagement and continuous improvement.

### Occupational Health and Safety Management System – ISO 45001:2018

We prioritize employee safety and well-being through a robust health and safety management system, by emphasizing risk management and emergency preparedness, and by proactively monitoring workplace safety.

### Environmental Management System – ISO 14001:2015

Our environmental management practices focus on sustainability, life cycle analysis, environmental audits and minimizing our environmental footprint, underscoring our commitment to sustainable operations.

### Anti-Bribery Management System – ISO 37001:2016

This certification supports our zero-tolerance approach to bribery and corruption, reinforcing our structured compliance framework with robust policies on gifts, hospitality and risk management. By integrating these management systems into our global operations, deugro ensures alignment with international standards, reflecting our commitment to transparency, accountability and sustainable growth.

### Information Security Management System – ISO/IEC 27001

This certification ensures that we protect client and company data through a structured information security management system. It reinforces our commitment to safeguarding sensitive information by implementing robust controls, regular risk assessments and continuous monitoring to prevent data breaches and ensure secure operations.

View our ISO certifications:



ISO 9001:2015



ISO 45001:2018



ISO 14001:2015



ISO 37001:2016



ISO/IEC 27001

# Auditing with Integrity

## AUDIT TIMELINE: APRIL 2025 – MARCH 2026

### 24

**internal audits**

193 non-conformities  
59 opportunities for improvement  
48 observations

### 15

**external audits**

**for ISO 9001, ISO 45001 and ISO 14001**

**No major non-conformities**

10 minor non-conformities  
5 observations

### 2 client audits

To maintain and improve our standards, we conduct regular internal and external audits of our operations. These audits help us to identify areas for improvement, drive corrective actions, and ensure full compliance with regulatory and certification requirements. Additionally, our monthly reporting system provides continuous insights into our performance, allowing us to monitor and track progress as well as to implement measures to enhance sustainability. All deugro offices are required to submit a range of sustainability data in a monthly report through an integrated platform.

Our commitment to quality extends beyond our own operations. We conduct regular subcontractor audits to ensure that our partners uphold the same high standards. In 2025, 10 on-site audits were conducted across various subcontractors' premises to assess their adherence to contractual obligations, quality standards and safety regulations. These audits provided valuable insights into subcontractor capabilities, operational risks and areas requiring improvement. All audit findings were systematically documented and reported within our integrated platform, reinforcing

transparency and accountability in subcontractor evaluations. Moving forward, we shall continue our actions to reinforce a culture of quality, safety and operational excellence, ensuring that subcontractor partnerships align with the company's high standards and long-term business objectives.

Continuous improvement is at the heart of our integrated management system (IMS). Through training, stakeholder engagement and process optimization, we are constantly evolving to meet the demands of our stakeholders and the ever-changing industry. At deugro, quality is not only a standard—it is a commitment to excellence that drives our sustainable growth and long-term success.



ISO 9001, ISO 14001 and ISO 45001 implemented at more than **90%** of our locations



# Prioritizing Client Satisfaction

Because we are a service provider, ensuring high quality standards is fundamental to our operations. We are highly committed to maintaining the highest level of quality and continuously strive to enhance our services to meet and exceed client expectations. Regular evaluations of client requirements and their fulfillment from the client’s perspective is crucial in measuring satisfaction levels and identifying areas for improvement.

To systematically assess the quality of our services, we conduct regular surveys with our clients. The insights gained from this process serve as a foundation for evaluating our performance and making data-driven improvements.

In January 2025, we launched our annual client satisfaction feedback campaign again, which ran throughout the year. The initiative is designed to gather valuable input through an online questionnaire that focuses on three key elements of service interaction:

- **Communication satisfaction:** Assessing clarity, responsiveness and effectiveness in interactions
- **Service satisfaction:** Evaluating the quality, efficiency and reliability of services delivered
- **Client retention:** Understanding long-term client engagement and loyalty

**89.57%** client retention intent 

Throughout 2025, we collected 315 fully or partially completed feedback responses from clients globally. The overall results are highly encouraging, with the majority of feedback falling into the “Satisfied” or “Very satisfied” categories. These positive results reaffirm our commitment to excellence and highlight the trust our clients place in our services.

Overall Client Satisfaction	
Quality Metrics	Satisfaction Level
Responsiveness of company contact (time and accessibility)	96.83%
Quality and suitability of information provided	97.14%
Quality of technical proposals	94.29%
Quality of commercial proposals	92.38%
Handling of cargo/property/information	93.97%
Adherence to on-time delivery	92.38%
Approach and performance regarding health, safety, environment and security	94.92%
Competitiveness of services provided	93.02%
<b>Average</b>	<b>94.37%</b>

Moving forward, we will continue to prioritize client satisfaction by refining our quality management processes, actively responding to feedback and by striving for continuous improvement in all aspects of our service delivery.

# Strengthening Information Security Management and Global Cyber Resilience

The global cyber threat landscape continued to evolve rapidly in 2025, underscoring the need for more resilient information security practices across all industries. Increasing attack volumes and growing financial impacts are further reinforcing the importance of strong cyber resilience to safeguard business continuity and maintain trust in an increasingly digitalized supply chain environment.

As digitalization continues to shape our global operations, protecting our information systems and data remains a core priority. Strong cybersecurity is essential to ensure operational resilience and maintain the confidence of our clients and business partners.

## ESTABLISHING A STANDARDIZED, TRUSTED SECURITY FRAMEWORK

In 2025, we achieved ISO/IEC 27001 certification for our information security management system (ISMS), confirming the successful establishment of a structured and internationally recognized information security framework at deugro.

This certification verifies that we have implemented a clearly defined ISMS scope, a comprehensive policy framework and a formal governance structure for information security. It confirms that roles, responsibilities and authorities are documented, and that processes for risk assessment, risk treatment, internal auditing and management review are firmly in place. Together, these elements ensure the systematic protection of the confidentiality, integrity and availability of our information assets across key operational locations.

## IMPLEMENTATION OF SECURITY CONTROLS TO MITIGATE CYBER RISKS

We implemented more than 95% of applicable security controls, covering essential areas such as access management, system hardening, continuous monitoring, data backup and recovery, supplier oversight and employee awareness. These controls form the foundation of our global information security program.

Our security controls were independently audited as part of the ISO/IEC 27001 certification process, confirming that they meet internationally recognized security standards. Through these efforts, we strengthen our ability to:

- Protect against common cyberattack methods
- Ensure consistent security standards across our global locations
- Reinforce trust with clients and partners
- Support secure and resilient digital operations

ISO/IEC 27001 certification does not imply immunity from security risks. Instead, it demonstrates that we operate a systematic, pragmatic and risk-based ISMS that enables informed decision-making, effective prioritization and continuous improvement. This approach supports our business objectives and enhances the long-term resilience and sustainability of our operations.

Looking ahead, we will continue to mature and enhance our ISMS in line with evolving risks, industry developments and business priorities. Embedding information security into day-to-day activities remains a shared responsibility across our organization.

# People

<b>Social Responsibility</b>	<b>28</b>
<b>Who We Are</b>	<b>29</b>
<b>Our Commitment to Health and Safety</b>	<b>30</b>
<b>Fostering a Culture of Safety</b>	<b>31</b>
<b>Prioritizing Mental Health and Well-being</b>	<b>32</b>
<b>Empowering Growth Through Employee Development</b>	<b>33</b>
<b>Promoting Diversity and Inclusion</b>	<b>34</b>
<b>Advancing Human Rights</b>	<b>35</b>
<b>Fostering Community Engagement</b>	<b>36</b>

## PEOPLE

# Social Responsibility

At deugro, our employees are not just the key to our success—they are the very heart of our organization. We are deeply committed to creating a supportive and thriving work environment in which every individual can excel and feel valued.

We continuously aspire to the highest standards of health and safety, uphold fair labor practices and advocate human rights throughout our supply chain. We invest in continuous learning and development opportunities, empowering our employees to grow and succeed in their careers, while fostering diversity, equity and inclusion and an environment in which all employees feel respected and valued. Our commitment to social responsibility extends beyond our workforce to the communities where we operate. We actively engage with and support these communities through partnerships with global and local organizations, donations and volunteer programs.

### OUR FOCUS

- **Health and safety:** Maintain a continuous focus on safety at project sites and business operations, ensuring stringent safety protocols and regular training to protect our workforce. Enhance our focus on mental health and well-being through comprehensive wellness programs, regular health assessments, and creating a supportive environment that prioritizes the physical and mental health of our employees.
- **Diversity, equity and inclusion:** Promote a culture of inclusivity by further expanding our actions with regards to providing training, supporting employee resource groups, creating awareness and aiming for a diverse representation at all levels of the organization.
- **Employee development:** Provide continuous learning opportunities through professional development programs, mentorship and career advancement initiatives to help our employees achieve their full potential.
- **Philanthropic initiatives:** Actively participate in philanthropic efforts that support communities worldwide, including partnerships with global and local organizations, charitable donations and volunteer programs.
- **Human rights:** Develop our human rights efforts throughout our supply chain by regularly assessing our human rights impacts, reviewing our human rights due diligence processes, monitoring their effectiveness and communicating our efforts.



PEOPLE

# Who We Are

With a diverse team of more than 1,500 employees representing nearly 80 nationalities in more than 40 countries, we continue to embrace a global perspective while maintaining strong local roots.

Among the employees who chose to share demographic information, 40% identified as female and 60% as male. Approximately 15% of colleagues did not disclose gender information, which is expected given that providing personal demographic data at deugro is fully voluntary. As a result, the dataset reflects only the information employees are comfortable sharing.

Employee retention continues to be one of our strengths. In 2025, our turnover rate was 16%, which is significantly below many commonly reported levels in the logistics industry. Moreover, more than 15% of our colleagues have been with deugro for over a decade, demonstrating a workplace where people feel valued, supported and able to grow their careers.

## EMPLOYEES

Americas  
**285**

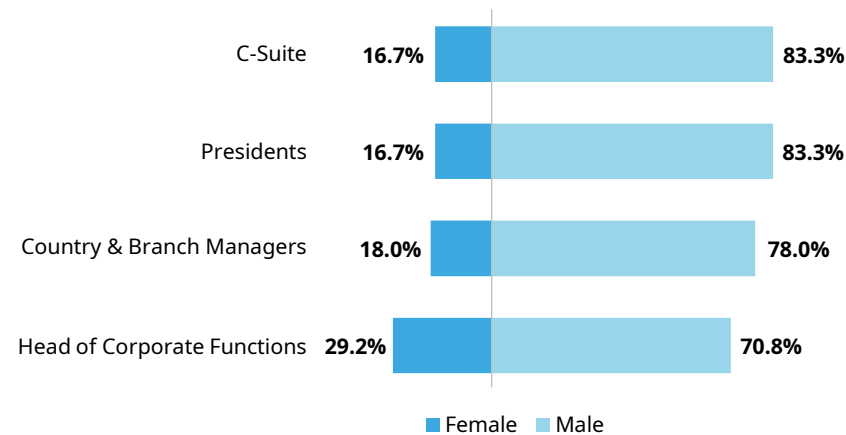
Asia, Oceania  
**410**

Europe  
**479**

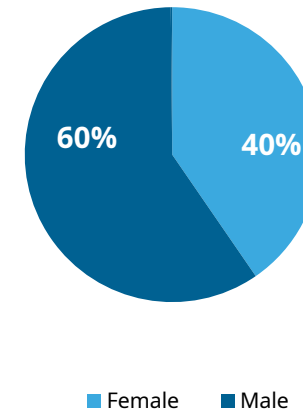
Africa, Middle East, India  
**397**

Over **1,500** employees  
in over **40** countries

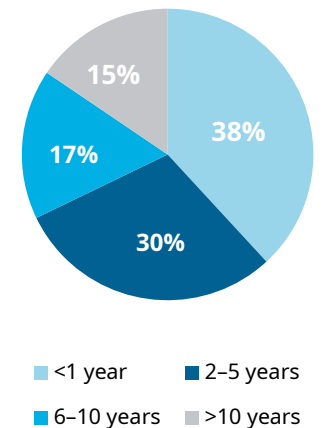
Gender Diversity of Management



Gender Diversity



Length of Service

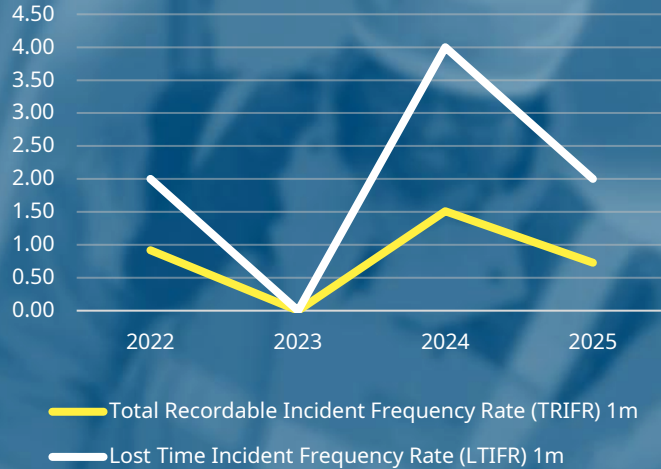


PEOPLE

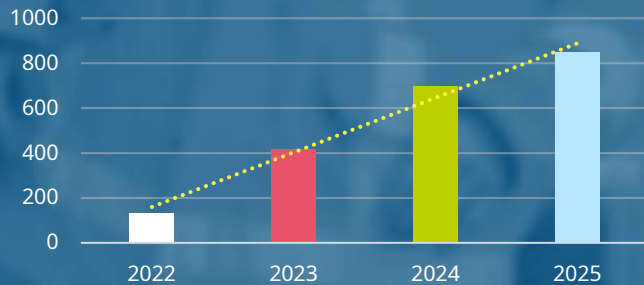
# Our Commitment to Health and Safety

## HSE Performance

deugro group TRIFR and LTIFR 2022–2025 (1m)



## QHSES Observations Conducted



### “Defining Logistics. Delivering Safety.”

Our value statement continued to guide our commitment to fostering a safe and healthy workplace throughout 2025. The well-being of our employees and business partners remains central to our operations, and we consistently work to strengthen safety standards across all activities.

To achieve our goal of zero injuries and no work-related illnesses, we take a proactive and structured approach. This includes responsible management, clear objectives and a culture of active participation. By empowering employees through Stop Work Authority, upholding corporate discipline, and ensuring respect for people and the environment, we have established the foundation for consistent safety performance. At the same time, robust risk controls and fair collaboration with business partners help to ensure safe working conditions across all operations.

We believe that health and safety are integral to operational success. Our Life Saving Rules establish the minimum safety requirements for our workforce, ensuring everyone understands and adheres to critical protocols. Through continuous training, open communication and the integration of safety into all

business functions, we reinforce a culture in which safety is second nature. Our zero-harm approach prioritizes risk awareness and cross-functional communication to control hazards effectively. As part of this strategy, we maintain our ISO 45001 certification, demonstrating our commitment to global best practices in occupational health and safety.

The Lost Time Incident Frequency Rate (LTIFR) and Total Recordable Incident Frequency Rate (TRIFR) continue to serve as key client-requested indicators for evaluating the effectiveness of our occupational health and safety management system. While no dedicated benchmark exists for the project or freight forwarding sector, data from the U.S. Bureau of Labor Statistics offers a practical reference point for our low to medium risk exposure. In 2025, we delivered solid QHSES performance with fewer recordable incidents, fewer lost-time days and reduced frequency rates. Although this reflects steady progress, our ambition remains zero harm. Looking ahead, we will continue to strengthen our QHSES initiatives in alignment with our 2026 business objectives to maintain a safe, injury-free workplace.



Learn more: [Life Saving Rules](#)

## PEOPLE

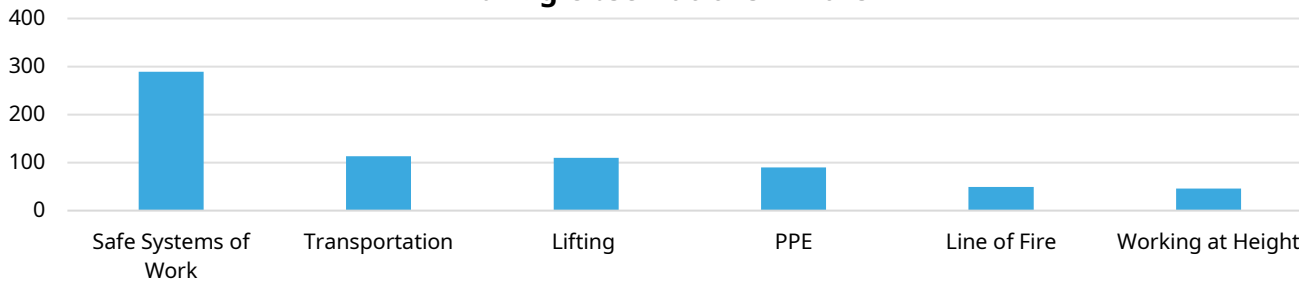
# Fostering a Culture of Safety

Our QHSES observation program continues to be an invaluable tool in proactively assessing the effectiveness of deugro's integrated management system (IMS). This initiative not only provides critical insights but also facilitates immediate and proactive corrective actions. In 2025, the number of reported observations increased compared with 2024, reflecting stronger employee engagement and our continued focus on improvement.

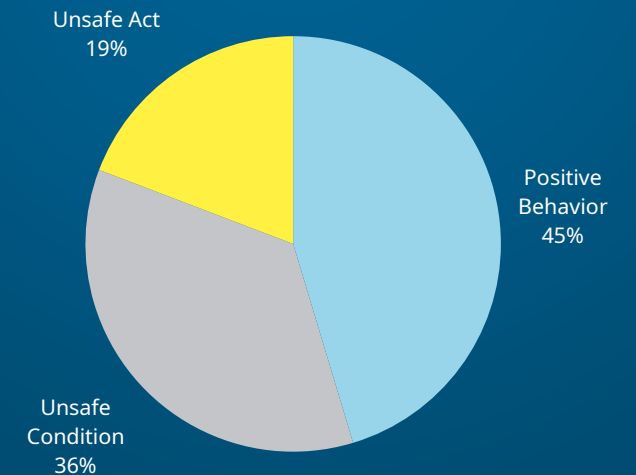
The integration of the Life Saving Rules into the program further confirmed their strong alignment with daily operational activities. Throughout the year, 697 Life Saving Rules-related events were recorded, of which 481 were identified as QHSES observations involving unsafe conditions or unsafe acts. Each observation provided an opportunity to reinforce safe behaviors through frontline coaching, constructive dialogue and prompt corrective actions.

These observations strengthened our ability to address risks directly at the source and supported ongoing coaching and guidance for our teams. The clear linkage between the Life Saving Rules and the observation process demonstrates that employees are not only aware of potential exposures but are also actively reporting and managing them. The rising volume and improving quality of observations highlight the maturity of our safety culture and our collective commitment to proactive risk prevention.

**Annual Life Saving Rules Violations  
During Observations in 2025**



**Observation by Category in 2025**

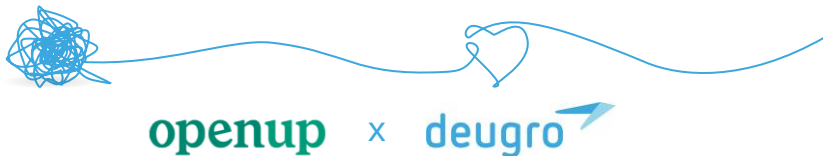


# Prioritizing Mental Health and Well-being in the Workplace

## “Empowering Minds. Cultivating Resilience.”

The health and well-being of our employees remained a top priority throughout 2025, reflecting our commitment to a resilient, supportive and people-centric workplace. Guided by insights from previous years and continuous employee feedback, we strengthened our mental health and well-being approach by expanding access to support, enhancing resources, and fostering an environment in which employees feel valued and empowered. This long-term focus continues to shape a culture of openness, respect and care.

Our partnership with [OpenUp](#) in 2025 remained a cornerstone of our global mental health support framework. Employees across all regions benefited from confidential, one-on-one psychological and coaching sessions; resilience-building programs; and a wide range of digital tools, webinars and mindfulness resources. The growing utilization of these services reflects employees’ increasing awareness of available support and greater openness in seeking help when needed.



To further reinforce our commitment to a healthy and supportive work environment, we launched Mental Health Awareness Month in October. A key milestone during the month was the mandatory global training “DEI & Mental Health: Creating Safe and Supportive Workplaces.” With a completion rate of 90.38%, the training equipped employees and leaders to recognize early signs of mental health challenges, to foster inclusive environments and to support colleagues with empathy.

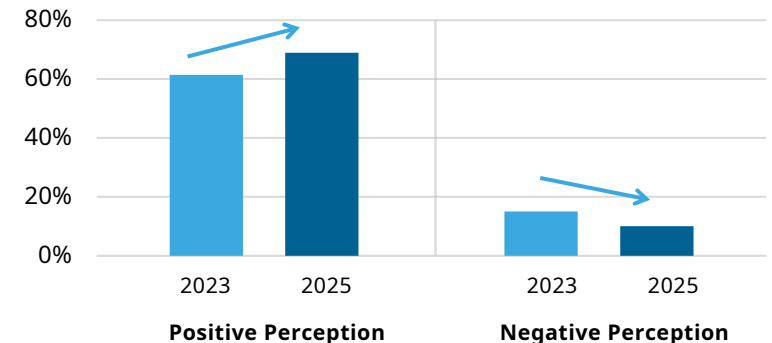
In parallel, results from our biennial Mental Health & Well-Being at Work Survey showed clear progress compared with two years earlier. Overall positive feedback increased from 61% to 69%, while overall negative feedback decreased from 15% to 10%. These results reflect employee feedback across seven key areas of workplace well-being: demands (workload and time pressure), control (autonomy in organizing work), role clarity, change management, perceived support from managers and the organization, workplace relationships and personal well-being.

These improvements were reflected in a more positive employee experience in our well-being efforts and a stronger sense that mental health is valued at deugro. The findings also highlighted areas where further improvement is needed, which are now guiding our priorities for 2026 and informing targeted measures to further strengthen a supportive and resilient workplace.

Building on these insights, we strengthened local support structures by introducing local HR teams as well-being ambassadors. They serve as accessible points of contact, raise awareness of mental health resources, and help to ensure that our global strategy reflects regional needs. While 2025 marked meaningful progress, we recognize that creating a mentally healthy workplace is an ongoing journey requiring sustained commitment.

Looking ahead, we will continue to expand support resources, improve access to mental health services, and nurture a culture rooted in empathy, openness and psychological safety to support employees’ well-being worldwide.

**Mental Health & Well-Being at Work Survey – Overall Feedback 2023 vs. 2025**  
Aggregated results across demands, control, role, change, support, relationships and personal well-being



## PEOPLE

# Empowering Growth Through Employee Development

At deugro, we recognize that our employees are our greatest asset. Investing in their growth and professional development remains essential not only for individual career progression but also for our long-term success and sustainability. In 2025, we continued to strengthen our established development programs while introducing a skills-based development approach that defines critical, role-specific skills and proficiency levels for core operational roles. This approach enables employees and managers to identify skill gaps, create targeted development plans, and integrate skill discussions into performance, development, and succession processes.

Building on this foundation, we remain committed to fostering a culture of continuous learning by providing employees with various learning pathways that reflect our business goals, industry developments and the evolving needs of our workforce. Throughout the year, we further advanced our learning initiatives to ensure employees are equipped to excel in their roles. Key initiatives included the following:

- Mentoring program
- Performance reviews
- WALK, RUN, FLY and Global BEST learning programs
- E-learning modules and other career development resources

Learn more: [Our employee development programs](#)



As part of our ongoing commitment, we will continue to invest in personalized and skills-based learning and development opportunities. By fostering a learning-oriented culture, we empower our employees to thrive in a rapidly changing environment while contributing to the sustained success and long-term resilience of deugro.



**8h 19min**

Average hours of training per employee

**77%**

Percentage of conducted performance reviews

**17**

Number of participants in the mentoring program

**8**

Number of participants in deugro's most promising (DMP) trainee program

**225**

Number of participants in the WALK program

**469** webinar | **169** e-learning

Number of participants in the RUN program

**24**

Number of participants in the Global BEST program

## PEOPLE

# Promoting Diversity and Inclusion

Fostering a diverse, equitable and inclusive workplace remains a key priority for deugro. In 2025, we further advanced our efforts to build an environment in which all employees feel respected, valued and empowered to contribute to our shared success. Our commitment to diversity, equity and inclusion (DEI) is embedded in our corporate culture and supported by a range of initiatives, including training programs, employee networks, open dialogue platforms and compliance structures. Together, these efforts aim to raise awareness, encourage respectful collaboration, and ensure that employees across all regions feel heard and supported.

Training and education continued to be central pillars of our DEI efforts. In 2025, we launched two global e-learning modules designed to deepen understanding of respectful workplace behavior and inclusive collaboration. Both the Creating Safe and Supportive Workplaces as well as the Respect e-learnings achieved completion rates of over 90%.

Beyond formal training programs, employee-led initiatives continued to play an essential role in strengthening an inclusive and collaborative workplace culture across our organization. The deugro Women's Network (dWN) expanded its activities throughout the year, offering opportunities for networking, knowledge exchange and professional development. Through a combination of global virtual sessions and several in-person gatherings, the dWN facilitated dialogue, experience-sharing and relationship-building. Key focus areas included Peer Coaching Circle that supported learning, confidence building and cross-functional networking, as well as inclusive panel discussions addressing leadership, career development and allyship. Together, these activities complemented formal people development initiatives and contributed to employee engagement and an inclusive global workplace culture.



### Completion rates of DEI trainings

90.38% DEI & Mental Health: Creating Safe and Supportive Workplaces

95.80% Ctrl+ALT+Respect



In 2025, deugro was **highly commended** in the **Diversity & Inclusion** category at the **Global Sustainability Awards**, recognizing the dedication of our global teams and our ongoing commitment to DEI.

# Advancing Human Rights

Respect for human rights remains a core principle of how we conduct business at deugro. We believe that every individual deserves dignity, fairness and respect, and we are committed to embedding these values across our global operations, supply chains and business relationships. Guided by international standards such as the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights, we work consistently to foster an environment in which people feel safe, included and treated fairly, while aligning our practices with globally recognized principles for responsible business conduct.

Throughout 2025, we strengthened our human rights approach by deepening awareness, improving our understanding of potential human rights risks, and reinforcing our commitment to preventing discrimination, harassment, violence or unsafe working conditions.

As part of our broader efforts to promote a culture of dignity and respect, we supported the Orange the World initiative during the UN's 16 Days of Activism Against Gender-Based Violence. Through our internal campaign, we shared concise, evidence-based messages on the prevalence and impact of gender-based violence, encouraging employees worldwide to reflect on the importance of safety, equality and respect in creating a healthy and inclusive workplace.

As we move forward, we remain focused on advancing human rights awareness, expanding relevant training initiatives, and working closely with employees and partners to reinforce responsible and fair business practices.



## PEOPLE

# Fostering Community Engagement

At deugro, we recognize our responsibility to contribute positively to the communities in which we operate. Beyond our core business activities, we aim to create meaningful impact by giving back, supporting those in need, and driving sustainable progress through global partnerships, local initiatives and active employee engagement.

## STRATEGIC PARTNERSHIPS FOR GLOBAL IMPACT

As an official emergency aid partner since 2023, deugro continues to support CARE—a global non-profit organization (NGO) dedicated to providing emergency assistance and fighting poverty worldwide—in responding rapidly and effectively to global crises. In 2025, we further strengthened our long-standing partnership with CARE, reaffirming our commitment to humanitarian aid and sustainable development.

To further enhance employee engagement while supporting a meaningful cause, we launched the Moving Mountains for CARE campaign—a global fitness and fundraising initiative. Through the Move Republic app, employees worldwide could convert physical activities into points and participate in weekly challenges, making individual contributions visible as part of a shared global effort. Over two months, more than 340 employees across regions contributed to the initiative, helping to raise €50,000 in support of CARE.

By linking personal well-being with meaningful global impact, the initiative strengthened our internal culture and delivered tangible support where it is needed most.

## LOCAL COMMUNITY ENGAGEMENT

While our global partnership with CARE remains central to our philanthropic strategy, our teams also actively support the communities where they live and work. In 2025, branches across the USA, Germany, Finland, the UK, and other regions contributed through a variety of local initiatives—ranging from volunteering and targeted donations to practical support, such as donating used IT equipment to schools or NGOs, or helping to improve access to digital resources for underserved groups. In addition, teams supported several local charities through fundraising campaigns and direct financial contributions. Together, these efforts highlight that meaningful change begins locally, driven by employees who bring our corporate values to life.

In 2026 and beyond, we will continue to encourage employee participation and to build on existing initiatives, further strengthening both our global partnership with CARE and our local-driven community engagement activities. We remain committed to creating lasting, positive impact for the communities in which we operate.



CARE 2025  
Partner Company

*For people in need*

# Planet

<b>Environmental Responsibility</b>	<b>38</b>
<b>Enhancing our Waste and Water Management</b>	<b>39</b>
<b>Optimizing our Energy Consumption</b>	<b>40</b>
<b>Monitoring our Corporate Carbon Footprint</b>	<b>41</b>
<b>Revamping our Environmental Impact</b>	<b>42</b>

# Environmental Responsibility

As part of deugro's overall commitment to sustainability, we recognize that as a global logistics provider, we are responsible for minimizing our environmental impact and contributing to the protection of natural resources. We aim to reduce our ecological footprint and operate in an environmentally responsible manner by continuously improving the environmental performance of our office environments and operational activities. We also work with clients and subcontractors to identify environmental risks and impacts, and to support the development of more sustainable logistics solutions. Our environmental management is guided by our ISO 14001:2015 certification, which supports our systematic approach to identifying environmental risks, improving performance and integrating environmental considerations into our operations. Through this, we continuously evaluate our environmental impacts, enhance the efficiency of our processes, and ensure compliance with relevant regulations and industry standards.

## OUR FOCUS

- Climate change:** We aim to reduce our greenhouse gas (GHG) emissions, centering on measuring, analyzing and minimizing our carbon footprint. As part of this commitment, we are focusing on the advancement of our GHG emissions calculations and exploring solutions to improve carbon emissions tracking on the corporate level. We are also looking into supporting the 1.5°C target of the Paris Agreement.
- Resources management:** We are dedicated to the responsible use of resources such as water, energy and other natural resources in order to minimize the depletion of these resources throughout our operations and to reduce waste generation overall.
- Awareness and employee engagement:** We are committed to training, educating and informing our employees about environmental issues and to fostering a culture of sustainability throughout our organization. We strive to continually improve our environmental performance through employee involvement and awareness programs.
- Partnership and compliance:** We support global and local organizations engaged in environmental protection and preservation, while ensuring we comply with and exceed relevant environmental legislation and regulations.



# Enhancing our Waste and Water Management

In 2025, we continued to monitor waste generation and water consumption across our offices and operational facilities. At this stage, strengthening our data quality and insights in these areas remains a key focus of our environmental management. As our operations expand, maintaining a clear understanding of these data becomes increasingly important for identifying improvement opportunities and guiding responsible practices.

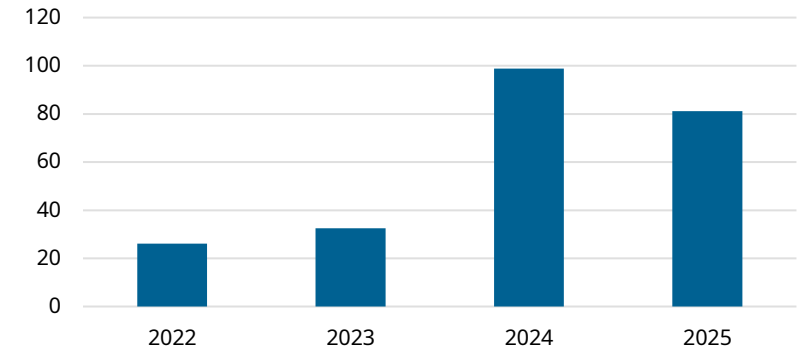
Over the year, our waste and water management performance continued to reflect our commitment to stronger environmental stewardship. Our total waste generation decreased by nearly 18%, a trend also reflected in the waste generated per person. This marks a positive shift after last year’s peak of waste generation growth driven by operational expansion and the commissioning of new facilities.

Segregation practices vary by location due to differing operational requirements, activity types and the availability of local waste management infrastructure. While a considerable share of waste remains non-segregated, meaningful progress in reducing this share was achieved in 2025 by building on ongoing local engagement efforts, increased staff awareness and further development of subsidiaries. As a result, the share of non-segregated waste decreased to approximately 46% of total waste, compared with 58% in 2024.

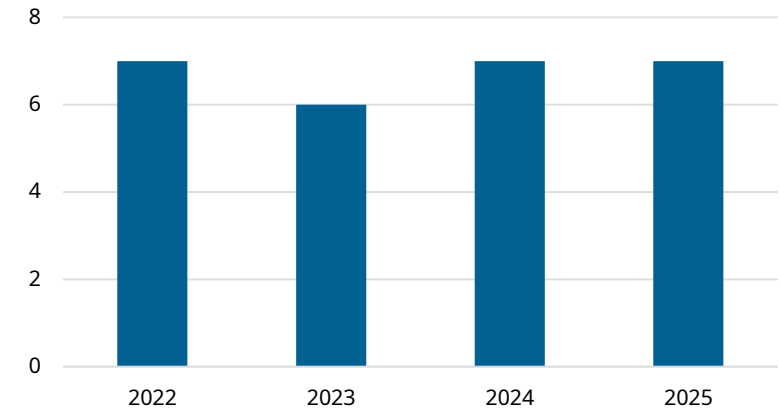
Alongside waste management, we also monitored water consumption as part of our broader resource-efficiency efforts. Compared with 2024, our overall water use per person in 2025 remained stable. Although minor year-to-year variations occurred, the growth rate compared to the previous year shows a positive development.

Moving forward, we will continue to refine our waste and water management processes. By maintaining and further developing this approach, we aim to reduce waste generation and use resources more efficiently, supporting long-term sustainability across our office operations and reinforcing our commitment to responsible resource management within our ISO 14001:2015-aligned environmental management system.

**Total Waste Generation per Capita (in kg)**



**Water Consumption per Capita (in CBM)**



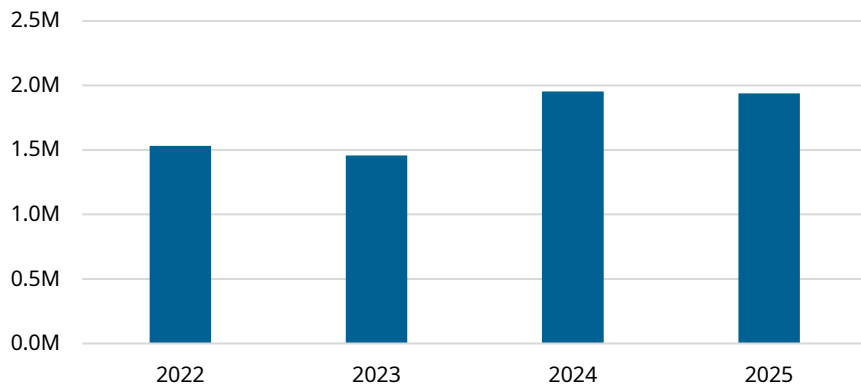
# Optimizing our Energy Consumption

In 2025, we also continued to strengthen our approach to responsible energy use, with electricity consumption remaining one of our key environmental indicators. Our total electricity consumption remained stable at around 2 million kWh, representing a slight decrease of approximately 1% compared with 2024. Electricity consumption per capita declined even more, reflecting deugro’s continuous growth. These overall trends were further shaped by developments within our facilities.

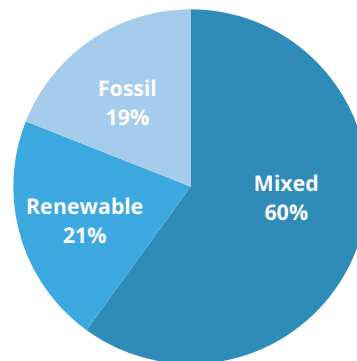
The commissioning of our new warehouse continued to influence our electricity sourcing. The share of renewable electricity decreased from 24% to 21%, mainly due to changing consumption patterns at this warehouse, which previously contributed a higher share of renewable power. Despite this shift, we maintained a meaningful share of renewable electricity across our operations, while fossil-based electricity saw a decline. Mixed electricity remained the primary source of power across offices and warehouses alike, underscoring the need for continuous improvement in energy performance.

Looking ahead, we will continue to advance practical improvements by strengthening company-wide involvement in identifying energy-efficiency opportunities. Our aim is to integrate efficiency in electrical power consumption more firmly into our operational practices. Local objectives aiming to reduce electricity consumption and switch to renewable sources support these ambitions. In line with our sustainability approach, we are also supporting the transition of our corporate fleet toward electric vehicles. Although electric mobility currently represents only a small share of fleet energy use, its steady growth reflects increasing engagement across the company and contributes to more sustainable practices within our operations.

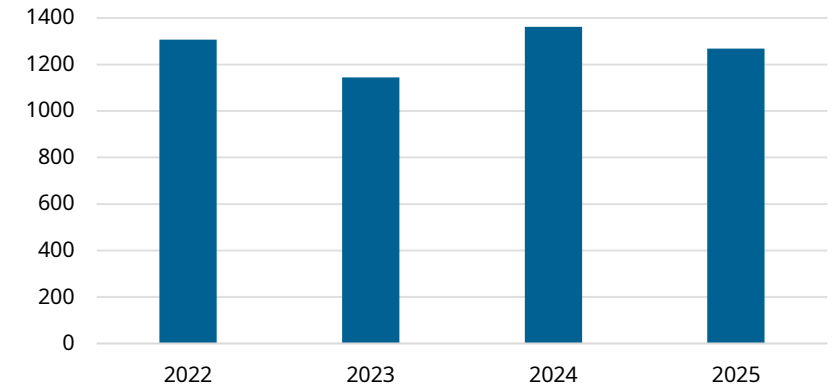
**Total Electricity Consumption (in kWh)**



**Share of Electricity Sources 2025**



**Total Electricity Consumption per Capita (in kWh)**



# Monitoring our Corporate Carbon Footprint

As climate change continues to influence business and society, we remain committed to strengthening our understanding of the environmental impact associated with our operations. By continuously improving how we monitor and analyze greenhouse gas (GHG) emissions, we aim to increase transparency and support informed decision-making across our organization.

## EMISSIONS TRACKING AND REPORTING

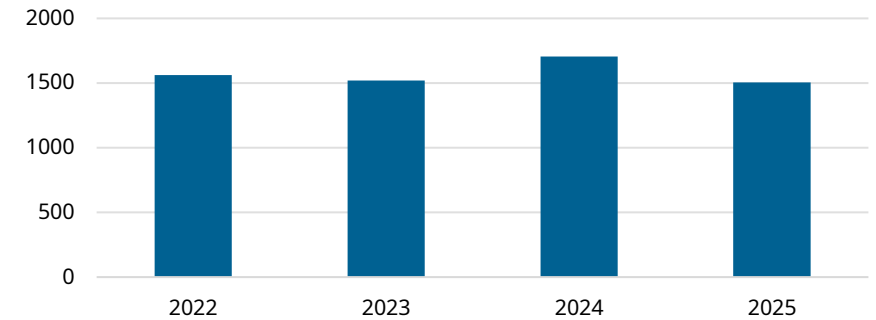
We regularly monitor and assess our GHG emissions in accordance with the Greenhouse Gas (GHG) Protocol. This framework enables us to categorize emissions into Scope 1, Scope 2 and Scope 3, ensuring a consistent and transparent approach across our operations. By applying this methodology, we track Scope 1 and Scope 2 emissions to understand the environmental impact of our internal activities, while Scope 3 reporting reflects the indirect emissions of our operations.

In 2025, our combined Scope 1, Scope 2 and partial Scope 3 emissions totaled 1,506 t CO<sub>2</sub>e, representing a 12% reduction compared to 2024 and the lowest level recorded in the past four years. Carbon intensity per manhour subsequently also improved substantially, decreasing by 17% from the previous year. Scope 1 emissions remain comparatively low due to the nature of our operations.

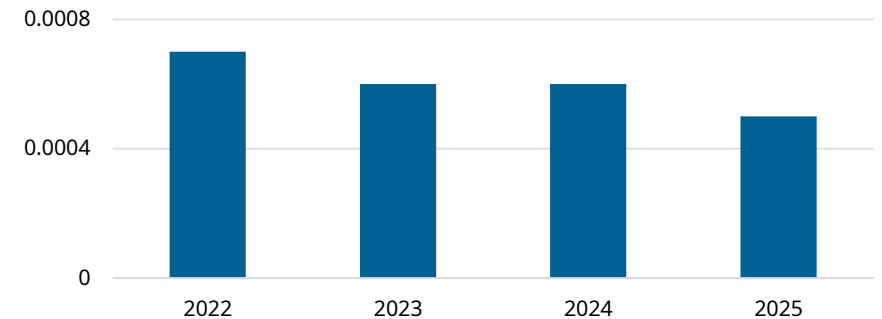
While Scope 1 and Scope 2 emissions reflect our direct and energy-related impacts, the majority of our carbon footprint arises from transportation services performed by subcontractors. These emissions are reported under Scope 3, Category 1 "Purchased Goods and Services." In 2025, transportation-related emissions were estimated to be around 370,000 t CO<sub>2</sub>e on the high end and may be subject to adjustments in the future. Hence, this data is not yet fully integrated into the carbon intensity calculation.

To calculate these transport emissions, we use the EcoTransIT World (ETW) tool, a recognized provider of environmental calculation models for the transportation and logistics sector. ETW enables emissions estimates based on operational shipment data and applies modeling approaches that account for route characteristics, transportation modes and cargo weight. Through this methodology, we are able to estimate emissions associated with subcontracted transportation services in a consistent and transparent manner.

**Scope 1 and Scope 2 Emissions (in t)**



**GHG Emissions per Manhour (in t)**



# Revamping our Environmental Impact

## ENHANCING DATA VISUALIZATION, AUTOMATION, AND EMISSIONS CALCULATIONS

As of 2025, we focused on enhancing our GHG emissions calculation methodology and automating the process to improve data accuracy and consistency. We completed the transition to a single transport management system (TMS) across our organization. This development significantly improves the transparency, traceability and consistency of operational shipment data used in emissions calculations, and is expected to reduce the need for projections in future reporting periods on a corporate level. The calculation itself remains model-based on a shipment level.

While this marks a major improvement, we acknowledge that some limitations remain. Even with these constraints, the enhanced dataset provides insights into emissions trends. To further strengthen environmental data management, we also introduced an internal dashboard in 2025. By consolidating energy, water, waste and emissions data into a single dynamic platform, the dashboard enables more efficient analysis, strengthens internal monitoring and enhances transparency across key environmental performance indicators.

## STRENGTHENING ENVIRONMENTAL AWARENESS

To deepen environmental awareness across the organization, we launched an Environmental Training Trilogy on our internal e-learning platform in connection with World Environment Day 2025. The modules offer a clear introduction to ecosystem services, climate change and how these issues intersect with logistics operations.

The Environmental Training Trilogy is a practical step toward embedding environmental competence across our organization. By establishing a shared baseline of knowledge, it helps our teams to integrate sustainability into everyday decisions and project execution. It also underscores our commitment to accessible learning for all employees, ensuring that environmental responsibility is applied consistently across our operations.

Topic	Content Description
<b>Understanding Ecosystem Services</b>	Learn how nature supports us through essential services such as clean air, water and pollination, and how human activity can put these at risk.
<b>Climate Change</b>	Explore the mechanisms driving climate change, the human activities behind it and the consequences already being observed.
<b>Climate Change and Logistics</b>	Understand how climate change affects the logistics industry and the measures that can help to reduce environmental impact.

We will continue to improve the accuracy and coverage of our environmental data while further refining our calculation methodologies. By strengthening environmental awareness and embedding sustainability considerations more deeply into our operations, we aim to continually minimize our environmental impact.



# Looking Ahead



# Looking Ahead

As we reflect on 2025, we see it as a year focused on building foundations and strengthening structures to support more consistent and transparent sustainability management across our global operations, within a complex and evolving regulatory and business environment. While meaningful progress has been made, we acknowledge that several topics remain under development and require continued focus. We also recognize that some of the ambitions outlined in our 2024 Sustainability Report have not yet been fully achieved, and we remain committed to continuing this work.

Throughout 2025, we further refined our sustainability framework across our three pillars:

**PRINCIPLES:** We continued to strengthen internal governance structures that support ethical and compliant business conduct. Ongoing development of our compliance framework, the continued implementation of our Code of Ethics and Compliance, and the certification of our information security management system in accordance with ISO/IEC 27001 contributed to clearer responsibilities and more robust risk management processes. We recognize that governance frameworks require continuous review and further refinement as regulatory expectations and business requirements evolve.

**PEOPLE:** Our efforts remained focused on maintaining a supportive work environment that enables employees to perform their roles safely and effectively. Training initiatives, leadership development programs, and continued investment in employee well-being form part of our broader effort to support long-term employability and responsible leadership. We recognize that fostering an inclusive and supportive workplace requires ongoing dialogue, reflection and adaptation across regions and functions.

**PLANET:** Improving the reliability and consistency of environmental data remained a key priority in 2025. Environment-related training supported increased awareness of environmental topics and helped to strengthen internal understanding of environmental impacts across relevant functions. Given the nature of our role as a service provider and the complexity of global supply chains, achieving meaningful progress remains a long-term challenge and will depend on gradual improvements in internal understanding and data maturity.

As we move forward, we aim to build on the structures established in recent years as well as focus on strengthening the consistency and reliability of our sustainability-related processes and data. In 2026 and beyond, our efforts will include:

- Further improving the quality, availability and transparency of sustainability data
- Deepening engagement across our supply chain to support responsible and transparent practices throughout our operations
- Continuing to advance low-impact transportation and logistics solutions
- Supporting employee well-being, learning, and inclusive workplace practices
- Maintaining engagement with external frameworks and assessment methodologies to identify areas for improvement

We recognize that sustainability is a long-term process that requires continuous learning, adaptation and practical implementation. Rather than pursuing rapid declarations of progress, our focus remains on strengthening the structures that enable responsible decision-making and gradual, measurable improvement.

Through collaboration with our employees, clients and business partners, we aim to contribute to more responsible logistics solutions while acknowledging the complexity of the environments in which we operate.

Our commitment remains to approach sustainability with transparency, accountability and a willingness to continuously improve.

# Appendix

GRI Index

Glossary of Terms

46

49



# GRI Index

## GRI Standard Disclosure

<b>Statement of use</b>	deugro has reported the information cited in this GRI content index for the period 2025 with reference to the GRI Standards.	
<b>GRI 1 used</b>	GRI 1: Foundation 2021	
<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	pp. 8–13
	2-2 Entities included in the organization’s sustainability reporting	p. 9
	2-3 Reporting period, frequency and contact point	p. 4, p. 50
	2-6 Activities, value chain and other business relationships	pp. 8–13
	2-7 Employees	p. 29
	2-9 Governance structure and composition	p. 11
	2-11 Chair of the highest governance body	p. 11
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 11
	2-14 Role of the highest governance body in sustainability reporting	p. 11
	2-15 Conflicts of interest	pp. 21–22
	2-16 Communication of critical concerns	pp. 21–22
	2-22 Statement on sustainable development strategy	p. 5
	2-23 Policy commitments	pp. 20–26
	2-24 Embedding policy commitments	pp. 20–26
	2-25 Processes to remediate negative impacts	p. 22
	2-26 Mechanisms for seeking advice and raising concerns	p. 22
	2-27 Compliance with laws and regulations	pp. 20–26
	2-28 Membership associations	p. 16
	2-29 Approach to stakeholder engagement	p. 11
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	pp. 21–22
	205-2 Communication and training about anti-corruption policies and procedures	pp. 21–22
	205-3 Confirmed incidents of corruption and actions taken	p. 22

# GRI Index

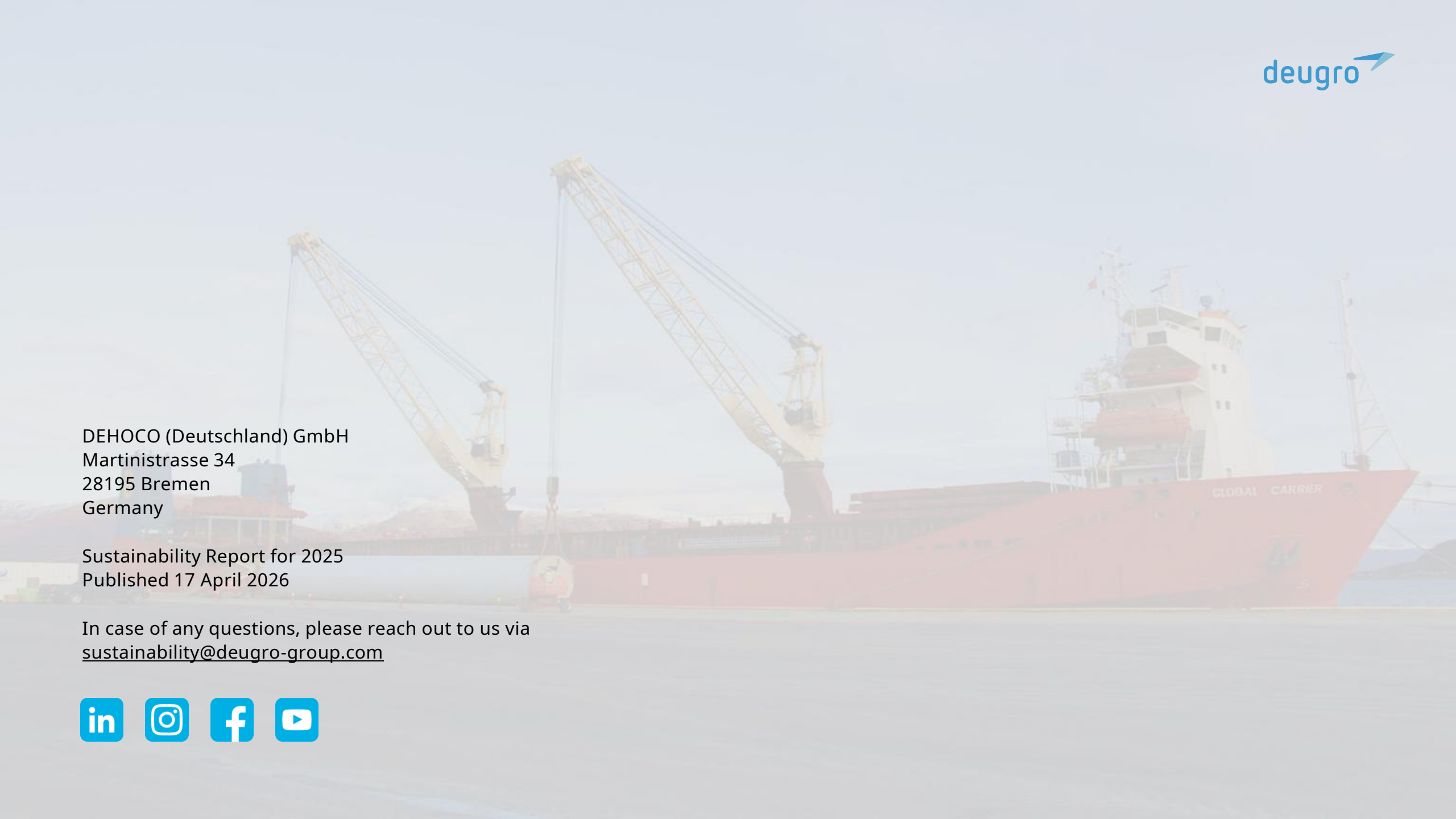
GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	p. 40
	302-4 Reduction of energy consumption	p. 40
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	p. 39
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	p. 41
	305-2 Energy indirect (Scope 2) GHG emissions	p. 41
	305-3 Other indirect (Scope 3) GHG emissions	p. 41
	305-4 GHG emissions intensity	p. 41
	305-5 Reduction of GHG emissions	pp. 41–42
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	p. 39
	306-2 Management of significant waste-related impacts	p. 39
	306-3 Waste generated	p. 39
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	p. 29
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	pp. 30–31
	403-2 Hazard identification, risk assessment, and incident investigation	pp. 30–31
	403-3 Occupational health services	p. 32
	403-4 Worker participation, consultation, and communication on occupational health and safety	pp. 30–31
	403-5 Worker training on occupational health and safety	pp. 30–31
	403-6 Promotion of worker health	pp. 30–32
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 30–31
	403-8 Workers covered by an occupational health and safety management system	pp. 30–31
	403-9 Work-related injuries	pp. 30–31

# GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	p. 33
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 33
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 33
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	p. 29, p. 34
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	p. 22
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	p. 36
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 22, p. 26

# Glossary of Terms

TERMS	DEFINITION
GRI	Global Reporting Initiatives
ESG	Environmental, social and governance
GHG	Greenhouse gas
CCO	Chief Commercial Officer
CFO	Chief Financial Officer
GWRE	Global Wind Renewable Energy
HVDC	High-voltage direct current
OEMs	Original equipment manufacturer
EPCIs	Engineering, procurement, construction and installation
TSOs	Transmission system operators
IMO	International Maritime Organization
SDGs	Sustainable Development Goals
UNGC	United Nations Global Compact
HSE	Health, safety, and environment
QHSES	Quality, health, safety, environment, and security
IMS	Integrated management system
TRIFR	Total Recordable Incident Frequency Rate
LTIFR	Lost Time Incident Frequency Rate
PPE	Personal protective equipment
DMP	deugro's Most Promising trainee program
DEI	Diversity, equity, and inclusion
dWN	deugro Women's Network
NGOs	Non-profit organizations
SBTi	Science Based Targets initiative
CBM	Cubic meter
ISO	International Organization for Standardization

A faded background image showing a large red and white cargo ship named "GLOBAL CARRIER" docked at a pier. Two large yellow cranes are positioned on the pier, with one crane's hook suspended in the air. The sky is overcast and the water is calm.

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