

# hafen<sup>+</sup>

## Sustainability Report

We are on our way





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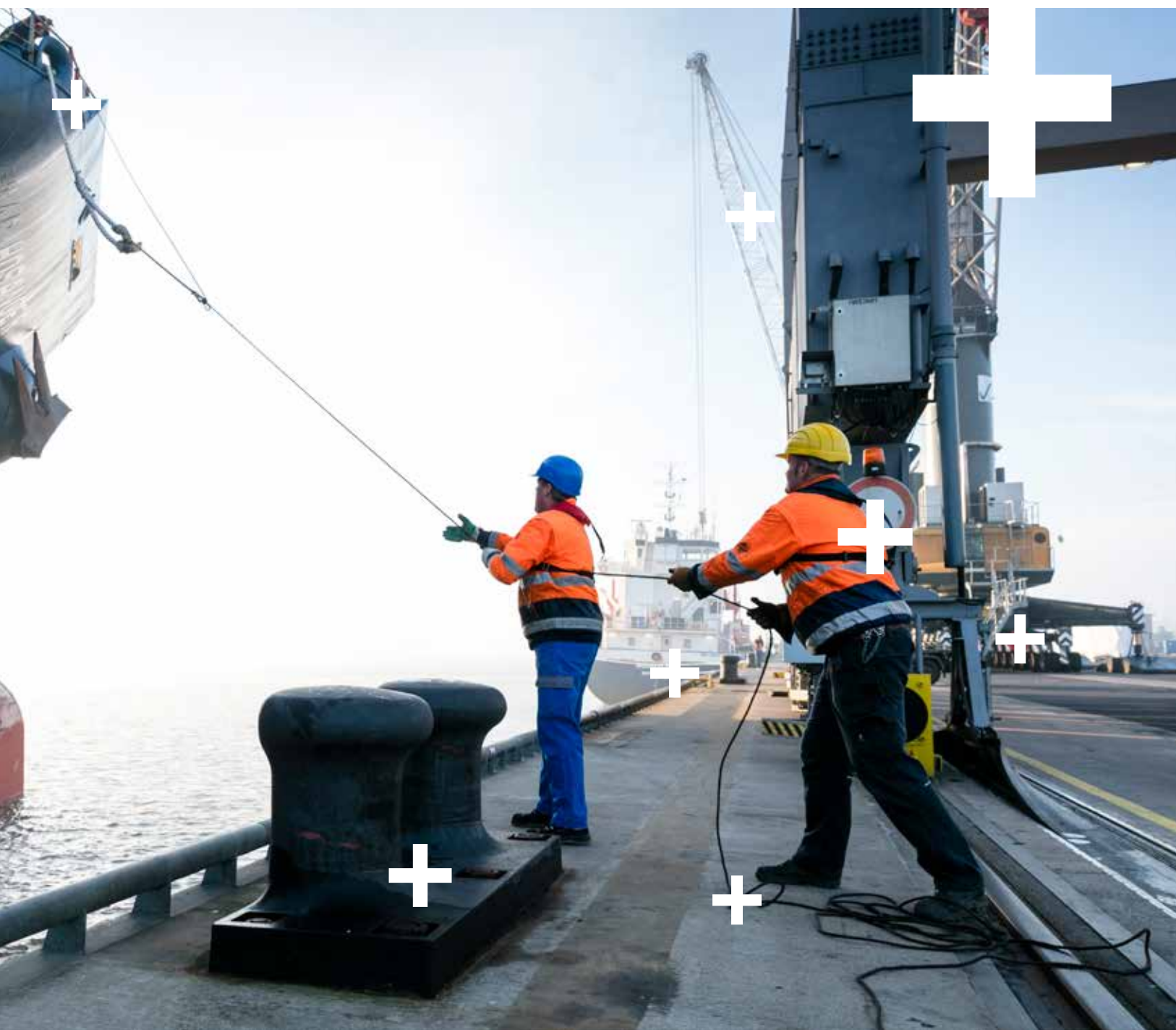
# Discover the Plus

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Our goal is to steer our ports into a vibrant future and hence determine the right course in good time. For some years now, we have been setting our sights on the sustainable development of Niedersachsen Ports (NPorts) and driving important developments forward. We call it *hafen<sup>+</sup>* when port events become real *plus* stories: with clear added value for people, the environment and the economic strength. We invite you to discover the plus points in our ports and to join us in shaping the future of Lower Saxony's coastal region.







# Wind in our sails

Five major seaports, seven island supply ports, three regional ports: NPorts and its team ensure the smooth flow of traffic between sea and land every day along roughly 26 km of quay walls with over 2,700 ha of harbour area and 800 ha of compensation area on the Lower Saxony's North Sea coast. What matters is that our ports will continue to be characterised by an efficient infrastructure in the future: whether international trade flows in a globalised world or regional island traffic in the Wadden Sea World Heritage Site. In 2018 alone, we invested 33 million euros in the expansion of our port sites. Wind plays a particular role in some future scenarios.

Let us turn to Cuxhaven: The modern universal port is particularly distinguished as a hub for handling bulk and general cargo, building materials, motor vehicles and wind turbines. It is also the second largest fishing port in Germany. At 9.8 km, Cuxhaven has the longest quay wall among the NPorts ports. But this is by no means enough, as the cargo handling is growing steadily at this seaport. One of the reasons for this is the wind, of which we have more than enough here on the coast. It is a driving force for the local wind power industry. In recent years, the Cuxhaven seaport has developed into the leading port for handling offshore wind turbines on the North Sea coast. The offshore base Cuxhaven has been continuously expanded with foresighted investments by the state as well support by the EU. Today, it is the central site for the offshore wind power industry. In Cuxhaven, towers and nacelles (generators) of offshore wind turbines are produced before they are shipped from here and erected at sea.

The steady growth in the offshore segment is also impacting the port's capacities. As the existing berths 8, 9.3 and 9.4 of the Cuxhaven port are occupied by offshore projects, it was necessary to expand the port and create new capacities. Planning such projects responsibly means acting with anticipation and at the same time with great speed, because global climate policy developments mean that changes occur at a new speed. In 2018, we completed two new berth projects after a short construction period. Both construction projects were carried out under comprehensive specifications and measures to protect the environment.

## **New areas for offshore upwind**

In May 2018, berth 9.1 was launched after a one-year construction period: An additional 86 m quay is now available. In September 2018, berth 4 was put into operation by the operator Cuxport immediately after NPorts completed the infrastructure work in late 2017.

 **Offshore Base Cuxhaven**  
Increase in capacity  
Responsible  
construction measures

The inauguration of the new berth 4 marked a new milestone for us: An additional 8.5 hectares were created and equipped so that in future they can also be used by the terminal operator Cuxport for heavy cargo handling. The special equipment includes, for example, four heavy-duty blocks, each with a load capacity of 20 t/m<sup>2</sup>. Ships with a draught of up to 14.3 m can also moor here. Berth 4 is therefore particularly suitable for transporting heavy goods, as required for giant wind turbines. In the future, the completion of berth 4 will mean more transshipment for the high-performance seaport, which leads the top of the North Sea ports in the offshore sector.

But there is more: The planning approval procedures for the expansion of berths 5 to 7 are also underway. The additional port facilities will strengthen the competitiveness of the Cuxhaven region for conventional goods and in the growing segment of renewable energies.

### Hydrogen from wind power as a future scenario

And now a glance at Emden: Here, too, the wind is driving us towards future-orientated projects with renewable energies. In Emden we have started the research project WASH2Emden. Together with Tyczka, abh, DBI, MARIKO and in cooperation with the port service provider EPAS and the University of Applied Sciences Emden/Leer, we are exploring how hydrogen can be generated from wind power and where it can be used as an innovative energy source within the port. Hydrogen is seen as the key to the energy revolution, because unlike other energy providers such as the sun or wind, hydrogen can be stored and transported. It allows for a wide range of applications for new mobility ideas, in heat and electricity utilisation and for use in industry.

The Emden seaport is ideally located for this ambitious research project thanks to its proximity to large onshore and offshore wind farms with surplus electricity. As a large universal port, Emden also offers numerous different fields of application for our research questions in order to run through the innovative use of hydrogen. This makes it an ideal location for innovation, especially as the seaport is developing into an energy hub in-between the sea and land in the north.

We want to explore three areas as part of the project by 2020. On the one hand, there is the question of where hydrogen can be generated through wind power in the Emden area. The second aspect is the storage and distribution of hydrogen: Which transport routes and storage facilities make sense for the port of Emden? And the third question revolves around the fields of application that arise for hydrogen in the port of Emden and in the surrounding region. The use of handling equipment or port vehicles is conceivable.



Innovation  
through research projects

Cooperation  
for future technologies

Generation, storage and use of  
hydrogen

With the WASH2Emden research project, we are bringing a breath of fresh air into the energy revolution and laying the foundation for decisions on investments in a green hydrogen supply chain.

**"Ports must anticipate and adapt to new needs. Our partner NPorts is already implementing a large number of measures to drive sustainability forward. Within that context, the port company is in close dialogue with regional, national and international partners along the entire logistics chain. I see the resulting synergies as a key building block for the further development of the ports."**

Katja Baumann

Managing Director, MARIKO GmbH

# Our ports. Your future.



It's good to know what's important to you. Values such as responsibility and team spirit characterise our inner compass. We already put into words what we take for granted some time ago in order to share it with everyone. Our mission statement has been the guiding principle of our actions ever since. In our agreement on cooperation and leadership, we also agreed on the values that are the basis and orientation for working together.

What defines us and what do we stand for? About ten years ago we took the time to write down a few clear words regarding this. The mission statement process was devised in the centre of the organisation and driven forward by the Communications department. From the start, we strove to involve as many voices as possible: various departments, the works council, our branches and, last but not least, our managers across the company. The task seemed simple: write down as it is. But a mission statement demands more than that: to create an image that guides our thoughts and actions.

Together we set the cornerstones and outlined our actions. All we had to do was look closely and discover what makes us who we are:

»The world of ports. »15 regional ports. »Our owner, the state of Lower Saxony. »Interface between sea and land. »Infrastructure for shipping and logistics. »Our customers. »Our employees. »Partnerships.

»Coastal habitat »Our region.

## A mission statement for the future

Our first mission statement was created based on these thoughts, which we see as a matter of course. In 2016, we took another stab at examining ourselves, setting the compass and aligning it with our corporate goals. Once again, many were involved: our managers, all branches and the newly established Corporate Culture working group. We quickly all agreed: Basically, everything had been said and only needed to be made more concrete in order to be prepared for the future. And so our self-image today is as follows:

## Our ports. Your future.

"Niedersachsen Ports is a 100% subsidiary of the State of Lower Saxony and is the port infrastructure company with the most public seaports in Germany. We provide the infrastructure for shipping and logistics in 15 ports in Lower Saxony. Our ports are of great importance for the economy far beyond



**Broad staff involvement**  
**Orientation on corporate goals**  
**A set of values for the future**



**"It was important for us to develop our mission statement from the inside out and to agree on it in joint meetings. That is how it became a good foundation for our corporate culture."**

Stephan Ammersken

Member of the Corporate Culture WG as well as Works Council, NPorts

the coastal region. As an infrastructure company, we shape the future of our ports. At the interface between the sea and land, Niedersachsen Ports brings all players together. Reliable, efficient and close to the customers: Our experienced and competent employees are indispensable sources of energy and ideas for the development of the port system in Lower Saxony. We feel closely connected to the coastal region. Industry, trade, tourism and fishing depend on our ports - we are happy to accept this responsibility. Together with its partners, Niedersachsen Ports is developing a clear perspective for each individual port site and for the entire region."

In the chapters "Competencies at the port", "Course: Future" and "Pulling together", we also set out what defines our service portfolio, how we work and what our promise to our stakeholders is.

#### **Our cooperation: clear values as coordinates**

In 2017, another milestone in our corporate culture followed the mission statement: The agreement on cooperation and leadership. In nine principles we declared what defines us as a team at NPorts and what we can rely on in each other. The agreement was largely developed by the Corporate Culture working group together with a wide management group. It forms the foundation for a new understanding of leadership at NPorts: Since then, responsibility, reliability and development have not only been the desired skills of our managers, they also characterise the overall team spirit at NPorts.

It is a good thing that these coordinates are now written down in a way that everyone can understand, and that we can align our actions accordingly. It is even more important for us to fill these words with life every day and to be able to "fight" for them. Our mission statement and agreement are therefore important embarkation points for our lasting corporate culture.

**+** Responsibility, reliability and development  
Agreement on Cooperation and Leadership  
Corporate Culture Working Group

## **We are ...**

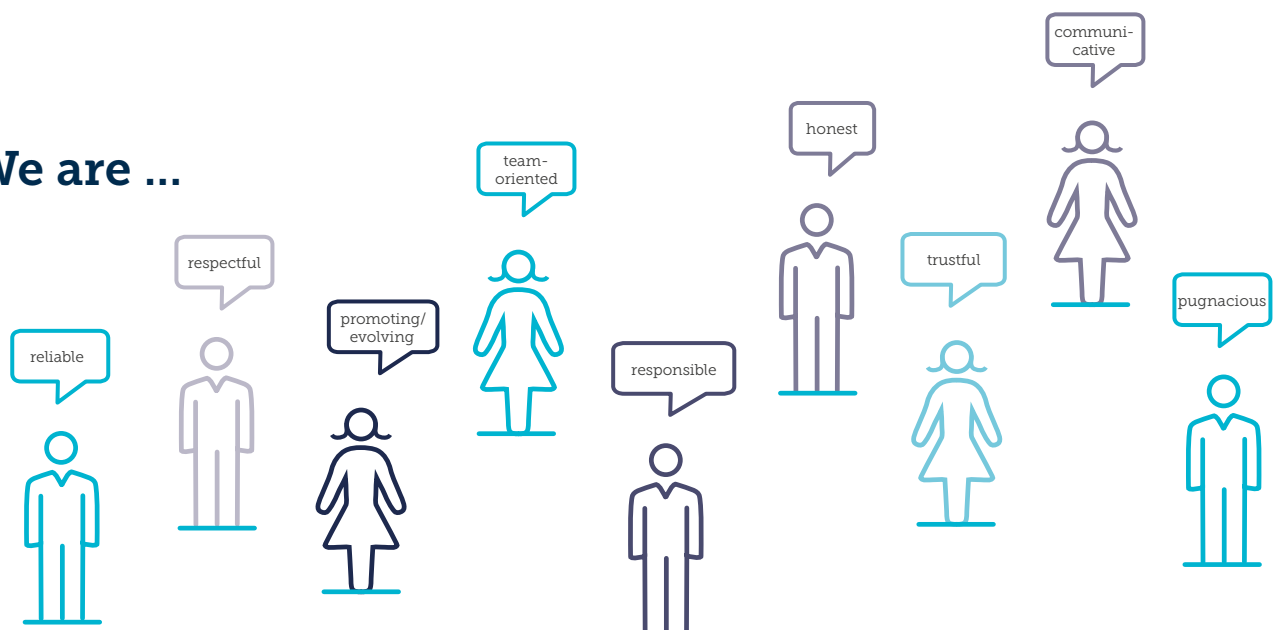
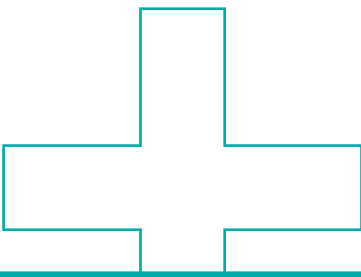




Photo: fotolia © creativenature.nl



# On land with lapwings and toads

When we build port facilities, we interfere with natural landscapes. What is taken from the environment, we return to it with so-called compensation areas. We thus create important ecosystems and valuable habitats for animals and plants in our region. Of the roughly 3,500 ha of land that NPorts owns, we already dedicate around a quarter of it to nature conservation.

New life is created when we create compensation areas with great commitment and help to restore the natural balance of our rural area. On newly created marsh areas there are numerous breeding sites of endangered bird species, such as lapwing or garganey. We renaturalise the shoreline with near-forgotten types of meadow flowers like the marsh marigold. With our care, coniferous forests become full of species and deciduous forests again and we construct species protection fences to bring common toads and grass frogs safely across the road.

The compensatory measures NPorts takes for the port structures in the ports of Lower Saxony are manifold and aim at restoring living ecosystems. Our nature conservation areas are mainly located around the construction-intensive seaports of Brake, Cuxhaven, Emden, Stade and Wilhelmshaven.

As a compensation for berth 4 on the Europakai in Cuxhaven, we purchased two large areas in 2012 and have since invested in the extensive renaturation of the landscape. The objective along the Belum outer dike was to reduce the extensive agricultural use of the marshland areas and to reclaim the dike surface as a safe natural habitat for breeding and visitor birds. Using tidal flats and small ditches, we have created 25 ha of water areas and alternating water zones and

stabilised a permanent, varied wetland vegetation: an ideal habitat for more than just geese.

## **Habitat for rare breeding birds**

On the Hemmor compensation area, about 30 km from the Cuxhaven seaport, a diverse wetland has been created - the size of 42 football pitches. More than 50 bird species have settled in again and 32 bird species breed here in the meantime - among them the garganey, which is threatened with extinction. Amphibians, dragonflies and other insects have also discovered a home in this area. Nature is so pleasantly diverse here that NPorts has built an observation tower from which you can watch numerous rare birds.

Close to the Brake seaport, the garganey, the lapwing and the oystercatcher have returned once again. In the Seefelder Marsch, a large, continuous area was created as a compensation zone. A hedge in the middle of the terrain was cleared. Birds of prey and crows can now hardly find hides anymore and many threatened small meadow birds have started to return and settle. Today, the Seefelder Marsch compensation area is a habitat for breeding birds of national importance.

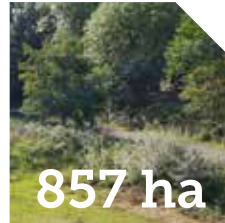
The positive influence of the renaturalisation of riparian strips on the settlement of meadow breeders can be seen in the Emden Riepe, which is one of the compensation areas of the Emden seaport. NPorts

acquired and renaturalised the area by the water.

Today we are pleased by the vegetation full of species and home to rare plants like marsh marigold, yellow iris and a wide distribution of the land reeds. This forms an ideal habitat in which many meadow birds feel at home and build their nests once more.

### Idyllic forest and moorland landscapes

Our compensation measures in Wilhelmshaven are primarily aimed at the renaturation of forest areas. In the area of the Wittmund forest, for example, the former forest moors are being renaturalised on an area spanning 200 hectares. In this way, we are ensuring that the original flora and fauna, which can only be found in remains, can be reintroduced on a large scale. Where coniferous forests now grow on former moor soils, near-natural deciduous forests will develop again in the future. In addition, a diverse mosaic of forest moors, sedge reeds and heathland will emerge. In the municipality of Jade, meanwhile, the largest contiguous forest area of the Wesermarsch is growing in-between pastures and arable land. NPorts in Südbollenhagen has reforested the areas around a 150-year-old oak mixed forest on an area totalling 120 ha. These days,



**857 ha**

**Compensatory areas**  
(2017)



**2,671 ha**

**Port areas**  
(2017)

an idyllic forest area of oaks, birches and willow bushes with rush mire and lakes is attracting new life.

And it is not always just the large compensation areas with which we bring ecosystems back into balance. Sometimes a single kilometre suffices. The amphibian fences that we have erected along the A29 in the area of the Rüstersieler Grodens are about that long. We use these to prevent common toads, grass frogs and common newts from crossing the motorway. The documentation of the catch figures demonstrates that we have already caught around 4,300 animals through this effective resettlement measure and then safely brought them across the road.



**Renaturation of special habitats**

**Diverse compensation measures**

**Protection of flora and fauna in the vicinity of ports**



**“Ports offer space for transshipment goods and port logistics. At the same time, they also create valuable habitats for our native flora and fauna through extensive compensation measures, thus contributing to the preservation of biodiversity.”**

Bärbel Ammann

Team Leader Infra- and Suprastructures, NPorts



# Shining examples

Our ports never sleep. Goods are unloaded and loaded around the clock. Hence the area may be lit up as brightly as during the day, because the port operations need to continue to run safely and smoothly. So it is not surprising that around 20% of the energy used in port operations is required for lighting. New lighting technologies such as LEP and LED promise significant energy savings and better lighting quality. In two innovative lighting projects in Emden and Brake, we are developing exemplary solutions for efficient and environmentally friendly lighting that have a model character.

LEP or LED? Plasma or diode? New lighting technologies are entering the market, promising efficiency and great luminance. We wanted to know: What is the best light source for the specific challenges in our ports? The innovative lighting technologies are exposed to a harsh climate in the ports when facing wind and poor weather, often at lofty heights of up to 40 metres. Which special lighting conditions need to be solved and how do light sources contribute to sustainability? Ideal lighting in sustainable terms offers low energy consumption over the entire life cycle (production, operation, recycling) with the best possible illumination and lighting quality, compliance with occupational safety and workplace guidelines, low resource consumption and takes into account the effects it has on people and animals. Together with our project partners bremenports, JadeWeserPort and BLG, we investigated these questions in various test runs in the context of the LEP/LED project.

In the participating ports, various lighting conditions were examined that represent typical port scenarios, e.g. at railway facilities, at locks, container and general cargo warehouses. Each situation was recorded according to specific criteria. We were interested in findings on light quality and luminous efficacy, energy efficiency and work safety. At the same time, we collected data on the effects of light emissions on insect life.

## Comparison of innovative lighting technologies

At the Seaport of Brake seaport, we were fortunate enough to be able to install three lighting variations on a test track directly adjacent to each other. The large storage area for general cargo west of Niedersachsenkai is illuminated by three high masts from a height of 36 metres. We equipped each of the masts with a different lighting variant: one with new, conventional sodium vapour lamps, one with LEDs (light emitting

- +** Extensive research project on lighting technologies
- Overall assessment of the light source life cycles
- Efficiency, work safety and ecology

**"Optimum lighting is important for the safety of operations in our ports. It must also meet our economic and ecological requirements. In addition to efficient lighting, light emissions and thus the influence on nocturnal insects also play an important role."**

Olaf Eden

Technical project manager LEP/LED in Brake, NPorts



### **+** Gradual switch to LED Intelligent lighting systems Need-based control

diode) and the third mast was furnished with LEPs (light emitting plasma). So the lighting technologies in Brake literally competed to outshine each other. After comparing all criteria, the LED luminaires showed a clear advantage over the radiant power of LEP luminaires and conventional lighting. The results in Brake were compared with those in Bremen and Bremerhaven, and at the end of the project a consensus was reached: LED luminaires are to be preferred to other luminaires at new plants. Warm and white LED light is also advantageous for insects. The results of the research project, which was supported by funds from the Northwest Metropolitan Region, gave us a clear message: We will gradually switch the lighting in all NPorts ports to LED.

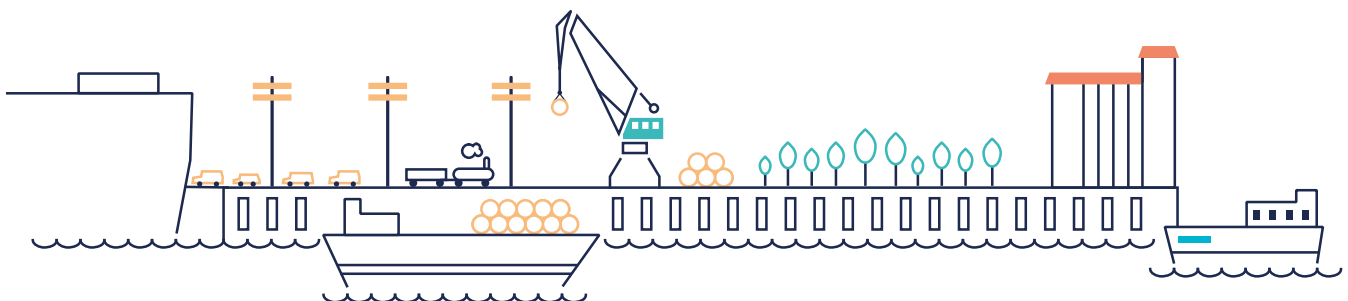
As was the case at the Emden site, for example: Along a length of the 900m, six tracks lead to the quay's edge at the seaport. From here, among other things cars are loaded for transport to England by ship, and the tracks also serve as shunting and holding tracks. Since the old lighting system had to be replaced, we installed an intelligent lighting system that makes use of the full potential of digitalisation.

#### **Demand-orientated: the right light at the right time**

Intelligent control, automation and energy-saving LED technology form the basis of the new track lighting system in Emden and provide the right light at the

right time. Whether shunting work or loading and unloading activities, early evening, late night, drizzle or a clear starry sky: Motion detectors as well as light and track sensors detect the various situations. The system is programmed with different scenarios and automatically detects which light setting is required. If needed, the employees in the signal box or from the loading company can also regulate the light individually. The lights can also be controlled remotely via an app.

The advantages of the intelligent lighting system are manifold. A reduced CO<sub>2</sub> footprint of the port, less disturbance of the nocturnal species and less influence on insects are among the ecological advantages. Economically, LED luminaires have a significantly longer service life, are easier to maintain and save around 70 % energy. And in the area of social effects, the new lighting system has also convinced our employees and customers, who can see better and work more safely on the tracks. Even the residents notice the change: If there are no imminent handling operations, the automatic control dims the lights to 5 lux. That is enough for security and guard duty, reduces light emissions and also lets the night settle in at the port.





# Dredging with care

The variation between low and high tide keeps the seabed in constant motion. The currents cause sand and silt deposits to form, which can disrupt shipping traffic. To ensure access to the ports, we must keep these at a low depth. In doing so, we aim to dredge as sustainably as possible. We have developed a comprehensive dredging management system for our island and supply ports surrounded by the UNESCO World Heritage site, the Wadden Sea. It reduces the impact of our dredging work on the sensitive Wadden Sea and simultaneously provides important data on its development and condition.

Dredging in coastal areas always has an impact on the environment. But we can't do without it. With its island supply ports, Niedersachsen Ports takes over public services for life, work and recreation on the East Frisian Islands.

As a port infrastructure company, we have to ensure sufficient water depth in our ports.

Seven of NPorts' island and coastal ports are surrounded by the Wadden Sea World Heritage Site. These include the Norddeich island supply port as the point of departure for the ferry lines to Norderney and Juist as well as the Benseniel island supply port as the point of departure for the ferry line to Langeoog. In addition, there are also the island ports of Norderney, Baltrum, Langeoog, Spiekeroog and Wangerooge. While these are of vital importance for tourism, some also fulfil important tasks as service and supply ports in the offshore area. Things get very busy here especially in the summer: the ferries transport tourists, island supply ships bring what islanders and guests need, numerous fishing and pleasure crafts arrive and depart every day. And the coast guard and sea rescue services ships ensure safety.

## **Sustainable dredging is possible**

The task of maintaining the necessary water depths

for this lively island environment in the Wadden Sea places us in the middle of a triangle of interests that include society, the environment and business. We are therefore all the more consciously committed to sustainable dredging in our ports.

The five factors for success are clear. First of all: Avoid. The most sustainable measure for the protection of flora and fauna means only dredging when absolutely necessary. Second: Reduce. We take appropriate measures to minimise the impact of any dredging activities that are unavoidable. It is crucial, for example, to use gentle methods when transporting dredged material, to consider the natural dynamics of sediment and to work with ecologically sensible timeframes. Third: Documentation and monitoring. Detailed documentation provides information on the effects of dredging and allows us to proactively control this. Fourth: Dialogue and cooperation. Transparency forms the basis for active dialogue with all stakeholders. And fifth: Development. Through the exchange of ideas and information with specialists, we integrate innovative advances in technology and processes that promote careful dredging.

Our efforts have proven successful, for which we have also been recognised by environmental associations: Since 2007, effective measures have allowed us to



significantly reduce the volume of dredged material in our island supply ports from 200,000 m<sup>3</sup> to about half that amount.

### Long-term data on the Wadden Sea habitat

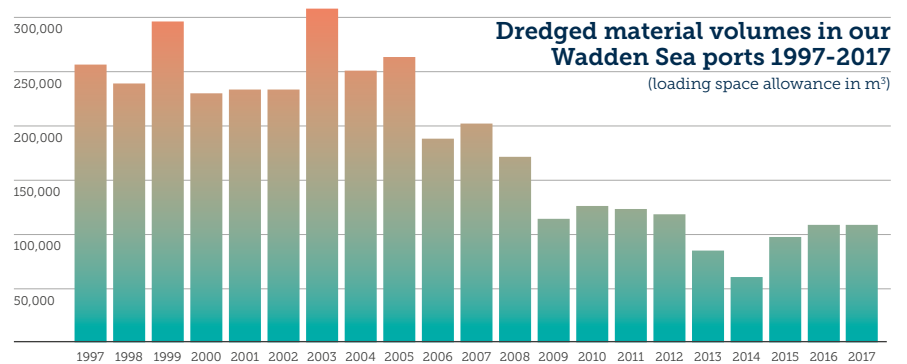
Knowledge about water and the seabed really lets us progress. Through our dredging monitoring we collect important data with which we document the condition and changes around the dredging work areas. We acquire data on any pollutants in the water and in the dredged material, starting with the survey of dredging and dumping points, the dredging quantities and ending with the dredging technology. With our morphological examinations of all dumping points, which we have been carrying out for over 20 years, we measure the changes in soil depths. Thus we can say with certainty that the careful dumping of the dredged material has not changed the seabed significantly. Our monitoring also encompasses the collection of biological data on flora and fauna in the Wadden Sea. Since 2000, we have been investigating the water and soil around the dredging sites and have since been able to carry out valuable biological mapping. We closely coordinate the methods and parameters with the National Park Administration of Lower Saxony's Wadden Sea. Our studies are valuable for the experts of the National Park Administration, as they provide long-term knowledge about the Wadden Sea habitat.

One thing is clear: The sustainable provision of sufficient water depths in our ports is a community act. We do so together with all actors from public authorities, environmental protection,

**"Our Wadden Sea ports are surrounded by sensitive and valuable nature. In order to fulfil our public task of ensuring the accessibility of our North Sea ports and at the same time the preservation of the Wadden Sea, we need careful planning, the use of gentle procedures to provide the necessary water depths and a cooperative partnership with the responsible nature conservation authorities."**

Dr Matthäus Wuczkowski

Sustainability manager, NPorts



business as well as research and development.

In 2018, under the flag of the "Wadden Sea Ports" INITIATIVE, we also entered into trilateral cooperation with ports in Denmark, the Netherlands and Germany. When expanding our sustainability activities, the motto is learning from one another: to protect a unique world natural heritage site, of which we are all very proud here on the coast of Lower Saxony.



**Long-term findings on sustainable dredging**

**Significant reduction in dredging volumes**

**Trilateral cooperation to protect the Wadden Sea**

**Biological mapping**



# Recognising the signals

Our field of work is multi-faceted: We are in constant contact with many actors. As an infrastructure service provider, we ensure the successful interaction of various interest groups. We are an employer, business partner, networker and last but not least a neighbour at the port sites. It is important for us to know the respective concerns in order to align our offers as well as possible.

To know each other, you have to listen. At NPorts, we have taken more time to do this in recent years. Surveys and dialogue formats have become important tools for us to better understand our stakeholders. Stakeholders include all those who are in the same boat with us: because we work together or because what we do affects their interests - as neighbours, customers, business partners or environmentalists. We work hard to gain an understanding for the "other side". Active dialogue allows us to identify important signals at an early stage and to steer success in the common interest.

To begin with, there are the interests of our employees. These have changed in the context of social change and new working environments. It is therefore essential for us to be in close contact with our employees. Regular team meetings, individual development discussions and recurring employee surveys are exemplary measures that let us enter a shared dialogue.

## Turning sustainability into a mission

We are in constant contact with our customers: in person at the port, in specialist working groups, in dialogue events and through surveys. In mid-2018, we conducted our current customer survey among 154 companies. The evaluation of our performance was consistently positive. The constructive feedback has also given us clear impulses for development opportunities. Customers see us above all as a port infrastructure operator, reliable

**"Stakeholder dialogues are valuable experiences for all involved, because it is always about the common future of the port in a constructive atmosphere."**

Timo A. Schön

Managing Director of Seaports of Niedersachsen GmbH

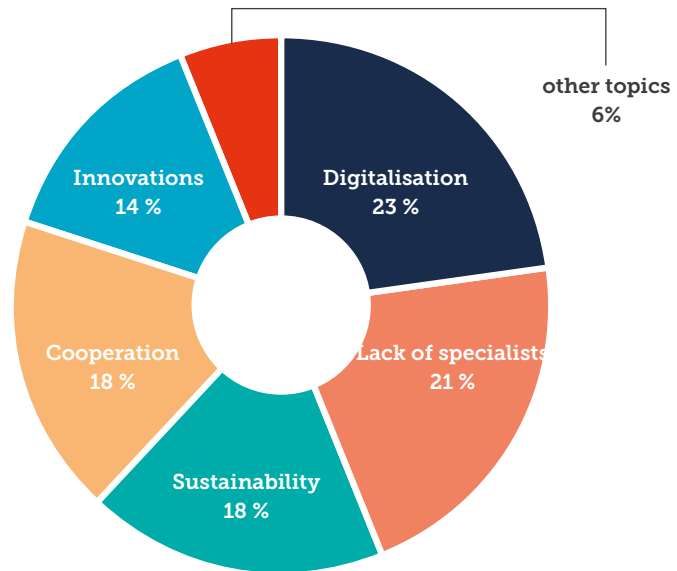
## Result of the 2018 customer survey: Current challenges for the port industry

partner in the port and developer of port prospects. This clear vote for reliability, structure and prospects was sharpened by a further statement: Digitalisation, shortage of skilled staff and sustainability are the issues that most concern our customers. The result is an impetus for us to work even more intensively with our customers on these tasks.

Our Sustainability Strategy was also developed in close cooperation with our stakeholders. In addition to our customers, partners, political and business representatives, actors from nature conservation and environmental protection and our employees were involved in the materiality analysis via an online survey. By providing their views and concerns, they all contributed to our Sustainability Strategy and ensured that we are aware of the relevant topics. In subsequent in-depth workshops, the large number of topics were narrowed down to focus on the key areas in which we want to make an effective contribution to sustainable development.

### Shaping the future through dialogue

We also approach the further planning steps in our sustainability orientation in close contact with all stakeholders. We host discussions, negotiate perspectives, discuss measures and decide on the next steps. Stakeholders thus become actors with whom we want to make progress together. Our openness and willingness to engage in dialogue are rewarded by those involved. We often hear that our partners are sincerely happy to be involved in the process. Not just as spectators, but joining us at the wheel as we steer towards a shared future for the port. This is how mutual understanding grows. For us, this encouragement is at the same time an obligation to focus more on good dialogue. Entirely in line with our mission statement: Our ports. Your future.



- + Regular dialogue with employees
- First extensive customer survey
- Development of the Sustainability Strategy with stakeholders









# Education ahead!

What will the port workplace look like in the near future? How does digitalisation influence our offer and workflows? How do we cope with new demands on participation, teamwork and the compatibility of family and work? And what skills must our employees have in the future in order to meet all these challenges in the best possible way or to also find new solutions themselves? For us, active personnel development is the key to solving these questions in a timely manner.

No area of NPorts is excluded from the changes occurring in the working world. While a few years ago, our port masters still registered and documented the incoming ships by hand, they are now supported by intelligent software that connects our systems directly with the ship's data. IT-supported work affects all departments. The preparation of data opens up new possibilities for work planning. Hence the change of a process quickly becomes the beginning of a new operative planning, which affects several departments at the same time.

So it is only logical that in 2016 we completely redesigned our personnel development in order to do justice to the growing demands at all times. From an overarching perspective, we have since been identifying issues that are important in our various areas of work - from infrastructure services to port expansion - and have been developing solutions that we then implement together. To this end, the personnel

departments work together across sites and topics.

## **A database full of further training measures**

Our further education and training database on the Social Intranet is our newly developed offer for all employees to simply stop by and obtain information for their own further education.

Anyone who is familiar with the further training market knows how much effort goes into filtering out suitable offers according to the organisation, person and task. Our database contains more than 160 training options, described in detail. We distinguish between professional and interdisciplinary offers. The professional qualifications are aimed at developments in our specific areas of work, such as technology, port office or law and real estate. The interdisciplinary courses focus primarily on leadership, conflict resolution and methodological competence - the key skills for working together successfully.



**Personnel development across all sites**

**More than 160 offers in the database**

**Technical and interdisciplinary qualification**

# 167

Further training offers in our database

of which

# 85

interdisciplinary offers

# 82

technical offers



Colleagues who have already attended an event are invited to submit a review. Whether leadership workshops, coaching for personality development, energy seminars or special software training: Their reviews become valuable recommendations and thereby pass on knowledge to everyone. A visit to the database is just as suitable for preparing for an appraisal, in order to become clearer about one's own current and target skills or to be able to make concrete offers as a manager.

### Learning leadership differently

At NPorts, we have always been open to unusual careers, perhaps because of our cosmopolitan, maritime attitude. In the race against the rapid developments on the labour market, we do not want to let any talent slip by in the future. We thus promote the talents of our employees accordingly. To this end, we want to set up a sustainable management development programme. In addition to the extraordinary professional qualification, new leadership skills are enormously important to us. Hence we promote a communicative work culture that is inclusive. This is where our new programme kicks off: It identifies

promising young talents and prepares them for their future management tasks through training and comprehensive projects. After all, to make our future as a port economically successful while remaining in harmony with people and the environment, at least two things are needed: hearts and minds.



Discussion and evaluation of further training offers

Database-supported further training

Targeted development of managers

**"Cooperation and leadership as well as digitalisation are the central topics of our personnel development, because every employee must learn to deal with changes in the world of work - or even better: to actively contribute."**

Sabine Nitschke

Head of Central Personnel and Administration, NPorts

# Setting the course together

Working together. In the harbours, outdoors in the wind and poor weather, at the plants, on our large construction sites, in the harbour master's office or in the administrations of the sites. Every day, around 700 men and women work for our customers, partners and our company. Smooth process flows: Internal knowledge in documents, databases and especially among our employees is decisive for our success.

Our decentralised organisation with 16 locations presents us with a real challenge. We took advantage of the digital working world with full steam ahead. Our "Developing an intranet" project was a big idea right from the start. We wanted a lot: a personal workplace, networked work and shared knowledge all in one. Sending and receiving, sharing and informing. The result is the Social Intranet and it is our safe port for working together and participation across all locations and departments.

We start our day by clicking on the Social Intranet. Here we get the latest news from the company at a glance. Technical disruptions are reported directly, just like the tide's level. The specialist departments post their new reports in the blog section: Each division is responsible for ensuring that news finds its way into the workforce and does not disappear in an expert's bottom drawer. The comments and likes clearly reveal:

We like to talk and contribute.

## **Information, cooperation, knowledge database**

Our Social Intranet has three central tasks: information, cooperation and knowledge database. Here everyone can find information about colleagues, teams, projects and our organisation big picture. We are all on each other's radar in the Intranet. We know the names, contact details and have a picture in front of us. Data protection is important to us. Employees can choose whether or not to display personal information as well as professional data and facts.

We exhibit our cooperation in virtual team rooms. This is where we manage our project work, discuss and make decisions together. The team rooms are the heart of our frequently overlapping tasks. Personal commitment and a common structure lets us move forward.



**Important information centrally available**

**Virtual team rooms**

**Knowledge database for everyone**

**"The Social Intranet shows how lively we make our mission: together with our contributions, our knowledge from all departments. That's our real treasure!"**

Dörte Schmitz

Head of Communication and Public Relations, NPorts

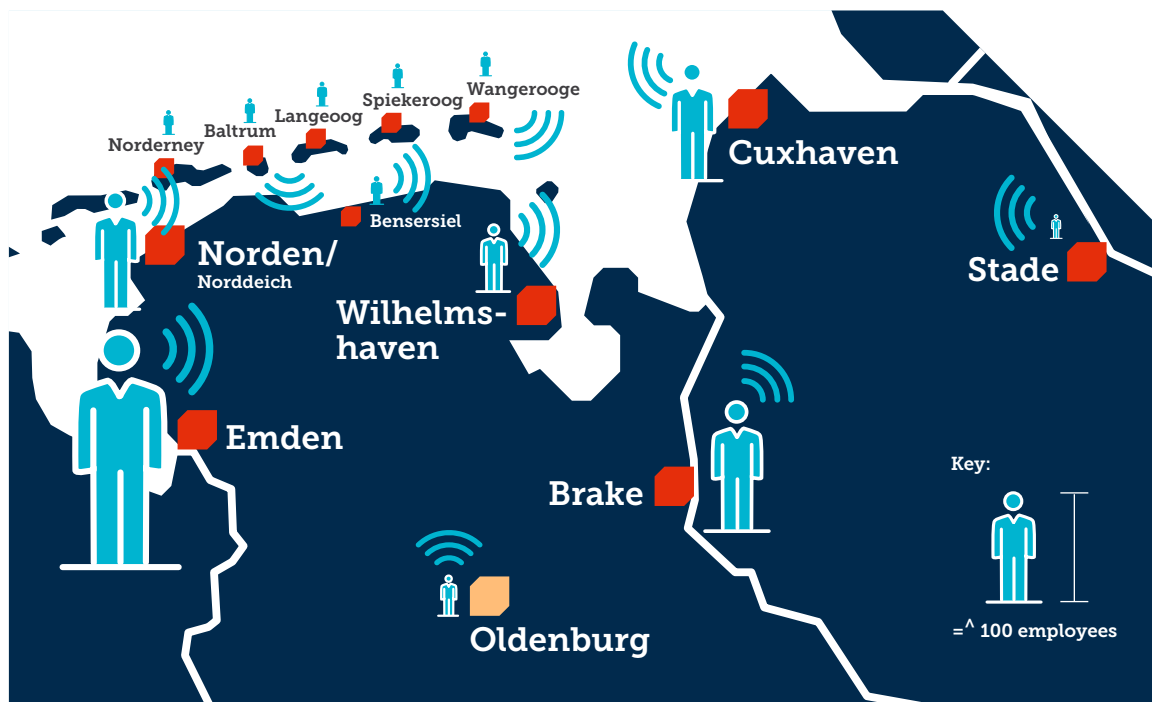
### Knowing what matters

Anyone active in the Social Intranet also has access to our knowledge database at all times. Among other things, this is where our quality management manifests itself. All the processes that make up our performance are presented with an organisation chart, rules, guidelines and forms: This useful knowledge management makes it easy to find everything using keyword searches. That way, we are well equipped at all times and remain on course, even when the weather turns.

In the future, we will be able to reach our employees who are out at the port via an app. Especially for our teams on the islands or ships, it is important to have a connection to the entire organisation and to see themselves as part of a large, efficient community for our customers.

To us, our Social Intranet is an essential tool for making our collaboration agile, smooth and efficient. Many colleagues today already use the opportunity to become visible with their opinions and knowledge. With the Social Intranet, we have created the prerequisite for everyone to be able to play an active and self-motivated role: The lock gate for direct participation is open. And this, too, is important to us: Virtual does not replace analogue. We still conduct personal conversations face to face, in person.

**+** Information via the app  
Participation across all locations



Networked work and shared knowledge across locations





# Ready for the energy revolution!

Our ports are bundles of energy, no question about it. Without electricity, diesel or natural gas, all ships, cranes and thus also the cargo would stand still. We are on the move, offering our customers infrastructure and services, and at the same time making a contribution to climate protection. In our opinion, lower energy consumption and the use of alternative energies are the key to reducing our CO<sub>2</sub> footprint.

The first energy audit had a clear result. The result has shown us what we can and must do in our ports to become more energy efficient. The factors that play a decisive role in our energy consumption are the handling volume, weather conditions, process and plant technology as well as our employees' conduct. Accordingly, at all these levels we dedicate ourselves to the task of identifying and implementing potential for improvement. These include, for example, the gradual switch to green electricity and the renewal of all port lighting inside and outside with innovative lighting technology and intelligent control. Furthermore, we believe in heating systems and energy-efficient drive technology for vehicles, equipments and plants. Numerous other projects and initiatives support our path, with which we as ports in Lower Saxony make a significant contribution to reducing CO<sub>2</sub> emissions (see "A good climate" chapter from p. 43).

## Energy scouts with efficient ideas

Our trainees are at the forefront of this process. Six of them met in 2017 for the IHK training course called "Energy Scouts" to find ways to reduce the energy consumption at NPorts. In the course of five modules they learned the basics of energy efficiency, project management and communication. They immediately began with a whole series of good proposals and a lot of energy in the ports. The aim of the project was not only to implement concrete energy-saving potentials, but also to promote acceptance for the energy revolution in our entire company. The first work of energy scouts was also exemplary, as its main focus was on improving the lighting conditions. Two of the young energy scouts on the island of Baltrum have converted the entire harbour lighting to LEDs. In some cases, however, they ascended to lofty heights to adjust and replace the luminaires on the lighting poles. The LED luminaires are equipped with a remote module which allows

- + Identification of energy saving potentials
- Trainees in a pioneering role
- Concrete projects on the energy revolution

convenient control and programming from the mainland. This means that the brightness of the lamps can be adjusted to the time of day and the ferry schedule, which significantly improves energy efficiency. In addition, we can now also check from a distance whether the lamps are down or have to be serviced. This saves time and money, as previously this work was only possible with time-consuming trips to Baltrum. The Baltrum "Enlightenment" is just one example of the great commitment with which the energy scouts have been thrilling us ever since. We are looking forward to more ideas and have already started a new round of training for more energy scouts in 2019.

### Electrified

Fewer emissions during work assignments, this also applies to our vehicle fleet. In Cuxhaven, we are currently converting our own cars and vans to electric mobility. In 2018, five new passenger cars were added, which are now travelling quietly and without emissions throughout the port. At the same time, we have installed new charging stations where the e-cars can be charged at the port, naturally with green electricity! The charging stations are integrated into an intelligent and web-based charging system. The system regulates the charging power and remembers how much electricity was charged for each car.

We now generate our own solar power at the Emden port and aim to avoid around 52 t CO<sub>2</sub> per year. In February 2019, we commissioned our first photovoltaic system on the roofs of the workshop buildings. With a total area of around 600 m<sup>2</sup>, the plant is designed to produce approx. 90,000 kWh of electricity per year. That corresponds to the average energy consumption of 24 German households. We use two thirds of the generated electricity directly for all electrical consumers in the Technical Service workshops. In addition, the electric cars of the Emden fleet are recharged with solar power via

**"Energy efficiency and energy saving affect us all and are becoming increasingly important for the future. You don't even think about many things in everyday life. That's why I think it's important to learn more about it."**

Leah Beckedorf

Energy Scout, NPorts

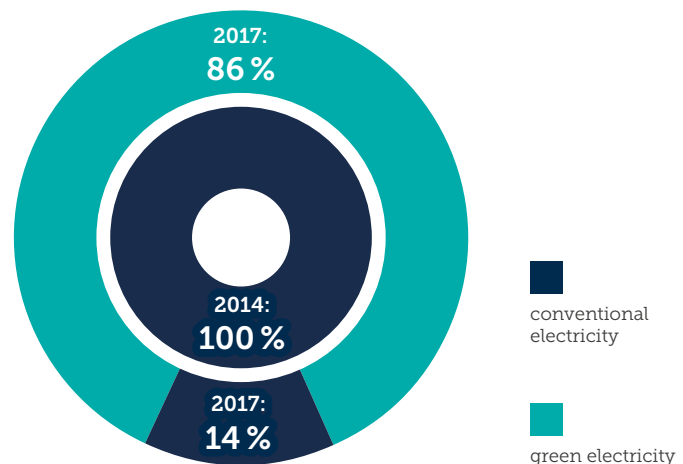
an electric charging station. And if the electricity consumption drops in the evening hours and on weekends, the generated electricity is fed into the grid.

Alternative energies, networked solutions and intelligent control: In the future, we will increasingly use the possibilities of digitalisation in our ports and develop an overall concept. Without power, our ports can't function. This makes it all the more important for us to design our applications and use in a responsible manner. We have firmly set our sights on the transformation.

**+** Alternative drives on the rise  
Own power generation via photovoltaics  
Alternative, networked, intelligent

### Proportion of green electricity at NPorts

(2014/2017 comparison)



# All aboard!

The task of sustainably transforming the port industry can only be accomplished together. The future has been sketched out, much is still unclear. Globalisation, digitalisation, climate protection and the future world of work: The big target is determined by many coordinates. New alliances are necessary to explore, share and apply the best solutions. That is why we enter into cooperation agreements: in the ports and beyond our ports.

Admittedly: Our ports are often in direct competition with others. Nevertheless, there are good reasons to enter into cooperation and partnerships. They offer a way to bundle core competencies and to learn from one another. Together, we progress more quickly and explore areas that are unmarked territory for everyone.

Already in 2008, NPorts joined forces with the Hamburg Port Authority and Brunsbüttel Ports to form a joint platform for the five ports on the Lower Elbe, Brunsbüttel, Cuxhaven, Glückstadt, Hamburg and Stade. We all face the same challenges, albeit as competitors. Under the ElbeSeaports label, we have created a joint location marketing campaign to promote the regular exchange of information and knowledge. As the Arbeitskreis Deutsche Bucht (working group), we have been working together with the port companies in Bremen and Hamburg for nearly as long. At management level, both collaborations are concerned with the

exchange and discussion of port and traffic issues, nautical issues, economic developments, construction and licensing matters and environmental prospects. It makes sense to establish joint networks because the political and economic requirements for port and infrastructure planning are becoming increasingly complex. In the association of North German port companies, we add weight to our voices in order to stand up for the economic, social and ecological interests of a strong coastal region.

## **Supporting climate protection with the concentrated power of the ports**

Our networking influences numerous projects right down to the working level. Cooperation creates mutual trust. The result is innovative partner projects that are particularly valuable in the area of sustainability.

How do we reduce the CO<sub>2</sub> footprint in ports? Every port company is currently faced with this task. In the DUAL Ports



Many years of cooperation with other ports

Solving common challenges together

Joining forces for sustainable development



**"Port companies are not only competitors. They often face the same challenges with regard to organisational and legal issues as well as climate change and environmental protection. Together, we can solve these much faster, more effectively and more intelligently. This creates win-win situations for everyone."**

**Werner Repenning**

Strategic corporate development director, NPorts

cooperation project, in which NPorts is involved as part of the Interreg funding programme in the North Sea region, seven ports from the Netherlands, Belgium, Denmark, Scotland and Germany are working together on cross-border green port approaches. Together with scientific institutions and companies from the port industry, various research projects have been initiated in each port with a different focus. Among other things, NPorts is involved in the development of intelligent port lighting, for example at Emden seaport (see p. 13). The research projects of the other ports include, for example, »Sailing Cargo – Potentials of sail freighters for freight transport« (Orkney Islands), »Sustainable settlement strategies for ports« (Oostende) or the use of LNG in maritime commerce (Skagen).

### **Sharing more knowledge together**

Transnational cooperation between seaports brings great added value for all parties involved: Projects that cannot be carried out by single ports become feasible; results are shared, reviewed and made applicable to regional circumstances. By bundling know-how, the greatest possible contribution to CO<sub>2</sub> reduction is made possible. Other research topics related to sustainability are also increasingly being solved in cooperation with academic research and the port industry. These include WASH2Emden for exploring the potential of hydrogen from wind power for use in our ports (see page 7) as well as our new "3D HydroMapper" project, in which we are testing an innovative 3D scanner method in collaboration with research and planning partners in order

to better evaluate the condition of the port structures under water. Our goal is to obtain an optimised overview of all maintenance measures in order to establish valid cost, planning and environmental reliability in the long term.

In addition, NPorts is involved in a large number of working groups, associations and organisations. Taken together, these amount to more than 30 dialogue and work forums. Spreading out, exchanging ideas, trying things out - we are convinced: The future of business and society lies in cooperation.



**International funding programme for key topics**

**Association with academia to develop methods**

**More than 30 dialogue and work forums**

**Interreg**  
**North Sea Region**  
**DUAL Ports**  
European Regional Development Fund





# We are on our way

Taking a broader view shows: At NPorts, we are ready for sustainable business development that generates added value for all. We have therefore decided to act in accordance with the principle of sustainability in all areas of the company from now on.

We strive to bring the economic, social and environmental impacts of our actions into a responsible context - both in the management of the port infrastructure and in the development of our port site. To this end, we have developed a Sustainability Strategy and defined key areas for action:

- › **Climate & air**
- › **Employees & safety**
- › **Nature & resources**
- › **Customers & region**

We have set ourselves goals for all of these and developed indicators against which we want to be measured.

Our sustainability goals direct us to secure the sustainable development of our port sites in the coming years and thus to strengthen the coastal region of Lower Saxony.

To this end, we will also

1. provide the **financial and human resources and information** to do justice to our strategy,
2. rely on **partnerships and cooperation** with the port industry and along the **maritime supply chain** in order to find the best and most efficient solutions,
3. increasingly apply **management systems** to ensure a continuous and **productive improvement process**,
4. sensitize our managers and employees for **sustainable topics**, motivate them and involve them in questions surrounding sustainability,
5. search for **intelligent and future-proof solutions** by participating in innovative projects and adopting promising measures in our ports,
6. **make our progress transparent** by reporting regularly on our activities in dialogue with our stakeholders.

The managers and leadership of Niedersachsen Ports are dedicated to the principles and are committed to supporting the goals of the Sustainability Strategy.

**Holger Banik**  
Spokesman  
of the Board

**Joachim Birk**  
Marketing and  
Sales Manager

**Gert Diekmann**  
Chairman of the  
Works Council

**Harald Frühling**  
dep. Chairman of the  
Works Council

**Martin Janßen**  
Head of Internal  
Auditing

**Folker Kielgast**  
Technical Managing  
Director

**Knut Kokkelink**  
Cuxhaven  
Branch Manager

**Mathias Lüdicke**  
Wilhelmshaven  
Branch Manager

**Harald Ludwig**  
Brake  
Branch Manager

**Hendric Maasch**  
Head of Commercial  
Affairs

**Sabine Nitschke**  
Personnel and  
Administration Manager

**Werner Repenning**  
Strategic Corporate  
Development Director

**Dörte Schmitz**  
Head of Communication  
and Public Relations

**Bärbel Luise Treziak**  
Head of Legal  
and Real Estate

**Friedrich Voß**  
Norden  
Branch Manager

**Volker Weiß**  
Emden  
Branch Manager

**Dr. Matthäus  
Wuczkowski**  
Sustainability manager





# Report section

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GRI standards: "Core" option  
PERS

2016/2017 reporting year



## About this report

This is our first Sustainability Report that complies with the GRI standards: »Core«option\*. The report, as well as our entire sustainability commitment, is based on the guiding principle of "hafen+".

GRI  
102-48  
102-49  
102-51  
102-54

With our Sustainability Report, we wish to summarize in words, facts and pictures what NPorts is doing today and what our objectives are for the future. As an economic hub, a good neighbour at 16 locations (15 port sites and headquarters) and a publicly owned company, we fulfil our social mission in our core business of strengthening the economic region, creating secure jobs and generating positive structural effects for the coastal region of northern Germany.

GRI  
102-45

The 2030 Agenda with its global sustainability goals - also known as Sustainable Development Goals (SDGs) - is a valuable frame of reference for us to which we want to make an effective contribution. We contribute directly and indirectly to reaching these sustainability goals by means of our diverse activities and commitments.

Through the association with strong partners, persons and organisations - within and outside of NPorts - we want to strengthen our impact on an economic, environmentally and socially balanced future.

In doing so, we send a signal to local policy makers, partners and communities as well as to our crew: Let us shape our future together! In the context of our reports, we will communicate the progress of our sustainability performance every two years.

GRI  
102-52

This report refers to the 2016 and 2017 reporting years. In addition, the report includes data and information on the port-specific environmental management standard PERS (also refer to the GRI content index on p. 62).

GRI  
102-50

This report is not audited externally.

GRI  
102-56

*"The guidelines of the Global Reporting Initiative (GRI standards) are the globally recognised framework for sustainability reporting. In addition to the general specifications, the text also takes into account the essential standards specific to the topic and marks them accordingly. The GRI content index is included on pages 62 and 63.*

## Our company

GRI 102-1  
102-5  
Niedersachsen Ports GmbH & Co. KG (NPorts for short) is a port infrastructure company. As a 100% subsidiary of the State of Lower Saxony, we provide the port infrastructure (i.a. quay facilities, locks, road and railway networks, lighting systems) for shipping and logistics at 15 port sites across Lower

GRI 102-5  
Saxony. We operate the infrastructure at five large see ports, seven island support harbours and three regional ports with different focal points. Founded in 2005, the company has its registered office in Oldenburg.

GRI 102-3  
With our 15 port sites, which comprise a port area of around 2,700 ha and a compensation area of around 800 ha, we are one of the largest operators of public seaport infrastructure in Germany. Through their daily work, around 700 employees provide the preconditions for a handling volume of approx. 28 million tonnes and more than 9.5 million passenger movements per year.

We are a significant part of the maritime value chain.

Together with our partners from transport, logistics, trade and industry, we shape the future of our ports and develop diverse and innovative solutions for sustainable logistics.

Our Supervisory Board - the highest supervisory body - comprises representatives of the Lower Saxony Ministry of Economics, Labour, Transport and Digitisation (chairman), the Ministry of Finance, the Ministry of the Environment, a university professor and a labour representative. Our articles of association specify which transactions require the approval of the supervisory board. The committee meets at least four times per year. In the event of highly urgent or complex matters, special Supervisory Board meetings may be convened (the composition is provided in the Appendix).

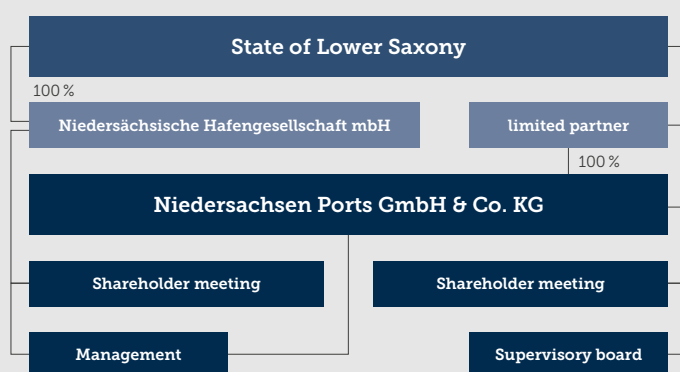
GRI 102-16

GRI 102-22  
102-23  
102-18

## Our core business

The tasks of NPorts are the operation of the port infrastructure, the planning, development and maintenance of the port

### The structure of Niedersachsen Ports



GRI 102-5  
102-7

NP-01  
NP-02  
NP-03

### Niedersachsen Ports key figures

<b>Employees</b>	655 + 54 trainees
<b>Balance sheet total 2017</b>	810.7 million EUR
<b>Balance sheet total 2016</b>	795 million EUR
<b>Port surface</b>	2,700 ha
<b>Railway network</b>	79 km
<b>Length of quay wall (with handling option)</b>	26 km
<b>Cargo handling 2017</b>	29.2 million tonnes (of which 25.3 million tonnes maritime transport)
<b>Cargo handling 2016</b>	28.1 million tonnes (of which 24.1 million tonnes maritime transport)
<b>Passengers 2017</b>	9.2 million passenger movements
<b>Passengers 2016</b>	9.5 million passenger movements



### Cargo handling focus of the NPorts

GRI  
102-2

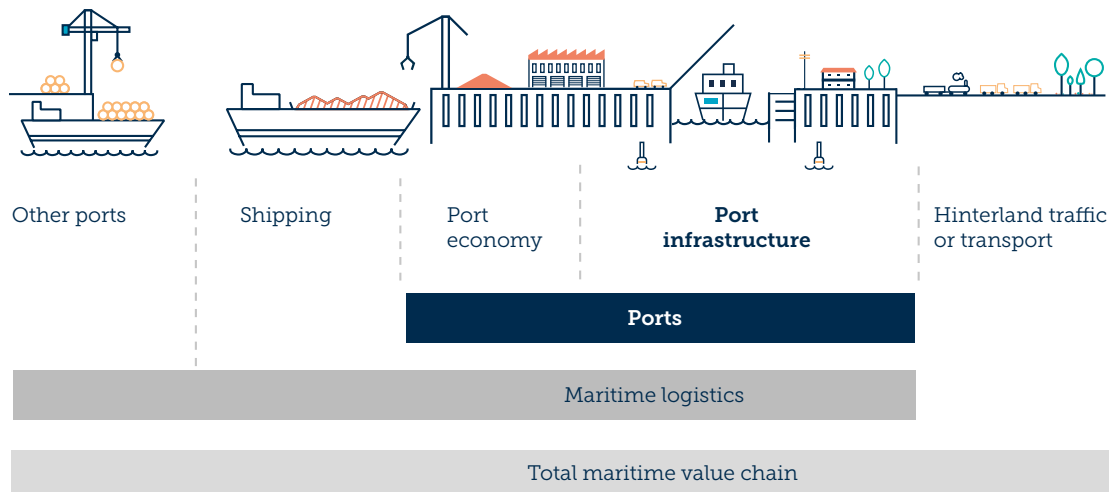
facilities and areas as well as the marketing of the commercial and industrial properties in the ports. We accommodate and localise companies with an affinity to ports, ensure optimum traffic control and port security and offer a wide range of other services. For example, we provide the power and water supply for ship and ensure that the ship waste is properly disposed of. We take over the mooring of ships in ports, operate harbour cranes and provide storage space.

The large seaports of Brake, Cuxhaven, Emden and Wilhelms-haven are managed by local branches. Our Cuxhaven branch is also responsible for the management of the Stade seaport. The seven island supply ports are managed from the

Norden branch. The regional ports of Fedderwardsiel and Großensiel are served by the Brake branch and Hooksiel by Wilhelms-haven.

To orient our actions on sustainability, we bundle all our relevant activities by means of a single, company-wide sustainability management system.

Our management heads the sustainability organisation.







As part of the maritime logistics chain, we assume responsibility for our actions and take into account the social, economic and environmental impacts that are a consequence of our operation, development and marketing of our port infrastructure. Three central principles matter to us:

GRI  
102-16

### 1. Regional responsibility:

»Our ports. Your future.« Together with our customers we make our ports continuously more efficient and prepare these for the future. Together with our partners we contribute significantly to the development of the coastal region of Lower Saxony.

GRI  
102-11

### 2. Sustainable (added) values:

We generate added value for a sustainable and future-proof port industry. Our actions correspond to the high demands of our customers and are characterised by respect for people and the environment.

### 3. Motivating work environment:

We are a strong community. The collaboration in our company is characterized by mutual trust and respect. We ensure a motivating working environment.

Our overriding goal shows us the way to sustainable action: "Niedersachsen Ports is a sustainable and responsible port company".

## Our sustainability strategy

A sustainable corporate orientation is the basis for the future success of our port locations as important logistics hubs in Europe. Investing in more environmentally friendly and efficient technologies or in measures to motivate and satisfy our employees leads to real benefits. Today, sustainable action is our response to the global challenges of the future, such as continuing climate change, scarcity of natural resources, pollution and demographic change.

GRI  
102-16

As the challenges are both complex and dynamic, we have opted for a systematic approach and have integrated our diverse activities and measures into a sustainability strategy (see overview). It will direct all our action until 2025.

This strategy comprises four areas in which we can make a particularly effective contribution to sustainable development (see key reporting topics, p. 40).

The form the backbone of sustainable reporting.

We have set long-term strategic and operative goals in all areas. Accordingly, measures have been planned and/or implemented by means of which we intend to achieve the targets set by 2025. The measures are a component of an action plan and are already consistently pursued. Their effectiveness is measured with a key figure system in order to

## Strategic goals of the sustainability strategy



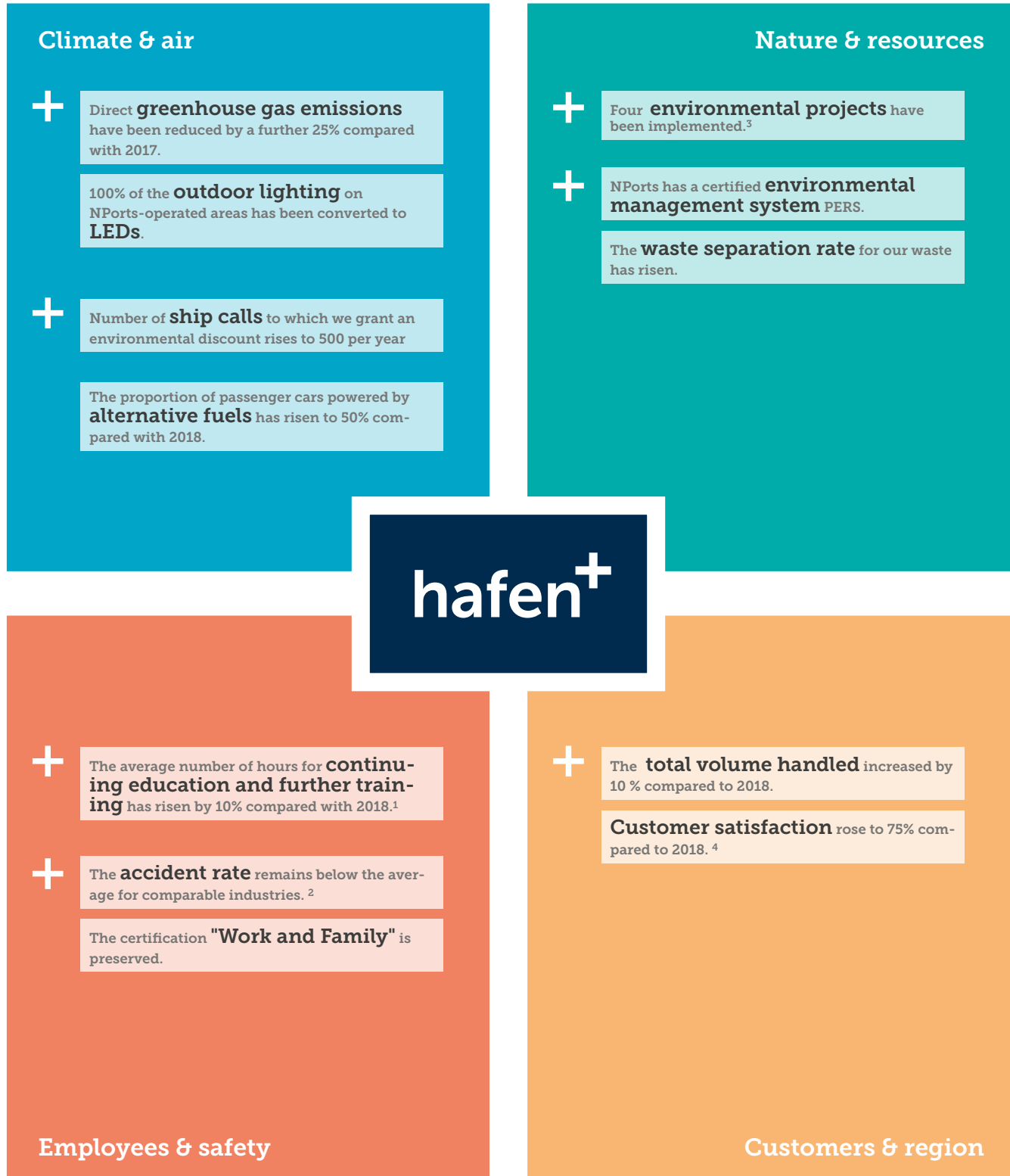
make the attaining of goals transparent and comprehensible. In the following chapters of the report we provide concrete and detailed information about the four action fields as well as our activities and services in each area.

## Stakeholders and stakeholder dialogue

Our business model makes us into a major hub at the intersection of land and sea and the interface of many different actors. We thus come into contact with numerous different stakeholders.

We have identified and prioritised our most important stakeholders in a workshop. Those who have the greatest influence on our activities from an economic, ecological and social point of view were ranked as particularly important. The most important stakeholders of NPorts include

## Strategic goals of the sustainability strategy by 2025



<sup>1</sup> In addition, the quality of the further education and training measures is to be continuously monitored.

<sup>2</sup> The accident rates of the construction, transport and traffic industries are used as a basis for comparison.

<sup>3</sup> The environmental projects to be implemented are those that go beyond the legal requirements.

<sup>4</sup> According to customer survey

employees, customers and business partners, politicians, our shareholders and the local community. By means of an online survey, the stakeholder groups were largely involved in identifying the core topics of the report.

As part of a stakeholder dialogue with internal and external stakeholder groups, we also honed our focus in on the content and communication concerns of our most important stakeholders. As a result, we will use various networks and citizen participation formats to more strategically align and intensify the dialogue.

Our sustainability strategy and reporting are the result of an active exchange of ideas with our stakeholders. In order to do justice to their needs, we integrate the various stakeholder groups in a variety of ways.

GRI  
102-21

GRI  
102-40  
102-43  
102-44

### Overview of exemplary stakeholder dialogues

Stakeholders	Inclusion	Most important topics and issues
<b>Customers</b>	Customer meetings/dialogue, trade fairs, events, cooperation projects, customer surveys	Reliability and legal conformity, integrity, service quality, modern and inexpensive infrastructure, incl. hinterland connection, sustainability, new settlements, port expansion, port fees, services, security
<b>Employees</b>	Extensive regular communication, social intranet, further training database, works council meetings with management, works meetings, bulletin boards, meetings, health and safety committee meetings, corporate culture, employee reviews	Compatibility of work and family life, equality and equal treatment, job security, safety at work, development opportunities
<b>State of Lower Saxony</b>	Supervisory Board meetings, technical discussions	Financing, contractual and legal compliance, risk management, foresighted planning, regular reporting, port expansion
<b>Partners</b>	Regular partner meetings, network meetings, cooperation projects	Exchange of knowledge, target-orientated work, driving common ideas forward
<b>Authorities</b>	Project work, approval planning	Active information (stakeholders), contributions and contact persons on technical issues
<b>Public</b>	Sustainability management, media, events	Regular, transparent, needs-based information, legally compliant action, reduction of environmental pollution
<b>Political representatives</b>	Articles of association, implementation of sustainability strategy	Sustainability, safeguarding necessary jobs
<b>Advocacy groups</b>	Project-related dialogue	Provision of information
<b>Competitors (market players)</b>	Technical discussions at various levels, joint projects	Hinterland connection, legal matters and legislation, environmental, planning and award procedures

GRI  
102-42

## Key reporting topics

Our sustainability strategy focuses on the key sustainability issues of our business activities. It helps us to increase our positive impact on humans and our environments and to keep the unavoidable negative effects to a minimum. The key topics are those on which we can exert influence with our core business and with which we generate the greatest possible leverage along the entire value chain.

We determined the key topics in a multi-levelled process. In order to offer a 360-degree view of our company and open up as many perspectives as possible, our most important stakeholder groups were involved: internal employees and external interest groups such as customers, political representatives, the administration, environmental and maritime associations.

At the beginning, relevant topics were identified and collected in a series of dialogue formats (surveys, workshops and events) that involved our stakeholders. These sustainability topics form the basis of the further development of our strategy. In so doing, we want to take appropriate account of our stakeholders' concerns.

Moreover, our sustainability strategy is orientated on the Sustainable Development Goals (SDGs) of the United Nations. To this end, we systematically aligned our sustainability strategy with the SDGs at the global, federal and state levels. In the final result, we identified 21 reporting topics. These were discussed and prioritised internally and were consolidated into seven core topics as well as seven further important topics that are reflected in our action fields.

We actively implement measures to protect the environment. Energy, greenhouse gas (GHG) emissions and air pollutants are closely linked in our business model. The type and use of energy provides the crucial lever to minimise the impact

GRI  
102-46

GRI  
102-47

## SDG

*The 17 Sustainable Development Goals (SDGs) are at the centre of the 2030 Agenda. They take equal account of the three pillars of sustainability - social, environmental and economic. The idea: All countries in the world - developing and emerging countries as well as industrialised states - must make their contribution to sustainable development. But companies, municipalities and citizens are also called upon to contribute.*

(Source: Federal Ministry for Economic Cooperation and Development)

## The 17 SDGs of the United Nations

	Ending poverty in every form and everywhere
	Ending hunger, achieving food security and better nutrition and promoting sustainable agriculture
	Ensuring a healthy life for all people of all ages and promoting their well-being
	Ensuring inclusive, equitable and quality education and promoting lifelong learning opportunities for everyone
	Achieving gender justice and self-determination for all women and girls
	Ensuring the availability and sustainable management of water and sanitation for all
	Ensuring access to affordable, reliable, sustainable and timely energy for all
	Promoting sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for everyone
	Building a resilient infrastructure, promote inclusive and sustainable industrialization, and support innovation
	Reducing inequality within and between states
	Making cities and settlements inclusive, safe, resilient and sustainable
	Ensuring sustainable consumption and production patterns
	Taking immediate action to combat climate change and its effects
	Preserving and using oceans, seas and marine resources sustainably in the interests of sustainable development
	Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse soil degradation and halt the loss of biodiversity
	Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels
	Strengthening means of implementation and revitalising the global partnership for sustainable development



## Key issues in the fields of action of the sustainability strategy



essential topic

important topic



# Action fields

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Report on the four core areas of our sustainability strategy

## Good climate

Climate change and adaptation to its consequences pose one of the greatest challenges for us. We use energy from various sources to maintain and expand our ports. This produces emissions: greenhouse gases, air pollutants and noise emissions. Our goals and measures to reduce energy volumes and emissions are our central contribution to a healthy climate and contain major cost-cutting potential.

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on humans and the environment. In strategic terms, we focus on significantly reducing the power consumption as well as using alternative energy sources. In our sustainability strategy, we have committed ourselves to reducing our GHG emissions by a further 25% by 2025 (based on 2017).

Energy and sustainability management is integrated in our Strategic Corporate Development staff unit. The specialists of the single branches assume the operational responsibility for this. The coordination and the bundled collection and control of data (see energy monitoring) are the responsibility of sustainability management. The relevant topics and projects are discussed and measures are adopted in regular meetings. In the context of the "Energy Efficiency" round-table meeting, all employees are included who are involved in these topics. Strategic and operational goals, measures and key figures on the topics of energy and climate protection are managed by sustainability management within the framework of the sustainability strategy.

### Energy monitoring

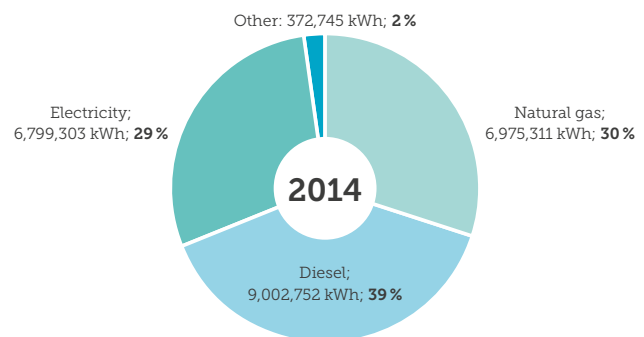
In 2015, we conducted our first energy audit in accordance with DIN EN 16247-1 in our ports. We then set up and developed a monitoring system to collect and control our energy consumption sources and volumes on this basis. Since then, all available data are collected. Monitoring allows us to identify potential energy savings more quickly and exploit them more effectively. In addition to the energy sources used, the main energy consumptions (e.g. plants, buildings, systems) are identified. We are planning a new audit for 2019.

### Energy consumption

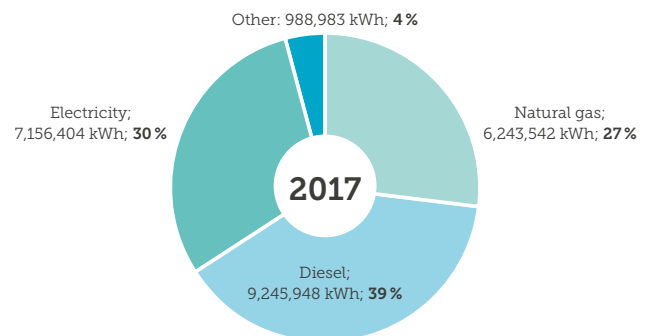
Electricity, natural gas, diesel - these three energy sources cover over 90 % of our energy consumption: Therefore, our measures are aimed at making optimal use of these three energy sources. For example, we are focusing on more energy-efficient buildings (during renovations and new constructions), working on optimising the energy efficiency

of our port lighting system through the use of LEDs and intelligent controls, and developing measures to improve the land and water vehicle fleet and mobility management from a sustainability perspective (e.g. energy-efficient drives, alternative fuels, electromobility).

**Energy consumption (by fuel) in kWh  
as a percentage of total consumption: 23,150,111 kWh**



**Energy consumption (by fuel) in kWh  
as a percentage of total consumption: 23,634,876 kWh**



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The slight increase in our overall energy consumption in the amount of 2% between 2014 and 2017 has a number of comprehensible reasons. The proportion of diesel, our biggest energy consumption, increased by 3%. If you only look at the pure marine diesel, this even amounted to a 14% increase, that corresponds to approx. 700,000 kWh. The increased consumption of marine diesel is attributable to the higher dredging volume. Since dredging is subject to natural environmental influences, the natural sediment dynamics of the North Sea, for example, can significantly influence annual energy consumption. The diesel consumption of our passenger car fleet, however, had an encouraging development as it dropped by roughly 14%. This can be attributed to the successive conversion of the vehicle fleet to alternative drive systems (e.g. natural gas, electric). Natural gas consumption also fell by 10%, partly due to the warmer winter of 2017. Although electricity consumption increased by 5%, we were able to significantly reduce CO<sub>2</sub> emissions from electricity consumption by converting to green electricity (currently 86%) compared with 2014.

Four factors are significant to the energy consumption of NPorts:

**1. Cargo handling:** The amount of cargo handled and the materials and labour required for this determine and decide our energy consumption. The use of energy-consuming equipment and plants rises and falls with the corresponding volume.

**2. Plants technology/ control:** Technical innovations in existing plant technology and plant control improve energy efficiency.

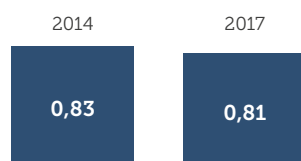
**3. Behaviour:** Our employees operate energy-intensive equipment and plants. Training, instruction, directives, etc. contribute to efficient use.

**4. Environmental impact:** Our halls and buildings are heated through radiator systems. In this area, the weather, for example, has a direct impact on energy consumption. In addition, the number of storm events has an impact on the dredging work we do to maintain water depths.

An important indicator that links our economic efficiency with energy efficiency has developed positively: The energy intensity per tonne of cargo handled has decreased.

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#### Energy intensity kWh energy/tonne handling



### Scope 1, 2, 3

When calculating the greenhouse gas (GHG) emissions of companies and organisations, a distinction is made between three levels (scopes). Scope 1 covers emissions caused directly by a company's own systems and facilities, such as the consumption of oil, gas or coal or the operation of the company's own vehicle fleets. Indirect emissions from sources energy are categorised as Scope 2. This includes, for example, externally produced electricity and district heating. Scope 3 refers to all further indirect emissions in the upstream and downstream value chain. These include, for example, emissions from suppliers, the disposal of products, but also the commute of employees using their own means of transport.

(Quelle: Greenhouse Gas Protocol)

### Environmental protection and air pollutants

Compared to land transport, sea shipping is a transport mode that is low in CO<sub>2</sub>. Emissions are lower per tonne-kilometre. Nevertheless, the exhaust fumes from ship engines pollute the environment, as ships outside the SECA and ECA regions are mostly operated with heavy fuel oil. As a result, significantly more sulphur oxides (SO<sub>x</sub>) and other pollutants (e.g. heavy metals, nitrogen oxides, particles) are emitted than through the fuel used on land. While shipping is responsible for 3% of global CO<sub>2</sub> emissions, it is responsible for around 13% of air pollutants.

Various players are directly responsible for air emissions at the port: Port operators, the shipping industry (e.g. shipowners) and other port-related businesses. We only assert a limited influence on some of the emissions generated in the port, e.g. emissions from foreign ships calling at the port, emissions from the port industry or emissions from hinterland transport.

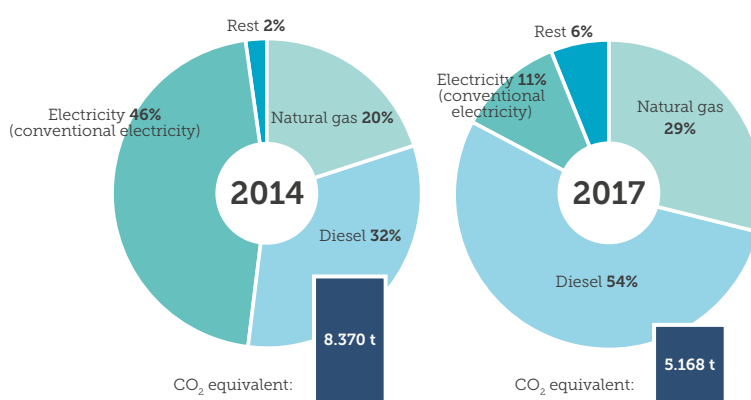
In the future, we intend to create further incentives and to reduce our direct as well as indirect emissions. For the factor by which we succeed in reducing our emissions is decisive for our success in the "Climate & Air" field.

In 2017, we recorded our GHG emissions for the first time in CO<sub>2</sub> equivalents and categorised them according various sources and energy sources. Within that process, we began by orientating ourselves on the two scopes (levels) of the Greenhouse Gas Protocol (GHG Protocol). We focus on direct (scope 1) and indirect emissions (scope 2). The other indirect emissions (scope 3) in the up- and downstream chain of our business activities are not recorded initially (see image).

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Between 2014 and 2017, we managed to reduce our GHG emissions by more than one third (38%). This was mainly the case thanks to the switch to green electricity in large parts of the company, which led to a reduction of 86% in electricity-based CO<sub>2</sub> emissions.

**CO<sub>2</sub> emissions of NPorts**



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The indicator for the intensity of GHG emissions per employee had a positive development. While we still registered 12 tonnes of CO<sub>2</sub> equivalents per employee in 2014, in 2017 this figure was only 5 tonnes per employee.

## Direct emissions

In order to reduce our energy consumption and the directly emitted greenhouse gases and air pollutants, we are pursuing two basic approaches: Improvements in energy efficiency and the promotion of renewable energies in the port.

### Energy efficiency

In addition to the gradual switch to an environmentally friendly vehicle fleet, the optimisation of our facilities and the purchase of environmentally friendly IT equipment in the administration, port lighting plays an important role as a source of energy and emissions. It amounts to roughly 20% of our energy consumption.

In 2016, we set up a specialist group that spans all our branches to deal with sustainable port lighting. The group comprises experts from all port sites and meets at regular intervals. Our goal is to drive the gradual transition to LED technology forward. LED lights have a considerably longer service life than the sodium vapour lamps commonly used in

harbours and require less power. That way, we can significantly reduce our electricity demand by using the simplest means. LEDs are also easier to dispose of because they do not contain harmful substances such as mercury or lead.

We want to exploit the savings potential of conventional lighting (approx. 70 %) and gradually switch over to LEDs entirely. This would correspond to savings of approx. 1,000 MWh or approx. 14% of our currently consumed electrical energy.

Moreover, we train our employees to plan and act in an energy-efficient manner. In the context of a project with the Oldenburg Chamber of Industry and Commerce, for example, some of our trainees acquired the additional qualification as so-called Energy Scouts. Today, they develop and supervise concrete measures to improve our energy efficiency. We are implementing some of these measures at several locations (see "Plus Story on Climate Protection," p. 26).

### Renewable energy

Renewable energies are playing an increasingly important role in our efforts to permanently reduce CO<sub>2</sub> emissions that stem from electricity consumption. The switch to green electricity is a valuable measure: In 2017, we already acquired 87% of our electricity from renewable sources. This allows us to save around 3,300 tonnes of CO<sub>2</sub> emissions every year. In the future, we aim to fully switch to 100% green energy.

Around one quarter (26 %) of our total energy consumption in 2017 was supplied by renewable energies. We are currently planning on using solar energy through photovoltaic (PV) systems on the empty and unused roof areas. In December 2018, our first PV system with a size of 100 kW<sub>p</sub> was launched on the roofs of our workshops in the port of Emden.

The PV system will contribute to supplying the port's own buildings with environmentally friendly solar power. In addition, we have been using geothermal energy at the Emden port operations centre for many years and intend to use this energy source more intensively in new buildings in the future.

### Air pollutants

Energy consumption and emissions are closely related: The use of fuels (especially marine diesel) is associated with air pollutants, among other things. Most shipping companies operate their ships with heavy fuel oil or diesel. Fuel emissions, especially sulphur oxides (SO<sub>x</sub>), are a challenge for efforts geared towards keeping the air clean. In the future, we also want to significantly reduce these emissions through the use of alternative fuels. At the time of writing, the introduction of synthetic diesel, biodiesel from biological waste oil and methanol for our fleet is under review.

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Indirect emissions

Incentives for environmentally-friendly shipping

In order to improve the ecological balance in shipping, new initiatives are needed to protect the climate and keep the oceans clean. We are pursuing two approaches in order to generate incentives for environmentally friendly shipping.

As a member of the World Port Climate Initiative (WPCI), since January 1, 2014 we have been granting an ESI (Environmental Ship Index) discount to certified ships.

The ESI certificate is issued by the WPCI at the request of the ship. The index provides information on the environmental performance of ships to avoid air polluting emissions (NO<sub>x</sub> and SO<sub>x</sub>) and CO<sub>2</sub>. Ports and other nautical service providers worldwide can use the index as a basis for granting discounts

Port dues discount

ESI score	Port dues reduction
20-30	2.5 %
30.1-50	5 %
50 and more	10 %

Europe are not yet set up to use shore-side electricity. Inland vessels, recreational craft and smaller seagoing vessels, on the other hand, already use shore power in some of our ports. Our plan is to expand our capacity in the long term in order to be able to supply larger ships with electricity. The structural preconditions for this have been produced, for example, at Niedersachsenkai in Brake. In 2018, we additionally built and inaugurated a new 630 kW shore power plant for larger cargo ships in Cuxhaven.

Research projects

Since December 2018 we have been managing a project called "WASh2Emden - Innovative and environmentally friendly hydrogen applications at the Emden seaport". The project explores the potentials for the use of "green" hydrogen at the Emden site. More specifically, we are examining the possibilities of storing excess wind power in the form of "green" hydrogen and making it usable in various port in order to significantly reduce CO<sub>2</sub> emissions and air pollutants (see "Plus Story on Future", p. 7).

NP-23 on port dues and thus to promote sustainability in the shipping industry. We have been applying this tool with increasing success: In 2017, we granted an ESI discount to 99 ship calls, almost 50% more than in 2016 (67 ship calls).

Since early 2018, we have been creating additional incentives for the use of clean fuels with our own eco-fuel discount. We thus reward ships that operate exclusively with LNG, methanol or ethanol with up to 20% port fee discounts. We provide ships with dual-fuel engines with a 15% discount.

Shore-side electricity

If a ship calls at our port, harmful emissions in the port can be significantly reduced by feeding shore power into the on-board network. For this purpose, connections and converters must be installed at the quay and on board to provide electricity with the voltages and frequencies used in the ship's electrical system. Currently, most cargo ships in

## Secure jobs

For us, a sustainable human resources policy is a prerequisite for the provision of personnel in line with the requirements and an essential component of our economic success. We want motivated, qualified and healthy employees. In order to attract and retain specialists, we position ourselves as an attractive employer that respects people and offers them a safe working environment. Preventing accidents and promoting the health of our employees are important success factors for us.

Our ports are active and lively around the clock, 365 days a year. Around 700 employees ensure this outstanding performance for our customers. Our mission is to value and promote every single staff member and to ensure that our crew can continue to perform at their highest level in the future.

### Personnel development

In our understanding, personnel development means more than just training and further education. It includes the philosophy, an driver for change and a framework for many different, interrelated topics: from the design of bespoke development offers, the compatibility of work and family, to health promotion and the increase of our appeal as an employer.

Our overall goal is to equip our workforce for current and future tasks. A main task is to provide continuous and relevant further training. This allows us to strengthen the professional and interdisciplinary skills of our crew, to continuously improve these and to preserve our company's competitiveness.

In 2016, we adopted a personnel development concept. What we believe to be the most important topics in this area are enshrined in "Employees & Safety". In the coming years, we will align our actions in this area accordingly.

Every year we report the achieved progress to the Supervisory Board. Personnel matters are regularly on the agenda in discussions with management: In the course of two-week working meetings, we report on the status of projects and coordinate the progress of the measures. In addition, we exchange ideas during the monthly meetings of the personnel managers and coordinate topics with the other managers in various regular meetings.

### Skills development and further training

Qualification is a key topic for us. On the basis of our personnel development concept, we ensure that all employees and junior staff in the region receive needs-based support and further training. A core component of this is the identification of desired qualifications and the actual, current qualifications. Based on this, we successively and systematically record the training needs of the entire company. This way, we can apply qualification measures in such a way that they contribute to the individual further training of employees and the development of the company.

We approach the qualification of our employees from two perspectives: One refers to the basic qualification that everyone brings to the company as a foundation. Building on this, we identify new developments and prepare our employees accordingly. The search for development needs is currently carried out in the staff appraisals and through the planning of further training by the respective supervisors.

The other perspective focuses on the recognition of potential: In doing so, we identify employees who can and want to develop further. When recruiting specialists and managers, we carry out the selection procedures transparently and on the basis of the respective job descriptions and profile of qualifications.

In the autumn of 2018, we developed a comprehensive further training database that makes it easier for employees to find suitable continuing education courses. In order to document the quality of the further training, all employees can evaluate the training they attended and sensitise their colleagues to it (see "Plus Story on Development", p. 21).

In the future, we will use the average number of hours for training and further education measures as a control variable for our personnel development policy. We conducted the first complete survey in 2018.

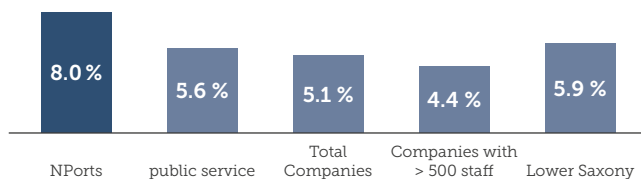
## Vocational training

We invest in our junior staff by means of vocational training. At the same time, we fulfil our social obligation as an employer to enable young people from the region to begin their careers. In 2017, we trained 54 young people across the group in nine different jobs.

Moreover, in recent years, we have adapted our training programme to better reflect the demands and trends. For example, the dual study programme "Business in a practical association" had a successful start. The aim of this course is to strengthen the combination of commercial and technical skills. It is especially important when steering large projects. The number of offered training spots shall be increased.

We are well above the national and state average with a trainee ratio of approx. 8% in 2017. However, because we offer training that go beyond our profession, we cannot take over all our trainees. Nevertheless, we will continue to invest in education, as this is in line with our social responsibility towards our region. Especially in a rural, structurally weak region, the chance of a career entry is hugely important.

**Trainee ratio 2017 (Germany)**



Source: BIBB Report 2017, <https://www.bibb.de/datenreport/de/2017/63532.php>

## Work safety and health protection

Two of our further major concerns are the safety and health of our crew. Although both topics are intertwined, they are each dealt with internally in their own areas of responsibility.

### Work safety

The Central Personnel and Administration Department coordinates the topic of work safety and is supported by the local branch managers on site. As part of the regulated organisation of occupational safety and health, we have implemented a central Occupational Safety Committee (ASA) at each site, both locally and across the group, which deals with the topic at various levels in all branches and at headquarters.

Three ASA meetings are held at each location per year. At

the annual, central ASA meeting, overarching topics are discussed, new measures defined or existing ones reviewed. The works council is represented at all meetings, as stipulated in the Works Constitution Act. The same applies to the representation of severely disabled persons. In addition, the Equal Opportunities Officer also attends the central meetings.

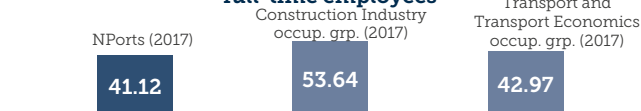
In addition, an work safety specialist supports the respective responsible persons at each site. Further safety officers on site raise awareness of work safety aspects and help colleagues with problems or act as mediators vis-à-vis managers. For major projects and construction sites, we generally arrange for a safety and health coordination system or ensure that the contractors guarantee this.

Risk assessments have been prepared for each workplace and are updated regularly. The "Handlungshilfe 4.0" software was introduced in order to set these up throughout the company according to uniform standards. From the risk assessments, we derive the necessary measures to make workplaces safe. The measures are implemented by the respective responsible persons. We check the necessary technical, organisational or individual protective measures for all hazards. Regular inspections of the workplaces by the ASA members supplement the risk assessments.

We record our work accidents in categories in a comprehensive statistic (see appendix). We take every accident at work seriously, investigate its causes, carry out workplace inspections if necessary and derive further necessary safety measures from the analysis. Our goal as part of our sustainability strategy is to ensure that our intensive measures ensure above-average work safety compared with other companies in the industry.

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**Reportable occupational accidents per 1,000 full-time employees**



Source: Deutsche Gesetzliche Unfallversicherung, <https://dguv.de/de/zahlen-fakten/au-wu-geschehen/au-1000-vollarbeiter/index.jsp>

## Occupational Health Management (BGM)

Healthy employees form the backbone of our economic success. That is why we introduced a company-wide health management system in cooperation with a health insurance company in 2015. With the BGM we intend to promote and support the health of our employees in the long term.

Our BGM supplements the measures of the occupational health system and integration into the business operations. The goal is to promote health, satisfaction and cooperation and to strengthen the ability to perform and thus our corporate values. It is of particular importance to us to consider the different needs of the numerous work groups in the company, so that bespoke concepts and a wide range of products emerge. We survey our employees and take their needs into account as much as possible. We thus ensure the mental and physical health as well as the occupational and private satisfaction.

We implement our BGM together with the JadeWeserPort companies. Cross-company cooperation between two national companies with similar focal points promotes and supports the efficiency of the health measures offered.

Six colleagues from all sites are represented in the Health working group. These individuals are also available as contact persons for matters concerning health. The working group recommends and designs offers for behaviour that promotes health. The HR department manages this project. The implementation and planning status is reported to the executive board on a quarterly basis and to the management at regular intervals.

Each year we define a key theme for the BGM (2018: Stress) and develop a set of seminars and active units (e.g. back training) for our employees. The main topic is defined jointly with the executive board on the basis of a proposal from the Health working group. We have been including our staff in determining the themes since 2016.

## Employment relationships and employer welfare

As a responsible employer, we strive to make our employment relationships as fair and attractive as possible. In the vein, we do not differentiate between full-time and part-time employees or between permanent and temporary employees when granting benefits. In the area of insurance and preventive care, we naturally comply with all statutory provisions. In addition to the statutory pension insurance, there is a collective bargaining agreement for a company pension scheme, mainly financed by the employer, analogous to the public sector.

As part of our company integration management (BEM), we support employees with health impairments. By means of targeted measures based on a company agreement of 2017, we facilitate everyone to integrate back into the workforce after prolonged health-related absences (longer than 42 days).

Furthermore, three specific aspects are especially important to us: 1) Compatibility of work and family, 2) equality and equal treatment and 3) leadership and dialogue with the staff.

### Compatibility of work and family life

We support our employees in leading a happy family life and in fulfilling their professional and family obligations in equal measure. The senior management levels have expressly committed themselves to this.

A personnel policy that is conscious of family and life-phases is elementary for the motivation, satisfaction, performance and health of our employees. That is why we are continuously optimising our work conditions. We value a common culture that offers room for initiative and independence.

In 2017, we were certified as a family-friendly employer by berufundfamilie Service GmbH for three years. We are currently in the process of implementing the target agreement formulated during the audit.

In our newly developed "Career and Family" intranet portal, we provide a wealth of information on all aspects pertaining to compatibility: Maternity leave, parental leave, working time models, teleworking, childcare, care, etc. In this area we



work with direct information, leaflets and links to important websites. Our employees also have contact persons at their branches for every topic.

We are currently planning a special concept for parental leave. Our aim is to prepare family-related career breaks in the best possible way, to maintain contact during parental leave and to optimally organise our staff's re-entry. We focus on the parent's specific requirements and try to reconcile these with the professional needs. The re-entry, in particular, needs to be arranged properly. In the course of personal discussions we plan, for example, a gradual return to work, flexible working hours, teleworking or part-time requests. Parental leave is also increasingly used by male employees. We welcome and support this development. In 2018, a total of 18 employees took parental leave. Of those, seven were men.

## Equality and equal treatment

At NPorts, we are pursuing the goal of equality between women and men. In accordance with the Lower Saxony Equal Opportunities Act, we appointed an Equal Opportunities Officer and a deputy in 2017, who are strongly promoting the topic of "Equality in the Company". With women making up 17% of the total workforce, there is definitely room to develop this area further. We have defined target quotas and measures to achieve them in the equality plan for the years 2019 to 2021.

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Our self-image includes designing working conditions in such a way that women and men can reconcile work and family life, equal career opportunities can be realised, equal career opportunities exist and women and men are involved equally in the areas in which they are underrepresented. The promotion of and reaching these goals is accompanied by the Equal Opportunities Officer.

Another aspect in the realm of equal treatment is the principle of "equal money for equal work". The Collective Agreement for the Civil Service of the Länder (TVL) generally regulates which remuneration corresponds to which activity. It is decisive for more than 95 % of our employees (see Appendix). However, for historical reasons, the interpretation of collective agreements provisions is not the same everywhere. We want to counteract this and agree on common interpretations. At a superordinate level, we are working on establishing comparable remuneration across all branches.

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Diversity is a strength: We are committed to the equal treatment of people regardless of their ethnic origin, gender, religion or beliefs, disability, age or sexual identity. In our "Agreement on cooperation and leadership" we have expressed our zero tolerance policy towards all forms of discrimination and harassment. The establishment of a neutral complaints office in accordance with the General Equal Treatment Act helps us to get to the bottom of discrimination. No cases of discrimination have been reported so far.

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We have successfully integrated 56 persons with severe disabilities into our working world (severely disabled quota 2017: 8.2%). When it comes to employees who join us with health restrictions or who suffer health restrictions in the course of their professional activities, we actively search for tailor-made solutions to adapt their workplaces. For example, we set up a lift system for an employee with impaired mobility.

## Leadership and dialogue

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We have put our corporate culture into words in our "Agreement on Cooperation and Leadership". We define culture as how we experience life together in our company every day: Each and every one of us shapes our corporate culture through their own behaviour. Our managers bear a special responsibility in this regard. We address topics on culture, responsibility and leadership in regular manager workshops.

In order to prepare managers even better for their tasks, to further develop their skills and to prepare them for the complex challenges of the future, a further training concept is being planned.

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As a decentralized company with 16 branches, regulated information and communication processes at all levels and between levels are essential for us. We enter into dialogue with our employees via various formats and channels. We use a social intranet platform to strengthen internal commu-

# 8.2 %

Severely disabled rate 2017

nication and activate our employees in order to supplement the clearly organized regular communication and committee work. We also regularly carry out employee surveys on various topics. The next survey is planned for 2019. Furthermore, we involve our employees as employee representatives in formal joint health and safety committees (see Appendix).

Regular staff appraisals are also a special type of dialogue. All employees can thus receive feedback on their performance and career prospects during these meetings and can also express their own wishes and concerns. These meetings are scheduled once a year for our managers and every two years for all others.



## A healthy environment

With our ports, we operate in-between the sea and land. We are thus neighbours of the Wadden Sea National Park worthy of protection and thus live and work with its ebb and flow. We are aware of the power but also the vulnerability of our environment. The protection of ecosystems is a matter close to our hearts. We always act according to the preventive principle and take environmental impacts into account in all our activities. In addition, the unavoidable interventions in the ecosystems used are offset by compensation measures.

The environmentally relevant topics are coordinated by our Strategic Corporate Development staff unit. Regular dialogue between the staff department, the branch managers, the sustainability officers and management ensures that environmental protection measures are reviewed and initiated. In 2016, we adopted our environmental policy, which is now being integrated into our sustainability strategy.

### Environmental management system

Our environmental management system is the basis of our environmental activities. The international environmental management system PERS (Port Environmental Review System, based on ISO 14001) was developed by ports for ports. The certificate is awarded after an extensive preparatory phase by the EcoPorts environmental initiative of the European Sea Ports Organisation (ESPO). The international standard requires the implementation and documentation of targeted environmental requirements. EcoPorts scrutinised the environmental management system every two years. One of the goals of certification is to identify the ecological impact of the various port areas and to reduce our ports' overall impact on the environment.

We introduced PERS certification for the first time in 2016 at our Wilhelmshaven branch, and in Brake, Cuxhaven and Emden after that. In the process, the systems were standardised and a joint management system established. We plan to certify the entire port group starting in 2019.

The Strategic Corporate Development/Sustainability Management staff unit is responsible for our environmental management system, together with the specialist staff of the relevant department. Depending on the complexity of the tasks, external personnel are consulted for the audit. In this way, we ensure that current standards are taken into account and that we can continuously improve. To ensure compliance with the requirements, regular inspections are carried out in the company in various cycles.

The strategy and the planned measures are coordinated and monitored annually together with all branch managers and



the management. In addition, meetings on topic-related aspects are held with the responsible employees several times a year based on the arising need. These working groups are organised by the Strategic Business Development/Sustainability Management staff. The meetings serve to review implemented activities and to initiate new ones, as well as to continuously review the legal conformity of the measures (see [img on Sustainability Management](#), p. 36).

### Sustainable cultivation of ecosystems

As a hub in-between the world of land and sea as well as the mainland and islands, some of our ports are located in the

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immediate vicinity of the Wadden Sea National Park and other protected areas, so that sustainable management and careful handling of ecosystems are a matter of course for us.

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When constructing and operating the port infrastructure, our aim is to avoid any interference with nature. If that is not possible, we create compensatory areas for the protection of species and biotopes. Our approach is based on a mixture of prevention and compensation. Following the prevention principle, prior to any construction or dredging measure, we check the possible effects on nature and biodiversity. We always make sure that what we build makes sense for the economic development of our customers and the region and that it is used.

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What is taken from the environment when port facilities are built must be returned to it somewhere else. In order to functionally offset the interventions in nature, we compensate the interventions and create so-called compensation areas, i.e. equivalent offsetting areas. Meanwhile, the area of the compensation areas amounts to roughly 857 ha, which corresponds to about a quarter of the total area of NPorts. Regular monitoring and maintenance measures as well as structural improvement measures ensure that these attractive habitats are preserved and developed in an environmentally friendly manner.

NP 26

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## Waste management

The waste generated in our ports comes from ship-generated waste and from the maintenance and operation of the ports. Strategies have been developed for both types of waste to ensure that their disposal is as environmentally sound as possible. The individual branches assume the operational responsibility for this. By 2019, we want to streamline our entire waste management system. This includes the documentation, communication and process development for the recording of waste quantities and containers.

### Disposal of own waste

The principles of waste laws include avoidance before recycling and recycling before disposal. Our ports observe these, too. The waste resulting from operating processes is collected separately as far as possible in all branches. Employees are provided with waste collection points for this purpose. In order to support our employees in the proper separation process, we have developed waste signposts. Waste is separated according to different categories such as residual waste, waste wood, mixed scrap, cable scrap, electrical appliances, waste paper, oily operating materials, waste oils, used batteries, hazardous waste, Green Dot and construction waste. Our procurement department is also sensitised to purchasing products with as little packaging as possible. In addition, the

empty containers for oils, for example, are returned to our suppliers.

We are currently setting the course for a systematic recording and control of our waste levels. We have tasked a working group with the development and introduction of indicators and systematics. This will allow us to optimise our waste separation systems and include them in our reporting. In this context, the waste separation rate is a reliable figure, which we aim to increase by 10% (2018 basis) by 2025 as part of our sustainability strategy.

### Ship-generated waste

We also want to keep the potential environmental impact of ship-generated waste to a minimum and have therefore

GRI  
306-2


# 10 %

**higher waste separation rate by 2025**

developed a ship-generated waste management plan for each site. Ships calling at NPorts are required to pay a disposal fee under NPorts' general terms of use, whether or not they dispose of waste. We also deliberately create incentives to hand over ship-generated waste to a certified company in the port instead of disposing of it on the high seas: Ships are reimbursed 70% of the disposal costs for the usual amount in terms of type and quantity if they dispose of the waste properly. This must be registered in the respective port and is supervised by the authorities.

Ship-generated waste according to MARPOL Appendix I (oil) is generally received on land by a tank truck and on the sea by a barge and disposed of properly. Ship-generated waste in accordance with MARPOL Appendix V (e.g. household waste) is generally collected from the ship by a container service.

The ship-generated waste management plan, which is closely monitored and updated every two years, regulates the reporting and disposal of waste. Since we have consistently implemented the ship-generated waste management plans, we have recorded a positive development in the amount of ship-generated waste accepted and are actively contributing to the protection of the oceans (see overview).

### Bodies of water

As a port infrastructure company, NPorts is responsible for maintaining the waters in its area of jurisdiction. We not only

NP-23

### Ship-generated waste in NPorts ports

	MARPOL Appendix I	MARPOL Appendix V
2016	2,677.71 m <sup>3</sup>	588.79 t
2017	2,404.49 m <sup>3</sup>	596.96 t

have an economic interest in water maintenance, but also in ensuring that they are safe to use. Through targeted dredging work, we ensure a navigable target water depth.

To ensure that as little polluting load as possible, such as cargo residue, enters the waters surrounding the ports, we clean the port areas intensively and continuously with sweepers. In addition, we mechanically remove deposits in the drainage systems.

### Sustainable procurement

As a regionally based player, the effects of sustainable procurement are of great interest to us, as it is an important lever for sustainable management. We support regional procurement which also has economic, ecological and social effects.

As a public company, however, we have a duty to tender required products and services and can thus not develop a fixed supplier base. As far as is possible, we strongly strive to include local companies among our suppliers from whom we procure materials (lamps, wood, metal, office equipment). Tenders are also invited for structures, installations and services of all kinds (e.g. maintenance services). When constructing new buildings or complex technical facilities, for example, we usually work together with large, experienced industrial and construction companies.

We have taken initial steps to review new suppliers in the tender process according to their environmental or social criteria. On the one hand, we are increasingly tendering certain product groups according to environmental criteria (FSC, Blue Angel, PEFC, Energy Star, etc.). These include construction timber, paper, paints, cleaning agents and electrical appliances. We intend to systematise and deepen these approaches in the future as we want to incorporate these into our tender criteria. On the other hand, we base our supplier selection on the criteria of the state of Lower Saxony. Here we also consider criteria such as minimum wage, human rights and anti-discrimination.

GRI  
204-1

GRI  
102-9



GRI  
414-1  
308-1

## A strong region

Our ports strengthen the economic strength of the coastal region and contribute to the creation of jobs in the region. The satisfaction of our customers that defines our competitiveness is an important quality feature of our work. By pursuing our goal of doing our best every day in this vein, we contribute to a strong region in the north.

As an interface between land- and sea-based transport, we are an important link between industry and commerce. Our main task is to ensure that our customers can use our port facilities and areas around the clock.

### Economic performance

We are developing the coastal region further together with our customers. In conjunction with the services of the port industry, we are turning our port infrastructure and our expertise into high-quality logistics sites. We are adapting to different customer needs, identifying new trends and are developing economically attractive solutions. Through our activities, we are creating clear added value for our customers and hence the region as well.

As a 100% subsidiary of the state of Lower Saxony, we are entrusted with public tasks for the maintenance of the port infrastructure. Our economic performance must therefore be viewed differently from that of private companies, as the state government supports us in the provision of services. Therefore, one of our main tasks is to contribute to an economically strong region through direct business activities and indirect economic effects (e.g. employment). With our ports, we make an important contribution to the provision of services of general interest for our national economy.

In addition, all our revenue is returned to the region in the form of salaries and wages, taxes and any investments in

our locations.

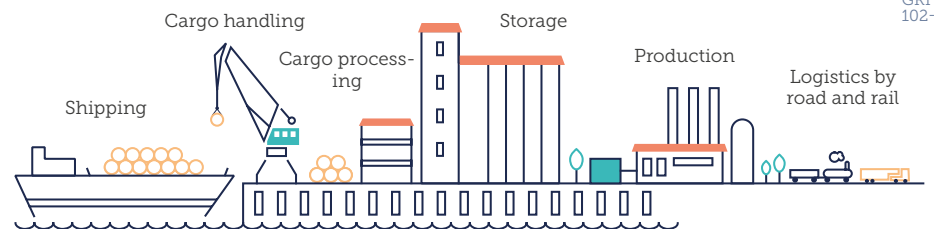
### Customer and customer relationship

Cargo seeks the best path. As a rule, that path is the one with the best price-performance ratio. In the context of global competition and considering increasing regulation (e.g. lower emission limits for ships in the North Sea) and major societal challenges, customer satisfaction is becoming ever more important.

Our customer structure is diverse. On the water, these are German and international shipping companies. On land, these include industrial companies, logistics and railway companies. Our customers are mostly local or regional companies or regional branches/factories of global companies (e.g. Volkswagen in Emden or Siemens in Cuxhaven).

### Quality and customer satisfaction

We consistently focus our actions on the continuous improvement of internal processes and services for our



Business areas of our port customers

GRI  
102-6

	2017	2016
Number of ship calls (with handling)	43,003	39,705
Total cargo handling (t)	29,187,658	28,060,391
Passenger movements (number)	9,227,897	9,789,721
Turnover (million EUR)	67	63
Balance sheet total (million EUR)	810	795

NP-11  
NP-12  
NP-13

GRI  
201-1

customers. For that purpose, we are currently working on a quality management system (QMS) in accordance with DIN EN ISO 9001:2015.

We create clarity about our central processes and responsibilities with our QMS. In concrete terms, we have identified 64 key business processes, mapped them digitally and made them accessible to all employees. In addition, 24 key processes in 2018 were examined and adjusted with regard to risks and opportunities across all branches.

We have developed and compiled the requirements of interested parties in order to better consider the needs of our stakeholders. Since then, internal quality audits have uncovered potential for improvement in our processes and incorporated it into the planning of measures. In 2018, we trained twelve internal auditors in order to be able to carry out the internal audits ourselves.

Customer satisfaction is a pivotal figure and control indicator of our QMS. It is part of our sustainability strategy. In 2018, we conducted a customer survey, which in future will take place every two years. The results for 2018 show a high degree of customer satisfaction: Two thirds of our customers said they were satisfied or very satisfied with our performance. The mean value of overall satisfaction, is 2.3 expressed in German school grades (1= top score, 6= failing). A good grade that we want to improve continuously. We are particularly pleased that our customers cite "innovations" (14%) and "sustainability" (15%) as important trends. We want to increase the visibility of these topics at NPorts.

# 66%

**of our customers are satisfied or very satisfied.**

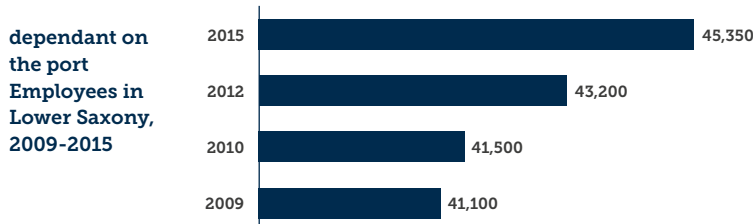
Our customers' outside review of our performance combined with the internal evaluation of processes and improvements helps us to develop company-wide goals and measures for our continuous quality improvement. Customer satisfaction thus contributes to driving our company forward together with our partners in all regards.

## Regional responsibility

### Employment effects

The port industry plays a central role in international supply chains and thus has a significant effect on the labour market and economic value creation. The number of directly and indirectly dependent employees in Germany across the entire port industry is estimated to number approx. 500,000. These include the port-dependent industry, intermediate suppliers and consumer-induced employment. A large part of these employment effects are caused by companies located directly in the port or in industrial areas in its vicinity and by companies located in the ports' catchment area.

With approximately 700 employees, we generate above-average employment effects in a structurally weak region.



Source: ISL, study: Employment effects of Bremen's ports in 2015, Bremen, May 2017

The number of port employees in Lower Saxony has grown continuously in recent years. We contribute substantially to this.

### Anti-corruption and compliance

For us, acting in accordance with guidelines and laws is both an obligation and a matter of course. Through our compliance management, we ensure our legal conformity on a permanent basis and ensure that important standards and codes of conduct are observed.

With a bundle of measures, we ensure that the relevant legal basis is up to date. Especially in the environmental sector we have a comprehensive digital cadastre of the relevant legislation (PERS reference). Further monitoring measures range from subscriptions to trade journals and overviews of laws to IHK newsletters and law gazettes from relevant ministries, regular attendance at trade conferences and training courses to external legal advice.

Compliance management is an integral part of the process and quality management system. Both NPorts and external actors are involved in the implementation. The introduction

GRI  
203-2

GRI  
419-1

GRI  
307-1



and implementation of legal innovations are organised in the sense of a Plan-Do-Check-Act cycle.

Depending on the area of application, all employees are familiar with the processes that apply to them. The process owners analyse the relevant laws in order to be able to adapt the process to the applicable guidelines. This means that our employees always act within the framework conditions specified by us (and thus also by law). All employees sign the compliance regulations on an annual basis. We thereby ensure that information and sensitization reaches all relevant areas.

As part of compliance management, we have reviewed all NPorts locations and business units. We classify just under half of the business areas as at risk of corruption. Regular training courses are mandatory for employees in these areas. They are voluntary for everyone else. To date, we have not

GRI 205-1

preventive measures against corruption	2017	2016
employee information	all	all
Business areas classified as at risk of corruption	44 of 95	44 of 95

registered any incidents of corruption or legal proceedings based on anti-competitive practices, antitrust, monopoly formation or other misconduct.

GRI 205-3

GRI 206-1



# Appendix

## Profile: the NPorts company

Size of the areas	Unit	2017	2016	NP-01
Total area owned by the company	ha	3,527.9	3,503.1	
of which is port area	ha	2,670.9	2,656.1	
water area	ha	648.2	648.0	
land area	ha	2,022.8	2,008.2	
of which are compensatory areas	ha	857.0	847.0	
leased	ha	830.2	828.3	
Road system	km	42.5	42.5	NP-02
Railway facilities				NP-03
Railway network	km	86.5	86.5	
Total number of ship calls	number	43,003	39,705	
Number of seagoing vessels	number	38,905	35,822	
Number of inland water vessels	number	4,098	3,883	
Length of quay wall	km	26	26	

## Composition of the Supervisory Board (April 2019)

Position	Name	Institute	GRI 102-22 102-23
Chairperson	Dr Bernd Althusmann	Ministry of Economics, Labour, Transport and Digitisation of Lower Saxony	
Dep. chairperson	Corinna Gottschalk	Ministry of Finance of Lower Saxony	
Member	Sascha Gatena	Niedersachsen Ports GmbH & Co. KG	
Member	Frank Doods	Ministry for Environment, Energy, Construction and Climate Protection of Lower Saxony	
Member	Uwe Jacob	Ministry of Economics, Labour, Transport and Digitisation of Lower Saxony	
Member	Birgit Diers	Ministry of Finance of Lower Saxony	
Member	Prof Dr Kerstin Lange	Jade Hochschule Elsfleth	

## Employees

GRI  
102-7  
102-8  
102-41

employment status, diversity and inclusion	2017	2016
all	709	702
female	142	144
male	567	558
full time	650	643
part time / other work models	59	59
permanent	633	628
limited	76	74
civil servants	28	31
trainees (incl dual students)	54	49
proportion	7.6 %	6.9 %
technical function	195	181
commercial function	164	163
business function	350	356
managers	58	56
number of employees in collective agreements	681	671
relative to total number of employees	96.1 %	95.6 %
new hires, of which trainees	54 (21)	45 (16)

GRI  
405-1

diversity indicators	2017 (709)	2016 (702)
employees 35 and younger	183	175
employees between 36 and 55	332	331
employees 56 and older	138	140
managers 35 and younger	2	1
managers between 36 and 55	36	37
managers 56 and older	20	18
ratio of women in general	20.0 %	20.5 %
ratio of women, managers	19.0 %	21.4 %
ratio of women, supervisory board	30.0 %	30.0 %
ratio of severely disabled	8.2 %	7.8 %

## Employee representation in occupational safety and health committees

Employees in occupational safety and health committees	2017	2016
in occupational safety committees	48	48
in health committees	7	7

GRI  
403-1

## Accident statistics

GRI  
403-2

### Reported accidents in 2017

	reported acci- dents	eye injuries	slipping, trip- ping, bumping, falling	objects falling, dropping, hurling away	cutting, crush- ing, burning, stinging	over-lifting, twisting	commuting accidents
<b>Total</b>	<b>39</b>	<b>1</b>	<b>16</b>	<b>5</b>	<b>7</b>	<b>3</b>	<b>7</b>
industrial employees	37	1	15	5	7	3	6
other employees	2	0	1	0	0	0	1

### Reported accidents 2016

	reported acci- dents	eye injuries	slipping, trip- ping, bumping, falling	objects falling, dropping, hurling away	cutting, crush- ing, burning, stinging	over-lifting, twisting	commuting accidents
<b>Total</b>	<b>28</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>11</b>	<b>4</b>	<b>4</b>
industrial employees	27	1	6	1	11	4	4
other employees	1	0	0	1	0	0	0

### Reportable accidents 2017

	reported acci- dents	eye injuries	slipping, trip- ping, bumping, falling	objects falling, dropping, hurling away	cutting, crush- ing, burning, stinging	over-lifting, twisting	commuting accidents
<b>Total</b>	<b>28</b>	<b>0</b>	<b>13</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>7</b>
industrial employees	27	1	13	1	5	2	6
other employees	1	0	0	0	0	0	1

### Reportable accidents 2016

	reported acci- dents	eye injuries	slipping, trip- ping, bumping, falling	objects falling, dropping, hurling away	cutting, crush- ing, burning, stinging	over-lifting, twisting	commuting accidents
<b>Total</b>	<b>42</b>	<b>6</b>	<b>9</b>	<b>2</b>	<b>14</b>	<b>6</b>	<b>5</b>
industrial employees	40	6	9	1	14	6	4
other employees	2	0	0	1	0	0	1



## Energy consumption and CO<sub>2</sub> emissions

Scope of GHG emissions	Energy consumer	Fuels used	Energy consumption in kWh 2014	Energy consumption in kWh 2017	Change	CO <sub>2</sub> emission factor (in kg CO <sub>2</sub> /kWh)	CO <sub>2</sub> equivalent (t) 2014	CO <sub>2</sub> equivalent (t) 2017	Change 2014/2017
Scope 1	Fuels	natural gas	6,958,643	6,073,393	-13 %	0.25	1,712	1,494	-13 %
		heating/ fuel oil (light)	140,203	727,163	419 %	0.32	44	231	419 %
		propane gas (propellant gas)	62,291	22,644	-64 %	0.28	17	6	-64 %
		liquefied gas	106,004	144,582	36 %	0.28	29	40	36 %
	Vehicle fleet / equipment	diesel	1,721,476	1,476,568	-14 %	0.30	516	443	-14 %
		petrol	17,946	83,799	367 %	0.32	6	26	367 %
		CNG	16,668	167,220	903 %	0.25	4	41	903 %
	equipment / machinery	diesel	2,111,832	1,899,742	-10 %	0.30	634	570	-10 %
		petrol	46,301	8,032	-83 %	0.32	15	3	-83 %
		CNG	-	2,929	100 %	0.25	0	0.7	100 %
	Ships	marine diesel	5,169,444	5,869,638	14 %	0.30	1,551	1,761	14 %
		petrol	-	2,763	100 %	0.32	0	0.9	100 %
Scope 2	all energy consumers	electricity (conventional)	6,799,303	977,182	-86 %	0.57	3,842	552	-86 %
		electricity (green electricity)	0	6,179,222	100 %	0.00	0	0	100 %


















Energy consumption Scope 1	16,350,808	16,478,472	1 %	Total Scope 1	4,528	4,617	2 %
Energy consumption Scope 2	6,799,303	7,156,404	5 %	Total Scope 2	3,842	552	-86 %
Total energy consumption	23,150,111	23,634,876	2 %	Total 1 + 2	8,370	5,169	-38 %











## External initiatives, associations and interest groups

GRI  
102-12  
102-13

Initiatives	Purpose
<b>Working groups</b>	
Arbeitsgemeinschaft Niedersächsische Seehäfen	Representation of the port industry's interests
Runder Tisch Meeresmüll	Strategies and measures to reduce marine waste
Wadden Sea Ports	Exchange of ideas on sustainability measures between the Wadden Sea ports
Arbeitsgruppe Synopse	Coordination of sea surveys by federal and state authorities
Maritimer Strategierat Weser-Ems	Stakeholder alliance to strengthen the maritime economy in the region
Arbeitsgruppe Deutsche Bucht	Exchange of information and interests between the port companies in Hamburg, Bremen and Lower Saxony
AG ElbeSeaports	Exchange of information and interests between the port companies in Hamburg, Schleswig-Holstein and Lower Saxony
<b>Memberships</b>	
WPCI/ESI (Environmental Ship Index)	ESI discounts as an incentive for environmentally friendly shipping
Ems-Achse	Stakeholder alliance to strengthen the economic region Ems-Achse
Hafenwirtschaftsgemeinschaft Cuxhaven e. V.	Representation of the interests of the local maritime economy
VBW Verein für europäische Binnenschifffahrt und Wasserstraßen	Promotion of the multimodal water/ship/port transport system
Hafenwirtschaftsvereinigung WHV e. V.	Representation of the interests of the local maritime economy
Emder Hafenförderungsgesellschaft e. V.	Representation of the interests of the local maritime economy
HTG e. V. Hafentechnische Gesellschaft	Discussion of all scientific and practical questions of a technical and economic nature relating to port construction, operation and planning of waterways
MARITIME LNG PLATTFORM	Promotion of LNG as an alternative fuel
VDV (Verband Deutscher Verkehrsunternehmen)	Representation of the interests of public passenger transport and rail freight transport
Offshore NETzwerk Norddeich	Representation of the interests of local companies in the offshore sector
IHK (Chamber of Industry and Commerce)	Representation of the interests of commercial businesses
Nautischer Verein zu Emden e. V.	Promotion of the general interest in maritime affairs, naval matters and shipping
Deutsche Seemannsmission e. V.	Promotion of the general interest in maritime affairs, naval matters, shipping and related vocational and further training, and in particular the increase of the safety of human life at sea
ESPO (European Sea Ports Organisation)	Representation of the interests of European seaports (the Ministry of Economic Affairs is a member on our behalf)
<b>Cooperation</b>	
WASH2Emden	Project for hydrogen applications in ports
dashPORT	Digitisation and energy efficiency project
DUAL Ports	International project, focus: decarbonisation of ports
3D HydroMapper	Project for intelligent and demand-orientated building inspection
JadeWeserPort-Gesellschaften	Support in specialist areas and projects
bremenports	Discussions and projects on various topics such as sustainability, dredging, nature conservation, etc.

## GRI content index

GRI standard (core version)	Description of the specification	PERS	Page	References
GRI 102	102-1 Organisation name		34	Our company
GRI 102	102-2 Activities, brands, products and services		35	Our company
GRI 102	102-3 Organisation's main office		34	Our company
GRI 102	102-4 Operating sites		35	Our company
GRI 102	102-5 Ownership structure and legal form		34	Our company
GRI 102	102-6 Markets supplied		35/54	Our company / A strong region / Customers
GRI 102	102-7 Organisation size		34/58	Our company
GRI 102	102-8 Information about employees and other staff members		58	Our company / appendix
GRI 102	102-9 Supply chain		53	A strong region / indir effects
GRI 102	102-10 Significant changes in the organisation and its supply chain		53	A strong region / indir effects
GRI 102	102-11 Preventive approach or preventive principle		37/52	Healthy ecosystems / Sustainable cultivation / Mission
GRI 102	102-12 External initiatives		61	Appendix
GRI 102	102-13 Membership in associations and interest groups		61	
GRI 102	102-14 Statement by the highest decision-maker		65	Outlook
GRI 102	102-16 Values, principles, standards and codes of conduct		34/37/50	Employees / Diversity / Mission Statement / N-Strategy / Our Company
GRI 102	102-18 Management structure		34/36	Key reporting topics
GRI 102	102-20 Board responsibility for economic, ecological and social issues		36	Sustainability at NPorts
GRI 102	102-21 Advising interest groups on economic, ecological and social issues		36/39	Stakeholders and stakeholder dialogue / sustainability organisation
GRI 102	102-22 Composition of the highest controlling body and its committees		34/57	Our company / appendix
GRI 102	102-23 Chairperson of the highest controlling body		34/57	Our company / appendix
GRI 102	102-35 Remuneration policy		50	Employees / Equal treatment
GRI 102	102-36 Procedure for determining remuneration		50	Employees / Equal treatment
GRI 102	102-40 Stakeholder list		39	Stakeholders and stakeholder dialogue
GRI 102	102-41 Collective agreements		50/58	Our company / appendix
GRI 102	102-42 Determination and selection of stakeholders		39	Stakeholders and stakeholder dialogue
GRI 102	102-43 Approach to stakeholder inclusion		39	Stakeholders and stakeholder dialogue
GRI 102	102-44 Important issues and concerns raised		39	Stakeholders and stakeholder dialogue
GRI 102	102-45 Entities included in the consolidated financial statements		33	GRI content index
GRI 102	102-46 Procedure for determining the content of the report and the delimitation of topics		40	Key reporting topics
GRI 102	102-47 List of essential topics		40	Key reporting topics
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GRI standard	Description of the specification	PERS	Page	References
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GRI 203	203-2 Significant indirect economic effects		55	A strong region / indir effects
GRI 204	204-1 Proportion of expenditure for local suppliers		53	A strong region / indir effects
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GRI 302	302-3 Energy intensity		44	Good climate / Energy consumption
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GRI 304	304-1 Business sites operated or managed in protected areas or areas of high biodiversity value outside protected areas		52	Healthy ecosystems / Sustainable cultivation
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GRI 305	305-1 Direct (Scope 1) greenhouse gas emissions		44	Good climate / Energy consumption
GRI 305	305-2 Indirect (Scope 2) greenhouse gas emissions		44/45	Good climate / Energy consumption and renew. en.
GRI 305	305-4 Intensity of GHG emissions		45	Good climate / Energy consumption
GRI 305	305-5 Reduction of greenhouse gas emissions		44	Good climate / Energy consumption
GRI 305	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ) and other significant air emissions		45	Good climate / Energy consumption
GRI 306	306-2 Waste by type and disposal method		52	Healthy ecosystems / resource management
GRI 307	307-1 Non-compliance with environmental laws and regulations		55	Anti-corruption and compliance / GRI content index
GRI 308	308-1 New suppliers who have been assessed based on environmental criteria		53	A strong region / indir effects
GRI 401	401-1 New recruitments and employee fluctuation		58	Appendix
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GRI 403	403-1 Employee representation in formal joint occupational health and safety committees		59	Appendix
GRI 403	403-2 Type and rate of injuries, occupational diseases, days lost, absenteeism and number of work-related deaths		48/59	Secure jobs / work safety / appendix
GRI 404	404-1 Average number of hours of training per year per employee		52	Secure jobs / further training
GRI 404	404-2 Programmes to improve the skills of employees and to provide transitional assistance		52	Secure jobs / further training as well as vocational training
GRI 404	404-3 Percentage of employees receiving regular performance and career development reviews		52	Secure jobs / further training / appendix
GRI 405	405-1 Diversity in control bodies and among employees		50	Secure jobs / equality / equal treatment or appendix
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GRI 419	419-1 Non-compliance with social and economic laws and regulations		55	Anti-corruption and compliance / GRI content index
The following company-specific information from NPorts relates to indicators that go beyond the GRI standard.				
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	NP-02 road system		34/57	Our company / appendix
	NP-03 railway facilities		34/57	Our company / appendix
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	NP-21 Share of renewable energies		45	Good climate / renewable energy
	NP-22 Number of ship calls with ESI discount issued		46	Healthy ecosystems / Waste management
	NP-23 Ship-generated waste as per MARPOL		46/52	Healthy ecosystems / Waste management



# hafen<sup>+</sup>

People. Planet. Prosperity.



# Outlook

Dear readers,

With haven<sup>+</sup> we are adding further life to our sustainability strategy in order to secure and sustainably expand the future of NPorts' 15 port sites. The ports of Lower Saxony are hubs of international trade by sea. They connect the world's trade routes to our region. As an infrastructure operator, we ensure economic efficiency with a view to everyone's interests. Climate protection and resource efficiency are the major challenges of our time which also includes securing the future of the location, the regional economic strength and our attractive jobs.

Our goal is to further develop our ports as lively and secure places for all stakeholders and residents while bearing the responsibility for ecological, social and economic concerns.

In those terms, we are pioneers in certain areas. For example, we are exploring the possible applications of hydrogen derived from wind power - as an innovative energy carrier - for our ports in the WASH2Emden research project.

For these tasks we depend on various partnerships and co-operations at home and abroad. After all, sustainable port development is best driven forwards in cooperation with many intelligent and committed people.

That is way we seek dialogue with all actors who want to support and advance sustainable development.

We have set our course! We consider sustainability in a holistic sense to be the future viability of one of the most important maritime economic regions in Germany. With our Sustainability Report 2019, we are providing comprehensive information for the first time in compliance with the GRI standards: "Core" option. The 2030 Agenda with its 17 global sustainability goals is a valuable reference for us. With our haven<sup>+</sup> strategy, we are therefore consciously looking beyond our ports and out into the world and contribute to sustainable development.

We will now report regularly on our success and compliance with our targets.

What does your picture of a lively future port look like?

**We look forward to your support and constructive input!**

**Folker Kielgast**  
Technical Managing Director

*Niedersachsen Ports  
GmbH & Co. KG*

**Dr Bernd Althusmann**  
Chairman of the Supervisory Board  
Minister

*Ministry of Economics, Labour, Transport  
and Digitisation of Lower Saxony*

**Holger Banik**  
Spokesman of the Board

*Niedersachsen Ports  
GmbH & Co. KG*



## Glossary

<b>DIN EN</b>	Deutsches Institut für Normung, European standard
<b>DUAL Ports</b>	Developing Low carbon Utilities, Abilities and potential of regional entrepreneurial Ports
<b>ECA</b>	Emission Controlled Area
<b>ESI</b>	Environmental Ship Index
<b>ESPO</b>	European Sea Ports Organization
<b>FSC</b>	Forest Stewardship Council
<b>GRI</b>	Global Reporting Initiative

<b>ISO</b>	International Organization for Standardisation
<b>LNG</b>	Liquefied Natural Gas
<b>MARPOL</b>	Marine Pollution, Convention for the Prevention of Marine Pollution from Ships
<b>SECA</b>	Sulphur Emission Control Area
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>WASH2Emden</b>	Hydrogen applications in the Emden seaport
<b>WPCI</b>	World Ports Climate Initiative



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