



# Sustainability Report 2024

“TOGETHER WE CAN DO SO MUCH MORE”



# Foreword Sustainability Report NPRC

## A Joint Course Towards a Sustainable Future

### Dear reader,

We are proud to present our first sustainability report, covering the year 2024. As a cooperative of inland shipping entrepreneurs, we are aware of our responsibility to contribute to a future where sustainability is central. This report provides an overview of our efforts, achievements, and ambitions in the field of sustainability in 2024. In doing so, we aim not only to provide transparency but also to inspire and encourage further steps towards climate-neutral inland shipping.

### Why sustainability (CSR) is at the core of NPRC

Sustainability is not a trend, but a necessity. Climate change and the scarcity of raw materials present major challenges. Our sector is not immune to these developments, and they demand concrete action. We believe that making inland shipping more sustainable starts not just with setting ambitions, but above all with taking tangible and achievable measures. We are convinced that every step, no matter how small, contributes to positive change.

### Our members: the driving force behind change

Our cooperative consists of entrepreneurs who sail exclusively for NPRC. They form the beating heart of our organization and are the driving force behind the realization of our sustainability goals. Thanks to their commitment, expertise, and dedication, we can jointly work towards more sustainable and more efficient inland shipping. Together with our members, we invest in innovation, alternative fuels, and actively contribute to reducing emissions.

### Sustainability vouchers and alternative fuels

An important instrument we use to support our members in their sustainability ambitions are the 'NPRC sustainability vouchers', which have been available since 2023. These vouchers provide a financial contribution that members can use to make their barges more sustainable, including propulsion systems and energy-saving technologies. In addition, we promote the use of cleaner fuels such as HVO (Hydrotreated Vegetable Oil), which has already enabled significant reductions in CO<sub>2</sub> emissions within our fleet and for our customers.

### Sustainability at the heart of our vision, mission, and strategy

NPRC has firmly embedded sustainability in its corporate strategy. We recognize that only a structural and integrated long-term approach will lead to lasting impact. Since 2023, we have been running our sustainability program Greenwave, with clear goals that we pursue organization-wide. These goals are continued in our recently adopted (2025) strategy, which will guide our actions for the next five years:

- **20% CO<sub>2</sub> reduction:** We aim to reduce our total CO<sub>2</sub> emissions by 20% compared to the baseline year 2023.
- **20% of the fleet compliant with emission standards or ZE-ready:** Within five years, our ambition is for at least 20% of our fleet to meet the latest emission standards or be prepared for zero-emission operations.



# Foreword Sustainability Report NPRC

## Collaboration: the key to success

Sustainability is a shared responsibility. NPRC works closely with customers, policymakers, knowledge institutions, and other partners across the logistics chain. By joining forces and sharing knowledge, innovative solutions arise that drive the entire sector forward. The WeVa project, featuring the first newly built hydrogen-powered electric vessel by Harm Lenten, the ms Antonie, is a great example of this.

## Recognition and appreciation

In this first sustainability report, we would like to explicitly express our appreciation to all members, colleagues, customers, and partners who have contributed to achieving our ambitions over the past year. Thanks to their dedication and involvement, NPRC is able to deliver on its sustainability objectives.

## Looking ahead

Our focus remains firmly on the future. Our course is clear: every day we continue to work on sustainability, innovation, and collaboration in the inland shipping sector. We are convinced that together we can achieve far more than alone. The journey towards climate-neutral inland shipping has begun, and we invite you to think along with us, participate, and help steer the course.

May this report serve as a source of inspiration, transparency, and motivation. Together we build a future in which our sector is not only economically vital but also makes a positive contribution to people, the environment, and society.

Sincerely,

**Femke Brenninkmeijer and Arno Treur**





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◀ Who we are and who  
our stakeholders are

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## General introduction

**NPRC is a cooperative of dry bulk inland shipping entrepreneurs with more than 160 members. These members operate exclusively for NPRC. Our fleet is highly diverse, ranging from barges with a cargo capacity of less than 750 tons to barges exceeding 4,000 tons.**

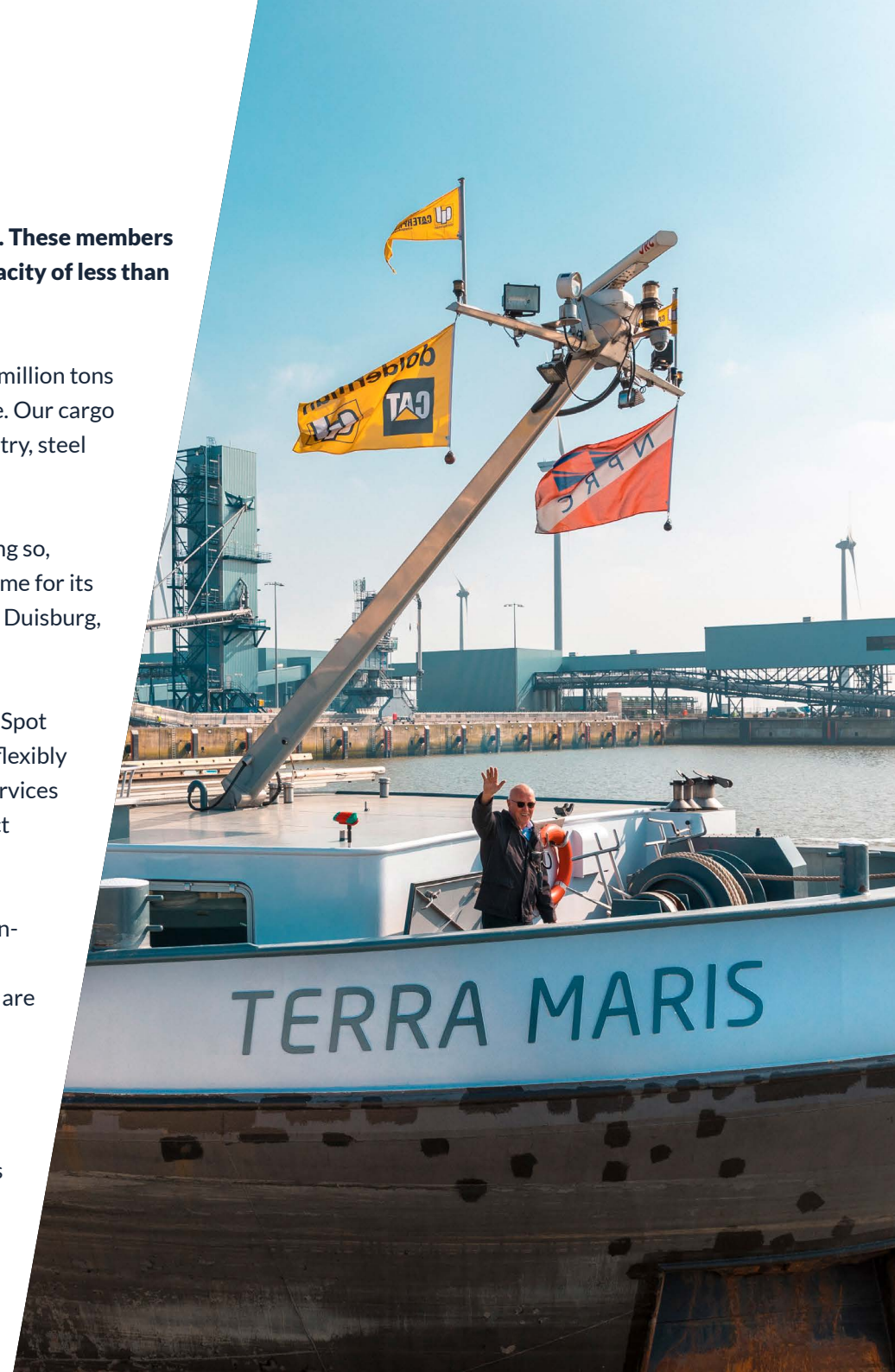
With this fleet, complemented by partner barges and a flexible network, NPRC transports over 14 million tons of cargo annually for a wide range of predominantly industrial customers across Northwest Europe. Our cargo includes agricultural products, fertilizers, steel, salt, and other raw materials for the chemical industry, steel industry, agricultural sector, and beyond.

As a logistics service provider, our office organization focuses primarily on barge chartering. In doing so, NPRC ensures continuity in the transport flows of its customers while also facilitating a stable income for its members. To organize this efficiently, NPRC operates from offices in Rotterdam, Antwerp, Tournai, Duisburg, and Mannheim.

In addition to the contracted cargo flows we handle for our customers, we also arrange spot cargo. Spot cargo refers to transport assignments that are not based on long-term contracts but are deployed flexibly depending on current demand. These may include one-off assignments for customers, transport services for industry peers temporarily lacking capacity, or additional cargo movements for existing contract customers when specific shipments fall outside their contractual agreements.

Besides transporting cargo with the barges of our cooperative members, NPRC also works with non-member barges. These include trusted partner skippers, who are regularly engaged to carry NPRC cargo, as well as industry peers when additional capacity is needed, and independent skippers who are contracted occasionally for specific shipments.

Our barges operate on all waterways, rivers, and canals across Northwest Europe. Loading and unloading typically take place in industrial environments, particularly in seaports and inland ports. The rivers and canals we navigate cross through urban areas, rural landscapes, and industrial zones alike.





# Emissions

**Sustainability is a central and strategic theme for NPRC. Our primary focus is on the CO<sub>2</sub> emissions of both member and non-member barges operating on behalf of NPRC.**

NPRC is a cooperative of inland shipping entrepreneurs. One might assume that the emissions from NPRC's member barges fall under NPRC's scope 1 and scope 2 emissions. However, this is not formally the case. Legally, NPRC's members are suppliers to NPRC. This means that the members themselves are the carriers, and the emissions from their barges fall under the scope 1 emissions of the member, or carrier. For NPRC as a Logistics Service Provider (LSP), these emissions are part of its scope 3 footprint. In addition to the emissions of our members, the emissions from all non-member barges that NPRC engages to transport cargo are also part of NPRC's scope 3 emissions.

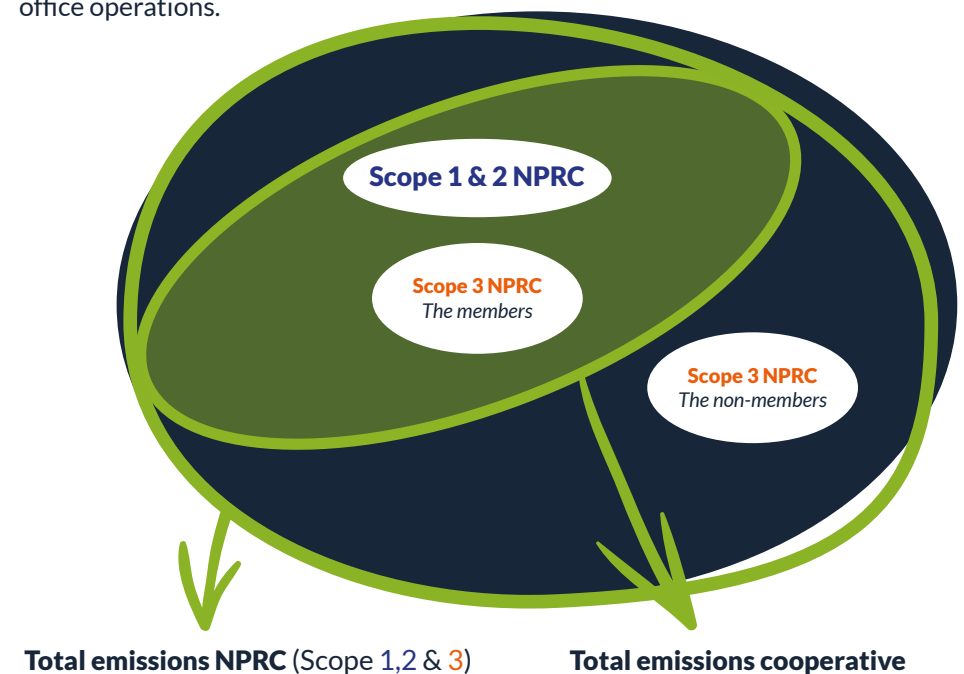
NPRC's own scope 1 and scope 2 emissions are directly related to the company's activities as an LSP, namely the emissions from NPRC's five offices and the more than 50 employees working there. The footprint of NPRC's office organization represents less than one percent of NPRC's total emissions.

**The total emissions footprint of NPRC consists of three components:**

- (1) the office organization:** which includes emissions from offices and employees;
- (2) the members:** which refers to the emissions from barges sailing exclusively for NPRC;
- (3) the non-members:** which refers to the emissions from additional barges engaged by NPRC.

NPRC recognizes that, due to our cooperative model and our role as a link in the logistics chain, external stakeholders often perceive the emissions of our members as "the emissions of NPRC." This sustainability report, and NPRC's decarbonization efforts, therefore focuses primarily on the emissions of our members.

At the same time, the emissions of NPRC's office organization are fully within NPRC's direct sphere of influence. Moreover, NPRC sees itself as having a responsibility to lead by example. We firmly believe that without "practice what you preach," it is impossible to motivate members or other stakeholders to take meaningful steps towards sustainability. For this reason, NPRC also actively works on reducing the footprint of its office operations.





# Stakeholders

The emissions of NPRC form part of the scope 3 emissions of our **customers/the shippers**. The goods transported by NPRC are often inbound and outbound flows that are directly linked to their production processes or trade flows. These production processes typically generate large absolute amounts of CO<sub>2</sub> and other emissions. As a result, shippers and their stakeholders attach great importance to transparency and reductions in their scope 3 emissions.

NPRC has a responsibility to demonstrate good employer practices towards its own **employees**. This includes primary and secondary employment conditions, but also providing a socially safe working environment, creating opportunities for personal growth and development, and offering recognition and constructive feedback.

Our **members** are independent entrepreneurs who manage their own (often family-owned) businesses, frequently with one or more crew members on board. NPRC has a responsibility to ensure that they are able to generate at least a market-conform income, while also informing and encouraging them on matters of safety and health.

With **partner skippers**, NPRC does not have formal long-term contracts, but we do maintain long-standing relationships. Within our sector, such relationships are considered highly valuable and they create mutual rights and obligations. NPRC fully acknowledges this. Furthermore, the emissions from the transport operations carried out by these partner skippers represent a significant part of NPRC's overall CO<sub>2</sub> footprint.

The CO<sub>2</sub>, nitrogen, and particulate matter emissions of our barges, as well as noise, are experienced by people living and working near the waterways. The largest impact is felt in ports, which is why NPRC has identified several port authorities as representatives of the **affected communities**.

NPRC's executive board consists of the CEO and CFO, who also act as the formal directors of the cooperative. External supervision is provided by the **Supervisory Board**, which oversees NPRC's strategy and performance, as well as the impact of NPRC's operations on all stakeholders and the trade-offs made in this context. Beyond financial outcomes, non-financial impacts, including sustainability, are becoming increasingly relevant in this oversight.





# Our approach to sustainability





## Background

**The mission of NPRC is to play a leading role in European inland shipping and to drive developments within our sector, including sustainability. Under the motto “together we can do so much more,” we firmly believe that the energy transition in inland shipping can only be achieved through collaboration: together with our stakeholders, together as private and public parties, and together as the companies involved in the logistics chain in general and inland shipping in particular.**

As a cooperative, NPRC does not own barges itself. Our members are the owners of the barges, which are deployed exclusively for NPRC. This enables NPRC to offer shippers reliability and security of transport. Within this model, it is ultimately our members who decide on the investments they make, or do not make, in reducing emissions on board their barges, as well as which fuels they bunker.

This does not, however, release NPRC from its responsibility. Driven by our mission, we want to contribute more than our fair share to the greening of our activities and the entire logistics chain, in particular the reduction of CO<sub>2</sub> emissions from our members. We do this by informing, encouraging, and supporting our members as much as possible to take concrete steps in the field of sustainability.

Transparency is a core value in this process. That is why NPRC publishes this sustainability report. Although NPRC is not obliged by CSRD or any other regulation to publish a sustainability report, due to our size, we have chosen to do so voluntarily. This decision is guided by our mission and by the importance that both we and our stakeholders attach to several of the topics included in ESG reporting frameworks. As such, we have opted for a “light version” of a sustainability report.

While this sustainability report is structured and the process of creating it has followed the same steps as prescribed by CSRD, it is not a formal CSRD report. No external audit has been carried out on this report.

NPRC has taken advantage of the flexibility in sustainability reporting rules introduced through the EU Omnibus package (2025). This has allowed us to set up a structured report while focusing exclusively on the topics we and our stakeholders recognize as most relevant. NPRC applies the opportunities provided by the Omnibus package to deliver simplified reporting. Within this framework, we concentrate on the themes that matter most to the cooperative and its stakeholders.

NPRC is convinced that structural sustainability in our sector and within our own operations can only be achieved together. This report therefore aims to demonstrate to our partners not only our vision and ambitions but also the challenges we face, and above all the concrete steps we have taken, and will continue to take, in the years ahead.



**“NPRC plays a pioneering role in European inland navigation. We lead developments in digitalization, sustainability, and integration with European industry supply chains.”**



# Double Materiality Assessment

**As part of its CSRD reporting, NPRC has conducted a Double Materiality Assessment (DMA). This assessment defines the material topics on which we report in line with the ESRS standards.**

**The analysis evaluates topics from two perspectives:**

- **Impact materiality:** NPRC's impact on people and the environment;
- **Financial materiality:** the impact of sustainability topics on NPRC itself.

For the assessment, input was gathered from both internal and external stakeholders, including shippers (customers), members (skippers), partner barges, port authorities, the Supervisory Board, and employees. Seven topics have been assessed as material and are addressed further in Chapter 3.

In addition, some topics have been assessed as not material, with the following rationale:

## Environment

Pollution (E2), water use and marine resources (E3), biodiversity and ecosystems (E4), and resource use and circular economy (E5) were found to be insufficiently material. Pollution is of limited relevance in the inland shipping sector due to the very low risk of water discharges and the minimal impact of potential oil leaks. NPRC does not consume or discharge significant amounts of water and makes no use of marine resources. Since these topics have no material impact by or on NPRC, they were classified as not material.

Biodiversity was also assessed as not material, as the direct impact on ecosystems is minimal in the context of inland shipping. Any negative effects, such as emissions of pollutants, are primarily related to climate change and only indirectly linked to biodiversity. In addition, NPRC has negligible use of raw materials, either as a consumer or producer.

## Social

Affected communities (S3) was likewise assessed as not material. Given NPRC's role in the value chain, the company cannot exert meaningful influence on this topic, which excludes significant impact. Independent skippers are increasingly affected by the loss of mooring spaces due to local community policies, but the financial impact for NPRC itself is considered very limited.





# Ambitions 2030 & Climate Neutral 2050

In June 2025, NPRC adopted its strategy for the period 2026–2030. Sustainability runs as a green thread through this strategy. In addition to achieving CO<sub>2</sub>-neutral offices by 2030, two additional sustainability targets have been included.

## Customer-driven innovation and impact

### Target: 20% reduction in CO<sub>2</sub> emissions

NPRC aims to contribute to the sustainability goals of its customers and the sector by reducing its own CO<sub>2</sub> emissions compared to the baseline year 2023. This refers specifically to the CO<sub>2</sub> emissions of our barge fleet.

In 2024, we have seen an increase in the use of HVO (Hydrotreated Vegetable Oil) within the fleet, which has already demonstrated a positive impact on CO<sub>2</sub> emissions. In addition, we have started focusing on proper registration of fuel consumption among our members in order to base calculations more on primary data. Furthermore, NPRC distributed sustainability vouchers to its members in 2023. Members have until the end of 2026 to redeem these vouchers, and the structural savings achieved through them will be recorded and will contribute directly to the reduction target.

## Robust and diverse fleet

### Target: 20% of the fleet compliant with emission standards or Zero Emission (ZE)-ready

The rationale behind this ambition is to ensure an attractive fleet, both for NPRC's continuity and for the logistics sector as a whole. In this way, NPRC intends to contribute to achieving climate neutrality by 2050.

The requirements for emission standards and ZE-ready barges are aligned with applicable legislation and regulations, such as the EU Taxonomy. NPRC also closely monitors the latest developments regarding RED III and ETS-2.







## Material topics

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# Climate change

## Sustainability vouchers & HVO applications

At NPRC, we believe that making inland shipping more sustainable does not start with ambition alone but above all with concrete action. In recent years, we have invested in accelerating the energy transition within our fleet. Two key instruments have played an important role in this: the use of sustainability vouchers to enable structural technical improvements on board our members' barges, and the deployment of HVO (Hydrotreated Vegetable Oil) as an alternative fuel.

## HVO as an alternative fuel

HVO is a renewable diesel variant produced from residual streams such as used vegetable oils. It can be applied directly in existing engines, allowing members to reduce their footprint without major modifications. To date, more than one million liters of HVO100 have been bunkered within the NPRC fleet. Together with customers and bunkering stations, we have initiated several pilots and projects to test sustainable transport solutions and reduce emissions across the logistics chain.

## Sustainability vouchers

The sustainability vouchers have also proven to be an important incentive and catalyst for structural technical improvements and emission reductions on board. Examples include engine upgrades, after-treatment systems, more efficient propellers, and solar panels. These adjustments not only lead to lower fuel consumption and therefore reduced CO<sub>2</sub> emissions, but also contribute to reductions in NOx and particulate matter. From the start of the program until 31 December 2024, a total of 49 vouchers have been redeemed. The resulting investments achieved the following average savings:

### Effect of sustainability vouchers

**6,1%**

CO<sub>2</sub> Reduction

**6,3%**

Fuel savings per liter

**27%**

NOx Reduction

**28%**

PM Reduction

## Results 2024

In 2024, NPRC achieved an 8% reduction in CO<sub>2</sub> emissions compared to 2023, expressed in CO<sub>2</sub>-eq kg per ton.km, including both empty and loaded voyages. This reduction is partly due to an increase in the use of primary data, which improves the accuracy of measurements but does not in itself lead to lower emissions. By primary data we mean fuel consumption reported at the voyage level. If primary data are not available, we use secondary data in the form of standard industry metrics.

At the same time, actual savings were achieved, primarily through the growing use of HVO by our members and, to a lesser extent, through the voucher program. In 2024, emissions amounted to 21 grams of CO<sub>2</sub> per ton.kilometer. This figure includes both empty and loaded voyages and is 32% lower than the standard industry benchmark of 31 grams of CO<sub>2</sub> per ton.kilometer. For the calculation of CO<sub>2</sub> emissions, we applied the Well-to-Wheel (WTW) methodology, covering the entire chain from source to exhaust. For further details, please refer to the [factsheet on page 27/28](#).



## Zero emission: general

**In 2019, inland shipping parties signed the Green Deal for Seagoing Shipping, Inland Shipping and Ports, in line with the European sustainability objectives set out in the Fit for 55 package. Two of the most concrete targets from the Green Deal for Inland Shipping are:**

- 1. Achieving zero-emission inland shipping by 2050;**
- 2. Having 150 zero-emission inland vessels in operation by 2030.**

At present, the future fuel mix for inland shipping is still uncertain. The general tendency suggests that battery-electric propulsion is more suitable for shorter distances, while hydrogen-electric propulsion appears more suitable for longer distances. Hydrogen can be bunkered on board in different forms: compressed, liquefied, or bound to another carrier, and stored either permanently on board or in swappable containers. Likewise, hydrogen can be converted into propulsion power in different ways, either through combustion or via fuel cells to generate electricity.

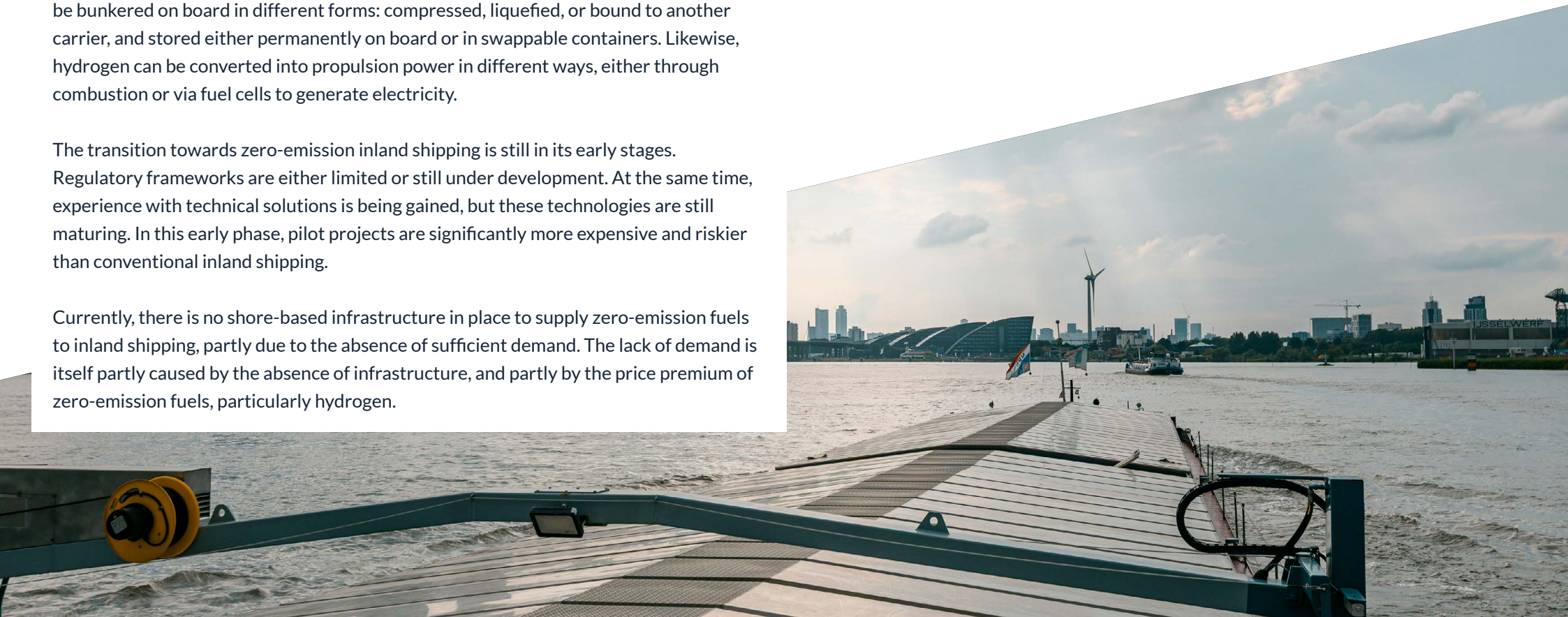
The transition towards zero-emission inland shipping is still in its early stages. Regulatory frameworks are either limited or still under development. At the same time, experience with technical solutions is being gained, but these technologies are still maturing. In this early phase, pilot projects are significantly more expensive and riskier than conventional inland shipping.

Currently, there is no shore-based infrastructure in place to supply zero-emission fuels to inland shipping, partly due to the absence of sufficient demand. The lack of demand is itself partly caused by the absence of infrastructure, and partly by the price premium of zero-emission fuels, particularly hydrogen.

Moreover, investments in zero-emission barges are substantially higher than for conventionally powered barges. Through various subsidy schemes, including the Climate Fund and the National Growth Fund, the Dutch government is contributing to bridging these additional costs.

### **NPRC actively supports the transition from pilot projects to scaling up by:**

- Sharing knowledge with members and sector partners;
- Participating in and encouraging sector-wide partnerships;
- Initiating joint projects for the development and deployment of zero-emission barges.





## WEVA project

**NPRC is closely involved in one of these zero-emission pilot projects: WEVA. We are particularly proud that the first hydrogen-electric newly built inland vessel was constructed on behalf of one of our members, Harm Lenten, with his barge ms Antonie. This was a collaborative effort involving multiple parties:**

- **Nobian:** our shipper and supplier of hydrogen;
- **Lenten Scheepvaart:** owner of the barge;
- **HyEnergie:** consulting and hydrogen compression;
- **Concordia Damen Shipbuilding:** construction of the barge;
- **NPRC:** coordination and logistics partner.

The project began in 2018. At that time, the CEO of NPRC asked his contact at Nobian, “*what comes out of the pipe?*” It turned out to be uncompressed hydrogen, a by-product of Nobian’s chlor-alkali process. After obtaining the necessary subsidies and signing long-term transport agreements between Nobian, NPRC, and Lenten Scheepvaart, the construction of the barge and the associated swap containers was commissioned.

The ms Antonie uses swap containers, with three on board and three on shore. Each container holds hydrogen compressed to 300 bar. On board, this hydrogen is converted into electricity via fuel cells. The electricity is stored in a battery pack, which powers the electric motor of the barge.

NPRC and the WEVA partners communicate transparently about the experiences and lessons learned from this project. The goal is to use this knowledge collectively with all parties involved in the energy transition of inland shipping to develop a feasible, scalable, and cost-effective pathway toward zero-emission inland shipping by 2050.





## Weather Impacts and Contingency Planning

**Climate change is leading to increasingly volatile water levels. Where we previously observed consistent seasonal patterns, we now see that melting glaciers have made river levels more dependent on rainfall, which follows a much more unpredictable pattern. Both high and low water levels pose risks to the reliability and safety of logistics processes. At NPRC, we take these challenges seriously and integrate climate-adaptive measures, such as contingency planning, into our daily operations and long-term strategy.**

During high water events, infrastructure, quays, and waterways come under stress. This requires timely alerts, adapted procedures, and alternative logistical routes. Conversely, low water levels limit the navigability of rivers, affecting barge loading capacity and potentially causing disruptions in the supply chain. By proactively monitoring water levels and potential blockages, and taking timely action, NPRC increases the continuity of its services while simultaneously reducing environmental impacts, such as those caused by unnecessary waiting times.

A key element of our approach is contingency planning. NPRC develops emergency scenarios for both high and low water events, outlining alternative routes or transport modes as needed. These plans are regularly evaluated and updated based on new insights and current data.

In addition to contingency planning, we invest in monitoring through our risk-monitor system. This system tracks water levels along selected fixed routes and provides advance notifications if parameters are at risk of being exceeded. This allows us to anticipate changing conditions early and respond proactively.

Finally, our diverse fleet plays a crucial role in our climate-adaptive strategy. By deploying a range of barge types, from Kempenaars to coupled formations, NPRC maintains the flexibility to adapt to varying water levels and operational conditions.

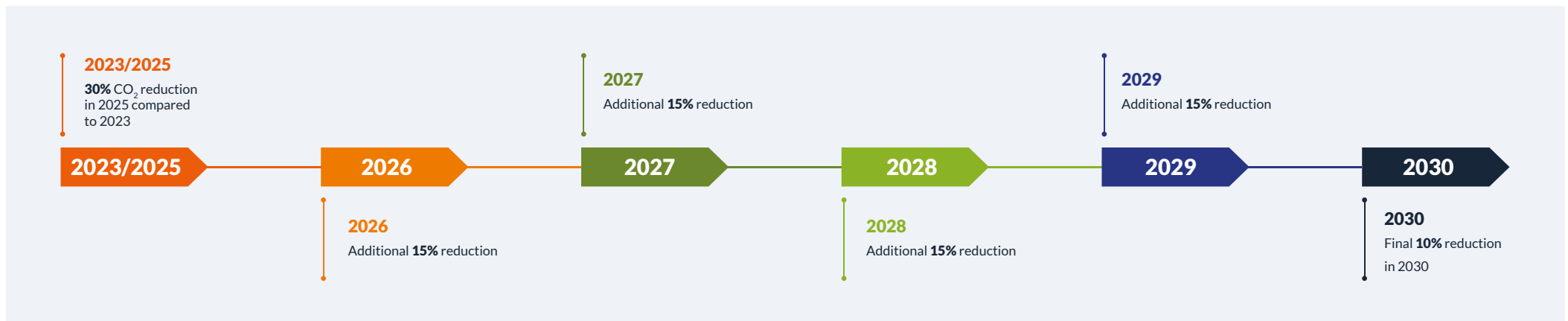




## CO<sub>2</sub>-Neutral offices

**As a logistics provider, NPRC recognizes its responsibility to limit its climate impact. This responsibility extends not only to emissions from the fleet but also to those from buildings and facilities. NPRC has set a goal to make all of its offices CO<sub>2</sub>-neutral by 2030.**

To support this goal, the CO<sub>2</sub>-Neutral Offices project was established. A multidisciplinary project team works with a pragmatic and iterative approach to achieve structural emission reductions. The approach aims for an annual reduction of approximately 10–15% of office facility emissions. The roadmap envisions a 30% reduction by 2025 compared to 2023, followed by annual reductions of 15% between 2026 and 2029, with the remaining reduction achieved in 2030.



## Measures already implemented

In recent years, several measures have already been implemented. Since 2020, NPRC has used only electric lease cars. All offices are equipped with energy-efficient LED lighting. At the headquarters in Rotterdam, solar panels have been installed in collaboration with the landlord, supplying both the office and EV charging stations with solar power. Additionally, all offices are fully supplied with 100% green electricity. Steps have also been taken in terms of circularity, including waste separation and responsible procurement, such as sustainable trade fair materials and corporate gifts.

## Monitoring and impact

In 2023, the total emissions of all NPRC offices (Rotterdam, Mannheim, Duisburg, Antwerp, and Tournai) were equivalent to the average consumption of approximately seven Dutch households. This highlights both the limited scale of current emissions and the feasibility of further reductions. By continuing to invest in sustainability, we expect to gradually reduce these emissions to zero by 2030. In 2024, office emissions decreased by 4%, from 139,235 kg CO<sub>2</sub> in 2023 to 133,497 kg CO<sub>2</sub> in 2024. To illustrate, this is a reduction from the equivalent of eight Dutch households to seven.



# Primary employment conditions

## Employee compensation

**As a cooperative, NPRC operates under a different structure than a traditional company or private limited company. This structure offers both opportunities and constraints. We consider it essential that all NPRC employees receive a fair and market-aligned salary. Our employees form the backbone of the organization, and their well-being and development are fundamental to the impact we can have as a cooperative in inland shipping, as well as to the continuity we provide to our members.**

### Market-aligned and transparent compensation policy

NPRC offers its employees a market-aligned total compensation package. Employees receive an appropriate salary based on their role, experience, and responsibilities. While there may be some variations in secondary benefits in certain countries, such as higher salaries or larger lease budgets, the principle is that all employees should have equal opportunities for progression within the salary framework across all locations.

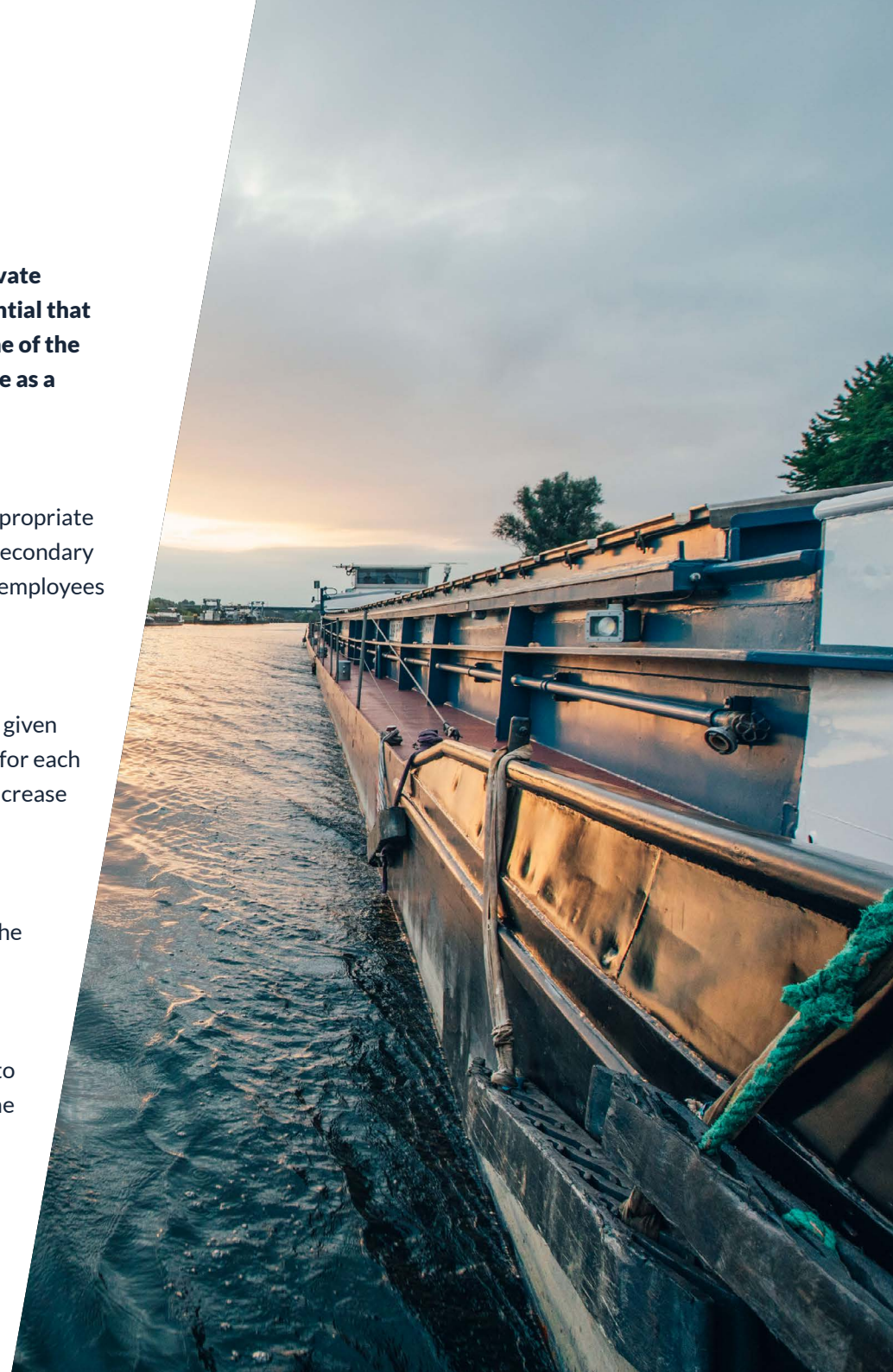
### Development and career growth opportunities

Personal growth and professional development are central to NPRC's approach. Every employee is given the space to advance in their career. Job profiles clearly define the tasks, skills, and responsibilities for each level (junior, medior, senior). Advancement to a higher role naturally comes with a corresponding increase in compensation.

In addition, NPRC maintains a training budget available to the entire organization. This budget encourages continuous learning, upskilling, and the acquisition of new competencies aligned with the evolving demands of the sector.

### Bonus scheme linked to member surplus distribution

NPRC has a bonus scheme for employees that applies in years when a surplus distribution is made to members. The scheme is determined annually in October, following the end of the financial year. The bonus is a maximum of 10% of the total surplus distribution to members and is awarded pro rata based on the number of months of service during the relevant financial year.





# Health and Safety

## Employee health and safety

At NPRC, the health and safety of our employees is a top priority. As an office-based organization, we recognize that a safe, healthy, and supportive work environment forms the foundation for employee well-being and optimal performance. We believe that employees who feel physically and mentally well are able to contribute their best, both individually and as part of a team.

## Preventive health and vitality

To actively promote vitality, we encourage physical activity and relaxation during and outside working hours. For example, a padel court is reserved monthly for employees. This sporting activity, fully facilitated by NPRC, contributes not only to physical health but also to team spirit.

Additionally, fresh fruit is provided twice a week at the office as an incentive for a healthy lifestyle. NPRC also offers a voluntary Preventive Medical Examination (PMO) every five years, allowing employees to undergo a comprehensive health check.

## Psychological safety and trust

An open, honest, and respectful company culture is a cornerstone of NPRC. Employees should feel safe to speak up, share ideas, and express concerns. In addition to informal and approachable communication with supervisors, an external confidential advisor is available for situations where employees require private support. To date, no reports have been filed, which we consider a positive signal, while continuing to emphasize the importance of this provision.

## Development, job satisfaction, and work-life balance

Personal and professional development is encouraged through training and coaching programs. These are tailored in consultation with supervisors or HR, based on the employee's goals and needs. Participation in international, multidisciplinary project groups is also encouraged, where colleagues collaborate on initiatives beyond daily work, such as CO<sub>2</sub>-neutral offices, member engagement, and fleet development.

Our biennial employee satisfaction survey, complemented by annual performance reviews, provides valuable insights into job satisfaction and work-life balance. In 2024, employees gave an average score of 7.8 (out of 10) on both topics. This is a result we are proud of, while also motivating us to continue investing in our people.



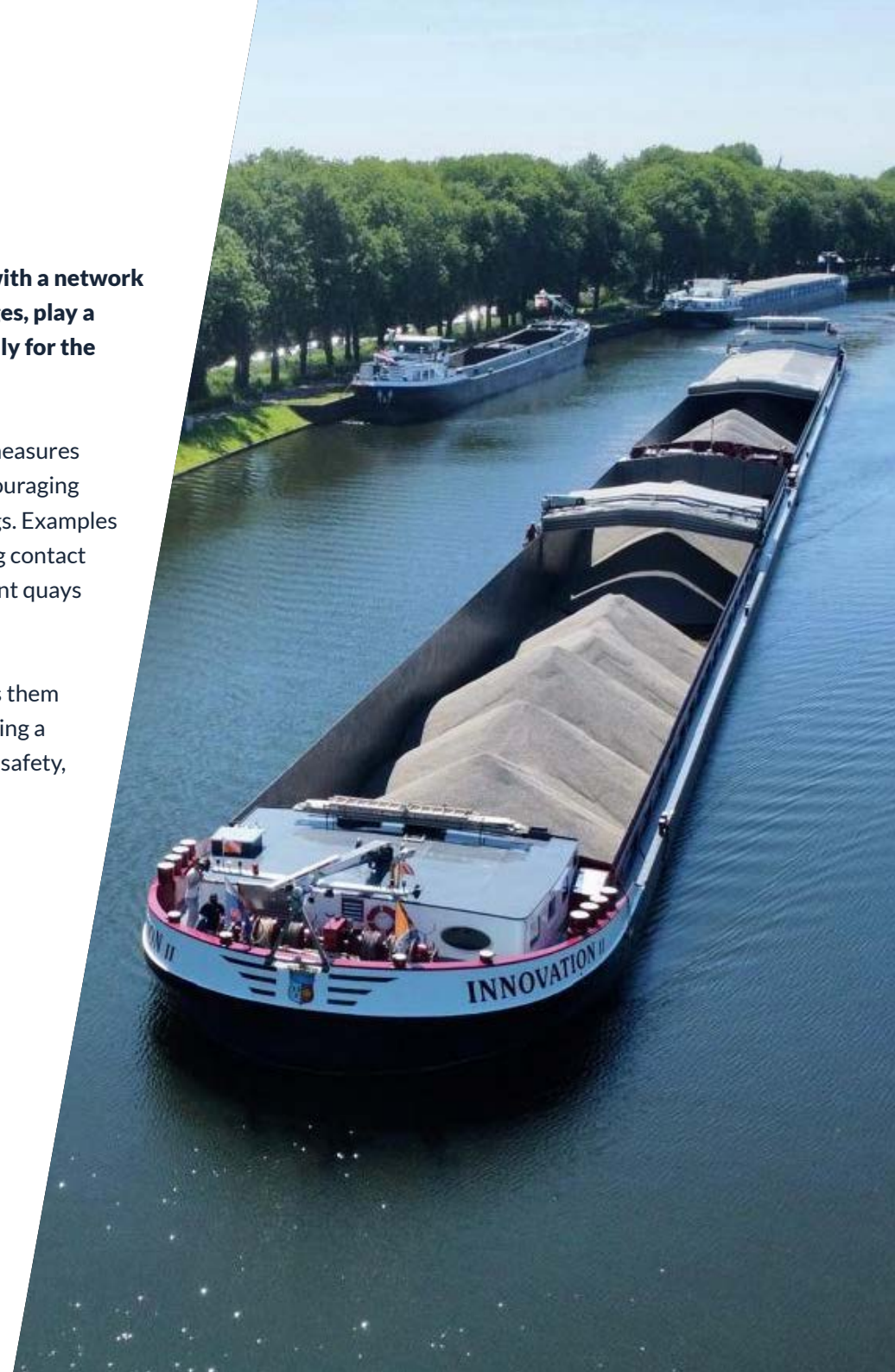
# Health and safety in the value chain

## Collaboration across the chain

**A logistics value chain is only as strong as the people who support it. At NPRC, we work daily with a network of independent inland shipping entrepreneurs, our members, who, as owners of their own barges, play a crucial role in waterborne transport. Health and safety on board are directly important, not only for the skippers and their staff, but also for the continuity and reliability of the entire supply chain.**

Our members are independent entrepreneurs. This means that NPRC cannot impose mandatory measures regarding health and safety. However, we can play a significant role in informing, advising, and encouraging best practices. We actively share knowledge through our member portal, newsletters, and meetings. Examples include a newsletter reminder to carry out a Risk Inventory & Evaluation (RI&E) on board, including contact details of a trusted service provider, or safety instructions for loading and unloading at specific client quays shared via the member portal.

By actively supporting members with information, clear guidelines, and practical tools, NPRC helps them make informed choices that contribute to safe and sustainable operations. In this way, we are building a value chain in which people can work, operate, and navigate sustainably, with a continued focus on safety, health, and long-term continuity.





## Personal health and safety

### GMP certification

**NPRC plays an important role in the food and feed supply chain. Although the cooperative is not a producer or processor of raw materials, as a logistics partner we are responsible for the safe transport of agricultural commodities destined for consumers and livestock farms. This position requires diligence, transparency, and compliance with strict quality standards. To ensure this, NPRC holds a GMP (Good Manufacturing Practice) certification. This certification demonstrates that the transport of agricultural cargo meets established requirements for food and feed safety.**

The certification covers several aspects of our services. First, NPRC ensures that the transport of raw materials takes place with attention to hygiene, contamination prevention, and proper storage. Second, full traceability is guaranteed, providing complete insight into the origin and movement of cargo at any time. Finally, compliance with GMP guidelines is secured through systematic monitoring, regular internal and external audits, and staff training.

Through this approach, NPRC actively contributes to the integrity of the food chain. We view it both as our duty and as an opportunity to contribute, with care and precision, to a safe, transparent, and sustainable food system.





## Organizational culture & business ethics

**The culture at NPRC is familial, engaged, professional, and pragmatic. NPRC is a cooperative of private inland shipping entrepreneurs. Characteristics of private inland shipping include family-run businesses, long-standing relationships, and suppliers and other business partners who are often closely involved in life on board. Life on board is not a typical “nine-to-five job,” meaning that work conditions inevitably influence private life and vice versa.**

This culture and mindset also extend to the office organization of NPRC. We observe that employees tend to stay with NPRC for long periods. As of March 31, 2025, the average length of service was over eight years. Several employees have also grown up on inland barges or have themselves worked as inland skippers.

NPRC is also a professional organization. The roles and responsibilities of the various governing bodies are clearly defined and consistently applied in practice. The management team holds ultimate responsibility for day-to-day operations, the Supervisory Board provides oversight, and the Members' Advisory Council offers both solicited and unsolicited advice to management.

Within the organization, clear guidelines apply, including segregation of duties and a four-eyes principle, technically supported by internal systems. NPRC maintains an Information Security Policy to ensure the availability, integrity, and confidentiality of data.

Another key principle at NPRC is that every employee should be replaceable. This aligns with the pragmatic culture of NPRC: logistics and inland shipping must continue without interruption. It is the responsibility of the office organization to facilitate continuity as efficiently as possible. In this context, cybersecurity is a major focus. NPRC is ISO 27001-certified, conducts periodic penetration tests, and organizes disaster recovery training to safeguard IT system continuity.

NPRC's professionalism is also demonstrated through its whistleblowing policy, privacy policy and statement, and various **ISO and GMP certifications, as shown on page 26**. NPRC ranks among the top 25% of performers in the sector in terms of sustainability, as confirmed by an EcoVadis Silver rating in 2024.



“NPRC is a key link in the logistics chain. Driven by our mission, we contribute more than our fair share to the energy transition in inland shipping. We do this in a way that suits us: professional and pragmatic”

**Arno Treur** | CFO NPRC





## Responsibility in the supply chain

**A sustainable and future-proof logistics sector requires not only technological innovation but also social responsibility and transparency across the supply chain. In this context, NPRC actively participates in initiatives such as the Inland Shipping Table (“Binnenvaarttafel”) and invests its expertise in forward-looking studies focused on the sustainability and future-readiness of the sector.**

The Inland Shipping Table is a platform where all stakeholders in the chain come together, including government agencies such as Rijkswaterstaat (RWS), port authorities, shippers, and parties from the inland shipping sector. Its goal is to discuss strategic, long-term themes for inland shipping to inform policy development. Topics range from fleet sustainability and future-proof vessels to resilient waterways and improved collaboration between chain partners. NPRC sees these meetings as a forum for initiating change, facilitating mutual learning, and engaging in strategic dialogue.

NPRC also takes responsibility within the financial chain. Regarding payment terms, we adopt a fair and responsible approach. In a sector where margins are under pressure and independent entrepreneurs are vulnerable, we maintain shorter and transparent payment terms of a standard 21 days. This supports the financial health of our members and contributes to a stable supply chain.

Another key aspect of our approach is data sharing via digital portals for members and customers. These portals provide stakeholders with real-time insights into transport status, inventory planning, CO<sub>2</sub> emissions, and other relevant KPIs. By making data available, all relevant parties in the chain operate from the same information, enhancing transparency and collaboration. We believe that open information leads to better decision-making, fewer miscommunications, and faster optimization. It also allows decisions to be made based on facts rather than intuition.

Within the portal, we distinguish between operational, financial, and sustainability dashboards. All dashboards include KPIs that can be actively managed. The newest dashboard contains CO<sub>2</sub> data, which can be viewed by period or at the transport level. The share of primary data (actual fuel consumption) increases annually, with a continuous effort to reduce reliance on secondary data (average sector benchmarks).









# Factsheet





# Factsheet

ENVIRONMENT	Unit	2023 (reference year)	2024	% change 2024 vs 2023
<b>Scope 1 greenhouse gas emission</b>				
Totale Scope 1 emmissions	Kg CO <sub>2</sub> -eq	57,711	71,091	+23%
Fuel & heating	Kg CO <sub>2</sub> -eq	27,668	27,070	-2%
Electric lease vehicles	Kg CO <sub>2</sub> -eq	30,043	44,021	+47%
<b>Scope 2 greenhouse gas emissions</b>				
Scope 2 emissions - electricity	Kg CO <sub>2</sub> -eq	30,324	24,791	-18%
<b>Scope 3 greenhouse gas emissions</b>				
Totale scope 3 emissions	Kg CO <sub>2</sub> -eq	60,791	37,616	-38%
Business air travel	Kg CO <sub>2</sub> -eq	1,859	364	-80%
Other business travel	Kg CO <sub>2</sub> -eq	2,513	3,294	+31%
Other commuting	Kg CO <sub>2</sub> -eq	48,824	33,018	-32%
Office paper	Kg CO <sub>2</sub> -eq	427	345	-19%
IT	Kg CO <sub>2</sub> -eq	146	143	-2%
Waste	Kg CO <sub>2</sub> -eq	431	453	+5%
<b>Total greenhouse gas emissions</b>				
Scope 1 & 2 total	Kg CO <sub>2</sub> -eq	88,035	95,881	+9%
Scope 1, 2 & 3 total	Kg CO <sub>2</sub> -eq	148,826	133,497	-10%
<b>Energy management</b>				
Total energy consumption	Kg CO <sub>2</sub> -eq	89,588	73,078	-18%
<b>Waste management</b>				
Total waste	Kg CO <sub>2</sub> -eq	708	744	+5%
<b>Databeheer</b>				
<b>Data management</b>	Kg CO <sub>2</sub> -eq	4,561	4,467	-2%
<b>Management systems</b>				
Offices with ISO 14001	%	100	100	0%



# Factsheet

SOCIAL	Unit	2023 (reference year)	2024	% change 2024 vs 2023
Total NPRC employees	#	51	51	0%
Gender diversity (M/F)	%	69/31	71/29	
Average age	Years	46.4	45,9	-1%
Sick leave rate	%	0.5 (= 1.3 days per employee per year)	0.6 (= 1.5 dagen per medewerker per jaar)	+20%
Ziekteverzuim frequentie (hoe vaak ziekteverlof voorkomt)		0.2 (= 1 sick report per 5 employees)	0.4 (= 1 sick report per 2.5 employees)	+100%

GOVERNANCE	Unit	2023 (reference year)	2024	% change 2024 vs 2023
<b>Board of directors</b>				
Drivers	#	2	2	0%
Gender diversity (M/F)	%	50/50	50/50	0%
<b>Management team</b>				
Members	#	8	9	+12,5%
Gender diversity (M/F)	%	62.5/36.5	67/33	

OTHER - FLEET	Unit	2023 (reference year)	2024	% change 2024 vs 2023
<b>Average GHG emissions per ton-km (empty &amp; loaded)</b>				
Average CO2 per ton.km (primary data)	Kg CO <sub>2</sub> -eq ton.km	0.023	0.021	<b>-8%</b>
Ton-kilometers (primary data)	Ton.km	1,705,897,191	2,659,283,809	+56%
<b>Total GHG emissions (empty &amp; loaded)</b>				
Primary data	Kg CO <sub>2</sub> -eq	39,445,285	56,665,682	+44%
Secondary data	Kg CO <sub>2</sub> -eq	64,603,397	51,249,488	-21%
Total	Kg CO <sub>2</sub> -eq	104,048,628	107,915,170	+4%
<b>Transports &amp; members</b>				
Total number of transports	#	10,004	10,588	+6%
Members	#	156	161	+3%
<b>Data quality</b>				
Fully covered transports (primary data)	%	35%	48%	+37%



