2026

Sustainability Update



Introduction

This fourth Sustainability Report outlines TT Club's progress over the past year in areas identified as most relevant to the Club in last year's report. The report provides an update on the Club's sustainability impacts in four areas – 'collaboration and partnerships', 'insured operations', 'own operations', and 'own people' – and how these align with the five United Nations (UN) Sustainable Development Goals (SDGs) considered most relevant to its activities.

These are:

- SDG 5 on gender equality
- SDG 8 on decent work and economic growth
- SDG 9 on industry, innovation and infrastructure
- SDG 12 on responsible consumption and production
- SDG 14 on life below water.

This document is an update on the Club's progress in 2026. The Club's complete Sustainability Report can be found here.

Collaboration and partnership

International Cargo Handling Coordination Association

TT Club continues to collaborate with the International Cargo Handling Coordination Association (ICHCA) on various operational safety initiatives, including the Innovation in Safety Award and the Safety Village at the annual TOC Europe conference. The Safety Award attracted 31 entries across 16 countries in 2026, and continues to grow in participation year on year.

Cargo Incident Notification System

Through its ongoing collaboration with the Cargo Incident Notification System (CINS), TT Club has continued to promote safer and more sustainable containerised supply chains. Activities this year included presenting updated dangerous goods guidance and the latest Book it right, pack it tight resources at the CINS meeting in Singapore, alongside supporting the publication of CINS guidelines for the safe shipment of lithium-ion batteries, helping to reduce cargo incidents, fires and associated environmental impacts.

UK P&I Club

TT Club's partnership with UK P&I Club has focused on improving safety standards across global transport and logistics operations. Joint publications this year included guidance on lithium-ion battery storage, the safe carriage of vehicle cargoes, and the Book it right, pack it tight dangerous goods packing guide, promoting best practice that helps minimise incidents, protect cargo and assets, and support more sustainable supply chains.

BSI

The Club works with the UK national standards body BSI to produce cargo theft reports that assist Members in understanding the latest cargo theft trends and hot spots. This year TT Club and BSI issued their Annual Cargo Theft report as well as an in-depth report into freight crime in the Benelux region.

Port Equipment Manufacturers Association

TT Club's ongoing partnership with the Port Equipment Manufacturers Association (PEMA) supports the development of safer and more sustainable terminal operations worldwide. Alongside active participation in PEMA's annual meetings, TT Club jointly produced the Collision Prevention at Ports & Terminals guidance document, promoting best practice measures that help reduce injuries, equipment damage, operational disruption and the environmental impacts associated with terminal incidents.

University of Sheffield

In its first university partnership of this kind, TT Club worked with the University of Sheffield and TAPA EMEA to host a hackathon aimed at developing future supply chain talent and encouraging innovative thinking around container security. Students were challenged to devise practical solutions to emerging logistics risks, and following the success of the event, TT Club intends to build on the initiative with future hackathons to support safer, more resilient and sustainable supply chains.

Insured operations

This section provides a qualitative assessment of the impact of the Club's existing activities on the sustainability of Members' operations, its 'insured operations'.

The Club seeks to make a positive impact on SDGs 5, 8, 9, 12 and 14.



Loss prevention programme

- Since last year's report the Club has continued to issue guidance on ESG-related topics in its monthly newsletter TT Talk. Topics have included: climate stress on inland waterways, operator dehydration and heat stress, the systemic threat of "Super El Niño" on global supply chains, flood risk, shore power and more.
- Further case studies have been added to the Club's ESG toolkit, including submissions from Haskoning, Dublin Port, Port of Blyth and Port of Tyne.
- The Club continues to produce episodes of its podcast, TT Live, and has covered topics such as abandoned cargo risk, dangerous goods, modern slavery and people trafficking, and places of refuge.
- The Club has continued to develop practical guidance that contributes to safer, more resilient and sustainable supply chains. This includes publications focused on the safe management of lithium-ion batteries and other dangerous goods, addressing the growing risks associated with emerging technologies and the transition to lower-carbon transport. Additional guidance for ports and logistics operators in its "Port Authority Bulletin" seeks to reduce the potential for serious fires, explosions, environmental contamination and harm to people, while supporting improved risk management and more responsible operational practices across the industry.

Supporting transition to new technologies

- TT Club's innovation activities make a meaningful contribution to our sustainability objectives by helping to create safer, more resilient and more efficient supply chains. Through initiatives such as the Innovation in Safety Awards, Safety Village events, collaborative research and the application of AI and data analytics, the Loss Prevention team promotes practical solutions that reduce accidents, improve operational performance and strengthen risk management across the transport and logistics industry. By accelerating the adoption of new technologies, fostering knowledge sharing and supporting continuous improvement, these activities align closely with UN Sustainable Development Goal 9, Industry, Innovation and Infrastructure, while also contributing to safer and more sustainable operations worldwide.

Encouraging excellence

- Developing future talent is an important element of TT Club's sustainability agenda and reflects our commitment to supporting the long-term resilience of the global transport and logistics industry. Through initiatives including our long-standing sponsorship of the FIATA Young Logistics Professional Award, the TAPA EMEA Young Supply Chain Resilience Professional Award, TT Club's Under 35s seminar programme and our collaborative hackathon with the University of Sheffield, we actively invest in the development of emerging industry professionals. These efforts are complemented by our involvement in judging the Global Supply Chain Classroom Global Sustainability Supply Chain Student Competition, helping to encourage fresh thinking, innovation and sustainability-focused leadership. By creating opportunities for learning, collaboration and recognition, TT Club is helping to inspire and equip the next generation of supply chain leaders.

Own operations

All Club premises are provided and operated by its manager, Thomas Miller, meaning that the Club's approach is intertwined with Thomas Miller's approach. The Club is working closely with its manager towards future reporting in this area. In 2026 Thomas Miller published its fourth annual ESG report, which outlines in more detail its commitments to reduce the environmental impact of its global operations (see ESG Report 2026).

Reducing emissions

- Reduction in global Scope 1 and 2 emissions of 4% and 9% respectively. The reduction in Scope 1 emissions is primarily driven by a reduced company vehicle mileage in the Hamburg office. The reduction in Scope 2 (market-based) emissions reflects lower energy consumption across most offices and the transition to a renewable electricity tariff in the Hamburg office.
- Business travel emissions decreased by 29% (from 2,602 to 1,834 tCO2e). This reduction is largely attributable to a change in emissions factors rather than reduced travel activity or modal shift.
- Thomas Miller's global Travel Policy encourages employees to choose the most sustainable travel options, and the current booking system via Reed & Mackay provides environmental data for each travel option to support more informed, sustainable choices. In early 2026, it edited the policy to allow Eurostar Premier (business class) booking on Eurostar trains as opposed to the Standard class previously required by the policy. This will encourage employees to travel by train to Paris, Brussels and Rotterdam rather than flying.
- TT Club continues to pay into an offset fund for travel, setting the rate at $100 per tonne of carbon dioxide emitted as recommended by the United Nations Global Compact.
- While the Club's Board considers face-to-face interaction with its Members and first-hand oversight of their operations to be a crucial part of its service offering, the Risk Maturity Tool developed in 2024 has shown its value this year in increasing Member engagement without the associated business travel requirements. One Member used the tool for 30 sites across its global operations, a considerable level of engagement without increasing emissions.



Own people

An update of the impact of the Club's sustainability progress on directors and employees, its 'own people', is provided below along with how this aligns with SDGs 5, 8 and 9. All Club employees are employed by the Club's manager, Thomas Miller, meaning that the Club's approach is directly linked with Thomas Miller's approach. The Club is working closely with its manager towards future reporting in this area.

TT Club staff



TT Club Management only



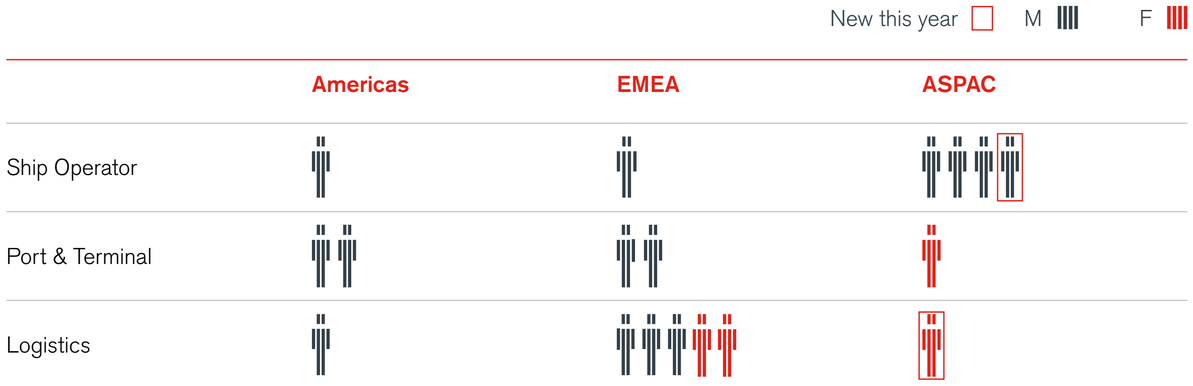
TT Club Board



Compared with 2025:
TT Club employees: M45%, F55%
TT Club Management only: M68%, F32%
TT Club Board: M88%, F12%

Diversity, equity and inclusion

- Thomas Miller launched Reflect & Grow in early 2026, introducing a refreshed approach to performance management that focuses on meaningful, high-quality conversations grounded in belonging, purpose, trust and growth.
- In 2026, Thomas Miller is evolving its approach to DEI by introducing a focus on belonging and purpose, encouraging individuals to identify their own sense of purpose within the Company.
- Thomas Miller's latest headline gender pay gap in the UK was 39.1%. Unfortunately, this was a small deterioration from the previous year of 0.3%.
- The DEI Forum, launched in 2024, has continued to run "Lunch and Learn" sessions on its three key focus areas: employee carers, neurodiversity and menopause and women's health providing practical insights and creating safe spaces for discussion.
- **69%** of staff have provided diversity data since launch in 2022, a year-on-year increase of 7%.



This graphic only shows Member-representative Board Directors. One male Board Member retired in the period.

Own people

Wellbeing

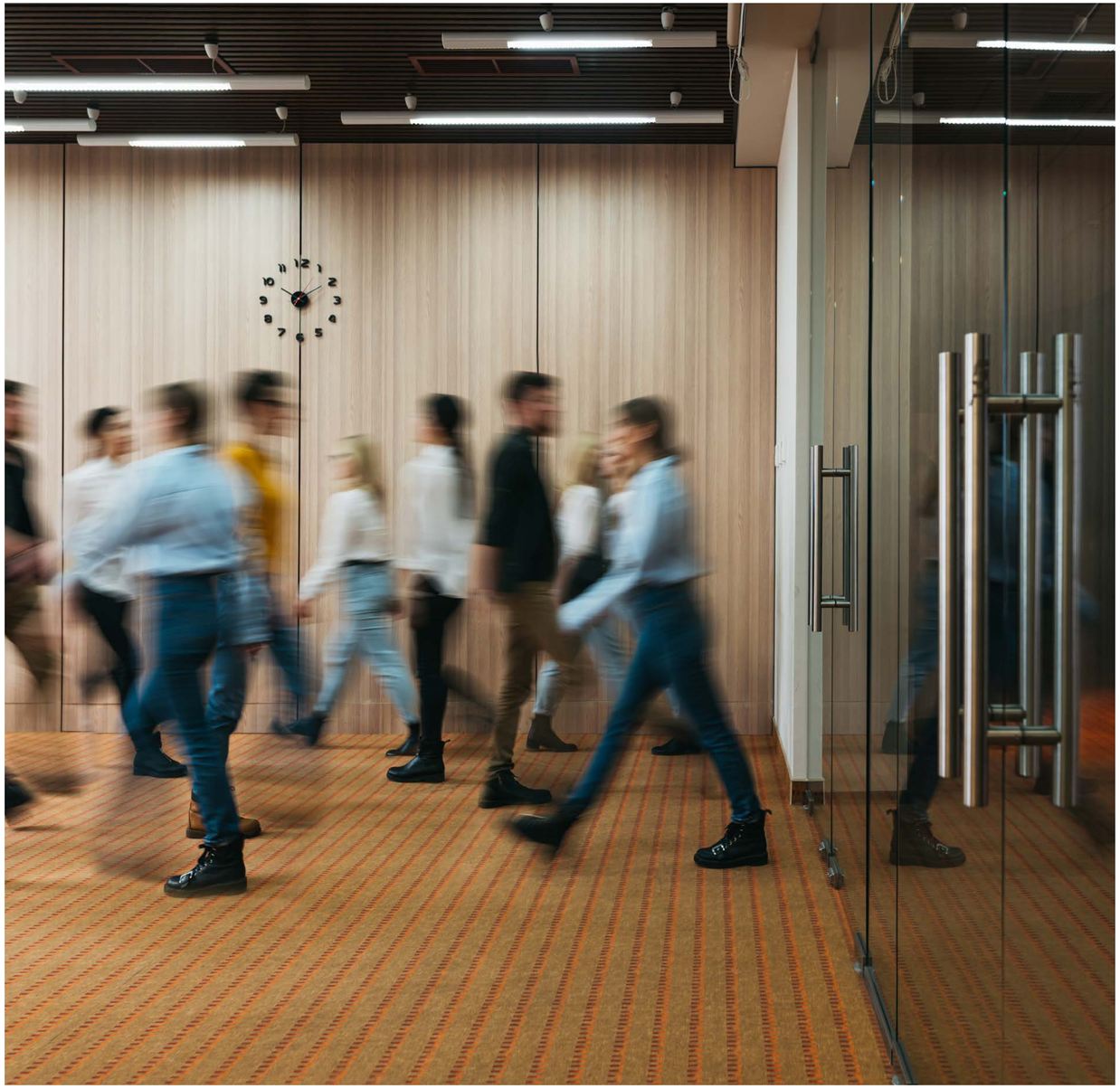
- Robust engagement index of **73%** in our most recent survey (September 2025), marking a 3% decrease from 2024, with an 85% response rate.
  - **73%** feel the way our people act is consistent with what we say about our culture (-2% YoY)
  - **82%** feel the perspectives of people from all cultures and backgrounds are valued (+1% YoY)
  - **74%** feel a sense of belonging at work (-1% YoY)
  - **83%** would recommend Thomas Miller as a good place to work (-2% YoY)

Training and development

- Thomas Miller's 2025 Engagement Survey showed that **62%** of respondents felt they had opportunities for the professional growth and development they were looking for (a slight dip from 65% in 2024)
- **79** employees are pursuing company-sponsored qualifications (up from 67 in the previous year)
- **8** employees on Apprenticeships (3 female, 5 male)
- **241** employees attended Personal and Professional Development Workshops (118 female, 123 male)
- Thomas Miller made a significant investment to secure **560** seats for employees across the Group to participate in Henley development throughout the year, ensuring senior talent has access to the very best external insight and development opportunities.

Corporate and personal social responsibility

- Thomas Miller supported The Switch's Reading Partner Programme for a third academic year, assisting primary school children in developing their literacy skills through weekly reading sessions. This year, Thomas Miller volunteers from the London office dedicated half an hour each week to reading with Year 2 pupils at Aldgate School.
- 2026 has seen the third year of a three-year partnership with Career Ready, supporting disadvantaged students aged 16 to 18 who meet specific Career Ready social mobility criteria. This included a year-long mentoring programme, skills masterclasses, and four-week paid internships across several of our businesses.
- Employees working for Thomas Miller took part in **85** volunteer days in 2024 (+0 YoY)



Our mission at TT Club is making the global transport and logistics industry safer, more secure and more sustainable

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