

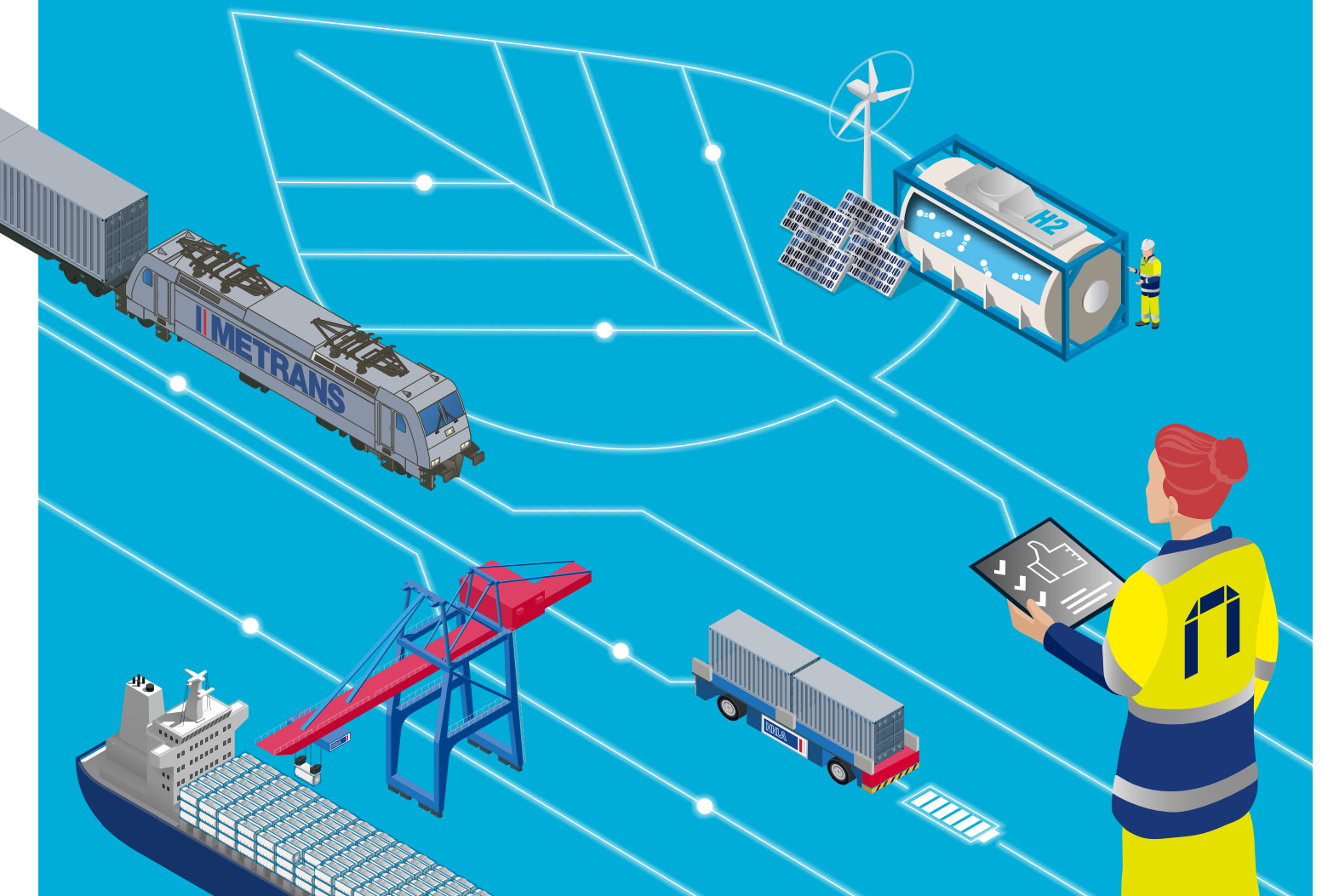


GATEWAY TO THE
FUTURE

2021
2022

BALANCED LOGISTICS

The Hamburger Hafen und Logistik AG
sustainability magazine



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Angela Titzrath
Chairwoman of the Executive Board

Ladies and gentlemen,

In the highly acclaimed film *Don't Look Up*, two scientists make a terrible discovery. A comet is hurtling towards Earth and will destroy it in a few weeks. Despite two astronomers issuing urgent warnings about the danger from space, mankind does not appear particularly concerned about its imminent demise. Fifty years ago, it was the Club of Rome that pointed out the consequences of unbridled consumption of natural resources in its report "The Limits to Growth". Contrary to the film plot, the warnings given by experts at the time were not completely ignored. However, as it turns out, the efforts made so far are not enough to halt climate change. Consequently, the World Climate Summit in Glasgow once again issued a call to step up efforts in the fight against increasing global warming.

I can affirm that we are consistently pursuing our sustainability goals at HHLA. Our "Balanced Logistics" sustainability strategy is an integral part of our business model and points the way forward for HHLA's development, with the aim being to reconcile economic, social and ecological aspects. We are still managing to do this despite the ongoing coronavirus pandemic. In particular, the crisis highlights how vulnerable we are, as well as the opportunities for mitigation when appropriate protective measures are widely applied. Our long-term aim is to ensure all production throughout the HHLA Group is climate neutral by 2040. We want to halve carbon emissions by 2030, compared with 2018 levels. Transport and logistics are responsible for 20 percent of carbon emissions in Germany and for 25 percent of emissions Europe-wide. As part of its European Green Deal, the EU has set itself ambitious targets for achieving net zero in Europe by 2050. Freight traffic emissions are to be reduced by 90 percent. HHLA is doing its bit to transform declarations of intent into concrete action.

HHLA increased its rail transport by over 40 percent since 2018. After all, transferring goods from the roads to the rails is a major factor in protecting the climate. From the Port of Hamburg, more goods are now transported by rail than in the ports of Rotterdam, Antwerp and Bremerhaven combined. The trains of our rail subsidiary METTRANS have

been running on green electricity in Germany since early 2021. This corresponds to emissions savings of almost 50,000 tonnes every year. Climate-neutral supply chains start with quayside handling for HHLA. Our Container Terminal Altenwerder was also certified as climate neutral in 2021. There is still no other handling facility in the world that can offer such a high level of climate neutrality. We want to achieve this same standard at our other facilities by further automating and digitalising our terminal processes during real-time operations. Innovation and technical excellence are the keys for us to develop sustainable solutions so that we can protect the environment while achieving business success.

With this in mind, we are also turning our attention to hydrogen-powered initiatives. The use of hydrogen as an energy source can make a key contribution to the decarbonisation of the company, which is why we launched the "HHLA Hydrogen Network" project. We are very well positioned to take advantage of the opportunities in hydrogen import and transport because of our network of ports and connections that extend into the European hinterland.

Further examples of how we pursue our sustainability goals at HHLA can be found in this magazine. We are looking forward to your feedback and are grateful for any remarks and suggestions. I hope you will enjoy reading this magazine.

Yours sincerely,

Angela Titzrath
Chairwoman of the Executive Board

The beginning of the Russian war of aggression against Ukraine coincided with the editorial deadline for this magazine. Therefore, any possible effects on the implementation of HHLA's sustainability strategy could not be taken into account.

HHLA's sustainability development in 2021 at a glance

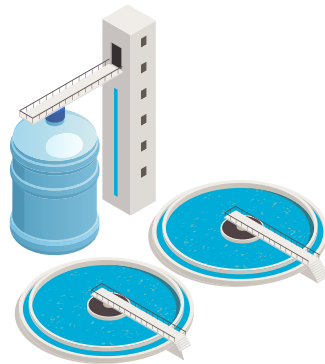
6,444

HHLA employees (increase of 1%)



95,791

cubic meters of water consumption



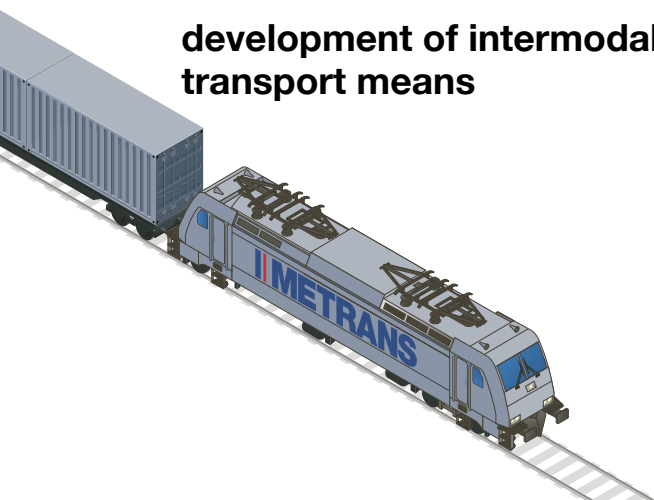
-19.7%

fewer carbon emissions than in the previous year



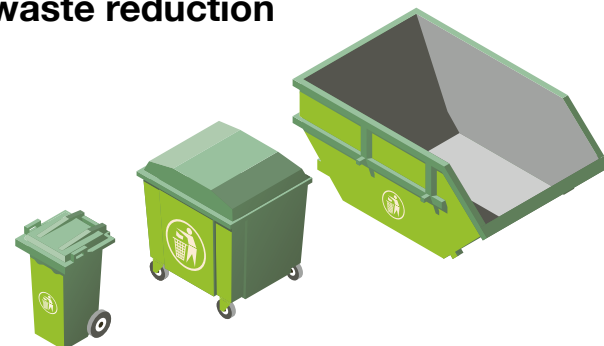
+10%

development of intermodal transport means



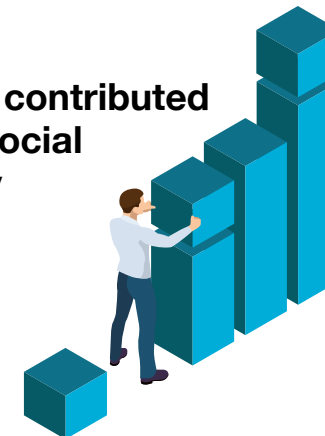
-26.1%

waste reduction



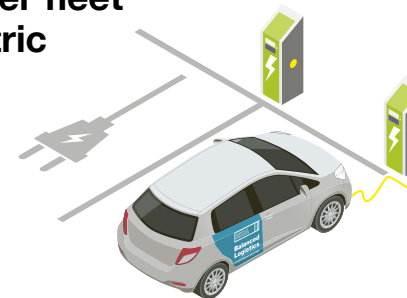
753

million euros contributed by HHLA to social responsibility projects



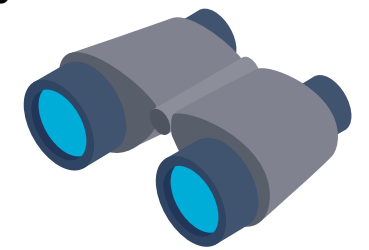
96

cars of HHLA's passenger fleet are electric



685

school pupils visited HHLA premises as part of a field trip



5

million euros were invested by HHLA in training and education



71,522

tonnes of carbon emissions were avoided due to renewable energy sources



The coronavirus pandemic had a strong impact on our key figures for 2021.



As a company with a long tradition and a wealth of experience, HHLA is highly engaged in addressing social developments and scientific research. Sustainability has therefore been anchored deep in our company DNA for a long time. HHLA is committed to being both economically successful and socially and ecologically responsible. This objective was put into practice even in the midst of the challenging circumstances of 2021.

In implementing its “Balanced Logistics” sustainability strategy, HHLA is stepping up its efforts to combine environmental, social and economic responsibility. HHLA’s economic success is of fundamental importance in making targeted investments in the interests of employees and climate-friendly technologies, and to fulfill its obligation to act responsibly vis-a-vis society and the environment.

HHLA sees innovation and process efficiency as crucial factors in developing sustainable solutions, being environmentally responsible and operating successfully in line with its self-image as the “gateway to the future”. In order to implement its goals, HHLA has categorised its initiatives into nine different focus areas and established the relevant guidelines and targets.

Open dialogue is essential for reconciling different stakeholder interests and developing a mutual understanding. Sustainable growth in logistics requires inspiration and constructive contributions from many different sides.

HHLA implemented its sustainability strategy consistently, including under the specific challenges posed by the coronavirus pandemic, and it is aiming to become climate-neutral throughout the Group by 2040.

For example, the use of renewable energies was significantly expanded last year. Since 2021, all trains operated by HHLA subsidiary METRANS in Germany and Austria have been running on electricity from renewable sources. The HHLA container terminal in Tallinn has also been converted to use electricity from renewable energy sources.

Climate-friendly logistics chains

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13 CLIMATE ACTION	

Space optimisation

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	15 LIFE ON LAND
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Climate action and energy efficiency

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Environmental and resource protection

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Health and occupational safety

3 GOOD HEALTH AND WELL-BEING

Social commitment

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Business partners

8 DECENT WORK AND ECONOMIC GROWTH	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS	

HHLA’s focus areas and its contribution to the 17 United Nations Sustainable Development Goals

In September 2015, the United Nations passed Agenda 2030. This formulated 17 goals – Sustainable Development Goals – for sustainable global development which will shape economic development while taking into account social justice and the earth’s environmental limits. Within the framework of its sustainability strategy, HHLA supports all goals that correspond to its commitment to entrepreneurial and social activities. In particular, these include quality education (SDG 4), affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9) and climate action (SDG 13).

Logistics initiatives for greater climate protection

By 2050, the EU economy is forecast to be climate neutral. With the European Green Deal, the European Commission is striving for a better, healthier Europe for current and future generations. HHLA supports the EU's key climate policy goal and is already gearing up for greenhouse gas neutrality through long-term initiatives.

The world's first certified climate-neutral handling facility for containers – HHLA's Container Terminal Altenwerder (CTA) in Hamburg – makes this clear. Operations at CTA are primarily powered by green electricity. Processes that still cause carbon emissions are gradually being electrified. HHLA is offsetting its remaining carbon emissions by supporting climate-friendly projects that have been granted the highest Gold Standard certification in accordance with Voluntary Emission Reduction (VER). These include the reforestation of Ugandan rainforests and the installation and operation of wind farms in Turkey, India and Chile. Seaborne handling at CTA is managed by 14 electric container gantry cranes, which are already powered by 100 percent green energy. In addition, there are approximately 90 automated guided vehicles (AGVs), which transport the containers from the bridges to the warehouse. Around 80 percent of the AGVs operate using only green electricity. By 2023, all AGVs will have converted to fast-charging, eco-friendly lithium-ion batteries also powered by green electricity.

At its METRANS subsidiary, HHLA is going one decisive step further. METRANS, the market leader for container transport in seaport-hinterland traffic in Central, Eastern and Southern Europe, shifts containers from road to rail. In reality, this means that 16 of our inland terminals, carbon-optimised trains and wagons, as well as energy-efficient e-locomotives and light-duty wagons allow for flexible and climate-friendly transport, thereby significantly reducing transport-related carbon emissions. Since the beginning of 2021, carbon emissions from METRANS trains to and

HHLA subsidiary METRANS facilitates climate-neutral container transport



from Hamburg, Bremerhaven and Koper have been offset by HHLA Pure projects granted the highest Gold Standard certification in accordance with the VER standard.

In practice, this means that while an average transport by train from the Container Terminal Altenwerder in Hamburg to Warsaw causes about 240 kg CO₂/TEU (calculated with Ecotrans IT), only 130 kg CO₂/TEU are released by METRANS trains, all of which are offset by climate protection projects. In this way, HHLA promotes climate action both through its logistics and customer networks and demonstrates that climate-friendly transport chains are now possible.

Recognition for the HHLA spin-off Modility shows that cross-sector networking is a key feature of modern and environmentally conscious logistics. The digital container transport booking portal for intermodal transport in Europe was awarded the Excellence Prize 2022 in the "Strategy, Transformation & New Work" category. Via Modility connects suppliers and customers in the transport sector that are offering or seeking carbon-friendly transport solutions. Market operators can easily offer rail and transport solutions and available transport capacities, as well as parking spaces, or book them as required.

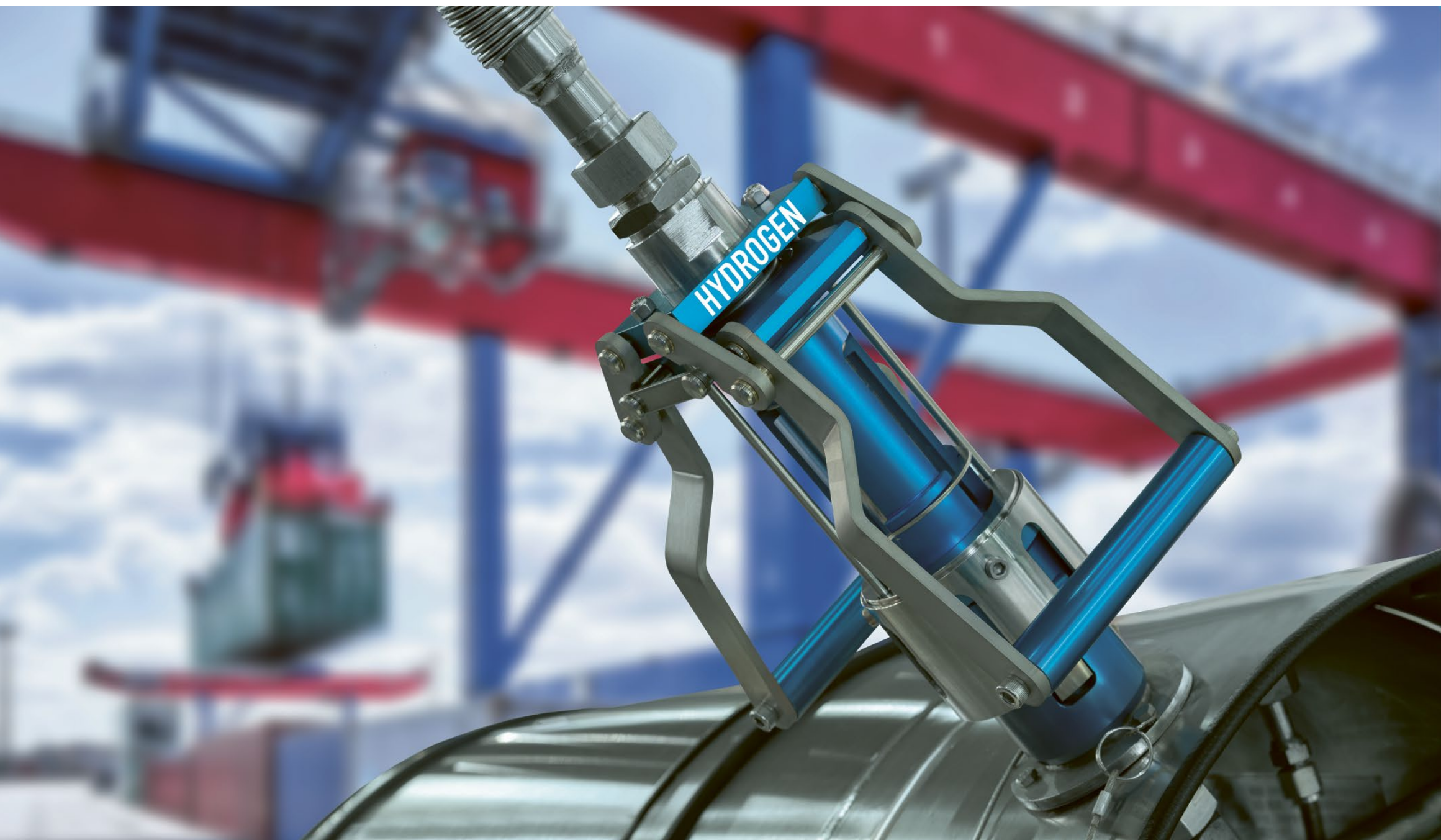
The continuous development of logistics initiatives clearly shifts the future focus of the transport market to a win-win combination of economic efficiency and sustainability. With strong economic tailwinds and readily available opportunities to optimise carbon emissions in the long term, the EU climate targets enshrined in the Green Deal can be achieved more quickly.

Climate-friendly logistics chains

Rail transport is considered the most environmentally beneficial mode of land transport. By linking environmentally friendly modes of transport in seaports with Central, Eastern and Southern Europe, HHLA is making an important contribution towards sustainability and environmental protection. Connecting ocean-going vessels with rail transport requires nothing less than exemplary multimodal transport chains. These save energy while causing less noise and fewer accidents. A further advantage is the inland location of Hamburg's terminal on the environmentally friendly transport route provided by the river Elbe.

We create climate- and environmentally friendly logistics chains. In so doing, HHLA is making progress towards achieving the following SDGs:



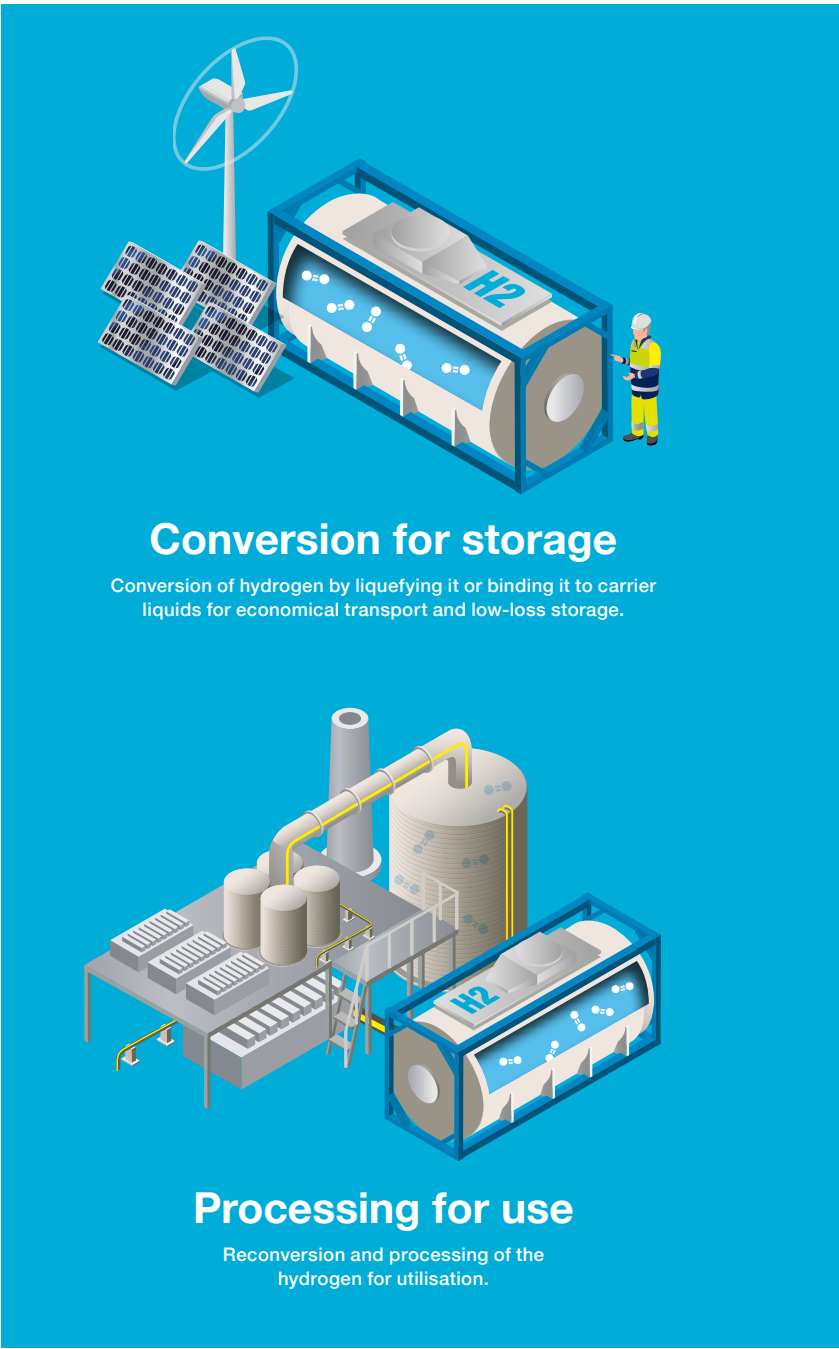


Future hydrogen project

Hydrogen is a versatile element and has been used as a base material in the chemical industry for decades. Recently, however, it has also been a source of hope in terms of the **energy transition**.

HHLA intends to become climate-neutral by 2040 as part of its sustainability strategy. As an energy carrier, green hydrogen can make a significant contribution to the company's decarbonisation and replace fossil fuels such as diesel. Since the development of large-scale hydrogen-powered equipment like that used by HHLA has only just begun, the focus is on planned practical testing and integration into existing processes, as well as on economic efficiency.

HHLA's strategy is also to establish profitable growth areas along the transport flows of the future. To help shape the expected ramp-up of hydrogen logistics, HHLA can draw on its European network, which covers a large part of



the continent's hinterland in addition to various ports. Further opportunities are emerging in terms of hydrogen imports, on which the EU and Germany depend. HHLA's eco-friendly multimodal transport chain business model will come into play.

As one of the biggest providers of handling and intermodal logistics services in Europe, HHLA underpins the transformation from fossil to hydrogen-based fuels with its expertise, its terminal facilities and transport capacities.

HHLA is focused on electrification and renewable energy

As part of its sustainability strategy, HHLA is electrifying its terminal processes. Plants and processes that were previously powered by fossil fuels such as diesel are converted to electric drives and supplied with power from renewable energy. For example, the entire fleet of container transporters, known as Automated Guided Vehicles (AGVs), at Altenwerder terminal is being electrified. The progress made as a result is already clearly visible. In 2021, the AGV e-fleet at CTA grew by ten more, meaning 80 percent of AGVs are already on the road with battery power and green electricity. Carbon emissions from the remaining AGVs, which still use diesel as fuel, are currently offset by carbon certificates. In 2022, a further ten AGVs will also be added to the e-fleet, so that HHLA will achieve its goal of full conversion by 2023 when the last eleven battery-powered vehicles enter service.

In addition, almost 100 battery-powered passenger cars are already in operation. The vehicles are used by employees at the terminals to move between the facilities. They are also used as shuttle services and first aid vehicles. The entire e-fleet relies on electricity from renewable energy sources. A comprehensive network of charging stations ensures that



HHLA covers over 700,000 kilometres per year with its e-fleet.

Climate action and energy efficiency

According to scientific evidence, global climate change resulting from greenhouse gas emissions is directly associated with the use of fossil fuels to generate energy. Reducing consumption of the major fuel sources used by HHLA like diesel and electricity as well as gas and oil, underpins HHLA's growth.

We reduce our carbon emissions through energy efficiency and innovation. In so doing, HHLA is making progress towards achieving the following SDGs:



HHLA employees can find an electric car if needed. A large proportion of the e-vehicles move only within the respective terminal boundaries, but nevertheless, annual mileages of 25,000 km and more are not uncommon, as the terminals operate 24/7. This results in over 700,000 kilometres being covered by HHLA's e-fleet every year. The use of e-vehicles reduces both noise pollution and carbon emissions. In addition, battery-powered passenger cars require significantly less maintenance than vehicles with combustion engines.

Electrification is also underway at the other terminals. At the Container Terminal Burchardkai for example, the electrified storage crane system is being continuously expanded and in 2021 was supplemented by two new storage blocks with six cranes. In the case of terminal facilities which, in HHLA's view, cannot yet be electrified in any meaningful way, the focus is on increasing energy efficiency through hybrid drives. In 2021 alone, 18 new large units with hybrid technology were added to the fleet. With this technology, carbon emissions are reduced by around 30 percent compared to earlier models.

The HHLA subsidiary METRANS is also striving for electrification. For example, since 2021 all METRANS trains operating in Germany have been powered exclusively by renewable energy. This conversion will cut carbon emissions from METRANS by approximately 50,000 tonnes per year.

And HHLA is also implementing measures to use renewable energy at its sites abroad. For example, operations at the Container Terminal Tallinn in Estonia switched to green electricity in mid-2021. With the terminal's total annual consumption amounting to approximately 3.7 million kilowatt hours, this will achieve carbon savings of approximately 2,500 tonnes per year. Climate action at HHLA is Group-wide.



At the terminals, tension belts are used to secure heavy loads before they start their second life as backpack carriers.



Upcycling? Exciting!

Tension belts ensure that tonnes of cargo are transported on flat racks at HHLA's fixed-stop terminals every day. However, the high-quality belts are only used once for safety reasons – micro-cracks in the material can occur very easily, which could pose an avoidable hazard when transporting subsequent loads.

But this does not mean that the tension belts have reached the end of their life. On the contrary, they are now being put to a new, more stylish use. In order to avoid wasting materials, HHLA has been working with the Bavarian textile manufacturer Maxx Factory since 2020. The company uses the discarded tension belts for its innovative, sustainable and robust bags.

In the "Urban Upcycling" collection, these elegant designs take a variety of forms – as backpacks, weekend bags, shoulder bags, waist packs or even as accessories such as key rings. All of them boast integrated orange tension belts that are a charming nod to the belts' former use. The remaining materials are carefully selected with a focus on sustainability and environmental compatibility. The designs include washable paper from Scandinavia and natural rubber. By the end of 2021, around 1,000 "made in Bavaria" bags had already been produced.

Production is not only a labour of love for the 30-strong Maxx Factory team, but also a challenge: the robust high-quality fabrics mean that they are not as easy to work with and sew as lighter materials.

The belts' diverse potential and the designers' creativity have already given us hope for further collections. The finished

products go on to be sold by specialist retailers. They are the ideal promotional items for companies who wish to highlight their commitment to sustainability. The bags are also on sale at the HHLA shop. Seeing the belts get a second life gives us a bit of a thrill.

Environmental and resource protection

Protecting the environment is more than just climate protection and land conservation. Climate and resource protection includes a wide range of issues. These include noise prevention, water protection, wastewater disposal, the economic use of raw materials, the reduction of harmful emissions of all kinds and modern waste management.

We reduce our environmental impact and conserve natural resources. In so doing, HHLA is making progress towards achieving the following SDGs:





With the storage crane system at the CTB, HHLA is doubling its space efficiency.



Optimised use of space through modern technology

Interview with Ingo Witte from the CTB Executive Board

For HHLA, space optimisation at its terminals is a central concern. Efficient infrastructure and suprastructure planning play a major role in this, as evidenced by the expansion programme at HHLA's Burchardkai terminal (CTB). Ingo Witte, spokesperson of the CTB Executive Board, explains how sustainability and economic development go hand in hand due to modern technology.

Mr. Witte, all efforts at CTB are focused on the space-saving design of port terminals. What particular challenges does HHLA face in terms of efficient land use?

As an urban port, Hamburg is limited in terms of space. Therefore, our strategic approach is to make the best use of existing space to meet our customers' needs. A particular challenge lies in converting the existing facility during

ongoing operations and converting the warehouse from a straddle carrier yard to a storage crane system with significantly optimised space.

How can the productivity of the Container Terminal Burchardkai be increased in concrete terms, and what approach is HHLA taking?

The container terminals are facing specific challenges, which are not only the result of a greater seaborne throughput volume or the current significantly increased container dwell times due to the disrupted logistics chains worldwide. Increased ship sizes are leading to significantly higher peak loads at the facilities. With the larger ships, significantly more containers have to be moved in a shorter time, meaning they are stored at the facility for shorter time periods. The ongoing expansion of the warehouse crane system was

the decisive measure taken at Burchardkai to meet customer demands as a result of this development.

How can the use of warehouse crane systems contribute to efficiency?

The increase in efficiency is evident in many ways. Space efficiency is significantly boosted through storage consolidation. But also in terms of productivity, warehouse crane systems enable a more efficient use of resources compared to the straddle carrier. The warehouse crane system is also advantageous in terms of energy efficiency (electricity vs. diesel) and emissions.

How are warehouse crane systems more efficient?

With the warehouse crane system, the existing space can be used more efficiently resulting in greater capacity. While up to three containers have to be stacked on top of each other in the straddle carrier yard to leave sufficient space for the straddle carriers, up to six containers can be stacked on top of each other in a remarkably compact manner in the warehouse crane system. For the most part, the warehouse crane system is automated. This means that the majority of operations can take place around the clock without delays for breaks or shift changes. In addition, every "free

minute" is used for the automated optimisation of the warehouse, so that storage/retrieval can then take place with high productivity.

The use of electricity from renewable energy sources minimises greenhouse gas emissions and eliminates local pollutants, which is of increasing importance – especially as Hamburg is home to an urban port.

How do the new container gantry cranes at Burchardkai ensure a more efficient use of space?

The new container gantry cranes are a necessary prerequisite for handling large ships at CTB. Combined with the warehouse crane system, they ensure the most efficient use of the terminal. The ongoing measures to boost productivity and the technology used with the container gantry cranes (e.g. simultaneous transshipment of four standard containers) also facilitate higher levels of cargo handling at the berths. Handling is also compressed at the berths, boosting efficiency.

Space optimisation

The ever-growing use of land for transport, work and residential purposes has one of the biggest impacts on the environment – and not just in Germany. Impermeable surfaces can barely support natural life. Because persistent rain and downpours cannot seep into the ground, they also increase the risk of flooding. The indirect consequences are even more problematic: for example, each new container terminal built on a undeveloped land requires full infrastructure links, which often also translates into transport routes. Compact container terminals such as those operated by HHLA make particularly efficient use of space due to the highly condensed container storage areas.

We use the limited space available for port and logistics areas as efficiently as possible. In so doing, HHLA contributes towards achieving the following SDGs:



A successful conversion: digitalised invoicing processes for more efficiency and less paper consumption



Thanks to successful cooperation with shipowners, digital invoicing could be implemented faster than planned.

Manual invoicing is not only time-consuming for customers and companies, but also has a devastating impact on the environment due to paper waste. In 2018, Germany's per capita consumption of paper and cardboard was higher than in any other G-20 country.

HHLA continuously reviews and optimises processes and procedures, and launched a project to digitalise and standardise invoicing processes for shipowners. The conversion to SAP-SD, a modern standard software for the billing of services rendered, is the biggest, most wide-ranging step.

Staff at the HHLA container terminals in Hamburg and shipping customers contributed to the digitalisation process in important ways. Through cooperative and constructive collaboration with shipowners, the conversion took place well ahead of schedule.

Faster, more digital and transparent: for HHLA and its customers, extensive digitalisation means that billing processes run quickly and efficiently, paper consumption is significantly reduced and data transparency is promoted by the straightforward software solution.

Positive effects are already being seen in practice. More than 340,000 pages of invoice paper were printed and sent out at HHLA in 2018. This dropped to approximately 20,000 in 2021. And by 2022, the number is expected to drop to less than 1,000 printed invoice pages. In total, more than

four tonnes of carbon emissions can be saved annually by digitalising the process. In addition, between July 2020 and December 2021, 95 percent of outgoing invoices were digitalised and more than 2.5 million container and marine events were processed. 85 percent of revenue is billed via the new digitalised invoicing system. With a processing error rate in the one-tenth of a percent range, the measure also means greater customer satisfaction and retention, as well as transparency.

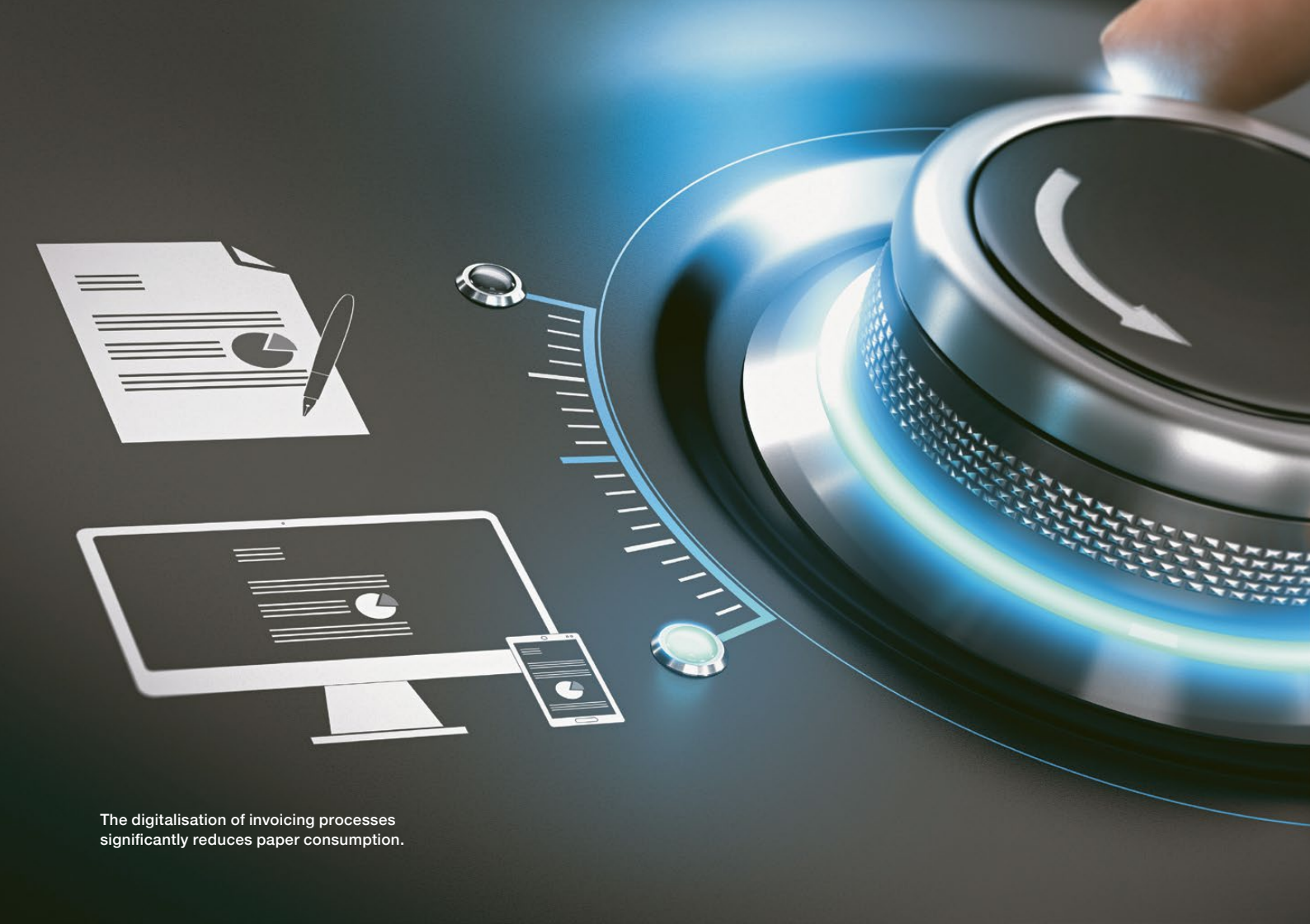
Extensive digitalisation forms the basis for greater efficiency in the future. HHLA also minimises analogue processes outside of accounting, i.e. printouts on paper, distribution by in-house mail, manual signatures or the release of payments will also be implemented digitally in the future. HHLA has already taken the next step in collaboration with several major shipping companies: the direct exchange of EDI data records via electronic invoicing.

Business partners

The fair treatment of all business partners, be they customers, suppliers, investors or creditors, is a prerequisite for any company that wants to compete successfully on the market today. Compliance with sustainability standards also plays an important role for HHLA in this regard.

We offer customised solutions and work responsibly with our suppliers.

In so doing, HHLA is making progress towards achieving the following SDGs:



The digitalisation of invoicing processes significantly reduces paper consumption.



First shore-side power station for container ships in Hamburg

First cruise ships, now container ships: the first shore-side power stations for box carriers are being built at HHLA's Burchardkai and Tollerort terminals in the Port of Hamburg. Starting in 2023, they will deliver green electricity from the public grid to ships in an initial test phase.

As owner of the quaysides at the Port of Hamburg, the Hamburg Port Authority (HPA) commissioned Siemens AG to construct the corresponding systems. The use of shore-side electricity substantially reduces the emissions of a docked ship. As soon as the electricity is connected, the diesel generators usually used for power on board can be switched off. This reduces not only air pollution and greenhouse gases, but also reduces noise emissions to a minimum.

The project is one of many measures implemented in line with the city of Hamburg's air purification plan starting in 2025.

Shore-side power stations are an effective and sensible solution for emissions-free layovers. They eliminate the emission of nitrogen oxides, sulphur dioxide, soot particles and greenhouse gases while ships are docked. Their workings are technically complex – it is not enough to use a long, thick cable and two plugs; large container ships require as much power as a small city.



The shore-side power stations at the Port of Hamburg supply the container ships with green energy.

Background: in international seaborne transport, approximately 75 percent of all ships are equipped with 60 hertz on-board power systems. Yet only a quarter of all countries' electrical grids operate on this frequency: Germany, for example, uses 50 hertz. This means the land frequency and on-board frequency must be adapted – a complex undertaking that requires a high degree of safety.

The first shore-side power station for cruise ships in Europe began operations at the Cruise Center Altona in 2016. Now the first shore-side power stations are also being built at the container terminals in the Port of Hamburg.

The construction of shore-side power stations by the HPA is another key step in the decarbonisation of the port and logistics chains. This will also improve the city's air quality in the longer term.

Added value and innovation

As the largest port in Germany by far, the Port of Hamburg directly and indirectly employs over 165,000 people in the greater Hamburg metropolitan region. It is one of northern Germany's key economic drivers and – as an international trade hub – plays an extremely important role for supply routes in Germany and Europe.

We aim to make a significant and long-term contribution to value creation and prosperity throughout our established regions. In so doing, HHLA is making progress towards achieving the following SDGs:



In the future labs, employees are actively involved in HHLA's transformation process.



On board the MS HHLA – heading towards the future

Strengthening HHLA's competitiveness underpins HHLA's strategy, which is geared towards growth and sustainability. Its implementation is based on a quick reaction to changes in the market environment and the development of a corporate culture that promotes cross-divisional cooperation. In order to make the container segment competitive in the long term, the interdisciplinary Future Laboratory project was launched last year at the Burchardkai terminal (CTB) under the guiding principle of *On course for the future*.

The Future Labs will see HHLA employees take an active role in the transformation process. This approach is unique because participants can contribute their individual impressions and ideas in small groups via an app developed specifically for this purpose. For this, the groups – including the selected captain – travel digitally on the MS HHLA from continent to continent and from station to station. Employees will learn more about the company's history and HHLA's current market situation and will be given the opportunity to contribute their own experiences, expectations and values from their respective areas of expertise to HHLA's future strategy – both digitally and interactively. As part of a full-day event, the strengths, challenges and creative potential that underpin sustainable future initiatives in the company are identified and developed in the Future Lab.

The Future Labs are already having a positive effect: through them, the company is getting a new lease of life. Internal communication and cross-departmental exchange are promo-

ted via the app and teamwork in small groups. In addition, the Future Labs also result in concrete suggestions for improvement. We expect that further initiatives will emerge from the discussions to help steer HHLA towards a successful future.

The Future Lab started in October 2021 at Container Terminal Burchardkai, and events at other sites will begin in spring 2022, depending on pandemic restrictions.

Workplace

One of HHLA's greatest strengths is the high educational levels of its staff. Training and education in industrial, commercial and academic professions, as well as ongoing staff development, are extremely important to HHLA and are being continually expanded.

We invest in vocational education and training with tailored staff development programmes. In so doing, HHLA contributes towards achieving the following SDGs:



“Vaccination is the key to ending the pandemic”

Interview with **Thorsten Fenudi**, company doctor at Hamburger Hafen und Logistik AG

Thorsten Fenudi has been one of two company doctors at HHLA since 2016. During the pandemic, the medical team advised the coronavirus task force appointed by the Executive Board and helped ensure that social distancing and hygiene measures were observed on site. After HHLA received vaccine supplies, a targeted campaign was rolled out to get as many employees as possible vaccinated. Mr Fenudi explains in an interview how well-functioning internal corporate communication helps to strengthen company cohesion even in times of crisis.

Mr Fenudi, in an interview published internally at HHLA on 28 April 2020, you said: “This is not a sprint, but a marathon”. Did you expect the pandemic to last so long – and what are you and your colleague Dr Loorns Sänke Hahn doing to ensure that no one gets tired of sticking to the social distancing and hygiene rules in the long term?

We knew that the pandemic would keep us busy for several years. That there would be various waves was clear and foreseeable from earlier pandemics. But the ferocity of the omicron wave caught me by surprise. It taught me that each virus variant brings new challenges, that we must continue to calmly monitor the progression of the pandemic, and that despite our desire for an end to the pandemic, we also need to be prepared for new variations. Now it's more like climbing a hill than a marathon. With peaks and troughs, this is how pandemics generally evolve – including the fatigue over time. On a positive note, most people have internalised the basic AHA+L hygiene rules. The overwhelming majority are also fully vaccinated. But there is still a need to persuade those that aren't with easily accessible vaccines, because vaccination is ultimately the key to ending the pandemic.

“Now it’s more like climbing a hill than a marathon.”

The pandemic also poses an immense challenge for HHLA and all its employees. What measures is the company taking to protect its employees and at the same time to ensure workplace safety?

Ultimately, the catalogue of demonstrably suitable measures is not particularly extensive. The coronavirus vaccine offers the best possible protection against the virus. At HHLA, we therefore continue to offer all employees the vaccine and facilitate them attending their appointments. In addition, the usual AHA+L measures and work-at-home rules continue to apply. Depending on the severity of infections, contact restrictions were tightened. For example, fixed working groups were

created, shift overlaps were avoided and the technology needed for remote working and virtual meetings was set up very quickly. What helped us at HHLA was the cooperation of the departments involved and the willingness of employees to adhere to measures consistently despite the duration.

“The willingness of employees to adhere to measures consistently helped us a lot.”

What was the biggest challenge of the vaccination campaign and how did you and Dr Hahn meet it?

It took a very long time for company doctors to be approved for the first vaccination campaign. When we were eventually “allowed” to open the HHLA vaccination centre, we were allocated frustratingly few vaccine supplies. We were unable to influence either when the campaign would begin or the quantity of vaccines supplied. We had to accept this unpredictability. We used the time and had a finished concept before launching the campaign. Even though we would have liked to have had more vaccine supplies available from the beginning, the vaccination campaign was a success in the end.

There was a lot of fear and disinformation around the coronavirus disease and the vaccine. How did you use internal communication to specifically alleviate employees’ fears and insecurities?

We set up a HHLA vaccination campaign landing page together with HHLA Corporate Communications. There we provided basic information and answered all of the main questions in a FAQ section. We also included our video testimonies as company doctors and offered each employee an individual consultation.

Which questions about the vaccine came up most often?

Most employees came to their vaccine appointment very well informed. The majority of the questions revolved around potential side effects. But one of the most common questions was “How often will I have to get vaccinated?” – and to this day we cannot give a definitive answer.

Which information measures do you find particularly useful and relevant when addressing employees’ concerns?

A personalised approach is always key. This is the best way to answer individual questions. Since we could not advise emp-



loyees on an individual basis, it was vital for us to get the basic information across via various channels and multipliers jointly with corporate communications. The HHLA intranet, the HHLA team app and the digital info boards at the terminals were our main communication channels.

What conclusion can you draw from the campaign until the end of 2021?

Apart from the fact that we did not have enough vaccine supplies at the beginning of the HHLA vaccination campaign, the process went smoothly and was a total success from my point of view. We were able to make vaccines easily accessible to HHLA employees, and extend the offer to their relatives at a later date. In total, we had vaccinated about 1,500 employees by the end of the year. HHLA was able to play its part in the coronavirus vaccination campaign and will continue to do so.

Health and occupational safety

Around the clock, 360 days a year, they work with heavy machinery and heavy loads in all kinds of weather: the working conditions at HHLA’s terminals and facilities place high demands on all of our employees. Even repetitive office tasks or a multitude of individual conditions can endanger health.

We ensure safe and fair working conditions and promote health-conscious behaviour. In so doing, HHLA contributes towards achieving the following SDGs:



Thorsten Fenudi is a company doctor and is responsible for the HHLA vaccination campaign together with his colleague Dr Loorns Sänke Hahn.

Learning from each other

Volunteering is essential for social cohesion and for strengthening democratic values and behaviour. Therefore, HHLA deepened its cooperation in 2021 with the **Evangelische Stiftung Alsterdorf (ESA)**, which offers assistance, residential and educational services for people with disabilities as well as for children and young people.

Under the slogan “Learning from each other”, the AlsterPort service promotes voluntary work in the region. HHLA trainees and students have the opportunity to get involved through a number of initiatives. For example, pupils from inclusion classes are offered career guidance counselling and support with finding an internship. Students can also offer tailored leisure and holiday programmes based on their own interests and hobbies or mentor children who have grown up in an unstable environment. These honorary posts regularly give rise to events such as joint cooking evenings with the ESA residential groups. Especially during the challenging times of the pandemic, this form of community support is irreplaceable. The programme offers volunteers the opportunity to develop their personal, emotional and social skills. ESA Executive Board member Dr Thilo von Trott sees great potential in the project both for HHLA and for the foundation’s work: “Learning from each other – that is diversity in action. With our joint projects, we are creating a more inclusive world.”

During Christmas 2021, AlsterPort supported the Kinder Wohnen Heidkoppel facility as well as the Alsterdorf Youth Centre with the “Wish Tree for ESA” campaign. Gustav Lobeda visited the facilities with another member of the HHLACore project to put Christmas presents under the tree for the children and teenagers. “Spending Christmas with family is beautiful and vital to all of us – and we have learned to value such moments because of the pandemic. Fulfilling a heartfelt wish for children who grow up without these privileges has filled



Gustav Lobeda and other HHLA employees support the Evangelische Stiftung Alsterdorf in various projects.

me with great joy. I hope that our colleagues’ commitment will remain as impressive in future campaigns, because voluntary work is a great opportunity to change society for the better,” says Lobeda, a work-study student in human resources management.

This year, the campaign is to be opened up to all HHLA employees in order to light up even more children’s eyes at Christmas.

Social responsibility

Social responsibility is a cornerstone of the sustainability strategy, because social acceptance is of major importance to HHLA. As a major port and logistics company at the heart of the northern German economy, HHLA is in the public eye – particularly in the greater Hamburg region. Conversely, HHLA requires political and public support for its operations and investment programmes, as well as for the necessary expansion of infrastructure.

We invest in social dialogue to get feedback and provide information on port logistics. In so doing, HHLA contributes towards achieving the following SDGs:



Gustav Lobeda hands over gifts as part of the “Wish Tree for ESA” campaign.

“With the European Green Deal, freight traffic emissions are to be reduced by 90 percent. HHLA is doing its part to transform declarations of intent into concrete action.”

Angela Titzrath, Chairwoman of the Executive Board

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In order to make the texts easier to read, we generally use the masculine form when referring to groups of people. We thereby refer equally to persons of all genders.



This label stands for products that can use materials from FSC®-certified forests, recycled material and material from controlled sources (controlled wood).



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