

# Norwegian Equality & Anti- Discrimination Report 2025

This report presents Vanderlande Industries B.V. Norwegian Branch equality and diversity status in 2025

# Contents

|    |                                                                    |   |
|----|--------------------------------------------------------------------|---|
| 1. | Introduction .....                                                 | 3 |
| 2. | Reporting Context .....                                            | 3 |
| 3. | About Vanderlande.....                                             | 3 |
| 4. | Ensuring a Safe and Inclusive Work Environment at Vanderlande..... | 4 |
| 5. | State of Gender Equality .....                                     | 4 |
| 6. | Approval and adoption.....                                         | 6 |

## 1. Introduction

As of January 1, 2020, the "Aktivitets- og redegjærelsesplikt" was introduced by the Norwegian Government, via the Equality and Anti-Discrimination Act ("**Act**"). Pursuant to Section 26 of the Act, enterprises with more than 50 employees are required to actively promote equality and prevent discrimination by following the specific methodology outlined in this section. As Vanderlande employs more than 50 individuals in Norway, it is therefore obligated to write this report.

This report is issued by Vanderlande Industries Holding B.V. on behalf of its subsidiary, Vanderlande Industries B.V. Norwegian Branch ("**Vanderlande**" or "**Vanderlande Norway**" or the "**Corporation**" or "**our**" or "**we**"), for the year 2025 (the "**Reporting Period**"). Vanderlande Industries Holding B.V. ("**Vanderlande Industries Holding B.V.**") is ultimately owned and controlled by Toyota Industries Corporation.

## 2. Reporting Context

In alignment with the Norwegian Equality and Anti-Discrimination Act, Vanderlande remains committed to fostering an inclusive and equitable environment. This report details our ongoing efforts to combat discrimination and promote equality, ensuring that all individuals, regardless of their background, are treated with dignity and respect.

## 3. About Vanderlande

Vanderlande is headquartered in Veghel, The Netherlands, and is a market-leading, global partner for future-proof logistic process automation in the warehousing, airports, and parcel sectors. Its extensive portfolio of integrated solutions - innovative systems, intelligent software, and life cycle services - results in the realization of fast, dependable, and efficient automation technology.

We specialize in enhancing our clients' business processes and competitive standing. Through close collaboration, we aim to optimize their operational activities and expand their logistical accomplishments. Our warehousing solutions are the preferred choice for numerous leading global e-commerce companies and retailers in the food, fashion, and general merchandise sectors worldwide. We assist them in fulfilling their commitment to same-day delivery of billions of orders, with nine out of the 15 largest global food retailers relying on our efficient and dependable solutions.

As a trusted global partner in delivering future-proof airport solutions, our industry-leading baggage handling systems facilitate the seamless movement of over 4 billion pieces of baggage worldwide annually. These systems are operational in more than 600 airports, including 12 of the world's top 20.

We are also a prominent provider of process automation solutions that specifically target the complexities within the parcel market. Our systems efficiently sort over 52 million parcels daily, and these installations serve some of the world's foremost parcel handling companies.

Established in 1949, Vanderlande boasts a global workforce of over 9,000 employees spanning more than 100 countries. Our unwavering commitment lies in propelling our customers' businesses forward across diverse locations on every continent. With an ever-growing annual turnover of 1.8 billion euros, we have solidified a worldwide reputation over the past seven decades as a trusted partner in futureproof logistic process automation. In 2017, Vanderlande was acquired by Toyota Industries

Corporation, resulting in a strategic alignment that fosters synergies such as cross-selling, product innovations, research, and developments.

## 4. Ensuring a Safe and Inclusive Work Environment at Vanderlande

At Vanderlande, safety and an inclusive work environment is our paramount concern. We are unwavering in our commitment to ensuring that everyone working on our behalf operates in a safe and inclusive environment. We recognize that our people are our most valuable asset and understand the importance of a healthy and positive work environment in attracting and retaining a talented and diverse workforce. Our core values - Build Reputation with Customers, Drive to Win, Every Day Better, Ownership, Team Play, We Care, Safe Base - are not merely words but guiding principles that shape our actions.

To uphold these values, we empower each of our employees and foster a culture of inclusivity and respect. We are committed to fostering respect, cultural awareness, and inclusivity by creating a collaborative work environment where all employees are encouraged to participate and contribute. This approach ensures a safe space for employees to express themselves, exchange ideas, and feel heard, thereby promoting openness and curiosity about others' experiences and perspectives. Vanderlande is dedicated to providing equal opportunities for all employees, respecting fundamental human and labor rights, encouraging union engagement, and ensuring sound, healthy, and safe working conditions.

#### 4.1 Good Conduct Policy (Internal Document)

Vanderlande has a Good Conduct Policy that specifically outlines the types of behavior that are deemed unacceptable, such as harassment, discrimination, and any form of misconduct. By setting these standards, the policy helps maintain a professional atmosphere where all employees can thrive. Additionally, it provides a robust framework for employees who experience harassment or misconduct, ensuring they have a clear and confidential means of seeking redress. Importantly, the policy guarantees that employees can report such incidents without fear of retaliation, thereby encouraging a culture of openness and trust. This commitment to protecting employees' rights and well-being is fundamental to promoting a positive and productive work environment.

#### 4.2 Speak up Policy (Internal Document)

The Speak Up Policy is designed to provide a safe and confidential way for employees and other stakeholders to report any concerns about unethical behavior, misconduct, or violations of company policies and laws. This policy ensures that individuals can raise their concerns without fear of retaliation, fostering an environment of transparency and accountability. It outlines the different procedures for reporting issues, the protections in place for those who speak up, and the steps Vanderlande will take to investigate and address reported concerns. By encouraging open communication, the Speak Up Policy helps maintain high ethical standards and promotes a culture of integrity within the organization.

#### 4.3 Employee Code of Conduct (Externally Available Document)

The Employee Code of Conduct is a fundamental document that, among other things, embodies our commitment to respecting individuals, upholding human rights, and implementing fair and ethical employment practices. Besides the Employee Code of Conduct all new Vanderlande employees are required to complete the relevant e-learning modules included in our "Good Business" program, which addresses topics such as discrimination, diversity, harassment, and fostering an inclusive workplace. Additionally, all employees participate in annual compliance training to ensure ongoing adherence to these principles.

## 5. State of Gender Equality

In this section, we present the gender balance statistics for 2025 and highlight Vanderlande's continued efforts to promote inclusion, equality, and diversity throughout the year. For more information on our Diversity, Equity, and Inclusion (DEI) initiatives, please refer to our Sustainability Report.

### 5.1 Workforce Statistics

As of the latest reporting period, Vanderlande employs 62 people in Norway. Of this workforce, 12 are women (17.7%) and 50 are men (82.3)

The company supports a variety of work arrangements, with 1 employee working part-time (1 male). In terms of Full-Time Equivalents (FTEs), Vanderlande's workforce amounts to 61,6.

| Number of employees Norway |           |            |          |             |
|----------------------------|-----------|------------|----------|-------------|
| 2025                       | Count     | %          | Parttime | FTE's       |
| Female                     | <b>12</b> | <b>20</b>  | <b>0</b> | <b>12</b>   |
| Male                       | <b>50</b> | <b>80</b>  | <b>1</b> | <b>49,6</b> |
| Total                      | <b>62</b> | <b>100</b> | <b>0</b> | <b>61,6</b> |

#### 5.2 Temporary Employee(s)

Vanderlande had no temporary employees in 2025.

#### 5.3 Employee(s) Age Distribution

In 2025 for Norway the workforce exhibited a diverse age distribution. Employees under 30 years old comprised 6 % of the total workforce, those aged between 30 and 50 years made up 70 %, and employees over 50 years old accounted for 24 %. This age distribution highlights Vanderlande's commitment to maintaining a balanced and inclusive work environment, valuing the unique perspectives and experiences of employees across different age groups.

| Age Distribution Norway    |    |
|----------------------------|----|
| 2025                       | %  |
| % of employees <30 years   | 6  |
| % of employees 30-50 years | 70 |
| % of employees > 50 years  | 24 |

#### 5.4 Average number of leave taken in 2025

In 2025, men at Vanderlande Norway took an paternity leave on average of 36 weeks of leave, and no women took maternity leave in 2025. Vanderlande Norway employees demonstrated a balanced approach to work and personal life, with an average of 5,7 weeks of annual leave taken across the organization. This reflects our commitment to promoting a healthy work-life balance and ensuring that our employees have ample time to rest and recharge. The leave data indicates that both men and women at Vanderlande are utilizing their leave entitlements effectively, contributing to overall employee well-being and productivity. As we continue to support our workforce, we remain dedicated to providing flexible and generous leave policies that cater to the diverse needs of our global team.

#### 5.5 Wage differences

At Vanderlande, we are dedicated to ensuring fair and equitable compensation for all employees. While we strive to maintain equal pay for equal work, we acknowledge that wage differences can occur due to factors such as job role, experience, and geographic location. Our commitment to transparency and fairness is reflected in our regular salary reviews and adherence to clear pay structures. By fostering an inclusive culture and supporting career development for all employees, we aim to create a

more balanced and equitable workplace, ensuring that everyone at Vanderlande is rewarded fairly for their contributions.

When analyzing our workforce data, Vanderlande employees are categorized into 2 groups: Blue Collars (Operations & Maintenance) and White Collars (Back Office). Blue collar group consists of 31 employees of which 1(3%) are women. The average annual earnings for women in this group are 813,650 NOK and for men 813,607 NOK. White collar group consists of 31 employees of which 12(32,2%) are women. The average annual earnings for women in this group are 740,027 NOK and for men 790,477 NOK. In 2025 we closed much of the pay gap regarding gender differences. The reason for reducing the gap is focusing on this, hire more experienced people and hire more women in manager roles.

We work closely with the union, the safety representatives, and the Working Environment Committee to ensure a healthy and safe workplace. The Working Environment Committee meets four times a year. In addition, we conduct an annual employee survey that covers the key aspects of the working environment.

Blue-collar employees are paid according to the collective agreement, while white-collar employees are compensated according to the Hay grading structure. The Hay structure is transparent, and we run an annual merit process for all employees, regardless of whether they are blue-collar or white-collar.

## 6. Approval and adoption

This Report has been approved and signed by the legal representative of Vanderlande Industries B.V. Norwegian Branch.:



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Adam Vaile 03/03/2026

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