



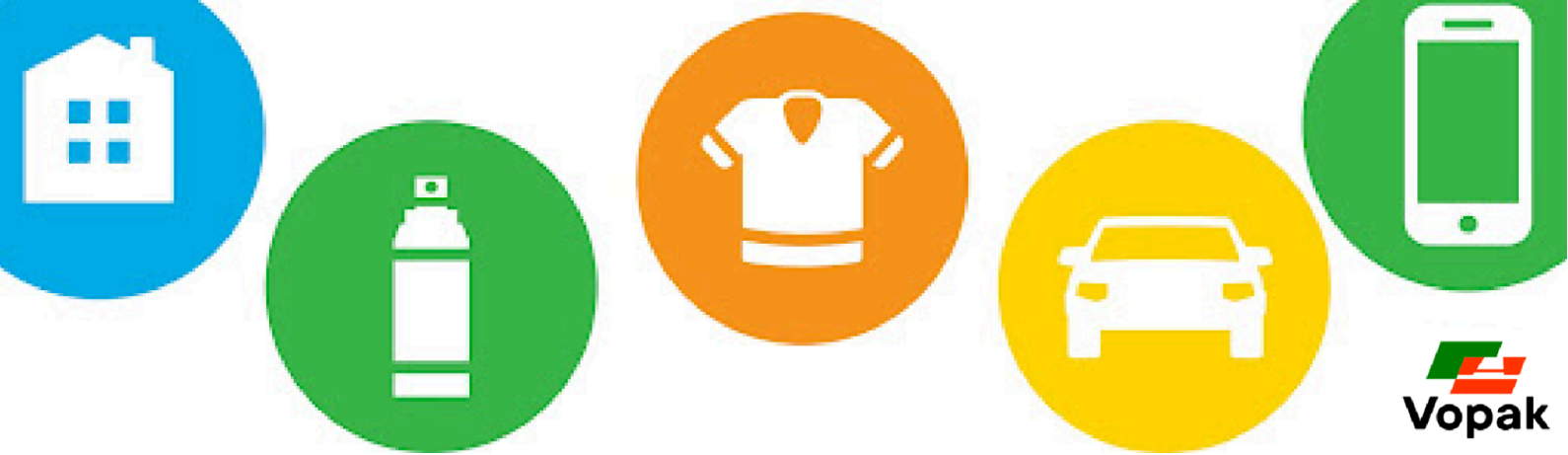
Inclusion & diversity - Vopak's journey

In short

As the world evolves towards a sustainable economy, we embrace and expand our role as an initiator and enabler of positive change. We want to create value for all our stakeholders, including our own employees, new talents and people in our local communities around the globe. We believe that each individual has the right to be treated with respect and dignity, and to work in a professional atmosphere that promotes equal opportunities and prohibits discrimination or harassment on the basis of race, color, national origin, religion, sex, sexual orientation, age, political orientation or trade union membership, allowing everyone at Vopak to develop their full potential.

With operations around the globe, Vopak is a multicultural company. Our workforce is diverse and includes people from many different cultures, nationalities and beliefs. We nurture the many different approaches and perspectives each culture and individual brings to our business. What is more, we realize that workforce diversity in its broadest sense contributes to the long-term success of our company: it leads to better decision-making and allows us to scout talent from a wider range of sources than we currently do. We are therefore committed to have an inclusive work culture where all feel welcome and a diverse workforce that is a reflection of the societies that we serve.

Our diversity policy is currently focused on increasing diversity in senior management in terms of gender and regional origin. Diversity in competences is a third important topic of attention. We have become more stringent on setting and pursuing targets and are making progress. As of 31 December 2023, women made up for 20% of senior management (up from 12 percent in 2019). On regional diversity, 77% of our senior management reflect the countries and regions in which we operate. In addition, we started to strengthen our competences in IT and new energies, and recognize the importance of LGBTQ+ employees at Vopak. Every business unit, as well as Vopak headquarters, sets targets and makes action plans to reach them. Becoming more diverse will enable us to stay relevant to society and help the world flow forward.



The societal and the business case for diversity

The call for diversity in the workplace has been growing over the past decades. There is now a consensus that women, LGBTIQ, ethnic and other minority groups deserve a fair representation in the workforce. It's not just a matter of fairness, but also of sound economics. Gender parity is fundamental to thriving societies, leading to a wide range of societal benefits, from GDP growth to lower inequality and lower infant mortality.

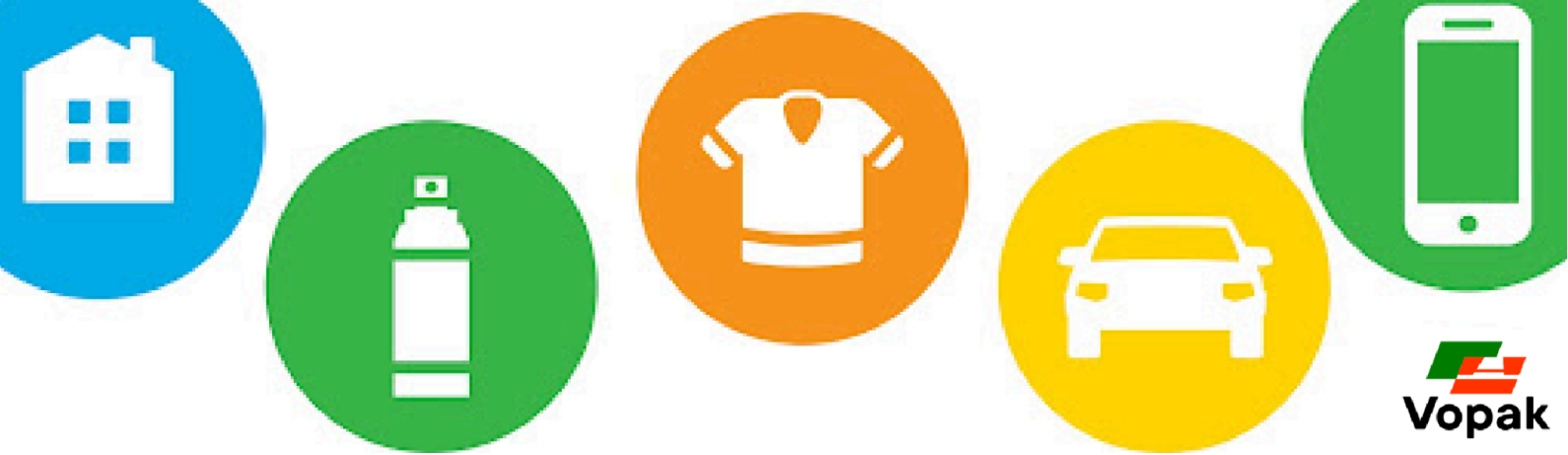
At the business level, research shows that companies with a diverse workforce --not only in terms of gender, but also in terms of nationality, age and competences-- perform better. In the financial community, Economic, Social and Governance standards typically include diversity as one of the topics to measure corporate good governance and thus determine a company's value and creditworthiness. In the end, diversity is about the future of companies. A diverse workforce leads to better decision-making and is increasingly becoming a differentiating factor to attract new talent, as it allows companies to access a broad global talent pool that is not restricted by nationality, management styles, competences or gender.

What we stand for

As the world evolves towards a sustainable economy, we embrace and expand our role as an initiator and enabler of positive change. We want to create value for all our stakeholders, including our own employees, new talents and people in our local communities. With operations around the globe, Vopak is a multicultural company: our workforce includes men and women from many different cultures, nationalities and beliefs. We nurture the many different approaches and perspectives each culture and individual brings to our business. What is more, we realize that workforce diversity in its broadest sense makes Vopak a more attractive employer, contributes to better decision-making and enables us to stay relevant to society.

We are therefore committed to achieving a diverse workforce that is a reflection of the societies that we serve; an open and inclusive work culture where all feel safe and welcome; and equal opportunities that allow everyone at Vopak to develop their full potential. At the heart of our diversity policy is the fundamental belief, as stated in our Code of Conduct, that every individual must be treated with respect and dignity, free from discrimination or harassment on the basis of race, color, national origin, religion, sex, sexual orientation, age, political orientation or trade union membership. We will not tolerate any such discrimination or harassment and expect that all relationships among persons in the workplace are business-like and free of bias and prejudice.

Our policies aim to increase the diversity of our workforce, in particular in terms of gender, nationality and competences. In recruitment and promotion, we focus on attracting, developing and retaining the right expertise, competences and skills in key areas of the business, rather than on putting people into roles to meet diversity targets. We endeavor to enable each individual to develop his or her talents in various ways, for instance by offering training programs, geographical mobility, mentorship and promotion opportunities.



Where we stand

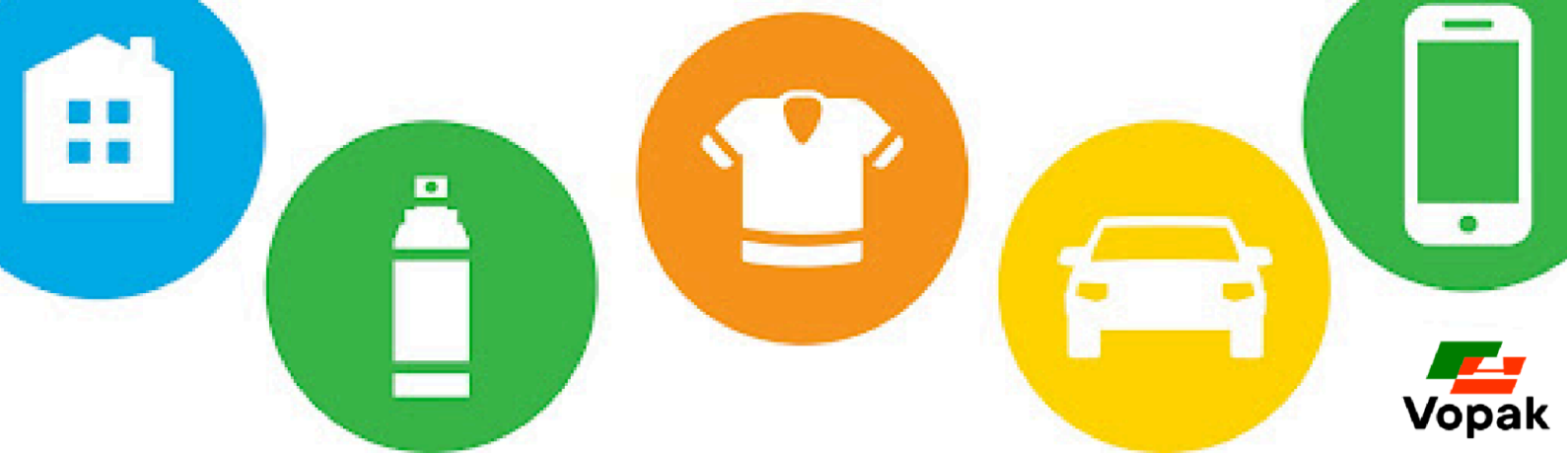
We are on a journey to become a more diverse company. At senior management level, we strive our leadership to reflect the countries we operate in with balanced gender diversity. We are not there yet, but we are making progress. Our industry has traditionally been male-dominated, and our company is no exception: of almost 6,000 employees at Vopak and its JVs, 20% are women¹ (up from 12 percent in 2019). This includes first-time female appointments: operations are led by female Site Managers at major terminals like in Europoort and Deer Park. The past years also saw the nomination of the first two female members of the global Strategic Committee, which is composed by the Executive Board, 9 Business Unit Presidents (including 1 female) and 6 Executive Vice-Presidents (including 1 female).

With a percentage of 77% (year-end 2023), we have also achieved our 2023 target on regional diversity that at least 75% of our senior management level reflects the countries and regions in which we operate. However, not every business unit has achieved the 75% target: 5 BUs have exceeded the target while 4 BUs have not yet reached it (although no BU is below 50% regional diversity in senior management). We still have a way to go to achieve our gender diversity target that at least 25% of senior management at global headquarters consists of international talent (we stood at 9% by year-end 2023). At our terminals, we mainly work with local staff; the percentages are currently between 90 and 100%, which applies to both local terminal management and the entire terminal organization. Two of our six current Supervisory Board members are women and three are non-Dutch.

	Performance				
	2023	2022	2021	2020	2019
Inclusion and diversity					
Percentage of women in senior management positions	20%	20%	17%	16%	12%
Percentage of regional origin in senior management positions (business units and operating companies)	77%	82%	84%	N.R.	N.R.
Percentage of regional origin in senior management (global roles)	9%	12%	9%	N.R.	N.R.

Source: Vopak Annual Report 2023, p. 91

¹ Figures Annual Report 2023



Our journey forward

Our diversity policy

Vopak is committed to continue the journey towards becoming a truly diverse company. Over the past years, we have set, increased and pursued specific targets. In coming years, we will continue focusing on increasing diversity in terms of gender and regional origin on the one hand, and competences on the other. Our workforce should reflect both the society that we serve and the communities in which we operate and allow us to be a leader of the future. Attracting, retaining and developing a diverse group of talented people is key to successfully continue our digital transformation, embrace opportunities like blockchain and AI, and seize our role in accelerating the energy and feedstock transitions.

Our diversity policy aims at recruiting, retaining and promoting the workforce of the future. We are including diversity in our recruitment activities and strive to access a broad talent pool that is more diverse in terms of gender, regional origin and competences. To foster and retain a diverse group of talents and allow them to develop their full potential, we are including diversity in appointment decisions and succession management – driving diversity into the leadership of our business units and operating companies. We are also incorporating diversity into our talent management.

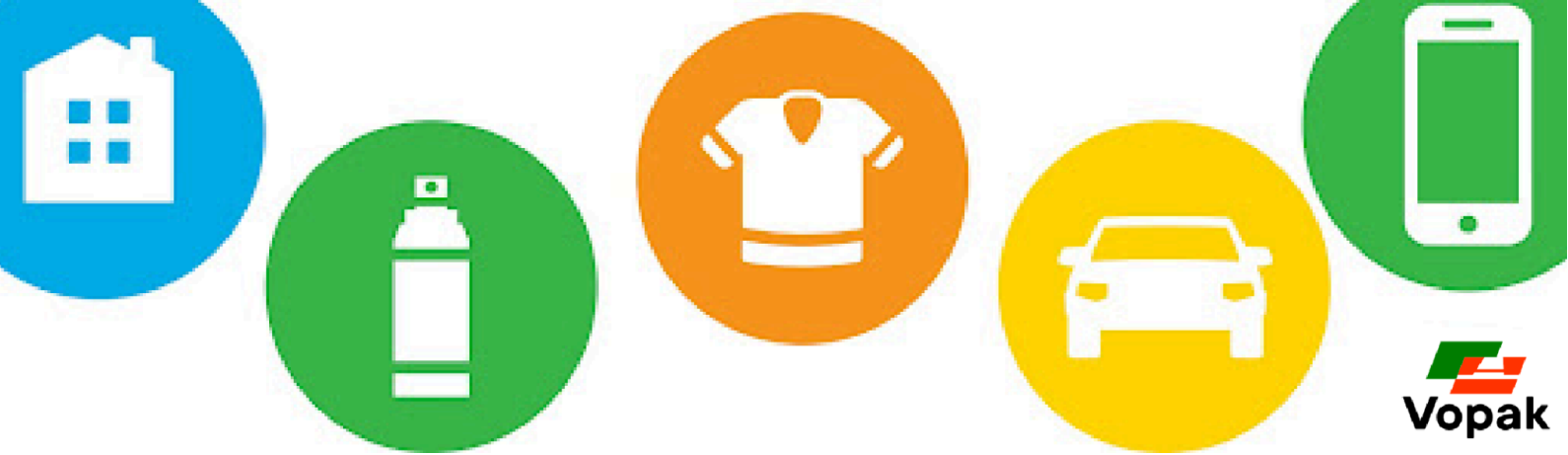
Recruitment will help us create new role models, bring in more diversity champions and increase our credibility towards the labor market. Yet we realize that a successful diversity policy cannot be achieved or sustained by recruitment alone. It also requires adopting and enforcing the right HR policies and otherwise creating internal conditions that enable diverse talent to rise up through Vopak ranks to senior roles. This includes following up on cases brought to the attention of our management and the global Trusted Person under the Speak Up Policy. At the local level, we aim to hire people from the regions, countries and communities where we operate - and we are successful at doing so. Talented employees from this group have succeeded in obtaining internal promotions into senior leadership roles. Vopak's top management is highly motivated to support and strengthen this trend.

Our diversity targets and actions

In other words, becoming a more diverse company will not happen by accident. We need clear targets and concrete action plans to reach them. And we will hold our senior management accountable to reaching them.

Our main targets are to:

- Increase the proportion of women in Vopak's senior management positions to 25% by year-end 2025.
- Improve diversity in terms of regional origin, whereby we strive for senior management
 - in business units operational companies to be at least 75% local (target reached on average, improvements to be made for specific BUs)



- in global roles at Vopak HQ, to have at least 25% international talents in senior management (2023: 9%).

Much is happening to reach those targets. Every business unit and Vopak headquarters set targets and make **action plans** to drive progress on our diversity agenda. These plans must include three lines of action:

First, we reviewed and modernized our policies, terms of employment and infrastructure to enable our employees more flexibility to fit work into their lives, as well as to ensure fairness and inclusion, through:

- flexible schedules are being implemented globally where possible;
- global guidelines on teleworking and flexible schedules have been communicated to all divisions and translated into local teleworking policies
- maternity and parental leave are in place globally and were significantly improved above legal standards in the US;
- salary reviews ensure equal pay for an equal job²;
- terminal and office infrastructure are better adapted to the needs of diverse genders and ethnicities (changing rooms, nursing spaces, praying spaces, among others); many terminals now have adapted facilities to properly receive women operators;
- workplace ergonomics and personnel protection equipment fit for diversity; the Europoort terminals was the first to buy feminine PPEs.

Second, we will maintain our efforts to get the basics right. We have become more stringent around **setting targets, reporting on results** and **holding our leaders accountable** for progress on both gender and cultural diversity. Beyond the numbers, we must also ensure that we attract the *most talented* and *ambitious* women and people from diverse cultures, in order to diversify the talent pool from which our future leaders will be recruited. To that end, we need to be able to prove to these women and men that Vopak can offer them a great career and we need senior leaders and managers to stand up as diversity champions.

We therefore request every business unit and Vopak headquarters to:

- Establish visionary diversity goals, with clear targets & a timeframe;
- Go the extra mile when recruiting, demanding diverse candidates on every short list;
- Include diversity in our KPIs and personal targets of senior management.

² A salary review was done in 2020 in the Netherlands, the United States and China. The survey did not find evidence of a gender pay gap (pay difference of 5% or more for people in the same Hay grade and location); in total, 41 of such differences were found in the Netherlands, 22 of which favored women, 19 in favor of men, and all differences had performance- and experience-related reasons



Third, we will strive to further **increase diversity awareness, promote an inclusive culture and foster inclusive behavior** within the company, with a particular focus on senior leaders. We are being more vocal about our diversity policies and goals, both internally and in our recruitment. We avoid boasting and instead focus on showing what we have achieved so far, in particular by giving visibility to role models and diversity champions (“show, don’t just tell”). In the past years, many actions happened around gender diversity around the world, from awareness campaigns and training on unconscious bias behavior to the creation of Employee Resource Groups (ERGs). An example is the Pride@Vopak group, started at Vopak headquarters with a global reach, which aims to recognize and celebrate LGBTQ+ employees. Other examples are the Internationals@Vopak and Women@Vopak groups at headquarters. A Women’s Mentorship program, first introduced as a pilot in the Netherlands, has now been adopted in other countries as well.

We use **communication** to *inform* our people about our diversity policy, *align* them with our diversity goals, and *engage* them in order to create a positive attitude, by:

- Continuing to include diversity considerations and role models in our internal and external communication, in particular the newly launched career platform;
- Conducting internal awareness communication or campaigns.

We continue to align our **trainings and other HR tools** with diversity goals to contribute to an inclusive culture, by:

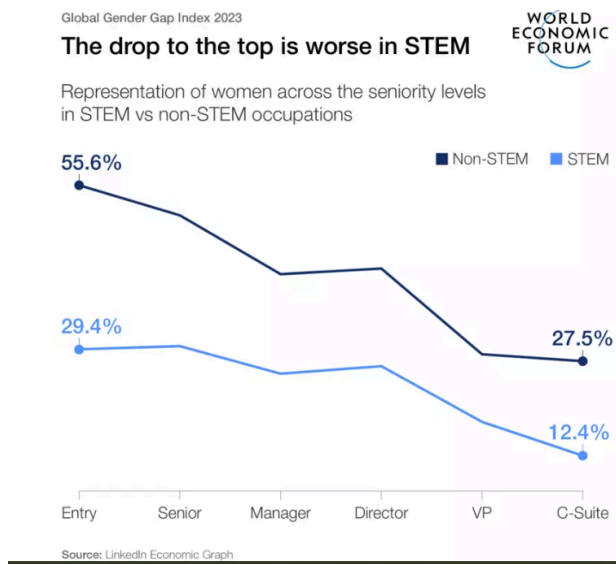
- Reviewing our inclusivity training and requesting all Vopak employees to follow our inclusivity training and including diversity considerations in our training programs whenever possible;
- Encouraging (formal/informal) mentorship and advisory groups for women and employees from minority groups who so desire.

These actions will foster diversity, inclusion and equal opportunities at Vopak and get us ready for the workforce of the future.



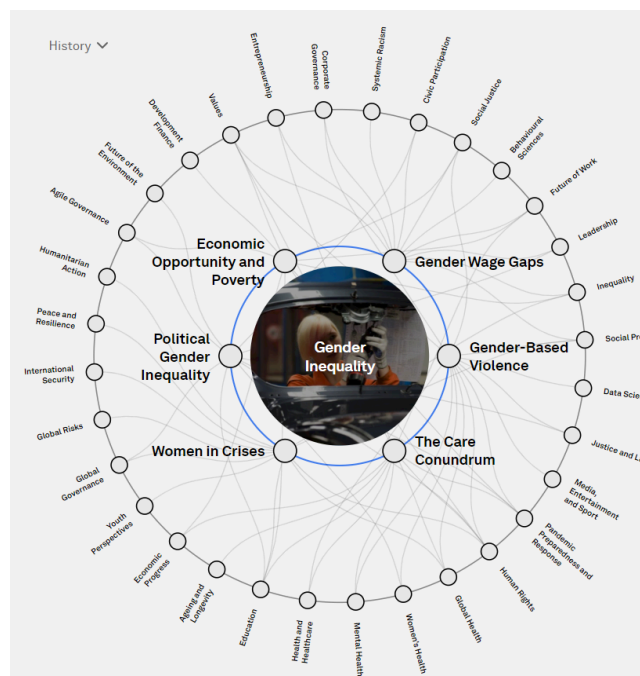
Toolbox and references

- [Single slide](#) about inclusion & diversity @Vopak
- World Economic Forum, [Global Gender Gap Report 2023](#): according to the Global Gender Gap Report 2022, the expected time to parity has risen from 100 to 132 years (since 2020):



- McKinsey [Insights on Diversity and Inclusion](#) - reports & articles.
- World Economic Forum, [3 reasons why Business leaders can't afford to ignore diversity](#), August 2019
- World Economic Forum Strategic Intelligence research shows the societal cost of gender inequality...

for



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... and the widespread benefits of diversity and inclusion for companies and society:



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