

Hazardous waste

The largest waste type by volume classified as hazardous was **sludge from oil/water separators**. This figure increased by 9.5 % to 559 tonnes (previous year: 510 tonnes). This type of waste primarily results from the cleaning of straddle carriers and other large equipment with pressure washers and is the fourth-largest waste category overall. The other emulsions waste category resulting, for example, from removing oil spills, increased by 24.3 % to 515 tonnes (previous year: 414 tonnes).

Recycling

After energy – and excluding investments in equipment and machinery – **construction materials** are the second-largest direct material input at HHLA. Recycled building materials are also used to maintain existing terminal areas and to prepare other areas for different purposes. The volume of recycled building materials used at the Hamburg container terminals decreased year-on-year by 41 % to 21,646 tonnes (previous year: 36,695 tonnes). This decline was due to reduced resurfacing requirements during the reporting period. Slag from waste incineration plants that was bonded with cement accounted for the largest share of recycled building materials used at 54.2 % or 11,740 tonnes (previous year: 4,440 tonnes). This material was used for the expansion of the yard crane system at Container Terminal Burchardkai (CTB).

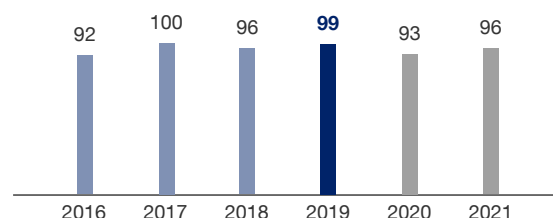
At 31.0 % (6,720 tonnes), the use of asphalt recycling accounted for the second-largest proportion. Of this total, 1,820 tonnes was used for the sustainable resurfacing of Container Terminal Altenwerder (CTA) and 1,236 tonnes for the surfacing of the new storage crane blocks at CTB. With a share of 11.6 % and a material input of 2,510 tonnes, slag from waste incineration plants was also used to construct the storage crane blocks at CTB. A total of 676 tonnes of electric furnace slag was used for the renovation of the block storage area at CTA. The use of recycled building materials minimises the consumption of resources and reduces greenhouse gas emissions.

Water consumption

The use of fresh water by the HHLA Group is mainly restricted to the cleaning of large-scale equipment and containers, as well as for employee hygiene and canteen operations. HHLA's operations in Austria, the Czech Republic, Estonia, Germany, Italy, Poland, Slovakia, Slovenia, Ukraine and Hungary consumed 95,791 m³ of water in 2021 (previous year: 92,727 m³, excluding Italy, Slovenia and Hungary). This consumption, which is low in comparison to pre-pandemic levels, was due to fewer staff being in the office at most sites, as many were still working from home in 2021. HHLA's facilities draw water from the public supply network.

Water consumption

in dam³



HHLA locations: Austria, Czech Republic, Estonia, Germany, Italy, Poland, Slovakia, Slovenia, Ukraine and Hungary

Society

Working world

Strategic HR management

Organisation and control

HR management is established as a central division at Executive Board level. This organisational structure ensures that strategic HR guidelines can also be implemented throughout the Group. The performance of both specialist staff and managers is systematically enhanced and developed and continuously overseen by the HR management team. The same applies to all organisational development measures.

HR strategy

The HHLA's HR strategy comprises five action fields: "Employer of Choice", "Develop Further", "Work Together", "Resource Management" and "Co-Determination". The strategic HR objectives include, for example, developing new **recruitment strategies** and **enhancing HHLA** as an employer brand. Moreover, existing resources in the field of HR are to be aligned more effectively in future with the aid of innovative technologies, methods and concepts, and the range of services offered is to be continuously expanded. **Participation-oriented co-determination processes** are also to be further refined in cooperation with the co-determination partners, managers and employees, in order to shape the future-proof conditions for HHLA's entrepreneurial success.

In addition to cultivating existing potential and creating an effective learning culture within the company, staff development also plays a key role in developing the organisation and corporate culture. Another major component of strategic planning is therefore the targeted **promotion of digital networking** and cooperation between all those involved within the Group. In this way, staff are encouraged to exchange knowledge, thus helping to drive the long-term development of corporate culture.

Diversity management

Diversity management has been an integral part of strategic HR management for many years now. HHLA believes that a **balanced mix of cultures, genders and age groups** forms the foundation for commercial success. The company strives to achieve such diversity in all of its companies. This applies in particular to temporary cross-company working and project groups.

Since 2013, HHLA has been employing a self-developed **selection process** (assessment centre) in Germany that considers not only the applicant's personal and professional suitability but also diversity aspects. Members of the company's staff selection panels receive special training. In addition, the selection panel must include at least one woman for all selection processes in which the pool of applicants includes women.

As a pilot company, HHLA is participating in the **Innoklusio project** funded by the German Federal Ministry of Labour and Social Affairs. The aim of the three-year programme, launched in the reporting period, is to improve the inclusion of people with disabilities in the labour market. Among other things, an information fair is to be held at an HHLA site towards the end of the project. The event will enable employees and senior executives to find out what modern, inclusive strategies can look like.

Securing jobs

The **CTX project** is one of the main elements of the transformation process launched in the Container segment in 2021 as part of an efficiency programme. A provision of € 43 million was formed for the project in 2020 in order to implement socially responsible personnel measures. The planned measures include early retirement, phased early retirement, extensive training opportunities and more flexible staff exchanges.

Furthermore, discussions have been held with the trade union ver.di regarding an **HHLA**, to create a modern approach to co-determination. The aim is to achieve a viable solution that promotes fast adaptability, openness to new technologies and the creation of future-proof jobs.

Headcount

HHLA had a total of 6,444 employees at the end of 2021. Compared with the previous year's total, the number of employees increased by 132, or 2.1 %. In addition, HHLA used the services of an annual average of 624 employees of Gesamthafenbetriebs-Gesellschaft (previous year: 549). Further details on headcount development can be found in the management report. [Employees](#)

The three-year average headcount trend is one of the targets agreed with the Executive Board and is taken into account when determining Executive Board remuneration. Achieving the agreed target range triggers the payment of a corresponding bonus. [Corporate governance declaration/remuneration report](#)

Personnel development

HHLA invested a total of € 5.0 million in educating and training staff at its locations in Hamburg in 2021 (previous year: € 5.3 million). Further details on employee development and structure can be found in the management report. [Employees](#)

The three-year average of the annual trend in expenditure for initial training, in-company training and continuing professional development in relation to headcount is one of the targets agreed with the Executive Board and is taken into account when determining Executive Board remuneration. Achieving the agreed target range triggers the payment of a corresponding bonus. [Corporate governance declaration/remuneration report](#)

Continuing professional development (CPD)

The learning and development opportunities at HHLA increasingly focused on "future skills" in 2021 and were supplemented with new formats. With the definition of **future skills**, one major focus area of the CPD courses provided are the interdisciplinary skills which are crucial for HHLA's long-term success.

In total, over 642 **events** lasting one or more days were held in the reporting period. These included more than 490 internal vocational courses conducted by HHLA's own trainers over 2,322 training days. In addition, 152 events lasting one or more days with over 1,654 participant days were organised as part of the company's cross-segment seminar programme. Of the participants, 39 % were women.

HR development strategy is an integral part of HHLA's corporate strategy and aims to make lifelong learning and knowledge transfer a major pillar of the strategic transformation process. In line with current and future requirements, **training measures for specialist staff and managers** that have already been successfully implemented will be continued, further measures developed and the scope of these measures increased within the Group. Those with potential and expertise will be given specific support and tailored measures for individual areas will be developed in consultation with management.

HHLA learning platform

In order to create a basis for training measures that are aligned with corporate strategy and economically measurable, a digital learning platform was selected in 2020 and preparations were made for its implementation during the reporting period. After its launch, the software will enable the efficient, target group-specific provision of training content and link all Group companies to a strategic and Group-wide HR development system. For the interim period, a SharePoint page was developed internally which can provide a range of information and services throughout the Group. Existing methods were also used to establish a comprehensive controlling system.

Microsoft 365

With the introduction of Microsoft 365 as a communication and collaboration tool at HHLA, HR development is promoting the evolution of a shared understanding of the potential digital cooperation made possible by this tool, as well as setting up a company-wide training strategy.

Programmes for young talents

Since late 2021, two new development programmes have been helping young talents to grow into their leadership roles and to learn together by sharing their experiences with colleagues. Despite the restrictions imposed by the pandemic, the first International Leadership Program was launched at HHLA with ten young talents from six international HHLA subsidiaries.

Another two-year talent programme was also piloted in Hamburg for staff from all sites and will be implemented throughout the Group in the next few years.

Fit4Future Pilots for NAVIS N4

The launch of the terminal operating software NAVIS N4 at all HHLA terminals in Hamburg was accompanied by various training measures.

After a break due to coronavirus restrictions, the Fit4Future Pilots project supported by the German Federal Employment Agency on the basis of the Skills Development Opportunities Act came to an end in November 2021. In four one-week modules, 54 employees at all four terminals were trained as multipliers in fundamental topics relating to change management. After completing the course, participants can advise and support their colleagues on site with regard to process changes resulting from the digital transformation.

In order to optimise the specialist skills of software users, more than 15 trainers were taught how to conduct remote and in-person training sessions in a wide-ranging “train the trainer” course.

Lernen2Go and Führung2Go

Starting this year, the new “Lernen2Go” learning format is offering interested employees the opportunity to learn about a topic in one-hour live lectures online and to opt for more in-depth training afterwards. These monthly events cover topics such as “Strengthening resilience,” “Teamwork and trust” and “The magic of change” and primarily strengthen those skills that are becoming increasingly important in the modern working world. The format has been very well received and will be continued in 2022. Between 170 and 330 employees took part in each of the six events held so far. A similar format tailored to management staff has also been set up and tested; this will also be continued in 2022.

Vocational training and studying

HHLA offers a range of apprenticeships and dual study courses based on HR planning at the companies in Hamburg and on the changing **requirements of the working world caused by digitalisation and automation**. In addition to the technical and industrial occupations offered by **vocational training**, commercial apprenticeships were also resumed with the hiring of two forwarding agents and a wholesale and foreign trade merchant. With the new IT apprenticeship in digitalisation management, and the “Technical IT” and “Marketing & Digital Media” dual study courses, three new courses have been established in the Group, with degrees in business as well as technical and IT fields offered by the **dual study courses**. In 2021, dual study course students were once again able to improve their intercultural skills with semesters spent abroad or by working on projects at our foreign subsidiaries.

Existing partnerships with vocational colleges, specialised grammar schools and secondary schools were used again in 2021 to recruit suitable candidates for the so-called **STEM professions** (science, technology, engineering and mathematics). To further increase the proportion of female apprentices in STEM professions, technical internships were offered in particular to schoolgirls. The careers were presented at training fairs and careers events held at schools by a project team of apprentices and dual study course students. Since many on-site visits were not possible due to restrictions resulting from the coronavirus pandemic, numerous events were held digitally. A total of 19 fairs and careers events were held in the Hamburg Metropolitan Region in 2021.

Training is enhanced by supplementary offerings to prepare for future demands within HHLA's operating environment. Apprentices and dual study course students take responsibility in various projects, enabling them to expand their project and digital skills. In cross-functional teams, they help design the company's employer branding and social media presence of the careers website for their own target group.

With a letter of interest, the HHLA Executive Board underlined the seriousness of the partnership between HHLA and the Evangelische Stiftung Alsterdorf (ESA). Apprentices and dual study course students are engaged in various projects and actively contribute to the ESA's work. Support is given to both youth work and leisure projects as well as education. The apprentices and dual study course students can use their company time for this and some of them also help out in their free time.

Contracts, remuneration and additional benefits Collective bargaining agreements

Collective bargaining agreements govern pay and working conditions for 84.5 % of employees in **Germany** (previous year: 86.4 %). The proportion of employment contracts of indefinite duration (excluding apprenticeship contracts) was 96.5 % (previous year: 96.4 %).

In June, the parties to the collective bargaining agreement – the Association of German Seaport Operators (Zentralverband der deutschen Seehafenbetriebe e.V., or ZDS) and the trade union ver.di – agreed wage table increases of 3.0 % from 1 June 2021 with a twelve-month term for port workers at companies that operate at German seaports. Similar deals have been reached for further wage agreements of the HHLA Group in Germany.

Collective bargaining agreements govern pay and working conditions for 28.4 % (previous year: 26.3 %) of employees in the **foreign subsidiaries**. 91.7 % of all employment contracts are of indefinite duration (previous year: 92.6 %).

Appraisal and remuneration systems

The appraisal systems at the German companies contain both bottom-up and top-down components. Some of them are laid out in collective bargaining agreements, comprise variable remuneration components and are linked with training requirements for the company and staff.

The **management assessment system** at HHLA was realigned in 2020, transferred to a performance management system and applied for the first time during the reporting period. In addition to the existing variable remuneration components, such as ROCE (return on capital employed) and EBIT, department- and company-specific parameters were adopted as new target categories. The assessment of the individual performance of executives was also expanded to include newly defined leadership principles.

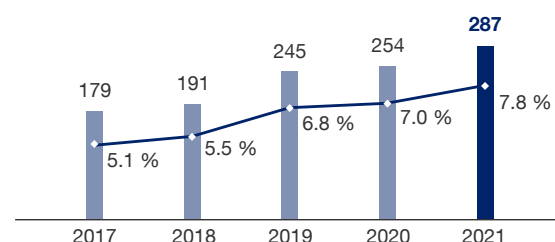
The aim of the realignment of the **variable remuneration system** is to promote cross-functional cooperation alongside increased networking and interdepartmental process orientation in order to provide long-term support for the cultural shift at HHLA.

Flexible working models

A growing number of people across all employee groups and hierarchy levels in Germany are taking up the option of working part-time to tailor their working hours to different life stages. Offering **part-time work** is therefore an important way of retaining staff at the company. Allowing staff to adapt their working hours helps them to reconcile their professional and family commitments, look after close relatives or do charity work.

HHLA employees working part-time in Germany

as of 31.12, part-time share in %



In 2021, a total of 287 employees took up the option of working part-time (previous year: 254). At the end of 2021, the **ratio of part-time workers** at HHLA in Germany increased to 7.8 % (31 December 2020: 7.0 %). The percentage of men in part-time employment rose to 38.0 % (previous year: 35.8 %). At the holding company, where most roles are clerical, the ratio of part-time workers (excluding apprentices) was 18.0 % (previous year: 17.8 %). At HHLA's foreign subsidiaries, the ratio of part-time work was 0.7 % during the reporting period (previous year: 1.0 %).

Company pension scheme

Since the complete reorganisation and development of **company pension schemes** in 2018, employees in Germany now have even more flexibility in terms of shaping their working lifetimes. Both individual early retirement solutions and various options for lump-sum payouts upon retirement boost the appeal of company pension schemes for employees.

Existing claims from models such as the working lifetime account and the so-called "port pension" have been transferred to the **HHLA capital plan**. By pooling these provisions within a single system, HHLA is also more closely aligned with rising employee needs with regard to transparency. In 2021, 64.9 % of entitled employees were already benefiting from this pension system.

More detailed information about the workforce can be found in the **Employees** section of the combined group management report.

Occupational health and safety

Occupational safety

Numerous **preventive measures and guidelines** are in place to ensure that staff from both HHLA and external companies, customers, suppliers and visitors do not come to bodily harm, which is a key concern for HHLA.

By using modern technologies, HHLA strives to achieve constant improvements in occupational safety. When introducing new work equipment and methods at HHLA sites, the company's occupational safety organisation is closely integrated into planning processes in order to adapt them to changing conditions within the company and to reflect the latest safety-related findings.

A **software-based occupational safety management system** is used to monitor occupational safety targets and measures.

HHLA implements measures that promote safety awareness, safe behaviours and a culture of safety over the long term. A pilot project to promote safety awareness and develop a behaviour-based safety culture was therefore continued at one of the container terminals in Hamburg during the reporting year – despite the challenges posed by the coronavirus pandemic.

Due to the pandemic-related restrictions, in-person occupational safety campaigns at HHLA sites were avoided where possible. Instead, employees received training and given handy tips in **online courses on topics relating to occupational safety and ergonomics when working from home** >, where they received practical tips.

In order to compile meaningful **accident statistics**, accidents at all HHLA companies in Hamburg are taken into account and recorded using a standardised reporting system. These also include accidents not directly linked to container handling (e.g. in workshops). The reasons for changes or fluctuations are carefully analysed in order to quickly initiate structured preventive measures.

In 2021, there were 91 notifiable accidents (excluding accidents when commuting) at the companies in Hamburg in which HHLA owns a stake of over 50 % (previous year: 79). There were also nine notifiable coronavirus infections classed as workplace incidents, as the employees concerned were verifiably infected at work.

Occupational health

As part of its health promotion efforts, HHLA strives to develop a workable occupational **health management system** which reflects everyday needs and to systematically integrate these measures into company processes.

Furthermore, with the aid of targeted communication and information strategies, HHLA actively promotes existing **health care services, such as social counselling and flu vaccinations**. This has led to increased use of these services by employees.

In addition, the coronavirus pandemic continued to pose particular challenges for HHLA's occupational safety strategy in 2021. In order to address this, a **coronavirus crisis team** was established under the leadership of the Executive Board with a coronavirus task force based at the management holding company. The **hygiene concept** developed in 2020, which includes classic social distancing and hygiene regulations, mandatory mask-wearing and shorter cleaning intervals, was also actively implemented in 2021. Furthermore, measures were adopted that were tailored to the specific characteristics of the different working environments at HHLA. In order to keep the number of contacts to a minimum, the concept for blue-collar activities, for example, ensured that there were no more shift overlaps and that employees worked in fixed groups and smaller teams than before. In addition, quarantine managers were installed at all sites in Germany to conduct contact tracing quickly and directly in the event of an infection. Moreover, HHLA's company medical service in Hamburg offered in-house Covid-19 vaccinations for employees and their families.

The rules regarding working from home put in place in late 2019, and thus before the start of the coronavirus pandemic, served as a basis for quickly and consistently implementing further remote working regulations during the pandemic.

As a result of the swift and consistent implementation of coronavirus measures, beyond the legal requirements, the incidence of infections at all HHLA divisions in Germany was kept to a minimum and HHLA's facilities remained fully operational throughout both lockdowns. This underlines the efficacy of the package of measures.

The coronavirus task force also worked with the Group works council to define rules regarding the timing of time-off entitlements in order to be able to assign time off during quieter operational phases. In addition to the rules regarding working from home, multi-shift work was also made possible in administrative areas such as the management holding company.

Corporate citizenship Regional responsibility

Approximately one in ten jobs in Hamburg has some connection with cargo handling at the Port of Hamburg. This means that the port and associated industries are major employers in the greater Hamburg metropolitan region. HHLA handles over three-quarters of Hamburg's container throughput or more than half of the total throughput in tonnes. The company therefore sees itself as an integral part of economic development in the greater Hamburg metropolitan region. It is well aware of its responsibility towards society both here and at all its other sites.

Social dialogue

HHLA engages in regular dialogue with its stakeholders. **Sustainability strategy** The company also promotes a number of educational projects focusing on the port and logistics.

Recognising the link between the port, logistics and the water helps us understand the global division of labour and the importance of sustainable business activities. HHLA's support for educational projects focuses on the **"Hafen-Scouts"**. This project was successfully initiated by HHLA, the Hafenmuseum Hamburg and the State Institute for Teacher Training and School Development in 2015. It teaches fourth-grade schoolchildren about the transportation of goods around the world, how the port works and what careers the port offers. In the reporting period, this educational project could only be continued after the summer holidays due to the pandemic. The number of participants increased to 685 in 2021 (previous year: 482).

Economy

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 the most important economic factors of northern Germany and, as a hub of international trade, plays an extremely important role for Germany's entire economic system. HHLA wants to make a lasting contribution to the prosperity of those societies where its facilities are located.

Added value

Despite the ongoing impact of the pandemic, net added value increased by 14.8 % year-on-year to € 752.8 million in the 2021 financial year (previous year: € 656.0 million). At 50.4 %, the added value ratio was slightly down year-on-year (previous year: 49.0 %).

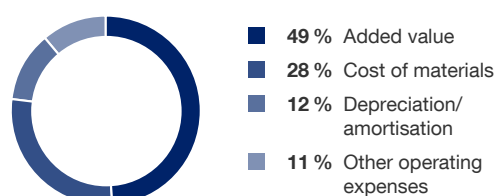
Value added in the HHLA Group

in € million	2021	2020	Change
Employees	555.6	551.6	0.7 %
Shareholders	132.9	74.1	79.3 %
Public authorities	58.7	25.0	135.1 %
Lenders	5.6	5.3	5.4 %
Total	752.8	656.0	14.8 %

Net added value serves as an indicator of the economic value creation of a business activity. It is calculated by taking the production value and deducting all intermediate inputs, depreciation and amortisation. Added value is shared between employees, shareholders, the state (taxes) and lenders. The largest proportion, 73.8 % or € 555.6 million, went to employees.

Source of added value

Production value 2021: € 1,495 million



Application of added value

Net added value 2021: € 753 million

