

# VRR

Sustainability  
Report 2024





**Some interesting numbers about VRR 3**

**A word from the team 4**

**What sustainability means to VRR 5**

**Our four pillars of sustainability 6**

<p><b>Product</b></p> <p>Applying internal sustainability standards to product development projects <b>8</b></p> <p>Increasing the focus on sustainability with a ULD Climate Impact Label <b>9</b></p> <p>Incorporating in-house lightweighting standards into our designs <b>9</b></p>	<p><b>Emissions</b></p> <p>Our Emissions Journey: Progress in Numbers <b>11</b></p> <p>From net-zero to attainable solutions <b>12</b></p> <p>Measuring and monitoring our energy consumption <b>12</b></p> <p>Transitioning to clean, renewable energy to lower emissions <b>12</b></p>	<p><b>People</b></p> <p>Measuring our performance as an employer <b>14</b></p> <p>Successful launch of our Safety Management System <b>16</b></p> <p>Triumphs in 2024 <b>16</b></p>	<p><b>Governance</b></p> <p>Strengthening our corporate governance <b>18</b></p> <p>Internal policies published in 2024 <b>18</b></p> <p>Reinforcing our data security efforts <b>19</b></p> <p>Continually improving our information security <b>19</b></p>
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**Next steps for VRR 20**

# Some interesting numbers about VRR



## Accidents

People at our facilities were involved in **15 accidents** (of which 14 were minor and didn't require a doctor)

**600 m<sup>2</sup>**

Extra floor space added to Rotterdam facility

## Testing done:

**>2,200 hours of testing**

± 10 product tests

± 400 material or sample tests

**158** trainings and courses successfully finished



**78 years** in business



Hired **13** new employees

**8.4**\*

**Customer satisfaction**



\* 2024 measurement

## VRR Locations

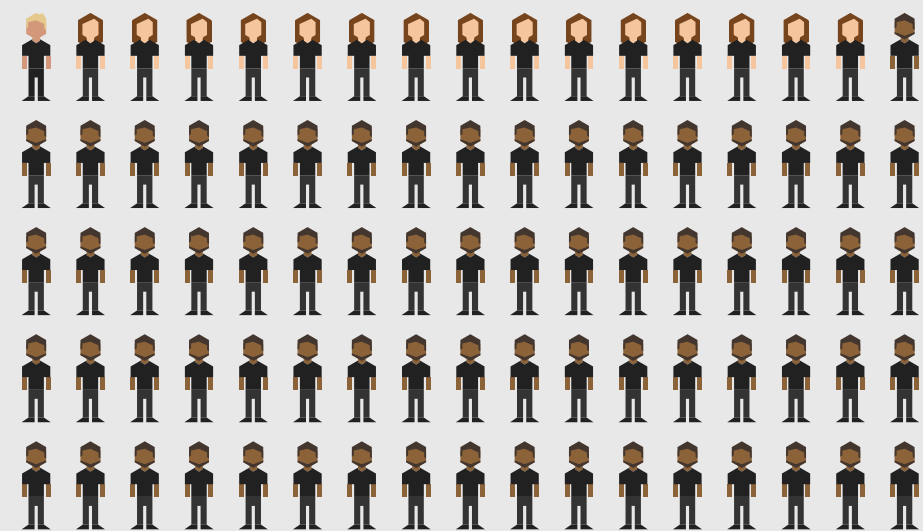
Office  
Wieringerwerf

Repair shop  
Badhoevedorp

HQ and Factory  
Rotterdam



## 85 employees



### Years of service

0-2 years: 28 employees  
3-9 years: 35 employees  
10-19 years: 13 employees  
20+ years: 9 employees

Said goodbye to **16** employees



**Net Promoter Score Employees\***  
\* 2024 measurement





# A word from the team

What a difference a year makes! When we wrote our first sustainability report, we were just beginning to understand what 'sustainable ULDs' really meant. Today, thanks to extensive research and testing, we're not just clearer on the concept—we're turning that understanding into practical design solutions.

We've also learnt two crucial sustainability lessons: first, that weight is the most decisive factor in a ULDs environmental impact, and second, that true progress relies on collaboration. We feel

honoured that our labelling idea sparked an industry-wide conversation, leading to the development of the ULD Climate Impact Label with partners across the air cargo sector.

Also we're very pleased to see that our emissions dropped drastically last year compared to 2023. Read on to know all about how we achieved this.

*Driving change through knowledge and collaboration..*

**Team VRR**







# What sustainability means to VRR

At VRR, we love to challenge the status quo. Finding ways to advance the air cargo industry and never accepting anything less than excellent quality is what drives us to make the innovative unit load devices for which we're known. That makes us frontrunners, not followers.

At the heart of every product we make and every initiative we take is our genuine concern for our products, the people around us, and our beautiful planet. We really care. For us, sustainability is not a trend. It is a commitment to environmental health, social equity and economic vitality.



# Our four pillars of sustainability

We've built our sustainability strategy on four pillars: Product, People, Emissions and Governance. Each of these pillars has specific goals, which are assigned to project groups made up of employees from across the company. What follows are our achievements so far and our ambitions for the future.

**Product**

**Emissions**

**People**

**Governance**



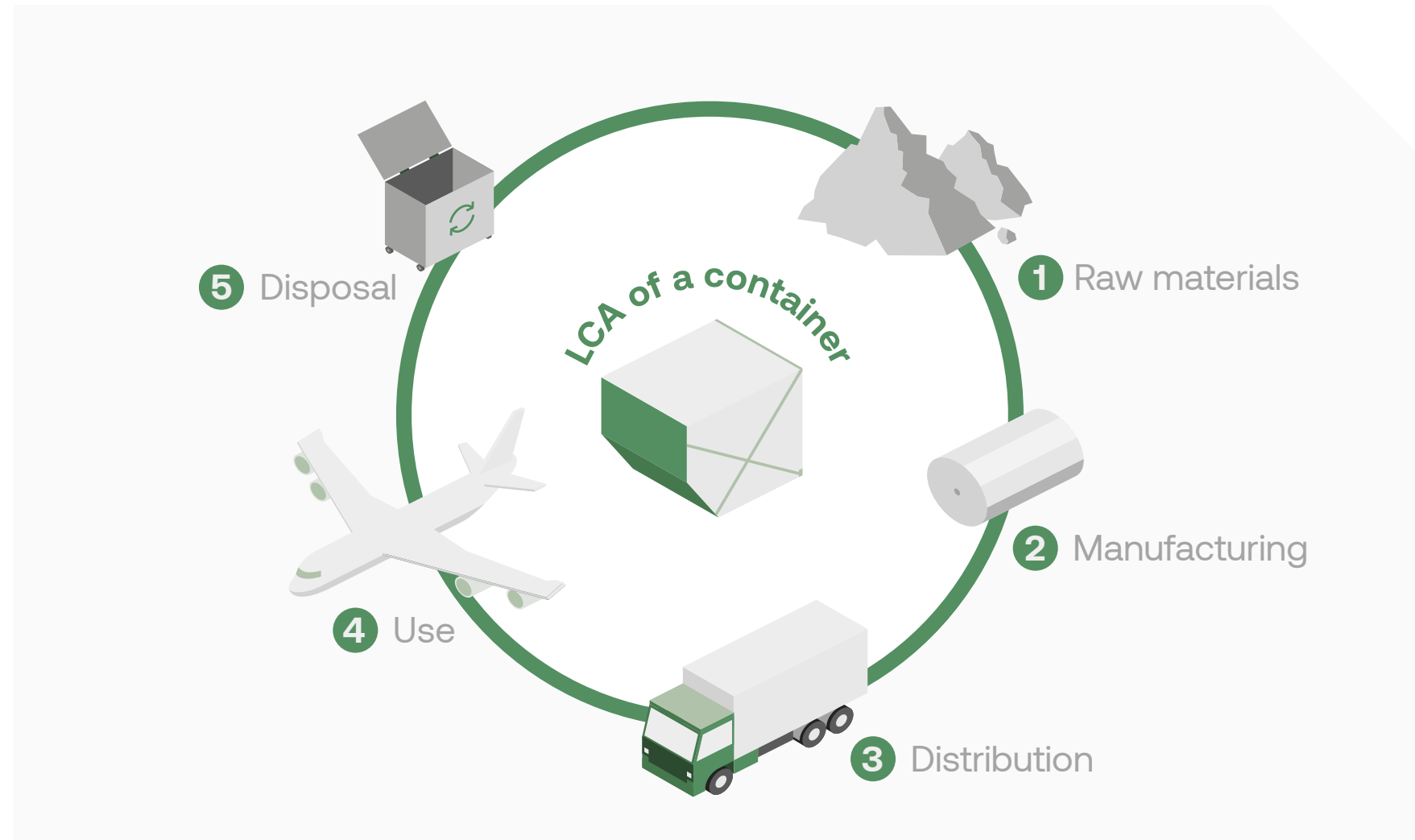
# Product

## Developing ULDs that surprise, inspire and contribute to a cleaner future.

At VRR, we thrive on developing practical and sustainable air cargo containers. All the products we make are now looked at through a sustainability lens during the design, engineering and procurement stages to make them more environmentally friendly across their lifespan.

### Long term goal

To develop air cargo solutions that use sustainably sourced materials and cause fewer CO<sub>2</sub> emissions in their use phase, and to plan for a product's end-of-life in the design phase.



## Applying internal sustainability standards to product development projects

What is the environmental impact of our products throughout their entire life cycle? We want to know (and so do you), so we created a tool that can make a Life Cycle Assessment during the development stage. It does this by looking at a container's bill of materials, expected use and standard emission data.

We'll be trying the tool out in early 2025 on a newly developed container and making improvements based on the analysis.

## Raising standards

With no industry-wide sustainability standards for ULDs yet, VRR has stepped up! Through ongoing research and testing, we're developing our own

standards for sustainable ULDs – and already putting our findings into practice. Watch these short videos to learn more.



Why ULD sustainability standards are so important



ULD sustainability standards in action





## Increasing the focus on sustainability with a ULD Climate Impact Label

In 2023, we pitched the idea of an industry-wide sustainability label for ULDs. Fast forward to October 2024 and the endorsement of the ULD Climate Impact Label at the ULD CARE conference in Istanbul. We're super proud of the leading role VRR played in this highly collaborative project, which could

not have happened without ULD CARE. The work of our project group is not over, however. In 2025, they will launch the AKE label, and we will continue collaborating with industry partners to expand the use and usefulness of the ULD Climate Impact Label.

## Incorporating in-house lightweighting standards into our designs

The most direct environmental impact we can exert as a manufacturer is making our products lighter. Reducing a ULDs weight by just 1kg has a major effect on a flight's CO<sub>2</sub> emissions, so we now set a weight-reduction target for every new product we design.

Sounds easy, but our engineers have been doing a ton of material research to make this feasible, and there's still more work to do. We're confident the next product we launch will be lighter as a result of these standards.

## Exploring alternatives

ULDs and aluminium are made for each other. We know that. But maybe there are other materials out there that could make ULDs even lighter without

jeopardising qualities such as strength and recyclability. An impossible case? Our design engineers are following every possible lead.



Exploring alternatives to aluminium ULDs



# Emissions

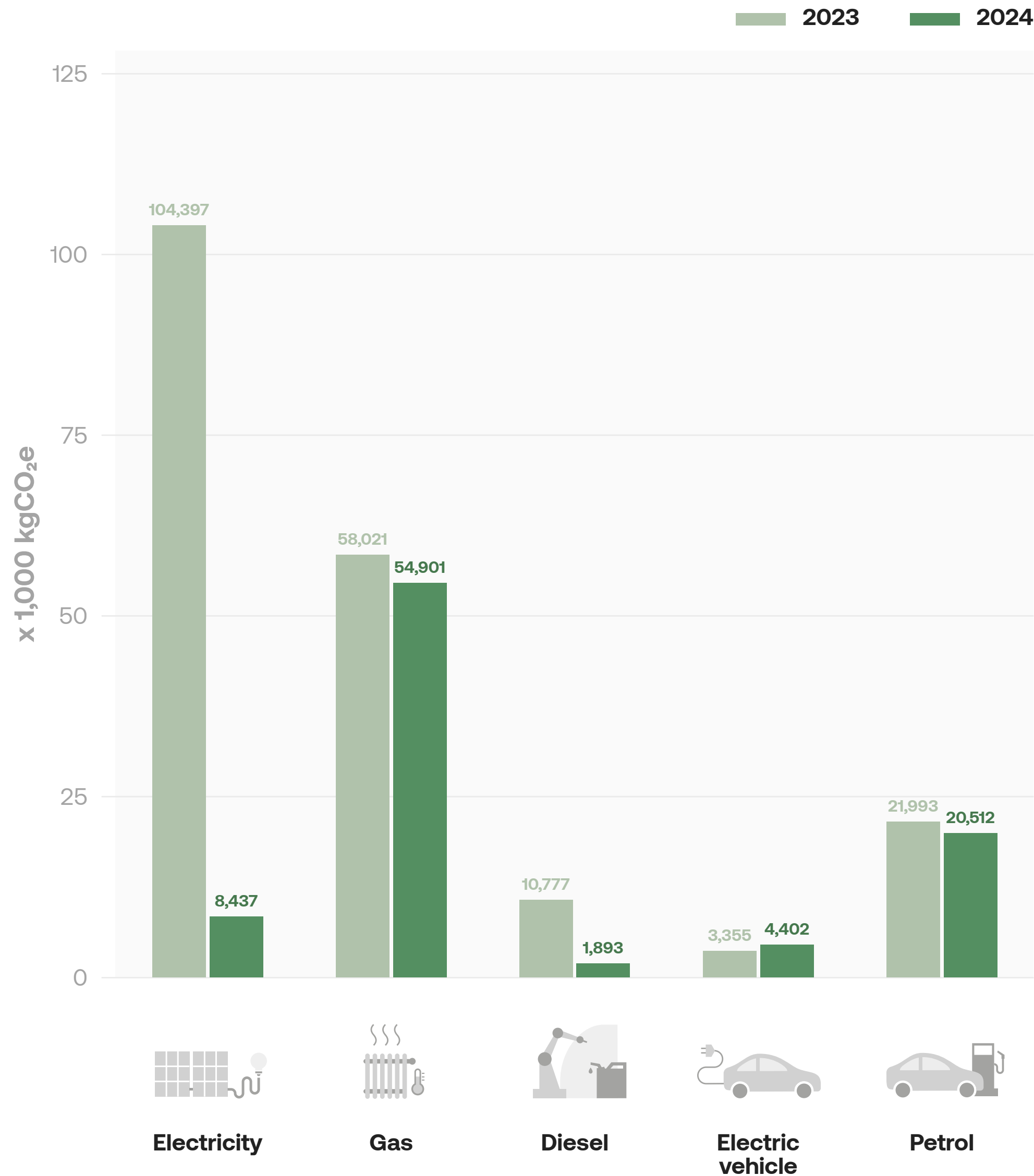
## Reducing VRR's environmental impact to help protect the planet's health.

The air cargo industry is taking concrete steps to tackle carbon emissions. In the meantime, there's a lot we can do as a company to reduce our own greenhouse gasses. We believe every effort will make a difference, no matter how small. It's a matter of looking critically at our operations and being honest about our measurements and reporting.

### Long term goal

**To improve our energy efficiency by reducing operational CO<sub>2</sub> emissions, use more sustainable options for business travel, and increase our share of renewable energy.**





## Our Emissions Journey: Progress in Numbers

For the first time, we've been able to compare our CO<sub>2</sub> emissions to those of the previous year. And we like what we see! As the graph shows, we've managed to reduce emissions across almost all categories.

The biggest drop is in electricity CO<sub>2</sub>e, thanks to our increasing shift toward renewable energy sources. While our diesel usage

has remained relatively stable, the switch to HVO fuel has significantly lowered the associated emissions.

Looking ahead, we expect our electric vehicle usage to climb steadily as all new company cars must now be EVs. This will decrease our use of petrol. We'll also be focusing our efforts on tackling those stubborn gas emissions.



## From net-zero to attainable solutions

Last year, we said our goal was to reach net-zero operational CO<sub>2</sub> emissions by 2030. We stand by our commitment to reducing our emissions as rapidly as possible. However, we've decided a net zero pledge isn't right for us. Instead of pursuing arbitrary deadlines with the

help of offsetting schemes, we're focusing our resources on what truly matters: directly cutting our fossil fuel use and developing green power alternatives. This will help us keep our promise to be transparent and achieve meaningful, verifiable results.

## Measuring and monitoring our energy consumptions

In 2024, we put in a system to continuously measure the Scopes 1 and 2 emissions of our headquarters and factory in Rotterdam. This will help us understand how much direct and indirect energy we use to make our products and run the

company. In 2025, we'll be actively monitoring our energy usage and finding more ways to reduce our consumption.



## Transitioning to clean, renewable energy to lower emissions

Living and working in the Netherlands is an absolute pleasure. However, getting enough sun to power our solar panels can be a little tricky at times. To compensate, we make sure that any energy we take from the grid is mostly green.

Using electricity from remote renewable sources is helping us pursue our 2025 goal: reduce Scopes 1 and 2 emissions to 50% of 2022 levels relative to turnover.



# People

**Driven by the happiness and success of our employees, customers, business partners and neighbours.**

People ensure the success of VRR. Not just our employees but also our customers, supply chain partners and collaborators. Even our local communities play an important part in our story. When the people we care about thrive, we thrive. That's why we want to do our best to make them happy and keep them safe.

### Long term goal

**To care for people—not just those at VRR but all our stakeholders—by offering a safe, motivating workplace, making employees and partners feel valued and giving back to the community.**



## Measuring our performance as an employer

How happy and satisfied are our employees? We see a lot of smiling faces, but to keep our finger on the pulse, we ask them every year to see how likely they are to recommend VRR. This year, they gave VRR an Employer Net Promoter Score (eNPS) of 29.

Naturally, there's always room for improvement. At the request of our employees, we've been working on improving psychological safety in the workplace and making it easier and safer to report concerns

about... well, anything really. We're also looking for ways to enhance collaboration and communication between inter-departmental teams.

That said, there's a lot of appreciation going around. Staff tell us they have fun with their co-workers, enjoy their working conditions, welcome the range of projects and products we offer, and value the open culture. They also see VRR as a place to grow professionally and personally and feel encouraged to take the initiative.





Product

Emissions

People

Governance

Truly a beautiful company, in appearance as well as the people who work there. I'm proud to be a part of this company and hope to be here for many years to come.

I'm very pleased with the co-workers.

The workspace offers a range of projects and products.

**As one of the office staff I appreciate the freedom we get, as well as the well-organised work processes.**



VRR has a great company culture that emphasises people and progression. There is no extreme workload and attention is paid to sustainability and vitality.



There are people within VRR who are actively looking for things they could improve. This proactive attitude is appreciated.

**I'm very satisfied about the pleasant working conditions.**



The work environment, the facilities and the atmosphere I enjoy the most about working for VRR.

The organisation is there for me.

I enjoy the open culture.

**Professional organization, well-organized processes, great atmosphere, space to decide for yourself (in consultation) how to do your job.**

I appreciate the freedom at VRR.

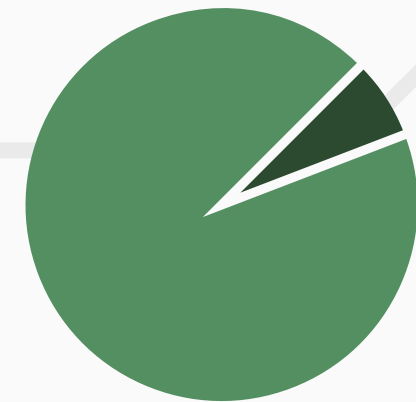


I certainly appreciate the lovely colleagues.



## Accidents

14 Small injury



- 0 Product related accidents
- 0 Product safety
- 0 Flight accidents caused by our products
- 1 Accidents hospital

## Internal Safety Reports

11 Unsafe work environment

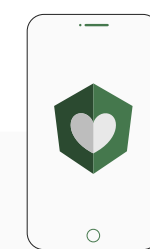


- 7 Hazardous substance
- 3 Product safety
- 2 Unsafe use of tool/equipment

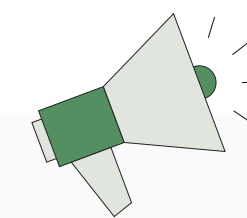
## Triumphs in 2024



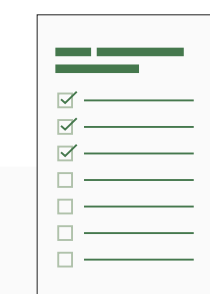
**Employee Code of Conduct**  
1st version published



**Anonymous reporting tool in progress**  
launch date beginning 2025



**Campaign to promote desirable behaviour set up**  
launch date Jan 2025



**New hire onboarding checklist for production employees**



**Updated personnel manual**

## Successful launch of our Safety Management System

In 2024, we developed a systematic and proactive approach to improving the safety of our existing manufacturing processes, reducing workplace accidents, and reinforcing an overall safety culture. Our Safety Management System (SMS) has been audited and approved by the government and will be fully operational in 2025.

The SMS has already produced some positive outcomes, including

a Safety Review Board, a Safety Manager's reporting system, and a Working & Feeling Safe working group.

Safety will remain a priority in 2025. We will be using the SMS to strengthen safety reporting, elevate company-wide safety awareness, and reduce workplace accidents and safety-related non-conformities.



# Governance

**Being open, honest and ethical in all our dealings with every stakeholder and expecting the same in return.**

We care deeply about sustainability, but we also care deeply about our stakeholders. Fortunately, we see no conflict between the two. By maintaining our integrity in every aspect of our business, we hope to inspire others to do the same.

## Long term goal

**To hold ourselves and our partners to a strict set of ethical standards, promote a culture of integrity and communicate all our sustainability efforts openly and transparently.**



## Strengthening our corporate governance

Plans sometimes need tweaking, right? Last year, our aim was to publish three governing documents in 2024: a quality and safety policy, a sustainability policy, and a supplier code of conduct. In fact, we published four policies covering much

of the same content, just not in the same format we had anticipated. We think these revised documents suit VRR much better. Next up: a security policy.

## Internal policies published in 2024

### Management Responsibilities

Setting out our senior management's commitment to quality and sustainability.

### Code of Conduct

Guidelines defining the expected behaviour and proper practices for employees.

### Safety Policy

Presenting VRR's plan and strategies to ensure health & safety in the workspace.

### Supplier Agreement

Updated to include SMS requirements.





## Reinforcing our data security efforts

No company wants to deal with a data security incident. Unfortunately, we experienced one minor e-mail breach in 2024. The good news is that it was discovered and resolved quickly and did not result in any loss of data. We subsequently scaled up our data monitoring practices. Our

goal for 2025 remains the same: zero data breaches and guaranteed security of all internal and third-party information.



## Continually improving our information security

Our review of ISO/IEC 27001, the international standard for information security, was completed this year and resulted in three projects. One concerned a direct safety risk, which was resolved immediately. The others relate to our IT policy and to working partly on internal servers and partly on cloud-based

servers. We'll be working on these more significant projects throughout 2025, affirming our commitment to preserving the confidentiality and integrity of all information.



# Next steps for VRR

Without a doubt, 2024 was a transformative year for our sustainability journey. We developed tools and standards that give us a clear path forward, and now we're ready to turn this knowledge into concrete results.

Safety—both physical and psychological—tops our agenda for 2025. While we're proud of our positive workplace culture, we know there's room for improvement. Every team member should feel completely comfortable speaking up about safety concerns, whether they're about workplace conditions, interpersonal issues, or incidents of unacceptable behaviour. We're implementing new initiatives to ensure everyone feels heard and supported.

Our commitment to sustainable product development continues to evolve. With new sustainability standards and testing tools in place, as well as ongoing research into advanced materials, we're excited to apply these insights to our next generation of products. The ability to validate the environmental impact of our designs with greater precision is a huge step forward.

Perhaps most importantly, 2025 will be the year we fully integrate sustainability into our daily operations. Environmental considerations shouldn't be a special project or an afterthought—they need to become as natural as quality control or cost management in everything we do.

This past year has taught us that real progress comes from turning insights into action. As we move forward, we'll continue measuring our impact, challenging our assumptions, and finding new ways to make our operations and products more sustainable. I'm confident that next year's report will show how these priorities are shaping both our company and our industry for the better.

*Geert van Riemsdijk*  
Managing Director of VRR

[Read about all our 2025 goals on our website.](#)





# Committed to sustainability

At VRR, sustainability is not a trend but a promise.

[See our goals ↗](#)

**VRR**

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