

## Sustainability Report 2021

hafen<sup>+</sup>

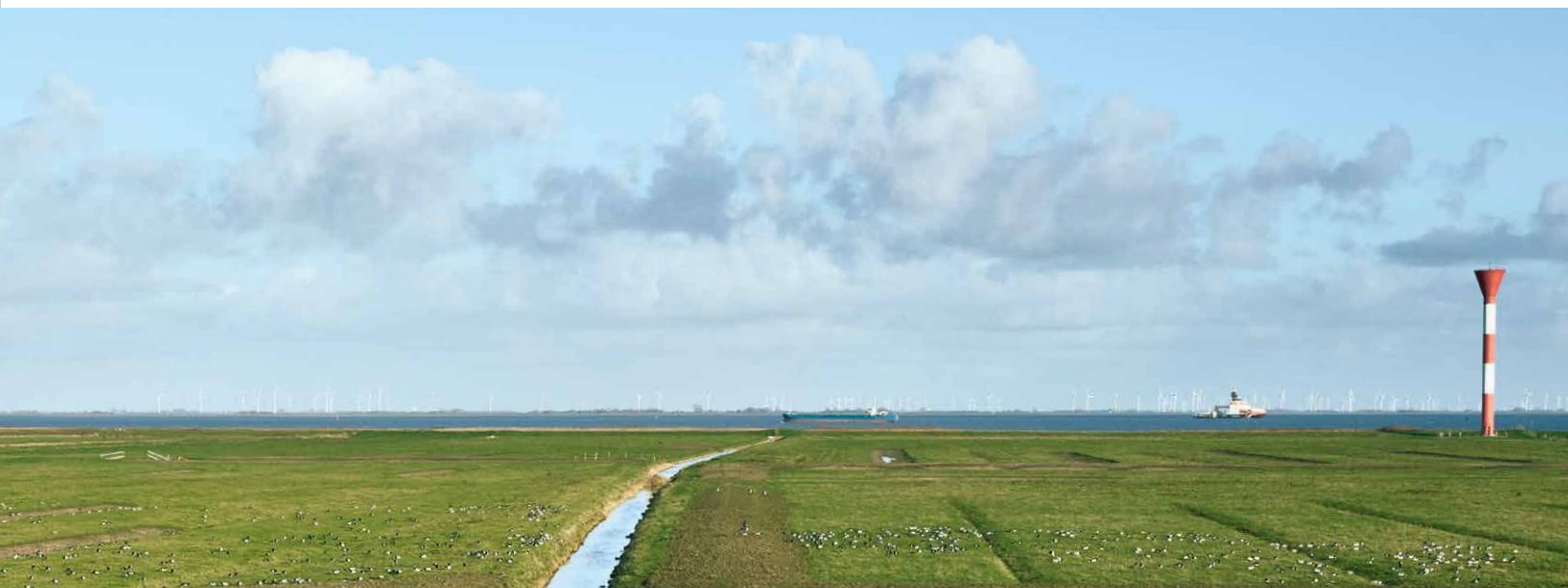
We Are on the  
Right Track



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# Introduction

Dear Reader,

hafen+ is the name of our Sustainability Strategy that we are using to steer our ports towards a lively future. Why hafen+? Because we comprehend sustainability as a value-added strategy that the 15 port locations of NPorts use to add their contribution to a strong coastal region in Niedersachsen: More value for people, environment, and the economy!

Regionally linked, globally connected: Our ports are an essential hub for the international trade by sea. As a service provider of port infrastructure, we connect Niedersachsen's economy with global partners around the world. Therefore to us, sustainable action means to set a great example, to successfully shape the port economy with our entrepreneurial spirit, forge strong alliances, and work towards a future-oriented, socially and environmentally conscious economy in Niedersachsen. Our ports are located between land and water, therefore the thought of long-term securing our natural bases of life are near and dear to our hearts and minds. A healthy environment and a good climate are essential prerequisites for a fulfilled life of future generations.

This is our second Sustainability Report. In it, we give insights into the developments that we were able to push forward within the past two years. We were able to stay the course and we consistently pursued our tasks based on our Sustainability Strategy. That includes completing the integration of Sustainability and Corporate Strategies. Acting sustainably comes natural to us in our daily work life and it is plain to see that it has become an ever-growing factor in all areas. Broadly accepted and supported by our staff, numerous measures were pushed ahead within the past two years, and some of them have already been implemented. One example is our introduction of Smart Tech applications and LED technologies at our NPorts sites. In many projects, we work in a site-, state-, and country-transcending manner on digital innovations and environmentally friendly scenarios for the future.

We have increased the goodwill of Niedersachsen Ports as an employer brand and we have built a new career portal from the ground up. It is our intent to retain our existing employees even more. To reach this goal, we have to put an emphasis on promoting continued education, equality, and the reconcilability of work and family. We also want to attract the best talent. The numerous student trainees that are making our future issues their research topics underscore the importance of NPorts as a modern, future-oriented, and secure employer. Transcending generations, we are up for the challenge called future.

After all, it's people that are the driving factor for sustainable action at all of NPorts' locations. They know what it means to pursue sustainable goals and apply commensurate solutions, they understand the interdependence of action and behavior for the sake of a better future.

In this report, eight people take us along to their place of work and tell their stories that mean the 'plus' in our ports. Each of these stories shows, just how much enthusiasm we here at NPorts have towards conducting our business in a sustainable fashion, from small, practical things, to large, international research projects. In order for us to achieve this, the Agenda 2030 of the United Nations with its 17 global Sustainability Objectives is an invaluable frame of reference to us, and it is reflected in all of the port stories. Join us on a very special stroll through our ports.

Stop off with us for personal stories right from the sustainable port life at the various stations, or check out the facts and figures in our reporting.

**We're on the right track and we look forward to your continued interest and your constructive support!**



### **Folker Kielgast**

Technical Director

*Niedersachsen Ports  
GmbH & Co. KG*

### **Dr. Bernd Althusmann**

Chairman of the Supervisory Board  
Minister

*Ministry of Economic Affairs, Labor,  
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### **Holger Banik**

Executive Board Spokesman

*Niedersachsen Ports  
GmbH & Co. KG*

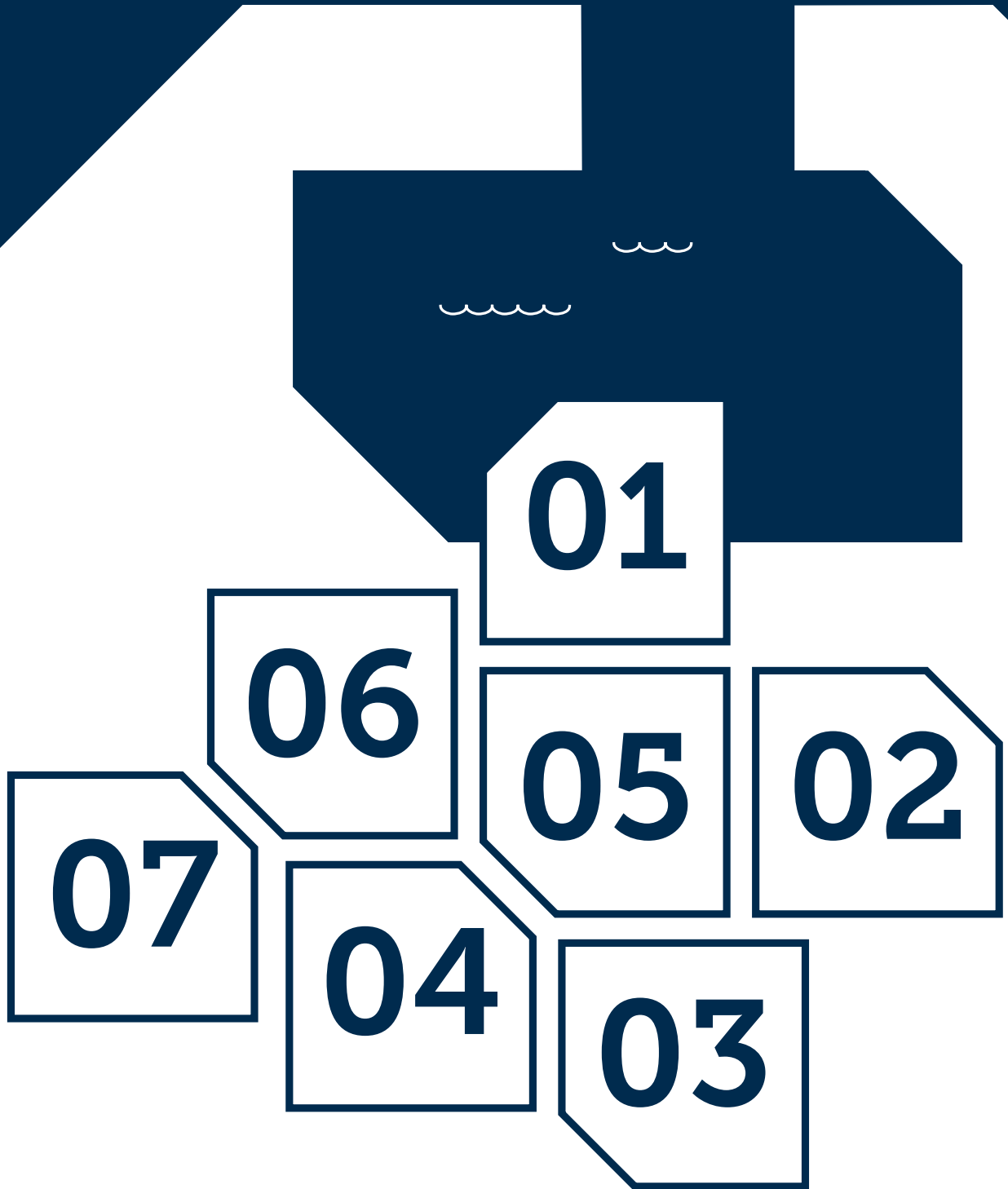




# Invitation to a Port Tour

For the individual ports and the headquarter of Niedersachsen Ports, the opportunities, but also the challenges that go hand-in-hand with our Sustainability Strategy, are different. Be it Brake, Cuxhaven, Emden, Norden, Stade, Oldenburg or Wilhelmshaven: We operate in very different environments, and with quite specialized individual points of focus. But some of the stations are the same for all the sites. Those are stations, where we pursue and achieve added value through concrete development and change for the coastal region of Niedersachsen.

Join us as we traverse the → **Water Surface (01)** and arrive directly at the → **Port Entrance (02)**, the gateway to a vibrant port world, where the logistical fine-tuning takes place for any of the arriving vessels. After that, we'll take a look at the regional → **Hinterland (03)**. Our ports form a crucial hub for the region, and are vital for its economic prosperity. We are fanning out our perspective towards the surrounding → **Land Surfaces (04)**, where we are just as serious about our corporate responsibility. Back at the port, inside and out of the → **Work Shops and Offices (05)** - and typically around the clock - we encounter our employees that take care of business and make sure that things run smooth, with commitment and Northern German warmth. We are marching on to the → **Quay Facility (06)**, where ocean-going vessels from near and far connect the economy of Niedersachsen to the world. Immediately adjoining is → **Cargo Handling (07)**, the territory of our customers, who are facilitating the constant exchange of goods. They are the heartbeat of our ports.



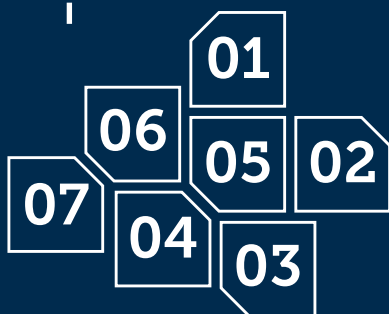
01

## Water Surface



What we do to remove plastic from our ports.

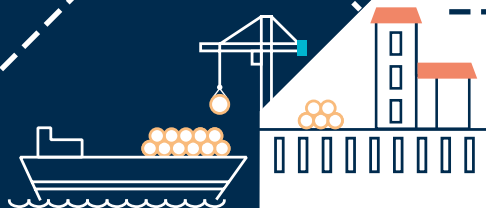
➔ p. 40



Each station in this report is showcased with a representative hafen+ story from one of the NPorts sites. Stories that bear witness to the added value of our Sustainability Strategy: For people, the environment, and the well-being of the economy. We look forward to our joint trip with you!

06

## Quay Facility

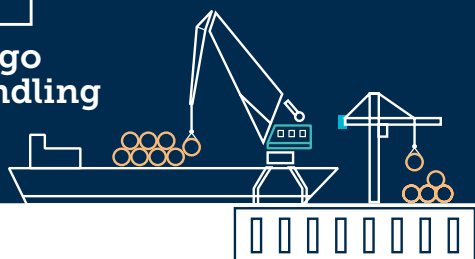


Things we are changing at the Port of Brake so that - as a team - we are proactively prepared for the flow of goods that the future has in store for us.

➔ p. 28

07

## Cargo Handling



The aspects that are important to our customer Cuxport in terms of a sustainable outlook.

➔ p. 50



02

## Port Entrance

The way we research, in order to keep our ports efficient and navigable - with natural resources

➔ p. 20

05

## Work Shops & Offices



How we reconcile job and family at our company.

➔ p. 36

03

## Hinterland



How we are using a smart idea to make barge shipping more digital.

➔ p. 56

04

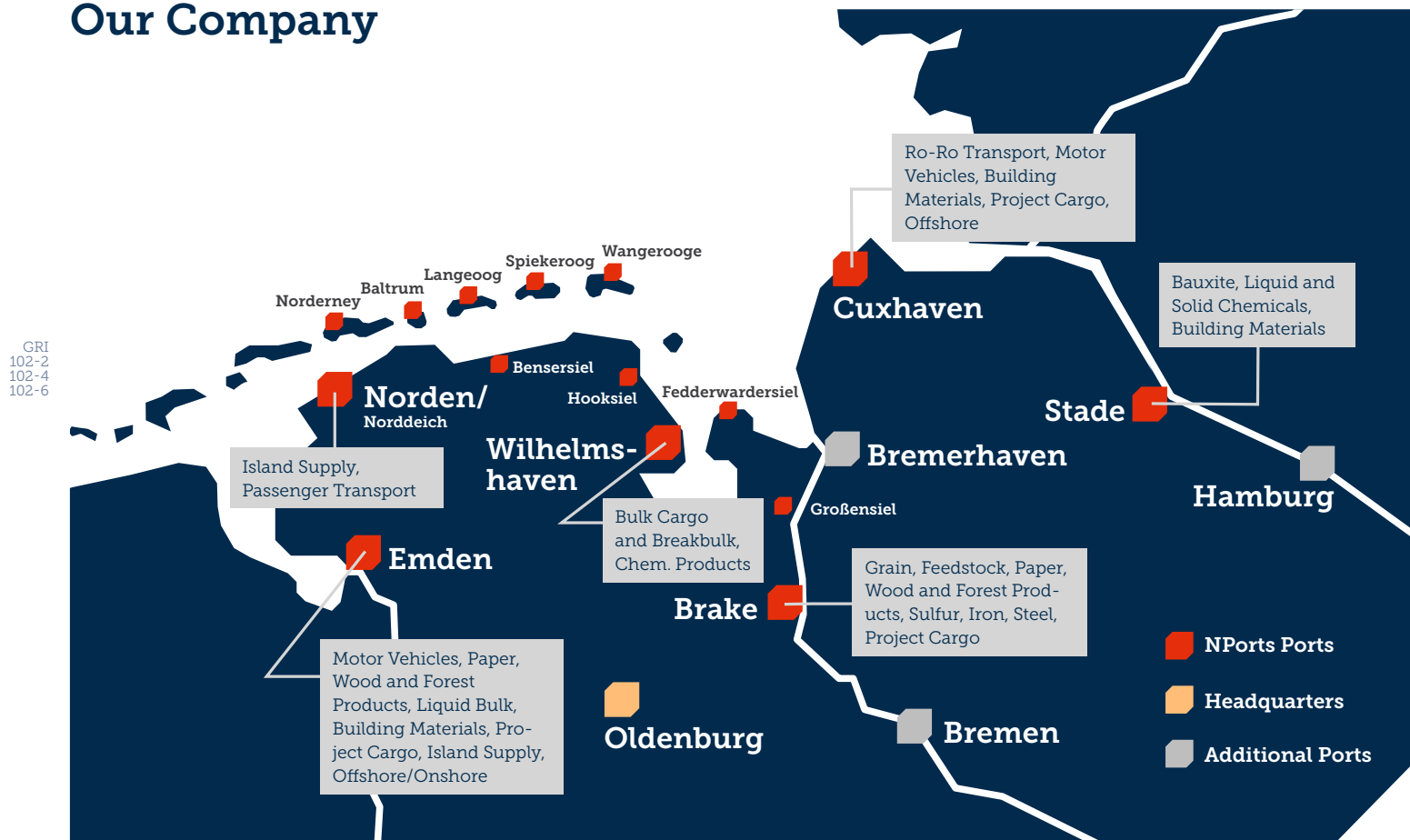
## Land Surface



Our driving force behind our development of compensation areas.

➔ p. 46

## Our Company



### Cargo Handling Focus of the Ports of NPorts

GRI 102-1  
102-5

Niedersachsen Ports GmbH & Co. KG (short: NPorts) is a 100% affiliate of the State of Niedersachsen. We supply the port infrastructure (such as quay facilities, locks, road and rail grids, lighting facilities) for maritime shipping and logistics in 15 port sites in Niedersachsen and we operate five large seaports, seven island supply ports, and three regional ports that all have their own specialty focus. The company was founded in 2005 and has its corporate headquarter in Oldenburg.

GRI 102-5

GRI 102-3

Our port locations, comprising some 3,000 hectares, make us one of the largest operators of public seaport infrastructure in Germany. Through their daily commitment, some 700 employees create the right prerequisites for reaching an annual cargo handling volume of circa 28 million metric tons and more than 9.5 million passenger transports.

We are an important part of the maritime value chain. In a joint effort with our partners in the transport, logistics, commerce and industry sectors, we are forging the future of our ports and developing diversified and innovative solutions to create sustainable logistics.

Our Supervisory Board, the highest control body, is made up of male and female representatives of the Niedersachsen Ministry of Economic Affairs, Labor, Transport and Digitization (chair), the Ministry of Finance, the Ministry for Environment, one university professor, and one employee representative. The corporate bylaws define, which business or commercial transactions require approval from the Supervisory Board. The committee convenes at least four times a year. For particularly urgent or complex reasons, special meetings of the Supervisory Board may be scheduled (Structural make-up in the appendix).

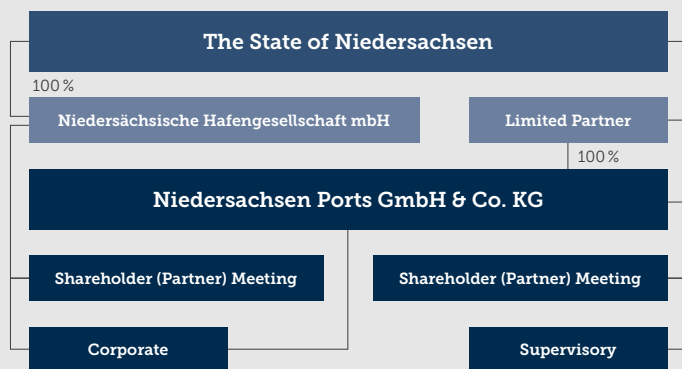
GRI 102-16

GRI 102-18  
102-22  
102-23

GRI  
102-5  
102-7

NP-01  
NP-02  
NP-03

## The Structure of Niedersachsen Ports



## Niedersachsen Ports Facts & Figures

<b>Employees</b>	686 + 56 Apprentices
<b>Balance Sheet Total 2019</b>	790.9 million EUR
<b>Balance Sheet Total 2018</b>	792.5 million EUR
<b>Port Surface Area</b>	2,700 ha
<b>Rail Grid</b>	79 km
<b>Quay Wall Length</b> (With Cargo Handling Capability)	26 km
<b>Cargo Handling 2019</b>	29.6 million metric tons (thereof 25.9 t in sea transport)
<b>Cargo Handling 2018</b>	28.3 million metric tons (thereof 24.6 t in sea transport)
<b>Passengers 2019</b>	9.9 million passenger transports
<b>Passengers 2018</b>	9.7 million passenger transports

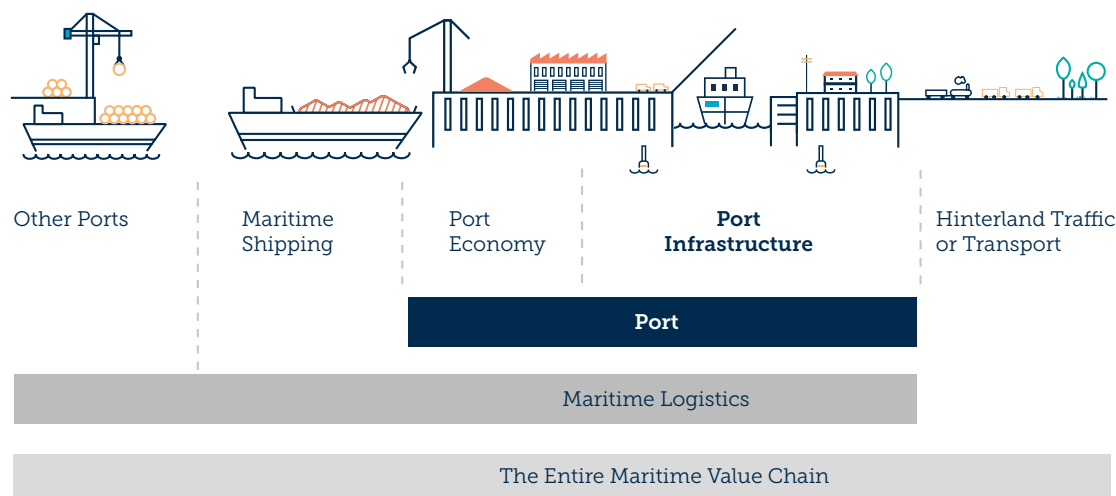
All Numbers as of 12/31/2019

## Our Value Chain

GRI  
102-2

NPorts' tasks comprise the operation of the port infrastructure, planning, development and maintenance of the port facilities and surface areas, and the marketing of the commercial and industrial real estate in the ports. We settle companies with an affinity to the port, ensure a streamlined traffic control, the safety in the ports, and offer a plethora of additional services. We supply, for instance, electric power and water to the ships and make sure that any ships wastes are correctly disposed, we take on the mooring of ships at the port, we are the operator of port cranes, and we provide storage areas.

The large Seaports of Brake, Cuxhaven, Emden, and Wilhelmshaven are managed by our local branch offices. Our Branch Cuxhaven is also responsible for the management of the Seaport of Stade. The Branch Norden manages the seven island supply ports. The regional Ports of Fedderwardersiel and Großensiel are covered by the Branch Brake, and the Port of Hooksiel is looked after by Wilhelmshaven.



## Sustainability at NPorts

To ensure the sustainable alignment of our actions, we combine all of our relevant activities in one company-wide Sustainability Management.

GRI  
102-18  
102-20  
102-21

At the apex of the Sustainability Organization is our Corporate Management. The operative responsibility lies with the central and staff department managements and with each branch management. The Staff Department for Strategic Corporate Development/Sustainability Management controls the strategic implementation and serves as interface for any questions and issues around this topic. Each branch has their own Sustainability Commissioner to locally support this task on site. The staff department Communication and Public Relations supports the entire process in its internal and external effectiveness.

Sustainability has tangibly reached a greater importance on all levels at NPorts. This topic is always on the agenda during the quarterly meetings of our Supervisory Board. In management reviews and in talks with the individual branches, we also address Sustainability Goals, agree upon measures, and goal achievements, so that we can identify potential challenges early on and resolve them as a team. Once a month, the team meets with corporate management to exchange any progress updates and to come to decisions (see table on page 60).

### Our Mission Statement

Sustainable thinking and acting is engrained in our business activities and is an integral part of our corporate culture. This awareness is at the heart of our corporate mission statement 'Port Pamphlet' that we developed in 2016. Since we are a part of the maritime logistics chain, we take responsibility for our actions and keep the social and environmental effects in mind that arise from the operation, the development, and the marketing of our port infrastructure. Three core principles are meaningful to us:

GRI  
102-16

GRI  
102-11

#### 1. Regional Responsibility:

Our Ports. Your Future. Together with our customers, we keep making our ports more and more productive and align them to be 'future-proof'. Through the cooperation with our partners, we significantly contribute to the development of the coastal region of Niedersachsen.

#### 2. Sustainable (Added) Values:

We are creating added value for a sustainable and future-relevant port economy. Our activities can stand up to the tough scrutiny of our customers and reflect our appreciation of man and environment.

#### 3. Motivating Work Environment:

We are a strong community. The cooperation in our company is built on mutual trust and respect. We provide for a motivating work environment.

Our superordinate objective shows us the way towards sustainable action: "Niedersachsen Ports is a future relevant and responsible port company."





## Our Sustainability Strategy

GRI  
102-16

We developed our Sustainability Strategy in 2017 and externally communicated it through the first Sustainability Report. We called the strategy hafen+, because we understand it as a value-added strategy: A strategy with many stories and faces that we propel in all of our 15 port locations.

This strategy will guide our actions until 2025 and encompasses four areas, in which we can and want to make a contribution to the sustainable development (see Image below). They are the backbone of our Sustainability Reporting.

In each area, we have set ourselves long-term strategic and operational goals. In this context, we have planned measures that we continually implement in order to reach our self-imposed objectives by 2025. We measure their efficacy with a help of an indicator system that makes reaching that goal transparent and comprehensible.

### Strategic Goals Within the Sustainability Strategy

#### Climate & Air

*"We make a proactive contribution towards climate protection and towards cleaner air."*

#### Nature & Resources

*"We are managing our ports responsibly and we are using our resources in a smart and sparing way."*

#### Employees & Safety

*"To further the development of our employees and to provide an attractive and safe work environment."*

#### Customers & The Region

*"We expand our ports in a customer-oriented manner and we create the awareness for the added values within the region and beyond."*

Our Sustainability Strategy is guided by the 17 goals for sustainable development established by the United Nations (SDGs). That is why we have aligned the SDGs with our Sustainability Strategy on a global, federal, and

state level. To us, the 17 goals are an important frame of reference, and we live by it, even in our everyday life. This report links all stories with the SDGs to showcase our contribution as hafen+ in detail and make them tangible. (See page 17).

In 2019, we integrated the Sustainability Strategy into the Corporate Strategy - a measure that, to many companies, is not a matter of course. That made the Sustainability Goals also our Corporate Goals and lifted them onto a whole new level and highlighted their importance.

And at the end of 2020, the practical experience has proven us right: The integration helped this topic gain a lot of traction. It helped us to focus even better and take the most important steps. The unified goals also give us guidance, even when the seas get rough from time to time. Thanks to the goal parameters, we know at any time, how far we have come and where we are striving to be.

In addition, in the reporting period 2018/2019, we have conquered a number of milestones that deserve celebrating:

- › In 2019, we were able to further reduce our energy consumption and emissions that are detrimental to the climate, and we have come one step closer to our goal to lower our greenhouse gas emissions by another 25% by 2025. One of the reasons for this is in the numerous energy efficiency measures we have implemented, such as the gradual progressive swap-out of the port lighting from traditional light sources to LED, which we are going to implement throughout the areas in the coming years. In the reporting period at hand, all branches have drafted their own concepts for this.
- › As of 2019, we have a uniform, corporate-wide PERS Certification for all branches. This made our Sustainability Organization grow even closer together.
- › As of 2018, we have a comprehensive waste management system guiding us in our waste separation efforts. With the separation rate of 2019 we have already reached the goal we had set for ourselves for 2025.
- › Another area gaining more and more importance is the reconcilability of job and family. To address this topic, we have created a plethora of new offers and activities in the reporting period.

- › **We have also developed a new Employer Branding Strategy. It gives us the opportunity to position ourselves in a better way as an employer and it creates more internal and external transparency.**
- › **After we had created the outlook papers for the Ports of Emden, Norddeich, and Wilhelmshaven in the past years, we have created such development plans for the Ports of Cuxhaven and Stade during this reporting period. In order to capture recommendation for our future positioning, we have once again relied on the input from our customers, thus reinforcing the dialog around the topic 'Sustainability'.**

Aside from the above-mentioned initiatives, we are also working with fervor on different future-relevant projects, such as autonomous navigation and alternative propulsion for ships. One example is that we, together with other stakeholders, have launched the initiative "Energy Hub Wilhelmshaven 2.0" that deals with the issues of the energy transition (energy revolution) and the role that ports can play, when it comes to a climate-neutral energy supply.

In order to position ourselves for the future, we also participate in external dialog processes. As an important stakeholder and as a trend setter, we play a pivotal role in the creation of the outlook paper "The Port of Niedersachsen 2025". In close collaboration with the Ministry of Economic Affairs, Labor, Transport and Digitization, and other stakeholders, we contribute to the strategic mid-term alignment of the Seaports of Niedersachsen and set important accents for the port politics of Niedersachsen.

We are particularly proud of the fact that we can implement all of our measures with already existing maintenance resources - that indicates that we are able to budget efficiently, while always keeping Sustainability Aspects in mind. This makes us feel validated: We are on the right track and we will stay the course.

## Interest Groups and Stakeholder Dialog

Our business model makes us the hub between the land and the sea and as such, the interface for many stakeholders. We have identified and prioritized our most important interest groups - aka stakeholders - through an internal workshop. Our most important stakeholders include our employees and executives, our customers and business partners, politics (our shareholders), and the local community (see page 60).

During the reporting period, the stakeholder dialog and the transparency of our ports have reached a new level through the introduction of the NPorts app. With this app, any customer or interested party can gain insight into the activities in all of our locations at a glance.

There is also a protected area within the app that allows all NPorts employees access to contents of the social intranet from their private cell phones. This way, technical contributions, status updates, current internal news, business directives, and fast facts can be conveyed fast and easily to our staff.

We are in a state of constant and direct exchange with our customers: Through surveys, we can utilize customer demands and perspectives for the future continued development of the ports. The survey results directly influence our future planning, as it recently was the case with our outlook papers for the Ports of Cuxhaven and Stade, for instance. Even during the drafting of this report, we have talked to customers about the topic of sustainability (see interview w. Hans-Peter Zint, Managing Director of Cuxport GmbH, page 50).

Last, but not least, we are working within the scope of diverse cooperation projects with partners from science and business to innovatively design the future of our ports. By means of coordination and organization of the projects, we are in constant exchange with a variety of regional and international participants.

## Key Report Topics

Our Sustainability Strategy concentrates on the key Sustainability Topics of our business activity. Key topics are those crucial issues that we exert the biggest influence upon with our core business and therefore can apply maximum leverage on, along the entire value chain.

We have developed and determined the key topics in a multi-step process. In order to gain a 360-degree overview of our company and to include as many perspectives as feasible, we have involved our most important stakeholders: Employees just as much as customers, politics, government administration(s), as well as maritime and environmental associations. In the final result, we were able to identify 21 reporting topics. Those were discussed internally, prioritized, and condensed into seven crucial topics and another seven further topics of importance that are reflected in our Fields of Action.

## Climate & Air

### Operational Goals:

- + Compared to 2017, the direct **greenhouse emissions** will be reduced by another 25%
- The **exterior lighting** for surface areas operated by NPorts will be completely swapped out (100%) and replaced with **LED technology**.
- + The number of **ships' calls** that receive an environmental rebate from us will climb to 500 per year.
- The number of passenger cars propelled by **alternative fuels** will have increased - compared to 2018 - to 50%.

### Key Topics:

Energy

Climate protection and air pollutants (direct and indirect CO<sub>2</sub>-Emissions)

Air Pollutants (NO<sub>x</sub>)

## Nature & Resources

### Operational Goals:

- + Four **environmental projects** will be implemented.<sup>3</sup>
- + NPorts has a certified **environmental management system** (PERS) in place.
- The **separation rate** for our waste will have increased.

### Key Topics:

Sustainable management of eco-systems (prevention principle and compensation areas)

Waste (own and third parties' waste)

Water

# hafen<sup>+</sup>

### Operational Goals:

- + Compared to 2018, the average number of hours for **advanced training and continuing education** has increased by 10%.<sup>1</sup>
- + The **accident rate** remains below the average for comparable industries.<sup>2</sup>
- We were able to maintain the certification »Job and Family«.

### Key Topics:

Employee Development (Qualification and Training)

Occupational Safety and Health Protection

Reconcilability of Job and Family (Work/Life Balance)

Equality and Equal Treatment

Employee Management and Employee Dialog

## Employees & Safety

### Operational Goals:

- + Compared to 2018, the **total handling tonnage** increased by 10%.
- Compared to 2018, **customer satisfaction** has increased to 75%.<sup>4</sup>

### Key Topics:

Economic Performance And Customer Satisfaction

Anti-Corruption and Compliance

Regional Responsibility (employment effects, procurement)

## Customers & Region

<sup>1</sup> We also intend to continuously monitor the quality of the advanced training and continuing education we provide.

<sup>2</sup> Comparable industries are the construction industry and the freight and transport industry.

<sup>3</sup> The environmental projects we are implementing are projects that exceed the statutory requirements.

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

## Global Objectives as a Benchmark

Our Sustainability Strategy pools the key Sustainability Topics of our business activity. It helps us to increase our positive effects on people and environment and to keep the unavoidable negative effects to an absolute minimum. Key topics are topics that we can influence within the course of our core business, and with their help, we can therefore apply a maximum possible leverage along the entire value chain. Even the Sustainability Strategy of the State of Niedersachsen relates to those 17 goals. And we contribute to it with our Sustainability Strategy.



## SDGs

At the core of the Agenda 2030 are the 17 goals for sustainable development (Sustainable Development Goals, SDGs). They consider the Three Pillars of Sustainability – Social, Environmental, and Economic – at equal shares. The idea: All countries in this world – developing and emerging countries, as well as industrialized countries – must make a contribution towards a sustainable development. But also corporations, communities, and citizens are encouraged to do their part.

(Source: German Federal Ministry for Economic Cooperation and Development)

## The 17 SDGs of the United Nations

	End poverty in all its forms everywhere
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Ensure access to affordable, reliable, sustainable and modern energy for all
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Reduce inequality within and among countries
	Make cities and human settlements inclusive, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	Strengthen the means of implementation and revitalize the global partnership for sustainable development



## Climate & Air

Relevant SDGs



02

Port Entrance

Emden \_\_\_\_\_ p. 19

## Employees & Safety

Relevant SDGs



06

Quay Facility

Brake \_\_\_\_\_ p. 27

05

Work Shops & Offices

Oldenburg \_\_\_\_\_ p. 35

## Nature & Resources

Relevant SDGs



01

Water Surface

Wilhelmshaven \_\_\_\_\_ p. 39

04

Land Surface

Cuxhaven \_\_\_\_\_ p. 45

## Customers & The Region

Relevant SDGs



07

Cargo

Cuxhaven \_\_\_\_\_ p. 49

03

Hinterland

Stade \_\_\_\_\_ p. 55

## Good Climate

Climate change and the adjustment to its consequences pose one of the biggest challenges for us. As an energy-intensive company, we wish to make an essential contribution towards climate protection. We therefore increasingly support the utilization of renewable energies for the maintenance and the expansion of the ports. We are always striving to seek out energy-saving and lower-emission alternatives to keep our footprint as low as possible. What's good for the climate is good for our company.

GRI 103-1 We actively apply measures for the protection of the climate. Our business model closely associates energy, greenhouse gas emissions, and air pollutants. Our Sustainability Goals until 2025 acknowledge this fact. We have resolved to reduce our emissions (in comparison to 2017) by 25%, and to significantly lower our energy consumption by completely (100%) switching our exterior lighting to LED technology. In addition, we want to support a better climate through the increased use of alternative fuels. During the reporting period, we have already accelerated these projects quite a bit.

GRI 302-4

GRI 103-1  
103-2  
103-3 The superordinate topic 'energy' is placed with our staff department 'Strategic Corporate Development'. The operational responsibility lies with the energy managers in the individual branch offices. During frequent meetings, pertinent topics and projects are discussed and measures are decided. The round table 'Energy Efficiency' offers a platform for all employees working on the topic. The coordination of the strategic and operational goals, measures, and parameters for the topics Energy and Climate Protection is overseen by the Sustainability Management within the scope of the Sustainability Strategy.

### Energy Monitoring

GRI 302-1 2015 was the first time that we performed an energy audit pursuant to DIN EN 16247-1. We have built on this basis to create an energy monitoring system. We have been using it since 2016 to capture any energy-relevant data. The database is the controlling instrument of our energy policy and it simultaneously serves as the basis for the energy audit. In addition to the energy sources used, the system assigns the most important energy consumptions to the pertinent facilities, buildings, and systems. The monitoring permits us to recognize savings potentials earlier and to utilize them in a better way.

In general, there are four factors that are crucial for our energy consumption:

- 1. Cargo Handling:** The amount of handled cargo and the required material and work input that goes along with it are influencing our energy consumption, e.g., through the deployment of equipment and facilities.
- 2. System Technology and Control:** Technical innovations in the existing system technology and for the system control are improving the energy efficiency.
- 3. Behavior:** Our employees are operating equipment and systems that use a lot of energy. Training, education, instructions, etc. can contribute to a more efficient utilization.
- 4. Environmental Conditions:** On the one hand, the weather dictates the operation of heating systems in our warehouses, workshops, and buildings. On the other hand, the number of storm events influences the dredge activities necessary for maintaining the proper water depths.

GRI 302-1

### Energy Consumption

Electricity, natural gas, and diesel make up more than 95% of our energy consumption. In order to make utilization of these energy sources also more environmentally- and climate-friendly, we streamline the use of traditional energy sources and replace them - wherever possible - with climate-friendly and energy-saving alternatives.

Here, one of the ongoing activities lies in the modernization and/or retrofitting of our buildings, for instance by utilizing more energy-efficient heating systems. We also improve our land and water vehicle fleet using Sustainability Aspects through energy-efficient propulsion systems or alternative fuels. One important measure that immediately pays a dividend towards our Sustainability Strategy: The gradual streamlining of the port lighting by deploying smart LED systems.

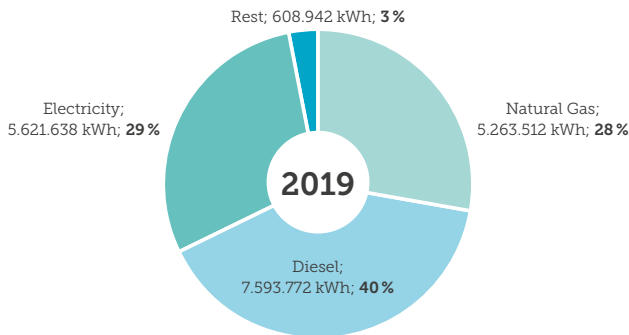
GRI 302-4



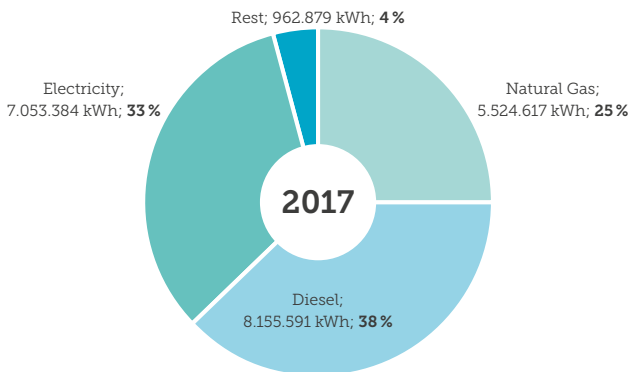
02

## Port Entrance

### Energy Consumption (of fuels) by kWh in Per Cent of the Total Consumption: 19,087,864 kWh



### Energy Consumption (of fuels) by kWh in Per Cent of the Total Consumption: 21,696,472 kWh



The Energy Data For 2017 Were Retroactively Adjusted.

GRI  
302-1  
302-4

All told, we were able to reduce our energy consumption since the first energy monitoring in 2014 by almost 18%. This clear trend can also be observed within the reporting period: In the years 2018 and 2019, the total energy consumption decreased by some 13%. We were able to achieve this great success through a number of energy efficient measures, such as the streamlining of our heating systems or our lighting.

Only for the rest of the energy consumptions do we encounter increased values, for example in 2019, which can be explained by the conversion in our passenger car fleet and the associated increase of CNG (Compressed Natural Gas). All the other energy values during the reporting period were reduced. (See table on page 62).

Continued on p. 23



Janis Habdank  
Project Manager NON-STOP  
EMDEN



02

## Port Entrance

# From the Inside Out

**At the Kesselschleuse (foursquare lock in Emden), about 1 km ahead of the entrance to the Interior Port of Emden, Janis Habdank is meeting with two stakeholder representatives from the INTERREG project NON-STOP. This unique edifice connects four waterways that flow together at this point, each having a different water level. The westerly canal, the 'Rote Siel' (Red Sluice Canal), is an extension of the 'Falterndelft', and therefore of the Port of Emden itself. In times of persistent rain, the foursquare lock is also used to drain the floodwaters from the interior. For Janis Habdank, the 'joining forces' of the foursquare lock represent a perfect analogy for his research project NON-STOP, which is all about exciting synergy effects.**

Janis Habdank has been with NPorts since the end of 2019, forging ahead with Emden's pilot project in his role as the project manager. With his unique academic background in the areas of environment, water, and infrastructure, and his joy in international collaboration, this field of activity is right in Janis Habdank's wheelhouse: "NON-STOP is a demanding and complex project where I jumped in at the deep end. But I was given a lot of support and responsibility early on.

The complexity of the project quickly becomes apparent, as Janis Habdank explains its different participants and research issues. The basic premise is that NPorts, as port infrastructure operator, must maintain the necessary water depths in its ports to keep them navigable. The required dredging measures to accomplish this are associated with high costs and energy consumption. "Therefore, the NON-STOP project has made it its mission to develop a smart sediment and water management concept for the Port of Emden",

Janis Habdank explains. "It is meant to reduce the overall need for (and volume of) dredging through tighter coordination of the participants and facilities and the deployment of digital technologies in and around the port, thus securing the long-term access to the port."

This is where numerous sea locks, the port pumping station, as well as the hinterland of Emden come into play. Because, on the one hand, the sluicing of vessels and the operation of pumps continue to introduce sediment-laden seawater into the port. On the other hand, the inland is in need of new strategies for the increased, weather-related floodwaters. "Climate change is responsible for more and more cloudburst events, raining down onto Emden's hinterland. Therefore, the study is also investigating the possibility to strategically utilize the fresh water inflow from the hinterland into the port, in order to reduce the amount of activation of the port pumping station and to decrease the influx of sediment-laden water from the River Ems", Janis Habdank accentuates. "One of the questions we ask in this project is whether or not the



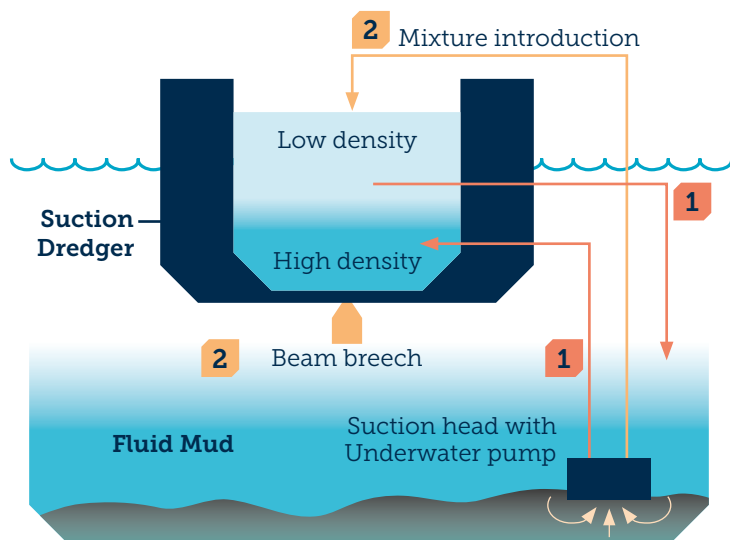
## NON-STOP: „New Smart Digital Operations Needed for a Sustainable Transition of Ports“

**Interreg**  
North Sea Region  
**NON-STOP**  
European Regional Development Fund



The INTERREG project finances various pilot projects at the interface between digitization and sustainability. In all, nine port project partners in all of Europe are participating. The Emden project is designed to run for three years and is slated to end in late 2022.

### Re-Circulation Process

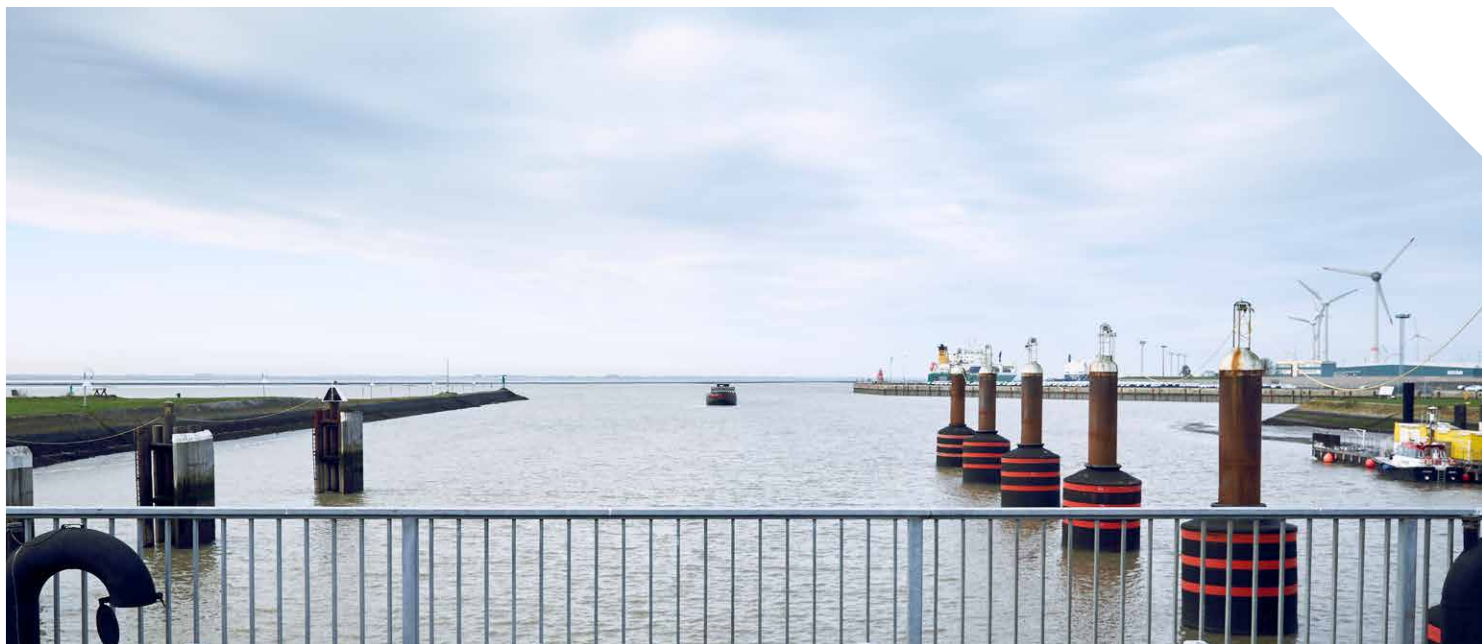


*During the recirculation process, fluid mud is put in connection with oxygen from the air in the hold of the dredging ship. This ensures that a consistent, oxygen-rich state is present within the fluid mud that is used by bacteria to produce slime. This slime production in turn maintains the soft consistency of the fluid mud. This process ensures that the sediment does not settle on the floor of the body of water, and that it stays buoyant, making it possible for ships to travel through it.*

*1: The pump pushes material down into the ship's hold (area of high concentration), the re-introduction occurs via an overflow (area of low concentration).*

*OR*

*2: The pump pushes material into the upper loading area, the dosed re-introduction occurs via a beam breach or via flaps in the ship's hull.*



inland floodwater management can be supported by an increased water intake into the Interior Port of Emden, and what benefit we as a port company may gain from it." Therefore, the involved regional institutions for the inland water management, such as the Entwässerungsverband Emden (Drainage Management Association of Emden), and the NLWKN Aurich, are also actively contributing to the project's advisory board that meets twice a year.

Whether or not more water may be funneled out through the Port of Emden is not only dependent on the amount of water and the water levels of the tide-independent Interior Port towards the tide-dependent Exterior Port. Important bacteria that ensure a navigable port basin, do also have a say in this. It should be pointed out that copious amounts of mud-laden water end up in the Port of Emden via the River Ems. This leads to a large-scale accumulation of fluid mud in the Interior Port. In order to avoid constant dredging, NPorts has successfully been utilizing the recirculation process, which keeps the fluid mud suspended instead of letting it sink down to the bed of the port basin, where it would be compacted over time (see image on page 21).

It is of the essence that the functioning of this important principle is not impaired by an increased introduction of water into the Interior Port. Janis Habdank explains the farther-reaching research issue: "The introduction of more fresh water into our largely brackish Interior Port could impair the micro-biological environment for the bacteria. But our fluid mud principle can only be kept functioning, if the bacteria encounter suitable living conditions. Whether the fresh water has an effect on the local bacterial life is a question that we are trying to simulate and research in a lab setting."

To research the interplay of water introduction, microbiology, and fluid mud, we intend to produce sensor-based data at different measuring points within the port that will generate a complete picture of the status quo. "With the help of a user-friendly depiction of the data, we want to offer to the participants a way to monitor the waterways that makes it possible to deduce the necessary recommendations for action", says Janis Habdank about his

## » My Advice for More Sustainability in Everyday Life

**»Be Honest to Yourself and Practice Self-Reflection: What are the Limits of My Willingness to Change? What New Potentials Can Bring on Change?«**

**Janis Habdank**  
Project Manager NON-STOP

plan. "The long-term capture of data affords us an insight into the potential effects of drainage from the country's interior in terms of bacterial activity and fluid mud. This means that we can intervene, when necessary, and that we can come to sustainable decisions regarding the management of the water."

To the environment and water manager, there are multiple perspectives, from which the NON-STOP project is sustain-able: "Primarily, we would like to find out how to utilize natural processes better to sustain port operation and to create relief for the region. Only when we understand the environment better, can we help it deal with the changes." That is why the cooperation on a regional and international level is an effective factor in the knowledge process. The close exchange with the regional associations promotes understanding and collaboration. On a European level of the INTERREG network, Janis Habdank can see decisive benefits from concentrating the resources: "Learn from each other and get ahead together: The digitization sector reveals to us the hidden potentials we can tap into. With that in mind, cooperation is extremely beneficial." And Janis Habdank is certain that teamwork is key when it comes to securing our future, "no matter if it's on a corporate, regional, or international level."



Janis Habdank with Axel Daubenspeck, NLWKN Aurich, and Jan van Dyk, Entwässerungsverband Emden.

## Good Climate

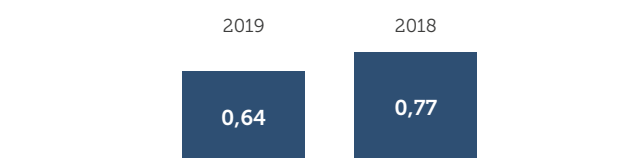


We should note that: When it comes to energy consumption, we have already made good progress, but our immediate influence on it has its limits.

Some of the reasons are founded in technical restrictions, stemming from our business model. Increased dredging, for instance, is directly related to an increased consumption of ships' diesel. Since dredging is dependent on natural environmental impact, the natural sediment dynamics of the North Sea can clearly influence the annual energy consumption. In addition, detrimental weather conditions may yet again drive up the consumption of natural gas within the coming years.

GRI 302-3 Another parameter is the energy intensity. It puts energy consumption in relation to business figures, such as the cargo handling volume. Due to our progress, even this indicator had a positive development: Our energy consumption for each metric ton of cargo handling within the past five years has dropped by more than 20%, and in 2019, it reached a value of 0.64 kWh/t.

### Energy Intensity kWh Energy per Metric t of Handled Cargo



### Climate Protection and Air Pollutants

GRI 103-1  
103-2  
103-3 Maritime shipping - when you compare it by each ton kilometer - produces significantly less CO<sub>2</sub> than transport on land. Still, the exhaust fumes from ships' engines impair the environment, since ships traveling outside the SECA and ECA area are largely operated with heavy fuel oil. It contains significantly more sulfur oxides and other pollutants (such as heavy metals, nitric oxides, etc.) than you will find in fuels used in land transport. While maritime shipping causes 3% of the CO<sub>2</sub> emissions globally, 13% of all air pollutants are attributed to it.

The air emissions in the port come from various sources: from the port operators, the maritime shipping industry (such as ship owners and ship operators), and from other companies within the port. To some of the emissions

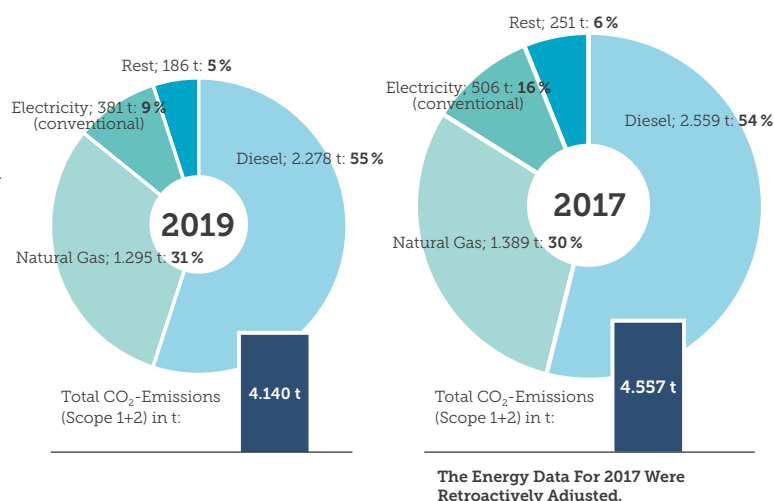
originating within the port we only have a limited impact, e. g. on the emissions of foreign ships, or from hinterland transport.

In the future, we want to largely reduce emissions that can be controlled by us. For these purposes, we started recording in 2017 for the first time greenhouse gas emissions in CO<sub>2</sub>-equivalent values, and attributed them to various sources. Within this process, we were primarily guided by the scopes of the Greenhouse Gas Protocol (GHG protocol). In doing so, we put an emphasis on direct (Scope 1) and indirect GHG emissions (Scope 2). For now, the additional indirect emissions (Scope 3) in the pre- and post-chain of our business activity, remain unrecorded (see images below).

Within our Sustainability Strategy, we have formulated our express goal to reduce our emission by 2025 (compared to 2017) by 25%. Even as early as 2019, we were able to reach half of that goal with a reduction of 12% – a development that gives us confidence in reaching this goal. Compared to 2014, we actually almost cut our emissions in half. We are certain that the large-scale change-over to eco electricity played a large role in this, lowering the electricity-based CO<sub>2</sub> emissions by 86% (see image).

GRI 305-1  
305-2  
305-5

### CO<sub>2</sub> Emissions (in CO<sub>2</sub> Equivalents) of NPorts



There has also been a positive development for the ratio between GHG emissions and the number of employees. While we had recorded 12 tons in CO<sub>2</sub> equivalents for each employee in 2014, in 2019, this number was only 6.46 tons. And again - in 2019 - we were able to record a new low with only 6.03 tons. This shows that just within the previous reporting period, the intensity of GHG emissions decreased by 15%.

GRI 305-3  
305-4



### Direct Emissions

In order to lower our direct emissions - climate gases and air pollutants, among others - we generally pursue two approaches: (1) Improvement of the energy efficiency, and (2) Promotion of renewable energies in the port.

### Energy Efficiency

GRI  
302-4

One way to increase the energy efficiency is the gradual change-over to an eco-friendly vehicle fleet. In 2019, we have already swapped out a large number of our fleet with electric vehicles. We are now up to some 20 electric vehicles and 25 charging stations. A step-by-step expansion is in the planning. In addition to this conversion, streamlining of our facilities and systems, as well as the purchase of eco-friendly IT devices for our administration, the lighting in the port plays a significant role as a source of energy and emissions. It accounts for some 20% of our electricity consumption.

Due to this, we created in 2016 a branch-transcending expert group that is tasked with exploring sustainable port lighting, and we made the complete conversion to LED technologies an integral part of our Sustainability Goals until 2025. Experts from all port locations meet at regular intervals to discuss the gradual implementation of this project. LED light sources feature a significantly longer life span than the high-pressure sodium vapor lamps you typically find in a port setting, and they consume less energy. They are also easier to dispose of, since they operate without the need for detrimental substances such as mercury or lead.

Through this, we want to take advantage of the savings potential versus traditional lighting (up to 70%). In this regard, we were able to make a big step forward during the reporting period: Each branch drew up a plan with concrete measures and figures, to meet the goal of "100% LED". Implementation has already started. In 2019, the LED portion of the overall lighting (LED ratio) reached 19%.

NP-25

In addition, we are sharpening the employees' awareness towards planning and acting energy-efficiently. In collaboration with the Oldenburg Chamber of Commerce and Industry, some of our apprentices were able to garner the add-on qualification as Energy Scouts. During the reporting period, we trained ten new Energy Scouts. They develop and implement energy projects in the individual branches to help improve our energy efficiency.

NP-29

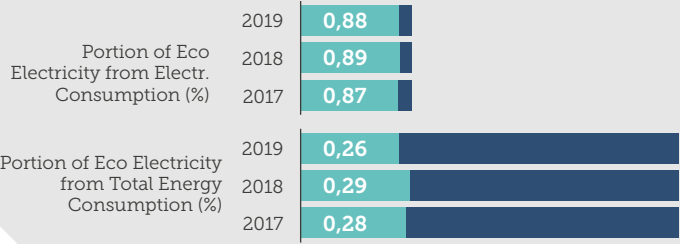
### Renewable Energies

For us, renewable energies are an important tweak mechanism for the permanent reduction of the CO<sub>2</sub> output from electricity consumption. With our switch to eco-electricity in 2017, we have already received 87% of our electricity from renewable resources. For the future, we are planning to exclusively use eco-electricity.

NP-22

GRI  
305-2

#### Utilization of Eco Electricity at NPorts



In 2019, about a quarter (26%) of our total energy consumption was attributable to renewable energies. Our current focus is also on the utilization of energy from the sun through photovoltaic (PV) systems that are installed on free and unused roof areas. In December of 2018, our first PV system on the roofs of our workshops with a capacity of 100 kWp went online and onto the grid at the Port of Emden. In the meantime, another system went into operation in Norddeich.

With the help of the PV systems, we supply our own properties in the port with eco-friendly solar power. In addition, we have been taking advantage of geothermal energy at our site in Emden for years now, and we are determined to utilize the energy source in new buildings at a much higher rate in the future. An example of additional goals and ideas to increase the portion of renewable energies can be found in small wind power plants.

### Air Pollutants

The utilization of fuels (particular ships' diesel) is connected to the contribution of air pollutants, among other things. The emissions from fuels, in particular nitric oxides (NO<sub>x</sub>) and of fine particulates (fine particle dust) are a particular challenge for the efforts to keep the air clean. We intend to also reduce these emissions with the help of alternative fuels.

GRI  
305-7

Therefore in 2019, we tested the deployment of alternative fuels, and we have already been able to put them to use here and there. For instance, we were able to convert the water injection device on our dredger in Cuxhaven



from diesel to GtL (Gas to Liquid). This means a savings of between 2 and 3% in CO<sub>2</sub> emissions. The NO<sub>x</sub> and particulates readings were significantly reduced. Another example is the possibility for fuel bunkering for ships in the first LNG fueling in Emden, using the Ship2Ship process, where one ship transfers LNG (Liquefied Natural Gas) to another ship. In another project, we are testing the possibility to utilize methanol as fuel on one of our dredging vessels.

## Indirect Emissions

### GRI 302-5 NP-23 Incentives for Environmentally-Friendly Shipping

In order to improve the ecological balance sheet of maritime shipping, new approaches towards the protection of the climate and the preservation of cleanliness of the oceans are required. We are pursuing two approaches to create incentives for more eco-friendly shipping.

NP-23 As a member of the World Port Climate Initiative (WPCI), we have been granting a so-called ESI (Environmental Ship Index) Rebate for certified ships. The ESI Certificate is issued by the WPCI. The index informs about the environmental performance of ships in terms of their avoidance to produce air-polluting emissions (NO<sub>x</sub> and SO<sub>x</sub>), as well as CO<sub>2</sub>. We use the index as a basis for granting vessels rebates on harbor dues, thereby promoting sustainability in maritime shipping. And so far, it has been increasingly successful: For the reporting period of 2019, the number of ships receiving the ESI Rebate has almost doubled, when compared with 2017. We are certain that this increase is due to the fact that many of our customers are aware of these measures and increasingly take advantage of them for their ships. Another explanation may be found in many ship owners switching their ships to low-sulfur fuels in 2019. This helps ships reach high ESI scores more easily and makes them eligible faster for the above-mentioned rebates. The reason behind this switch can be found in the so-called IMO Regulation 2020. This regulation became effective in early 2020 and stipulates that ships may only use fuels with a sulfur contents of max. 0.5% from here on out.

In addition, we have been creating additional incentives for the use of cleaner fuels since early 2018 with our own eco fuel rebate. With it, we are rewarding ships exclusively operating with LNG, methanol, or ethanol, with a rebate on harbor dues of up to 20%.

Ships featuring dual-fuel engines receive a 15% rebate. Unlike the ESI Rebate, there is no separate registration necessary for this. The ships must merely prove that they

### Annual Number of Ships' Calls Receiving an ESI Rebate NP-23

	2019	2018	2017	2016
Number of Ships' Calls	198	90	99	67

are operated with an alternative fuel. With this, we are creating a low-threshold incentive for eco- and climate-friendly behavior.

## Shore Power

Once a ship is in port, it can significantly reduce harmful emissions by feeding shore power into the board grid for the length of its stay. On the quay and on board, electrical connectors and transformers must be installed, which will provide power with the voltages and frequencies required throughout the ship's grid. Unlike barges, leisure crafts, and smaller ocean-going vessels, there are currently only very few freight vessels equipped to receive shore power in our ports. In our ports, those smaller crafts have already been supplied with shore power for many years. For the long term, we are planning to expand the offering and performance, particularly in places, where we can supply larger ships with power. We have already created the construction prerequisites, for instance at the Niedersachsen Quay in Brake. In addition, we have built a new shore power system for larger freight vessels in 2018 in Cuxhaven with a capacity of 630 kW.

GRI 305-5

## Research Projects

Since December of 2018, we are spearheading the project "WASH2Emden - Innovative and Eco-Friendly Hydrogen Applications in the Seaport of Emden". Specifically, this project is looking into opportunities to make excess electricity from wind power usable as "green" hydrogen that can be made available for many different applications within the port, which in turn would significantly reduce CO<sub>2</sub> emissions and air pollutants.

NP-21

In 2019, within the scope of this project, we conducted a comprehensive survey of the energy consumption for the entire Port of Emden. The interesting and positive findings showed that we, as port infrastructure operator NPorts, are only responsible for less than 1% of the CO<sub>2</sub> emissions in the Port of Emden. And here too, we are operating the entire port infrastructure, such as bridges, locks, the port pumping station, the lighting, and other facilities.

## Safe Employment

To us, a sustainable HR policy, where people are front and center, is a prerequisite and a significant factor of our business success. We promote the long-term and sustainable development of our employees by equipping them with the necessary know-how and competences for the future. In order for us to attract and retain highly qualified personnel, we are positioning ourselves as an attractive employer that respects people, affords them a safe work environment, and promotes their health.

Our ports are active and alive around the clock, on 365 days a year. Some 700 male and female employees are on the job to provide outstanding performance for our customers. We make it our task to provide an environment in a constantly changing world that promotes motivation, inner drive, and self-responsibility.

### HR Development

To us, HR development means a key to success: It is the philosophy, motor for change, and framework impetus for many different areas, such as reconcilability of job & family, training and continuing education, and the promotion of health and well-being. Central topics of our HR development are digitization, the development of our expert staff and our management personnel, our cooperation and leadership, as well as the further development of our employer brand.

Today's professional world is dynamic and change is normal. Digitization, increased requirements and customer demands raise new questions in need of answers. It is therefore our superordinate goal to enable our employees to keep up with the changes they face in a professional context: From new-hire to job familiarization, to the continuing qualification, we are here to offer invaluable support.

In 2016, we finalized and put in place an HR development Strategy. It comprises the most important topics from the field of action "Employees & Safety" for the coming years. We report our progress multiple times a year to the supervisory board. As part of our communication with the corporate management, we report every two weeks on the status of projects and come to an agreement on the progress of the measures. During the monthly meetings of the different HR managements, we exchange ideas and agree upon topics together with the executives during corporate management meetings and at the so-called 'Great Internal Roundtable'.

An important development in this context is our concept for the topic Employer Branding that we conceptualized in a joint effort between the Communications and HR Departments in 2019. We have completely overhauled our Career Page, and we have increased our presence and activities in the social media. In our corporate blog 'Hafenpost', we report about everyday life events at NPorts.

### Development of Competencies and Further Education

To us, qualification is a key topic. Through it, we continually strengthen the expertise and specialty skills of our crew, thus securing NPorts' competitiveness. Specialized qualification promotes the development in the individual areas of work, such as Engineering & Technical, Port Office, etc. The interdisciplinary offerings cover a great variety of competencies for a successful cooperation.

We approach the topic 'Qualification' from two different angles: (1) Maintenance and further development of basic qualifications that any employee brings to the company and that he/she needs to accomplish the daily tasks, (2) Recognizing and strengthening employees with great potential in our company that we want to further develop.

Since the fall of 2018, we have had a comprehensive database for training and continuing education that is accessible to any of our coworkers via our social intranet. It consists of interdisciplinary and specialty skills training and continuing education offers. Currently, there are 203 offerings (92 interdisciplinary and 111 specialty offerings). If the suitable training cannot be found, our employees are encouraged to make suggestions.

The right further education depends on suitability determination. Here by us, this is an integral part of the employee talks that are held every two years. One purpose of these conversations is to determine the training requirements and the objective of the further training or continuing education. Eight to twelve weeks after completion of the education, managers and employees



06

## Quay Facility

evaluate the training together. If the desired success was not accomplished, additional measures are taken that can lead to obtaining or maintaining the specific qualification.

GRI  
103-1  
103-2  
103-3

In the future, we would also like to define target qualifications for each function with the help of a digital qualification management tool. The systematic alignment with the individual actual qualification should then compute the commensurate need for additional training for each person.

The promotion of further education of all employees is a corporate goal. We evaluate the average number of hours for further and continued education as a control parameter on an ongoing basis. The first complete survey for 2018 showed a value of 21.4 hours of further education for each employee. Within the reporting period, this value increased by 1.1 hours, bringing it to a total of 22.5 hours in 2019.

GRI  
404-1

### Average Annual Number of Hours for Further Education

	2019	2018
Women	17,7	17,5
Men	23,3	22,5

In addition, we have determined in our corporate goals two days of further development of interdisciplinary competencies per year as a target for our managerial staff. In order to support fulfillment of this target, we are currently developing two programs for managerial staff: (1) "Fit for Leadership" for the development of interdisciplinary competencies for existing managerial staff, and (2) the program "The Leader of Tomorrow" for future managerial staff. We intend to offer both concepts starting in 2021. They are designed with a modular structure, and can be tailored to different managerial levels and to the individual participants.

**Harald Ludwig**  
Branch Manager

**BRAKE**





06

## Quay Facility

# A Guiding Star For More Maneuverability

Harald Ludwig climbs up on one of the cranes with us, to focus our view towards the particularities of the Seaport of Brake: Here at the mouth of the River Weser, on this quay of some 2.5 km in length, is where the transport modes water, rail, and road come together. There is no better place to show just what the Port of Brake means to the branch manager: Port is Life. To ensure that this diverse operation is in 'shipshape' condition and can weather any storms in the future, Harald Ludwig and his team have initiated the project "PortOffice 2020". Here too, one thing holds true: Nothing is more constant than change itself.

Harald Ludwig is an 'institution' at NPorts. The civil engineer began his career in the late 70's at our company, when NPorts was still an authority as the Port Authority. He has been branch manager for six years now and, due to his in-depth experience, he can appreciate the opportunity to have a different perspective of things in some areas, and to further develop them. "A port is always

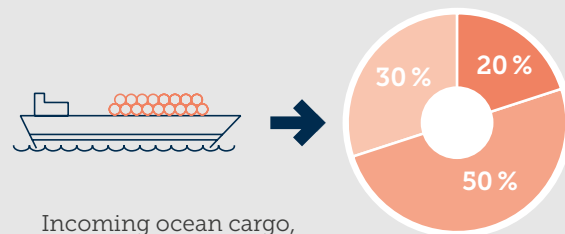
exiting, because ports do not just consist of ships", Harald Ludwig explains about his decades-long fascination. "You know, all this will be further transported by rail, barge, or truck. Here, we do it all: The very essence of port business, the dredging to keep the water depths constant, the maintenance and expansion of quay facilities, roads, the rail system and the buildings."

Brake, with its diverse and powerful infrastructure, is considered a 'niche port', a port that through its multi-functional alignment has found its place and function between the large European allround ports. However, the niche does not come without a challenge. The challenge to know what the market demands and to make offers that no one else can make. There is, for instance, the handling of smaller quantities of cargo: "Not every shipper has large enough cargo amounts to fill up a whole ship" Harald Ludwig explains. Brake, in addition to its strength in the handling of dry bulk cargo and large quantity breakbulk, is also known for the fact that large ocean-going vessels that may be on a liner route to America, for instance, sometimes make a stopover there, and pick up smaller quantities. "In my experience, we are reinventing the Port of Brake every ten years. We have to be flexible and able, to quickly know the market's demands and therefore, we are broadly positioned. That is our edge."

Flexibility is also the core principle that Harald Ludwig will further develop with his team in pursuit of the goal to maintain a high degree of customer satisfaction. The customers' demands are increasing, even when it comes to the smooth handling of the hinterland transports. And we want to meet those demands. The new PortOffice concept at our branch Brake envisions the creation of a

## Modal Split

How ocean cargo arriving at the Seaport of Brake is distributed throughout the hinterland.

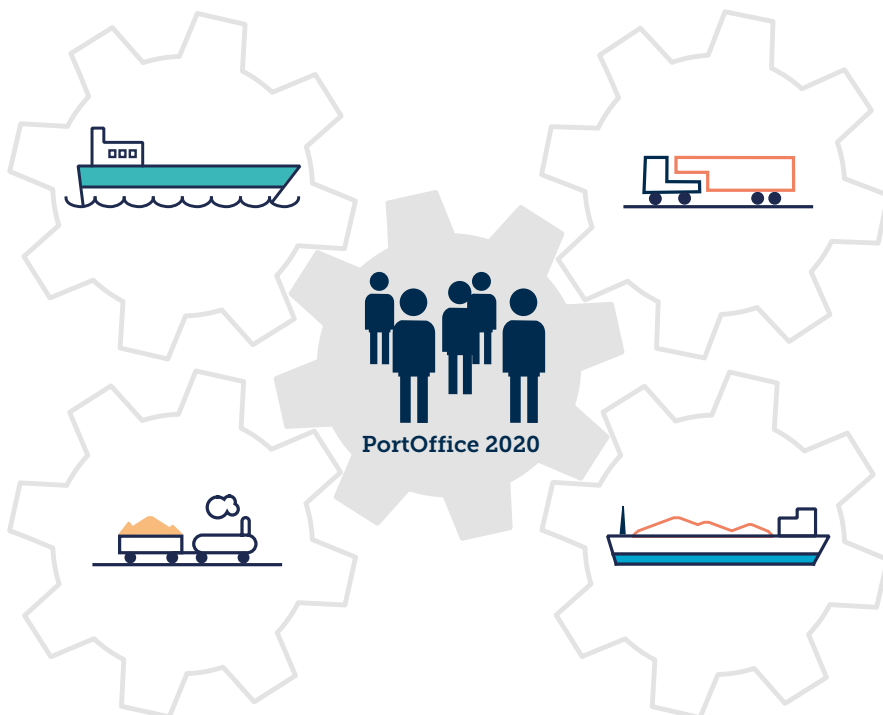


Incoming ocean cargo,  
Some 5 million t (Brake, 2019)

Barge

Rail

Truck



## Coordination of the Different Modes of Transport

*At the port, the goods find their way from the sea ship to the barge, rail, or truck. Or vice-versa, when they are shipped out to sea.*

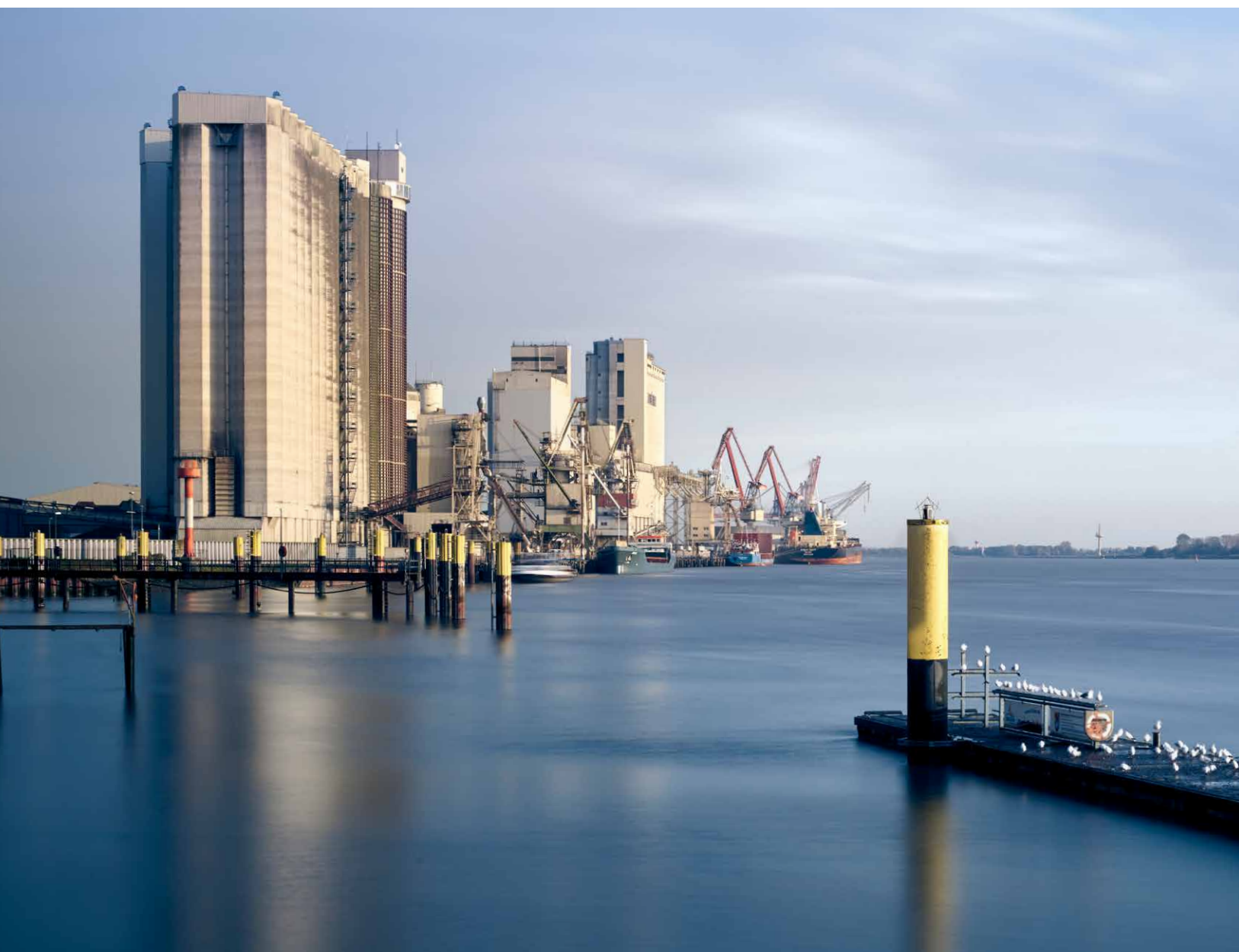


department-transcending position at the port's Command Center from 2021 onward, where all transport issues converge. "We would like to be able to better coordinate the different areas, and by that, I mean the modes of transport, i.e. ships, trains, and roads. Our Port Command Center in Brake must function like a central switchboard, like a guiding star."

In a port setting with 120 employees, what seems natural and matter-of-fact, resembles more a comprehensive, complete turnaround, and it culminates in a real change management. "Currently, there are different departments for each mode of transport, and then there's the Engineering & Technical department that takes care of construction sites, for instance. Our customers have multiple contacts, depending on the issue, such as ships'

calls, truck transports, or rail consignments. We want to dissolve this and bring the different responsibilities together in a department-transcending manner." Together with the management in Brake, and in collaboration with NPorts' Headquarters in Oldenburg, we have developed a novel organization system. It envisions that there will be this newly created position at the Port Command Center with the traditional name "Mariner-in-Chief". In collaboration with a harbor attendant and with a rail dispatcher, and after consulting with the male and female experts from specialized departments, he (or she) takes care of the individual operational requests, coordinates the commensurate tasks, and maintains the dialog with the customer.

And we will also require more flexibility from the colleagues at the Technical Service department. Harald



Ludwig foresees that it will become increasingly important to grow beyond your own core competencies and departments. "It will not be enough to 'merely' be an outstanding electrician or an excellent navigator. In a seaport setting you never know what tasks lie ahead tomorrow. It is a rare event that a ship arrives exactly as scheduled. But it is just not possible to keep all kinds of specialists on hand for every situation that we may encounter. That's why we are counting on the willingness of each individual in our company to cooperate with other trades and to cross-train in other disciplines."

Since the planned change will mean a huge step for many of our colleagues, Deputy Branch Manager Ms. Franziska Walther is supporting the plan with a communications



campaign. The new concept will also carry a name: "PortOffice 2020". With the help of a port-wide roadshow, both managers will pay a visit to every area, every work group. They will highlight the necessity for change, demonstrate exactly, how the change will affect each work area, answer questions and concerns, and address reservations. At the end of this roadshow, all employees will be fully informed and in tune with the new cooperation. "Here in Brake, we have undergone many changes in the past. And even this time, I am optimistic that we will succeed", Harald Ludwig describes the team spirit at the Port of Brake. In his opinion, it takes maneuverability and flexibility to achieve sustainability throughout the port operation:

"The new PortOffice organization is targeting two directional approaches. On the one hand, customer satisfaction is paramount. The customer should be able to associate the product 'Port' with an attractive, invaluable experience. Through our competitiveness, we can safeguard existing revenue streams and tap into new ones. On the other hand, it's about streamlined synergies between our resources, more safety, and more self-initiative and responsibility within the team. We would also like to engage with younger colleagues that may have different requirements when it comes to teamwork, participation, and leadership."

"PortOffice 2020" is an important anchor point for this.

## » My Advice for More Sustainability in Everyday Life

»As head of the local fire department for many years, I would encourage anyone to engage in volunteer work. If you get involved in our society, you get repaid in so many ways.«

Harald Ludwig  
Branch Manager Brake



## Safe Employment

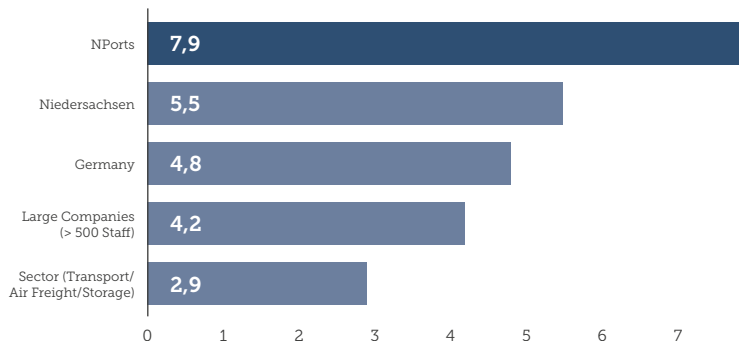


### Apprenticeship and Internship

GRI 404-1

To us, the long-term cooperation with younger people is just as important as the cooperation with specialized and managerial staff. In each of the years 2018 and 2019, we were able to offer 56 young people an apprenticeship in nine different professions in our company. Therefore, we score far above the federal and state average with an apprenticeship ratio of close to 8% (2018). We train more people than we can retain after the apprenticeship. Much to the benefit of the apprentices themselves and of other companies: Because in a rural, economically challenged region, a good start into your professional life is of the essence. That is why we will continue to invest in education, training, and apprenticeships as part of our social responsibility for a strong region.

**Apprentice Ratio 2018**



Source: BIBB Report 2020 (Data are from 2018), [https://www.bibb.de/dokumente/pdf/bibb\\_datenreport\\_2020\\_internettabellen.pdf](https://www.bibb.de/dokumente/pdf/bibb_datenreport_2020_internettabellen.pdf)

Additional traineeship programs that we are proud of are the dual course of study in civil engineering that we started offering at our branch Cuxhaven, and our trainee program for male and female engineers.

### Occupational Safety and Health Protection

GRI 403-1

To us, safety and health of our employees are two important topics that we each control within the scope of our own respective responsibilities. We work in accordance with the statutory ordinances on occupational health and the accident prevention regulations. In addition, we have our occupational health externally audited within the scope of our certification pursuant to DIN ISO 9001.

### Occupational Safety

At NPorts, occupational safety is uniformly structured corporate-wide. The entrepreneurial duties are delegated by corporate management to the leadership of the branch offices, and for our headquarters, to HR management, so that there are clear responsibilities delineated for each site. Our headquarters are also in charge of adjustments, when it comes to the organization of occupational safety. We have assigned safety specialists and safety commissioners for all of our locations. They support and advise the responsible parties on the employer side with decisions for occupational safety. For large projects, we generally put a safety and occupational health coordination in place or we make sure that our contractors do so.

GRI 103-1  
103-2  
103-3  
403-1

Every year at each site, three ASA meetings (occupational safety committee meetings) take place, where the local topics of occupational safety are discussed and adjusted, and work-related accidents are analyzed. At the annual, joint and centralized ASA meeting, superordinate topics are discussed, new and transcending measures are determined, or existing ones are evaluated (see page 63).

GRI 403-4

Within the scope of its responsibilities, the Workers' Council actively contributes to the design of the occupational safety. It scrutinizes risk assessments and operating instructions and makes suggestions for the improvement of occupational safety.

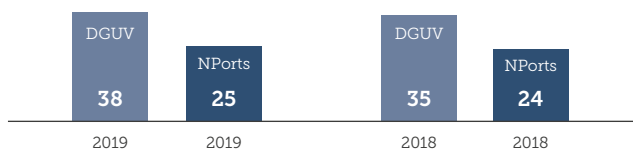
Within the spirit of an all-encompassing occupational safety scheme, we create a risk assessment for each work place. For any risk or danger, we examine the necessary technical, organizational, or individual safety measures. Regular on-site workplace inspections complement the risk assessments. In order for us to represent these uniformly company-wide, we have introduced the guideline "Handlungshilfe 4.0", where we also provide the General Operating Instructions. Parallel to this, we created a database with all of the Dangerous Goods Operating Instructions.

GRI 403-2

We capture our work-related accidents in a comprehensive statistic by category (see page 63). We take any work accident seriously, explore its root cause and conduct - where necessary - work place inspections, and deduce commensurate safety measures. It is our goal to maintain

GRI 403-7

**Reportable Work Accidents in 1,000 Full-Time Workers**



Source: Deutsche Gesetzliche Unfallversicherung (German Statutory Accident Insurance/-Workman's Comp), <https://publikationen.dguv.de/widgets/pdf/download/article/3893>

an above-average occupational safety record compared to the rest of our industry.

We are therefore proud to say that our accident rate for the reporting period is lower than in the previous period. It means that the number of reportable work-related accidents (for each 1,000 full-time employees) has dropped from 41.2 (2017) to 38 in the year 2019.

GRI 403-3 For preventative occupational medicine, we have commissioned an external occupational health physician service that also covers consultation and support services for our employees. In all areas, we have a number of first aid responders available that goes above and beyond the required minimum. We train them in the required intervals.

### Occupational Health Management (OHM)

GRI 103-1  
103-2  
103-3  
403-1 Healthy employees are the backbone of our business success. The company-wide operational health management (OHM) that we introduced in 2015 is designed to keep us on track towards success. We are executing our OHM as a partner project with the JadeWeserPort companies, which significantly increases the efficiency of the offered measures. We are offering our participants a corporate fitness program, among other things.

GRI 403-6 Our OHM complements the occupational health and corporate integration measures. It is our goal to promote health, satisfaction, and cooperation, and also to maintain our employees' performance level. We provide various offers to our employees to maintain their health in the long run. During the reporting period, we put special emphasis on the topic "Healthy Leadership" that we are promoting in compulsory training sessions.

GRI 403-4 The task force Corporate Occupational Health Management (AK Gesundheit) is represented by six employees from all locations that function as points of contact. In addition, they recommend and conceptualize offers for good healthy behavior. They report on a quarterly basis to management and in regular intervals to the corporate executives about the current state of affairs.

GRI 403-3 In the OHM, we announce a guiding theme. The guiding theme is determined based on the suggestion from the AK Gesundheit together with management. Since 2016, we have also involved our male and female coworkers in the selection of topics. A great initiative was for instance the joint 'fasting' in 2019 within the scope of the campaign "40 Days Without".

### Human Relations and Employer's Welfare Responsibility

GRI 401-2

As a responsible employer, we want to design our employment relations in a fair and attractive manner. In offering our benefits, we do not discriminate between full-time and part-time employees or between employees with limited and unlimited work contracts. Beyond the statutory old age insurance (~social security), there is a scheme under the collective labor agreement for a corporate, mostly employer-paid old age 'pension', analogous to the one that public servants receive.

The occupational integration management (BEM) and the associated labor agreement support employees with health impairments. It specifically aims to facilitate their professional integration after longer absences due to health issues. (> 42 days). In this context it is our goal to discover operational causes for an illness and to devise strategies for the avoidance of such causes.

GRI 404-2

### Reconcilability of Job and Family (Work/Life Balance)

A family and phase-of-life-conscious HR policy is pivotal for the motivation, satisfaction, performance, and health of employees. Here at NPorts, we pride ourselves of a corporate culture that emphasizes partnership, gives enough leeway for self-initiative, self-reliance, and trust, and that supports the reconcilability of job and family demands.

We continuously strive to optimize work conditions and we have expanded our recent measures for the reconcilability of job and family. Examples are the provisioning of home office work places, and personal points of contact at each of our sites, that our employees can turn to.

We have been certified as a family-friendly employer since 2017. Since that time, we have initiated a number of measures within the scope of the prescribed target agreement. The portal Job and Family that we created in 2018 on our social intranet offers a great service for our

employees: In the portal, you can find comprehensive information about parental leave, parental benefits, care for relatives, work from home, flexible working hours options, or even child care offers. There are NPorts-specific data sheets and links towards further information pages that round out the offer. It is important to us that our employees are well-informed at any stage of their life and that they feel supported.



Last, but not least, we developed a special parenting time concept in 2019 (Guide for Re-entry After Parental Leave). The guide supports managers and HR departments in their quest to prepare for professional leave times as well as possible, to keep in touch with the parent, and to help make the re-entry as ideal as possible. In doing so, we are focusing on the individual needs of the parents and we try to reconcile them as well as possible with the professional requirements. More and more, parental leave is also used by male employees: A welcome development that we love to support. In the reporting period, a total of 36 persons took advantage of parental leave, of which 17 were male.

GRI  
401-3

#### Utilization of Parental Leave (Number of Persons)

	2019	2018	2017	2016
total	15	21	18	17
female	8	11	11	8
male	7	10	7	9

#### Equality and Equal Treatment

Here at NPorts, we pursue the goal of equality between women and men. We are voluntarily guided by the Niedersachsen Equality Act. For that reason, we have assigned an Equality Commissioner, and she gets involved in any HR issues and reports as an annual subject on this topic. Aside from her blog and the annual women's meetings, we have also introduced an anonymous whistleblower system for the reporting of discrimination and sexual harassment, among other things (see page 54, Compliance).

According to our self-conception, the working conditions of women and men should make the reconcilability of job and family possible and should realize the professional equality. The promotion and adherence of these goals are followed by our Equality Commissioner. Voluntarily, and driven by our self-conception, we have determined target quotas and measures for the promotion of equality in the Equality Plan for the years 2019 through 2021.

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In 2019, the women's quota as part of the total employment volume increased from 18.1% to 18.8% (roughly 0.7 per cent points).

#### Women's Quota at NPorts at Different Levels

	General	Management	Supervisory Board
2019	18,8	13,0	42,9
2018	18,1	12,7	42,9
2017	17,5	11,9	33,3

Another Aspect of equal treatment can be found in the principle "The Same Pay for the Same Work". Here by us, the Collective Labor Agreement for Public Servants of the States (TV-L) regulates the remuneration of more than 95% of all employees. Due to the historically based different interpretation of the tariff stipulations of the labor agreement for the pay scale grouping in the individual branch offices, we are working on establishing a transcending pay scale grouping transparency across all locations. For four areas, we were already able to agree upon grouping matrices: (1) technical jobs, (2) nautical jobs and Port Office, (3) tasks in the area of real estate, and (4) management positions.

GRI  
102-35  
102-36  
102-41

In addition, we subscribe to the equal treatment of people, regardless of ethnic background, religion or fundamental beliefs, disability, age, or sexual identity. We back this up through our zero-tolerance policy towards any kind of discrimination and bullying. We instituted a neutral complaints body pursuant to the General Equal Treatment Act and its purpose is to investigate discrimination.

We welcome employees that come to us with health limitation or that suffer from health-related limitations during the course of their career. When it comes to selection decisions, merely expertise and personal qualifications count. By the end of 2019, we were employing 52 severely disabled persons. With a total of 10 women and 42 men, the quota of severely disabled employees was at 7.9%.

#### Leadership and Dialog

We have summarized and put in words our corporate culture in our "Agreement of Cooperation and Leadership". Culture is, what we jointly live by on a daily basis at the company: Every woman and every man here contribute to it through their own behavior. And in this respect, our management carries a special responsibility. In regular workshops for management staff, we focus on topics centering around culture, responsibility, and leadership.

GRI  
102-16





In order to prepare managers even better for their tasks, to further develop their interdisciplinary abilities, and to sensitize them for the complex challenges they might face in the future, there are currently two concepts for the development and/or further development of leadership personnel being drafted (see page 26, chapter "Development of Competencies and Further Education").

To us, as a decentralized company with six locations, controlled information and communications flows on all levels, and in particular between the individual locations, are of the essence. As a complement to everyday communication and the work of committees, our social intranet, and the NPorts App that was introduced in 2020 are two important pillars of the internal dialog. In addition, we conduct regular employee surveys, the last one was in early 2020.

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403-4  
404-3

A special form of dialog are regular talks with the employees. Within the scope of such employee talks, employees may request to receive a feedback on their performance, their behavior, and on their career perspectives every two years. On this occasion, they can also express any wishes and concerns they may have. We conduct such talks with our management on an annual basis. Beyond that, we involve employees in formal occupational health committees, in the health work group AK Gesundheit, the work group Corporate Culture (see appendix), and in work groups for digitization.

During the entire reporting period, 130 talks with management staff were conducted. The lower number of talks in 2019 is the result of sickness-related absences and job functions that were not occupied at that time. The number of biennial talks for the period 2017 through 2018 was 438. The following table contains an overview of the number of conducted talks with employees that are managers themselves (annual talks), and with employees that are not part of the managerial staff (biennial talks).

#### Number of Employee Talks

	2019	2018	2017	2016
annually	58	72	61	44
Every 2 years	305 (Cycle 19/20)	438 (Cycle 17/18)	61	44

**Dr. Matthäus Wuczkowski**  
Manager Sustainability and Innovation

**OLDENBURG**





# Right at Home Between the Worlds

**For Dr. Matthäus Wuczkowski it is quite normal to ride his bicycle on his daily commute between his workplace at NPorts' Headquarters and his apartment in Oldenburg. Many times, he drops off his son beforehand at the kindergarten or picks him up afterwards. To the Sustainability Manager, the smooth transition between job and private life is a life principle that allows him to fulfill his diverse duties at NPorts and to be involved with his family, and - last but not least - stay true to himself.**

When Dr. Matthäus Wuczkowski applied for the job of a Green Port Officer at the Port of Emden in 2016, his wife was pregnant with their second child. His slightly unorthodox request to take parental leave while still in his probation period was not open for delay: The baby's birth was non-negotiable. "We have no grandparents in the area, and I had to commute to Emden every day. It was my challenge to juggle the new job and the new life situation." Dr. Matthäus Wuczkowski asked for parental leave while working part-time: A few hours of work each day and a few hours of parental time - this is how he started to build the sustainability management at NPorts.

What started with this unorthodox initiative, developed into the Sustainability Management we have today. The PhD economist soon came to an agreement with Corporate Management and the Strategic Corporate Development to choose a broad approach, so that sustainability could not only be introduced in Emden, but in the entire

company: "I found it exciting to be able build a whole new area at NPorts from scratch: Strategy, projects, measures for the maritime environment. This is awesome!"

His role as Manager for Sustainability and Innovation, Matthäus Wuczkowski interprets primarily as a catalyst for the initial spark to ignite sustainable approaches and ideas within the company, and to get some measures underway. "Without the support of everyone at NPorts, in particular from management and the experts at the port sites, I would not be able to celebrate the successes."

time work, which is far from the 'daily grind'. Because only when you make the work times flexible to some degree, you can manage the workload that he encounters at his large construction sites successfully. "I work long hours and I'm productive, and if I say, I need a little more time for something, then I really do." For this reason, his day runs actually in multiple time blocks: When he wants to



spend some time with the children once in a while, he moves his project work into the home office, even in the evening hours. The chance to freely schedule his time, Matthäus Wuczkowski views as a success: "Of course I had to 'fight' a bit to get the flexibility of my working hours approved. But it pays to speak transparently and openly with your superiors about it", recommends Wuczkowski. "It's basically about gaining trust, producing great results, and then, it's about not disappointing them by abusing the trust they have invested in you."

His family is quite satisfied with the flexible division of time. Once or twice a week, he works at his home office. "To me, it's easy to jump around between the different worlds. I'm there, when I'm needed. And I am more present as a father." Together with his working wife, Matthäus Wuczkowski plans ahead for the week in regard to important appointments: Child care, school, pediatrician, what have you. "In the beginning, we all had to find our ways. The kids had to learn: Dad is here, but work dad is not play dad." If you seriously believe you can work in one go at the home office around children without interruption, then you're kidding yourself. "I deliberately take one hour for the boys, when they say that they need me."

Good planning and self-discipline, so you can stay focused on the topics, is the recipe that the Sustainability Manager recommends for his work model. It is indispensable for his multi-faceted tasks at NPorts. Sustainability is a classic cross-sectional topic, and Matthäus Wuczkowski works closely together with many male and female colleagues in specialized departments and in all of NPorts' ports. He is involved in numerous projects and he even pushes research and development works with external partners. In addition, there are international and national project meetings and conferences that he intends to represent NPorts at. He is convinced: "Most people here don't even realize, where I am currently

working. I am always on the road, but yet, I'm there. Many things are done by phone or video conferences". But even in everyday-work life, presence and visibility for Matthäus Wuczkowski are everything: "You have to take people along, enthrall them, talk to them, and: listen. Sustainability is not a job you do. You have to really live sustainability."

## » My Advice for More Sustainability in Everyday Life

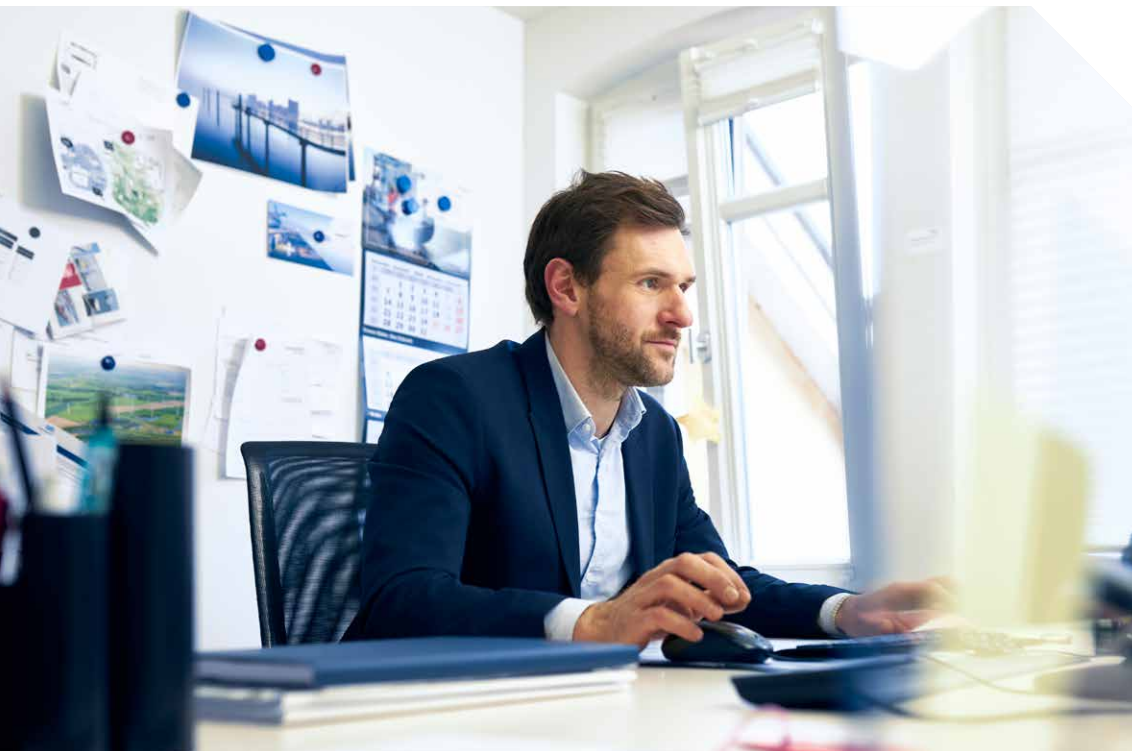
**»Conscious consumption can change the world. Nobody is perfect. Myself included. But it helps me to ask targeted questions, before I buy something: Do I really need this? Does it make me happier; does it relieve me? Through our consumer behavior, we decide, how we live and what the world of tomorrow will look like.«**

**Dr. Matthäus Wuczkowski**  
Manager Sustainability

Matthäus Wuczkowski knows that his flexible working hour model cannot be applied to every work place at NPorts: But I believe that in every work place there is something that can facilitate your life and bring more balance between job and family - even for industrial jobs. The family-friendly offers at NPorts are there, and they continue to be developed. We just need more people,

especially managers, that dare to lead the way as role models."

For the future, he sees in this an important key for the success of the employer brand: "The next generation demands new models to work in. They want to work hard and accomplish much, travel with self-determination, and have the flexibility to decide for themselves, what goes with what."



## Healthy Environment

Due to the location of our ports as a link between sea and land, and due to its direct vicinity to protection-worthy areas, it is our special focus that our work is in harmony with nature and the environment. For this reason, the prevention principle is the basis for our actions. When we develop new port areas, we make up for our impact towards the environment through expansive compensation measures. This creates important ecosystems and invaluable habitats for animals and plants in our region. We dedicate about a quarter of our entire area to the protection of nature.



By us, the control of environmentally relevant aspects of our business activities is with the staff department Strategic Corporate Development, and with the specialized departments at the individual port. In 2016, we adopted our Environmental Policy. It is firmly anchored in our Sustainability Strategy, and thus integrated in our Corporate Strategy.

### Environmental Management System

The basis for our environmental activities is our Environment Management System. Here, we are guided by the international environment system for ports PERS (Port Environmental Review System). PERS was derived from ISO 14001 and was developed by ports for ports. After their extensive review, the certificate is awarded by the environmental initiative EcoPorts of the European Seaports Organization (ESPO). The PERS standard requires implementation and documentation of certain environmental requirements. This review is repeated every two years. Points of scrutiny are, for instance, the compliance with statutory requirements, the mapping of ecological effects on different parts of the port, and the reduction of negative effects on the environment through the ports.

After we were first certified in 2016 with our Branch Wilhelmshaven, we also introduced PERS - in succession - in Brake, Cuxhaven, and Emden. It was one of our goals in this process to unify the systematic in the individual branches, and to establish a joint management. Since 2019, the entire port group will be certified by the environmental standard.

The staff department Strategic Corporate Development/Sustainability Management, together with the expert staff from each affected area, are responsible for our Environmental Management System. Depending on the complexity of the tasks, we will also hire outside personnel when warranted. That way we make sure that the current standards are followed and that there is constant improvement. In order to ensure compliance with the target requirements, we have regular audits conducted at the company in varying intervals.

The strategy itself and the proposed measures are checked and fine-tuned throughout the year together with all of the branch managers and corporate management. In addition, and depending on demand, meetings on topic-related aspects are held multiple times a year with the responsible colleagues. These work groups are organized by the staff department Strategic Corporate Development/Sustainability Management. Those meetings serve the purpose of measuring the degree of achieved activities and initializing new ones, and also the ongoing scrutiny of the statutory compliance of the measures.

### Sustainable Management of Ecosystems

On a daily basis, we act as a hub between land and sea, and between the mainland and island world, in direct proximity to invaluable natural areas and to the Wadden Sea National Park. Therefore to us, the responsible treatment of the ecosystems comes naturally.



GRI  
304-2

When building and operating infrastructure, we are always trying to keep the intrusion into nature as minimal as possible, or to completely avoid any such impact in the first place. Our approach is a mix between prevention and compensation. By following the prevention principle, we examine before each larger construction of maintenance measure the effects on nature and bio-diversity. We build in a demand-oriented manner and only things that are sensible for the business development of the customer and the region at large.

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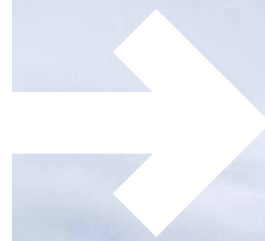
When we build new port facilities and need to develop new areas for that purpose, we compensate for this intrusion into nature through extensive compensation measures (so-called compensation areas). When implementing such measures, we closely collaborate with environmental authorities and non-government organization (NGOs) to find the best possible solutions and to include as many relevant factors as possible. And in doing so, we sometimes go above and beyond the statutory requirements, so that we can yield the greatest possible environmental benefit. This way, for instance on areas of land that were intensely farmed before, new eco-habitats can be developed for indigenous species of animals and plants.

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NP-26

On all compensation areas, monitoring is performed by independent organization in regular intervals. They ensure the eco-compatible further development according to the determined compensational targets and the preservation of the created biotopes. From this, we derive preservation and maintenance measures that we then implement by ourself, or with the help of partners. At this point, the volume of our compensation areas amounts to 928 hectares, which is equivalent to one quarter of NPorts entire area. This means that a large portion of our surface areas is earmarked just for nature. With our responsibility for nature and invaluable eco-systems, we go above and beyond the traditional

compensation measures. This activism is showcased in many examples and shows how ports can achieve real added values for nature through creative solutions, and how ports can advance to become attractive and lively locations. A good example is a bunker on the North Sea Island of Norderney that we have converted into a shelter for endangered bats. We also revamped side and center strips of roads on the island and converted them into flowering meadows to help counter-act the dying of insects.

 Continued on p. 43



01

## Water Surface



**Björn Fuhlendorf**  
Sluice Boatswain

**Romina Hanisch**  
Student in a Master Degree Program

**WILHELMSHAVEN**





01

## Water Surface

# Small Bucket, Great Effect

Wilhelmshaven's port area impresses you by its sheer size. This deep-water seaport can accommodate even the largest ships with a draft of up to 20 m. These dimensions clash to the format of the little 'helpers' that were stationed here by Romina Hanisch and Björn Fuhlendorf: The Seabin, a small garbage can for the ocean. With its simple but ingenious technology, it keeps collecting waste from the water.

The Seabin is the result of a successful collaboration, transcending the NPorts branches: Wilhelmshaven is the place, where the former student trainee Romina Hanisch works, who has scientifically researched the issue. In Emden, it is the Sluice Boatswain Björn Fuhlendorf, who is pragmatically searching for solutions. They have one question in common: How do we handle the growing waste problem in the port's water?

### How did either of you learn about the topic Seabin?

**Fuhlendorf:** I have been interested for quite a while in what you can do against environmental pollution. While surfing the Internet, I ran into information about Seabin. Back then, it was still a crowdfunding project, nowadays, it

is a worldwide initiative. I was so excited and I just had to post a reference on our intranet. Christian Helten, Department Manager of the Port Office, read the information and gave me a 'heads up' that he would look into this.

**Hanisch:** And I was searching for an exciting topic for my bachelor thesis in conjunction with my internship at NPorts. Then, Mr. Helten approached me and suggested that I should look into the Seabin topic and other options to explore which systems and concepts might work in a port setting. I was immediately interested.

### What did you find out while working on your bachelor thesis?

**Hanisch:** I have to admit that I only fully understood the true dimensions of this topic through my work. The issue

of marine debris, which to many seems to be a problem that only exists in other places of the world, is right here at our doorsteps. We encounter the same problem in the North Sea. I visited all of NPorts' locations, collected loads of garbage that had been washed ashore, and categorized it. You can really encounter this problem in any port.

There are always neuralgic points, where garbage perpetually gathers: Micro plastics, macro plastics, but all kinds of other things, as well.

**Fuhlendorf:** The amount of garbage in the ports steadily continues to grow. I have been with NPorts in Emden since 1995, but these kinds of amounts are new. It is in particular packaging waste and plastic that ends up in the water. You often run into things like protective foils, outer packaging, transport locks, and nets. I normally just scoop it up with my hands. It is not beneath me to bend down and pick up waste. A Seabin, on the other hand, is a nice thing.

#### What is so special about the Seabin?

**Hanisch:** The Seabin is basically a garbage can equipped with a submersible pump that constantly draws in water and funnels it through a capturing net. This way, the Seabin 'catches' the trash that floats in the water. I have looked into multiple systems. Due to its micro-fine mesh,

only the Seabin is capable of separating micro plastics with a diameter of at least 2 mm. It is particularly those synthetic micro matters that pose a great problem for us people, since they can get into our food chain. That is one of the major pluses of the Seabin.

## » Our Advice for More Sustainability in Everyday Life

**They both agree: »Consciously forgo plastic. Nowadays, there are so many great alternative products!«**

Björn Fuhlendorf, Sluice Boatswain

Romina Hanisch, Student in a Master Degree Program



## This Is, What One Seabin Can Accomplish in a Year

**90,000** Plastic Bags

**35,700** To-Go Cups

**16,500** Plastic Bottles

**166,500** Plastic Tools

With its first two Seabins, NPorts is part of a worldwide, multiple times awarded initiative for the cleanliness of our oceans.

Around the globe, there are currently

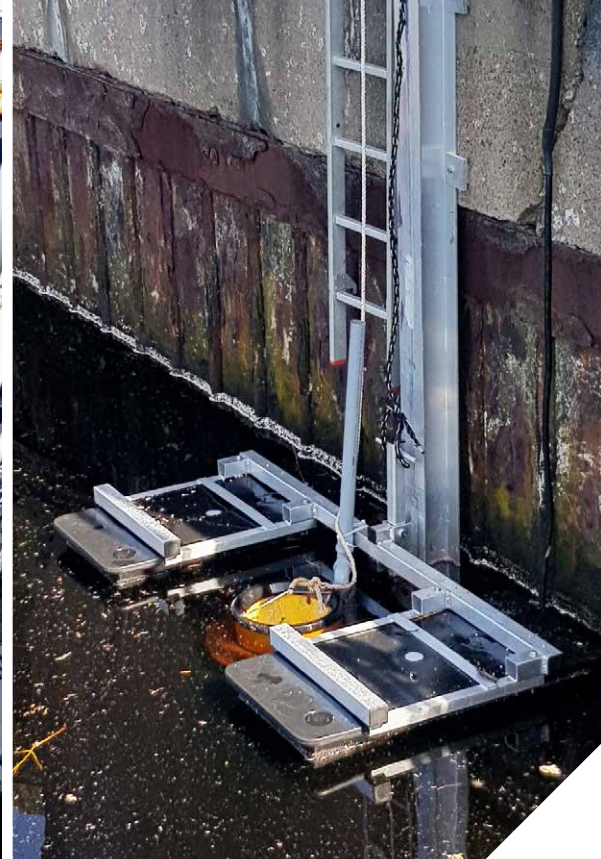
**860** Seabins, collecting  
**3,612 kgs** of garbage each day.

Source:

<https://seabinproject.com/>, Stand 12/2020







**The performance of a Seabin with a volume of 20 liters does not sound like much, when compared with the port's water surface. How does that compute?**

**Hanisch:** The size of the Seabin can also be an advantage, since it does not interfere with port operation. And since it gets emptied on a regular basis, it can actually achieve a whooping lot.

**Fuhlendorf:** You always expect a lot, but I must say, the Seabin really is a great support. Despite its small size, I can 'catch' a lot of garbage with it, if I empty it regularly. One of the most important things is that the Seabin gets place at the right spots within the ports, wherever wind or currents push the garbage and where it accumulates. Of course, it would be great, if you could install a Seabin in every corner.

**Hanisch:** I am happy about every corner that is free from garbage. NPorts plans to launch additional Seabins within the next five years. There is a goal of 25 Seabins until 2025. But this little Seabin can accomplish even more: It gets us to talk about it. It gets people to re-think. And that is something!

**Does that mean that the Seabin is both, a tool and communication, in one?**

**Hanisch:** I did not anticipate that my work would generate such a big wave and that our Seabin would garner so much attention. The Seabin has some real activation potential.

**Fuhlendorf:** The Seabin definitely helps us to 'wake up' people and make them aware of the issue. There are even a few media reports about the Seabin at NPorts. You know, I live here by the sea, like to take walks, but the amount of plastic garbage I come across is staggering, you just can't close your eyes and say: out of sight, out of mind. There are alternatives for everything. In many areas, you can totally do without plastic nowadays.

**Have you also changed your everyday behavior, since you started looking into the Seabin?**

**Hanisch:** Definitely. When I saw, how much plastic waste there is everywhere, I started trying to avoid garbage on a more conscious level. It all starts with garbage separation, but it also means, not to buy plastic and to find alternatives. And everyone can do their share.

**Fuhlendorf:** Avoiding garbage in the first place has long had a place in my heart, I avoid plastic, as much as possible, in any product. We have to start shopping and consuming differently. We have known for quite a while that we too are ingesting micro plastics through the food chain. Now is the time for everyone to change directions. Maybe the Seabin is just a small contribution, but it's a valuable one.

# Healthy Environment

GRI  
306-2

## Waste Management

The amount of waste that gets created here by us can generally be separated into three categories: 1. Own wastes from port maintenance and administration, 2. Ships' wastes that get generated by ships in our ports, and 3. Construction waste from externally awarded construction jobs. For the first two kinds of waste, we had developed a systematic waste management that has been in place since 2017 to ensure a disposal that is as environmentally responsible as possible. The operational responsibility is in the hands of each individual branch. In 2019, we made the entire waste management uniform. This includes communication and process development for capturing and documenting the waste volume and containers.

Our waste management primarily deals with the wastes of category 1, ships' wastes are managed by our Port Office department. Monitoring of international regulations for maritime traffic is the Port Authority's responsibility here. The proper separation, documentation, and disposal of wastes of category 3 are performed on NPorts' behalf by external, specialized companies.

### Proper Disposal of Our Own Waste

Waste disposal in our ports is performed by the principles of the waste hierarchy, i.e., avoidance comes first, then recycling, and finally: disposal. The waste generated through our operations processes is largely collected separately. For this purpose, we have developed waste collection stations and waste guidelines for the employees for proper waste separation. Here, we distinguish between different categories, such as residual waste, scrap wood, mixed scrap metal, cable scrap, electric appliances, waste paper, supplies and substances containing oil, waste oils, hazardous waste, Green Dot items (clean and dry everyday recycling items), and construction rubble. Simultaneously we have created measures to reduce the generated waste, such as preferring to choose products with less packaging when making purchases, or returning empty containers for oils to our suppliers.

Despite of all our avoidance and our reuse, we will continue to generate waste within the scope of our activities for maintenance and new construction measures. For 2019, the corporate total waste volume amounted to 6,784 metric tons. The increase, when compared to the years 2018 and 2017, can be explained through the

Volume of Garbage and Separation Rate by Branch

in t	2019	2018	2017	Separation Rate 2019 (in %)	NP-28
Brake	321	567	426	97.51	
Cuxhaven	420	1,197	383	81.10	
Emden	5,228	745	577	99.05	
Norden	732	153	146	95.31	
Wilhelmshaven	83	7	11	73.7	
Oldenburg	0	1	10	–	

disposal of construction and demolition waste from our own construction measures at the branches Emden and Norden. In 2019, at our headquarters in Oldenburg, we only generated wastes that were handed over to a community disposal provider. Therefore, no waste and no separation rate were documented. The wastes from previous years can be traced back to retrofitting construction measures.

Since 2017, we have systematically recorded and monitored our waste volume. The commensurate systematic was developed and implemented by a work group. We did this, so that we can streamline our waste separation systems and include them in our reporting, down to the individual branch. This includes, among other things, the volume (quantity), the source location creating the waste, and the waste variety (e.g., hazardous waste, commercial waste, metal, etc.)

GRI  
306-2

# 97.15 % Total Waste Separation Rate 2019 NPorts

In this context, a sure indicator can be found in the waste separation rate, which we intend to increase within the scope of our Sustainability Strategy by 10% by 2025 (compared to 2018). And we are extremely proud of that. Because in 2019, with a separation rate of 97.15% for all of NPorts, we have already surpassed 2018's number (83.8%) by 13%, and thereby met our target (see table above). This is explained by a number of small measures that we have implemented at all of the branch offices.

### Ships' Waste

We intend to keep any potential environmental impacts from ships' wastes to a minimum. That is why we have developed a Ships' Waste Management Plan. Due to the stipulations in the framework of NPorts' General Terms





of Use, any ships calling our ports are obligated to pay a lump-sum disposal fee. While leveraging this fee, we have also created incentives for the proper and environmentally responsible disposal of ships' wastes in our ports. The ships can receive a refund of the disposal costs of up to 70% for waste that is within the usual scope, in terms of type and quantity, if they turn over their wastes to be properly disposed of. This waste removal must be reported to the individual port and occurs under supervision of the authorities.

This chiefly concerns ships' wastes of two categories: Oil (MARPOL Annex I) and Ships' Garbage (MARPOL Annex V). The first is typically removed by a tanker truck or a barge and then transferred towards proper disposal. Ships' Garbage pursuant to MARPOL Annex V is typically picked up from the ship by a container service.

Our Ships' Waste Management Plan regulates the reporting and disposal of the waste. Such plans are strictly monitored and renewed every two years. Ever since we have been consistently implementing the Ships' Waste Management Plans, we are able to showcase our positive contribution for the protection of the seas (see the following overview).

### Construction Waste

Construction waste is generated by construction contracts carried out on our behalf, e.g., during construction of a

new quay wall. Each construction contractor is contractually obligated to properly dispose and to document the generated wastes. We make this responsibility clear to each contractor before the start of any construction measure.

### Waters

Our core business makes us, as port infrastructure company, responsible for maintaining the water depths in our ports. Apart from the pure business benefit, safety is of utmost importance to us. Through pinpoint dredging we ensure a navigable target water depth. And when we dredge, we are concerned about doing it as sustainably as possible. Aside from taking certain dredge spoil amounts from the water (see table), we also utilize additional processes, such as water injection (2,635 dredging hours in 2019), and re-circulation in Emden (2,827,516 m<sup>3</sup> in 2019).

#### Annual Dredge Extraction

Dredge	2019	2018	2017	2016	NP-24
Dredge Amounts by Storage Space Volume (in m <sup>3</sup> )	175,286	118,291	155,271	151,931	

To ensure that as little polluting loads, such as cargo residues, are carried into the surrounding waters of the ports, we clean the port areas intensely and permanently, for instance by using motorized sweeper trucks. In addition, we remove mechanical deposits from the drainage systems.

In order to safeguard the UNESCO World Natural Heritage Site Wadden Sea, we have developed a comprehensive Dredging Management Program. It reduces the impact of our dredging on the sensitive Wadden Sea and simultaneously provides important data about its development and its current status.

In addition, we are conscientious about keeping the waters clean. One good example for this is the project "Fishing for Litter" in the Port of Norddeich, which is frequented by many fishing trawlers. For those fishing vessels, we have been providing a garbage can, where they can dispose of any garbage by-catch. An additional

#### Ships Waste in NPorts' Ports

NP-27

	MARPOL Annex I	MARPOL Annex V
2019	2,466.40 m <sup>3</sup>	832.70 t
2018	2,603.80 m <sup>3</sup>	726.60 t
2017	2,404.49 m <sup>3</sup>	596.96 t
2016	2,677.71 m <sup>3</sup>	588.79 t

NP-21



measure is our Sea Bin (see page 40). It gets deployed in suitable port basins and ensures that floating debris from the water's surface is routinely 'fished off'. We also participate in the roundtable 'Ocean Waste' on a regular basis, which is organized by Niedersachsen's Ministry of the Environment. Various stakeholders are represented there, such as NLWKN, water authorities, Verband Deutscher Reeder (German Ship Owners' Association), companies, and female and male representatives from the ports. Together, we develop waste avoidance strategies at this roundtable and exchange ideas to get acquainted with different points of view and try to unify them.

GRI  
102-9

### Sustainable Procurement

As a regionally anchored player, we look at procurement as an important leverage for our sustainable management. Whenever we can, we are supporting regional procurement that has economic, environmental, and social benefits.

As a public company, we are obligated to engage in public procurement procedures, which means that we cannot establish and develop a 'standard' set of go-to suppliers. Typical things that require award by public procurement are the construction of buildings and facilities, but also all kinds of services (such as maintenance services). When we are constructing new buildings, or complex technical systems, we mostly subcontract those jobs with large, experienced industrial engineering or construction companies. Any materials are typically sourced from wholesale companies, where we purchase material for the maintenance of the ports, but also things like office supplies.

GRI  
308-1  
414-1

In regard to our Sustainability Strategy, we have taken first steps to make environmental criteria a much more important factor when sourcing through public procurement. On the one hand, we are increasingly sourcing certain product groups based on environmental criteria within the scope of public procurement. This includes FSC-certified construction lumber, FSC and PEFC paper, paint, cleaning agents, eco-electricity, electric appliances (with a good Energy Star rating), etc. For the future, we strive to achieve systematization and an expansion of these approaches that we also intend to introduce into our public procurement criteria. On the other hand, we are guided by the criteria of the State of Niedersachsen when choosing suppliers. In this respect, we also consider criteria such as minimum wage, human rights, and anti-discrimination.



**Alexandra Brandt**  
Deputy Branch Manager

**CUXHAVEN**



A woman with blonde hair, wearing a dark blue jacket, a white sweater, a pink scarf, and blue jeans, stands in a grassy field. She has her hand on her hip and is smiling. In the background, there are several sheep grazing in the field under a clear sky.

# Letting New Places Grow

**Alexandra Brandt could go on and on about the remarkable port facilities in Cuxhaven. As a civil engineer, she has been co-responsible for the major developments at the port for years. At the same pace that new surface areas were developed in the port, she made sure that commensurate compensation areas were created. In her own words, this matter is near and dear to her heart. She shows us, why she feels this way in Hemmoor, a place, where a wetland meadow of some 30 hectares was reactivated as a diverse and colorful biotope.**

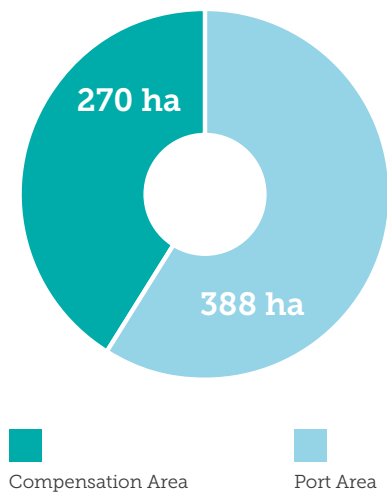
In the summer of 2020, sheep were grazing here for the first time. The animals keep the grass short, which in turn is important to create a great habitat for breeding birds. Alexandra Brandt is excited about this progress. "The area needs sheep, but standard herds are too large. It was definitely not an easy feat to find a shepherd, who would agree to our requirements."

When you listen to her, you can imagine that hardly anything about the implementation of such large compensation areas is easy. There are traditional interests of communities, farmers, and hunters that need to be considered. And then there are difficult soil characteristics that need to be 'circumnavigated'. On top of that, you have the compliance requirements of the environmental protection authorities, and you also need to find lessees that are willing to participate in this experiment of a 'close-to-nature' utilization. "Such a development process may take as long as ten years, from mapping to implementation", Alexandra Brandt explains.

The development of compensation areas is one of the tasks of the Deputy Branch Manager at the Port of Cuxhaven. Nowadays, nearly half of the NPorts area in Cuxhaven is compensation area. In a radius of just 50 km, there were ten larger areas developed, where NPorts is dedicating resources for the renaturation of former agricultural land. Alexandra Brandt knows them all and checks on their well-being at least once a year. "All those areas are near and dear to my heart." She points around herself: "You can always hear animals, and if you're lucky, you can see them, too: Deer, pewit, and even geese on their landing approach. Simply beautiful!"

What is the driving force behind Alexandra Brandt's commitment towards these land parcels? "We are certainly not landscape gardeners, and I am curious, if the land will develop in the direction that we had envisioned. We plant nothing, but we will see to it that the plants that are intended to grow there can find conditions that are

## Compensatory Portion for Cuxhaven incl. Stade (2019)



suitable for their growth." In Hemmoor, this means that shallow ponds were created and that the drainage systems were removed so that the area can be submerged in water again. Even before the excavation works were completed, the first pewits started to settle in at this new wetland area.

"Compensation is a task full of responsibilities. We give back to nature those things that the necessary new construction at our port unfortunately took away. A good compensation project is no trade of indulgences, but rather an enrichment for nature and society", Alexandra Brandt clarifies. For it is about the fact that compensation measures garner as much attention as the actual construction measures at the port. "We have implemented quite a lot within the past twelve years and we have estab-

lished credibility that we really care about nature. These days, regional authorities and groups are approaching us, promote their projects, and see an important partner in NPorts", Alexandra Brandt is excited to report about the external effect of her work.

The mother of three has been actively involved in nature and the protection of the environment since her youth. To her it is important that she also meets like-minded women and men at NPorts: "By now, everyone understands that compensation projects are not done, because you have to do them, but because they create an effect. The projects are seen by others, sought after, assessed and reviewed. They are an important contribution towards NPorts' reputation."

### » My Advice for More Sustainability in Everyday Life

**»I normally don't like to give advice. But it would be invaluable, if everyone would ask themselves: What can I and my family do to contribute, where do we start? There is a lot to do.«**

**Alexandra Brandt**  
Deputy Branch Manager

Alexandra Brandt wears multiple hats, last but not least, she is also the Sustainability Commissioner for NPorts in Cuxhaven. Therefore, it comes natural to her to plan and implement projects that are part of her responsibility with a long-term view. "The compensation areas must last as long as anything we build. And our port will outlast another few generations or more. That's why I advocate the creation of precious nature preserves that will be there for the long run. This way, we are making an important contribution to sustainability in its three dimensions (namely economic, environmental, and social) by gifting society those new places."

While Alexandra Brandt and her team are tackling the next expansion stage for Berths 5 through 7 at the Seaport of Cuxhaven according to planning approval procedure, the ideas and plans for new compensation measures are already lying on the table, waiting to be realized. Alexandra Brandt is already looking forward to the eleventh large preservation area: The planting of trees to create a 12 hectares floodplain forest in front of the dikes.





## Strong Region

Our ports strengthen the economic performance along the coast and contribute to the conservation of jobs within the region and to the creation of new ones. An important benchmark of quality of our work is our customers' satisfaction, for whom sustainability plays an ever-increasing role. To us, being competitive is only one part of the equation. We make our best effort to contribute to the strengthening of our region.

As a port company, we find ourselves on the cutting edge between land- and sea-bound transport and we are therefore an important link between industry and commerce. That makes us and our ports an important contributor for the well-being of our country's economy. Our core responsibility is to ensure that our customers can utilize our port facilities and surface areas around the clock.

Together with our customers, we continue to develop the coastal region. In collaboration with the services of the port economy and thanks to our port infrastructure and our expertise, we are turning our ports into high quality logistics locations. We adjust to various customer demands and, together with our customers, we are following new trends in need of attractive business solutions. Our activities create transparent added values for our customers, and thus for the region.

### Business Performance

We are a 100% affiliate of the State of Niedersachsen and it is our task to operate and expand the port infrastructure with public funds. In contrast to private companies, our business performance must be categorized differently, because we fulfill public tasks and functions, for which we also receive subsidies from the State of Niedersachsen. Thus, our measures cannot merely be viewed from a business point of view, since they are much farther reaching. Through their direct and indirect effects, they strengthen the macro-economic developments and contribute to an economically strong region. Therefore, the state of the economy, political developments, and even the weather directly affect our bottom line. But at the same token, our income flows back into the economy in the shape of wages and salary, tax revenues, and as investments in the super- and infrastructure, and often times it even flows directly back into the regions.

### NPorts creates economic added value to the coastal region of Niedersachsen.

NP-11  
NP-12  
NP-13

GRI  
201-1

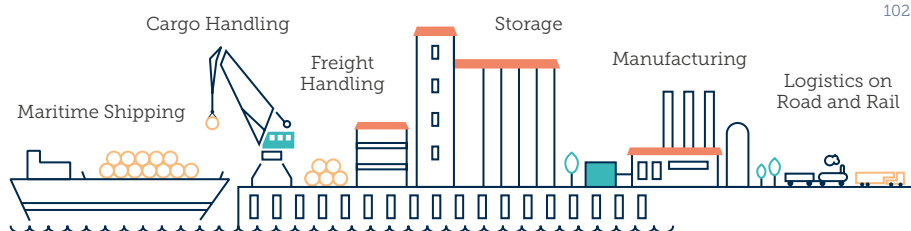
	2019	2018
Number of Ships' Calls (With Cargo Handling)	43,274	42,143
Total Cargo Handling (metric t)	29,619.568	28,338,318
Passenger Transports (in numbers)	9,867,059	9,665,981
Revenue (million €)	64	62
Balance Sheet Total (million €)	791	793
Personnel Costs incl. Social Contributions (million €)	37.4	36.7
Investments (million €)	21.9	18.5

### Customers and Customer Relations

Generally, merchandise finds the way of the best price to performance ratio. In the global competition and in view of increasing regulation (e.g., lower emission values for ships in the North Sea), and in view of the great societal challenges, customer satisfaction is key for our competitive success.

We have numerous customers. This includes, among other things, German and international ship owners, cargo handling, logistics, and industrial companies, as well as service companies in the port areas. On the one hand, our customers consist of locally or regionally based companies, and on the other hand of regional branch offices or plants of global enterprises (such as Volkswagen in Emden, or Siemens in Cuxhaven).

GRI  
204-1



Business Areas of Our Port Customers

GRI  
102-6



Within the reporting period, we had 1,850 customers that generated a revenue of more than EUR 5,000, 69 of which generated a revenue in excess of EUR 100,000. They make up 82% of the total income. Of those 1,850 customers, 107 generate a revenue of more than EUR 50,000. They make up 86% of our total revenue.

This means that 1,743 of our customers only contribute 14% to the total revenue. This exemplifies that we have a large number of small customers.

### **Qualität und Kundenzufriedenheit**

In order to drive up the satisfaction rate of our customers, we have developed a corporate-wide Quality Management System (QMS). With it, we are striving to continually improve the internal processes and performances for our customers. Conformity of our QMS with DIN EN ISO 9001:2015 was certified for the first time in 2019 and our passing the external monitoring audit in 2020 with flying colors highlights the successful alignment of the quality management to the leading international standard.

During the process, we were able to identify 64 essential corporate processes, then we digitally captured them and made them available to all employees. In addition, a total of 24 core processes were examined and adjusted risks and opportunities in 2018.

We have established and compiled the demands of interested parties so that we can consider the requirements of our stakeholders. Since that time, we have uncovered a lot of improvement potential through our internal quality audits and have integrated it into the planning of measures. In 2018, we trained twelve male and female internal auditors in order to be able to completely autonomously perform the internal audits.

A central value and performance indicator of our QMS is customer satisfaction, which is also an integral part of our Sustainability Strategy. In 2018, we performed our first customer survey. As a result, we found that two thirds of the customers were satisfied or extremely satisfied with our service. The median of the total satisfaction score would equal a school grade of B+. A good grade, which we intend to improve upon during the next survey.

**Hans-Peter Zint**  
Managing Director Cuxport GmbH  
**CUXHAVEN**



A man with grey hair and glasses, wearing a dark suit jacket over a dark sweater and a white collared shirt, stands on a metal walkway or balcony. Behind him is a busy port terminal. In the background, a large white and blue ship with 'DFDS' on its side is docked. Numerous blue and yellow cargo containers are stacked in the yard. The sky is overcast with grey clouds. The overall scene is industrial and maritime.

07

## Cargo Handling

# Future is a Joint Effort Process

When Hans-Peter Zint looks out from his window at the operations building of Cuxport GmbH, he has clear view of the mouth of the River Elbe. He witnesses the ships' arrivals into the Port of Cuxhaven and can see them mooring at the pier. These are large vessels that his cargo handling company loads and unloads in the Ro-Ro process. A large portion of the ships belong to the freight ferry service of the Danish company DFDS A/S that connects Cuxhaven with Immingham on the English east coast. Here, Cuxport is our largest terminal service provider that contributes to the port's hustle and bustle with its cargo handling business.

Hans-Peter Zint has been the Managing Director of Cuxport for 15 years and is responsible for some crucial developmental steps at the Port of Cuxhaven during this time. The planning and construction of Berth 4 were conducted during that time - a project that started in 2007. "Berth 4 is a personal milestone of my work in Cuxhaven. Together with NPorts, we have worked for a long time on making this new berth a reality. In 2016, we signed the long-term utilization contract, in 2018 we commenced operation, and today, we are very happy to have garnered this spot." With the help of Berth 4, Cuxport was able to increase their cargo handling capacities by some 30%. That is a great reason to interview the managing director about his planning horizons for a successful and sustainable business development.

**Mr. Zint, what are the factors that are important to you for a successful business development?**

I personally subscribe to the idea of a relationship based on equality and partnership: Openness, reliability, a fair interaction with the other party, and the pursuit of a common goal, to me, all these qualities are the building blocks that a successful business relationship is built upon. I really value traits like predictability and reliability. I don't like it, when someone pursues some kind of hidden agenda.

**Speaking of reliability: What kind of time perspective do you apply when planning for the future?**

The port business is inherently a long-term affair. The utilization contracts that we conclude with NPorts for our areas run for 30 years or longer. So, if you have to make an investment for a contract, you will only do that when you in turn can get a long-term commitment from the customer. To our line of business, longevity is intrinsic: Maritime shipping and thus port cargo handling has been around for ages, and it will always exist.

## Cuxport GmbH

**24/7** Multi-Functional Terminal

**200** Employees

**5** Berths with up to **16 m** of draft at the Europa Quay

**348.000 m<sup>2</sup>** in Surface Areas

**1.270 m** of Quay Length

**3.100 m** of Rail Track

**10.000 m<sup>2</sup>** of Warehouses/Halls

**5.500 m<sup>2</sup>** of Covered Cargo

**Handling Area**



**And what do you make of short-term challenges, such as the Brexit?**

Especially since we must think long-term as a port service provider, I am convinced that the fallout from Brexit will no longer be tangible in three years. The greatest effects will come from changes in customs formalities and reporting obligations. We have been preparing for this since 2016: through employee training, new IT programs, and intense customer dialog. Since we are dependent of the English market to a large degree, we are likely to encounter fluctuations in volume. But our location also has great logistical advantages. We are quite hopeful that whatever market share we may lose will be compensated by customers that recreate their supply chain. The first orders are already confirmed.

**What are the sustainable changes in customer expectations?**

We feel that large companies are increasingly demanding that environmental consideration needs to be incorporated into manufacturing and the supply chain to some degree. Other than that, I do not foresee any significant changes. Customer expectations change on a daily basis. And - should anything change - we are prepared to react with flexibility.

**What do you think of the Outlook Paper for the Port of Cuxhaven that NPorts had recently presented?**

It is one of the core tasks of NPorts to preconceive, which direction the development of the ports should take. We were invited to pitch in our point of view. In our view, it is important that there are fair guidelines for competition, for instance, when it comes to the awarding of surface areas. And also, that the side-by-side of the cargo handling areas is compatible: You can hardly place some dusty dry bulk cargo next to cars. But these are rather technical issues. Part of the sustainability of our business is also that there are no new restrictive conditions gener-





ated within the overall environment that would jeopardize our existing business. That's why we believe that the coordination process is both important and right, so that we can tackle the future in a joint process. After all, it is in our best interest to be strong at the location and to do everything in our power, to keep it that way. When new opportunities arise, we naturally want to take advantage of them and reflect them here at this location. Therefore, I think it's great that the plan approval notice for the new Berths 5 through 7 is now available and that we get the opportunity to react to the market's demands in real time.

#### **What are the growth opportunities you see?**

That is a loaded question. The rapid growth in the transport sector that we saw for many years is now a thing of the past. The discussions around the globalization effect that leads to bringing production back here, the factoring in of environmental impacts as external costs into freight charges, the gradual elimination of comparative wage advantages in Asia, and even the finiteness of price advantages through technology leaps in logistics - the growth speculations and expectations in this context need to be throttled back quite a lot. Every expansion always also requires a resilient business to back it up.

#### **What is the role that sustainability plays when it comes to growth?**

To me, sustainability means predictability, reliability, resilience. That applies as much to our long-lasting employee relationships that we are extremely proud of, as it does to the relationships we have with our customers. This, in turn, depends on the location. If it's a good location, then Cuxhaven is also a sustainable location for us. Generally, sustainable growth means a growth that is neutral in the consumption of its resources. And that, in turn, is a complicated and complex task that must satisfy many interests and stakeholders.

#### **How important is NPorts' Sustainability Management in this context?**

Essentially important! LNG refueling, shore power connections, LED lighting, that is all great, and it does make an impact. But when it comes to dealing with a customer it means that it must be implemented with finesse. We need to be careful not to do something half-hearted, when it comes to customer relations. On the other hand, I feel that the peer pressure is still very high that a novel concept will come along and bring the swift solution to fix it all - a good example for this is hydrogen. Cuxhaven is a showcase region for the deployment of hydrogen from offshore energy. Cuxport participates here, because we do see a future for it. At the terminal, I have some 15 large pieces of handling equipment in operation with traditional combustion engines as propulsion. And of course, it is very much in our own best interest to support the research so that one day, we can use hydrogen energy to make propulsion different and sustainably better. But this is still in the future.

#### **Mr. Zint, one final question: How do you approach sustainability in your personal life?**

Like many others, I walk the fine line between ambition and reality in everyday life. My wife and I have traveled on business around the world a lot, therefore it's easy for me to say: I don't jump onto the next flight to Bali, instead I take my bicycle and pedal down along the Elbe River. I am far from preaching my behavior to others. At the same time, I think it's important that there is more discussion about growth and prosperity. I ask myself, if prosperity should always only be measured by the gross domestic product, or if other factors should be considered, such as a secure workplace, participation in culture, a safe social environment. After all, sustainability demands that we save resources. And in this context, I do not only look at the economic resources, but also at the human resources.

### **» My Advice for More Sustainability in Everyday Life**

**»Paying a little more attention to yourself and being a little more mindful with the world will benefit everyone.«**

**Hans-Peter Zint**  
Managing Director Cuxport GmbH

## Strong Region



Two important topics that our customers mentioned during our last survey were “Sustainability” (15%), and “Innovations” (14%). We took this opportunity to tackle these topics even harder together with the customers in conjunction with various projects.

One good example is the project “dashPORT”, where we, together with the port handling company J. Müller AG, are trying to utilize technical know-how to increase the energy efficiency, both, on the side of the cargo handling company, and on the port infrastructure side, thereby decreasing the costs on both sides. In the project “WASh2Emden”, we want to utilize the potentials of excess amounts of electric power from wind turbines. Instead of switching them off on windy days, we are trying to convert the electricity into a storable energy source (hydrogen), and to use this energy at the port.

The external performance assessment from our customers, combined with the internal assessment of processes and improvements, helps us to develop goals and measures for our consistent improvement of quality. Therefore, the customer satisfaction is an investment in advancing our company together with our partners on a broad front.

## Regional Responsibility

### Regional Business Effects

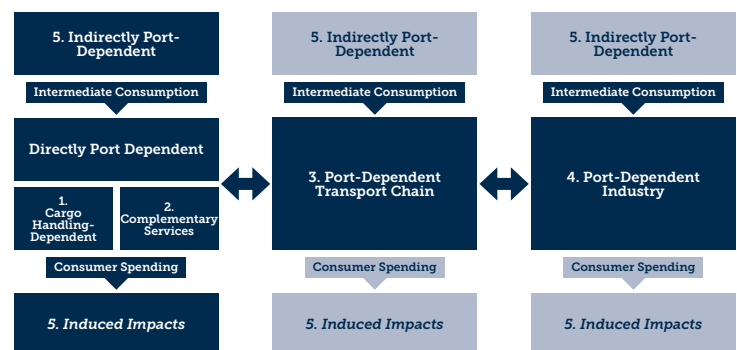
The port economy plays a central role in international supply chains. Therefore, it has a significant impact on the job market and the macro-economic value creation. Here, the regional business impact is often separated into direct (employment effects, taxes, and value chains) and indirect (intermediate consumption and consumer spending) impacts (see chart on this page).

### Employment Effects

In a relatively economically challenged region like our coastal region, the employment impacts of the port economy play a vital role. Not only do they ensure the well-being of the people that live here, but - through the value chain - of the people in all of Germany (see graphic). The number of directly port-dependent employees in 2017 was estimated to be 36,100 (1 and 2). An additional 140,000 can be attributed to the port-dependent transport chain (3), and 1.35 million to the port-dependent industry (4). If you also take the so-called indirect and induced impacts

(5) into account, we are talking about some 5.6 million employees nationwide that are working for the German ports and/or in the port-dependent industry.

On a regional business level, the employment depending on the Ports of Niedersachsen for all of Germany (without the indirect and induced impacts) is estimated at 166,000 employees in 2017. Of those, there are 69,000 employed in Niedersachsen. A majority of these employment impacts are created by the companies directly located in the port, by companies in industrial zones in the vicinity of the port, and by companies located in the catchment area of the inland ports. As the largest operator of infrastructure in Niedersachsen with close to 700 employees, we make an essential contribution to the above-named employment impacts.



### Varieties of Port-Dependent Employment

Quelle: ISL

The indirect positive effects of our work relate to infrastructure projects that - in turn - benefit other participants and the community or the region at large. One example that we are particularly proud of can be found in Cuxhaven. Here is where the Federal Freeway, the Autobahn, ends right in the port. Nowadays, the wind power turbine blades that get transshipped in Cuxhaven are so huge that the heavy haul trucks that carry these blades cannot clear the cloverleaf on- and off ramps of the Autobahn without a problem. As a response to this conundrum, we have revamped the traffic circle and installed a traffic light together with some of our customers. The result: The rotors of the wind turbines with a length of up to 100 m can now pass through this Autobahn circle without a hitch. On the one hand, we are promoting the competitiveness of the site through this measure; on the other hand, we are promoting the deployment of regenerative energies. Because the large turbines that are more efficient and make more sense environmentally, can finally be transported and installed.

GRI  
203-2

Another initiative is the expansion of Berth 4 in Cuxhaven. By fall of 2018, we had put Berth 4 into operation as an extension to Berths 1 through 3 that were already at capacity. And even here, a complete exhaustion of the capacity is in sight. Therefore, in 2019, we submitted the documents for the zoning approval procedures for the construction of Berths 5 through 7 to generate more capacity. In Brake, we strengthened the infrastructure by constructing a second berth for large ships with a deeper draft. That was our response to the change in cargo streams.

The impact of such measures is clear: In terms of business progress, we are providing the powerful infrastructure that the market demands and that gives our business partners an upper hand when it comes to competitiveness. Berths with a greater water depth make the processing of larger ships possible. That, in turn, lowers the freight charges for each ton of cargo. And the added value for the environment: Less energy consumption and less CO<sub>2</sub> for each unit of transport. In addition, we have the right legal conditions in place so that even LNG ships, which are typically more eco-friendly, can be fueled up at their berth.

### Anti-Corruption and Compliance

To us, acting in compliance with the policies and legal provisions, is both a commitment and a matter of course. Because, as a public infrastructure company of the State of Niedersachsen, we get a whole lot of attention. And it is our intention to do our self-conception justice and be perceived as a company that acts sustainably and with integrity, and to perpetually ensure a trustworthy collaboration with our shareholders and stakeholders. Therefore, it is crucial to us to invest in preventative measures. Because our Compliance Management ensures perpetual legal conformity and compliance with important standards and standards of behavior.

Not only NPorts is active in the implementation of the Compliance Management, but also external participants such as customers and authorities. For us, the Compliance Management is an integral part of the Process and Quality Management System. Especially in the environmental arena, we are invested in a comprehensive cadaster of relevant legislature (cf. Environmental Management System PERS). The additional monitoring measures encompass specialized magazine subscriptions and legal panoramas, they also include newsletters from the chambers of commerce and industry and gazettes from commensurate ministries, and attending expert meetings and training, and the consultation of external legal advice.

It took a whole bunch of measures for us to ensure the currentness of the legal basics. In particular, two developments are worth mentioning for the reporting period: Our Corruption Vulnerability Atlas, and our Whistleblower System.

#### Preventive Measures Against Corruption

	2019	2018	GRI 205-1 205-2
Informing the Employees	all	all	
Business Areas Identified as Vulnerable to Corruption	47 of 95	47 of 95	

### Corruption Vulnerability Atlas

In 2018, we created our Corruption Vulnerability Atlas. This atlas depicts the results of the Corruption Vulnerability analyses of all departments, areas of business, and locations of NPorts. From an organizational chart, you can see the degree of potential corruption for any of the organizational units at a glance. With it, we want to sensitize especially those employees in an area with an increased potential for corruption and put a focus on the safe design of and compliance with the process workflow. There are five potential criteria for an increased vulnerability for corruption:

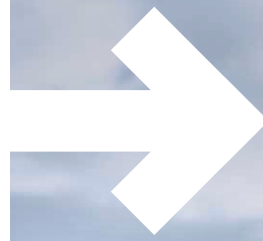
- › Possibility of granting undue advantages  $\geq 10,000$  EUR/year
- › Regular invitation for offers
- › Possibility of manipulation of evaluations, test results, access to confident information
- › Concentration of competences: e.g., decision and execution
- › Frequent external contacts to persons that may experience advantages or disadvantages from the decisions of the employees

### Whistleblower System

In 2019, we introduced the Whistleblower System. The system gives everyone the opportunity to give our external confidant anonymous tips regarding corruption or a misconduct via the Internet. The confidant may also be able to answer general questions.

The whistleblower message is relayed to our independent external confidant via an IT system (ISO 27001) that is also certified in a privacy law compliant manner (EuroPriSe Seal). This person will verify the tips, counsel us on the further steps, and will - at the request of the whistleblower - stay in contact. The system is low-threshold and can also





03

## Hinterland

be used by external persons. The system can be accessed through our compliance site.

With this large step, we intend to decrease the risk that such acts are perpetrated, and to facilitate the resolution of such cases. With it, we can also uncover actual flaws and loopholes within the system, and keep people from being tempted to commit such acts. It is primarily our intent to protect whistleblowers with this system. Even going forward, they should be able to trust in the system and feel, like they can question things, without imperiling or losing their position or their reputation within the company.

We see such tips as an opportunity: They show us key instances in our company that we can first internally investigate here. This way, we can internally discuss and solve such problems, without them being brought to our attention from the outside, for instance from the media, which might damage, or put in question, our reputation, for no good reason. Up to this point, we have not had any tips regarding any case of corruption, neither have we had any litigations due to anti-competitive behavior, the formation of cartels or monopolies, or any other misconduct.

GRI  
205-3

<https://www.nports.de/en/company/compliance/>

GRI  
205-2

In order to inform our employees about this, we have introduced the system in all branch staff meetings. Even the external confidant was always present and has explained their role in detail. We inform any of our business partners about the whistleblower system as part of our automated e-mail signatures. Thus far, we did not have to register any such case. To us, this is a great sign and we are proud of it.

GRI  
206-1

Beyond this specific information, we perform a general sensitization around the topic "Corruption and Bribery". There is continuous reporting about important developments at the supervisory board meetings.

GRI  
205-2

In addition, the employees are informed in writing each year about the internal policies. There is also regular training. It is offered to those employees that work in areas that are at a higher risk of exposure to corruption (see Corruption Vulnerability Atlas). Each year, this training offer is directed at a different branch, and participation is generally obligatory. In addition, our employees can voluntarily attend further training sessions within the scope of further education.



**Ilka Frerichs**  
Student Trainee

**STADE**



03

Hinterland

# Instant App: PortSpot

**Ilka Frerichs stands with us at the South Port of Stade and points towards Hamburg. The broad riverbed of the River Elbe comes alive with a few vessels quietly heading to their destination. Ilka Frerichs knows that one of the barges will soon be mooring here. The barge's master had already reported his arrival days ago. The Harbor Master's Office and the cargo handling companies are also in the know: The cargo is set to be discharged quickly.**

The name of NPorts' App is PortSpot, and for two years now, it has ensured that barge crews can report their arrival online. It is a great idea, but, like with any innovation, even our app had a hard time in the beginning. The barge crews were initially slow in warming up to the benefits of digital data transfer. But this hesitation motivated us to find out, what we could improve. It just so happened that in February of 2019, Ilka Frerichs, as a student of Maritime Transport and Port Economy, was working at the central department of the Port Office. Looking for a topic for her bachelor thesis, the task of the optimal introduction of PortSpot just seemed very apropos.

"I am quite interested in innovation projects, and I can see a great benefit in digitization", Ilka Frerichs says. "Therefore, I was lucky that I could contribute to a better acceptance with my work." The app, which runs on smart phones and tablets and is also available as a browser version, was developed for the processing of barges in Emden. When the Nesserlander Schleuse (Nesserlander Lock) was commissioned there for automated operation, and the barge crews were no longer able to report to the

lock keeper, we had the thought of organizing communication in a digital manner. So NPorts went ahead and had a program written for the PortSpot app. Ilka Frerichs explains: "With the help of the PortSpot app, barge masters can report their vessel's arrival in good time for their arrival at port. With just a few clicks, you can enter the estimated arrival and laytime, plus your previous and your next port of call, and information about your ship's load and berth. It will also collect safety-relevant data and the necessary facts for the billing of harbor and quay dues. Important loading papers and cargo documents can simply be uploaded or photographed."

Before the app was introduced in other NPorts ports that cater to barge traffic, i.e., in Cuxhaven, Brake, and Stade, Ilka Frerichs - within the scope of her bachelor thesis - was answering the question, how you can convince a larger number of barge masters of the benefits of the app. She started a comprehensive evaluation phase, conducted numerous personal interviews, and personally tended to the app support for some time to find out, what the hang-ups may be. "The feedback was mostly positive; the



people that used the app found it intuitive, simple to use and very helpful. And even when there was a problem from time to time, the support team was able to resolve it through a simple fix." Her conclusion: "Our barge masters are typically no 'digital natives'. People have just grown to love the old processes they're familiar with. And then, when the digital applications run into smaller problems, it can quickly become a real obstacle. It really is the personal contact that helps clear up those obstacles and that can convince the female and male barge masters of the advantages of the app."

That really worked well in Stade: Nowadays, some 95% of all barges are reporting in via PortSpot. Of all of the barge calls (north of 2,000 calls for all of the ports of NPorts), we are currently processing 30% digitally.

## All Data at a Glance

*The app saves barge crews and coworkers in the ports' headquarters a lot of tedious paperwork. "In the 'olden' days, the ship had often already left the port by the time, the important documents were viewed and discrepancies appeared, because the information was not captured the right way, or the handwriting was illegible" Ilka Frerichs knows from experience. Now, with the app, the information can only be sent, once it is complete. To avoid language-borne issues, the app is available in German, English, and Dutch. And there are more languages to follow.*

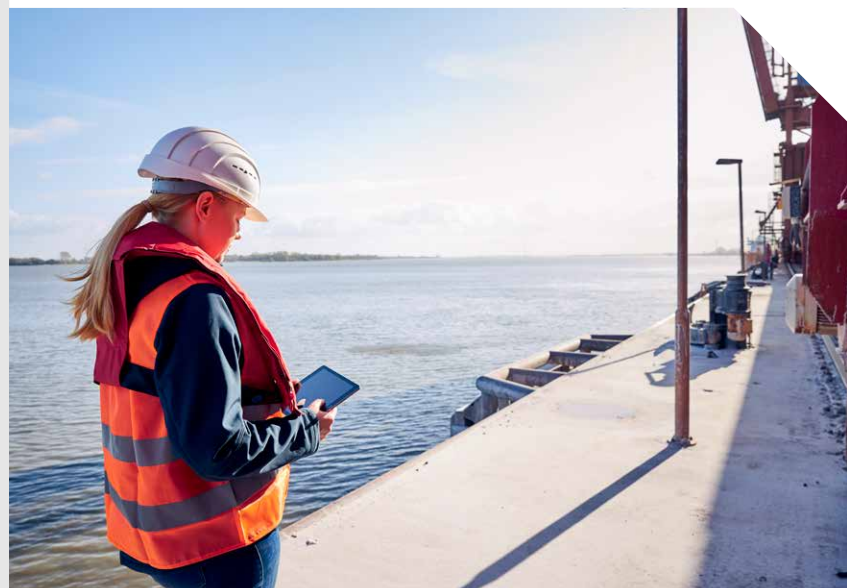
## » My Advice for More Sustainability in Everyday Life

**»I am lucky to have grown up in the country, and I know, where my food comes from: If you can, buy directly from the farmer and get, what's in season!«**

**Ilka Frerichs**  
Student Trainee

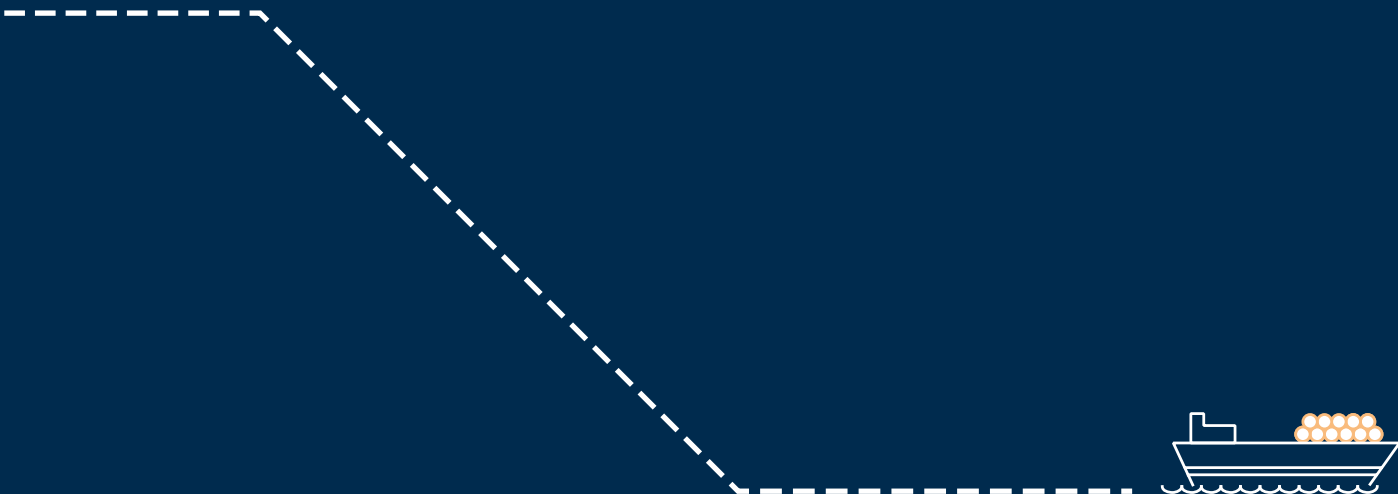
For 2021, NPorts is planning to make the participation in this digital process mandatory. "PortSpot shows, how digital projects contribute to sustainability and how they can propagate numerous positive impacts", Ilka Frerichs clarifies. "On the one hand, we're saving thousands of sheets of paper, and on the other hand, we can facilitate the work of our employees. In addition, it increases the quality of customer relations and it improves the security of their (and our) data."

Even Ilka Frerichs is benefiting from the project and ends up writing an excellent bachelor thesis. By now, she has advanced to her studies for her "Master in Maritime Management" and works at the same time at NPorts in the area Strategic Corporate Development. "My academic studies have shown me that work at the port is just the right thing for me", says the native Frisian. "The range in my professional area here at NPorts is incredibly diverse, because we have so many different ports. Here, I get an impressive picture of all the things that make up the port economy. I am learning so much, I can look at the water every day, and it's always about maritime shipping. To me, the vast expanse of the ocean is the epitome of freedom."





# Appendix



## Profile: The Company NPorts

Infrastructure Indicators	Unit	2019	2018	2017	2016	
<b>Port Area Owned by the Company</b>	ha	2,708.7	2,681.1	2,671.0	2,656.2	NP-01
Thereof Water Areas	ha	649.9	649.9	648.2	648.0	
Thereof Land Areas	ha	2,058.8	2,031.2	2,022.8	2,008.2	
<b>Compensation Areas</b>	ha	927.9	856.9	856.9	847.0	
Thereof Compensation Areas Owned by the Company	ha	508.2	466.3	–	–	NP-02
Thereof Compensation Areas, Not Owned, But Financed by NPorts	ha	419.7	390.6	–	–	
Land Leased	ha	864.2	858.1	830.2	828.3	
<b>Road Network</b>	km	42.5	42.5	42.5	42.5	
<b>Railroad Facilities</b>						
<b>Rail Network</b>	km	78.7	78.7	78.7	78.7	NP-03
<b>Ships' Calls Total</b>	Number of Calls	43,274	42,143	43,003	39,705	NP-11
<b>Number of Sea Ships</b>	Number of Calls	39,796	38,537	38,905	35,822	
<b>Number of Barges</b>	Number of Calls	3,478	3,606	4,098	3,883	
<b>Quay Wall Length</b> (cargo handling capable)	km	26	26	26	26	

## Make-Up of the Supervisory Board (April 2019)

Item	Name	Institution	
<b>Chairman</b>	Dr. Bernd Althusmann	Niedersächsisches Ministerium für Wirtschaft, Arbeit, Verkehr und Digitalisierung (Niedersachsen Ministry of Economic Affairs, Labor, Transport and Digitization)	GRI 102-22 102-23
<b>Vice Chairwoman</b>	Corinna Gottschalk	Niedersachsen's Ministry of Finance	
<b>Member</b>	Sascha Gatena	Niedersachsen Ports GmbH & Co. KG	
<b>Member</b>	Frank Doods	Niedersachsen's State Ministry for Environment, Energy, Building, and Climate Protection	
<b>Member</b>	Uwe Jacob	Niedersächsisches Ministerium für Wirtschaft, Arbeit, Verkehr und Digitalisierung (Niedersachsen Ministry of Economic Affairs, Labor, Transport and Digitization)	
<b>Member</b>	Birgit Diers	Niedersachsen's Ministry of Finance	
<b>Member</b>	Prof. Dr. Kerstin Lange	Jade Hochschule Elsfléth	

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102-20  
102-21



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102-43  
102-44

Stakeholder Group	Integration	Most Important Topics and Issues
Customers	Customer Talks/Dialog, Fairs&Exhibitions, Events, Cooperation Projects, Customer Surveys	Reliability and Compliance With the Law, Integrity, Quality of Service, State-of-the-Art and Affordable Infrastructure, incl. Hinterland Connections, Sustainability, New Settlements, Port Expansion, Port Tariffs, Services, Safety
Employees	Extensive Everyday Communication, Social Intranet, Further Education Database, Workers' Council Meetings with Management, Staff Meetings, Black Boards, Meetings, Occupational Safety Committee Meetings, Corporate Culture, Employee Talks	Reconcilability of Job and Family, Equality and Equal Treatment, Safe Workplace, Occupational Safety, Continued Development Opportunities
The State of Niedersachsen	Supervisory Board Meetings, Expert Dialogs	Financing, Acting in Compliance With the Law and Concluded Contracts, Future-Oriented Planning, Regular Reporting, Expansion of the Ports
Partners	Regular Partner Meetings, Network Meetings, Cooperation Projects	Knowledge Exchange, Goal-Oriented Work, Advancing Mutual Ideas
Authorities	Project Work, Approval Planning	Informing Proactively (Stakeholders), Contributions Contacts for Specialty Issues
The Public	Sustainability Management, The Media, Events	Regular, Transparent, Requirement-Based Information, Acting in Compliance With the Law, Reduction of Environmental Burdens
Politics	Shareholder Agreement, Implementation of the Sustainability Strategy	Sustainability, Securing the Necessary Work Places
Stakeholders	Project-Related Dialog	Making Information Available
Competitors (Market Companions)	Specialist Dialogs on Various Levels, Joint Projects	Hinterland Connection(s), Legal Questions and Legislation, Environmental, Planning and Award Procedures



## Employees: Work Relations and Diversity in Annual Comparison

HR Figures	2019	2018	2017	2016	GRI 102-7 102-8
<b>Total Employment Relationships</b>	686	706	709	702	
female	146	145	142	144	
male	540	561	567	558	
Full-time employed	621	646	650	643	
Part-Time/Other Work Models	65	60	59	59	
Open-Ended	616	630	633	628	
Fixed-Term	70	76	76	74	
<b>Civil Servants (m/f)</b>	25	29	28	31	
<b>Apprentices (incl. Student in dual work/study program)</b>	56	56	54	49	
Portion	8.2 %	7.9 %	7.6 %	7.0 %	
<b>Technical Professions</b>	188	192	195	181	
<b>Commercial/Business Professions</b>	159	162	164	163	
<b>Industrial Professions</b>	339	352	350	356	
<b>Management</b>	58	61	58	56	
<b>Number of Employees in Coll. Labor Agreements</b>	661	677	681	671	GRI 102-41
In Relation to the Total Number of Employees	96.4 %	95.9 %	96.1 %	95.6 %	
<b>New Hires, Thereof Apprentices</b>	56 (15)	66 (19)	54 (21)	45 (16)	GRI 401-1
Diversity Indicators	2019	2018	2017	2016	GRI 405-1
<b>Employees 35 and Younger</b>	169	182	183	175	
<b>Employees Between Age 36 and 55</b>	324	329	332	331	
<b>Employees 56 and Older</b>	135	134	138	140	
<b>Managers 35 and Younger</b>	3	3	2	1	
<b>Managers Between 36 and 55</b>	36	38	36	37	
<b>Managers 56 and Older</b>	19	20	20	18	
<b>Women's Quota Overall</b>	18.8 %	18.1 %	17.5 %	20.5 %	
<b>Women's Quota Executives</b>	13.0 %	12.7 %	11.9 %	21.4 %	
<b>Women's Quota Supervisory Board</b>	42.9 %	42.9 %	33.3 %	33.3 %	
<b>Ratio of Severely Disabled</b>	7.9 %	8.6 %	8.2 %	7.8 %	

### Employees' Representation in Occupational Safety and Health Committees

GRI  
403-4

Employees in Occupational Safety and Health Committees	2019	2018	2017	2016
In Occupational Safety Committees	49	49	48	48
In Health Committees	7	7	7	7

### Energy Consumption and CO<sub>2</sub> Emissions During the Reporting Period

GRI  
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305-1  
305-2  
305-4

Scope GHG Emissions	Energy Consumer	Utilized Fuels	Energy Consumption in kWh 2019	Energy Consumption in kWh 2018	Change	CO <sub>2</sub> -Emission Factor (in kg CO <sub>2</sub> /kWh)	CO <sub>2</sub> -Equivalents (in metric t) 2019	CO <sub>2</sub> -Equivalents (in metric t) 2018	Change 2018/2019
Scope 1	Fuels	Natural Gas	5,179,878	5,392,478	-4 %	0.25	1,274	1,327	-4 %
		Light Fuel Oil	353,094	655,567	-46 %	0.32	112	208	-46 %
		Liquified Gas	169,317	232,197	-27 %	0.28	47	64	-27 %
	Vehicle Fleet/ Equipment	Diesel	1,235,080	1,300,103	-5 %	0,3	371	390	-5 %
		Gasoline	86,531	75,115	15 %	0.32	27	24	13 %
		CNG	83,634	132,139	-37 %	0.25	21	33	-36 %
	Cargo Handling Equipment	Diesel	1,592,623	1,530,872	4 %	0,3	478	459	4 %
		Ships							
		Ship Dies	4,766,069	5,324,616	-10 %	0,3	1,430	1,597	-10 %
Scope 2	Lighting	Gasoline	0	0	0 %	0,32	0	0	-100 %
		Electricity (conventional)	674,597	807,026	-16 %	0.57	381	456	-16 %
		Electricity (Eco Power)	4,947,041	6,246,358	-21 %	0	0	0	0 %

Energy Consumption Scope 1	13,466,226	14,643,088	-8 %	Total Scope 1	3,759	4,102	-8 %
Energy Consumption Scope 2	5,621,638	7,053,384	-20 %	Total Scope 2	381	456	-16 %
Overall Energy Consumption	19,087,864	21,696,472	-12 %	Total 1 + 2	4,140	4,557	-9 %

## Reported and Reportable Accidents

	Total	Eye Injuries	Slips and Stumbles, Hits, Falls	Falling, Dropping, Slung Objects	Cuts, Bruising Burns, Stab Wounds	Heavy Lifting	Commuting Accidents
Reported Accidents 2018	35	2	13	6	5	1	8
Reported Accidents 2019	40	0	17	4	12	4	3
Reportable Accidents 2018	24	0	8	6	3	1	6
Reportable Accidents 2019	25	0	11	1	8	3	2

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## Committees for Occupational Safety and Health

Committee	Competences and Power of Decision	Frequency of the Meetings and Members/Chair
Central Occupational Safety Committee (ASA)	<ul style="list-style-type: none"> <li>• Discussion of Superordinate Topics, Definition of New and Evaluation of Existing Measures</li> <li>• Analysis Accident Report</li> </ul>	<ul style="list-style-type: none"> <li>• Rotation: Once a Year</li> <li>• Participants: Safety Committees, Safety Commissioners, Company Physician, Branch Managers, Head of HR and Admin, Workers Council, Disability Representation, and Equality Commissioner(s)</li> <li>• Chairman/Chairwoman: MGMT</li> </ul>
Occupational Safety Committees in the Branches	<ul style="list-style-type: none"> <li>• Discussion of Decentralized, Branch-Specific Topics and Issues, Definition of New and Evaluation of Existing Measures</li> <li>• Workplace Inspections</li> <li>• Accident Analyses</li> </ul>	<ul style="list-style-type: none"> <li>• Rotation: Three Times a Year</li> <li>• Participants: Safety Commissioners in the Branches, Safety Commissions, Company Physician, Disability Representation</li> <li>• Chairman/Chairwoman: BHM, at Headquarters: CDM, PA</li> </ul>
Task Force Corporate Occupational Health Management (AK Health)	<ul style="list-style-type: none"> <li>• Recommendations and Concepts for Health-Promoting Behavior</li> <li>• Contact for the Topic of Health at the Branches</li> <li>• Quarterly Reports to Management</li> <li>• Suggestion/Co-Determination for the Guiding Theme of the Year</li> </ul>	<ul style="list-style-type: none"> <li>• Rotation: Every Two Months</li> <li>• Participants: Six Colleagues (m/f) From All Sites Are Represented, Reps. From the Partnering Health Insurance</li> <li>• Chairman/Chairwoman Dept.Mgr.PA WHV</li> </ul>

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403-4

## Volume of Waste and Waste Separation Rate 2019 by Branch

2019 (in metric t)	Separation Rate (in %)	Wastes Containing Hazardous Materials	Other, Non-Commingled Wastes	Construction Waste	Organic Waste	Commingled Wastes	Total by Branch
Brake	97.51	70	26	32	3	190	321
Cuxhaven	81.10	14	16	198	10	181	420
Emden	99.05	5,045	0	130	1	52	5,228
Norden	95.31	12	4	674	9	34	732
Wilhelmshaven	73.7	56	2	3	1	22	83
Oldenburg	–	0	0	0	0	0	0
Total NPorts	97.15	5,197	48	1,036	24	479	6,784

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NP-28




































## External Initiatives, Associations, and Stakeholders

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102-13





















Initiatives	Purpose
<b>Work Groups</b>	
Energy Hub Wilhelmshaven 2.0	Initiative for the Concentration of Local Activities for Energy Sustainability
Arbeitsgemeinschaft Niedersächsische Seehäfen	Stakeholder Lobby of the Port Economy
Roundtable Maritime Waste	Strategies and Measures for the Reduction of Waste in the Oceans
Wadden Sea Ports	Exchange for Sustainability Measures Between the Wadden Sea Ports
Arbeitsgruppe Synopse	Coordination of Maritime Survey of the Federal and State Authorities
Maritimer Strategierat Weser-Ems	Stakeholder Association for the Strengthening of the Maritime Economy in the Region
Arbeitsgruppe Deutsche Bucht	Information and Interest Exchange for the port companies in Hamburg, Bremen, and Niedersachsen
AG ElbeSeaports	Information and Interest Exchange for the port companies in Hamburg, Schleswig-Holstein, and Niedersachsen
<b>Maritime Cooperation Partners</b>	
MARIKO GmbH	Network association of maritime science and economy
Maritimes Cluster Norddeutschland e.V.	Maritime network North Germany
Seaports of Niedersachsen	Marketing company of (Lower Saxony) seaports
OFFIS e.V.	Research institute for maritime traffic
Fraunhofer-Center für Maritime Logistik und Dienstleistungen CML	Research institute for maritime logistics and services

Membership	
ÖKOPROFIT Energie Ostfriesland	Cooperation Project Between Communities and the Public Economy With the Objective of Lowering the Operating Costs While Saving the Natural Resources
Cluster für RessourcenKompetenz e. V.	Network of Companies in North-West Germany for the Coordination of Innovative and Future-Compatible Activities
Wirtschaftsverband Weser e.V	Regional Stakeholder Lobby in the Weser Area
WPCI/ESI (Environmental Ship Index)	ESI-Rebates as an Incentive for Eco-Friendly Maritime Shipping
Ems-Achse	Stakeholder Association for Strengthening the Economic Region Ems Axis
Hafenwirtschaftsgemeinschaft Cuxhaven e. V.	Stakeholder Representation of the Local Maritime Economy
VBW Verein für europäische Binnenschifffahrt und Wasserstraßen	Promoting the Multi-Modal Transport System Waterways/Ship/Port
Wilhelmshavener Hafenwirtschaftsvereinigung e. V.	Stakeholder Representation of Local Maritime Business
Emder Hafenförderungsgesellschaft e. V.	Stakeholder Representation of Local Maritime Business
HTG e. V. Hafentechnische Gesellschaft	Intellectual Exchange Regarding All Scientific and Practical Technical and Business Issues Around Port Construction, Port Operation, the Planning of Waterways
MARITIME LNG PLATTFORM	Promotion of LNG as an Alternative Fuel
VDV (Verband Deutscher Verkehrsunternehmen)	Stakeholder Representation of Public Transportation and the Rail Transport Sector
Offshore NETzwerk Norddeich	Stakeholder Representation of Local Companies in the Offshore Industry
IHK (Industrie- und Handelskammer)	Stakeholder Representation of Businesses
Nautischer Verein zu Emden e. V.	Promotion of the Public Interest in Maritime Affairs, Nautical Issues, and Maritime Shipping
Deutsche Seemannsmission e. V.	Promotion of the Public Interest in Maritime Affairs, Nautical Issues, Maritime Shipping and Related Professional Training and Education, and in Particular, the Increase of Safety for Human Lives at Sea
ESPO (European Sea Ports Organisation)	Stakeholder Representation of European Seaports (Member on Our Behalf is the Ministry of Economics)

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**The Following Corporate-Specific Details of NPorts Relate to Indicators That Go Beyond the GRI Standard.**

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# Glossary

<b>CNG (Compressed Natural Gas)</b>	Compressed Natural Gas as Fuel
<b>DIN EN (Deutsches Institut für Normung – Europäische Norm)</b>	European Norm of the German Institute for Standardization
<b>ECA (Emission Control Area)</b>	Special Zones for Maritime Shipping With Special Environmental Regulations for Emissions and for the Diposal of Waste and Sewage
<b>EcoPorts</b>	Environmental Initiative of European Ports, Since 2011 Integrated in ESPO
<b>Energy Star</b>	US American Environmental Symbol for Energy-Saving Appliances, Construction Materials, Public/ Commercial Buildings or Tenant Dwellings
<b>ESI (Environmental Ship Index)</b>	Environmental Certificate for Ships by WPCI
<b>ESPO (European Sea Ports Organisation)</b>	Network Organization of European Ports
<b>EuroPriSe (European Privacy Seal)</b>	German Certificate for the Private Industry for Privacy-Compliant IT Products and IT-Based Services
<b>FSC (Forest Stewardship Council)</b>	System for the Certification of the Sustainable Forestry
<b>GRI (Global Reporting Initiative)</b>	International Framework for Sustainable Reporting
<b>GtL (Gas-to-Liquid)</b>	Process for the Production of Synthetic Fuels from Natural Gas
<b>ISO (International Organization for Standardization)</b>	International Association of Standardization Organizations to Develop International Standards
<b>LNG (Liquefied Natural Gas)</b>	Liquefied Natural Gas as Fuel
<b>MARPOL (Marine Pollution)</b>	International Convention for the Prevention of Pollution From Ships (1973)
<b>PEFC (Programme for the Endorsement of Forest Certification Schemes)</b>	International Certification System for Sustainable Forestry
<b>PERS (Port Environmental Review System)</b>	International Environment Management System for Ports, Following ISO 14001
<b>PV (Photovoltaic)</b>	Conversion of Light Energy Into Electric Energy With the Help of Solar Cells
<b>SECA (Sulphur Emission Control Area)</b>	Special Zones of Maritime Shipping With Special Environmental Regulations for the Emission of Sulfur and Sulfur Oxides
<b>UNESCO (United Nations Educational, Scientific and Cultural Organization)</b>	United Nation Organization for Education, Science, and Culture
<b>SDGs (Sustainable Development Goals)</b>	17 Goals for Sustainable Development by the United Nations Within the Scope of the Agenda 2030
<b>THG-Emissionen (Greenhouse Gas Emissions)</b>	As per Greenhouse Gas Protocol (GHG Protocol) Differentiation Between Direct (Scope 1), Indirect (Scope 2), and Additional Indirect Emissions (Scope 3)
<b>WASH2Emden</b>	Project for Hydrogen Applications at the Seaport of Emden
<b>WPCI (World Ports Climate Initiative)</b>	International Climate Protection Initiative of Leading Ports for the Reduction of Emissions





## About This Report

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This is our second Sustainability Report, which we have developed in accordance with the GRI Standards (Option "Kern"). In this report, but also in all of our activities for sustainability, we are guided by the concept "hafen+ – We Are on the Right Track".

The report at hand refers to the reporting years 2018 and 2019. In this report, we have also integrated data and information about the port-specific environmental management standard PERS (see GRI Index on page 66).

[www.hafenplus.com](http://www.hafenplus.com)



## Imprint

### Published by

Niedersachsen Ports GmbH & Co. KG  
Strategische Unternehmensentwicklung  
Hindenburgstraße 26–30  
26122 Oldenburg, Germany

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### Photos

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### Print

MegaDruck.de, Westerstede, Germany

### Paper

Enviro Clever U

This print product is printed on 100% recycled paper from sustainable manufacturing.



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