

# REPORT



**Royal Vopak**  
Sustainability Report 2010



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# **“Vopak’s history goes back almost four centuries. This long corporate history would not be possible without sustainability being of paramount importance to us.”**

Eelco Hoekstra, Chairman of the Vopak Executive Board in 2010 Annual Report

## **1. Introduction**

### **Responsible for people, planet and profit**

Vopak has a long tradition of sustainable entrepreneurship. For four centuries, Vopak has been an integral part of the societies in which it operates. During that long history, we have consistently developed ourselves into a globally operating corporation. And wherever we go, we seek to forge long-term relationships with our people and business partners. Every time we take the initiative to set up new business operations somewhere in the world, we enter into commitments for many decades to come. And we do so for a reason. We assume responsibility towards our people and our other stakeholders, and in doing so secure the continuity of our business. But this responsibility extends towards our surroundings and the environment, ensuring that everyone benefits.

Vopak aims to reduce the intensity of the use of raw materials, energy and water and to curb emissions to soil, air and surface water. In addition, we want to minimize the negative impact and maximize the positive impact on the communities in which we operate.

Our pursuit of sustainability is based on the belief that it is the responsibility of each citizen and organization to do everything that is reasonably possible to protect the environment. The Vopak Values also provide a clear reference. Doing business with sustainability in mind is not only a matter of balanced corporate responsibility, but is also sensible from a business perspective. We can only retain our competitive edge if we fully dedicate ourselves to our customers, our people, our services, the environment and the local communities in which we work.

In fulfilling our objective to do business in a sustainable manner, we apply the Triple P model of people, planet and profit. As we store and transship more than 100 million metric tons of oil and chemical products annually, we have no choice but to focus specifically on safety. In doing so, we distinguish personal safety from process safety. For many years, we have pursued a proactive Safety, Health and Environment (SHE) policy, supported by such initiatives as the annual global Vopak SHE Day. Our SHE policies are now part of our overarching Vopak Sustainability Policy.

Vopak aims to be unequivocal and transparent towards its stakeholders concerning the sustainability policy it pursues, its subsequent results and Vopak’s own aspirations. To provide further insight into its performance in the area of sustainable entrepreneurship, Vopak records and reports in line with the internationally recognized guidelines issued by the Global Reporting Initiative (GRI). These guidelines were prepared to promote globally uniform, measurable reports in the financial, economic, social and environmental areas.

### **Adding sustainable value**

By continuously improving, Vopak is increasingly able to connect sustainability, value creation and innovation, thereby aiming to create optimal value for all of our stakeholders, whilst staying true to our business ethics.

Vopak collaborates with customers and suppliers for the long term. We aim to be the supplier of choice for our customers through our high quality service offering and performance, supported by our initiatives in the area of sustainability. Sustainability offers opportunities to reduce the current and future use of critical energy sources, scarce raw materials and to better manage the related operational and development costs for the business. It also helps to improve our competitive market position and profitability. A coherent sustainability strategy enables us to act proactively instead of reactively to developing social and environmental insights.

## Vopak's principles and sustainability

### Vopak and sustainability

To Vopak, sustainability means generating added value for all its stakeholders without causing unacceptable social or environmental impacts. We are committed to minimizing our energy and water consumption and reducing emissions to soil, air and surface water. We are also determined to minimize any negative impact on communities living close to our operations whilst maximizing the positive impact wherever possible. We do this by concentrating on the issues set out below.

### Integrity and ethics

At Vopak, we have a responsibility towards investors, employees and business partners to operate ethically and with integrity in every area of our activities. Integrity has been, and will continue to be, the key to establishing and maintaining our reputation. Like our employees, facilities, and the services we provide, it is a critical intangible asset. Vopak's business principles, based on integrity, are laid down in our Code of Conduct.

### Human rights

Vopak not only respects human rights as described in the United Nations' Universal Declaration of Human Rights but also accepts the responsibility to ensure that all of our subsidiaries respect human rights when conducting business.

### Fair treatment of employees

Vopak endorses the principles of the United Nations' International Labour Organization. We have long been committed to providing a safe and healthy environment for our employees. This commitment is deeply rooted in our daily activities, policies and governance structures.

### Communities

Vopak is committed to engaging with communities living close to our operations. We will behave as a responsible citizen and work to minimize the negative impact of our operations. We aim to support the communities by improving the infrastructure adjacent to our facilities and see it as a moral commitment to source locally as much as possible.

### Sustainable suppliers and customers

Vopak collaborates with customers and suppliers to maintain long-term partnerships and ensure continuous improvement in our approach to sustainability. We aim to be the supplier of choice based on our service quality and our sustainability initiatives.

### Sustainable services

Vopak delivers its services in accordance with stringent safety and environmental standards and in collaboration with the local authorities in the areas in which it operates. By continuously assessing and improving the condition of our terminals, we are able to maintain the highest level of quality for our stakeholders.

## 2. Vopak at a glance

With a history going back to 1616, Vopak is the world's largest provider of conditioned storage facilities for bulk liquids. At the end of 2010, Vopak operated 80 terminals in 31 countries, covering and connecting the world's major shipping lanes. The company offers complete storage and transshipment solutions related to the physical transport of chemicals, oil products, petrochemicals, biofuels, vegetable oils, and liquefied gasses. With a total of 28.8 million cubic meters (cbm) at year-end, Vopak offers more storage capacity than any other independent tank terminal operator in the world. By providing the necessary storage capacity and required infrastructure to market participants, Vopak supports activities important to the global economy and the efficient development of the regions in which it has a presence.

### Different terminal functions

Vopak's independent tank terminal network is responsible for a number of functions in the product's logistic movements from producer to end-user. Vopak operates three types of terminals:

#### Import-export-distribution terminal

The logistics chain in bulk liquid import and export often involves transport by oceangoing vessels. For Vopak's customers, the terminal can serve as a point of origin for inland distribution by inland shipping, pipeline, tank truck, or rail. Alternatively, it serves as a collection point for small parcels, originating from an inland production facility, to create a large parcel for export overseas.

#### Hub terminal

A hub terminal combines the tasks of an import-export-distribution terminal with that of a meeting point for trade, acting as a location that provides access to a market. The Vopak network comprises hubs in the Amsterdam-Rotterdam-Antwerp (ARA) region in Europe, Houston in the US, Fujairah in the United Arab Emirates and Singapore in Asia.

#### Industrial terminal

The industrial terminal is a logistics center integrated via pipelines to every major petrochemical facility within an industrial complex. Within the complex, it supports product flows and the supply and export of feedstock and finished products.

#### New terminal for liquefied natural gas (LNG)

Vopak has entered the market for storing liquefied natural gas (LNG) for import, regasification and distribution to consumption areas. The first terminal, Gate terminal, is currently being built in Rotterdam (the Netherlands) and is expected to be operational in 2011. Vopak and its partner Gasunie are the initiators and main shareholders of this independent terminal facility. Vopak is also participating in feasibility studies for LNG projects in other parts of Europe. Production of natural gas in North-West Europe, including the Netherlands, is declining, yet demand is continuing to rise. Gas will have to be imported from other regions, by pipeline from Russia, and in the form of liquefied natural gas (LNG). This will increase the security of supplies and also enable new players to enter the European gas market. Moreover, Gate terminal's direct connection to the natural gas transmission network will consolidate the Netherlands' position as a major European hub for gas trading and distribution. Gate terminal will use excess heat in the form of cooling water from a nearby power plant for regasification of the liquefied gas.

## CO<sub>2</sub> transportation and storage solution

In cooperation with Anthony Veder, Air Liquide and Gasunie, Vopak is developing a unique project contributing to reduced carbon emissions. In March 2010, these companies became partners of the Rotterdam Climate Initiative (RCI). The objective of the cooperation between the companies and RCI is to develop a solution for large-scale CO<sub>2</sub> capture and storage.

Plans are in place to liquefy large volumes of captured CO<sub>2</sub>, store them temporarily in a transshipment location and transport them to oil fields or depleted natural gas fields under the North Sea. This way the CO<sub>2</sub> can contribute to the further recovery of oil or it can be stored permanently. The CO<sub>2</sub> will then no longer impact our climate.

The point at which the conceptual plans will enter the project phase is now drawing near. Participation in this consortium allows Vopak to make a positive contribution to resolving this climate issue. If the plans are actually realized, the initiative may rightly be called a 'world first'. So far, a large number of CO<sub>2</sub> emitting companies in Rotterdam and its surroundings have expressed their interest in this innovative solution.

## Key figures

### Key figures at 31 December 2010

Revenues from rendering of services	: EUR 1,106.3 million
Net profit attributable to shareholders	: EUR 270.1 million
Earnings per ordinary share	: EUR 2.06
Number of employees including joint ventures *	: 5,864
Number of employees in consolidated companies *	: 3,740
Number of employees in joint ventures	: 2,124
Total storage capacity at year-end	: 28.8 million cubic meters
Number of terminals at year-end	: 80

\* The number of employees in the Vopak consolidated companies (excluding Vopak Agencies) and joint ventures listed in this sustainability report are based on head counts. In the annual report the listed employee numbers are based on Full Time Equivalents (FTEs).

Division	Number of terminals	Capacity (in millions cbm)
Chemicals Europe, Middle East & Africa	17	4.3
Oil Europe, Middle East & Africa	14	11.0
Asia	26	6.8
North America	10	5.7
Latin America	13	1.0
<b>Total</b>	<b>80</b>	<b>28.8</b>

## Changes

The significant changes made in relation to the scope, boundary and measurement methods used within the 2010 reporting period are:

- Capacity was expanded exclusively by means of the expansion of storage capacity at existing terminals:
  - Consolidated companies : 0.16 million cbm
  - Joint ventures : 0.32 million cbm
  - Total expansion : 0.48 million cbm
- For more information on the expansion of capacity and newly built terminals, see pages 32 and 33 of the 2010 Annual Report.
- A complete list of all consolidated subsidiaries, joint ventures and associates is presented on pages 171 and 172 of the 2010 Annual Report.

### 3. Vision and strategy

A growing geographic imbalance exists, both at a regional and global level, between the areas of production and (industrial) consumption of oil and gas products and chemicals. As a result, there is a robust demand for the physical transportation and efficient and safe storage and handling of these products. This has led to a growing demand for solid infrastructures in order to seamlessly link up the logistics networks of producers, traders and distributors. The need for storage and handling services at critical locations is further intensified by new players in the market, the liberalization of previously closed economies and a demand that is increasingly becoming more specific for each country. Independent storage and handling facilities can reduce the pressure on logistics systems and contribute towards the reliability and efficiency of regional and global supply chains. The most important requirements for storage are the right logistic locations, a strong focus on sustainability and safety, reliable and efficient services and the possibility of anticipating changes to the required services in a flexible manner.

Vopak's mission is to make a sustainable contribution to ensure more efficient logistics processes by being the leading provider of an independent, optimum terminal infrastructure at locations that are critical to Vopak's customers in all regions of the world. To achieve our mission, we shall continue to invest in the further growth of our global network, in our customer service and in continuous operational improvements. Vopak has developed a strategy to realize that mission. This strategy rests on three pillars:

- customer leadership: to be leading in the field of customer service at all terminals;
- operational excellence leadership: to be the safest and most sustainable and efficient terminal operator by continuously improving our operational processes;
- growth leadership: to be the fastest growing in selected markets by:
  - improving and expanding existing terminals;
  - developing terminals at new locations;
  - collaborating with and acquiring companies;
  - building terminals for new products and markets, such as LNG and biofuels.

Vopak's strategy is executed through focused strategic initiatives and internal 'excellence programs' for the further improvement of existing operational processes. All this is supported by an ongoing evaluation process of possible changes to worldwide product flows, intensive collaboration with clients, sharing knowledge within the Vopak network at a global level, strategic collaboration with various partners and consulting experts in wide-ranging areas for improvement.

#### Principles and values

Integrity has been and continues to be the cornerstone in establishing and maintaining Vopak's reputation and providing quality services to its customers. We deem Vopak's reputation an asset, just like the professionalism and passion of its employees, the quality of the installations it operates and the continuous improvement in the services it provides.

Vopak's objective is to preserve the continuity of the company by maintaining a strong financial foundation and conducting a long-term profitable business. This implies investing in sustainable growth and balancing short-term and long-term interests with due care and respect for its stakeholders, including customers, employees, shareholders, joint venture partners, neighbors and suppliers, as well as the environment.

Vopak adheres to the principle of sustainable business practice, in the sense of conducting its business with respect for individuals, the environment and society as a whole, in combination with a robust and healthy profitability.

We consider it vital that Vopak employees understand and share Vopak's values and consistently act accordingly when conducting business.

### **The Vopak Values in short**

Professionalism:	always striving for the highest standards.
Service:	our most important product; we always deliver what we promise.
Integrity:	the basis for lasting relationships.
Improvement:	through open communication, creativity and continuous assessment of results.
Agility:	adaptability, flexibility and alertness in order to act rapidly and skillfully.
Ownership:	to take responsibility and the initiative in the best interest of the customer and the company.
Passion:	enthusiasm, loyalty and commitment; we believe in what we do.

## **Code of Conduct**

In December 2009, the Code of Conduct was updated. The revision of the Code of Conduct was primarily driven by the sustainability initiatives as laid down in the Sustainability Policy.

The Code of Conduct sets out Vopak's general business principles on:

- Free enterprise and fair competition
- Legal compliance
- Business integrity
- Communication
- Sustainability
- Employees and community

Vopak's objective is to ensure that the company maintains a strong financial foundation and carries on a business that is profitable over the long term. This calls for investments in sustainable growth, for a careful balance to be struck between short-term and long-term interests, and for respect for the environment and stakeholders, including customers, employees, shareholders, financial partners, local communities, business partners and suppliers.

It is essential that all Vopak employees understand and share the Vopak values and consistently act in accordance with them when conducting business. The Code of Conduct provides all Vopak employees with an understandable framework to be adhered to when carrying out their tasks, based on a balanced set of policies and guidelines. All Vopak employees must act in accordance with both the letter and the spirit of the Code of Conduct.

### **Rules of Conduct relating to suspected irregularities (Whistleblower Rules)**

If a Vopak employee or other stakeholder has a concern about what is proper conduct for him/her or anyone else in a specific situation at Vopak or its subsidiaries, he/she can raise that concern with his/her superior or the person designated by the Executive Board for this purpose (the Trusted Person, i.e. the Director Corporate Internal Audit at the Corporate Office in Rotterdam). Any concern raised shall be promptly and discreetly addressed with due care and respect.

## 4. Organization and governance

Royal Vopak has its registered headquarters in Rotterdam, the Netherlands.

**Visiting address:**

Westerlaan 10  
3016 CK Rotterdam  
The Netherlands

**Postal address:**

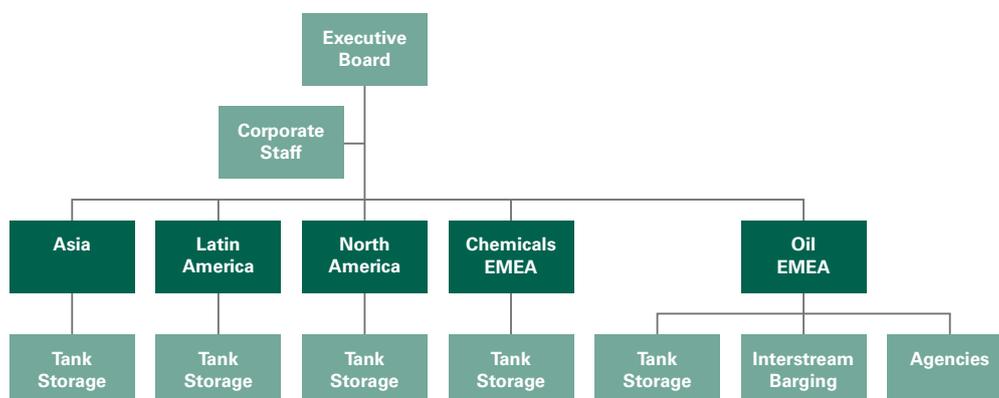
P.O. Box 863  
3000 AW Rotterdam  
The Netherlands

Vopak is organized into five divisions:

- Chemicals Europe, Middle East & Africa
- Oil Europe, Middle East & Africa
- Asia
- North America
- Latin America

There is also a specialized business development team for LNG (Liquefied Natural Gas).

Through structured network platforms the units within our global organization work closely with one another to share their knowledge, expertise and best practices.



### **Organization structure of Royal Vopak**

The units within the global organization work according to global standards in line with Vopak's requirements. Vopak has implemented common systems for customer relationship management, terminal administration, safety, quality and maintenance. All of this enables Vopak to respond rapidly, creatively and correctly to changing customer needs and market developments. A second advantage is that Vopak is able to improve and expand its terminal network based on these standards and common systems, and also achieve one look and feel for our customers in the new locations.

Royal Vopak (Koninklijke Vopak N.V.) is a public limited company. It is listed on the Amsterdam stock exchange of NYSE Euronext and is a constituent of the Amsterdam Midkap index (AMX).

## Governance

Vopak has a two-tier governance structure, consisting of an Executive Board and a Supervisory Board:

- The Executive Board is responsible for the management of the company and therefore for setting and achieving Vopak's strategic and other objectives, including objectives related to health, safety, the environment and quality.
- The Supervisory Board monitors Vopak's overall performance, including policies pursued and results achieved by the Executive Board, the company's financial situation, and the financial statements.
- The Supervisory Board also reviews Vopak's strategy, as proposed by the Executive Board. It approves important proposals related to capital expenditure, acquisitions, divestments, and changes in financial and other corporate policies as well as the annual budget. The Supervisory Board also evaluates the performance of the Executive Board as a whole and of its individual members, and puts forward proposals to change the composition of the Executive Board to the General Meeting of Shareholders. The Supervisory Board reviews its own performance every year and submits proposals to the General Meeting of Shareholders concerning the appointment of new members to the Supervisory Board and the Audit, Remuneration and Appointment Committees, as well as the departure of existing members. Finally, the Supervisory Board ensures that the company's policies are formulated and pursued in the interest of all its stakeholders, including shareholders and employees, and that these policies are durable and sustainable in nature, and also meet the highest ethical standards.

The members of the Executive Board and the Supervisory Board are appointed by the General Meeting of Shareholders on the basis of a non-binding recommendation by the Supervisory Board. The General Meeting of Shareholders is also authorized to suspend and dismiss members of the Executive Board and the Supervisory Board.

Vopak complies with the majority of the principles and best practices laid down in the Dutch Corporate Governance Code. Exceptions made in respect of the code are explained in Vopak's annual report. Two members of the Supervisory Board (Mr Van der Vorm and Mr Van der Driest) are considered non-independent members, according to the criteria of the Dutch Corporate Governance Code. The other three members are independent according to the code's criteria.

Vopak's shareholders can provide recommendations and directions to the Supervisory Board (or the management of Vopak) at the General Meeting of Shareholders and at other shareholders' meetings. Regular analyst meetings and investor roadshows also provide the Executive Board with valuable insights. Shareholder resolutions may be passed at the General Meeting of Shareholders, within the provisions of the Dutch Corporate Governance Code.

Detailed information on all executive and non-executive officers of Vopak is provided on pages 167-170 of the 2010 Annual Report.

Employees can provide recommendations and directions to the Executive Board and/or the Supervisory Board in the regular meetings of the Works Councils and through a bi-annual company-wide employee satisfaction survey. Employees are regularly informed and consulted by means of email newsletters, surveys and Vopak's intranet.

## Awards received in 2010

Vopak Agencies:	Rotterdam Port Community Award
Vopak E.O.S.:	Award for being most competitive transport and logistics company in Estonia (Estonian Chamber of Commerce and Industry & Estonian Employers' Confederation)
Vopak Horizon Fujairah:	MRM Business Award for the best business performance in supply chain and logistics in the United Arab Emirates
Vopak Investor Relations:	Voted as best IR company by investors in category Industrial Transport (Institutional Investor Magazine)
Vopak CEO:	Voted as best CEO by investors in category Industrial Transport (Institutional Investor Magazine)
Vopak CFO:	Voted as best CFO by investors in category Industrial Transport (Institutional Investor Magazine)

## Sustainability implementation

At Vopak, we have thought carefully about our sustainability implementation. For this reason, we have drawn up our Sustainability Strategy, which we will roll out throughout the Group in phases:

Phase 1: Defining basic processes (completed in 2009)

- Laying down Vopak's Sustainability Policy in a Vision & Mission statement and a Policy document including short-term targets.
- Preparing a reporting manual.
- Preparing external reporting in accordance with GRI level C.
- Developing a step-by-step implementation plan.
- Drawing up the timetable for phase 2.

Phase 2: Embedding policies (2009 – 2011)

- Implementing the Vopak Sustainability Policy and our measurement systems.
- Extension to GRI level B reporting in Sustainability Report 2011.
- Drawing up the timetable for phase 3.

Phase 3: Realizing our ambitions (2011 onwards)

- Final roll-out of the sustainability strategy.
- Implementing a monitoring system for compliance and assessments of the results.
- Ongoing improvement of reporting based on GRI guidelines.

Vopak is making good progress in achieving the objectives set out in the original implementation timeline. The progress we made is reflected in our 2010 Sustainability Report. The report itself is our first at GRI level C+ and has obtained external assurance.

## Commitments and achievements

In the 2009 Sustainability Report and during the Annual General Meeting of Shareholders in 2010, Vopak made the commitments listed in the table below. The achievements against these commitments are also included in this overview.

Subject	Commitment	Achievement
Transparency	External assurance of report for 2010/2011	The 2010 Sustainability Report obtained external assurance (see page 38)
	Extension to GRI level B for report published in 2012	Not applicable yet
People safety	For 2010, the company strives to achieve a Total Injury Rate of 5.0 or less (2009: 5.3) for own employees and contractors	In 2010, we had a Total Injury Rate (own staff and contractors) of 3.2 (see page 25)
Process safety	Reduce the number of recordable process incidents involving spills to no more than 65 in 2010	The actual number of spills in 2010 was 80 (see diagram on page 34)
Waste	Report on result of 2010 pilot project	Reported in this Sustainability Report (see page 33)
	Extend concept of total waste management over terminals (2010 onwards)	Pilots provide concepts that will be followed up
Water	Initiate a pilot project on water management	See page 35
Community involvement	Publish a complete list of community involvement activities	See overview on page 26
Supply chain responsibility	Prequalification of suppliers according to the principles of the revised Code of Conduct	The Vopak General Terms and Conditions include the requirements for contractors and suppliers to comply with the principles as listed in Vopak's Code of Conduct (see page 18)



## 5. Scope

### Report profile

The reporting period covered by this sustainability report is the 2010 calendar year. This reporting period is the same as the reporting period covered by the 2010 Annual Report.

This 2010 Sustainability Report is in line with the 2009 Sustainability Report. This means that the focus, as in 2009, has been extended to include all operating terminals including joint ventures. In the report we present data for both our consolidated terminals (which are fully or majority owned terminals) and for our consolidated terminals including joint ventures. We report fully on our joint ventures, with the exception of energy data where we do not report for the terminals: Saudi Arabia Yanbu, Saudi Arabia Jubail, South Korea and Pakistan. Vopak does not have management control over these terminals and energy data is not (yet) available.

During the external assurance process, findings in the 2010 data have led to some restatements in the 2009 data for two energy indicators. In the tables where restatements are made, additional clarification is included.

Vopak wants its sustainability policy, ambitions and results to be transparent to all stakeholders in order that it can be stakeholder-inclusive. In order to accomplish this ambition, Vopak's reports on performance in the area of sustainability are being brought into line with the sustainability reporting guidelines of the Global Reporting Initiative (GRI, <http://www.globalreporting.org>). Additionally, the Vopak reporting criteria are based on the guidelines as provided by GRI.

The aim of external reporting is to inform stakeholders about Vopak's performance and improvements. This has two advantages:

1. It demonstrates transparency and credibility in the way Vopak manages its sustainability issues.
2. It engages in a dialogue with stakeholders and the community in which Vopak operates, helping the organization to gain insights into and improve performance in the area of sustainability.

Our interpretation of people, planet and profit, and our acknowledgement of their interdependence are being measured on 15 selected GRI Key Performance Indicators (KPIs) that we report on. They express the performance in areas relevant to Vopak, and for which reliable information is available internally. The KPIs address economic, environmental and social performance areas. In the longer term, we aspire to increase the number of GRI KPIs. We are convinced that, in the end, applying the principles of sustainable entrepreneurship will result in high quality services without undue social and environmental impacts.

Over the next few years, Vopak will extend its sustainability policy and reporting on a step by step basis.

### Applied methods

- The methods used to measure and calculate carbon emissions are taken from the Vopak Reporting Manual, GRI guidelines and the Carbon Disclosure Project (CDP), including data from the International Energy Agency Data Services.
- The baseline data were obtained through our Hyperion reporting system and through a dedicated questionnaire.
- The contribution of the acquisitions and divestments was accounted for from the month they were operational as part of the Vopak terminal network.

## External assurance

In the process of extending and increasing our sustainability reporting, Vopak has sought external assurance for the 2010 Sustainability Report. We have asked PwC to provide limited assurance on the information in this report. It is Vopak's first sustainability report to have obtained external assurance.

PwC performed its work in accordance with assurance standard 3410N 'Assurance engagements relating to sustainability reports' as drawn up by the professional body of Dutch accountants (Royal Nivra). Please refer to the limited assurance opinion on page 38 for information on the procedures performed and the conclusion provided.

## "The Vopak 15" - Selected KPIs from the GRI Key Performance Indicators

Description	GRI
<b>People</b>	
Total workforce by employment type, employment contract, and region	LA 1
Percentage of employees covered by collective bargaining agreements	LA 4
Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	LA 7
Average hours of training per year per employee by employee category	LA 10 *
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	LA 13
<b>Planet</b>	
Direct energy consumption by primary energy source	EN 3
Indirect energy consumption by primary source	EN 4
Total water withdrawal by source	EN 8
Total direct and indirect greenhouse gas emissions by weight	EN 16
Emissions of ozone-depleting substances by weight	EN 19
Total number and volume of significant spills	EN 23
<b>Profit</b>	
Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	EC 1
Coverage of the organization's defined benefit plan obligations	EC 3
Significant financial assistance received from government	EC 4
Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagements	EC 8

\* Not yet included in this report

## Stakeholders

Sustainability management enables Vopak to measure, manage and report on the Triple P indicators, which relate to Planet (environment), People (social) and Profit (economic), and to set business strategies that reduce risks and increase shareholder value. The key approach toward shareholders is outside-in, i.e. it starts with a stakeholder dialogue.

### Daily contacts

Customers, suppliers and employees meet to share important information every day. In addition, various audits are undertaken, both by Vopak itself (Corporate Insurance, Corporate Internal Audit, Terminal Health Assessment, Project Post Implementation Reviews) and by our customers and various authorities. These audits aim to assure control for internal purposes, confirm the integrity of our terminals and processes, and pre-assess implementation plans.

### Regular contacts

We maintain regular contacts with neighbors, local and other authorities and investors. Organizing around 300 individual meetings, presentations, roadshows and other events enables us to demonstrate our aim to be transparent towards all these target groups. In addition, we organize regular communications through webcasts and our website.

### Annual contacts

We maintain contacts every year with a wide variety of communities, including our neighbors, non-governmental organizations, sustainability organizations and ministries in the countries in which we operate. Besides maintaining direct contacts with these stakeholders, we undertake various surveys throughout the year. The aim of these sustainability as well as employee and customer satisfaction surveys is to verify the implementation of the suggestions, comments and recommendations we have received at operational and policy levels.

In 2010, Vopak initiated a dialogue with the 'Waddenvereniging' and 'Natuur en Milieufederatie Groningen' (Dutch NGO's) about our plan to develop a new storage terminal near a highly vulnerable nature reserve with international status in the northern part of the Netherlands. The conversations resulted in a mutual agreement on the design and operations of the terminal.

Vopak is also a partner in the Rotterdam Climate Initiative. One of its goals is to ensure that in four years' time, Rotterdam will be the most sustainable world port city by reducing CO<sub>2</sub> emissions by 50% in 2025 and achieving full climate change resilience for the city.

## External benchmarks

In 2010, Vopak was included in a number of external benchmarks:

- VBDO ('Vereniging Beleggers voor Duurzame Ontwikkeling', the Dutch association of shareholders and investors in sustainable developments).
- Carbon Disclosure Project:  
The Carbon Disclosure Project (CDP) is an independent not-for-profit organization holding the largest database of primary corporate climate change information in the world. The CDP acts on behalf of 534 institutional investors from around the world.
- Transparency benchmark (Dutch Ministry of Economic Affairs):  
Each year the Dutch Ministry of Economic Affairs produces a report on the corporate social responsibility reporting by the major Dutch companies.
- MVO Nederland ('Maatschappelijk Verantwoord Ondernemen', the Dutch corporate social responsibility foundation).

The overall impression of the external benchmarks is presented in the table below:

Categories	Results	
	Strong	Weak
Environment	Environmental strategy	No external assurance (CDP & Transparency benchmark)
Human resources	Health & Safety reporting	Reporting on training, statistics (Transparency benchmark)
Business behavior	Commitments (e.g. on product safety)	Reporting on supply chain responsibilities and external assurance (VBDO)
Community involvement	Commitments included in the policy	No quantitative data (MVO Nederland)
Human rights	Formalized commitments in our Code of Conduct	Monitoring of compliance issues (VBDO)

The general impression was that Vopak has adopted the right approach, but can further enhance the monitoring of compliance issues in several areas and through external assurance. In the coming years, Vopak will extend its sustainability report to include more information on supply chain responsibilities, environmental issues and training.

## **Supply chain responsibility**

Sustainability is a process whereby Vopak recognizes its responsibility – across its entire supply chain – for the social, ecological and economic consequences of its activities.

The General Conditions for the purchase of goods and services have been updated and now include business conduct, safety and environmental conditions in which the vendor is held to the statements of our Code of Conduct, the Vopak Fundamentals on safety and the Vopak Sustainability Policy. These elements have to be confirmed during a pre-qualification process by our Internal Audit department.

Vopak's suppliers do not directly contribute to our core process: service delivery to our customers. However, suppliers are involved in supporting processes, such as maintenance and growth projects, and it is for this reason that they are also committed to our standards and values.

The majority of the construction activities are executed under Vopak management on our premises where local supervision from Vopak's own personnel is in place.

Vopak will end any commitment with a supplier if we conclude that this company is not behaving in line with our general conditions and our Code of Conduct. Selective audits will be part of the vendor selection process. For existing suppliers compliance audits will not take place without cause. Until to date, no corrective actions had to be taken.

## 6. People

### General description of employee policy

Vopak operates in over 30 countries, each of which has its own laws, culture and customs. In this context, the company applies the Vopak Values and endorses the principles of the United Nations' International Labour Organization (ILO) and Universal Declaration of Human Rights. Vopak ensures that human rights are respected and, where necessary, safeguarded when carrying out its activities. Vopak has internal policies and a Code of Conduct that supplement local rules in the countries where it operates to ensure that fundamental standards for employment and human rights are met throughout the world.

### People

Vopak invests in long-term relationships with employees and offers them a work environment that appeals to their talents and skills. Additionally, we seek to forge strong relationships with our employees by giving ample attention to matters they consider important in their work. Examples include job satisfaction, personal development, competitive terms of employment and a good balance between work and private life. Vopak's entrepreneurial culture is one of its distinctive features. It is characterized by inclusiveness, clear target setting and performance management as well as by informal dealings with employees. The Vopak spirit, the loyalty and the enthusiasm pervade the entire business that consists of people with many different nationalities. We take pride in these valuable elements of our global culture and will do everything to maintain and strengthen them.

### Fundamentals

People interact informally, and Vopak's culture, loyalty and enthusiasm permeate the company. Retaining and augmenting positive cultural elements of this kind is vital in view of the further worldwide professionalization at Vopak. Vopak has a long track record of providing the procedures and training necessary to ensure a safe work environment for its employees, contractors and local communities.

### Vopak Leadership Fundamentals

In 2010, the definition of the Vopak Leadership Fundamentals was completed: five crystal-clear tasks were set for the people with a managerial responsibility at Vopak to further strengthen our company culture. This global approach should also contribute to minimizing cultural barriers. After all, there are differences between regions, but this should not be an obstacle in realizing our objectives. We have now made sure that these fundamentals are also embedded in all future initiatives.

Vopak Leadership Fundamentals:

- Serve our common cause
- Stimulate diversity
- Strive for disciplined entrepreneurship
- Create ownership and belonging
- Stimulate challenging feedback

The Vopak Leadership Fundamentals will be integrated in the four elements of our Global People Development Strategy:

- Workforce planning
- Succession management
- People development
- Recruitment

In addition to the Leadership Fundamentals, the organization has implemented a Performance & Development System for managers and professionals, in which individual performance and individual growth are the focal points. We are working towards a system in which people are evaluated based on their competencies, and in which we define both what we expect from people and what we consider desirable behavior.

## Facts & Figures

### People at Vopak

Vopak's workforce is growing, since the number of terminals is increasing. Information on Vopak's workforce by region over the past four years is presented below.

Total number of employees	2007	2008	2009	2010
Consolidated companies	3,564	3,669	3,707	3,740
Total at Vopak including joint ventures	4,516	5,072	5,767	5,864

The number of employees covered by a collective bargaining agreement varies from region to region. In North America, South America and Asia (except Malaysia and Indonesia) there are regions that have a collective bargaining agreement (e.g. Los Angeles region in U.S.A), whereas other regions do not have collective bargaining agreements (e.g. Houston area in U.S.A.). In the Netherlands, approximately 55% of the employees are covered by collective bargaining agreements. Most employees covered by collective bargaining agreements work in operations and maintenance at the terminals.

### Gender and nationality of managers and professionals

% Employees	Executive Board	Division management teams	Corporate staff directors	Corporate staff
<b>Gender</b>				
Male	100%	75 %	80 %	75 %
Female	–	25 %	20 %	25 %
<b>Nationality</b>				
Dutch	100 %	65 %	90 %	85 %
Local	–	30 %		
Other *	–	5 %	10 %	15 %

\* Any nationality other than Dutch or the local nationality

### Engagement survey

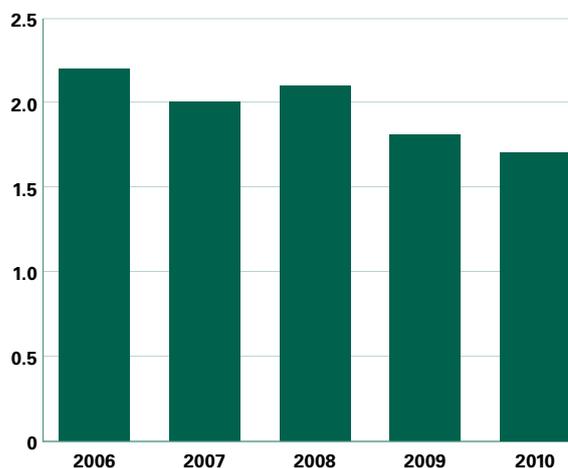
Vopak conducts a company-wide employee engagement survey on a bi-annual basis. Similar to the results of 2009, the initial results of the employee engagement survey of early 2011 revealed a very high level of engagement and enthusiasm among the workforce. The company strategy is understood and welcomed by a very high number of employees.

### Absenteeism

In 2010, the absenteeism rate declined further to 1.7% (2009: 1.8%). This improvement is considered to be a reflection of the healthy and inspiring working atmosphere at Vopak.

### Sickness absenteeism

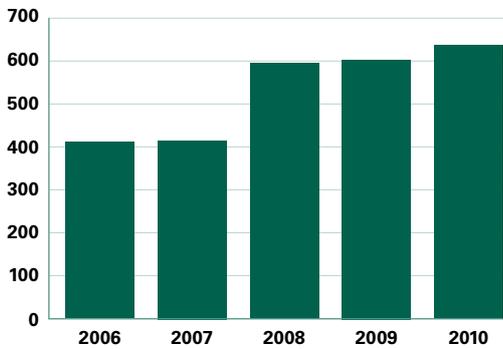
As a percentage



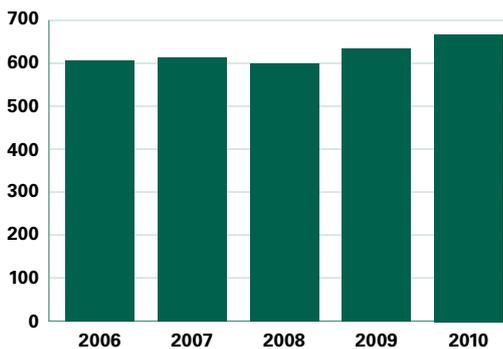


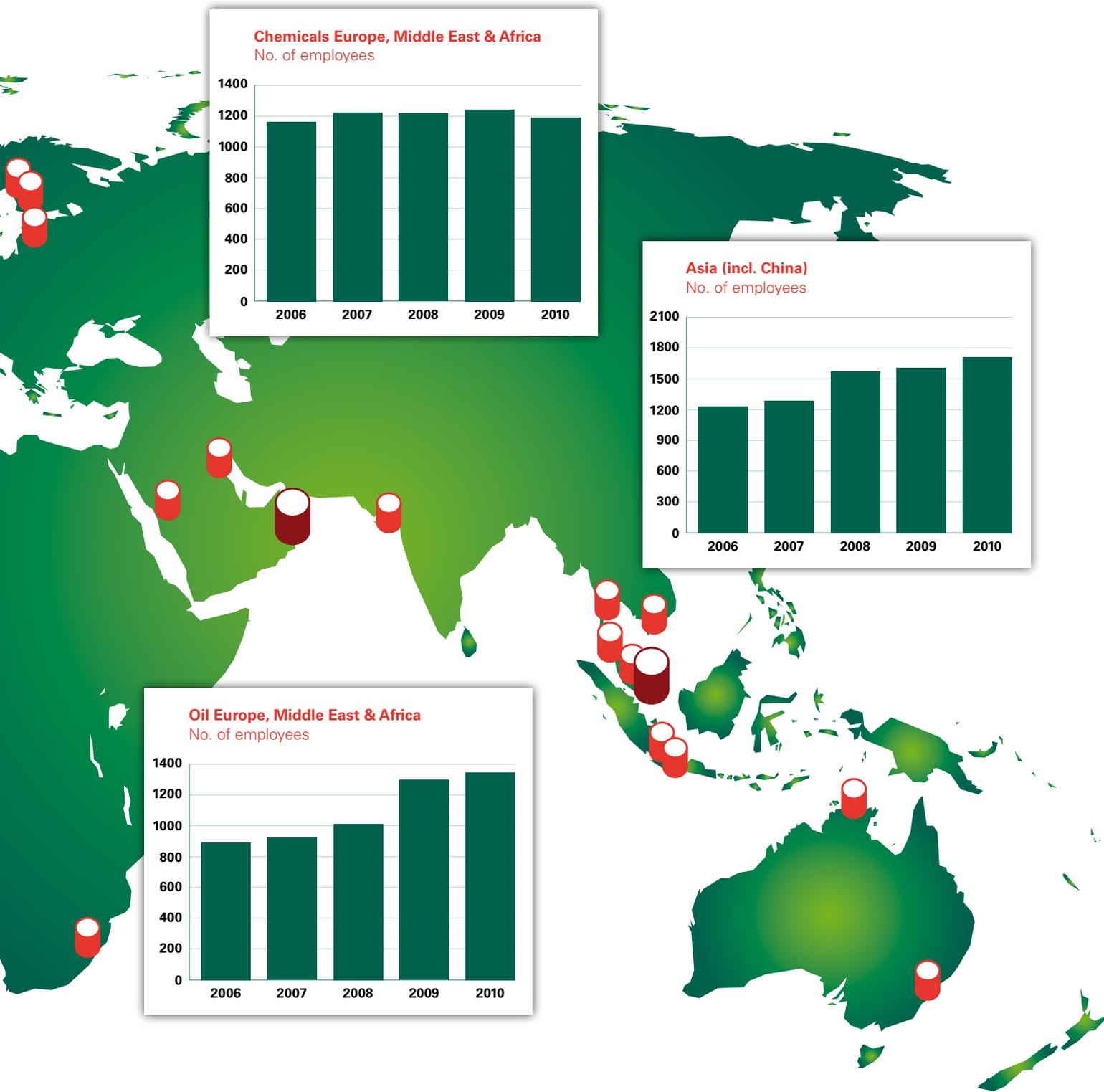
## People at Vopak

**North America**  
No. of employees

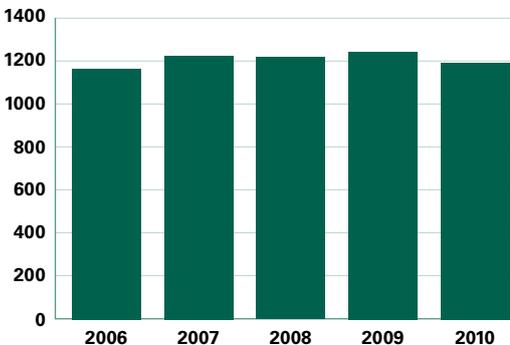


**Latin America**  
No. of employees

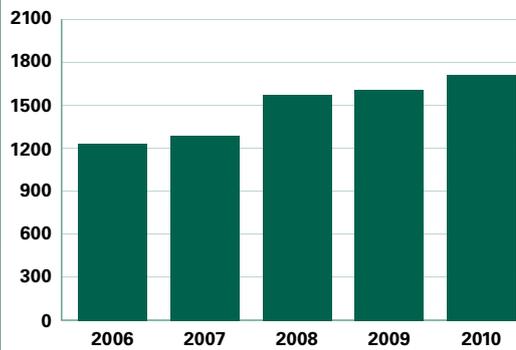




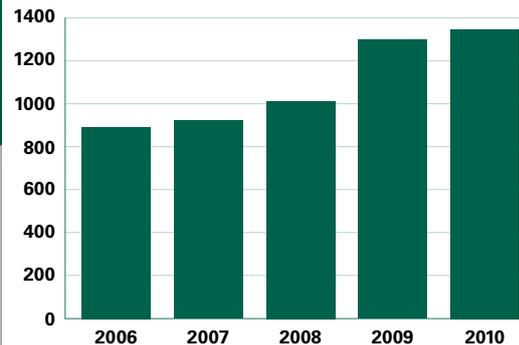
**Chemicals Europe, Middle East & Africa**  
No. of employees



**Asia (incl. China)**  
No. of employees



**Oil Europe, Middle East & Africa**  
No. of employees



## Health & Safety

Safety is given top priority at Vopak. The company therefore continually introduces new initiatives to improve personal and process safety. In this process of continuous improvement, we actively involve our business partners and customers, both directly and by participating in national and international sector organizations.

At Vopak, we see it as our responsibility to provide a safe and healthy workplace for our employees. Continuously improving working conditions and monitoring the effectiveness of controls are fundamental to our health and safety policy.

Vopak's safety policy states that we continuously work towards our goals of zero incidents and no damage to the environment. Safety is everyone's responsibility and we expect every employee to contribute to his own safety and that of others.

Embedded in the Vopak Fundamentals on Safety are:

- all persons will be trained and competent in the work they conduct;
- all persons must know, understand and comply with the basic safety regulations in force at a location;
- everyone who works at a location should fully comply with the applicable procedures;
- work will not be conducted without a job safety assessment;
- for work without an approved procedure, a permit to work is needed;
- emergency response plans will be in place before work starts;
- appropriate and prescribed personal protective equipment is worn;
- it is everyone's responsibility to stop work that is unsafe.

### **Vopak Terminal helps out charity for deaf people**

Vopak services the UK's chemicals and fuels markets through its Teesside terminal and two others, strategically located in London and Windmill in the Vale of Glamorgan.

All Vopak's UK terminals are top tier COMAH (Control of Major Accidents Hazards) sites and hold joint quality accreditation under British Standards. The terminals are also regularly audited under Chemical Distribution Institute - Terminals (CDI-T), or Vopak's own equivalent internal Terminal Health Assessment (THA) process. The storage facility, which specializes in the storage and handling of liquid and gas chemicals and oils, is subject to stringent safety standards.

Vopak Terminal Teesside has launched a scheme to further improve safety at the terminal, by encouraging staff to report 'near misses' - any incident, accident or emergency that does not result in actual injury or asset damage. For every report card its staff or contractors submit, the terminal makes a donation of GBP 2.00 to a charity for deaf people.

Research shows that for every ten 'near misses' reported, there is often a real incident, which could result in injury. The scheme will hopefully contribute to reducing that risk as it promotes a culture of reporting near misses among staff. Reviewing the 'near misses' report may help prevent a re-occurrence in the future. Although it is not a statutory requirement, recording non-reportable near misses and using the information provided is good safety management practice.

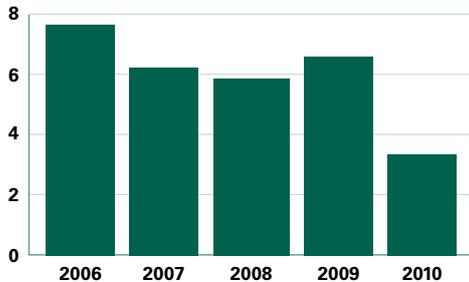
As part of their social responsibility, the Teesside terminal decided to put something back into the community and raise money for charity rather than focusing on personal incentives. The terminal chose the charity 'Hearing Dogs for Deaf People' to make its donations to, as this charity works with a number of people that have been deafened through industry work. Hearing Dogs for Deaf People trains dogs to alert deaf people to specific sounds, whether in the home, workplace or public buildings.

### **Total injury rates**

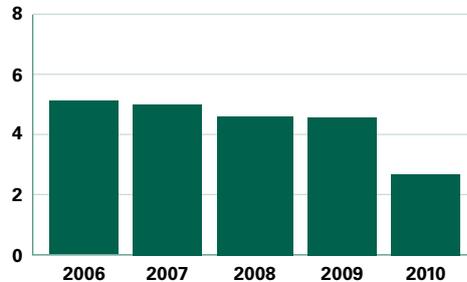
During 2010, the trend on the safety performance for both own personnel and contractors showed an encouraging and positive improvement.

The lost time injury rate (LTIR) for our staff and contractors combined improved to 1.3 per one million of hours worked (2009: 1.4). The number of accidents related to the number of hours worked by our own employees (TIR) showed a significant decline to 3.2 accidents per one million of hours worked in 2010 (2009: 6.5) due to the efforts we initiated in 2009 and continued in 2010.

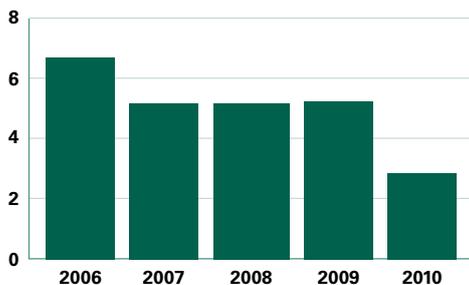
**Safety own employees (Total Injury Rate)**  
Total injuries per 1 million hours worked



**Safety contractor personnel (Total Injury Rate)**  
Total injuries per 1 million hours worked



**Safety own and contractors (Total Injury Rate)**  
Total injuries per 1 million hours worked



**Ambitions for 2011**

For 2011, the company strives to consolidate the improvement and achieve a Total Injury Rate of 3.5 or less for own staff and contractors.

**Global Vopak SHE Day**

On 12 May 2010, Vopak organized the annual global SHE Day for the third consecutive year. It is mandatory for every Vopak location to organize a SHE Day program. By requesting comprehensive attention for Safety, Health and the Environment once a year, Vopak aims for continuous improvement of the performance of both the company and its employees in these three areas. The global SHE Day is just one day, but its impact is long-lasting.

**Know the risks, prevent incidents**

The main theme of the 2010 global SHE Day was 'preparation'. If employees are well prepared for a job, there are fewer chances of an incident occurring. An important part of preparation is to know and reduce the risks. The timely recognition and reduction of risks can prevent a lot of incidents, accidents and emergencies. It should be reasonable to assume that people working at Vopak know what the risks are. Still, an analysis of the incidents often shows that the cause is still poor preparation. When it comes to safety, health and the environment, our people in general prepare themselves for every conceivable situation. For this purpose, a 'last minute risk analysis' has been given separate status, enabling our staff to include the very latest conditions in their risk assessment. In the minutes prior to starting a job, they are requested to ask themselves a number of questions enabling them to map out the risks and check the preparations made.

**Personal message from the Chairman**

At every Vopak location, the SHE Day started with a video message from Vopak's Chairman of the Executive Board in which he emphasized the importance of good preparation yet again. To make it clear how relevant the themes of the SHE Day are to everyone, he asked every terminal to come up with three to five recommendations for preventing incidents and accidents. Many of these recommendations are being implemented.

## Community involvement

For Vopak, community involvement means our engagement with the communities in the vicinity of our terminals. Our efforts are aimed at community initiatives and support that relate to our presence and business and benefit the local communities.

Beneficial community involvement mainly takes place at a terminal level and relates primarily to long-term financially supported projects that benefit local communities or support healthcare initiatives. Examples include:

- local hospitals and ambulance services (e.g. Peru, Rotterdam, the Netherlands);
- orphanages (e.g. the Durban terminal in South Africa, Ecuador and Peru);
- local animal shelters (UK terminals);
- weekend schools and scholarships (e.g. Vlaardingen, the Netherlands and Latin America);
- local sporting events (many locations across the world);
- local infrastructure improvement (e.g. Vietnam).

### Water for Growth

Water for Growth is a project in which a group of young Vopak managers from the Oil EMEA division, who participate in the Vopak European Leadership Program, roll up their sleeves to help develop safe drinking water facilities in Third World countries. Water for Growth aims to increase the awareness of and the direct involvement in sustainable entrepreneurship among all employees at Vopak. The benefiting communities receive assistance with defining their water-related problems, setting priorities and developing solutions to benefit everyone in the community.

How does it work? Investments in Oil EMEA expansion projects are linked directly to investments in water projects in Third World countries. If storage tanks are constructed in existing or new Vopak terminals this translates into a financial contribution to local communities in developing countries. This contribution is used to improve the drinking water and sanitary facilities.

The Oil EMEA group has selected the Dutch Connect International Foundation as its partner in the Water for Growth project. The objective of Connect International is to strengthen the partner organizations in developing countries.

This initiative is not a stand-alone activity, but the start of a project in which a lot is expected of the different operating companies within Oil EMEA division. A first example is the project in the Njombe district in Tanzania. In Njombe, the Vopak team is doing more than just offering financial resources as a kick-off. The team is installing pipelines, drilling wells and improving the water storage facilities and sanitation. In addition, they attempt to make the local employees in Njombe aware of the importance of safety during the roll-out of projects. For instance, they provided training to its local partner, the Shipo Foundation. Together with Connect International, Shipo is taking on the education and training of the local population.

This project is a remarkable initiative that illustrates the importance Vopak attaches to sustainable entrepreneurship, all at a local level.



*Vopak Global SHE Day 2010 – Emergency Response Team  
of Vopak Terminal Vietnam during a fire exercise*



## 7. Planet

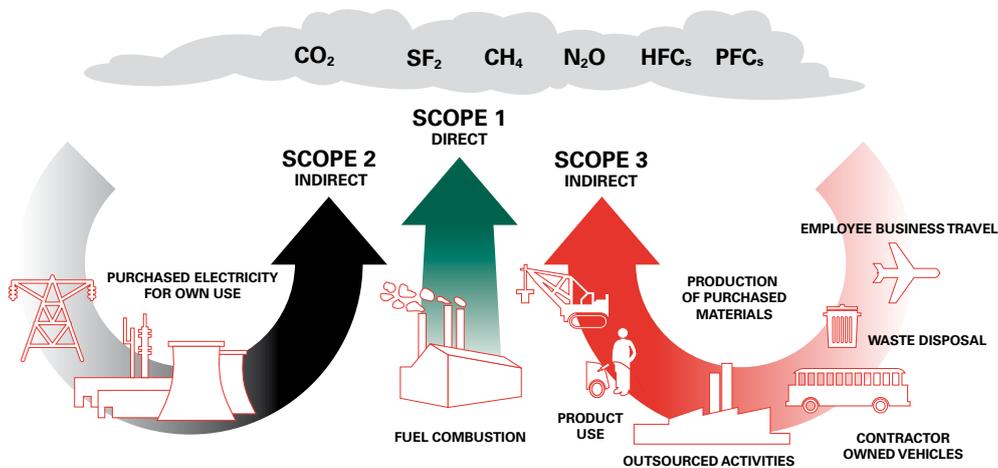
### Environmental policy

At present Vopak operates storage terminals in 30 countries, involving thousands of people, directly as well as indirectly, and large plots of land. This brings with it responsibilities for the surroundings, not just with respect to soil, water and air, but also towards the local communities and neighbors. Vopak aims to be a responsible neighbor. Our objective is to further reduce emissions, including those of gas and odor. In pursuing this objective, we consistently adhere to guidelines set out in operating licenses, legislation and our own global standards. Vopak acknowledges that taking measures aimed at curbing emissions may sometimes be in conflict with energy consumption, as some environmental measures require the use of energy. We aim to strike the right balance in this respect.

We are standardizing our approach at a global level and are mapping out the impact our operations may have on the environment. This helps us address the question as to how to minimize our impact, including our operations' carbon footprint. We are committed to developing a sound waste management system and minimizing our energy consumption, soil contamination, air and surface water pollution and water consumption.

### Scope of carbon reporting

The energy and carbon emission reporting of Vopak encompasses scope 1 (direct energy usage and emissions from combustion of fossil fuels) and scope 2 (indirect energy usage and emissions from purchased electricity for our own usage). We do not report on scope 3 (direct and indirect energy usage and emissions from purchased materials and services).



## Facts and figures

### Energy and carbon emissions

Efforts to reduce energy consumption and improve energy management continued to be successful from both a sustainability and cost efficiency perspective. The Expert Forum Energy, a Group-wide consultative body, has been given the task of coordinating and encouraging energy management and energy reduction projects. Employees are supported and encouraged to reduce energy consumption by a set of Vopak Energy Management Guidelines.

In 2010, the total energy consumption of the consolidated companies including joint ventures was 4,944 TJ (2009: 5,435 TJ), a decline of 9%. The total energy consumption of the consolidated companies was 3,744 TJ (2009: 4,200 TJ), a decline of 13%.

Vopak generates a modest amount of CO<sub>2</sub> through its operating processes, since these processes use energy, and CO<sub>2</sub> is released in generating energy. Vopak mainly consumes energy for pumping, heating or cooling products and for operations to achieve environmental improvements, such as waste water purification and vapor recovery systems.

Four of Vopak's terminals are participating in the European Emission Trading Scheme (ETS): Vopak Vlaardingen terminal (the Netherlands), Vopak Botlek terminal (the Netherlands), Vopak Oil Rotterdam (the Netherlands) and Vopak E.O.S. (Estonia).

Besides the European terminals listed above, Vopak has currently no other terminal with direct emissions of more than 25 kTon CO<sub>2</sub> per annum in 2010: Vopak Deer Park terminal (U.S.A.) has cut its emissions down from 25.5 kTons in 2009 to 16 kTons in 2010 by direct heating instead of indirect heating and another system of vapor recovery (no flaring).

The reduction of energy consumption leads to a reduction of greenhouse gas emissions. In 2009, Vopak started to include energy reduction and reduction of greenhouse gases as a target in investment proposals. In 2010, significant progress was made towards reducing the overall emissions of CO<sub>2</sub> per cbm storage. This resulted in a decrease of total carbon emissions from 15.3 kg/cbm in 2009 to 14.3 kg/cbm storage in 2010.

### Direct energy

Direct energy sources, such as gaseous and liquid fuels, are mainly used for production of steam for heating purposes and limited on-site transportation by pumps that are driven by steam. The total energy consumption of the consolidated companies is shown by direct energy source in the following table.

Energy source	Total direct energy in TJ consumed			
	Consolidated companies			
	2007	2008	2009	2010
Natural gas	3,500	3,400	3,050	2,760
Fuel oil and Gas oil	150	155	265	285
Biofuel	2.5	50	35	0
LPG	2.5	5	100	59
<b>Total direct energy (TJ)</b>	<b>3,730</b>	<b>3,730</b>	<b>3,450</b>	<b>3,104</b>
<b>Total relative direct energy (MJ/cbm storage)</b>	<b>234</b>	<b>224</b>	<b>200</b>	<b>170</b>

Energy source	Total direct energy in TJ consumed Consolidated companies including joint ventures	
	2009	2010
Natural gas	3,450	2,790
Fuel oil and Gas oil	735	929
Coal	–	34
Biofuel	35	–
LPG	145	61
<b>Total direct energy (TJ)</b>	<b>4,365</b>	<b>3,814</b>
<b>Total relative direct energy (MJ/cbm storage)</b>	<b>155</b>	<b>139</b>

As a result of the external assurance the consumption of biofuel in 2009 has been adjusted from 150 TJ to 35 TJ, whereas the energy obtained from fuel and gas oil increased.

Although our activities increased in 2010, the total energy used was reduced. Within the Chemical Europe, Middle East & Africa division, the reduction is part of our maintenance program. Old, inefficient heating systems will be (or have already been) replaced by modern efficient systems. At the Vlaardingse terminal, for example, we have installed a heat coupled energy system, replacing an old steam system. This has resulted in a reduction in the direct energy consumption from 350 TJ to 225 TJ (35% reduction from 2007 to 2010). The North America division also showed an energy saving of 9% (1,275 TJ in 2009 to 1,156 TJ in 2010). This was predominantly a result of energy savings in Deer Park (direct heating).

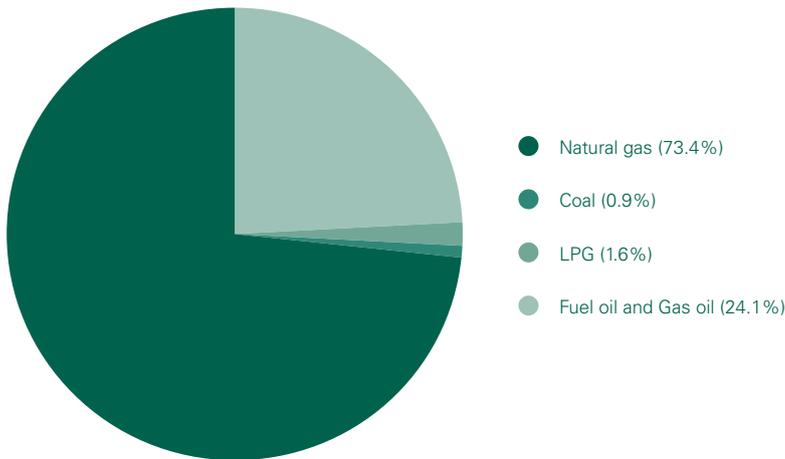
At the oil storage terminal in Europoort, energy consumption increased by 35%. This increase can be explained by the delivery of steam to a third party. This energy consumption is (also according to the Emission Authorities) regarded as energy consumption and carbon emissions by Vopak. In Estonia, Vopak had an increase of 21% in energy consumption due to an increase in storage capacity and the extremely cold weather conditions early in 2010.

It should be mentioned that the quantity of LPG consumed does not only reflect the energy generated from LPG in 2009, but also includes the support gases that are used to realize the incineration of product vapors in the different vapor treatment systems that Vopak operates. These vapor treatment systems prevent the emission from hydrocarbon vapors originated during the handling and storage of chemicals and oil products. The vapor treatment units that use these kinds of techniques are under review. Where feasible, more energy efficient systems (e.g. vapor recovery units or vapor return systems) will be implemented, as is reflected in the reduction in the use of LPG.

The LPG consumption to support the incineration of vapors was not included in the reported numbers of the 2007 and 2008 reports. The usage of LPG (mainly in use as support gas for our flaring systems) showed a reduction in 2010 compared to 2009, as a result of converting these systems into more energy-efficient systems.

In 2010, one terminal (in China) used coal to generate steam in its boilerhouse.

### Direct energy consumption 2010



### Indirect energy

Electricity is the only source of indirect energy at Vopak. In 2010, the total electricity consumption of the consolidated companies decreased relative to the storage capacity. This is shown in the following table.

Year	Consolidated storage capacity (Mcbm)	Total indirect energy (TJ)	Total relative indirect energy (MJ/cbm storage)
2007	15.9	760	48 MJ/cbm
2008	16.7	700	41 MJ/cbm
2009	17.8	750	41 MJ/cbm
2010	18.3	640	35 MJ/cbm

The total electricity consumption for 2010 by Vopak, including the joint ventures, is shown in the table below. The reduction of electricity consumption is partly realized by the Vlaardingen terminal (heat-coupled system that generates its own electricity), the chemicals terminals in Europe and the Asian terminals.

Year	Consolidated storage capacity including joint ventures (Mcbm)	Total indirect energy (TJ)	Total relative indirect energy (MJ/cbm storage)
2009	28.3	1,050	40 MJ/cbm
2010	28.8	1,130	41 MJ/cbm

The increase of indirect energy consumption at the joint venture terminals is mainly caused by the terminal in Estonia and the Chinese terminals (partly due to capacity expansion and extreme weather conditions in early 2010).

### Total direct and indirect greenhouse gas emissions by weight

No ozone depleting chemical substances are emitted. Most of the terminals do not handle these specific chemicals. At the terminals where we do handle these chemicals we use special vapor recovery systems.

Total greenhouse gas emissions (direct and indirect) are calculated in accordance with the standards set by the Carbon Disclosure Project.

Year	CO <sub>2</sub> emissions for consolidated companies			
	Direct energy (kTons)	Indirect energy (kTons)	Total (kTons)	Total relative (kg/cbm storage)
2007	210	120	330	20.8
2008	210	110	320	19.2
2009	200	115	315	17.6
2010	195	115*	310	16.9

\* The decreasing electricity usage in 2010 did not result in a decrease of indirect carbon emission due to differing conversion factors between countries.

Year	CO <sub>2</sub> emissions for consolidated companies including joint ventures			
	Direct energy (kTons)	Indirect energy (kTons)	Total (kTons)	Total relative (kg/cbm storage)
2009	272	160	432	15.3
2010	230	165	395	14.3

The CO<sub>2</sub> emissions in relation to the capacity have reduced every year from 2007 onwards.

### Waste

New concepts for the re-usability of waste, such as 'waste as a resource' and 'waste does not exist' are examples of an increasing awareness and insights into how Vopak as a company should deal with waste.

At Vopak, these ideas will lead to new waste management concepts in which prevention and re-use will play important roles in reducing the total amount of waste offered for waste-processing.

To further develop the principles of 'waste does not exist', a pilot study was launched in 2010 to identify and categorize waste streams for prevention and re-use. As a consequence the amount of waste produced can be minimized and the re-use of waste is strongly promoted, both within Vopak's operations and elsewhere.

An analysis by a third party at the Antwerp terminals showed that there are four related waste-related topics to be identified:

#### - Waste water

The new terminal (Left Bank) has a separate clean and contaminated waste water system. The clean water system immediately discharges into the surface water/public sewer water system.

The contaminated water was treated at a waste water plant.

The older terminals do not have such a separate system; all the water collected is treated as contaminated water at a waste water remediation plant (extra costs approx. EUR 1.50 per cbm treated)

#### - Soil remediation

Each spill that occurs at a terminal has to be cleaned immediately. The excavated soil has to be treated. At present, all the contaminated soil has been removed from the site (costs approx. EUR 60 per ton) and replaced by clean soil.

- **Residual waste management**

Each time a tank is empty, a (small) amount of residual product, contaminated with other material (such as water), remains. For tanks in use for the storage of chemicals, this amount can vary between 100 and 1000 liters.

The residual product is currently treated as chemical waste and removed from the site and discharged. However, there are companies that are able to upgrade this residual waste into a product with a significant value. These companies are currently prepared to pay for this type of waste.

- **Cleaning of rail cars and tank trucks**

Some terminals are cleaning rail cars and tank trucks themselves. This is, however, not our core business, and could be done in the vicinity of the terminals by a specialist third party.

If we are able to implement these concepts, it is estimated that we could reduce waste and save up to 30% of our waste costs.

**Process incidents**

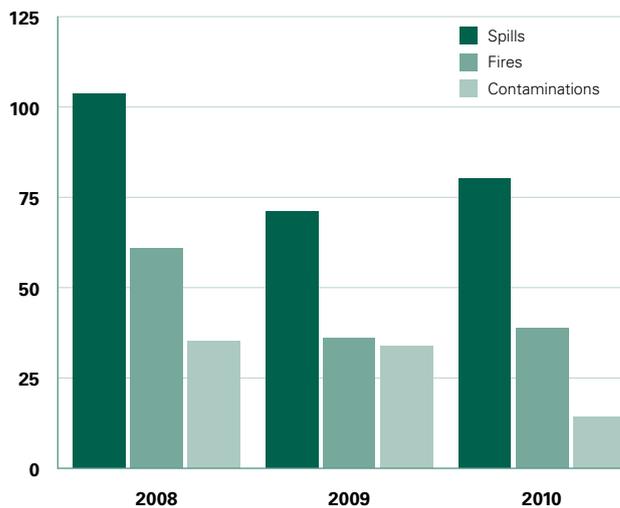
The number of process incidents that occur at our tank terminals is an important measure of our safety and environmental care. Process incidents include product spills, product contaminations and fires, including small smolderings.

Our focus on the behavior of operators in order to prevent operational errors and proper maintenance to prevent failure of equipment and thus increase our process integrity has been effective in recent years. It has resulted in a further reduction in the number of process incidents from 141 in 2009 to 133 in 2010.

In respect of spills, the total number increased from 71 in 2009 to 80 in 2010. However, the quantity involved reduced from around 900 cbm of product spilled in 2009 to 580-630 cbm in 2010. The amount of product contaminations showed a reduction, from 34 in 2009 to 14 in 2010.

The number of fires, which was already significantly lower in 2009 than in 2008 (36 versus 61), remained at a similar level of 39 in 2010. In the year ahead, we will relentlessly pursue the global implementation of our standards, as well as take preventive measures aimed at further reducing process incidents.

**Process incidents**



## Land and water

As a user and owner of land (almost 1300 Ha), Vopak has the responsibility to take care of this land, as reflected in its environmental objectives. Another important responsibility is water management.

Vopak has committed itself to conducting an assessment of its water care systems at the terminals. The objective is to make a clear distinction between flows of good quality water (i.e. clean rainwater) and process water. The principle is that clean water should remain clean and not be mixed with process water, while process water will be treated in a water treatment plant.

Initiatives have been taken to separate clean water and process water flows. To improve the treatment of process water, some existing treatment plants will be upgraded or replaced by new state-of-the-art plants. Currently, waste water treatment plants for the larger terminals are under review. The results of the analysis are not yet available.

The main objectives of this water management program will be:

1. to prevent the contamination of clean water (e.g. rainwater) by process water; and
2. to prevent the discharge of process water without proper treatment.

## Biodiversity

Some Vopak terminals are in the vicinity of areas of ecological diversity. If this is the case, extra care will be taken to prevent any damage to this area from air, soil, groundwater and surface water contamination. The preventive measures are stated in the (internal) Vopak Standard for Soil and Groundwater management.

In 2010, these measures were specified in the design of the Eemshaven oil terminal.

Other examples are:

- The Wilmington South terminal (a special preventive system to avoid any contaminated groundwater flowing into the adjacent wetland area).
- The oil storage terminal under construction in Amsterdam (rare amphibious species were collected by the local wildlife organization and released elsewhere).

### Vopak North America's SHE team helps clean up California beach

To visibly demonstrate Vopak's commitment to sustainability, on 22 July 2010 members of the NASHE team (the North America Safety, Health and Environmental team) helped clean up a stretch of littered beach in California. The idea came from a previous NASHE committee meeting when the group was brainstorming creative ways to actively express Vopak's involvement in local communities.

The NASHE team was accompanied by the Vopak West Coast management team and other Vopak staff members who were present at the Vopak terminal in Los Angeles when the NASHE team held their Third Quarter meeting. In total there were five teams of four people who competed to see who could pick up the most trash on Cabrillo Beach. In all, fifteen bags of trash and four bags of recyclables were removed. It was a great learning experience for all involved about the human impact on wildlife.

The beach clean-up was an excellent opportunity for the NASHE group and Vopak's West Coast Terminals to work together to contribute to the environment and help the local community.

### **Ambitions for the Planet 2011**

- As part of the waste reduction efforts, Vopak has launched a pilot project for waste flows at two terminals. The aim is to make a clear distinction between waste prevention and re-use, and waste treatment. If the project shows that significant reductions can be made, Vopak plans to roll it out across other terminals.
- A further initiative that will be continued in 2011 concerns water management at the terminals. As part of water consumption reduction efforts, Vopak has started to map out all water flows (consumption and production) at each terminal. The aim is to make a clear distinction between rainwater and process water, in order to treat the latter in state-of-the-art plants.
- Vopak aims to reduce the number of recordable process incidents to a maximum of 115 in 2011.
- We aim to further bring down our energy consumption through a reduction of energy use/cbm storage in 2011, by means of further implementing energy reduction measures (e.g. further insulation).
- In 2011, we will start to make an inventory of climate neutral energy sources suitable for use at our terminals (e.g. solar energy and geo-thermal energy).

## 8. Profit

### Economic performance

Stakeholders increasingly judge a company on whether it conforms to principles of sustainable entrepreneurship. Besides generating financial profits to enable the business to continue as a going concern, sustainable operations also generate less tangible benefits and enable the company to distinguish itself from the competition.

Our business operations are geared towards long-term trends. For this and other reasons, Vopak's investments target sustainable activities that ensure profitability for many decades to come. Accordingly, tools such as investments, operating efficiency improvements, maintenance and highly sophisticated techniques contribute to the ongoing availability of storage capacity, whilst also making our operations more sustainable. Likewise, preventing incidents and spills and reducing waiting times for vessels contribute to customer satisfaction. Programs aimed at reducing our consumption of energy and natural resources and avoiding spills, incidents and emissions will result in lower costs.

### Sustainable finance

Our strategic finance policy focuses on ensuring flexible access to various capital markets and funding sources to support Vopak's growth strategy, facilitating a continuous balanced and well-spread debt maturity profile at appropriate terms and conditions that match Vopak's solid credit quality.

### Economic values

Detailed financial data over 2010 can be found on pages 77-81 of the Consolidated Financial Statements in the 2010 Annual Report.

### Benefit plans

The majority of employees are covered by defined benefit plans, defined contribution plans or external pension plans. More information on pension plans is provided on pages 133-135 of the 2010 Annual Report. Long-term incentive plans were introduced for senior management in 2008. More information about these plans can be found on pages 136-140 of the 2010 Annual Report.

### Customer satisfaction

Each year, Vopak conducts a customer satisfaction survey, based on a questionnaire distributed to 2,500 direct customers and 1,350 third-party stakeholders, and follow-up interviews. With a response rate of 55%, the 2010 survey was once again a fruitful exercise. The feedback from this survey will be used to improve the level of our services. Areas for attention and improvement identified in the 2010 survey related to operational reviews and complaints handling. These areas will be specifically addressed in 2011.

### Grants received

On 24 July 2007, Vopak concluded an agreement with the Hamburg Port Authority Anstalt to relocate the activities of the terminal on the Waltershof site to another location of Vopak Dupeg Terminal Hamburg GmbH, so that the authorities can use the site for other activities. In previous years Vopak has received compensation of EUR 101 million for the cost of the relocation and a grant of EUR 3 million was received in 2009 for the relocation of the office building.

## Assurance report

To the Executive Board of Royal Vopak.

## Report on the Sustainability Report

### Engagement and responsibilities

We have been engaged by the Executive Board of Royal Vopak to review the Sustainability Report in which Royal Vopak reports on its policies, activities and performance relating to sustainability in 2010 (hereafter referred to as: the 'Report').

A review is focused on obtaining limited assurance which does not require exhaustive gathering of evidence as in audit engagements. Consequently a review engagement provides less assurance than would be obtained from an audit engagement.

The Executive Board of Royal Vopak is responsible for the preparation of the Report. We are responsible for providing an assurance report on the information in the Report.

### Reporting criteria

Royal Vopak developed its reporting criteria on the basis of the G3 Guidelines of the Global Reporting Initiative ('GRI'). These reporting criteria contain certain inherent limitations which may influence the reliability of the information. Detailed information on these limitations and on the reporting scope of Royal Vopak is given on page 15 in chapter 5 'Scope'. We consider the reporting criteria to be relevant and appropriate for our examination.

### Review procedures performed

We planned and performed our review procedures in accordance with Dutch law, including Standard 3410N 'Assurance engagements relating to sustainability reports'.

We do not provide any assurance on the assumptions and feasibility of prospective information, such as targets, expectations and ambitions, included in the Report.

Our most important review procedures were:

- performing an external environment analysis and obtaining insight into the industry, relevant sustainability issues, relevant laws and regulations and the characteristics of the organisation;
- assessing the acceptability of the reporting policies and consistent application of these, such as assessment of the outcomes of the stakeholder dialogue and the reasonableness of estimates made by management;
- reviewing the systems and processes for data gathering, internal controls and processing of other information, such as the aggregation process of data to the information as presented in the Report;
- reviewing internal and external documentation to determine whether the information in the Report is adequately substantiated;
- evaluating the overall presentation of the Report, in line with the reporting criteria of Royal Vopak;
- assessing the application level according to the G3 Guidelines of GRI.

We believe that the evidence obtained from our examination is sufficient and appropriate to provide a basis for our conclusion.

### Limitation in our examination

As this is the first year that the Report is reviewed, comparative figures concerning previous years have not been examined by us.

### Conclusion

Based on our review procedures performed, nothing has come to our attention that would cause us to conclude that the information in the Report, in all material respects, does not provide a reliable and adequate presentation of the sustainability policy of Royal Vopak or of the activities and performance of the organisation relating to sustainability in 2010, in accordance with the reporting criteria of Royal Vopak.

Rotterdam, 10 March 2011  
PricewaterhouseCoopers Accountants N.V.

Original has been signed by  
drs. M. de Ridder RA

## Appendix: GRI content index

### Key to symbols

- Item is covered in the sustainability report
- ◐ Item is qualitatively covered in sustainability report
- Item is covered in the annual report
- Item is not or not yet reported

GRI no.	Description	Ref.	Page no.
<b>Strategy and analysis</b>			
1.1	Statement from the most senior decision-maker of the organization (e.g. CEO, Chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	●	Page 5 & 2010 Annual Report pages 9, 24, 34-37
1.2	Description of key impacts, risks, and opportunities.	■	2010 Annual Report, pages 60-64
<b>Organizational profile</b>			
2.1	Name of the organization.	●	Page 11
2.2	Primary brands, products, and/or services.	●	Pages 7 & 8
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	Page 11
2.4	Location of organization's headquarters.	●	Page 11
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	Page 7
2.6	Nature of ownership and legal form.	●	Page 11
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	Pages 11, 22 & 23
2.8	Scale of the reporting organization.	●	Page 8
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●	Page 8
2.10	Awards received in the reporting period.	●	Page 12
<b>Report parameters</b>			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	Page 15
3.2	Date of most recent previous report (if any).	●	Page 15
3.3	Reporting cycle (annual, biennial, etc.)	●	Page 15
3.4	Contact point for questions regarding the report or its contents.	●	Page 43
3.5	Process for defining report content.	●	Pages 15 & 16
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	Page 15
3.7	State any specific limitations on the scope or boundary of the report.	●	Page 15
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	●	Page 15
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	●	Page 15

GRI no.	Description	Ref.	Page no.
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	●	Page 15
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	Page 15
3.12	Table identifying the location of the Standard Disclosures in the report.	●	Appendix Page 39
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider.	●	Page 16
<b>Governance, commitment and engagement</b>			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	Pages 11 & 12
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	●	Page 12
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	Pages 11 & 12
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	Pages 11 & 12
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	■	2010 Annual Report Pages 15-19
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	■	2010 Annual Report Pages 70-73
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	■	2010 Annual Report Pages 70-73
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	Pages 10 & 19
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence to or compliance with internationally agreed standards, codes of conduct, and principles.	●	2010 Annual Report Pages 70-73
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	Pages 10 & 19 & Code of Conduct

GRI no.	Description	Ref.	Page no.
4.13	Memberships of associations (such as industry associations) and/or national/international advocacy organizations in which the organization has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic.	●	
4.14	List of stakeholder groups engaged by the organization.	●	Pages 16 & 17
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	Pages 16 & 17
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	Pages 16 & 17
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	Pages 17 & 18
<b>Economic performance (core indicators)</b>			
EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	Page 37
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	●	
EC3	Coverage of the organization's defined benefit plan obligations.	●	Page 37
EC4	Significant financial assistance received from government.	●	Page 37
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	●	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	Page 37
<b>Environmental performance (core indicators)</b>			
EN1	Materials used by weight or volume.	●	
EN2	Percentage of materials used that are recycled input materials.	●	
EN3	Direct energy consumption by primary energy source.	●	Pages 30 & 31
EN4	Indirect energy consumption by primary source.	●	Page 32
EN7	Initiatives to reduce indirect energy consumption and reductions achieved (additional).	●	Pages 31-33
EN8	Total water withdrawal by source.	●	Page 35
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●	Page 35
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●	
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	Page 33
EN17	Other relevant indirect greenhouse gas emissions by weight.	●	
EN19	Emissions of ozone-depleting substances by weight.	●	Page 33
EN21	Total water discharge by quality and destination.	●	
EN22	Total weight of waste by type and disposal method.	●	Pages 33 & 34
EN23	Total number and volume of significant spills.	●	Page 34

GRI no.	Description	Ref.	Page no.
<b>Social performance / labor (core indicators)</b>			
LA1	Total workforce by employment type, employment contract, and region.	●	Pages 20, 22 & 23
LA2	Total number and rate of employee turnover by age group, gender, and region.	●	
LA4	Percentage of employees covered by collective bargaining agreements.	●	Page 20
LA5	Minimum notice period(s) regarding significant operational changes, including whether this is specified in collective agreements.	●	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	●	Pages 20, 24 & 25
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	
LA10	Average hours of training per year per employee by employee category.	●	
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●	Page 20
LA14	Ratio of basic salary of men to women by employee category.	●	
<b>Social performance / human rights (core indicators)</b>			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	●	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	●	
HR4	Total number of incidents of discrimination and actions taken.	●	
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●	
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●	
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●	
<b>Social performance / human rights (core indicators)</b>			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	●	
SO2	Percentage and total number of business units analyzed for risks related to corruption.	●	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	●	
SO4	Actions taken in response to incidents of corruption.	●	
SO5	Public policy positions and participation in public policy development and lobbying.	●	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	

GRI no.	Description	Ref.	Page no.
<b>Social performance / products &amp; services (core indicators)</b>			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	●	
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	●	
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●	

**Any questions regarding the content of this Sustainability Report can be sent to:**

**Mr W. van der Zon** (Environmental Advisor)

**Royal Vopak**

**Visiting address:**

Westerlaan 10  
3016 CK Rotterdam  
The Netherlands

**Postal address:**

P.O. Box 863  
3000 AW Rotterdam  
The Netherlands

T: +31 10 400 2561

E: willem.van.der.zon@vopak.com

**“We aim to achieve  
excellence in  
everything that we do.”**



**Vopak Corporate Head Office**

Westerlaan 10  
3016 CK Rotterdam  
P.O. Box 863  
3000 AW Rotterdam  
The Netherlands

Telephone: +31 10 4002911

Fax: +31 10 4139829