



# Report section

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GRI standards: "Core" option  
PERS

2016/2017 reporting year

## About this report

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

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

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

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

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

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

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This report is not audited externally.

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

# Our company

GRI 102-1  
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Niedersachsen Ports GmbH & Co. KG (NPorts for short) is a port infrastructure company. As a 100% subsidiary of the State of Lower Saxony, we provide the port infrastructure (i.a. quay facilities, locks, road and railway networks, lighting systems) for shipping and logistics at 15 port sites across Lower Saxony. We operate the infrastructure at five large see ports, seven island support harbours and three regional ports with different focal points. Founded in 2005, the company has its registered office in Oldenburg.

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

We are a significant part of the maritime value chain.

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

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

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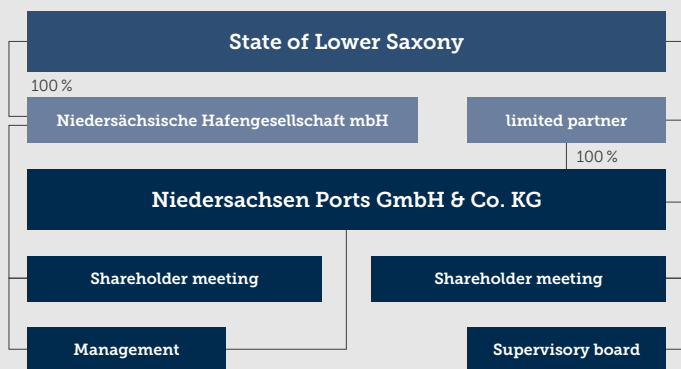
## Our core business

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

### The structure of Niedersachsen Ports

GRI 102-5  
102-7

NP-01  
NP-02  
NP-03



### Niedersachsen Ports key figures

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



**Cargo handling focus of the NPorts**

GRI 102-2

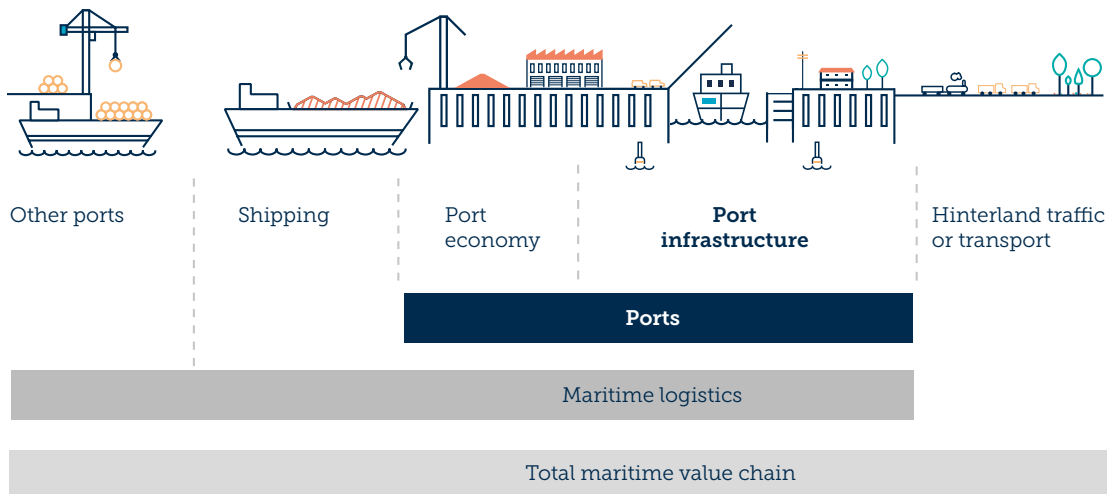
facilities and areas as well as the marketing of the commercial and industrial properties in the ports. We accommodate and localise companies with an affinity to ports, ensure optimum traffic control and port security and offer a wide range of other services. For example, we provide the power and water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

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

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

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

Our management heads the sustainability organisation.



# Sustainability at NPorts

Furthermore, the central and divisional department heads as well as the branch managers are responsible for the operational matters. The Strategic Corporate Development/ Sustainability Management staff unit provides strategic and operational support. In each branch (Brake, Cuxhaven, Emden, Norden and Wilhelmshaven), sustainability officers act as the interface between strategic and operational sustainability management. The Communication and Public Relations staff unit supports the internal and external impact of the entire process.

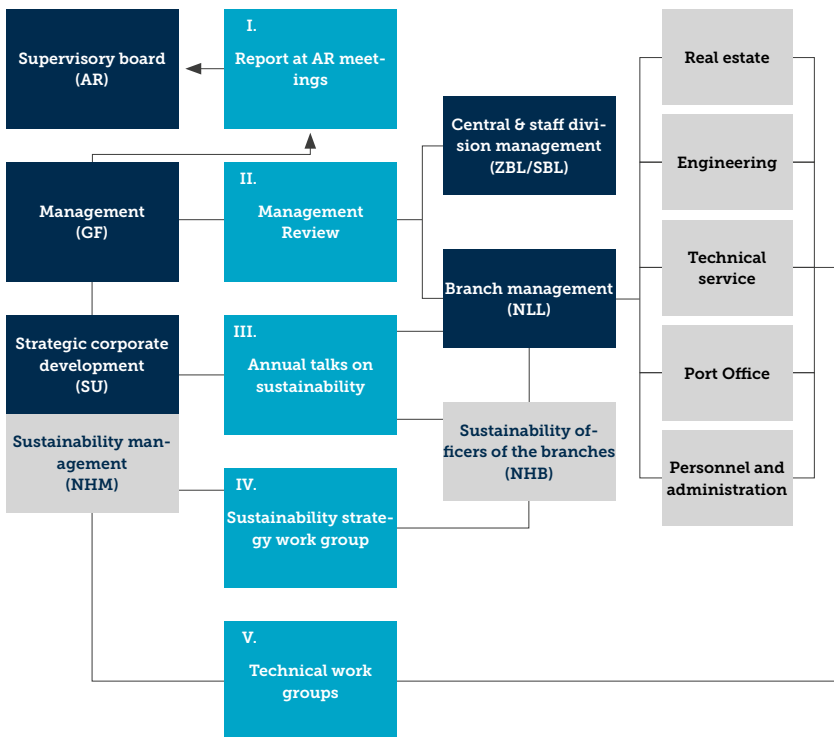
Since 2016, we have established the position of Sustainability Manager which is assigned to the Strategic Corporate Development staff unit. Our Sustainability Manager is committed to promoting a systematic and company-wide development of the ports that is sustainable.

The regular communication includes monthly management meetings at each branch, at which sustainability hold a fixed position on the agenda. The branch managers discuss relevant projects and measures in regular meetings with our sustainability management team. Once a month, the team meets with the management to share any progress and to make decisions.

## Our mission

Sustainable thinking and action are an integral part of our business activities and shape our corporate culture. This self-image is at the heart of our corporate "Port Manual" mission, which we developed in 2016.

### Sustainability management at Niedersachsen Ports



<b>I. Report at AR meetings</b>
<b>Involved:</b> AR, GF
<b>Frequency:</b> annual
<b>Tasks:</b> Progress monitoring and reporting by the GF to the AR
<b>II. Management Review</b>
<b>Involved:</b> GF, ZBL, SBL, NLL
<b>Frequency:</b> annual
<b>Tasks:</b> Review of corporate and sustainability targets and improvement suggestions for the implementation
<b>III. Annual talks on sustainability</b>
<b>Involved:</b> SU/NHM, NLL, NHB
<b>Frequency:</b> annual
<b>Tasks:</b> Planning for the implementation of sustainability goals and rough annual planning
<b>IV. Sustainability strategy work group</b>
<b>Involved:</b> SU/NHM, NHB
<b>Frequency:</b> 2x per year
<b>Tasks:</b> Review of objectives, dialogue and recommendations for management review
<b>V. Technical work groups</b>
<b>Involved:</b> SU/NHM, departments
<b>Frequency:</b> 2-4 x per year
<b>Tasks:</b> Sharing of experiences and development of sustainability measures

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102-21

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

GRI  
102-16

### 1. Regional responsibility:

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

GRI  
102-11

### 2. Sustainable (added) values:

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

### 3. Motivating work environment:

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

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

## Our sustainability strategy

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

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

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

The form the backbone of sustainable reporting.

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

## Strategic goals of the sustainability strategy



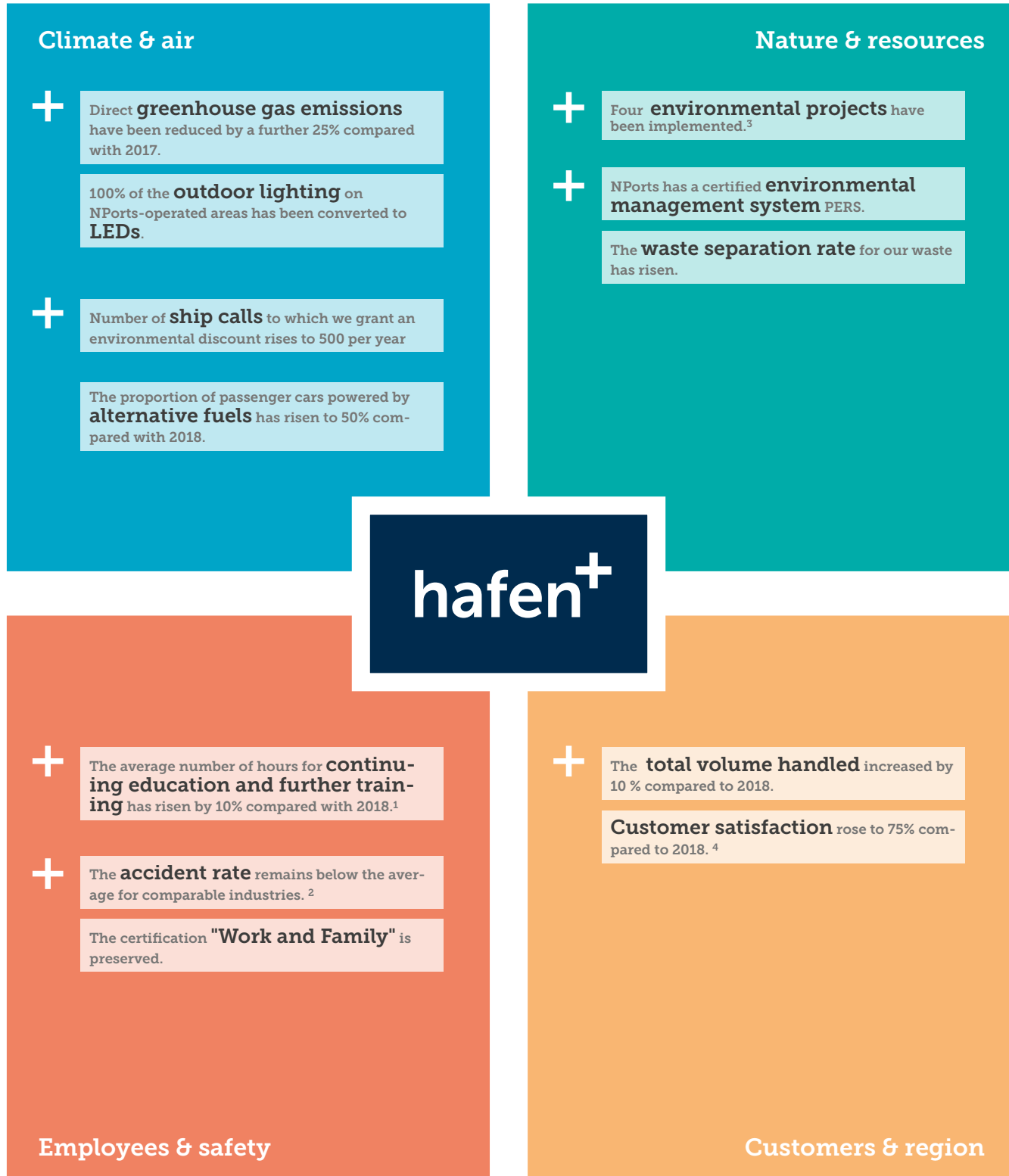
make the attaining of goals transparent and comprehensible. In the following chapters of the report we provide concrete and detailed information about the four action fields as well as our activities and services in each area.

## Stakeholders and stakeholder dialogue

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

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

## Strategic goals of the sustainability strategy by 2025



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

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

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

4 According to customer survey

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

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

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

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### Overview of exemplary stakeholder dialogues

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



### Key reporting topics

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

GRI 102-46

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

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

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

GRI 102-47

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

### SDG

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

(Source: Federal Ministry for Economic Cooperation and Development)

### The 17 SDGs of the United Nations

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

Key issues in the fields of action of the sustainability strategy

### Climate & Air

Energy

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

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

Relevant SDGs: 3 7 13

### Nature & Resources

Nachhaltige Bewirtschaftung von  
Ökosystemen (Vorsorgeprinzip  
und Ausgleichsflächen)

Sustainable management of ecosystems  
Waste (own and other waste)

Water

Relevant SDGs: 6 8 12 14 15

### Employees & Safety

Development of employees  
(qualification and training)

Occupational safety and health protection

Reconciliation of family and working life

Equality and equal treatment

Staff management and dialog

Relevant SDGs: 3 4 5 8 10

### Customers & region

Economic performance and  
customer satisfaction

Anti-corruption and compliance

Regional responsibility  
(employment effects, procurement)

Relevant SDGs: 8 9 12 16 17

essential topic
  important topic



# Action fields

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Report on the four core areas of our sustainability strategy

## Good climate

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

GRI 103-1 on humans and the environment. In strategic terms, we focus on significantly reducing the power consumption as well as using alternative energy sources. In our sustainability strategy, we have committed ourselves to reducing our GHG emissions by a further 25% by 2025 (based on 2017).

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

### Energy monitoring

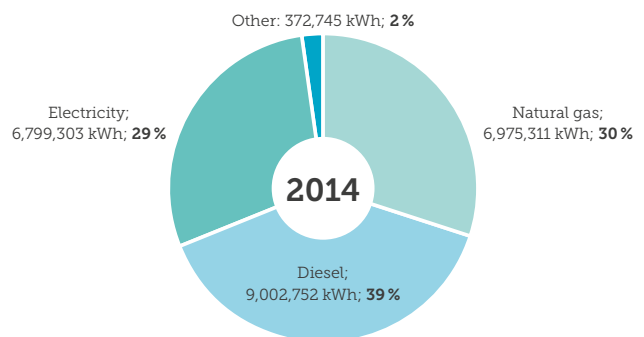
In 2015, we conducted our first energy audit in accordance with DIN EN 16247-1 in our ports. We then set up and developed a monitoring system to collect and control our energy consumption sources and volumes on this basis. Since then, all available data are collected. Monitoring allows us to identify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

### Energy consumption

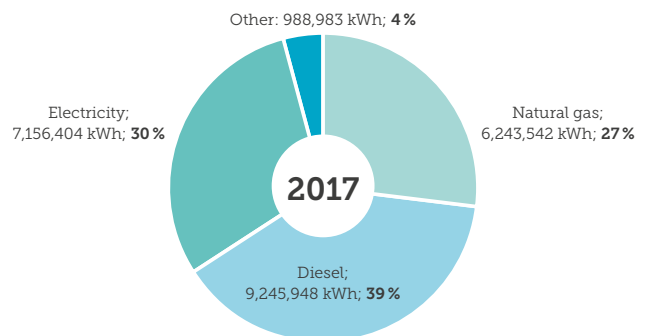
Electricity, natural gas, diesel - these three energy sources cover over 90 % of our energy consumption: Therefore, our measures are aimed at making optimal use of these three energy sources. For example, we are focusing on more energy-efficient buildings (during renovations and new constructions), working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

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

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



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



GRI 302-1 302-4

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

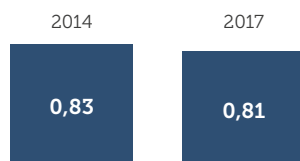
Four factors are significant to the energy consumption of NPorts:

- 1. Cargo handling:** The amount of cargo handled and the materials and labour required for this determine and decide our energy consumption. The use of energy-consuming equipment and plants rises and falls with the corresponding volume.
- 2. Plants technology/ control:** Technical innovations in existing plant technology and plant control improve energy efficiency.
- 3. Behaviour:** Our employees operate energy-intensive equipment and plants. Training, instruction, directives, etc. contribute to efficient use.
- 4. Environmental impact:** Our halls and buildings are heated through radiator systems. In this area, the weather, for example, has a direct impact on energy consumption. In addition, the number of storm events has an impact on the dredging work we do to maintain water depths.

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

GRI 302-3

**Energy intensity  
kWh energy/tonne handling**



### Scope 1, 2, 3

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

(Quelle: Greenhouse Gas Protocol)

### Environmental protection and air pollutants

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

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

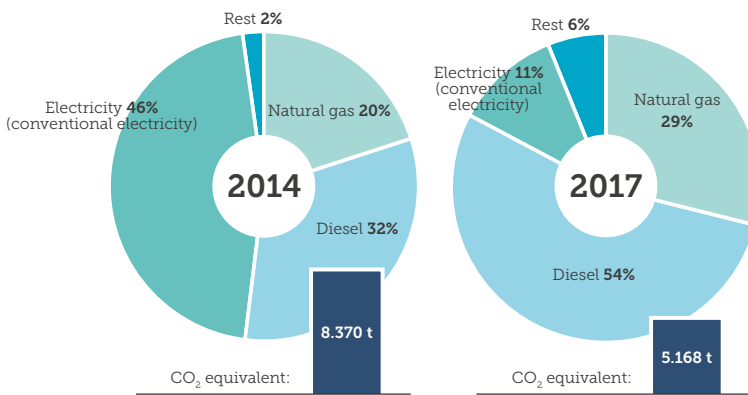
In the future, we intend to create further incentives and to reduce our direct as well as indirect emissions. For the factor by which we succeed in reducing our emissions is decisive for our success in the "Climate & Air" field.

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

GRI 305-1 305-2 305-5

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

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



GRI 305-4

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

**Direct emissions**

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

**Energy efficiency**

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

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

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

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

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

**Renewable energy**

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

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

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

**Air pollutants**

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

NP-21

GRI 305-2

## Indirect emissions

### Incentives for environmentally-friendly shipping

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

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

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

#### Port dues discount

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

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

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

### Shore-side electricity

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

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

### Research projects

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

## Secure jobs

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

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

### Personnel development

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

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

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

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

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### Skills development and further training

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

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

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

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

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

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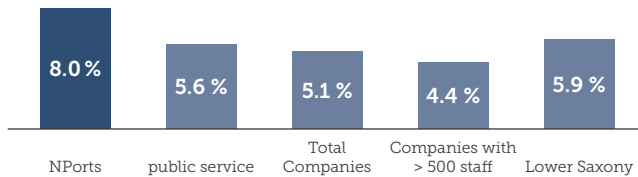
**Vocational training**

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

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

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

**Trainee ratio 2017 (Germany)**



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

**Work safety and health protection**

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

**Work safety**

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

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

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

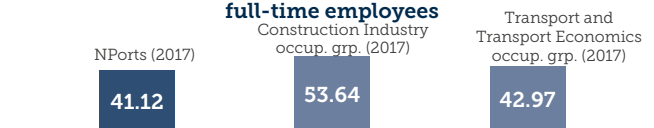
In addition, an work safety specialist supports the respective responsible persons at each site. Further safety officers on site raise awareness of work safety aspects and help colleagues with problems or act as mediators vis-à-vis managers. For major projects and construction sites, we generally arrange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

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

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

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



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

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### Occupational Health Management (BGM)

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

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

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

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

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

### Employment relationships and employer welfare

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

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

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

#### Compatibility of work and family life

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

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

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

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



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

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

## Equality and equal treatment

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

GRI  
401-3

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

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

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

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

## Leadership and dialogue

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

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

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

# 8.2 %

Severely disabled rate 2017

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

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

## A healthy environment

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

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

### Environmental management system

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

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

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

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



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

### Sustainable cultivation of ecosystems

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

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

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

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

NP 26

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## Waste management

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

### Disposal of own waste

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

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

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

### Ship-generated waste

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

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# 10 %

## higher waste separation rate by 2025

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

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

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

### Bodies of water

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

NP-23

### Ship-generated waste in NPorts ports

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

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

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

### Sustainable procurement

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

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

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



## A strong region

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

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

### Economic performance

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

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

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

our locations.

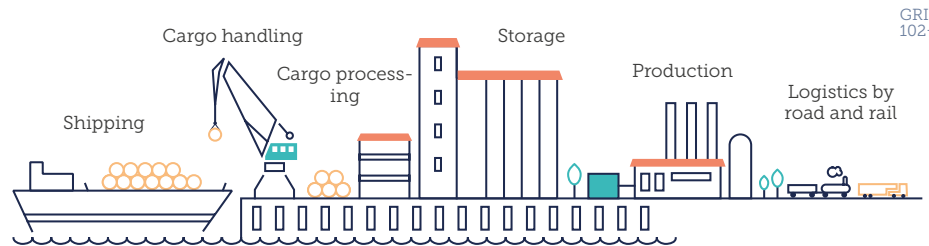
### Customer and customer relationship

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

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

### Quality and customer satisfaction

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



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Business areas of our port customers

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

NP-11  
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NP-13

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

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

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

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

# 66%

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

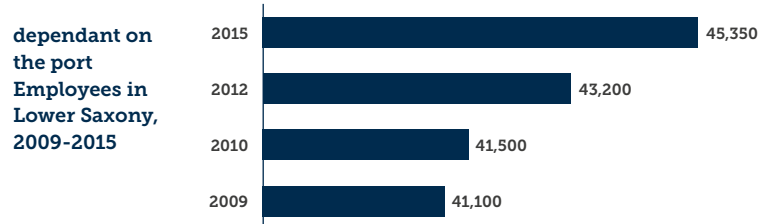
Our customers' outside review of our performance combined with the internal evaluation of processes and improvements helps us to develop company-wide goals and measures for our continuous quality improvement. Customer satisfaction thus contributes to driving our company forward together with our partners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

## Regional responsibility

### Employment effects

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

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



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

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

### Anti-corruption and compliance

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

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

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

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

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

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

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**preventive measures against corruption**

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

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

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# Appendix

## Profile: the NPorts company

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

## Composition of the Supervisory Board (April 2019)

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

## Employees

GRI  
102-7  
102-8  
102-41

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

GRI  
405-1

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

## Employee representation in occupational safety and health committees

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

GRI  
403-1

## Accident statistics

GRI  
403-2

### Reported accidents in 2017

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

### Reported accidents 2016

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

### Reportable accidents 2017

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

### Reportable accidents 2016

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

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


















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








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

## External initiatives, associations and interest groups

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

## GRI content index

GRI standard (core version)	Description of the specification	PERS	Page	References
GRI 102	102-1 Organisation name		34	Our company
GRI 102	102-2 Activities, brands, products and services		35	Our company
GRI 102	102-3 Organisation's main office		34	Our company
GRI 102	102-4 Operating sites		35	Our company
GRI 102	102-5 Ownership structure and legal form		34	Our company
GRI 102	102-6 Markets supplied		35/54	Our company / A strong region / Customers
GRI 102	102-7 Organisation size		34/58	Our company
GRI 102	102-8 Information about employees and other staff members		58	Our company / appendix
GRI 102	102-9 Supply chain		53	A strong region / indir effects
GRI 102	102-10 Significant changes in the organisation and its supply chain		53	A strong region / indir effects
GRI 102	102-11 Preventive approach or preventive principle		37/52	Healthy ecosystems / Sustainable cultivation / Mission
GRI 102	102-12 External initiatives		61	Appendix
GRI 102	102-13 Membership in associations and interest groups		61	
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GRI 102	102-16 Values, principles, standards and codes of conduct		34/37/50	Employees / Diversity / Mission Statement / N-Strategy / Our Company
GRI 102	102-18 Management structure		34/36	Key reporting topics
GRI 102	102-20 Board responsibility for economic, ecological and social issues		36	Sustainability at NPorts
GRI 102	102-21 Advising interest groups on economic, ecological and social issues		36/39	Stakeholders and stakeholder dialogue / sustainability organisation
GRI 102	102-22 Composition of the highest controlling body and its committees		34/57	Our company / appendix
GRI 102	102-23 Chairperson of the highest controlling body		34/57	Our company / appendix
GRI 102	102-35 Remuneration policy		50	Employees / Equal treatment
GRI 102	102-36 Procedure for determining remuneration		50	Employees / Equal treatment
GRI 102	102-40 Stakeholder list		39	Stakeholders and stakeholder dialogue
GRI 102	102-41 Collective agreements		50/58	Our company / appendix
GRI 102	102-42 Determination and selection of stakeholders		39	Stakeholders and stakeholder dialogue
GRI 102	102-43 Approach to stakeholder inclusion		39	Stakeholders and stakeholder dialogue
GRI 102	102-44 Important issues and concerns raised		39	Stakeholders and stakeholder dialogue
GRI 102	102-45 Entities included in the consolidated financial statements		33	GRI content index
GRI 102	102-46 Procedure for determining the content of the report and the delimitation of topics		40	Key reporting topics
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GRI standard	Description of the specification	PERS	Page	References
GRI 201	201-1 Direct economic value creation and distribution		54	Our Company / Strong Region / Economic Performance
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GRI 304	304-1 Business sites operated or managed in protected areas or areas of high biodiversity value outside protected areas		52	Healthy ecosystems / Sustainable cultivation
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GRI 305	305-1 Direct (Scope 1) greenhouse gas emissions		44	Good climate / Energy consumption
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GRI 305	305-5 Reduction of greenhouse gas emissions		44	Good climate / Energy consumption
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GRI 401	401-3 Parental leave		50	Secure jobs / compatibility
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GRI 403	403-2 Type and rate of injuries, occupational diseases, days lost, absenteeism and number of work-related deaths		48/59	Secure jobs / work safety / appendix
GRI 404	404-1 Average number of hours of training per year per employee		52	Secure jobs / further training
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**The following company-specific information from NPorts relates to indicators that go beyond the GRI standard.**

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NP-21	Share of renewable energies		45	Good climate / renewable energy
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NP-23	Ship-generated waste as per MARPOL		46/52	Healthy ecosystems / Waste management





# hafen<sup>+</sup>

People. Planet. Prosperity.

# Outlook

Dear readers,

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

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

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

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

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

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

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

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

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



**Folker Kielgast**  
Technical Managing Director

*Niedersachsen Ports  
GmbH & Co. KG*



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Chairman of the Supervisory Board  
Minister

*Ministry of Economics, Labour, Transport  
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**Holger Banik**  
Spokesman of the Board

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## Glossary

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

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



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