



**Sustainability Report 2023**



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# 1. Foreword

We look back on a year characterized by geopolitical tensions and global uncertainties – above all the wars in Ukraine and Gaza. The decline in global economic growth has led to reduced demand for transportation services and, in some areas, to considerable overcapacity. In this environment, freight rates, which were above average during the pandemic years, have stabilized at a pre COVID level.

The general conditions were therefore also challenging last year. Nevertheless, we were able to close the 2023 financial year successfully overall, thanks in large part to the tireless efforts of our global team, who repeatedly went the extra mile for our customers and were thus able to keep our shipment volumes stable at 20 million shipments, against the market trend, and expand our competitive position. While shipment volumes remained stable, as expected due to the normalization of above-average freight rates, turnover fell to EUR 3.5 billion, thus achieving a solid result that is above the pre-COVID level. The constant shipment development shows once again that we are a reliable partner for our customers around the world, even in challenging times. We want to build on this in the coming years and further expand our market position in the long term.

2023 was a decisive year for the Hellmann FAMILY and the company's strategic development. Thanks to our new corporate culture – the "Hellmann Promise" – we have moved much closer together as Hellmann FAMILY: We have further developed our corporate culture across all continents, regions and countries and firmly anchored it in the Hellmann world. Our vision "For the better. Together." is the North Star that guides the Hellmann FAMILY's daily activities. In this context, the topic of sustainability is and remains not only a principal component of our strategic orientation, but also forms the heart of our corporate culture: We want to set international standards in the dimensions of the environment, social affairs and governance and take responsibility for ecologically responsible supply chains. The creation of a new Executive Board department, which has combined the three major future topics of innovation, digitalization, and sustainability since the beginning of 2024, illustrates the crucial importance of these aspects for the future viability of our company.

We would like to thank all our employees, partners, and customers for their passionate commitment to making our vision "For the better. Together." a reality. Together, we not only want to continue to grow, but also to take responsibility for the key issues of our time – in all three dimensions of sustainability.

  
**Reiner Heiken**  
Chief Executive Officer

  
**Martin Eberle**  
Chief Financial Officer

  
**Jens Wollesen**  
Chief Operating Officer

  
**Stefan Borggreve**  
Chief Digital Officer

  
**Jens Drewes**



f.l.: Stefan Borggreve, Martin Eberle, Reiner Heiken, Jens Drewes and Jens Wollesen

-  Foreword
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-  Social
-  Governance
-  Corporate Citizenship



Sustainability  
Report 2023



Foreword



Hellmann &  
Sustainability



Environment



Social



Governance



Corporate  
Citizenship

# 2. HELLMANN & SUSTAINABILITY



## 2.1 Corporate culture: The Hellmann Promise

What began over 150 years ago as a one-man business is now a family company operating worldwide with 12,237 employees. Our unique corporate culture has always stood for integrity, understanding, trust and cooperation. This cohesion is what makes the Hellmann FAMILY what it is. We are firmly convinced that our company's success depends largely on the way we interact with each other. In the face of a changing world, we emphasize the importance of a culture that not only enables agile and focused action, but also

### OUR VISION

## For the better. Together.

*In our vision, we yearn and strive for a better world: A world where humankind takes care of the environment, quality of life is improved, and social equity is reality. We can only realize this world together, fostered by sustainable economic development and driven by creative minds and innovation. As the global Hellmann FAMILY, it is our greatest responsibility to create this future jointly – in worldwide logistics.*

### OUR MISSION

*We care passionately for people and fair trade everywhere. We deliver reliable integrated logistics solutions powered by technology, expertise, and entrepreneurial spirit. We connect the world every day. Sustainably.*

drives it forward. This approach is deeply embedded in our "Hellmann Promise" and forms the foundation on which we realize our vision of a better future together.

The "Hellmann Promise" is based on our vision: "For the better. Together." This guiding principle connects our employees around the world and addresses all dimensions of sustainability: the environment, social affairs, and governance.

In addition, we have defined a mission as part of the "Hellmann Promise", which describes how we want to achieve our vision.





appreciative | empowering |  
respectful | sustainable |  
passionate



courageous | resourceful |  
impact-driven | performance-oriented |  
customer-driven

honest | loyal |  
committed | transparent |  
accountable

agile | diverse |  
digital-minded | open-minded |  
continuously improving

Our corporate values define what we stand for as the Hellmann FAMILY and how we act. "Relationship Matters" is our meta-value that stands above everything else. Because in a people business like logistics, it is the people and the relationships between them that make the difference. That is what drives us. Our 12,237 employees, customers and partners are the constants in this endlessly changing environment, and their resilience and adaptability are the key to our success alongside a partnership-based dialog on an equal footing – with a view to 2023, but also far beyond.

To bring the new corporate culture to the world and bring it to life, the "Hellmann Promise" was presented for the first time in February 2023 during

an international management meeting. From here, the "Promise spark" was spread around the world by organizing Promise events with all employees in all 243 branches in 57 countries within just six months, where the new corporate culture was brought to life.

With the "Hellmann Promise", we as a global family business are living up to our claim of not only providing first-class service for our customers, but also joining forces to make our contribution to overcoming the social and environmental challenges we all face worldwide. We have made a promise to ourselves with the "Hellmann Promise" and stand together for our vision by living our values – both internally and externally. For the better. Together.

For 2024, we have set ourselves the goal of further strengthening our corporate culture, the "Hellmann Promise", and establishing it globally in our wide-ranging business processes. This also has a direct impact on our strategic direction. Our "Hellmann Promise" forms the foundation for corporate development that not only focuses on our economic performance, but also on our commitment to a sustainable and responsible approach.

[PROMISE RECAP VIDEO](#)



# 2.2 Hellmann in figures

## 20 million shipments for a connected world



### EUR 3.5 Billion

Turnover

2022: EUR 5 BILLION



### 243

Offices worldwide

2022: 241



### 57

Countries

2022: 54



### 20 Million

Shipments

2022: 20 MILLION



### 12,237

Employees

2022: 13,949

Hellmann Worldwide Logistics was founded in Os-nabrück in 1871. As an established global full-ser-vice provider, Hellmann is represented throughout the group with 243 of our own locations in 57 coun-tries. Hellmann offers intermodal transport solutions worldwide through its Road/Rail, Seafreight, Air-freight and Contract Logistics product divisions. Its geographical activities are divided into five regions: America (AMCS), Asia-Pacific (APAC), India/Middle East/Africa (IMEA), Western Europe (WEUR) and Eastern Europe (EEUR). In order to meet the specific logistics requirements of individual sectors, Hell-mann also offers high quality, specialized Industry Solutions for the following sectors: Automotive & Agricultural, Consumer Goods, Fashion, Healthcare, Industrial, Marine & Cruise, Renewables, Perish-ables and Technology. In 2023, we were also able to build on the successes achieved in previous years and contribute to connecting value chains and peo-ple through 20 million shipments.

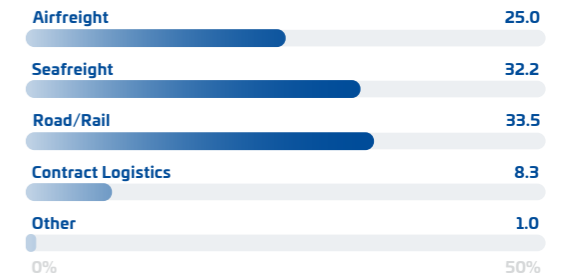
As a family business with over 150 years of tradition, Hellmann has always focused on the relationships between people who interact with each other. This awareness is also embedded in the overarching corpo-rate value: "Relationship matters". This is just as much about the relationships between employees from a total of 119 different countries around the world as it is about relationships with customers, suppliers, and other partners. Because cooperation based on trust and reliability makes the difference in logistics as a "people business". At the same time, the continuous development of our processes, an open culture of in-ovation and sustainable business practices are at the heart of our strategic focus, both now and in the future. Accordingly, the topic of sustainability with its three dimensions of the environment, social affairs and governance has always been of central importan-ce to Hellmann, both in the operational business and with regard to the company's strategic positioning and is firmly anchored in our corporate culture.



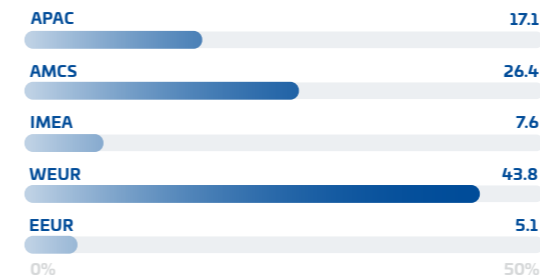
### Revenue share International/Germany in %



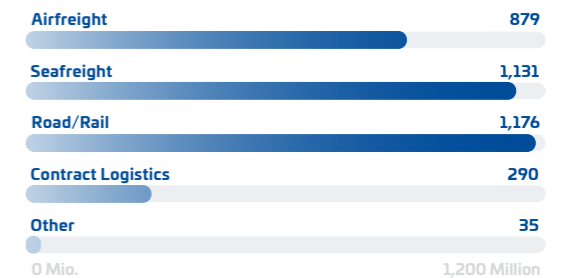
### Revenue share of the division in %



### Revenue share of the region in %



### Revenue of the division in EUR Million





2,585



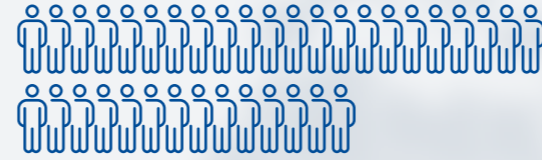
**Americas**  
AMCS

505



**East Europe**  
EEUR

6,051



**West Europe**  
WEUR

1,608



**Asia Pacific**  
APAC

1,488



**Indian Subcontinent,  
Middle East & Africa**  
IMEA





## 2.3 Sustainability approach

Hellmann sees sustainability as an essential part of its corporate culture. With the “Hellmann Promise”, this was once again brought into focus in 2023 and significantly developed further. In a rapidly changing global environment characterized by climate change, global conflicts, a shortage of skilled workers and constantly changing legislation and market requirements, the topic of sustainability is also of vital importance in Hellmann’s strategic orientation. Our aim is to play a leading role worldwide in the dimensions of the environment, social affairs, and governance in order to shape the industry and set new standards.

In 2023, we reached an important milestone with the development and initial implementation of our strategic direction, in which sustainability is a central pillar. On this basis, we will develop further far-reaching measures in 2024 to continuously improve our standards and anchor sustainability aspects in our daily operations even more firmly than before.

This sustainability report is also evidence of our continuous development. Hellmann has operated an environmental management system since 1998 and has reported regularly on sustainability issues since then. This makes the company a true industry pioneer. As part of the further development of our reporting, we are currently aligning ourselves with the Global Reporting Initiative Standards and the current guidelines of the European Sustainability Reporting Standards (ESRS).



**For the better. Together.**



Foreword



Hellmann & Sustainability



Environment



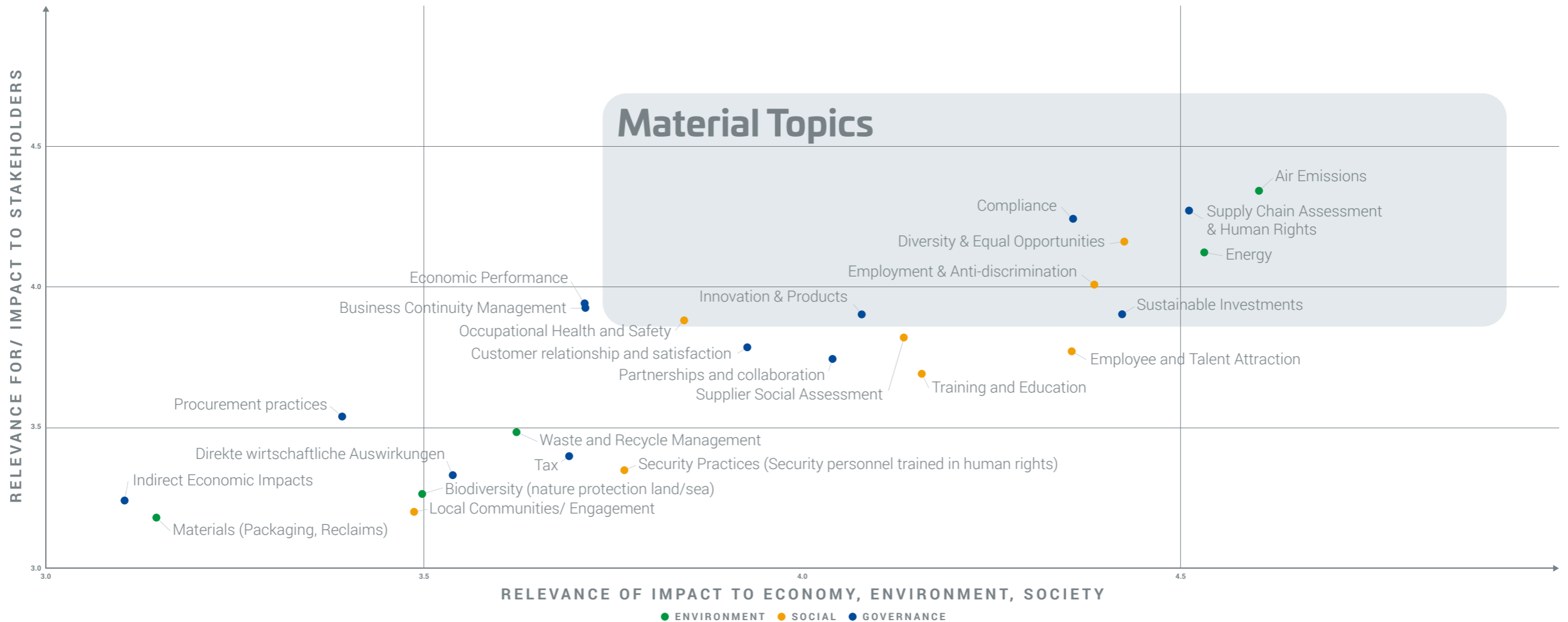
Social



Governance



Corporate Citizenship



In the future, Hellmann will focus exclusively on the CSRD and ESRS as our main reporting standard to further increase the transparency and effectiveness of our sustainability reporting.

The results of our materiality analysis, which were developed in collaboration with various internal bodies such as the Supervisory Board and the Executive Board in 2021, contributed significantly to the formulation of our sustainability strategy. This in-depth analysis forms the basis for this report and reflects the company's strategic priorities. The ana-

lysis process was repeated at the beginning of 2024 to be able to report in accordance with CSRD from the 2025 reporting year.

At Hellmann, we take a holistic and comprehensive approach to sustainability. We have set ourselves the goal of defining specific and measurable targets

in all key areas to develop and implement measures on this basis. Our focus is on the continuous improvement and sustainable adaptation of our processes to meet our customers' requirements and at the same time contribute to a sustainable world for everyone's grandchildren.



## 2.4 Sustainability as a service

»For us, sustainable management is a central component of our corporate culture and strategy. In combination with bold approaches and innovative solutions, we want to make our contribution to the decarbonization of the industry and at the same time set standards in our people-centric business. That is why we at Hellmann are setting new standards for a more sustainable logistics industry with initiatives such as "Cleaner Logistics." We offer significantly reduced-emission or even carbon-neutral solutions in all product areas and are increasingly focusing on intermodal transportation where we cannot yet be completely CO<sub>2</sub>-neutral. In this way, we are already making a significant contribution to reducing our CO<sub>2</sub>-emissions and also enabling our customers to reduce CO<sub>2</sub> emissions within their global supply chains.«

**Stefan Borggreve**  
Chief Digital Officer  
Member of the Executive Board

»We are actively committed to the transformation towards more sustainable logistics. We also made significant progress in the Road & Rail sector in 2023. We rely on 100% green electricity for our rail transports throughout Germany and, thanks to our partnership with Shipzero, we were able to start measuring the CO<sub>2</sub> emissions of our truck fleets based on primary data in a pilot project. This data collection is fundamental to realistically designing future decarbonization projects. Through pilot projects, we have also made important progress in the use of alternative drive systems on the middle and last mile.«

**Jens Wollesen**  
Chief Operating Officer  
Member of the Executive Board

»I am proud to be able to offer innovative solutions for low-emission sea transport in Hellmann's Seafreight division through our strategic partnerships with leading technology providers and research institutions. In this way, we are setting new standards in sea freight and making a significant contribution to reducing CO<sub>2</sub> emissions. Our active participation in initiatives such as Clean Cargo and the Global Logistics Emissions Council underscores our commitment to transparency and industry-wide sustainability standards, as well as our ambition to be at the forefront of the sustainable transformation of the entire ocean freight industry.«

**Marcus Leaver**  
Chief Operating Officer Seafreight





»Relationship matters! This is key when it comes to our relationships with our customers. Because only together can we create change and shape a more sustainable future. We are driven not only to respond to market requirements, but also to work in partnership with our customers to proactively develop innovative, more environmentally friendly transport solutions. Together, we want to further expand our "Cleaner Logistics" on the market across all products to increase efficiencies while minimizing our own environmental footprint and that of our customers.«

**Patrick Oestreich**  
Chief Commercial Officer

»In 2023, we also continued to develop in the Airfreight division in terms of sustainability. One milestone was the inclusion of CO2 footprints as a criterion in our procurement process. This innovative approach enables us to include the environmental aspect alongside price and quality as a key criterion in our decisions when selecting partner companies. This is a real novelty in our industry and makes us pioneers. Mapping emissions data for all air freight shipments creates transparency and demonstrates our commitment to environmentally friendly transport solutions. This underlines how seriously we take the balance between ecological and economic goals.«

**Jan Kleine-Lasthues**  
Chief Operating Officer  
Airfreight

»With a presence in 25 countries at 90 locations worldwide, we also take our role as an ecological pioneer in contract logistics seriously, and strive to minimize our consumption of resources, implement innovative packaging solutions, and promote the construction of sustainable properties. One highlight in 2023 was our pilot project to reduce packaging materials in order to drastically reduce the use of film and paper. At the same time, contract logistics is always about people. In this context, fair and equitable working conditions are key for us. From ergonomic workplaces to fair pay and flexible working models.«

**Volker Sauerborn**  
Chief Operating Officer  
Contract Logistics





# 3. ENVIRONMENT



# 3.1 Energy

»For logistics companies, reducing energy consumption and emissions are key factors when it comes to sustainable business. We bear great responsibility for our climate! This means more than just using environmentally friendly technologies: We need to digitize ourselves to avoid unnecessary transport through intelligent planning! This will enable us to reduce CO<sub>2</sub> quickly and efficiently and offer our customers smart and individual solutions with high quality«, said Stefan Borggreve, who has been a member of the Hellmann Management Board as Chief Digital Officer since the beginning of 2024 and is responsible for innovation, digitalization and sustainability.

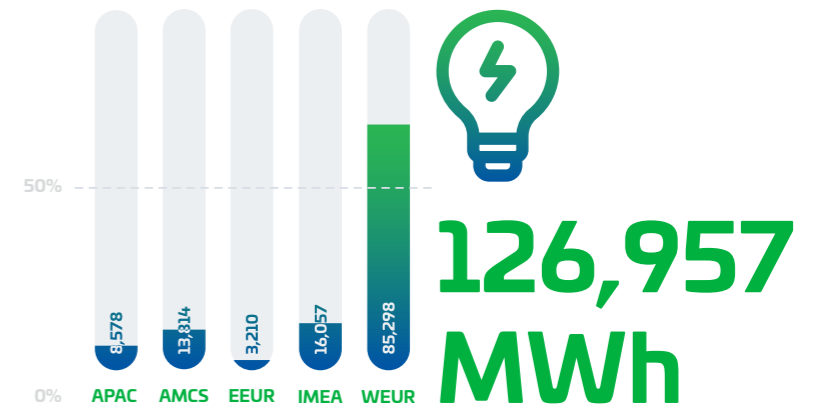


Our energy consumption is a key environmental aspect of our integrated management systems. At the same time, it is also essential for our sustainable development and fundamental for determining our ecological footprint. This requires all company units to be sensitive with regard to the individual handling of energy consumption and the recording of dedicated consumption figures. For this reason, we integrate the topic of energy into all relevant management systems at Hellmann in accordance with European legislation – i.e., the European Energy Efficiency Directive and its interpretation in the member states. On this basis, we operate an energy management system in accordance with ISO 50001 in almost all branches in Germany and the UK.

Regular energy audits by qualified personnel and sequential energy assessments are an integral part of this management system in order to identify consumption drivers and determine potential savings. The feasibility of corresponding measures is also examined as part of this process.

The basis for any optimization and reduction in consumption is transparency. That is why we at Hellmann record global energy consumption centrally and in line with the key financial figures for our business units. While our company's main entities of the company were recorded in 2022, we were able to significantly expand the focus in 2023 so that almost all units are now integrated into the reporting and their data is included in the calculation of our ecological footprint. For 2024, we have set ourselves the goal of further improving data quality through the increasing use of digital meters.

## OUR ENERGY CONSUMPTION IN 2023



Due to the gradual expansion of the energy consumption figures, we assume that the total consumption figures for 2023 represent a new starting point and therefore cannot be compared with the previous year's figures in quantitative terms.



Building-related consumers are a key driver of energy consumption, with heating systems representing a crucial factor. We attach great importance to installing modern heating systems, for example with heat pump technology, when making structural changes and thus replacing conventional systems that run on fossil fuels. At the same time, we are increasingly relying on solar energy, for example at our warehouse in Bremen, where a photovoltaic system covers an area of 7,460 m<sup>2</sup> on the roof and

generates around 670,000 kWh of clean electricity every year. This is equivalent to supplying more than 200 households with green electricity. By harnessing the power of the sun, we are reducing our CO<sub>2</sub> footprint and taking concrete steps toward a more sustainable future. This can also be seen in the consumption curves of recent years. To further reduce energy consumption, we use economical LED lighting in our buildings and high-frequency lithium-ion batteries for industrial trucks in our warehouses.

Ultimately, our approximately 12,237 employees worldwide also have a significant influence on our company's energy consumption. They are aware of their responsibility thanks to regular training, continuing education, and various awareness-raising measures. In the reporting year, training courses were also held in Germany for our QHSE and energy officers in relation to the integrated management systems, including ISO 50001. We continuously adapt the training content to constantly evolving conditions and legislation.

In addition to the goal of improving qualitative data, we have also resolved to specific targets for energy consumption with the regions and countries in the coming reporting year that support our sustainability goals and the targets (SBTi) anchored therein.

qualitative data, we have also resolved to specific targets for energy consumption with the regions and countries in the coming reporting year that support our sustainability goals and the targets (SBTi) anchored therein.





# 3.2 Emissions

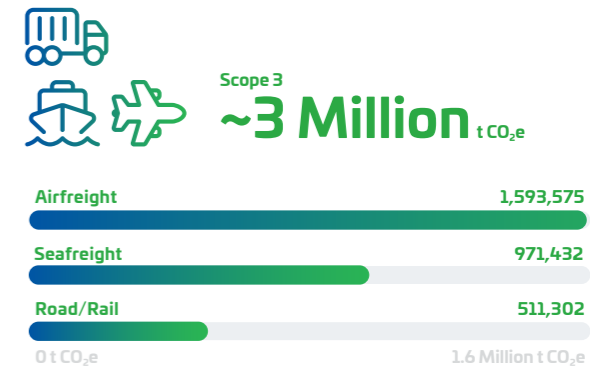
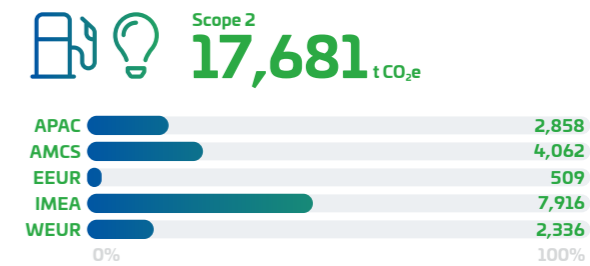
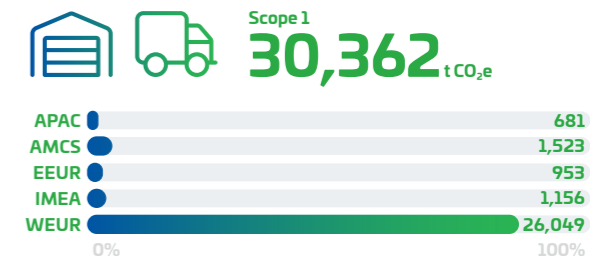
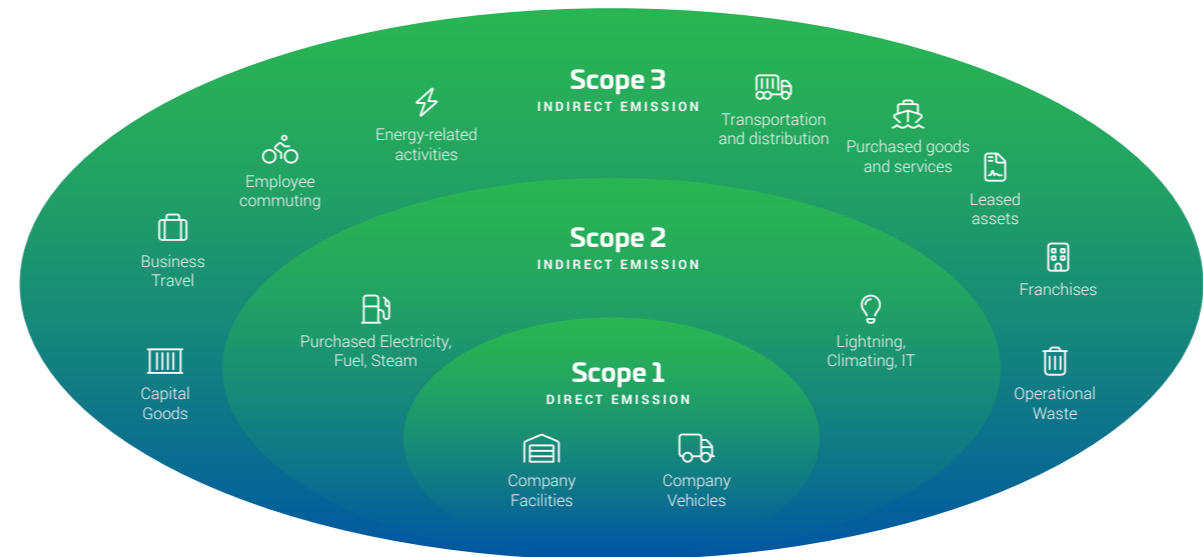
The reduction of emissions is another key aspect for us at Hellmann and a central strategic goal with regard to our future ecologically sustainable orientation. The key factors here are the reduction potential in the area of energy, as there is a direct link between energy consumption and the resulting emissions.

We make a fundamental distinction between company-specific and product or service-specific emissions. In 2022, the Company Carbon Footprint

(CCF), i.e., our company's CO<sub>2</sub> footprint, was already published for Scopes 1&2 in our Sustainability Report, whereby the company units with the greatest impact were initially taken into account. In 2023, the recording of direct and indirect emissions for Scopes 1&2 was integrated into the management information system and transferred to the regular reporting, meaning that all company units were included in this period. Due to the expanded data situation, it is not possible to derive trends compared

to the previous year. The product carbon footprint (PCF) describes the ecological footprint of a service or product in its entirety, i.e., in the case of logistics along the entire supply chain. This value is of particular interest to customers and external stakeholders, as they require the information for their own sustainability reporting and the output of their own company footprint. The PCF is therefore an important criterion for selecting and evaluating logistics service providers.

*In accounting for company-specific emissions, the company is guided by the three scopes of the Greenhouse Gas Protocol. Hellmann is preparing an emissions report for the 2023 reporting year for direct emissions (Scope 1) and indirect emissions from its own electricity consumption (Scope 2). For the first time, the company is partially presenting Scope 3 emissions in its sustainability reporting. The transport-related emissions, which are mapped by third parties on the various modes of transport, are included in the emissions accounting.*







Emission transparency and accounting therefore play a key role and are subject to the recognized guidelines and standards of the Greenhouse Gas Protocol (GHG) as well as the logistics-specific implementations according to the European standard EN 16258 and the GLEC (Global Logistic Emission Council) framework. In 2023, the new ISO 14083 was also adopted, which will be given greater consideration in the future. We are preparing for its implementation together with industry associations, customers, and partners.

In addition to the transparent calculation of emissions, their reduction is a key issue in our strategic corporate orientation. In addition to the use of climate-friendly technologies, the aim is to avoid emissions by increasing capacity utilization and making more efficient use of transport capacities. The aim is therefore to intelligently bundle transports through digitalized processes.

### RELOCATION AND COMBINED TRANSPORT AS AN EFFICIENT TOOL FOR CO<sub>2</sub>-REDUCTION

We are actively promoting the development and expansion of environmentally friendly intermodal transport in order to keep emissions as low as possible by shifting and/or combining modes of transport. In 2023, we were able to shift almost 37,000 truck transports from road to rail in Germany alone, saving a total of 22,122 tons of CO<sub>2</sub>e together with our combined transport (road + rail).

Sea/air shipments also offer us the opportunity to significantly reduce emissions by shifting shipments to the sea. For example, shipments between Asia and Europe are routed via the Dubai hub. The first leg is carried out by ship, which has significantly lower emissions per transported ton of weight than an airplane. The containerized freight is then deconsolidated in Dubai and transported to its destination by air freight. Overall, this intermodal solution offers a savings potential of around 40% (there may be deviations depending on the routing and destination). If an air freight shipment is transported entirely by sea freight, emission savings of 95% and more are possible.

At the same time, Hellmann is always looking for innovative approaches to incorporate more sustainable solutions into its portfolio "out of the box." For example, we have teamed up with the drone manufacturer Dronamics to offer faster and more environmentally friendly air freight via unmanned remote-controlled freight drones. The cargo drone solution from Dronamics reduces CO<sub>2</sub> emissions by up to 60% and is on its way to becoming a net-zero solution thanks to innovative technologies under development. The first test flights are planned for 2024.

WE UNITE FOR INNOVATION





## ALTERNATIVE FUELS AND TRANSPARENCY REDUCE CLIMATE-DAMAGING EMISSIONS

We also reduce unavoidable emissions by using alternative fuels. In air freight, we offer our customers sustainable aviation fuel (SAF), which has a reduction potential of around 80% compared to conventional kerosene. The origin of the SAF feedstock (raw material) is of great importance. We therefore offer our customers SAF certificates from organic feedstock. We also offer even more accurate emissions calculations for air freight as a mode of transport via the SmartAir! internet platform, which we helped to develop, because more precise data is available on routing and the types of aircraft used. The strategic goal for 2024 is to further improve the quality of emissions calculations and to integrate them more closely into proactive systems.

Biofuels also currently offer the greatest savings potential in sea freight. Sustainable marine fuel (SMF) can be used in the book and claim process to generate reductions of varying amounts, depending on the type of certified biofuel. This means we can also offer CO<sub>2</sub>-neutral shipments by sea. In addition, the total emissions for LCL sea transport from the second half of the year, amounting to 3,845 tons of CO<sub>2</sub>, were fully offset via compensation projects in cooperation with MyClimate. Based on the emissions data, we are currently developing alternatives to existing products to further reduce emissions.

We also use biofuels for road transport by truck. Since November 2023, we have been sourcing bio-LNG from renewable energy sources for our LNG (liquefied natural gas) fleet. As a result, a reduction of 247t CO<sub>2</sub>e was certified for the first two months. At the same time, we gained initial experience with electromobility in heavy

goods transport. In the test, an electrically powered truck was used on the “last mile”, i.e., for the delivery and collection of general cargo from customers. The vehicle, which has an approximate range of 200 km, achieved good test results, and the drivers rated it very positively. We are planning to purchase our own electric trucks in 2024 to significantly advance the environmentally friendly transformation of our own fleet.

Hellmann uses the EcoTransIT software solution for shipment-related emissions accounting. In addition, it is our declared aim to also include primary data in emissions accounting. For this reason, we have entered into a partnership with the start-up Ship-zero and can therefore retrieve real consumption data from the telematics system for truck transports and use this as the basis for the calculation. The proportion of this data is to be increased in 2024 and the project will be continued.

## REDUCING EMISSIONS AS A SOCIAL CHALLENGE

Hellmann is aware of its responsibility and, in addition to the direct product-specific approaches mentioned above, also relies on other measures to sustainably reduce its emissions and exert a positive influence. For example, the company purchases emission-free electricity at all German locations and thus consumes 100% CO<sub>2</sub>-neutral electricity with regard to this energy source. In total, around 6,785 tons less CO<sub>2</sub> are emitted per year compared to the conventional German electricity mix. The aim is to transfer this approach to other countries in the future.

In addition to the direct savings potential that we see at Hellmann to significantly reduce our emissions, we



also assume social responsibility. One issue we are committed to is air pollution in urban areas: Colleagues from Hellmann India have teamed up with the “Youth for Ecological Sustainability” initiative to raise awareness of the problem by launching the “Delhi Run for Clean Air”. Around 500 young people took part in the Hellmann-sponsored run through the Indian capital.

Another initiative was supported by our team in Sri Lanka, which planted 100 new trees in the Horakale fo-

rest in Mirigama. In Costa Rica, Hellmann has also planted a total of 800 trees on the Cerro del Espiritu Santo hill in Naranjo in recent years. These measures are an expression of our joint commitment to climate protection. With every tree planted, we promote biodiversity, improve air quality, and make a small contribution to mitigating climate change.



# 4. SOCIAL



## 4.1 Our employees

»With the management development program 'Let's Lead – For the better' we have achieved an incredible milestone in 2023: A uniform understanding of leadership across all national borders and hierarchical levels. I am both proud and grateful that we have managed to roll out something so large and far-reaching globally at Hellmann in just one year and that we have met with such a positive response. For the better. Together.«

**Friederike Prasuhn**  
Chief People Officer



Creating and maintaining a good working environment for all colleagues in the global Hellmann FAMILY is our top priority. Because we are convinced that our employees are the basis for our company's success. They are the ones who make the difference. An appreciative corporate culture is essential for this. The year 2023 was therefore dominated by our "Hellmann Promise", which we rolled out globally and made tangible for the entire Hellmann FAMILY. The prelude was a big kick-off in Hamburg, where the top 160 managers came together – after a long COVID-induced break – to experience the enhanced corporate culture and absorb it with all their

senses: "For the better. Together." is the vision that drives us and shapes our corporate spirit. A togetherness in which we take care of each other and act entrepreneurially because we feel we are part of a future-oriented team in which we can rely on each other.

As part of a subsequent roadshow through all 243 branches worldwide, every member of the Hellmann FAMILY was able to experience the "Hellmann Promise" live at one of the numerous events. It was also communicated via various channels such as videos, posts, personal speeches, and



podcasts in order to make the vision and the values behind it present and comprehensible to the broader workforce. But of course, words and lip service alone are not enough. A corporate culture must be tangible, and our managers have a key role to play here. Because we are convinced that they are our most important developers of personnel. With this in mind, we have developed "Let's Lead – for the better", a program for our managers that brings our "Hellmann Promise" to life. It consists of three modules and focuses not only on our leadership principles, but also on our values. Since the start of the training program in May 2023, 1,200 managers have already successfully completed the first module in the first year. The aim is for all of the almost 1,900 managers to have taken part in all three modules by the end of 2024.

In addition to managers, we also attach great importance to the regular advancement of our employees. In addition to local training courses, we offer over 1,800 different courses on our global Learning Hub platform. These were attended by almost 8,700 users in 2023.

We have developed a new competency model to anchor our corporate values and principles in global HR processes for all employees in all countries and regions. The aim is to establish a company-wide, globally coordinated basis for all HR processes along the entire employee development process. This should cover all phases from recruitment to onboarding and advancement as well as employee retention through to departure.

Regular feedback is important for the development of all employees. We have therefore also integrated our competency model into our new global FeedBack app. We have been gradually introducing this app in all Hellmann regions since 2023 to promote exchange

across our matrix structure and to connect our employees in the various branches worldwide. The use of the app will support Hellmann and its employees in living its open and appreciative culture that reinforces strengths and promotes lifelong learning and development. In 2024, we plan to make the feedback app available to around 6,600 employees in 34 countries.

In 2023, we recorded an employee turnover rate of 22.9%, excluding temporary workers employed at our Mexican site. Considering the legal requirements in Mexico, which necessitate the monthly addition and subsequent removal of temporary workers due to their fixed-term contracts, the total turnover rate amounts to 35%. These figures reflect the dynamic employment conditions shaped by specific legal frameworks in Mexico, significantly influencing the turnover rate.





# 4.2 Diversity, equity and inclusion

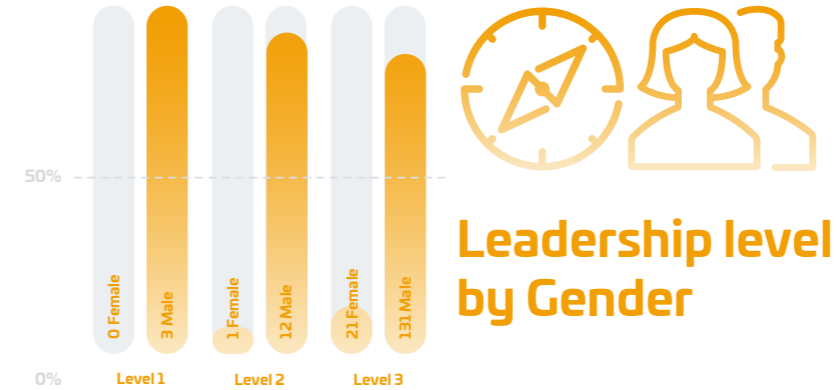
Hellmann is colorful. We employ people of all genders and sexual orientations from 119 different nations, with diverse cultural backgrounds and a diverse age structure. And we want to specifically promote this diversity because it defines us as an international company at all levels and is therefore a real success factor.

The topic of diversity is not only part of our corporate culture, but also an essential component of our strategic orientation. We are aware that having as diverse a group of (senior) managers as possible gives us a more diverse view of processes and projects and there-

fore often leads to better results. We have therefore decided at a strategic level to initially focus on two areas in the active implementation of our Diversity, Equity, and Inclusion strategy.

### 30% WOMEN IN TOP MANAGEMENT

We are actively committed to gender equality and have set ourselves the goal of increasing the proportion of women in management positions (levels 1-3) to a total of 30% across all three levels by 2027. With women making up 40% of the Hellmann workforce, it is our



## Leadership level by Gender

- Level 1: Managing Partners
- Level 2: International Executive Board
- Level 3: Direct Reports from Level 1 & 2 with management responsibility



clear goal that they will also establish themselves at all management levels. As the status quo shows, we need to focus even more on increasing the proportion of women in management positions at Hellmann in the near future.

In order to achieve our goal of promoting cultural diversity, particularly at the management level, we have started by raising awareness among our top management. In divisional or product-specific workshops, our diversity targets regarding more women

in management are specified and measurable actions are developed for the individual divisions. At the same time, we are communicating our efforts to increase diversity both internally and externally to show that we want to actively change things in this area. Diversity in leadership also manifests itself in the first examples of leadership tandems that emerged last year. Tandems have taken the lead in both Finance and Global Marketing. We are aiming to form further tandems in the coming years.



## PROMOTING CULTURAL DIVERSITY

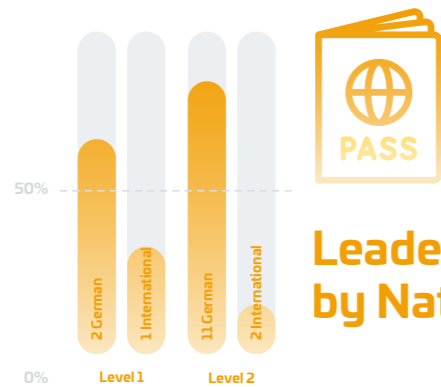
As a global logistics company, we have set ourselves the goal of promoting cultural diversity, particularly at the senior management level, in addition to promoting more women in management positions. Specifically, we aim to increase the proportion of managers with diverse cultural backgrounds. By 2027, we want to increase or maintain the proportion of diverse nationalities in top management (levels 1-2) to 30% per level.

A clear example of our commitment to promoting cultural diversity at the management level is our “Global Finance Talent Program”, which we launched in 2022. The aim is to meet the growing demand for specialists in finance internally. To this end, we have launched an international, two-year development program that promotes young talent with targeted training and builds a community among the participants. Twelve employees from nine different countries are currently taking part in this program.

The initiatives mentioned are reflected in a specially created diversity dashboard in order to make the need for action and progress measurable on the basis of concrete figures.

We are also increasingly integrating diversity into our processes and tools and critically scrutinizing existing procedures. One example of this is our recruiting processes. By redesigning our career pages, we want to appeal to as diverse a pool of applicants as possible by making it clear from the outset what Hellmann stands for: Open-mindedness, team spirit and diverse development opportunities within the company. With the introduction of our new HR IT system, we are also planning another major step towards “equal pay” to ensure fair and equal treatment.

Our corporate culture, which has grown over decades, is characterized by an informal approach across all hierarchical levels. It is essential for us that every team member can express their opinion freely and be aut-



## Leadership level by Nationality



hentic. By supporting Christopher Street Day, which Hellmann also sponsored in Osnabrück in 2023, for example, we underline our attitude towards openness to the world and diversity, which is also reflected in our inclusive and appreciative working environment.

Our representative body for employees with disabilities is also actively involved in finding individual solutions for the integration of employees and applicants

into working life at Hellmann. These examples underline the fact that we cultivate a corporate culture in which care, diversity and fair working conditions play a significant role. We strive to foster a diverse community where everyone has equal opportunities and diversity is fully embraced – true to our vision: “For the better. Together.”



## 4.3 Occupational health and safety

The protection of health and the promotion of occupational health and safety as well as a wide range of health promotion measures for our employees are a key concern for us. This is an integral part of our integrated management systems and is also supported by individual campaigns and measures in the regions and countries. "Occupational Health & Safety" was identified as a key topic in the materiality analysis. Particular attention is paid to the risk aspects for our commercial employees, both for professional drivers and for specialists in handling and contract logistics warehouses, as accidents involving industrial trucks and during the loading and unloading of vehicles feature significantly in the accident statistics. By regularly training our employees in combination with technical solutions, we effectively minimize the risk of accidents at Hellmann. This is supported by a certified management system in accordance with ISO 45001, which promotes systematic target setting and resource planning, as well as monitoring and improving effectiveness through audits and corrective measures.

The certified management system focuses on the occupational health and safety system at our company headquarters, where the global structure and guidelines for the occupational health and safety system are defined. In the event of specific requirements from stakeholders or increased interest in the processes carried out, certification is extended to national subsidiaries or

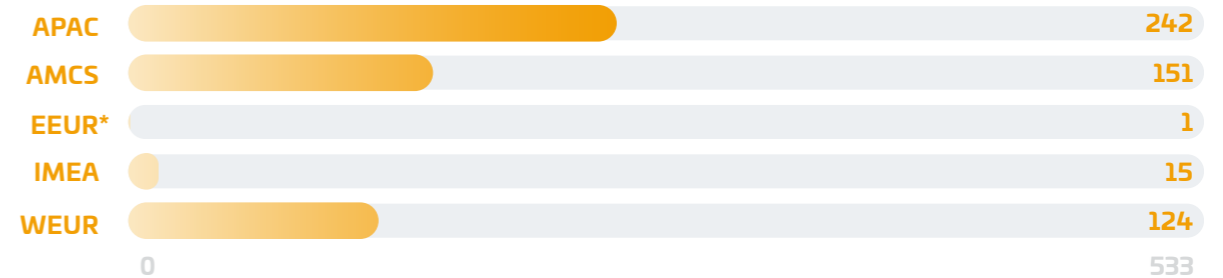
branches. Examples of this can be found in Spain and South Africa. In 2024, certification will be extended to sites in Saudi Arabia, Singapore, and Sri Lanka.

One example of minimizing work-related risks is the procurement of state-of-the-art industrial trucks in order to integrate new and innovative safety systems into operational processes. Through our occupational health management, we offer numerous training courses for our industrial employees on correct lifting and carrying as well as the use of exoskeletons to minimize the strain caused by physical work. A total of 533 accidents at work were documented in the 2023 reporting year, with most accidents occurring in the Americas and Asia Pacific regions. This can be explained by the comparatively high number of employees in these two regions.

The explicit aim of occupational safety is to avoid accidents. The focus here is on proactive and preventative measures. We provide regular training and basic instructions in accordance with legal requirements. A key basis for the occupational safety system we have implemented is the QHSE policy adopted in 2014, which sets out global minimum standards and makes them accessible to all employees and stakeholders. We have already exceeded these minimum standards in most areas in order to offer employees a high level of protection and ensure safety.



### 533 accidents at work 0 fatal accidents



\*Due to the effects of the war in Ukraine, data from Eastern Europe was only available to a limited extent.





### INNOVATIVE HEALTH MANAGEMENT AT HELLMANN: MORE THAN JUST LEGAL COMPLIANCE

Our vision “For the better. Together.” is also evident in our commitment to our employees’ health. Because this goes far beyond the legal requirements. For example, there are many different approaches around the world to promote the long-term health of our colleagues. The focus is equally on mental and physical health. In addition to preventative sports and relaxation programs, we also offer advice and coaching for employees and their families. Health checks and mental training are also globally anchored instruments for preventively promoting employee health and shaping a general healthcare policy within the company. One example of this commitment is Hellmann Mexico Health Week. This initiative, launched in 2023, included workshops on everything from nutritional advice to sports activities and provided new impetus for the participants’ well-being.

In addition, in Germany, where we have over 4,000 employees and our headquarters, we have had a systematic occupational health management (OHM) system in place since 2014. In many respects, this serves as a blueprint for the entire Hellmann world and thus serves as a model.

*Hellmann received the 2023 Osnabrueck Business Award for outstanding commitment to workplace health promotion. Impulse consultation, which offered support to over 200 employees in the Hamburg, Bremen and Osnabrueck/NRW regions, was particularly emphasized. Other measures such as mobile massages, company fitness and the company podcast „Hellmann bewegt“ (Hellmann moves) also impressed the jury. Sven Eisfeld, Managing Director at Hellmann Germany, emphasized the importance of the holistic approach to promoting employee health, which contributes significantly to a positive working atmosphere and employee satisfaction.*





# 5. GOVERNANCE



»Hellmann is a family-owned company with a long tradition, and its 150-year history alone stands for sustainability. We have developed rapidly in recent years and, as the global player that we are today, we have to take responsibility more than ever – for the people who work for us, for our partners and, of course, most importantly, for our customers. And we do this at all levels! The year 2023 was a real milestone for us in terms of our corporate culture and strategic direction, which forms the basis for our sustainable orientation as a company. For the better. Together.«

Reiner Heiken  
CEO



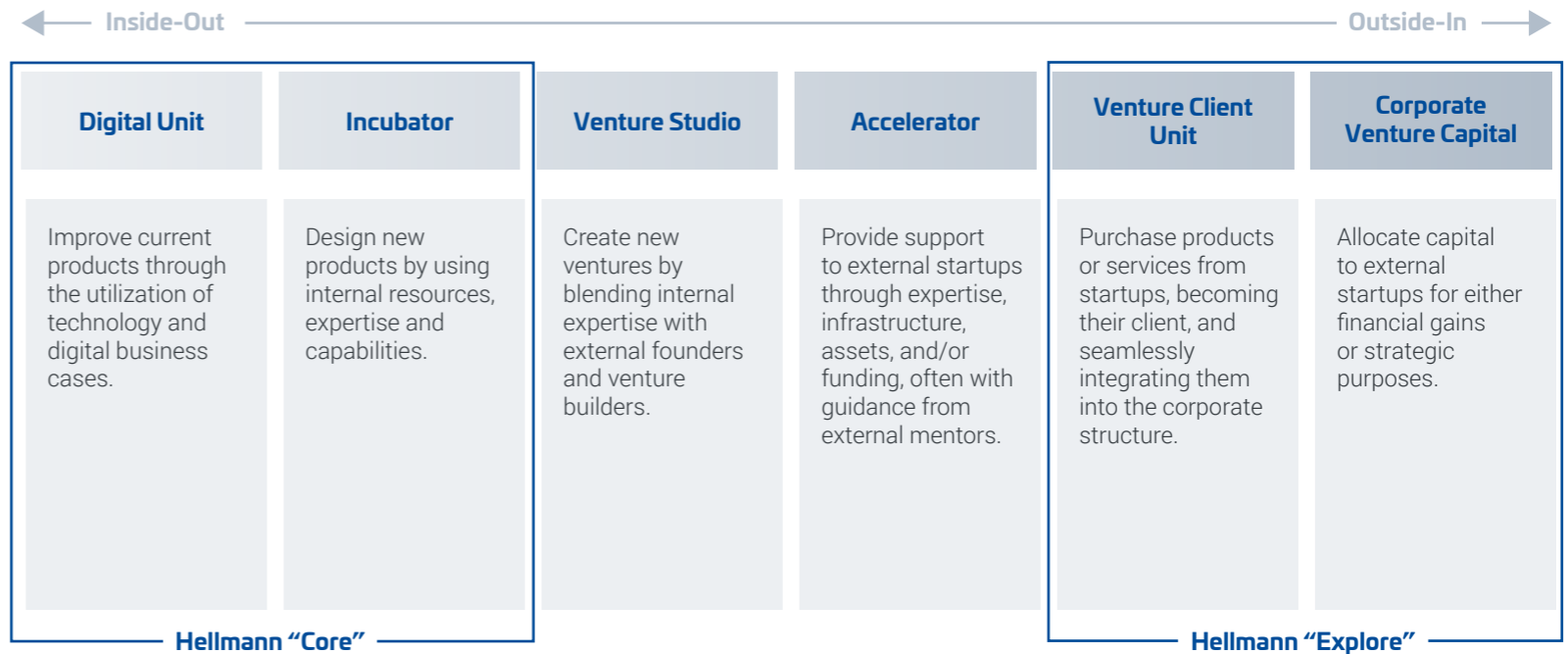
# 5.1 Innovation

Hellmann stands for innovation and entrepreneurship. Our mission, anchored in the vision "For the better. Together." manifests itself in our ongoing efforts to continuously develop our products and industry solutions. We are convinced that innovative products, processes, and services are essential for our company's future viability and represent a key component of our organizational development.

Our innovation strategy is based on two key elements. On the one hand, we focus on successfully developing our existing core business model

through continuous improvements and efficiency gains ("Core"/"Explore"). At the same time, we are passionate about exploring new things, in part by experimenting with partners such as start-ups and acting flexibly ("Explore").

The creation of a new Executive Board department, which since 2024 has combined the three major future topics of innovation, digitalization, and sustainability, illustrates the importance of these aspects and at the same time their close links for our company.





### CORE & EXPLORE: THE HELLMANN INNOVATION HUB

The Innovation Hub we initiated pursues various objectives, including the promotion of creativity and idea development as well as collaboration with internal teams, external partners, and start-ups. The aim is to use agile methods and technology integration to bring innovations to market faster and establish a culture of innovation throughout the company.

We firmly believe that successful innovations require close collaboration with various stakeholders. This is why we invest heavily in our innovation ecosystem, which consists of involving our customers, collaborating with incubators, accelerators, external experts, investors, and hyper scalers. At Hellmann, we do not see innovation as an isolated process, but as a living culture that is driven by every single employee's creativity, commitment, and entrepreneurship (as one of our corporate values). It is our task to create an environment in which ideas thrive and innovation is perceived as a natural part of our daily work.

### EXPLORE: VENTURE CLIENTING AND NEW BUSINESS MODELS

The "Explore" division at Hellmann focuses on developing new business models, both in the core business and beyond. We also identify promising start-ups for potential collaborations ("venture clienting") and investments as part of strategic partnerships.

### ARTIFICIAL INTELLIGENCE AS BOTH AN OPPORTUNITY AND A CHALLENGE

Artificial intelligence was also a focus at Hellmann 2023 – in particular generative AI, which can imitate human language in the form of models such as GPT. The aim is to use AI at Hellmann wherever it can sustainably improve processes. In this context, for example, we have developed an internal GPT solution

that uses different language models and can access both internal and external information simultaneously. However, despite all the enthusiasm for new technologies, it is Hellmann's 12,480 employees who make the difference and are crucial to our long-term success. That is why it is important not to lose sight of the people in our organization. We see two important tasks here: On the one hand, we need to empower the IT teams to continuously develop the applications and identify new potential uses.

On the other hand, we need to involve every single employee in the change process, remove potential barriers and enable the use of new technologies. We want to enable everyone to participate in innovation so that everyone can contribute their own ideas to the innovation process. On this basis, we will achieve a democratization that ultimately benefits the entire company.





# 5.2 Sustainable investments

A central aspect of our strategy is the investment in our corporate culture, the "Hellmann Promise". This culture shapes our company and forms the foundation on which we build sustainable change and a comprehensive sustainability strategy. Alongside the meta value "Relationship Matters", the relationships between our employees and with our customers, suppliers and partners are at the heart of this culture. Cooperation based on trust, reliability

and team spirit makes us resilient and allows us to continuously develop innovative and sustainable solutions. This is why we invest sustainably in our managers with our "Hellmann Promise" and the associated "Let's Lead – for the better" leadership programs. We are convinced that good, health-oriented leadership, characterized by appreciation and genuine interest in people, has a positive impact on our company and its future viability. In addition to moti-

vation, this also increases our colleagues' identification with the company, which in turn has a positive effect on staff turnover.

Equally important for our sustainable orientation is the examination of the EU Taxonomy. In 2023, we conducted an initial detailed analysis and are continuing our efforts to fully implement the requirements of the EU Taxonomy in 2024. This measure

reflects our commitment to meet leading standards for sustainable business and to report transparently on our progress.

We are also driving forward innovative projects to achieve our sustainability goals, such as the purchase of green electricity for our rail transportation and the use of bio-LNG-powered trucks. Further examples of this can be found in the Emissions chapter.





## 5.3 Compliance

For Hellmann, the principle of fair and honest business conduct and competition is paramount. This approach is an integral part of Hellmann’s self-image and thus the company’s unshakeable expectations of itself. Compliance has therefore been defined as a key issue.

We pursue a zero-tolerance strategy in the area of anti-corruption. Hellmann complies with relevant national and international anti-corruption laws and ensures this through defined measures that correspond to the risk profile of an internationally active logistics company. Furthermore, the company pursues a consistent fair business strategy toward market competitors, customers, and other business partners.

Hellmann therefore operates a comprehensive Compliance Management System (CMS) based on the “three-pillar model” (“Prevent, Detect, Respond”). Responsibility for this topic lies with the Chief Compliance Officer appointed by the Management Board, who is responsible for managing both a centralized and a decentralized team. A compliance officer has been appointed in each Hellmann region. These teams implement defined measures (e.g., policies, training, etc.), which are continuously monitored in terms of their effectiveness through reviews and analyses to identify any need for improvement or additions.

Extensive processes have been implemented as part of the CMS, such as:

- An internal control system,
- Anti-bribery and anti-corruption policies,
- Guidelines on gifts and hospitality,
- Supplier code of conduct,
- Guideline for fair competition,
- Whistleblower directive and
- Guideline on authority limits.

Any indications of possible compliance violations are consistently investigated according to professional standards and, if confirmed, the identified misconduct is effectively punished and remedied. At the same time, appropriate measures are taken to prevent recurrences or similar violations.

In the 2023 reporting year, a total of 6,201 training sessions were held and new policies and standard operating procedures were added to the policy setup, particularly in the area of trade compliance. Awareness training was also carried out. The table below shows the total number of training courses. Although these have decreased overall compared to 2022, they can still be considered good in relation to the total number of employees. Above all, the training units continued

to be adapted to target groups and fundamentally modernized for special areas such as money laundering and trade compliance through new and revised e-learning courses. In addition, following restrictions related to the pandemic, face-to-face training sessions were developed at the regional and global level specifically for the target groups, and more of them were held, in some cases as part of workshops.

Particular attention was paid to the area of supply chain compliance in 2023 through the “Third Party Management 2.0” project, which was jointly implemented by the Chief Compliance Officer and the Human

Rights Officer. Hellmann’s declared aim is to maintain its high compliance standards and to continuously develop them in line with requirements. Accordingly, the project’s objectives go well beyond the obligations imposed by the German Supply Chain Duty of Care Act (LkSG) and set best practice standards for holistic and risk-minimizing third-party management. The final global implementation as part of a systematic roll out campaign will be completed in 2024.

There were no legal proceedings or convictions relating to anti-competitive behavior, monopolies, or cartels in the 2023 reporting year.



### Compliance-Trainings\*



\*Mixed learning variants (attendance and electronic learning units)





# 5.4 Responsibility in the supply chain

»The German Supply Chain Act (LkSG) reinforces our commitment to fair, resilient supply chains that reflect our global values. As a company that emphasizes the uniqueness of each individual, it is our responsibility to design supply chains that meet the highest standards. We want to be a pioneer in this area and thus actively contribute to the positive shaping of our global community. Our commitment to sustainability and justice in global supply chains is an ongoing journey in which we constantly challenge ourselves to drive inspiring change in the world.«

**Sven Jansen**  
Human Rights Officer



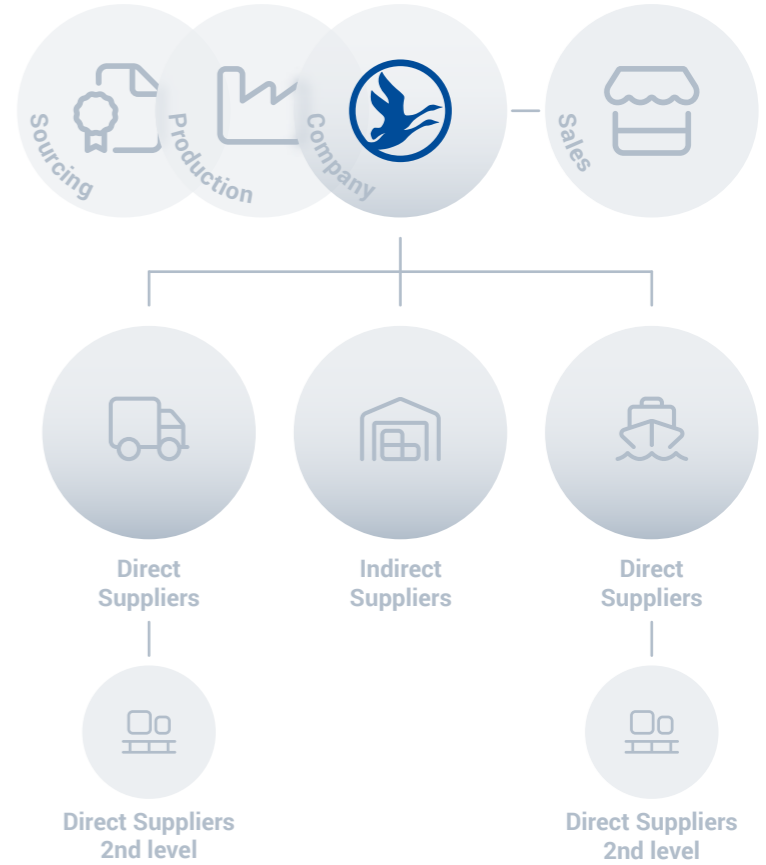
In 2023, we successfully implemented the requirements of the LkSG. This underlines Hellmann's deep commitment to sustainable action. A central focus is on the partial automation of the third-party risk management tool in 2024 to further increase efficiency and precision.

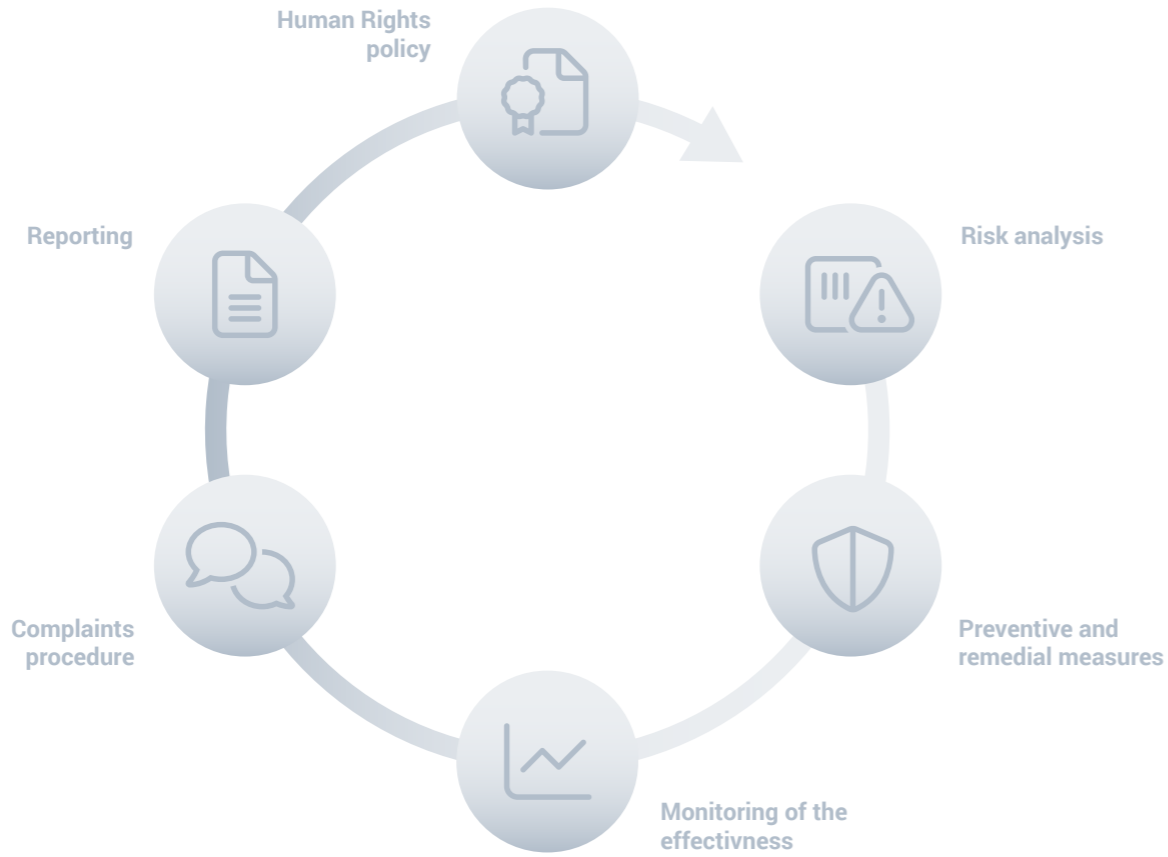
The due diligence policy for third-party companies introduced in 2019 forms the foundation for ethical conduct. Hellmann is committed to conducting business with a high level of ethics, integrity and legal compliance. Thorough screening and selection of third-party companies is crucial to ensure that only those with shared values are considered. A regular environmental assessment in accordance with ISO 9001 also applies to all suppliers.

In 2023, the Executive Board updated and adopted our declaration of principles on human rights and expanded the compliance whistleblower hotline in line with LkSG requirements. Three complaints about human rights violations were successfully processed and resolved with the involvement of the Chief Compliance Officer and Human Resources.

We were also asked by the Federal Office of Economics and Export Control (BAFA) for information on an event in the logistics sector. We were able to demonstrate our initiative for transparency and our willingness to cooperate. Our ongoing commitment to high standards of compliance and sustainability within our operations and supply chain remains strong, and we fully support BAFA in its efforts.

The comprehensive process resulting from the declaration of principles was implemented in 2023. This includes not only a risk analysis, but also the implementation of preventive and remedial measures and the integration of clear targets into regular reporting to management. The focus here is on sustainable development and that we set ourselves the goal of actively empowering and motivating suppliers to increase their climate protection activities and prevent human rights violations.





Another important step towards sustainability will be taken in 2024 when regular effectiveness monitoring is introduced. This not only serves the purpose of continuous improvement, but also ensures that all measures are in line with the defined objectives.

The business relationship with suppliers begins as early as the business initiation and order placement stage. Sustainability criteria play an important role

here, both in our own employee code of conduct for employees and in the supplier code of conduct. In a further step, Hellmann plans to integrate additional sustainability criteria into its purchasing policy in 2024 to ensure that the areas of the environment, social affairs and governance are harmoniously linked.







# 6. CORPORATE CITIZENSHIP



# 6. Corporate Citizenship

»We want to care! This is a core value of our “Hellmann Promise” and we have been living it in the Hellmann FAMILY for generations. The fact that we can rely on each other and stand up for each other is what defines us and what Hellmann stands for in addition to its core business of logistics. We are there when it matters! For our colleagues, partners and, of course, for our customers! But people in the world around us also need our attention. From geopolitical conflicts and environmental disasters to ‘small’ individual fates – Hellmann assumes social responsibility out of the deepest conviction.«

**Martin Eberle**  
Chief Financial Officer



Corporate citizenship is an expression of our conviction that we as a company not only bear economic responsibility, but that we also have a profound social and ecological obligation to society. Through the comprehensive activities of Hellmann helps and Hellmann Worldwide

Logistics, we illustrate our shared ambition to take responsibility far beyond the boundaries of our company and to shape a sustainable and fair future for all. Our actions reflect the conviction that together we can make an inspiring difference in the world.





## 6.1 Hellmann helps

CARING is one of our core corporate values. As Hellmann FAMILY, we want to take care not only of each other, but also of other people who urgently need help. That is why colleagues from all over the Hellmann world have founded the non-profit association Hellmann helps e.V. Since 2022, it has been supporting sustainable projects in areas including youth and elderly care, education, environmental protection, and nature conservation. At the same time, Hellmann helps stands for equal opportunities and diversity – in the Hellmann world and beyond.

Thanks to the commitment and financial support of Hellmann colleagues and the shareholder families, a large number of projects were also initiated and supported in 2023: In addition to many smaller initiatives, direct financial aid provided for earthquake victims in Türkiye and Syria deserves special mention here. Thanks to the overwhelming willingness of the entire Hellmann FAMILY to donate, Hellmann helps was able to provide financial support of around 20,000 euros to our colleagues' relatives. We have thus made an important contribution to renting and furnishing new apartments, for example, and thus building new livelihoods. At the same time, the association also organized the donation and transport of 20,000 toys to the earthquake region, bringing a little joy to the children affected. In addition, the large-scale fundraising campaign "SWIM FOR PEACE – FUTURE FOR CHIL-

DREN" raised 100,000 euros, which will benefit two orphanages in western Ukraine to help traumatized children and improve their living conditions.

Violence prevention was also a topic that the association addressed in the reporting year: To mark the International Day for the Elimination of Violence against Women on November 25, Hellmann trainees painted thirty wooden benches orange and provided them with emergency numbers for victims and (potential) perpetrators. Under the motto "Orange The World" proclaimed by the United Nations, the benches were subsequently set up centrally at Hellmann locations throughout Germany to set an example against violence. As part of this campaign, the trainees also took part in a prevention training course. On the one hand, the aim was to raise awareness of where violence begins, and on the other hand, methods were taught on how violence can be actively prevented. Hellmann has also worked closely with Terre des Hommes for many years and specifically supports projects that benefit children worldwide. Most recently, Hellmann helps supported a project for children and families in the Cambodian regions of Chum Kiri and Chhuk. The main aim was to raise awareness of children's rights. Parents, teachers, and community members were sensitized and trained in non-violent conflict resolution methods through training courses and workshops. Self-

help groups were also set up as part of the project to support families in overcoming poverty.

Through the exchange of knowledge and the joint implementation of income generation projects, many families have been able to build up a sustainable source of income and strengthen their livelihoods. This not only has a direct impact on the families' financial situation, but also helps to strengthen the community and reduce dependence on external support. Furthermore, considerable progress has been made in terms of hygiene and water supply. Through the construction of wells, latrines, and hygiene training, we have been able to improve living conditions and curb the spread of disease. This has led to a noticeable improvement in the general state of health and well-being of the com-

munity members. This long-term partnership also illustrates our desire to bring about positive change in the world and, in particular, to improve the future prospects of children.





## 6.2 Hellmann in action

However, outside of the Hellmann helps association, a large number of initiatives were also implemented in the individual regions of the Hellmann world over the course of 2023. As part of the UN campaign “UNITE to Act”, we summarized many of these actions and were thus able to express our commitment to achieving the United Nations Sustainable Development Goals (SDGs). Each project aims to take concrete steps towards a more sustainable and fairer world by focusing on specific SDGs. We were able to implement several projects in the areas of climate protection and environmental awareness.

The “Delhi Run for Clean Air” campaign, in which we drew attention to air pollution in the Indian metropolis, made a direct contribution to SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action).

The **installation of a photovoltaic system** in Bremen illustrates our commitment to SDG 7 (Affordable and Clean Energy). By using renewable energies, we aim to reduce our CO<sub>2</sub> emissions and support the transition to a sustainable energy supply.

Our **tree planting campaigns in Sri Lanka and Costa Rica** contributed to SDG 13 (Climate Action), SDG 15 (Life on Land) and SDG 17 (Partnerships for the Goals). These projects show how we contribute to the promotion of biodiversity and climate protection through practical measures.

The **establishment of the representative body for people with disabilities** underlines our commitment to SDG 10 (Reduced Inequalities). By promoting an inclusive working environment in which the rights

and needs of people with disabilities are respected, we strengthen equality and inclusion.

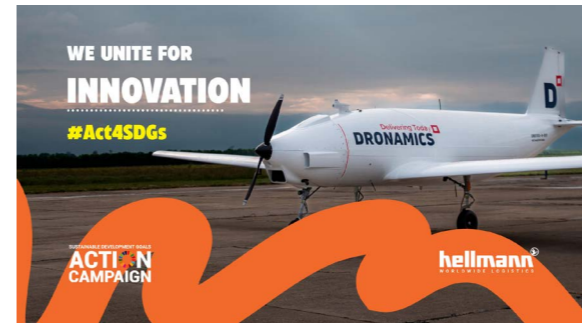
The partnership with Dronamics for the use of **remote-controlled cargo drones** is an example of our commitment to SDG 9 (Industry, Innovation, and Infrastructure) and SDG 13 (Climate Action). This project shows how innovation can contribute to more efficient and environmentally friendly logistics.

Through our **collaboration with the Maletsati Foundation** in South Africa, we demonstrated our commitment to SDG 2 (Zero Hunger) and SDG 3 (Good Health and Wellbeing). By advocating for the nutrition and well-being of orphans and vulnerable communities, we are helping to fight hunger and improve living conditions.

On the occasion of **World Oceans Day** and through our **beach clean-up campaigns**, we are demonstrating our commitment to SDG 14 (Life Below Water) and highlighting the importance of combating marine pollution and protecting our ocean ecosystems.

Our work in South Africa to **support 15 African learners with disabilities**, primarily women, reflects our commitment to SDG 5 (Gender Equality) and SDG 4 (Quality Education). We support gender equality and empowerment by promoting vocational training and creating income-generating opportunities.

**WE ARE CARRING**



- Foreword
- Hellmann & Sustainability
- Environment
- Social
- Governance
- Corporate Citizenship



**For the better. Together.**

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