

The background of the cover features a photograph of a vast ocean under a blue sky with scattered white clouds. A large, semi-transparent teal shape, resembling a stylized paper corner or a modern architectural element, is positioned on the right side of the image. The title text is placed within this teal area.

MOVING THE WORLD FORWARD

SUSTAINABILITY
REPORT 2025



Sustainability is longevity.

Dear Reader,

As we release this report, we find ourselves in a time of profound global change – perhaps the most significant in decades. After years of fostering trust, unity, and the benefits of global trade and industrialization, we now face a world that is growing more divided. Countries are turning inward, prioritizing self-interest, and acting out of fear. While ensuring stability at home is understandable, true progress and meaningful development demand collaboration, not separation.

Shipping is an industry that bridges nations and economies, facilitating the essential exchange of goods that drives prosperity. When trade flourishes, economies grow, societies advance, and the world thrives. The opposite scenario leads to stagnation and decline.

At Harren Group, we are always looking ahead, determined to shape the future by contributing to energy development and the global energy transition. Our shipping expertise plays a vital role in constructing large-scale wind farms, both onshore and offshore, by managing the complex logistics required to bring these projects to life. These developments strengthen local communities and enhance global energy security.

Efficiency is key to sustainability, and we are committed to making our shipping operations as efficient and sustainable as possible. While our industry remains reliant on oil, we continuously optimize our fleet to minimize fuel consumption. Our latest additions to our fleet are amongst the most fuel-frugal, and our soon-to-launch Orca newbuild series is setting new benchmarks for carbon-neutral operations. We are ambitious in our goal to achieve carbon-neutral shipping by 2040, and we are making steady progress through advanced technology and continuous optimization. For us, sustainability is about longevity — building a resilient, future-proof business.

Shipping is fundamentally about people, and at Harren Group, we say that while progress is on our minds, people are at our heart. We prioritize the well-being and development of our teams, both ashore and at sea. Alongside our extensive safety and health initiatives for seafarers, I am particularly proud of our Harren Academy, which provides our shore-based employees with opportunities to enhance their skills, advance their careers, and drive our business forward.

“Shipping is an industry that bridges nations and economies, facilitating the essential exchange of goods that drives prosperity.”

Equally exciting is the transformation of our office environments. Starting with our headquarters in Bremen, we are creating modern, inspiring workspaces designed to foster collaboration and well-being. This concept will gradually be introduced across our global offices, strengthening unity and encouraging innovation within our teams. I truly believe this investment in our people and workplaces will spark new ideas, fuel creativity, and help us drive the world forward — sustainably.

Dr. Martin Harren, Group CEO

About this report

This is the annual sustainability report of the Harren Group

The report provides a comprehensive overview of the 2024 calendar year and recent developments across all business units within the Harren Group. Our sustainability reporting highlights significant accomplishments in environmental, social, and corporate governance domains. We have compiled this report to detail both past, ongoing and future initiatives. This marks the fourth sustainability report for the Harren Group, building upon the foundation laid by the previous reports issued.

Within this report, we align with the United Nations Sustainable Development Goals as our guiding principles. As a signatory to the Call to Action for Shipping Decarbonisation, led by the Global Maritime Forum in collaboration with the World Economic Forum and Friends of Ocean Action, we pledge to actively contribute through collaborative efforts and setting concrete targets to support the ambitions for 2040 and 2050.

Furthermore, the report assesses and documents our performance across each ESG dimension while establishing future targets and objectives.



The 17 Sustainable Development Goals (SDGs) present the core of the 2030 Agenda for Sustainable Development, which was adopted by the UN in 2015.

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GLOBAL
MARITIME
FORUM

The Global Maritime Forum was founded with the mission "to shape the future of global seaborne trade to increase sustainable long-term economic development and human wellbeing."*

*quote: www.globalmaritimeforum.org/about

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Highlights since our 2024 report

Sustainability is far reaching and often a very complex topic to handle. We therefore decided to cluster our individual activities in the areas of environment, social and governance in three lanes, which help us guide and achieve our strategic objectives:



1 SUSTAINABILITY AWARENESS

Our first focus area is raising awareness about sustainability. This effort seeks to promote clarity and creates a shared understanding of our strategy and the specific challenges we face. It also aims to inform our organisation and ensure that sustainability principles are incorporated across all departments and teams.

Safety Culture Program – Speak Up!

We introduced a programme to foster safety awareness through open dialogue, encouraging employees to “Speak Up” and vessel management to “Listen Up.” This approach was reinforced during a seminar in Manila, highlighting its importance in building mutual respect and collaboration across all ranks.

Safe Horizon

We introduced Safe Horizons - an internal publication guided by the QS and Training Departments, focusing on QHSE and Training topics while supporting the “Act Safely!” initiative. It shares additional insights beyond formal documentation and includes contributions from seafarers and other business units, reaching colleagues both onboard and ashore.



2 REDUCING OUR CARBON FOOTPRINT

Our second focus area is reducing our carbon emissions. This area is critically important to our business framework and guide the way we organise our operations and commercial activities, both now and in the future. In this context, we evaluate our strategic decisions and investments with a focus on their carbon footprint, aligning it with the key objectives highlighted in the environmental section of our sustainability strategy.

Trial with Signal

We have launched a trial of the Signal system on seven vessels, aiming to enhance operational efficiency through behaviour change science, focusing on three different behaviours. This initiative encourages energy-efficient decisions via performance updates, contributing to fleet decarbonisation and furthering the digitisation of operations.

Implementation of VESPER

We have introduced the VESPER performance analysis system to improve benchmarking and analysis, focusing on areas like hull fouling and engine efficiency, after a successful trial with ten vessels in 2024. A new Technical Performance Manager role has been established to drive performance improvements, supported by regular feedback loops with crews and technical teams.

Trial with GIT

Besides applying further silicon-based fouling release coatings in 2024, we trialled a graphene-based foul release coating on one vessel, offering biocide-free durability, improved efficiency, and a lifespan of up to ten years. Part of this trial is an ROV for hull cleaning and inspections by the crew.



3 RESPONSIBLE CONSUMPTION

Our third focus area is responsible consumption. This serves as a guide for our procurement practices, both within our organisation and with external partners, and aligns closely with our environmental goals for both land and sea.

Drinking water systems

Expanding the use of drinking water fountains across our fleet has led to a 46% reduction in 1.5-litre bottle equivalents compared to 2023, with a total reduction of 61% since 2022. This progress is supported by improved water quality through mineralisers and growing acceptance of the initiative.

Eco lashing program

Our Eco Lash system has been fully implemented across our heavy lift fleet, whereby we significantly reduce the amount of steel wire lashing. Further to this, the lighter lashing system enhances safety and work ergonomics.



PROJECTS COMPLETED

Ballast Water Treatment Systems

The fleetwide installation of ballast water treatment systems was successfully completed on schedule, with the last installation finalized in August 2024.

LED Lighting in Offices

The replacement of conventional lighting with energy-efficient LEDs was finalised at our Bremen headquarters in 2023, followed by the completion of this conversion at our Hamburg office in 2024.

Drinking Water Systems

The supply and installation of drinking water systems have been completed across all initially planned vessels, with implementation ongoing for new fleet additions.

M.A.C. Performance Monitoring System

The rollout of the M.A.C. Performance Monitoring System was largely concluded in 2024, with only one installation remaining, completed first half 2025.

Starlink Connectivity

By the end of 2024, Starlink systems had been installed on all but two vessels, significantly improving fleet-wide connectivity.



COLLABORATION WITH KEY INDUSTRY ORGANS



MEMBER OF MARITIME
EMPLOYERS COUNCIL



MEMBER OF IMCA



INTERTANKO

MEMBER OF INTERTANKO



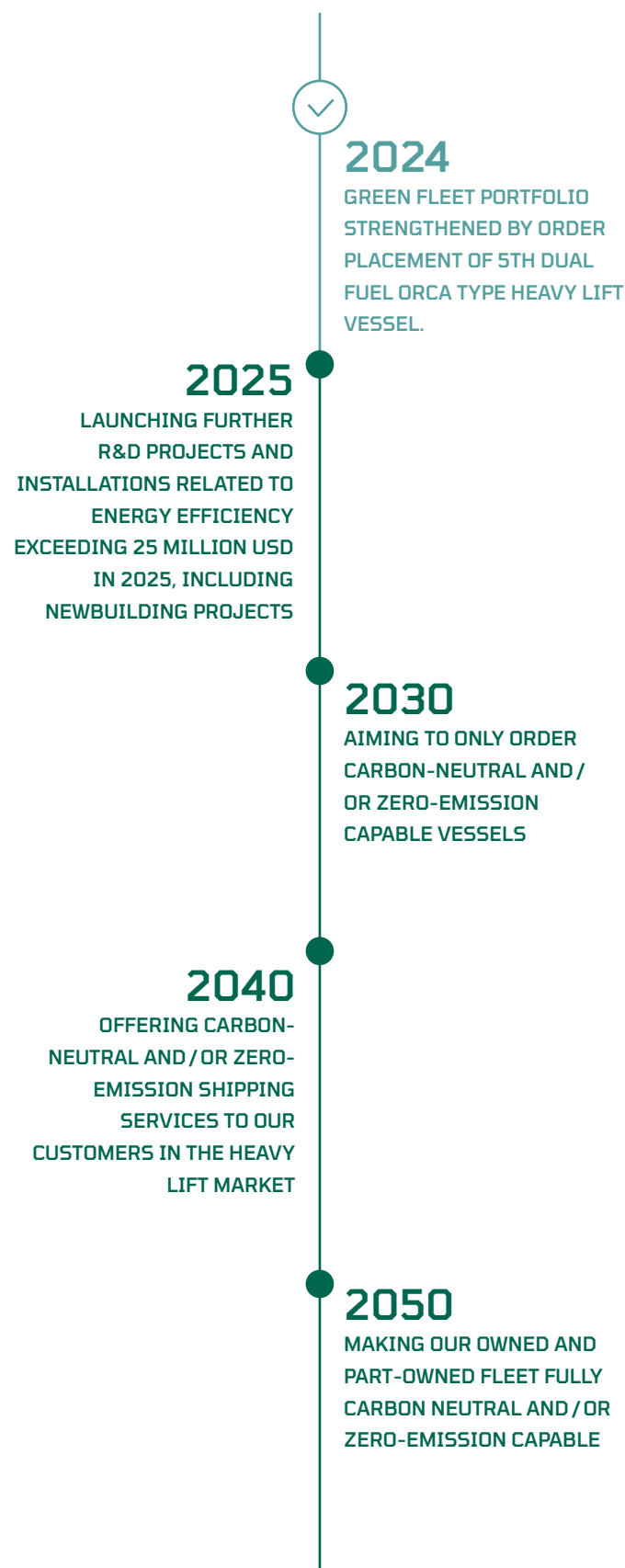
INTERCARGO

MEMBER OF INTERCARGO

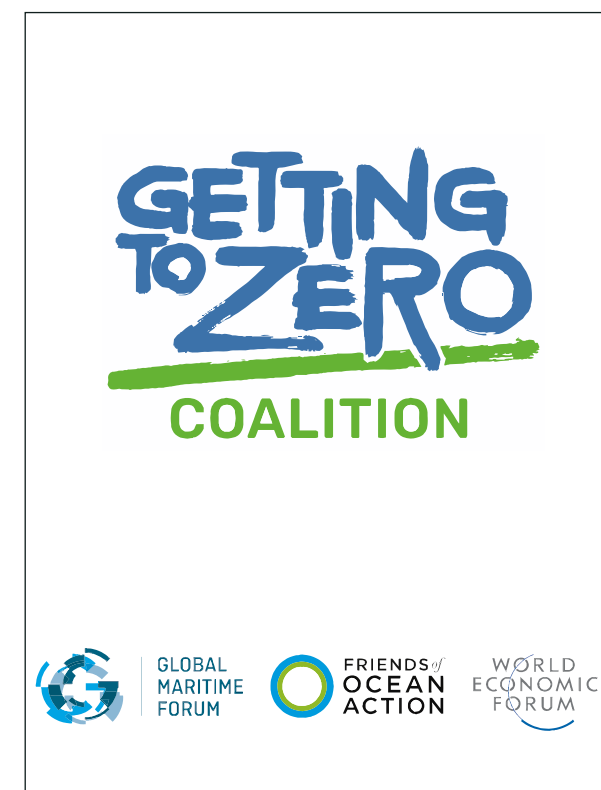


MEMBER OF
GLOBAL MARITIME FORUM

OUR KEY COMMITMENTS INCLUDE:



THE PATH TOWARDS MINIMISING OUR CO₂ FOOTPRINT



Getting to Zero Coalition

In order to meet the IMO's ambition to reduce GHG emissions from shipping by at least 50% by 2050, the Getting to Zero Coalition is targetting to bring zero emission vessels into operation by 2030. The alliance with over 150 stakeholders from the maritime, energy, infrastructure and finance sectors is further supported by governments, IGOs and knowledge partners, e.g. the UCL Energy Institute, the Environmental Defense Fund and the Energy Transitions Commission. Together, the partners collaborate in the development of the required technologies and infrastructure.



[Learn more](#)

CERTIFICATIONS

As a globally acting organisation, we are committed to assess and minimise any negative effects our operations and processes might have on the environment, and we constantly monitor and control our impacts on sea, air and land. Further, we have a strong commitment towards the reduction of occupational injuries and diseases and we effectively promote and protect physical and mental health of our employees on-board and ashore. Lastly, it is the overall quality of our operations that is recognised by our customers and stakeholders every day. We strive to continuously increase their satisfaction going forward.

Within the Harren Group, we are certified according to the highest standards of ISO 9001, 14001 and 45001.



Certifications in place:

- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- ISO 45001 Occupational Health and Safety

Harren Group at a glance

Our core competence is to manage complex maritime projects and deliver a wide range of high-end services to a global client base.

NEW ORLEANS
HOUSTON

BOGOTÁ

LIMA

SÃO PAULO

SANTIAGO

AARHUS
HAMBURG
BREMEN

HELSINKI

RIGA

CHEL TENHAM

ROTTERDAM

ENSCH EDE

GENOA

ISTANBUL

LAGOS

26
OFFICES IN
22 COUNTRIES

SEOUL

TOKYO

SHANGHAI

ABU DHABI

MUMBAI

BANGKOK

MANILA

SINGAPORE

The portfolio of services covers five key business areas:

- Heavy-lift shipping
- Integrated project logistics
- Maritime engineering solutions
- Ship management & crewing
- Commodity logistics
- Offshore wind operations

STATISTICS AND FIGURES



2017
EMPLOYEES 537 ASHORE, 1480 AT SEA



57
NATIONALITIES WORKING AS ONE TEAM



123
CADETS, APPRENTICES AND TRAINEES



46
UNITS UNDER MANAGEMENT

ASSETS

VESSELS OWNED OR UNDER MAN-
AGEMENT (PER 31.12.2024)*

NUMBER
TOTAL

Heavy lift & mpp	32
Bulk Carriers	6
Tankers	4
Container Vessels	1
Offshore & Wind Installation	2
Special Vessels	1

* numbers excl. vessels on long term time charter.

BRANDS



E

OUR STRATEGIC GOALS FOR ENVIRONMENT

For us, sustainability translates into longevity, building a resilient and future-proof business. The global climate change challenges are still far from managed well enough to prevent future generations from suffering from present level GHG emissions. Our commitment extends beyond regulatory requirements, striving to reduce our carbon footprint across all aspects of our operations, both ashore and at sea progressing towards achieving net-zero greenhouse gas emissions from our shipping services by 2040.

The focal point of our business is facilitating and bolstering the global energy transition through essential logistic services utilizing our fleet of energy efficient and specialized vessels. We continuously invest in technology and into innovation that align with our sustainability objectives.

WITH OUR ENVIRONMENTAL WORK WE ARE CONTRIBUTING TO:



“Our commitment extends beyond regulatory requirements, striving to reduce our carbon footprint across all aspects of our operations.”





ORCAS NEW BUILD SERIES

The Orca fleet marks not only the beginning of a new generation of heavy lift vessels but also a transformation of the fleet within the Group, targeting zero-emission-capable vessels that set the benchmark in terms of intake and lifting abilities. Totalling a fleet of five vessels, the Orcas are specially designed to accommodate the largest of wind turbine parts. Boasting some of the most advanced technologies on a heavy lift ship, the Orcas has been developed with as a great an energy utilization as possible. We put a highlight to one of the technologies, that make Orca vessels the spearhead of the next generation of heavy lift vessels.

“Heat recovery systems can capture heat energy and repurpose it, improving overall efficiency and reducing emissions on shipboard operations.”

Orca technical highlight - Heat Recovery System: Enhancing Energy Efficiency on Ships

Ships usually require large amounts of energy to operate. Fuel contains a fixed amount of energy, which is converted into mechanical and thermal energy by the main engine. While mechanical energy is the desired output, a large share of thermal energy is traditionally wasted through exhaust gases and cooling systems.

While combustion engine efficiency has been greatly optimized in recent years, the focus has now shifted to also utilizing waste heat. Heat recovery systems can capture heat energy and repurpose it, improving overall efficiency and reducing emissions on shipboard operations. On-board applications include heating living quarters, producing steam, and generating fresh water.

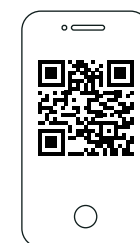
Harren Groups new Orca-Class vessels take this a step further by using an additional heat recovery system to convert waste heat also into electricity. This system harnesses thermal energy from multiple sources, such as high-temperature cooling water and steam, all originating from

the main engine. By repurposing this heat, the ship lowers its overall energy demand, reducing fuel consumption and emissions, including CO₂ and NO_x. If operating at its full capacity, the heat recovery system, also referred to as ORC (Organic Rankine Cycle), can provide for up to 17% of the total electricity demand onboard. Electrical energy gained from waste heat through the ORC does not need to be generated by vessels auxiliary engines or shaft generator and thereby saves fuel and reduces emissions.

Beyond the environmental benefits, waste heat recovery also leads to significant cost savings. Lower fuel consumption reduces operational expenses, making shipping more efficient and sustainable. Additionally, as environmental regulations tighten, improved energy efficiency enhances compliance and strengthens the vessel's sustainability profile.

Technical highlights

- Methanol-ready vessel design and engine concept – neutral carbon footprint if operated on green e-methanol
- Up to 18.0 kn transit speeds
- Optimised hull design means best-in-class seakeeping behaviour and manoeuvrability, energy efficiency and safety at sea
- 2 × 800 t SWL fully electrical cranes combinable to 1600 t SWL with energy recuperation technology
- Ship-to-shore power connectivity for zero emission port operations and power feed-outs on deck for client cargo and/or equipment
- Polar code, ice class 1A and low temperature design for safe operations in any environment



Learn more on
www.orcaclass.com



ORCA FACTS:

14,600 t
DEADWEIGHT

149.90 m
OVERALL LENGTH

27.60 m
BREADTH MOULDED

13.50 m
DEPTH TO MAIN DECK

7.20 m / 8.50 m
DRAUGHT DESIGN / MAX

23,600 m³
HOLD CAPACITY

3,300 m²
DECK SPACE

KEY METRICS

2,327,846
NAUTICAL MILES
SAILED*

637,698
METRIC TONS OF CO₂
EMITTED*

14,252
METRIC TONS OF NO_x
EMITTED*

1,712
METRIC TONS OF SO_x
EMITTED*

*2024 figures reflecting key segments Tankers, Heavylift, Bulk and Container calculated according to BIMCO Shipping KPI Standard

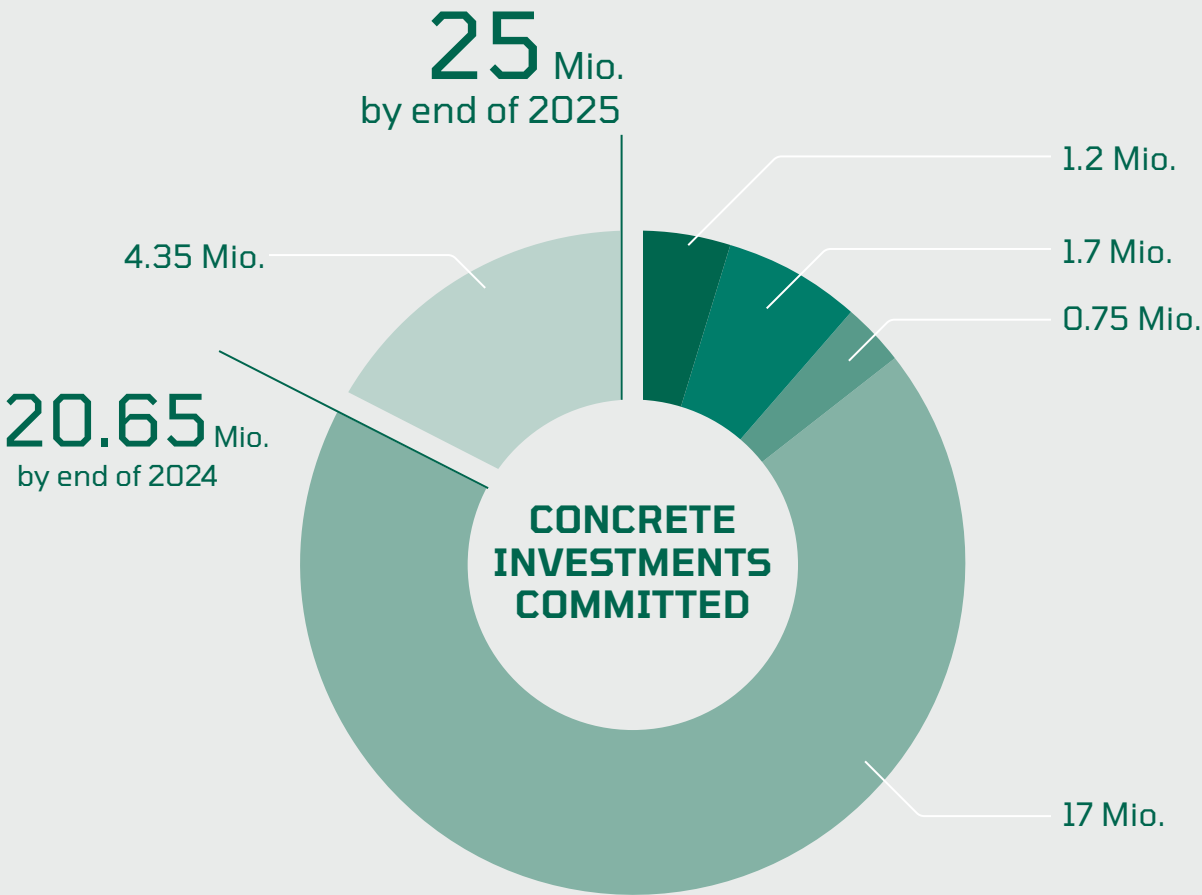
NEW F TYPE ECO LIFTER
IN FLEET



Following the strategic objective of Harren Group to provide carbon neutral shipping services by 2035, an instrumental step is to increase the share of energy efficient vessels in the fleet. As part of an ambitious fleet expansion and fleet renewal strategy, Harren Group has successfully started building up a modern fleet of heavy lift and multipurpose vessels in a combination of acquisitions and long-term time charters. In 2024, the group added three new F-500 Eco Lifters as well as two modern F-300 multipurpose vessels. Characterised by a large and flexible cargo intake relative to their size while boasting a very frugal fuel consumption, these highly efficient ships build to the growing heavy lift and multipurpose business of Harren Group. In 2025 and 2026 this fleet will be expanded further by additional newbuild F-type vessels of similar characteristics. These vessels are incorporating some of the latest technologies to propulsion including the capability of operating on a dual fuel setup e.g. green methanol.

“These vessels are incorporating some of the latest technologies to propulsion including the capability of operating on a dual fuel setup e.g. green methanol.”

CALL TO ACTION UPDATE



In 2024, we continued to make progress in delivering on our commitments outlined in the Call to Action for Shipping Decarbonisation.

As part of our pledge to invest US\$ 25 million in climate action by 2025, we advanced our efforts by applying enhanced low-friction hull coatings to our vessels and implementing the VESPER performance analysis system.

Additionally, we initiated the trial with Signol's behaviour change system. By the end of 2024, we had allocated US\$ 20.65 million to specific projects.

- ADVANCED ENERGY- SAVING HULL COATING APPLIED ON 9 VESSELS IN TOTAL
- CONSUMPTION MONITORING AND IMPROVEMENT ROLLOUT
- VESSEL MODIFICATION AND -DESIGN PROJECTS
- ORCA TYPE HEAVY LIFT VESSELS INVESTMENTS
- CONCRETE INVESTMENTS COMMITTED BY THE END OF 2025

IN USD



“As in previous years, we continued to apply advanced low-friction and fouling release coatings to our vessels in 2024.”

VESSEL EFFICIENCY UPDATE

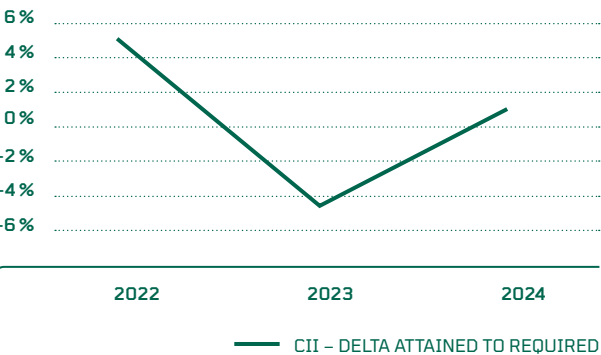
In addition to renewing and upgrading our fleet through newbuilding projects, we are dedicated to also enhancing the efficiency of our existing vessels over their lifespan and throughout operations, thereby reducing greenhouse gas emissions in accordance with IMO and EU reduction targets is one key element.

- INNOVATION AT SEA
- ENERGY EFFICIENCY
- SUSTAINABILITY IN SHIPPING

CII

The year 2024 marks the second year since the introduction of the new CII regulations. We have been closely monitoring our fleet’s performance in this regard. Based on preliminary IMO DCS data, we achieved an average difference of +1.19% between our attained and required CII, maintaining an average C-rating, consistent with the previous year.*

CII – DELTA ATTAINED TO REQUIRED



Although we regularly operate vessels at more economic speeds and carry out hull cleanings regularly as required, the overall rating increased due to challenging trading patterns of some vessels involving extended idle periods. Additionally, our highly efficient tanker fleet was significantly reduced in 2024, contributing to a rise in the average fleet rating.

* only considering vessels subject of CII regulations and minimum six months under Harren management during reporting year

M.A.C. Performance Monitoring System

Having commenced the rollout of the M.A.C. Performance Monitoring System at the end of 2022, we nearly completed the implementation of the M.A.C. performance monitoring system in 2024 with only one vessel left for installation in March 2025. Our Electrical Superintendents in collaboration with service technicians from M.A.C. System Solutions successfully carried out further 15 shaft power meter installations. In addition, we plan to extend the system’s implementation also to newly acquired second-hand tonnage to enhance our performance analysis capabilities.

VESPER Performance Analysis System

The data we collect through the reporting systems and the high-frequency data provided by the on-board measuring equipment and data loggers form the foundation for structured analysis and benchmarking. To streamline this process, we began implementing the VESPER performance analysis system by Vessel Performance Solutions in Q4 2024, following a successful six-month trial involving ten vessels. This system offers comprehensive analysing capabilities, including assessments of hull and propeller fouling as well as engine efficiency.

Following the model-building and data validation process, we established a feedback loop with our crews and technical departments to highlight inefficiencies and potential savings while also recognising high-performing vessels to keep crews motivated.

As part of this initiative, we created the dedicated role of Technical Performance Manager, responsible for analysing, benchmarking and improving performance across both our owned and chartered fleet.

In addition to identifying savings retrospectively, we are currently also testing the VESPER system's voyage simulation capabilities to support our commercial departments in voyage planning. This module leverages on the vessel model, actual performance data, and weather forecasts to calculate various voyage execution scenarios. As a result, it enhances decision-making and helps identify the most efficient way to execute a voyage.

Low-Friction Hull Coatings

As in previous years, we continued to apply advanced low-friction and fouling release coatings to our vessels in 2024. Among these applications was a newly developed graphene-based hard foul release coating developed by Graphite Innovation & Technologies (GIT). This innovative product was applied to one of our vessels during drydocking as a trial to gain experience with its performance.

The coating is free from biocides and creates a very smooth surface, making it difficult for algae and barnacles to adhere to the hull, thereby enhancing vessel efficiency. Due to its durable composition, the coating is highly resistant to mechanical damage, offering a lifespan of up to ten years.

As part of the trial, we received a remotely operated vehicle (ROV) for hull cleaning during idle periods. The ROV was delivered to the vessel during a project mobilisation in Norway, where the crew underwent training on its operation and maintenance. Following this, the vessel proceeded to its project location off Luanda, where it will remain in operation until June 2025. During this time, the crew will utilise the ROV for routine cleaning operations and hull inspections, as the vessel is not undertaking regular voyages, resulting in marine growth despite the protective coating.

Trial with Signal on behaviour change

As outlined in our previous ESG Report, we have initiated a trial with a software solution that applies science based behavioural change mechanisms to enhance operational efficiency and therewith fuel consumption and GHG emissions. The Signal system was implemented on seven trial vessels within our heavy lift fleet, and we will assess its effectiveness in collaboration with our crews over a six-month period.

We have identified three key behaviours for our crews to focus on and improve: optimising engine maintenance, enhancing auxiliary engine efficiency, and maximising shaft generator utilisation. The required data is sourced via API from the M.A.C. performance monitoring system.

"The aim is to encourage ships command to improve their individual scores by promoting energy-efficient decisions, thereby reducing the vessel's fuel consumption."

Our captains and chief engineers receive updates on their personal scores for these focus areas through email and a web app. The aim is to encourage ships command to improve their individual scores by promoting energy-efficient decisions, thereby reducing the vessel's fuel consumption. This initiative represents another step towards decarbonising our fleet and advancing the digitisation of our operations beyond more traditional technical modifications.

COASTAL CLEANUP IN MANILA

In September, a group of our colleagues of our Manila office participated in the 39th International Coastal Cleanup (ICC), joining local companies and community members to clean up the nearby coastline. The ICC, initiated by the Ocean Conservancy is a global movement tackling ocean trash with over 18 million volunteers having collected more than 380 million pounds of waste since its inception. This initiative highlights the severe impact of plastic pollution on marine ecosystems and demonstrates how small collective efforts can lead to cleaner and healthier oceans. We take pride in contributing to this action and reinforce our commitment to environmental sustainability.



THE INTERNATIONAL COASTAL CLEAN-UP (ICC) IS TACKLING OCEAN TRASH



18
MILLION

volunteers



380
MILLION

pounds of waste



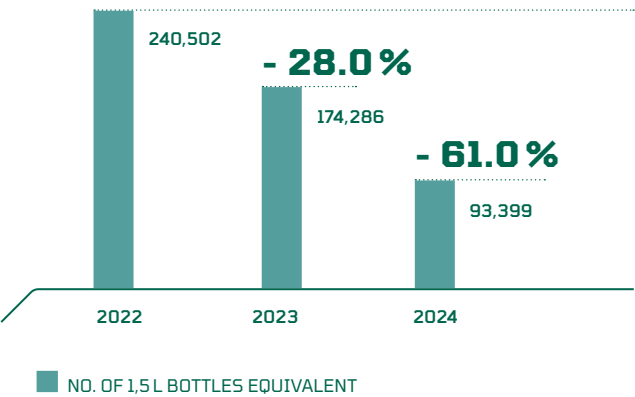
UPDATE ON DRINKING WATER UNITS

By further expanding the use of drinking water fountains across our fleet, we achieved a further significant reduction in single-use plastics on board our vessels. While some technical and operational challenges persist in certain individual cases, overall acceptance continues to improve steadily. This progress has been driven by increased awareness of the benefits of this initiative and enhanced drinking water quality further through the installation of mineralisers.

"A total reduction of 61% since the initial trial in 2022."

Compared to 2023, the number of 1.5-litre bottle equivalents reduced by 46%, marking a total reduction of 61% since the initial trial in 2022.

REDUCTION IN SINGLE-USE PLASTIC



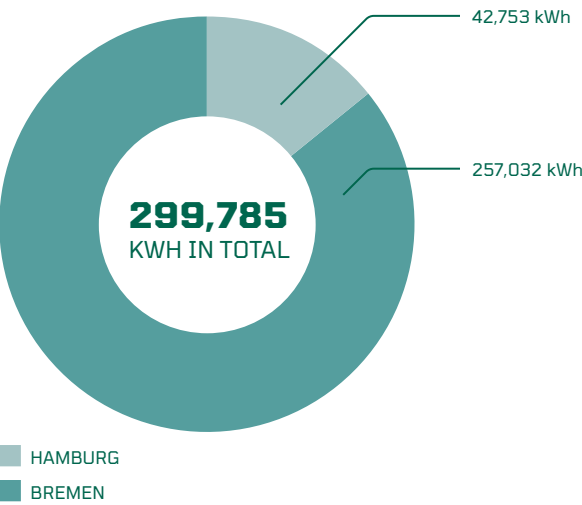
RECYCLABLE MERCH

We prioritise using recycled materials for merchandise, including rain covers made from PET bottles and biodegradable pens. At fairs, we offer vegan gummy bears in compostable packaging, while our print partner delivers climate-neutral products.

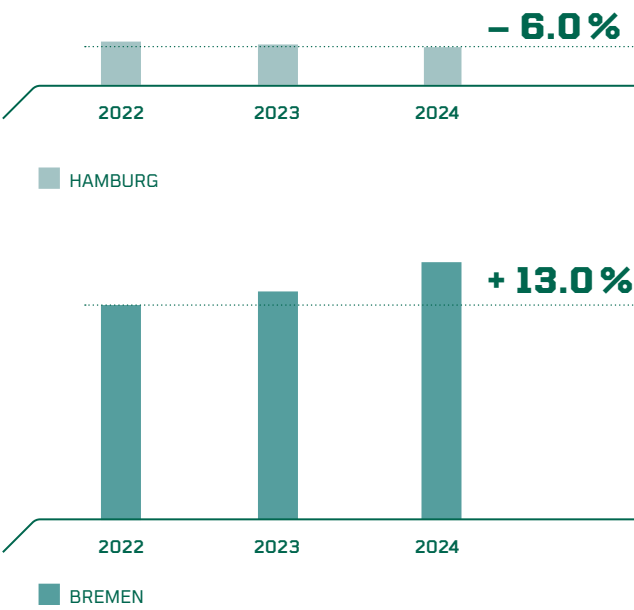
OFFICE ENERGY USE

With both our Bremen and Hamburg offices now powered by renewable energy, we are contributing to a more sustainable environment while reducing the CO₂ footprint of our land-based operations.

TOTAL ENERGY CONSUMED IN 2024



COMPARISON TO 2022



The increase in power consumption is estimated to come from an increase in EV charging paired with all staff returning to working from office, reducing home office work to a minimum.

Forecast

Despite the challenges encountered in recent years, we are now prepared to embrace green energy production at our office. As part of the global office renovation initiative, "Oasis", the Bremen headquarters will be equipped with rooftop solar panels to power the newly installed heat pump systems for air conditioning.

Another key feature of the "Oasis" project is the introduction of upgraded facilities for cyclists, including charging stations for e-bikes. Further details about the project can be found in the relevant chapter of the S-section.



Electric charging stations at our offices

Electric vehicles are becoming an increasingly common sight in our company car fleet and among our employees. In early 2025, we added two fully electric pool cars to our German team's fleet. Additionally, more employees are transitioning to hybrid or fully electric vehicles, making it essential to expand our charging infrastructure at key office locations.

To support this shift, Harren Group is increasing the number of charging points in designated parking areas, with the goal of equipping more than half of the parking spaces at selected sites with EV chargers. This initiative ensures a smoother, more convenient commute for employees and guests while fostering the continued expansion of electric vehicles within our company fleet.

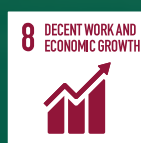
S

OUR STRATEGIC GOALS FOR SOCIAL

Shipping is fundamentally about people, and at Harren Group, we say that while progress is on our minds, people are at our hearts. Whether ashore or at sea, our workplace is a fulfilling and inclusive place that fosters creativity and ideas. We are committed to long-lasting career opportunities and a high engagement of our workforce based on mutual respect and a culture of continuous learning.

Our core values promote open and fair treatment of everyone in a safe work environment with a zero-incident approach.

WITH OUR SOCIAL WORK WE ARE CONTRIBUTING TO:



“Shipping is a people’s business – and our colleagues are our most valuable asset both ashore and at sea.”



KEY METRICS



90.32

OFFICER RETENTION RATE*



1.32

LOSS TIME INJURY FREQUENCY*



2.32

TOTAL RECORDABLE CASES
FREQUENCY*



0

FATALITIES*

* 2024 figures reflecting key segments Tankers, Heavylift, Bulk and Container calculated according to BIMCO Shipping KPI Standard



SAFE HORIZONS

Safe Horizons is a publication developed under the guidance of the QS and Training Departments. It addresses significant and engaging topics, primarily from the QHSE and Training fields, but also extends to other relevant subjects.

One of its key objectives is to promote our Safety Culture under the “Act Safely!” initiative. Additionally, it serves as a platform for sharing practical information and experiences that extends beyond the controlled documentation found in our Shipboard Main Manual (SMM).

In addition to QHSE and Training content, the publication also features contributions from guest writers, including our seafarers and other business units.

Safe Horizons is an internal publication distributed across various platforms to ensure it reaches all colleagues, both onboard and ashore.



**ACT
SAFELY!**

As a prominent figure in the shipping sector, we recognise the paramount importance of prioritising safety to secure our prime position.

SAFETY CULTURE PROGRAM UPDATE

In 2023, we introduced our new Safety Culture Programme, “Act Safely!”. This initiative empowers all employees to take responsibility for safety and has continued to develop across various areas since its launch.



A core principle of the programme is to encourage individuals to ‘Speak Up’. Promoting an open and non-punitive communication environment helps to enhance safety awareness among all Harren Group employees ashore and at sea. It is crucial that our seafarers feel invited to participate in this dialogue. The on-board vessel management plays a key role by setting a positive example and embracing the complementary principle of ‘Listen Up’.

By fostering this approach, we aim to ensure that every crew member feels confident in sharing their thoughts, especially in situations where safety is at risk.

During an all-crew seminar held in Manila at the end of 2024, this topic was presented to a broader group of seafarers. The active and open engagement demonstrated that ‘Speak Up’ is recognised as an important tool among our crews, reinforcing the value of collaboration and mutual respect across all roles and ranks.

To extend the reach of this message, we have also featured the topic in our Safe Horizons publication. By doing so, we aim to further promote this vital aspect of our safety culture, ultimately strengthening communication and enhancing overall safety standards and awareness.



MRM SEMINAR IN MANILA: ENHANCING MARITIME RESOURCE MANAGEMENT

In line with our commitment to continuous improvements and professional development, Harren Group recently conducted a Maritime Resource Management (MRM) seminar in Manila. This event brought together 25 junior and senior officers from our heavy lift fleet, providing them with an invaluable opportunity to adopt effective resource management techniques.

The seminar, facilitated in-house by our Crewing team, focused on key aspects of MRM, including effective incident and accident prevention, safety, efficiency, and job satisfaction.

The event highlighted the importance of collaboration and competence in maritime operations. Officers actively participated in group discussions, sharing their experiences and insights, which fostered a deeper understanding of MRM principles and practices such as situational awareness, attitude, challenge and response, authority, and assertiveness, among others.

MRM is centred on changing attitudes rather than skills. It emphasises the importance of crews functioning as cohesive teams rather than as a collection of competent individuals, aligning perfectly with our crewing philosophy at Harren Group.

We believe that investing in the professional growth of our seafarers is essential for maintaining high standards of safety and efficiency.

MENTAL HEALTH

The topic of mental health is becoming increasingly important in our society and as well within our group, influenced partly by external factors but primarily shaped by our internal experiences. In 2023, we began addressing this issue through an internal health campaign covering all vessels in our fleet. This campaign combined Computer-Based Trainings (CBTs) with group training sessions held on board.

Feedback from participants indicated a clear interest in the subject; however, it also highlighted the need for more targeted guidance, particularly for senior management ranks on board.

As a result, we introduced an additional training programme specifically designed for the top four ranks. This programme is delivered by an external, professional training provider. The initial sessions were conducted at our primary crew hubs in Istanbul and Manila in 2024, with further sessions scheduled throughout 2025.

The training is delivered in person, with limited group sizes to ensure a focused and interactive learning environment. Conducted by experts in the field, the programme equips onboard management with essential knowledge to identify potential signs of mental health concerns and provides practical tools for responding to and supporting affected colleagues.

HEALTHY NUTRITION CAMPAIGN

In 2023, we launched a campaign focusing on seafarers' mental health, which led to the Healthy Nutrition initiative aimed at raising awareness and fostering better eating habits on board. Running until August 2024, this campaign involved 40 vessels, gathering valuable feedback to address dissatisfaction with meal variety and preparation. Key actions proposed include increasing the supply of fresh produce with shorter delivery intervals, providing additional training for chefs, diversifying menus to cater to multinational crews, and implementing performance assessments for chefs to enhance meal quality. Additional measures, such as limiting ship cooks' contracts to five months and introducing feedback systems for food supplies and vendors, are being explored. By prioritising crew wellbeing, this initiative sets the stage for lasting improvements across the fleet.

In addition to these efforts, we are developing a concept to further support our chefs, including training programmes, collaboration with fellow chefs across the fleet, and professional guidance to enhance their skills. With this initiative, we aim to enhance meal preparation and strengthen our culinary community.

"By prioritising crew wellbeing, this initiative sets the stage for lasting improvements across the fleet."



HR UPDATE

In 2024, we conducted a thorough analysis to identify key areas where we can further support our colleagues, drive organizational growth, and enhance employee development at Harren Group.

Talent Development and Employee Growth:

One of the key projects for employee development was the launch of our international internal training program, our new "Harren Academy". With training offers focusing on enhancing professional and personal competencies, industry- and company-specific competencies, health and wellbeing initiatives as well as individual training measures, we support our colleagues in long-term development and growth. Participation rates in the first year of launch have been extremely strong, with colleagues from a variety of different Harren Group locations engaging in diverse training modules that received consistently positive evaluations. These initiatives align with our goal of continuous learning and professional growth within the entire Harren Group.

Employee Retention and Recruitment:

To attract and retain top talent, we introduced several strategic initiatives in 2024. Our employer branding campaign, "Life at Harren," provided an authentic insight into our company culture, helping us engage with potential candidates more effectively. Additionally, we enhanced our trainee programs, forged new university partnerships and expanded activities such as our "Insight Harren Group" recruitment event to strengthen our talent pipeline. Internal mobility programs were also a focal point, providing employees with new career opportunities within the company and increasing retention rates.

"Our key areas to support our colleagues, promote growth and develop our employees."

Employee Well-being:

Ensuring the health and well-being of our colleagues remained a top priority. In 2024, we expanded our health and wellbeing offerings, introducing new subsidized sports options and a company bike program to encourage active lifestyles. Additionally, we hosted the first series of health days, providing employees with complimentary cardio checks and other preventive health screenings. These initiatives reflect our commitment to fostering a healthy workplace environment that supports both physical and mental well-being.

Community Engagement:

We take pride in our efforts to give back to the communities in which we operate. In 2024, we launched a few new volunteering programs, (e.g. the Manila coastal cleaning activity). These initiatives allowed colleagues, to contribute their time and skills to meaningful causes, strengthening our social impact while fostering a sense of purpose and engagement.

Cultural Initiatives:

A strong company culture is essential for employee engagement and satisfaction. This year, we continued to invest intensively in cultural initiatives, including team-building activities such as our annual skiing trip, our summer party, and Christmas celebration. These events foster collaboration, strengthen team bonds, and contribute to a positive and inclusive workplace culture.

Through these comprehensive People & Culture initiatives, we remain committed to supporting our employees, fostering a thriving workplace culture, and making a positive impact on the communities we serve.

OFFICE UPGRADE

Transforming Our Workspaces for a Sustainable Future: Project 'Oasis'

By the end of 2024, we proudly unveiled a transformative initiative that will redefine our office spaces globally. Project 'Oasis' is a comprehensive modernisation and reconstruction process that begins at our Bremen headquarters and will gradually extend to all 23 of our offices worldwide over the next three years.

The name 'Oasis' represents our vision for creating harmonious, inspiring, and relaxing spaces that enhance well-being amidst the demands of a dynamic working environment. Just as an oasis provides tranquillity and life in a desert, our goal is to craft workplaces that encourage creativity, collaboration, and a sense of community. Our ultimate goal is to create modern, sustainable, and inviting offices where employees come together to collaborate, innovate, and thrive.

"Just as an oasis provides tranquillity and life in a desert, our goal is to craft workplaces that encourage creativity, collaboration, and a sense of community."

Why Project 'Oasis'?

The way we work is evolving rapidly, and this project aims to ensure that our office environments remain adaptable, inviting, and forward-thinking. Key reasons for this transformation include:

- **Flexibility and Growth:** As our company continues to expand, our offices must keep pace with these changes, offering adaptable and future-ready spaces.
- **Team Adaptability:** With dynamic teams and projects, our office layouts need to prioritise flexibility and individuality.
- **Hybrid Work Models:** Modern workplaces must reflect today's reality of hybrid working. Flex workstations will replace traditional desk setups to meet the needs of both remote and in-office work.
- **Enhanced Employee Experience:** A workplace should offer more than the home office – it must provide a welcoming atmosphere, optimal conditions, and a sense of belonging.
- **Innovation and Creativity:** Offices should inspire collaboration, innovation, and exchange.
- **Talent Development:** Modern and inspiring workspaces play a key role in attracting and retaining top talent, fostering personal and professional growth.
- **Sustainability:** By integrating solar systems, green energy solutions, and improved cycling infrastructure, we are making a tangible contribution to climate protection.

The project is already advancing fast with the first phase of construction already partly completed and colleagues are already experiencing the new environment, giving valuable first feedback. The first two phases of renovation will be completed in 2025, whereas the construction of the new convention centre is expected to commence in 2026.



Highlights include

- A new convention centre equipped with cutting-edge multimedia technology and seating for 150 attendees, inspired by the renowned "Neue Nationalgalerie" in Berlin.
- Remodelled offices featuring innovative layouts, modern flooring, and ergonomic furniture.
- Height-adjustable desks and flex workstations complemented by personal lockers.
- Redesigned meeting rooms, think tanks, and working cafés.
- A new sports bar with table tennis, darts, TV, and a bar for after-work relaxation.
- Cosy Coffee points on every floor with lounge areas.
- Air conditioning powered by solar energy and heat pump systems.
- Cyclist-friendly infrastructure, including a bicycle garage, DIY workshop, changing rooms, showers, and e-bike charging stations.
- Redesigned reception area, outdoor spaces, and canteen featuring updated furniture, modernised kitchens, and enhanced self-service areas.

CELEBRATING OUR SEAFARERS: HARREN GROUP'S SOCIAL MEDIA CAMPAIGNS

Day of the Seafarer

In honour of the international Day of the Seafarer, we proudly launched the #SeafarersWeek campaign. This initiative was designed to highlight the journeys and experiences of our seafarers, sharing their personal stories and insights from life on board. Through engaging content and heartfelt narratives, we sought to shed light on the dedication and resilience of those who navigate the seas, ensuring the smooth operation of global trade. The campaign not only celebrated their achievements but also encouraged a deeper appreciation for their vital role within the maritime industry.

Christmas Spirit

During the festive season, our 'Christmas Spirit' campaign brought warmth and joy to our seafarers' lives. We shared stories showcasing how they celebrate Christmas on board, capturing moments of camaraderie, joy, and the unique traditions they maintain while away from their families. This campaign emphasised the strong sense of community among our seafarers and their ability to foster a festive atmosphere even in the middle of the ocean. By highlighting these heartwarming stories, we aimed to spread festive cheer and acknowledge the sacrifices made by our seafarers during the holiday season.

Both campaigns were well-received, reinforcing our commitment to supporting and celebrating our seafarers. Through these initiatives, Harren Group continues to demonstrate its dedication to social responsibility and the well-being of those who form the backbone of our maritime operations.

#SeafarersWeek



"We enjoyed being a seafarer because of the sense of Community – Living and working closely with a diverse crew fosters strong bonds and a sense of camaraderie, creating a family like environment." – SEMSETTIN DEMIR

"Working as a seafarer at Harren Group is special because being part of this company means being involved with a forward-thinking organization that values its employees, prioritizes safety, and strives for excellence in maritime operations. It truly inspires me to face challenges and obstacles in life and as a seafarer because overcoming them drives me to push my limits, learn, and grow as a person." – MARK ASTILLERO



CHRISTMAS CHARITY

As in recent years, we arranged our annual Christmas charity project 'Wish Tree' in Bremen. For the 'Wish Tree', children from a local foster home wrote personal Christmas wishes on wish notes that decorated the Christmas tree at our Bremen headquarters. All colleagues could collect a note from the tree and buy the wished present. All presents will be given to the kids during the foster home's Christmas celebration.

We are very happy that so many of our dear colleagues have shown their generosity, supporting both projects and fostering the Christmas spirit.

"We are very happy that so many of our dear colleagues have shown their generosity, supporting both projects and fostering the Christmas spirit."

HARREN AT B2RUN

At Harren Group, we cherish the moments that bring us together as colleagues and friends. Every year, we lace up our running shoes for the B2Run in Bremen, tackling the 6.3 km course along the Weser and finishing triumphantly at the Weserstadion. It's not just about the race; it's about the shared laughter and camaraderie during the post-event gathering with food, music, and great company. Last year, we also ventured

into Hamburg's corporate running event, with 22 enthusiastic participants and supporters joining forces for a 5.6 km course at the Volksparkstadion. Together, we supported DKMS Deutschland's mission to fight blood cancer. These events strengthen our bonds and remind us of our commitment to both each other and the wider community. We can't wait to do it all again!





“We live our code of conduct and ensure that our governance principles are lived throughout our organization.”

OUR STRATEGIC GOALS FOR GOVERNANCE


Good corporate governance is essential at Harren Group. Our company culture is rooted in sound ethics and adherence to our code of conduct. We take pride in showing leadership that embrace and ensure strong governance principles, not only throughout our organization but towards our suppliers and business partners. We believe this builds the long-lasting trust which is our business rely on to thrive and grow.

We implement and enforce our Group Code of Conduct and will continuously train our workforce and guide our partners to its principles.

OUR GOVERNANCE IS GUIDED BY:



KEY METRICS

 **99.2 %**
VESSEL AVAILABILITY*

 **2.24**
CONDITIONS OF CLASS*

 **53 %**
FLAWLESS PSC INSPECTIONS*

 **1.90**
PSC DEFICIENCY RATIO*

 **2.00**
PSC DETENTIONS*

*2024 figures reflecting key segments Tankers, Heavylift, Bulk and Container calculated according to BIMCO Shipping KPI Standard

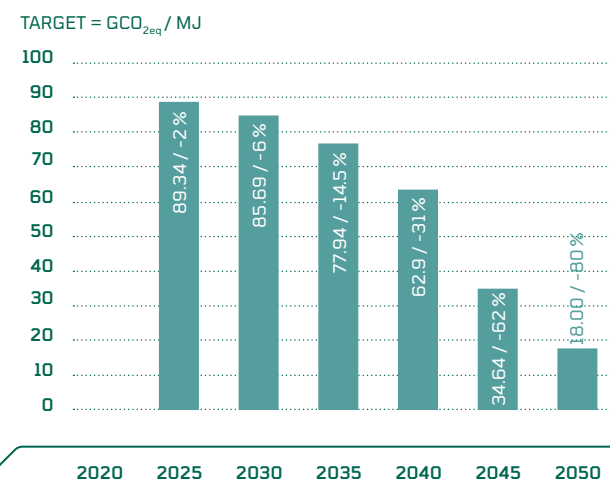
ADAPTION TO NEW EU REGULATIONS

EU ETS

With the inclusion of the maritime sector into the European Union Emissions Trading System (EU ETS) on 1 January 2024, we have diligently monitored our fleet's exposure, ensuring compliance through close data monitoring and the strategic procurement of emission allowances by our dedicated team. Towards the end of 2023, we undertook a review and adjustment of relevant contracts to address this new regulation and clearly define responsibilities.

Reflecting on the first year of EU ETS implementation within the maritime sector, we are pleased to report that we have successfully adapted to this requirement for all vessels. Our newly introduced tools and processes have proven to be both effective and reliable.

GHG INTENSITY REDUCTION TARGETS



FuelEU Maritime

While the EU ETS focuses on reducing absolute emissions across various sectors, FuelEU Maritime addresses the carbon intensity of the fuel mix used in maritime transport. Its aim is to promote the use of renewable, low-carbon fuels and clean energy technologies for ships.

From 1 January 2025, all fuels consumed by vessels undertaking MRV (Monitoring, Reporting, and Verification)-relevant voyages and during port stays within the European Union (EU) will be assessed based on their well-to-wake greenhouse gas (GHG) intensity. This metric evaluates the total amount of CO₂ equivalent emitted per megajoule (MJ) of energy used. The term 'well-to-wake' accounts for the entire lifecycle of emissions, from energy production and transportation to its final consumption onboard a vessel.

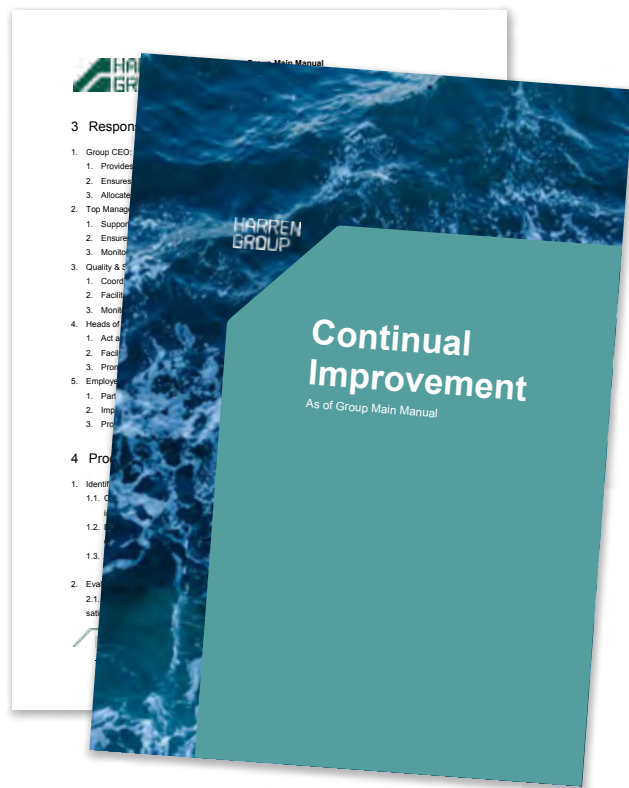
Using a baseline of 91.16 grams of CO₂ equivalent per MJ in 2020, the GHG intensity targets will be progressively lowered every five years, starting with an initial reduction of 2% from 1 January 2025.

The difference between the target and actual GHG intensity will determine the compliance balance for each individual vessel. The regulation provides various flexibility mechanisms to address compliance deficits or surpluses. Alternatively, it is possible to opt for paying the penalty associated with a deficit.

"Our newly introduced tools and processes have proven to be both effective and reliable."

At Harren Group, preparations for FuelEU Maritime compliance commenced already back in early 2024, beginning with an evaluation of our exposure based on MRV data from previous years. Through this process, we calculated the compliance balance for our fleet, estimated the associated penalties, and determined the quantities of drop-in biofuels necessary to achieve a modest compliance surplus within an internal pool. Based on this analysis, we secured the required quantities of biofuels through strategic bunker purchases early in the process.

To ensure smooth implementation of FuelEU Maritime, we have established clear processes for defining responsibilities across relevant departments. Beyond the technical aspects of the regulation, we also reviewed our contracts and engaged with our customers to ensure the practical integration of this new regulatory requirement into our contractual framework.



"This project is a key component of the company's strategic plan."

Once finalised, the GMM will be made available via the Document Management System (ShipManager/SharePoint) to ensure easy access for all employees. Familiarisation with the manual will be facilitated through the company's professional training platform, such as Infosec. The GMM will play a vital role in promoting consistency and clarity across all branches of the Harren Group. By unifying employees under a common set of values and guidelines, the GMM will reinforce the company's identity and ensure alignment towards shared goals.

Furthermore, the GMM is incorporated into the Management of Change (MOC) database to monitor the project's progress.

GMM UPDATE

The Group Management Manual (GMM) has been developed with the aim of unifying all branches and employees within the Harren Group under a single set of guidelines.

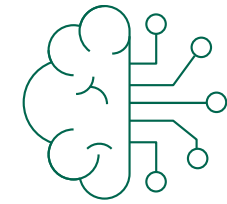
The GMM will replace the existing Main Company Manual and will serve to communicate the Harren Group's shared values both internally and externally to clients and customers. The core working group responsible for its development comprises personnel from the Quality and Safety departments. The document structure has been agreed with the management and various departments are currently working on their respective chapters.

The GMM has also been aligned with the new group branding to ensure consistency. Further discussion is required to determine the most effective method of introducing the GMM to the wider organisation. This project is a key component of the company's strategic plan and is scheduled for completion within the next 12 months.

The structure is as follows:

1. Company Profile
2. References
3. Terms and Definitions
4. Organisation Context
5. Leadership
6. Planning
7. Support
8. Operation
9. Performance and Evaluation
10. Improvement

INTRODUCTION OF ARTIFICIAL INTELLIGENCE ASSISTANT IN OUR QUALITY MANAGEMENT SYSTEM



As part of the ongoing digitalisation strategy, a multidisciplinary team including Management, IT, and Q&S is introducing a new specialised AI-powered assistant. Developed under the Sealenic project, it aims to greatly improve the everyday usability of both the Shipboard Main Manual and Group Main Manual in the future. The AI Assistant will help users quickly find references, understand connections between different sections, and respond to queries about the manuals, both in office settings and onboard vessels, enhancing accessibility and engagement at all levels.

"The AI Assistant will help users quickly find references, understand connections between different sections, and respond to queries."

INTRODUCTION OF LEGAL REGISTER

Legislative, regulatory, and, in certain cases, customer requirements are based on legal standards. The specific legal obligations an organisation must adhere to depend on its location, operational scope, and industry sector. Within compliance management, the legal register serves as a key source of information, though it is not the only one. In addition to legal standards (such as laws and regulations), official requirements (e.g., authorisation conditions) and voluntary commitments (such as ISO standards and customer agreements) must also be considered.

The Harren Group's legal register is managed by IQI GmbH. The legal register service provided by IQI GmbH includes:

- Administrative support for the online legal register at <https://www.umwelt-online.de/>
- Preparation of a monthly status report outlining updates to the legal register, including assessments of relevance and recommended actions
- Acting as a point of contact for both technical and content-related enquiries regarding the legal register

The legal register helps the Harren Group demonstrate due diligence, manage risks effectively, and uphold ethical standards. By maintaining a clear record of applicable regulations, We can make informed decisions, protect stakeholder interests, and maintain our reputation.

HARREN GROUP CODE OF CONDUCT

Harren Group Code of Conduct was revised and updated in 2024 to reflect and comply with the latest standards and requirements. We set it as a goal to continuously train all our staff, both ashore and at sea in our Code of Conduct. While no Code of Conduct trainings took place in 2024 due to the ongoing GMM implementation, they are of priority for the group management and will commence in 2025.

KYC CHECKS AND SANCTION-/ EXPORT CONTROL ANALYSIS

The efforts of our Legal Department to strengthen our organisation's governance framework through Know Your Customer (KYC) checks and sanction/export control analyses have been consistently upheld and upgraded over the past years. These initiatives reflect the Group's enduring commitment to latest ethical business practices and regulatory compliance. Through comprehensive KYC checks, a detailed understanding of customer identities and risks is ensured, safeguarding the organisation from legal and reputational challenges while promoting transparency. Likewise, stringent sanction and export control analyses, maintained adherence to international regulations thereby mitigating potential breaches. Navigating the complex sanctions environment requires a strict and thorough approach which we rigorously follow both via our inhouse team of exports and through support by specialized external export control law firms. Our procedures are continuously updated to reinforce our Group's accountability, strict alignment with global standards, and our core belief in robust governance as a cornerstone of sustainable business practices.

"Through comprehensive KYC checks, a detailed understanding of customer identities and risks is ensured, safeguarding the organisation from legal and reputational challenges while promoting transparency."

UPDATE ON WHISTLE- BLOWING SYSTEM

Our Whistleblowing System, implemented in 2023, has continued to be an important part of ensuring accountability and transparency within the Harren Group. The system provides colleagues and stakeholders with a safe and confidential way to report concerns. In 2024, four cases were raised and carefully reviewed, reflecting our commitment to addressing issues promptly and maintaining strong governance standards. This highlights our dedication to fostering a responsible and ethical workplace culture.



KPI COLLECTION

The following KPIs refer to the reporting period 01.01.2024 – 31.12.2024 and reflect our key segments tankers, heavy lift, bulk and container.

We are mapping our key metrics with the Sustainability Accounting Standard for Marine Transportation (SASB) and the Global Reporting Initiative (GRI) as far as applicable.

CATEGORY	KPI	2021	2022	2023	2024	DELTA TO LAST YEAR	SASB CODE	GRI CODE	METHODOLOGY
<div>E</div> <div>Environment</div>	Number of vessels	69	55	51	46	-10 %	TR-MT-000.E		Number of owned/managed vessels per 31.12.
	Total distance sailed in nm	3,144,007	2,516,942	2,616,107	2,327,846	-11%	TR-MT-000.B		
	Total CO ₂ emissions in metric tons	954,544	800,695	693,650	637,698	-8 %	TR-MT-110a.1	305-1	Consumed fuel is multiplied per fuel type with the corresponding CO ₂ emission factors as defined in MEPC 245 (66) 2014
	Total NOx emissions in metric tons	18,470	17,759	16,285	14,252	-12%	TR-MT-120a.1	305-7	According to BIMCO Shipping KPI Standard
	Total SOx emissions in metric tons	1,725	2,023	1,868	1,712	-8 %	TR-MT-120a.1	305-7	
	Pollutions overboard	0.04	0.02	0.00	0.02	-	TR-MT-160a.3	-	Number of releases of substances as defined by MARPOL Annex I – V per vessel
	Contained spills	0.04	0.04	0.15	0.02	-87 %	TR-MT-160a.3	-	Number of contained spills of substances as defined by MARPOL Annex I – V per vessel
<div>S</div> <div>Social</div>	Number of employees ashore	470	465	556	537	-3 %	-	-	
	Number of employees at sea	1987	2009	1403	1480	5 %	TR-MT-000.A	-	Total number of active profiles in seafarer portal
	Fatalities	0	0	0	0	-	-	-	According to BIMCO Shipping KPI Standard
	Loss Time Injury Frequency	1.29	1.34	2.20	1.32	-40 %	-	403-9	
	Total Recordable Cases Frequency	2.77	2.54	2.89	2.32	-20 %	-	-	
	Officer Retention Rate	89.30	91.68	89.81	90.32	1%	-	-	
<div>G</div> <div>Governance</div>	Vessel availability	99.31	97.19	98.50	99.20	1%	-	-	According to BIMCO Shipping KPI Standard
	Conditions of class	1.02	0.58	0.80	2.24	180 %	TR-MT-540a.2	-	
	Flawless PSC inspections	61%	59%	63 %	53 %	-16 %	-	-	
	PSC deficiency ratio	1.04	1.16	1.11	1.90	71%	TR-MT-540a.3	-	
	PSC detentions	1.00	1.00	2.00	2.00	0%	TR-MT-540a.3	-	

IMPRINT

Publisher

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