

Vopak WeConnect: Policy Plan 2026 & Activities report 2025



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Introduction

Vopak seeks to foster positive, value-adding relationships with the local communities in which we operate. Our value creation includes hiring and training local people, stimulating economic growth through investment, and supporting local communities through structured volunteering initiatives. In this context, Vopak WeConnect plays an important role in strengthening our connection with the communities around our terminals and offices.

The core mission of Vopak WeConnect is to encourage and support Vopak and joint venture employees in setting up volunteering projects near Vopak locations, with a focus on helping youngsters and contributing to more sustainable communities.

2025 has been a successful and impactful year for Vopak WeConnect. During the year, 25 projects were initiated across our global network, engaging more than 400 Vopak and joint venture volunteers and reaching approximately 6,500 young people. These results reflect the strong commitment of our colleagues worldwide to contribute meaningfully to the communities in which we operate.

Several initiatives stood out during the year. Highlights include the launch of the first SpaceBuzz pilot in South Africa, the continued development of infrastructure support for China Hope Schools, and the acceleration of our partnership with the Feyenoord Foundation in Rotterdam. In particular, the China Hope Schools initiative remains a flagship WeConnect project, demonstrating the long-term impact that sustained collaboration can have in expanding educational opportunities and improving learning environments for young people.

Looking ahead, Vopak WeConnect will use 2026 to consolidate the updated strategy introduced in 2024. This strategic update broadened our scope by introducing a second pillar focused on contributing to sustainable communities, alongside the development of a partnerships and scholarships model. The Board and Supervisory Board are pleased with the progress made so far and aim to further strengthen and embed this strategy in the coming year.

This policy plan outlines the vision, mission, and governance of Vopak WeConnect, as well as the framework within which projects are initiated and supported. It provides an overview of our partnerships, scholarship initiatives, and operational model, and describes how the organization is governed and financed. Finally, the document presents our ambitions for the coming year and the priorities that will guide the continued development of Vopak WeConnect.

Effective 2025, the decision was made in November 2024 to integrate Stichting WeConnect (an ANBI-status foundation) into an in-house organizational structure under Royal Vopak. Unless otherwise noted, the term "Vopak WeConnect" in this document encompasses both the previous and current iterations of the organization.

Vision, mission and criteria

At Vopak WeConnect, we believe that fostering international collaboration and bridging cultural differences from an early age is fundamental to societal progress. In an increasingly interconnected world, young people benefit greatly from exposure to different perspectives, ideas, and opportunities. Developing these connections early in life helps build understanding, confidence, and the ability to navigate a diverse and rapidly changing global environment.

With more than 400 years of experience in global trade, Vopak has long demonstrated the value of open markets and cooperation across cultures and backgrounds. Our operations connect global supply chains and communities across continents, and this global outlook also shapes how we approach our role in society. As a company with a long-term presence in many locations around the world, we believe it is important to build strong and positive relationships with the communities near our terminals and offices. Being a responsible and engaged neighbour is an important part of how we operate, and community involvement helps strengthen the mutual trust that is essential for long-term cooperation.

At the same time, we recognize that not all young people have access to the same opportunities. In many of the communities where we operate, young people face barriers to education, career development, and international exposure. These challenges can limit their ability to reach their full potential and participate fully in the opportunities offered by a globalized world.

Vopak WeConnect seeks to address this gap by mobilizing Vopak employees and joint venture colleagues to share their knowledge, experience, and professional networks. Through volunteering initiatives, mentorship, educational activities, and community partnerships, employees contribute directly to projects that support youth development and strengthen local communities.

By doing so, Vopak WeConnect not only creates opportunities for young people, but also contributes to building stronger, more resilient communities. In this way, Vopak WeConnect connects the global knowledge and experience within our company with the needs and aspirations of the communities in which we operate, creating lasting social and environmental value.

Operational framework

Vopak WeConnect supports and enables projects that contribute to its mission by providing both financial resources and practical guidance. The organization plays an active role in stimulating new initiatives, supporting employees throughout the project lifecycle, and ensuring alignment with its strategic objectives.

In practice, Vopak WeConnect encourages and supports Vopak and joint venture employees to initiate projects that focus on empowering young people and contributing to sustainable communities. Employees are guided in developing project proposals that meet the established criteria, and support is provided where needed to help translate ideas into well-structured and impactful initiatives.

In addition, Vopak WeConnect actively seeks collaboration with external partners, including NGOs and other organizations, to facilitate the development of projects across one or multiple locations. Once projects are approved, the organization supports project managers in the execution phase, ensuring clarity on expectations, monitoring progress, and providing a sounding board where needed.

To ensure accountability and continuous improvement, Vopak WeConnect sets clear targets and evaluation criteria. Project managers are expected to report on progress and outcomes, either at the end of the year or upon completion of the project. Where applicable, financial support is provided in line with the established funding framework.

Communication also plays an important role in the operational model. Vopak WeConnect maintains regular contact with internal and external stakeholders and works closely with Vopak's global communication team, as well as HR and communication representatives in the business units, to ensure that projects and participation opportunities are effectively communicated across the organization.

Finally, in line with Dutch ANBI requirements, Stichting Vopak WeConnect publishes an annual policy plan and financial overview before 1 July each year.

Mission

Vopak WeConnect's mission is structured around two complementary pillars:

Pillar 1: Empowering youngsters

Empowering young people has been at the heart of Vopak WeConnect since its establishment and continues to form the foundation of our work. Supporting the next generation is deeply embedded in the DNA of Vopak WeConnect, and it will remain a central focus of our initiatives in the years to come. We believe that investing in young people is one of the most effective ways to create long-term positive impact in the communities where we operate. By equipping young generations with knowledge, skills, and confidence, we contribute not only to their individual development but also to the future resilience and prosperity of their communities.

Through this pillar, Vopak WeConnect supports initiatives that provide mentorship, education, and practical skill-building opportunities for young people. Many of these initiatives are driven by the enthusiasm and commitment of Vopak and joint venture employees who volunteer their time and expertise to share insights from their professional experience. Projects range from leadership programs and career coaching to STEM education, entrepreneurship training, and activities that help young people better understand the world of work. These initiatives aim to inspire curiosity, broaden perspectives, and expose young people to opportunities that may otherwise remain out of reach.

By fostering confidence, expanding networks, and encouraging ambition, Vopak WeConnect helps young people build the capabilities needed to thrive in an increasingly interconnected and rapidly evolving world. At the same time, these initiatives strengthen the relationship between Vopak and the communities around our locations. By supporting young generations

today, we contribute to stronger, more inclusive, and more resilient communities in the long term.

Pillar 2: Sustainable Communities

In 2024, Vopak WeConnect introduced a second strategic pillar focused on contributing to more sustainable communities. This expansion of our strategy was driven by the ambition to further accelerate the positive impact that Vopak WeConnect can make in the communities where Vopak operates. While empowering young people remains central to our mission, we recognized that supporting broader community resilience and environmental sustainability can significantly strengthen the long-term value of our initiatives.

Under this pillar, Vopak WeConnect supports projects that contribute to one or more of the 18 focus areas defined in Vopak's Sustainability Roadmap. By aligning our community initiatives with these priorities, we ensure that Vopak WeConnect projects complement the broader sustainability ambitions of the company. This approach allows employees to develop projects that address local challenges while also contributing to global sustainability objectives.

Within this broader framework, several themes have emerged as particular priorities for Vopak WeConnect projects. These include initiatives focused on nature and biodiversity, projects related to innovation in new energies and sustainable feedstocks, and activities that promote inclusion and diversity. These topics reflect both the relevance of environmental stewardship and social inclusion in local communities, as well as the expertise and engagement of Vopak colleagues worldwide.

It is particularly encouraging to see that many project proposals increasingly combine elements of both strategic pillars. Initiatives that empower young people while also addressing sustainability challenges create a powerful multiplier effect, supporting youth development while strengthening the communities and environments in which they live. Vopak WeConnect welcomes and actively encourages such integrated projects, as they embody the full spirit of our mission.

Impact of Vopak WeConnect in 2025

Vopak WeConnect continues to deliver tangible and measurable impact across its global network. In 2025, a total of 25 projects were initiated, engaging more than 400 Vopak and joint venture volunteers. Together, these efforts reached approximately 6,500 young people in communities surrounding Vopak locations worldwide. These results reflect both the scale of Vopak WeConnect's activities and the strong commitment of colleagues to contribute meaningfully to their local communities.

In addition to locally initiated projects, Vopak WeConnect has further strengthened its impact through the development of strategic partnerships and programmes. These initiatives complement grassroots activities by introducing scalable concepts, fostering innovation, and deepening engagement with target communities.

A key example is the collaboration with SpaceBuzz, a non-profit organization dedicated to inspiring environmental stewardship among young people. Co-founded by Dutch astronaut André Kuipers, SpaceBuzz aims to create a new generation of ambassadors for the planet by recreating the so-called "overview effect", the profound shift in perspective experienced

by astronauts when viewing Earth from space.

As part of this partnership, Vopak WeConnect co-funded the development of a rocket-shaped vehicle equipped with virtual and augmented reality technology, offering an immersive educational experience. This is complemented by a structured online programme consisting of 12 interactive lessons focused on STEM education and environmental awareness.

In 2025, with support from Vopak WeConnect, SpaceBuzz entered the African continent for the first time. The pilot was successfully launched near the Durban terminal in South Africa, where approximately 100 students completed the programme. This milestone demonstrates the potential of the partnership model to scale innovative educational concepts across the global Vopak network. Further expansion opportunities are currently being explored.

In parallel, the partnership with the Feyenoord Foundation continues to grow in scale and impact. This three-year collaboration focuses on supporting young people aged 8 to 18 in Rotterdam South by combining education, sports, and personal development. Following a successful first year, which reached approximately 350 youngsters with the involvement of 35 Vopak colleagues, the programme entered its next phase in 2025. Activities included a terminal visit at Vlaardingen, participation in the "Making Football Matter" conference, and continued engagement through educational and sports-based initiatives. The ambition is to further deepen community impact and expand the number of participants in the coming years.

In addition to partnerships, the scholarship programme introduced in 2024 further strengthens the long-term impact of Vopak WeConnect. This initiative complements project-based activities by directly supporting access to education, particularly in communities where financial barriers limit opportunities. In 2025, 12 scholarships were awarded, with preparations underway for an additional round. By investing in individual educational pathways, the programme contributes to sustainable, long-term development and social mobility.

Taken together, these results demonstrate how Vopak WeConnect combines local engagement, strategic partnerships, and targeted programmes to create meaningful and lasting impact. By continuing to invest in young people and in the communities in which Vopak operates, Vopak WeConnect contributes to building stronger, more resilient, and more inclusive societies over the long term.

Vopak WeConnect Award 2025

The Vopak WeConnect Award was established to recognize and celebrate outstanding Vopak WeConnect projects across the global network, while also encouraging knowledge sharing and inspiration among colleagues. The award not only honors the most impactful team with recognition and internal visibility, but also serves as a platform to share lessons learned and motivate others to initiate or join new Vopak WeConnect initiatives.

Projects are evaluated by the Board based on two overarching dimensions: ambition and impact. Ambition is reflected in the duration and continuity of a project, the scope and frequency of activities, and the degree of innovation in approach or use of new methods. Impact focuses on the extent to which project objectives are achieved, the relevance and

profile of the target group, the level of engagement from Vopak volunteers, and the lasting difference created for both participants and the wider community.

Since its introduction, the award has recognized a diverse range of impactful initiatives across the globe. Following the first editions in 2018 and 2019 in Venezuela and Brazil respectively, no award was granted in 2020 due to the Covid-19 pandemic. In subsequent years, winning projects have included initiatives in South Africa, Mexico, Pakistan, and Spain, reflecting the global reach and diversity of Vopak WeConnect. Since 2022, the award has been embedded within Vopak's Global Award Ceremony, further strengthening its visibility and positioning it alongside other key company-wide recognitions in areas such as safety, performance, inclusion, and sustainability.

For the 2025 edition of the Vopak WeConnect Award, Vopak WeConnect has identified a strong set of projects that reflect the diversity, quality, and impact of initiatives across the global network.

The first place is the 'Seed Project' in China and the North Asia BU, an ambitious initiative that combines infrastructure improvements with a multi-year mentoring programme, and brings together colleagues from eight locations.

In addition, Vopak WeConnect identifies two honourable mentions. The 'SpaceBuzz Pilot Programme' in Durban, South Africa, is acknowledged for its strong execution and innovative use of virtual reality to promote environmental awareness among students in underserved communities. Furthermore, 'GreenGrounds NT' in Darwin, Australia, is recognised for its focus on vocational training and social inclusion for Indigenous youth, combined with a clear contribution to circular and sustainable solutions. Together, these projects illustrate the continued development of Vopak WeConnect in terms of scale, relevance, and impact.

Governance

The governance of Vopak WeConnect is arranged through a Supervisory Board and a Board for daily management. The members are appointed for a period of four (4) years and can be reappointed immediately; the constitution of the board aims to promote participation in the work of Vopak WeConnect across continents.

The Supervisory Board and the Board are made up as follows:

Supervisory Board

- Dick Richelle, Chairman of the Vopak WeConnect Supervisory Board, and Chairman of the Executive Board, and CEO
- Walter Moone, Member of the Vopak WeConnect Supervisory Board, and President Business Unit Netherlands
- Chris Robblee, Member of the Vopak WeConnect Supervisory Board, and President Business Unit Asia and Middle East
- Maria Ciliberti, Member of the Vopak WeConnect Supervisory Board, and President Business Unit USA and Canada

- Chen Yan, Member of the Vopak WeConnect Supervisory Board, and Division President Business Unit China and North Asia

Board

- Mathilde de Winter, Chair of the Vopak WeConnect Board, and Executive Vice President Human Resources and Communications
- Koen Borsje, Vice-Chair of the Vopak WeConnect Board, and Account Manager, Royal Vopak
- Menno Verbeek, Secretary of the Vopak WeConnect Board, and Advisor Public Affairs, Royal Vopak
- Ntombifuthi Njapha, Board member of the Vopak WeConnect , and Operations Shift Leader, Vopak Terminal Lesedi
- Gaurang Shah, Board member of the Vopak WeConnect , and Global Engineering Manager, Vopak Singapore
- Khairiyatul Akhiruddin, Board member of the Vopak WeConnect , and Senior Executive - Accounts, for Finance & Admin Dept. at Pengerang Terminals Sdn Bhd (PTSB)
- Nienke Dangremond, Treasurer of the Vopak WeConnect Board, Business Controller Business Unit Netherlands

Vopak WeConnect operates under a dual governance structure consisting of a Board and a Supervisory Board. This structure ensures effective oversight, clear accountability, and alignment with the organization's strategic objectives.

The Board is responsible for the day-to-day management of Vopak WeConnect and for executing its mission. Its primary responsibilities include assessing and approving project proposals, providing guidance to project teams, and ensuring that activities align with the strategic pillars of the organization. In performing its role, the Board works closely with the Supervisory Board and benefits from its experience and strategic guidance.

The Supervisory Board oversees the implementation of the strategy and provides direction to the Board. It plays an important role in safeguarding governance standards, appointing Board members, and promoting Vopak WeConnect's mission within the wider organization. Members of both boards are appointed for a period of four years and may be reappointed, with the aim of ensuring balanced representation across regions and business units.

The Board meets regularly to review project proposals, monitor progress, and discuss strategic developments. In 2025, the Board convened approximately every four weeks and held twelve meetings, in addition to two joint sessions with the Supervisory Board.

In accordance with the bylaws, Board members step down if they leave Vopak or no longer meet the role requirements. Specific provisions apply to the Chair, Secretary, and Treasurer to ensure continuity and compliance with governance standards.

Members of both the Board and the Supervisory Board do not receive remuneration for their roles within Vopak WeConnect. Any expenses incurred are covered by the Vopak entity with which they are employed. No individual member has independent authority over the

allocation of funds, ensuring robust financial governance and safeguarding the integrity of the organization.

Board operations & meetings

The Vopak WeConnect Board met approximately every four weeks in 2025, holding twelve meetings and two joint sessions with the Supervisory Board (April 7 and October 29).

Compensation & Financial Oversight

Members of both the Board and the Supervisory Board do not receive any remuneration or compensation for their activities on behalf of Vopak WeConnect. Any expenses incurred in fulfilling their roles are reimbursed by the Vopak entity with which they are employed. Additionally, any support provided by Vopak entities, such as employee time or the use of facilities at Vopak locations, is not charged to Vopak WeConnect.

No single Board or Supervisory Board member holds overriding authority within Vopak WeConnect, ensuring that no individual can independently allocate or control the organization's funds. This governance structure maintains the integrity and financial stewardship of Vopak WeConnect's capital, safeguarding its mission and long-term sustainability.

Liquidation of Stichting WeConnect and move towards in-house organization

In November 2024, the Supervisory Board decided to transition the Stichting WeConnect into an In-house WeConnect organization under Royal Vopak. Starting January 1, 2025, this transition involved migrating the existing Stichting structure and governance to an internal Vopak WeConnect organization. This new entity will operate with a dedicated budget while preserving the established mission and governance frameworks to support, finance, and manage its activities as highlighted in this policy plan.

Furthermore, the SB decided to dissolve and liquidate the Stichting WeConnect during the course of 2026. Any positive liquidation balance and execute all necessary steps for liquidation in accordance with the procedures outlined in the Stichting's articles of association. When liquidated, no further Policy Plan & Activities report will be published going forward starting FY 2026.

The [financial statements](#) for 2025 of Stichting Vopak WeConnect were approved by the Supervisory Board on 07 April 2026 and subsequently adopted by the board.

Financing and donations budget

The Vopak WeConnect has no profit motive. Any income earned is to benefit the realization of its objectives.

For 2025, the Executive Board of Royal Vopak awarded the Vopak WeConnect (the inhouse organization) a budget of EUR 500,000 of which EUR 100,000 is reserved for the establishment of new Partnerships (Pilar 3).

Vopak WeConnect's ambitions for 2026

The past two years have been record-breaking in terms of the number of projects approved, reflecting the growing engagement and impact of Vopak WeConnect. Building on this momentum, our key objective for 2026 is to continue this positive trend while progressing towards our long-term ambition of establishing at least one Vopak WeConnect project in every location where we operate.

A key focus in the coming year will be to further strengthen the second strategic pillar on sustainable communities. Following its successful introduction, efforts will be directed at expanding the number of projects within this pillar and further aligning initiatives with Vopak's Sustainability Roadmap.

In parallel, Vopak WeConnect will continue to develop its partnerships and scholarship programmes. This includes further expansion of the SpaceBuzz collaboration and the continued rollout of the scholarship pilot, contributing to long-term impact in communities where access to education remains limited.

Communication will remain an important enabler of engagement. Global update calls and newsletters will continue to play a key role in sharing progress, highlighting successful initiatives, and encouraging broader employee participation.

Overall, 2026 will focus on consolidating the strategic foundations established in recent years, while continuing to expand the reach and impact of Vopak WeConnect across the global network.

Annex Criteria for Vopak WeConnect projects and events

Employees of Vopak and its JVs are encouraged to set up Vopak WeConnect projects and events. Taking into account budgetary limitations and a fair distribution among all Business Units and locations, the board aims to approve events and projects that meet the following criteria:

Goal

A Vopak WeConnect event or project should meet at least **one of two goals**:

Goal 1- **Empower young people & connect them to the world**

This can be done by opening up new (professional) horizons and new paths to a sustainable and healthy life, and/or inspiring them to work with others across cultures, languages and social backgrounds.

Goal 2 - **Contribute to sustainable communities**

- Project/event is linked to Vopak's Sustainability Roadmap (any topic).
- Preferred topics (2024-2025 policy cycle):
 - Nature & biodiversity
 - Innovation & new energies and sustainable feedstocks
 - Inclusion & diversity

Target group

- All projects should benefit **underprivileged communities** in areas where Vopak operates and/or where its employees live
- **In addition, for projects/events focused on goal 1, target group are**
 - Young people aged 10 to 24 years
 - Young people up to 30 years are allowed in exceptional circumstances, like high unemployment areas, refugees and emergency relief.
 - Underprivileged youngsters, with a particular focus on girls and young women

Vopak involvement

- Project/event must be initiated by a Vopak employee or an employee of a Vopak joint venture, who is involved in the project execution
- Project/event must be approved and supported by the director of the Vopak location or JV
- Support of senior management and HR & Communications is recommended

Partner organization

- Involvement of a local partner, like a school or NGO, is mandatory
- Where applicable, the involvement of a joint venture partner is strongly recommended

Sustainability

- Teams are encouraged to link their project or event with sustainability topics that are key to local communities (see Vopak's [Sustainability Roadmap](#) for guidance). For projects/events pursuing goal 2, the link is mandatory (*see above*).
- Impact is measured; a [final evaluation](#) is mandatory. Continuation of multi-year projects is conditional on a positive year-end evaluation.
- Projects/events must be in line with the Vopak Values, Code of Conduct, ABC and Sustainability Policy.

Budget

- Requested contributions may amount to a maximum of 50% of budgeted costs with a maximum of EUR 30,000 (equivalent) per project per year.
- The board can award a higher amount if several sites cooperate on one single project to increase scale and impact.

Vopak WeConnect contributions and donations must comply with Vopak's Anti-Bribery and Corruption Policy (ABC Policy), which states: "Vopak does not make contributions or donations to political parties, religious groups or funds, political organizations or independent candidates, nor does it incur any political or religious expenditures. Charitable donations are permitted provided they meet the criteria below:

- No donation is accepted or provided if it intends to improperly influence performance or to obtain an improper or corrupt advantage or may reasonably create such an impression.
- Proper due diligence of the charitable organization must be conducted, e.g. in order to ascertain whether the organization's representatives are Public Officials or are closely affiliated with them.
- Donations must be fully transparent and recorded fairly and accurately in the relevant books, records or in a written agreement.
- Always obtain a receipt, an invoice, or other written acknowledgment for any donation made on Vopak's behalf.
- No donation should be made in cash or to private accounts."

In case of any doubt about the interpretation of this policy, project initiators are required to reach out to the board of Vopak WeConnect.

Project or event?

- Vopak WeConnect **projects** build lasting relationships with local communities. They aim to be multi-annual. A project can be proposed and funded for up to 2 years in a single submission.
- Vopak WeConnect **events** aim for employees to engage with young people in the communities for a maximum of 1 day.