management. This was implemented for the top product groups. The concept will be rolled out to other product goods in the coming years. Supplier management is a further key topic. Plans include the replacement of the tool currently used for supplier management in 2022. The aim is to use a standardised and integrated system as part of the revised catalogue tool.

The department also continues to focus on centralising and mapping Group standards. The objective over the coming years is to integrate foreign associates more closely.

## Sustainable performance indicators

Direct and indirect energy consumption by HHLA and its companies was as follows in the year under review:

### Direct and indirect energy consumption and supply

| | 2017 | 2018 | 2019 | 2020 | **2021** |
|---|---|---|---|---|---|
| Diesel, petrol and heating oil in million liter | 27.4 | 28.4 | 28.0 | 24.1 | 24.1 |
| Natural gas in million $m^3$ | 3.6 | 4.4 | 8.0 | 9.1 | 7.5 |
| Electricity[1] in million kWh | 135.6 | 135.9 | 123.2 | 117.0 | 133.7 |
| thereof from renewable energies in million kWh | 82.8 | 78.9 | 78.7 | 86.2 | 97.4 |
| Traction current in million kWh | 157.5 | 181.4 | 185.0 | 191.9 | 208.7 |
| thereof from renewable energies in million kWh | | | | 6.6 | 115.7 |
| District heating in million kWh | 3.6 | 3.7 | 3.6 | 3.1 | 4.0 |
| District heating supply[2] in kWh | – | 10.9 | 33.3 | 32.8 | 25.5 |

Consumption of natural gas, traction current and district heating in 2021 is based on preliminary and estimated figures.

1 Electricity without traction current

2 Generated by a highly efficient combinded heat and power generation plant (CHP) based on preliminary figures

For more information about sustainability, please refer to the Sustainability section of the Annual Report.

## Non-financial report

HHLA reports on the Group and HHLA AG in the form of a combined separate non-financial report. The non-financial report serves to fulfil the statutory requirements arising for HHLA in connection with the Act to Strengthen Companies' Non-Financial Disclosure in their Management Reports and Group Management Reports (known as the CSR Directive Implementation Act for short). It also fulfils the regulatory requirements resulting from the EU Taxonomy Regulation, which came into force in mid-2020. As a standardised and legally binding classification system, it establishes which economic activities are regarded in the European Union as "environmentally sustainable".

The entire content of the non-financial report is integrated into the Sustainability section of this Annual Report. The non-financial report is also available as a separate PDF from the download centre for the online Annual Report. report.hhla.de/non-financial-report

## Employees

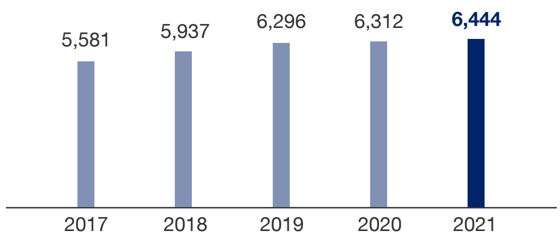
### Development of headcount

The HR strategy of HHLA comprises five action fields: "Employer of Choice", "Develop Further", "Work Together", "Resource Management" and "Co-Determination". Strategic planning is geared towards the future development of the various departments and aims to help HHLA react more swiftly in future to qualitative and quantitative manpower requirements. The main focus areas of the "Employer of Choice" action field, for example, are the optimisation of recruitment and the further development of the HHLA employer brand.

The aim is to provide the majority of services using in-house staff. Employees of Gesamthafenbetriebs-Gesellschaft (GHB) are used by the container handling firms in Hamburg to cover peaks in operating manpower requirements. The recruitment processes used by the individual companies of HHLA AG are monitored by the HHLA manpower planning team. Proposals to create additional jobs are examined for their consideration of economic planning and operational necessity as well as other options for filling positions internally or taking alternative action. This ensures that recruitment does not exceed the strategic HR needs planning for individual companies approved by the Executive Board and that it can be synchronised with headcount trends at the other firms with the possibility of synergy effects.

### Employees at the HHLA Group

as of 31.12




HHLA had a total of 6,444 employees at the end of 2021. This figure rose by 132, or 2.1 %, compared to the previous year. In addition, HHLA used an annual average of 624 employees of GHB (previous year: 549).