



# 2022 SUSTAINABILITY REPORT



- 01 THIS IS WAGENBORG**
- 02 ENVIRONMENT**
- 03 SOCIAL**
- 04 INNOVATION**
- 05 PERFORMANCE DATA**

# Content

## 01

### THIS IS WAGENBORG

## Annual review 2022

<a href="#">Letter from the CEO</a>	04
<a href="#">What we do</a>	06
<a href="#">How we create value</a>	07
<a href="#">EU taxonomy reporting</a>	08
<a href="#">Our approach on sustainability</a>	09
<a href="#">Strategic priorities and targets</a>	10
<a href="#">Stakeholders and materiality</a>	12
<a href="#">Sustainability governance</a>	14

## 05

### KEY FIGURES

## Performance data

<a href="#">Social performance</a>	36
<a href="#">Environmental performance</a>	37

## 02

### ENVIRONMENT

## A better climate and environment

<a href="#">Environmental impact</a>	17
<a href="#">CO<sub>2</sub> reduction and air emissions</a>	19
<a href="#">Ocean Health</a>	23
<a href="#">Environmental compliance</a>	24

## 03

### SOCIAL

## Safety & talented people

<a href="#">Global presence and local comittment</a>	26
<a href="#">Social goals</a>	27
<a href="#">Health &amp; safety</a>	28
<a href="#">Employee engagement</a>	30

## 04

### INNOVATION

## Innovations & new solutions

<a href="#">Creating new solutions by use of innovation</a>	33
---	----

#### About the report

This is Royal Wagenborg's 2022 Sustainability Report. The report outlines Wagenborg's business model and strategy, describes how we create value and documents our Environment, Social, Governance and Innovation performance in 2022, also available on [wagenborg.com](http://wagenborg.com).

**01 THIS IS WAGENBORG**

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

THIS IS WAGENBORG

# Annual review 2022



**01 THIS IS WAGENBORG**

● [Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

# Letter from our CEO

2022 was yet another unpredictable year. While the Covid-pandemic is largely behind us, the war in Ukraine, the energy crisis and the following recession have deeply impacted people and businesses around the world. However, amidst these challenges, we cannot forget the urgency of the global climate crisis.

That is why at Royal Wagenborg we continue to prioritise our sustainability commitments and actions. We see decarbonisation as the main area where we can have the greatest impact, but we also recognise that sustainability risks, responsibilities and opportunities for our business encompass the full scope of Environmental, Social and Governance (ESG) factors. For this reason, we are integrating a comprehensive and ambitious ESG strategy into our business strategy and operations to hold ourselves accountable throughout the years.

### **A volatile year**

Early 2022, it was clear the pandemic is still very much with us as lockdowns due to new waves of breakouts continued to strain public health systems as well as taking their toll on mental health for many around the world. Another major humanitarian and economic crisis has developed in the first months of 2022. Our hearts and minds go out to the Ukrainian and Russian people still suffering from the invasion of the Russian army in Ukraine. We support our crews and their families where ever we can. The impact of this war on the global economy and energy sector is significant, as it is on the business activities of Wagenborg. To guarantee safety for our ships and crews, we suspended all shipments to and from Russia with immediate effect in close cooperation with our customers resulting in supply chain disruptions as raw materials or semi-finished products had to be sourced elsewhere. We continued to find solutions and keep our customers's supply chains open for business year-round, as customers were challenged with disruptions, capacity shortages, port congestion and changing trading patterns. Despite all challenges - which we expect to continue in 2023 - the year 2022 was marked by historically good results.

The supply chain disruptions had a negative impact on regular trading patterns and routes, as vessels had to deviate to alternative ports or sail at higher speed to make up for lost time.

“

2022 was a year of many milestones – none of which would have been possible without the shared commitment of our customers, partners and the dedicated people at Wagenborg.



**01 THIS IS WAGENBORG**

● [Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

**02 ENVIRONMENT**

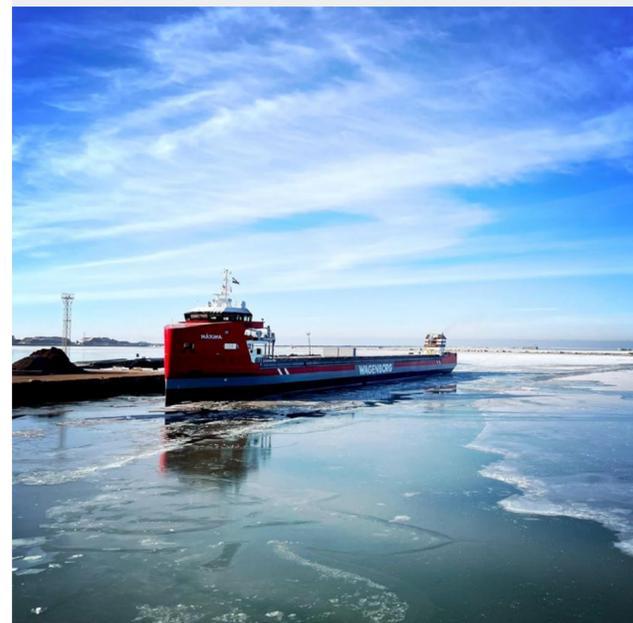
**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**



In 2022, we continued to invest in sustainable ship types, including the order for two EasyMax vessels.



Still we managed to keep our customer promises and get their commodities to the market whilst realising a decrease of our relative CO<sub>2</sub> emissions with -3,2% compared to 2021.

**Climate ambitions align**

We support our customers in securing their supply chains against disruptions. This goes hand in hand with the imperative of decarbonising logistics. The majority of our top 50 customers have set net zero or science-based decarbonisation targets and they expect our support to achieve their ambitious targets. In 2022, we entered trials with some of our key customers to ship their goods with vessels using greener bio fuels. We consider this an early sign of the changes we will see in the next decades.

**Targets and actions to accomplish our goals**

In 2022, Wagenborg continued actions in the field of fuel efficiency. Upto 2022, we installed 81 live data and fuel monitoring systems on our owned and managed fleet to monitor and improve the operational performance of our vessels.

Furthermore, we are proud to report that 100% of our MPP fleet is compliant with the EEXI regulations and the majority of our MPP vessels are A or B-rated according to CII regulations, which is further proof that our fuel efficiency program and new build philosophy yields results. In 2022, we continued to invest in sustainable vessels, including the order for a third and a fourth EasyMax vessel to be delivered in respectively 2023 and 2024.

**Human capital at the heart of Wagenborg**

Our prime responsibility is to keep our people safe. I am pleased

to report a strong performance on the targets set for 2022. By the end of 2022 we registered zero fatalities, but saw an increase in our Lost Time Injury Frequency. Every single incident is one too many. We continue to be fully committed to develop a safety culture and mindset that will enable us to eliminate the risk factors leading to accidents.

Our employees play a vital role in achieving our organizational goals. Our employee satisfaction survey overall shows high satisfaction scores, but there is always room for further improvement. In 2023 we will work on several of these improvement areas.

**Engaging and living our values**

We recognise the importance of collaboration to reach our goals, and as a result we continue to engage in partnerships across sectors with leading organisations, including many of our customers, to drive progress on sustainability issues.

Despite some of the setbacks caused by global developments, 2022 was a year of many milestones – none of which would have been possible without the shared commitment of our customers, partners and the many dedicated and passionate people at Wagenborg. I trust our sustainability strategy, our investments and our commitments will enable us to continue to deliver on ESG targets, now and in the years to come.

**Egbert Vuursteen**  
CEO Royal Wagenborg

# What we do

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

● [What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

Royal Wagenborg is active in the field of shipping, towage, stevedoring, heavy lifting & transport, passenger services, ship building & repair, offshore and projects & logistics. Our shipping activities are worldwide oriented, while the focus of our other businesses is in the Northwest of Europe.

At Wagenborg we provide transport in the widest possible sense. From small loads to big cargoes. Safe and reliable. The Wagenborg companies all carry the same Wagenborg flag that can be seen everywhere. On sailor's jackets. On our vessels and cranes. A flag that binds us together. With our sustainability mission: making our business more sustainable every day.

Royal Wagenborg is founded by Egbert Wagenborg in 1898 and headquartered in the Ems region in the port of Delfzijl, the Netherlands. Since inception, the company has been family owned. The early business of Wagenborg started with the timber trade within the Baltic, North Sea and the Mediterranean. Throughout the years, Wagenborg continued to increase its fleet size and expanded its activities, transforming into a maritime logistics conglomerate.



Nowadays, Wagenborg is one of the world's largest maritime logistics companies and employs about 3,000 people.

Royal Wagenborg divides its logistic service portfolio into various divisions.

### Value creation

At Royal Wagenborg, we want to pass our business on to the next generations in the best possible condition. We strive for long-term social, environmental and financial value creation .

We therewith always need to make balanced decisions, factoring in all stakeholders' interests.

# How we create value

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

[What we do](#)

● [How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

Royal Wagenborg wants to create a pleasant, stable, and safe work environment for her employees. To local residents, we act as a good neighbour.

Together with our suppliers, we explore opportunities for sustainable solutions to reduce our environmental footprint. Although, shipping remains the greenest mode of transport, we are well aware of the fact that shipping and logistics have an impact on people and the planet.

As a logistics company, our potential impact on global trade and society is evident, but unfortunately, so are the negative effects on the environment.

We use water, consume fuel, emit air emissions and work accidents occur on our vessels and during our land activities.

### RESOURCES WE USE

#### Assets

- 169 MPP vessels under management
- 5 offshore vessels
- 85 mobile cranes
- 6 (express)ferries
- 102 trucks
- 31 terminals: 390.000 m<sup>2</sup> storage
- 7 tugs & 9 pontoons
- Repair and new building yard

#### Human capital

- 2.502 FTE
- 1.932 seafarers
- Subcontractors and service providers

#### Energy consumption

- Fuel: 205.843 ton
- Electricity: 7051 mWh
- Gas: 301.138 m<sup>3</sup>
- Water: 36.214 m<sup>3</sup>

#### Financial capital (x1.000) as at 31 Dec 2022

- Balance sheet of €1.441.417
- Group equity of € 664.561

#### Global network

- 31 offices
- 7 crewing agencies
- 3.203 suppliers
- Customer partnerships
- Community engagements
- Industry participations

### STRATEGY



**Creating transport solutions and implementing them for our customers. Safe, reliable and focused on making our business more sustainable every day.**

### IMPACT WE HAVE

#### For our people

- 2.944 headcount
- Zero fatalities
- LTFI of 4,9
- Absenteeism rate of 2,72%

#### For the environment

- Scope 1 GHG emissions: 653.925 ton
- 25,6% relative CO<sub>2</sub> reduction of shipping activities versus 2008

#### For our investors (x1.000) (\*)

- 2022 revenue of € 956,1

#### For the society

- 45% turnover in North Netherlands
- Local initiatives

#### For our customers

- 31,0 million tonnes shipped
- 7.700 port calls
- 1.271.468 ferry passengers
- 136.397 offshore transfers

(\*) 2022 Annual report

INPUT 2022

PROCES

OUTPUT 2022

# Our approach on sustainability

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

● [Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

Royal Wagenborg takes responsibility towards the society and environment we operate in. This belief has been part of our company's DNA from its early beginnings resulting in our sustainability mission to make our business more sustainable every day.

Working actively and strategically on Environmental, Social and Governance (ESG) development goals and opportunities and risks is a baseline requirement for our stakeholders. The expectations of our customers, investors, employees, regulators, civil society and other stakeholders in this respect, are increasingly demanding. We consider the fulfillment of these obligations as our license to operate.

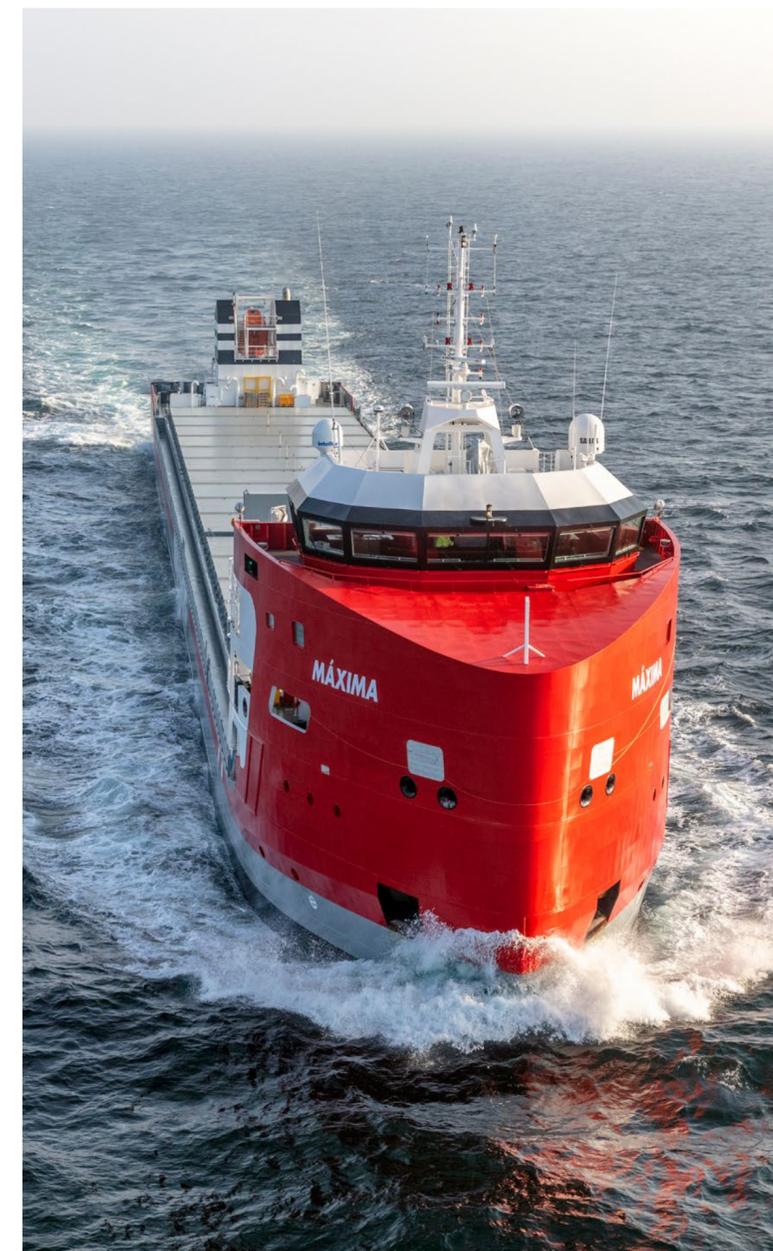
### Updated ESG strategy and targets

In 2022, frequent conversations with customers, employees and financiers on ESG drove us to reframe our sustainability work in 2022. In our materiality matrix various plotted ESG subjects were shifted resulting in an update of our strategic priorities including renewed targets. For example, in the current labor market, employee engagement has proven to be a decisive factor. We believe the updated ESG strategy and corresponding performance indicators now resonate well with the expectations of our key stakeholders and cover Wagenborg's most material sustainability responsibilities.

### Environmental impact

Across Wagenborg's activities, we strive to minimize the negative impact related to our operations - including the emissions of CO<sub>2</sub>, SO<sub>x</sub>, NO<sub>x</sub> and particulate matters - and we comply with regulatory demands to limit air emissions. In line with the IMO ambitions, we have set a target to reduce our relative CO<sub>2</sub> emission by 40 % per ton/mile in 2030 compared to 2008. In addition we set a goal to reduce relative CO<sub>2</sub> emissions by 70 % in 2050 compared to 2008. To achieve this, we follow our 2020-2050 roadmap. In addition, we fully support the EU Fit for 55 goals.

At Wagenborg we consider ocean health of great importance and are pleased with the landmark agreement to protect 30% of the planet's lands, coastal areas and inland waters by the end of the decade as agreed at the 2022 UN Biodiversity Conference, in Montreal, Canada. We manage fuels and chemical substances to avoid spills into water, use water-saving hold wash installations and store wash water in dedicated storage tanks to deliver ashore when possible. We have policies and procedures to manage and mitigate pollution risks. In addition, we are progressing in accordance with our plan to comply with the Ballast Water Management Convention and will have ballast water treatment systems on all our vessels by the end of 2024.



**01 THIS IS WAGENBORG**

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

● [Strategic priorities and targets](#)

[Stakeholders and materiality](#)

[Sustainability governance](#)

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**Social impact**

As a family owned company we care for the health and well being of our employees. We want people to return home safely after work. We offer a safe working environment for everyone involved: employees, subcontractors, suppliers and other parties concerned. Our HSEQ policy aligns with applicable safety management systems.

People are encouraged to develop skills and consider new roles and responsibilities. For this, we promote lifelong working and learning. Our well trained employees are able to contribute more to the organization’s objectives and business opportunities through their professional development.

**EU and IMO regulations**

Our sustainability strategy and actions in the upcoming years will be influenced by the upcoming regulations from both the European Union and the International Maritime Organization (IMO). The shipping industry will be included in the EU ‘Fit for 55’ program. This program targets to reduce net green house emissions by at least 55% by 2030 compared to 1990. The shipping sector will be included in the Emission Trading System (ETS) as of 2024, the use of bio fuels will be compulsory as of 2025 and additional taxation on the purchase of bunkers is under negotiation in Brussels.

The IMO has introduced an efficiency certificate (‘EEXI’) for all existing seagoing vessels. As of 2023 all cargo vessels >5.000 GT are obligated to monitor the energy efficiency on an annual basis through the Carbon Intensity Index. The criteria of this index become more strict each year, motivating vessel owners to improve the efficiency of their vessels.

Wagenborg supports these regulations and is well prepared to meet the requirements.

**Sustainable Development Goals**

The United Nations has formulated seventeen Sustainable Development Goals (SDGs). Each and every one of these goals is important. However, several of these SDGs relate to matters that are less relevant in our core activities. We focussed on the goals, for which we can make a significant contribution. In assessing where we could really make a contribution, we have studied the various SDGs and other sustainability subjects in terms of the expectations of our stakeholders.



**Sustainable Development Goals**

Our sustainability strategy is aligned with several of the UN Sustainable Development Goals (SDGs):

- 3. Good health and well-being
- 7. Affordable and clean energy
- 8. Decent work and economic growth
- 9. Industry, innovation & infrastructure
- 13. Climate action
- 14. Life below water
- 15. Life on land
- 17. Partnerships for the goals

# Strategic priorities and targets - update 2022

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

● [Stakeholders and materiality](#)

[Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA



### WAGENBORG IS COMMITTED TO ACHIEVE A BETTER CLIMATE AND ENVIRONMENT

#### STRATEGIC PRIORITIES

##### CO<sub>2</sub> reduction (per gCO<sub>2</sub>/t[nm])

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• 20% in 2024</li> <li>• 40% in 2030</li> </ul>	<ul style="list-style-type: none"> <li>• 25,6%</li> </ul>

##### Ocean health

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• 20 ballast water treatment systems installations per year</li> <li>• Equip all owned and managed MPP vessels with a ballastwater treatment unit by 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 23 installations</li> <li>• 77% of the owned and managed MPP fleet</li> </ul>

##### Compliance

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• CII-score: 'C' or better and new vessels 'A'-rating</li> <li>• EcoVadis 'Silver' rating</li> </ul>	<ul style="list-style-type: none"> <li>• 65%: A or B rating</li> <li>• 23%: C rating</li> <li>• 12%: D or E rating</li> <li>• Bronze rating</li> </ul>



### WE WORK SAFELY WITH TALENTED PEOPLE

#### STRATEGIC PRIORITIES

##### Health & safety

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• Zero fatalities</li> <li>• LTI &lt; 5.0%</li> <li>• Absenteeism rate &lt;3%</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> <li>• 4,9</li> <li>• 2,72</li> </ul>

##### Employee engagement

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• Engagement score ≥ 7,5</li> <li>• Regretted outflow rate &lt;5%</li> </ul>	<ul style="list-style-type: none"> <li>• 7,8</li> <li>• 5,5%</li> </ul>

##### Compliance, anti-corruption and bribery

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• Paris MoU detention ratio ≥ Medium</li> <li>• Paris MoU deficiency ratio ≥ Medium</li> </ul>	<ul style="list-style-type: none"> <li>• 2,1</li> <li>• 1,7</li> </ul>



### WE EMBRACE INNOVATIONS TO DEVELOP SOLUTIONS

#### STRATEGIC PRIORITIES

##### Digitization

<b>Targets</b>	<b>Outcome 2022</b>
<ul style="list-style-type: none"> <li>• Live data systems on 100% of the owned MPP fleet by 2021</li> </ul>	<ul style="list-style-type: none"> <li>• 81%</li> </ul>

##### Innovative projects & vessel designs

<b>Targets</b>
<ul style="list-style-type: none"> <li>• Carbon neutral ship by 2030</li> <li>• At least one appealing innovation per year</li> </ul>

# Stakeholder engagement and materiality

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

● [Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

In 2022, Wagenborg further developed and detailed its strategy, updated its governance structures and made progress towards the Corporate Sustainability Reporting Directive (CSRD). Also a number of macro-economic trends impacted Wagenborg, including the geopolitical situation, energy market, decarbonization commitments, inflation and the ongoing pressure on the global labour market.

### Defining materiality

Wagenborg made its first double materiality assessment in 2020. We used various customer conversations and sustainability questionnaires as a starting point. This stakeholder engagement process and materiality assessment have since annually been revised. In 2022, customer and financiers conversations continued and an employee survey was conducted resulting in a revisited materiality matrix. The employee survey was conducted at the head office and mainly focused on work expectations including topics as employability, vitality, organizational direction and leadership. In 2023 the scope of this survey will be expanded to other divisions and our colleagues on the fleet.



### Environmental impact

- A Biodiversity
- B Ocean health
- C Waste & plastic
- D Ship recycling

### Emissions

- E CO<sub>2</sub> emissions
- F NO<sub>x</sub> emissions
- G SO<sub>x</sub> emissions
- H Particulate matter

### Attractive employment

- I Health & Safety
- J Talent development
- K Diversity & inclusiveness
- L Employee engagement

### Social impact

- M Compliance & vetting
- N Human rights
- O Community engagement
- P Sustainable procurement

### Partnering

- Q Digitization
- R Cyber security
- S Alternative fuels
- T Innovative projects & vessels

**01 THIS IS WAGENBORG**

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

● [Sustainability governance](#)

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**Our strategic priorities**

This report covers materiality as identified from new insights and trends. We reframed the most material aspects of sustainability to our business:

- CO<sub>2</sub> emissions and reduction
- Ocean health
- Employee engagement
- Health and safety of our employees
- Compliance and vetting
- Innovative projects & vessel designs
- Digitization

In 2022 we made significant progress towards our 2021 targets on 'Ocean Health' and 'Digitization' by providing the majority of the MPP fleet with a ballast water treatment system and live data system. As a result, these topics have less impact on our business and have become less material. During future reporting we will approach these subjects as a 'policy scope' and will not report progress on the installation of ballast water treatment systems and live data systems.

The distinction amongst Priority Topics differs amongst the Wagenborg-divisions. The importance of the reduction of NoX-emissions and PFAS for instance is well recognized within our land-based divisions.

Throughout this report you will learn what Wagenborg has achieved in 2022 on her six strategic priorities and how we aim to improve our performance on these subjects in 2023.

**ESG IN PRACTICE**

**'Nature and reachability'**

Wagenborg provides ferry services to Ameland and Schiermonnikoog and aims to keep these connections accessible in a sustainable, reliable and future-oriented way. In 2022 we took the first steps towards developing a new transport concept. An important process in which we need our stakeholders.

The Wadden Sea is a World Heritage area and the islands therefore attract many visitors. Our ferry connections are the lifelines for Ameland and Schiermonnikoog. The silting of the Wadden Sea plays an important role for the future transportation mode in this world heritage. It is time to rethink the future of our ferry services with our stakeholders.

Under the title "Nature and reachability" concepts and ideas are developed for the transport concept of the future in 2023. Accessibility concerns the entire transport chain. From the islanders who travel to school or work on the mainland every day, to the many tourists who travel to the islands with or without cars and/or bicycles. Not to mention the freight transport to supply stores, hotels and restaurants. We work on the development of a new sustainable mode of transportation together with environmental NGO's, advisory bodies, island entrepreneurs, residents, tourists and of course our own employees.



# Sustainability governance

## 01 THIS IS WAGENBORG

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

● [Sustainability governance](#)

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

Koninklijke Wagenborg B.V. has a two-tier Board of Directors. The statutory Board of Directors consists of mr. Egbert Vuursteen (CEO) and mr. Jeroen Seyger (CFO). The Supervisory Board, consisting of five members and chaired by mr. Jeroen de Haas, in turn supervises the board of directors. Each division has a separate management team that reports to the board of directors

The Board of Directors has formulated the Sustainability Strategy of Wagenborg in 2018. In 2020 the Board has appointed a Sustainability Team consisting of individuals from various departments. The Sustainability Team has been formed to prepare the company for upcoming regulations and to assist in achieving the sustainability goals and targets. In 2022 the Sustainability Team continued to work on predefined projects, including decarbonization, sustainability accounting, data collection and certifications.

### Targets

- Paris MoU detention ratio < 3,0%
- Paris MoU deficiency ratio < 2,61%

The sustainability strategy and the progress on the targets is evaluated periodically by the Board of Directors and the Supervisory Board.

The operations of all Wagenborg divisions are certified by Lloyd's Register annually under ISO 9001 and/or ISO 14001. This certification is preceded by a sequence of internal audits within all departments. ISO 14001 sets criteria for our environmental management system. It helps Wagenborg to improve the environmental performance through more efficient use of resources and reduction of waste.

Wagenborg Shipping is governed by the International Safety Management standards, as well as the Maritime Labour Convention (MLC). Wagenborg does not allow for any means of modern slavery, within our own organization or with any of our suppliers. MLC-audits ensure - among other things - that all relevant wages are paid out and meet the standards of the International Transport Workers Federation and the Collective Bargaining Agreement of the Netherlands Maritime Employers Association.

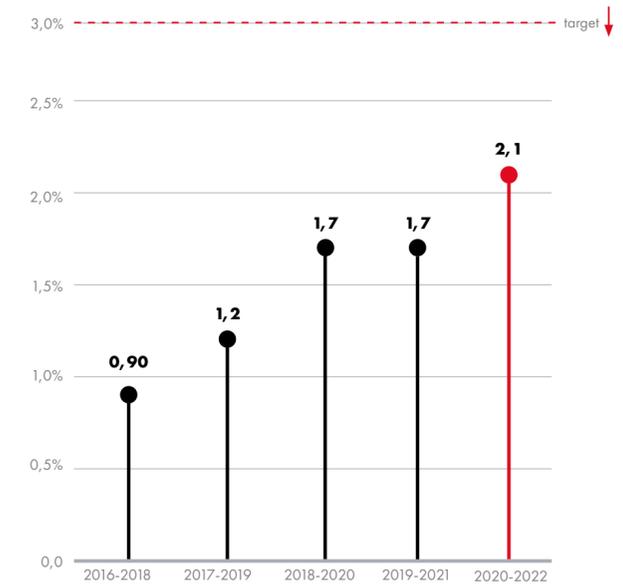
Under the Paris Memorandum of Understanding (MoU), regular Port State inspections take place on board Wagenborg vessels. In 2022 239 inspections have taken place on board Wagenborg vessels (2021: 241). The score on the Company Deficiency Ratio has changed from 1,79 to 1,70 (average deficiencies per inspection) in the period 2020-2022. With this result we performed on industry average. The score on the Company Detention Ratio has changed from 1,7 to 2,1 (average deficiencies per inspection) in the period 2020-2022.

Through continuous improvement, application of IT-based solutions and regular internal audits, Wagenborg seeks to improve her score on the Paris MoU, work more safely every day and reduce the risk of personal injuries. Wagenborg has implemented a Corporate Safety Board to oversee all relevant safety developments and performances.

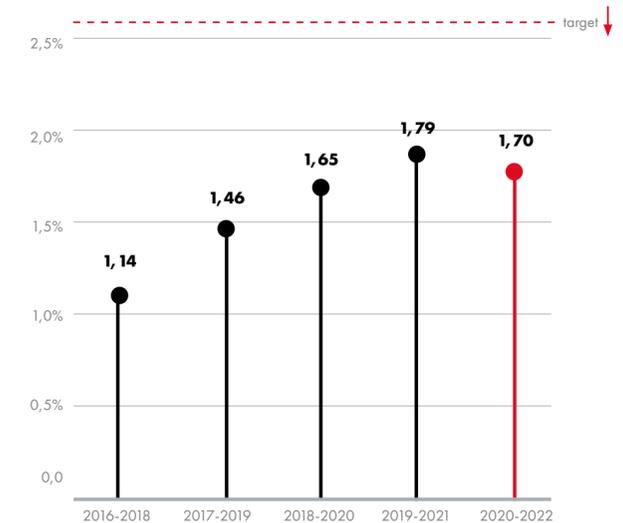
### Values and Code of Conduct

Wagenborg has a culture based on the Group's core values of 'good seamanship'. The companies family values are represented in the focus on long term

### Paris MoU detention ratio



### Paris MoU deficiency ratio



**01 THIS IS WAGENBORG**

[Letter from the CEO](#)

[What we do](#)

[How we create value](#)

[Our approach on sustainability](#)

[Strategic priorities and targets](#)

[Stakeholders and materiality](#)

● [Sustainability governance](#)

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

continuity and loyalty.

This is furthermore expressed in the way Wagenborg treats people, does business and conducts its operations. Our Code of Conduct is the basis for ethical entrepreneurship. It is confirmed on a quarterly basis by management and board of Wagenborg divisions by signing a Letter of Representation.

Wagenborg’s Code of Conduct is a framework for putting the Group’s core behavioral values – craftsmanship, communication, respect, safety, efficiency and engagement – into practice. The Code underlines that Wagenborg’s employees comply with the Group’s core values and do not take part in unethical transactions and practices. Our employees’ conduct should always be in accordance with applicable national and international legislation.

Wagenborg and her divisions insist on honesty, integrity and fairness in all aspects of business and expect the

same of all those with whom we do business. The values expected from our business relationships are laid down in our Suppliers’ Code of Conduct. The Code expresses zero tolerance towards child labour and modern slavery. Bribery or corruption, in all possible manners, are explicitly forbidden in a business relationship with Wagenborg. We expect our business relationships to respect human rights and the equal value of everyone, just as we at Wagenborg do. In 2022 in total 526 suppliers were asked to sign and acknowledge this Supplier Code of Conduct.

**Compliance – anti corruption, bribery and money laundering**

Wagenborg has adopted a system of compliance checks for all business relationships. All of our customers and suppliers have to be legally vetted. They are regularly checked by our legal team for compliance i.a. with sanction lists of the UN, EU, UK and the United States as well as the Dutch ‘Nationale Terrorismelijst’.

In 2022 around 3.400 companies and persons were vetted (2021: 2.500). Each quarter a sanction review takes place for all existing customers and suppliers.

Wagenborg has implemented a Compliance Council to oversee all relevant compliance legislation. The Compliance Council is also part of the Whistleblower system introduced by Wagenborg in 2019. A confidant has been assigned to ensure wrong doings can be reported anonymously. In 2022 the whistleblower system has not been called upon.

**Committed partnerships**

We have participated in various partnerships and memberships to stay in close contact with relevant developments and keep our knowledge up to date. These partnerships allow us to stand stronger in the challenges to come.

**ESG IN PRACTICE**

**Complying with EU sanctions**

At Royal Wagenborg, we were saddened by the Russian invasion in Ukraine early 2022. We fully understand and support the international sanctions imposed on Russia in response to this war. In light of this and the imposed sanctions, Wagenborg immediately ceased all new orders, contracts, deliveries and services to Russian customers. Also, in close consultation with our clients, we have immediately stopped all shipments to and from Russian ports.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

Environmental impact

CO<sub>2</sub> reduction and air emissions

Ocean Health

Environmental compliance

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**ENVIRONMENT**

# A better climate and environment



# Environmental impact

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

- Environmental impact
- CO<sub>2</sub> reduction and air emissions
- Ocean Health
- Environmental compliance

**03 SOCIAL**

**04 INNOVATION**

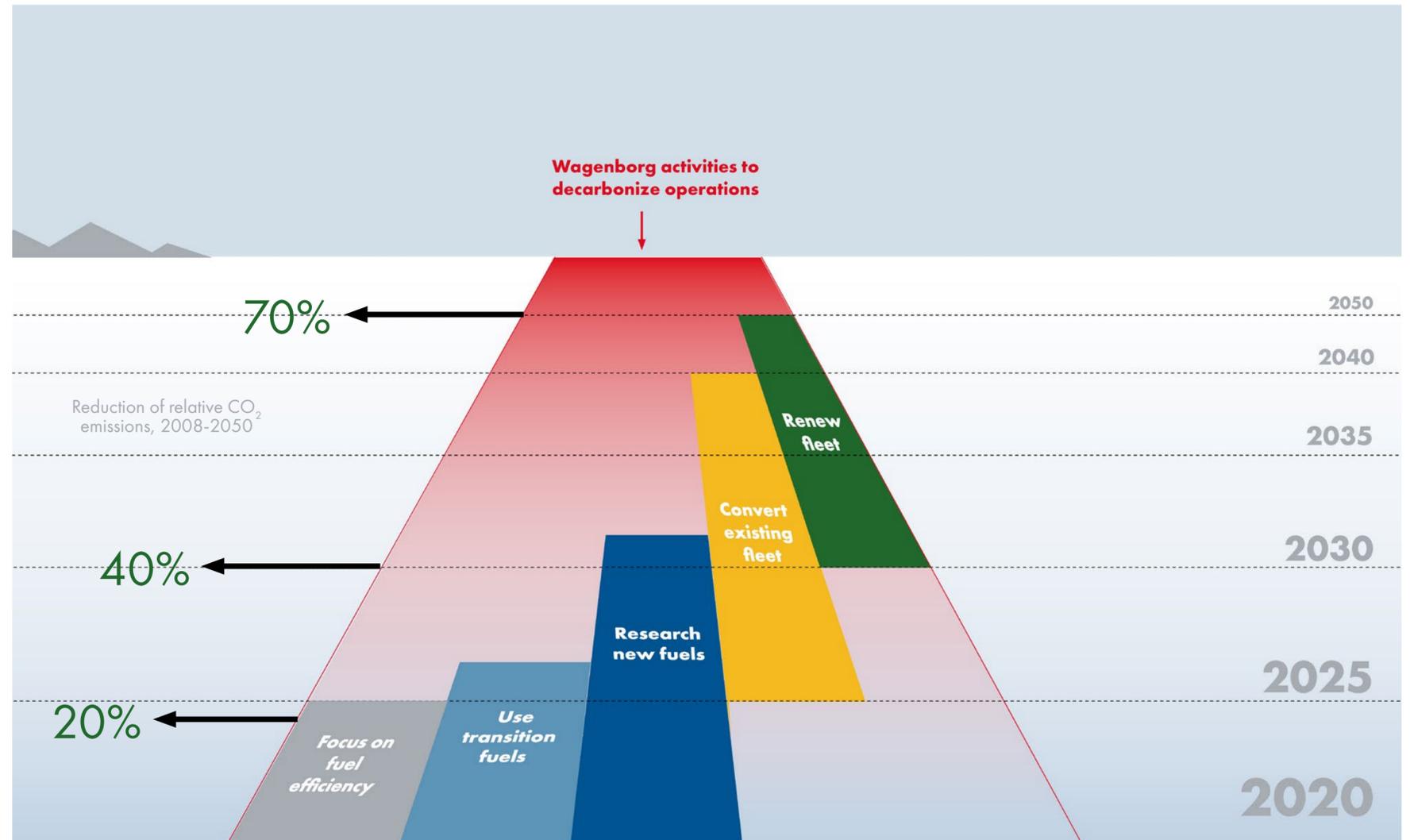
**05 PERFORMANCE DATA**

Wagenborg takes active part in the shipping and transport decarbonization energy transition. Together with our stakeholders - authorities, clients, investors, public, employees, suppliers - we accept sustainability challenges to reduce our environmental footprint.

Compared to other modes of transport, ocean shipping can transport larger volumes of cargo with lower relative emissions of CO<sub>2</sub> and other air pollutants.

Seaborne transport is anticipated to grow further in the future as a result of a growing world economy. CO<sub>2</sub> emissions from merchant vessels account for about 3% of global emissions and the shipping industry must do its part to reduce the emission of greenhouse gasses. The IMO has stated clear ambitions to reduce future CO<sub>2</sub> emissions: we fully embrace these ambitions.

There are specific trends in our stakeholder environment that emphasize the need for urgent action on CO<sub>2</sub> reduction. A logistics provider without a well thoughtout plan for decarbonization risks becoming irrelevant in the market, because it would become increasingly difficult for customers to embed services offered into their product offerings. This means that our company cannot lag behind on the road to decarbonisation.



**Roadmap towards 2050 to comply with CO<sub>2</sub> reduction targets and goals**

1. Fuel efficiency: we have installed live data systems on board to improve fuel efficiency.
2. Transition fuels: we use drop-in transition fuels where possible: B7 bio diesel for Wagenborg Passenger Services and GTL at Wagenborg Offshore.
3. Research into new fuels: we are researching alternative fuels that will help us reach the decarbonisation goals.
4. Convert existing fleet: our fourth step is to convert existing vessels to use alternative green fuels.
5. Replace fleet: we will continue to build and implement vessels that are able to use renewable fuels.

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

- [Environmental impact](#)
  - [CO<sub>2</sub> reduction and air emissions](#)
  - [Ocean Health](#)
  - [Environmental compliance](#)

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

This report focuses on the manner in which Koninklijke Wagenborg reduces her impact on the environment as part of the greater goal to reduce climate change. Climate change itself poses several challenges to our company as well.

**Changing weather patterns**

The number of severe storms and heavy weather has increased in the last decade. With further warming of the oceans we can expect more severe weather conditions, which may lead to delays and possibly damage to crew, vessel and cargo. By introducing weather routings systems on

all our vessels, we can adjust our vessel planning in an early stage to avoid bad weather patterns.

**Life time cycle**

The drive towards more sustainable and more efficient vessels has led to taxation of fuel usage and CO<sub>2</sub> emissions. This could leave older overpowered vessels in a less competitive position. On the other hand the most environmentally friendly way of handling vessels is to use them till the end of their life cycle reducing the need to build new ships. If applicable, Wagenborg will always comply with the

Hong Kong convention for sustainable and responsible scrapping of vessels.

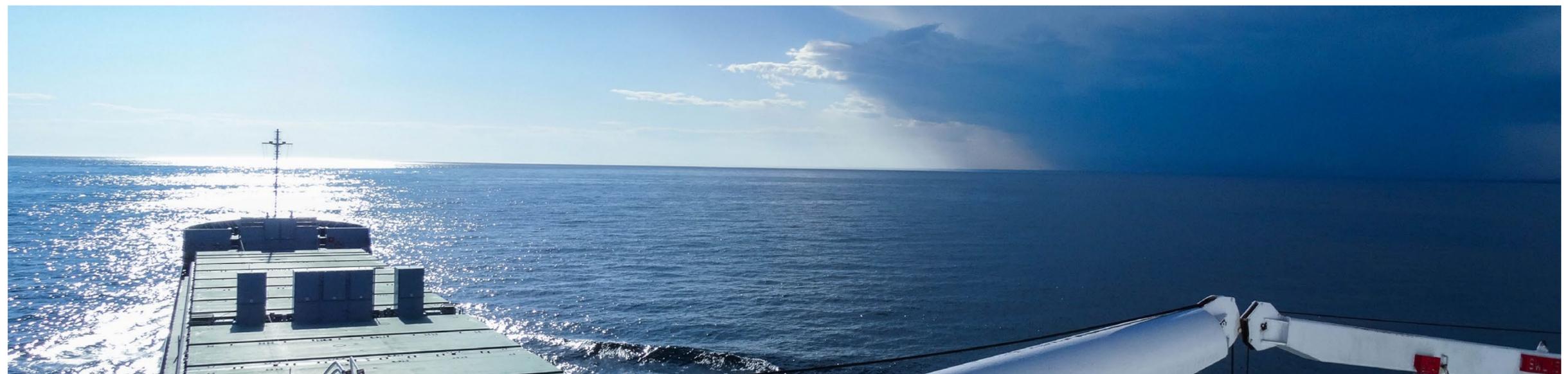
To achieve the maximum – economical and technical – age, we have invested in deepening the vessels (which increases the intake), have introduced engine efficiency programs and optimized trimming conditions. Further investments may be needed with the introduction of green fuels.

**EU ETS shift in trade patterns**

Sailing within, to and from EU destinations will become more expensive when shipping is incorporated in the EU Emission

Trading Systems. The additional costs which can be directly attributed to a voyage performed for our clients, will be charged onwards. However, this will not be possible in all circumstances and all markets.

In our assessment, the additional costs will not endanger the competitive positions of the EU industry provided an equal playing field for all parties involved is created. EU ETS could however lead to a shift of voyages towards destinations just beyond EU borders.



# CO<sub>2</sub> reduction and air emissions

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

Environmental impact

● CO<sub>2</sub> reduction and air emissions

Ocean Health

Environmental compliance

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

Across Wagenborg’s land-based and maritime activities, we strive to minimize the negative impact related to our operations and we comply with regulatory demands to limit air emissions.

Wagenborg continuously strives to reduce fuel consumption while also preparing for Fit for 55, EEXI and CII regulations and reducing the impact on the environment.

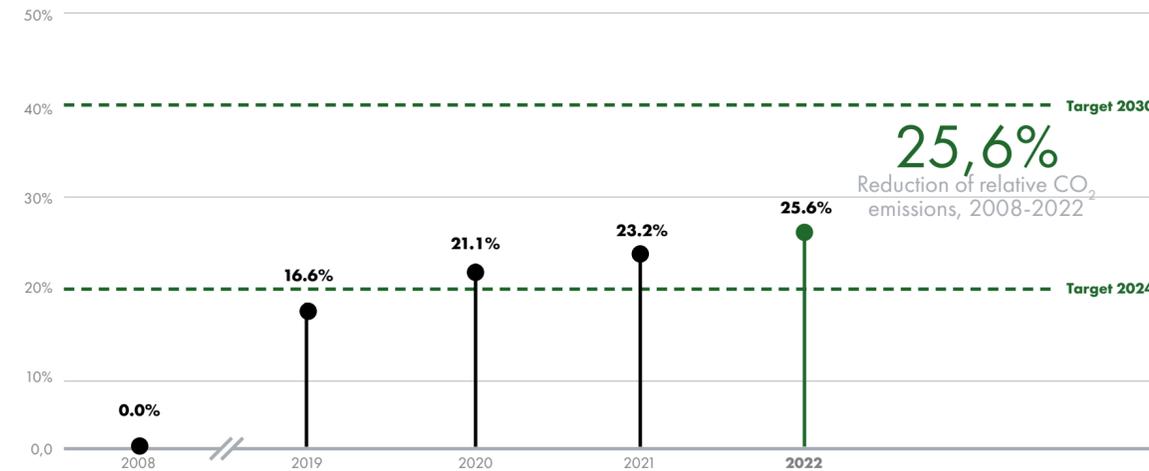
We focus on the energy efficiency of our fleet which has changed to 20,45 gCO<sub>2</sub>/t[nm] in 2022 (2021: 21,12). Compared to 2008 the reduction of CO<sub>2</sub> emissions per ton mile in 2022 amounted to 25,6% (2021: 23,2%). We are proud of this outcome, since this means we have already achieved our target for 2024.

This improvement is achieved by the efficiency measures mentioned and through the average increase of the cargo intake of our vessels while decreasing the installed power.

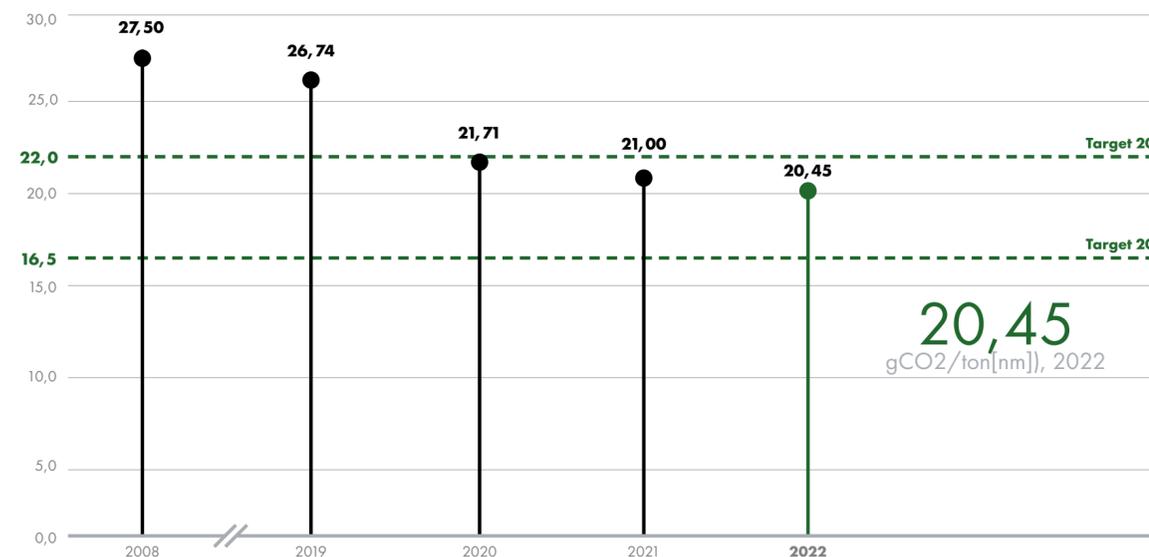
**Targets**

- 20% in 2024
- 40% in 2030
- Our goal is to achieve a 70% reduction in 2050 in line with the IMO goals.

Relative CO<sub>2</sub> reduction shipping operations (baseline 2008)



Actual energy efficiency shipping operations



**ESG IN PRACTICE**

**Promising trial shipments with bio fuels**

As presented in the 2050 roadmap Wagenborg uses transition fuels while researching new fuels. In 2022 various customers showed their interest in using other fuels than traditional MGO or VLSFO fuels.

For a contract customer Wagenborg performed the first trial shipments sailing on bio fuels between the ARA region and Spain. Also in the deep sea segment we are exploring the possibilities to use bio fuels. In close cooperation with one of our regular Swedish customers we are preparing the first transatlantic crossing of one of the F-class vessels sailing on bio fuels reducing CO<sub>2</sub> emissions significantly.

In 2023 we expect the demand for bio fuels to increase.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

Environmental impact

- CO<sub>2</sub> reduction and air emissions

Ocean Health

Environmental compliance

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

In 2022 we continued to focus on various correlating fuel saving initiatives presented in our 2050 roadmap. The combination of all actions contribute to a more fuel-efficient but reliable service to our customers.

**Fuel efficiency program**

We implemented real-time live data monitoring systems of fuel consumption on our owned fleet and have made this data available to our chartering operators. All Wagenborg owned vessels have weather routing systems on board to determine the fastest, most efficient and safest route. This enables just-in-time arrivals resulting in minimal idle time and avoiding bad weather conditions.

In 2022 we broadened the use of this application by offering it to the entire fleet, including affiliated owners. For various vessel types we have implemented revised trim tables that can be used to find the optimal trim situation depending on the draft of the vessel. More and more vessels are operating in combinator mode which brings significant fuel savings on lower speed.

Our target is to deliver 40% relative CO<sub>2</sub> reduction by 2030 compared to the 2008 baseline. As of 2023 we expect to add bio (carbon neutral) fuels to our bunkers more regularly in consultation with our customers. With the introduction of EU ETS coming up, we see more willingness

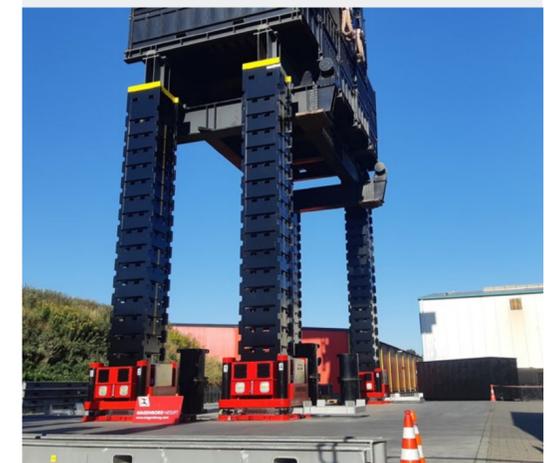
amongst our customers to consider alternative fuels.

In 2022 we also continued our new building program by investing in two more highly efficient vessels from the EasyMax series. The vessels are expected to be delivered in 2023 and 2024.

**ESG IN PRACTICE**

**Electrically powered and computer-controlled jack-up system**

Wagenborg's land-based activities are often deployed in urban areas. To minimize our footprint in terms of air emissions and noise, Wagenborg Nedlift has invested in new jacking technology. The new jacking system uses jacking elements instead of beams. The jacking elements are placed at the bottom of the jacking units. This means that employees do not have to work at heights during the operation, which increases safety. Moreover, the complete system is computer controlled and fully electrically driven, which fits seamlessly with the efforts of Wagenborg Nedlift to reduce emissions.



# Our greenhouse gas emissions footprint

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

[Environmental impact](#)

● [CO<sub>2</sub> reduction and air emissions](#)

[Ocean Health](#)

[Environmental compliance](#)

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

A detailed overview of our emission footprint is critical for guiding decarbonisation efforts. For Wagenborg, such an overview shows the sourcing and use of marine fuels as the main and primary source of our greenhouse gas emissions. Compared to our scope 1 emissions, our indirect emissions from the generation of purchased energy (scope 2) are limited.

**Marine fuels as most relevant source of scope 1 emissions**

In 2022 Wagenborg emitted 653.925

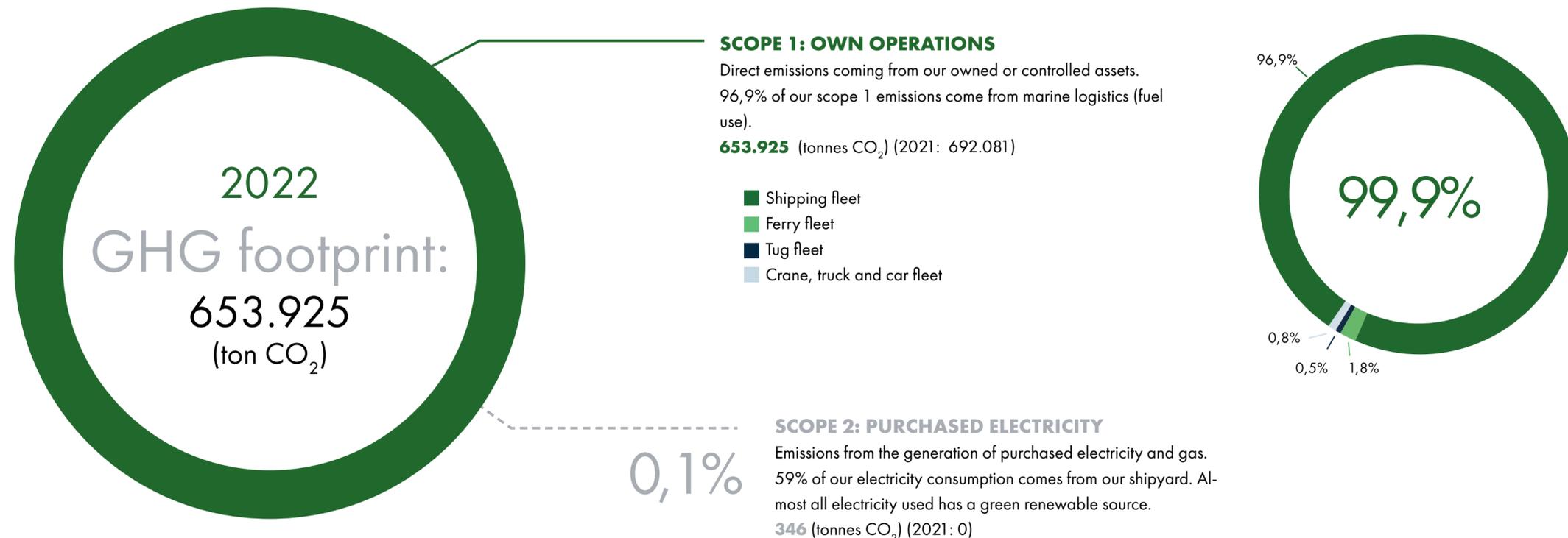
tons of CO<sub>2</sub> (2021: 692.081). The decrease in CO<sub>2</sub> emissions is a result of a decrease in fuel consumption of -5,6% while the number of sailed nautical miles only has decreased with -0,4% and the cargo carried decreased with -2,5%. The reduction of fuel is beneficial, whereas the decrease in cargo carried and sailed nautical miles has the opposite effect, resulting in a total reduction of our relative CO<sub>2</sub> of -3,2% in 2022 compared to 2021. Looking into detail, 96,9% of our scope 1 emissions comes from shipping.

**Greenhouse gas emissions calculating and reporting**

Due to the nature of Wagenborg's core business, the GHG emissions included in this report focus on CO<sub>2</sub> emissions. Other GHG emissions are less prominent in our core business, but will be with future legislation.

Wagenborg's scope consists of the following: scope 1 GHG emissions includes all direct CO<sub>2</sub> emissions from assets that are either owned or controlled by Wagenborg. This includes all MPP

vessels which are owned or chartered in during the reporting year. For our shipping activities, we follow the guiding principle that the entity paying for the fuel is responsible for its emissions. Scope 2 GHG emissions include all emissions generated by purchased electricity and gas. Scope 3 GHG emissions - those emitted by those up and down the value chain - are not included in this report. CO<sub>2</sub> emissions are calculated based on total consumption per type of energy carrier multiplied with the emission factor as stated in the notes to the performance data on page 36.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

Environmental impact

- CO<sub>2</sub> reduction and air emissions

Ocean Health

Environmental compliance

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**CO<sub>2</sub> reduction land-based activities**

When looking at Wagenborg’s land-based logistic activities, the company aims to reduce the CO<sub>2</sub> emissions and other harmful air emissions of her vehicles and equipment.

For land-based activities in particular the reduction of emission of NO<sub>x</sub>, PFAS and noise in urban areas are part of our policy scope.

The main solution to achieve this, is to replace or convert mobiles cranes, trucks, trailers, port cranes and cars by (part) electric ones.

Following the rejuvenation plan for our crane fleet, in 2022 two new partly electrical cranes were delivered to replace older cranes. New generation cranes are equipped with ECOdrive and ECOMode technology as standard. This limits fuel consumption and noise nuisance while driving and during hoisting activities. In addition, these engines are suitable for Hydrotreated Vegetable Oil (HVO) fuel. In addition to electrifying our equipment, we also provide our customers with shore power facilities in our port facilities. We also aim to replace some of our warehouses, including power connections, in Eemshaven by more sustainable

warehouses. During this replacement, a more powerful power supply will also be installed to better facilitate our customers with shore power.

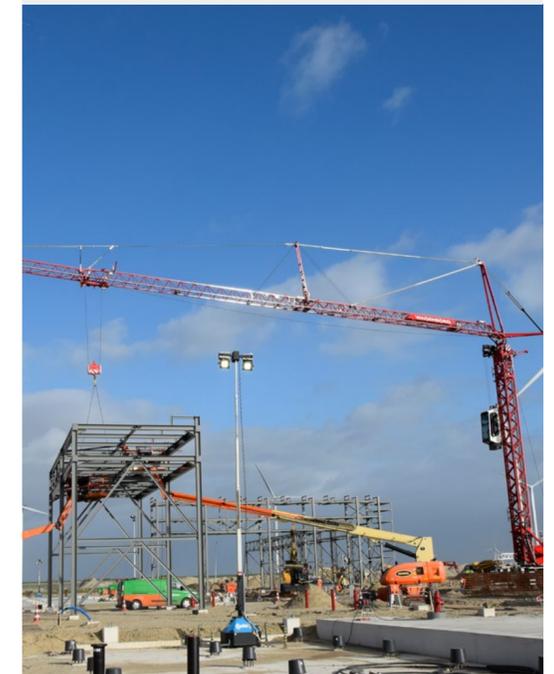
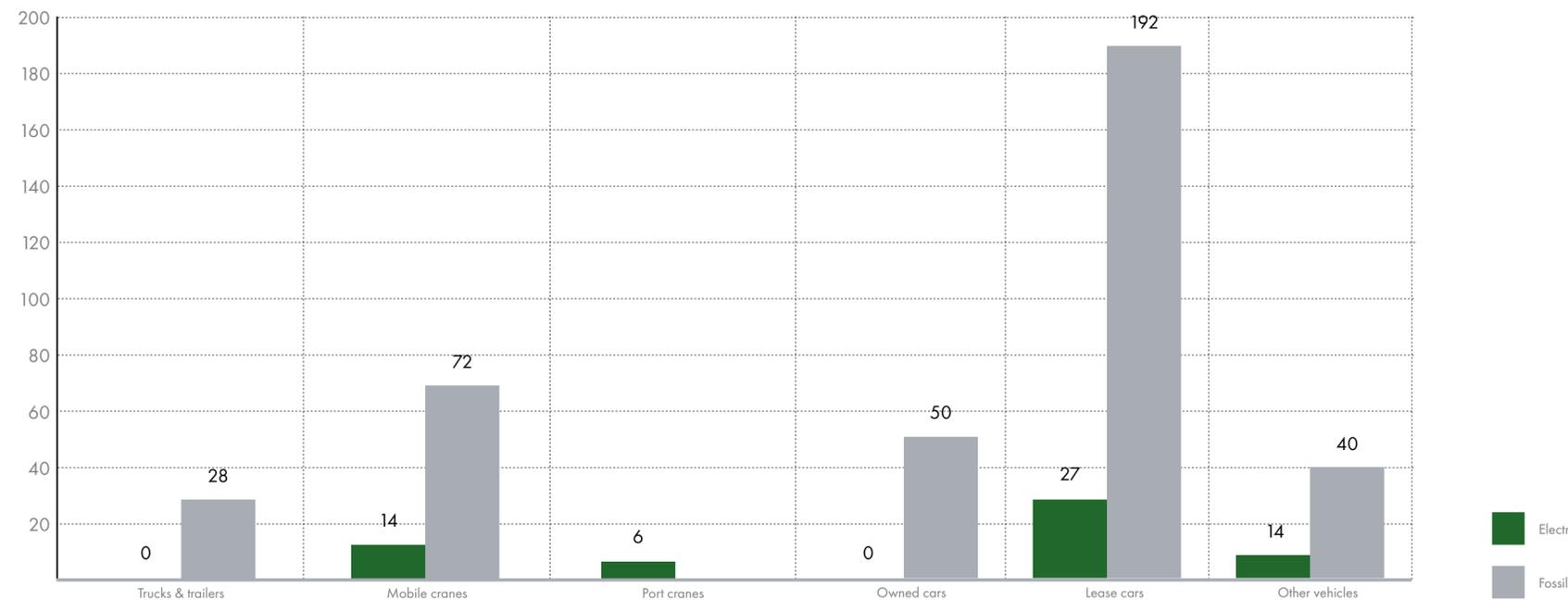
In 2022 shipyard Royal Niestern Sander invested in an electric Blastrac (vertical) blasting machine. With this expansion in its machinery, the shipyard can grit blast and preserve large vertical surfaces of ships, such as ship holds and ship hulls. This blasting machine is quieter, faster and safer due to operation with a remote controller and nuisance caused by dust or flying grit is minimized.

**ESG IN PRACTICE**

**Applying new techniques for electric crane operations**

In 2022 Wagenborg opted for an overhaul of crawler cranes to enable the Euro 6 engines to run on HVO fuel. This fuel realizes an 87% reduction in CO<sub>2</sub> emissions compared to fossil fuel. In addition, Wagenborg purchased a battery trailer with power packs for her telescopic cranes. This enables fully electric operations for eight hours without air emissions and noise in urban areas.

**OVERVIEW LAND-BASED (PART) ELECTRIC FLEET AND EQUIPMENT**



# Ocean health

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

- [Environmental impact](#)
- [CO<sub>2</sub> reduction and air emissions](#)
- [Ocean Health](#)
- [Environmental compliance](#)

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

The quality of live under water is affected by possible pollution and waste from seagoing vessels. At Wagenborg we consider ocean health of great importance and are pleased with the landmark agreement to protect 30% of the planet’s lands, coastal areas and inland waters by the end of the decade as agreed at the 2022 UN Biodiversity Conference, in Montreal, Canada.

**Ballast water treatment**

As early adopters Wagenborg installed ballast water treatment systems as early as 2013 to minimize the impact in and below water.

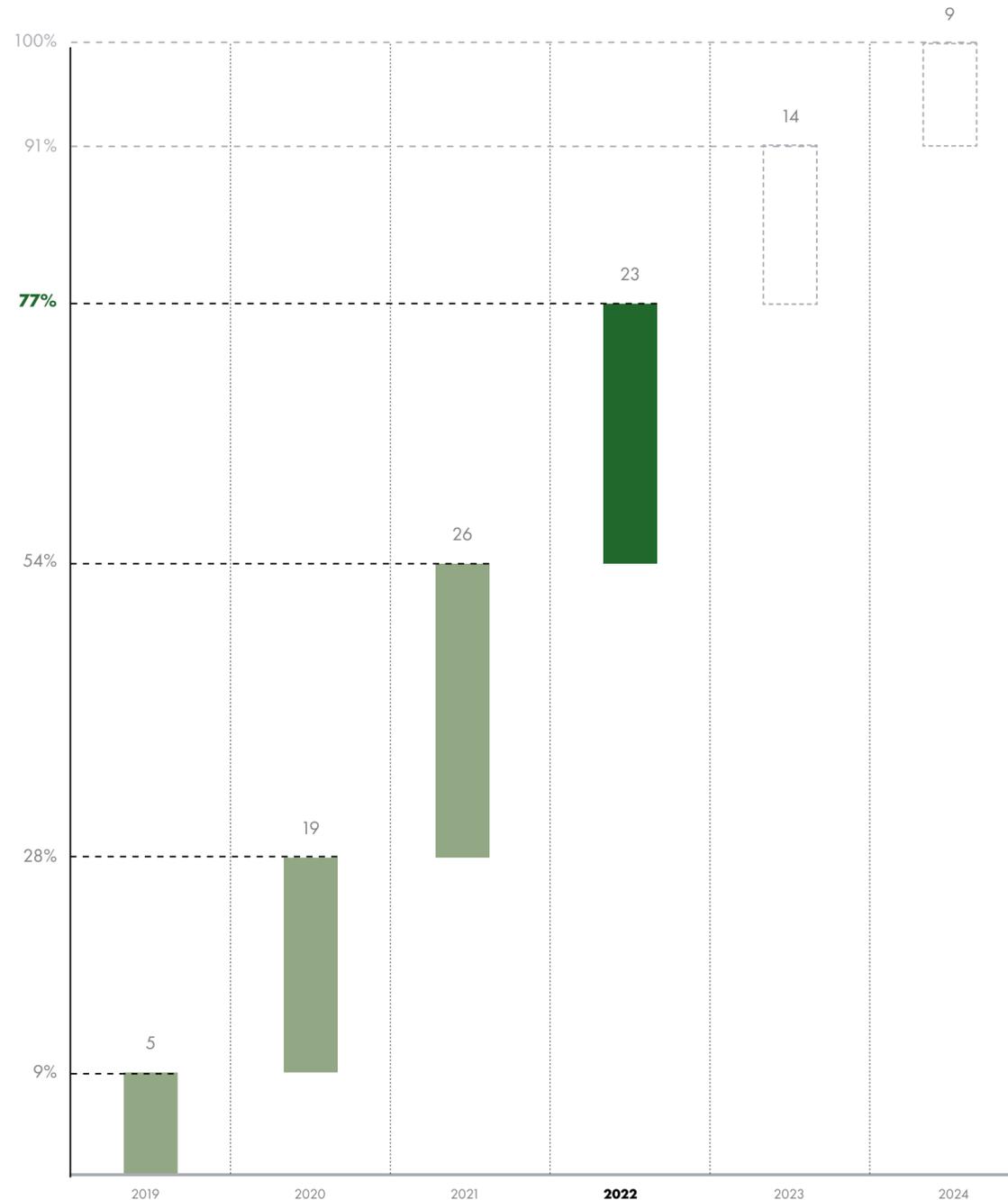
In 2022 we installed 23 systems on our owned and managed vessels, leading to 73 vessels with a fully operational ballast water treatment system. In 2023 14 systems will be installed, whilst 9 systems have been ordered for completion in 2024.

In 2022 various mutations took place in the MPP fleet resulting in a recalculation of the previous years.

**Targets**

- 20 ballast water treatment systems installations per year
- Equip all owned and managed MPP vessels with a ballastwater treatment unit by 2024.

**ANNUAL INSTALLATIONS OF BALLAST WATER MANAGEMENT SYSTEMS AND SHARE OF COMPLIANT OWNED AND MANAGED MPP VESSELS (100 SHIPS)**



**ESG IN PRACTICE**

**Unintentional outflow of an oily water bilge mixture**

In February 2022 Royal Wagenborg reported an unintentional outflow of an oily water bilge mixture on the Atlantic by her general cargo vessel mv Alaskaborg. The pollution incident happened while the vessel was southeast of Newfoundland, in heavy weather conditions, and occurred as a result of an emergency bilge operation of the cargo hold. Our crew took immediate action to prevent a further outflow of the oily water. We are thankful no personal injuries were reported and both crew, cargo and the vessel are safe. Immediately after discovery, the incident was reported to the authorities in Canada and The Netherlands and Wagenborg worked closely with the authorities to mitigate any further potential impact on the environment according a response plan.



# Environmental compliance

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

- [Environmental impact](#)
- [CO<sub>2</sub> reduction and air emissions](#)
- [Ocean Health](#)
- [Environmental compliance](#)

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

The shipping industry accounts for about 3% of the global Green House Gas (GHG) emissions. Both the International Maritime Organization (IMO) and the European Union (EU) establish regulations in line with the Paris Agreement temperature goals to achieve significant CO<sub>2</sub> reductions. The EU aims to be climate neutral by 2050 and the IMO wants to cut 50% total CO<sub>2</sub> emissions and 70% in carbon intensity.

All regulations affect the maritime industry and place new and specific requirements on shipowners and operators. All merchant vessels in international trade will need to adhere to these new requirements. Shipowners and cargo owners need to take steps to decarbonize and to prepare their mutual business for the introduction of the EEXI, the CII and the Fit for 55 package.

**Targets**

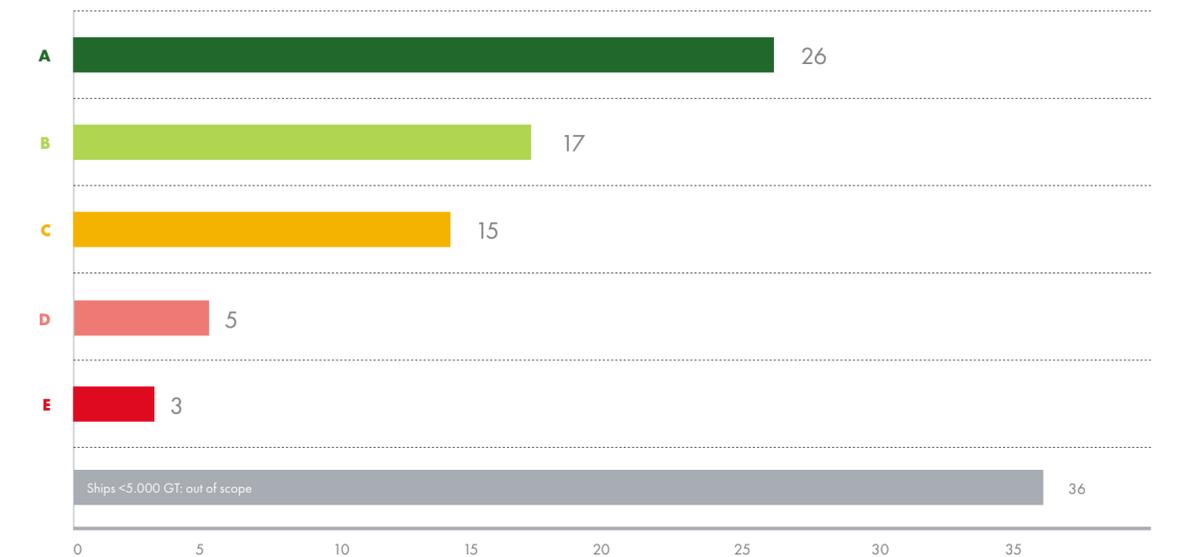
- CII-score: 'C' or better and new vessels 'A'-score
- EcoVadis 'Silver' rating

**Vetting**

A growing number of customers is demanding more ESG related data and insights from Wagenborg. This does not only include sharing the CO<sub>2</sub> footprint per voyage, but we also notice a growing interest in policy, actions and results on ESG topics. We welcome this development as it supports our ambitions in terms of stakeholder engagement. In 2022 Wagenborg became a member of vetting agency 'RightShip'. Furthermore a significant proportion of our fleet complies with the principles of the Clean Shipping Index.

In 2022 Wagenborg managed to get an EcoVadis ranking for the third year in a row, resulting in: an average score of 46/100 (2021: 49/100). The EcoVadis sustainability recognition levels are based on the percentile rank of your company's EcoVadis score and a minimum theme score. Based on a ranking in which Wagenborg scores 40% higher than all rated companies, a bronze medal was awarded. The medals' criteria are reviewed periodically and will be more strict in 2023. In 2025 we aim to achieve a silver medal for which a minimal overall score of 59 is required. To boost our EcoVadis results, we will focus on various items within the

**INVESTMENTS IN FUEL-EFFICIENCY PROGRAM PAY OFF IN ABOVE-MARKET AVERAGE CII RATINGS**



rated topics. Especially within the 'Labor practices and Human Rights' and 'Ethics' topics we expect a significant improvement when we share data of the outcome of our policies.

**EEXI and CII**

In 2022 Wagenborg examined the impact of the IMO's Carbon Intensity Indicator (CII) and Energy Efficiency for Existing Ships (EEXI) regulations, which both will be in force in 2023. Research into applicable ship design parameters indicated full compliance with the EEXI regulations for all

individual Wagenborg vessels.

The CII rates ships over 5.000 GT by calculating the ship's operational parameters. It measures how efficient ships operate and transport cargo on an annual basis. Analyzing the 2022 CO<sub>2</sub> performance of the individual ships in scope (61 vessels >5.000 GT) shows the investments in our fuel efficiency program pay off in above-average CII ratings. 65% of our fleet in scope is rated with an A or B rating.

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

Global presence and local commitment

Human resource priorities

Health & safety

Employee engagement

**04 INNOVATION**

**05 PERFORMANCE DATA**

**SOCIAL**

# Working safely with talented people



# Global presence and local commitment

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

- [Global presence and local commitment](#)
- [Human resource priorities](#)
- [Health & safety](#)
- [Employee engagement](#)

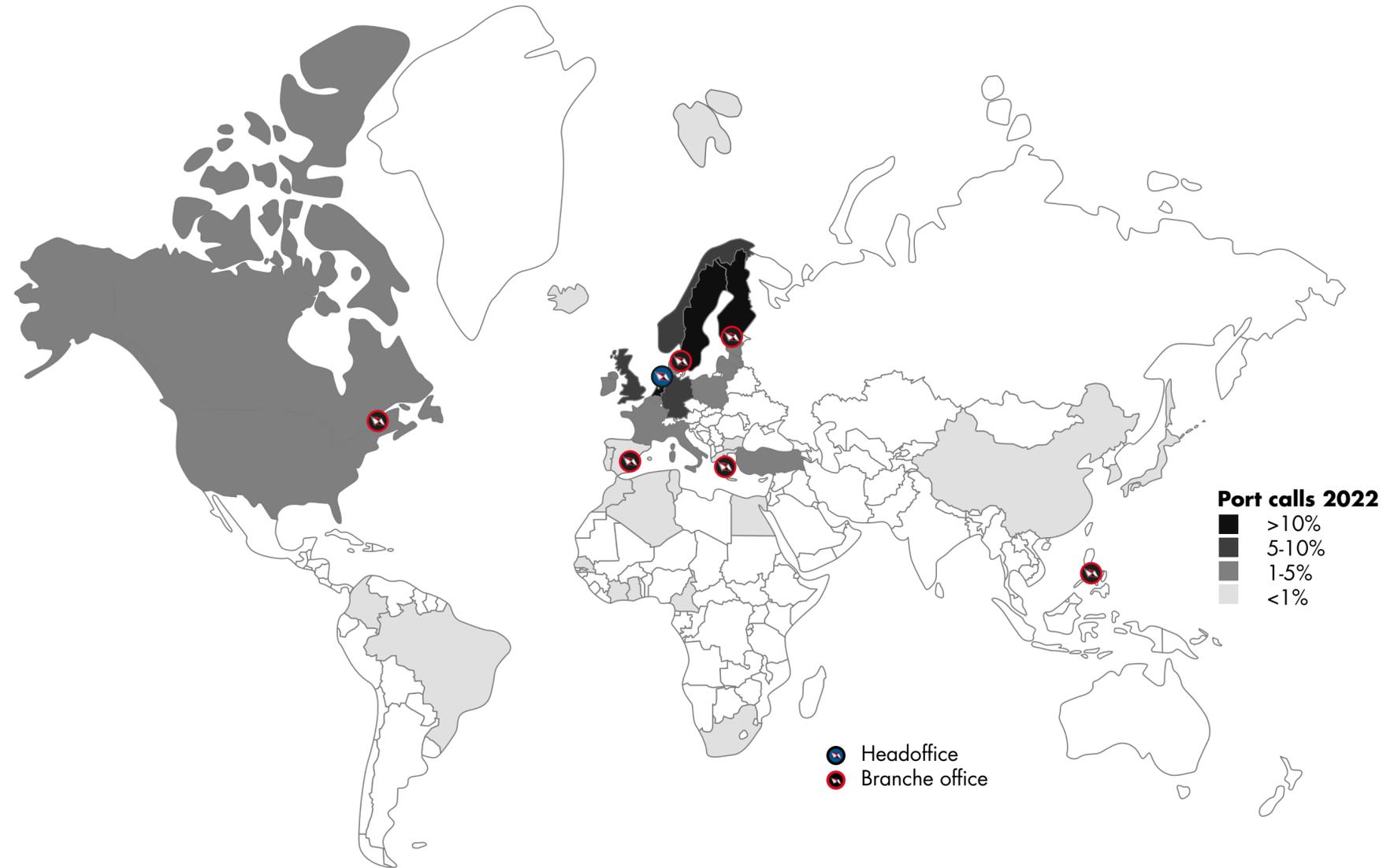
**04 INNOVATION**

**05 PERFORMANCE DATA**

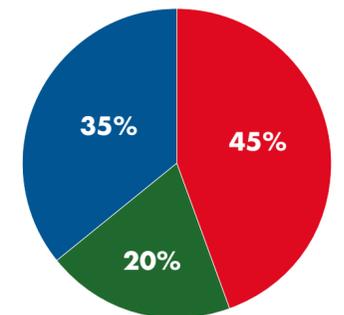
Our global services are managed from the headquarters in Delfzijl, the Netherlands and branche offices in Canada, Sweden, Finland, Spain, Germany, Greece and the Philippines. In addition, logistic services regarding ports & terminals, offshore & towage and heavy lifting & transport are managed from various locations in the Netherlands. Wagenborg seeks out the markets and customers where the company's services can generate the most added value and where Wagenborg can gain a significant and strategic position.

**Local commitment**

Wagenborg is an important source of economic activity and welfare in (the north of) the Netherlands. In addition to creating jobs for employees and contractors, Wagenborg purchases products and services from a range of local suppliers, including fuels, energy, subcontractors, goods and public services.



- **North of the Netherlands**  
Suppliers and salaries to employees in the North of the Netherlands
- **Rest of the Netherlands**  
Salaries to employees and suppliers in the Netherlands, but excluding north Netherlands
- **Other**  
Employees and suppliers outside the Netherlands



Figures based on the majority of the Wagenborg business.

# Social goals

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

- [Global presence and local commitment](#)
- [Social goals](#)
- [Health & safety](#)
- [Employee engagement](#)

**04 INNOVATION**

**05 PERFORMANCE DATA**

Availability of talent is a critical success factor for Wagenborg to achieve her goals. It is of great importance to have enough qualified and motivated employees in the right place in our organization, so we can maintain and strengthen our position as a leading logistics service provider. The (international) labor market is becoming increasingly tight due to dejuvenation and ageing. Moreover, the nature of work is changing as a result of technological developments, creating a continuous need for learning and development.

We have established three pillars to respond to this:

1. Retain talent
2. Attract talent for key positions
3. Apply future-oriented personal development

**PRIORITIES OF THE HUMAN RESOURCE DEPARTMENT WITHIN WAGENBORG**



**RETAIN TALENT**

**Wagenborg aims to be a good employer and aims for lifetime employment.**

**STRATEGIC PRIORITIES**

- Talent & leadership development
- Clear career opportunities
- Insight in our employee value proposition
- Appropriate employee benefits



**ATTRACT TALENT FOR KEY POSITIONS**

**Wagenborg aims to be a preferred employer for talented people.**

**STRATEGIC PRIORITIES**

- Strong employer brand
- Effective recruitment activities
- Development of traineeships



**APPLY FUTURE-ORIENTED PERSONAL DEVELOPMENT**

**People are encouraged to develop skills in order to adapt to a continuous and rapid changing context.**

**STRATEGIC PRIORITIES**

- Personal development
- Prevent and decrease absenteeism

# Health & safety

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

Global presence and local commitment

Social goals

● Health & safety

Employee engagement

**04 INNOVATION**

**05 PERFORMANCE DATA**

Wagenborg's safety strategy is grounded in our HSEQ statement. The central premise is that we are aiming for zero accidents and want our people to return home safely after work. We never compromise on the safety and well being of our people. At Wagenborg, safety at work is an integral part of day-to-day work and described as 'good seamanship'.

**Aiming for zero accidents**

The focus of our safety operations is on preventive work that allows us to avoid dangerous situations. Everyone is responsible for following safety instructions, making observations about defects and shortcomings, and eliminating hazards. At Wagenborg, safety at work is managed and monitored on a company level, which improves transparency and promotes the sharing of best practices among all companies. Our goals and occupational safety indicators encourage us to develop our operations continuously.

**Targets**

- Zero fatal accidents
- LTIF <5
- Absenteeism rate: < 3,0%

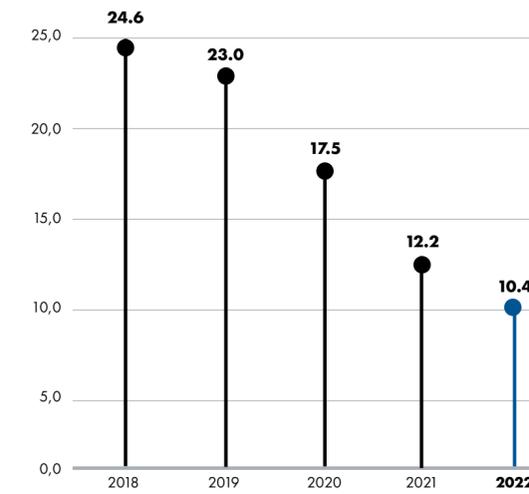
We actively report safety findings and seek to learn from incidents. Every accident, incident and near miss is investigated and leads to corrective or preventive action. This ensures that we can avoid a recurrence of accidents or incidents. All Wagenborg companies share these experiences, lessons learned and other best practices with each other.

We provide all our employees and subcontractors working at our ships and locations with induction training in and familiarization of safe ways of working. While the number of exposure hours (working hours) slightly increased in 2022, the number of total recorded cases has decreased, resulting in a Total Recordable Case Frequency of 10,4 (2021: 12,2). Unfortunately, 2022 has also shown a slight increase of lost time injuries resulting in a Lost Time Injury Frequency of 4,9 (2021: 1,7). Despite the number of accidents increased, we are grateful for yet another year in which all our colleagues have returned home from work safely.

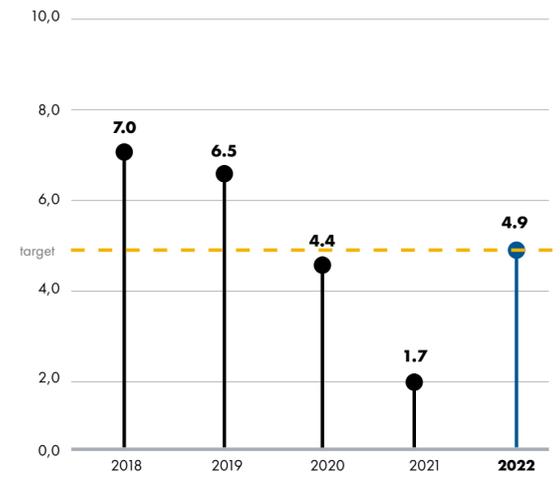
**Absenteeism**

In 2022 Wagenborg reported an absenteeism rate of 2,72%. This outcome is slightly above the outcome of 2021 and we did achieve our target-rate of below 3,0 %. The increase in the number of absent days can be seen throughout

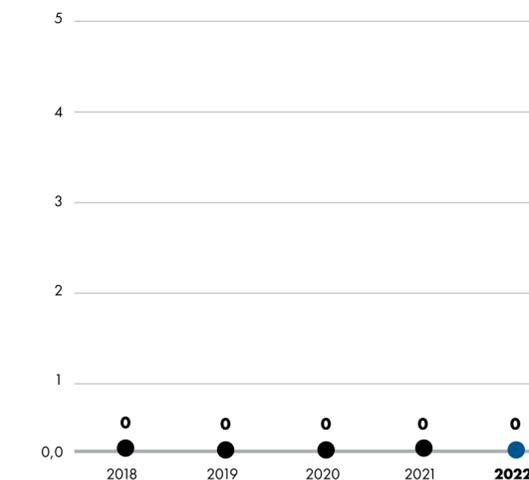
Total Recordable Case Frequency (TRCF)



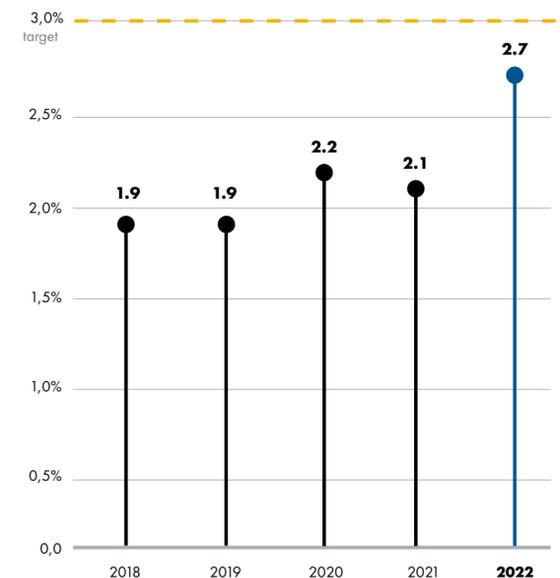
Lost Time Injury Frequency (LTIF)



Fatalities



Absenteeism rate



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

Global presence and local commitment

Social goals

- Health & safety

Employee engagement

**04 INNOVATION**

**05 PERFORMANCE DATA**

the Netherlands. On a national level, the absenteeism rate has risen from 2,1% in 2021 to 2,72% in 2022. Illness due to psychological issues and work pressure, the after-effects of Covid-19 and the flu are seen as the main causes of this rise. At Wagenborg, we recognize the latter two reasons in particular.

With the release of the 1.5 meter distance protocol, the number of illness reports increased. In addition, in 2022 many employees still called in sick due to a corona infection. These sick reports in some

cases unfortunately turned into long-term absence related to long-covid. A further effect of corona can be seen in sick leave due to delayed care. In order to promote the provision of care, we have made arrangements with several private clinics so colleagues can get treatment more quickly. A number of colleagues have already been helped by means of these arrangements.

At the beginning of 2023, an in-house meeting was organized that focused on (reducing) absenteeism. Colleagues of

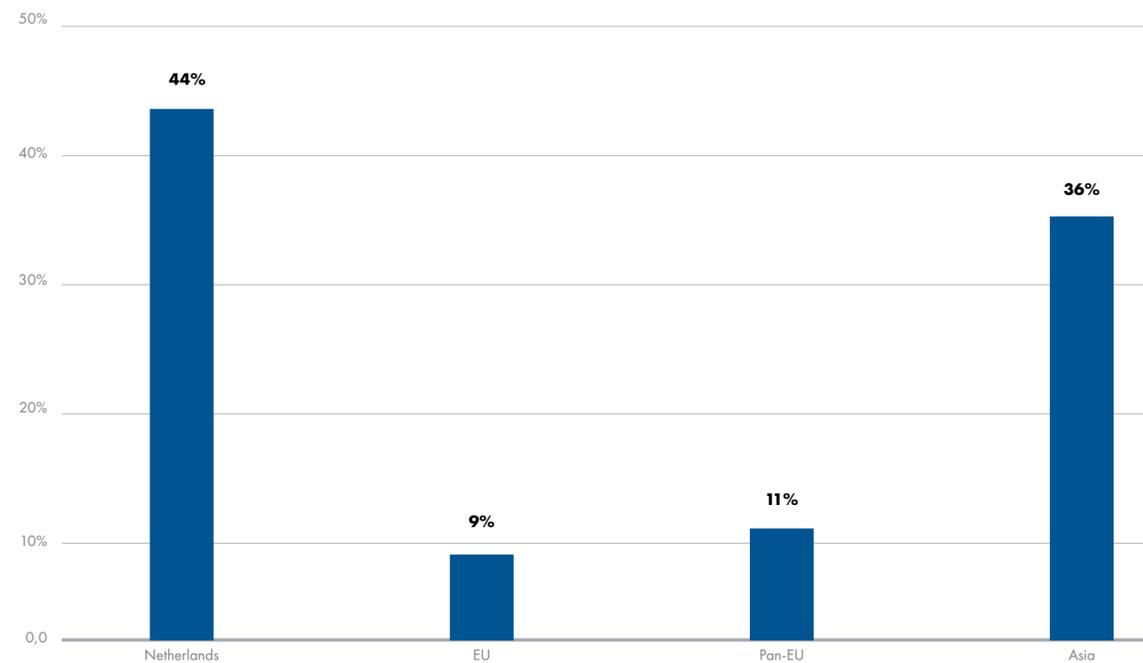
the Human Resource department who deal with absenteeism within the various divisions gathered to exchange best-practices on how to improve working conditions. In 2023 the 5-yearly 'risk inventory and evaluation' will take place to test the working conditions of our buildings, sites and workplaces. This will also provide us with tools to further improve working conditions.

**Health checks**

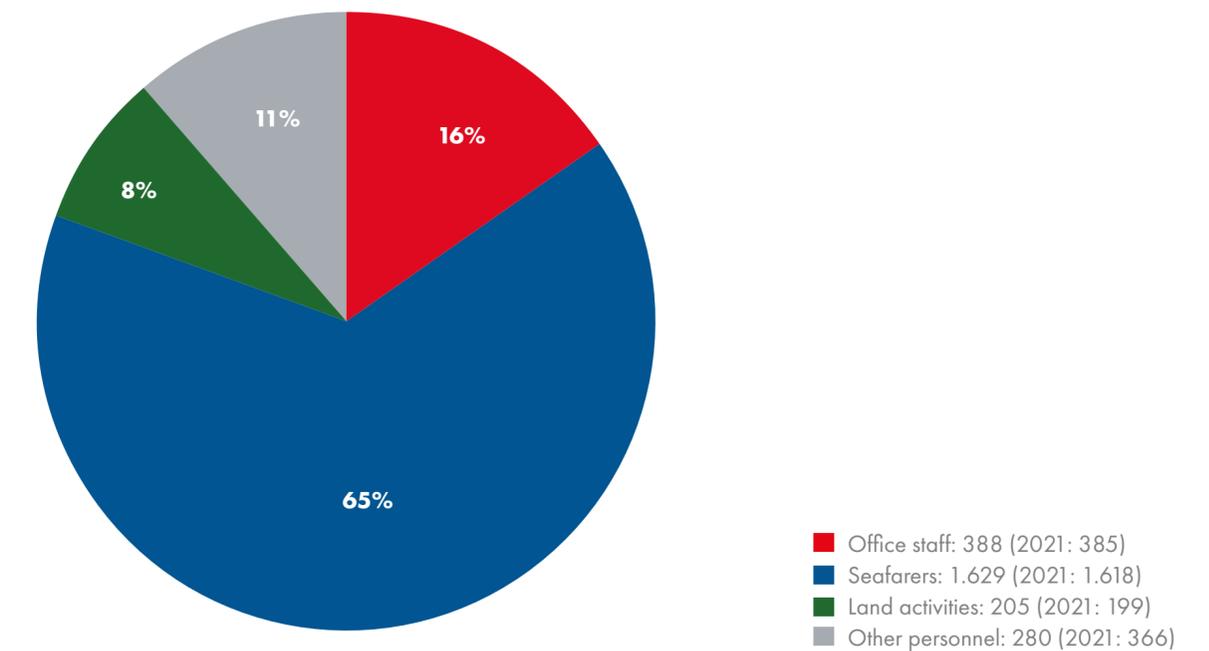
In 2021 and in 2022 our colleagues were offered voluntary 'Health Checks'. The

aim of these health checks was to identify possible health risks at an early stage. All participants received written advice on how to stay healthy, received suggestions on how to improve their lifestyle and a number of employees were referred to their GP for further examination. The outcome of the health checks has motivated Wagenborg to offer a weight loss program for all colleagues. In 2023, Wagenborg will also offer her employees a 'Stop-Smoking' program.

**Origin of employees**



**Workforce overview**



# Employee engagement

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

[Global presence and local commitment](#)

[Social goals](#)

[Health & safety](#)

● [Employee engagement](#)

**04 INNOVATION**

**05 PERFORMANCE DATA**

**Increasing labor force**

In response to the take over of a number of vessels, the number of crewmembers on board increased from 1.618 in 2021 to 1932 in 2022 (+ 20,0%).

As a consequence, the total number of newly hired crew increased in 2022 yet again, and is now up to 314 seafarers (2021: 288). This was a huge effort for our crewing agencies all over the world. The overall retention rate dropped slightly (2022: 86%, 2021: 88%). We bear in mind that any increase of crew is per definition a decrease of retention.

The total number of other FTEs (seafarers excluded) employed within the Wagenborg-group rose from 999 at the end of 2021 to 1.012 at the end of 2022. Most divisions showed a small increase in the number of employees. At Wagenborg Towage the number of employees increased substantially from 32 to 41 (28%). The contract for the assistance of LNG tankers in Eemshaven and the consequential purchase of an additional tugboat are the main reasons for this increase.

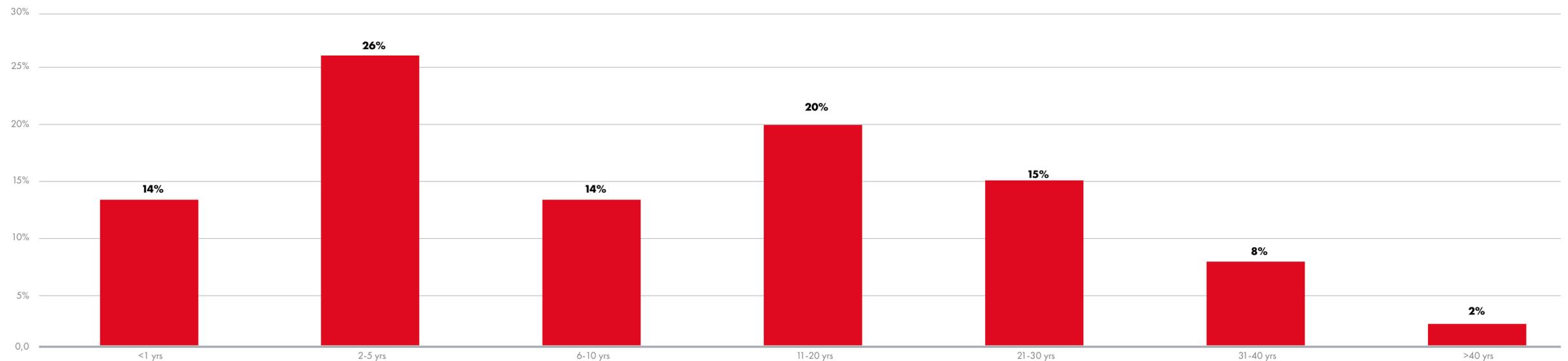
The labor market was challenging in 2022. With the assistance of a newly hired Corporate Recruiter, we succeeded in attracting qualified personnel. The proactive approach to contact candidates has turned out to be successful. Both time-to-hire and cost-per-hire decreased. This approach is now being applied in all divisions. Looking at the future, we will increase our visibility among students and job seekers by presenting ourselves at trade fairs more regularly and inviting students. We also started a 'Brand Journey' in 2023, to sharpen our identity and unique selling points.

**ESG IN PRACTICE**

**Elections works council**

Wagenborg values a good relationship with workers organizations and councils and engages with them on a regular basis. Our employees are represented in work councils, both within Wagenborg subsidiaries, as in the Central Works Council. In the event of major changes, our work counsels are informed, asked for advice or approval. In 2022, periodic election took place for the work council. Newly elected members receive training to be able to give substance to the works council effectively.

**Years of service (excluding seafarers)**



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

Global presence and local commitment

Social goals

Health & safety

- Employee engagement

**04 INNOVATION**

**05 PERFORMANCE DATA**

**Retaining talent**

Retaining talent is one of the strategic HR priorities. To actively monitor progress in this field, a target of maximal 5% regretted outflow of personnel was introduced as one of the KPIs in 2022.

Retaining good employees for Wagenborg is just as important as attracting new talent. The specific nature of our business requires specific knowledge and craftsmanship. We invest in our people to keep them healthy, qualified and engaged during their career. In 2022 an employee satisfaction survey took place to identify areas to improve the employee journey and make Wagenborg even more attractive to current and future colleagues.

The survey defines an 'Employee Net Promotor Score' (eNPS), which is an expression of how likely it is that Royal Wagenborg would be recommended as an employer. We are pleased with the overall score of 22, which is substantially higher than the average eNPS-score that other companies participating in this survey scored an average of 10.

A taskforce will actively work on the key areas of improvement to make Wagenborg an even better employer.

**Diversity & inclusion**

At Wagenborg all people are considered equal. This is reflected in our Group's core values. We are convinced that building strong teams demands diversity on various levels including gender, age or cultural background. Wagenborg is aware of its role in helping to decrease inequality in labor markets and society.

As per 1 January 2022 a new law entered into force in the Netherlands that requires companies to set and deliver on male/female diversity targets (the 'Wet ingroeiquotum en streefcijfers'). This law aims to realise a balanced allocation of male and female members in senior management teams and the management and supervisory boards.

As to date, 18% of senior management consists of female managers with a target to grow this percentage to 30% by the end of 2027 while our Board of Management and Supervisory Boards currently consists only of male members. The aim for the

Board of Management is for at least one member to be female by the end of 2027 while it is targeted to have at least one female supervisory board member by the end of 2026.

We plan to increase female participation by recruiting females via normal attrition. For relevant vacancies, we target to recruit the best person for the job with, all things equal, a clear preference for female candidates. We also take diversification into account in the composition of its selection commissions as a diversified selection commission stimulates a diversified outcome of the selection. Furthermore executive search agencies are instructed to take the company's diversity targets and preferences into account to further ensure that recruitment and selection processes help to create a well-balanced male / female and otherwise diversified organisation.

**ESG IN PRACTICE**

**Crewing days Wagenborg Offshore**

As our Offshore fleet continues to expand, our workforce has seen a similar growth. A lot of new colleagues joined our company over the past few years bringing with them various experiences and new insights. Good cooperation is key when we want to maintain a healthy growth in our company. In 2022 we took the initiative to organize two team building events for our colleagues on board and in the office. The main emphasis during these events has been on mental well-being, performance management and client management, all from a safety perspective.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**INNOVATION**

# Innovation & new solutions



# Creating new solutions with innovation

**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

- Creating new solutions with innovation

**05 PERFORMANCE DATA**

We improve customer needs, lower costs and amend procedures by use of innovation. Together with our stakeholders, we transform opportunities and processes into next generation solutions.

Digitization and decarbonization are the two main themes of the R&D program of Royal Wagenborg. Through innovative technology and strategic partnerships, Wagenborg is creating new solutions.

There are two main digitization projects that continued to have our attention in 2022: the installation of live data systems on board our shipping vessels and the development of the new ERP system BRIDGE.

**Live data systems**

With the installation of live data systems on board 6 vessels in 2022 (2021: 8) 81%

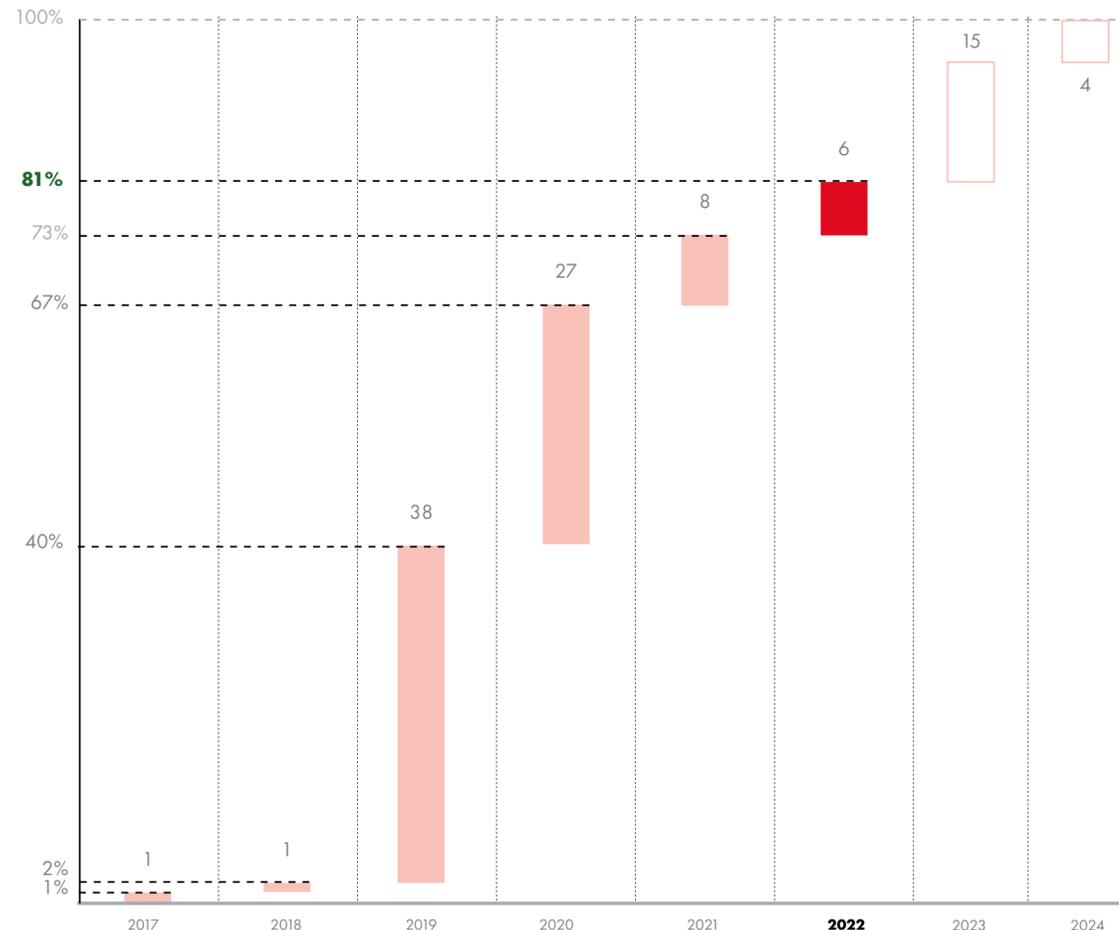
**Targets**

- Live data systems on 100% of the owned shipping fleet

of our owned fleet has been equipped. In 2023 another 15 systems have been planned for installation on our vessels. With these systems, we are able to monitor

and improve the operational performance of our vessels. Operational data is stored in a database for the purpose of reporting and 'big data' analysis. The latter aspect is

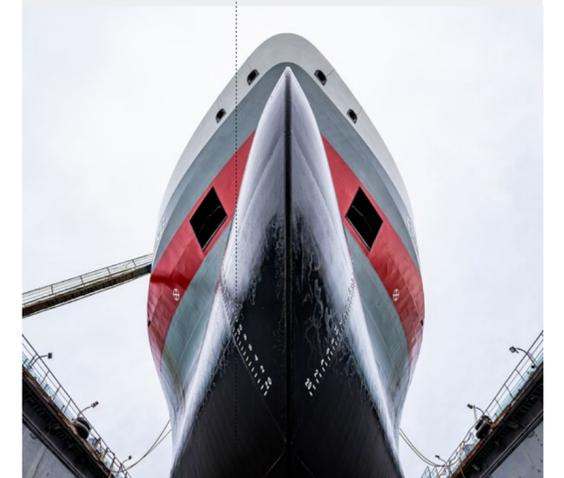
**INSTALLATIONS OF LIVE DATA AND FUEL MONITORING SYSTEMS AND SHARE OF OWNED AND MANAGED MPP VESSELS (100 MPP VESSELS)**



**ESG IN PRACTICE**

**Pilot started with ultrasonic antifouling on F-series**

Applying antifouling to the underwater hull ensures that (micro) organisms do not bind to the vessel as this causes a loss of speed or increase of fuel consumption. Where antifouling traditionally contains copper, Wagenborg has equipped a vessel with an ultrasonic antifouling in 2022. With this innovative technique, copper-containing paint is no longer used. Instead high-frequency sound has to prevent fouling on the underwater hull. This pilot is part of the research whether this technique could be a solution for other series in our fleet and is part of our R&D scope.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

- Creating new solutions with innovation

**05 PERFORMANCE DATA**

becoming increasingly important for fleet development.

**Shore power**

In 2022 various MPP vessels received a shore power connection during their scheduled docking. So far the majority of the F-series (6 ships) and EasyMax series (2 ships) have been equipped with a shore power connection. In addition, investigations were started to determine if the 3 vessels from our R-series can be equipped with a shore power connection.

The biggest challenge for applying shore power is the availability of a power connection in the loading or discharge port. Investing in a shore power supply on ships is therefore not attractive for the time being. In 2023, Wagenborg will therefore enter into discussions with various ports that are regularly visited to explore the possibilities of shore power.

**Hybrid mobile cranes**

In 2022, Wagenborg Nedlift has signaled promising developments when

it comes to making mobile cranes more sustainable. Since the entire heavy lift and transport sector is completely dependent on the development speed of crane suppliers, developments are not going as fast as we would like to see. In 2022, Wagenborg Nedlift has been in continuous conversation with all suppliers of mobile cranes and has challenged them to bring a hybrid 60-tonne electric mobile crane to the market. Until then, Wagenborg is following developments in the field of alternative fuels with great interest and

regularly extensively tests new machines and techniques, including the very latest hybrid models. Where possible, the latest types of machines are added to the fleet, such as the fully electric mobile tower crane MK73, the TC-1 and C10 from the Dutch manufacturer Hoeflon and the very latest Volvo truck with a 92TM crane mounted on it, which can also be fully powered by an electric generator.

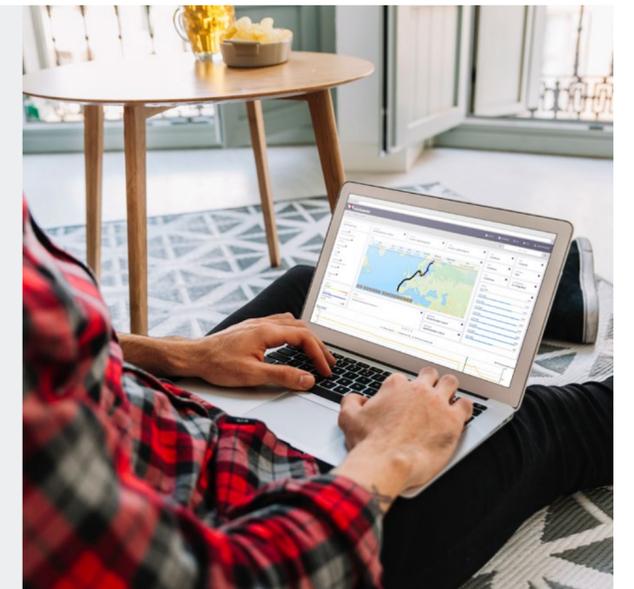
**ESG IN PRACTICE**

**ERP system BRIDGE**

Since May 2022 all voyages carried out by Wagenborg Shipping are calculated and planned in our custom ERP system BRIDGE. The fixers and planners at our Chartering department, as well as our foreign broker offices all work in BRIDGE on a daily basis.

The operational data from our Live data systems onboard our vessels is directly integrated with BRIDGE. As a result, all office staff has real-time insight in both the location and the performance of our vessels in their core application.

In 2023 BRIDGE will introduce support for generating and processing sales invoices for our chartering department and the Procure 2 Pay process. In addition, the first functionality for BRIDGE on Vessels (Tank sounding and Daily reports) will be implemented, as a means to streamline and simplify MRV-reporting.



**01 THIS IS WAGENBORG**

**02 ENVIRONMENT**

**03 SOCIAL**

**04 INNOVATION**

**05 PERFORMANCE DATA**

**KEY FIGURES**

# Performance data



# Social performance

## 01 THIS IS WAGENBORG

## 02 ENVIRONMENT

## 03 SOCIAL

## 04 INNOVATION

## 05 PERFORMANCE DATA

### ● [Social performance](#)

### [Environmental performance](#)

### SOCIAL PERFORMANCE

#### Our employees

	2022	2021	Change
Number of employees (FTE)	2.502	2.568	-3%
Number of employees (headcount)	2.944	3.000	-2%
Seafarers	1.932	1.618	19%
Gender - female (% based on headcount)	8%	9%	-11%
Contract - permanent (% based on headcount)	54%	59%	-8%
New employees <sup>(*)</sup>	442	113	291%
Employees out of service	327	96	241%
Absenteism	2,72%	2,08%	31%
Manhours (exposure hours)	4.922.789	4.825.123	2%
Lost time injury frequency (LTIF)	4,9	2,1	135%
Total recordable case frequency (TRCF)	10,4	11,6	-11%
Number of fatalities	0	0	-

### SCOPE, BOUNDARIES AND DATA COLLECTION

All data in the report refers to our 2022 fiscal year, which runs from 1 January 2022 to 31 December 2022. The entities included in the organization's consolidated financial statements - as a result of the scope of consolidation and the accounting principles and methods applied in preparation of these consolidated financial statements - also apply to the entities included in the 2022 sustainability report. Environmental data and energy consumption is stipulated for the assets owned and/or managed by Wagenborg. Social data is stipulated for the entire Group and pertains to own employees unless stated otherwise. Royal Wagenborg aims to provide data as accurate as possible by performing internal reviews to assure its accuracy and completeness.

(\*) New employees include new contracted seafarers

# Environmental performance

01 THIS IS WAGENBORG

02 ENVIRONMENT

03 SOCIAL

04 INNOVATION

05 PERFORMANCE DATA

[Social performance](#)

● [Environmental performance](#)

ENVIRONMENTAL PERFORMANCE	Unit	2022	2021	Change
<b>Energy consumption <sup>(1)</sup></b>				
Fuel oil (HFO, VLSFO) <sup>(2)</sup>	ton	90.370	91.712	-1%
Marine Gas oil (MGO)	ton	108.631	118.935	-9%
Other fuels (Petrol (E10), Diesel (B7), Ad-Blue, GTL)	ton	6.842	6.621	3%
Electricity (100% renewable)	kWh	7.051.874	6.819.300	3%
Gas (100% renewable)	m <sup>3</sup>	301.138	352.112	-14%
Water	liter	36.214	31.694	14%
<b>Green House Gas Emissions</b>				
Direct GHG Emissions (Scope 1)	ton	653.925	692.081	-6%
• Shipping fleet <sup>(1)</sup>	ton	633.759	671.903	-6%
• Ferry fleet	ton	11.831	11.606	2%
• Tugboat fleet	ton	3.320	2.831	17%
• Crane, truck & car fleet	ton	5.016	5.741	-13%
Indirect GHG emissions (Scope 2)	ton	346	-	
Emissions Shipping fleet per ton cargo carried <sup>(3)</sup>	gram	20,45	21,12	-3%
Distance travelled by Shipping fleet	miles	4.196.504	4.215.081	-0,4%
Cargo carried by Shipping fleet	ton	30.990.924	31.792.838	-2,5%
Relative CO <sub>2</sub> reduction Shipping fleet (baseline 2008)		-25,6%	-23,2%	-2,4%

SCOPE, BOUNDARIES AND DATA COLLECTION

- For reporting fuel oils and gas oils and scope 1 GHG emissions of our shipping fleet, we follow the guiding principle that the entity paying for the actual amount of fuel is included in our scope. Thus this includes all controlled shipping vessels that are owned or chartered in (97 shipping vessels), but excludes 11 vessels that were chartered out during the reporting year.
- The total fuel consumption in 2021 has been restated to include 10.918 tons of HFO fuel consumed by the Balticborg and Botniaborg.
- We report on relative CO<sub>2</sub> emissions reduction using EEOI (Energy Efficiency Operational Indicator) methodology. EEOI is defined by IMO in MEPC.1/Circ. 684 and is calculated as gCO<sub>2</sub>/(Ton Cargo x Nm). In practice, we calculate EEOI on voyage level for Shipping vessels owned and managed by Wagenborg and aggregate it in the following way:

$$\frac{(gCO_2v_{oy1} + gCO_2v_{oy2} + gCO_2v_{oy3})}{((Ton\ cargo\ x\ Nm)v_{oy1} + (Ton\ cargo\ x\ Nm)v_{oy2} + (Ton\ cargo\ x\ Nm)v_{oy3})}$$

**The data sources are:**

- gCO<sub>2</sub> - based on fuel consumption, from departure voyage 1 to departure voyage 2, multiplied with the relevant CO<sub>2</sub> factor (3.114 for HFO, 3.151 for LFO and 3.206 for VLSFO and MGO)
- Ton cargo - calculated using live-data information regarding draft, displacement tables and lightweight, subtracting vessels weight and ballast water and fuel stock (in case live-data is not available, the chartered cargo is used in calculations)
- Nm - GPS distance from departure voyage 1 to departure voyage 2 as recorded by live data systems (in case live-data is not available, the planned distance is used in calculations).

Founded in 1898, Royal Wagenborg is an international maritime logistics conglomerate. The family-owned and managed company offers a variety of sustainable maritime logistics services with regard to shipping, ports & terminals and offshore services. Managed out of the Delfzijl (NL) headquarters, Wagenborg has built a global commercial network. With about 3,000 employees Wagenborg serves clients predominantly in the Baltic, northwest Europe, the Mediterranean, the Americas and the Far East.



P.O. Box 14, 9930 AA Delfzijl  
Marktstraat 10, 9934 CK Delfzijl  
The Netherlands

T +31(0)596 636 911  
E [info@wagenborg.com](mailto:info@wagenborg.com)

[www.wagenborg.com](http://www.wagenborg.com)