



Caliber.global[®]

**Environmental & Social
Responsibility Report**

Fiscal Year 2024





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Introduction.



Caliber.global B.V. (Caliber) vision is to accelerate the transformation of the construction supply chain. We lead the journey toward an ultra-short and carbon neutral supply chain, maximum consolidation, and the elimination of failure costs, waiting hours, and waste. Through our expertise and technology, we empower senior management to drive radical improvements in labor efficiency (project and transportation management), material/equipment and installation costs, transportation costs and supply chain resilience – maximizing the potential of each project and the entire end-to-end supply chain.

Caliber.global recognizes that complying with its vision (and having long-term business success) is inseparable from our responsibility to the environment, society, and sound governance. This Environmental, Social, and Governance (ESG) Policy reflects our commitment to embedding these principles into our corporate strategy, operational practices, and stakeholder engagement. This policy serves as a foundation for our actions and aspirations, ensuring that sustainability remains at the core of everything we do.

We operate within a control tower framework, where local entities in the USA, The Netherlands and China oversee the management of inbound and outbound shipments along with their respective supplier networks.

As a Fourth Party Logistics (4PL) strategic service provider, we have established a carefully selected, strategic network of local forwarders and warehouses that align with our independent operational approach.

This network enables us to identify and deploy the most suitable partners in the regions where projects are executed. To reduce CO2 emissions, we prioritize freight consolidation, maximizing shipment efficiency en route to the project destination.

Caliber supports the Sustainable Development goals with an active membership of the United Nations Global Compact. We also play an active role in providing our support on multiple sustainable development goals (SDGs) which we will explain further in the document. These SDGs will play a key role in our ESG policy and behavior in our company.

Moreover, on the environmental aspect, Caliber.global commits to the Paris Green Agreement that was adopted by 196 Parties at the UN climate change conference in Paris, France on 12 December 2015. The primary goal of this agreement is to limit global warming to well below 2 degrees Celsius above the pre-industrial levels. Caliber foresees that in the (near) future significant initiatives and clean technologies will arise which plays a big role in achieving the agreement, and Caliber.global is eagerly trying to innovate as well on the elements within our span of control.

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



JEROEN SCHOLTEN

A Letter from Our CEO.



Dear Stakeholders,

At Caliber.global we understand that our role as a fourth-party logistics (4PL) provider goes far beyond managing complex supply chains. We are uniquely positioned to drive positive change across a global logistics ecosystem—through responsible sourcing, operational efficiency, ethical partnerships, and a steadfast commitment to environmental and social stewardship.

In 2024, we strengthened our focus on creating resilient, transparent, and sustainable supply networks. With growing global challenges such as climate change, economic uncertainty, and evolving labor expectations, our responsibility as a strategic logistics partner has never been more important—or more urgent.

This year, we took bold steps to reduce our environmental impact. Working closely with our carrier partners and clients, we implemented carbon tracking and reduction strategies across multimodal networks, expanded the use of electric and alternative-fuel vehicles, and optimized route planning with AI-powered tools to cut emissions and fuel consumption. A key driver of our progress was a strategic shift toward an Ultra Short Supply Chain model, prioritizing the selection of regional suppliers and significantly reducing the use of air freight. As a result, we achieved a 34.68% absolute reduction in Scope 3 (downstream) CO₂ emissions across our supply chain operations. When indexed to revenue, this translates to a 4.65% reduction in supply chain-related emissions per revenue unit, compared to the previous year—clear evidence that environmental performance and business growth can go hand in hand.

We also deepened our social responsibility initiatives. Our Supplier Sustainability Policy now applies to 100% of our Caliber Inside partners, and we've increased audits and training to ensure ethical labor practices and human rights protections are upheld at every level. Internally, we've invested in our people with new programs for upskilling, employee wellness, and inclusion, ensuring that our workforce reflects the diversity of the communities we serve.

Supporting our local communities remains a central pillar of our CSR (Corporate Social Responsibility) efforts. We contribute to the communities with several projects in various areas.

Looking ahead, we remain committed to integrating ESG (Environmental, Social, and Governance) principles into every strategic decision. Transparency, accountability, and collaboration will continue to guide our journey. Thank you to our employees, partners, and clients who share our vision and help us bring it to life every day. Together, we are building a more responsible and connected logistics future.

Sincerely,

Jeroen Scholten
Chief Executive Officer
Caliber.global B.V.

Our Values.



Empowering People

Our people are accountable and receptive to change to improve continuously. We are curious, entrepreneurial and show initiative while taking responsibility for our actions.



Delivering Quality

Our tailored technology and supply chain knowledge deliver premium value to our customers. We continuously analyze data and processes in the supply chain, so we can react quickly to new circumstances and improve while staying transparent.



Acting Responsibly

Under all circumstances, we are accountable. At every opportunity, we challenge ourselves to be smart, simple, clear, efficient and effective.



Operating Sustainably

We are more than aware of the social and environmental impact our business has and we act accordingly. Respecting our customers' privacy and ambitions, we help them to act sustainably while achieving their goals through data-driven insights.

Our Vision.



Revolutionizing the Construction Supply Chain

We envision a construction supply chain that is ultra-efficient, zero-emission, and built for the future.

By maximizing consolidation and leveraging smart logistics, we redefine how materials flow — faster, cleaner, and more responsibly than ever before.



End-to-End Efficiency at Scale

Our vision is to eliminate failure costs, waiting time, and inefficiencies across the chain. By enabling seamless coordination from supplier to site, we empower scalable growth without compromising speed, quality, or control.



High-Performance Logistics Ecosystem

We are building a logistics ecosystem that enables thousands of projects with precision, flexibility, and impact. Our platform ensures every shipment strengthens the supply chain, unlocking the full potential of every construction project.



Empowering Smarter Decision-Making

Through technology and data transparency, we equip senior management with real-time control over labor, materials, transportation, and installation costs—driving more strategic, informed decisions that boost resilience and long-term project value.

Industries that we Serve.



Retail

Leveraging our foundational expertise in retail, we offer comprehensive technology solutions, managed services, and financial solutions tailored to your needs.

[Read more](#)



Food & Beverage

Building on our roots in the food and beverage sector, we deliver cutting-edge technology solutions, managed services, and financial solutions to enhance your operations.

[Read more](#)



Industry

We provide tailored solutions to industrial clients, empowering them to make informed decisions and optimize their eco-system connections.

[Read more](#)



Construction

With a network of thousands of distributors worldwide, we enable general contractors to take control of sourcing and collaborate effectively for installations.

[Read more](#)



Leisure

Whether you require supply and project management for hotel readiness or other services, our technology and managed solutions ensure efficient & controlled execution.

[Read more](#)

Our Locations.

Arnhem HQ (NL)

Building "De Enk"
Tivolilaan 205, 6824 BV
Arnhem, The Netherlands
+31(0)88 0041900



Currently our Arnhem office is equipped with renewable energy sources such as solar panels.

Our ambition is to extend the use of renewable energies to other offices as well.

Columbus (USA, OH)

4100 Regent Street
Suite 4-C 43219 OH
Columbus, United States
+1 614 532 6476

Satellite office (USA)
Scottsdale

Satellite office (CAN)
Toronto

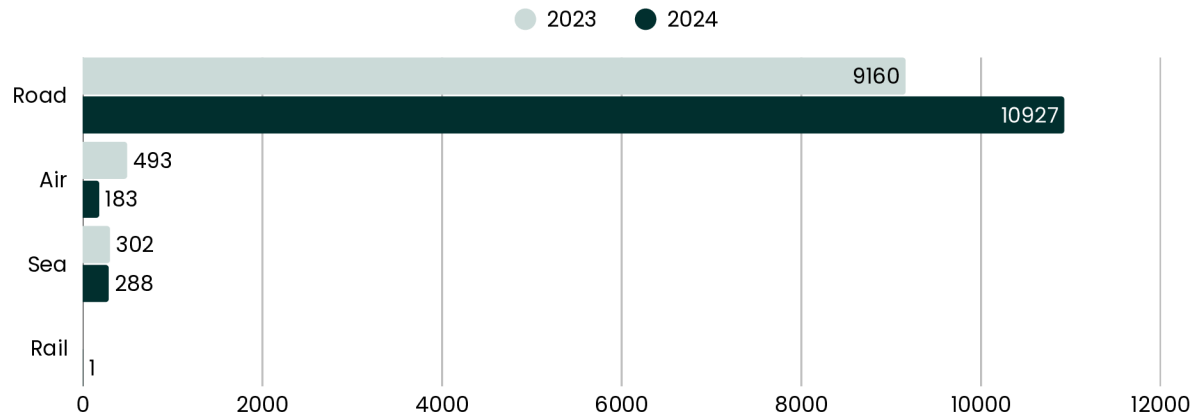
Shanghai (China)

Room 215, Spaces Center
569 South Xizang Road,
Huangpu District, Shanghai
200021, China
+86 21 53537077

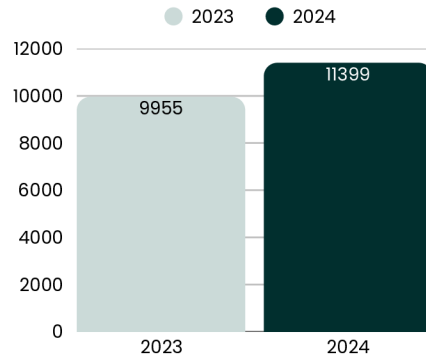
BUSINESS REVIEW

Modalities We Operate In.

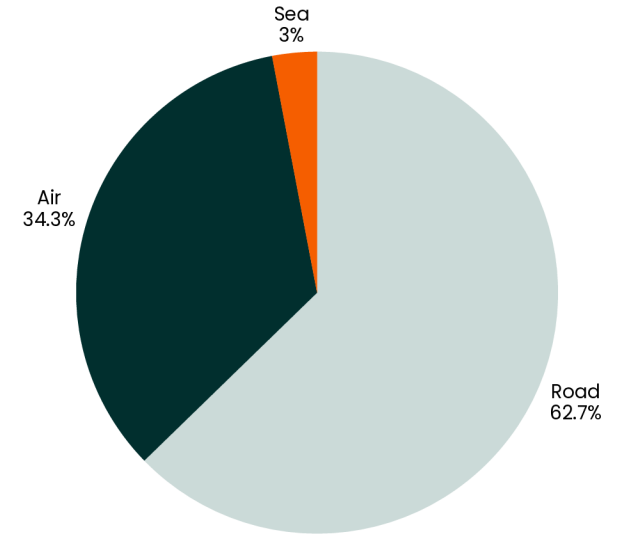
Number of Shipments per modality



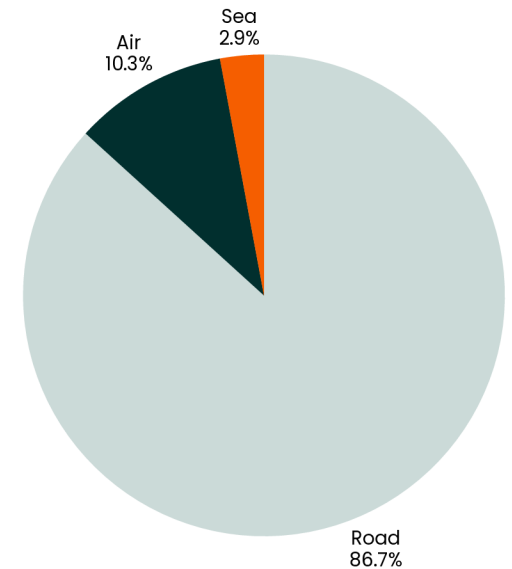
Number of Shipments per year



CO2 Emissions Mode Distribution - 2023



CO2 Emissions Mode Distribution - 2024



PLAN OF APPROACH

Our ESG journey.

In response to the increasing demand for corporate responsibility and climate action, Caliber has taken decisive steps to embed Environmental, Social and Governance (ESG) principles into the very core of its operations. Recognizing the urgency of climate change and the growing demand from stakeholders for responsible business practices, the company launched a dedicated ESG team tasked with crafting a robust strategy that not only addresses compliance but also delivers meaningful environmental impact.

This specialized ESG team was formed with a clear mission: to develop and implement strategies that would significantly reduce greenhouse gas emissions across Scope 1, 2, and 3—the full range of direct and indirect emissions generated by the company's activities.

Caliber took a decision to add a third-party sustainability consulting firm to the ESG team to help us to develop a tailor-made ESG strategy that would allow for future growth and evolution. This enabled the team to embrace specialized sustainability knowledge. To ensure their efforts were targeted and effective, the team began by initiating a collaborative dialogue with key internal and external stakeholders. This engagement provided a wealth of insight into operational realities, industry expectations, and the evolving regulatory landscape.

As a result, it gave us the opportunity to

update our company policies and values with respect to sustainability.

As part of the foundational work, the ESG team conducted a comprehensive SWOT analysis—a structured evaluation of strengths, weaknesses, opportunities, and threats—specifically tailored to ESG-related risks and opportunities which is also part of the recurrent yearly steps taken in the ISO 14001 Norm that Caliber is committed to achieve in 2026. This analysis covered both internal dynamics and external influences, enabling the team to gain a well-rounded understanding of where the company stood and where improvements could be made.

When it came to addressing Scope 1 and 2 emissions—those directly generated by Caliber's controlled sources—the organization turned to a respected methodology known as the Trias Energetica. This three-pronged framework provided clear, actionable guidance for energy management and reduction. The three core principles of the Trias Energetica guided the team's strategy:

1. Designing energy-efficient buildings to reduce energy demand at the source,
2. Maximizing the use of renewable energy such as solar or wind power wherever possible, and
3. Minimizing the use of fossil fuels, ensuring that any remaining energy needs are met through the most efficient



The Posbank is a nature reserve located close to our headquarters in Arnhem, the Netherlands.

means available.

These principles laid the foundation for a long-term shift towards more sustainable energy practices across all operational sites.

The findings of the materiality analysis were not merely academic. They were systematically translated into a detailed risk assessment, which helped the ESG team to categorize and prioritize initiatives based on how important they were to the stakeholders and the scale of their

potential impact. This prioritization allowed the company to focus resources and attention on the initiatives that would deliver the highest return in terms of sustainability outcomes.

These insights out of the risk assessment resulted in a materiality assessment, a vital tool used to determine which environmental, social and governance factors are most important to the business and its stakeholders. The outcome was a clear roadmap of high-impact areas that Caliber.global would commit to improving over the next decade, in close collaboration with partners and clients.

The Materiality Assessment figure below showing the focus areas, Caliber commits to action, the category they belong to being Environmental (E), Social (S), Governance (G), a number for the importance to stakeholders between 1-5, a number for the impact on the business between 1-5 while 5 is the highest and 1 is the lowest value.

In order to track progress and refine their strategies, Caliber recognized the

need for accurate, comprehensive emissions data. To achieve this, the company engaged an external consultancy with a high, widely recognized reputation and with expertise in environmental data analytics and certified CO2 emission data reporting capabilities. The consultancy firm made an independent assessment and judgement of Caliber's data. This enabled the accurate calculation of the company's total carbon footprint, encompassing Scope 1, 2, and 3 emissions. While Scope 1 and 2 provided important insights into direct and energy-related emissions, particular emphasis was placed on Scope 3 emissions—which account for the indirect emissions generated through the value chain, including suppliers, logistics, and business travel.

To enable precise measurement and analysis, Caliber gathered all relevant emissions data from the years 2023 and

2024. This effort required the coordination of multiple departments and external partners to ensure data accuracy and completeness. Once the data was compiled, the ESG team began identifying practical, high-impact opportunities for reducing emissions specifically on the scope 3 emissions.

The analysis revealed that by optimizing logistics processes, particularly through consolidations at the suppliers and promoting the selection of suppliers to customers located closer to project delivery sites will result in improvements. Caliber call this concept Ultra Short Supply Chain. The data analysis revealed opportunities for our customers to shift their suppliers within a particular supplier category in order to achieve measurable reductions in transportation-related emissions. These proposed initiatives were not implemented in isolation; they were shared and discussed with key clients,

many of whom responded with enthusiasm and a willingness to collaborate. This joint approach marked a significant shift toward partnership-based sustainability, where clients and service providers work hand-in-hand to reduce their collective environmental footprint.

Through this comprehensive and collaborative ESG strategy, Caliber is not only addressing its current environmental impact but also laying the groundwork for a resilient, responsible future. The company remains committed to transparency, accountability, and continuous improvement as it continues its journey toward sustainability leadership in the global logistics industry.

Key Focus Area's (Environmental)

- Efficient Energy Use and usage of renewable energies
- Greenhouse Gas reductions
- Waste Management

Finally, it is our belief that no strategy can be successful without self assessment. That is why we have decided to achieve the ISO standard norm ISO 14001 in 2026 while ISO 9001 and 27001 are already achieved in 2025. Additionally, we have conducted a self assessment on the Ecovadis platform and will continue to do this every year. This approach keeps us on our toes and obliges us to regularly monitor, adjust, and improve our processes in line with our ever-higher objectives.

Caliber.global Materiality Assessment



Environmental.

At Caliber.global, we operate as a non-asset-based logistics provider. This means we do not own transportation assets, production facilities, or warehouses. Our physical presence is limited to office spaces, which we lease in multi-tenant buildings. As such, our direct influence on Scope 1 and 2 emissions—such as those related to heating, cooling, or electricity use—is limited.

Nevertheless, we take responsibility where we can. In the Netherlands, our offices run on green energy, supported by on-site solar panels. In the United States, we are actively working with our landlords to transition to renewable energy sources as part of a broader plan to reduce indirect emissions.

Because our internal environmental footprint is relatively small, our greatest opportunity to make a difference lies in the value chain. Our impact is primarily achieved by steering and optimizing logistics processes for our clients—through smarter packaging decisions, better transport planning, product management strategies, and collaborative supply chain execution. It's here—across Scope 3 emissions—that we aim to create measurable, meaningful change.

To reflect this philosophy and monitor our progress, we measure total emissions in relation to our business growth.

Specifically, we calculate CO₂ emissions per million euros of revenue. This allows us to benchmark our environmental impact in the context of our growth and to maintain accountability, even as we scale. This metric applies across Scope 1, 2, and 3, and plays an important role in how we set and evaluate our ESG targets.

This report will therefore focus primarily on our influence across the value chain—where our role as a trusted orchestrator of global logistics can deliver the biggest ESG impact.

An image of Arnhem, the city where our HQ is located.





ENVIRONMENTAL

Efficient Energy Use & Usage of Renewable Energies.

Caliber is committed to promote the efficient use of energy at its offices around the world as well as their logistics partner network. Caliber as a non-asset service provider is aiming to use green energy in their offices by working with local multi-tenant offices providers to provide green energy. Furthermore we promote the efficient energy use at warehouses and distribution centers from our strategic carrier networks we use globally to support the logistics execution. Additionally, we carefully select IT hosting providers to ensure minimum energy is spend in Technology.

Key Initiatives Energy Use

- Identify the current situation at our local offices in Shanghai CN, Columbus USA, Arnhem NL and our strategic network partners warehouses
- Research and discussions with our landlords and strategic partners will be held to identify the current situation of the buildings we operate in.
- Audit on building requirements. Such as solar panels, wall isolation, LED lamps, Automatic light sensors, electric forklifts, airtight constructions etc.

- Identify any plans the landlords and partners have in the near future (2-5) years.
- Audit on which energy source the landlords are using and whether the source is renewable such as solar panels, wind energy. If fossil energy how efficient is it used.
- Promote the usage of renewable energy .
- After the identification of the current situation hold conversations with landlords to identify their near future plans and encourage them to use renewable energy.

Target Energy Use (2030)

- 100% green energy in office buildings in Europe by 2030 and 50% in all other locations.
- Shift company car from fossil fuel to electric.



An image of our headquarters, 'De Enk', located in Arnhem, the Netherlands.

Why It Matters

At Caliber, we believe that the source of energy used in our offices as well as in the warehouses of our partners should be of renewable energy such as solar panels or wind energy. This is an initiative in which Caliber but also our partners are in control and can make a direct positive impact.

EFFICIENT ENERGY USE & USAGE OF RENEWABLE ENERGIES: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing
Identify current situation with landlords	CoE	Reporting on current situation of the offices's building, in which we are renting a part. Which building requirements are met	Q3 2025
Identify current situation with partners	Operations	Reporting on current situation of the warehouse building requirements of the partner we are using	Q3 2025

ENVIRONMENTAL

Greenhouse Gas Reductions.

As a fourth-party logistics (4PL) service provider, we collaborate with a network of regional and global logistics partners, referred to as our “Caliber Inside Partners”. Over the past six months, we have conducted research to assess the current state of sustainability across this partner network. Through a combination of desktop research and direct conversations with our partners, we identified that they can be grouped into three distinct categories based on their progress toward sustainability.

These insights have helped us determine which partners require closer collaboration in order to drive meaningful improvement.

To effectively measure and manage our CO2 emissions, the company engaged a high and widely recognized reputable external consultancy with expertise in environmental data analytics. This partnership enabled the accurate calculation of the company’s total carbon footprint, encompassing Scope 1, 2, and 3

DEFINITION OF CALIBER INSIDE PARTNER CATEGORIES

Categorie	Definition	Action
Gold	Partners that have a well-defined sustainability program and reporting in place. They follow all the guidelines of our Supplier Sustainability Policy.	Continue engagement and identify further plans.
Silver	Partners that are engaged in developing a sustainability program and report to have a plan into the future. They follow already a part of the guidelines of our Supplier Sustainability Policy.	Work closely together to develop further plans and monitor going forward.
Bronze	Partners that are little engaged in a sustainability program in the next 2-3 years. They follow none of the guidelines of our Supplier Sustainability Policy.	Develop conversations for improvements and if not willing end the relationship.

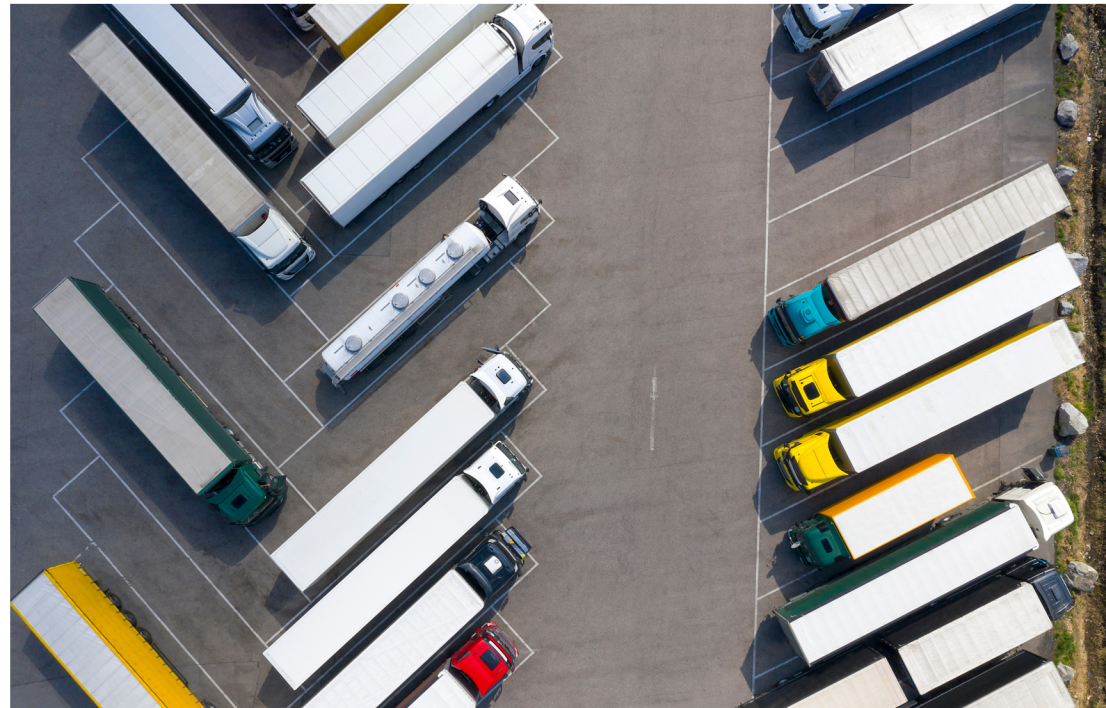


Image of a parking full of trucks.

emissions. While Scope 1 and 2 provided important insights into direct and energy-related emissions, particular emphasis was placed on Scope 3 emissions—which account for the indirect emissions generated through the value chain, including suppliers, logistics, and business travel. Based on this data, we analyze the environmental impact and identify opportunities for reduction. Shifting suppliers in the same category closer to the upcoming projects sites as well as identify consolidation opportunities cross customers and suppliers. By collaborating closely with our partners, we strive for continuous improvement and the best routing options.

Caliber is dedicated to reducing greenhouse gas emissions through the strategic selection of logistics partners, referred to as “Caliber Inside Partners”, who share aligned objectives in emissions

reduction. Additionally, we prioritize freight consolidation to maximize efficiency and minimize environmental impact. Our innovative “Ultra Short Supply Chain” concept further supports sustainability by providing customers with access to an extensive supplier network, enabling production to occur in close proximity to project sites. That may involve a dual sourcing plan at our customers base in which our customers can use vetted supplier in Caliber’s partner network.

The Paris Agreement aims to limit global warming to well below 2 degrees Celsius, with the goal of achieving climate neutrality by 2050. This means reaching net-zero CO2 emissions by that year.

It is important to recognize that completely eliminating emissions is practically impossible; some level of

emissions will always remain. Therefore, our approach is based on the following assumptions:

- Approximately 90% of emissions can be directly reduced by optimizing business processes and greening the supply chain.
- The remaining 10% will be addressed through targeted investments in innovative technologies, renewable energy, and possible carbon offset projects.

With this balanced approach, we aim to contribute responsibly and realistically to achieving the climate goals set forth in the Paris Agreement.

Definition Pollution Rate: A pollution rate refers to the amount of pollutants released into the environment over a specific period of time divided by the annual revenue. Within Caliber we measure this in KGCO2e/revenue. As per 2023 the company has a pollution rate of 0.09235 KGCO2e/revenue. The following targets has been set:

Key initiatives Scope 3

Digital Twin

Work with designated external data emissions consultancy bureau to provide customized data that provides insights for consolidation opportunities cross projects and customers as well as potential shifts of the customer's preferred supplier who are located offshore to suppliers closer to the project's delivery address. Additionally, present the outcome to the customers to promote, CO2 emission reductions in Scope 3 category.

Freight Consolidation

Work out a plan how to look at freight consolidation opportunities on a daily

basis. Create a good and solid process to implement this into the operation. These freight consolidations will enable our project leads to work from a computer automated list to solutions generating opportunities on consolidations. Users can either accept those solutions or reject them.

HVO renewable diesel implementation

For EMEA customers introduce the HVO bio diesel to be used in all deliveries and additionally preferable electrical vehicle with tail lift for city deliveries.

Freight Consolidation

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For EMEA customers introduce the HVO bio diesel to be used in all deliveries and additionally preferable electrical vehicle with tail lift for city deliveries.

Carefully select logistics partners

We strive to work with partners that follow our ESG policy. We will work with partners that are falling into the category gold and silver for further improvement.

Why It Matters

At Caliber, we believe in eliminating waste out of the supply chain. We will continue to challenge the status quo with our customers and partners to find better solutions and ways to improve total

logistics spent and with this also the continuous reduction of CO2 emissions. We strongly believe in good partnerships around the world.

Our Ambition

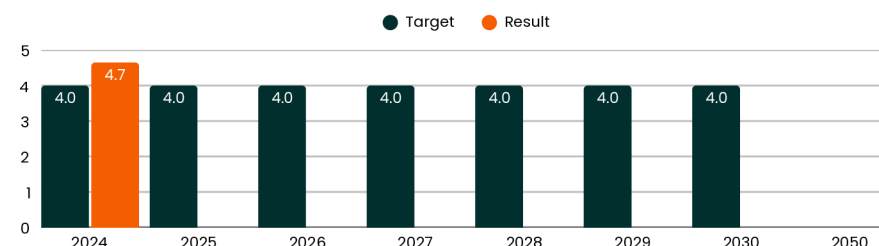
At Caliber, our ambition is to achieve net-zero emissions by 2050 by optimizing supply chains, collaborating with sustainable logistics partners, and leveraging data-driven insights. Through freight consolidation, local sourcing,

renewable fuels, and strategic partnerships, we aim to eliminate waste and continuously reduce our environmental impact—contributing meaningfully to the climate goals of the Paris Agreement.

Target Scope 3

Reduce global emissions KGCO2e per annual Revenue (in MEUR) with average 4% every year compared to 2023 emissions to reach net zero in 2050.

Targets Scope 3 savings per year in %



GREENHOUSE GAS REDUCTIONS: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing
Digital Twin Data Preparation	CoE	Prepare customer data with consultancy partner	Q2 2025
Freight Consolidations	CoE	Identify TMS solutions to provide a daily consolidation overview for operations	Q3 2025
HVO Renewable Diesel	Operation	Work with EMEa local logistics partners to introduce bio diesel for all lanes	Q2 2025
Identify CO2 Compensation Projects	General Leadership	Select project(s) for to offset CO2 emissions	Q3 2025
Identify Category of Partners	Operation	Audit the carrier in terms of ESG policies and start improvement plans	Q4 2025



ENVIRONMENTAL

Waste Management.

Caliber recognizes the importance of responsible waste management and is committed to segregating waste within its offices and its partners into distinct categories, including biodegradable materials, glass, plastics (PME), paper, and general waste. The collection and disposal of these waste streams are coordinated through local multi-tenant office management providers or local garbage providers at our partner network.

Additionally, we are dedicated to promoting circularity by donating obsolete computer network equipment to the local community for reuse and repurposing. We are working with suppliers of our customers to improve transport packaging in order to reduce damage rate and offering debris removal services at the destination to relieve the general contractor on site.

Initiatives

Introduce and implement Waste Management procedure in all offices

Write a formal Waste Management procedure and publish the latter in the Quality Management System. Work with our offices and our Caliber Inside Partners to introduce those guidelines.

Discuss the Waste Management Procedure with all our Caliber Inside Partners

Operations need to talk to our carrier network and find out whether our global partners are using similar waste management guidelines that we all can

agree on. If not, Caliber will have to work with the Partners to align on agreements into the future for improvement.

Offer debris removal services

Actively offer debris removal services at delivery locations and work with suppliers to improve their product packaging so product is well protected with the least amount of packaging material.

Sustainable Product Management

Caliber aims to work within the supply chain of the construction directly with suppliers of goods to develop best of class packaging materials that supports travel from the supplier to the construction site. This to avoid damages during transport with a result of a second delivery. We promote and actively offer debris removal services at the construction site that includes unpacking of the goods and correct disposal of packaging materials to support circularity and correct disposal of packaging material. Supplier assessments will categorize suppliers in Bronze, Silver and Gold Status indicating the level of maturity in terms of ESG policies. Improvement plans will be identified and proposed in our partner network.

Why It Matters

By separating waste, we can significantly reduce the amount of rubbish that ends up in landfill. This not only decreases the emission of harmful greenhouse gases like methane but also conserves natural resources by enabling the recycling of



Image of a store development project.

materials such as paper, glass, and metals.

Furthermore, waste and rubbish can contaminate the environment if not managed correctly.

Our Ambition

We strive for a circular future where waste is no longer discarded, but valued as a

resource. By separating and recycling waste, we reduce harmful greenhouse gas emissions, conserve natural resources, and prevent environmental pollution.

Target (2030)

All offices by 2026 and warehouses of our partners separate their waste by 2030.

WASTE MANAGEMENT: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing
Create Waste Management Procedure	CoE	Write and publish SOP Waste Management Procedure	Q1 2025
Implement Waste Management Procedure	CoE / Operations	Implement with local landlords and partners	Q2-Q3 2025
Debris Removal Services	Operation	Actively include the service in our offers to customers	Q1 2025

Social Policy.

At Caliber, our people are our greatest asset. This Social Policy outlines our commitment to fostering an inclusive, healthy, and empowering environment for all employees across Europe, the United States, and the Asia-Pacific region.

We strive to provide a safe, supportive, and inspiring environment where our diverse global team can grow, develop, and thrive. Our actions are guided by our Purpose, Core Values, international standards, and the expectations of our stakeholders.

Key Focus Areas

- Health, Safety & Well-being
- Employee Development & Training
- Diversity, Equity & Inclusion (DEI)
- Fair Compensation & Benefits
- Employee Engagement & Voice
- Human Rights & Labor Standards



A series of images of Caliber.global colleagues.



SOCIAL POLICY

Health, Safety & Well-being.

For Caliber, the concept of health embraces the physical safety and well-being of its employees through specific initiatives. The sustainability of life within Caliber stems from a business culture founded on sharing, mutual respect, and care. We are committed to promoting mental and physical well-being through programs that encourage sustainable performance and personal health. Healthy people are the foundation for healthy economics. All our associates at Caliber can have access to qualitative, good health services. We promote and protect our own health and the health of those around us. We raise awareness about the importance of healthy lifestyles.

Key Initiatives

Voluntary health checks (Preventive Medical Examination, PME)

At Caliber, we are committed to supporting the health, safety, and long-term well-being of our employees. As part of this commitment, we offer voluntary health checks every two years through a Preventive Medical Examination (PME). This examination includes a confidential questionnaire and a series of physical health measurements designed to assess overall health and employability.

We believe it is essential to understand how our employees are doing—physically, mentally, and emotionally—so we can actively contribute to a healthy, balanced,

and sustainable work life. These health checks not only promote awareness and early detection of potential health risks, but they also help us identify ways to foster a workplace culture where well-being is a shared priority.

By investing in preventive care, Caliber encourages a proactive approach to health, enabling our people to thrive both inside and outside of work. Participation in the Preventive Medical Examination (PME) is entirely voluntary. At Caliber, we respect each employee's personal choice and ensure that no pressure is placed on individuals to participate. Whether an employee chooses to participate or not, we are committed to creating a healthy work environment for everyone. When the results of the PME highlight trends or concerns at a group level, we use these anonymized insights to shape our well-being initiatives and workplace practices. Our aim is not to evaluate individuals, but to understand how we, as an organization, can better support a healthy, resilient, and engaged workforce. This may include awareness campaigns, workshops, adjustments to our work environment, or offering additional resources and support. We see these findings as an opportunity for continuous improvement—ensuring our policies, culture, and environment evolve in ways that truly benefit our people.



Recently, Peter, Marel, and Jochen from the Caliber.global team participated in the Alpha City Run 2025 in Arnhem, the Netherlands.

Flexible work models (hybrid/remote work tailored to local needs)

At Caliber, we recognize that flexibility in how and where we work is vital in supporting employee well-being, productivity, and work-life balance. That's why we offer flexible work models, including the option to work remotely or from home up to two days a week. Remote work arrangements are made individually in agreement with the Group Leadership Team (GLT), ensuring alignment with team needs and individual responsibilities. We believe that trusting our employees with this level of autonomy fosters engagement, responsibility, and a culture of mutual respect. Flexible working also contributes to sustainability by reducing commuting-related emissions, aligning

with our broader ESG goals.

To maintain fairness and ensure the success of these arrangements, we trust our employees to use this flexibility responsibly. Should any concerns arise regarding the misuse of this freedom, we approach the situation constructively, through open dialogue and with a focus on finding solutions. Our goal is always to uphold a positive and productive working environment for all.

Health and wellness initiatives - Sports programs and healthy lunches

At Caliber, we believe that a healthy lifestyle contributes to personal well-being, team spirit, and long-term employability. That's why we actively support our employees in making healthy choices, both in the workplace and beyond.



Left: An image of Peter, Marel and Jochen before the 2025 Alpha City Run in Arnhem, Netherlands.

In the Netherlands, we offer various in-house activities including HYROX training on Monday mornings, personal training sessions on Tuesdays and Fridays, and yoga in the office on Thursday mornings.

We also provide a fresh, typically Dutch lunch where employees can prepare healthy options. These offerings are designed to make it easy and enjoyable to stay active and eat well during the workweek.

Globally, we understand that cultural norms and preferences differ. In our locations in the USA and China, we equally strive to encourage health and well-being.

We offer a flexible budget of €250 or \$250 per year for all employees. This can be used for sports memberships, team-building activities, or other health-related initiatives that suit individual needs and local customs.

Participation in these programs is entirely voluntary. We respect each employee's personal preferences and circumstances. When employees choose not to participate, we do not impose or pressure—but we remain committed to creating an inclusive culture where healthy choices are encouraged and supported at every level.

Support during life events (e.g., bereavement, childbirth, marriage – etc.)

At Caliber, we recognize that work is only one part of our employees' lives. We are committed to supporting our people through both life's challenges and celebrations, fostering a culture of care, empathy, and recognition.

In times of bereavement, we follow all local laws and regulations regarding leave as a minimum. Beyond this, where possible, we extend support tailored to individual needs, offering time, space, and understanding during difficult moments. Details of bereavement leave are outlined in our local employee handbooks, and our teams are

always encouraged to show compassion and flexibility.

We also believe in celebrating life's positive milestones. When a child is born, Caliber marks the occasion with a thoughtful gift, and employees are entitled to take leave in line with local guidelines and our internal policies.

Work anniversaries are acknowledged on our intranet, and special milestones—such as 5, 10, or 12.5 years of service—are celebrated more personally with flowers, cake, or a team lunch.

Through these gestures, we aim to create a supportive workplace where employees feel valued not only for their contributions but also as individuals navigating life's journey.

Mental health support via Employee Assistance Programs (EAP)

At Caliber, we recognize that mental health is a key part of overall well-being and long-term employability. Supporting emotional resilience and psychological safety is a vital component of our commitment to a healthy, respectful, and inclusive workplace.

In the USA, employees have access to a confidential Employee Assistance Program (EAP), offering professional guidance on personal, family, and work-related matters.

In the Netherlands and other locations, employees can reach out to Human Resource, who can listen, advise, and direct colleagues to the proper and specialized supporting channels (trusted confidants). The Human Resource Manager will always handle these sensitive matters with care and discretion.

Beyond reactive support, Caliber takes a proactive approach to mental well-being through a variety of initiatives, including:

- Training in Talent LMS – Caliber University focused on topics such as stress management, mindfulness, and resilience.
- Training for managers to help them recognize early signs of mental health concerns and respond with empathy.
- Check-in practices and well-being talks as part of regular team engagement routines.
- Flexibility in work arrangements, allowing employees to manage workloads in ways that support both performance and mental wellness.

Participation in mental health programs is always voluntary and treated with complete confidentiality. Caliber ensures that all employees are aware of the resources available to them and actively promotes a workplace culture where seeking help is seen as a strength, not a weakness.

We are committed to continuous improvement in this area, regularly evaluating how we can better support the mental and emotional well-being of every team member—wherever they work, and whatever challenges they may face.

Regular safety drills, ergonomic workplace assessments, and risk evaluations

At Caliber, we are committed to maintaining a safe and healthy working environment for all employees. Whether in the office, at home, or on-site, we prioritize safety, preparedness, and the prevention of workplace-related injuries.

We ensure that all employees have access to high-quality, ergonomic equipment—including chairs, desks, and monitors—to support physical comfort and reduce the risk of strain or injury. Regular ergonomic assessments and workplace risk evaluations (RIE) help us create and maintain optimal working conditions.

We also comply fully with all local safety regulations, including conducting regular safety drills and risk-based assessments based on the laws of each city and country we operate in. At the global Caliber HQ in the Netherlands, certified emergency response officers receive annual training and are ready to act in case of an emergency.

As part of our onboarding process, employees are introduced to key safety practices, including the location and use of first aid kits, emergency exits, and our broader risk management policies. All staff have access to online safety training via TalentLMS, ensuring ongoing awareness and preparedness.

Safety is a shared responsibility. While Caliber provides the tools, training, and information, we also expect employees to follow safety instructions, guidelines, and emergency protocols at all times. In cases where employees disregard safety procedures, appropriate follow-up actions will be taken to reinforce compliance and protect the well-being of all colleagues.

By fostering a culture of care and responsibility, we aim to create a workplace where every employee feels secure, informed, and supported.

Why It Matters

At Caliber, we believe that a healthy, safe and secure working environment is a fundamental right—and a shared responsibility. It's not just about preventing harm; it's about creating the conditions for our people to thrive, both physically and mentally. We see this as a core duty of care, one that extends to our employees, their families, and the communities around us.

Health, safety, and well-being are central to how we work and who we are. From providing ergonomic workplaces, mental health support, and healthy lifestyle options, to ensuring physical safety through training, equipment, and compliance with local laws—we take a proactive and people-first approach. Our policies reflect this commitment, with a zero-tolerance stance on unsafe environments and a strong focus on prevention, education, and early support. We also recognize that well-being goes beyond the workplace, which is why we encourage flexibility, healthy habits, and open dialogue around mental and emotional health.

In 2025, our efforts led to strong results:

- Zero workplace incidents reported
- 100% compliance with mandatory safety and well-being training
- Expanded access to health and wellness programs, both in-office and remotely

We're proud of these outcomes—but more importantly, we remain committed to continuously improving the health, safety, and well-being of everyone at Caliber.

Our Ambition

Cultivate a workplace where well-being is embedded in our culture and operations.

Our Target

- 100% of offices to offer wellness activities and mental health resources
- Annual participation in PME for 75% of employees in the Netherlands



Image of Marel and Hanneke in our Arnhem office.

EMPLOYEE HEALTH & SAFETY: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Safety Training	HR Manager	Share mandatory health & safety training modules for all employees (online)	During onboarding
	HR Manager	Refresher sessions	Every 12 months (January)
Ergonomic Workplace	HR Manager	Share mandatory information related to ergonomic workplaces	During onboarding
	HR Manager	Publish guidelines on proper ergonomic setup & update annually	Refresh every 12 months (January)
Ongoing Environmental Monitoring	All Supervisors & HR Manager	Discuss health & safety topics during one-on-one meetings (e.g., workstation comfort, stressors)	1:1 meetings
	All Supervisors & HR Manager	Document any identified hazards or improvement ideas in the meeting notes	Quarterly
	All Supervisors	Escalate unresolved safety concerns to HR Manager	Immediately



SOCIAL POLICY

Employee Development Training.

Caliber believes that Human and professional development are essential elements to ensure the organization's sustainable growth. This principle is expressed through investments in the skills growth and development of its employees, implemented through targeted training programs aimed at improving the professional skills of individual employees, promoting innovation, and expanding their knowledge beyond technical and functional boundaries.

Education also helps reduce inequalities and contributes to achieving gender equality. It also empowers people everywhere to live healthier and sustainable lives. Education is the key to numerous verticals.

Key Initiatives

We invest in the growth of all our employees through personalized, role-based, and strategic learning initiatives:

Use of TalentLMS for onboarding and continuous learning

We are committed to creating a knowledgeable, well-equipped, and responsible workforce. To support this commitment, we use TalentLMS, our internal learning platform branded as Caliber University.

Talent LMS – Caliber University is our centralized platform for:

- Onboarding new employees with standardized and role-specific learning paths.
- Continuous learning and upskilling across all departments.
- Promoting awareness around topics such as ESG, compliance, safety, technology, and operational excellence.

All new employees are assigned onboarding modules in Talent LMS that provide insight into our company values, structure, systems, and key responsibilities.

Each department or role has tailored training programs to ensure team members are equipped with the knowledge they need to perform their roles effectively. Optional learning paths are available for professional growth, leadership development, and technical skills.

We use mandatory training modules for compliance and ESG Awareness. These compulsory training modules cover data privacy (GDPR), anti-corruption, environmental impact, and social responsibility.

Training is delivered in an interactive, engaging format and is accessible globally, allowing both in-office and remote team members to participate equally.

TalentLMS allows us to monitor training progress and completion status for every user. Human Resources will monitor and forward reminders to individuals with

incomplete courses. Managers are also informed to encourage completion. In cases where mandatory training is not completed within the expected timeframe:

- The employee is first reminded individually.
- If delays continue, their direct manager is involved.

Image of several colleagues, sitting outside during lunch, at De Enk in Arnhem.



- Persistent non-compliance may lead to escalation, including formal discussions and potential impact on performance reviews or access to certain responsibilities.

We believe that continuous learning is essential to our business's long-term success and the wellbeing of our people and planet. Through Caliber University, we aim to foster a culture of learning that supports both individual development and organizational responsibility.

Role-based tracks – ongoing training programs for professional growth and upskilling

At Caliber, we recognize that investing in our people is key to our long-term success. Role-based learning and ongoing professional development are critical pillars of our approach to employee growth, leadership development, and the continuous strengthening of our organizational capabilities. We believe that learning should be relevant, purposeful, and aligned with individual roles and responsibilities, developing leadership skills, technical competencies, and soft skills is essential for high performance and employee engagement. Supporting career progression and personal growth strengthens both employee retention and our company culture.

In addition to foundational onboarding and mandatory compliance training offered through TalentLMS (Caliber University), we provide a wide range of role-based and professional development tracks. These include:

- External Educational Partners: We collaborate with world-renowned institutions such as INSEAD, The Knowledge Academy, and others to provide high-quality, accredited learning opportunities.
- Specialized Leadership & Soft Skills Training: Delivered through local agencies, these programs focus on areas such as:
 - Coaching & Mentoring
 - Crucial Conversations
 - Feedback & Communication
 - Emotional Intelligence
 - Change Management
- Internal Coaching & Knowledge Sharing: We leverage the expertise of experienced internal employees through mentoring programs, peer coaching sessions, and knowledge transfer workshops.

Human Resources and supervisors will review participation in learning tracks during performance and development conversations. Attendance, completion, and feedback for external courses or coaching sessions are regularly reviewed as well.

Human Resources is always gathering feedback from participants to continuously improve program quality and relevance.

Personal Development Plans (PDPs) supported by coaching and mentoring

At Caliber, we believe that personal and professional growth go hand in hand. Empowering our people to develop their individual strengths is not only a key driver of engagement and retention, but also a fundamental part of our ESG commitment

to social sustainability and responsible leadership.

As part of our Talent Excellence – Caliber Performance Program, all employees are encouraged to create and maintain a Personal Development Plan (PDP). These plans are designed to align with an individual's personal interests, career aspirations, and current role. Unlike mandatory or role-specific training, PDP goals are initiated by the employee and supported by the organization. Examples of personal development goals include gaining proficiency in advanced Excel, taking a course on effective communication, or developing leadership or project management skills. These goals reflect the unique ambitions and talents of our people. We believe that every employee has inherent strengths, and that the optimal development and application of those strengths benefits both the individual and the organization. To help employees achieve their PDP goals, Caliber offers ongoing support from direct managers through structured development conversations, access to internal mentors and coaches, including experienced colleagues and opportunities to participate in external coaching programs, workshops, or training sessions as appropriate.

The Personal Development Plan is a mutual agreement between the employee and Caliber. The employee takes ownership of their learning and identifies areas for growth. The employer provides support in the form of time, funding, and access to development resources.

By supporting self-directed development—even when it is not required—Caliber fosters a learning culture rooted in curiosity, ambition, and personal responsibility.

Leadership development programs for high-potential employees

At Caliber, we are committed to recognizing and nurturing talent at every level of the organization. As part of our Social Policy under the ESG framework, we actively invest in the growth, development, and long-term engagement of high-potential employees who demonstrate the skills, motivation, and mindset to lead—formally or informally—within our business.

Each year in November, we conduct a structured review of our employees to identify individuals who show exceptional potential. This process is based on performance, learning agility, leadership behavior, and contribution to our culture and customer success.

While Caliber is a flat organization with limited traditional managerial roles, we believe strongly in career growth. We offer meaningful development pathways through:

- Advanced coaching and mentoring programs.
- External leadership and specialist training via trusted partners.
- Stretch assignments and project ownership to grow strategic, cross-functional, and decision-making skills
- Exposure to customer-facing responsibilities and international collaboration.

We aim to help our high-potential employees become the best supply chain managers and experts in our field, equipped to lead projects, teams, or innovation efforts that drive real value for our customers.

To ensure our high-potential employees choose to build their careers with Caliber, we engage them in personalized development conversations, co-create tailored development plans that align their goals with organizational opportunities, provide recognition, visibility, and responsibility that reflects their growth, foster a purpose-driven environment, where talent is valued, supported, and challenged

We view leadership not just as a position, but as a behavior. By investing in the

growth of our people—especially those with high potential—we strengthen our culture, enhance customer success, and secure the future of Caliber as a learning-driven organization.

Why It Matters

Lifelong learning drives innovation, job satisfaction, and sustainable growth. At Caliber, our people are the driving force behind our promise to deliver smarter, faster, and more sustainable global supply chain solutions. In a rapidly changing world, continuous learning and development are essential — not only for keeping up, but for staying ahead.

We believe a well-trained, agile workforce enables better service, innovation, and resilience. Supporting the personal growth and professional ambition of our

employees fosters engagement, loyalty, and purpose. Learning is not a one-size-fits-all journey — it must be personalized, practical, and future-focused. Our flat organizational structure empowers people to lead from any seat. We see every team member as a potential expert, coach, or innovator — and we invest in their development accordingly.

Our Ambition

Ensure every employee has a clear learning path aligned with personal and organizational goals. We don't just want our employees to work at Caliber — we want them to grow with us, lead with us, and stay with us. Our ambition is to have a team that is not only competent and compliant but curious, confident, and capable — ready to shape the future of global supply chains with excellence and integrity.

Target (2030)

By 2030, Caliber aims to be recognized internally and externally as a learning-driven organization, where talent thrives, and development is a key pillar of our culture and customer value.

We commit to the following employee development goals by 2030:

1. 100% of new employees onboarded through Caliber University with a consistent, engaging, and high-quality experience.
2. 70% of all employees will have an active Personal Development Plan (PDP) supported by their manager.
3. Launch and maintain at least 3 role-based learning tracks (e.g., supply chain

excellence, leadership, communication) accessible via TalentLMS or external providers.

4. Partner with leading institutions (e.g., INSEAD, local agencies) to offer at least two external training seats per year for leadership or specialist upskilling.

5. Maintain a minimum 70% employee satisfaction rate related to learning & development opportunities (based on GPTW engagement survey).



Image of a Great Place To Work certificate.

Caliber University Overview.



69.6%

participation



87.5%

engagement



73.8%

progress



73.3%

completion rate



10,498

assignments



1,741

completions



0

not passed



256

in progress

Figures from Talent LMS, Caliber University, July 2024

CAREER MANAGEMENT & TRAINING: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Recruitment	HR Manager	Manage transparent and inclusive recruitment processes	
	HR Manager	Ensure clear job descriptions and timely candidate feedback	Recruitment reports per vacancy, including diversity metrics and time-to-fill data
Performance Evaluation	All Supervisors & HR Manager	Conduct regular performance reviews aligned with company values and objectives	As per policy
	All employees	Approx. six feedback requests per year	Quarterly report out of Talent Excellence performance system
	All employees	Personal Development Plan	Discussed during 1:1 with supervisor
Employee Training & Development	HR Manager & Supervisors	Manage internal training programs via Talent LMS	
	HR Manager	Track completion of mandatory and optional training	Before 30-day review
	HR Manager & Supervisor	Coordinate external training under educational agreement	If applicable
	HR Manager	External training participation tracked yearly	Yearly in December
Layoffs & Workforce Management	HR Manager & Senior Leadership	Ensure fair, transparent, and compliant layoff processes	
	HR Manager	Monitor workforce changes and collect feedback	Exit interview for voluntarily resignation



SOCIAL POLICY

Diversity, Equity & Inclusion (DEI).

Consistently with its objectives and values, Caliber undertakes to promote an equitable and inclusive workplace, capable of taking into account the needs of individual people and appreciating them. It welcomes all diversity without discrimination, and ensuring equal treatment for everyone, “without distinction of sex, race, language, religion, political opinion, personal and social conditions” Caliber is committed to ensuring that its policies comply with the universally recognized guiding principles and current international regulatory framework, keeping constantly up-to-date for changes and developments in the existing legal system. No form of discrimination, harassment or unfair treatment shall be tolerated at Caliber. Every report is investigated promptly, and adequate corrective measures are taken consequently.

Our DEI efforts include

A structured hiring process to promote diverse talent acquisition

We are standardizing our recruitment processes to remove bias and create equal opportunities for all candidates. This includes diverse hiring panels and structured interview formats, inclusive job descriptions using gender-neutral and bias-free language. We are actively sourcing candidates from

underrepresented groups and diverse job platforms, and we are using standardized evaluation criteria for candidate assessment.

We use this structured hiring process to ensure that every qualified individual has an equal opportunity to join Caliber, regardless of background, race, gender, age, ability, or other personal characteristics. A diverse workforce leads to better decision-making, innovation, and cultural awareness.

(Hiring) Managers who do not follow structured processes may face re-training or internal review. Bias in hiring or exclusionary practices may result in disqualification from recruitment responsibilities.

Fair and unbiased promotion processes We have implemented a promotion

framework that ensures transparency and fairness, including clear performance and skill-based criteria, regular promotion cycle reviews for consistency and multi-level input and checks to minimize bias in promotion decisions.

At Caliber we believe that fair promotion opportunities contribute to employee retention, motivation, and equity. They also help build diverse leadership over time.

Regular DEI training programs to enhance awareness and inclusivity

We conduct regular training on unconscious bias and inclusive behavior, cultural sensitivity and communication, managing diverse teams and inclusive leadership. All employees are required to complete DEI training annually, with additional sessions for people managers. Training builds a shared understanding and language around DEI. It helps prevent unintentional exclusion and prepares our teams to work effectively across diverse backgrounds.

Repeated non-compliance may result in disciplinary action.

Code of Conduct embedded in onboarding and policies

Our Code of Conduct is introduced during onboarding and reinforced through ongoing compliance training. It is integrated into our employee handbook and internal platforms.

The Code covers expectations for respectful behavior, zero tolerance for discrimination, and the right to report violations confidentially to the Human Resource department.

Embedding DEI in our Code sets clear expectations and protects our culture. It ensures new hires are aligned with our values from day one.

Violations of the Code of Conduct will lead to investigation and, where necessary, disciplinary action up to and including termination.

- A review of policies to ensure equity in opportunities and pay.
- Respect for cultural differences across regions (e.g., US, China, Europe)
- Monitoring of gender and cultural diversity in leadership.

It is a core value at Caliber, and so we feel a fundamental responsibility, not to discriminate by our employees. Discrimination bars people from living up to their full potential, creates inequality, and less stable and prosperous societies. Moreover, we need diversity of thought to continue to improve and develop our business. Facilitating a culture where everyone feels comfortable and is treated fairly will help us gain access to a larger, more diverse pool of talent.

We maintain a zero-tolerance policy toward harassment, discrimination, and unethical behavior. Our Code of Conduct, embedded in onboarding and reinforced through regular communication, promotes integrity, mutual respect, and accountability.

We strive to create a workplace that is inclusive and equitable for all. We actively embrace diversity across gender, ethnicity, age, cultural background, and experience. Through unbiased recruitment, promotion practices, and cultural sensitivity, we aim to build global teams where everyone feels respected and empowered.

Why It Matters

Discrimination limits human potential and business innovation. Diverse teams lead to better outcomes.

Our Ambition

Foster a culture of inclusion where everyone can bring their whole selves to work.

Target (2030)

- DEI training completed by 100% of staff annually

DISCRIMINATION & HARASSMENT: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Annual GPTW Survey	HR Manager	Conduct and analyze the Great Place To Work (GPTW) survey	Annually in March
	HR Manager	Review outcomes related to discrimination, inclusion, and harassment and develop action plans based on feedback	
Mandatory Harassment Training	HR Manager	Deliver mandatory harassment prevention training to all associates via Talent LMS – Caliber University	During onboarding & annually in Feb / March
	HR Manager	Conduct additional specialized harassment training for US colleagues	Every January/February
Whistleblowing Procedure	HR Manager & Confidential partner	Maintain and promote confidential whistleblowing channels	
	HR Manager	Investigate reported incidents promptly and thoroughly	Yearly summary of reported cases and resolutions provided to leadership
Diversity & Gender Representation	HR Manager	Maintain HR dashboard tracking gender distribution and position levels (management vs non-management)	Quarterly

Image of several Caliber.global colleagues during Caliber Innovation Day in October 2024



SOCIAL POLICY

Fair Compensation & Benefits.

We promote inclusive and sustainable economic growth, employment, and decent work for all. We deliver opportunities for our employees to get work that is productive and provides a fair income, security in the workplace, and social protection for families, better prospects for personal development, and social integration.

We maintain transparent and fair salary structures, tailored to local labor markets and legal requirements. On request the salary structures can be shared by Human Resource.

Programs Include

Salary house with clear scales and steps

At Caliber, we believe that inclusive and sustainable economic growth begins with providing decent work and fair opportunities for all employees. We are committed to maintaining a work environment that supports productivity, personal development, and long-term financial security.

Our commitment to decent work is reflected through:

- **Productive Employment:** We ensure that roles are designed to provide meaningful, engaging, and goal-oriented work that aligns with both business objectives and employee growth.
- **Fair and Transparent Compensation:** Our salary structure is based on a well-defined "Salary House" model, which includes precise salary scales and incremental steps that reflect job value, experience, and performance. All employees are compensated within the appropriate salary band as determined by job evaluation criteria and market alignment.
- **Indexation and Market Relevance:** Salaries are reviewed annually and may be adjusted based on indexation, with reference to the Dutch Central Bureau for Statistics (CBS) wage index. This ensures our pay remains competitive and reflects broader economic conditions, while our management board determines final adjustments.
- **Equity and Transparency:** Our compensation policy is designed to be non-discriminatory and transparent. Salary decisions are based on objective criteria such as experience, qualifications, and job performance, not on personal characteristics.
- **Security and Social Protection:** We provide benefits that promote workplace security and support for families, including healthcare, insurance, and retirement savings plans, tailored to local laws and norms.

Jeroen Scholten (CEO) and Andre Vink (CFO) during Caliber Innovation Day



Programs Supporting These Commitments Include:

- A formal Salary House system with job-specific salary bands, ensuring fair and consistent pay across the organization.
- Clearly documented salary scale information, available to employees upon request from the Human Resource Manager.
- Annual review of compensation through indexation procedures, referencing national labor data and company discretion.
- Transparent, written job valuations to determine salary placement.
- A standardized process for salary determination based on role

complexity, performance, and experience. We strive to be an employer of choice where employees are empowered to build meaningful careers in a secure, fair, and inclusive environment.

Flexible work models

At Caliber, we recognize that modern work environments require adaptability and trust. Supporting work-life balance, employee well-being, and productivity is core to our values and essential to delivering on our ESG commitments. We have implemented flexible work models that are built on mutual accountability and designed to meet both employee needs and business objectives.

Our approach includes:

- Remote Work and WFH Policies: Caliber offers a structured Work From Home (WFH) and Remote Work policy, allowing eligible employees to work from locations outside our physical offices. These policies support concentration, reduce commuting time, and offer greater autonomy in managing work-life responsibilities.
- Flexible Start Times: Employees are given the option to start their workday within a flexible time window in the morning, depending on team agreements and operational needs. This empowers employees to manage better personal obligations such as childcare, transportation, or wellness routines.
- Output-Focused Culture: Our flexible models are built on trust and accountability. We emphasize deliverables, outcomes, and collaboration over rigid schedules, creating a results-driven environment that supports employee autonomy.
- Work-Life Integration: By offering flexible working conditions, we aim to reduce employee stress, support mental health, and improve job satisfaction. This enhances long-term engagement and contributes to a more inclusive workplace.
- Access and Equity: Flexible arrangements are implemented fairly across roles, functions, and locations, based on the nature of the work and operational feasibility. Our goal is to provide equitable flexibility wherever possible, without compromising team performance or customer service.

These flexible work models are essential to creating a resilient and modern workplace. They contribute to the well-being of our people and help Caliber attract and retain top talent globally.

Annual calibration sessions

Caliber is committed to fostering a high-performance culture that values employee growth, transparency, and fairness. One of the key pillars of our Talent Excellence Performance program is the Year-End Review (YER) and Annual Calibration Process, which serve as a foundation for employee engagement, recognition, and future development planning.

Our Year-End Review is designed as a forward-looking, strengths-based conversation between supervisors and employees. The goal is to reflect on achievements, celebrate successes, and plan for future development, rather than to evaluate underperformance or assign ratings.

We acknowledge great contributions made throughout the year and highlight moments of excellence, reinforcing a culture of appreciation. The employee's Personal Development Plan (PDP) is reviewed, and new goals for the coming year are discussed collaboratively. To ensure open and constructive dialogue, Year End Reviews no longer include numerical ratings or direct merit-based decisions. The focus is on learning, growth, and setting up each employee for future success.

Before the final YER conversation takes place supervisors submit preliminary reviews which are then discussed during a calibration session with the Board of Directors and Management Team. Calibration ensures consistency, fairness, and alignment across teams and departments. Reviews may be adjusted based on this cross-functional discussion to reflect more equitable and balanced assessments across the organization.

Several Caliber.global colleagues in our meeting room in Arnhem



Final approval from the Board of Directors is required before any review can be shared with employees.

This structured process promotes transparency and equity in how performance is recognized, minimizes bias by comparing evaluations across roles, teams, and departments and reinforces our ESG commitment to decent work, inclusive growth, and fair employment practices.

Regional Aligned Benefits

At Caliber, we are committed to providing fair, competitive, and locally relevant benefits to support the financial, physical, and emotional well-being of our employees across all regions where we operate. Our approach respects local labor laws, cost-of-living standards, and societal expectations, while upholding our values of equity, dignity, and inclusion. We offer benefits that align with both global standards and regional practices.

As an example:

- Netherlands:
 - Pension Scheme: Participation in a collective retirement plan that ensures long-term income security for employees beyond their working life.
 - Social Security Contributions: Including unemployment insurance, disability, and parental leave protections as defined under Dutch law.
 - Travel and Commuting Allowances, as per local norms.
 - Paid Time Off & Holidays: Including PTO accrual and designated company holidays.

- Canada:
 - Paid Time Off & Holidays: Including PTO accrual and designated company holidays.
 - Healthcare Coverage
- China:
 - Paid Time Off & Holidays: Including PTO accrual and designated company holidays.
 - Pension Schema: Participation based on local labor law.

Providing regionally adapted benefits ensures equity across borders, even when benefit structures differ by country. It promotes financial stability and peace of mind through retirement plans and health coverage. On top it supports local legal

compliance, labor market competitiveness, and employee attraction and retention.

We continuously assess our benefits programs to ensure they remain fair, market-competitive, and inclusive, while offering opportunities for our people to thrive personally and professionally.

Employee Engagement and Recognition

At Caliber, we recognize that people are the foundation of our success. We are committed to fostering a workplace culture where achievements are acknowledged, contributions are celebrated, and individuals feel seen, valued, and respected. Recognition is a key element of our social responsibility

strategy and is deeply embedded in our organizational culture.

Our Commitment to Recognition Includes:

- Quarterly Calli Coin Award: A peer-nominated recognition program honoring individuals or teams who made a significant impact in a given quarter. The winner is featured on the company intranet with a personal message from their supervisor and receives a meaningful token of appreciation (e.g., a gift card). This recognition fosters a culture of excellence, gratitude, and peer-driven praise.



Image of our Columbus, OH (USA) office

- **Public and Private Recognition Channels:** We utilize a range of methods to express appreciation—from personal thank-you notes and leadership shoutouts to intranet features, LinkedIn posts, and team events. Employees are also celebrated for non-work-related milestones, such as birthdays or individual achievements, creating a culture of holistic recognition.
- **Annual and Informal Celebrations:** Staff appreciation days, seasonal events, and informal recognition moments, such as coffee chats with leadership, help build community and foster a sense of belonging.
- **Fair and Transparent Calibration Process:** Recognition also includes fairness in performance evaluation. Our Year-End Review (YER) process is a positive, forward-looking discussion focused on achievements and development. Before each YER, we conduct a calibration session where preliminary performance reviews are aligned across teams to ensure fairness and consistency. The Board of Directors provides final approval to ensure no bias affects individual evaluations.
- **Equity in Reward:** Recognition is based on merit, alignment with company values, AOP and tangible contributions—not tenure or proximity to leadership. We celebrate both team success and individual excellence, regardless of location or role.

By embedding recognition into our daily operations, Caliber strengthens employee engagement, fosters long-term retention, and upholds the principles of inclusive, fair, and values-driven employment.

Why It Matters

At Caliber, we believe that business success and sustainable growth are only possible when our people thrive. Providing fair compensation, decent work, flexible work models, and meaningful recognition is a core part of our social responsibility and our commitment to building an inclusive, engaged, and future-ready workforce. In a fast-changing global labor market, employees seek more than just a paycheck—they want purpose, growth, well-being, and to feel valued. When these needs are met, performance improves, innovation accelerates, and retention strengthens. Conversely, a lack of recognition or fairness directly undermines morale and productivity.

By investing in people practices that are equitable, localized, transparent, and

values-based, we uphold international standards and we foster a workplace culture that benefits our employees, clients, and long-term business outcomes.

Our Ambition

- Our ambition is to remain an employer of choice in every region where we operate, known for providing:
- Transparent and competitive compensation aligned with local norms
- Equitable access to benefits and development opportunities
- A high-trust environment with flexibility and work-life balance
- A culture of recognition where success is celebrated consistently and fairly
- A performance management system focused on growth and collaboration—not judgment

By achieving this, we aim to attract and retain top talent, increase employee engagement, and contribute to long-term social value creation.

Target (2030)

To meet our ambition, Caliber sets the following measurable goals for 2030:

- 100% of eligible employees participating in Year-End Review and Calibration process
- Quarterly recognition program participation in every business unit, including Calli Coin nominations, with increased visibility on the intranet and peer-driven contributions
- At least 70% of employees reporting they feel fairly recognized and valued in our internal engagement survey (e.g., GPTW)

FAIR COMPENSATIONS & BENEFITS: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Policy Overview	HR Manager	Maintain and review Fair Pay & Benefits Policy. Update for regulatory changes.	Annually
Pay Equity Analysis	HR Manager	Conduct pay gap analysis by gender, race, geography. Address disparities.	Annually
Living Wage Commitment	HR Manager + Finance	Benchmark compensation against living wage data in all regions.	Annually
Benefits Overview	HR Manager	Monitor enrollment and satisfaction; improve package as needed.	Annually
Flexible Work & Leave	HR Manager + Supervisors	Track utilization, update remote work and leave policies.	Quarterly usage monitoring



SOCIAL POLICY

Employee Engagement & Voice.

Caliber recognizes the crucial value of engaging its employees. That is why it is committed to creating a constructive and participatory work environment, where the opinions of each employee are taken into account in the operational processes and related to ESG issues.

Through training and team meetings, Caliber aims to foster a sense of belonging among its associates in company activities.

We actively listen to our employees through regular Great Place to Work surveys, team feedback sessions, and opportunities for policy co-creation. Community events and voluntary initiatives foster connection and shared purpose across all locations.

Caliber undertakes to support the local communities in the areas where it operates. Through community investment programs, sponsorships and corporate volunteering, Caliber contributes to the economic, social and cultural development of the regions where it operates.

We prioritize listening to our people and co-creating a workplace that reflects shared values and goals.

Great Place to Work (GPTW) survey

Caliber conducts regular Great Place to

Work® surveys to understand how employees experience trust, respect, fairness, and pride within the organization. These anonymous surveys are critical for identifying cultural strengths as well as areas that need attention. We ensure high participation rates through open communication and transparency about the purpose and use of results.

Survey outcomes are discussed with leadership and employees to create concrete improvement plans. Positive feedback is celebrated, while constructive feedback is used as a catalyst for cultural evolution.

Feedback loops and team reflection sessions

As part of our Talent Excellence performance system, employees participate in structured reflection sessions with their managers. These discussions go beyond performance—they are two-way conversations that include:

- Reflections on team dynamics and collaboration
- Clarification of individual growth goals (linked to PDPs)
- Space for employees to raise concerns, suggest improvements, and express career ambitions

By embedding these conversations into

our performance rhythm, we ensure that feedback becomes a continuous, safe, and constructive dialogue—not a one-off event.

Employee-led community events and volunteering

Caliber actively supports employee-led initiatives that promote community engagement and team bonding.

These include:

- Organizing local volunteering days, charity drives, and sustainability projects
- Hosting informal cultural or wellness events (e.g., diversity lunches, team walks, game days)
- Encouraging teams to propose and lead events that reflect their passions and local needs

Image of several Caliber.global colleagues in our Columbus office.



We recognize that giving back strengthens not only communities but also internal cohesion and purpose. These initiatives are often featured internally and externally as part of our impact storytelling.

Involvement in policy reviews

Employees are given the opportunity to participate in key policy and handbook reviews, helping shape the guidelines that impact their work environment. This includes:

- Requesting feedback on annual Employee Handbook updates
- Encouraging input on new initiatives such as remote work, inclusion policies, or benefits changes

By inviting employee voices into governance, we foster transparency, inclusivity, and shared ownership of our policies.

Why It Matters

Employee engagement and voice are critical to building a high-trust, high-performance culture. When people feel heard and involved, they are more likely to stay, perform, innovate, and act in alignment with the company's values. Engagement also strengthens resilience in times of change, ensuring that our policies and practices remain grounded in reality. Listening is not a once-a-year activity—it is an ongoing commitment that fuels connection, fairness, and growth.

Our Ambition

Build a workplace culture where every employee feels heard and valued. Our ambition is to build a workplace culture where:

- Employees are active participants, not passive recipients
- Feedback is valued and acted upon
- Every individual feels safe to express concerns, propose ideas, and influence the future of Caliber

Target (2030)

To reach this ambition, we commit to the following goals by 2030:

- Earn and maintain GPTW certification
- 100% of employees involved in documented feedback or reflection sessions as part of Talent Excellence (6 feedback request during the year)
- Launch and support at least one employee-led initiative per quarter per region.
- Ensure employee consultation in Labor policy reviews, with feedback integrated into final decision.

EMPLOYEE ENGAGEMENT & VOICE: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Engagement Surveys	HR Manager	Distribute and analyze GPTW employee engagement surveys.	Annually
Feedback Channels	HR Manager + Supervisor	Maintain multiple feedback channels on the Intranet, Talent Excellence (e.g., suggestion boxes, digital forms).	Always open; monitored weekly
Exit Interviews & Stay Interviews	HR Manager	Conduct and analyze stay and exit interviews to identify key themes.	Exit: ongoing; Stay: annually
Action Planning	HR Manager + GLT + Supervisors	Translate survey and feedback data into actionable plans.	After each survey; reviewed quarterly
Internal Communication	HR Manager + GLT + Supervisors	Share updates, progress, and outcomes of feedback.	Monthly newsletters; quarterly town halls
Inclusion of Feedback in Policy	HR Manager + GLT + Supervisors	Ensure feedback from employees is considered in key HR or ESG policies.	During major policy reviews; minimum annually
Recognition Programs	HR Manager + GLT + Supervisors	Celebrate employee contributions and promote positive engagement stories (Callicoin).	Quarterly based on program design

SOCIAL POLICY

Human Rights & Ethical Labor Practices.

To uphold the highest standards of human rights, ethical labor practices, and workplace dignity across all Caliber operations, supply chains, and partnerships—ensuring fairness, safety, and respect for all individuals connected to our business.

Forced Labor, Child Labor & Modern Slavery

Caliber maintains a zero-tolerance policy for forced labor, child labor, modern slavery, and human trafficking.

We commit to the following:

- We prohibit all forms of bonded, indentured, or involuntary labor in our operations and supply chains.

Protection of Labor Rights & Safe Working Environments

We are committed to promoting fair, safe, and inclusive workplaces, with equal protections for all workers, including vulnerable or contract-based employees.

Caliber ensures that:

- All employees work in safe, healthy, and hygienic environments, consistent with occupational safety standards.
- We uphold freedom of association and collective bargaining rights, in accordance with local laws.

Ethical Business Conduct and Transparency

Caliber expects all business conduct to reflect the values of integrity, respect, and transparency:

- We provide training to employees, leadership, and procurement teams on human rights responsibilities and modern slavery risks.
- We collaborate with internationally recognized and renowned external partners and leading, best in class industry platforms to promote shared responsibility and continuous improvement in labor standards.

Why It Matters

Respecting human rights and upholding ethical labor practices is not only a legal and moral obligation—it is a reflection of who we are as a company. At Caliber, we believe that every person has the right to work in safe, fair, and dignified conditions, regardless of their role, location, or background.

Human rights abuses—whether in the form of forced labor, unsafe working conditions, or unfair treatment—pose serious risks to individuals, communities, and the integrity of global supply chains. By proactively safeguarding labor rights, we build trust with our employees and the wider society.

Actively managing human rights within our operations and supply chains helps us:

- Prevent reputational and legal risk
- Create more resilient and ethical business relationships
- Support inclusive economic development in the regions where we operate

Our Ambition

Our ambition is to maintain a zero-tolerance culture for forced labor, modern slavery, and child labor across all Caliber operations and supply chains. We want to be recognized as a safe, fair, and trusted employer globally, with industry-leading policies that protect vulnerable and migrant workers.

We aim to ensure that every person working for or with Caliber is treated with fairness, dignity, and respect.

This means:

- Embedding human rights due diligence into all business decisions and procurement processes
- Ensuring all employees and partners understand their rights and obligations
- Creating environments where people feel safe, empowered, and protected—no matter where they work

Image of a warehouse construction project



We are committed to continuous improvement, transparency, and collaboration with our stakeholders to raise the standard for labor practices across our global footprint.

Target (2030)

- Achieve 100% health and safety policy compliance in the Netherlands via annual audits.
- Ensure 100% of employees complete labor rights and safety training annually, including on whistleblower protections.

ANTI-CORRUPTION & FRAUD PREVENTION: OWNERSHIP & ACTION PLAN

Aspect	Responsible	Actions	Timing & Frequency
Anti-Corruption Policy	HR Manager	Maintain and update the company's anti-corruption, anti-bribery, and anti-money laundering policies	Annually
	HR Manager	Communicate policy clearly to all employees	Onboarding and mandatory annually
	HR Manager	Policy acknowledgement tracked	Onboarding and mandatory annually
Mandatory Trainings	HR Manager	Deliver mandatory training on anti-corruption, bribery, fraud, and money laundering via Talent LMS	Onboarding and mandatory annually
	HR Manager	Training completion reports	Before 30-days review and annually
Whistleblower Procedure	HR Manager	Maintain confidential channels for reporting suspected bribery, fraud, or money laundering	Review handbook annually
	HR Manager & Supervisors	Investigate reports promptly and confidentially	
	HR Manager	Summary reports on whistleblower cases to leadership	Quarterly
Employee Awareness & Communication	HR Manager	Regular communications/reminders on anti-corruption best practices	Quarterly
	HR Manager & Supervisors	Encourage a speak-up culture and ethical behavior	1:1 meetings

Governance.

At Caliber, we believe that good governance begins with how we treat people—ethically, fairly, and with accountability. Governance in Human Resources is not just about policy compliance or structure; it is about embedding integrity into everyday decisions, ensuring that leadership is accountable, employee voices are respected, and that our values are consistently reflected in how we lead, grow, and protect our workforce. We operate in a global context with diverse laws, cultures, and expectations, yet our governance principles remain universal: transparency, fairness, and ethical responsibility. Our leadership teams (GLT, Senior Leadership, Regional Management Team and Team Managers) sets the tone from the top, actively shaping an environment where policies are not just written but lived—where fairness isn't a slogan but a practice that shows up in how we recruit, develop, promote, and support our people.

All Human Resource policies at Caliber are developed with input from across the organization. We conduct annual reviews of our employee handbooks and HR practices, not only to ensure legal compliance, but also to ensure they reflect employee feedback and remain relevant in a rapidly evolving workplace. This means listening, adjusting, and taking ownership when systems need to change. Fairness in Human Resource management is embedded in our structure. We use structured and bias-

resistant frameworks for hiring, performance evaluations, and promotions. Annual calibration sessions—facilitated by our Team Managers and HR—ensure that performance reviews are balanced, and that no employee is unfairly overlooked due to unconscious bias, team dynamics, or regional differences. Promotions are based on clear, role-relevant criteria, and our salary structure is documented and transparent, allowing employees to understand how pay decisions are made.

To maintain a culture of trust and responsibility, we offer robust reporting systems for any ethical or interpersonal concerns. Our grievance procedures and whistleblower mechanisms are designed to be safe, confidential, and free from retaliation. Employees across all regions are empowered to speak up when something feels wrong, knowing their concerns will be heard and addressed with care, discretion, and urgency. Every report is taken seriously. Investigations are thorough. And we hold ourselves accountable—not just to compliance, but to our values.

We also take a firm stand against corruption, harassment, and misconduct. All employees are trained in ethical conduct, anti-corruption, and responsible behavior. These are not one-time activities, but part of ongoing education reinforced through Talent LMS - Caliber University, our digital learning platform. By ensuring every employee—from our

operational teams to our General Leadership Team—understands their responsibilities, we create a common standard of integrity across the company.

Looking forward, our ambition is to lead by example in responsible human governance. We will continue to strengthen transparency in how we make HR decisions, ensure that our ethics training evolves with the needs of our workforce, and hold ourselves accountable to measurable governance targets. This includes launching a more structured grievance tracking system, expanding regional audits of policy compliance, and publishing regular updates in our ESG Integrity Report to demonstrate how concerns are resolved and improvements are made.

At Caliber, governance is more than policy—it's how we build trust. It's how we treat each other when no one is watching. And it's how we ensure that our growth never comes at the cost of fairness, respect, or human dignity. That is the kind of company we are building, one decision at a time.

Corporate Ethics and Integrity

At Caliber, integrity is not negotiable. It is the foundation upon which we build trust with our employees. We promote a corporate culture grounded in ethical values and responsible conduct because we believe this is essential to long-term success in a complex, interconnected world.

Image of a retail fashion store



We do this not only to meet legal obligations but because it aligns with who we are. As a company operating across geographies and industries, we recognize that the strength of our culture is continually tested in how decisions are made, how we treat one another, and how we respond when faced with ethical dilemmas. This is why Caliber has embedded a Code of Ethics into the heart of our governance framework. It sets clear expectations around fairness, respect, accountability, and confidentiality, and provides a roadmap for ethical decision-making at every level of the organization. Our Code is not just a document. It's a lived practice. It is introduced during onboarding and reinforced through regular learning moments, ranging from anti-corruption and data privacy training to respectful workplace and non-retaliation modules. These training initiatives are mandatory and tracked through our internal learning platform, Talent LMS – Caliber University, ensuring every employee understands their role in upholding our standards.

Why it matters

We do this because we believe that strong ethics drive strong performance. Unethical behavior erodes trust, exposes us to legal and reputational risk, and undermines everything we stand for. A values-based culture helps us attract top talent, win business with integrity, and protect the people and information we are responsible for.

We also know that misconduct can thrive in silence, which is why Caliber fosters an environment where speaking up is safe and supported. Every employee has access to confidential reporting channels on Intranet. Every report is investigated

with care. And every individual is protected from retaliation when they raise concerns in good faith.

Based on leading ESG frameworks, we focus on the following key risk areas:

- Anti-corruption and fraud prevention: Bribery, embezzlement, conflicts of interest, and facilitation payments must be actively prevented through training, internal controls, and supplier screening.
- Data privacy and information security: We must protect employee, customer, and supplier data with rigor, especially in a digital-first, cross-border environment.
- Non-discrimination and harassment: Respect and dignity are non-negotiable. Preventing all forms of harassment, discrimination, or abuse is central to ethical governance.
- Whistleblower protection: Channels must be accessible, anonymous where needed, and trusted. Employees should never fear retaliation for speaking up.

To ensure our ethical culture is not just aspirational, but operational, Caliber commits to the following:

- Regular Training & Awareness: All employees complete ethics training upon onboarding and annually thereafter, covering key topics like fraud prevention, GDPR, and responsible conduct.
- Leadership Accountability: Our General Leadership Team, Regional Management Team and Team Managers model ethical behavior and are held accountable for the ethical tone of their teams.

- Accessible Reporting Systems: Multiple whistleblowing and grievance channels exist, including anonymous options. All reports are logged, investigated, and resolved transparently.
- Internal Controls & Oversight: We maintain strong segregation of duties in financial processes, conduct periodic ethics audits, and require supplier adherence to our Code of Conduct.
- Monitoring & Reporting: Ethics training completion, case resolution rates, and incident trends are tracked and will be published in our annual ESG Integrity Report.

Our Ambition

Our goal is to build and maintain a culture where ethical behavior is expected, supported, and rewarded—and where every employee, regardless of location or level, feels confident that they work in an organization where “doing the right thing” is not only possible, but expected.

Target (2030)

We aim to:

- Achieve 100% annual ethics training compliance across all regions annually.

Because at Caliber, we believe that integrity is how we lead. And culture is how we scale it.

GOVERNANCE

Ethical Leadership & Accountability.

Leading by Example. With Integrity, Clarity, and Responsibility

At Caliber, leadership is not defined solely by position. It's characterized by behavior. We believe that ethical leadership is about setting the tone from the top, making values visible through decisions, and creating an environment where integrity is both expected and respected. Our General Leadership Team holds responsibility not only for business performance but also for the ethical direction and cultural tone of our company. This means modeling fairness, speaking openly about difficult decisions, acknowledging mistakes, and ensuring accountability for all actions taken under their leadership.

We maintain a clear and transparent governance structure, which is published on our organizational chart on the intranet, making responsibilities, roles, and reporting lines visible to all employees. This transparency helps every team member understand who is accountable for what and ensures that leadership decisions are traceable and aligned with our core values.

True accountability also means welcoming challenge. Our management are expected to listen actively, consult their teams, and make decisions not only based on performance outcomes but also

on principles such as fairness, safety, and long-term sustainability.

We hold regular cross-functional leadership sessions, quarterly board check-ins, and alignment meetings to promote ethical decision-making, strategic cohesion, and shared ownership of Caliber's purpose. These are not just business reviews—they are opportunities to reinforce ethical expectations and track how we live our values across regions and business units.

Leadership at Caliber is not about hierarchy. It's about responsibility. Everyone in a leadership role is expected to build trust, foster inclusion, and lead with integrity, whether they are managing people, projects, or policies.

Why it Matters

Ethical leadership builds trust—from the inside out. It sets the cultural tone, protects organizational integrity, and ensures that decisions are made with fairness, responsibility, and long-term impact in mind.

Without accountability at the top, even the best policies can fail. Employees look to managers not only for direction but for ethical cues—how to act, how to treat others, and what matters. If we want to create a company where people feel safe,

empowered, and motivated, it must begin with managers who walk the talk.

Transparent governance also reduces risk, supports responsible growth, and strengthens our reputation with clients, investors, and partners.

Our Ambition

Our ambition is to build and sustain a leadership culture that is values-driven, transparent, and trusted—where ethical accountability is not an afterthought, but a standard.

We want every Caliber manager to be:

- Visible and transparent in their decision-making
- Approachable and responsive to concerns
- A role model for fairness, inclusion, and ethics
- Responsible for outcomes and how they are achieved

Target (2030)

- 100% of Team Managers to complete annual leadership integrity training, covering ethical dilemmas, inclusive decision-making, and values-based leadership.
- Annual organizational chart review to ensure all reporting lines are updated and visible.

Image of a large construction project



GOVERNANCE

Policy & Compliance Framework.

We operate in multiple countries, each with its laws, expectations, and cultural norms. Yet across all regions, we are united by one standard: to act legally, transparently, and ethically in everything we do.

We are committed to abiding by all applicable laws, labor standards, and industry regulations. Whether at the local, national, or international level. This includes regulations on labor rights, data protection (such as GDPR), anti-discrimination, workplace safety, and financial integrity.

To ensure compliance is embedded into our daily work, we maintain a structured and proactive approach. This includes regular reviews of company policies, mandatory training for all employees, and transparent processes for reporting and addressing potential breaches. Our Employee Handbook is reviewed and updated annually to reflect new legal requirements and input from teams across all our regions. This approach ensures that compliance is not only enforced, it is understood, discussed, and co-owned.

We also take data privacy seriously. All HR systems and workflows comply with GDPR standards, and sensitive information is handled with strict confidentiality.

Employees are trained to understand their responsibilities in protecting personal and organizational data.

Where risks or inconsistencies are identified, whether through internal audits, feedback, or reported breaches, we take prompt action. Caliber has defined procedures to investigate concerns and, where necessary, implement corrective measures. These may include updated policies, system improvements, additional training, or disciplinary actions. Employees and stakeholders are encouraged to raise concerns—whether anonymously or not—as needed, so we can learn, improve, and maintain the integrity of our operations.

Why It Matters

Strong compliance is the foundation of a resilient and ethical business. It protects our employees, our clients, and our reputation. In a rapidly changing global landscape, where data protection, labor rights, and social responsibility are under constant scrutiny, our ability to stay ahead of regulations is essential.

When compliance is taken seriously, it builds trust with regulators, customers, and employees. It minimizes legal risk, reduces costs associated with non-compliance, and strengthens internal culture by showing that we live our values, not just write them down.

Our Ambition

Our ambition is to create a workplace where compliance is embedded into every role, process, and decision. We want all employees—not just leadership—to understand what responsible conduct looks like in practice.

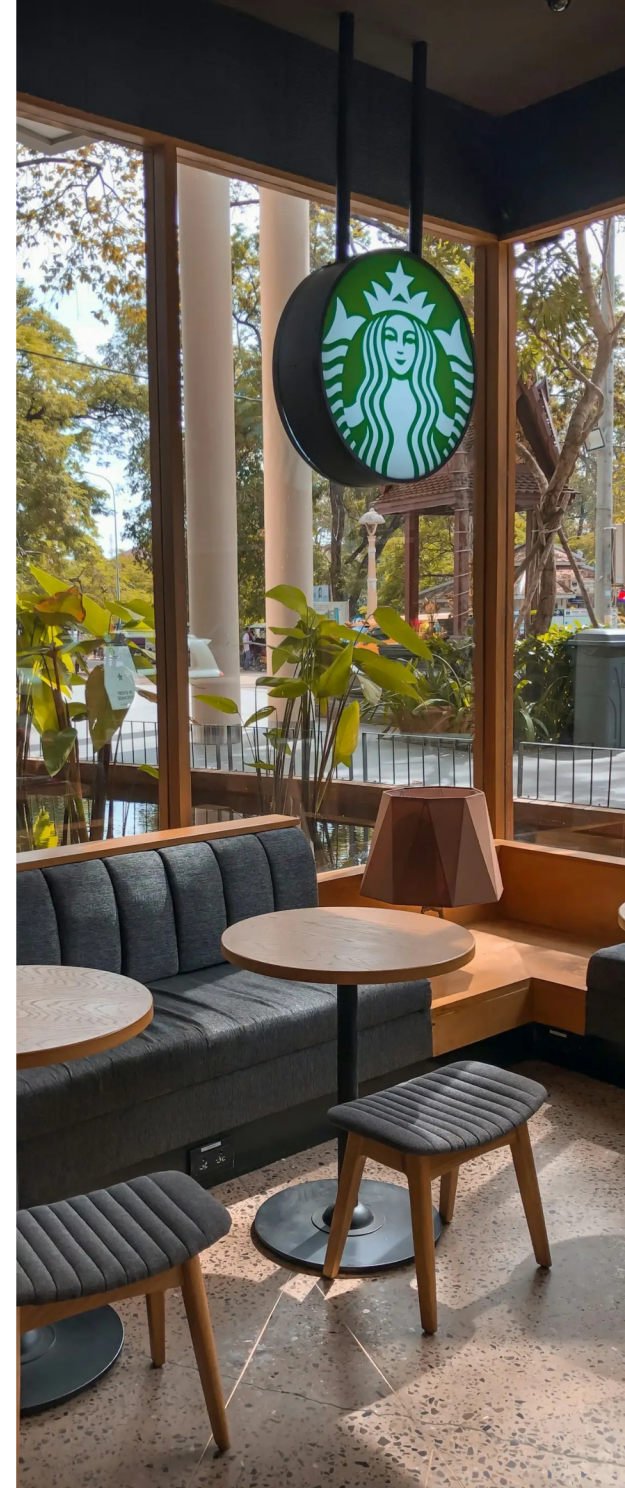
We aim to:

- Keep our policies current, inclusive, and accessible
- Ensure every employee knows their obligations and rights
- Respond swiftly and transparently to risks, breaches, or feedback
- Demonstrate through action that Caliber leads with responsibility

Targets (2030)

- 100% of employees to complete annual compliance training on key topics: data privacy, anti-harassment, anti-corruption, and ESG values.
- Annual review and update of Employee Handbooks in all global regions, with version tracking and employee consultation.

Image of a food & beverage store



GOVERNANCE

Fair & Transparent People Practices.

At Caliber, we believe that transparency is a cornerstone of good governance and responsible business practices. Whether we are speaking to our employees, customers, investors, or the broader society, we are committed to honest, timely, and meaningful communication. We ensure that our reporting, financial, operational, or ESG-related, is accurate, complete, and aligned with applicable national and international standards. From financial disclosures that meet accounting regulations to internal updates that reflect our progress on sustainability, we take seriously the responsibility of informing our stakeholders with integrity. We also believe that transparency must be mutual. That's why we invite feedback from across our global organization through structured surveys, such as Great Place to Work, performance check-ins, policy co-creation, and digital platforms. These inputs help us improve and create a shared understanding of what matters most, whether it's well-being, leadership, communication, or career growth.

Our internal processes also reflect this principle. Hiring, promotion, and salary decisions are based on clear, merit-based frameworks. Every year, we conduct 9-grid calibration sessions to ensure that evaluations are fair, performance feedback is balanced, and growth

opportunities are equitably distributed across regions and teams. Externally, we utilize our digital presence—especially social platforms—to showcase our progress, communicate openly about our sustainability journey, and share who we are as a company. These channels are actively managed and monitored to ensure our messages are respectful, inclusive, and aligned with data privacy laws.

We recognize that to remain competitive in a global talent market, particularly in fields such as technology, data, and commercial leadership, we must demonstrate that we are a fair, engaging, and forward-thinking employer. Transparency is how we build that reputation, and how we earn and retain the trust of our employees and partners.

Why It Matters

In today's business environment, trust is earned through openness. Employees want to understand how decisions are made. Customers want to know who they are working with.

Transparency helps prevent misconduct, reduces misunderstandings, and aligns people behind a shared mission. It empowers employees, builds credibility in the marketplace, and reinforces our position as a purpose-driven organization.



Image of a food & beverage store in Tokyo

In a time of intense global competition for talent and rising demand for ethical business, how we communicate matters just as much as what we do.

Our Ambition

Our ambition is to be recognized as a company that communicates responsibly, listens actively, and reports with integrity—internally and externally. We want stakeholders to feel informed, involved, and inspired by the direction we are taking.

We aim to:

- Make ESG and human resource strategy reporting accessible and consistent
- Actively invite and act on stakeholder feedback
- Showcase our values, decisions, and progress transparently across all channels

- Foster a culture where information flows, constructively, and respectfully

Targets (2030)

- Achieve and maintain Great Place to Work certification, with at least 70% of employees reporting satisfaction with leadership communication and workplace transparency.
- Publish an annual ESG Performance Update, including progress on diversity, well-being, training, ethics, and supplier compliance.

GOVERNANCE

Whistleblower & Grievance Mechanisms.

At Caliber, we believe that ethical business can only thrive in a culture of openness and trust. That's why we are committed to providing every employee, at every level, with a safe and confidential way to raise concerns—without fear of retaliation.

Whether the concern is related to misconduct, harassment, data privacy, discrimination, or potential violations of company policy or the law, we encourage our people to speak up. Our whistleblower and grievance channels are accessible, confidential, and available in multiple regions and languages. Reports can be made anonymously, and no report made in good faith will ever result in disciplinary action, career impact, or exclusion.

Every concern raised is treated with respect and urgency. We have a formal process in place to receive, review, and investigate each report promptly and impartially. Investigations are carried out with full confidentiality, and outcomes—when possible—are shared with the reporter or the affected teams.

But we know that having a process is not enough. What matters most is building a culture where people feel safe and supported when they use it. That's why our leaders are trained to respond to concerns with empathy and discretion.

And why we emphasize, in all of our training, that raising a concern is not an act of disloyalty, but of courage and responsibility.

Why It Matters

Without a safe way to raise concerns, infringements on our ethical standards and policies ethical risks go unreported. Small issues can escalate into major failures, damaging trust, morale, and even the company's legal standing.

Whistleblower protections are essential for early detection, culture-building, and long-term resilience. They create a safety net for both employees and businesses. Encouraging employees to speak up not only protects against misconduct—it signals that we value integrity and accountability over silence or status.

Our Ambition

Our ambition is to foster a culture of speaking up. One where every team member feels empowered to raise concerns and confident that they will be heard, supported, and protected.

We aim to:

- Make our reporting channels clear, visible, and accessible globally
- Build confidence through prompt, transparent follow-up

- Create a company-wide understanding that ethical concerns are everyone's business.
- Normalize speaking up as part of what it means to work at Caliber

Targets (2030)

- Train 100% of managers annually on how to receive, escalate, and support reports of concern—without retaliation.
- Ensure 100% of employees are informed annually of their right to raise concerns, where to report them, and how they are protected.

Several colleagues during a call in our Columbus office



GOVERNANCE

Training, Oversight & Leadership Development.

We believe that fair and consistent performance management is a cornerstone of ethical governance. How we evaluate employees, how we recognize excellence, address challenges, and shape development, says more about our values than any policy ever could.

We have embedded fairness into our evaluation systems through structured and transparent practices. Each year, we conduct a company-wide 9-grid talent analysis (in October) and calibration sessions (in November), ensuring that every performance review is balanced across functions, regions, and roles. The 9-Grid at Caliber refers to a talent assessment and development tool used in performance and potential evaluations. The 9-Box Grid is a matrix that evaluates employees based on two dimensions (Performance and Potential) and can be found in our Talent Excellence Performance Review system.

The 9-grid and calibration sessions bring together leadership, HR, and Team Managers to collectively review talent data, reducing the risk of unconscious bias or favoritism.

In addition to formal evaluations, we maintain a culture of continuous feedback. Employees are encouraged to

have regular growth conversations with their managers, which go beyond performance metrics to include ambition, development needs, and personal well-being. These feedback loops are part of our broader Talent Excellence Program, which supports not just accountability but personal and professional growth.

Strategic alignment is also embedded into our leadership rhythm. Every quarter, our Global Leadership Team leads sessions to align on key business priorities, review progress, and reinforce shared goals. These sessions are not just business updates. They are platforms for cross-functional learning, ethical decision-making, and consistent leadership behavior across all markets.

To uphold this standard, we require that 100% of employees complete onboarding and compliance training, covering topics such as values, governance, anti-corruption, workplace conduct, and ESG priorities. These training modules are tracked through Talent LMS - Caliber University, and monitored to ensure that every team member, regardless of role or location, starts and stays aligned with our standards of performance and ethics.

Why It Matters

Employees deserve to know how their performance is being evaluated and why.

Fair performance governance creates a sense of clarity, trust, and direction. It helps us recognize and grow talent equitably, manage risk, and align teams around shared objectives.

Without it, feedback becomes subjective, careers stall unfairly, and leadership standards become inconsistent. Strong performance governance ensures that we lead with transparency, support with structure, and grow with integrity.

Our Ambition

We want to be known not just for results, but for how we achieve them. Our ambition is to cultivate a performance culture that strikes a balance between accountability and empathy, structure and flexibility, and ambition and fairness.

We aim to:

- Ensure every employee is evaluated on both what they achieve and how they lead or contribute
- Provide all managers with tools and insights to manage performance equitably
- Align business decisions with personal development—and make both visible and consistent

Integrate ethics and leadership behavior into performance conversations and talent reviews

Targets (2030)

- 100% of employees to participate in structured year-end reviews, including PDP (Personal Development Plan) check-ins and qualitative feedback.
- Annual 9-grid calibration completed across all regions and functions, with documented rationale for growth paths and promotion decisions.
- Quarterly leadership sessions held by the CEO, CFO, and CCO, with alignment materials shared across business units.
- 100% of employees complete mandatory onboarding and compliance training in their first 30 days, and annually thereafter.

GOVERNANCE

Anti-corruption Practices.

Caliber is committed to operating with the utmost integrity and transparency, adopting a zero tolerance policy towards corruption. The company will implement anti-corruption training programs for all employees and establish clear and strict procedures to prevent, identify and manage corruption incidents.

Furthermore, Caliber undertakes to cooperate actively with the authorities and regulatory bodies to promote ethical and responsible business practices. Caliber undertakes to comply actively and subscribe all anti-corruption regulations in the Territories they are present or doing business in, including but not limited to FCPA, UK-Bribery Act and European anti-corruption legislation.

- **Zero Tolerance:** We prohibit all forms of bribery, corruption, embezzlement, kickbacks, and fraud—whether direct or indirect.
- **Internal Controls:** Financial processes are subject to internal checks, segregation of duties, and audit trails to prevent the misappropriation of funds.
- **Whistleblower Protection:** We provide anonymous reporting channels and guarantee protection against retaliation for those who report suspected misconduct.

- **Training & Awareness:** All employees must complete anti-corruption and fraud prevention training.
- **Gifts & Hospitality:** Strict guidelines are in place to regulate the acceptance or giving of gifts, hospitality, or charitable donations.

Why It Matters

At Caliber, we believe that integrity is non-negotiable. Corruption, bribery, and fraud undermine trust, distort competition, and expose the company to legal, financial, and reputational risk. Preventing unethical behavior is essential not only for compliance, but to protect our stakeholders, our employees, and the long-term success of our business. As a global logistics provider, we operate in varied regulatory environments and are committed to maintaining the highest standards of ethical conduct across all markets.

Our Ambition

Caliber aims to maintain a zero-tolerance culture toward fraud and corruption, supported by robust governance systems, training, and transparent reporting. We commit to being a trusted business partner and maintaining ethical supply chains across all regions.

We will strengthen governance of



Image of a retail construction project

employee practices to enhance fairness, compliance, and trust. Lead the industry in ethical labor governance by building processes that are accountable, inclusive, and adaptable. And empower employees to engage actively in shaping the policies that affect them.

Target (2030)

- 100% of employees complete onboarding and annual training in data privacy, ethics, and anti-corruption.
- Conduct fraud and corruption risk assessments across all business units annually starting in 2026.

GOVERNANCE

Reporting & Accountability Structure.

At Caliber, we uphold the principles of ethical leadership, policy integrity, and transparent governance through a clearly defined reporting structure.

To ensure consistency and avoid duplication, we adhere to the reporting procedures outlined in the Social Policy, which cover oversight mechanisms, ownership, and frequency of key actions related to:

- Health, Safety & Well-being
- Employee Development & Training
- Diversity, Equity & Inclusion (DEI)
- Fair Compensation & Benefits
- Employee Engagement & Voice
- Human Rights & Labor Standards

These structures remain valid and are fully applicable to the Governance commitments detailed in this chapter. We emphasize that the Governance chapter extends beyond reporting alone. It reinforces accountability across all layers of leadership. Where mandatory policies, training, or compliance obligations are not met, Caliber will take proportionate corrective action, which may include retraining, removal from relevant responsibilities, or formal disciplinary

procedures, depending on the nature and severity of the non-compliance.

Our approach ensures that ethical conduct, corporate integrity, and fair decision-making are not only declared as values but enforced as standard practice.

Image of retail stores



Caliber Cares.

At Caliber, we believe that real change starts with small, concrete actions. That's why we actively launch and support initiatives that contribute to our Environmental, Social & Governance (ESG) goals. These initiatives range from sustainability-focused efforts to projects with a positive social impact – all driven by the passion and collaboration of our team.

We encourage colleagues to take initiative and make a difference. Whether it's improving sustainability in the workplace, supporting local communities, or taking responsibility across our supply chain – every effort counts.

To keep everyone informed and inspired, we regularly share updates about ongoing and completed initiatives through our shared intranet environment. This way, we not only stay connected to the impact we're making together but also motivate one another to start new initiatives.

Examples include our recent tree planting campaign, which helped restore green areas in Arnhem, The Netherlands. We aim to select one initiative each quarter.

Together, we care. Together, we act.
Caliber Cares.



Appendix 1 – Emission Data.

Data for emissions are calculated by a third-party consultancy bureau that is certified by Pledge and provides certification according to ISO 14083:2023. Furthermore, we commit to GRI standards, the most widely used framework for sustainability reporting.

			FY 2023	FY 2024	% Inc/Dec
Environmental	Caliber.global B.V. Greenhouse Gas Emissions	Scope 1 Emissions (in CO2KGe per ton)	28,780.60	28,827.93	-0.16%
		Scope 2 Emissions (in CO2KGe per ton)	27,587.21	26,910.13	-2.45
		Scope 3 Emissions – Upstream (in CO2KGe per ton)	145,921.00*	145,921.00	-
		Scope 3 Emissions – Downstream (in CO2KGe per ton)	3,109,603.00	2,031,215.00	-34.68%
		Total Emissions (in CO2KGe per ton)	3,311,891.00	2,232,874.00	-29.47%
		Total Emissions (in KG CO2e per revenue (EUR))	0.09235	0.08806	-4.65%
	Caliber.global B.V. Greenhouse Gas Emissions	Total Scope 1, 2, 3 Emissions divided by revenue (in CO2KGe per ton)	0.09	0.08	
		Percentage referred to FY2023		-6.80%	
	Caliber.global B.V. Work Home Travel	Total employees NL traveling by bike		3	
		Total employees traveling by train		2	
		Total employees travel by car		33	

*Scope 3 Upstream for 2023 was not available. Therefore we assumed same emissions as in 2024.

Appendix 2 – Accreditation Statement.



ACCREDITATION STATEMENT

Pledge

is accredited by Smart Freight Centre to provide calculations of greenhouse gas emissions for freight and logistics operations that are in methodological conformance with the Global Logistics Emissions Council Framework for Logistics Emissions Methodologies (GLEC Framework) © ©

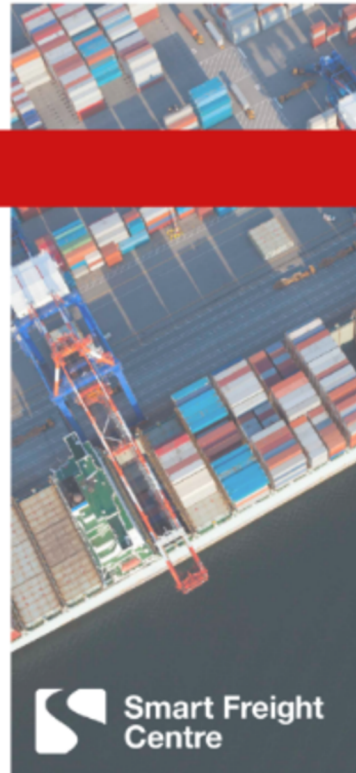
- **Calculation scope:** well-to-wheel GHG emissions, expressed in units of CO₂ equivalent according to the scopes of the GHG Protocol Corporate Value Chain Accounting and Reporting Standard
- **Input data types:** Primary (Road, Sea), Modelled (Air, Road), Default
- **Modal coverage:** Air, Inland Waterways, Rail, Road, Logistics Sites, Sea
- **Geographic coverage:** Global

Issue date: 31/03/2025
Annual review due: 30/03/2026
Expiration date: 30/03/2026

A handwritten signature in black ink, appearing to read 'A. Lewis'.

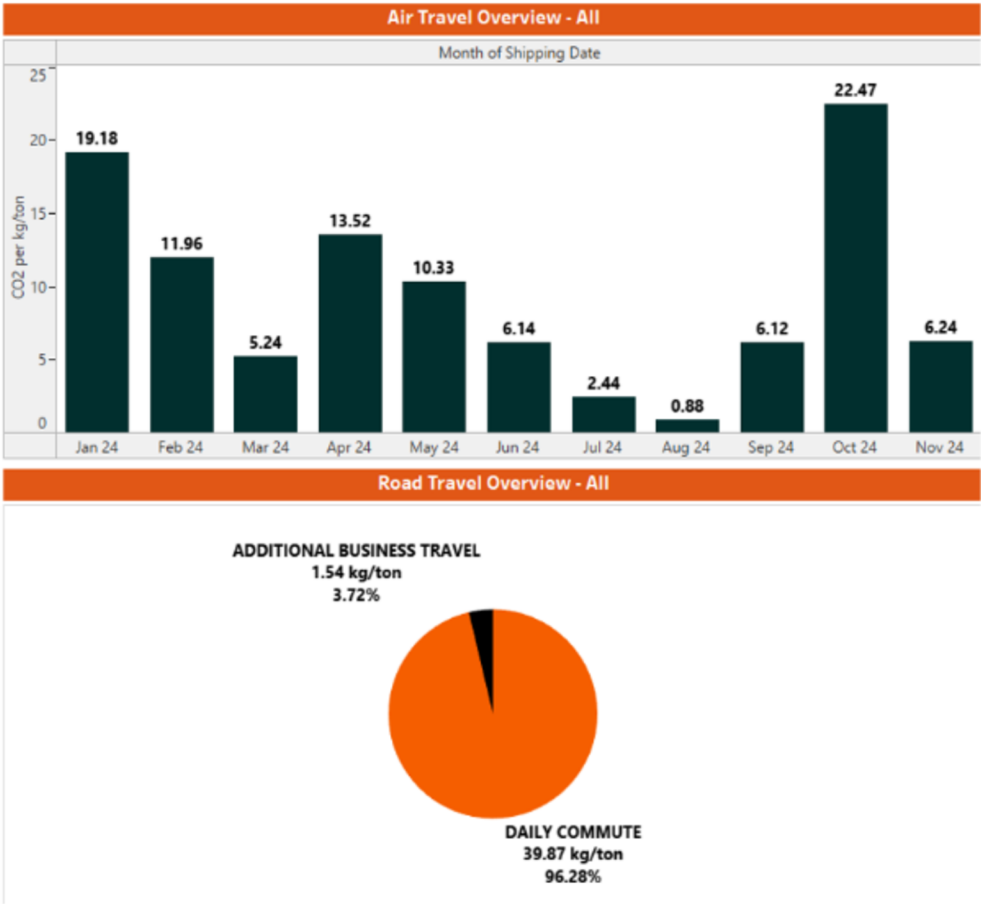
ALAN LEWIS
TECHNICAL DIRECTOR

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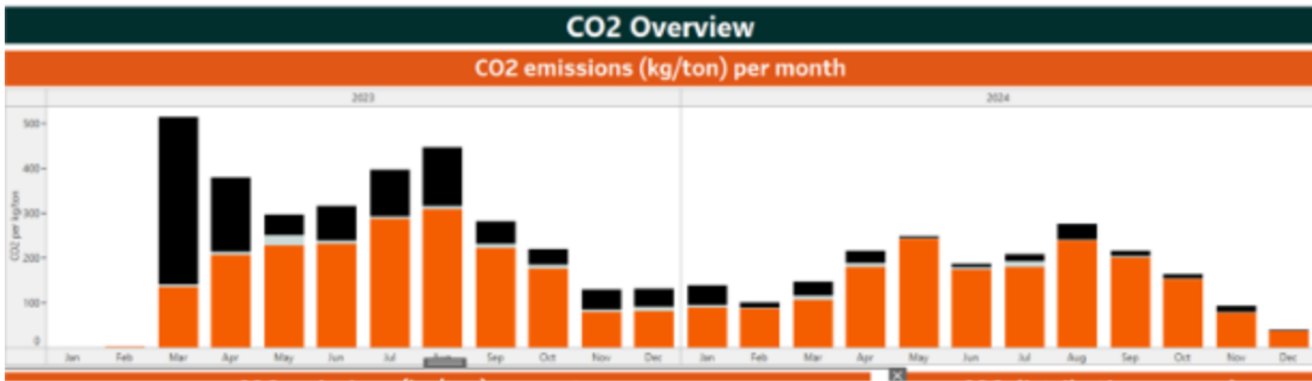


Appendix 3 – Supporting CO2 Emission Graphs.

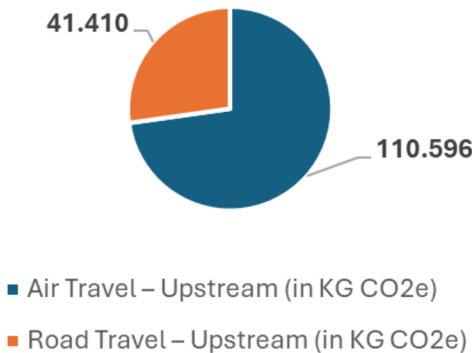
Note: Tables are shown in KGCO2e/ton (The KG CO2e divided by 1000)



Appendix 3 – Scope 3 CO2 emissions downstream.

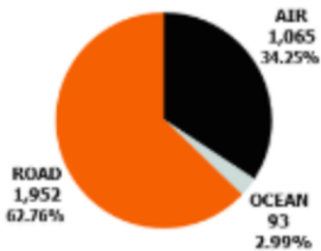


Scope 3 CO2 emissions upstream Business Travel in 2024
2024 Business Travel (in KG CO2e)



Co2 Emissions downstream split per transportation mode

CO2 Emissions Mode Distribution - 2023



Co2 Emissions downstream split per transportation mode

CO2 Emissions Mode Distribution - 2024



Appendix 4 – Target overview and progress report.

		FY 2023	FY 2024
Environmental	100% green energy in office buildings in Europe by 2030 and 50% in all other locations.	EU: 100% ROW: 0%	EU: 100% ROW: 0%
	Shift company car from fossil fuel to electric.	Only hybrid	Only hybrid
	Reduce global emissions KGCO2e per annual Revenue (in M EUR) with average 4% every year compared to 2023 emissions to reach net zero in 2050.	-	4.65%
	100% of our offices by 2026 and warehouses of our partners separate their waste by 2030.	NL: Yes US: No CH: Yes	NL: Yes US: No CH: Yes
Social	100% of offices to offer wellness activities and mental health resources	-	100%
	Annual participation in PME for 75% of employees in the Netherlands	0%	0%
	100% of new employees onboarded through Caliber University with a consistent, engaging, and high-quality experience (participation rate infographic Talent LMS)	50%	69.6%
	70% of all employees will have an active Personal Development Plan (PDP) supported by their manager.	0%	0%
	Launch and maintain at least 3 role-based learning tracks (e.g., supply chain excellence, leadership, communication) accessible via TalentLMS or external providers.	Done	Done
	Partner with leading institutions (e.g., INSEAD, local agencies) to offer at least two external training seats per year for leadership or specialist upskilling.	-	Partnered with one leading institution (NCOI)
	Maintain a minimum 70% employee satisfaction rate related to learning & development opportunities (based on GPTW engagement survey).	NL: 80% US: 58%	NL: 68% US: 48%
	DEI training completed by 100% of staff annually	-	43%

Appendix 4 – Target overview and progress report.

		FY 2023	FY 2024
Social	100% of eligible employees participating in Year-End Review and Calibration process	-	36%
	Quarterly recognition program participation in every business unit, including Calli Coin nominations, with increased visibility on the intranet and peer-driven contributions	75%	100%
	At least 70% of employees reporting they feel fairly recognized and valued in our internal engagement survey (e.g., GPTW – Respect)	-	NL: 65% US: 48%
	100% of employees involved in documented feedback or reflection sessions as part of Talent Excellence (6 feedback request during the year)		63%
	Launch and support at least one employee-led initiative per quarter per region.	-	2 initiatives (In US and EU)
	Ensure employee consultation in Labor policy reviews, with feedback integrated into final decision.	Done	Done
	Achieve 100% health and safety policy compliance in the Netherlands via annual audits.	Not done	Not done
	Ensure 100% of employees complete labor rights and safety training annually, including on whistleblower protections.	-	42%

Appendix 4 – Target overview and progress report.

		FY 2023	FY 2024
Governance	Achieve 100% annual ethics training compliance across all regions annually.	-	43%
	100% of Team Managers to complete annual leadership integrity training, covering ethical dilemmas, inclusive decision-making, and values-based leadership.	-	50%
	Annual organizational chart review to ensure all reporting lines are updated and visible.	Done	Done
	100% of employees to complete annual compliance training on key topics: data privacy, anti-harassment, anti-corruption, and ESG values.	-	60%
	Annual review and update of Employee Handbooks in all global regions, with version tracking and employee consultation.	Done	Done
	Train 100% of managers annually on how to receive, escalate, and support reports of concern—without retaliation.	Not Done	Not Done
	Ensure 100% of employees are informed annually of their right to raise concerns, where to report them, and how they are protected.	Not measured in figures, but mentioned in our Handbook.	Not measured in figures, but mentioned in our Handbook.
	Annual 9-grid calibration completed across all regions and functions, with documented rationale for growth paths and promotion decisions.	Done	Done
	Quarterly leadership sessions held by the CEO, CFO, and CCO, with alignment materials shared across business units.	Done	Done
	100% of employees complete mandatory onboarding and compliance training in their first 30 days, and annually thereafter.	-	33.06%
	Conduct fraud and corruption risk assessments across all business units annually starting in 2026.	-	-

Appendix 5 – Additional data.

			FY 2023	FY 2024
Social	Total recordable injuries	Caliber Logistics Shanghai, China	0	0
		Caliber Global Arnhem HQ, The Netherlands	0	0
		Caliber Americas Columbus, USA	0	0
	Training Employees in Talent LMS Online Training Program	Training Harassment	21%	26%
		Training Bribery/Fraud/Corruption	0	11%
		Training Information Security	27%	60%
		Training Environmental Impact	0	0
		Training Health & Safety	27%	42%
		Training Whistleblowing	6%	26%
	Environmental Issue Reporting	Environmental Issues	0	0
	Caliber.global B.V. Hours Of Work	Total employees hours of work	89024	65056
	Illness rate	Number of work-related ill health	-	22
	Training participation	Average hours of training per employee	-	17.3

Appendix 5 – Additional data.

			FY 2023	FY 2024
Social	Gender diversity	Percentage of women employed within organization	0	47.37%
	Human rights	Child labor, forced labor and human trafficking	0	0
Governance	Total Partner Audits ESG, Information Security, Logistics Performance	Office Landlords	3	3
		Logistics Partners	20	12

Appendix 6 – Caliber Inside Partner program.

		2024
Caliber Inside Carrier Network	Gold	6
	Silver	3
	Bronze	0
Caliber Inside Supplier Network	Gold	To be determined
	Silver	To be determined
	Bronze	To be determined



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This report is publicly accessible via the [Caliber.global website](#).