

**SUSTAINABILITY**  
**REPORT 2023**



WHEN IT MATTERS

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THIS ICON REPRESENTS A  
LINK TO MORE INFORMATION  
ABOUT A TOPIC.

# OPENING REMARKS



“WE THINK AND ACT  
IN GENERATIONS **TO  
BUILD A SUSTAINABLE  
FUTURE.**”

Ladies and Gentlemen, Friends of our Company,

As a family-owned company, we think and act in generations to build a sustainable future. It involves our employees, customers, and partners working together to deliver growth and to create value along the supply chain in the long term.

HOYER operates a resource-intensive business, so rising energy, personnel and raw materials prices and the high cost of ocean shipping have affected us.

Despite economic and geopolitical challenges, our response is sustainable action across our environmental, social, and governance pillars. This year, we moved closer to our carbon-neutral goal and towards exploring circular economy initiatives.

In a social context, we expanded our training profiles and enhanced our incidents reporting system to better support our efforts in reaching safety targets.

Our governance initiatives focused on ensuring that we will meet upcoming Corporate Sustainability Reporting Directive (CSRD) requirements. With the introduction of our first sustainable procurement guideline, we have expanded our sustainability commitment along our value chains and expect the same from all our suppliers. Additionally, we continue to put high emphasis on our information security management system.

I’m proud of our achievements in building a more sustainable future.

With warmest regards from Hamburg,

Björn Schniederkötter  
*Chief Executive Officer of the HOYER Group*

# HOYER IN FIGURES 2023

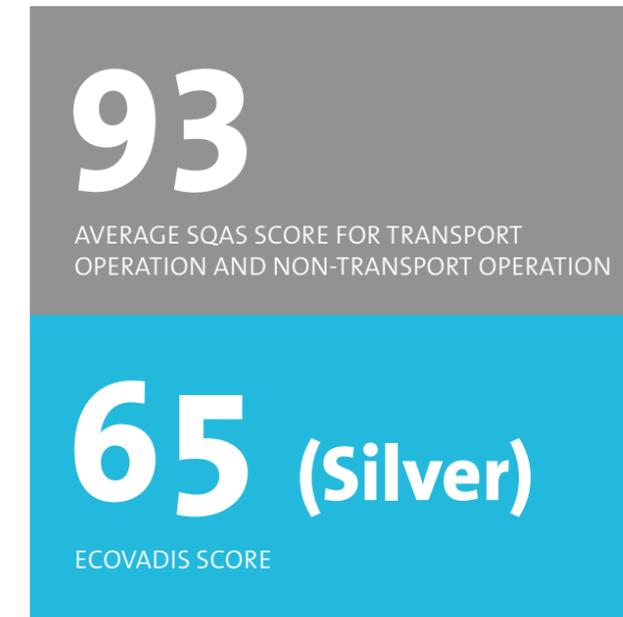
## COMPANY PROFILE



## SOCIAL



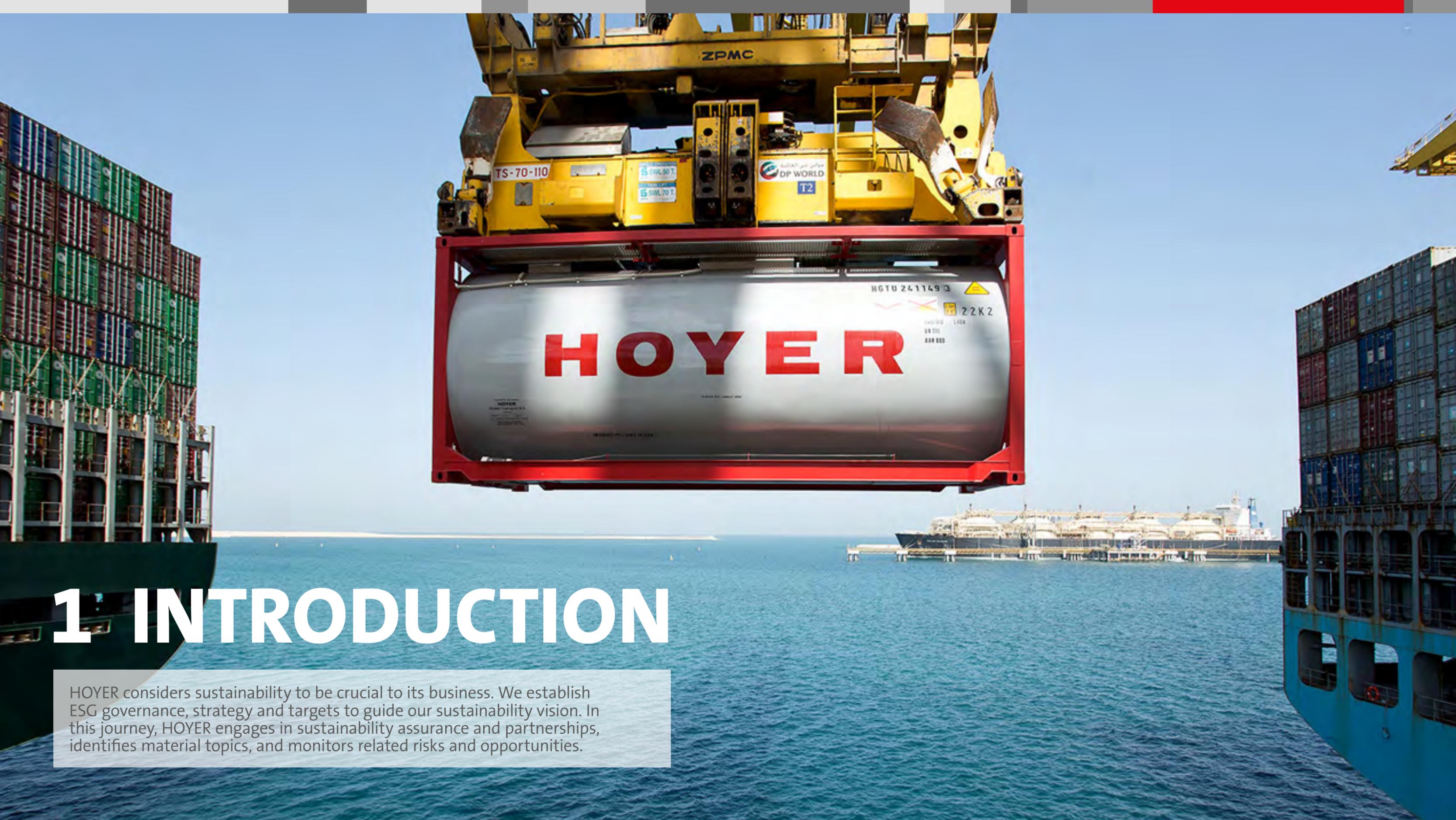
## GOVERNANCE



## ENVIRONMENTAL



\* Emissions relate to transport and non-transport operations only (excluding waste generated in operations, business travel and employee commuting). Emission is based on Tank-to-Wheel (emissions generated during the vehicle's operation, fuel combustion in the engine (tank) and subsequent energy conversion to mechanical working (wheel)).



# 1 INTRODUCTION

HOYER considers sustainability to be crucial to its business. We establish ESG governance, strategy and targets to guide our sustainability vision. In this journey, HOYER engages in sustainability assurance and partnerships, identifies material topics, and monitors related risks and opportunities.

## 1.1 Business Model – Our Services at a Glance

HOYER, a traditional independent family business, has been one of the world's leading bulk logistics providers since 1946. As a specialist, it has extensive know-how in supplying comprehensive services, with customer proximity. It develops and implements comprehensive solutions in European and worldwide bulk logistics, especially in the chemicals, food, gas and mineral oil products industries. For this, employees and representative offices in over 100 countries on five continents support customers with well-thought-out logistics solutions to make them even more successful in their respective markets. As well as trucks, road tankers, IBCs and tank containers, HOYER owns numerous logistics plants with depots, cleaning facilities and workshops.

### GLOBAL TANK LOGISTICS

HOYER offers logistics solutions that provide standard and special equipment for worldwide transport by road, rail and sea. We also offer accompanying services such as the cleaning, maintenance and repair of transport equipment for liquid products and goods from the chemical, gas and foodstuffs industries. Tailor-made logistics concepts focus on environmentally friendly, resource-saving deployment.

### GLOBAL IBC LOGISTICS

Our services include the fleet management, leasing, transport, cleaning, maintenance and repair of Intermediate Bulk Containers (IBCs). We provide these services modularly to our customers in the chemical, foodstuffs and cosmetics industries.

### GLOBAL GAS LOGISTICS\*

HOYER offers road and intermodal logistics solutions to handle and globally transport compressed and liquefied gases for the transport, manufacturing, medical and foodstuffs sectors, among others.

### SUPPLY CHAIN SOLUTIONS (SCS)

We undertake complete logistical processes – both at the customer's plant and off-site – and develop solutions to optimise upstream and downstream production processes. The product portfolio includes project development, plant logistics, filling and formulating, contract warehousing, the operation of CT (Combined Transport) terminals, storage of dangerous substances in tank containers and yard management.

\* In 2023, the HOYER Group signed a sale agreement for the regionally-based business of petroleum products deliveries to service stations and local bitumen logistics in Norway, Latvia, Germany, the UK and the Czech Republic.



SERVICES AND INDUSTRIES



## 1.2 Core Values and Strategic Guiding Principles

Our long-term commitment to employees, business partners, and society means taking Responsibility as well as applying Safety and Sustainability – two of our five values. We consider future generations in our daily actions and thoughts.

Sustainability is also one of six strategic guiding principles in our Strategy Execution. In addition, HOYER focuses on innovation and technology that positively affect sustainability, and through outstanding customer solutions and efficient processes that help grow their businesses. Simultaneously, we empower our workforce to further develop skills and knowledge to achieve outstanding performance in challenging markets.

### OUR STRATEGIC GUIDING PRINCIPLES



WE ARE **THE LEADING PROVIDER OF LOGISTICS SOLUTIONS** FOR LIQUID BULK PRODUCTS IN THE CHEMICAL, MINERAL OIL, GAS AND FOOD INDUSTRIES.

### OUR VALUES



## ASSETS AND TECHNOLOGY

HOYER's transport and logistics assets include state-of-the-art technologies for tailor-made solutions and sustainability in safety, emissions, energy efficiency and responsible use of natural resources.

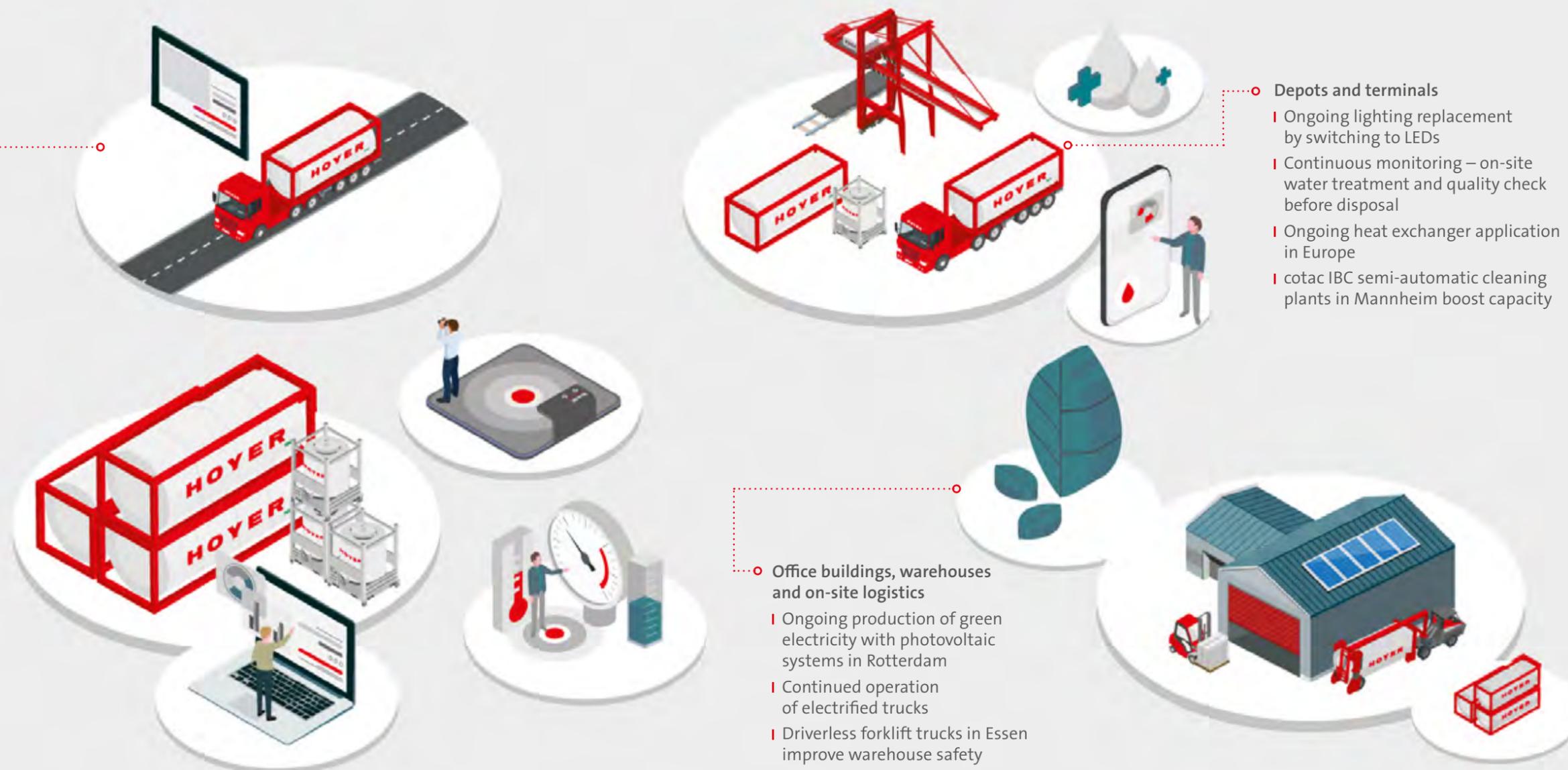
### DEPLOYED FEATURES AND TECHNOLOGIES IN TRANSPORT OPERATIONS

#### Truck safety features for drivers and other road users

- | Individual training and e-learning via onboard computer when the vehicle is parked
- | Integrated intelligent, active safety, e.g. brake assistant and speed limit recognition
- | Integrated driving safety system, e.g. forward collision warning as well as side and turn assist
- | Driver wellbeing check, e.g. drowsiness detection and onboard alcohol interlock installed

#### Digital technologies for decarbonisation, safety and efficiency

- | Fuel consumption monitoring, as well as heating and cooling monitoring
- | Real-time ETx (estimated time updates) and status update generation
- | Big data analytics on empty mileage reduction with location data
- | Near-miss blackspots
- | Geo-fence vehicle speed limiter
- | Remote position and product condition tracking with Internet of Things (IoT)
- | Location and temperature alert for proactive deviation management



### DEPLOYED TECHNOLOGIES AND MEASURES IN NON-TRANSPORT OPERATIONS

#### Depots and terminals

- | Ongoing lighting replacement by switching to LEDs
- | Continuous monitoring – on-site water treatment and quality check before disposal
- | Ongoing heat exchanger application in Europe
- | cotac IBC semi-automatic cleaning plants in Mannheim boost capacity

#### Office buildings, warehouses and on-site logistics

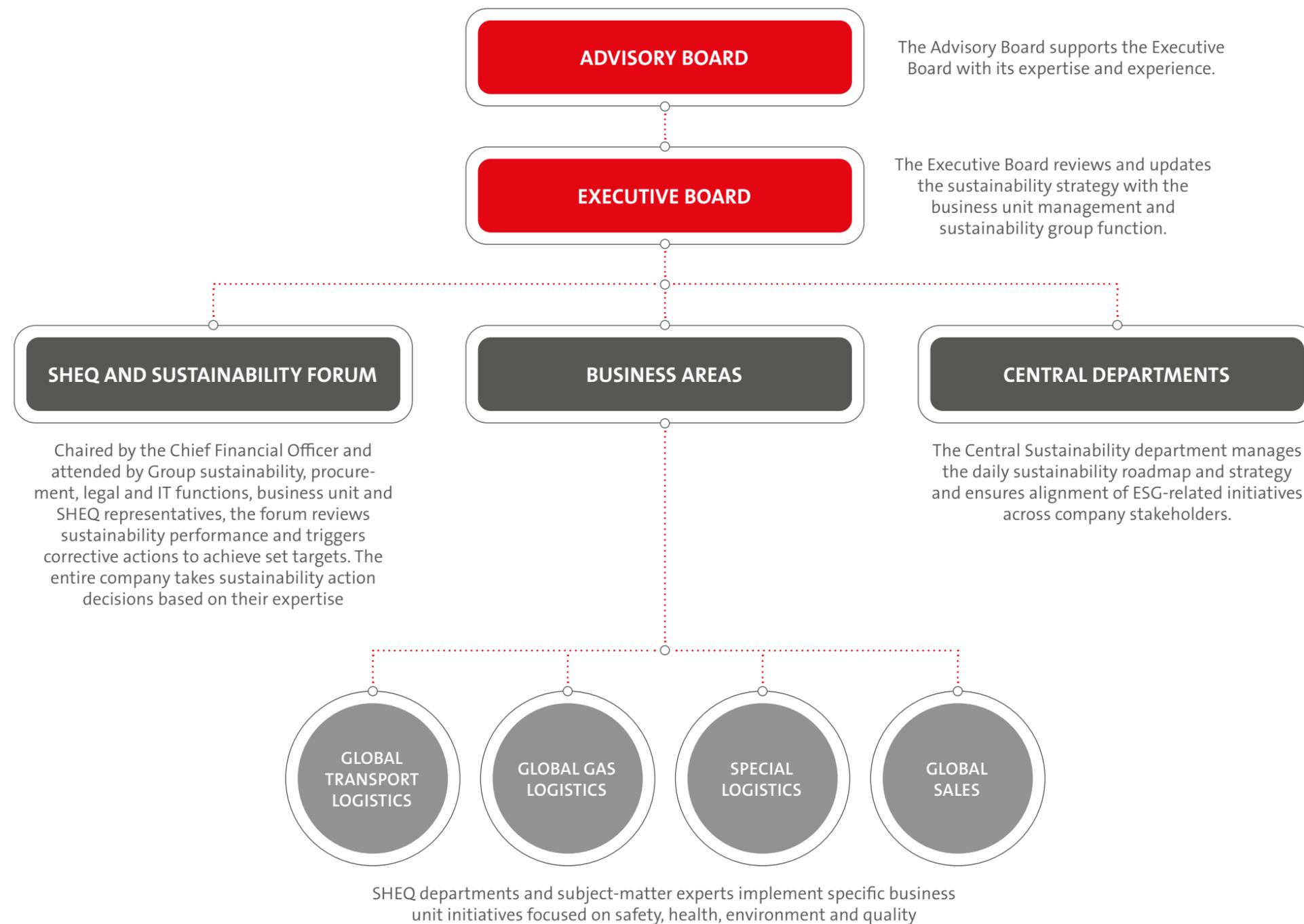
- | Ongoing production of green electricity with photovoltaic systems in Rotterdam
- | Continued operation of electrified trucks
- | Driverless forklift trucks in Essen improve warehouse safety

## 1.4 ESG Strategy and Governance

### ESG GOVERNANCE AND ROLES

HOYER has responded to sustainability’s increasing importance and expanding stakeholder requirements and expectations by establishing robust organisational governance. Our structures and responsibilities for sustainability apply throughout business units and central departments, including Innovation and Sustainability, the corporate Safety, Health, Environment and Quality (SHEQ) department, the Executive Board and the Advisory Board. Sustainability has always been a key company topic and will continue to be so. To formalise our action, we launched a Strategy Execution programme for sustainability in early 2022 to continuously track the progress of environment, social and governance (ESG) related initiatives across management.

“HOYER GOVERNS SUSTAINABILITY EFFORTS, **WITH FOLLOW-UP ACTIONS** THROUGHOUT THE ORGANISATION.”



STRATEGY

HOYER fully supports the United Nations (UN) Sustainable Development Goals (SDGs) and prioritises those aligned with the company's core values, business strategy and targets.

THE UN SUSTAINABLE DEVELOPMENT GOALS



HOYER GROUP

ENVIRONMENT

Reducing impact on climate change and natural resources

- | Fossil fuel reduction, biofuels and alternative drives
- | Green energy sourcing and production
- | Energy recovery
- | Pollution and water consumption reduction
- | Waste management and circular economy

SOCIAL

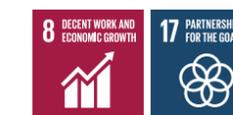
Taking responsibility

- | Employee health and wellbeing
- | Safety of own workforce and other people
- | People development
- | Engagement in local communities
- | Diversity, inclusion and equal treatment
- | Human and workers' rights

GOVERNANCE

Acting with integrity

- | Transparency and integrity in business negotiations
- | Enhanced IT security and information protection
- | Responsible supply chain
- | Highly developed accounting and reporting
- | Business conduct culture



## TARGETS

HOYER sets mid- and long-term company targets that contribute to the United Nation's Sustainable Development Goals in environmental, social and governance areas. Tracking our progress in sustainability strategy helps us maintain our reputation as a global leader providing logistics services for liquid bulk products.

# 2025

<b>ENVIRONMENT</b>	<p><b>Decarbonisation</b></p> <ul style="list-style-type: none"> <li>–10% emissions of CO<sub>2</sub> in transport operations by reducing direct tank-to-wheel CO<sub>2</sub> emissions rate (scopes 1 and 3) by at least this (in grams of CO<sub>2</sub> per tonne-kilometre) versus 2019</li> <li>–27% emissions of CO<sub>2</sub> in non-transport operations by reducing our direct scope 2 CO<sub>2</sub> emissions by at least this (in kilograms of CO<sub>2</sub> per work hour) versus 2019</li> <li>50% share of green electricity consumed in our non-transport operations</li> </ul>
<b>SOCIAL</b>	<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>30% non-transport safety by improving the rate of main incidents by this amount versus 2019</li> <li>10% in transport safety by improving the rate of main incidents by this amount versus 2019</li> </ul> <p><b>Local community engagement</b></p> <ul style="list-style-type: none"> <li>Ongoing initiatives on development aid, education, art and culture, social and youth welfare</li> </ul> <p><b>Diversity, inclusion and equal treatment</b></p> <ul style="list-style-type: none"> <li>&gt;30% of women in management positions</li> </ul>
<b>GOVERNANCE</b>	<p><b>Maintain sustainability and management assurance performance</b></p> <ul style="list-style-type: none"> <li>Top 20 EcoVadis rating within the assessed industry</li> <li>&gt;90% SQAS score in transport and non-transport operations</li> </ul> <p><b>Responsible Supply Chain</b></p> <ul style="list-style-type: none"> <li>100% of employees trained on the Code of Conduct (CoC) and Supplier Code of Conduct (SCoC)</li> <li>100% commitment to SCoC by key suppliers</li> <li>Zero breaches of CoC and SCoC</li> <li>100% of employees trained in IT security and data protection</li> </ul>

# 2030

<b>Decarbonisation</b>	<ul style="list-style-type: none"> <li>–25.6% emissions of CO<sub>2</sub> in transport operations by reducing direct tank-to-wheel CO<sub>2</sub> emissions rate (scopes 1 and 3) by at least this (in grams of CO<sub>2</sub> per tonne-kilometre) versus 2019</li> <li>–40% emissions of CO<sub>2</sub> in non-transport operations by reducing direct scope 2 CO<sub>2</sub> emissions by at least this (in kilograms of CO<sub>2</sub> per work hour) versus 2019</li> <li>75% share of green electricity consumed in our non-transport operations</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>50% non-transport safety by improving the rate of main incidents by this amount versus 2019</li> <li>20% in transport safety by improving the rate of main incidents by this amount versus 2019</li> </ul>
<b>Local community engagement</b>	<ul style="list-style-type: none"> <li>Ongoing initiatives on development aid, education, art and culture, social and youth welfare</li> </ul>
<b>Diversity, inclusion and equal treatment</b>	<ul style="list-style-type: none"> <li>&gt;40% of women in management positions</li> </ul>
<b>Maintain sustainability and management assurance performance</b>	<ul style="list-style-type: none"> <li>Top 15 EcoVadis rating within the assessed industry</li> <li>&gt;90% SQAS score in transport and non-transport operations</li> </ul>
<b>Responsible Supply Chain</b>	<ul style="list-style-type: none"> <li>Maintain key performance indicator (KPI) levels of 2025</li> </ul>

## PARTNERSHIP APPROACH

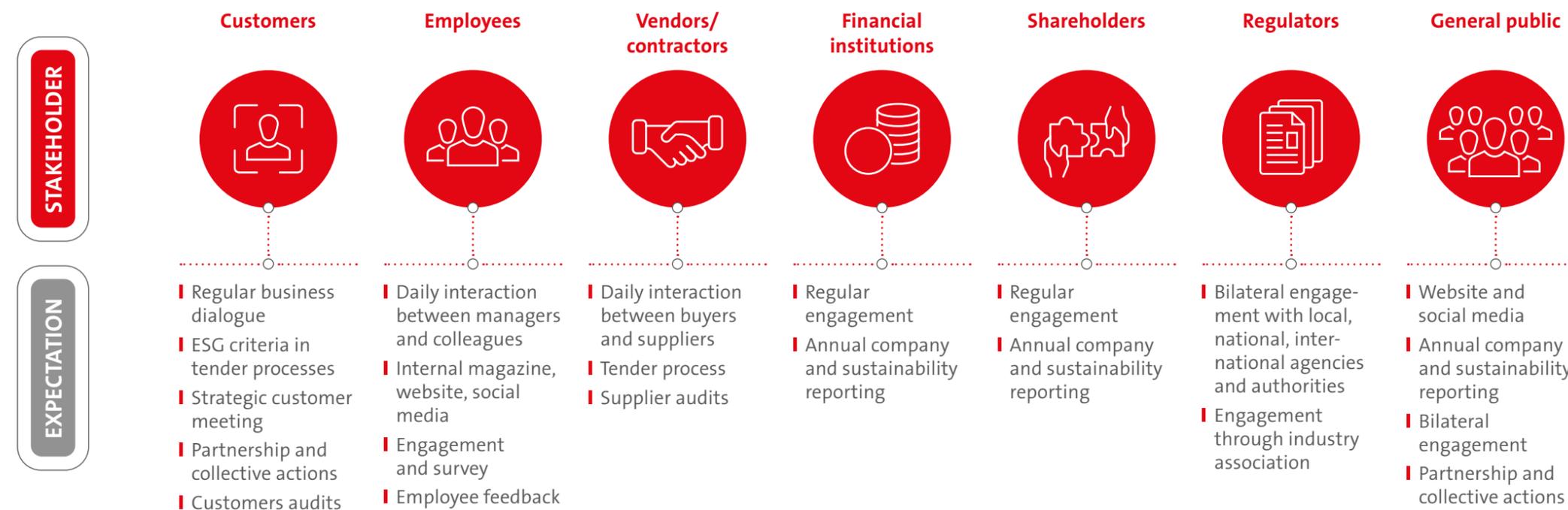
HOYER cooperates closely with customers and other business partners to achieve sustainability goals and targets jointly. Through our HOYER sustainable solutions portfolio, we constantly seek opportunities for collaboration to decarbonise operations. In 2023, HOYER began to see results, including completing pilot electric truck feasibility studies with customers.

We are active members of various organisations, including the European Petrochemical Association, European Chemical Transport Association, Interna-

tional Tank Container Organisation, Association of Internal Chemical Manufacturers, Bundesverband Logistik & Verkehr and the European Freight Leaders Forum.

Additionally, as a DSLV Bundesverband Spedition und Logistik member, HOYER is on a technical commission working group in the Standing Committee for the Transport of Dangerous Goods. We regularly advise the German Federal Ministry for Digital Affairs and Transport on safely transporting dangerous goods.

Many stakeholders have honoured HOYER with awards for continuous achievement. In 2023, a leading lubricant company presented us with a Best Partner Logistics Award for outstanding efforts and performance at our Hamburg site. A leading US-based chemical company also recognised our excellence in safety, sustainability, social responsibility and service in 2023 by awarding HOYER its Four Star Silver Award.



## ASSURANCE

We assess our operations, policies and procedures regularly to ensure we meet set sustainability standards globally and regionally.

Internally, HOYER or its subsidiaries are accredited against ISO certifications for quality management, food safety, information security and environmental management.

HOYER participates in EcoVadis sustainability assessments and industry-specific appraisals by the SQAS and CDI IMPCAS external certification bodies to ensure quality practices and sustainable operations. Regular structured internal audits, safety tours and spot checks in the workplace complement these assessments. Through them, we identify potential non-conformities, areas for improvement, and potential risks to ensure that our employees are safe and to verify that we adhere to safety regulations. Senior management regularly reviews comprehensive reports and establishes follow-up action plans.

In 2023, HOYER continued to prepare for ISO 50001 energy management certification, and to internally audit business processes and operational procedures. HOYER also conducted audits for its suppliers globally. We will finalise ISO 14001 for Powertex\*, and conduct ISO 50001 for Europe in 2024.



**ISO 9001:  
2015**  
Quality management  
(2023–2026)



**ISO 22000:  
2018**  
Food safety management  
(2023–2026)



**ISO 27001:  
2013**  
Information security management system  
(2023–2025)



**ISO 14001\***  
Environmental management

\* Limited to Norway (until May 2024) and Powertex (2024–2027)



**SQAS**  
93\*/100  
92\*/100

\* Average score for transport and non-transport operations



**Chemical Distribution Institute  
IMPCAS**  
99\*/100

\* Rolling score for Singapore



**EcoVadis**  
65/100 (Silver)

\* Powertex is a wholly-owned HOYER subsidiary. Powertex produces high-quality flexitanks and offers best-in-class services, from material selection and quality to production processing, laboratory testing, and careful packing and delivery. Powertex is part of the global network of the HOYER Group, which delivers flexitanks from Malaysia to anywhere in the world.

### CSRD AND DOUBLE MATERIALITY ASSESSMENT

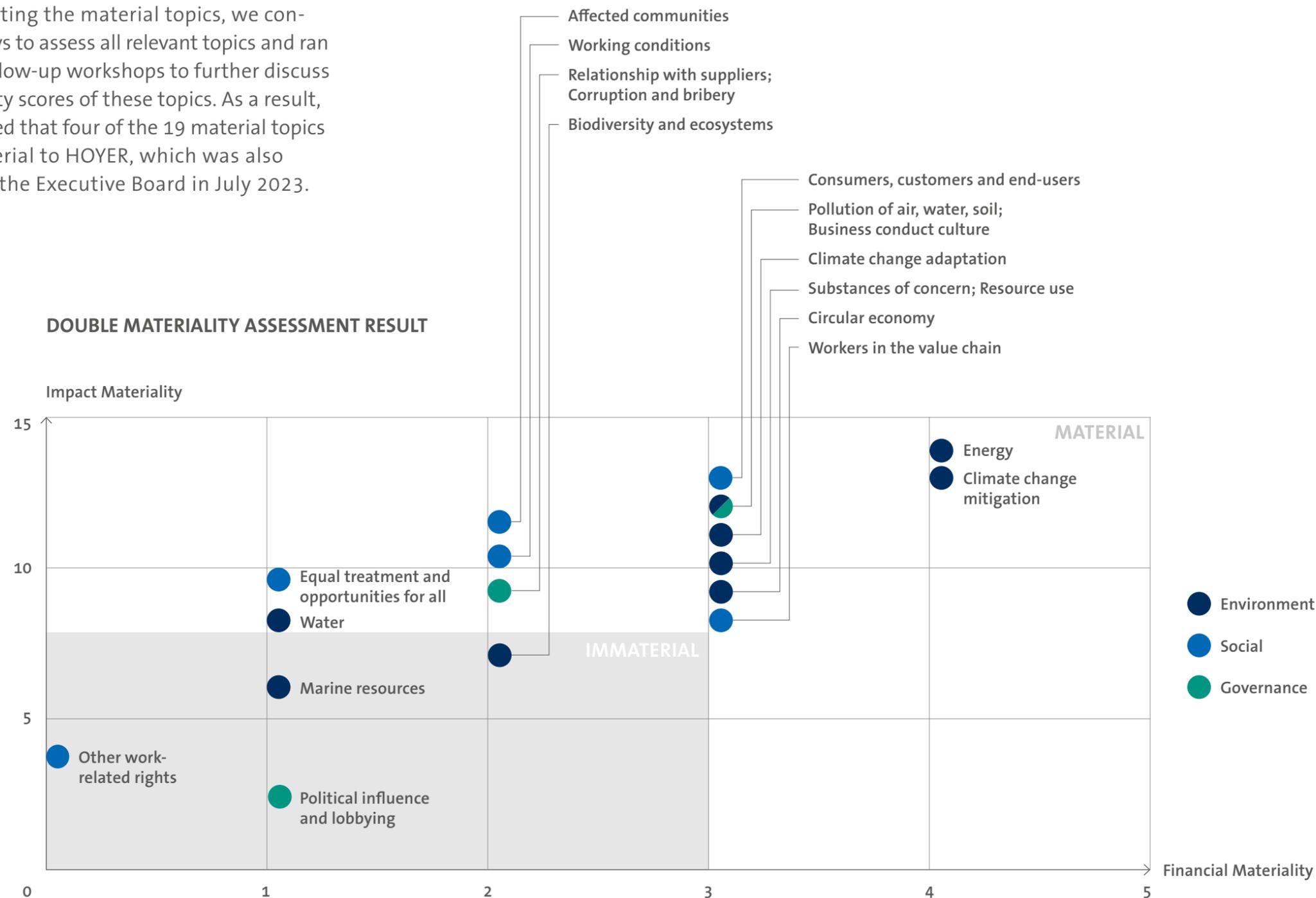
As part of the Corporate Sustainability Reporting Directive (CSRD) requirement, HOYER conducted a double materiality assessment in 2023 to update the initial materiality assessment of 2022. This determines relevant topics for HOYER when presenting sustainability reporting in line with upcoming CSRD regulations.

The double materiality assessment process considers ‘inside-out’ and ‘outside-in’ evaluation. The inside-out evaluation assessed the company’s impacts on people and the environment, such as how our operations affect various stakeholders and the natural world, whereas the outside-in evaluation (financial materiality) assessed the impact on the business and focused on financial implications, risks and opportunities.

We conducted the double materiality assessment with selected proxy stakeholders – internal experts who interacted with external stakeholders (suppliers, customers, the public, and governments) across business units and central department representatives.

Initially, we considered predetermined CSRD topics of the European Sustainability Reporting Standards (ESRS), and progressed from selecting a long list to a summary of shortlist topics for the materiality analysis.

After shortlisting the material topics, we conducted surveys to assess all relevant topics and ran a series of follow-up workshops to further discuss the materiality scores of these topics. As a result, we determined that four of the 19 material topics were immaterial to HOYER, which was also approved by the Executive Board in July 2023.



## ESG RISKS AND OPPORTUNITIES

Dynamic situations such as climate change, progressive regulation and the market’s increasing focus on sustainability significantly impact the logistics sector, bringing both ESG risks and opportunities for HOYER.

The risks are mainly additional costs, loss of productivity and supply chain disruptions. The opportunities for future growth include the latest market in green hydrogen. We are confident that we can participate in this market, as HOYER has been an expert in hydrogen transport logistics for decades.

HOYER continuously monitors these risks and opportunities for our transport and non-transport operations. We do so through close collaboration with employees and external stakeholders, including customers, authorities, suppliers and vendors.

### OVERVIEW OF THE MAIN ESG-RELATED RISKS AND OPPORTUNITIES

#### Environment

##### Opportunities

- | **Green technology investments** for positive brand image and reduced Operating Expenses (OPEX)
- | **New transport market** opportunities (e.g. green hydrogen)
- | **Selling used assets** for recycling purposes

##### Risks

- | Increasingly **strict regulation** may lead to higher costs
- | **Changing logistics market**, e.g. more pipelines or orders over shorter distance

#### Social

##### Opportunities

- | Good working conditions and reduced employee turnover lead to **lower employment costs**
- | **New customers** due to new market opportunities, e.g. hydrogen
- | **Attractive employer** with well-paying jobs and careers

##### Risks

- | Unclear whether the **rising costs** for personnel can be **fully passed** on to the market
- | **Cost increases** for products and services imposed by suppliers to meet all requirements

#### Governance

##### Opportunities

- | **Good reputation** as a business partner can attract and retain customers and reputable suppliers

##### Risks

- | Subcontractor does not comply with **legal or safety requirements**
- | The market for main procurement categories, e.g. assets and transport services, is **controlled by a few suppliers** on which HOYER relies for core business

### CAPTURING GREEN HYDROGEN MARKET OPPORTUNITIES

Although green hydrogen is rapidly becoming the future energy carrier, we believe it will play a more significant role in the medium term. As such, HOYER is ready to capture opportunities for onward transport of the gas.

Our commitment to hydrogen includes investing in a neutral fleet of hydrogen road tankers and containers. We also applied for funding for our first hydrogen-powered fuel cell vehicle in 2022. Meanwhile, we continually improve our carbon footprint by using CNG and LNG vehicles, e-drives and e-fuels, and hydrotreated vegetable oil (HVO).

# 2 ENVIRONMENT

HOYER reduces environmental impacts by promoting sustainable solutions and managing carbon emissions and resources. Besides focusing on energy and water management, HOYER continuously improves pollution and waste management and strives for circular economy practices.



## 2.1 Overview

HOYER is increasing its positive environmental impacts on operations while recognising the adverse environmental effects of substantial fuel consumption, energy-intensive operations, GHG emissions and air, water and soil pollution from vehicle and cleaning operations.

Our positive impacts include increasing the use of alternative fuels like biodiesel, using renewable energy more often, high recycling levels, and long-lived durable containers that last 16-20 years.

HOYER continues to work hard to reduce the adverse effects of our environmental impact and to minimise resource use while identifying new opportunities to increase our positive initiatives.

In 2023, we further developed strategies, actions and partnerships to achieve our goals. We continued to reduce absolute carbon emissions and promote emission reporting transparency with customers and suppliers in our bid to become carbon neutral. We also reduced water and waste consumption and implemented clean water as well as circular economy initiatives.



### 2022

### Highlight 2023

### Outlook 2024

- | Extended HOYER sustainable solutions portfolio towards green ocean and rail shipping
- | Finalised decarbonisation roadmap through a sustainable partnership programme with customers
- | Biofuels HVO100 scaled up in the Netherlands
- | Conducted a pilot trial with an eTruck in collaboration with customers
- | Continued procurement of green electricity in Germany
- | Operation Clean Sweep® (OCS) in two German cotac (cleaning facilities) locations is among the first in Europe
- | Initial calculation of product carbon footprint (PCF) for our flexitanks
- | Expansion of corporate carbon footprint (CCF) for waste management, business travel and employee commuting

- | Continued scale-up of biofuel usage across European transport and on-site logistics operations together with customers
- | Energy recovery projects further expanded in European locations
- | Introduction of OCS in SCS depot and warehousing operations
- | Initiation of pollution monitoring in air, water & soil and its results
- | Opening a new cleaning location in Ludwigshafen with state-of-the-art technology
- | Identification of truck subcontractor green capacities

## 2.2 Sustainable Solutions

HOYER spearheads practical improvements in sustainability performance along supply chains with customers and suppliers to avoid and reduce emissions rather than offsetting them. Initially, we provide accurate emission analytics to benchmark and trigger reductions. Based on this data, we test various levers to reduce GHG emissions in transport and non-transport operations for technical and operational feasibility. One example is providing carbon-reduced transport services that can be completely carbon-neutral when applying a mass-balance approach.

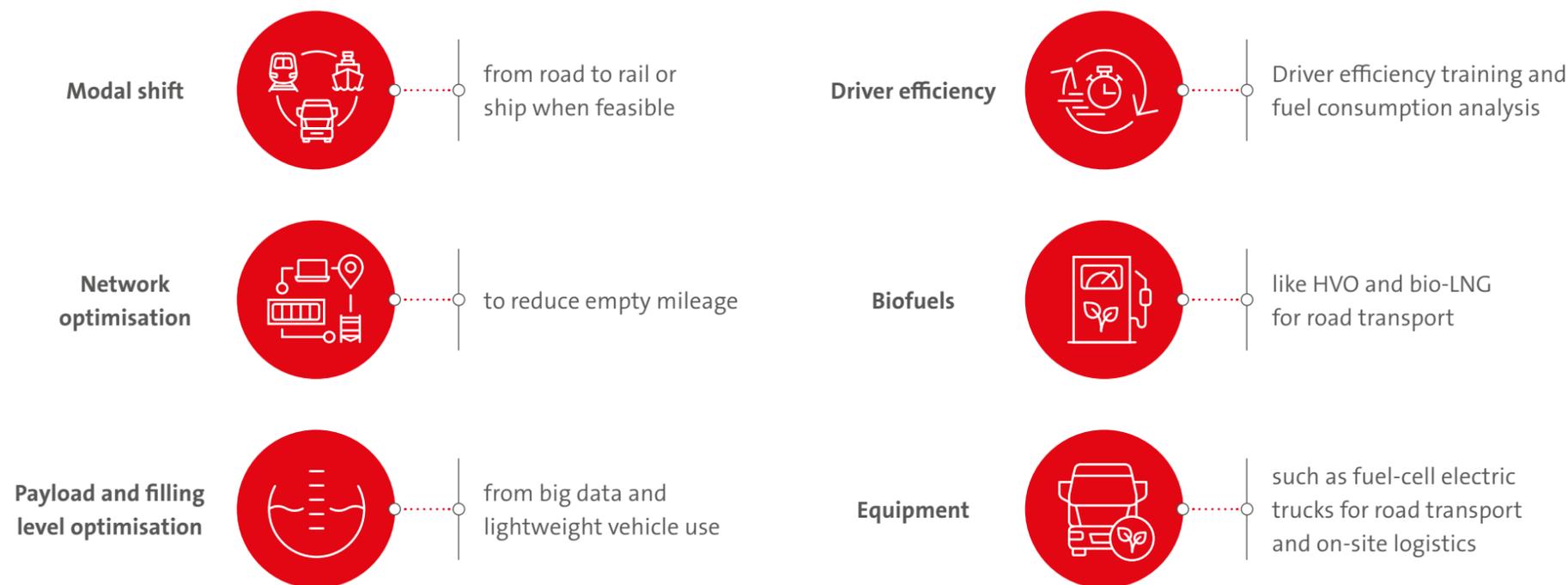
In 2023, our commitment to this sustainable solution continued as part of initiatives by HOYER to avoid and reduce emissions in its operation (scopes 1, 2 and 3) with customers. We have extended our sustainable solutions to our far-reaching inter-modal suppliers network and trucking companies to reduce CO<sub>2</sub> emissions. In doing so, HOYER becomes an even more preferred supplier and underlines our leadership position.

### CUSTOMERS JOIN EFFORTS TO DECARBONISE

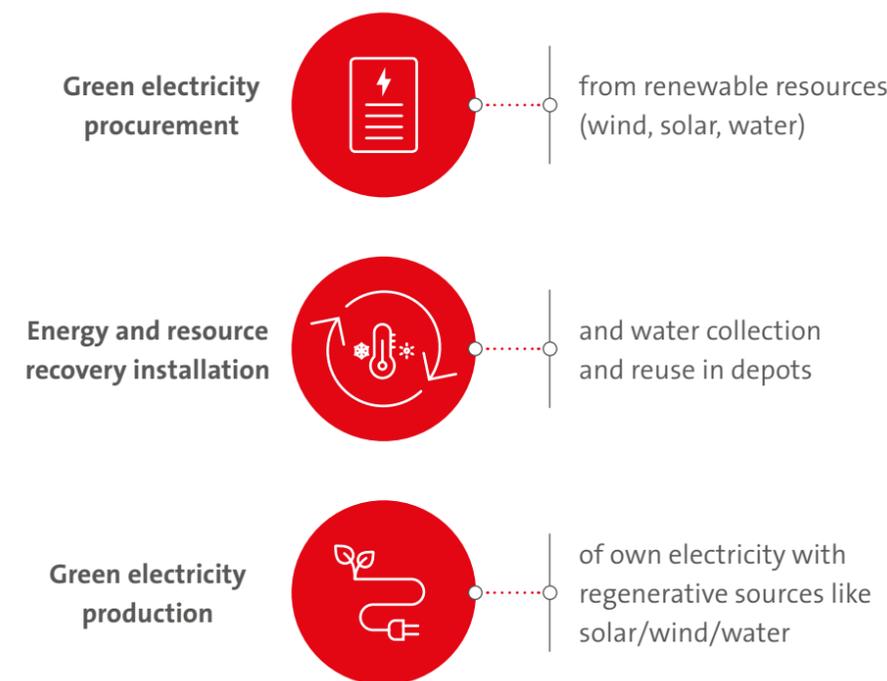
HOYER continues to decarbonise through its sustainable solutions with customers, setting an example for the industry with our joint initiatives in the decarbonisation in transport operations. Our solutions include emission analytics and supply chain decarbonisation.

One of our decarbonisation solutions uses HVO biofuels in transport operations in Rotterdam and the UK. We offer customers emission reductions using HVO100 through direct consumption or mass balancing by mixing HVO with conventional fuel. Together with customers, we have also conducted trials of electric trucks to transport non-dangerous goods, learning valuable lessons for future collaboration.

#### DECARBONISATION LEVERS IN TRANSPORT OPERATIONS



#### DECARBONISATION LEVERS IN NON-TRANSPORT OPERATIONS



## 2.3 Carbon Emissions Footprint

HOYER is committed to monitoring carbon emissions across the business and entities under its financial and operational control. In 2023, we expanded our emission calculation beyond operation (emission scope 3) for categories 3.5 waste management, 3.6 business travel and 3.7 employee commuting.

For the first time HOYER has also calculated its product carbon footprint (PCF) from our flexitank products to monitor carbon emissions at product level. Flexitank production is considered an efficient production process and its waste is recycled and disposed of safely.

We continue aligning our carbon emission calculation with ISO 14083 and the Global Logistic Emission Council (GLEC) framework version 3, which calculates and reports logistics carbon emissions. In 2024, we will monitor carbon emissions and capture more detail applicable under scope 3 emissions.

HOYER IS COMMITTED TO **MONITORING CARBON EMISSIONS** BEYOND ITS ENTITIES BY EXPANDING ITS SCOPE 3 EMISSION CALCULATIONS.

### ABSOLUTE CARBON EMISSIONS REDUCED BY 6.5%

#### SCOPE 1

**147,310 tonnes CO<sub>2</sub>**  
vs. 158,798 tonnes CO<sub>2</sub> (2022)

- Direct emissions from our transport operations
- Most emissions caused by our truck fleet for road transport activities

#### SCOPE 2

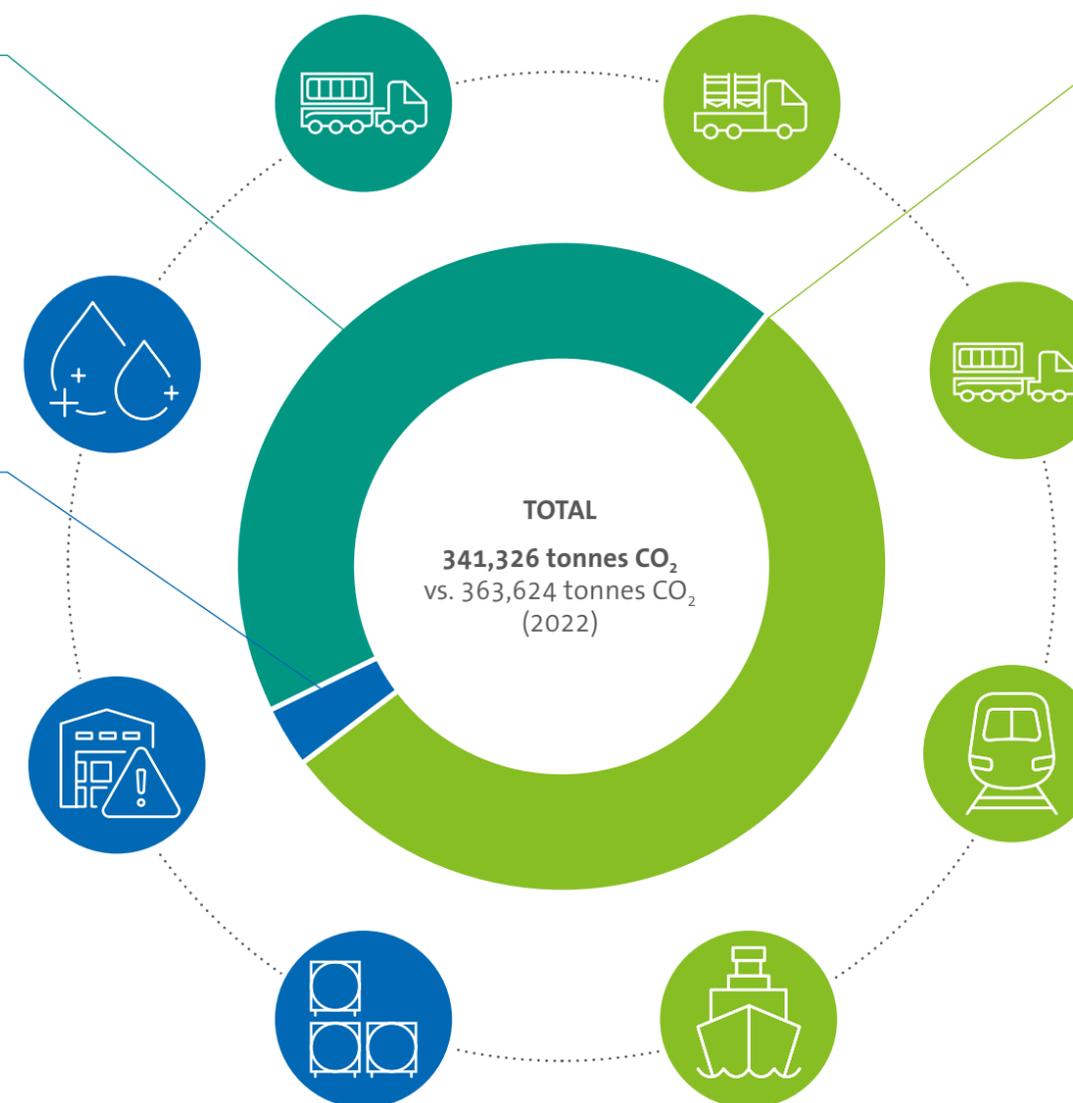
**10,194 tonnes CO<sub>2</sub>**  
vs. 10,347 tonnes CO<sub>2</sub> (2022)

- CO<sub>2</sub> emissions from generating purchased energy (mainly electricity, gas, heating oil, steam from non-transport operations)
- Most emissions are caused by tank cleaning, depot and SCS activities

#### SCOPE 3

**183,822 tonnes CO<sub>2</sub>**  
vs. 194,749 tonnes CO<sub>2</sub> (2022)

- Emissions created in the value chain
- Most emissions from intermodal suppliers (mainly shipping lines and rail operators) and trucking subcontractors



### CARBON EMISSIONS INTENSITY

**18.37**

G CO<sub>2</sub>/TONNES-KM  
EMISSION INTENSITY IN  
TRANSPORT OPERATIONS

**5.43**

KG CO<sub>2</sub>/WORK HOUR IN  
NON-TRANSPORT OPERATIONS

## 2.4 Resource Management

Environmental impact assessments of our operations ensure HOYER achieves resource efficiency through circularity. Energy consumption and efficiency, air and soil pollution, waste production and disposal, and use of natural resources are assessed. Our Safety, Health and Environment (SHE) Guidelines and associated documents contain further details.

### ENERGY

Energy-intensive operations such as global transportation services by ship, rail, and road, and depot and SCS activities, mean that the HOYER business model is inevitably linked to substantial energy consumption. HOYER consumes several different energy sources, such as fuels, heating oil and gas. To reduce our environmental impact, we commit to using ecofriendly energy sources (e.g. HVO and green electricity) in our operation, and continually strive to reduce our energy consumption and to increase efficiency.

In 2023, HOYER continuously improved its energy management with ongoing preparations for ISO 50001 certification at the Group level, starting with European locations where we have the majority of our operations, transport and non-transport businesses, and therefore the highest energy consumption. Ongoing initiatives to increase energy efficiency and reduce our environmental impact include adding more energy-efficient vehicles and using green electricity and biofuels. Green electricity consumption is primarily allocated to non-transport operation. Moreover, our main IT data centres located in Europe are powered entirely by renewable energy sources.

In our tank and IBC cleaning business, our new semi-automatic IBC cleaning plant in Mannheim increased its cleaning capacity by 30% in 2023, leading to higher energy conservation. We have already reduced gas consumption by equipping our tank-cleaning facilities with heat exchangers in some locations.

In 2024, we will expand the use of larger heat exchangers in the tank and the IBC cleaning business in Dormagen. We predict the 100-160 cubic metres capacity will save 30% on energy use. Having invested in Dormagen's heat exchangers, HOYER plans to equip other European locations with them, including Schkopau and Mannheim. We will learn from our success in Europe when we undertake similar initiatives in Asia and North America.

HOYER is investing in energy-efficient projects covering the improvement of cleaning bays, cleaning plants, pressure water boilers and IT systems. Although new technologies are costly, we believe they could lead to long-term cost savings and market independence. Green technology investments also represent a positive investment in our brand.



# 1,781

TONNES OF COMBINED CO<sub>2</sub> SAVINGS FROM BIOFUEL USAGE AND GREEN ELECTRICITY PROCUREMENT AND PRODUCTION VS. 2,018 (2022)

## POLLUTION AND WATER CONSUMPTION

We set up ongoing monitoring after identifying the sources of our pollution from HOYER transport and non-transport operations. Most of our pollution arises from vehicle emissions. HOYER also generates solid waste and wastewater from non-transport operation, primarily at depots and tank cleaning operations. Wastewater of all kinds is filtered and purified in specially equipped water treatment plants in accordance with legal regulations. We invest heavily in training to prepare our staff for planned loading and unloading procedures, proper waste handling and waste management as well as emergency cases where potential water contamination and leaks might occur.

Our continuing commitment to reducing pollution in 2023 included monitoring air pollution and GHG (Greenhouse Gas) emissions. We also monitor water pollution from plastic waste through the voluntary Operation Clean Sweep® (OCS) programme, starting with locations in Mannheim and Schkopau in Germany. Since 2023, our cotac group has reported zero plastic pellet loss annually to Marine Litter Solutions in OCS.

HOYER intends to start a systematic and comprehensive data collection for pollution in 2024. We will also improve our wastewater treatment system in Antwerp, Belgium, by adding a bio-membrane filter system to clean the plant's wastewater using bacteria.

We have implemented most water efficiency measures, including reusing water for cleaning or tank pressure testing. However, we aim to reduce water consumption in these areas further. We carefully distinguish between freshwater and well water, depending on the cleaning requirements for chemical and food-grade products.

With cleaning businesses across 12 sites in Europe, Asia and North America, HOYER uses a considerable amount of drinking water. The indirectly discharged purified water from our plants complies with legal limits. However, we will continuously improve tank cleaning efficiency and water management and will monitor water consumption in 2024 to increase water efficiency.

## WASTE MANAGEMENT AND CIRCULAR ECONOMY

HOYER optimises material use and closes resource loops of its assets when possible. We design and procure tank containers and IBCs using high-quality, durable materials to prolong their lifetime beyond 20 years. We also execute tank container refurbishment regularly to extend asset life.

Most materials used in our operations are suitable for recycling, and we will expand our initiatives to further increase circularity. In 2023, we retained the recycling rate of tank containers and IBCs.

In 2024, HOYER aims to examine the potential application of circular business practices and mapping waste comprehensively to prevent its generation.

# > 90%

RECYCLING AND REUSE OF MATERIALS USED IN TANK CONTAINERS AND IBCS





# 3 SOCIAL

HOYER takes responsibility for its employees and local communities. We prioritise continuous improvement in health and safety, uphold employee development, diversity, and inclusion, and are committed to fulfilling human rights.

### 3.1 Overview

HOYER is a reliable and responsible business that makes a positive social impact. Among our positive contributions is supporting local communities and people through the Friedel and Walter Hoyer Foundation\*. We also ensure good working conditions for our workforce, on whose know-how and experience we rely to provide high-quality, safe, sustainable logistics solutions. Our values and Code of Conduct (CoC) emphasise the importance we place on diversity, inclusion, equal treatment and opportunities.

As well as endorsing human rights, we care for employees' rights, health, wellbeing and safety, and those of others in the supply chain. We are aware that some minor accidents at work still occur. We analyse those in order to provide all the tools, assets and training our employees need to operate safely and protect local habitats, as well as third-party training for customers and fire brigades.

\* This HOYER company foundation was established in 1996. Its goal is to support causes of education, social and youth welfare, development aid and culture with an annual six-figure EUR budget.



## 2022

## Highlight 2023

## Outlook 2024

- | Leadership and sales training continued
- | Employees participated in the annual performance review
- | We expanded our innovative virtual reality (VR) training sessions
- | Employees participated in e-learning training on the CoC, e.g. good business practices
- | Corporate Social Responsibility (CSR) initiatives in Turkey brought fresh water and other disaster aid to areas affected by the earthquake
- | SHEQ days in Tarragona, Spain and Mendrisio, Switzerland, helped raise safety awareness
- | Zero (0) fatalities achieved in operations in the past eight (8) years, and a motor vehicle incidents (MVA) frequency rate 30% less than in the previous year

- | More employees will participate in annual CoC training
- | Sustainable procurement training to roll out in two parts – an introduction and an in-depth study
- | Preparations begin on additional employee assistance, such as mental health services and financial advice
- | Future employee annual development reviews will consciously decouple the employee dialogue, based on HOYER company values, from the objective setting and objective achievement review
- | VR training to be rolled out in European locations, focused on safety by improving spatial perception

## 3.2 Health and Safety

HOYER is committed to protecting our employees and all others with whom we interact. This commitment is embedded in our company culture and reflected in our corporate values. Good health and safety are integrated into all aspects of our daily operations. The topics of Health and Safety are the first items on the agenda of all Board Meetings.

Sound governance, robust processes, professional incident management, reporting and follow up underpin our commitment to achieving excellent SHEQ (Safety, Health, Environment and Quality) performance. In 2023, HOYER continued to improve due to, among other things, an increase in the frequency of mandatory SHEQ driver training.

It is more than eight years since HOYER suffered an own fatality, and in transport operations our 2023 Motor Vehicle Accident (MVA) frequency improved by almost 30%. In addition, HOYER extended our innovative Virtual Reality (VR) training on securing cargo by adding control tank container modules to prevent accidents during non-transport operations.

HOYER further demonstrated its commitment to improving safety performance by implementing a better Group-wide incident reporting system that provides higher quality analysis and root cause insights. The easier-to-use system has also facilitated an increase in near miss reporting that has created more awareness of risks.

HOYER has used VR training methods since 2019. In 2024, HOYER is launching a VR training modules initiative that introduces new methods that help mitigate risks across all European locations. We will also release updated driver and safety procedures manuals and launch SHEQ awareness campaigns designed to improve compliance behaviour, performance and working conditions. We will review all risk assessments and traffic flow arrangements in our non-transport operations and introduce additional support for employees to ensure their safety and wellbeing.

### SAFETY DAYS IN EUROPE

We held two SHEQ events in Europe in 2023 covering subjects such as fire drills, explosion protection training and environmental awareness.

A three-day event at Tarragona in Spain included a programme for customers and drivers, whilst a safety day of our HOYER office in Mendrisio, Switzerland, took place at our partner's site near Milan in Italy and included their drivers, transport partners and our employees.

Both events demonstrated the dedication, collaboration and renewed and refreshed efforts we are making, and demonstrated our teams' commitment to collaboration with our key customers, and towards safety and sustainability in logistics.

# 2.07

MOTOR VEHICLE ACCIDENTS  
PER 1M KILOMETRES VS. 2.91 (2022)

## 3.3 Employees and their Development

'People' is a strategic guiding principle at HOYER, inspiring the workforce by creating an agile, supportive and stable working environment, and inspiring employee satisfaction and retention. We ensure employee engagement by discovering people's thoughts and providing outstanding training courses and personal development programmes. These include on-site programmes for people across the group and specific training for office and industrial staff and drivers. We also offer apprenticeships, dual studies, and traineeships to attract, develop and retain young talent.

In 2023, HOYER continued its employee development focus with annual training and career development reviews. Our 85 training courses include training courses on technical skills, soft skills, leadership and business conduct. To support communication in a globally diverse company, HOYER also provides language courses in at least the four

most widely-spoken languages and can provide up to 12 languages depending on needs.

During the year, HOYER conducted an annual performance development review encouraging employee dialogue focused on developing potential and competency.

In 2024, HOYER will launch new specialised sustainable procurement training for internal buyers. Additionally, we will introduce new procedures to consciously decouple the employee dialogue from the objective setting and objective achievement review. This will support management paying even greater attention to their employees' development.

# 245

EMPLOYEES PARTICIPATED IN LEADERSHIP TRAINING WITH A CROSS-FUNCTIONAL AND "INTERNATIONAL SETUP" VS. 164 (2022)

# 1,608

OFFICE EMPLOYEES RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW

### 3.4 Engagement in Local Communities

HOYER shares its economic success by giving back to local communities. Every year, we support the education, social and youth welfare, development aid and culture goals of the Friedel and Walter Hoyer Foundation.

In 2023, as part of its KinderHelden (Children's Heroes) initiative, the Foundation encouraged employees to become mentors to primary school children with difficult starting conditions, to achieve better education and equal opportunities. We also give back to communities and people in need in the countries where we operate. This year, we contributed disaster aid for the people affected by the earthquake in Turkey. We supplied fresh water to Hatay, one of the most affected cities, and

helped to transport water via truck and tank, as well as transporting food supplies to Malatya. Our employees also joined local charity initiatives. In Rotterdam, for example, they organised a sports event that raised funds to fight cancer.

### 3.5 Diversity, Inclusion and Equity

HOYER promotes diversity, inclusion, equal treatment, and opportunities for everyone – our employees, partners, and other workers in the value chain – who all give us a business advantage. The diversity of our global workforce in nationality, origin, race, gender, age, sexual orientation, competencies, qualifications and experience enriches us.

Our data for 2023 illustrated that HOYER employed 79 different nationalities, showing the depth of our group's diversity. We run language courses and onboarding to help non-native speakers integrate into our workplaces. Women's representation in leadership remains consistent – we employed 28% in management positions in 2022 and 30% in 2023. In 2023, we recorded two incidents potentially linked to violation in the area of inclusivity, diversity and equity. After thorough review, one was found to be unrelated, while the other has since been closed.

Transparent employee recruitment and supplier selection processes help eliminate discrimination linked to legally protected characteristics. We share the importance of conducting these procedures based on abilities, performance, and individual ethical conduct with the small and medium-sized trucking partner organisations with which we partner in Europe and worldwide. Our ongoing initiative to welcome disabled colleagues' help in facility management roles in our Hamburg headquarters continues to foster integration.

### 3.6 Human and Workers' Rights

HOYER respects human and workers' rights by incorporating them into our Code of Conduct and Supplier Code of Conduct. We base our actions on the UN Global Compact Initiative, the UN Guiding Principles on Business and Human Rights and the International Labour Organisation Declaration on Fundamental Principles and Rights at Work.

Our principles mean we provide our employees with secure employment and comply with appropriate working time legislation. In addition to adequate wages, we encourage opportunities for social dialogue, freedom of association, and the possibility of joining work councils if collective agreements do not cover employees. We also

provide many health and safety measures to protect employees.

Furthermore, HOYER demonstrates sustainable procurement practices through annual supplier CSR risk assessments that examine and monitor human rights-related topics.

**“HOYER SHARES ECONOMIC SUCCESS BY SUPPORTING EDUCATION, SOCIAL WELFARE AND DISASTER AID. WE GIVE BACK TO COMMUNITIES LOCALLY AND WORLDWIDE.”**

# 79

NATIONALITIES EMPLOYED AT HOYER VS. 68 (2022)

# 30%

WOMEN IN LEADERSHIP ROLES VS. 28% (2022)

A man with a beard, wearing a dark blue shirt and a patterned tie, is gesturing with his hands while talking to a woman with long dark hair and glasses. She is wearing a beige and grey long-sleeved top. They are in a modern office lobby with large windows and indoor plants.

# 4 GOVERNANCE

HOYER upholds high standards of business conduct, ensuring responsible operations and supply chain practices. We guarantee secure handling of information and IT, and promote a feedback culture through a whistleblower system for employees and third parties.

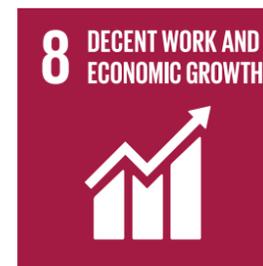
## 4.1 Overview

HOYER complies with the applicable laws, regulations, and directives in every country in which it operates, from business conduct to social and environmental issues, health and safety, and stakeholder human rights. We apply the same commitment to our value chain. Our commitment is at the heart of the HOYER Code of Conduct and other group policies and guidelines.

Promoting corporate values is at the centre of our positive business conduct culture. E-learning

and employee training on responsible business help raise awareness on how to conduct business with integrity. We also issue policy updates that occur regularly.

The trust we have built with suppliers has created a reliable supplier network. From 2023, we made it mandatory for HOYER suppliers to comply with the new Supplier Code of Conduct (SCoC) introduced last year. We incorporate regular compliance checks into internal and external supplier audits.



### 2022

### Highlight 2023

### Outlook 2024

- | Mandated that suppliers comply with the Supplier Code of Conduct
- | Employee training in CoC continued to strengthen our business conduct culture
- | Rolled out the Sustainable Procurement Guideline
- | Reassessed ISO 27001:2013 certification for information security management systems
- | Introduced a new whistleblower hotline to report suspicious practice

- | Introduction of Sustainable Procurement Guideline training
- | Release of group policies on anti-bribery and corruption and competitive policies
- | Implementation of a new global group whistleblower system
- | Supplier selection to include social and environmental criteria
- | Group-wide CSR risk assessment to apply to all procurement categories
- | Expansion of supplier audit in terms of ESG

## 4.2 Responsible Business

HOYER builds relations between management, executive teams and employees through respect and trustful cooperation. Our positive business conduct culture includes personal responsibility, sincerity, respect for people and the environment, diversity, inclusion, equal treatment, and human and workers' rights. Additionally, HOYER and its representatives do not make political contributions; politically active staff may do so as private individuals, but not as company representatives.

Our corporate values, payment of adequate wages and Code of Conduct exemplify our business conduct. We treat customers and other business partners fairly and expect them to treat us in the same way, while keeping people informed on all business matters. Transparency and integrity in negotiations are vital, and we reject bribes. HOYER also requires employees to act within their business area's antitrust laws.

HOYER complies with government policies and laws when doing business. To ensure compliance, HOYER has developed internal policies and procedures to prevent misconduct and conflicts of interest. In 2023, we conducted internal audits of our business operations, including business ethics. We also conducted supplier audits of transport and non-transport operations to ensure adherence to quality standards and industry regulations.

In 2024, we'll enhance people's understanding of our CoC and how to apply its principles in a Group Anti-Bribery and Corruption Policy and ancillary guidelines on gifts, hospitality and entertainment, and a Group competition and antitrust policy.

## 4.3 Whistleblower System for Employees, Partners and the Public

We promise our employees and our business partners that we will conduct business in an irreproachably ethical and lawful way. However, HOYER acknowledges that our efforts are only as effective as each of us, so we encourage people to report incidents and violations of the Code of Conduct and Supplier Code of Conduct via our updated whistleblower system.

HOYER has seen an increase in cases reported since the system's launch. We received six reports in 2023, mainly via the Human Resources hotline, compared to one in 2022. Several measures such as training and proactive communication have increased awareness within the Group.

Given the system's success, the HOYER Group will implement a new global 'complaints and concerns'

hotline (SaaS) in 2024. It will enable the confidential (and anonymous) reporting of concerns about corruption and bribery. Simultaneously, HOYER will release a revised Whistleblowing Policy and ancillary Investigations Procedure.

**“WE ENCOURAGE PEOPLE TO REPORT INCIDENTS AND VIOLATIONS VIA OUR WHISTLEBLOWER SYSTEM, WHICH PROMOTES ETHICAL BEHAVIOUR, RISK MANAGEMENT AND ORGANISATIONAL IMPROVEMENT.”**

## 4.4 Responsible Supply Chain and Sustainable Procurement

HOYER only works with suppliers who acknowledge, support and adhere to internationally recognised standards and principles, ensuring that sustainable development and entrepreneurial responsibility are applied along the supply chain.

We have a reliable supplier network because of our trusting relationships, some of them long-standing. So, when the new SCoC rolled out in 2023, our suppliers saw adherence to its standards as a positive way to align joint sustainable actions.

HOYER conducted supplier audits to examine compliance with sustainable procurement in depot services and at trucking and road subcontractors. We will expand these risk assessments in 2024, using social-environmental criteria to select suppliers.

In 2023, we announced a new Sustainability Procurement Guideline to ensure compliance with the environmental, social and governance standards of HOYER. In 2024, internal buyers will receive sustainable procurement training.

## 4.5 Cyber Security and Information Privacy

HOYER has taken extensive measures to protect and maintain information security, as cyberattacks on businesses become more frequent, large, and complex. Our Chief Information Security Officer (CISO) ensures that information security levels are upheld throughout HOYER and that business and customer information is safeguarded. All

employees are required to complete our mandatory e-learning on our Information Security Policy.

In 2023, the HOYER Information Security Management System was recertified under the ISO/IEC 27001:2013 standard. We continued to perform penetration tests to identify weaknesses in business applications and in our IT environment. Moreover, HOYER revised the internal Business Continuity Management: Cyber Security Incident Policy and carried out a full emergency incident simulation with real business stakeholders.

We focus on governance, risk and compliance topics because of an increasing need in this area due to a combination of legislation, customer requests and our own improvements. HOYER will continue to enhance security measures in 2024 with preparations for the new Network and Information Security (NIS2) EU Directive. Alongside this, we will also get ready for the transition to the latest ISO 27001:2022 standard in anticipation of the 2025 audit.

### SUSTAINABILITY ABOVE AND BEYOND

HOYER goes beyond a commitment to sustainability in its guidelines, from examining supplier performance to mitigating risks and adhering to environmental and social standards.

Our new Sustainability Procurement Guideline, which complements the Purchasing Guideline and Procurement Policy, reinforces our dedication. We developed it to ensure compliance with our environmental, social and governance standards and to support our sustainability agenda. It positions HOYER as a sustainably-oriented business partner, and applies to all Group procurement processes.

# 5 ANNEX

The annex provides additional context, including general information about this report and key ESG figures from the past three years. It also details how the report aligns with Global Reporting Initiative (GRI) standards.



## 5.1 About this Report

Our annual Sustainability Report provides HOYER stakeholders and the public with transparency on our sustainability performance for 2023.

The report covers every HOYER Group entity operating in Europe and overseas, as well as our business areas, with data collected from them unless we indicate a specific location.

We have based some of the sustainability performance information on the GRI standard and as a general reference for reporting.

The Executive Board at HOYER is responsible for reviewing and approving the information reported, including the material topics.

As a reference, HOYER used emission calculation methods from the GLEC Framework, the leading industry guideline to implement ISO 14083 and the Greenhouse Gas Protocol.



## 5.2 Key Figures

**ENVIRONMENT**  
**Energy consumption**

DATA	UNIT	2021	2022	2023
<b>ENERGY CONSUMPTION BY TYPE</b>				
Electricity	MWh		14,267	13,377
Heating oil	Litre		413,425	485,018
Fuels	Litre		64,357,068	59,636,371
Biofuels	Litre	Structured data capturing as of 2022	1,032,789	438,572
Proportion of biofuels	%		1.6	0.74
Renewable electricity	MWh		4,990	4,400
Proportion of renewable electricity	%		35	33
Natural gas	MWh		35,118	34,332
LPG	MWh			188
LNG	MWh	Structured data capturing as of 2023		7,456
CNG	MWh			652
Steam	MWh			10

**Carbon Emission Footprint**

DATA	UNIT	2021	2022	2023
<b>EMISSIONS CARBON FOOTPRINT</b>				
Total 1,2,3 (3.4)	Tonnes CO <sub>2</sub>	400,174	363,624	341,326
Scope 1	Tonnes CO <sub>2</sub>		158,798	147,310
Scope 2	Tonnes CO <sub>2</sub>	Structured data capturing as of 2022	10,347	10,194
Scope 3	Tonnes CO <sub>2</sub>		194,749	189,558
3.4 Upstream transportation and distribution <sup>1</sup>	Tonnes CO <sub>2</sub>			183,822
3.5 Waste generated in operation <sup>2</sup>	Tonnes CO <sub>2</sub>			11
3.6 Business travel <sup>3</sup>	Tonnes CO <sub>2</sub>		2,274	2,274
3.7 Employee commuting <sup>4</sup>	Tonnes CO <sub>2</sub>			3,451
Total 1,2,3 (3.4, 3.5, 3.6, and 3.7)	Tonnes CO <sub>2</sub>			347,062
<b>EMISSIONS CARBON FOOTPRINT BY INTENSITY</b>				
Transport <sup>5</sup>	CO <sub>2</sub> /tonne-km	18.31	19.14	18.37
Non transport	kg CO <sub>2</sub> /work hour	10.71	5.22	5.43
<b>PRODUCT CARBON FOOTPRINT</b>				
Flexitank <sup>6</sup>	kg CO <sub>2</sub> e/unit flexitank		Structured data capturing as of 2023	223

1 Emissions from third-party transportation and distribution services purchased in the reporting year, covering rail transport, road transport and marine transport

2 Emissions from disposal and treatment of waste generated in the reporting year from third-party disposal and treatment of waste generated – includes emissions from disposal of both solid waste and wastewater. This scope covers only the Malaysian location, specifically from flexitank production

3 Emissions from transporting employees for business-related activities during the reporting year operated by third parties and arising from air, rail, bus, automobile, travel, and staying in hotels. This calculation only covers German locations.

4 Emissions from transporting employees between their homes and worksites during the reporting year from automobile, bus, rail travel and other modes of transport (e.g., subway, bicycling, walking), excluding teleworking (i.e., employees working remotely). The calculation covers all HOYER locations in a combination of desk study and internal HR data collection.

5 Emission intensity for transport operation updated for the Overseas business for 2022 based on the new calculation approach in EcoTransIT

6 Flexitanks are tanks made from linear low-density polyethylene (LLDPE) produced by the Powertex business to transport small and medium quantities of non-dangerous chemical products and foodstuffs. This product's carbon footprint refers to one unit of flexitank multilayer size 24 m<sup>3</sup> (excluding box container). The product carbon footprint of flexitanks is calculated using a cradle-to-gate approach (emissions before distribution to end users), covering emissions from material and service acquisitions, and pre-processing and manufacturing activities, including waste treatment during production.

**Pollution and waste management**

DATA	UNIT	2021	2022	2023
<b>AIR POLLUTION<sup>1</sup></b>				
SO <sub>2</sub>	kg			460,851
NO <sub>x</sub>	kg			2,045,007
PM 10 <sup>2</sup>	kg		Structured data capturing as of 2023	131,403
NMHC <sup>3</sup>	kg			97,357
<b>WATER CONSUMPTION<sup>4</sup></b>	m <sup>3</sup>	411,226	387,843	393,113
<b>WASTE MANAGEMENT</b>				
(Solid) waste	Tonnes		Structured data capturing as of 2022	714
Wastewater <sup>4</sup>	m <sup>3</sup>	402,317	375,675	379,221
Hazardous waste <sup>5</sup>	Tonnes			2,774
Non-hazardous waste <sup>5</sup>	Tonnes		Structured data capturing as of 2023	47,042
<b>RECYCLING</b>				
Tank containers	Tonnes	297	158	341
IBCs	Tonnes	111	79	35
Proportion of recyclable materials				
Tank containers	%	90	90	90
IBCs	%	96	95	97

1 Data covers European and Overseas chemical transport operations and calculated by external provider using EcoTransIT

2 PM 10 (Particulate Matter 10) refers to airborne particles with a diameter of 10 micrometres or less, which have potential health effects on the respiratory system

3 NHMC (Non-Methane Hydrocarbons) refers to hydrocarbon compounds that contribute to air pollution and can react with other pollutants to form ground-level ozone (a major component of smog)

4 The historic data values of total water consumption and wastewater for America have been updated

5 Data captured covers Germany, USA, Singapore, Thailand and Vietnam.

## SOCIAL Employee Profile

DATA	UNIT		2021	2022	2023
<b>TOTAL EMPLOYEES<sup>1</sup></b>	Quantity		6,500	6,627	6,771
<b>EMPLOYEES BY GENDER<sup>2</sup></b>					
Male	%	Structured data capturing as of 2022		85	85
Female	%			15	15
<b>TOTAL EMPLOYEES BY AGE<sup>2</sup></b>					
< 20	%	Structured data capturing as of 2022		0.4	0.6
21 – 30	%			9.4	10.0
31 – 40	%			19.8	20.8
41 – 50	%			26.9	26.4
51 – 60	%			32.5	30.8
> 61	%			10.9	10.0

1 Calculation based on headcounts  
2 Calculation based on internal HR system

## Employee Diversity

DATA	UNIT		2021	2022	2023
<b>DIVERSITY &amp; INCLUSION</b>					
Women in the workforce	%	Structured data capturing as of 2022		15	15
Women in leadership <sup>1</sup>	%			28	30
Women in governance body (advisory board)	%		17	17	17
Female shareholders	%	Structured data capturing as of 2022		69	69
Employed nationalities	Number			68	79

1 The calculation of women in leadership includes executive director, leadership level 1 and level 2

## Employee Training and Development

DATA	UNIT	2021	2022	2023
<b>TRAINING SESSIONS<sup>1</sup></b>				
Average training hours per office employee	Hours			30.33
Average training hours per industrial employee	Hours		Structured data capturing as of 2023	14.5
Average training hours per driver and fully integrated subcontractor driver	Hours			6.33
Total leadership training for managers	Number	68	164	245
Regular performance and career development review	Number		Structured data capturing as of 2023	1,608

1 Covers all locations (except the UK)

## Employee Health and Safety

DATA	UNIT	2021	2022	2023
<b>HEALTH AND SAFETY<sup>1</sup></b>				
Lost time injury (LTI) based on frequency rate <sup>2</sup>	Number	17.31	15.57	20.24
Lost time injury (LTI) severity rate <sup>3</sup>	Number	0.10	0.11	0.35

1 Covers all locations (including UK)

2 Direct workforce – (total number of lost-time injury events) x 1,000,000 / total hours worked for non-transport operations

3 Direct workforce – (number of days lost due to injuries) / millions km from 2023 for transport operations

## GOVERNANCE Business Conduct

DATA	UNIT	2021	2022	2023
<b>RESPONSIBLE BUSINESS CONDUCT</b>				
Total reported compliance incidents	Quantity		Structured data capturing as of 2022	6
Internal audit	Number			5
Internal supplier audit <sup>1</sup>	Number		Structured data capturing as of 2023	308
Employee training for Code of Conduct	%			20

1 Depot services and transport subcontractors

## Assurance

DATA	UNIT	2021	2022	2023
<b>INDUSTRY SUSTAINABLE ASSURANCE</b>				
SQAS <sup>1</sup> score of assessed chemical European transport in European locations/ (in reporting year)	%	92	92	94
Average CDI-IMPCAS <sup>2</sup> (rolling average score Rotterdam, Singapore, Houston)	%	78	90	99
Average SQAS score of assessed petroleum European transport location (in reporting year)	%	89	88	92
Average SQAS score of assessed in European non-transport operation locations (in reporting year)	%	93	87	92
<b>SUSTAINABILITY ASSURANCE</b>				
EcoVadis score	Points	45	51	65

1 The Safety and Quality Assessment System (SQAS) is a European chemical industry standard for sustainability. Its assessment scheme for chemical companies evaluates the safety, environmental, security and quality performance of logistics service providers and distributors, aiming for continuous improvement towards safer, secure and sustainable chemical logistics.

2 Chemical Distribution Institute-International Marine Packed Cargo Audit Scheme (CDI-IMPCAS) is an international audit for chemical distribution. IMPCAS evaluates the management systems for responsible care, quality, safety, security and environment of logistics services suppliers.

## 5.3 GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	
<b>GRI 2: General disclosures 2021</b>	2-1 Organisational details	HOYER in Figures p. 4, Introduction p. 6	
	2-2 Entities included in the organisation's sustainability reporting	Annex p. 32	
	2-3 Reporting period, frequency and contact point	Annex p. 32 & p. 38	
	2-6 Activities, value chain and other business relationships	Introduction p. 6 & p. 7	
	2-7 Employees	Social p. 24, Key Figures p. 35	
	2-9 Governance structure and composition	Introduction p. 10	
	2-11 Chair of the highest governance body	Introduction p. 10	
	2-14 Role of the highest governance body in sustainability reporting	Introduction p. 10, Annex p. 35	
	2-15 Conflicts of interest	Governance p. 29	
	2-22 Statement on sustainable development strategy	Introduction p. 11	
	2-23 Policy commitments	Environment p. 21 & p. 22, Social p. 25 & p. 26, Governance p. 29	
	2-26 Mechanisms for seeking advice and raising concerns	Governance p. 29, Annex p. 36	
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## We value your feedback

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