

ECS2XL



Sustainability Vision 2020
Results 2019



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OUR COMPANY

- ECS is established in 1995 by Family De Dijcker, one of the traditional transport families in Belgium. In 2017 ECS acquired 2XL, a family company established in 1999. Together ECS2XL with one clear vision, one mission and 2 products.
- ECS2XL has the clear ambition to grow further in a sustainable way. Based on this commitment, ECS2XL has prepared a sustainability report. With this report, ECS2XL aims to communicate its strategy transparently and report on the impact towards its stakeholders and society.

Creating Sustainable Reliable logistics

- **CO₂ emissions** can be considered as one of the key topics for logistics activities. Road transport only contributes about one-fifth of the EU's total greenhouse gas emissions. Additionally, new challenges arise in the market; more specifically, **the taxation per mileage** has been introduced.
- We see this as a new opportunity to reduce the mileage by road, increase the **mileage by train** and **optimize empty mileage**. Each full load by train or ship means a truck off the road. 30 percent of our shipments are already done by train. By 2020, we aim to do **40 percent of the shipments by train**. Our long term ambition is to **exclude the truck as much as possible** and to limit the use of trucks only to the last mile delivery.
- Finally, ECS2XL only wants to move **full container loads (FCL)**, meaning that we are actively searching for a return load in order to reduce the empty mileage. This is a win-win situation for ECS2XL and our customers.

*“Our mission is Creating Sustainable Reliable logistics or CSR logistics. **Creating** comes back to our containers, which can be used regardless the means of transportation. **Sustainability** focuses on intermodal logistics by train and less trucks on the road. **Reliable** focuses on ‘on time delivery’.*

Sustainability is not only part of our mission, but at ECS2XL we are also very excited about it and to embed it within our daily operations”

(Pieter Balcaen, CEO)



ECS2XL values



We **are solution-oriented** no matter how difficult the problem. We think out-of-the-box and come up with original ways to improve our work. We are not afraid to take risks or make mistakes. We focus on **positivism**. We are passionate and enthusiastic about our work and we like to have fun.

We are committed to the long-term success and growth of our company, employees, clients and suppliers. We **work in team** and show **respect** for each other. We value cultural diversity. We think green; we are careful with our resources and avoid waste.

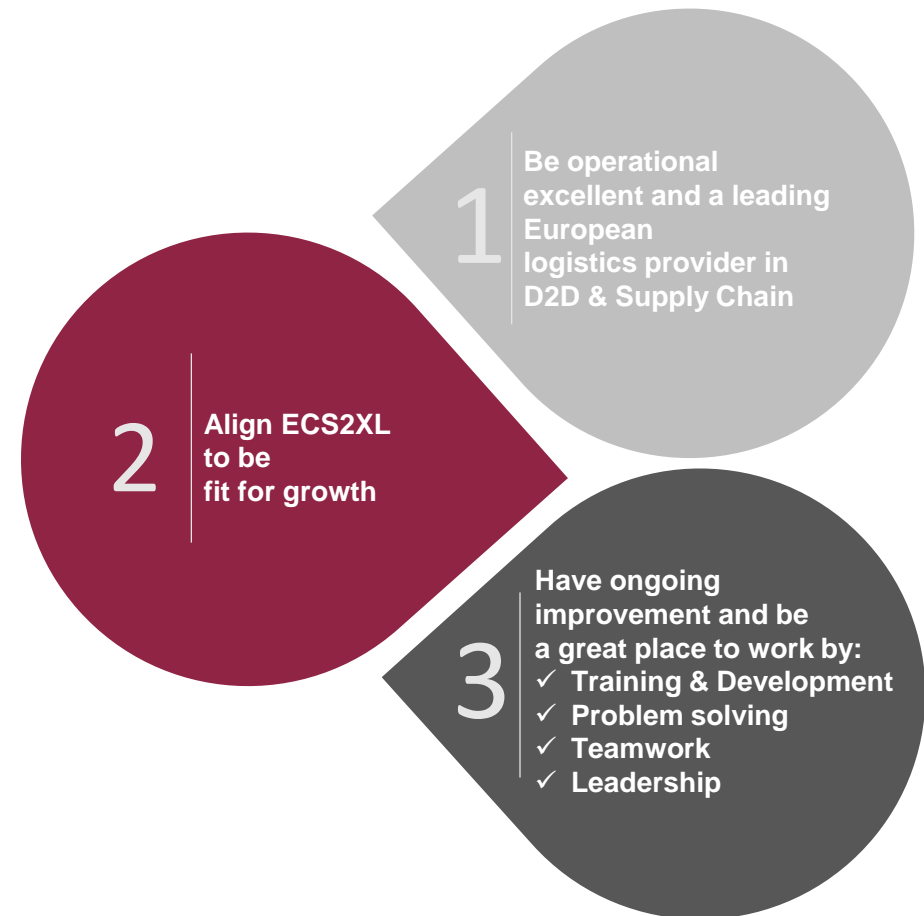


We take **ownership** by doing what we say. We are honest and inspire trust by saying what we mean. We take **responsibility** for our actions. We believe in operational excellence and realize that there is room for improvement in everything we do. We commit ourselves to deliver the required service.

ECS2XL mission & ambitions

Creating Sustainable Reliable logistics

Translated into the following ambitions:



ECS2XL At a glance



400,000 FTL/FCL



12,000 Cargo Units



600 Employees



150,000 Pallet places

3,000,000 Handlings

150,000 m2 Warehouse space

ECS2XL Divisions

D2D Transport

ECS2XL Door-to-door transport coordinates the transport of full truck loads with an aim to increase shipments by train and to reduce the empty mileage.

Supply Chain Integration

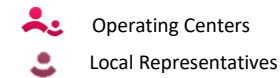
ECS2XL Supply Chain Integration implements optimization of the goods flow, including value added logistics and / or services. This by 150,000 m2 warehouse facilities located in Belgium and France.

Technics

ECS Technics provides repair & maintenance services towards our entire fleet. By providing these services, durable materials contribute towards our reliable services and ensure the continuity and safety on the road.

ECS2XL Operating Centers

ECS2XL has 4 operational centers located in Belgium, The Netherlands, France & the UK. Together with our local sales representatives, our services can be provided throughout the European market.











OUR AMBITIONS TOWARDS 2020

Because sustainability is at the core of our vision “Creating Sustainable Reliable Logistics”, ECS2XL supports the **UN Global Compact** and has mapped the different stakeholders concerns and priorities to the **Sustainability Development Goals (SDG)**.



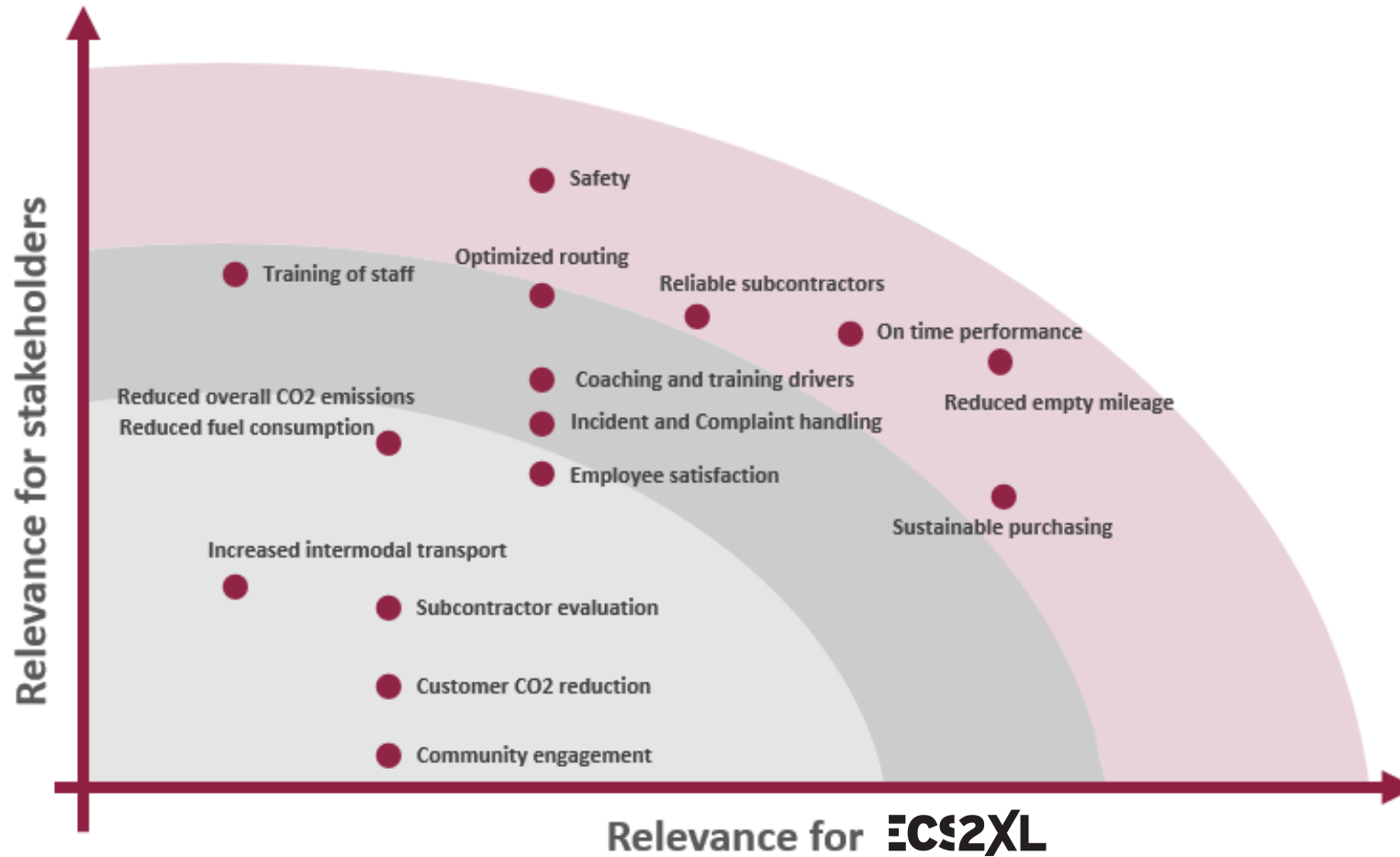
ECS2XL material topics



<ul style="list-style-type: none"> Optimized routing Increased intermodal transport Reduced empty mileage Reduced fuel consumption Reduced overall CO₂ emissions Green technologies 	<p>Sustainable logistics</p> 	
<ul style="list-style-type: none"> Safety Coaching and training subcontractor Subcontractor evaluation Reliable subcontractors 	<p>Safety & Security Quality & Compliance</p> 	
<ul style="list-style-type: none"> On time performance Incident and Complaint handling Customer CO₂ reduction 	<p>Customer satisfaction</p> 	
<ul style="list-style-type: none"> Employee satisfaction Training of staff Community engagement 	<p>People & wellbeing</p> 	

STAKEHOLDER PRIORITY MAPPING

Because sustainability is at the core of our vision “Creating Sustainable Reliable Logistics”, ECS2XL supports the **UN Global Compact** and has mapped the different stakeholders concerns and priorities to the **Sustainability Development Goals (SDG)**.




ECS2XL sustainable ambitions



Methodology based on Greenhouse Gas Protocol (GHG)




Sustainable logistics	CO₂ emissions		D2D	
	Kg CO ₂ emissions		↓ 3% CO ₂	per loaded mileage
	Kg CO ₂ emissions		↓ 3% CO ₂	per tonne mileage
	Intermodal transport by train		D2D	
	Ratio sales orders by train		30% train orders	versus total sales orders
	Ratio loaded mileage by train		30% train mileage	versus total loaded mileage
	Multimodal transport (sea and/or train)		D2D	
	Ratio loaded mileage sea and/or train		70% train and/or sea mileage	versus total loaded mileage
	Reduction of empty mileage		D2D	
	Ratio of empty mileage		↓ 2% empty road mileage	versus total mileage
Safety & Security Quality & Compliance	Hours training for blue collars		>10h of training	per blue collar/year
	% of subcontractors annually audited		85%	yearly screened via QEHS ² questionnaire
Customer satisfaction			D2D	Supply Chain
	Customer satisfaction rating		85%	
People & wellbeing	Performance		95%	98%
	Absenteeism rate blue collars		< 8%	
	Absenteeism rate employees		< 3%	
	Employee turnover		< 6%	
	Hours of training per employee		>25h of training	per white collar/year

x = target reached
 x = performance improved but below target
 x = underperformance

		2020 vs baseline 2018	2019 SC	2019 D2D	2018 SC	2018 D2D			2020
Sustainable logistics* 	CO₂ emissions								
	Kg CO ₂ emissions	↓3% CO ₂	1.6185	1.2938	1.5168	1.2893	per loaded mileage	Total Kg CO ₂ emissions over all loaded and empty orders based on tradeline composition divided by total loaded mileage	1,2506
	Kg CO ₂ emissions	↓3% CO ₂	0.0748	0.0565	0.0742	0.0570	per tonne mileage	Total kg CO ₂ emissions over all loaded and empty orders based on tradeline composition divided by total tonne mileage	0,05529
	Intermodal transport by train								
	Ratio sales orders by train	30% train orders	0.34%	27%	0.63%	26%	versus total sales orders	Total number of train sales orders divided by total number of sales orders	30%
	Ratio total loaded mileage by train	30% train mileage	0.68%	28%	0.18%	28%	versus total loaded mileage	Total loaded mileage by train divided by total loaded mileage	30%
	Multimodal transport (sea and/or train)								
	Ratio loaded mileage sea and/or train	70% train and/or sea mileage	41.59%	66%	46.83%	64%	versus total loaded mileage	Total loaded mileage by sea and/or train divided by total number of loaded mileage	70%
	Reduction of empty mileage								
	Ratio of empty mileage	↓2% empty mileage	45.24%	21.58%	42.65%	21.64%	versus total mileage	Empty mileage divided by total mileage (loaded and empty)	19,31%
Ratio of empty road mileage	↓2% empty road mileage	41.66%	27.59%	41.23%	27.34%	versus road mileage	Empty road mileage divided by total road mileage (loaded and empty)	26%	

*An adjustment of our baseline from 2014 to 2018 was implemented due to the merger with 2XL. As 2018 is the first full calendar year as ECS2XL, this year was chosen as baseline. Currently our sustainable logistics targets are mainly focused on our door-2-door division in line with our 2014 set targets. In 2020 a new sustainability vision for ECS2XL will be implemented including adjusted sustainability targets.

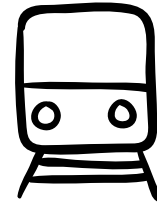
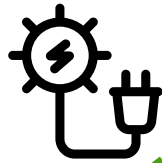
x = target reached
 x = performance improved but below target
 x = underperformance

		2020 vs baseline 2018	2019	2018			2020
Safety & Security Quality & Compliance 	Hours training for blue collars	>10h of training	8.2h	4.5h	per blue collar/year	Average number of training hours per blue collar (excl. interim) over all ECS entities	10h
	% of subcontractors annually audited	85%	75%	42%	2 yearly screened via QESH ² Questionnaire	Number of subcontractors screened per year divided by the total number of active subcontractors	85%
Customer satisfaction 	Customer satisfaction rating	85%	88%	88,20%		Overall score in customer satisfaction survey	85%
	Performance	95%	95%	95%	on total level	D2D performance on time where delivery is more than + 30 mins after scheduled delivery	95%
People & Wellbeing 	Absenteeism rate blue collars	< 8%	12.84%	13.38%	for blue collars	% short-term sickness (sickness does not incl. maternity leave & excludes interims)	< 8%
	Absenteeism rate employees	< 3%	3.20%	3.05%	for white collars	% short-term sickness (sickness does not incl. maternity leave & excludes interims)	< 3%
	Employee turnover	< 6 %	8.1%	5.5%	for white collars	% white collars leaving ECS2XL voluntary / total white collars (excl. interim)	< 6%
	Hours of training per employee	>25h of training	12h	12h	per white collar/year	Total number of registered training hours white collar divided by total white collars ECS Corporate	> 25h

OUR SUSTAINABLE LOGISTICS

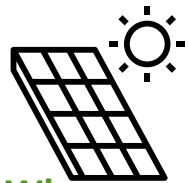
100% Green energy

where 15% is provided by own sustainable energy sources



69,859,006 km rail transport

with emissions 5 times less than road transport



708,987 kWh produced by our solar panels



2019

124,050 ton CO₂eq. Less due to our intermodal product



200 local families provided with green energy



Spotlight on: Intermodal Transport

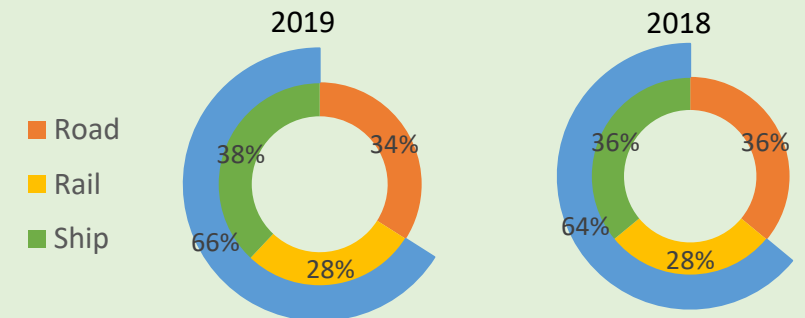
Intermodal transport has always been part of our long term company vision, where the modal shift from road to rail supports our mission of creating reliable sustainable logistics. During 2019, goods transported by rail within our group was over 69,8 million km.

In 2019 a successful implementation of our company train from Rotterdam to Wien was achieved, securing 3 departures per week. Furthermore increasing development towards Spain as well as an extra train in the UK.

By offering competitive, sustainable solutions, ECS2XL strives to continuously expand our intermodal network.

ECS2XL
2020

30% of total mileage by train and 70% by sea and/or train (loaded km)



OUR SUSTAINABLE LOGISTICS

Optimize our routing - nECStra

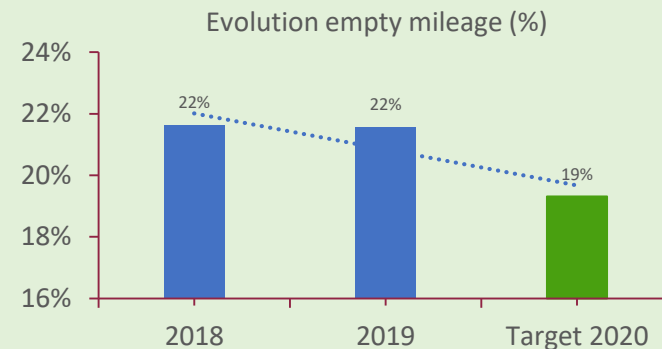
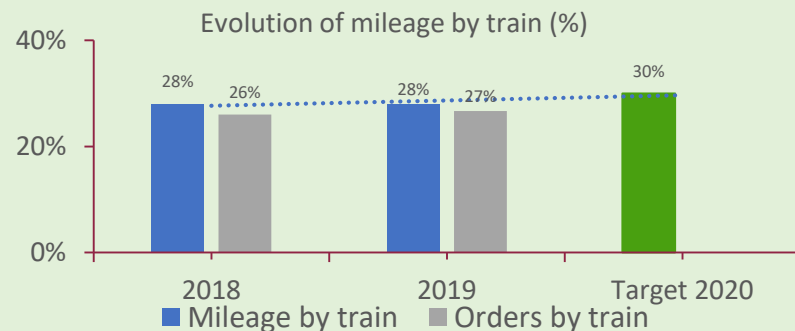
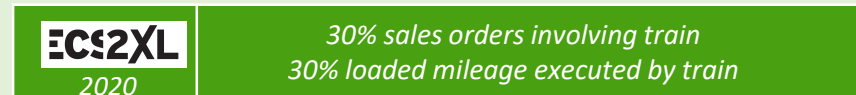
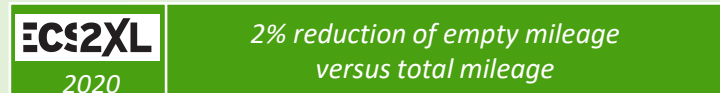
With the **nECStra project**, ECS2XL aims at further **optimizing the planning puzzle** by implementing new planning software and updating the ERP system. The implementation of Quintiq **routing software** in our operations will help us to be amongst the market leaders in supply chain planning and optimization, modelling every detail of our operations and giving complete business insight and control. This will result in more optimal routing, less empty mileage, lower emissions and improved sustainability performance. In 2019 the final steps of the ERP update were made, planned for implementation in 2020.

Increase Intermodal Transport by train

Transport by train results in emissions which are 5 times lower than transport by truck. This is why we want to achieve a profound **increase in the sales orders and mileage by train** towards 2020. In 2019 we have seen a limited increase in orders by train.

Reduce empty mileage

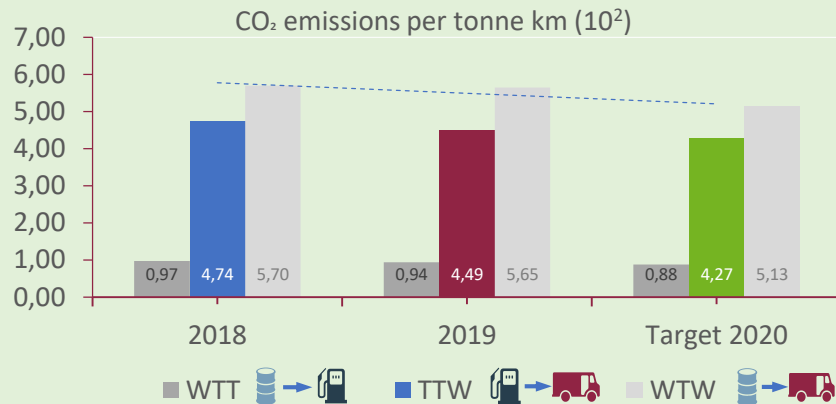
On a daily basis, we strive to avoid empty mileage. Empty mileage is the repositioning of containers/trailers without transporting any cargo. Towards 2020, ECS2XL is eager to **achieve a reduction of empty mileage of 2%**. Reduction of our empty mileage is obtained by optimization of our planning through optimal road planning and equipment storage. Overall we have seen a stabilization of our empty mileage throughout the years. This because of our focus on balanced volume between corridors



OUR SUSTAINABLE LOGISTICS

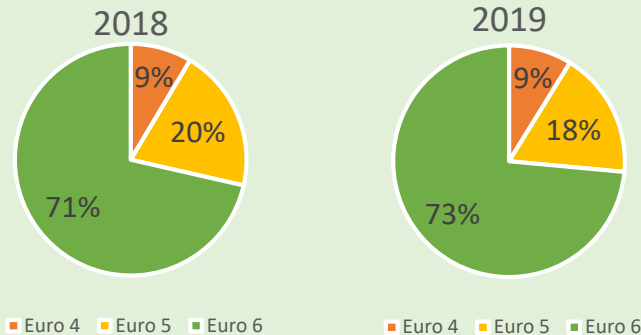
CO₂ Emissions

A decrease of our CO₂ emissions is visible.



Own Fleet Composition

Currently **73%** of our own fleet meets the Euro VI standard. Besides a sustainable fleet, each driver receives on a regular basis eco-driving training to ensure sustainable logistics.



Energy Management

As a company we want to **strive for zero negative impact** on the environment and avoid degradation.

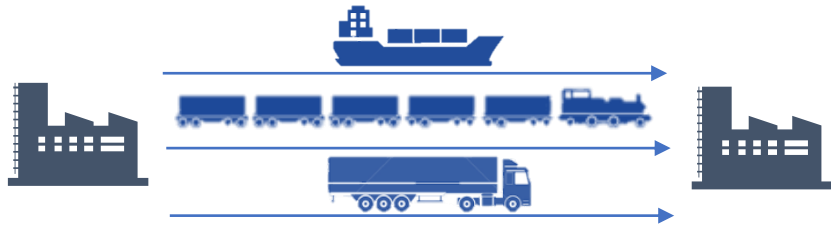
One of our actions is to use maximal green energy. Currently 15% of our electricity consumption is supported by solar panels, where in general all consumed electricity is 100% green. Furthermore our warehousing and facilities are provided with led lighting, resulting in less CO₂ emissions. Energy-efficient material handling including electrical fork lift trucks are foreseen in all our warehouses.

Other initiatives like using rain water, having eco-friendly paper and specific awareness campaigns are implemented to minimize environmental impact and maximize environmental awareness.



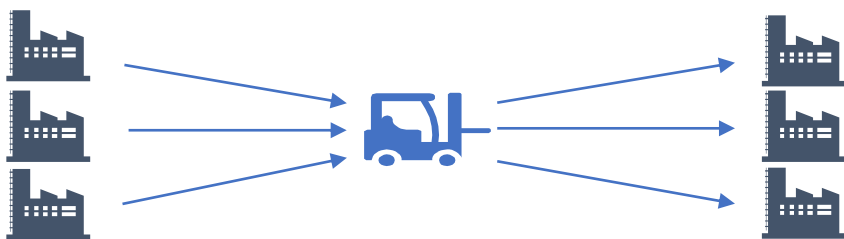
OUR OPERATIONS

Door-to-Door Transport

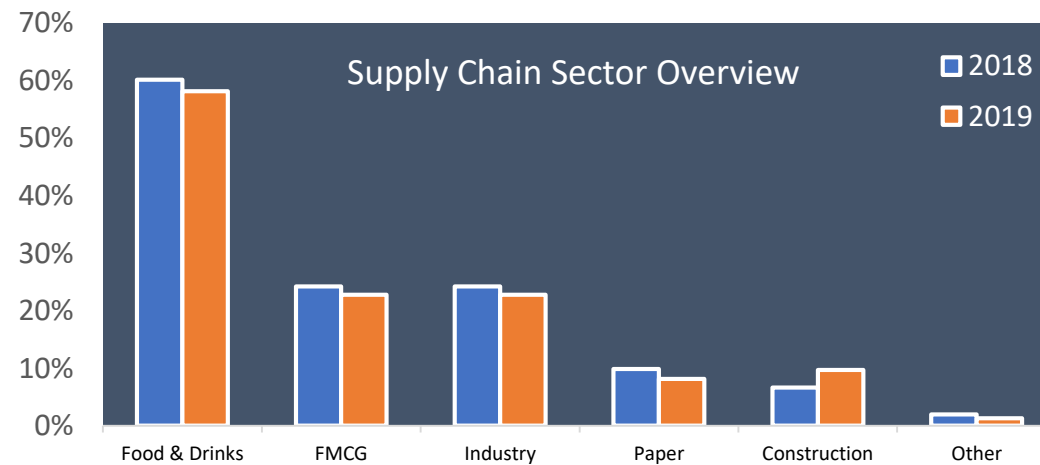
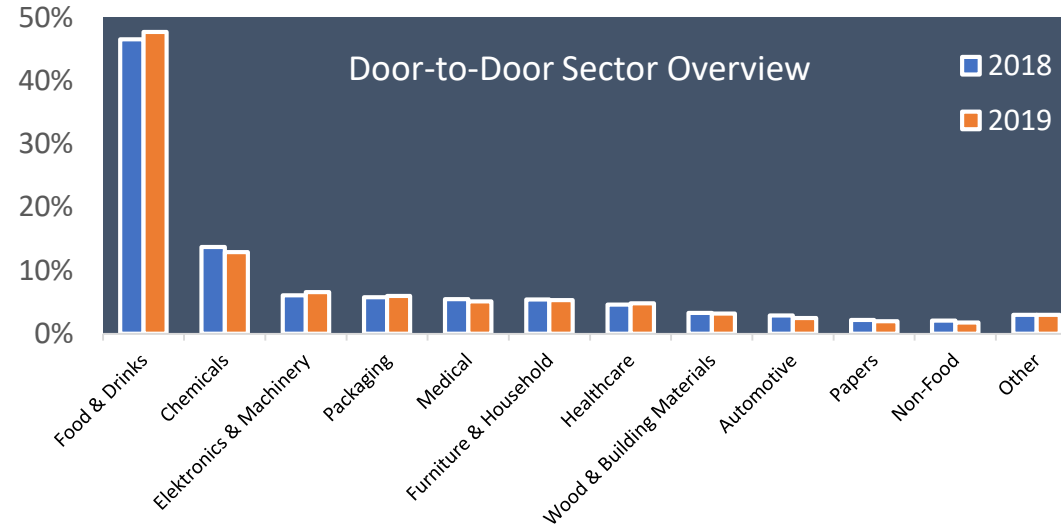


- European full-truck-load transport through expedition & chartering
- *Considered as an entry point*

Supply Chain Integration



- Optimization of the goods flow, including value added logistics and/or services
- *Platform to gradually expand depth of integration*



OUR OPERATIONS

Facilities

Our operations are facilitated by 4 operating offices and 6 own warehouses providing 150,000 m² storage facilities. The facility department continuously upgrades our existing facilities taking the opportunity to invest further in sustainability by:

- increasing energy efficiency of our premises: e.g. led lighting
- using green energy: e.g. solar panels and electrical fork trucks
- reducing waste through recycling and waste management

During 2019 a **new office for our UK department** was foreseen, providing a healthier and open work space including the needed ergonomic equipment. Furthermore in our warehouse premises **led lights** were provided.

By continuously expanding & improving our facilities, ECS2XL strives for a healthy, safe, sustainable and happy workplace supporting our operations in providing sustainable logistics.

Equipment

With our fleet of trailers and containers, both dry and temperature controlled, we strive to deliver all requested goods in a secure, sustainable and qualitative way. With our 34 pallet containers we are able to add 1 **extra pallet** to our successful 45 foot container. Next we have our **high cube trailers**, enabling double-stacked pallets, contributing to maximal client value with minimal cargo on the road. This all resulting in providing sustainable logistics.

To ensure minimal damage and maximal lifetime of our fleet, improvement measures are implemented to continue optimal service. During 2019, **400 new 45 foot containers** were made, including reinforcement measures, which will result in long term success of our containers.



Providing qualitative services in a safe, secure and healthy way

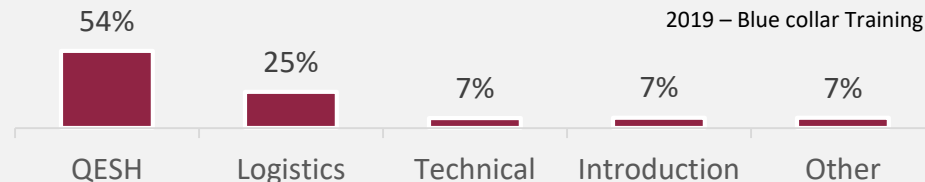
QESH Policy & QESH award

With this policy, ECS2XL wants to take a sustainable responsibility on corporate level, towards the **Quality, Environment, Health, Safety and Security** of all our employees, customers, contractors and the communities in which we do business. Our **Quality Management System** ensures that **all stakeholder requirements** are met and enables us to achieve goals and objectives set out in policies and strategy, a high **customer satisfaction** and a strong **continuous improvement** program. Furthermore we offer a quarterly **QESH-award** to our employees for the best QESH ideas. This as we believe that everyone can help in making our workplace a safe, secure, qualitative and healthy workplace.



Coaching & Incident handling

In order to ensure safety, security and quality in the workplace, we organize introduction sessions for new blue collars and foresee **monthly trainings, certification and awareness** sessions. In 2019, **1566 hours of training** were provided. Furthermore, we use a **HACCP based risk analysis** set by a trained HACCP team, identifying qesh risks so preventive actions can be determined. These are reviewed on a yearly basis and reviewed in case of incidents. Each incident is investigated by our prevention department with a thorough **root cause analysis**. Relevant measures are then implemented to prevent them from recurring. Per incident, training for all warehouse employees is foreseen in order to prevent such incidents from happening again.



Subcontractors

With the compliance of global supply chains being tested and rising stakeholder expectations, companies need to have confidence in the partners on which they rely. ECS2XL considers the hauliers as the subcontractor group with the highest risk in terms of reliability, quality, safety & security, and compliance.

Adherence to our ethical code / Code of Conduct

In all our agreements with hauliers, ECS2XL requires suppliers to comply with our **supplier code of conduct**. This code of conduct is based on the United Nations Global Compact's Ten Principles enforcing ethical conduct, compliance and respect for human rights.

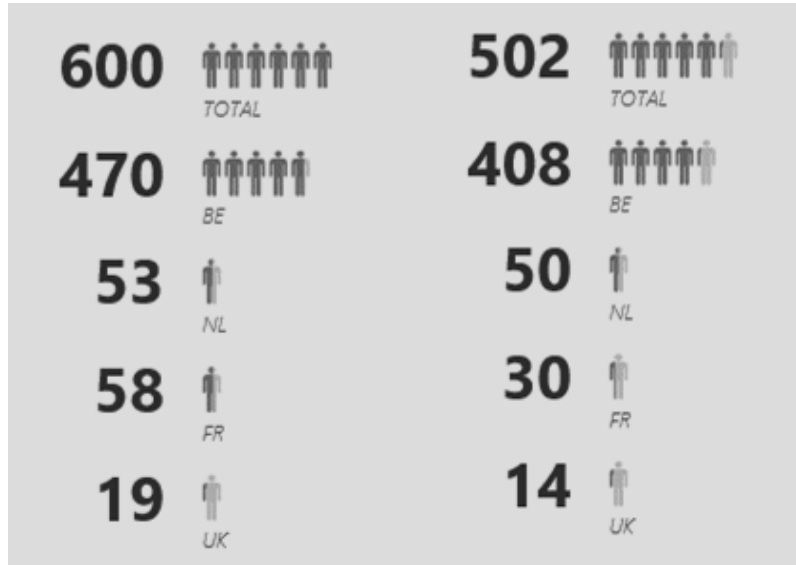
Screening & evaluation of (new) hauliers

All (new) hauliers are going through an intensive **screening process** including site visits before starting the relationship with a new haulier. Per quarter our hauliers receive a **scorecard** indicating their performance. Indicators such as on time performance, complaints, service level are hereby taken into account. Yearly hauliers fill in our **QESH questionnaire** providing more information on topics such as sustainability, safety, training and compliance. Serious improvement was made in the response rate for 2019, back on track for our 2020 target.

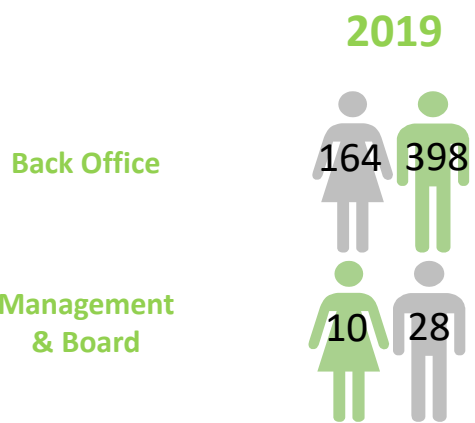
ECS2XL 2020 *85% of our subcontractors / hauliers annually screened*

	2018	2019
Response Rate	41 %	75 %

OUR PEOPLE



Headcount per Region



Building a great place to work

Spotlight on: Employer of choice



Be the employer of choice for competent and engaged professionals within the industry

Ambition

One of our ambitions is to be the Employer of Choice within the industry. In relation to this ambition, we have added an extra value – Together We Are – to create a “Yes we can” feeling. We aim at rewarding this mentality.

Strong increase in employees

As per end 2019, ECS2XL employs 600 people. In 2019, there has been a strong increase of 98 employees (almost 18%) compared to 2018. This growth is mainly caused by the expansion of our core activities and the integration of ECS2XL.

Diversity

The logistics sector is from origin a male dominated sector. At ECS2XL we provide opportunities for women for building a sound professional career in logistics in the backoffice operations (around 30%) or on the road as driver or as operator in the warehouse. Furthermore, a lot of key functions are taken by women: 1 of the 2 CEO’s, HR Director, Head of Corporate Affairs, etc.)

Talent Academy

How to attract, retain and further develop the high-quality people needed to compete and respond to a rapidly shifting business environment is one of the biggest challenges facing companies today. At ECS2XL, we continuously invest in talent in order to maximize personal growth and competences, consequently growing further as a company. We rolled out a talent academy focused on 4 pillars: **Identify, Attract, Develop & Retain**

Identify: identify core function, talent review and succession planning

Attract: balance between external / internal development & employer branding

Develop: Long term development or management maturity

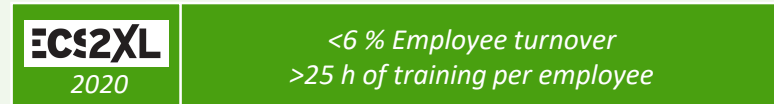
Retain: Focus on on-boarding process and empowerment

Attract & Retain

As part of our Talent Academy, we focused on improving the **quality of our recruiting process**. A cooperation has been defined with Hudson. Potential new hires are assessed based on logical, stress and personality tests. Furthermore, we introduced internal job mobility by opening positions to ECS2XL employees and to treat their potential interest confidentially.

For the joiners, we have worked out an intensive **on-boarding program** as part of our Talent Academy to identify and attract talent with a detailed introduction and training program, a **mentor system** and **feedback moments** to discuss their performance.

During 2019 an increase of employee turnover was seen, this compliant with the market evolutions.



	2018	2019		2018	2019
Employee Turnover	5.5%	8.1%	Employee Training	12h	12h



Building a great place to work

Develop

At least on a yearly basis, all employees receive formal and constructive **feedback on their performance**. The goal setting and performance evaluation is facilitated completely within our ERP system, allowing to monitor the progress of the evaluation process as well as the follow up of actions and needs on additional trainings and personal development.

ECS2XL developed a Training Academy for all employees, providing training on different topics to improve the skill sets of our employees. Based on the need of our employees, different training academies are available. Our training academy is updated per semester and all trainings are indexed in our training registry.

Leadership Academy

For management, individual or group courses / seminars regarding **strategy and leadership** are regularly organized. Specific training on **soft skills** such as people management, solicitation techniques and leadership styles are foreseen.

Logistics Academy

Specific logistics training are provided inhouse. This including trainings for ADR, equipment, CMR, customs, quay and trucking.

Functional Training Academy

A broad package of trainings with **over 25 courses**, such as software training, quality & safety training, IT training and soft skills training, are foreseen for all employees. This providing regularly updated knowledge.

Warehouse Academy

For our warehouse employees, monthly trainings are given containing regular updates and **specific focus trainings** on health, safety, security, quality, technical and logistics topics.

Growth Paths

In order to embrace changing environments and support personal growth, ECS2XL foresees **individual growth paths** including leadership paths and reorientation paths, discussed during yearly reviews or on needed basis. As change is the new normal, we want to offer all our employees the best **possibilities to grow** in line with our values. This providing the best fit for our employees and ECS2XL. In case of operational changes, a transparent declaration of the plan is provided and reviewed in the monthly works council with a minimum notice period of 3 months.

Remuneration

Investing in human capital needs to be supported by a **market conform** and competitive remuneration policy. ECS2XL offers competitive wages, in line with the sector and region/country. We review the salaries yearly. We also offer **extralegal benefits** according to the country, such as meal voucher, pension schemes, ... Our ambitious growth strategy requires the full dedication of all our employees, so we like to share our success with a surprise incentive when we reach a new milestone together.

Respecting Human Rights

As a company we are committed in fulfilling our responsibilities towards human rights by applying the **United Nations guiding principles** on business and human rights and expect this commitment from our employees as well as our suppliers.

Feel good with us!

We are dedicated to the health and wellbeing of our employees. Our **Happy@ECS2XL** program focuses on different events to motivate our employees. This includes family days, sporting events, free programs to stop smoking, stress management,...We believe our program results in lower absenteeism rates and improved employee motivation.

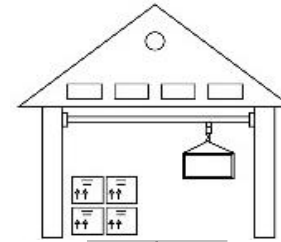
Furthermore, we believe in the power of positive thinking, we pay attention to your personal milestones such as your birthday, your wedding day, the birth of your children,... Finally, ECS2XL believes it is also in small things, such as every day with free apples, coffee, soup, etc.

OUR NETWORK

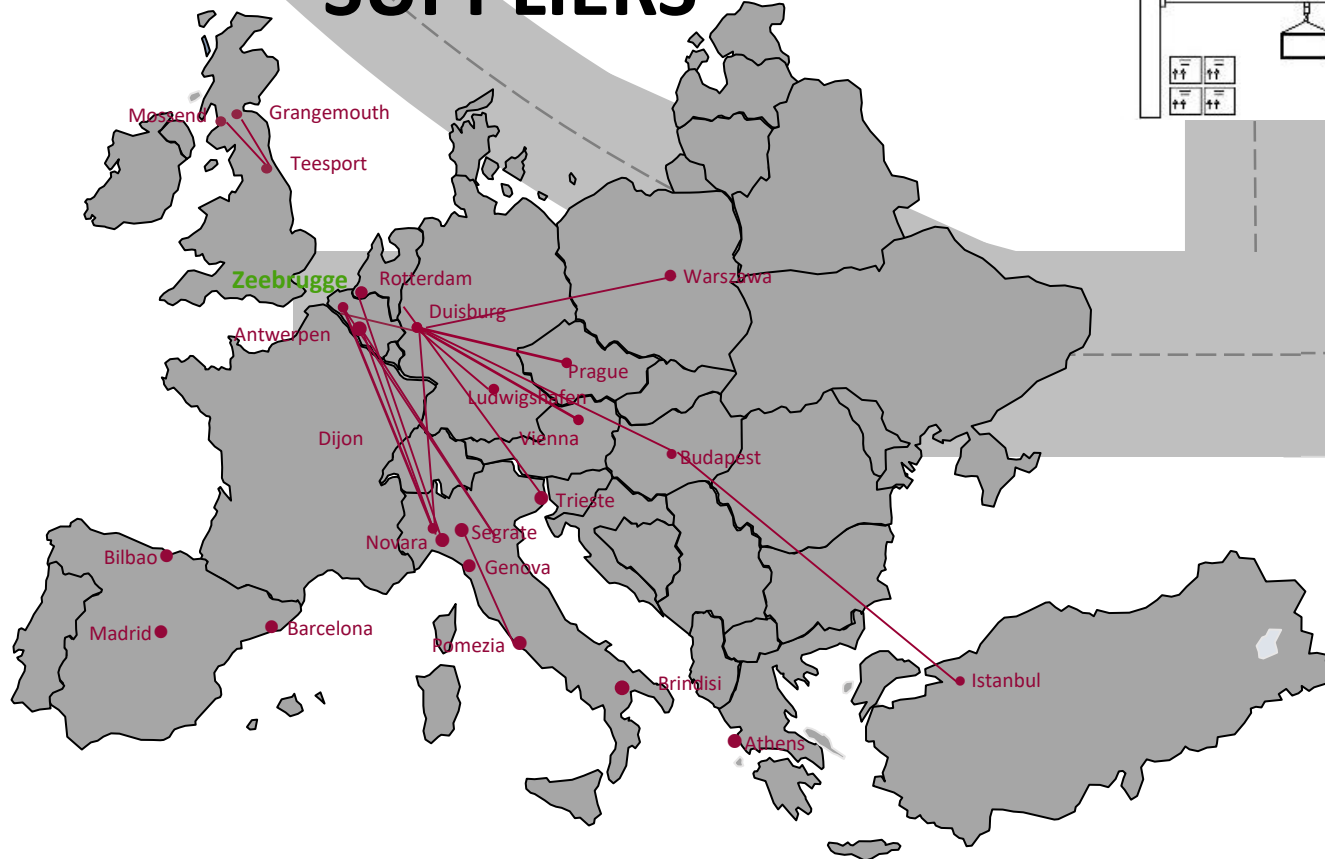


500
SUPPLIERS

150,000 pallet places

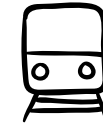


1000
CUSTOMERS



Through our highly integrated network of suppliers, people, technology and assets, ECS2XL is able to manage our customers goods more efficiently throughout the supply chain

OUR SUPPLIER NETWORK



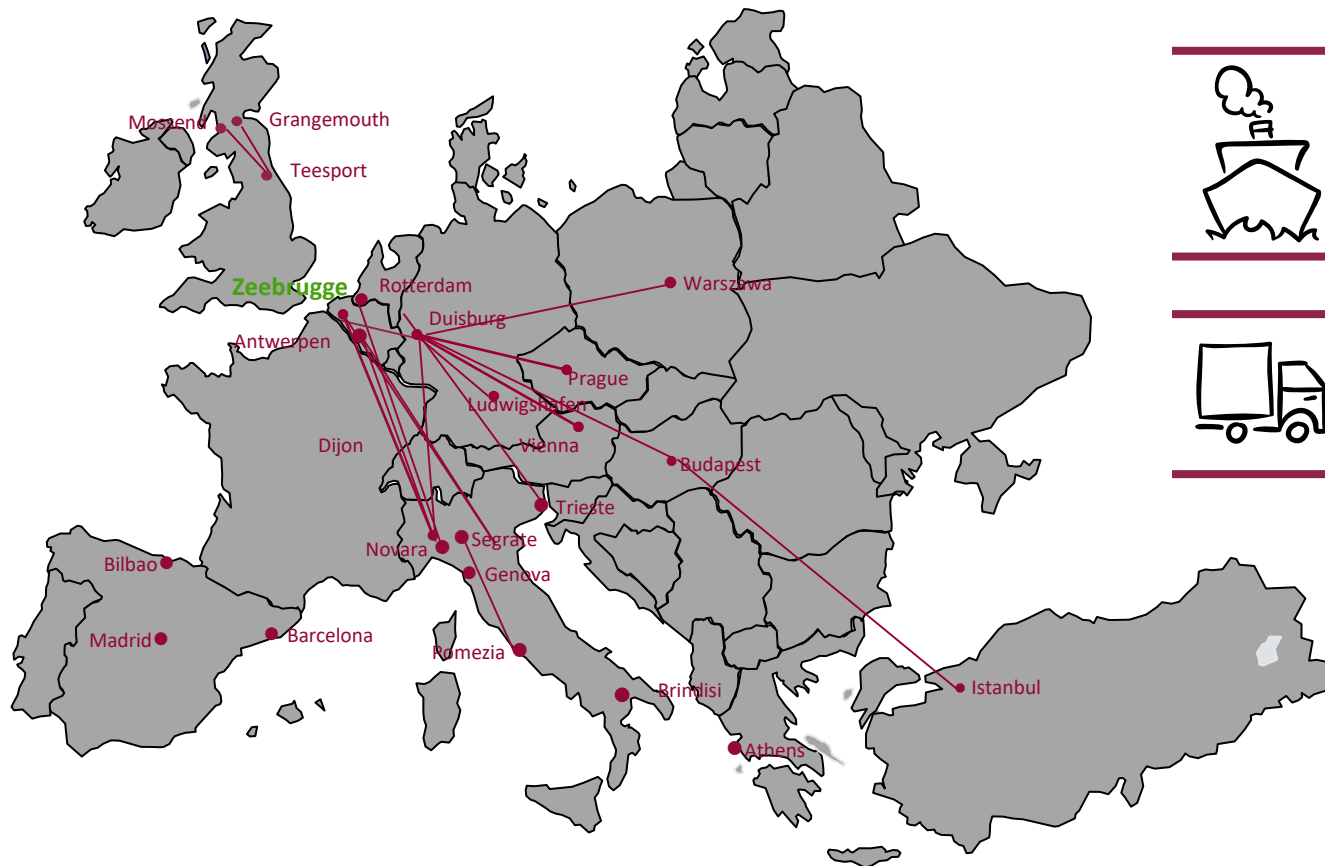
Over 70,000 annual movements are performed by more than 20 rail suppliers. This supporting our vision of intermodal sustainable logistics. Most warehouses are fully integrated with rail capabilities, resulting in optimal supply chain solutions.



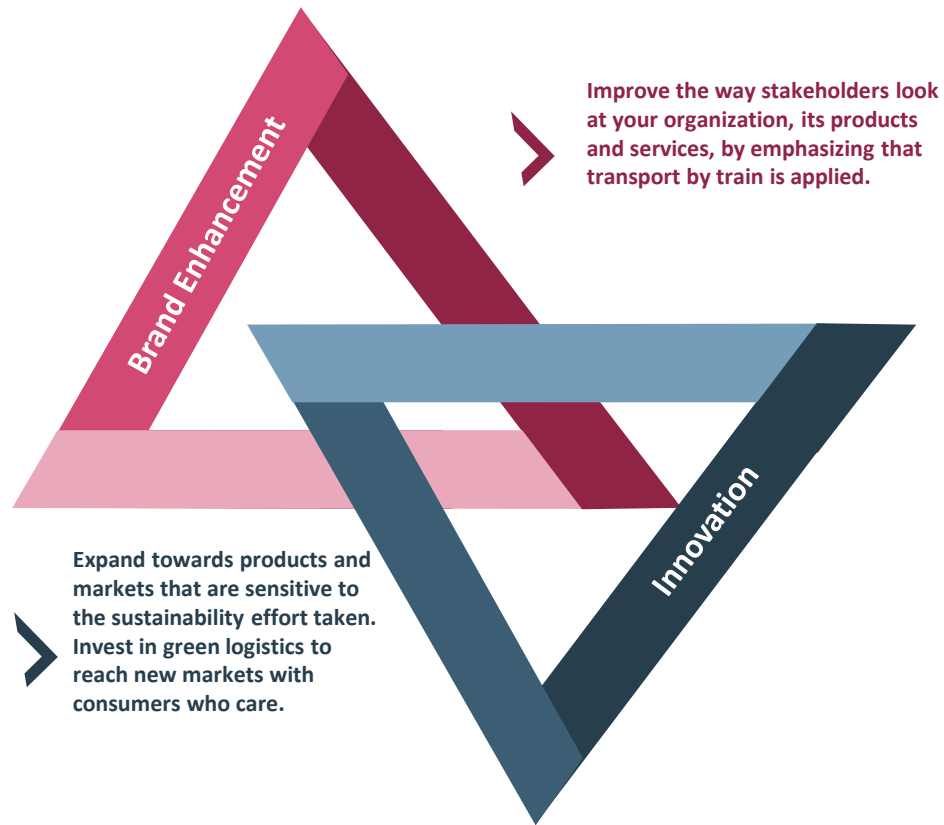
Weekly, our 13 short sea shipping operators provide up to 142 departures towards the UK, Ireland, Spain, Portugal, Denmark and Sweden. Thus offering flexible services ensuring maximal efficiency for our customers.



Our 450 road hauliers are based all over Europe, making sure collection & delivery of our customers goods are handled in a qualitative, safe, secure and efficient way.



OUR CUSTOMER APPROACH



ECS2XL works with its clients to spare the environment for future generations. At the same time, ECS2XL helps you and us to reduce cost even further. Two birds, one stone.

- Innovation**
 Making the supply chain of our clients greener will give our clients a competitive edge over the other players in their league. Green logistics offers the opportunity to reach new markets with consumers who care.
- Brand Enhancement**
 Communication on green logistics will improve the way customers, regulators, investors, communities and the value chain feel about your organization and its products or services. The introduction of a green transport label on products instantly makes clear to consumers that the value chain cares about the planet.

OUR CUSTOMER APPROACH

Flexibility, Reliability & On time Performance

Thanks to our **broad haulier base**, ECS2XL possesses the necessary flexibility to respond promptly to changing markets and requirements.

We believe in operational excellence in everything we do. Therefore, we chose Operational Excellence as our **business model**. By creating **lean and strongly automated processes, standardized assets and procedures** and continuous improvement, we want to distinguish ourselves from competition. We want to be **reliable**, offer **flexible service** and **honest, transparent pricing**.

ECS2XL is known to be best in class when it comes to **amplitude handling**. Our planning is able to absorb peaks in shipment orders up to 1300 loads a day. This while keeping our performance on a 95% level.

Supply Chain Optimization

Our supply chain division is well positioned to take care of the entire supply chain from production towards the UK supermarkets. With our warehouse located in Zeebrugge (Belgium), we are in a unique location to ship across the east coast of the UK. This does allow us to travel mainly via sea, resulting in **sustainable and reliable just in time deliveries** with a performance of 99,5%.

Our supply chain is also optimized by **consolidating** thousands of products for the top UK retailers, allowing us to combine heavy and light products in high cube trailers. This combination provides a reduced cost together with an extremely high service level.

Customer Satisfaction

Two-Yearly, a **client satisfaction survey** is held. The survey is sent out to all our customers. In 2019, ECS2XL received an **average satisfaction score of 88.2%** from its customers.

For each dimension of the survey, we strive for a satisfaction rate of at least 85%. The survey is updated according to market changes and internal continuous improvement. Out of this survey, we learned that an increased focus should go towards more (proactive) contact towards our customers. During 2019 a new CRM tool was implemented in order to support customer (proactive) contact and further improve client communication and follow-up.



Maintain an average client satisfaction rating of 85%



*“93% of our clients would recommend ECS2XL to other clients”
(Jef Huyben, Key Account Director D2D)*

*“We were awarded Gold Label in Sustainability by EcoVadis”
(Pieter Balcaen, CEO)*



OUR SOCIAL ENGAGEMENT

Local Projects

CSR@ECyes is an initiative rolled out by our staff and with the support of the Executive Committee (Excom). The goal is to work in close collaboration with charity organizations. Each employee can launch a charitable event to raise funds for a good cause. During the year different events are organized such as sporting events, bake sale, quiz,...and many more. This all in line with our well being pillars: mental balance – sport – fun

In 2019 f.e. the following projects were sponsored via CSR: De passer, KOTK, lift me up, miles for smiles, tking pink, Hey Center vrienden, rode neuzendag... Furthermore, ECS2XL works with Arcotec/Sobo (sheltered workshop) to perform repetitive work on our premises (e.g. repacking, painting/repairing).



Appendix

- 1 Corporate Governance
- 2 Key Facts
- 3 Definitions
- 4 CO₂ Indicators
- 5 HR Indicators
- 6 Sustainability parameters
- 7 GRI Content Index

Appendix 1: Corporate Governance

- ECS2XL is committed to operate with the highest standards of integrity. Therefore the **Code Buysse**, Corporate Governance recommendations for non-listed enterprises, is implemented since 2005. The Board of Directors exists of the shareholders and 3 external Board members (subject matter experts linked to the University of Ghent and Vlerick Business School), which serve as an advisory body for the Board of Directors. Daily operations are managed by the Executive Committees (ExCOM) existing of 3 Chief Officers and 7 Directors representing operational lines and supporting services.
- The governance structure supporting the Board of Directors consists of **three additional committees**: the nomination & remuneration committee, the investment committee and the Audit & Financial Committee. The Executive Committees takes a precautionary approach towards all economical, social, environmental and ethical risks and define strategic actions based on this risk evaluation.

Compliance

Belgian and foreign laws & regulations

Code Buysse

CSR Logistics

Governance Structure



Assurance

Audit on financial data (internal and external)

Facilitation (internal)
Precautionary Approach

Quality audit and inspections (internal and external)

Appendix 2: Key Facts

Company Name:	ECS Corporate NV
Registered office:	Baron de Maerelaan 155 B-8380 Zeebrugge Belgium
Registration nr / VAT:	BE 0832 890 302
Telephone:	+32 50 50 20 20
Fax:	+32 50 50 20 29
E-mail:	info@ecs.be
Website:	www.ecs.be
Contact:	Tine Damman (Quality Coordinator) – tine.damman@ecs2xl.com

Appendix 2: Key Facts

	ECS corporate	ECS NV	2XL NV	ECS technics	DD trans	Stelledijk	Wielingendijk	ECS BV	Oranjedijk	ECS ltd	A2B UK	2XL UK	2XL FR
Profit and loss account													
Operating income (revenues)	9 477 k €	299 612 k €	102 136 k €	10 798 k €	3 364 k €	1 244 k €	330 k €	4 406 k €	452 k €	294 k €	2 438 k €	1 200 k €	5 775 k €
Operating expenses	9 051 k €	293 971 k €	96 711 k €	10 756 k €	3 077 k €	780 k €	281 k €	4 191 k €	297 k €	279 k €	2 779 k €	1 145 k €	5 894 k €
EBIT	426 k €	5 641 k €	5 425 k €	42 k €	287 k €	464 k €	49 k €	215 k €	155 k €	15 k €	-341 k €	55 k €	-119 k €
Operating result before interest, taxes depreciation and amortization (EBITDA)	801 k €	11 806 k €	10 079 k €	61 k €	2 980 k €	1 049 k €	207 k €	277 k €	283 k €	16 k €	-171 k €	330 k €	347 k €
Income tax expense	393 k €	1 437 k €	1 445 k €	29 k €	76 k €	128 k €	4 k €	41 k €	0 k €	32 k €	0 k €	9 k €	0 k €
Fixed assets													
Property plant and equipment (net)	723 k €	21 130 k €	45 195 k €	121 k €	6 852 k €	7 681 k €	2 545 k €	125 k €	5 280 k €	0 k €	678 k €	2 697 k €	3 854 k €
Additions (in)tangible fixed assets	245 k €	33 696 k €	3 596 k €	7 k €	219 k €	176 k €	2 k €	10 k €	0 k €	0 k €	0 k €	2 450 k €	395 k €
Disposals (in)tangible fixed assets	0 k €	3 856 k €	5 107 k €	28 k €	32 802 k €	0 k €	0 k €	45 k €	1 102 k €	3 k €	0 k €	14 k €	0 k €
Personnel													
Employee wages and benefits	5 700 k €	4 808 k €	9 872 k €	2 877 k €	31 k €	0 k €	0 k €	2 912 k €	0 k €	178 k €	845 k €	504 k €	1 290 k €
Social security (employer contribution)	1 003 k €	1 000 k €	2 200 k €	644 k €	0 k €	0 k €	0 k €	372 k €	0 k €	17 k €	70 k €	44 k €	278 k €
Working capital													
Stock+operating receiv (less) operating payables	-566 k €	2 541 k €	-7 183 k €	810 k €	389 k €	-507 k €	-241 k €	64 k €	-251 k €	498 k €	-484 k €	-212 k €	585 k €
Ratios													
Solvency ratio													
Total liabilities/total assets	53,1%	78,5%	72,7%	66,1%	27,5%	40,9%	49,0%	63,8%	31,7%	0,1%	141,4%	89,7%	109,9%
Liquidity ratio													
Acid test ratio (cash + accounts receivable + short term investments)/current liabilities	0,98	1,05	0,71	1,36	0,63	0,11	0,21	1,23	0,12	36,71	0,40	0,42	1,41
Profitability ratio													
EBITDA versus turnover	8,5%	3,9%	9,9%	0,6%	88,6%	84,3%	62,7%	6,3%	62,6%	5,4%	-7,0%	27,5%	6,0%

Appendix 3: Definitions

FCL	Full container load
TTW	Tank-To-Wheel. In Tank-to-Wheel calculations, all emissions of the combustion process in the vehicle itself are included.
WTT	Well-To-Tank. In Well-to-Tank calculations, all emissions which are released during the extraction and refinery or production of fuel are included.
WTW	Well-to-Wheel. In Well-to-Wheel calculations, as well the emissions of the vehicle itself (Tank-to-Wheel) as the emissions which are released during the extraction and refinery or production are included. This measure gives a complete overview of the emissions which are related to the use of this transport type.

Appendix 4: Indicators CO₂ emissions

Total Greenhouse Gas Emissions (Ton CO₂eq.)

	2018	2019
SCOPE 1	12,750.41	8,605.05
SCOPE 2	914.44	866.69
SCOPE 3	460,617.25	369,750.40

The decrease in scope 1 CO₂ emissions is caused by the sale of our international trucking entities resulting in less fuel usage. The decrease of our scope 2 emissions is caused by implementation of our led lights in multiple warehouse premises. The decrease of our scope 3 emissions is mainly related to a volume decrease in 2019 for our supply chain division. See section 2 and 3 in the sustainability report regarding our ambitions and approach towards sustainable logistics.

Methodology

Our methodology to calculate our carbon footprint is based on the Greenhouse Gas (GHG) Protocol. The GHG Protocol is developed by the World Resources Institute (WRI) and World Business Council on Sustainable Development (WBCSD). This protocol sets the global standard for how to measure, manage, and report greenhouse gas emissions. The various greenhouse gases included in our calculation are CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ expressed in Tonnes of CO₂ equivalent (Ton CO₂ eq.) with as base year 2018. The scope for our emissions is the same as the scope identified in appendix 6: Sustainability Parameters.

- **Scope 1**
 - Emissions related to fuel combustion for heating of the ECS2XL offices and warehouses (natural gas or heating oil). The complete 100 % is taken into account – including subsidiaries under operational control.
 - Emissions related to the tank-to-wheel (TTW) emissions associated to the owned fleet (company cars and trucking fleet).
- **Scope 2**
 - Emissions related to the use of (grey) electricity. No district heating or steam is purchased.
- **Scope 3**
 - The well-to-tank (WTT) emissions associated to the ECS2XL owned fleet.
 - The well-to-tank (WTT) and tank-to-wheel (TTW) emissions associated with our subcontractors (hauliers, rail or sea operators).
 - The transmissions and distribution emissions associated with grid losses for electricity.
 - The well-to-tank (WTT) emissions associated with the refining and transportation of primary fuels before their use in the generation of electricity (generation part)
 - The well-to-tank (WTT) emissions associated with extraction, refining and transportation of primary fuels before their use in the generation of electricity (distribution part)
 - Emissions related to Fuel and energy related services; not already included in scope 1&2

The conversion factors used are the ones from DEFRA (UK Government conversion factors for company reporting) incl. the GWP factors (Global Warming Potential) applicable for the related year. For our scope 2 emissions, emission factors from the SEAI and DEFRA UK are used. ECS2XL reports emissions on an operational control basis.

Appendix 5: HR Indicators

Percentage of total employees covered by collective bargaining agreements per country

	2018	2019
Belgium	100%	100%
The Netherlands	100%	100%
UK	0%	0%
France	100%	100%

Composition of employees by region, gender and contract type

Headcount per region 2019	BE		NL		FR		UK		ALL 2019	
	Total	F	Total	F	Total	F	Total	F	Total	F
Blue collar	178	3%	0	-	21	0%	0	-	199	3%
White collar	255	51%	52	37%	8	13%	18	39%	333	47%
Other permanent	8	38%	1	100%	0	-	0	-	9	44%
Total permanent	441	32%	53	38%	29	3%	18	39%	542	31%
Interim blue collar	23	4%	0	-	27	0%	0	-	50	2%
Interim white collar	6	50%	0	-	2	100%	1	100%	9	67%
Total	470	30%	53	38%	58	5%	19	42%	600	29%

Composition management

	Age	2018			2019		
		M	F	Total	M	F	Total
RVB (Board)	< 30 year	-	-	0	-	-	0
	30-50 year	75%	25%	4	67%	33%	3
	> 50 year	67%	33%	3	75%	25%	4
	Total	71%	29%	7	71%	29%	7
EXCOM(s)	< 30 year	-	-	0	-	-	0
	30-50 year	50%	50%	6	75%	25%	8
	> 50 year	67%	33%	3	100%	0%	2
	Total	56%	44%	9	80%	20%	10
MANAGEMENT	< 30 year	-	-	0	100%	0%	1
	30-50 year	67%	33%	12	100%	0%	2
	> 50 year	-	-	0	67%	33%	18
	Total	67%	33%	12	71%	29%	21
NON MANAGEMENT	< 30 year	69%	31%	125	63%	37%	137
	30-50 year	70%	30%	279	71%	29%	356
	> 50 year	81%	19%	77	84%	16%	76
	Total	71%	29%	481	71%	29%	569

Headcount per region 2018	BE		NL		FR		UK		ALL 2018	
	Total	F	Total	F	Total	F	Total	F	Total	F
Blue collar	167	24%	0	-	6	0%	0	-	173	23%
White collar	221	52%	49	35%	1	0%	14	29%	285	47%
Other permanent	6	17%	1	100%	0	-	0	-	7	29%
Total permanent	394	30%	50	36%	7	0%	14	29%	465	30%
Interim blue collar	8	0%	0	-	21	0%	0	-	29	0%
Interim white collar	6	83%	0	-	2	100%	0	-	8	88%
Total	408	30%	50	36%	30	7%	14	29%	502	29%

Average hours of training per year per employee (excl. interim) by gender, and by employee category

	2018		2019	
	M	F	M	F
Blue	4.5h		6.4h	1h
White	12.3h	10.4h	10.9h	12.9h

Appendix 5: HR Indicators

Overview of new employees hired and employee turnover (voluntary)

2019		BE			NL			FR			UK			Total 2019		
	Age	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Employees Hired	< 30 year	56%	44%	36	25%	75%	8	100%		1	50%	50%	2	51%	49%	47
	30-50 year	77%	23%	31	50%	50%	4	75%	25%	4				74%	26%	39
	> 50 year	25%	75%	4										25%	75%	4
	Total	63%	37%	71	33%	67%	12	80%	20%	5	50%	50%	2	60%	40%	90
Employee Turnover	< 30 year	50%	50%	12	67%	33%	3				100%		1	56%	44%	16
	30-50 year	79%	21%	19		100%	1	75%	25%	4				75%	25%	24
	> 50 year	33%	67%	3										33%	67%	3
	Total	65%	35%	34	50%	50%	4	75%	25%	4	100%	0%	1	65%	35%	43

Data compilation and assumptions made

All this data has been provided by our HR department based on our internal HR database. All entities of ECS Corporate NV are covered in this overview, were the local sales representatives are part of ECS NV, therefore included in the BE overview.

2018		BE			NL			FR			UK			Total 2018		
	Age	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Employees Hired	< 30 year	61%	49%	28	40%	60%	5	100%		3			0	61%	39%	36
	30-50 year	59%	61%	32	60%	40%	5	100%		2	100%		3	64%	36%	42
	> 50 year	50%	50%	2		100%	1			0			0	33%	67%	3
	Total	60%	40%	62	45%	55%	11	100%	0%	5	100%	0%	3	62%	38%	81
Employee Turnover	< 30 year	50%	50%	10	100%		3			0			0	62%	38%	13
	30-50 year	74%	26%	27	100%		2			0	100%		1	77%	23%	30
	> 50 year	100%		2			0			0			0	100%	0%	2
	Total	69%	31%	39	100%	0%	5	0%	0%	0	100%	0%	1	73%	27%	45

Appendix 6: Sustainability Parameters

Introduction

This sustainability report is intended for our clients, employees, Excom, family shareholders, and community representatives and others who are interested in the sustainability approach and results of ECS Corporate NV (including all its underlying subsidiaries). The reporting covers the period from 1 January 2019 to 31 December 2019. It has been prepared in line with the latest Global Reporting Initiative sustainability reporting guidelines. ECS2XL has the ambition to update this report on a bi-annual basis.

Scope

The scope of this sustainability report is **ECS Corporate NV including all its subsidiaries**: ECS European Containers NV, ECS European Containers BV, ECS European Containers LTD, ECS Technics BVBA, DD Trans NV, 2XL NV, 2XL France, 2XL UK, A2B Trucking, Stelledijk BVBA, Wielingendijk BVBA and Oranjedijk BV.

This is in line with the companies which are provided in the 2019 financial statements.

Changes in scope

The integration of ECS and 2XL was finalized, resulting in 2 divisions “Door-2-Door” and “Supply Chain”. Both divisions are now covered in this report.

The entities 2XL NV, 2XL France, 2XL UK and A2B Trucking are included in the scope because of the merger of ECS and 2XL

The entities Bratislava Trucking, Bratislava Equipment, Baltic Trucking, Baltic Trans, European Trucking, Driving Services are excluded from scope as they are no longer part of ECS European Containers NV

The report has been prepared in accordance with the GRI Standards CORE

Preparation, data collection and validation

A sustainability strategy and ambitions have been prepared by a working group coordinated by the ‘Quality and Sustainability’ Manager (reporting at the moment of creation of the strategy directly to the CEO) based on the **Deloitte’s Sustainability Enterprise Value Map (SEVM)**. The SEVM is juxtaposing the X-axis considering economic value drivers (such as revenue growth, operating margin, asset efficiency and expectations) with the Y-axis articulating environment and social value drivers linked to suppliers, workforce, natural capital and clients. Furthermore, the SEVM incorporates the leading thinking from internationally recognized guidelines and measurement tools such as, for example, the Global Reporting Initiative, AccountAbility Rating, United Nation Global Compact and Dow Jones Sustainability Index.

The following ECS2XL departments were consulted to combine the SEVM with the context of ECS2XL as logistics provider: Expedition, Trucking, Warehousing, Sales, Finance, HR, ICT, Quality and EHS. The data used within the sustainability report are data coming from internal reports and scorecards.

In parallel, a **stakeholder approach** was initiated to include the stakeholder’s feedback and concerns within the sustainability strategy and ambitions. The stakeholders were identified by the internal working group at ECS2XL

The resulting sustainability strategy and ambitions were reviewed and validated by the Excom.

Stakeholder	Interaction method with the stakeholder	Communication Channels	Frequency
(1) Customers	Targeted consultation by means of the client satisfaction survey	E-mail: survey	Bi-annually
(2) Employees	Targeted consultation by means of a survey to gather input from employees towards a sustainable future for ECS2XL.	E-mail: survey Written communication Union Structure	Bi-annually
(3) Excom	Targeted consultation to review the proposed ECS2XL sustainability strategy, ambitions and report.	Corporate advisory board	Annual
(4) Family shareholders	Targeted consultation to review the proposed ECS2XL sustainability strategy, ambitions and report.	Corporate advisory board	Annual
(5) Community representatives	Not yet foreseen; will be considered for the next sustainability report.	-	-

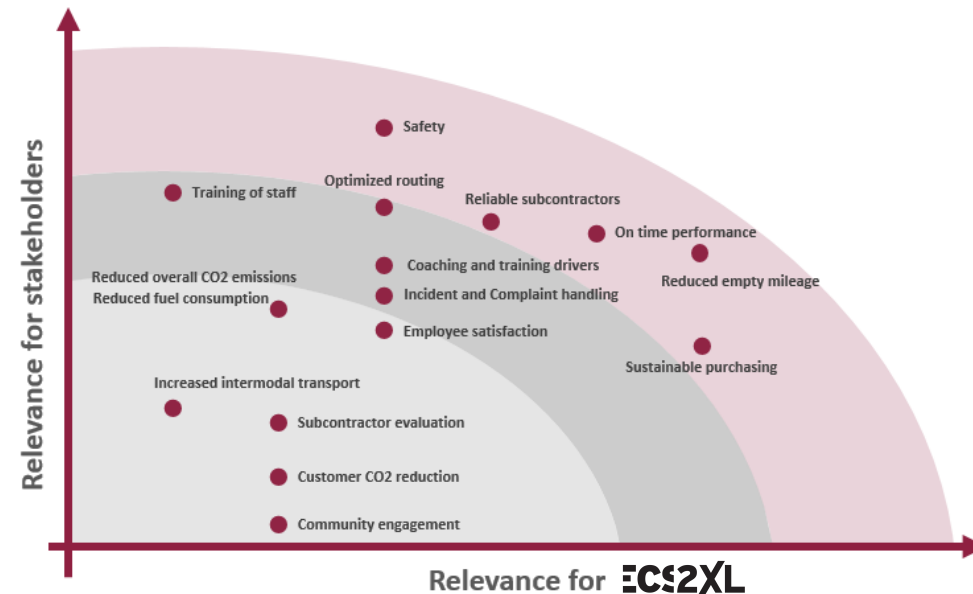
Appendix 6: Sustainability Parameters

Material aspects validated during the stakeholder consultation

The following list of **material aspects** was identified by combining the SEVM with the interviews done with the different departments at ECS2XL. This list was further validated during the different consultations with the stakeholders (employees, Excom and family shareholders). Below, we indicated the location of the topics in the sustainability report and whether these are situated inside or outside the ECS2XL Group.

The impact of the issues above have been rated by the different stakeholders. The results of this rating is presented in the **materiality matrix** on the right:

Nr.	Dimension	Material topic	Reference sustainability report	Impact within ECS2XL Group	Impact outside ECS2XL Group
1	Sustainable logistics	Optimized routing Increased intermodal transport Reduce empty mileage Reduced fuel consumption Reduced CO ₂ emissions Improvement in more green technologies	Section 2	X	X
2	Safety & security; Quality & compliance	Safety Training & Coaching of drivers Code of conduct Trusted subcontractors	Section 3	X	X
3	Customer satisfaction	Reliability Complaint handling Innovation/branding	Section 4	X	X
4	People & wellbeing	Employee satisfaction Training of staff Community engagement	Section 5	X	
5	Procurement and facilities	Green criteria	Section 4	X	



Appendix 6: Sustainability Parameters

Specific concern areas raised during the stakeholder consultation were reviewed in detail by the Excom.

These concerns are summarized in the table below, along with an initial response from ECS2XL management. The concerns have been integrated in the vision 2020 – roadmap.

Nr.	Material topic	Concern	Stakeholder raising the problem	How ECS2XL reacts to this concern
1	Sustainable logistics	Product transparency – not actively demonstrating the CO ₂ reduction realized using more intermodal transport	Customer Management	This has been included in the vision 2020 – roadmap. The knowledge of the scope of the ECS2XL sustainable logistic services and our ambitions at our clients needs to be improved. This will be integrated in our client visits.
2	Safety & security; Quality & compliance	Onboarding of new hauliers to be extended (no formalized process) + no end rating being assigned to hauliers based on the current annual screening	Management	This has been included in the vision 2020 – roadmap The process of screening hauliers will be extended.
3	Customer satisfaction	Delay in treatment of complaints	Customer	This has been included in the vision 2020 – roadmap. This was caused by a backlog in our back office due to a significant increase in orders. We are currently launching a new ERP package nECStra and routing software Quintiq.
4	People & wellbeing	An employee engagement program and an assessment of the employee’s current satisfaction level needs to be performed as the company is fastly growing	Employee Management	This has been included in the vision 2020 – roadmap. An employee assessment program was launched in 2018.
5	Procurement & facilities	Not applicable	Not applicable	Not applicable

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
102	General Disclosures			
1. Organisational Profile				
102-1	Name of the organisation	Full	Appendix 2: Key Facts & Figures	
102-2	Activities, brands, products, and services	Full	Section 1: Our Company	
102-3	Location of headquarters	Full	Appendix 2: Key Facts & Figures	
102-4	Location of operations	Full	Section 1: Our Company Appendix 2: Key Facts & Figures	
102-5	Ownership and legal form	Full	Appendix 2: Key Facts & Figures	
102-6	Markets served	Full	Section 4: Our Operations	
102-7	Scale of the organisation	Full	Section 1: Our Company Appendix 2: Key Facts & Figures	
102-8	Information on employees and other workers	Full	Appendix 5: HR Indicators	8
102-9	Supply chain	Full	Section 6: Our Network	

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
102	General Disclosures			
1. Organisational Profile				
102-10	Significant changes to the organisation and its supply chain	Full	Appendix 6: Sustainability Parameters - Scope	
102-11	Precautionary principle or approach	Full	Appendix 1: Corporate Governance	
102-12	External initiatives	Full	Section 1: Our Company	
102-13	Membership of associations	Full	Marc Lanckriet participates in the board of directors of Transport and Logistics Flanders (TLV)	
2. Strategy				
102-14	Statement from senior decision-maker	Full	Section 1: Our Company	
3. Ethics & Integrity				
102-16	Values, principles, standards, and norms of behaviour	Full	Section 1: Our Company	

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
102	General Disclosures			
4. Governance				
102-18	Governance structure	Full	Appendix 1: Corporate Governance	
5. Stakeholder Engagement				
102-40	List of stakeholder groups	Full	Appendix 6: Sustainability Parameters – Preparation, Data Collection & Validation	
102-41	Collective bargaining agreements	Full	Appendix 5: HR Indicators	
102-42	Identifying and selecting stakeholders	Full	Appendix 6: Sustainability Parameters – Preparation, Data Collection & Validation	
102-43	Approach to stakeholder engagement	Full	Appendix 6: Sustainability Parameters – Preparation, Data Collection & Validation	
102-44	Key topics and concerns raised	Full	Appendix 6: Sustainability Parameters – Preparation, Data Collection & Validation	
6. Reporting Standards				
102-45	Entities included in the consolidated financial statements	Full	Appendix 6: Sustainability Parameters - Scope	
102-46	Defining report content and topic boundaries	Full	Appendix 6: Sustainability Parameters –Preparation, Data Collection & Validation	



Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
102	General Disclosures			
6. Reporting Standards				
102-45	Entities included in the consolidated financial statements	Full	Appendix 6: Sustainability Parameters - Scope	
102-46	Defining report content and topic boundaries	Full	Appendix 6: Sustainability Parameters –Preparation, Data Collection & Validation	
102-47	List of material topics	Full	Appendix 6: Sustainability Parameters – Material Aspects	
102-48	Restatements of information	Full	N/A	
102-49	Changes in reporting	Full	Appendix 6: Sustainability Parameters - Scope	
102-50	Reporting period	Full	Appendix 6: Sustainability Parameters – Introduction	
102-51	Date of the most recent report	Full	Appendix 6: Sustainability Parameters – Scope The most recent CSR Report has been published in 2019 (short version) and 2017 (extended version)	
102-52	Reporting cycle	Full	Appendix 6: Sustainability Parameters – Introduction	
102-53	Contact point for questions regarding the report	Full	Appendix 2: Key Facts & Figures	

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
6. Reporting Standards				
102-54	Claims of reporting in accordance with the GRI Standards	Core Option	This report has been prepared in accordance with the GRI Standards: Core option	
102-55	GRI content index	Full	Appendix 7: GRI Content Index	
102-56	External assurance	Full	Not Assured	
103	Management Approach			
103-1	Explanation of the material topic and its boundary	Full	Explained per material topic in the GRI Content Index	
103-2	The management approach and its components	Full	Explained per material topic in the GRI Content Index	
103-3	Evaluation of the management approach	Full	Explained per material topic in the GRI Content Index	

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
200	Economic Indicators			
201	Economic Performance	Material	<p>Topic & Boundary (103-1): The economic aspect is material to ensure the continuity of ECS2XL and applies to all entities of ECS Corporate NV</p> <p>Management Approach (103-2): The economic aspect is monitored via management reporting and follow up meetings on different levels</p> <ul style="list-style-type: none"> - Corporate Level (Excom, Finance Committee, Baord of directors) - Divisional Level (Supply Chain, Door-to-Door, Technics) - Managerial Level (Quarterly Business Update, management meetings) <p>Evaluation (103-3): The financial statements (and the underlying control environment) are verified by an external auditor</p>	
201-1	Direct economic value generated and distributed	Full	Appendix 2: Key Facts & Figures	
201-2	Financial implications and other risks and opportunities due to climate change	N.A.		
201-3	Defined benefit plan obligations and other retirement plans	N.A.		
201-4	Financial assistance received from government	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
202	Market Presence	Not Material	The logistics activities from ECS2XL are concentrated in Europe and are managed via 2 operational towers in Zeebrugge (Belgium) and Venlo (The Netherlands).	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	N.A.		
202-2	Proportion of senior management hired from the local community	N.A.		
203	Indirect economic impacts	Not Material	The logistics activities have a direct impact to the value chain. There is only a limited indirect impact.	
203-1	Infrastructure investments and services supported	N.A.		
203-2	Topic-specific disclosures	N.A.		
204	Procurement Practices	Not Material	The logistics activities from ECS2XL are focused on Europe and are managed via 2 operational towers in Zeebrugge and Venlo. Only European subcontractors are used (trucking companies, rail and sea operators).	
204-1	Proportion of spending on local suppliers	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
205	Anti-Corruption	Not Material	The logistics activities from ECS2XL are concentrated in Europe which is the highest scoring region on the corruption perception index. Furthermore we maintain a strict anti-corruption and bribery policy.	
205-1	Operations assessed for risks related to corruption	N.A.		
205-2	Communication and training about anti-corruption policies and procedures	N.A.		
205-3	Confirmed incidents of corruption and actions taken	N.A.		
206	Anti-Competitive Behavior	Not Material	The logistics activities from ECS2XL are executed in an open market, limiting the possibilities for anti-competitive behavior.	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N.A.		
207	Tax	Not Material		
207-1	Only effective as of 1 January 2021	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
300	Environmental Indicators			
301	Materials	Not Material	ECS2XL is providing logistics services. ECS2XL is not manufacturing products.	
301-1	Materials used by weight or volume	N.A.		
301-2	Recycled input materials used	N.A.		
301-3	Reclaimed products and their packaging materials	N.A.		
302	Energy	Not Material	The electricity consumption is limited to less than 1% of the ECS2XL CO ₂ footprint 2019 (scope 1 + 2 + 3). Although, we don't consider this aspect material to build up a sustainability report, ECS2XL monthly follows up the electricity consumption via the Sustainability balanced scorecard.	
302-1	Energy consumption within the organisation	N.A.		
302-2	Energy consumption outside the organisation	N.A.		
302-3	Energy intensity	N.A.		
302-4	Reduction in energy consumption	N.A.		
302-5	Reductions in energy requirements of products and services	N.A.		



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Nr.	GRI Description	Reporting Status	Reference	SDG
303	Water & Effluents	Not Material	Water consumption is limited to our sanitary usage for our employees.	
303-1	Interactions with water as a shared resource	N.A		
303-2	Management of water discharge related impacts	N.A		
303-3	Water withdrawal	N.A		
303-4	Water discharge	N.A		
303-5	Water consumption	N.A		
304	Biodiversity	Not Material	Not relevant for the logistics activities provided by ECS2XL	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N.A		
304-2	Significant impacts of activities, products, and services on biodiversity	N.A		
304-3	Habitats protected or restored	N.A		
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	N.A		

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Nr.	GRI Description	Reporting Status	Reference	SDG
305	Emissions	Material	<p>Topic & Boundary (103-1): CO₂ emissions can be considered as one of the key material topics for logistics activities. Freight transport contributes to almost a quarter of Europe's greenhouse gas emissions. Impact of CO₂ emissions for following entities as well as our freight suppliers.</p> <p>Management Approach (103-2): The CO₂ emissions are quarterly monitored on a consolidated basis by means of a sustainability scorecard.</p> <p>Evaluation (103-3): Yearly review of the sustainability parameters (including emissions) in the management review.</p>	
305-1	Direct (Scope 1) GHG emissions	Full	Appendix 4: CO ₂ Emissions	3,12,13
305-2	Energy indirect (Scope 2) GHG emissions	Full	Appendix 4: CO ₂ Emissions	3,12,13
305-3	Other indirect (Scope 3) GHG emissions	Full	Appendix 4: CO ₂ Emissions	3,12,13
305-4	GHG emissions intensity	Full	Section 3: Our sustainable logistics	3,12,13
305-5	Reduction of GHG emissions	Full	Appendix 4: CO ₂ Emissions + Section 3: Our sustainable logistics	3,12,13
305-6	Emissions of ozone-depleting substances (ODS)	N.A		3,12,13
305-7	Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	N.A		3,12,13

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Nr.	GRI Description	Reporting Status	Reference	SDG
306	Effluents and waste	Not Material	Not relevant for the logistics activities provided by ECS2XL	
306-1	Water discharge by quality and destination	N.A		
306-2	Waste by type and disposal method	N.A		
306-3	Significant spills	N.A		
306-4	Transport of hazardous waste	N.A		
306-5	Water bodies affected by water discharges and/or runoff	N.A		
307	Environmental Compliance	Not Material	ECS2XL is compliant with the environmental legislation. The topic environmental compliance can be considered not material for the activities that ECS2XL is performing as logistics provider. ECS2XL is not performing warehouse activities linked to the storage of dangerous goods.	
307-1	Non-compliance with environmental laws and regulations	N.A		
308	Supplier Environmental assessment	Not Material	ECS2XL is compliant with the environmental legislation, including environmental supplier criteria.	
308-1	New suppliers that were screened using environmental criteria	N.A		
308-2	Negative environmental impacts in the supply chain and actions taken	N.A		

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Nr.	GRI Description	Reporting Status	Reference	SDG
400	Social Indicators			
401	Employment	Material	<p>Topic & Boundary (103-1): As 600 employees are employed by ECS2XL, employment is perceived as a material topic. This for all the employees of the entities of ECS Corporate NV.</p> <p>Management Approach (103-2): Employment is managed by means of sector benchmarks reviewed during the nomination and remuneration committee, periodic employee surveys and quarterly employee management meetings.</p> <p>Evaluation (103-3): Evaluation using sector benchmarks as well as internal auditing</p>	
401-1	New employee hires and employee turnover	Full	Appendix 5: HR Indicators	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	N.A.		
401-3	Parental leave	N.A.		
402	Labour / management relations	Not Material	Labour / management relations are viewed as not material, however collective bargaining agreements are in place.	
402-1	Minimum notice period regarding operational changes			

Appendix 7: GRI Content Index

Nr.	GRI Description	Reporting Status	Reference	SDG
400	Social Indicators			
403	Occupational Health & Safety	Material	<p>Topic & Boundary (103-1): In order to prevent incidents on the work floor as well as providing optimal working conditions, Health and Safety are perceived as a material topic. This for all employees of the entities of ECS Corporate NV.</p> <p>Management Approach (103-2): Health and safety is monitored on several levels:</p> <ul style="list-style-type: none"> - Corporate Level: Yearly QESH management review with Excom and review of QESH Policy (Quality, Environment, Safety Security, Health) - Divisional Level: Yearly HACCP review (Hazardous Analysis – Critical Control Points) - Management Level: Quarterly QESH meetings and monthly follow up on CPBW with personnel representative - Supplier Level: Yearly QESH questionnaire <p>Evaluation (103-3): Evaluation by use of QESH objectives and internal auditing</p>	
403-1	Occupational health and safety management system	N.A.		
403-2	Hazard identification, risk assessment, and incident investigation	Full	Section 4: Our Operations Employees can report hazardous situations to our prevention department. They are protected against reprisals by our whistleblower policy, where support and protection from retaliation is provided when acting in good faith	
403-3	Occupational health services	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
403-4	Worker participation, consultation, and communication on occupational health and safety	N.A.		
403-5	Worker training on occupational health and safety	Full	Section 4: Our operations + Section 5: Our People Our employees are protected against reprisals by our whistleblower policy, where support and protection from retaliation is provided when issues are arised in good faith	
403-6	Promotion of worker health	N.A.		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	N.A.		
403-8	Workers covered by an occupational health and safety management system	N.A.		
403-9	Work-related injuries	N.A.		
403-10	Work-related ill health	N.A.		
404	Training & Education	Material	<p>Topic & Boundary (103-1): Training and Education are some of the key elements in ensuring skilled and motivated employees as well as satisfied customers. This topic is material for all employees of all entities of ECS Corporate NV.</p> <p>Management Approach (103-2): A fixed induction training program and recurring training program is developed for blue and white collar employees.</p> <p>Evaluation (103-3): Evaluation through internal audit</p>	

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Nr.	GRI Description	Reporting Status	Reference	SDG
404-1	Average hours of training per year per employee	Full	Section 5: Our People + Appendix 5: HR Indicators	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Full	Section 5: Our People	
404-3	Percentage of employees receiving regular performance and career development reviews	Full	Section 5: Our People	
405	Diversity & Equal opportunity	Material	<p>Topic & Boundary (103-1): As logistics is mainly a male dominated sector, ECS2XL stresses the importance of a diversified company providing equal opportunities. This for all employees of all entities of ECS Corporate NV.</p> <p>Management Approach (103-2): Diversity and equal opportunity is embedded within the values of ECS2XL: Together we are & We are sustainable, indicating the importance of diversity and respect towards all. This value is taken into account in the nomination & remuneration committee</p> <p>Evaluation (103-3): Evaluation during strategic sessions / nomination & remuneration committee</p>	5,8
405-1	Diversity of governance bodies and employees	Full	Appendix 5: HR Indicators	
405-2	Ratio of basic salary and remuneration of women to men	N.A		

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Nr.	GRI Description	Reporting Status	Reference	SDG
406	Non-discrimination	Material	<p>Topic & Boundary (103-1): As logistics is mainly a male dominated sector, ECS2XL stresses the importance of a diversified company providing equal opportunities. This for all employees of all entities of ECS Corporate NV.</p> <p>Management Approach (103-2): Non-Discrimination is part of our CSR Policy and each employee has to sign this policy. Furthermore when issues should arise employees can raise these making use of our whistleblower policy.</p> <p>Evaluation (103-3): Evaluation through measurement of reported incidents</p>	
406-1	Incidents of discrimination and corrective actions taken	Full	There are no formally reported incidents regarding discrimination in 2018 and 2019 (via whistleblowing channels or the assigned confidential counselors).	
407	Freedom of association & collective bargaining	Not Material	The logistics activities from ECS2XL are focused on Europe providing legal supporting network. Each ECS2XL employee and supplier has to sign a code of conduct including freedom of association & collective bargaining.	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
408	Child Labour	Not Material	The logistics activities from ECS2XL are focused on Europe providing a legal supporting network. Each ECS2XL employee and supplier has to sign a code of conduct including no child labour.	
408-1	Operations and suppliers at significant risk for incidents of child labour	N.A.		
409	Forced or compulsory labour	Not Material	The logistics activities from ECS2XL are focused on Europe providing a legal supporting network. Each ECS2XL employee and supplier has to sign a code of conduct including no forced or compulsory labour	
409-1	Operations and suppliers at significant risk for incidents of compulsory labour	N.A.		
410	Security Practices	Not Material	Not relevant for the logistics activities provided by ECS.	
410-1	Security personnel trained in human rights policies or procedures	N.A.		
411	Rights of indogenous people	Not Material	The logistics activities from ECS2XL are focused on Europe providing a legal supporting network. Each ECS2XL employee and supplier has to sign a code of conduct including all human rights.	
411-1	Incidents of violations involving rights of indogenous peoples	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
412	Human rights assessment	Not Material	The logistics activities from ECS2XL are focused on Europe providing a legal supporting network. Each ECS2XL employee and supplier has to sign a code of conduct including all human rights.	
412-1	Operations that have been subject to human rights reviews or impact assessments	N.A.		
412-2	Employee training on human rights policies or procedures	N.A.		
412-3	Significant investment agreements and contracts that include human rights clause or that underwent human rights screening	N.A.		
413	Local communities	Not Material	The logistics activities from ECS2XL are focused on Europe where our operational centers are located in an industrial area with limited impact on local communities.	
413-1	Operations with local community engagement, impact assessments, and development programmes	N.A.		
413-2	Operations with significant actual and potential negative impacts on local communities	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
414	Supplier social assessment	Not Material	The logistics activities from ECS2XL are focused on Europe, providing a legal supporting network. Each supplier agrees with our code of conduct (including social aspects). Furthermore, the subcontractors of ECS2XL are screened at the moment of defining a new relationship and yearly by means of the QESH questionnaire. Due to the limited impact this is seen as not material.	
414-1	New suppliers that were screened using social criteria			
414-2	Negative social impacts in the supply chain and actions taken			
415	Public Policy	Not Material	Not material as ECS2XL is not involved in public policy making in European countries.	
415-1	Political contributions	N.A.		
416	Customer health & safety	Not Material	ECS2XL is providing logistics services within the segment business to business. In case applicable, our employees and subcontractors are instructed with additional (safety) measures at client.	
416-1	Assessment of the health and safety impacts of product and service categories	N.A.		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	N.A.		
417-3	Incidents of non-compliance concerning marketing communications	N.A.		

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Nr.	GRI Description	Reporting Status	Reference	SDG
417	Marketing and labelling	Not Material	ECS2XL is providing logistics services (and is not a manufacturer) within the segment business to business. Marketing communication and labelling has limited relevance.	
417-1	Requirements for product and service information and labelling	N.A		
417-2	Incidents of non-compliance concerning product and service information and labelling	N.A		
417-3	Incidents of non-compliance concerning marketing communications	N.A		
418	Customer Privacy	Not Material	ECS2XL is providing logistics services as core activity with limited customer data. Although, necessary security measures are in place to protect data. Furthermore, our own employees as well as our subcontractors are not allowed to give details about the customer for who ECS2XL is executing transport (this is included in the ECS2XL code of conduct signed by our employees and our suppliers).	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N.A		
419	Socio economic compliance	Not Material	ECS2XL is providing logistics services as core activity. ECS2XL is not manufacturing products.	
419-1	Non-compliance with laws and regulations in the social and economic area	N.A		