

Sustainability summary

Port of Antwerp-Bruges

November 2023



Port of
Antwerp
Bruges

Foreword Jacques Vandermeiren 'About this report'

A future-proof global port is dynamic, multi-faceted, and goes beyond traditional cargo handling. It is a port focusing its attention on sustainability, innovation, efficiency and adaptability, while serving as a critical link in the global supply chain and contributing to the economic well-being of its region. This is fully in line with the long-term ambitions of Port of Antwerp-Bruges. We aim to be a lever towards a sustainable future and the first world port that reconciles the needs of people with those of the climate and the economy. And that's because, besides maximising the benefits for our customers and prioritising safety, mobility and the quality of our environment, we are taking responsibility, with an ambitious climate plan to be climate neutral by 2050.

Thanks to the new Corporate Sustainability Reporting Directive, there will be more transparency regarding companies' sustainability initiatives. As the Port Authority, we can only welcome that. We ourselves are currently preparing our report on Port of Antwerp-Bruges and its subsidiaries.

In the meantime, the present report is intended to give an overview of our ESG policy and our main focus points over the recent period.

A period in which we accomplished a great deal. That's because we have ambition. We strive to be pioneers. As a community builder, we prioritise partnerships that will drive the sustainability ambitions and innovation within the port platforms. Because major challenges can only be tackled through cooperation and the efforts of a wide range of actors. For example, together with the port community and our partners, we are working to reduce CO₂ emissions and switch to alternative energy sources, through ambitious transition projects.

As such, over the past five years, we have laid the foundations for a future-proof port. This report provides an overall picture of these efforts in the area of the environment and climate, as well as the social aspect of our business. After all, it is our employees who keep our port running day in and day out.

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1.

Corporate strategy

As the Antwerp-Bruges Port Authority, we play a vital role in the day-to-day operation of the port of Antwerp and Zeebrugge. 1,700 employees work day and night providing customer-oriented services, optimal infrastructure, innovative projects and the promotion of the port at home and abroad. Our mission? Port of Antwerp-Bruges, a home port that acts as a lever to create a sustainable future.

1.1 Mission and vision

Our aim is to be a global port that reconciles people, climate and economy. Together with our partners and customers, we actively seek sustainable solutions. We **dare to be pioneers**, continually searching for improvements in the area of mobility, energy and digitisation.

We enable society, our partners, customers and employees to grow through our **focus on cooperation**: locally and internationally. Trust is the key element in this regard. We count on our networks in which we can develop and apply new insights and alternatives.

As such, we combine the various sites of Port of Antwerp-Bruges into a unique hub in global trade and industry, with the unmistakable feeling of a home port. **Dependable and agile**, we work every day to create the port of tomorrow.

1.2 Values

The 3 values (daring, simplicity, connection) that we prioritise as a company help define our identity and give us personality. We apply them in everything we do.

Daring

Entrepreneurship is about never standing still. Doing what you do as well as possible, while looking for ways to improve things. Being the first to explore unknown territory, with all senses alert. Daring is about having the courage to be yourself and taking responsibility by thinking and doing.

Simplicity

We attach importance to clear language and transparent processes. As ambitious as we are in our mission, we are just as practical on the workfloor. With a healthy dose of common sense and a critical eye to not make things more difficult than they are, we ensure smooth cooperation, and strong and sustainable solutions.

Connection

As a Port Authority we connect people, as a port we connect worlds. We engage with customers, stakeholders and society. And with each other. With an open attitude and respect for all, together we strive for excellence and realise extraordinary projects.

It goes without saying that this is all done with integrity, passion, trust and respect for each other. We always keep the end goal in mind. We incorporate a healthy focus on results within the three values.

1.3 Roles

We ensure smooth daily port operations in Antwerp and Zeebrugge and fulfil four main roles: landlord, operator, regulator and community builder.

Landlord

As landlord, we grant concessions to companies that are looking to set up in the port. When sites and infrastructure become available, companies can submit a project proposal that we evaluate based on various criteria. As the Port Authority, we offer companies setting up in the port a certain long-term security. On the other hand, these companies make substantial investments in infrastructure. Continual dialogue with existing and new concessionaires is therefore crucial for us. We endeavour to unite their vision and ours, and are happy to give space to companies that both create wealth and work towards a circular economy. This is the only way to bring about an energy-neutral port platform by 2050.

Regulator

As a regulator, we lay down the necessary lines with clear rules and agreements. We make sure that everyone sticks to the agreements, and that everything runs safely, with respect for people and the environment. To verify that the regulations are being followed, we increasingly rely on innovative technologies.

Operator

We ensure a smooth and safe nautical chain that we continuously adjust and improve. We aim for efficient services and modern, energy-efficient port infrastructure. That way, we remain competitive in the services we offer and their added value for our customers.

Community builder

As Port Authority, we forge the right partnerships inside and outside the port platform and rely on a network of people, organisations and companies that want to move forward with us. Inside and outside the world of the port, both locally and internationally. A global impact demands an international perspective.

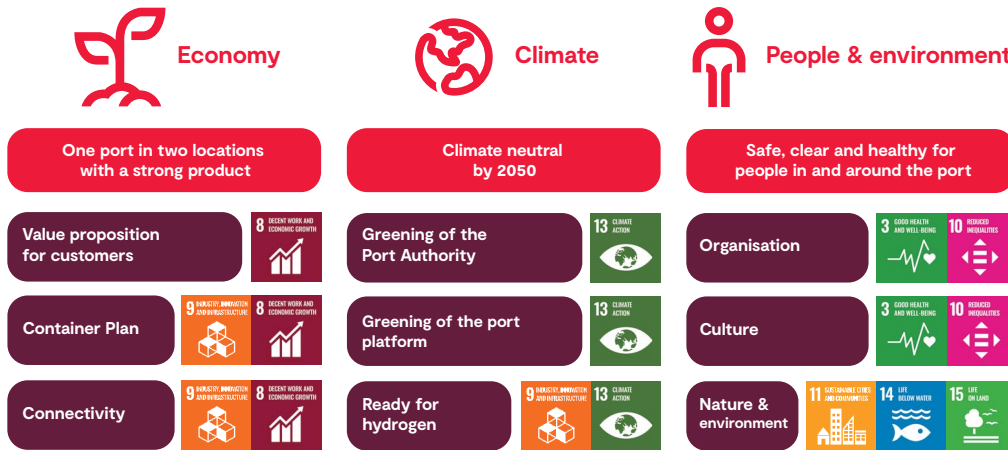


2.

Sustainability strategy as part of the strategic plan

Our sustainability strategy is an integral part of our corporate strategy. Our operations must go hand in hand with sustainability, embedded in all aspects of the company. That way, we ensure that the port will remain operational for the long haul.

To **become a truly sustainable port**, we developed a **strategic plan** for the period 2022 to 2025, **focusing on economy, climate, and people and environment**.



Sustainability is one of our highest priorities and is therefore woven into the daily operations of Port of Antwerp–Bruges. For example, we published the port community of Antwerp’s first sustainability report as early as 2011. Since then, Port of Antwerp–Bruges, Alfaport Voka and MLSO have been reporting every two years on the joint efforts of companies in the port and the results in the area of sustainable development. The reports have always been externally validated. We won the “Best Belgian Sustainability Report” in both 2012 and 2016 in the “Other Organisations” category.

Home port as a lever for a sustainable future

The Port of Antwerp–Bruges is Flanders' economic engine.

We want future generations to also be able to enjoy the prosperity and the many jobs that the port creates.

We are therefore working to create a sustainable port.

We are consciously choosing sustainable growth and putting people, the surroundings and the climate first.

This means that they are the touchstone in everything we do and decide. Only in this way can a port ensure sustainable development and be future-proof.



World port on a human scale

We are preparing our staff for the jobs of the future and committing ourselves to their well-being, health and safety, as well as that of other port users and local residents.



Port in harmony with its environment

The port and surrounding area form an ecosystem and flourish together. We invest in mobility, safety and the quality of the surrounding area.



Port with climate ambition

We are making the transition to a circular economy and investing in the energy transition.



Values

Our values constitute the DNA of our organisation. They reflect who we are and how we do things.



Partnership

We enter into dialogue and work together with companies on the port platform and beyond, with governments, civil-society organisations, knowledge institutions and other ports.



Innovation

We believe in innovation as a lever towards a sustainable future for the port industry, economy and surrounding area.

In the run-up to the Corporate Sustainability Reporting Directive (CSRD), we are preparing our report on Port of Antwerp-Bruges and its subsidiaries. As such, we would first like to offer a general picture of our ESG policy and our main focus points during the recent period. We will zoom in on the three elements of ESG: Environmental, Social and Governance.

Important note: in the first section 'Environment and Climate', we discuss the initiatives taken, firstly, by Antwerp-Bruges Port Authority as an (individual) port company, and secondly by Port of Antwerp-Bruges as an umbrella port platform (i.e. by all port companies together). The chapters that follow pertain to the Port Authority individually. The second section therefore deals with the social aspect of our policy, and what keeps our port running day in and day out: our employees. The third chapter concludes with our governance structure, and we discuss how we are dealing with the potential risks we face as a port.



3.

ESG: Environmental, Social and Governance



3.1 Environment and Climate

Environment

Together with the Flanders Environment Agency (VMM), we monitor the **air quality** in the port area. A network of monitoring stations consisting of smart sensors (iNoses) enhances our situational awareness of the air quality. We consult these sensors in real time via our digital twin. We therefore combine different data sources according to optimal research of sources.

We monitor the **soil and groundwater quality** in the port area, including by overseeing our port assets. We are aiming to remediate all historical soil contamination by 2036. Soil surveys indicate where the contaminated areas are, and whether there is a risk from the contamination, which would then require remediation. At the Fort Sint-Filips site, we therefore redeveloped a seriously contaminated site into a future sheep pasture in 2021.

We also focus on monitoring, taking action (plans) and follow-up for substances of very high concern, such as PFAS. Together with various port companies, we obtain a clearer picture of the situation throughout the port, and can deploy innovative treatment techniques.



In addition to air and soil quality, we closely monitor water and waterbed quality in our port, and take initiatives to improve the quality of these areas. Firstly, we monitor the water quality using smart sensors. We are working on an action plan to tackle salinisation and a rising temperature. Secondly, we have set up fish spawning areas and are taking structural improvement measures in the docks, to provide better habitats for aquatic fauna. Fish can now lay their eggs without being disturbed by the swell of passing vessels, and we can maintain natural fish stocks. Thirdly, we actively and systematically remove TBT-contaminated waterbed.

Finally, we optimise the use of stormwater, dock water capture and local re-infiltration. This is achieved by advisory, enforcement and concession policies, and specifying the dimensions of sewers.

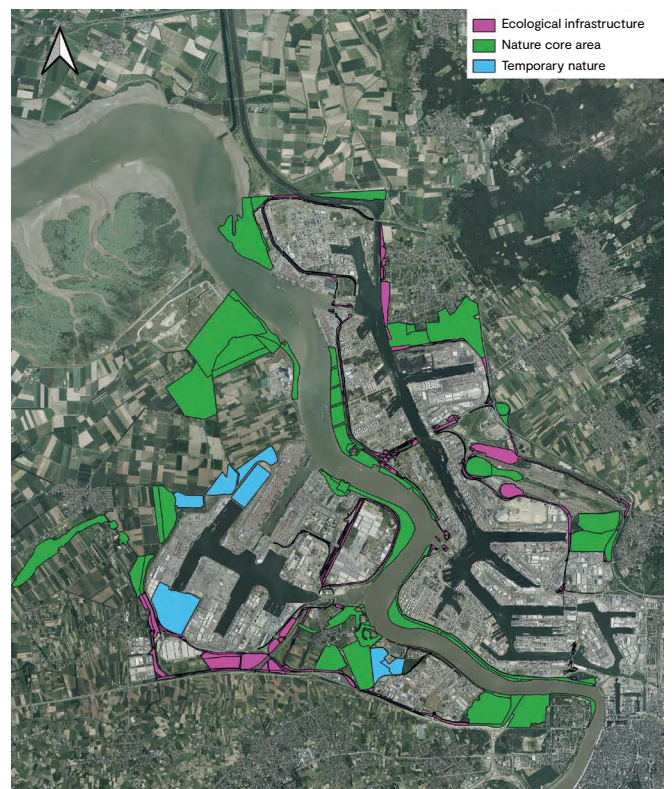
Besides the initiatives on the ground, we are taking policy-related steps in this regard. We devised the 'water strategy' programme, which is part of our strategic plan. We also got behind the zero pellet loss charter, with the goal of reducing flows of plastic into the water. We launched a competition to clean tiny pieces of plastic from the tidal area. The vacuum cleaning robot "Nul-O-Plastic" won the competition. Envisan, the environmental company of the Jan De Nul Group, designed soft tracks for the robot so that it can be deployed on the fragile soil of a nature reserve.



Biodiversity in the port

Creating fish spawning areas, as mentioned above, is one example of how biodiversity is protected in the port. 90 protected plant and animal species live in the port area. As such, in cooperation with Natuurpunt, we developed a species protection programme, which ensures that these populations are preserved, while allowing the firms here to develop. In addition, we have put in place a network of ecological infrastructure for the port-specific animal and plant species. As a green corridor, this connects the natural areas in the port.

We launched an agricultural innovation fund in cooperation with the Groot Saeftinghe Border Park, to give farmers in the area the chance to experiment with nature-inclusive agriculture. In this regard, we support the projects of farmers who are willing to adapt their agricultural activities so that they contribute to biodiversity while also being economically profitable.



Guidelines in the port area relating to the environment

Concession conditions

As a landlord port, we own or manage land within the Antwerp and Zeebrugge port area. In other words, we make public domain available to companies through domain concessions. When we wish to grant a site in concession, we organise a call for tenders. Candidates are required to submit a project proposal, which we then assess against various selection and award criteria.

Future orientation and sustainability are key elements in the assessment of candidates. That goes without saying, given that we have a very clear ambition: to become the first global port to reconcile economy, people and climate. Not only do we intend to continue our growth trajectory, we also aim to focus on our unique position as a logistics, maritime and industrial centre and take the lead in the transition to a circular and low-carbon economy.

Specifically, we screen project proposals for their climate and/or environmental impact, among other things in terms of emissions, water management (water consumption, water reuse and volumes of wastewater discharged, through treatment or not), energy management (energy sources, energy consumption, energy-saving measures), etc. In addition, we ask the candidate to describe how this relates to the climate and/or environmental impact of current practice/technology. Companies should have at least some ambition in this regard, although we prefer that specific commitments are demonstrated. Candidates also need to indicate how they will monitor this impact, so that we can make adjustments if necessary.

The ambitions and specific commitments are laid down in a concession agreement. In this regard, the applicable, legislative framework is the minimum threshold for meeting a number of conditions.

Harbour Master's Office

The Harbour Master's Office in Antwerp and Zeebrugge issues general harbour regulations, the Port Police Regulation, for specific port activities within its jurisdiction. All persons entering the port area must comply with the regulations of the port police regulation.

These regulations lay down the provisions relating to safety, handling of dangerous goods and protecting the environment, such as tackling oil spills.

The port and its surroundings form an integrated ecosystem. Monitoring the environmental quality for local residents and surrounding cities is therefore a key priority. The Port Regulation is one of the tools applied to minimise potential inconvenience to the surrounding area.

Climate transition Port Authority Antwerp-Bruges

We aim to be climate neutral by 2050. As an interim measure, we are drafting a validated climate plan to reduce our CO₂ equivalent emissions by 2030 in line with the European Climate Law and the Paris Climate Agreement. To obtain a total impact of the different greenhouse gases, we convert the size of our emissions to CO₂ equivalents. This conversion is based on Global Warming Potential (GWP), the extent to which a gas contributes to the greenhouse effect. For this, we inventorised not only our internal CO₂ equivalent emissions (scope 1), but also scope 2 emissions (indirect emissions from purchased energy) as well as scope 3 emissions (indirect emissions in the value chain).

To reduce CO₂ emissions from our own operations, we work around 5 pillars.



Fleet

- More efficient tugs (RSD)
- More efficient planning
- Methatug (2023)
- Hydrotug (2023)
- 60 charging points for vessels

Buildings

- 10-year renovation plan for all our buildings
- Exclusively renewable electricity since 2011
- Pilot project for hydrogen heating (part of PIONEERS project)

Vehicle fleet

- 85% electric pool cars
- Utility vehicles: increase efficiency
- 104 vehicle charging points

Commuting employees

- Mobility budget instead of salary cars
- Greening 80% salary cars
- Bike leasing for everyone
- 168 bike charging points

Travel policy

- Stricter policy for business travel
- Compensation for CO₂ footprint Port of Antwerp–Bruges International

Fleet

Antwerp–Bruges Port Authority has its own fleet of tugs, dredgers and enforcement vessels. We are investing heavily in the **integration of alternative fuels** into this fleet and connect every ship to **shore power** where possible. We are reducing energy consumption by **operating the existing fleet at lower revs**.

We are systematically replacing vessels with more fuel-efficient and environmentally friendly types. Our new Reversed Stern Drive (RSDs) vessels are much more economical, and by the end of 2024 we will welcome our first **e-RSD**, which will be fully electric. The new enforcement vessels also run fully electric, hybrid or on diesel. Projects with **hydrogen- and methanol-fuelled tugs** are also ongoing.

The hydrogen-powered tug is a world first. The combustion engines powering this **'Hydrotug'** run on hydrogen in combination with diesel. They meet the strictest standard, European Stage V emissions requirements, making them the most emission-efficient engines on the market.

Port of Antwerp–Bruges has converted a tug to dual-fuel methanol propulsion, also a world first. This **'Methatug'** is part of the European 'Fastwater' project, which aims to demonstrate the feasibility of methanol as a future-proof fuel for carbon-neutral shipping.

Our two enforcement vessels are equipped with a battery pack, meaning the vessels can run exclusively on electricity at 9kph for 2.5 hours. In addition, they can switch to hybrid or full diesel when the situation requires it. This unique system reduces fuel consumption and ensures minimal CO₂ emissions. The integrated exhaust gas treatment and soot filter also release fewer harmful sulphur and nitrogen oxides.

Buildings and vehicle fleet

We are insulating our buildings, switching to an electric vehicle fleet, and facilitating sustainable commuting for employees. To this end, we offer a mobility budget and arrange bike leasing with the related infrastructure (underground bike parking with charging points, lockers, showers and drying cabins).

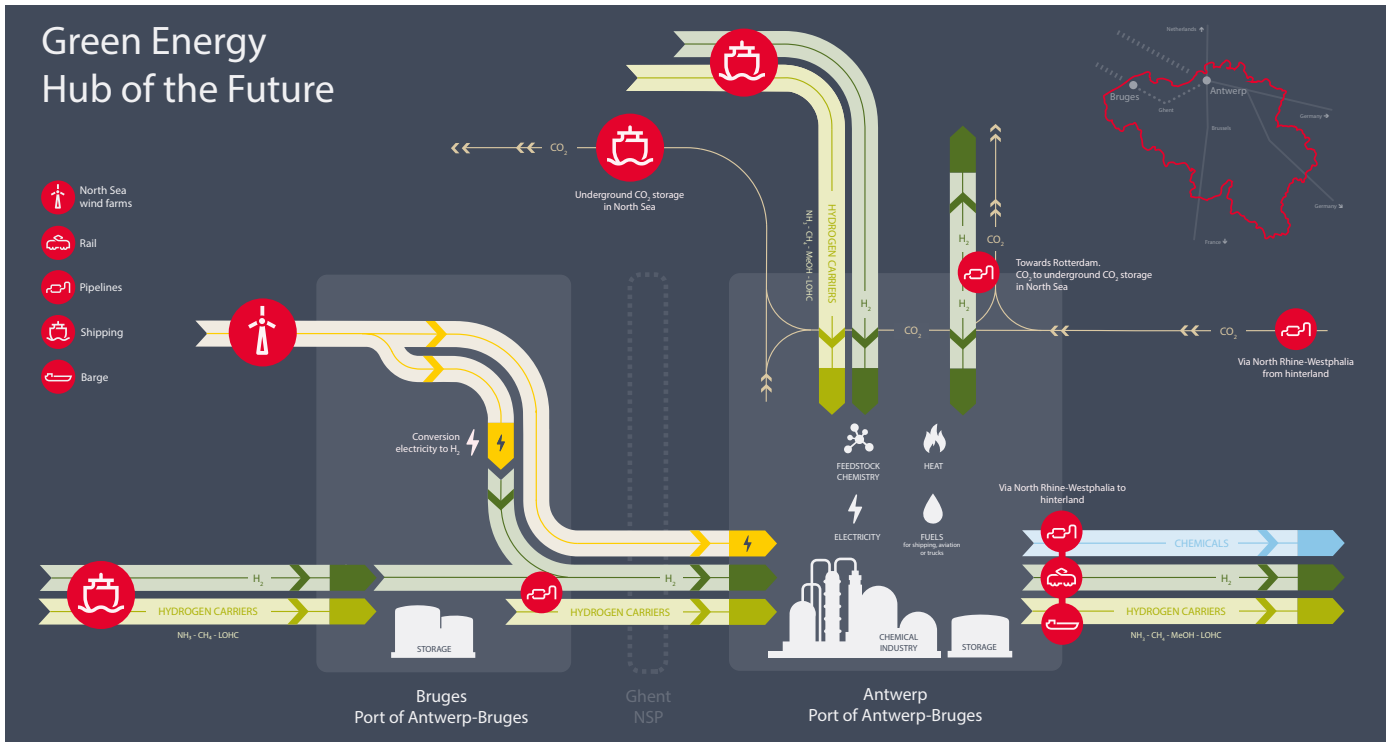
Travel policy

We are reviewing our travel policy by joining the "Coalition for Sustainable Business Travel", an initiative of Bond Beter Leefmilieu (Better Environment Union). We are prioritising digital meetings as much as possible. If travel is unavoidable, we prefer to use public transport or (electric) pool cars or bikes. For longer distances, we use trains if feasible and otherwise the plane, where the CO₂ footprint is carbon offset.

Climate transition port platform

In addition to our own emissions as a Port Authority, we also monitor the emissions from our port platform (scope 3). Among other things, we set up projects in cooperation with other companies and governments to facilitate the energy transition for the port platform as a whole.

With the switch to a circular economy and major investments in the energy transition, Port of Antwerp–Bruges is aiming for climate neutrality by 2050. As a major import and export hub with a very large chemical industry, we have various trumps at our disposal as a port to limit the impact on the climate. This is visualised in the flow chart below. Port of Antwerp–Bruges prioritises electrification where possible. This is not always possible, so we also envisage other energy sources such as hydrogen, and others. We will capture and export the CO₂ emissions. We are committed to the throughput of green hydrogen (-derivatives) to Germany and the rest of Europe, and the import of CO₂ emissions from Germany and Europe for subsequent storage in empty gas fields.

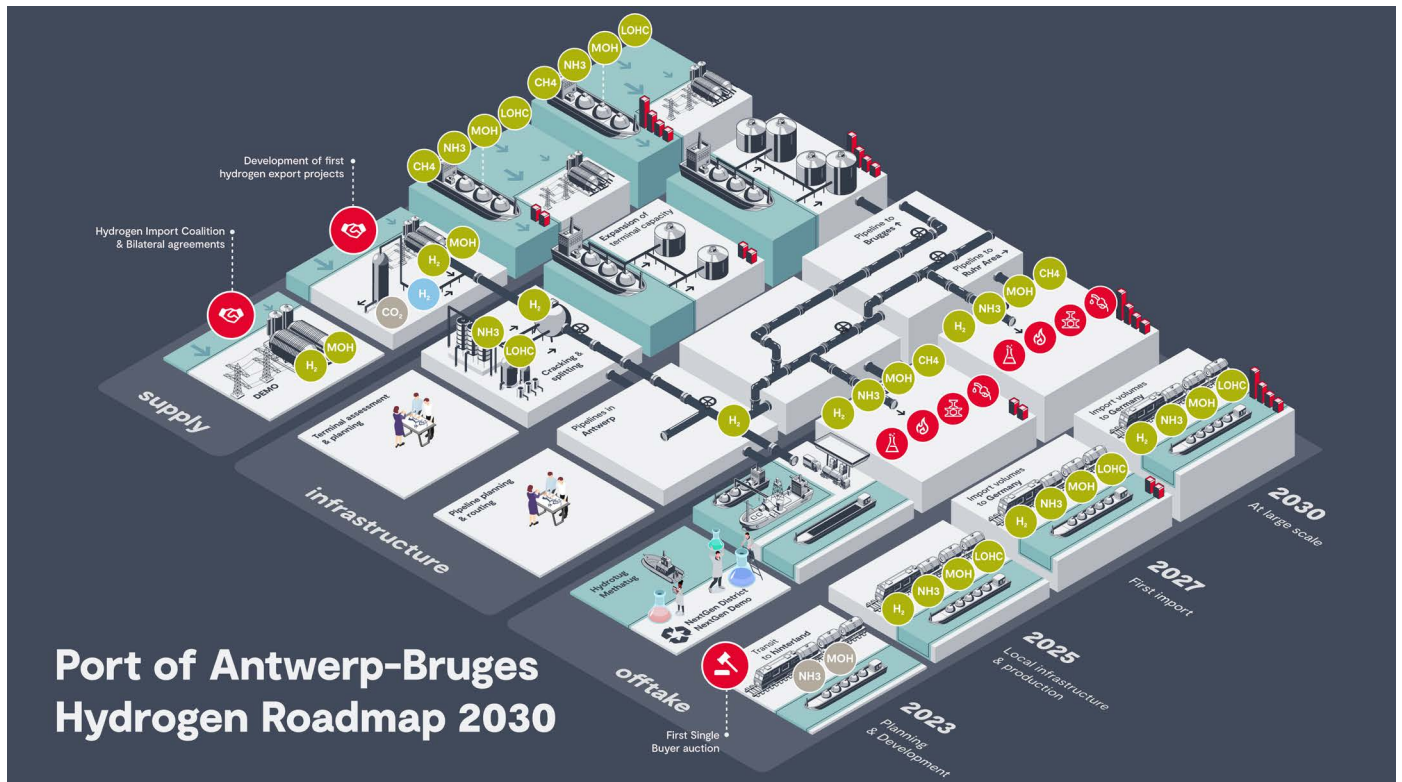


Port of Antwerp–Bruges is the ideal hub for **alternative energy flows**, given that we have an extensive ecosystem of industrial and logistics companies, and have the right knowledge of chemical processes, logistics, operations and infrastructure. By making a full commitment to efficiency and circularity and switching to renewable sources and raw materials, we are making the move towards a climate-neutral economy.

In the future, not only will we receive ships, we will also serve as a gateway for green energy. We will transport **hydrogen through pipelines** to the hinterland. It is our ambition, as an active pioneer of the sustainable hydrogen economy, to become **Europe's leading import hub for green hydrogen**.



As visualised in the chart below, Port of Antwerp–Bruges has committed to supply, infrastructure and use of green hydrogen (-derivatives), with a roadmap to 2030.



Multi-fuel port: Sustainable fuels for green transport

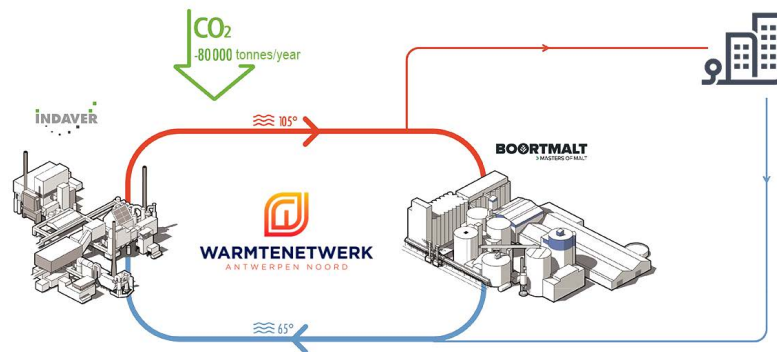
At our port, we offer multimodal transport for goods. Currently, the vast majority of that transport operates with fossil fuels, resulting in climate impacts (CO₂) as well as local air pollution (SO_x, NO_x, PM). Based on renewable energy, both with alternative fuels (such as methanol, ammonia and hydrogen) and through electrification, sustainable transport can be achieved. Our port platform is an important link in the 'value chain' for fuels: local production or import, storage, distribution and also the final users are located at our platform. These assets make it possible to eventually offer our stakeholders secure, sustainable and affordable alternatives to fossil fuels. Port of Antwerp–Bruges is participating in this fuel transition and ensuring that market participants can safely use these alternative (and renewable) fuels.



1. Antwerp–North Heat Network: reusing residual heat

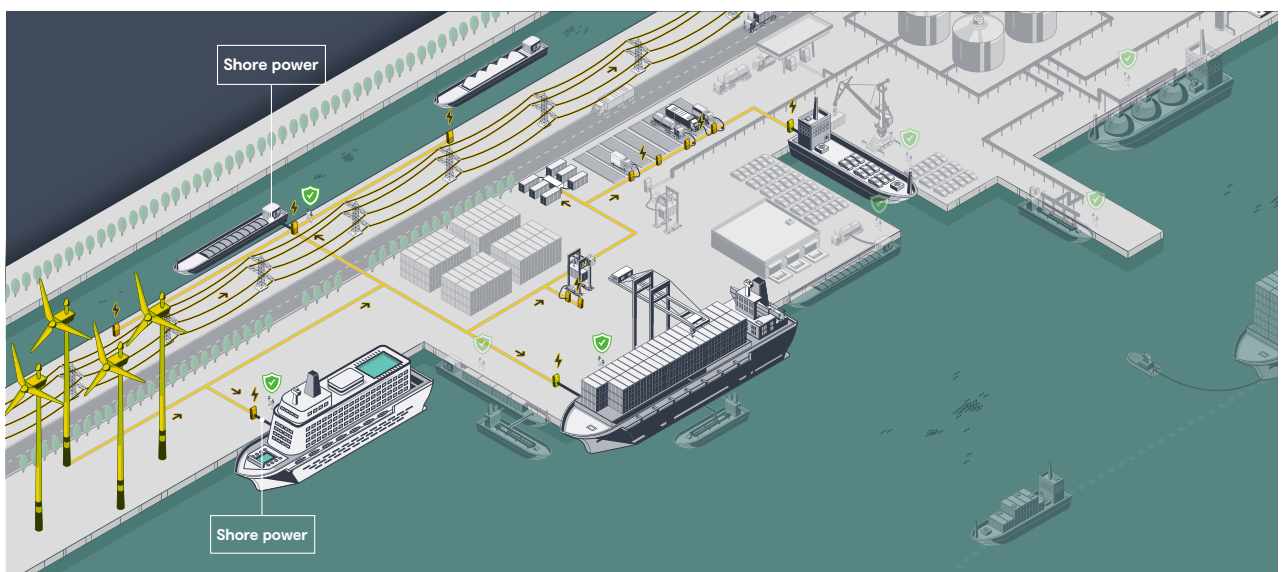
Europe's largest chemical cluster is in Antwerp. We do not want the waste heat generated by the industrial processes of these companies to go to waste, but rather to be reused. To this end, we work together with Indaver: Antwerp–North Heat Network. This heat network will transport waste heat from Indaver's rotary kilns to Boortmalt, the largest malting plant in the world. Boortmalt reuses the heat as a raw material to make malt from barley.

In a second phase, Fluvius will connect a residential heat network to the previously built network. This will provide heat to the social high-rise districts 'Rozemaai' and 'Luchtbal', among other places. An impressive 3,000 households, 7 schools and various public buildings will receive their heat in the future via a heat network supplied by waste heat from industry. When the pipeline network is fully installed, it will lead to annual CO₂ savings of 80,000 tons. This corresponds to the annual CO₂ emissions of 12,500 families in Antwerp.



2. Shore power

Shore power is an environmentally friendly way of providing electricity to docked ships. Thanks to a shore power connection, when ships are docked, they switch off their auxiliary engines and switch to local power. By switching off their diesel generators, the impact on the environment is drastically reduced. In this way, shore power **reduces emissions** of nitrogen oxides, sulphur oxides, CO₂ and particulate matter, **improves air quality** and **reduces noise pollution**. Where shore power is available, it is already currently prohibited for barges to use the generator. Currently, connecting to shore power within Port of Antwerp–Bruges is only possible for barges and Port of Antwerp–Bruges' own fleet. Together with the other leading European ports, we have committed to provide shore power infrastructure for the largest container and cruise ships by 2028. The cruise terminal in Zeebrugge, which is operated by Port of Antwerp–Bruges, will offer shore power from 2026 on. From 2030, there will be an EU obligation for container and cruise ships to connect to shore power, where the infrastructure exists.



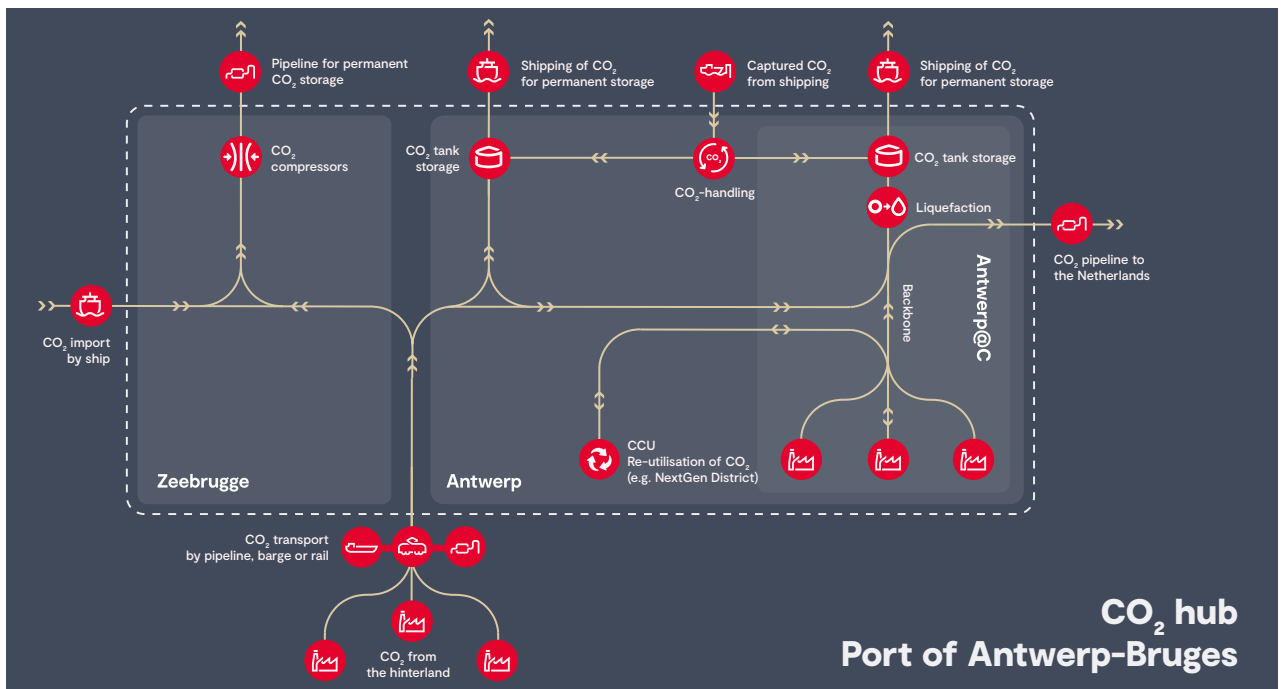
3. Antwerp@C: innovative CO₂ reduction

We see the **capture and storage** of CO₂ (Carbon Capture & Storage, CCS) and, over time, the **reuse** of CO₂ as a raw material for various applications (Carbon Capture & Utilisation, CCU), as important steps in the transition to a **climate-neutral port**.

As such, we are **joining forces** with 7 leading players from the energy and chemical sectors. Together with **Air Liquide, BASF, Borealis, ExxonMobil, INEOS, Fluxys and Total Energies** we are working on innovative CO₂ reduction. The project Antwerp@C has the potential to reduce the CO₂ emissions in Antwerp by half between now and 2030.

It all starts with the capture and local transport of CO₂. This requires pipelines, a joint CO₂ liquefaction plant, intermediate storage units, etc. Because Belgium does not have the suitable subsoil to store CO₂ underground, **international cooperation** will be necessary. Firstly, to transport CO₂ across borders, and secondly, to store it permanently, for example in empty gas fields under the sea.

Antwerp@C envisages **two possibilities** for cross-border CO₂ transport infrastructure. In the first phase, the CO₂ is shipped in liquid form to empty gas fields in the North Sea area. In a second phase, Antwerp@C will also explore the possibility of transporting CO₂ by pipeline to the Netherlands.



4. PIONEERS

The PIONEERS project was set up by the European Commission. It is a specific initiative to achieve the EU ambition of becoming climate neutral by 2050. The PIONEERS consortium was tasked with fleshing out how to achieve this objective for European ports. It consists of 46 public and private organisations from across Europe. Port of Antwerp-Bruges is leading the consortium between 2021 and 2026.

PIONEERS stands for Portable Innovation Open Network for Efficiency and Emissions Reduction Solutions. The project aims to reduce greenhouse gas emissions in port environments, at both the operational and strategic level.

On the one hand, together with our partners, we are rolling out 19 tangible and **operational demo projects** in Port of Antwerp-Bruges and in the ports of Barcelona, Constanta and Venlo. The demo projects involve clean energy production, storage and supply, sustainable port infrastructure, modal shift and flow optimisation and digital transformation.

On the other hand, each of the four PIONEERS ports creates its own **strategic Green Port Master Plan**, which offers a concrete vision of a climate-neutral port by 2050, and features a roadmap on how to get there. We are developing a format for one of these strategic plans and, in our case, are giving it substance based on our own strategic plan, our CSR statement and the various transition projects already underway at our port. By not only drafting the outlines, but also fleshing them out based on our own situation, we are making a product that allows us to inspire and facilitate the other European ports as much as possible.

As such, the objective of PIONEERS is not limited to the sustainable transition and safeguarding the competitiveness of our port in a changing context. We are making the dynamics within Port of Antwerp-Bruges around the sustainable transition more visible, and we hope to bolster these dynamics.

We are providing inspiration for others at <https://pioneers-ports.eu/>, among other places.

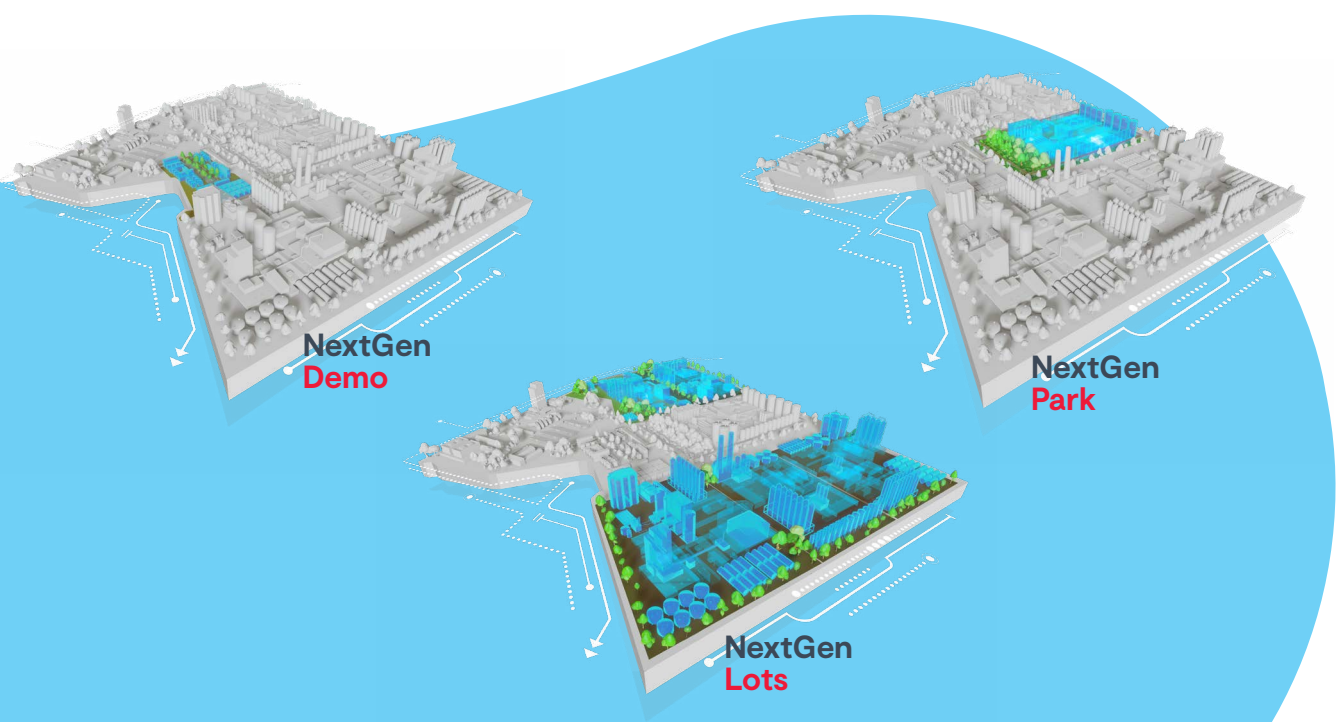
5. NextGen District: hotspot for the circular economy

The former Opel site, which covers approximately 88 hectares, is being repurposed. The NextGen District in Antwerp is a hotspot for innovative, sustainable and circular chemistry. Both large companies and start-ups have the opportunity to set up shop here. NextGen District will be an industrial site where 'end-of-life products' will be given a second or third life, where circular carbon solutions will be researched, and experiments with renewable energy will be conducted. On the one hand, the district features a testing ground where start-ups are given room to grow. On the other hand, the site consists of various-sized concessions aimed at chemical and industrial players. We made the conscious decision to free up this large area for the circular economy, thereby taking further steps in the transition towards a sustainable and climate-neutral society.

At **NextGen Demo**, young entrepreneurs find the necessary **support and space** to **demonstrate technologies on a larger scale**.

Is it time to shift up a gear? Scale-ups **take advantage of the resources and space** made available by **NextGen Park**, while continuing to expand their portfolio.

And industrial companies also find the **space and infrastructure** they need at **NextGen Lots** to build up to their specific needs.



3.2 Social



At the helm of your own career

Our employees are at the helm of their own careers. Various levers allow our colleagues to progress in their professional development. Firstly, our employees set out their personal goals and ambitions every year. During personal 'on track' meetings with someone from HR, they can discuss any needs and expectations in more detail.

Secondly, we offer a broad range of training. Thirdly, a personal development plan offers a pause for reflection and a look ahead: "what do you want to achieve between now and next year?"

A fourth example is the "So, what's up?" survey. This is how we gauge well-being and satisfaction at and away from work, once or several times a year. "What is the team atmosphere and workload like?", "Is the supervisor approachable?" are the kind of questions that come up.

These surveys keep our finger on the pulse, prompt us to take action and give us room to adapt. Since the merger, 73% of employees say they are satisfied with their jobs and feel involved in the organisation.



Health, safety and well-being

We set great store by the health of our employees. We therefore provide encouragement to our employees in various ways: eat a varied diet, sleep well and get enough exercise. Things that may be more of a challenge for operational staff on night or shift work than for employees on a fixed, structured schedule. The following are just some of the initiatives.

1. Ergonomics, health monitoring and coaching

We focus on ensuring an adapted (home) working environment, so that every employee can do their job in comfort. For example, we provide ergonomic office chairs and tables that are height-adjustable, desks where you can stand upright, and separate meeting rooms. Employees can use a desk bike to get more exercise during office hours. For the 12-hour shifts, we purchase specific office chairs, and at all nautical commands we provide a 'fitpoint' where staff can work on their fitness.

In addition, we incorporate minor changes to avoid discomfort, such as ways to make it easier to lift loads or drive vehicles safely.

We regularly organise initiatives that encourage employees to participate (as a group) in sporting events. For example, we set up a 'Start 2 Run' group, in which 60 colleagues trained to run 8 km. The ultimate goal? Taking part in the Antwerp Marathon!

In the area of coaching, we offer a wide range of tips: ergonomic coaching to adopt the correct posture, coaching to quit smoking, sleep coaching, etc. These are just a few examples of the possibilities on offer.

We regularly invite colleagues for a medical check-up, to keep a preventive eye on their health.

Besides physical health, our mental health has a significant impact on how we perform as individuals, as employees and as members of a team. Five confidants offer a listening ear to colleagues who are struggling with something, or who just need to have a chat. If they prefer to chat with someone from outside the organisation, they can turn to the external service for prevention and protection. This service also provides training on stress and burnout.

2. Safety

Health and safety go hand in hand within the Port Authority. The safety of all our employees is our priority. Not just for permanent employees, but also employees who need a specific approach, for example: interns, student workers, temporary workers, older employees or pregnant employees. We strive to achieve a mature safety culture: a culture where everyone feels psychologically safe enough to call each other to account and report incidents.

Safety starts with prevention. We therefore train our employees to perform their work safely, and explain how to consciously be aware of safety. Before people start in any function, we make sure they know the risks associated with the job, what personal protective equipment is available, and which equipment they are required to wear.

Diversity and inclusion

Within Port of Antwerp-Bruges, we strive for a working environment where everyone feels respected, valued and empowered: a safe haven.

Because diversity and inclusion start from respect on the workfloor. Respect for people from a different background, gender, age, religion or sexual orientation. Respect for people who think differently, who are not provocateurs, or people with physical or mental disabilities.

Working with people who are similar to us is easier than working with people who are different. We often see ourselves as the norm, and we all have unconscious biases.

But strength is in fact found in diversity, in different perspectives. As a company, we want to keep the dialogue open and learn from it. As such, since 2017, we have been 'scanning' our corporate culture. Based on the results, we came up with a policy vision to promote inclusion in our company.

We focus on **5 priority pillars** for which actions have been defined and are supported by various departments, because an inclusive corporate culture is everyone's responsibility.



Safety, Health, Environment and Quality

Based on its mission and vision, Port of Antwerp-Bruges is committed to ensure continuity in all its business areas with a focus on people, safety and the environment. The well-being of our employees is always a key aspect in this regard. The objectives relating to the various Safety, Health, Environment and Quality (SHEQ) domains are as follows:

1. Safety, health and the environment are on an equal footing with policy areas.
2. We create a safe and healthy working environment within an inclusive culture, with respect for each individual, not only to prevent workplace accidents, injuries and occupational illnesses, but also unnecessary psychosocial stress.
3. Remaining continually alert prevents injuries and material damage to both employees and third parties.
4. All employees are actually involved in defining and implementing a healthy safety climate, good health, well-being and ESG.
5. All employees comply with all applicable laws and regulatory requirements regarding Well-being at Work, the additional Port of Antwerp-Bruges standards and any agreed requirements of third parties.
6. We minimise our own carbon footprint: from purchase to waste stream. We keep waste to a minimum and we prevent pollution. In addition, we are efficient in our energy, raw materials and food use.

Risk management, training and communication form the pillars of our prevention policy.

Stakeholder participation

The policy of Port of Antwerp-Bruges requires coordination at various levels, from urban, Flemish, federal to European. We have partnerships with neighbouring countries, as well as international relationships.

Port of Antwerp-Bruges involves different social actors in its operations in various ways. The port's context requires a specific way of being involved in each new project. To this end, we draw on structural consultation sessions with the various policy levels that are relevant to the port's context.

We sometimes involve civil society actors in a project team, by informing them of the progress of certain ongoing projects, with a request for advice on specific strategic dossiers, etc. In this regard, we not only involve NGOs in long-term dialogue, but also various federations, associations and advisory bodies. In this way, the cooperation is optimised and we play our role as a community builder. We keep our finger on the pulse as regards to local residents in the port area, with regular representation meetings, which means we can make adjustments where necessary.

3.3 Governance

Around 1,700 employees work day and night to provide customer-oriented services, optimal infrastructure and innovative projects and to promote the port at home and abroad. Together, they are committed to strengthening the role of Port of Antwerp-Bruges as a sustainable world port.

The Board of Directors of Port of Antwerp-Bruges consists of:

- Chair Annick De Ridder
- Vice Chair Dirk De fauw
- 6 A-directors appointed on a proposal by the City of Antwerp, including Annick De Ridder
- 2 B-directors appointed on a proposal by the City of Bruges, including Dirk De fauw
- 4 independent directors
- 1 observer, proposed by the City of Bruges

The executive committee consists of:

- CEO Jacques Vandermeiren
- Chief Business development & Transition Officer (CBTO) Tom Hautekiet
- Chief Operations Officer (COO) Rob Smeets
- Chief Customer Relations Officer (CCRO) William Demoor
- Chief Finance & Digital Officer (CFDO) (provisionally performed by current CFO Jan Adam)

Risk management

Risk management and organisational administration are part of the principles conveyed in the Port Authority's Corporate Governance Charter. An audit committee was therefore set up to provide support to the board of directors in fulfilling its responsibilities in this area. The members of the executive committee are responsible for day-to-day risk management, developing a suitable risk identification and risk management system, and defining the role of the governing bodies within it. Among other things, the audit committee assesses the effectiveness of the risk management systems and is responsible for the internal audit of the Port Authority. On the proposal of the executive committee, the board of directors validates the risk tolerance and the proposed risk management strategies, in order to achieve the strategic objectives.

The risk management system is based on the principles of Enterprise Risk Management (ERM) and resulted in the first edition of the Enterprise Risk Insight Report in 2021. This allows the management and governing bodies of the Port Authority to better assess and manage the organisational risks. In other words, it offers broader insight into the potential added value of risk management in the organisation.

Risk management is part of good governance. What this means to an organisation largely depends on the vision of the organisation, the priority interests that are represented in it and the guiding values that are respected in this regard. Environmental factors and the nature of the organisation also play an important role. Good governance is about doing the right things, the right way, and at the right time. It is therefore essential to integrate risk management into the organisation's strategy and make it part of the mindset of its employees. That is why we set up a Risk Community. For each risk (issue), one risk owner acts as the point of contact in each case. The risk owner gives shape to the risk strategy and makes efforts to manage the risk. The Risk Community focuses on knowledge sharing, but also provides periodic updates of the risk management.

Currently, the 3 most important risk issues for the Port Authority are the following:

- Cyber
- Climate
- Container capacity

Internal audit

The internal audit is an independent and objective activity that provides reasonable assurance regarding the extent to which the Port Authority has its operations under control, and provides advice to improve these operations. The internal audit function assesses the organisational processes relating to governance, risk management and internal control and sets out proposals to enhance the relevance, effectiveness, quality and efficiency of the organisational control system. In other words, the internal audit provides a systematic and structured approach to achieving organisational goals and improving processes.

This is done through audit assignments in accordance with the risk-based audit plan. Each assignment results in an audit report.

The integrated, internal audit plan 2023-2025 emerged from various criteria, but was initially based on a number of existing basic documents such as the risk-based internal audit plan 2021-2024 for the Antwerp site, and the results of the risk survey for the Zeebrugge site.



Thanks to our collaborators, stakeholders and partnerships, we are creating a safe haven as a lever for a sustainable future!

