

DRIVING SUSTAINABILITY

A CLEANER FUTURE FOR SHIPPING

Sustainability
Progress Report
2025

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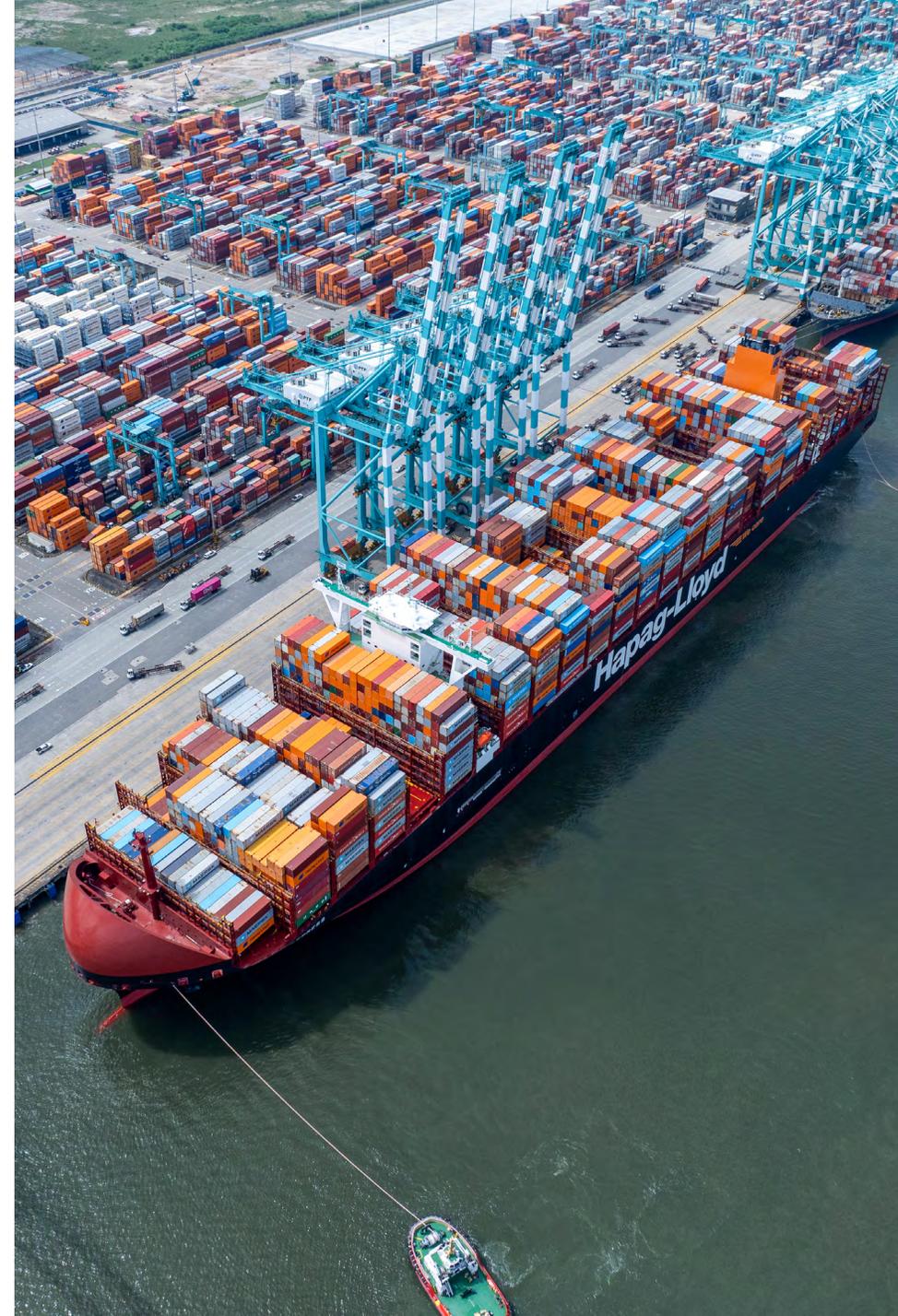
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FOREWORD BY THE CEO



“Our course remains clear: We are pursuing our decarbonization targets with determination and remain fully committed to net-zero fleet operations by 2045.”

The past year once again showed that sustainability in shipping demands persistence, collaboration and a long-term commitment. At Hapag-Lloyd, our course remains clear: We are pursuing our decarbonization targets with determination while we are fully committed to our pathway for our fleet – net-zero operations by 2045.

Geopolitical developments and disruptions in global trade routes in 2025 required longer sailing distances, increasing absolute emissions. At the same time, our continued investments in fleet renewal, vessel upgrades, alternative fuels and network optimization improved efficiency. As a result, our fleet’s Annual Efficiency Ratio (AER) remains firmly on track, demonstrating that our decarbonization strategy delivers even under challenging external conditions.

With the final Hamburg Express Class vessels delivered, we are setting new standards in efficiency and sustainability. In addition, we ordered eight dual-fuel methanol vessels and are strengthening partnerships to accelerate adoption, paving the way for a fleet of around 50 ships with alternative fuel propulsion by the end of the decade.

On the commercial side, we reached key milestones. Our Ship Green product continues to gain traction, helping customers to reduce the climate impact of their supply chains. We secured the second tender of the Zero Emission Maritime Buyers Alliance (ZEMBA), expanded our cooperations with DSV and DHL and concluded a multi-year agreement with Shell to secure liquefied biomethane.

At the same time, our responsibility for our people is equally important. We are committed to fostering an inclusive, respectful and safe working environment and to creating equal opportunities. While the share of women in leadership has increased in recent years, further progress remains essential. Beyond our organization, we aim to create a positive impact on both society and the environment. In 2025, our employees once again demonstrated strong engagement across regions – from global clean-ups and community initiatives to programs supporting children and families in need. At the same time, we contribute to ocean protection through initiatives such as “Protecting Blue Whales and Blue Skies”, achieving Sapphire status in 2025.

Respect for human rights remains fundamental to how we operate. We are committed to treating everyone with dignity and respect across our operations and value chains. Over the past two years, we have engaged with more than 150 suppliers to identify challenges and develop practical solutions to strengthen social sustainability. In parallel, we have joined the UN Global Compact, aligning our activities with its principles on human rights, labor, environment and anti-corruption.

Shipping connects the world – and carries a responsibility that goes beyond moving goods. It means actively shaping a more sustainable and resilient future.

I thank our employees, customers and business partners for their trust and commitment. Together, we will continue to turn ambition into action.

Rolf Habben Jansen
CEO of Hapag-Lloyd AG



FOCUS TOPICS

Our material topics are based on a structured review of our previous analysis and an updated assessment of what matters most to our business and our stakeholders.

We combined insights from stakeholder dialogue with additional internal surveys, data and expert input to ensure a solid basis for decision-making. This approach strengthens transparency and helps to focus on our sustainability efforts where we can make the biggest difference.



Our Approach to Identifying Sustainability Focus Topics



* Impacts, Risks & Opportunities

Material topics

ENVIRONMENTAL

- Climate change mitigation
- Climate change adaptation
- Energy
- Pollution of air
- Pollution of water
- Biodiversity loss
- Impacts on species
- Resource use

SOCIAL

- Health and safety
- Equal treatment and opportunities for all
- Working time
- Work-life balance

GOVERNANCE

- Corruption and bribery
- Corporate culture
- Protection of whistleblowers
- Management of relationships with suppliers

ENTITY-SPECIFIC

- Security
- Data protection
- IT security
- Corporate citizenship



SUSTAINABILITY GOVERNANCE

Our sustainability governance is built on a strong sustainability network with clear management responsibilities across all sustainability topics and the active involvement of subject-matter experts throughout the organization. The set-up is anchored at Executive Board level and supported by the Regulatory Affairs & Sustainability Department, which connects governance with decentralized implementation across central departments, regions and subsidiaries.

The Sustainability Committee plays a key role in steering the management of material topics in close alignment with the departments. In addition, we maintain an ongoing dialogue with external sustainability experts through the Sustainability Council, enabling a continuous exchange of information and knowledge.

As part of the Regulatory Affairs & Sustainability Department, the Sustainability Development team serves as a trusted partner for internal and external collaboration, helping to drive meaningful and lasting change.

Sustainability Organization



Sustainability Development Team

(From left to right): Alexander Kinas, Simone Ziegler, Yves Kaminski, Liza Schneider-Böhm, Finja Warnke, Janin Aden, Mark Pingel, Christin Grandt, Frank Dubielzig



HANSEATIC GLOBAL TERMINALS

Continued expansion and progress on sustainability. Our Terminal & Infrastructure segment under the brand name Hanseatic Global Terminals operates as a fully owned, yet independent stand-alone business. As of December 31, 2025 it oversees 21 container terminals and complementary logistics services in 11 countries across five continents.

We continue to work on improving port efficiency and supporting sustainable growth through our international team based in their headquarters in Rotterdam. Tasked with managing and expanding our global terminal portfolio, Hanseatic Global Terminals aims to deliver reliable and streamlined terminal operations for all shipping line customers, with a clear focus on quality, safety and sustainability.

In line with Hapag-Lloyd's ambition to be a sustainability driver, we are working to harmonize sustainability priorities and strategic initiatives across our different terminal assets and are currently developing a global sustainability strategy for the Terminal & Infrastructure segment.

Our Global Terminal Portfolio



* commenced commercial operations in February 2026

Hanseatic Global Terminals Latin America

As part of our sustainability efforts, Hanseatic Global Terminals Latin America continued the modernization of its equipment across our terminals. This included the acquisition of electric and hybrid vehicles as well as the installation of solar panels. Our efforts were validated through official certifications for carbon footprint reductions in multiple locations, such as Huella Chile and the Ecuador Carbono Cero Program.



Hanseatic Global Terminals Le Havre

In March 2025, we strengthened our global terminal portfolio by acquiring a majority stake of the Atlantique Container Terminal in Le Havre. We made our first post-acquisition investment by purchasing 14 hybrid straddle carriers, enabling the reduction of local emissions to support our sustainability ambitions.



J M Baxi

At J M Baxi in India, we continued to advance the electrification of terminal equipment. We expanded our fleet of electric reach stackers by adding four new units, bringing the total to 25, and we also progressed with the electrification of several mobile harbor cranes at two locations.





ENVIRONMENTAL FOCUS

Hapag-Lloyd is aware of its responsibility for climate protection, ocean protection and biodiversity conservation. We focus particularly on climate change by anchoring the topic in our corporate strategy and are already making tangible progress by advancing alternative fuels such as biomethane, alongside targeted efficiency and retrofit measures across our fleet.

Hapag-Lloyd monitors the environmental impact of its business activities and cooperates with partners to identify potential for improvements. We are scaling customer-facing decarbonization through our product Ship Green – expanding our customer base and increasing Ship Green transport volumes, accompanied by the win of the second ZEMBA (Zero Emission Maritime Buyers Alliance) tender based on e-methanol fuel. Furthermore, we are committed to several initiatives aimed at protecting biodiversity and ecosystems.

Furthermore, we are committed to reducing pollution by continuously improving how we measure and transparently track our impacts. In parallel, we are advancing operational measures such as silicone-based anti-fouling coatings with significantly fewer biocides and piloting biocide-free solutions.

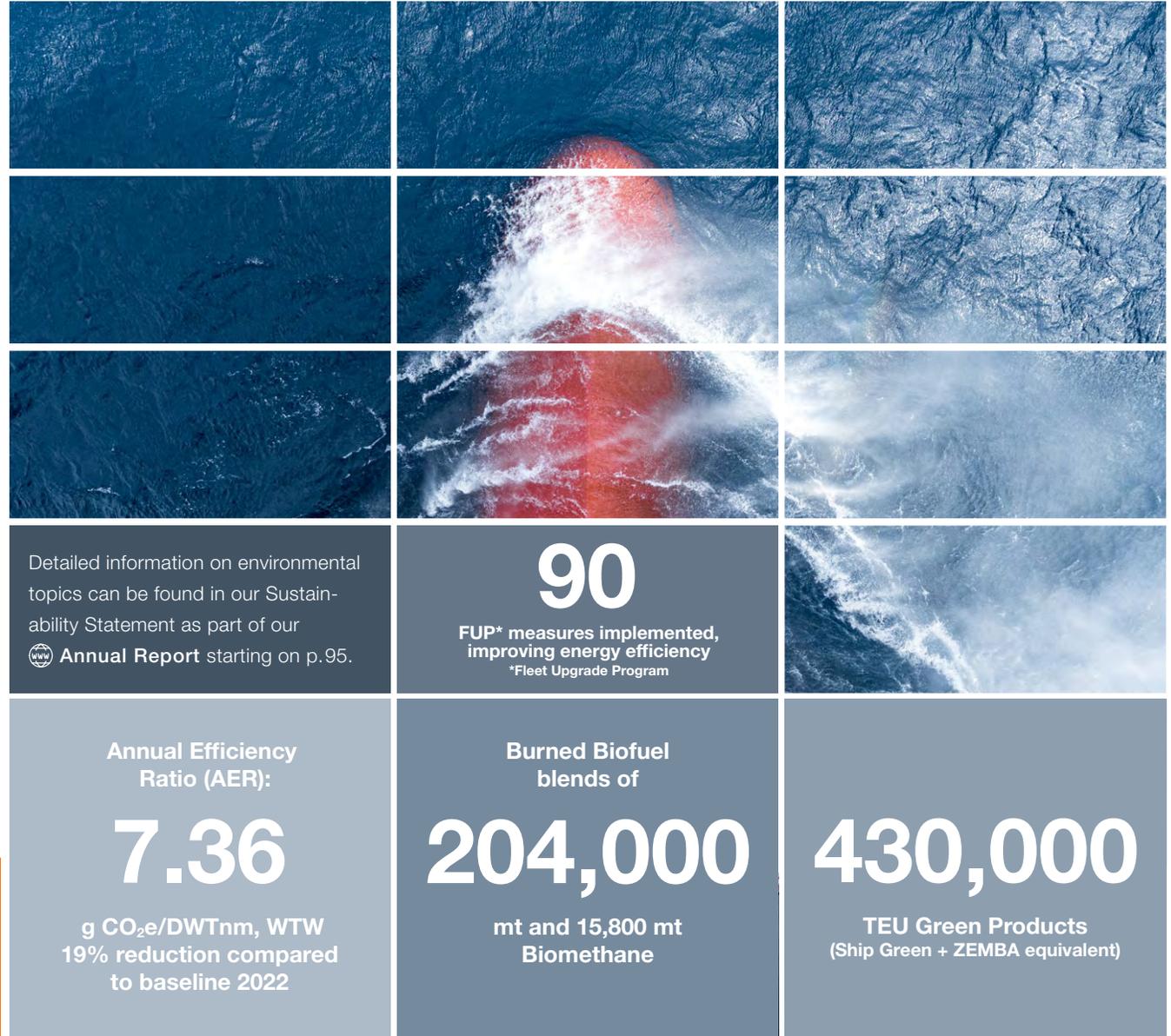
OUR ENVIRONMENTAL FOCUS TOPICS

Climate Change

- Climate Change Mitigation
- Climate Change Adaptation

Environment & Ecosystems

- Pollution
- Biodiversity and Ecosystems
- Resource Use





GREENHOUSE GAS EMISSIONS AT A GLANCE

Scope 1, 2 and 3*

t CO ₂ e	2025	Previous year	Deviation relative in %
Scope 1 GHG emissions			
Gross Scope 1 GHG emissions	16,057,222.7	15,346,398.7	4.6
Share of Scope 1 GHG emissions from regulated emission trading schemes	17.6%	20.3%	n.a.
Scope 2 GHG emissions			
Gross location-based Scope 2 GHG emissions	19,580.9	20,111.7	-2.6
Gross market-based Scope 2 GHG emissions ¹	592.7	1,023.0	-42.1
Significant Scope 3 GHG emissions			
Gross Scope 3 greenhouse gas emissions	17,852,584.2	20,984,380.1	-14.9
3.1 Purchased goods and services	125,012.3	129,272.0	-3.3
3.2 Capital goods	3,404,332.2	7,712,974.0	-55.9
3.3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	2,851,625.1	2,677,278.4	6.5
3.4 Upstream transportation and distribution	11,050,788.5	10,176,195.8	8.6
3.5 Waste generated in operations	7,854.6	8,544.0	-8.1
3.6 Business traveling	13,471.8	20,558.4	-34.5
3.7 Employee commuting	24,938.8	18,275.6	36.5
3.11 Use of sold products	80,191.3	56,986.2	40.7
3.13 Downstream leased assets	158,931.6	88,437.6	79.7
3.15 Investments	135,438.0	95,858.0	41.3
Total GHG emissions²			
Total GHG emissions (location-based)	33,929,387.9	36,350,890.4	-6.7
Total GHG emissions (market-based)	33,910,399.7	36,331,801.7	-6.7

Primarily resulting from own transport & terminal operations

Market-based Scope 2 emissions reduced compared to location-based emissions due to green electricity contracts & energy attribute certificates (EACs)

Primarily resulting from newbuild vessel and container deliveries

Mostly related to transport of containers on partner vessels

* For computational reasons, rounding differences may occur in the table.

¹ Following the guidance of the RE100 initiative, the majority of EACs were acquired in December 2025 and the remaining EACs based on final data in February 2026, as vintages of renewable electricity from the six months before the reporting period, the 12 months of the reporting period, or the three months after the reporting period can be applied.

² Total emissions in 2025 have decreased compared to previous year. This is mainly due to fewer ships and containers entering our fleet in the reporting year and thereby reducing our emissions in Scope 3.2.



DECARBONIZATION TARGETS

We have been closely monitoring the decarbonization developments within our industry. We are seeing that, in light of geopolitical conflicts, the goal of a net-zero economy is increasingly being questioned. The need for lower-emission transport offerings remains unchanged and we are firmly committed to our targets: by 2030 (compared to 2022), we aim to reduce absolute CO₂e emissions from our operated fleet by one third to 10 million tonnes and cut relative emissions by 53% to 4.3 AER*. These targets are fully aligned with the 1.5°C pathway of the Paris Agreement and support our ambition to achieve net-zero emissions by 2045.

To achieve these goals, we continue to focus on our four decarbonization levers: fleet growth & renewal, fleet upgrade, network efficiency and alternative fuels.

* Annual Efficiency Ratio measured in g CO₂e/DWTnm, WTW

Turning Strategy into Action – Our Four Decarbonization Levers

Fleet Growth & Renewal

Lowering CO₂e emissions by modernizing the fleet with more efficient vessels

Network Efficiency

Measures to improve the operational efficiency of the shipping network, e.g., by optimizing routing, speed and scheduling while maintaining reliable transit times



Fleet Upgrade

Technical upgrading of existing vessels e.g., propeller and bulbous bow upgrades

Alternative Fuels

Use and evaluation of non-conventional marine fuels to reduce emissions. This includes assessing available and emerging fuel options with regard to feasibility, safety and cost

CO₂e Reduction Targets for Hapag-Lloyd's Operated Fleet

-1/3

ABSOLUTE

-1/3 to 10 million t CO₂e
by 2030 (vs 2022)

4.3

RELATIVE

-53% to 4.3 AER¹
by 2030 (vs 2022)

1.5°

FULLY ALIGNED

with the 1.5°C pathway
of the Paris Agreement

0.0

**NET-ZERO FLEET
EMISSIONS**

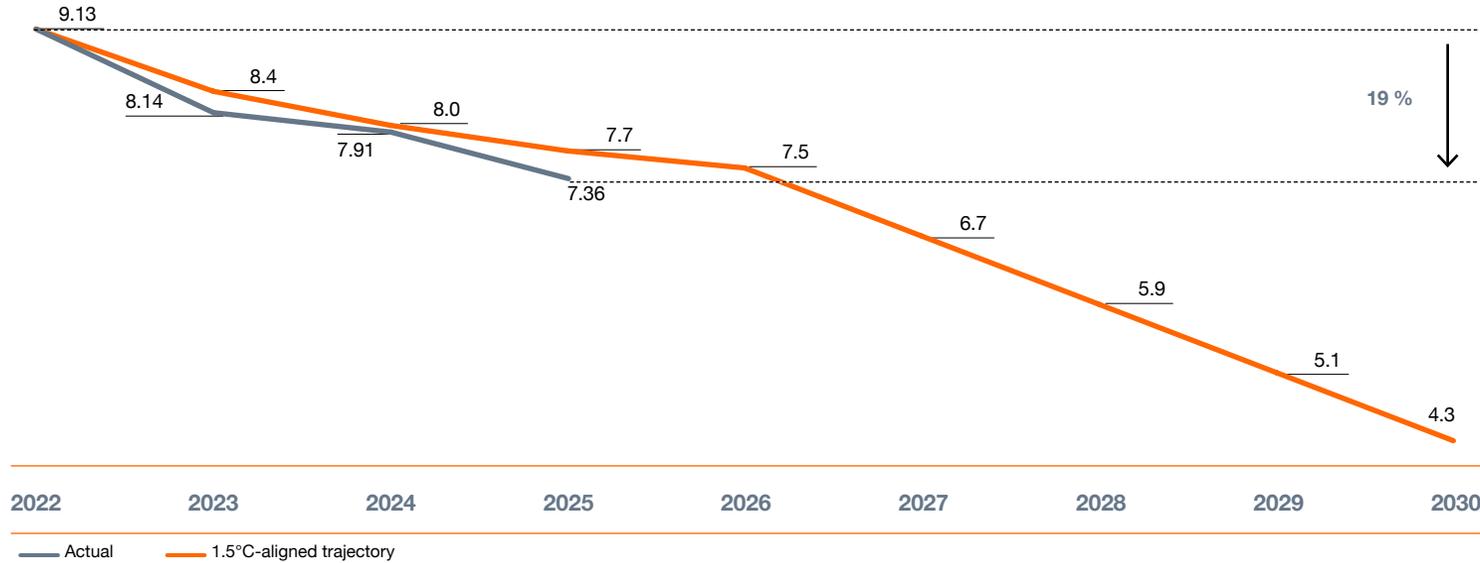
by 2045



DECARBONIZATION TARGETS

Relative Emissions

AER g CO₂e/DWTnm, WTW



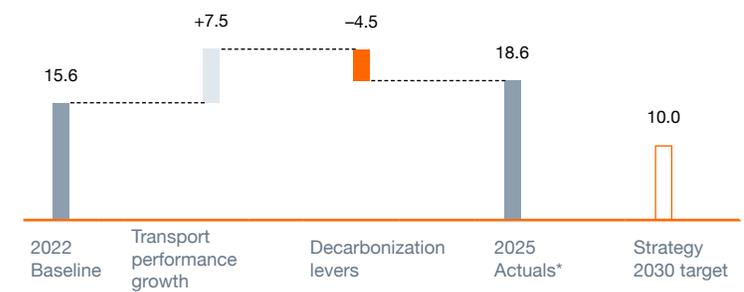
The graphs highlight how we are progressing against our fleet decarbonization targets set out in our Decarbonization Action Plan. In 2025, a challenging operating environment shaped our absolute emissions. Necessary re-routings due to the Red Sea crisis, the launch of the Gemini cooperation and a 13% increase in transport performance led fleet emissions to rise to 18.6 million t CO₂e. This total consists of 15.8 million t CO₂e from Scope 1 and 2.8 million t CO₂e from Scope 3. At the same time, we delivered clear efficiency gains. Our AER for 2025 was 7.36 g CO₂e/DWTnm, WTW, reflecting a 19% reduction versus 2022 and a 7% improvement compared to the previous

year – showing that we remain on a positive trajectory towards our 2030 targets even under demanding circumstances.

We steer and track progress through a monitoring framework that connects departmental expertise with guidance from our sustainability team. This collaborative approach helps us assess the effectiveness of measures, identify emerging technologies, fuels and regulatory developments early and keep our actions adaptive – allowing us to recalibrate our decarbonization pathway when innovation breakthroughs or market shifts require course corrections.

Absolute Emissions: Fleet Operations

(Scope 1 & related Scope 3, million t CO₂e)



* Absolute numbers are impacted by the geopolitical issues around the Red Sea/Middle East





Decarbonization Highlights in 2025

Evolving our Fleet

We strengthened our future-ready fleet by taking the final delivery of our Hamburg Class, four newbuild LNG dual-fuel vessels in 2025, with a capacity of 23,664 TEU. Looking ahead, 24 additional newbuilds with a capacity of 9-16,000 TEU will increase our dual-fuel LNG fleet to 37 units, enabling the scaled use of biomethane.

In 2025 we also invested in dual-fuel methanol propulsion with the order of eight smaller units to be delivered through 2029. In addition to our dual-fuel capability increase we secured another 14 efficient newbuilds via long term charter agreements as part of our ongoing renewal activities. With these measures we are making progress towards our aim to employ around 50 ships with alternative fuel propulsion by the end of this decade.

Modernizing the Existing Fleet & Operational Measures

Our fleet upgrade program continues to progress strongly. In 2025, 90 measures were implemented, delivering major efficiency improvements across our vessels, including propeller retrofits, redesigned bulbous bows and advanced underwater coatings that reduce resistance.

Additionally, we use operational innovations to avoid additional emissions caused by hull fouling. As slime and marine organisms build up on a vessel's hull over time, drag increases and vessels need more fuel to maintain the same speed. An IMO-cited study indicates that fouling-related drag can increase greenhouse gas emissions by about 25% with an early-stage slime layer and up to 55% under particularly unfavorable conditions.



Douglas Sier, Captain of Hudson Express is assembling the robot for hull cleaning.

Shipshave enables hull grooming to remove fouling and slime while the vessel is at sea. The system was tested in 2022 on our ships and is currently deployed on 20 ships in our fleet.

Proactive grooming is preferable to reactive hull cleaning, as it helps preserve the integrity of the hull coating and reduces the risk of transferring invasive alien species to sensitive marine ecosystems.

9%
improvement in energy efficiency due to Fleet Upgrade Program measures

Future Fuels for our Fleet

Building on what we have already achieved, we are scaling the use of renewable fuels for our biomethane dual-fuel fleet: Hapag-Lloyd and Shell have signed a multi-year liquefied biomethane offtake agreement with supply started in 2025, supporting fuel certainty and supply reliability as we expand waste-based renewable fuels across our fleet. Biomethane is ISCC EU-certified and can be used as a drop-in fuel without equipment modifications. In 2025, we increased biomethane bunkering/consumption, with 16,000 tonnes biomethane consumed in total.

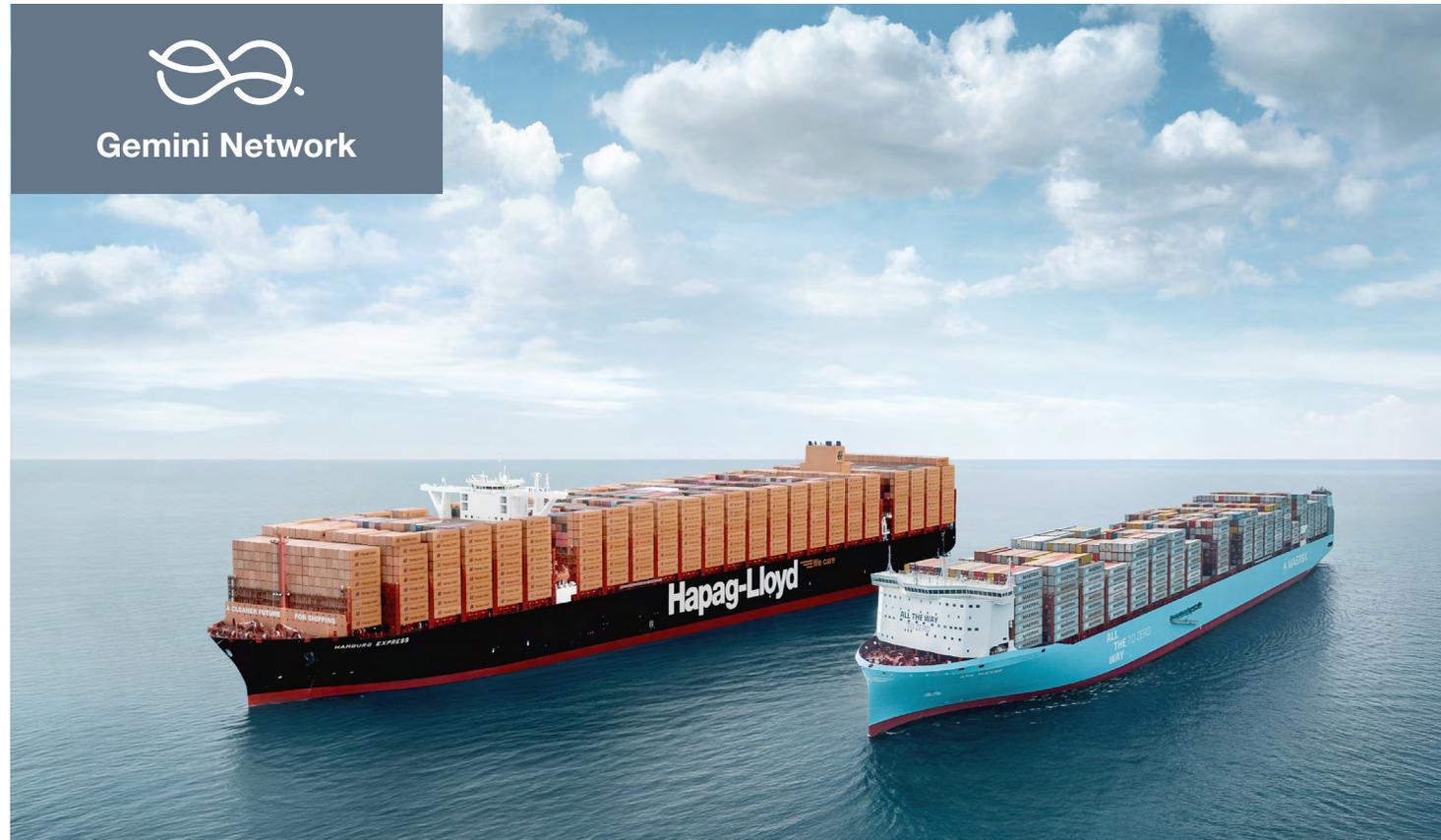




Boosting the Network

Our partnership with Maersk in the Gemini Cooperation is designed to deliver a more reliable, interconnected and sustainable East-West network. Built on a hub-and-spoke model with controlled hubs and dedicated shuttle services, Gemini reduces complexity through leaner mainliner rotations and synchronized connections – helping

shorten waiting and handling times in ports and terminals and improve operational efficiency. Since launch, the network has consistently delivered around 90% schedule reliability, setting a new benchmark for predictability in liner shipping.



Ship Green

Our product Ship Green is helping already more than 750 customers to reduce emissions from ocean transport.



Using a book-and-claim chain-of-custody approach, Ship Green enables them to allocate verified emission reductions to their shipments. Emission reductions sold through Ship Green are generated across our fleet through the use of second-generation biofuel. Customers can purchase Ship Green online with a single click or integrate it into long-term contracts.

We sold more than 380,000 TEU in 2025 compared to 200,000 TEU in 2024 via Ship Green, reducing 280,000 tCO₂e emissions.

ZEMBA

We achieved a major milestone in 2025 with ZEMBA, the Zero Emission Maritime Buyers Alliance, by successfully delivering emission-reduced transport certificates based on biomethane, enabling an reduction of approx. 40,000 tCO₂e emissions. Building on this progress, we also became the winner of ZEMBA tender 2, which is focused on scaling solutions based on e-methanol – further strengthening our pathway toward lower-emission shipping.

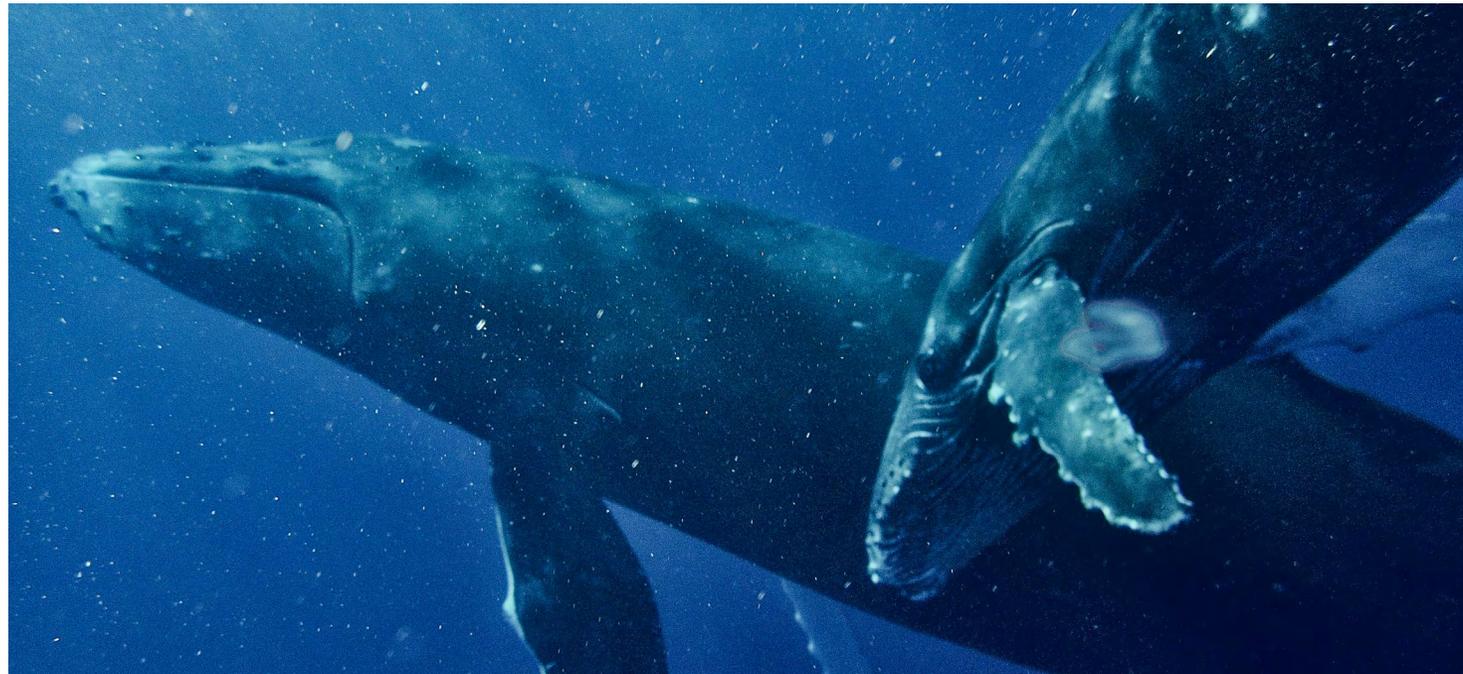


ENVIRONMENT & ECOSYSTEMS

Biodiversity

Biodiversity loss and ecosystem collapse are among the most critical global risks. We continue to take concrete steps to reduce our impact on marine ecosystems – for example by operating at reduced speed in sensitive areas (e.g., the Santa Barbara Channel) to help avoid collisions with marine mammals and minimize engine noise. Compliance with the applicable Ballast Water Treatment regulations is

standard practice for us, and all our vessels are equipped accordingly to help prevent the spread of invasive species. At the same time, our current focus remains on better understanding and assessing our concrete impact. In 2025, we validated our biodiversity resilience analysis to support the further development and implementation of effective measures.



Pollution

We take the environmental impact of our operations seriously and are committed to making progress on pollution reduction. We therefore continue to refine how we measure and assess our concrete impacts, and we track our pollution performance transparently over time. As in the previous year, we had no oil leakages in 2025.

In parallel, we continue to advance operational measures, such as using silicone-based anti-fouling coatings on selected vessels with significantly fewer biocides than conventional alternatives and piloting biocide-free solutions.

Emissions to Air and Water by Pollutant

t / year	2025		2024	
	to air	to water	to air	to water ¹
Nitrogen oxides (NO _x)	402,958	–	394,684	–
Sulphur dioxide (SO ₂)	13,931	–	16,148	–
Particulate matter <10µm (PM10)	9,914	–	10,756	–
Polycyclic aromatic hydrocarbon (PAH)	–	2	–	1
Copper	–	42	–	37
Lead	–	7	–	6
Mercury	–	0.08	–	0.06
Nickel	6	34	6	29
Hydrochlorofluorocarbon (HCFC)	0.04	–	0.07	–

¹ Prior-year figures for emissions to water were adjusted due to a more comprehensive modelling of ship-side energy consumption (2024 old: 59 t; 2024 new: 73 t).



Resource Use

Recycling is a key lever in our responsible resource management. In 2025, the Hong Kong Convention entered into force and thus marked an important next step globally for safer and more environmentally sound ship recycling. Yet, Hapag-Lloyd still goes beyond the baseline set by this convention: We recycle all our vessels in strict compliance with the EU Ship Recycling Regulation (EU SRR) at certified shipyards. To ensure a responsible recycling process, we follow a structured governance process. Hapag-Lloyd even specifically reflags vessels to European countries to ensure safe and environmentally compatible recycling where required.

While no Hapag-Lloyd vessels were recycled in 2025, we are currently exploring innovative pathways, with a stronger focus on improving circularity in vessel end-of-life management, and aim to increase the recovery and high-value reuse of steel. Together with partners, we are assessing a ship recycling approach. As such, we are in constant exchange with and support external partners in their endeavors to develop new and improved ways and processes to re- or up-cycle the valuable resources that come with end-of-life vessels. At the same time Hapag-Lloyd aims to focus on even safer conditions for the environment and the people by looking at ways to conduct the disassembling processes entirely outside the water.

We also work to improve circularity in our container fleet. Originally designed by Hapag-Lloyd, steel floor containers are increasingly used across the fleet; currently, 5.8% of our containers are equipped with steel flooring. These containers are not only more durable, but can also be recycled more comprehensively – and we continue to refine designs and processes to support responsible resource use.



HAPAG-LLOYD SHIP RECYCLING POLICY

To ensure that the recycling process meets Hapag-Lloyd's principles, a suitable recycling shipyard must hold ISO 14001 certification and meet the requirements applicable to EU-certified ship recycling facilities under Regulation (EU) No 1257/2013. Hapag-Lloyd follows a detailed due diligence approach when selecting ship recycling partners to meet these requirements in practice. Our Ship Recycling Policy will be under review in 2026 to further strengthen this process and to reflect regulatory developments.

DANGEROUS GOODS

Standardized global processes and stringent internal guidelines – partly exceeding applicable legal requirements – ensure a high level of safety and compliance: In 2025, the HazCheck Detect screening tool identified approximately 4,700 bookings with confirmed incorrect declarations. Such shipments are not transported, in line with our strict safety and compliance standards. Regular, specialized training programs ensure that employees remain up to date with all relevant Dangerous Goods handling requirements. Notably, there have been no reportable Dangerous Goods incidents since 2020. Hapag-Lloyd maintains a list of dangerous commodities restricted from transportation on Hapag-Lloyd-owned or operated vessels to ensure the best possible protection for our crew, vessels, cargo and the environment.

The Dangerous Goods & Sensitive Cargoes department has defined a global DG Vision 2028, aligned with the corporate strategy and designed to actively support and strengthen the company's Quality Promises: by 2028, Hapag-Lloyd aims to deliver a fully digital, safe and customer-focused dangerous goods experience from booking to delivery, enabled by smart automation, reliable processes and commercial excellence. A global network of regional DG experts ensures safe and compliant handling of all declared shipments through thorough feasibility assessments, including four-eye compliance and stowage checks, supported by continuous expert coverage on weekends and public holidays as well as 24/7 access to the Dangerous Goods Safety Advisor.



SOCIAL FOCUS

We aim to build a workplace where people can contribute and grow, supported by clear expectations, fair treatment and an inclusive culture. We invest in skills and development, strengthen leadership and collaboration and work to create conditions in which talent can thrive – onshore and at sea, building on our learning offers from the Hapag-Lloyd Academy and the SAiL program.

We also recognize that social responsibility extends beyond our own organization. We apply standards for human rights and responsible business conduct, and we work with suppliers and other partners to understand where risks may exist and how they can be addressed. This includes using due diligence processes and engaging with relevant stakeholders where needed, supported by our dialogue-based supplier initiative and workshops. Protecting people is a core operational priority. Health and safety management, terminal security and preventive measures are essential to reducing incidents and keeping operations running reliably. By focusing on these areas, we aim to safeguard colleagues and stakeholders and support continuity across our network grounded in established HSQE/HSSE frameworks and internationally recognized standards.

OUR SOCIAL FOCUS TOPICS

People Development & Diversity

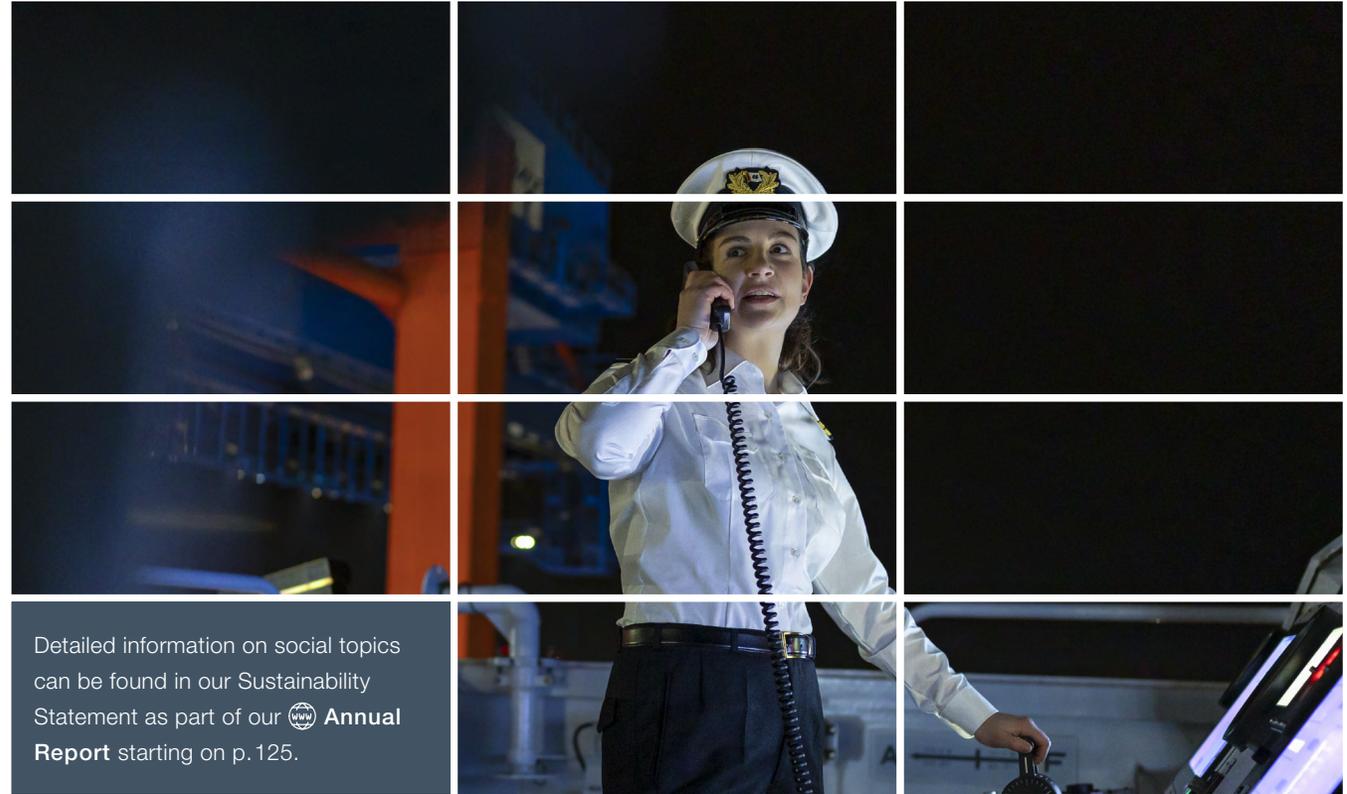
- People Development
- Diversity, Equity and Inclusion

Human & Labor Rights

- People and Working Conditions
- Human Rights Due Diligence

Health & Safety

- Health and Safety
- Security



Detailed information on social topics can be found in our Sustainability Statement as part of our **Annual Report** starting on p. 125.

18,117

Total number of employees

8%

Unadjusted gender pay gap

0

Number of severe human rights issues and incidents connected to own workforce



SOCIAL METRICS AT A GLANCE



21.4%

Women in top management level
(+3.9% compared to previous year)

Rate of employee turnover
in %



Our Employees

Headcount	2025				2024			
	Male	Female	Diverse	Total employees	Male	Female	Diverse	Total employees
Number of permanent employees	8,826	6,345	1	15,172	8,553	6,053	2	14,608
Number of temporary employees	1,432	328	–	1,760	1,091	250	–	1,341
Number of employees without guaranteed working hours	1,093	92	–	1,185	869	87	–	956
Total	11,351	6,765	1	18,117	10,513	6,390	2	16,905

Distribution of Employees' Age

Headcount	2025		2024	
	Number of employees	Share of the total number of employees	Number of employees	Share of the total number of employees
Under 30 years old	4,443	24.5%	4,211	24.9%
30–50 years old	10,490	57.9%	9,861	58.3%
Over 50 years old	3,184	17.6%	2,833	16.8%
Total	18,117	100.0%	16,905	100.0%

Remuneration

	2025	2024
Unadjusted gender pay gap, %	8%	6%
Annual total remuneration ratio (CEO pay gap)	116	108
Annual median total compensation for all employees (EUR)	33,384	39,105



PEOPLE DEVELOPMENT & DIVERSITY

People Development

Hapag-Lloyd continues to invest in learning and development through the Hapag-Lloyd Academy, delivering value-based, relevant learning journeys that build a future-fit organization. Our internal Academy team keeps growing to support these efforts.

In parallel, SAiL (Steaming Ahead in Leadership) our globally aligned leadership development program is in the middle of the roll out. The program consists of three journeys: Raising Anchor for the front line managers, Charting Course for middle management and Navigating Oceans for the senior management, delivered with our partners IMD and TPC Leadership.



One Cohort of our SAiL Leadership Training for Senior Leaders.



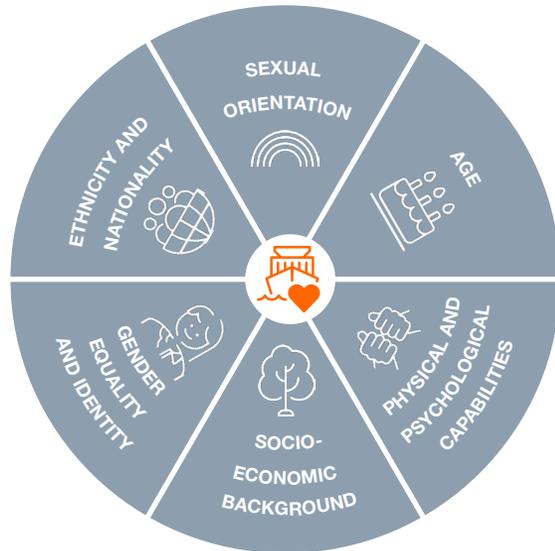
NAME	NAVIGATING OCEANS	CHARTING COURSE	RAISING ANCHOR
Levels	L1-L3	L4	L5 People Leaders
Participants	~160 participants	~550 participants	~1,550 participants
Objective	Becoming a Future-Ready Organization: Perform & Transform while driving Strategy 2030 forward	Leaders driving performance & innovation from strategy to execution; Develop leaders and nurture talent	Driving execution & performance; build, run, coach & develop a team; Inclusive agile leadership
			
CONNECTING THE WORLD ACROSS OCEANS			



PEOPLE DEVELOPMENT & DIVERSITY

Diversity, Equity and Inclusion

At Hapag-Lloyd, Diversity, Equity & Inclusion (DEI) means valuing differences, ensuring fair opportunities and creating an environment where everyone feels respected. DEI is treated as a strategic priority and a leadership responsibility. Building on this foundation, the key DEI activities in 2025 focused on company-wide engagement, structured awareness building and definition of measures through status quo analysis.



Our Diversity Wheel:
Diversity@Hapag-Lloyd
encompasses six dimensions

Key Activities

- Diversity Day 2025
- DEI survey results communicated in global townhall
- Introduction of mandatory and voluntary learning opportunities

In keeping with our corporate value “We Care”, there is no place for discrimination at Hapag-Lloyd. We promote and develop our employees regardless of gender and gender identity, sexual orientation, age, physical and psychological capabilities, ethnical, national or socio-economic background.



DIVERSITY DIALOGUE SERIES

6 × 90-minute sessions combining: project-team input, a colleague’s personal story and an expert/lecture perspective, created in response to feedback from the DEI survey (Dec 2024) asking for deeper discussion and learning on DEI facets.

Sessions covered among other things:

- Belonging
- Generational Diversity
- Caregiving
- Neurodiversity
- Cultural Diversity
- Psychological Safety

Diversity in Talent Development Programs

	2025	2024
Share of female employees in TDP	46.9%	46.1%
Share of female employees in ALPHA	39.0%	41.2%



HUMAN & LABOR RIGHTS

Human Rights Due Diligence

Respecting human rights is a core element of responsible business conduct at Hapag-Lloyd. As a global shipping company operating complex international value chains, we recognize that our activities can be linked to diverse human rights risks. Addressing these risks in a structured, risk-based and impact-oriented manner is therefore a central component of our sustainability approach.

A Risk-Based Approach with Clear Priorities

At the heart of our Human Rights Due Diligence lies a comprehensive Corporate Sustainability Due Diligence (CSDD) system. It defines clear roles and responsibilities across functions and regions, ensuring that due diligence considerations are systematically embedded in relevant business processes. The system is anchored in key governance documents, including our [Policy Statement on Social Responsibility and Human Rights](#), [Global Code of Ethics](#), and [Supplier Code of Conduct](#).

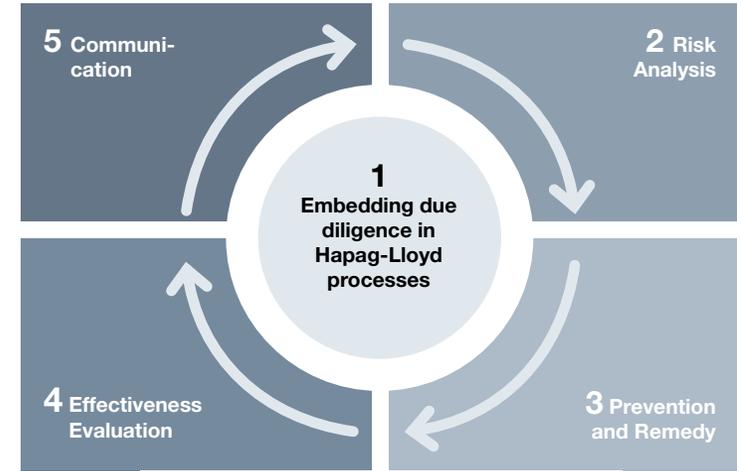
Advancing Human Rights in Our Supply Chain

In 2025, we further strengthened awareness and accountability across our global organization. Targeted training initiatives – including harassment prevention, diversity, equity and inclusion (DEI), and responsible leadership – were continued. Our mandatory Human Rights Basic Training achieved a completion rate of over 99%.

We also advanced the integration of human rights due diligence into broader corporate processes: we fulfilled the EU Taxonomy Minimum Safeguards requirements, enabling us to classify our economic

activities as environmentally sustainable, and accompanied M&A projects with dedicated human rights assessments as part of our due diligence process for the first time.

In 2025, we launched a new dialogue-based initiative with selected suppliers to strengthen social standards in our supply chain. During the pilot phase, initial workshops were conducted in Europe and Asia, focusing on safe working environments, fair treatment and effective grievance mechanisms at supplier level. These pilot activities will be continued in 2026, with the objective of evolving the initiative into dedicated supplier networks from 2027 onwards.



Human Rights Metrics

	2025	2024
Number of incidents of discrimination connected to own workforce	3	14
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	-	-
Amount of fines, penalties and compensation for damages as a result of incidents of discrimination, including harassment and complaints filed (EUR million)	-	-
Number of severe human rights issues and incidents connected to own workforce	-	2
Amount of material fines, penalties and compensation for damages as result of violations regarding social and human rights factors	-	-



For more information, please refer to our latest [Human Rights Report](#).



HEALTH & SAFETY

We put people first. Our commitment to maintaining a safe and healthy workplace is reinforced through policies, management systems and internationally recognized certifications such as:

- Health, Safety, Quality and Environmental (HSQE) Policy
- ISM Manual (Seafarers)
- Global HSSE Manual Terminal & Infrastructure segment
- ISO 45001 (selected terminals & Fleet Management's occupational safety management system)

Whether colleagues are working in our offices, on board our vessels, at our terminals or within our supply chain, health and safety is essential. We manage health and safety through clear rules and procedures.

Percentage of Employees Covered by Own Health and Safety Management System

	2025	2024
Share of people in our own workforce who are covered by health and safety management systems based on legal requirements and (or) recognized standards or guidelines	98.0%	99.6%

Tragically, Hapag-Lloyd recorded two fatal incidents in 2025. These involved an employee working at one of the Company's terminals and a crew member on board an owned vessel in third-party management. Hapag-Lloyd immediately implemented measures to comprehensively investigate and address the underlying causes to ensure such incidents are prevented in the future.

Recordable Work Accidents

	2025	2024
Number of recordable work accidents for own workforce	141	129

Number of Fatalities

	2025	2024
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	1	-
Number of fatalities as a result of work-related injuries and work-related ill health of other workers on Group's sites	1	-

We recorded 141 work-related accidents in 2025, including commuting accidents. To ensure comparability, data for 2024 has been adapted and now also covers commuting accidents.

SECURITY

Security is a key priority in Hapag-Lloyd's Terminal & Infrastructure business and supports safe and reliable terminal operations every day.

Guided by the Corporate Security Policy, the Company protects port facilities, cargo, people and information systems from threats such as theft, smuggling and other criminal activities – helping to prevent disruptions and ensure business continuity. Across all terminals, Hapag-Lloyd aims for consistent security standards and compliance with international requirements, including the ISPS Code.

In 2025, security was strengthened through robust physical controls such as access management, perimeter protection, surveillance and barriers, supported by clear governance.





GOVERNANCE FOCUS

At Hapag-Lloyd, governance is the foundation of how we steer our business responsibly. Anchored in our Business Principles, it sets clear standards, processes and accountability across our organization and value chain, helping us manage risks, strengthen integrity and build trust.

In 2025, we sharpened our compliance set-up through a comprehensive Compliance Risk Assessment across all regions and strengthened our Compliance Management System with a CMS Handbook aligned with the IDW standard. We foster a speak-up culture through our global Speak Up Line, a 24/7 independent third-party channel designed to ensure confidentiality, fair treatment and whistleblower protection. In parallel, we safeguard personal data and operations by strengthening data protection and IT security, embedding risk-based standards into core processes and advancing our ISMS-based approach in line with ISO 27001 and further regulatory requirements.

Through “Hapag-Lloyd Cares”, we support community initiatives focusing on education, humanitarian aid and marine preservation, and grant every employee one paid volunteering day per year.

OUR GOVERNANCE FOCUS TOPICS

Business Principles

- Compliance
- Corporate Citizenship

Data & IT Principles

- Data Protection
- IT Security

Sourcing Principles

- Supply Chain Management

Detailed information on governance topics can be found in our Sustainability Statement as part of our [Annual Report](#), starting on p. 139.

0
Amount of fines for violation of anti-corruption and anti-bribery laws

99%
Functions-at-risk for bribery and corruption covered by training programs



BUSINESS PRINCIPLES

Compliance

At Hapag-Lloyd, we commit to adhere to all applicable laws, regulations, guidelines and industry and ethical standards as this is essential for proper business operation and commercial success.

Comprehensive Compliance Risk Assessment (CRA)

In 2025, Compliance conducted a comprehensive and systematically renewed CRA across all regions, supported by an external consultant. The process ensured that compliance risks were identified, evaluated and addressed in line with Hapag-Lloyd’s evolving business model, regulatory developments and operational realities. The findings were consolidated, thoroughly analyzed and addressed to update the overall compliance risk landscape.

Development of the Compliance Management System (CMS) Handbook

Another key achievement in 2025 was the successful development of the CMS Handbook. The handbook provides a structured framework outlining and formally documenting Hapag-Lloyd’s comprehensive

CMS in accordance with the Institute of Public Auditors in Germany (IDW) standard. It reinforces and demonstrates Hapag-Lloyd’s commitment to fostering a strong compliance culture and ensuring consistent understanding and application across the organization.

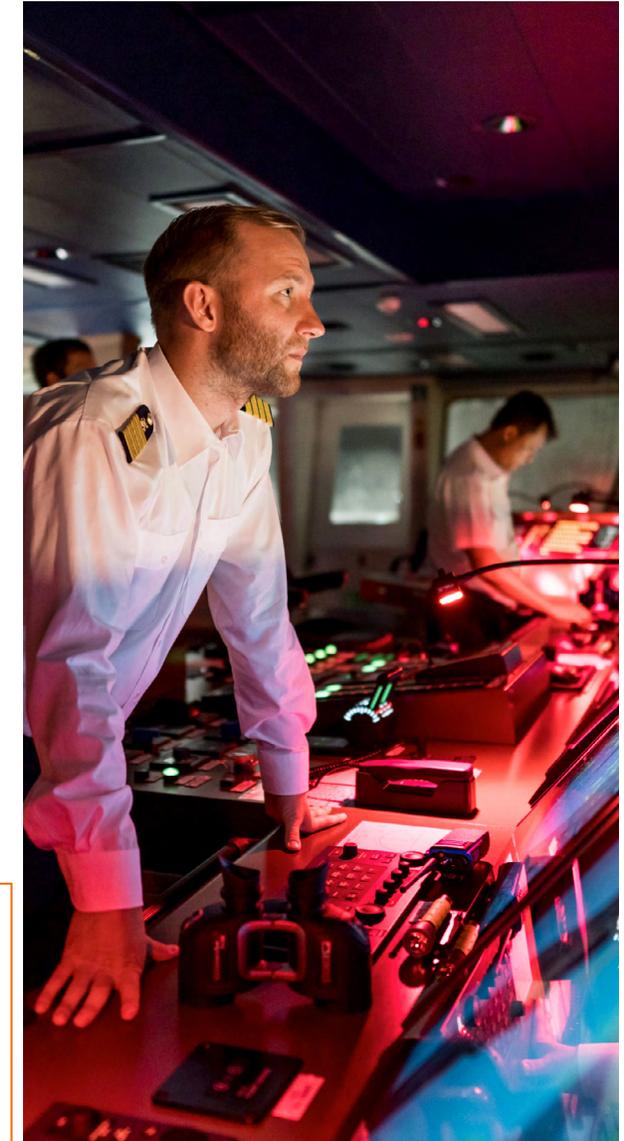
Integration of the Terminal & Infrastructure Segment

Detailed integration plans were developed to fully integrate the Terminal & Infrastructure segment and its controlled subsidiaries into Hapag-Lloyd’s CMS. Significant progress was made in 2025 in implementing this integration.

Compliance Metrics

	2025	2024
Number of complaints filed through channels for people in own workforce to raise concerns	366	214
Share of functions-at-risk covered by training programs	98.8%	98.6%

In 2025, there were no convictions for corruption (2024: 1, 2023: 0). A total number of 399 complaints was collected through our complaints channels, of which 366 are compliance-related.



We are committed to a strong speak-up culture that empowers people to raise concerns early and helps us respond to ethical and regulatory misconduct promptly – internally and across our value chain.

Our [Speak Up Line](#) is a user-friendly, global online reporting system, available 24/7 and operated by an

independent third-party service provider. It enables confidential reporting and allows for anonymous reporting if desired.

All reports are handled through a defined process to ensure confidentiality, fair treatment and the protection of whistleblowers.



Corporate Citizenship

Corporate citizenship is an integral part of Hapag-Lloyd’s sustainability strategy and reflects our corporate value “We Care”. With a structured approach, we support initiatives that create positive impact in the communities where we operate and help address global challenges. Our engagement focuses on three areas:

- **Education Programmes**
- **Humanitarian Aid**
- **Marine Preservation**

Through our “Hapag-Lloyd Cares” initiative, we enable colleagues worldwide to support social causes that matter locally. Each regional head office receives an annual budget for community engagement, and every employee is granted one paid day per year to participate in volunteering activities – turning commitment into action across our global network.

Complementing this local engagement, we build on long-standing global partnerships. In 2025, we continued our collaboration with 4Life Solutions to support access to clean and safe water for low-income communities and remained committed to One Earth – One Ocean to help remove plastic, oil and chemicals from the oceans. Our partnership with UNICEF also remained a key pillar, including “Schools for Africa” in Ghana and Kenya, the UNICEF “Learning Passport” and support for the UNICEF Supply Division, helping streamline import procedures, especially in emergency-affected regions.



Löwenhaus Harburg Discovery Day in Hamburg

Children from Löwenhaus Harburg (a Kitz for Kids-supported social project) were invited to Hapag-Lloyd for a special day of discovery, learning and fun.



Hapag-Lloyd Foundation

In 2025, the Hapag-Lloyd Foundation supported non-profit projects in Hamburg across culture, science and social causes – funding arts institutions and festivals, social services, scholarships and awards.



Initiatives from Turkey

WeCare brings colleagues together through diverse community initiatives – from supporting children in Lösev to environmental clean-ups and charity runs like the Wings for Life World Run.



5k Hunger Walk in Atlanta

Atlanta team members came together to support the Atlanta Community Food Bank through the Hunger Walk/Run, a 5k event raising awareness and funds for local hunger relief across the region.



Smart School Project in Colombia

The Smart School project in El Zapatero is developing a smart classroom to improve education quality by fostering innovation, supporting cultural transformation and embedding technology in daily teaching and learning.



Free Limb Distribution Camps in India

With “Our Walk India” we ran free limb camps in Ramanathapuram & Tamil Nadu, reaching 1,142 people and distributing 1,176 prosthetic limbs for mobility.



Renovating rural schools in Basra & Al-Zubair

Salam Project repairs schools in Basra with partners – renewing classrooms and equipping teachers so 284 children can learn safely.



Meals on Wheels in Singapore

Volunteers supported Meals on Wheels by delivering nutritious meals to elderly and vulnerable community members, offering not only food, but also warmth, conversation and a valuable human connection.



DATA & IT PRINCIPLES

Data Protection

We take data protection seriously and continuously enhance how we safeguard the personal data of our customers, employees and business partners. Protecting personal information from unauthorized access, misuse or disclosure is essential to upholding individuals' privacy rights and ensuring responsible data management. Our Corporate Guideline Data Protection provides a clear, risk-based framework for managing personal data across the organization. By monitoring high-risk processes and key focus countries, we support business improvements and actively reduce data protection risks for Hapag-Lloyd.

In 2025, we advanced our global approach by further embedding our Global Data Protection Management System into standard operations. Data protection consultations are now fully integrated into core processes, improving our ability to identify, assess and mitigate risks early and efficiently.

Mandatory Data Protection Web-Based Training (WBT) remains in place for all employees worldwide, strengthening awareness and ensuring a consistent level of knowledge across the organization.

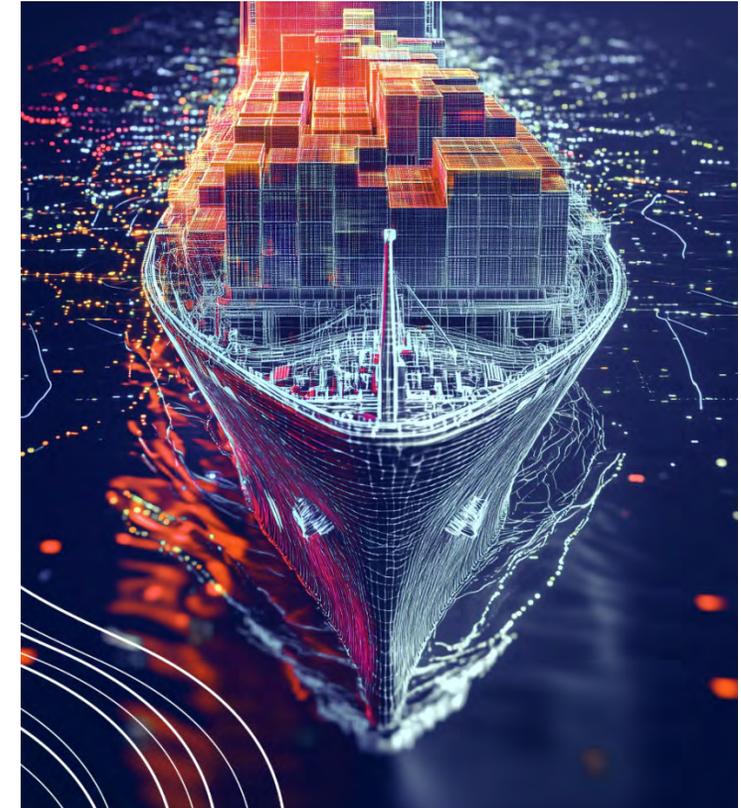
Together, these measures harmonize global practices, reduce vulnerabilities and reinforce our commitment to the highest standards of data privacy and security.

Data Protection Metrics

	2025	2024	2023
Number of reportable incidents in relation to data protection	2	–	1

IT Security

IT security is critical for safeguarding our operations and infrastructure – especially as a critical infrastructure provider – and for protecting sensitive information from evolving threats. In 2025, we advanced our security programme by further embedding the Information Security Guideline and the Information Security Management System (ISMS) framework, including a strengthened risk-based approach to information classification and protection needs analysis, as well as clear procedures for reporting and managing IT security incidents. To build resilience beyond core governance, we expanded practical security measures, including threat detection and response, vendor security risk management, targeted phishing campaigns and cyber business continuity management simulation exercises to test preparedness. In parallel, we intensified our focus on ISO 27001 compliance and KRITIS and NIS 2 requirements. Security effectiveness is monitored through our internal governance processes to drive continuous improvement.



At Hapag-Lloyd, we promote Responsible AI through clear guidelines and mandatory training. These measures help employees use AI safely, transparently and in line with compliance, privacy and security requirements across our business. We rolled out our in-house AI solution “Marina” in 2025.



SOURCING PRINCIPLES

Supply Chain Management

Hapag-Lloyd is committed to responsible sourcing and works closely with suppliers to uphold high standards for people, the planet and ethical business. Our Supplier Code of Conduct sets clear expectations on environmental, social and governance topics and is part of all supplier contracts.

- Selection of suppliers is based on predefined category-specific requirements, including adherence to Hapag-Lloyd's Supplier Code of Conduct and compliance standards
- The global supplier management framework defines the processes for supplier classification, multi-dimensional KPI-based supplier evaluation and supplier development. Supplier evaluation is based on self-reporting, audits, media monitoring and internal stakeholder engagement.



In 2025, we intensified supplier monitoring by expanding the scope by 6% vs. 2024 and by adding further risk dimensions and introducing AI to support systematic supplier risk assessments. To drive improvement along our supply chain, we also increased direct supplier dialogue through calls, workshops and onsite visits, completing engagement calls with more than 100 suppliers globally by year-end. Through this, we strive to support suppliers in making practical improvements and building a more sustainable and responsible supply chain.

SUPPLIER SELECTION CRITERIA

Social criteria:

- Effective abolition of child labor
- Elimination of all forms of forced labor or modern slavery
- Occupational health and safety
- Freedom of association and the right to collective bargaining
- Diversity and inclusion
- Adequate remuneration
- Rights of communities and security

Environmental criteria:

- Decarbonization
- Biodiversity
- Circularity
- Responsible handling of dangerous materials





PARTNERSHIPS & INITIATIVES

In 2025, Hapag-Lloyd continued to engage in a selected range of initiatives that contribute to our sustainability agenda. By partnering with environmental and social organizations, we reinforce our work on sustainability and community engagement. These collaborations support environmental conservation and social equity, supporting a more resilient environment and inclusive communities.

We support the SDGs



SDG 4:
High-quality education



SDG 8:
Humane working conditions and economic growth



SDG 13:
Climate action



SDG 14:
Life under water



SDG 16:
Peace, justice and strong institutions



SDG 17:
Partnerships for the achievement of goals

Examples of Memberships and Commitments

 <p>BIMCO International organization for improving standards and harmonizing rules and laws in the shipping industry.</p>	 <p>Multi-stakeholder initiative and certification system Supporting sustainable, fully traceable, deforestation-free and climate-friendly supply chains.</p>
 <p>Clean Cargo Initiative International initiative to improve the environmental impact of container transport and to promote responsible shipping.</p>	 <p>Maritime Anti-Corruption Network (MACN) International network to work for corruption-free trade in the maritime industry.</p>
 <p>Diversity Charter Employer initiative to promote diversity in companies and institutions.</p>	 <p>Maritime Plattform International platform dedicated to reducing emissions such as SO_x, NO_x, CO₂ and particulate matter, and exploring alternative fuel sources with the aim of achieving cleaner and more cost-effective maritime and inland shipping.</p>
 <p>EcoTransIT World Initiative (EWI) Calculation of environmental impacts in the transport sector and ongoing development of the EcoTransIT World (ETW) methodology.</p>	 <p>Ship Recycling Transparency Initiative (SRTI) Exchange of information on ship recycling in order to promote responsible practices.</p>
 <p>Getting to Zero Coalition Multi-stakeholder initiative, committed to getting zero-emission vessels powered by zero-emission fuels into operation by 2030.</p>	 <p>The Conference Board European platform enabling senior executives to exchange expertise and experience in CSR management.</p>
 <p>IMO Glofouling Working Group Working group aimed at developing international biofouling standards further.</p>	 <p>UmweltPartnerschaft German campaign and central platform for voluntary environmental protection and dialogue on environmental economic policy.</p>
 <p>Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping Non-profit, independent research and development center looking to accelerate the transition towards a net-zero future for the maritime industry.</p>	 <p>World Shipping Council International association for liner shipping companies.</p>
 <p>Global Centre for Maritime Decarbonization (GCMD) Non-profit organization that supports the decarbonization of the maritime sector through pilots and trials.</p>	 <p>UN Global Compact Voluntary UN initiative and framework for responsible business, supporting companies in integrating universal principles into strategy and operations and reporting on progress toward UN sustainability goals.</p>



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Visit our [Sustainability Website](#) here to learn more about our initiatives and read our [Sustainability Statement](#).



Team Malizia Opti Kids Event, Hamburg, July 2025