SUSTAINABILITY REPORT 2020

www.contargo.net

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FOREWORD: MAKE, MOVE, MOTIVATE

ELEVEN VALUES FOR SUSTAINABLE CORPORATE DEVELOPMENT

For several years now everyone has been talking about sustainability. But for most people it is only an abstract idea that does not have much to do with their own lives. At Contargo we do a lot to translate the idea into concrete actions, and thus fill it with life – because it is our aim to work better and more efficiently in order to give our customers more added value. This only works if we accept economic, ecological and social responsibility. Every one of our employees contributes to this – each with their own personal strengths.

We document our progress every two years in our Sustainability Report. The present issue is already our fourth. It is based on the data for the years 2018 and 2019, and as usual it follows the Global Reporting Initiative Standard (GRI Standard).

Each issue involves a lot of work, but we do it willingly. Our mission **"Take the better route!"** expresses this very well: what direction we take is up to us, and what we do is our own decision.

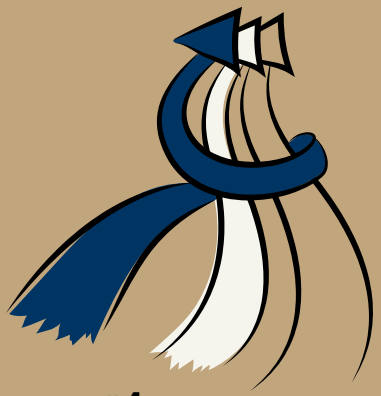
In this Sustainability Report we would like to show you how this idea is reflected in our values. In eleven sections, each dealing with one of our corporate values, we present examples from the period covered by the report. The overriding principle is sustainability – because our recipe for success consists in maintaining a balance between economy, ecology and social responsibility. This is not an end in itself, but is part of our real customer orientation.

Our values at a glance

#1 Reliability

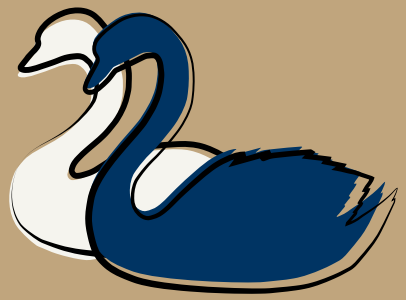
#2 Straightforwardness and honesty

#3 Professionalism



#4 Fairness

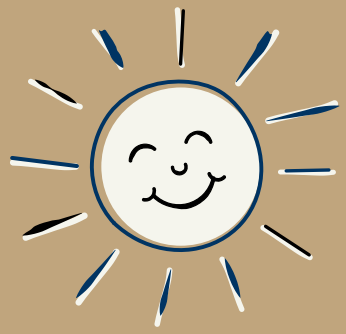
#5 Respect



#6 Loyalty

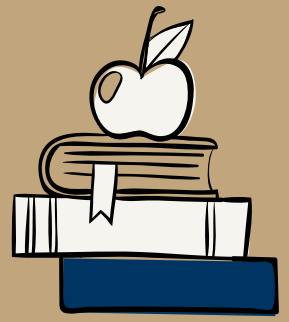
#7 Authenticity

#8 Environmental awareness



#9 Optimism

#10 Multinational openness



#11 Willingness to learn

The challenges of our time

In all the sections of the report, you will repeatedly encounter our three central challenges:

ECONOMIC: Digitalisation, and the necessary investments it involves, not only affect our business possibilities and mean that our owners need to be actively prepared; they also require our employees to accept the related changes with great courage and openness.

SOCIAL: Nothing works without our employees, so personnel development, training and further training as well as employee motivation are important themes that we addressed in the period covered by the report, and want to concentrate on even more in future.

ECOLOGICAL: Our declared goal is decarbonisation by 2050. This is in harmony with the Paris Climate Agreement, and also with our own values. Thus in this report you will find frequent references to our e-mobility strategy and our annual sustainability goals.

Climate change affects all three pillars of sustainability, not just the pillar of ecology. What may appear to some as an abstract theory is already having concrete effects at Contargo. Extreme weather conditions such as high temperatures in summer, low water and storms repeatedly challenge our barge transports, our dispatch, our customer service and our terminals, and have a big impact on our business result.

We want to set a good example

For this reason we do not just talk about sustainability, we also have the courage to act. Some people may think this courage is far in excess of what is usual on the market, but we are aware that now is the time the course for the future is being set. So we do not want to wait for others to offer us ready-made solutions, but rather want to infect others with our courage and our ideas.

The flexibility of combined transport makes it easier for us to offer sustainable solutions. This will certainly be increasingly advantageous to us in future. By already adapting a great part of our activities now, we can introduce effective changes. First we are making small adjustments to optimise processes simply and effectively, and based on these we are creating models for future processes, for instance in order to accelerate an active switch to green transports.

Logistics needs many confirmatory examples of these aspects. On the following pages we have gathered some of ours. Get inspired!

Best regards

Thomas Löffler

CONTARGO®
trimodal network

Thomas Löffler
Managing Director, Contargo

Sustainability is for everyone!

We want to reach everyone on the topic of sustainability, so we have tried to present our Sustainability Report in a direct, easily understandable form and avoid "technical jargon".

WE HOPE YOU WILL ENJOY READING!

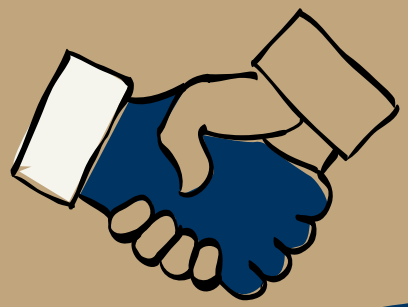
Your Contargo Sustainable Solutions Team

sustainable.solutions@contargo.net

#1

Reliability

We keep to our agreements.



Our aims:

#1

1. BUILD A STRONG ECONOMY

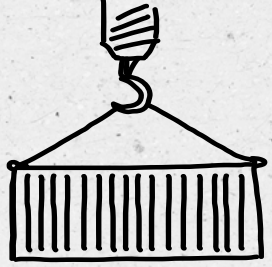
2. ACHIEVE TARGETED GROWTH

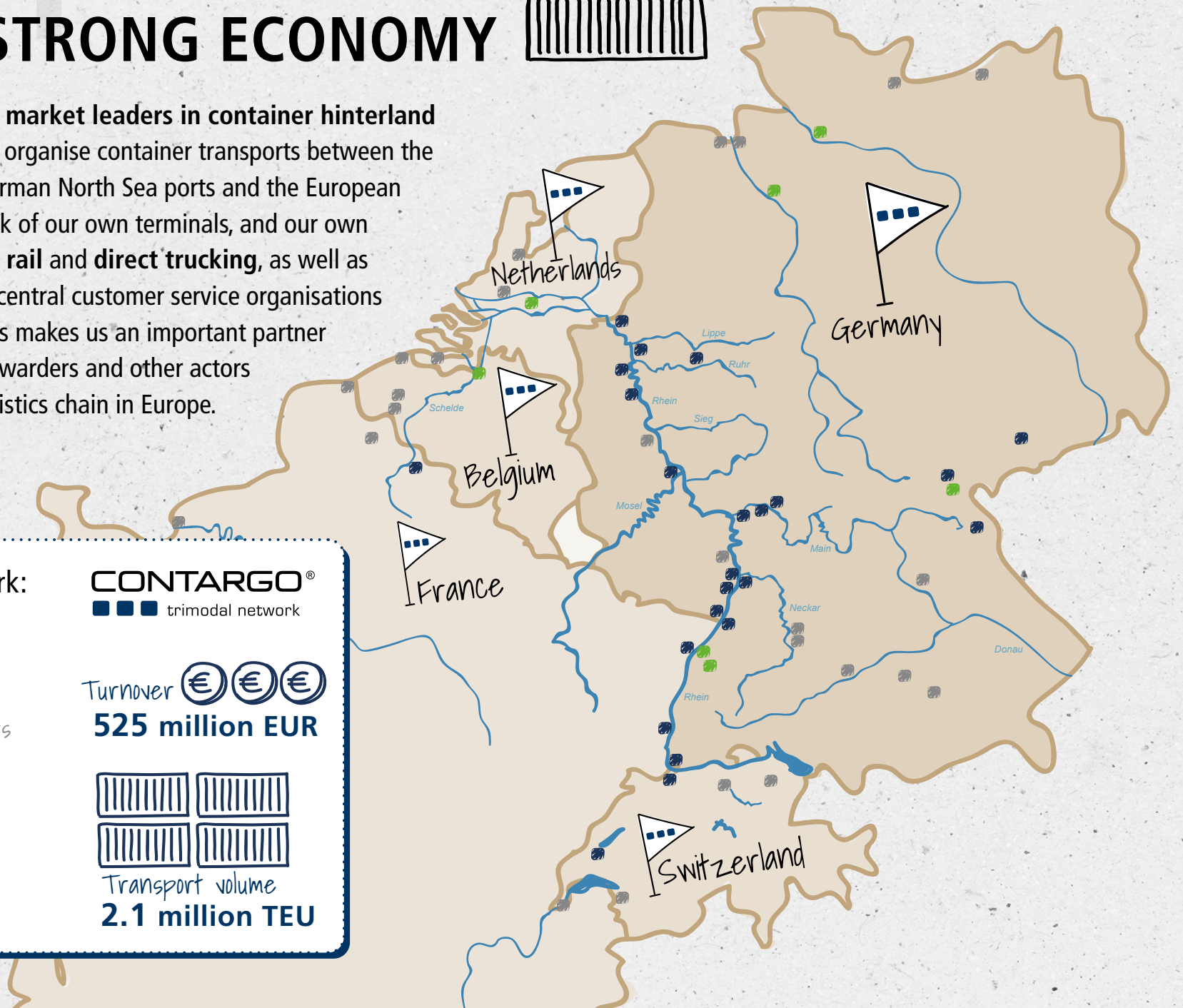
3. DARE TO INNOVATE

Aim 1:

BUILD A STRONG ECONOMY

Contargo is one of the market leaders in container hinterland logistics in Europe. We organise container transports between the western seaports, the German North Sea ports and the European hinterland with a network of our own terminals, and our own transport lines by **barge**, **rail** and **direct trucking**, as well as competent regional and central customer service organisations for processing orders. This makes us an important partner for many sea carriers, forwarders and other actors along the intermodal logistics chain in Europe.





The Contargo Network:

CONTARGO®
trimodal network

24 + 7 +
Terminals Offices Partners

Turnover €€€
525 million EUR

1,205 Employees

Transport volume
2.1 million TEU

All-round carefree package

At its terminals Contargo operates container depots, provides Interim storage and offers many additional container services, for instance local delivery by truck, maintenance & repair and stuffing & stripping. At several terminals the handling and storage of reefer containers and the transport and storage of dangerous goods are possible.

"At Contargo we aim for growth, while considering the environment and our employees – but there is much more to us than just our figures. First of all, behind every container stand dedicated employees who support one another and do their best for our customers. Then there are our terminals: developing them is one of the management's main tasks. Our offices, too, are adapting to the changing work environment by digitalisation. We are among the leaders in the area of sustainability and in providing a solution that takes into account all aspects of transport and logistics."

Jürgen Albersmann, Managing Director, Contargo

THE MODAL SPLIT DELIVERS *

74%

21%

5%

Combined but not complicated

BARGES are reliable, inexpensive and environmentally friendly. Ours provide direct, scheduled services to nearly all the terminals in the ARA ports and are especially advantageous along the Rhine.

Contargo uses its **RAIL** connections to link its terminals with the ports of Hamburg, Bremerhaven, Rotterdam and Antwerp, and for transports in Europe.

TRUCKS are used locally as a fast, flexible partner and our offer is completed by direct trucking.

* * Modal split at Contargo (2019): Barge 74 %, rail 21 %, truck 5 %

Sustainability is a guiding principle at Contargo. Is sustainability at all compatible with economic growth?

"Growth critics regard economic growth as the cause of negative impacts on the environment and humanity. If the EU wants to reach the Paris climate goals, goods transport will also have to play its part. By combining transport modes and implementing numerous other measures, we ensure that our transports generate less CO_2 than e.g. using only trucks for transports. In short: If the share of combined transports grows, negative effects on the environment and people are reduced."

Uwe Storch, Kaufmännischer Leiter, Contargo

Aim 2:

ACHIEVE TARGETED GROWTH

Every change that takes place in the enterprise influences economic success. Thus we continually review our decisions – because our priority is to be a reliable partner for our customers, and we can only achieve that with a certain degree of economic success. This enables us, for instance, to develop our terminals and open up new locations.

Neuss

One of our most modern terminals was completed in 2018 after a construction period of two years without interrupting operations. As well as the innovations described under Value 9 on page 83, Neuss acts as a hub within the Contargo Group.

"The expansion doubled the handling capacity of our terminal, and it is now one of the biggest terminals at Contargo."

Olaf Jahn, Technical Manager, Contargo Neuss

Bremen

In 2019 we extended our catchment area for the North Sea ports by setting up our office in Bremen.

"With this local presence in the Bremen and Bremerhaven area, we aim to market our trimodal products more effectively there, and acquire new customers for our container network."

Christian Schäfers,
Regional Sales Manager Nordhafen

Hof

În 2019 two container cranes were installed and the office building was constructed. The modernised terminal is expected to open in summer 2021.

"We want to shift more traffic off the roads onto rail and waterways. For this reason we are supporting the expansion of terminals for combined transport. The 15.8 million euro for developing the Hof CT terminal means that its capacity can be more than doubled, thus reducing traffic on roads in the region. Road traffic has already been reduced – thanks to the terminal in Hof – by more than 40,000 trucks per year."

Dorothee Bär, until March 2018 Parliamentary State Secretary BMVI, since March 2018 Federal Government Commissioner for Digital Affairs

Emmelsum

The new terminal, which first opened in 2017, gathered momentum over the next two years.

Its advantage: From here, the approach to the Ruhr area is relatively free of traffic, so we can avoid long waiting times.

"Our terminal is very useful as a complement to the Emmerich terminal, a transshipment point in low water, and for developing antenna transports. The possibility for container-related businesses to locate in the Port of Emmelsum offers them a chance to reduce their logistics costs."

Sascha Noreika, Managing Director,
Contargo Rhein-Waal-Lippe

Antwerp

In 2019 container service provider Transbox United became Contargo Transbox.

Our activities in Benelux include connecting the major seaports and the various terminals in the Rotterdam region with one another. We offer regular scheduled departures with our modern fleet.

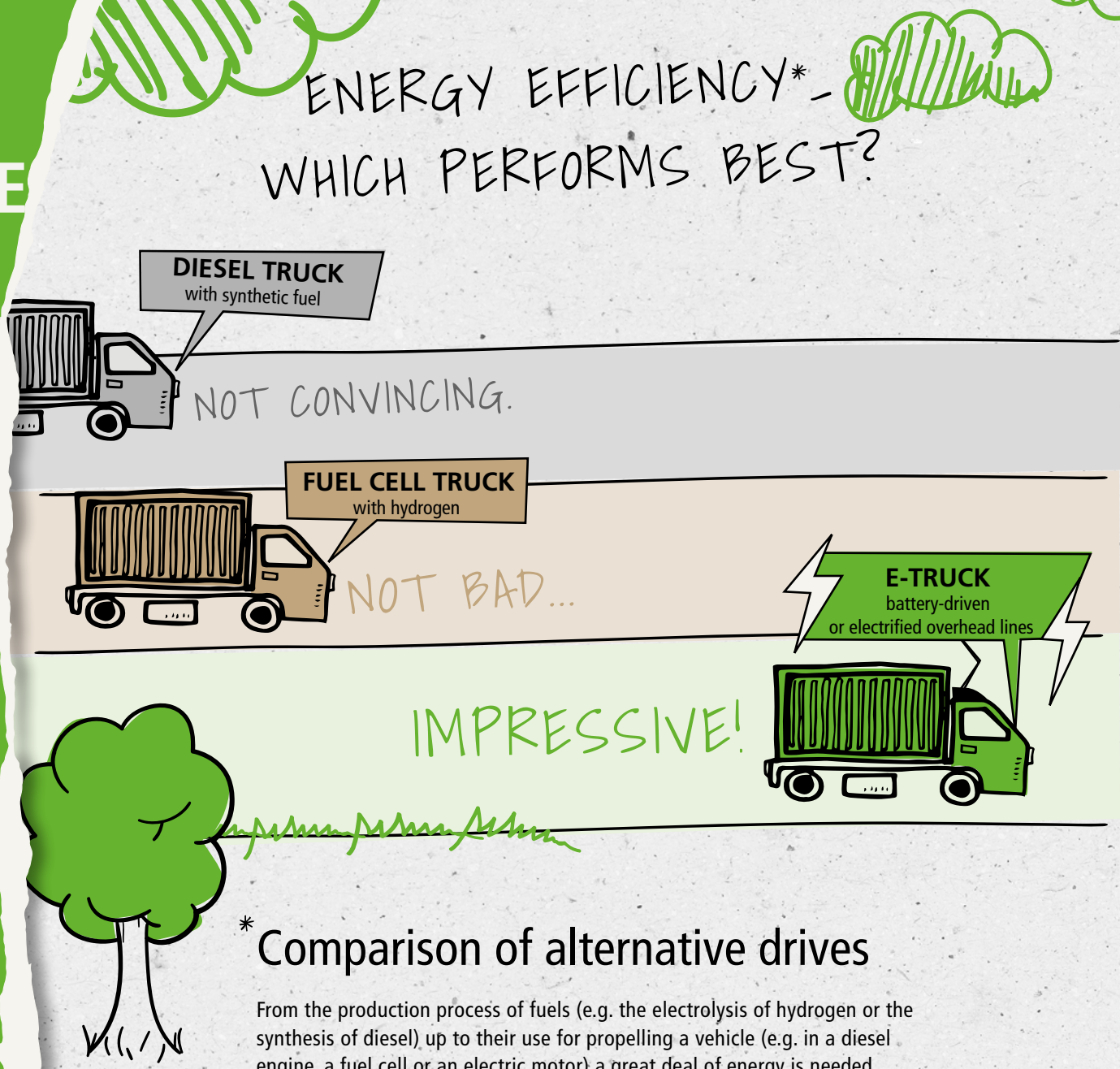
"Our aim is to strengthen our market position between and within the Western Seaports. We also want to expand our services further, thus making them even more useful for our customers."

Michel van Meurs,
Regional Sales Manager Western Seaports

Aim 3:

#1 DARE TO INNOVATE

On the way to decarbonisation we are following all technical developments with Interest, and participating in related investigations and practical tests. We are not fixing our interest on one type of drive. At present the focus is on electromobility – because if the motors of barges, trucks and trains are able to be electrically driven, it does not make any difference whether the energy is delivered at present by a diesel generator, a battery or a fuel cell. Once this basic prerequisite has been fulfilled, it will be possible in future to use the energy provider that wins through. So in the coming years, too, we will be strong operatives and will be in a good position to help combat climate change, as the most environmentally protective partner in the hinterland transport chain.



* Comparison of alternative drives

From the production process of fuels (e.g. the electrolysis of hydrogen or the synthesis of diesel) up to their use for propelling a vehicle (e.g. in a diesel engine, a fuel cell or an electric motor) a great deal of energy is needed. The energy efficiency is the share of the total energy expended that actually moves the vehicle. Here the e-truck, with its electric motor and its direct use of electricity, definitely comes out ahead.

WE ARE ALREADY GATHERING EARLY EXPERIENCE WITH E-MOBILITY

TEST PHASE →

Since 2019 we have been testing the e-semitrailer tractor in container transport together with producer DAF.

STRATEGY →

We want to build up the first battery-driven container truck fleet in Germany.

APPRAISAL →

The "teething troubles" we Initially expected with both vehicles did not happen. This shows that this technology can already be used in heavy goods transport.

IMPLEMENTATION

Now we "only" still need an adequate, affordable offer that will meet our requirements for emission-free trucks.

On the water, too

Because our sector needs to begin the changeover to alternative energy drives for waterway transport, we are planning for several barges with electric motors only and a low energy consumption. The new vessels are also optimised for low water, so that they should be able to sail with a level of zero at the Kaub gauge.

OPTIMISED FOR LOW WATER!

#2

Straightforwardness and honesty

We always communicate openly and honestly.

Our aims:

1. CREATE TRANSPARENCY
2. SHARE KNOWLEDGE
3. ESTABLISH SUSTAINABILITY

#2

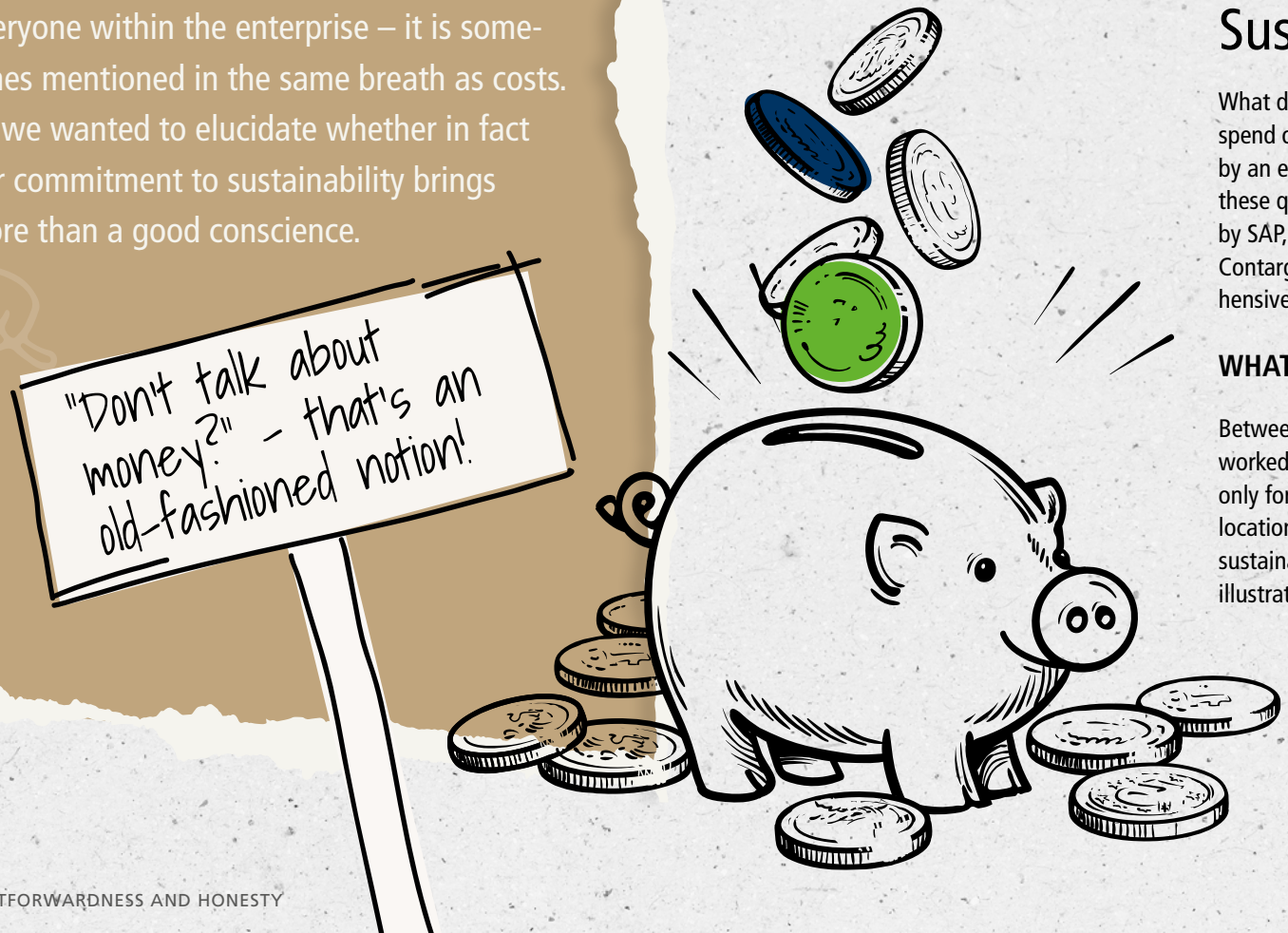
Aim 1:

CREATE TRANSPARENCY

We communicate clearly and openly, because our activities need to be understandable to all our stakeholders. The aspect of "sustainability" is not always understandable for everyone within the enterprise – it is sometimes mentioned in the same breath as costs. So we wanted to elucidate whether in fact our commitment to sustainability brings more than a good conscience.

"We base ourselves on three pillars of Sustainability. The monetisation project shows that ecology also has an economic effect. For some sceptics, this is certainly the decisive argument."

Thomas Löffler, Managing Director, Contargo



Sustainability pays off!

What do CO_2 emissions cost? How much does Contargo spend on printing out documents? What costs are generated by an employee staying off work due to illness? Answering these questions with figures is called monetisation. Inspired by SAP, who addressed these questions some years ago, Contargo, together with a trainee, embarked on a comprehensive monetisation project in 2018.

WHAT COSTS WHAT? THE PROJECT

Between May and September 2018 the Sustainability team worked out a monetisation method that can be used not only for the enterprise as a whole, but also for the individual locations. Thanks to this innovative approach, the value of sustainability can now be converted into Euros. We will illustrate this with two examples:

A CLEAR VIEW...

Example 1

Leavers = costs

Contargo gives high priority to a good working climate. By family friendliness, work time models, job sharing, health promotion and many other measures we want to keep our employees with the company. Nevertheless, fluctuation is still an issue with us.

It is regrettable when an employee leaves our enterprise, because as well as losing the person's skills and specialist knowledge, it means costs for Contargo. In the replacement phase, the costs of the employee's salary plus the costs of the recruiting process, the reappointment and on-boarding, plus the costs of the extra workload for colleagues, amount to approximately 30,000 EUR.

Sometimes you have to say goodbye!

FLUCTUATION AT CONTARGO 2018/2019

Ø Departures: **10.5 % / year** = Ø Costs **3 million EUR / year**

Example 2

Clever printing!

Many offices still have a printer just outside, tempting people to quickly print out an e-mail or some other document. Quite often they are not deterred by a notice saying "Think of the environment before you print this e-mail".

We calculated the printing expenses in Euros, factoring in not only the material costs of printer, toner and paper, but also the electricity and the working time involved.

COSTS

PRINTER: Rent+maintenance+power

+

MATERIAL: Paper + Toner

+

WORK TIME: Print assignment+way to printer + refilling

It works!

PAPER CONSUMPTION AT CONTARGO

2018: **8,129,517 sheets** VERSUS 2019: **5,675,947 sheets**

Savings compared to 2018: **200,000 €**

Aim 2:

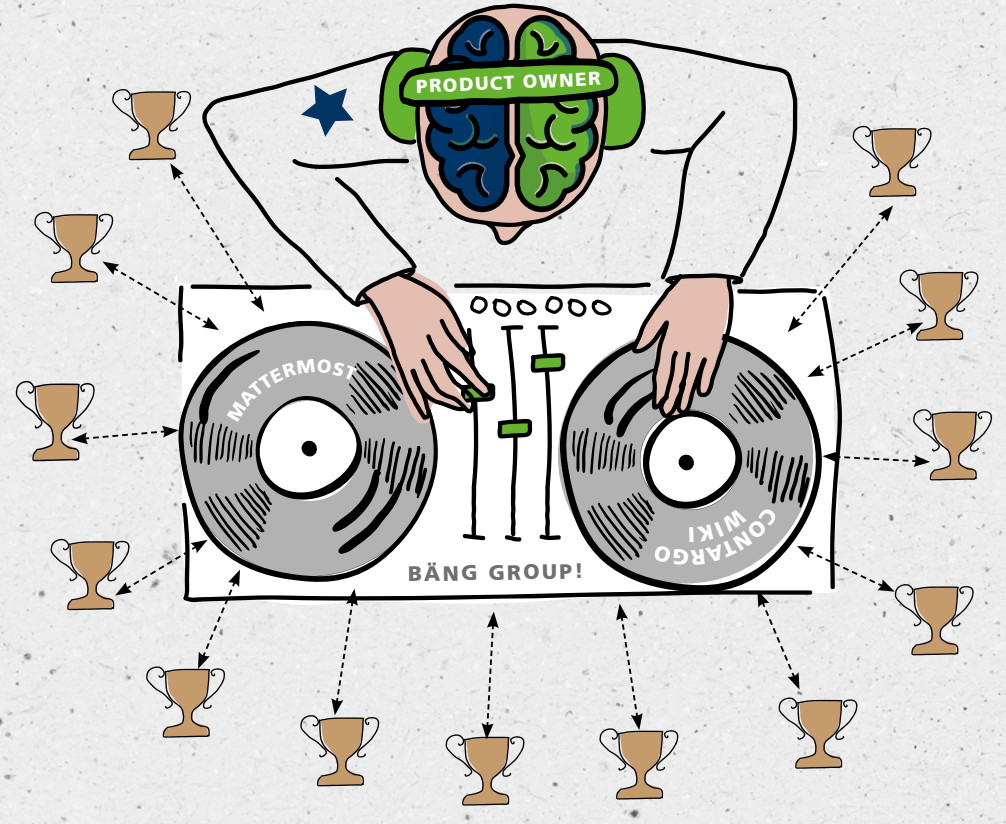
SHARE KNOWLEDGE

#2

Information is only relevant if it is available. Contargo provides information for its stakeholders via various channels. Internally, Contargo appointed a Product Owner Knowledge & Media in 2018 who, together with his team, ensures that the existing body of knowledge is available to everyone. Externally, local residents at terminal tours and customers and competitors at trade shows have an opportunity to learn more about Contargo. Additionally, there are many virtual opportunities for anyone interested to inform themselves online.

"Knowledge is a decisive element of sustainable business success. So it is important to collect, preserve and pass on figures, data and experience in our enterprise. Networking and exchange within the enterprise are supported by digital tools like ContargoWiki, the instant messaging service Mattermost and our project management tool Contargo Projects"

Tobias Maus, PO Knowledge and Media, Contargo



Internal

FROM EMPLOYEES FOR EMPLOYEES

New knowledge is generated at all our locations every day. So that everyone in the network can benefit from it, it is bundled and made accessible to everybody.

AND THIS IS HOW IT WORKS ...

The **Product Owner Knowledge & Media** acts as the central point between all the areas of Contargo, and develops topics within the **"BÄNG!" strategy group.** The **Knowledge Champions** act as connecting links and multipliers for the content at Contargo's locations, and are the contacts for their colleagues at the locations for Wiki and Mattermost. They receive ongoing training at regular workshops from the Bäng! group. At the latest count, the team comprises **13 Champions**.

We are "recruiting" new champions!

Why do an increasing number of terminals take part in «Logistics Day»?

Schoolchildren and students, local residents, the press and interested citizens – on Logistics Day very different groups of people have an opportunity to experience combined transport at first hand. Thus our terminals can reach a wide public on one Europe-wide action day."

Silke Petermann, Marketing, Contargo

External

PERSONAL EXCHANGE

Events give Contargo an opportunity to present its own expertise to the various target groups. The exhibition «transport logistic» reaches customers, competitors and potential employees, Logistics Day is attended by local people but also by the press.

YOU CAN GET TO KNOW US AT:

- ✓ **Exhibitions**
  ("transport logistic", regional trade shows)
- ✓ **Logistics Day**
  (In 2019 7 terminals took part)
- ✓ **Terminal tours**
  (several hundred guided tours)

Virtual

GETTING TO KNOW CONTARGO ONLINE

The Internet provides Contargo with a wide range of possibilities to inform users. Anyone who would like to get to know us better can scroll through our informative Multimedia Stories.

2018 / 2019 ON THESE TOPICS:

- ✓ **Developing the Terminal Operating System**
  https://bit.ly/3au5oGY
- ✓ **Contargo Industriepark Frankfurt-Höchst**
  https://bit.ly/37mmgxG
- ✓ **Contargo Rail Services**
  https://bit.ly/2NA63h4

Aim 3:

ESTABLISH SUSTAINABILITY

Sustainability is an overriding business principle at Contargo. In order to achieve decarbonisation by 2050 it is important to us that all our employees – whether dispatchers, managers or truck drivers – play their part. The employee satisfaction survey in 2018 and the brief sustainability survey conducted in 2019, showed that we have succeeded in raising the awareness of many employees. Our goal is to reach everyone as far as possible. So with actions like the Sustainability Tour, the Sustainable Solutions department wants to continue to establish the aspect of sustainability within the enterprise.

"We are happy about everyone who wants to discuss sustainability and topics like e-mobility, decarbonisation and employee satisfaction with us. All comments are welcome, because they stimulate the dialogue. And then people think about what has been said – on both sides."

Kristin Kahl, Sustainable Solutions, Contargo

These are the kind of questions we focus on, and we are always working on new solutions ...

- Do we really have an "Error Culture"?
- Why can't we introduce more paperless processes?
- Do we really practise what we preach?
- Do we really keep a balance between the three pillars of sustainability?
- Do we offer our young employees real perspectives?

SUSTAINABLE SPACE X

Talking to each other

In the Sustainability Tour 2018/2019 under the name "Sustainable Space X", the team went to 23 Contargo locations between November 2018 and January 2019, to get to know people's wishes and reservations regarding sustainability.

TOPICS:

Economy
(e.g. digitalisation, strengthening exchange, shortage of specialists, and more)

Ecology
(e.g. paper consumption, waste separation, electric and hybrid company cars, and more)

Social
(e.g. praise and appreciation, pay, further training and more)

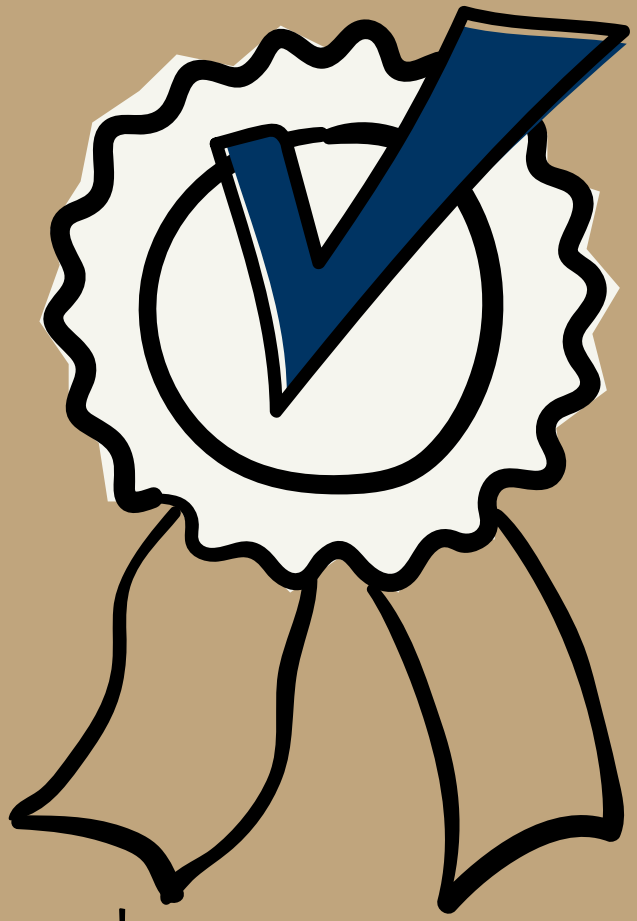
FACTS:

- **23** locations visited
- **339** employees reached
- **4.5** weeks
- **3,500** EUR costs

RESULTS:

- **192** new ideas collected
- **21** especially committed employees encountered
- **28** projects initiated
- **39** other projects planned for the future

#3



Professionalism

We set ourselves the highest standards and only promise exactly what we can carry out.

#3

1. TRANSPORT FLEXIBLY
2. STRENGTHEN OUR EMPLOYEES
3: IMPLEMENT PLANS

Aim 1:

TRANSPORT FLEXIBLY

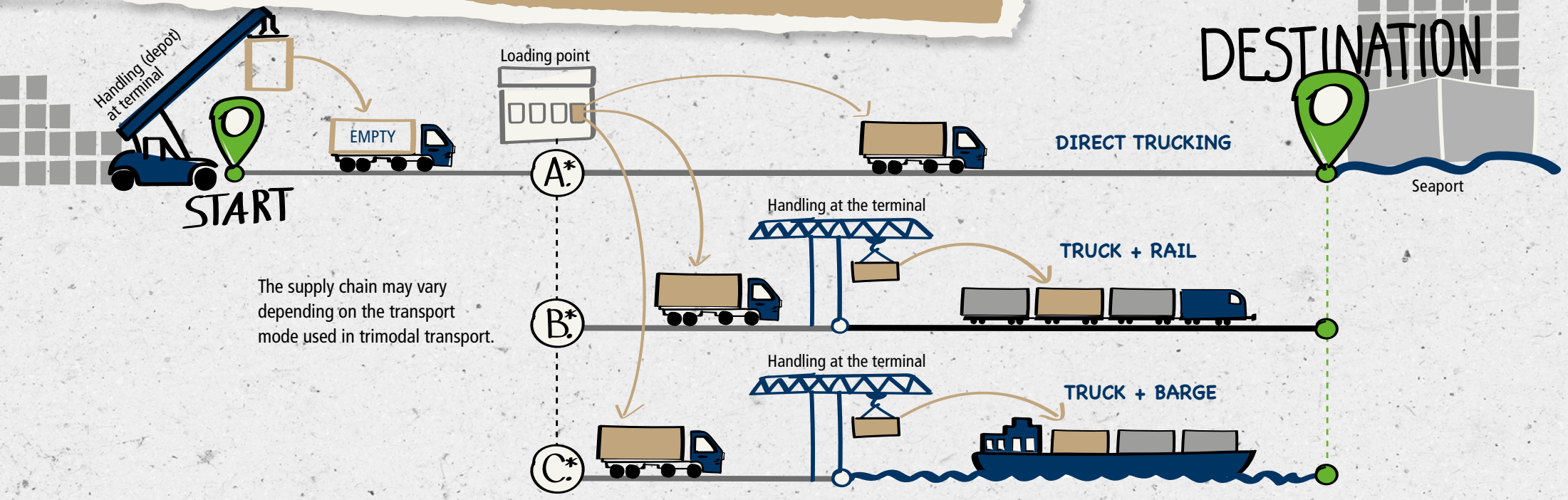
#3

At most of our terminals we offer trimodal transport by barge, rail and truck. This has the advantage that in special situations transports can be re-directed from one transport mode to another. Despite adverse circumstances such as congestion in the seaports, severe storms, high water, low water, strikes and long waiting times in some ports, Contargo is able to react promptly and flexibly.

Our concept for success

Contargo's network concept is based on three components:

1. Competent decentralised and central customer service organisations for order processing,
2. Our own terminals as nodal points,
3. Trimodal transports with our own transport lines, by barge, rail and direct truck, interconnecting the terminals



The supply chain may vary depending on the transport mode used in trimodal transport.

CLEVER COMBINATION

***A.) Direct trucking:**
+ Fast
+ Very flexible
– High CO_2 emissions
– Traffic jams

***B.) Truck & rail:**
+ Eco-friendly
+ Plannable
+ Takes traffic off the roads
– If cancellations: large volumes to re-schedule
– Shortage of train drivers

***C.) Truck & barge:**
+ Big CO_2 savings
+ No land used for construction
+ Plannable
– Dependent on water levels
– Congestion in the seaports

LOW WATER?

We sail on!

Contargo Waterway Logistics (CWL) exploited its potential very well during the extreme Low Water period in 2018. Thus our barge fleet in the seaport was operating at almost full capacity. In order to minimize the bottlenecks on the Rhine, in 2019 an optimisation was carried out on the propellers of four barges, so that in low water conditions the vessels now only have a draft of 130 cm instead of 150 cm. This means that in low water they can carry 200-300 tonnes more than before per trip!

Rail is there to help!

Contargo Rail Services (CRS) operated additional temporary "Low Water" trains in 2018 and into 2019, in order to compensate the lack of barge capacities during the very long Low Water period and continue to bring the containers to their destination reliably in combined transport. Our broad expertise enabled us to maximise capacity use. This increased customer satisfaction and minimised the resulting costs.

Ideal complement!

Contargo Road Logistics (CRL) performs trucking,serving all the North Sea ports. Trucks transport all types of containers spontaneously and flexibly – including dangerous goods containers, reefers and special chassis. These advantages were particularly useful during the long Low Water period of 2018.

FACT CHECK

SPEED	★	★★	★★
LOW WATER	★	★★★	★★
CAPACITY	★★★	★★	★
INNOVATION POTENTIAL	★★★	★	★★★

"We are well prepared for the challenges of the next ten years and we are taking steps to ensure that our barges remain competitive, our rail services are further expanded and our truck transports will be nearly emission-free. Now our task is to invite as many sea carriers, forwarders and shippers as possible to accompany us along this path."

Marcel Hulsker, Managing Director, Contargo

#3

Aim 2:

STRENGTHEN OUR EMPLOYEES

Every day, our workforce of more than 1,000 employees contribute to the smooth running of our container transports by carrying out their tasks accurately and consistently, in line with Contargo's high standards. So it is important to us that they stay motivated and continually improve their skills. We support them for instance in training and further training, encourage promotion chances and provide a pleasant working climate, with the possibility of combining job and family.

Koblenz formula for success

OUR SOCIALLY EXEMPLARY TERMINAL

In our employee survey, the Koblenz terminal performed particularly well. For Terminal Manager Arndt Puderbach, who has nearly 30 years' experience as a manager and has been with the enterprise since 1986, the following success formula has emerged clearly over the years:
Honesty + Openness + Communication + Trust + Reliability + Competence + Respect = SATISFACTION

This formula motivates many employees, and contributes to their personal and professional development. If we succeed in cultivating this atmosphere throughout the Contargo network, it will be even easier to identify the many talented and ambitious people at our different locations, and make the best use of their gifts and interests.

LIVE AND LEARN!

We offer numerous advanced training programmes, including management training, IHK certified further training programmes, evening school degree courses/ Masters courses. Any employee can negotiate on individual training. Unfortunately, only 7% of employees have made use of our offer.

WORK IN PROGRESS!

"Unfortunately, succession planning in the Contargo network is not yet running quite smoothly, because there is still no generally valid personnel development process. So far it is clear that every manager over 50 should prepare their successor. We still have to define exactly how this can be done, and then implement it together with the colleagues concerned."

Jürgen Albersmann, Managing Director, Contargo

TRUST enables DEVELOPMENT

Maren Piontek
Contargo Neuss

START:
In 1991 Maren Piontek starts out as a clerk for container transports (first as a barge dispatcher, then working in accounting, truck dispatch and depot)

- 1991
- 1995 — Team leader, truck dispatch
- 1996 — Parental leave and mini-job
- 2002 — Truck dispatch, part-time
- 2004 — Team leader, truck dispatch
- 2008 — Tead leader: rail and barge dispatch
- 2012 — Team leader: depot, M+R /gate
- 2014
- 2016

HANDING OVER:
Maren Piontek hands over management of Depot/Gates to her successor Reyk Lorenz.

NEW POSITION:
In her new leading position as **Operations Manager Transport Service**, Maren Piontek makes use of her experience from the various team leader positions.

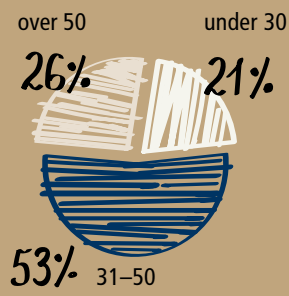
START:
16.07.2012:
Reyk Lorenz starts work as a Gate employee (without experience in this job)

TAKING OVER:
01.03.2016:
Reyk Lorenz successfully takes over from Maren Piontek as **head of Depot/Gates**

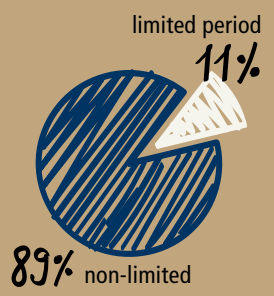
Reyk Lorenz
Contargo Neuss

OUR KEY PERSONNEL FIGURES

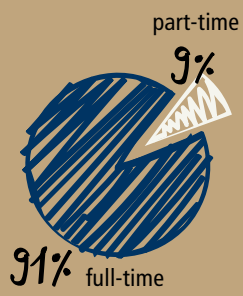
AGE STRUCTURE



PERMANENT/ TEMPORARY



FULL-TIME / PART-TIME



Aim 3:

IMPLEMENT PLANS

#3

To establish goals and help each other to realise them within the network – this summarises the idea behind Contargo's yearly Sustainability Goals. In 2018 we set ourselves goals in this way for the first time, in order to reduce our CO_2 emissions step by step. One year later, joint goals had already been formulated in several areas of the enterprise with the aim of making all Contargo's activities more sustainable – from management, through controlling and quality management, to Sustainable Solutions.

RAIL

Goal:
Electrification of the "last mile"

Year: 2019

Description:
Electrification of the last mile (= the section between the marshalling yard and the terminal), should be examined for all new construction and modernisation plans.

Implementation:
Depending on local conditions, 100% positive payback (without any subsidies) possible in 3.5 years.

BARGE

Goal:
Plan alternative drive for barges

Year: 2018

Description:
The e-barges or e-hybrid barges to be designed jointly with Rhenus PartnerShip, CWL and Sustainable Solutions, and ready to be commissioned.

Implementation:
90%

TRUCK

Goal:
Record truck emission standards

Year: 2018

Description:
The emission standards of trucks driving regularly for Contargo were to be recorded by July 2018, and by September 2018 the Sustainable Solutions Department would classify them according to pollutant levels and work out action proposals.

Implementation:
90%

Our success models

Our innovation driver Duisburg is first to test many sustainable innovations. We also inquired at other locations what they are particularly committed to, and what is already working well. Here are 3 examples:

CONTARGO NEUSS:

- ✓ Energy recuperation from cranes
- ✓ Energy-efficient new stackers
- ✓ Reducing diesel consumption by one-fifth compared to 2017
- ✓ LED terminal lighting
- ✓ Planning of photovoltaic units
- ✓ Ideas Box

CONTARGO RHEIN-WAAL-LIPPE:

- ✓ JobRad[1)]
- ✓ Charging stations for e-bikes
- ✓ Winners, "Contargo gets on its Bicycle" 2019[2)]
- ✓ Pool vehicles of Euro 6 standard
- ✓ Saving energy with heat pump dryers instead of condensation dryers

CONTARGO RHEIN-NECKAR:

More on page 97

[1)] The "JobRad" fleet

Cycling is good for your health and the environment. So since 2016 our employees in Germany have had the option of leasing a bicycle or e-bike as a company bike.

In 2018/2019 several of our locations installed charging stations for e-bikes, thus giving employees additional motivation to leave their cars in the garage more often, and clock up "green" kilometres for the popular competition **"Contargo gets on its Bicycle"**.

CYCLE TO WORK? NO PROBLEM! OUR "JOBRAD" FLEET IS GROWING ALL THE TIME...

43 bicycles + 92 pedelecs

32% | 68%

[2)] **"CONTARGO GETS ON ITS BICYCLE" – THIS IS HOW IT WORKS ...** In the "Contargo gets on its Bicycle" competition, every team that has registered records its kilometres cycling to and from work. The competition is held every year from June to September. The winning team that has totalled the most kilometres is rewarded with a joint cycle tour – with refreshments.

#4

Fairness

We treat each other
and other people
fairly and honestly.

Our aims:

#4

1. BUNDLE OUR STRENGTHS

2. STANDARDISE PROCESSES

3. CULTIVATE DIGITALISATION

Aim 1:

BUNDLE OUR STRENGTHS

Partnerships and cooperations make for fair relations between the participants. **"Together we can achieve more"** – this motto is in evidence in many different areas of Contargo. In IT we aim for a fully networked logistics system, so that we can react fast and appropriately even in crisis situations. We also use and develop Open Source solutions that can even be used by the market. Our active engagement in associations and other institutions also benefits the whole sector. In our internal working groups, employees from the different locations and areas of work put their knowledge and experience of various aspects at the disposal of the whole enterprise.

OPEN SOURCE CODE + OUR OWN IDEAS = OPEN SOURCE

Open Innovation

Improving software together

Why? To share knowledge and improve applications together

Examples of Apps:

Passive:

IMTIS

Intermodal Tariff Information System on the basis of OpenStreetMap. In IMTIS transport options can be compared.

Active:

IRIS

Intermodal Routing Information System. IRIS calculates the route between customer and destination.

In development:

BOOKING

Booking is the central access point for recording orders and assigning them to the individual terminals.

COOPERATION + COMPETITION = COOPETITION

Coopetition

Cooperation with competitors

Why? To actively shape developments in a neutral, future-oriented way

Who? Here are two of our most active players:

Heinrich Kerstgens

Member of the Executive Committee SGKV, Vice President of the BDB and member of the IWT

Christian Eichmeier

Chair of SLV Hessen/Rheinland-Pfalz and member of the Traffic Committee of the IHK Frankfurt

"A whole network has more and broader knowledge and competences than any single actor. This benefits the individual actors,even though they may be in competition."

Kawus Khederzadeh, Managing Director, Contargo Industriepark Frankfurt Höchst

Collaboration I

Cross-locational cooperation

Why?
To use and pass on knowledge within the Contargo network

Examples:
We have numerous strategic and working groups (more about these on page 88).

PROJECT MANAGEMENT SOFTWARE + SPECIALISTS FROM VARIOUS AREAS = COLLABORATION I

Collaboration II

Cooperation within the Contargo Network

Why?
Interrelations facilitate operative business.

Examples:
Using the infrastructure of other terminals, switching to another transport mode, emergency groups for network activation.

TERMINALS WITH VARIOUS SPECIALISATIONS + CUSTOMER SERVICE ORGANISATIONS = COLLABORATION II

Cooperation

External cooperation

Why?
We only use fair business practices. Trust and long-term relations make for a reliable product.

Examples:
Barge lines with private owners, truck transports with forwarders, platforms.

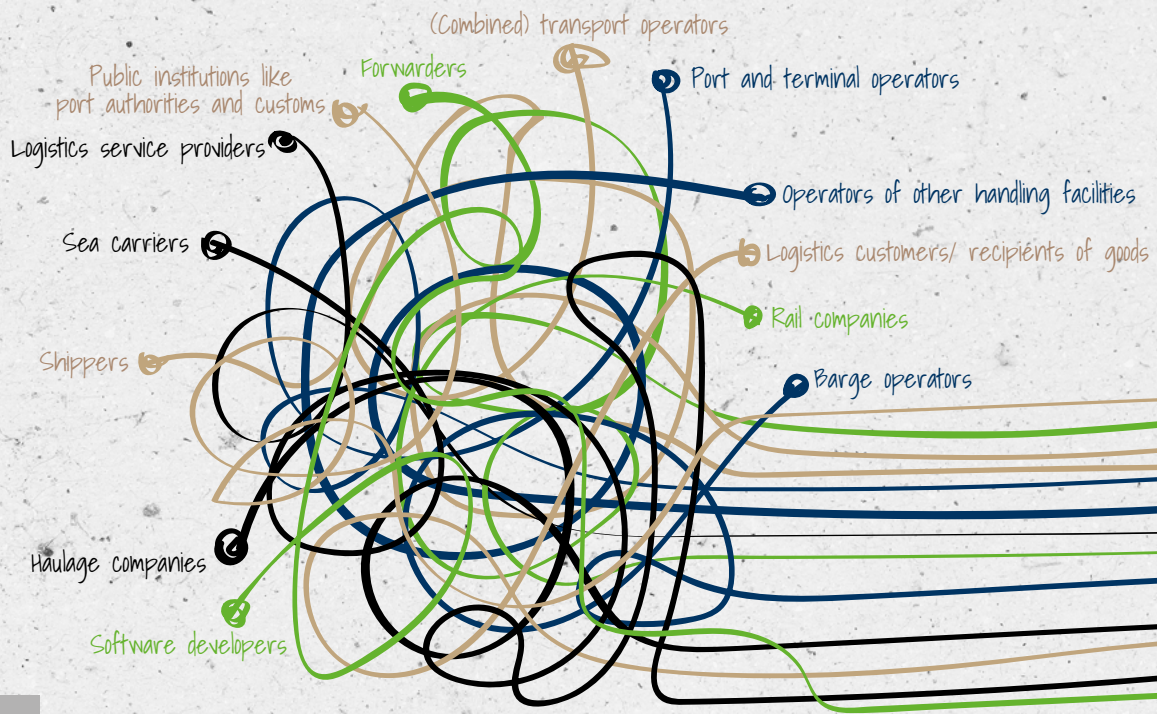
CONTARGO + SERVICE PROVIDERS = COOPERATION

ACHIEVING MORE TOGETHER!

Aim 2:

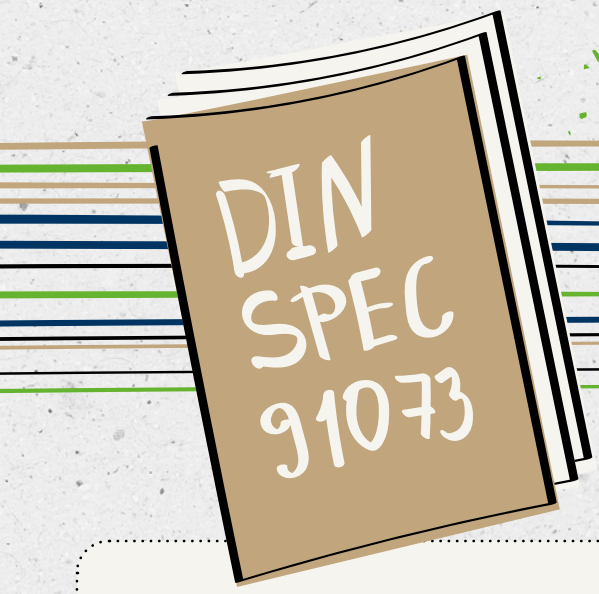
STANDARDISE PROCESSES

Everyone is talking about digitalisation. Non-specialists think it is just a matter of developing a few practical apps and implementing them. In fact, technical solutions are the result of lengthy and complex processes. A prerequisite for digitalising a process is analysis of the initial situation: How is the process structured at present? What are the related problems? What is important? What could be done better? By answering these and other questions, processes can be standardised and finally automated. Contargo has already performed these steps in developing many of its own software solutions. However, the IT department also supports projects that benefit the whole sector, for instance DIN SPEC 91073 – DIGIT. It is fair to share knowledge and solutions! Only in this way can progress take place.



Creating clarity

Combined transports are complex, because they involve many interfaces, sets of regulations and different actors. An efficient and secure information flow within the transport chain brings many advantages for all the participants. For this reason, a standard has been created to define data requirements for the whole transport chain: DIN SPEC 91073.



"My aims have been to standardise and homogenise the market, avoid disruption costs caused by inefficiencies, and reach consensus on the language requirements of market participants. Although Coopetition is a "hype" expression, in the broadest sense it is about strengthening collaboration on aspects that do not determine the market."

Henrik Hanke, IT-Manager, Contargo

DIN SPEC 91073– What is it, actually?

- ✓ Unified definitions of terms and explanations of aspects of combined transport, to simplify communication
- ✓ Data structure list with master data, process data and status information as a basis for digitalised and automated processes
- ✓ Minimum requirements from the information chain, in order to ensure efficient information flow

What is Contargo's contribution?

- ✓ Contargo already has a collection of program elements that enable users to integrate these specialist terms (German and English) into other applications.
- ✓ Contargo has coordinated this "library" with the DIN SPEC, and the result is the Java library "Intermodal Domain".

Link: **https://github.com/Contargo/intermodal-domain**

Why is a digitalised version needed?

- ✓ The "Intermodal Domain" can be downloaded free of charge and developed further according to the user's own requirements.
- ✓ It can be integrated into any programming code and then used as a kind of "dictionary".
- ✓ Users have the possibility of letting their own adaptations flow back as input into the basic version. In this way the DIN SPEC can be developed in an ongoing way as a living document.

Aim 3:

#4 CULTIVATE DIGITALISATION

Progressive digitalisation is also leading to a profound transformation process in the work environment. Creating clear conditions and talking about the changes ensures fairness and openness right from the start. Not only enterprises, but also individual employees need new competences and a basic understanding of the change taking place. Whereas in the logistics sector the attitude of waiting until there are tried and tested solutions still often predominates, Contargo is developing its own software solutions and also testing them relatively soon in practice. Everything is changing: processes, work environments, job profiles, qualification requirements. This means lifelong learning for everyone – whether they are crane operatives or managers. We support them in this.

Focus on change

Our Strategy Groups address the challenges that the topic of digitalisation brings, and support their colleagues in taking action to meet them.

Strategy Group

„Bäng" (more about this on page 18)

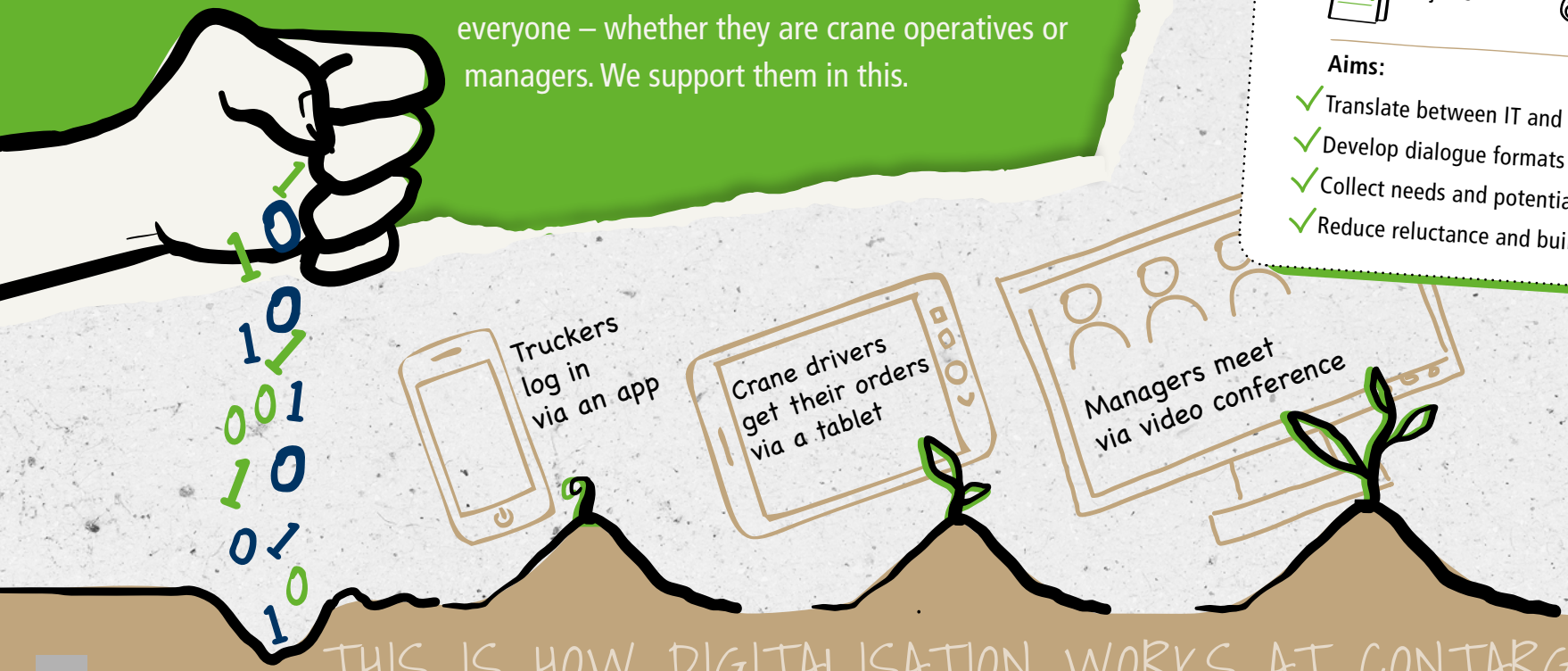
Task: Support the transformation process

Core themes:

- Communication
- Information
- Projects
- Knowledge

Aims:

- ✓ Translate between IT and user language
- ✓ Develop dialogue formats
- ✓ Collect needs and potentials
- ✓ Reduce reluctance and build acceptance



THIS IS HOW DIGITALISATION WORKS AT CONTARGO...

Strategy Group

"Digitalisation and People"

Task: Intensively address the topics of personnel development and change management through digitalisation.

Instruments:

- ✓ Roadshows at individual locations
- ✓ Pointing out added value
- ✓ Sparking emotions
- ✓ Listening to employees' thoughts and concerns

Aims:

- ✓ Inform employees about the main "digital" topics
- ✓ Use feedback as a basis for planned cross-location events and workshops
- ✓ Sensitise colleagues to the transformation
- ✓ Win over employees
- ✓ Produce "Aha" effects

Project

CONTARGO for PEOPLE

What? "ContarGO for People" is a sub-project of the strategy group Digitalisation and People

Instruments:

- ✓ Workshops and discussions

Aims:

- ✓ Prepare employees for future changes
- ✓ Improve understanding of changing tasks and job content

"I now have the feeling that I know what to expect from digitalisation, and how to cope with it."

Birgit Mendling,
Equipment Control & Container Sales,
Contargo Rhein-Main
in Koblenz

#5

Respect

We treat each other as equals.

Our aims:

#5

1. TAKE TIME

2. MAINTAIN PARTNERSHIPS

3. ENCOURAGE WOMEN

"Taking time for each other not only gives employees a chance to communicate their ideas, wishes and further training goals. It also makes it easier for the line managers to make the most of their employees' potentials, to the higher satisfaction of everyone concerned. For this reason, we want to increase the percentage of employees having a staff appraisal talk at least once a year, back from the present 57 percent to the 87 percent level of the years 2016/2017."

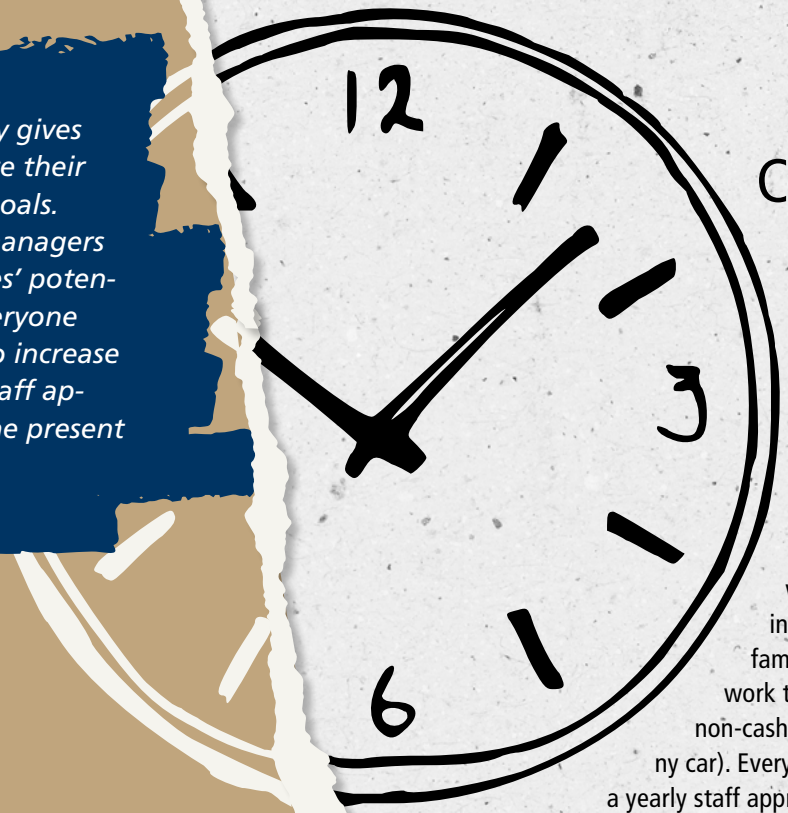
Thomas Löffler, Managing Director, Contargo

Aim 1:

TAKE TIME

#5

In our enterprise flat, decentralised hierarchies ensure an open work atmosphere in which every employee is treated on an equal footing. The way the management is organised means that there is close networking between the holding and the regions: the four Managing Directors of the Contargo Group are not only responsible for various business areas and regions; they also have responsibility for individual locations. On site, the management of the affiliated company/ the terminal has autonomous responsibility. This means that all employees have a contact person with decision-making authority who is also in close touch with the Group management.



Compromises make for satisfaction

Feedback and development meeting

In staff appraisal meetings our employees can find individual solutions together with their line manager, for instance in order to combine family and job better (e.g. adapting work times, Home Office) or to receive non-cash benefits (e.g. rail card, company car). Every employee should be offered a yearly staff appraisal meeting, or alternatively should ask for one. As well as yearly meetings, some locations also have other individual or group meetings and / or Coffee Mornings.

Focus on Health

Our locations offer their employees various health-promoting measures, for instance massages at their place of work, subsidies for fitness studio membership, a fruit basket, and the "JobRad" scheme (more about this on page 29). It is also intended to establish a Health Day with the purpose of motivating employees to adopt a healthier lifestyle.

What?

Health Day was tested out as a pilot project in the Holding Company. The employees had an opportunity to get their own state of fitness (e.g. blood sugar level) checked in individual talks with medics and therapists covering aspects like exercise, nutrition, medical check-ups and back health, and they received tips based on these.

Why?

Motivation for prevention, service for employees directly at their workplace, showing an interest in employees' health.

How?

Employees could put their names down voluntarily on the lists of topics, checks and individual consultations that were relevant for them personally.

Result:

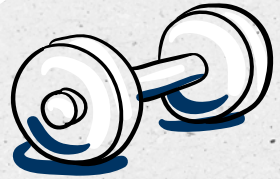
The number of people taking part, and the employee survey carried out afterwards, confirmed that there is great interest and a wish to continue with the project. Therefore, Health Day should be established as a fixed institution and introduced as an offer for all locations.

Feedback from participants:

Participants said that Health Day helped to raise their awareness of health topics. Some of them even experienced an **"Aha" effect** that changed their lifestyle:

TEAM MEMBER 1:

"I switched from white flour products to wholemeal, to eat more healthily"

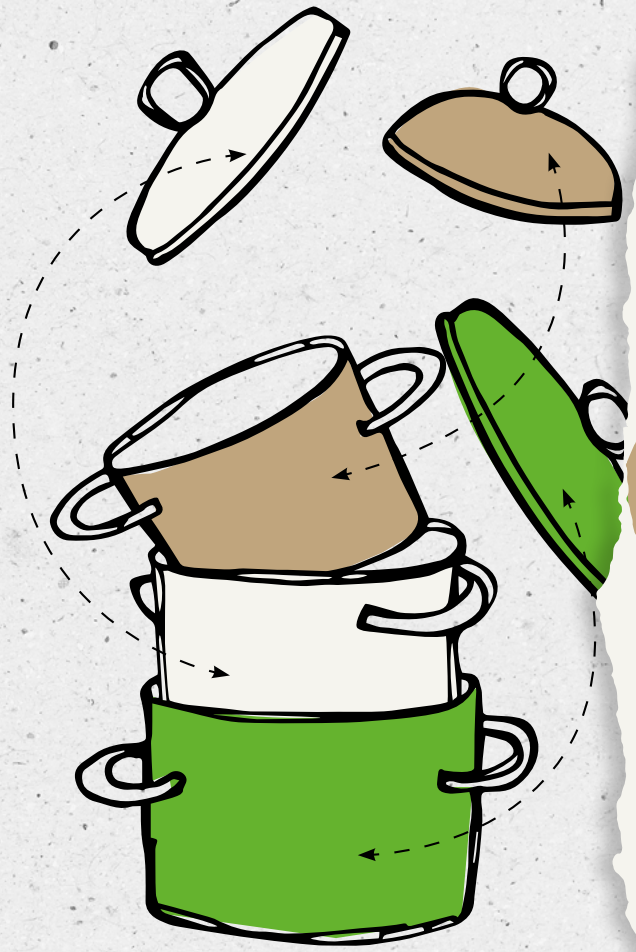


TEAM MEMBER 2:

"After the 'Back Check' on Health Day by the physiotherapist I realised the importance of stable back muscles and I afterwards joined a fitness studio, where I am now active."

TEAM MEMBER 3:

"After taking part in Health Day I bought a fitness watch which reminds me to take regular exercise during the day. When I get the signal I stand up, move my upper and lower body and my arms. In this way I can prevent possible 'Office Back' damage."



The right partner for everyone

Our customers are our first priority. So we like to get on well together – meaning that we do not just knock on the door once a year to negotiate rates. It is important to us to be regarded as a contact point for all questions and problems. In our extensive network, we are sure to find the right solution. Here, every customer has the support of a competent member of our sales team at their side.

Aim 2:

MAINTAIN PARTNERSHIPS

Our relations with all stakeholders could be summarised as "on an equal footing". For us, this means accepting our counterparts just as they are. We take care to be polite, attentive and appreciative in our communications with all our stakeholders. For our business relations with customers and service providers, appreciation means that we aim for long lasting relationships based on mutual respect.

#5

External experts

WIN-WIN FOR EVERYONE

We benefit from the expertise of our service providers, gained during years of cooperation. For them, the overall size of our group is interesting, as is the diversity of our locations and their regional specificities.

AND THE WINNER IS...

Example

The relationship between our Holding department Corporate Technics and its external planners (civil engineering, structural building, technical equipment and crane construction).

WIN FOR CONTARGO:

The service enterprises are absolute experts, we have been cooperating with some of them for 20 years, extensive detailed knowledge, personal contacts.

WIN FOR SERVICE PROVIDERS:

Long-term cooperation, recurring contracts, excellent knowledge of their customers.

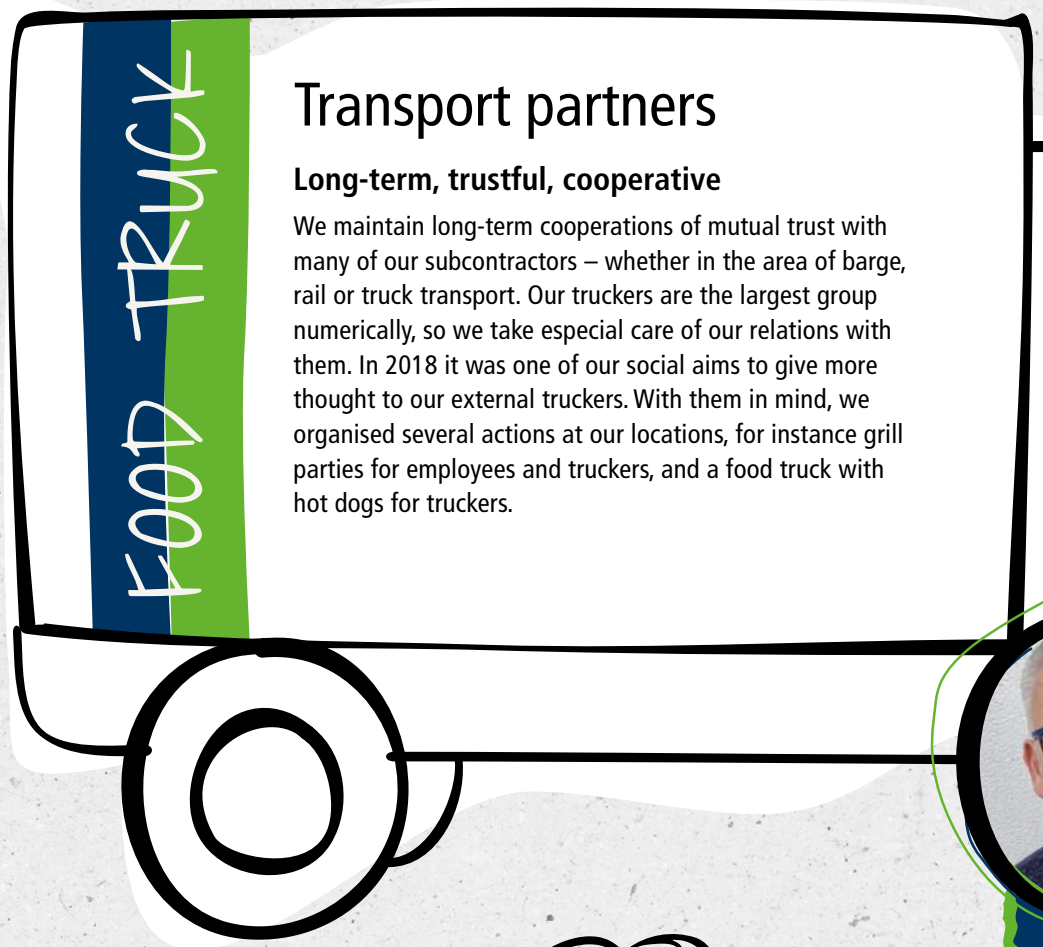
PROCEDURE:

- ✓ Contargo tests various engineering offices
- ✓ As far as possible, and provided they are available, permanent teams are formed for further projects
- ✓ For each specialist areas concerned, Contargo has a total of 1-2 additional external experts, depending on the size of the region, to provide back-up in case of non-availability.

Transport partners

Long-term, trustful, cooperative

We maintain long-term cooperations of mutual trust with many of our subcontractors – whether in the area of barge, rail or truck transport. Our truckers are the largest group numerically, so we take especial care of our relations with them. In 2018 it was one of our social aims to give more thought to our external truckers. With them in mind, we organised several actions at our locations, for instance grill parties for employees and truckers, and a food truck with hot dogs for truckers.



"I have been with the enterprise since 1992 and since then I have done the daily truck scheduling. Some of the truckers have been working with us just as long. Including the self-collecting companies, around 25 truckers drive for us, and up to 40 at peak times. They are a great group, they know each other and talk to each other, even if there is the occasional disagreement. I find it good that the contractors are so flexible. What the truckers value about us is that they know what they will be transporting the next day, and what revenue they can expect. I am particularly happy that in mid-2018 we enabled a young entrepreneur to set up independently. You repeatedly hear that local trucking does not pay off – but the newly-founded company is doing pretty well so far."

Hans-Jörg Meenen, Team Leader Trucks, Contargo Rhein-Waal-Lippe in Emmerich

Aim 3:

ENCOURAGE WOMEN

Traditionally the logistics sector tends to be the domain of men. Due to the positive influence of diversity on the working climate and also to the fact that certain competences such as empathy, for example, are continually gaining importance, women's chances in logistics are improving. Since, even in the age of digitalisation, the sector remains a "People Business" in many ways, and social competences are decisive here, Contargo tries to create incentives for women, such as more flexible work times, mobile working possibilities and a childcare subsidy.

Setting a good example:

"In Döhlau we have a balanced ratio of 50:50 at departmental level. For me, equality is a given, and this is the basis of what we practise."

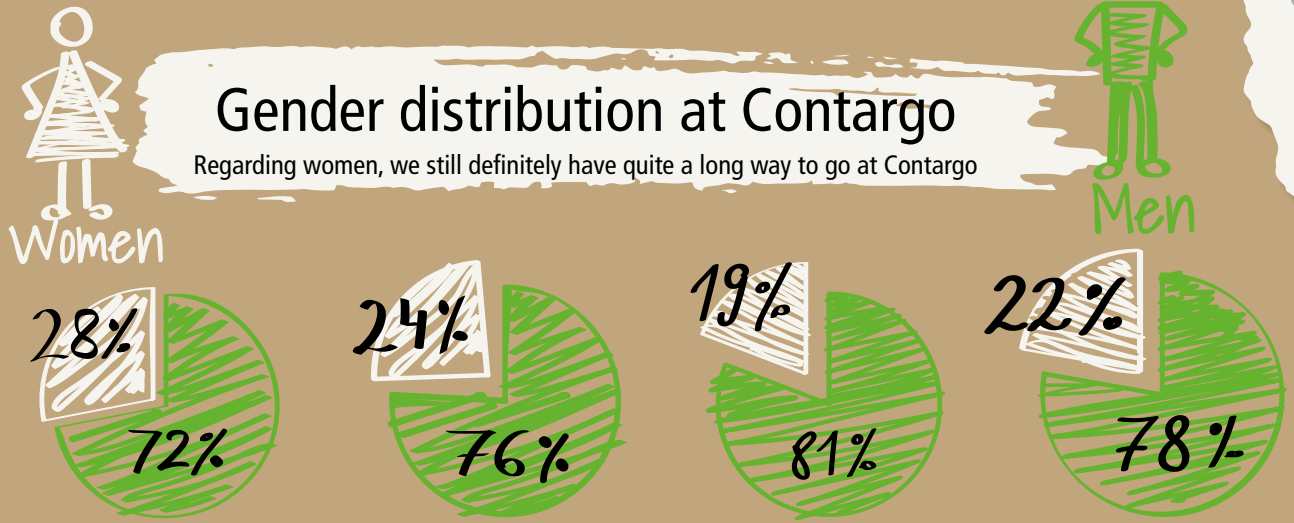
Markus Bittermann, Managing Director, Contargo Network Logistics in Döhlau

" Mothers especially are very capable, have exceptionally good organisational skills and are pretty stress-resistant. We willingly adopt unconventional solutions regarding work times and workplaces. In any case we have many mothers who like to return to work, and this also includes job sharing arrangements."

Andreas Roer, Managing Director, Contargo Rhein-Neckar

Gender distribution at Contargo

Regarding women, we still definitely have quite a long way to go at Contargo

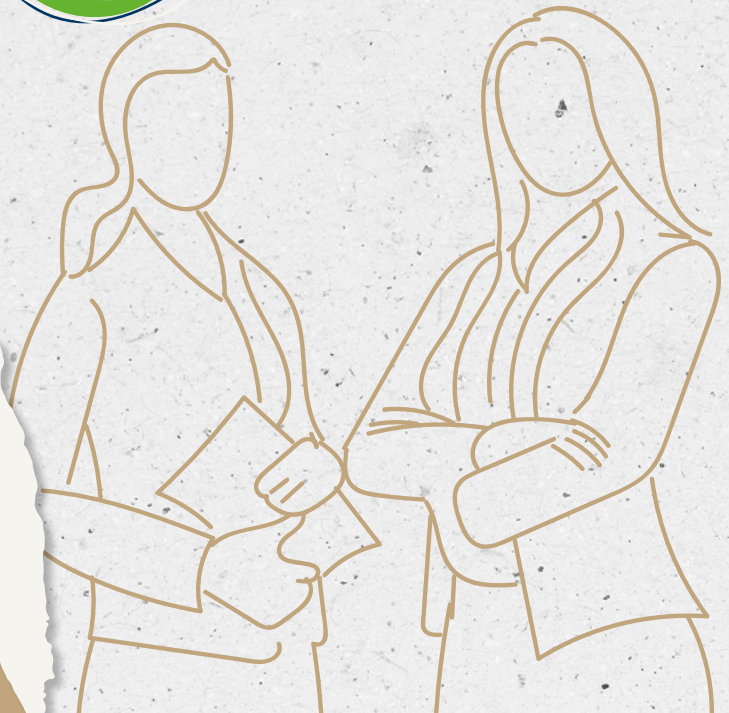


General (all locations)

Newly employed (all locations)

Executive positions (all locations)

Managers and department heads, not including executives (15 locations)



INTERVIEW WITH GLORIA

What qualities does a trucker (male or female) need?

"Strong nerves, a thick skin but most important is social competence. Sometimes the tone among men is a little bit rougher and you have to be able to handle that. But especially when dealing with colleagues and customers people skills are important, speaking to people on their wavelength. I'd also recommend everyone to take the 3-year professional trucker course – it's the only way to get to know all the important aspects of the job."

In your daily work, do you notice being in a "man's world"?

„As a woman, I'm not alone – women are working more and more as truck drivers."

Do you feel accepted and respected by your male colleagues?

"Working with men is usually gentler, quieter and friendlier if there's a woman around, A woman takes a bit of the stress out of the situation, and no-one feels they have to prove anything. Especially my colleagues from Eastern Europe have no prejudices and are always very friendly."

What motivated you to become a truck driver?

"When I was still a little girl, my father used to take me with him in the truck. So I have always had a feeling for trucks. I never considered an office job, and I generally like working with men, because if they don't like something, they say so. It's great that I've now been able to switch from heavy long-distance transport to the local transport sector, so I'm home every evening."

Would you recommend the profession of Truck Driver to other women?

"Yes, certainly!"

Gloria Schütz, truck driver at Contargo

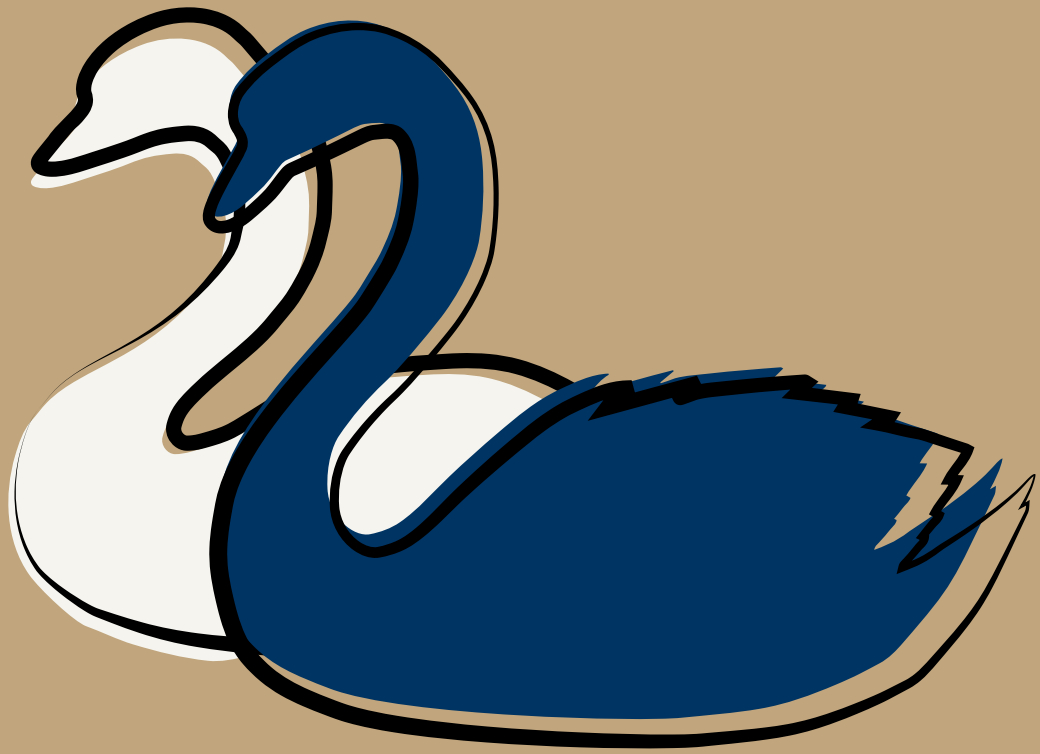
Still exotic

There are definitely other jobs available to women at Contargo, apart from the typical "office jobs". Even though they are not seen so frequently, women are underway for us now on the roads and waterways.

More woman power

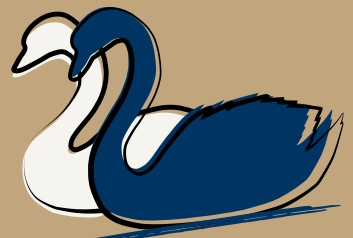
Women are regularly met with on barges, because these are often family businesses. And since they also have the necessary skipper's licences, women also steer our container barges successfully.

#6



Loyalty

We want stable, long-term relations with common values and aims.



Our aims:

#6

1. VALUE OUR RELATIONSHIPS
2. BRING TEAMS TOGETHER
3. MAKE A DIFFERENCE TOGETHER

#6

Aim 1:

VALUE OUR RELATIONSHIPS

Our relationships to internal and external stakeholders are intended to function in the long term. At our locations we want to create reliable workplaces for our employees. We have also been cooperating with many of our service providers and customers for many years – long-term relationships offer the opportunity to work together towards a major goal.

with our employees

Major objectives can best be achieved with employees who feel they can identify with their enterprise. Seven people have been with us now for more than 40 years. Consciously or unconsciously, our employees transmit this bond of loyalty to customers and service providers. Regarding service providers, it is important to us that they should be visible, even if they are mainly on the move. In our relationships with our customers, we place a high value on constant communication.

with our customers

"Long-term relations are important to us. We have been working with many of our customers for years now. For instance, I have here orders dating back to 1988 and 1998, from companies that are still customers of ours."

Marco Speksnijder, Managing Director, Contargo Rhein-Neckar in Ludwigshafen

* In the analysis of time spent with the enterprise, 12 out of a total of 24 companies were included.

with our service providers

Barges

"With most barge owners we share a very long-lasting cooperation: with the Bosman family, for instance, who have sailed for us now for 40 years, with 7 vessels in the meantime. The Deymann family (previously Seibert) have sailed for us for nearly 30 years, with four barges in our service now. The Hoeykens family have sailed for us for nearly 20 years, now with two barges. And vessels such as Ms. Quinto, Ms. Azolla, Ms. Jacobus and Ms. Margreta have also been sailing for us for more than 20 years."

Cok Vinke, Managing Director,
Contargo Waterway Logistics
in Zwijndrecht

Rail operations

"As well as price-performance ratio, quality and reliability, it is especially the "human factor" that we look for in our choice of business partners. In times of digitalisation, contacts with people who act with passion are important factors for a successful cooperation and a successful product."

Michael Lückenbach,
Managing Director,
Contargo Rail Services
in Mannheim

Trucking

"We value trust, reliability and regionality. The best example is Anton Topalovic of HWT, who has driven for us right from day one, way back – more than 30 years now – when I was still in Dispatch myself."

Arndt Puderbach,
Authorised Signatory,
Contargo Rhein-Main,
Terminal Koblenz

Crafts

"Over the years we build up long-lasting relationships of trust with crafts companies, for instance electricians, plumbers, suppliers of machinery and materials in the region. This has the advantage that we are well regarded by the companies, they provide a reliable service and respond quickly in emergencies."

Eugen Werwai,
Authorised Signatory,
Contargo Rhein-Main,
Terminal Gustavsburg

#6

Aim 2:

BRING TEAMS TOGETHER

OUR FORMULA:
Team building + Teamwork = Good work results.

We do not leave teamwork to chance. The aims of our team development include a positive work climate and trustful cooperation. We want to encourage cooperation and foster team spirit in order to increase work efficiency – because people who plan the future of the enterprise together feel that they belong, and that their value is appreciated.

Example 1

Land bridge 2018

During the period of extreme Low Water in summer 2018, the outstanding cooperation of the terminals on the Upper and Middle Rhine and the terminals north of the Kaub gauge continued to ensure the transport of containers, without being at the mercy of the situation caused by the weather. We set up an overland bridge with trucks, to get around the "weak point" of the Rhine at St. Goar.

THAT'S THE WAY WE DO IT!

Example 2

Requirements Engineering

The aim of our long-term digital project "COLA" is to transfer all the usual Contargo processes into modular apps and to combine them in a big "digital landscape" ("COLA"- Contargo Open Logistics Apps* (more about these also on page 82). This optimises process workflows, ensures more efficiency and transparency. In this way we will be future-proof and independent in the digital field. This does not just involve our own IT development team. It is only the active and ongoing inclusion of the knowledge carriers from our locations in the software development process that makes our project a real success for us, our service providers and our customers.

BOOKING

The BOOKING-APP in Requirements Engineering: In 2019, 7 two-day workshops were held, attended by 17 participants from 11 locations

RMOST PROJE STAR TRUCKING TOS IMTIS

*At present our digital "COLA" landscape includes 30 Apps.

Example 3

Sustainability Workshops

Every year the Sustainable Solutions team organises a workshop for our employees – whether apprentices, team leaders, industrial personnel, managers or administrative staff.

The aim is to identify sustainable processes from different perspectives and interlink them, together with colleagues from the various locations. Different approaches and ideas of the Sustainable Solutions department are presented, and there is an opportunity for participants to share their own experiences with their colleagues. They carry the knowledge they have gained, plus lots of motivation and new ideas, back to their own locations.

Topics:

- Recognising challenges
- Sustainability goals
- Cost-benefit effects
- Keeping employees
- ContarGO for People
- Our values, our mission statement
- Teams based on strengths
- Diversity of generations
- E-mobility
- Networking
- Mobile working

"Even in difficult times, my team are always committed, stand by the company loyally, and give each other support. I appreciate that very much!"

Markus Böhmer, Branch Manager, Contargo Network Service in Kehl

Example 4

Team building

Parties, concerts and events are not only fun, but also contribute a great deal to corporate culture. Only in this way can people grow together as a team, and pull together in their daily work.

Joint activities

Grill party | Evening events | Lunch together | Christmas party | Annual excursion | Harmonised dress | Summer fête | Spontaneous lunch grill | Terminal party | Team and department events | Flicflac Circus visit | Oldie Night | Taking part in sports events | Group training | Boot Camp | Oktoberfest | Wine tasting | Big-screen viewing | Concert | New Year party | Family Day | Collecting donations

Heinrich Kerstgens
Managing Director, Contargo

*"Our corporate motto **"Take the better route!"** stands for our mission, which involves more than "JUST" transporting containers. Logistics – yes, of course, but sustainable, please! This is what we strive for every day and we are always looking for new ways to get even better. The slogan can be admirably applied in private life, too, because people always have a choice: whether to opt for the easiest way or the right, the better way... "*

#6

Aim 3:

MAKE A DIFFERENCE TOGETHER

Our enterprise can only be successful in the long term if our employees identify with it. For this to happen, it is important for them to know what Contargo stands for, and the purpose of their work. Positive common goals contribute to the wish to play one's own part in the development of the enterprise. Therefore with this Sustainability Report we want to put a stronger focus on our corporate vision and our corporate mission, because they are helpful both internally and externally as a guideline, and correspond to the aims we are committed to.

our MISSION

Take the better route!

This is what we act on

True to our motto: **"Take the better route!"** we try every day to do just that – to create the better route for transporting our customers' goods. A route that is environmentally friendly, flexible and just-in-time!

our great VISION

BECOME CO_2 free! by 2050

„Take the better route!" *means that ONE, as a critical connector in the world's supply chains, is committed to conducting its business in a responsible manner recognizing the wider economic, social and environmental impact of our activities.*

Johan Pijpers
Inland Operations Procurement Europe
Ocean Network Express - ONE

„Take the better route!" *How I interpret this slogan is: everyone can decide for themselves which route to choose. This might be a transport route: should I opt for the inexpensive route or the eco-friendly, somewhat more expensive one? Contargo offers various solutions. But the slogan can also relate to your path in life: choose the better way, get further training. It is up to you! Thus Contargo supports its employees and customers in choosing the best way.*

Léon Triessl
Trainee forwarding agent,
Rhein-Waal-Lippe in Emmerich

What we strive for

As the largest and the leading trimodal container network in Europe, we will make our activities CO_2-neutral by 2050. Today we already set standards for performance and quality in the market. By our optimally-equipped terminals and transport lines, continuous innovations, fast reactions to change and high profitability we will also secure this leading market position over the next decades.
(Facts about our network on page 8)

#7

Authenticity

We say what we do,
and we do what we say.

Our aims:

#7

1. ASK OUR EMPLOYEES
2. INCLUDE OPINIONS
3. PRACTISE SUSTAINABILITY

Aim 1:

ASK OUR EMPLOYEES

On average, people spend eight whole years of their life at their workplace. If they do not feel happy there, it can get very frustrating over time. That's something we want to avoid! So it is important to us to actively encourage feedback. In this way we want to create more satisfaction. This in turn encourages loyalty, enthusiasm and commitment. An anonymous questionnaire addressed to employees is another instrument that can give us an impression of the "real" mood in the enterprise, can deliver ideas for improvements and be an important pointer to necessary measures.

We want to know: HOW SATISFIED ARE OUR EMPLOYEES?

The employee questionnaire 2018

How?

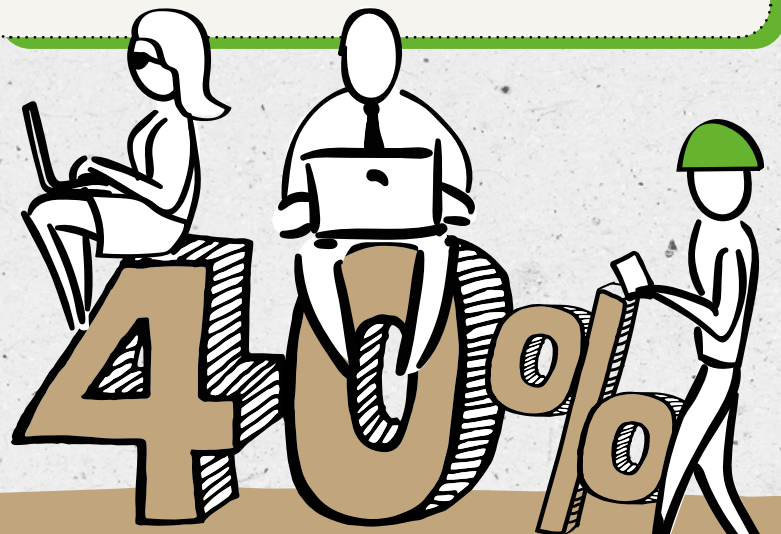
We started an anonymous online questionnaire on various topics at Contargo, for all our employees.

Results:

After evaluation, the questionnaire results were presented to the employees at informative events.

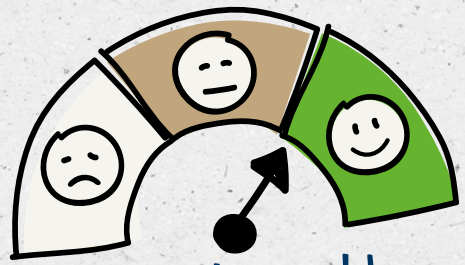
Measures:

In response, each location introduced individual measures to increase employee satisfaction.



40% Participation

60% unfortunately did not take part

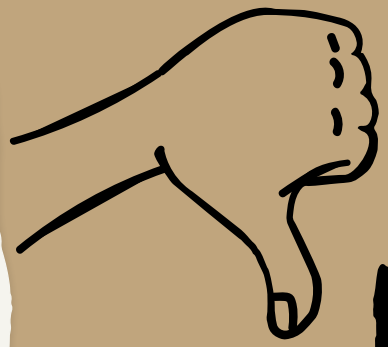


and what's the atmosphere like?

Topics of the survey:	THIS IS WHAT OUR EMPLOYEES SAY:	THE MANAGEMENT COMMENTS:
Identifying:	77% of employees are proud to work at Contargo	The best result of all in the questionnaire! We are also proud to have such great employees.
Contact person:	84% could approach their line manager at any time	We are always willing to listen to our employees. We always try to make this clear.
Equipment: (workplace/ social facilities)	81% are satisfied with the equipping of their workplace 47% think the social/recreation facilities are satisfactorily equipped.	Regarding the equipping of workplaces, our main concern was safety. In the next few years we will concentrate more on our social facilities.
Personal:	51% think that they receive appreciation for their daily work 55% find that the opportunities for further training are satisfactory.	Appreciation can be shown in different ways and it certainly still has potential for development. Further training is important, especially in consideration of lifelong learning.
Professionalism:	97% know what they need to do in order to fulfill their task.	This result speaks for itself!

We find this good!

- Flat hierarchies
- Sustainability
- Good working climate
- Additional offers for employees like fitness studio, massage, childcare subsidy
- Flexible, independent work
- Scope for structuring one's own tasks



Needs to be better!

- Communication between departments/locations
- Appreciation by superiors
- Wage structure/ pay reviews/pay rises
- Information policy
- Employee development/ training courses

Aim 2:

INCLUDE OPINIONS #7

Intensive exchange with the various interest groups is very important to us. Our terminals and their systems are the interfaces between the different transport modes, thus communication with the different stakeholders is essential. And we will only succeed in meeting new challenges if all those concerned pull together.

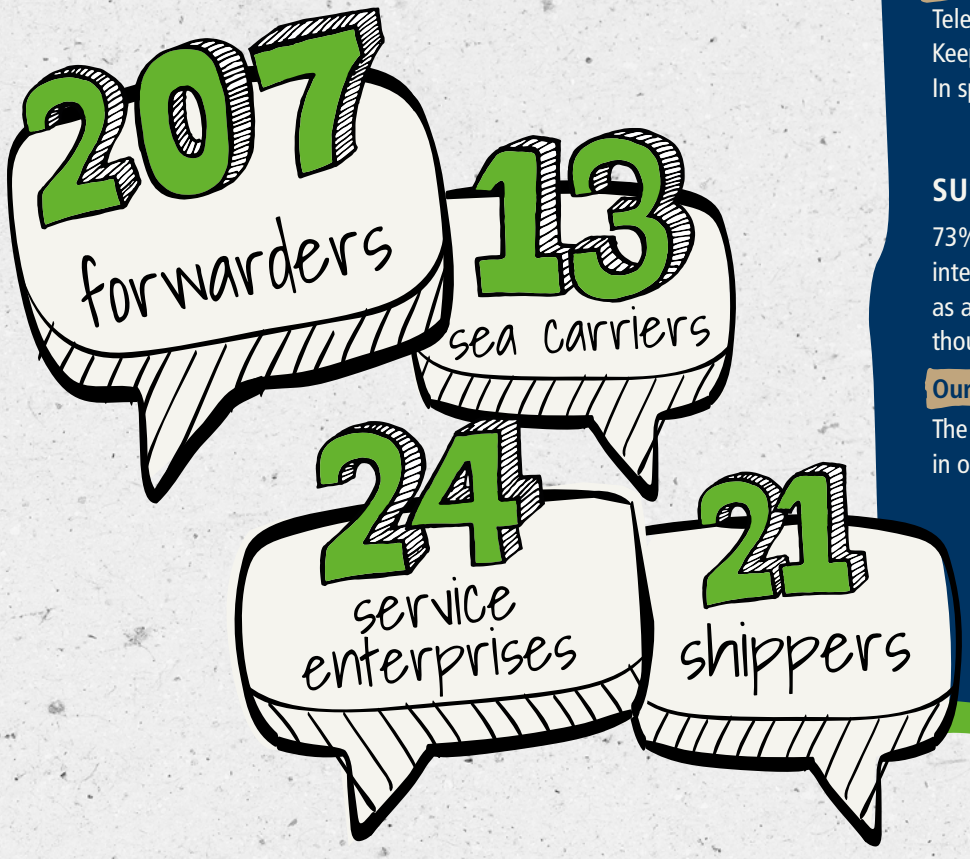
Our stakeholders: who are they in fact?

Our stakeholders are all the groups that have an interest in the work, topics and activities of Contargo. They either have an influence on our economic, ecological or social performance, and/or we as Contargo are affectedby the performance of the stakeholder group.

The stakeholder questionnaire 2019

In 2019 for the first time we carried out a Contargo-wide survey. We wanted an external assessment of our quality standards. The impressions of our customers and service providers will also help us to position ourselves better in future.

PARTICIPANTS:
265 persons submitted fully filled-in questionnaires. Of these, 207 were forwarders, 24 service providers, 13 sea carriers and 21 shippers.



and this was the result...

COMMUNICATION

85.1% satisfied to very satisfied

Could be improved:
Telephone availability. Keeping personal contact In spite of digitalisation.

SUSTAINABILITY

73% of respondents were interested in sustainability as a long-term way of thought and action.

Our conclusion:
The result confirms us in our actions.

CHALLENGE

Shortage of specialists and digitalisation

Our conclusion:
At Contargo, we are meeting the challenge (more about this on pages 36-37and 82-83).

INNOVATIONS & ENVIRONMENT

Our stakeholders show an interest in digital innovation projects, eco projects and new technologies

Our conclusion:
Stakeholders' interests and ours largely coincide. Many project examples can be found on pages 12-13, 29, 33, 60, 64, 67, 78-79,90, 96.

IMPROVEMENT POTENTIAL OF TRANSPORT MEANS:

With trucks, there are a lot of improvements still to be made. Rail, on the other hand, comes out very well.

Our reaction:
We are working on it. Project examples: on pages 68 -70

Rail operator LTE Netherlands B.V.:

"Wherever possible, we use electric drive, the discussion about diesel or electric is very high on our agenda."

We openly show what we stand up for!

Sustainability is as much a part of us as barges, trains and container cranes. So when making our decisions we consider not only the economic effects, but also people and the environment. For our four Managing Directors, too, managerial responsibility means that the three pillars of sustainability – economy, ecology and social responsibility – should not be considered separately, and that this idea should be communicated to others. We want to set an example and avoid "greenwashing".

Strategy 2030

The goals that Contargo wants to achieve by 2030, and the strategy for achieving them, have been developed by all the Managing Directors together. As well as regular exchange with all the Contargo companies, the joint approach to Strategy 2030 is mapped out in Management Meetings that are held twice a year, addressing business goals and sustainability plans.

ALREADY ACHIEVED IN 2018/2019:

- ✓ **Master plan for handling capacities at our terminals**
- ✓ **Expansion and modernisation initiated** (see pages 10-11)
- ✓ **Simplification of customer communication and terminal operation** (see pages 32-33, 50, 82)
- ✓ **Alternative drives** (see pages 12-13, 68-70, 79)
- ✓ **Rollout of various COLA-Apps** (see pages 32, 36, 50, 82-83)
- ✓ **China transports** (see pages 90-91)
- ✓ **Measures to motivate employees** (see pages 29, 40-41, 44-45, 88-89)
- ✓ **Low Water strategy** (see pages 25, 50, 69)

Communicating wishes

All four Contargo Managing Directors bear responsibility for communicating the aspect of sustainability to the stakeholders. We asked them what they would like to see from the different stakeholder groups.

Our wishes from:

Policy and research

Dear Policy Makers, we in the transport sector need reliable framework conditions from you that are within the climate goals of the Paris Agreement. Only in this way can we invest in our enterprise sustainably for the long term.

Dear Science, please support us in finding ways to reach our goals in the context of a sustainable national economy.

Heinrich Kerstgens, Managing Director, Contargo

Our wishes from:

Customers

Dear Customers, your satisfaction is our central concern. The more we speak to each other about specific aspects, the better we can build into our products the criteria you require. This is helpful to us – and to you – for setting priorities. Please also make use of our customer satisfaction survey to communicate your expectations.

Marcel Hulsker, Managing Director, Contargo

Our wishes from:

Service providers

Dear Service Providers, we offer and expect fair cooperation as equal partners. For us, this involves regular discussion, so that we can continuously improve our products and services. The implementation of climate-related goals, and reducing the consumption of resources, are playing an increasingly important part in this. In the coming years, joint efforts to reduce costs and improve quality will bring us into ever closer communication.

Jürgen Albersmann, Managing Director, Contargo

Our wishes from:

Employees

Dear Employees, please be even more open with your colleagues and exchange ideas with them. Especially when it comes to sustainability, it is important to talk about it and approach it actively – each individually, or even better, all of you together. As an employee, you can set an example by joining in social and sustainable projects. Approach your superiors with problems, criticisms and ideas, so that we can work on solutions or implementation together.

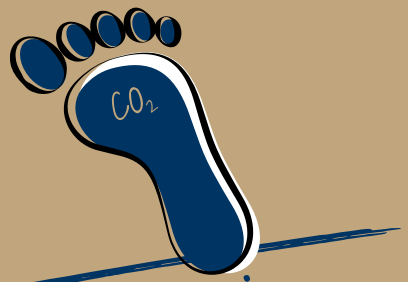
Thomas Löffler, Managing Director, Contargo

We stand for fair, sustainable growth in harmony with the environment!

#8

Environmental awareness

We use natural resources as sparingly as possible, and we get better every day.



Our aims:

#8

1. BECOME CO_2-NEUTRAL

2. BE PIONEERS

3. SENSITISE OUR EMPLOYEES

Aim 1:

BECOME CO_2-NEUTRAL

We want to be decarbonised by 2050!

This huge challenge can only be mastered if all the stakeholders are involved in this process. For that reason, we sensitise our employees and motivate partners and service providers to make their processes more CO_2-efficient. We debunk persistent myths, make improvements to our CO_2 accounting methods and monitor our progress in terms of environment, quality and energy management, as well as the progress of the Sustainable Solutions Department.

"Today climate change is already making itself felt. Hence our climate protection and prevention approach: we implement measures against the effects of extreme weather situations, and we protect the environment by doing our utmost to reduce our CO_2 emissions. With our present state of knowledge, we are concentrating on technologies relating to e-mobility."

Kristin Kahl, Sustainable Solutions, Contargo

Facts and myths about e-mobility and decarbonisation

MYTH: Decarbonisation is impossible.

FACT: Numerous studies show that it is technically and economically feasible to create an energy system that is fed 100% from renewable sources. The prerequisites are: expanding the development of regenerative energies, consistent implementation of energy efficiency and establishing intelligent networks, and flexible structures.[1)]

MYTH: Electric cars are not cleaner than combustion engines.

FACT: An electric Volkswagen Golf today already beats the diesel version after 219,000 kilometres or 14.6 years in operation, even using the average German electricity mix. If it uses only green electricity, it "overtakes" already after 40,500 kilometres or less than three years.[2)]

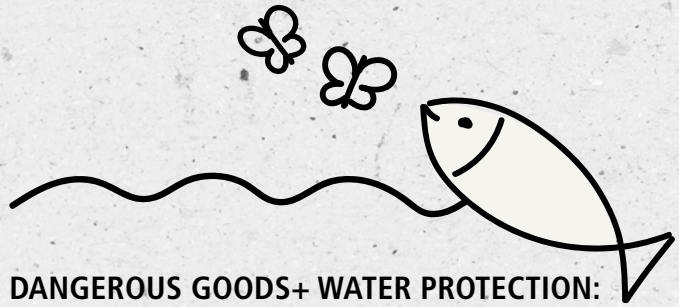
Source:
[1)] https://bit.ly/3uzv5hy
[2)] https://bit.ly/3mHCUgR

Using resources carefully

To lower total emissions of greenhouse gases and combat the wasteful use of resources, reducing consumption is our priority. Our environmental and quality management is concerned not only with maintaining our high standards, for instance in the prevention of water pollution, but also addresses the question: Where can we save even more resources, and how can we make our processes more efficient?

QUALITY + ENVIRONMENTAL MANAGEMENT:

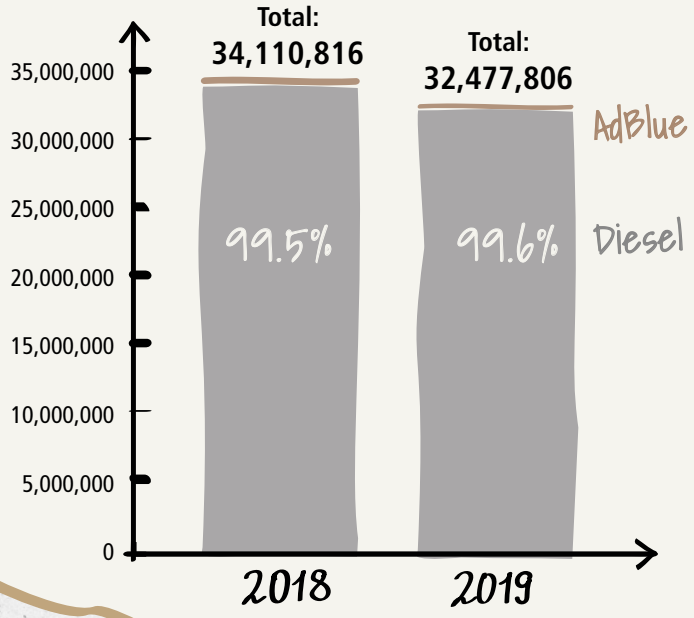
We continually work on making improvements to our high quality, while acting in harmony with the environment. **Thus all our terminals are certified according to DIN EN ISO 9001:2015 and DIN EN ISO 14001:2015.** In the relevant internal audits that take place every year, our degree of fulfilment averages > 90 % – with an upward trend.



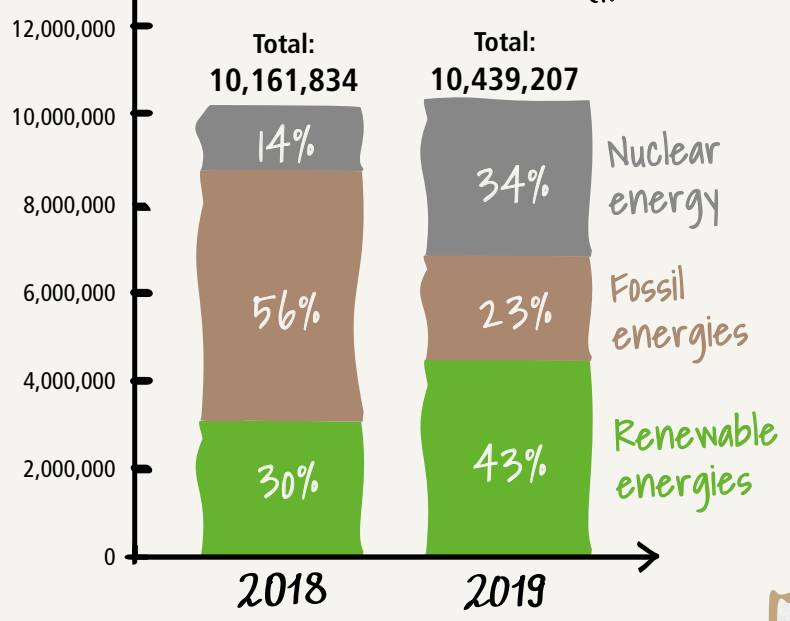
DANGEROUS GOODS+ WATER PROTECTION:

We transport dangerous goods to terminals that are authorised according to the Federal Pollution Control Act (BImSchG) and dispose of our dangerous waste correctly (e.g. oils and lubricants). We ensure safety with oil traps, emergency slide valves (where rain water enters the drain system) and containment basins.

Fuel consumption (in litres)



Electricity consumption* (in KWh)



* Our electricity consumption has gone up in total, due to extension of our terminals, growth, the switching of some processes to electricity that were previously diesel-driven, and our first electric truck. From 2020 on, Contargo will be working as far as possible with green electricity.

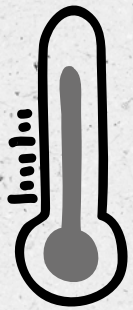
#8

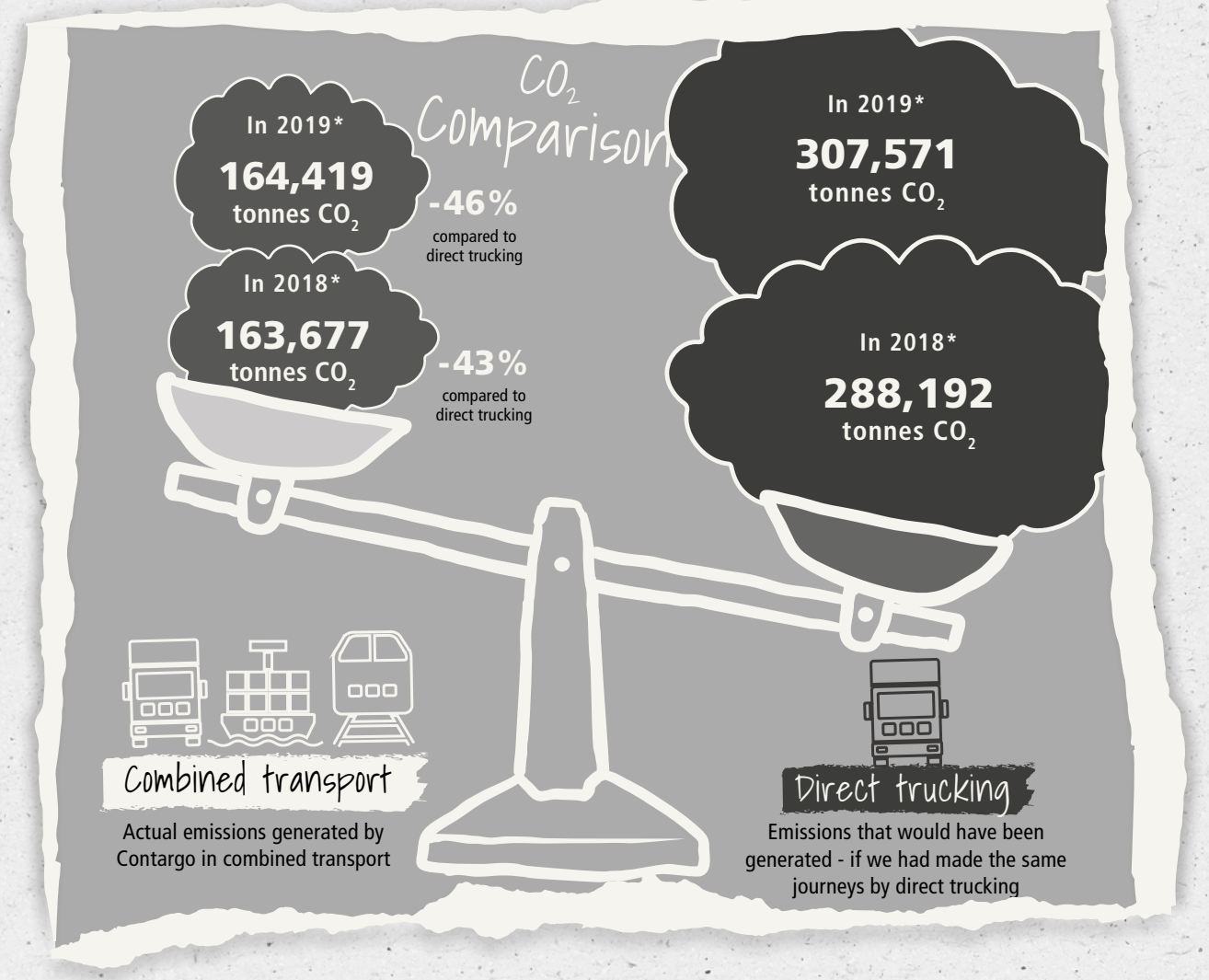
GLOBAL WARMING?- We will not look on passively!

Our climate goals

By using combined transport, our customers can already cut their emissions by up to 63% compared to direct trucking, depending on the trip. We are continually working on getting better. Our total CO_2 emissions reflectour savings at the terminal, in administration and in ourmeans of transport.

To achieve decarbonisation by 2050, we have set ourselves intermediate goals based on the Paris Climate Agreement. **In this way we want to make our contribution to keeping global warming below 1.5°.**





CO_2-goals**- this is our plan!

1. 2020: 10% reduction compared to 2012
2. 2030: 20% reduction compared to 2020
3. 2040: 46% reduction compared to 2030
4. 2050: Extensive decarbonisation

**We will adapt these goals as appropriate to social and policy provisions.

Well-to-wheel: not just us

In our CO_2 calculations we always use the well-to-wheel approach, meaning that we include not only the emissions generated en route by the transport means themselves, but the functional chain as a whole. With diesel fuel, for instance, this extends from the extraction of the crude oil and the production of the fuel, via its journey to the filling station, to its consumption in the engines of our trucks.

*From 2018 there was an adjustment in the companies included, meaning that the included transports have also changed.

Our way to climate neutrality

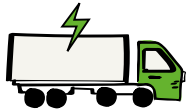
In order to become decarbonised by the year 2050, we have been intensifying our efforts to reduce CO_2 for several years now. By using e-trucks, hybrid reach stackers and hybrid barges we save 30 to 40 percent of the CO_2 emissions per container transported, compared to a traditional combined transport. In 2019 Contargo saved 39% of CO_2 for every kilometre driven by an e-truck. The e-truck was charged using the German electricity mix. From 2020, thanks to our switch to green electricity, CO_2 savings will amount to 89% percent.

CONTARGO electric

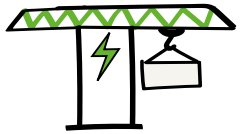
-33% CO_2

MEDIUM-TERM SOLUTION

With the technical possibilities of today, we can already reduce our CO_2 emissions. We are implementing new savings in small steps day by day.

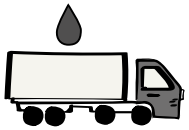


Local trucking:
Electric



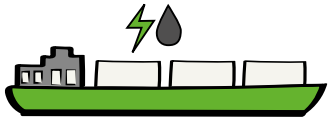
Terminal:
Green electricity

Rail:
Green electricity on main run



Direct trucking:
Only Euro 6* diesel engines

Reach stacker:
Hybrid



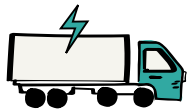
Barge:
Hybrid

CONTARGO for FUTURE

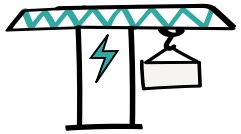
-89% CO_2

LONG-TERM VISION

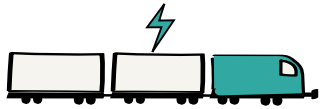
In order to bring **"CONTARGO for FUTURE"** into the present, we are already testing and planning the technical possibilities now, so that they can be extended later to all areas.



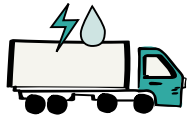
Local trucking:
Electric



Terminal:
Green electricity

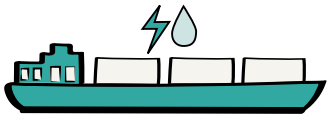


Rail:
Green electricity throughout the run



Direct trucking:
Electric/Overhead lines/ Hydrogen

Reach stacker:
Electric



Barge:
Electric/Hydrogen

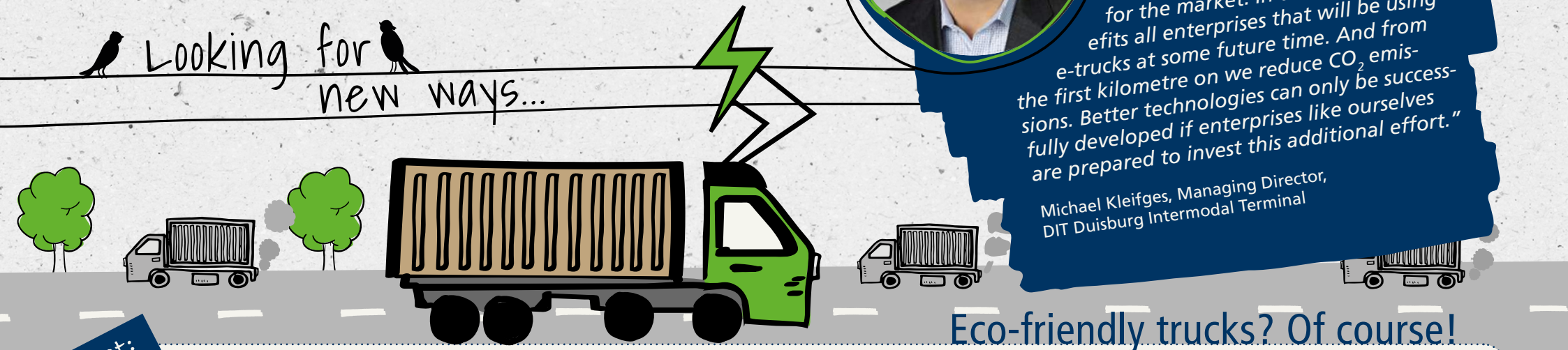
*Euronorms classify trucks according to their emission values in different pollution categories, with Euro 1 being the worst standard and Euro 6 the best present standard.

Aim 2:

BE PIONEERS

In the implementation of our own sustainability goals we are open to various methods and technologies. This applies foremost to drives for vehicles, as it is not yet clear which technologies will prevail. Because we are convinced that someone has to take the first step in order for something to change, we have the courage to invest in research and test vehicles. At present the focus is on electromobility.

Looking for new ways...



Why are you so proud of trying out vehicles that are not even yet suitable for everyday use?

"Pioneer projects of this kind often involve additional costs, for instance because a charging infrastructure has to be created or because there are downtimes due to "teething troubles". Thanks to our practical testing and the collected data, the manufacturers can improve their vehicles and make them fit for the market. In the end this benefits all enterprises that will be using e-trucks at some future time. And from the first kilometre on we reduce CO_2 emissions. Better technologies can only be successfully developed if enterprises like ourselves are prepared to invest this additional effort."

Michael Kleifges, Managing Director,
DIT Duisburg Intermodal Terminal

Eco-friendly trucks? Of course!

Project:

What?

- ✓ Testing electric trucks and catenary trucks with overhead lines
- ✓ Analysing gas-driven trucks

First conclusion:

We will not be including any gas-driven vehicles in our fleet, because they have higher CO_2 emissions than diesel trucks.

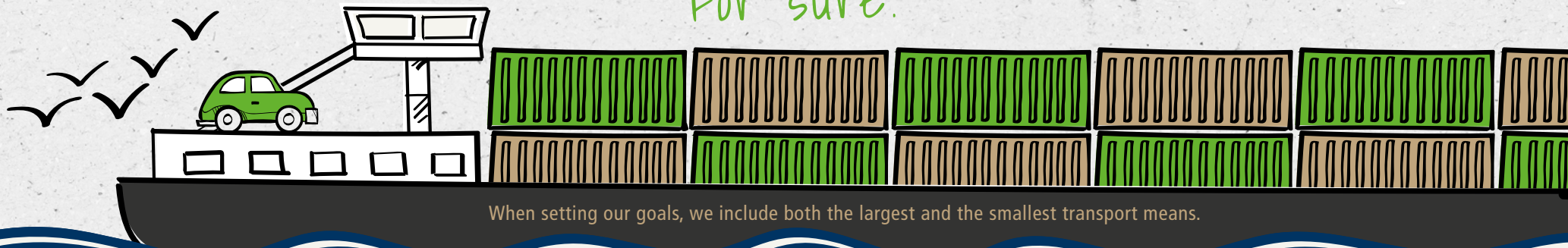
Measures:

Contargo has decided to take part in the ELISA Project (a test track for hybrid trucks with electrified overhead lines in Hesse) in order to analyse whether Contargo should make more extensive use of this technology in future. In May 2019 we also made a start with trying out our electric trucks in local transport. This is a first, because heavy electric trucks have not been used for container transport in Germany so far.

Conclusion:

We will make use of of our knowledge in future when shaping our truck fleet.

Use BARGE and TRUCK more sustainably? For sure!



When setting our goals, we include both the largest and the smallest transport means.

E-barges? Yes, please!

Project:

What?

Building 6 new barges

Innovations:

These vessels will be optimised for low water and will be driven by fuel cells and batteries.

Provisional solution:

While waiting for them to be ready, in 2018 we set ourselves the sustainability goal of identifying the potential for improvement of our barge fleet. We have completed about 50% of this task.

Conclusion:

We are using our knowledge for the continuous further development and energy improvement of our existing barge fleet.

Our model example:

At present we are reducing emissions with the **hybrid barge STATENDAM I**, and making fuel savings of about ten percent.

"I got inspired by the STATENDAM, and now I drive a hybrid car myself. As soon as more types of e-cars are available on the market, we even plan an all-electric company car fleet."

Andreas Roer, Managing Director, Contargo Rhein-Neckar

Upgrading the truck fleet

For 2018 we set ourselves the goal of checking all existing terminal trucks and utility vehicles within six months, to see whether they could be converted into electric vehicles. Conclusion: Conversion is not an option, because it costs more than purchasing new vehicles. Thus in future, all new acquisitions should be electric vehicles as far as possible.

One of our colleagues – Marius van Herpen – is already using an e-car as a company car.

#8

Reduce emissions in rail transport? Naturally!

Here too we will keep on track with our sustainability goals:

> "The share of rail in our modal split is continuing to develop. The Low Water period of 2018 demonstrated how flexible rail transport really is."
>
> Andreas Mager, Managing Director, Contargo Rail Services in Mannheim

Project:

What?

Up to the end of 2018, together with our colleagues in Corporate Technics we analysed the cost-benefit balance of the Last Mile with diesel traction, e-traction (hybrid traction) and electrification.

Innovations:

From an environmental viewpoint it definitely makes sense to use electrification (overhead lines) or locomotives with electric drive, but realisation depends on many different actors in the enterprises involved (e.g. when developing the infrastructure), which unfortunately impedes rapid implementation.

The "Last mile"

WHAT IS IT?

The section of track between the end of the overhead lines at the marshalling yards and the train entering the terminal.

WHY IS IT DECISIVE?

Thanks to electrified overhead lines, rail is the transport mode with the most potential for becoming CO_2-free. However, the last mile presents a challenge.

THE MOST FREQUENT VARIANT:

Mostly diesel locomotives take over on the last mile. They are very long-lived and therefore relatively inexpensive, but they generate CO_2 emissions.

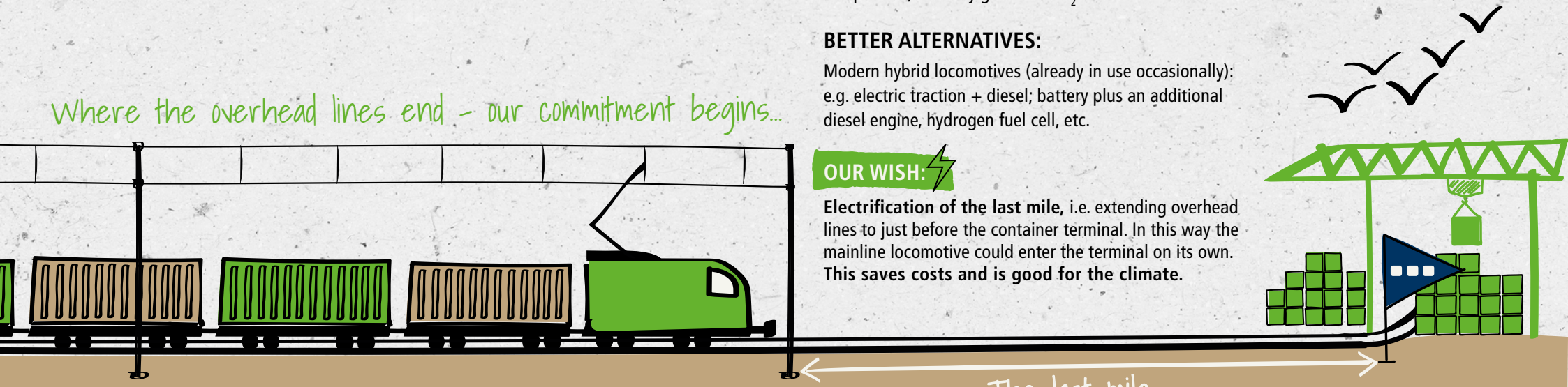
BETTER ALTERNATIVES:

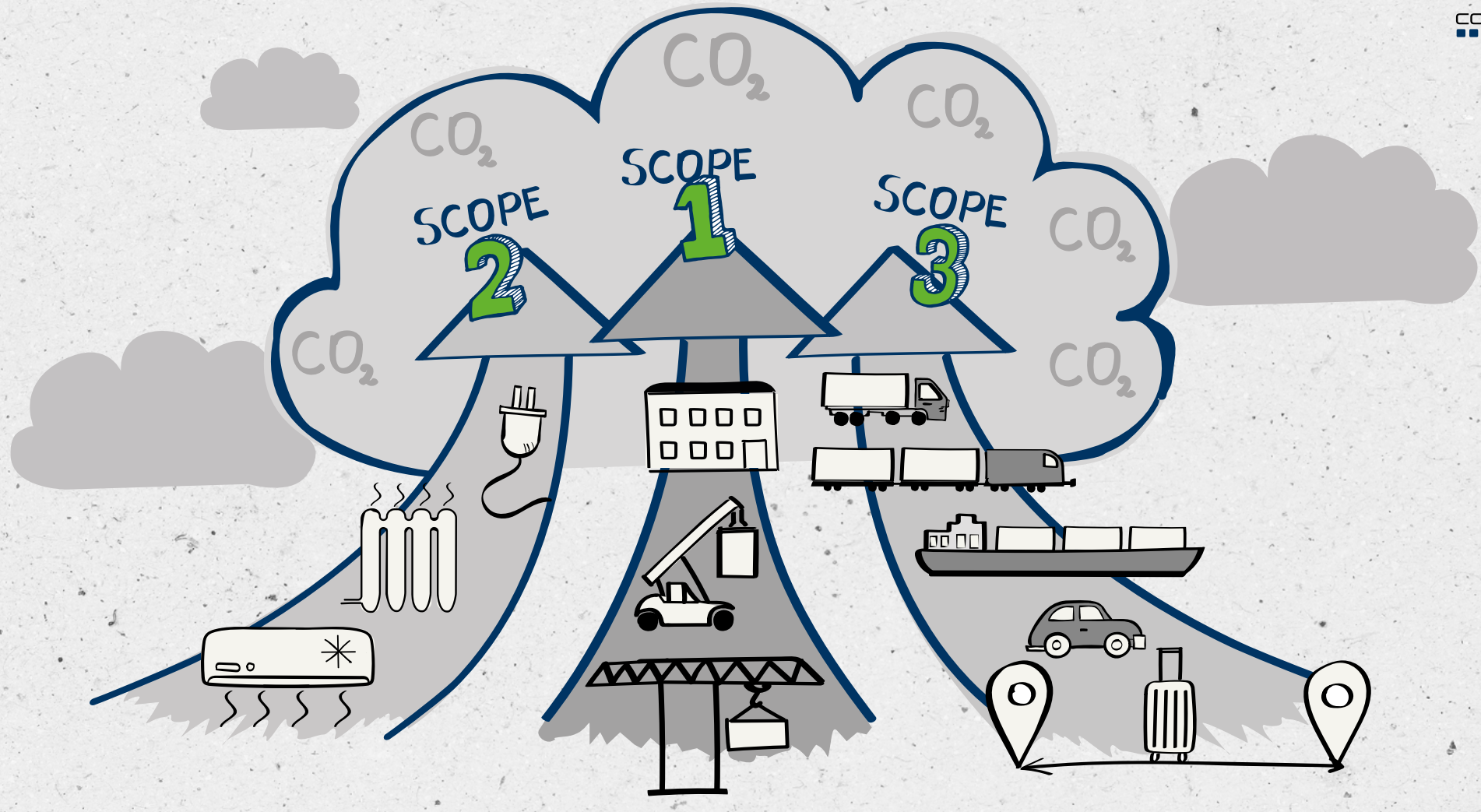
Modern hybrid locomotives (already in use occasionally): e.g. electric traction + diesel; battery plus an additional diesel engine, hydrogen fuel cell, etc.

OUR WISH:

Electrification of the last mile, i.e. extending overhead lines to just before the container terminal. In this way the mainline locomotive could enter the terminal on its own. **This saves costs and is good for the climate.**

Where the overhead lines end – our commitment begins...





Contargo`s Scopes

Our emissions can be divided into different Categories (scopes):

SCOPE 1 – our direct emissions
(generated by terminals, offices)

SCOPE 2 – our indirect emissions
(generated by electricity, heating, cooling)

SCOPE 3 – our emissions from transports and journeys
(truck, barge, rail, journeys to/from work, business trips)

Should we be pioneers in the use of sustainable technologies here, too?

Although our terminals and offices are responsible for the smallest part of CO_2 emissions along our transport chain, here too we are making continuous efforts towards CO_2-free work.
Here are a few examples:

CRANES: By recuperation (recovering energy while containers are being lowered) 11 percent of all the energy used can be recovered.

REACH STACKERS: Our four hybrid reach stackers reduce emissions. At all our other terminals, we reduce our fuel consumption by using different stacker types for empty and full containers.

OFFICES: Web meetings replace unnecessary business trips and save precious time.

#8

Aim 3:

SENSITISE OUR EMPLOYEES

Achieving the sustainability goals we have set ourselves requires commitment from everyone – from trucker to manager. So the Sustainable Solutions team is continually working to convince. We try to capture people's interest In various ways, inform them, encourage discussion and give impulses. But we also address doubts and criticisms specifically.

Energy management:

As proof of fulfilling the energy efficiency guideline of the European Union 2012/27/EU, Contargo has introduced an energy management system compliant with **DIN EN ISO 50001:2018**. Here the focus is on the continuous improvement of energy efficiency. For this purpose, regular cross-locational meetings of technicians are held at which optimisation potentials within the network are identified.

"At the beginning of June 2019 we had leak checks carried out on the stationary compressed air systems at our locations in Wörth and Karlsruhe according to ISO/DIN 50001. Only small leaks were found. But compressed air Is a very cost-intensive form of energy, so by dealing with the leaks we were able to save a total of 570 Euro per year in electricity costs alone."

Markus Stengel, Technical Manager, Contargo Wörth-Karlsruhe

Since 2018 Contargo has required all truck drivers who drive for us regularly to take an Eco-Drive training course

By June 2019 all terminal locations identified their relatively high energy wasters

Our internal magazine: Special Sustainability Issue

Although employees can get information from the Sustainability Report published every two years, in October 2019 a special issue of the employees' internal magazine "CONTARGO OPEN" appeared, dedicated to the topic of Sustainability. Among other things this issue contained numerous tips, checklists, employees' opinions and some internal information items.

Creative & sustainable

FRANKFURT: The new covers for this bench, created from a recycled container, show how useful an old Contargo flag can be.

EMMELSUM: In the spring of 2019 colleagues sowed a 150 m² "bee pasture" at the terminal.

DUISBURG: In 2018 employees from the Maintenance & Repair department found a new use for another container – this time as a seating group.

#8

We asked our colleagues at our locations 2 questions about climate change and Decarbonisation.

1 Do you think that as Contargo we should reduce our CO_2 emissions to 0 ? If so, why and how?

2 Do you think climate change has an influence on you personally and on Contargo? If so, why?

Jens Braun, Contargo Wörth-Karlsruhe

1 *It will be difficult to reduce the CO_2 value to that level, but we should certainly work towards it. Fully or partly electric reach stackers are one idea, and another is the electrification of trucks.*

2 *Climate change affects everyone. But it particularly affects Contargo because we are extremely dependent on the weather. Storms, floods, long periods of drought will make our work more difficult in the coming years. We must try to find new solutions, for instance with more barges that can still sail fully loaded in low water levels.*

Jürgen Bähr, Contargo Wörth-Karlsruhe

1 *I hope that it is also feasible from an economic viewpoint.*

2 *Yes, this crisis is mine and the crisis of future generations. Our system with unlimited mobility and globalisation intensifies climate change. Small changes are not enough to reverse the situation. I hope that technical progress will bring solutions.*

Kristina Halsch, Contargo Industriepark Frankfurt-Höchst

1 *All our trucks still use diesel! And our barges – it will be difficult. As a multimodal transport enterprise, in order to reduce CO_2 emissions Contargo should continue to expand its "Rail" product – but I think we are already on the right track here!*

2 *Yes, definitely, and we will have to invest a lot of time in this topic! I am in favour of making the time period for "Contargo gets on its Bicycle" (see page 29) even longer. This will motivate people to use their bikes for longer.*

Christian Thees, Contargo Wörth-Karlsruhe

1 *Soon we will certainly be forced by legal requirements to aim for this goal, and that will also lead to sea carriers and forwarders selecting their business partners on the basis of environmental criteria – just as Contargo will probably soon require this from its own service providers. But it still isn't put into practice sufficiently at present. Many work processes are not yet being challenged!*

2 *Above all, this topic makes me very thoughtful and yes, I do think that we will soon have to expect further restrictions in our lifestyle. I'm afraid we are treating climate change much too lightly. Humans will not be able to stop climate change, but we have responsibility for future generations, and we should at least try. That will only be possible if we are all willing individually to cut back and be content with less. We can't hope for technical miracles; we have to start adapting now.*

Colleagues from Contargo Neuss

1 *"Should" – yes, but it is hardly possible: hybrid stackers do not really save all that much energy. E-trucks are praised as "Energy Messiahs" but the associated exploitation in Africa and the more-than-questionable production and disposal of batteries are not considered.*

2 *Of course, it concerns us all. Low Water and storms are only a small part of a problem that is growing all the time.*

1 *We should try, but it can't be done! Nevertheless, everyone should make their contribution, however small, for example not using machines unnecessarily, having a company fleet of electric cars, using sustainable transport modes (trains, less barging), in-terminal wastewater purification.*

2 *Climate change affects every human being on this earth.*

Colleagues from Contargo Rhein-Neckar

1 *Yes, by the increasing use of alternative drives. Photovoltaic systems, charging stations,electric and hybrid cars should have enough potential to progress towards this goal and reach it in the end.*

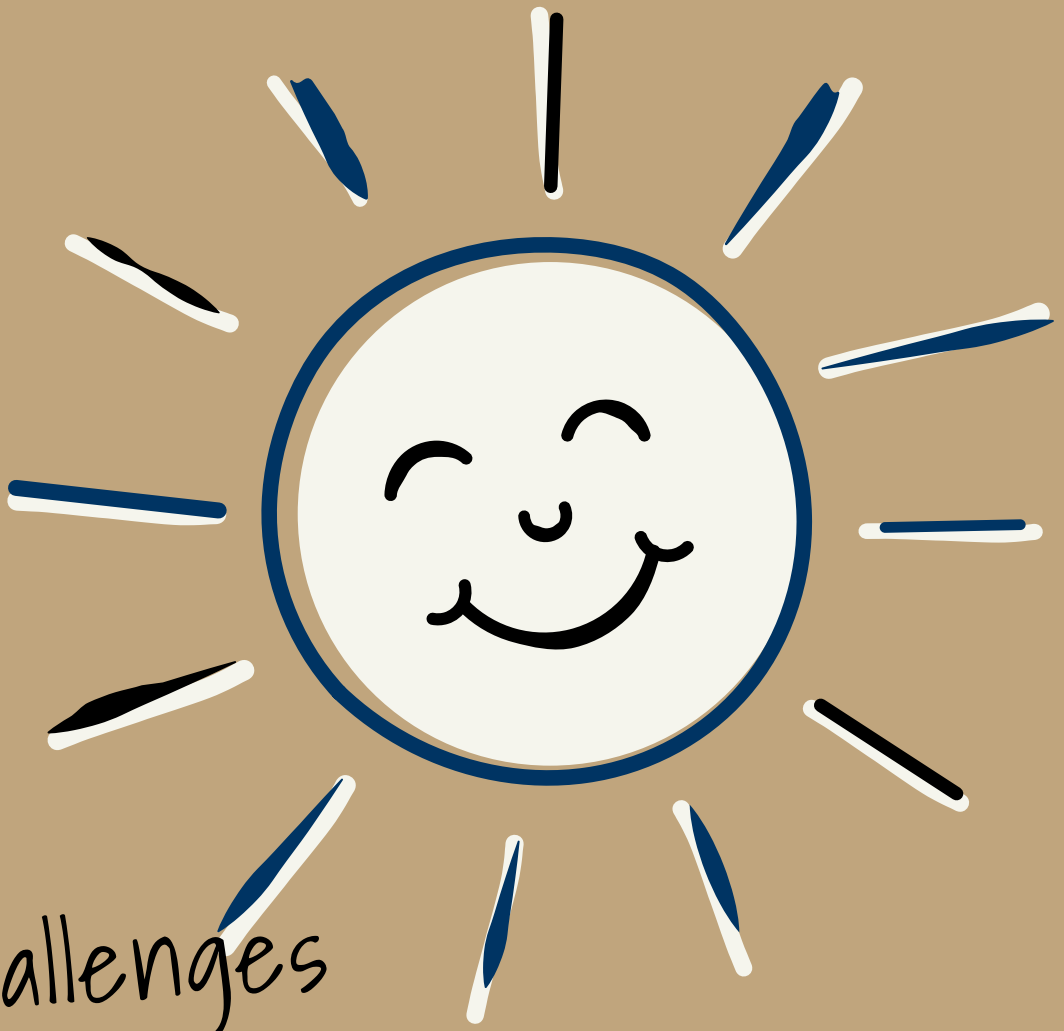
2 *Of course! We are experiencing extreme weather phenomena in ever-faster succession. They are associated with High Water and Low Water events that we have to cope with operatively.*

Klaus and Laura Müller, DIT Duisburg

1 *Yes, Contargo should try to reduce CO_2 emissions to 0 – because we are a big enterprise that could give an important signal for environmental protection in Germany, and set a good example to other firms. With more modern technology and the corresponding training for employees, we can take action to protect the environment together and reach the goal of Zero Emissions."*

2 *Yes, climate change has an influence on me personally, too, and on Contargo, it affects every living thing on the earth.*

#9



Optimism

We regard the challenges of the future as chances.

1. FUTURE-ORIENTED ACTION

2. EXCELLENT TRAINING

3. SMART DIGITALISATION

Solving today's problems is a big enough challenge. Why should we solve the problems of the day after tomorrow, too?

"Today, we do not yet know the problems of tomorrow or the day after tomorrow. But we can spot trends and focus on them. We are not able to forecast the future with absolute certainty, but we can experiment with innovations, introduce transformations, construct hypotheses, dream up alternatives. In practical terms this means that Contargo stays flexible, continuously steering and adjusting its trimodal capacities in order to be prepared for bottlenecks in one transport mode, even at short notice."

Holger Bochow, Managing Director, Contargo Basel

Aim 1: #9

FUTURE-ORIENTED ACTION

Logistics is a relatively conservative sector. Many enterprises retain processes because they worked reliably in the 20th century. Today, however, to stand still means to take a step backwards – because supply chains are constantly being changed by various challenges, for instance by low water, climate change, digitalisation, globalisation, individualisation and economic sanctions. Thus taking a broader view and looking into the future is vital for the survival of an enterprise. Contargo observes trends, develops strategies for the future and in some areas is also a pioneer in the sector.

Project for Future

Auto Modal

Together with our project partners synyx GmbH & Co. KG and the Fraunhofer Institute for Material Flow and Logistics, since March 2019 we have been testing out the integrated automation of a terminal.

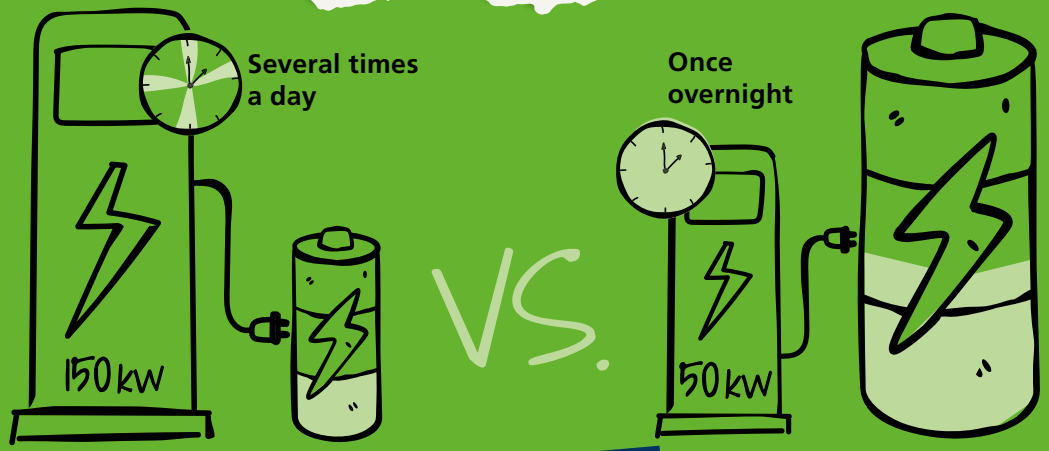
BIG TASKS/ BIG CHALLENGES:

- ✓ Automatic person recognition
- ✓ Undefined interface
- ✓ Influence of their environment on sensors
- ✓ Automation of all process steps

E-trucks: Success story

The first of our six e-trucks already won an award: the **Eco Award "Green Truck Logistic Solution 2019"**. Together with the truck manufacturer DAF, we are trying out the electric tractor unit in container transport.

With the arrival of this innovative technology, we also had to devise a way to "fill up" our e-truck, because we can't just drop in with it at a filling station, at least not any more – or not yet. .



Project for Future

Infrastructure for e-mobility

Which makes more sense – an e-truck with a small battery, plus a big charging station to recharge it several times a day? Or an e-truck with a large battery, plus a small station where it recharges overnight?

THEORY

Discussions with infrastructure manufacturers, truck enterprises, research and teaching, as well as technical analysis in a Master's thesis, yielded the following:

Battery size versus charging options:
For all the vehicles types operated by us, overnight charging at 55 Kw charging poles is sufficient, and daytime recharging is quite possible with a fast charging infrastructure of 350 kW or more.

PRACTICAL TESTS

Overnight charging

At our terminal DIT in Duisburg we are working with small mobile charging poles (25 kW). Charging the e-trucks with 140 kWh capacity overnight works very well, but the charging test with the truck equipped with a big battery has not been performed yet.

Day charging + energy management

At our terminal in Neuss we will build in a 150 kW fast charging station. This can easily be increased to 350 kW; thus fast re-charging during the day is ensured. If a lot of energy is needed in the terminal, intelligent energy management with a buffer storage function will ensure that during this time the e-truck can recharge from the stored electricity.

SUMMARY

Optimum solution?! Once we have found and tested the solution that is best for us, we will equip all our terminals correspondingly.

Aim 2:

EXCELLENT TRAINING

Qualified specialists are always sought-after in the logistics sector. If we do not find suitable applicants, we train younger generation talents ourselves. Thus our apprentices and our Dual Studies students have excellent chances of being taken on after completing their training, and are soon assigned their own areas of responsibility. Because young people today often do not base their choice of an employer just on the salary, we also position ourselves by our reputation, and by the employee satisfaction we achieve, for instance by work-life balance, flat hierarchies and our health offers.

Top training!

The job market has changed fundamentally in the last few years. As a result of demographic change and the associated lack of specialists, enterprises have to face competition for the best young recruits. **Contargo Rhein-Neckar is so successful in this respect that in 2018 and 2019 the company was named in a survey as one of Germany's best training companies ("Deutschlands Beste Ausbilder").** An attractive mix of theory and practice including, for instance, trips to a seaport and internal events like the KlimAzubi workshop on topics relating to sustainability bring the really exciting everyday work of logistics alive for the young people, with its variety and interest.

"Many young people don't start out by choosing a career in logistics. They associate our sector with traffic jams and queues of trucks on the motorway. At Contargo however, what we are really concerned with every day is diverting as many containers as possible off the roads and onto barges and railways, so that goods from all over the world can reach the stores and online shops."

Sabine Gaisbauer, Instructor, Contargo Rhein-Neckar

OUR "NEW TALENTS"

Share of apprentices and Dual Studies students at Contargo (in %)

4% 2018

5% 2019

100%

Share of apprentices and Dual Studies students taken over by Contargo (in %)

WE WIDEN OUR APPRENTICES' HORIZONS

Example

Kornelia Kowalzik, in her 3rd year

training as a Specialist in Forwarding and Logistics Services with Contargo Rhein-Neckar, demonstrates that a network offers the advantage of getting to know many different locations and departments.

Having just completed her training with the Barge Department in her training company, she then spent 3 months looking at Contargo's main cross-Group topics:

1. 3.5 Weeks **Sustainable Solutions**
2. 0.5 Weeks **Marketing**
3. 4 Weeks **Sales**
4. 2 Weeks **Controlling**
5. 2 Days **Knowledge & Media**
6. 3 Days **Corporate Technics**
7. Short visit **Personnel Department**
8. Short visit **Corporate Services**
9. 1 Week **Contargo Rail Services**

... because Cornelia also wanted to take a look at central rail topics

Directly after this she continued her training in the Rail Import Department of Contargo Rhein Neckar.

Our practical life hacks against shortage of specialists **2019**

✓ **We present ourselves – at trainee and contact fairs:**
- Contargo Combitrac at the vocational training fair in Hof
- Contargo Rhein-Neckar at the Vocatim training fair in Mannheim
- Contargo at the "bonding Karlsruhe" company contact fair

✓ **Contargo_official:** Since 2019 we have also been on INSTAGRAM . We want to awaken your enthusiasm for logistics with great pictures.

Aim 3:

SMART DIGITALISATION

Increasing networking is producing a profound societal change. Enterprises and their employees need new competences, and a basic understanding of this transformation process. Whereas in the logistics sector many enterprises are still just waiting for tried and tested solutions to appear for practical use, Contargo is exploiting the chances of this trend: we are developing our own software solutions in order to make our products even more attractive and sustainable, and we have our own team exploring the digital possibilities for our enterprise.

"In the years 2018/2019 we made further progress with our digitalisation project 'COLA'. In future, using this system we will be able to analyse and optimise all our activities in the transport chain and at our terminals. This not only saves a great deal of electricity, but also frees up our employees from many monotonous tasks, and saves time."

Henrik Hanke, IT Manager, Contargo

COLA - the digital landscape

Together with its service provider, the Contargo IT team has designed a concept for a landscape comprising about 30 different apps that are now being progressively developed and gradually introduced at the 24 terminals and other locations. This project is running under the name **C**ontargo **O**pen **L**ogistics **A**pps, or "**COLA**" for short.

THE APPS AND THEIR USES

The apps range from offer preparation and transport resource planning to accounting. A fast, structured process that is intuitive and easily understood by the user ensures more efficiency and the meshing of different departments, and facilitates internal and external communication.

SETTING A GOOD EXAMPLE

One example is the STAR-App, which enables truckers to book free slots at the terminal online. Truck handling runs more smoothly and drivers have shorter waiting times. At terminals where STAR and the Terminal Operating System are used, average throughput times for trucks have gone down from 30-45 minutes to under 20 minutes.

COMMUNICATION MADE EASY

Half of all our employees are already exchanging information and tasks directly via Mattermost, our Open Source Messenger. Contargo Projects, based on Redmine, enables optimal project management, and video conferences were already replacing long business trips before Corona. Data exchange with customers is also improved, depot monitoring and status messages can be called up in real time, loading errors can be avoided or at least minimised. And as an extra benefit, the system also removes obsolete data.

Our model terminal

NEUSS BECOMES THE MOST MODERN TERMINAL IN THE CONTARGO GROUP

Following modernisation, which took place without interrupting operations, the official inauguration of the Neuss new-look terminal in the Flosshafenstrasse was celebrated in September 2018. The expansion measures were a prerequisite for Neuss to function in future as a hub in the Contargo Group for the seaports of Rotterdam and Antwerp.

FACTS:

NEW, IMPRESSIVE FIGURES IN NEUSS:

- ✓ Terminal area: 84,000 m² + 36,000 m² (Tilsiter Strasse Terminal)
- ✓ Cranes: 5 (2 new crane bridges + 1 renovated existing crane in Flosshafenstrasse / 2 existing cranes in Tilsiter Strasse)
- ✓ Rail track length: 1,440 m (parallel handling of 2 block trains)
- ✓ Office building: + 1 new building
- ✓ Handling building: + 1 new building
- ✓ Truck waiting bays: 16
- ✓ Carpark places: 106
- ✓ E-parking places: 6
- ✓ Handling capacity: 200,000 containers (twice as many as before)

"Neuss is now not only one of the biggest terminals in the Contargo Group, but also one of the most modern. The additional space for trucks, and also the optimised processes for checking-in and checking-out, should help to free up the road in the port. ***OCR gates, a drive-by kiosk and self-check-in at the gatehouse,*** *in combination with a software system developed in-house by Contargo, make the throughput times for trucks even shorter."*

Volker Boveland,
Managing Director, Contargo Neuss

Modernising processes

FRANKFURT OST TERMINAL OPTIMISES TRUCK HANDLING

At the terminal in Frankfurt-Ost, too, various changes were made in 2019. The Terminal Operating System (TOS) was introduced, self-check-in kiosks were installed where truck drivers can log in their load themselves, and entry to the terminal was automated. This benefits everyone concerned: the truckers, because peak times in the late morning and afternoon are reduced. Processes are improved, thus increasing capacity and making employees' work easier.

#10

Multinational openness

We are convinced that diversity
is decisive for our future,
so for us diversity is a given.

Our aims:

#10

1. CREATE PERSPECTIVES

2. STRENGTHEN NETWORKS

3. BUILD UP CHINA TRANSPORTS

Aim 1:

CREATE PERSPECTIVES

In our globalised world, there are not only worldwide goods flows – people, too, leave countries and continents to make a fresh start somewhere else. For many Western European countries with low birth rates, ageing populations and a high demand for labour, this situation also offers opportunities. Here the challenge is to shape the resultant diversity creatively and constructively. At Contargo we are very successful in integrating people with a migration background, one reason being that in an international enterprise like ours, cooperation with other cultures is simply part of everyday life.

MULTICULTURAL – OF COURSE!

Our employees come from 27 different countries*

*This result is based on 11 enterprises in the Contargo Group

"We employ and train refugees, and offer many different possibilities to obtain professional qualifications."

Jan Gass, Terminal Manager, Contargo Rhein-Neckar

The right mix

By July 2018 we defined a goal for a mix of employees per unit, so that units could implement the corresponding staff recruitment measures. For this, various key figures were analysed in the "Strategy" personnel group. One focus was on the aspect of internationality – because we want to promote a corporate culture in which different approaches and ways of working can develop optimally.

Start support for the future

The successful integration of refugees involves not only language acquisition and accepting and adapting to cultural and social values – especially important is lasting integration into the job market.

As one of the partners of projects organised by the State and by societies, we at Contargo support initiatives like "SMART St@rt" and "Angekommen".

Project 1

"SMART St@rt"

An integrated course concept with a combination of language and job-oriented content which is a preparation for work – and ideally for professional training – in inland navigation or logistics.
Place: North Rhine-Westphalia
Contargo's participation: The Duisburg Intermodal Terminal took on trainees in the administrative area.

Project 2

"Angekommen"

Sponsoring project for refugees and asylum seekers
Place: Rhine-Neckar
Contargo's participation: Contargo Rhein-Neckar took on several refugees, including Habib Bayat, as trial employees. Habib Bayat was very committed and enthusiastic about his work, and he is now employed in a permanent position.

CONTARGO® trimodal network

EINER VON UNS

Name: Habib Bayat, age 36, professionally trained tailor

In Afghanistan till 2016 → in Germany since 2016 → with Contargo Rhein-Neckar since 2017

"Our Terminal Manager Jan Gass supported me right from the start and helped me to familiarise myself with my responsibilities.My line manager, too, makes sure everything is in order. Luckily my colleague speaks Turkish – a language that I learned on my way to Germany – and that proved very helpful to me, especially at the start. In the meantime, I have no problems in German."

Stage 1
Trial period under the "Angekommen" Project

Stage 2
First temporary contract, followed by regular employment as a container checker

Stage 3
Changing over soon to container repair

4. Future plans
Forklift truck driver and crane operator at Contargo

Private vision
Set up a dressmaking business for my wife

„My knowledge of different languages is helpful for me in my daily work"

- ENGLISH
- TURKISH
- ROMANIAN
- GERMAN
- PERSIAN (native language)

"From 2019 the plan is to intensify the exchange network between the different terminals, by the team leaders discussing a topic with at least two other locations."

Frank Hommel,
General Sales Manager, Contargo

#10

Aim 2:

STRENGTHEN NETWORKS

We also have a multinational presence in the countries where we are operationally active. Because Contargo has locations in five European countries, intercultural exchange frequently plays a part. Throughout the Group we emphasise dialogue. As well as person-to-person meetings and communication by phone, cross-border exchange is facilitated by videoconferences. The associated challenges are mindsets, languages, value systems and expectations. Although German is the "official" language of the enterprise and is fortunately spoken in the Netherlands, in Belgium, in Alsace and Switzerland, we also communicate a lot in English, especially with our customers from around the world.

On a professional level

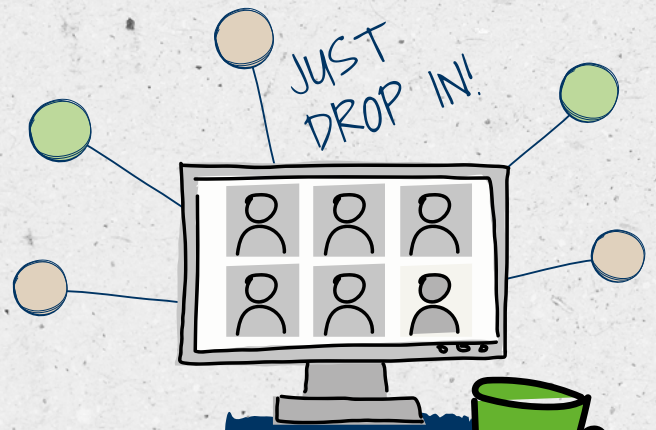
11 cross-locational teams have been formed in order to discuss important Contargo topics and reach joint decisions.

TEAM NAME	Number of people	Number of locations
"Terminals Working Group"	14	11
"Crisis Reaction and Prevention Working Group"	7	6
"Transport Schedule Optimisation Working Group"	6	5
"Climate Protection Strategy Group"	7	5
"Personnel Strategy Group"	5	3
"Contargo Repa Committee"	4	4
"Quality Management Team"	29	18
"Sales CompetenceTeam"	15	10
"Knowledge Champions"	13	12
"Sustainability Ambassadors"	32	15
"Requirements Engineering"	38	17

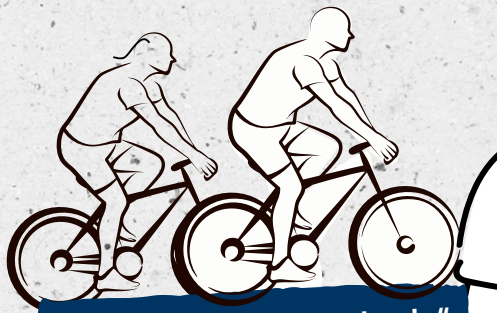
On a personal level

Personal interchange in the group and joint activities strengthen team spirit, make for a good working climate and are simply fun! We like to support them with various offers.

Sports events
e.g. BASF Company Cup, Harbour Run



"Contargo Café" in Whereby
every Wednesday 12:30 to 13:30



"Contargo Gets on its Bicycle"- the winners' tour

After-work events

Evening get-togethers before work meetings

COMMUNICATION STRENGTHENS THE "WE" FEELING

"As a genuine Chinese, I can make contact quickly and easily with my former compatriots. This is an enormous help in establishing sustainable business relationships."

Zhuo Li, International Business Development (China), Duisburg

Aim 3:

BUILD UP CHINA TRANSPORTS

With the "Belt and Road Initiative", China wants to establish closer connections with Asia, Africa and Europe over land and sea routes. At the end of the Silk Road Economic Belt, which follows the historic continental trade routes between Asia and Europe, Duisburg Intermodal Terminal (DIT) has developed into one of the biggest rail hubs for China-EU trains. Other Contargo terminals, too, maintain contacts with China in order to open up this new market for themselves. Thus in October 2018, at Contargo's terminal in Mannheim, a direct connection went into operation between Mannheim and Wuhan.

We have…

…MULTICULTURAL COMPETENCE

because our team knows about the economic, social and political themes in China. We know the work methods of our Chinese partners, and the way they think, and we also present the German work culture to them. In this way we succeed in finding a suitable mode of cooperation..

…GOOD IDEAS:

In 2018, fewer full containers travelled eastwards than travelled to the West, meaning that a great number of empty containers were stranded in Europe. So we proposed that the railway companies should send the empty containers back by sea. Thus in 2019 fewer empty containers were left in Europe, and costs and CO_2 emissions were reduced.

…EXPERT KNOWLEDGE:

Since the trains between China and Europe are relatively new products, Chinese customers are often not familiar with the European infrastructure. Thus they mostly decide in favour of trucks for pre-carriage and on-carriage. Our team always suggests that they use multimodal transports in Europe.

Our project

INTERNATIONAL BUSINESS DEVELOPMENT CHINA

AIM:

Further develop the Chinese market and exploit its potentials

TOPICS:

include e.g. a feasibility check for a terminal network in China and along the route, marketing with Chinese actors for Contargo's terminal locations as endpoints in Europe for the New Silk Road.

Amelie Erxleben

Zhuo Li

The Team

Bernd Putens

Daniel Thomas

…A NETWORK

Our team actively promotes the different terminals of the Contargo Group and their multimodal transport business in relevant Chinese markets, so that the Group's resources are optimally positioned to exploit them.

…CONTACTS:

We sponsor the Chinese New Year party in Duisburg, receive Chinese enterprises, environmental protection organisations and research institutes, present Contargo's environmental protection measures, and discuss relevant information from the Chinese environment.

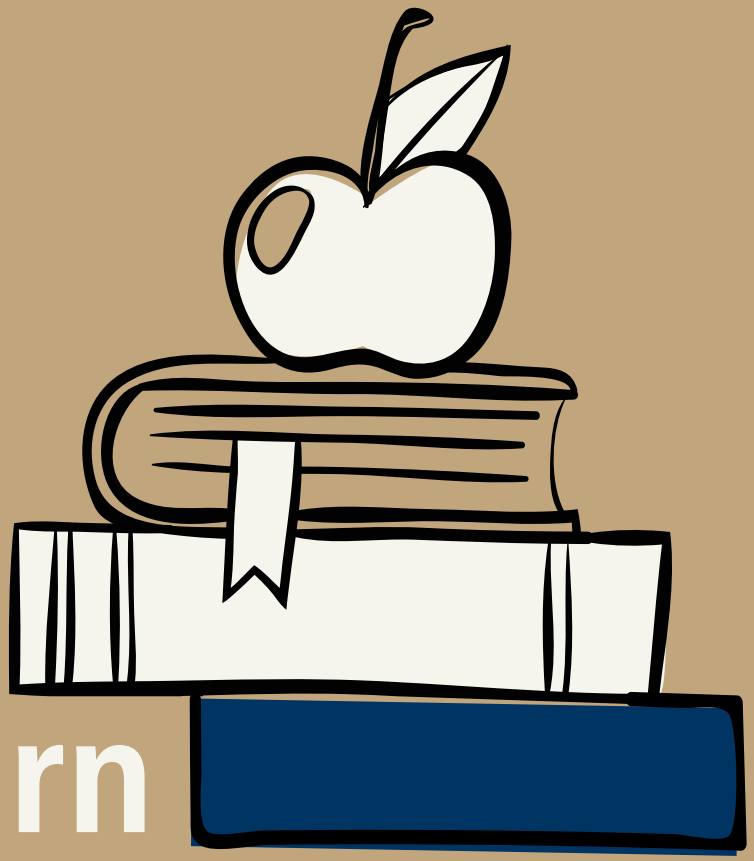
…FAST COMMUNICATION:

The Team's fast, short communication channels and flat hierarchies reduce bureaucracy.

…A PLEASANT WORK ENVIRONMENT:

The Team offers Chinese employees extensive support, for instance in learning German, dealing with applications procedures, finding accommodation, school attendance for their children, etc.

#11



Willingness to learn

We are curious about what is new,
we learn from our mistakes and
we maximise our strengths.

Our aims:

#11

1. SUPPORT YOUNG TALENT
2. HELP TO SHAPE PROGRESS
3. ENSURE IT SECURITY

#11

Aim 1:

SUPPORT YOUNG TALENT

The competition for skilled personnel is getting fiercer and as a result, young people are often not choosing their employer according to the salary alone. Thus Contargo is positioning itself with other "soft" factors like further training possibilities, work-life balance, flat hierarchies and employee satisfaction. Further training is also evidenced in various other forms: from interactive management meeting to the Contargo "pick-a-book" travelling library, to events like the three-day "KlimAzubi" Workshop.

"One of our sustainability goals in 2019 was to have even more contact to young people. For this purpose we wanted to set up cooperations with ten educational institutions, and take on at least one teaching or presentation activity there. We almost managed that, and in addition we also sponsored the Masters competition of logistics portal Verkehrsrundschau."

Daniel Kaufmann, Managing Director, Contargo Basel

KlimAzubi Workshop

On three days in March 2019, our apprentices (Azubis) and students acquired the exciting additional qualification of "KlimAzubi". The focus was on understanding the increasingly frequent weather and climate events – because we want to be in a position to discuss this topic with our customers.

LOW WATER, STORM, HEAT, SUSTAINABILITY³

„Klimazubi" Workshop - 3 days full of excitement, variety and insights

Day 1 ...in Nature

- ✓ Speed chatting on the main topics
- ✓ Terminal tour in Mannheim
- ✓ Field excursion on watercourses
- ✓ Team building in "Hans im Glück" restaurant

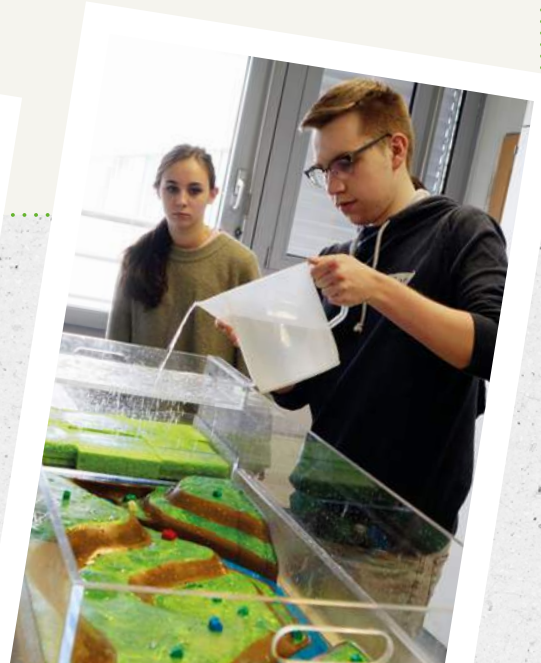
Day 2 ...in the laboratory

- ✓ Role play on high water and low water protection
- ✓ Laboratory experiments
- ✓ Climate impacts online
- ✓ Newspaper articles from the future
- ✓ Team building in the Trampoline Park

Day 3 ...in the office

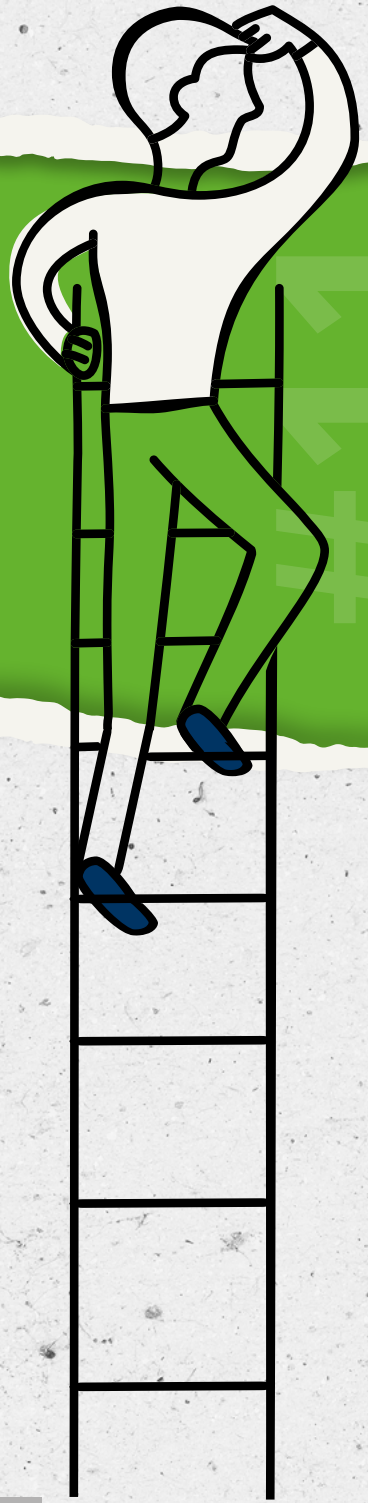
A Design-Thinking Workshop: „What will your daily work be like in 10 years' time?"

- ✓ Team 1: With the sun against the heat
- ✓ Team 2: Laying the foundations
- ✓ Team 3: Rail expansion
- ✓ Team 4: Contargo Park
- ✓ Team 5: Electronic payroll accounting



"Our goal of bringing young people into closer contact with climate change as a reality, and conveying its impacts on Contargo's activities, was very successfully reached."

Sandra Knüttel, Head of Customer Service & Training, Contargo Rhein-Neckar



Aim 2:

HELP TO SHAPE PROGRESS

Our society is characterised by constant change – technical, social and economic. Correspondingly, innovations occur in all areas as a reaction to these changes – or they themselves drive the changes. Enterprises that want to be successful exploit the competitive advantages resulting from these innovations, for instance, faster service, more efficient processes, higher standards, better quality, more sustainability. Contargo is preparing its employees for changes, is itself participating in technical advances, and encourages sustainable behaviour and attitudes in its employees.

Equipped for the future

In 2018, a Contargo Management Meeting took place in the form of an Innovation Workshop. There were various talks giving impulses to stimulate an agile mindset. During the workshop, different methods were used to assess risks, identify threats and develop solutions. The focus was placed clearly on customers and their interests. The decisive factor is to tackle innovative projects and drive them forward.

Example 2

Innovative terminal technologies

To meet the challenge "Port area: Work environment versus residential environment" we rely on economically and technically viable use of innovative technologies in our terminals. As well as improved efficiency, we expect a further noise reduction and semi-independent operation, thanks to the extensive use of photovoltaics.

Example 1

The flexible container

One constant problem of our customers is how to fit small lots accurately into containers. We are working on a solution that enables more flexible organisation of the contents of a container. The project is already being tested out with selected customers.

"WALL OF SUSTAINABILITY"

Open for innovations

At our locations new ideas are constantly being developed and implemented, advancing innovative change. Every year the Sustainable Solutions department honours employees whose input has made a decisive contribution to initiating sustainable changes at Contargo. They are given a place on the "Wall of Sustainability".

2018

Who? Team Rhein-Neckar

Raimondo Tolone, Karolina Klamm, Monir el Khiari, Alexandra Kops and Jan Schumann* (*not in the photo)

What? In the team, measures were carried out in all three areas of sustainability (economy, ecology and social). All members of the team are specialists in their own area, they optimise their direct environment and motivate everyone – themselves, the like-minded, and all their colleagues.

Why? Potentials for improvement can be found everywhere: in the kitchen, in M&R, in the cranes. Additionally, the exchange of ideas enables the individual actions to interlock. Step by step they become a greater whole.

2019

Who? Markus Bittermann (centre)

What? Employee motivation and resource efficiency

Why? He is a pioneer and thought leader for the switch to a CO_2-optimised truck fleet and the comprehensive use of LED. He is aware that these changes can only succeed if the whole team is motivated. Several measures have contributed to this, such as comfortable offices with height-adjustable desks, coffee and juices. But also joint activities like regular brunches, the introduction of a summer fête and a Christmas party with the truck drivers have increased the acceptance of changes.

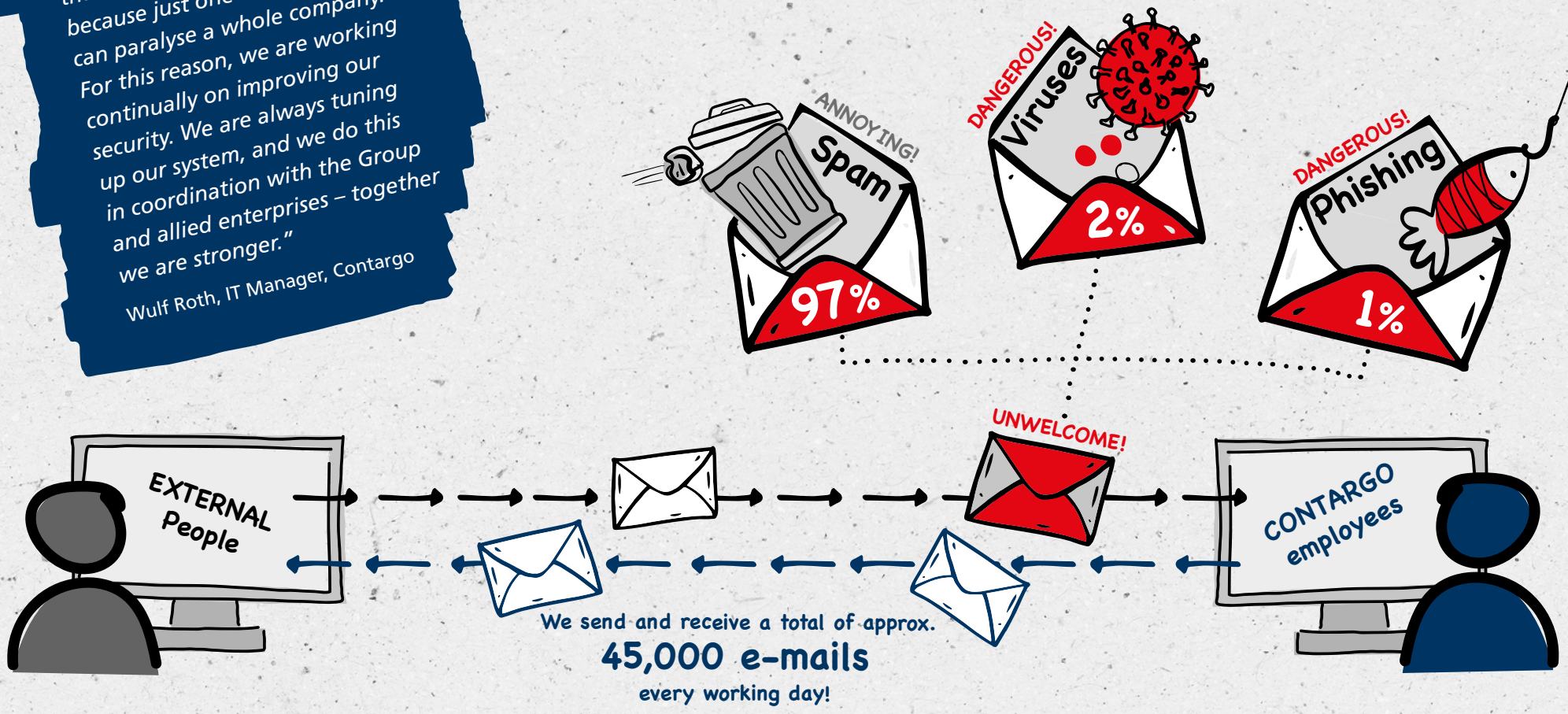
"We are pleased when our colleagues report cases to us that are relevant for security, because just one infected PC can paralyse a whole company. For this reason, we are working continually on improving our security. We are always tuning up our system, and we do this in coordination with the Group and allied enterprises – together we are stronger."

Wulf Roth, IT Manager, Contargo

Aim 3:

ENSURE IT SECURITY

Willingness to learn is the most important factor in keeping pace with the speed of digitalisation. This is particularly true of IT security: every day we have to ward off hundreds of attacks on our information and communication technology. We succeed, thanks to the special structure of our network, and also thanks to our skilled and attentive employees.



BE ALERT AND RESPONSIBLE!

1. Safe surfing:

What should I look out for when surfing on the internet?

2. Passwords:

How can I use effective methods to create passwords that are complex yet easy to remember?

AWARENESS TRAINING

When? 2019 - will be continued

Who? More than 500 German-speaking employees and more than 130 employees at international locations

Why? To sensitise employees and protect the IT infrastructure from hacker attacks, data theft and malware

What? Seven important IT security topics were addressed and participants were then tested

7. Removable storage devices:

How do I safely use USB devices, CDs and personal devices such as telephones, cameras and tablets?

3. Social engineering:

A three-stage method to clarify a confusing conversation and shed light on the other person's identity.

6. Ransomware:

How does malware function which demands ransome money to unlock technology, how can I prevent it, and what can I do in case of an infection?

5. Physical safety:

What physical dangers are there, and how do I protect technology and information from loss e.g. by theft, fire, water, etc.?

4. Phishing:

Where may phishing messages appear, and how can I tell the difference between phishing and normal communication?

Contargo Companies and Locations

This Sustainability Report includes information and data relating to the following subsidiaries and participations of Contargo GmbH & Co. KG (registered office in Duisburg):

	COMPANY	LOCATION	CONTRIBUTORS
1.	Contargo AG	Basel	Holger Bochow, Daniel Kaufmann, Sven Zölle
2.	Contargo GmbH & Co.KG	Mannheim, Neuss, Duisburg, Zwijndrecht	Kristin Kahl, Kristiane Schmidt, Henrik Hanke, Peter Bolch, Carsten Zöllner, André Szopa, Irfan Yildiz, Christian Epple, Frank Hommel, Tanja Braun, Uwe Storch, Tobias Maus, Silke Petermann, Wulf Roth, Sascha Langner, Jürgen Albersmann, Heinrich Kerstgens, Marcel Hulsker, Thomas Löffler
3.	Contargo Industriepark Frankfurt Höchst GmbH	Frankfurt-Höchst	Kerstin Junker, Kawus Khederzadeh, Patrick Hummel, Kristina Halsch
4.	Contargo Network Logistics GmbH	Döhlau, Hamburg	Markus Bittermann, Karlheinz Mulzer
5.	Contargo Network Service GmbH & Co. KG	Kehl, Karlsruhe, Zwijndrecht	Michel van Meurs, Markus Böhmer
6.	Contargo Neuss GmbH	Neuss	Volker Boveland, Olaf Jahn, Maren Piontek, Reyk Lorenz
7.	Contargo North France SAS	Bruay-sur-l'Escaut	Gilbert Bredel
8.	Contargo Rail Services GmbH	Mannheim, Duisburg	Michael Lückenbach, Andreas Mager
9.	Contargo Rhein-Main GmbH	Frankfurt-Ost, Ginsheim-Gustavsburg, Koblenz	Christian Eichmeier, Eugen Werwai, Arndt Puderbach, Birgit Mendling
10.	Contargo Rhein-Neckar GmbH	Ludwigshafen, Mannheim	Andreas Roer, Marco Speksnijder, Jan Gass, Sabine Gaisbauer, Kornelia Kowalzik, Habib Bayat, Sandra Knüttel
11.	Contargo Road Logistics B.V	Hamburg, Zwijndrecht	Leo Maaskant, Christian Schäfers, Heleen Scharroo
12.	Contargo S.A.R.L.	Straßburg, Ottmarsheim	Jean-Marc Sabetta
13.	Contargo Waterway Logistics B.V	Zwijndrecht	Cok Vinke, Ella Steeger
14.	Contargo Transbox BVBA	Antwerpen	Michel van Meurs
15.	Contargo Weil-am-Rhein GmbH	Weil am Rhein	Torsten Peter
16.	Contargo Wörth-Karlsruhe GmbH	Karlsruhe, Wörth, Speyer	Jürgen Bähr, Markus Stengel, Jens Braun, Christian Thees
17.	Contargo Rhein-Waal-Lippe GmbH	Emmelsum, Emmerich	Michael Mies, Sascha Noreika, Meike Schnake-Rupp, Hans-Jörg Meenen, Léon Triessl
18.	DIT Duisburg Intermodal Terminal GmbH	Duisburg	Michael Kleifges, Bernd Putens, Zhuo Li, Daniel Thomas, Amelie Erxleben, Klaus Müller, Laura Müller, Michael Nies
19.	Container Terminal Hof GmbH	Hof, Wiesau	
20.	Contargo Combitrac GmbH	Wiesau, Hof, Glauchau	
21.	CTD Container Terminal Dortmund GmbH	Dortmund	
22.	NWL Norddeutsche Wasserweg Log. GmbH	Bremen	
23.	SFL Sachsen Franken Logistik GmbH	Glauchau	
24.	Trimodal Logistics GmbH	Bremen	

Unless explicitly stated otherwise, all key figures mentioned in this Report relate to these companies.

We would like to thank all those who have contributed to preparing this year's Sustainability Report.

Overview of participation in associations, charters/initiatives and sponsoring

The Contargo Management keeps good contacts with regional policy-makers, important associations, institutions and research organisations. For this reason, colleagues from various different areas of the enterprise take part in important events. Here they build new contacts and maintain already-existing ones. They represent Contargo and the positions of the enterprise, and at the same time receive important information about new developments. This enables Contargo to respond quickly to new challenges.

ASSOCIATIONS
Bundesverband der Deutschen Binnenschiffahrt (BDB)
Deutscher Speditions- und Logistikverband (DSLV) – Fachausschuss Schienengüterverkehr
Studiengesellschaft für den Kombinierten Verkehr (SGKV)
Club Logistique du Hainaut
L'Union des Entreprises de Transport et de Logistique de France (TLF)
Bundesverband öffentlicher Binnenhäfen (BÖB)
Transport en Logistiek Nederland (TLN)
Fenex – Netherlands Association for Forwarding and Logistics
Schweizerische Vereinigung für Schifffahrt und Hafenlogistik Basel (SVS)
Spedlogswiss (Verband schweizerischer Speditions- und Logistikunternehmen)
BG Verkehr
Groupement Fer
Polygon Concept
Diverse Industrie- und Handelskammern (IHK)
hellwach-mit-80-kmh
NABU
Gemeinschaft Frankfurter Hafenanlieger (GFH Frankfurt)
Vereinigung der hessischen Unternehmerverbände (VhU)
IG Industriegebiet Koblenz-Rheinhafen
Speditions- und Logistikverband Hessen/Rheinland-Pfalz (SLV)
Verband Verkehrswirtschaft und Logistik Nordrhein-Westfalen (VVWL)
Centraal Bureau voor de Rijn- en Binnenvaart (CBRB)
Rotterdam Port Promotion Council (RPPC)
Nederland Distributieland (NDL)
Verband Spedition und Logistik Baden-Württemberg (VSL)

SPONSORING
SpVgg Bayern Hof
Awalla Hof
SpVgg 03 Ilvesheim e.V.
Inselsommer Ludwigshafen
Ruderregatta Mannheim
Diakonisches Werk Karlsruhe
Hilfsgütercontainer für Entwicklungsländer
ehem. Notkirche Oberreut
Blindenwerkstatt
Frankfurt Lions A-Jugend
HSG Mannheim
Hafenfestival Frankfurt
Förderverein der Berufschule Koblenz
Stadtmarketing Mannheim GmbH
Festival des deutschen Films
Nachtwandel
Runtegrate
Rudergesellschaft Heidelberg e.V.
Tennisclub Altrip e.V.
MatchBox
Bunter Kreis Duisburg
KWF
Sparta Rugby Verein

CHARTERS AND INITIATIVES
European Clean Trucking Alliance (ECTA)
Sustainable Development Goals (SDGs)
Global Logistics Emissions Council (GLEC)
Elektrifizierter, innovativer Schwerverkehr auf Autobahnen (ELISA)

GRI Content Index - Contargo Sustainability Report 2020

GRI Standard	Disclosure title Individual aspects ("a", "b", "c" etc.) are not listed here	Comment	Value #Aim or page number
102-1	Name of the organization	Contargo GmbH & Co. KG	See comment
102-2	Important brands, products and services, activities		1-1, 3-1
102-3	Registered office of the organization	August-Hirsch-Straße 3, 47119 Duisburg, Germany	See comment, page106
102-4	Number of countries in which the organization is active		1-1
102-5	Ownership structure and legal form	Contargo GmbH & Co. KG is a 100% subsidiary of Rhenus SE & Co. KG.	5-1
102-6	Markets that are served		1-1
102-7	Size of the reporting organization		1-1
102-8	Employee structure (work contracts, gender, fluctuation)		2-1, 3-2, 5-3
102-9	Description of the organization's supply chain		1-2, 3-1
102-10	Significant changes to the organization and its supply chain		1-2, page 100
102-11	Precautionary Principle or approach		8-1
102-12	External initiatives		4-1, page 101
102-13	Membership of associations		Page 101
102-14	Statement from senior decision-maker		Foreword, 7-3
102-15	Key impacts, risks, and opportunities		Foreword, 1-2, 3-1, 3-2, 4-1, 4-3, 8-1, 8-2, 8-3, 10-3
102-16	Values, principles, standards, and norms of behavior	These form the basis for this Report.	Throughout the Report
102-18	Governance structure		5-1
102-19	Delegating authority		5-1, 11-2
102-20	Executive-level responsibility for economic, environmental, and social topics		7-3
102-26	Role of highest governance body in setting purpose, values, and strategy		7-3
102-29	Identifying and managing economic, environmental, and social impacts		Throughout the Report
102-31	Review of economic, environmental, and social topics		Throughout the Report
102-32	Highest governance body's role in sustainability reporting		Foreword, 3-1, 3-2, 5-1, 6-3, 7-3
102-36	Process for determining remuneration		5-1, 7-1
102-40	List of stakeholder groups		7-2
102-41	Collective bargaining agreements	There are no collective agreements at Contargo.	See comment
102-42	Identifying and selecting stakeholders		7-2
102-43	Approach to stakeholder engagement		7-2
102-44	Key topics and concerns raised		Foreword, 3-1, 4-1, 4-2, 5-2, 6-1, 7-2, 7-3, 9-3

GRI Standard	Disclosure title Individual aspects ("a", "b", "c" etc.) are not listed here	Comment	Value #Aim or page number
102-45	Entities included in the consolidated financial statements		Page 100
102-46	Defining report content and topic Boundaries	The contents were determined based on feedback from employees, e.g. from workshops, personal interviews and reactions to the last Sustainability Report. Measured key figures, goals and progress also formed an input.	Foreword, see comment
102-47	List of material topics	The structure of the Report is based on the mission and the corporate values of Contargo. Each chapter focuses on one of the values, looking at it from various angles. It was important to us to highlight different aspects and describe the values in more concrete terms.	Foreword, See comment
102-48	Restatements of information	This year's Report has a different presentation form, based on our corporate values. in this way, we have tried to present the topic of sustainability simply and clearly.	Foreword
102-49	Changes in reporting	The CO_2 calculations have been adjusted.	Foreword, see comment
102-50	Reporting period	2018 and 2019	Foreword, see comment
102-51	Date of most recent report	December 2018	Foreword, see comment
102-52	Reporting cycle	Every two years	Foreword, see comment
102-53	Contact point for questions regarding the report		Page 106
102-54	Claims of reporting in accordance with the GRI Standards	This Report is based on the GRI Standard "Core"	See comment
102-55	GRI content index		Pages 102-105
102-56	External assurance	The content of the Report is determined by a compilation of all relevant topics in the years covered by the Report, sorted according to their materiality. All data are gathered from system searches and annual questionnaires.	See comment
103-1	Explanation of the material topic and its Boundary	The main topic areas can be found in the Sustainability Report 2018, they have not changed. Complementary topics: Decarbonisation. The new challenges also especially involve our customers. We always offer our customers the possibility of finding solutions together with them.	1-1, 3-3, 7-2, 8- 1, 8-2, 8-3
103-2	The management approach and its components		5-1, 7-2, 7-3, 8-1, 8-3
103-3	Evaluation of the management approach		5-1, 7-2, 7-3, 8-1, 8-3
201-2	Financial implications and other risks and opportunities due to climate change		Foreword, 1-3, 3-3, 8-1, 8-2, 8-3
201-4	Financial assistance received from government	- German Directive on Subsidising Terminal Infrastructure for Combined Transport: terminals in Emmelsum, Neuss, Hof - Innovative Port Technology Promotion Scheme (IHATEC): Automodal - Directive on the Promotion of Energy-efficient and/or Low-CO_2 Heavy Goods Vehicles in Road Haulage Companies: electric trucks	See comment
202-2	Proportion of senior management hired from the local community	68% of executives come directly from the enterprise, most of the others are recruited locally.	See comment
203-1	Infrastructure investments and services supported		1-2, 9-1
203-2	Significant indirect economic impacts	At the smaller locations, losses of large-scale transactions entail strong organisational changes; increased transport of wood due to droughts and bark beetles.	7-3, 10-3

GRI Standard	Disclosure title Individual aspects (“a”, “b”, “c” etc.) are not listed here	Comment	Value #Aim or page number
205-2	Communication and training about anti-corruption policies and procedures	As from 2019, all colleagues in positions critical to the system have to participate in online training.	See comment
205-3	Confirmed incidents of corruption and actions taken	No instances of corruption were ascertained in the period covered by the Report.	See comment
302-1	Energy consumption within the organization	Heating media consumption 2018: 143373 m³ gas, 48008 litres heating oil; 2019: 99884 m³ gas, 42469 litres heating oil, 10854 litres liquid gas	8-1, see comment
302-4	Reduction of energy consumption		8-1
302-5	Reductions in energy requirements of products and services		8-2
303-1	Water withdrawal by source	Water consumption 2018: 20498 m³; 2019: 21059 m³	See comment
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Some of our locations are situated within the minimum distance from protected areas, for instance Neuss on the Ölgangsinsel	See comment
304-2	Significant impacts of activities, products, and services on biodiversity	Emissions like noise and CO_2 have a negative influence on biodiversity, even if our activities do not have any demonstrable effects on the surrounding areas. We make preventive investments in new technologies, and use e.g. bio-oils. We wish to make a positive contribution to biodiversity, for instance with a wildflower meadow in Emmelsum.	See comment
304-3	Habitats protected or restored	There are renatured habitats, for instance in Duisburg: the river meadow conservation area on the Rhine and the Töppersee water conservation area.	See comment
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	We get visitors from the protected habitats from time to time - for instance kingfishers.	See comment
305-1	Direct (Scope 1) GHG emissions		8-1, 8-2
305-2	Energy indirect (Scope 2) GHG emissions		8-1, 8-2
305-4	GHG emissions intensity		8-1, 8-2
305-5	Reduction of GHG emissions		8-1, 8-2
306-2	Waste by type and disposal method	Waste (not including liquid waste) 2018: 918243 kg; 2019: 880704 kg	See comment
306-4	Transport of hazardous waste		8-1
306-5	Water bodies affected by water discharges and/or runoff		8-1
307-1	Non-compliance with environmental laws and regulations	There were no instances of non-compliance with environmental regulations in the period covered by the Report.	See comment
401-1	New employee hires and employee turnover		2-1, 3-2
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full-time and part-time employees are equally entitled to numerous offers. Permanent employees have individual agreements.	See comment
401-3	Parental leave	32 colleagues (men and women) at eight locations made use of parental leave.	See comment
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	In 2018 there were 31 notifiable work accidents, and 27 in 2019. The other figures are recorded internally, analysed and reported to the parent company. Where necessary consequences are drawn.	See comment
403-3	Workers with high incidence or high risk of diseases related to their occupation	At every location a risk assessment is carried out and consequences are drawn.	See comment
404-1	Average hours of training per year per employee		3-2

GRI Standard	Disclosure title Individual aspects ("a", "b", "c" etc.) are not listed here	Comments	Value #Aim or page number
404-2	Programs for upgrading employee skills and transition assistance programs	Additionally, management seminars; further training (internal, work-related and self-initiated)	3-2
404-3	Percentage of employees receiving regular performance and career development reviews		5-1
405-1	Diversity of governance bodies and employees		3-2, 5-3, 10-1
405-2	Ratio of basic salary and remuneration of women to men	Basic salaries are the same for men and women.	See comment
406-1	Incidents of discrimination and corrective actions taken	No cases of discrimination were reported in the period covered by the Report.	See comment
413-1	Operations with local community engagement, impact assessments, and development programs		Page 101
414-2	Negative social impacts in the supply chain and actions taken	We always pay at least the minimum wage and demand a corresponding statement from every service provider. Implementation is verified by internal and external audits. Additionally, truck drivers' language barriers are overcome by Apps in 16 languages.	See comment
417-3	Incidents of non-compliance concerning marketing communications	No instances of non-compliance with marketing guidelines were ascertained in the period covered by the Report.	See comment
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no instances of threats to customers' privacy in the period covered by the Report.	See comment
419-1	Non-compliance with laws and regulations in the social and economic area	There were no instances of non-compliance with social or economic laws in the period covered by the Report.	See comment

IMPRESSUM

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Contargo I Shutterstock I Tim Frankenheim (page 1, 9, 16, 25, 26, 32, 33, 40, 49 3rd from left, 52, 61, 68, 83, 75 top right, 88) I Motivjägerin Tina Trippens (page 10 l., 20, 48, 49 r., 64, 70, 74, 78, 91 bottom left, 94) I Staronwerk Simone Staron (page 10 centre, 19, 29, 37 centre, 70 r., 49 2nd from left, 72, 75 bottom right, 96) I Gaby Ahnert (page 10 r., 82) I Elena Russo (page 11 left) I LOKOMOTIV Fotografie (page 11 centre) I Hendrik W. van de Pol (page 13, 79) I Heike Kaldenhoff (page 35, 82) I Henry Tornow (page 37 l.) I Mark Isarin (page 49), Kai Gebel (page 86) I Julian Beekmann Fotografie (page 95)

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