

ESG REPORT 2025





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About this report

This report presents Port Esbjerg's environmental, social, and governance performance for the reporting year 2025.

It reflects the port authority's own activities, responsibilities, and priorities, and does not include operational data from third-party actors such as tenants or terminal operators unless explicitly stated.

Environmental data has been prepared in accordance with the Greenhouse Gas Protocol and covers Scope 1, Scope 2, and selected Scope 3 categories. In this year's report, particular attention has been given to improving data quality, clarifying reporting boundaries, and strengthening transparency throughout the reporting process.

At Port Esbjerg, sustainability is not only about reducing our own footprint. It is also about understanding the wider role we can play in enabling more sustainable solutions together with partners, users, and the local energy system.





Word from our CEO

As a port authority, Port Esbjerg has a responsibility that reaches beyond infrastructure and daily operations.

Ports are no longer only places where cargo moves and vessels call. They are becoming active parts of the green transition — and that brings both opportunity and responsibility. At Port Esbjerg, our role is not defined only by how we manage our own emissions, but also by how we help create the conditions for sustainable solutions across shipping, offshore energy, and the wider community.

This report is one way of showing how we work with that responsibility in practice. It reflects our continued commitment to transparency, collaboration, and responsible decision-making, while also showing that sustainability is not something achieved through one initiative alone. It is built step by step through better data, stronger partnerships, and a willingness to keep improving.

Meaningful progress depends not only on what we measure, but on how we choose to act — and on our ability to do so with consistency and long-term perspective.

Our vision

At Port Esbjerg, sustainability is not treated as a separate task. It is part of how we operate, invest, and work with others. Our sustainability work is guided by selected UN Sustainable Development Goals and translated into action through three strategic pillars:



Sustainable Operations & Management

We work to improve the way the port authority operates day to day — from energy and waste handling to safety, working conditions, and data transparency.



Sustainable Infrastructure

We invest in infrastructure that supports the green transition, including onshore power supply, electrification, circular resource flows, and climate-resilient port development.



Sustainable Development & Partnerships

We contribute to wider change through collaboration, innovation, and partnerships across offshore wind, energy, education, and the local community.



The selected SDGs reflect the areas where Port Esbjerg can have the greatest impact through its own operations and through the broader role the port plays in society.

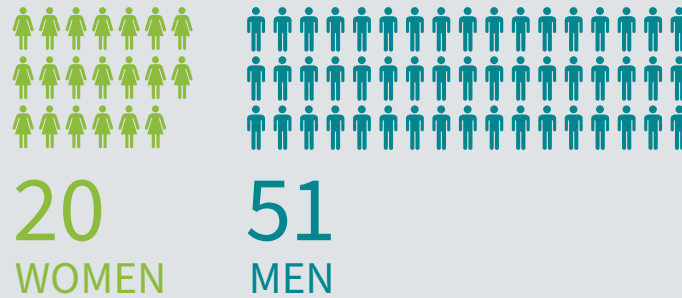
The year at a glance

The indicators below highlight some of the most important developments in Port Esbjerg's ESG performance in 2025. Together, they reflect both the port authority's own footprint and the broader positive impact enabled through infrastructure, operations, and partnerships.

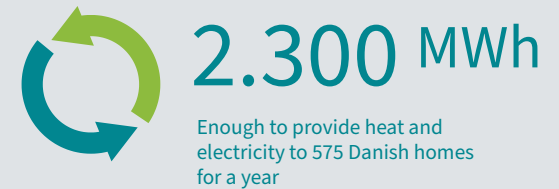
Low carbon intensity in operations



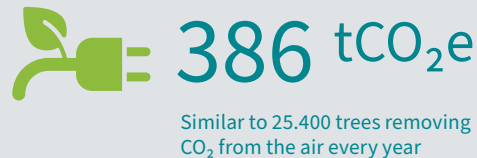
Gender distribution



Energy produced from waste



Avoided emissions through OPS

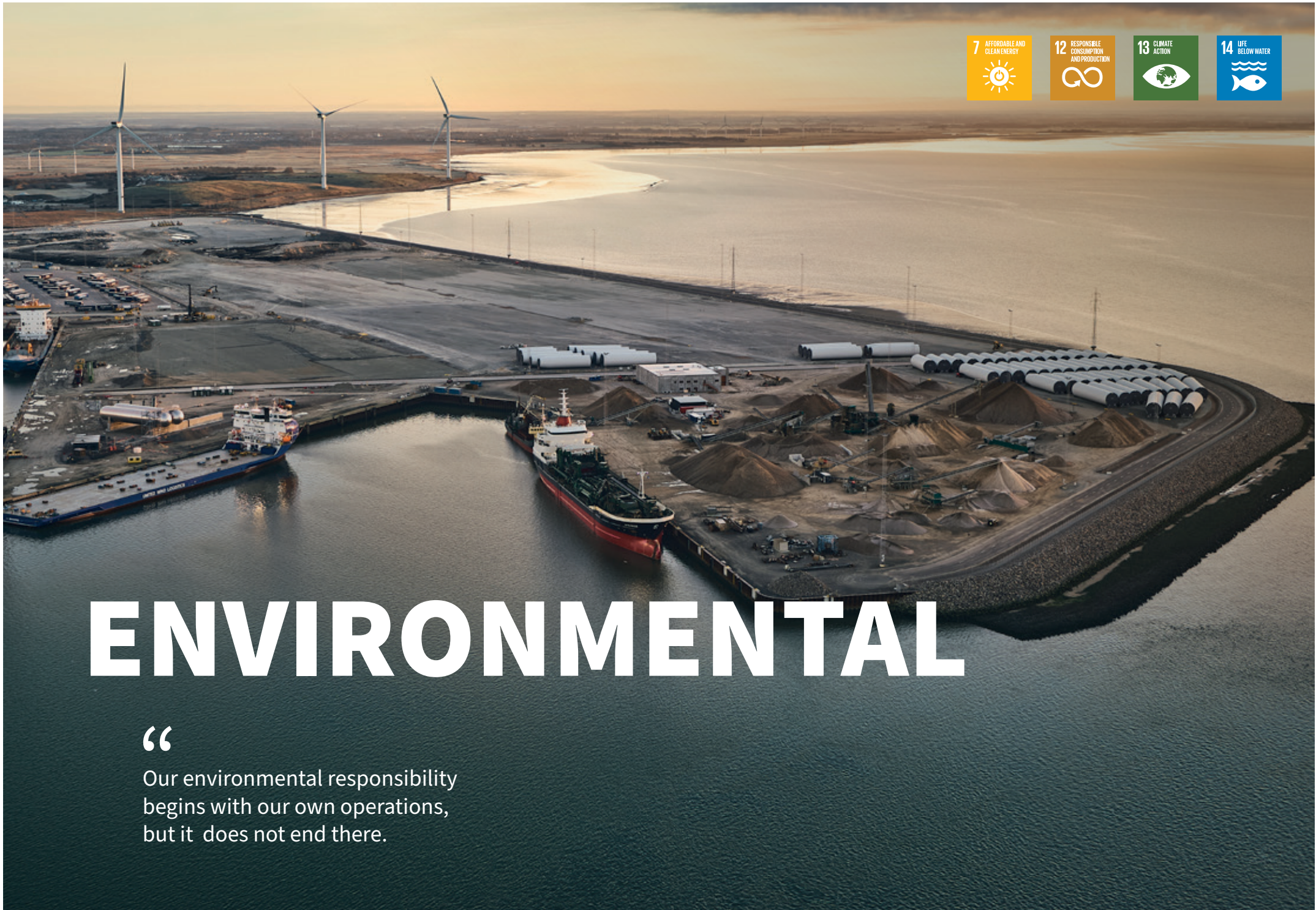


Work accidents



Sustainability-related project portfolio





ENVIRONMENTAL

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Our environmental responsibility begins with our own operations, but it does not end there.

Understanding our environmental impact

At Port Esbjerg, environmental responsibility takes more than one form.

Some impacts come directly from our own operations — from the energy we use, the vehicles and vessels we run, and the buildings and equipment we control. These are the impacts that make up our Scope 1 and Scope 2 emissions.

Other impacts arise through the role we play as an infrastructure provider. Through services, systems, and part-

nerships, we enable environmental improvements beyond our own footprint — for example through onshore power supply and the collection and sorting of ship waste that enters the local waste-to-energy system.

At the same time, some activities within the port area fall outside our operational control. Emissions from vessels, terminal operators, tenants, and other third-party activities are therefore not included in this report unless explicitly stated.

By distinguishing clearly between what we do, what we enable, and what we do not control, we aim to report our environmental impact as transparently as possible.



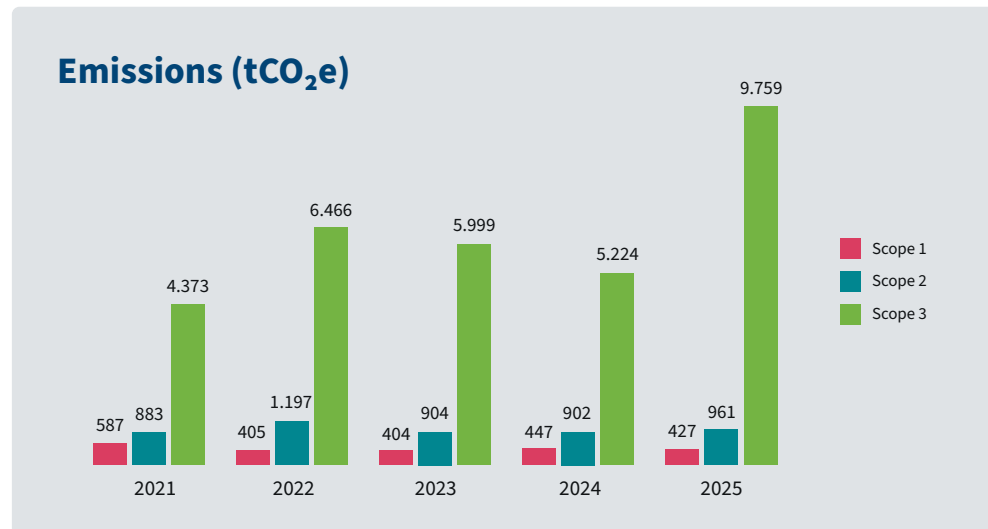
Greenhouse gas emissions

Port Esbjerg reports greenhouse gas emissions in accordance with the Greenhouse Gas Protocol, covering Scope 1, Scope 2, and selected Scope 3 categories.

Absolute emissions

Absolute emissions show the total climate footprint associated with the port authority's own operations and selected indirect

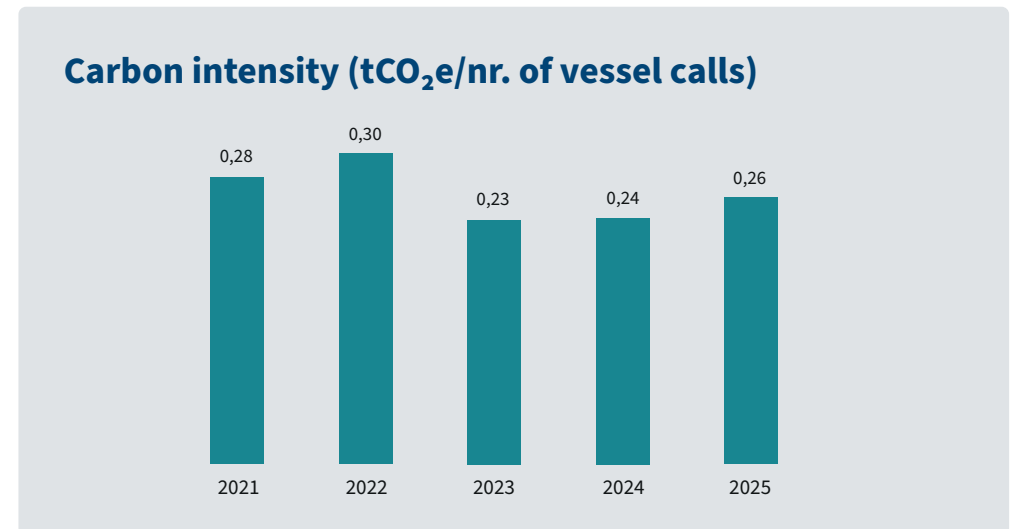
activities. These figures provide a full picture of the scale and development of reported emissions over time.



Carbon intensity

To understand operational efficiency independently of traffic volumes, Port Esbjerg also tracks carbon intensity as emissions per vessel call. This indicator has remained

consistently low over time, at around 0,2 tCO₂e per vessel call, which points to a stable and comparatively lean operational footprint.



Resource consumption

Electricity and transport

Energy consumption is one of the main drivers behind Port Esbjerg’s operational footprint and is therefore monitored closely as part of the port authority’s environmental reporting. Tracking how electricity and fuel are used across operations helps explain the development in reported emissions and supports the gradual transition toward more electrified activities

Electricity

Electricity consumption is reported separately for port authority operations, leased assets, and electricity distributed to third parties. This distinction is essential, as only electricity consumed within the port authority’s own operations is included in Scope 2 emissions. Electricity associated with leased assets and third-party use is disclosed to provide a complete picture of energy flows within the port area.

In 2025, electricity use in leased assets increased significantly. Based on operational insight, this development is consistent with growing tenant demand and the gradual electrification of port-related activities. Port Esbjerg can observe the increase in electricity supplied, but not the full extent of any corresponding reduction in tenants’ fossil fuel use.

Transport

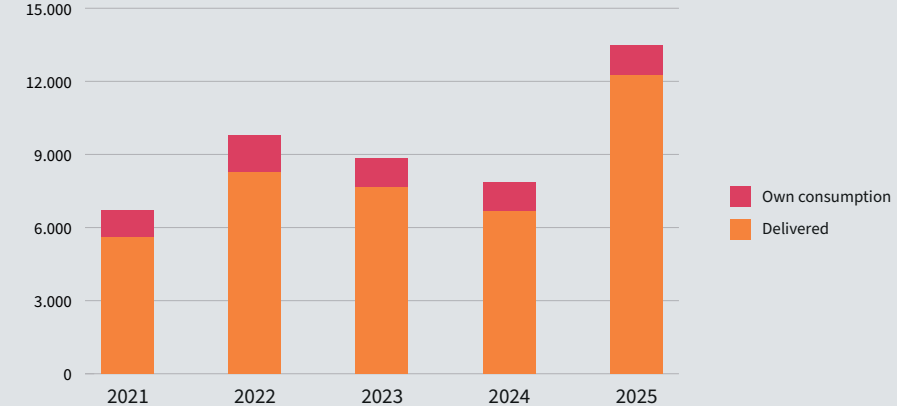
Fuel and electricity use from vehicles and operational equipment are tracked to provide transparency on how the port authority’s day-to-day activities are changing over time.

electric vehicles, and heavier machinery used in operations.

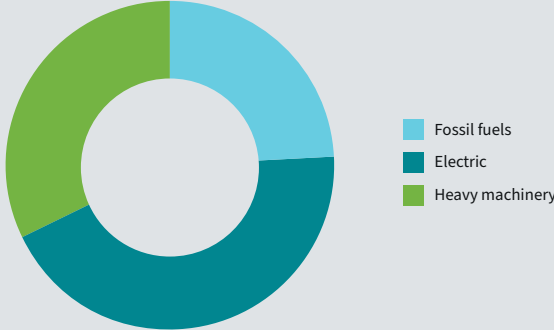
Taken together, these indicators help explain both the port authority’s reported emissions and the gradual shift toward more electrified operations.

The figures include fossil-fuel vehicles,

Electricity (kWh)



Share of vehicle use (%)



Resource consumption

Water and heating

Port Esbjerg monitors water and heating consumption as part of responsible resource management and ongoing operational oversight. Although these are not the largest contributors to the port authority’s environmental footprint, they remain important indicators of how resources are used across buildings and facilities under operational control.

Water

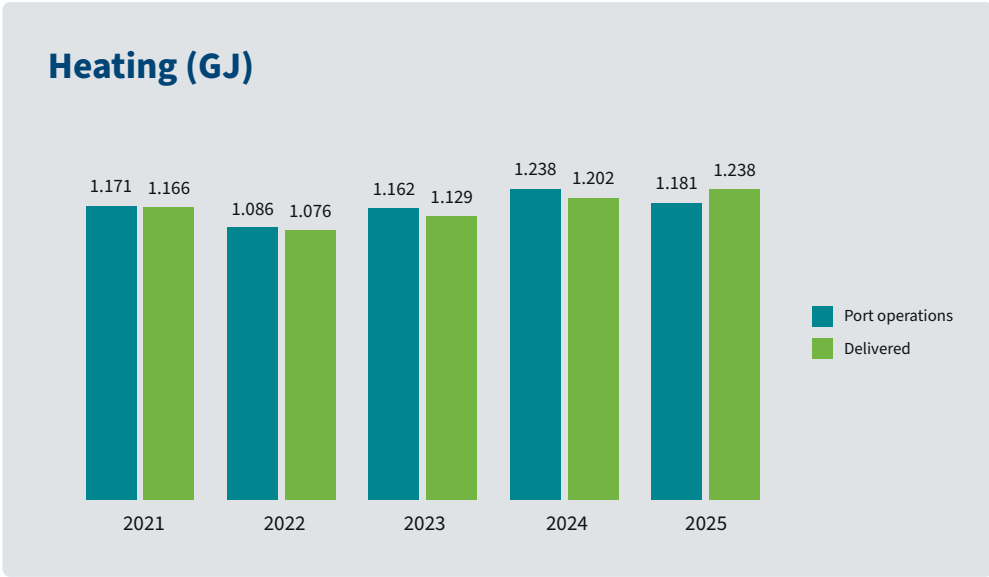
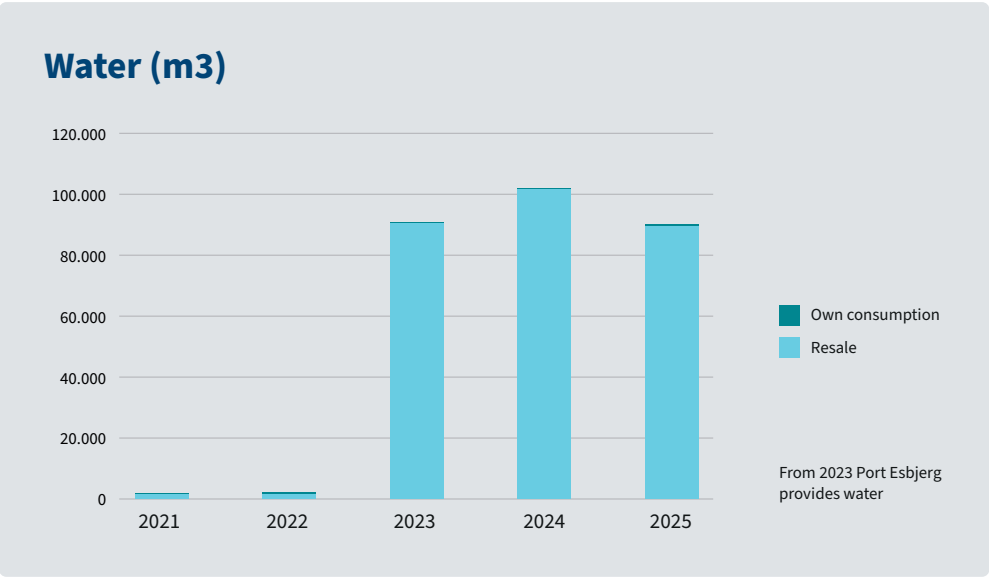
Water use reflects activity in buildings and facilities under port authority responsibility. Tracking these volumes helps identify long-term trends, supports awareness

of resource use across operations, and contributes to a broader understanding of how the port authority manages its environmental impact.

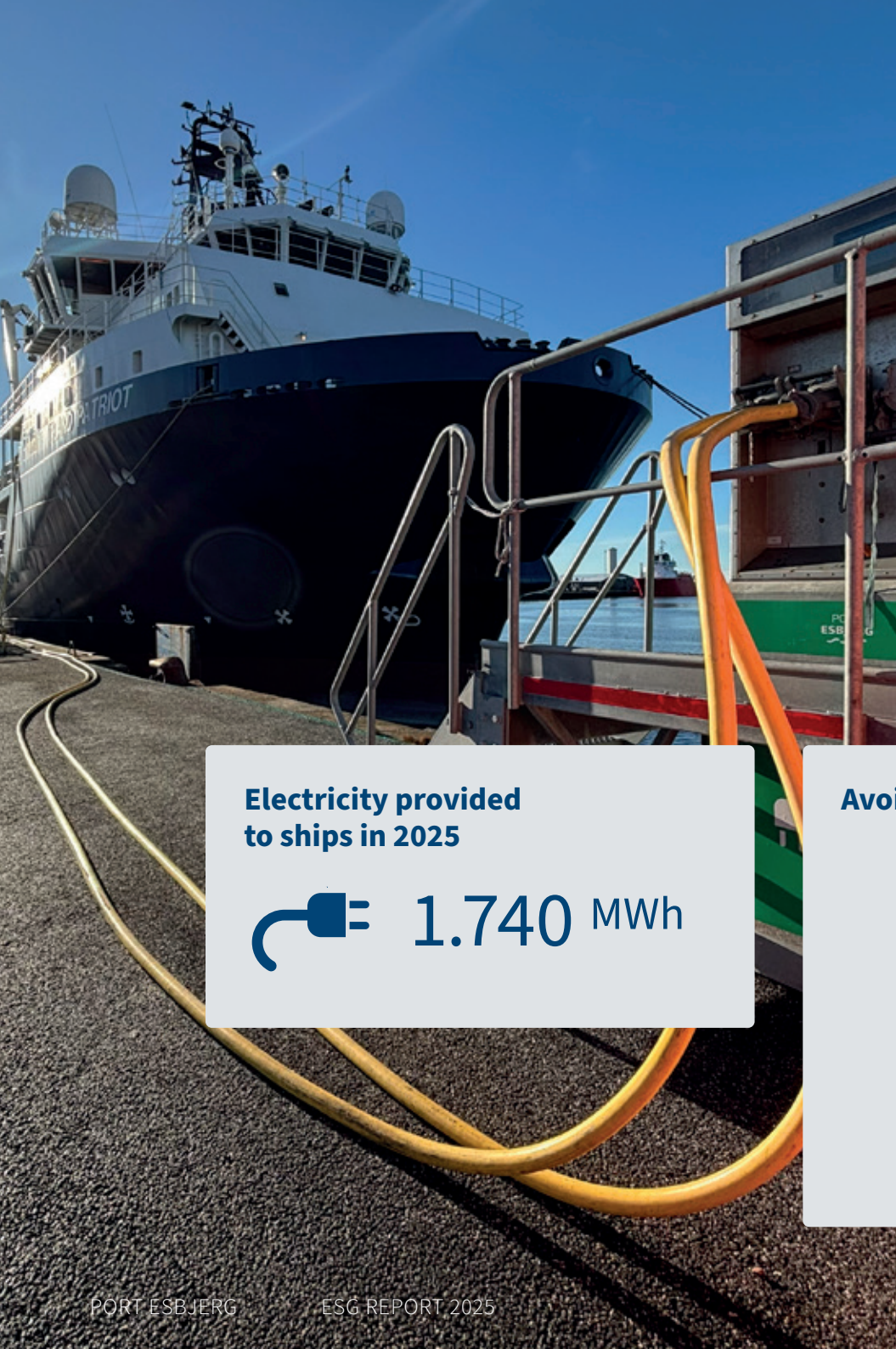
Heating

Heating consumption is influenced by building use, seasonal conditions, and the operational needs of a year-round port environment. Where relevant, heating use contributes to the port authority’s reported

emissions footprint. Monitoring heating demand over time helps provide context for changes in emissions and supports transparency in resource use beyond electricity alone.



Together, water and heating data complement the wider picture of Port Esbjerg’s resource consumption and show that environmental responsibility is not limited to carbon alone but includes the way everyday operations use and manage shared resources.



Onshore Power Supply

Onshore Power Supply (OPS) allows vessels to connect to shore-side electricity instead of running auxiliary engines while at berth.

In 2025, Port Esbjerg delivered 1.740 MWh of electricity to vessels through OPS. Based on standard assumptions for auxiliary engine use, this enabled the avoidance of approximately 386 tCO₂e, which is comparable to the CO₂ removal capacity of 25.400 Nordic Birch (hængebirk) trees over a year.

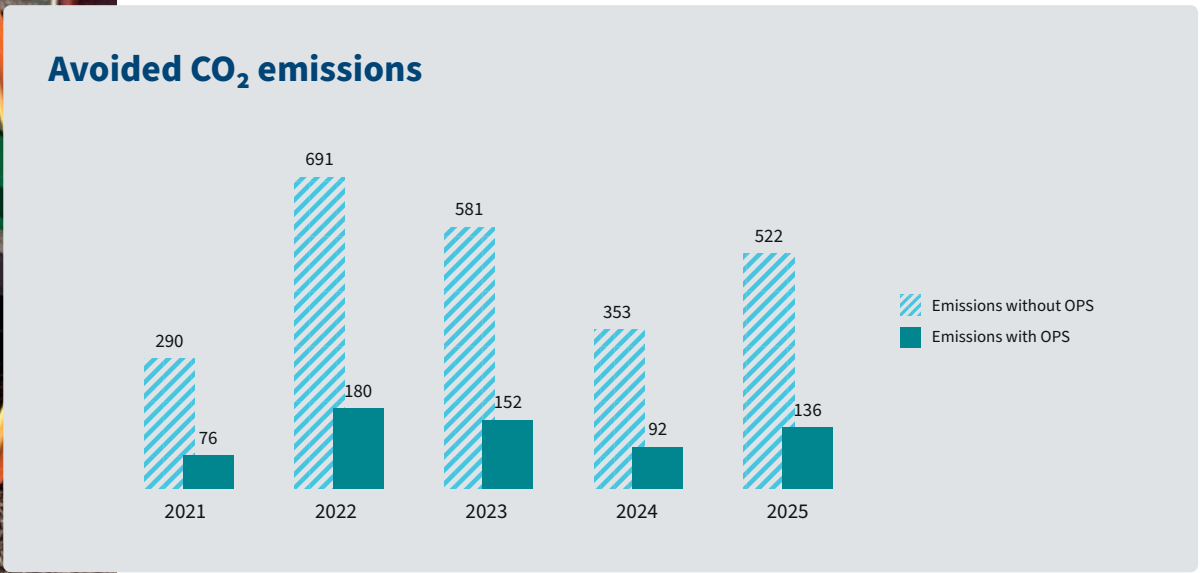
OPS is an important example of how Port Esbjerg can contribute to emission reductions beyond its own operations. The

avoided emissions are not included in Port Esbjerg's Scope 1 or Scope 2 footprint and are therefore presented separately as an enabled climate benefit.

As the maritime sector continues to electrify, OPS represents a practical way for ports to support cleaner operations at berth and reduce local emissions in and around the port area.

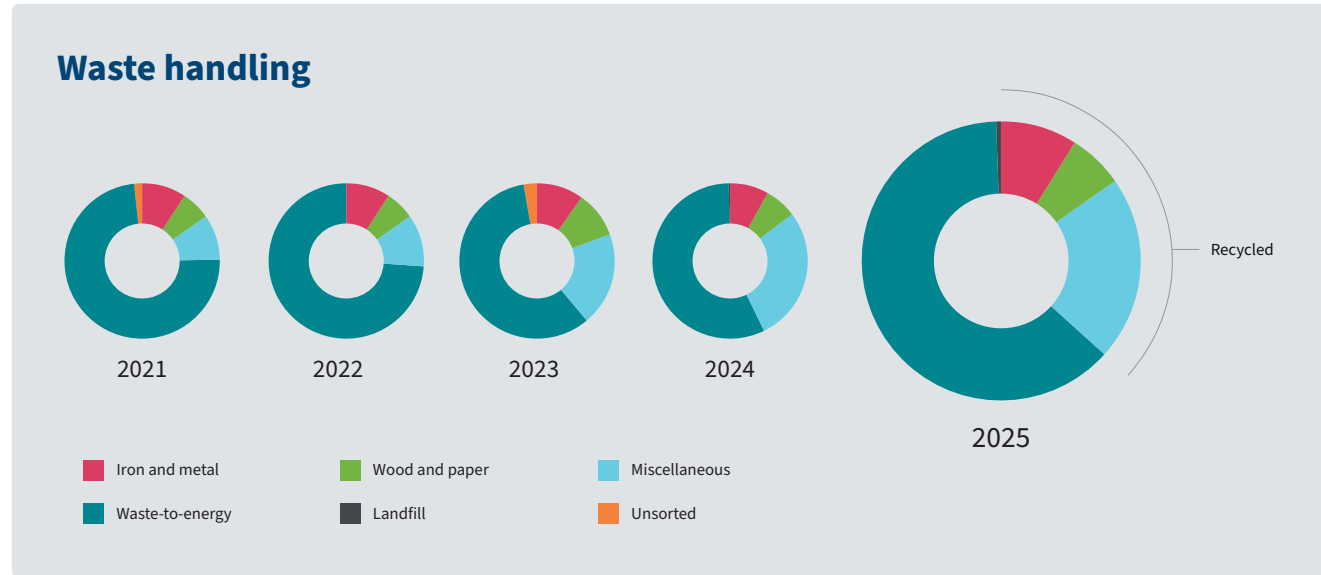
Electricity provided to ships in 2025

1.740 MWh



Closing the loop

Our waste management and circularity approach



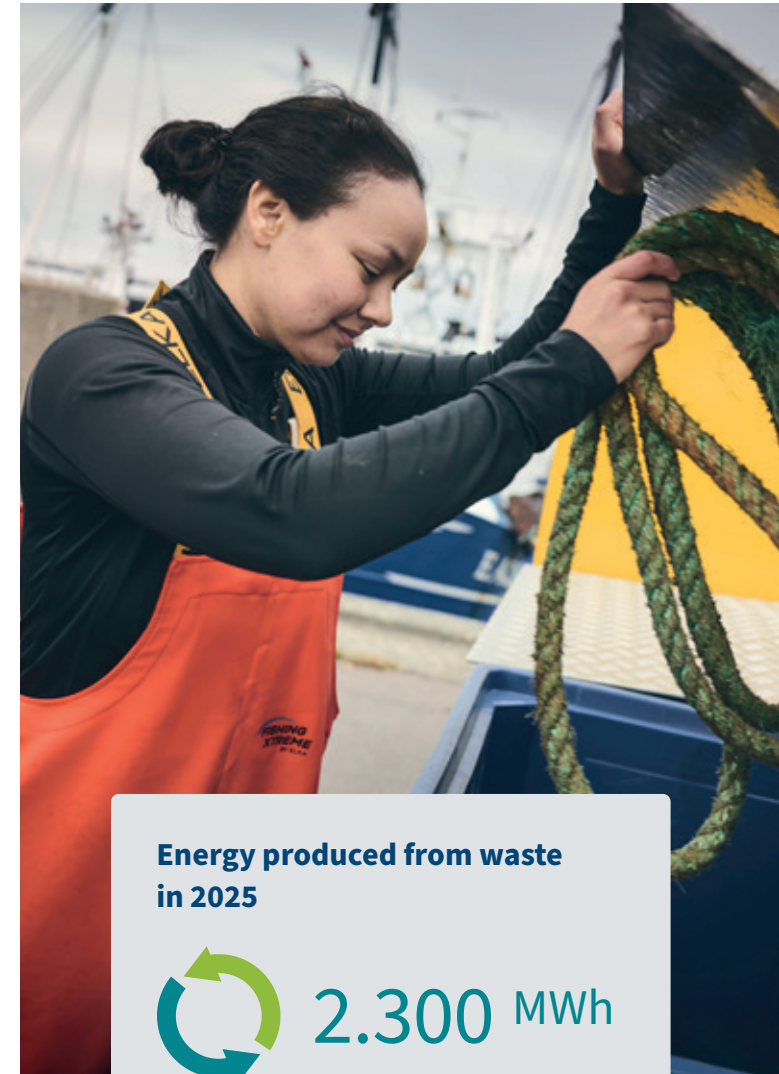
Port Esbjerg collects and sorts waste from vessels calling at the port, helping to ensure responsible handling and high recovery rates.

In 2025, over 99% of the waste we collected from ships calling at our port entered recovery streams. That means that through recycling (36,9%) or waste-to-energy management (62,6%) nearly all the waste handled was used beyond its end-of-life span.

Ship waste managed through Port Esbjerg entered the local waste-to-energy system, where it enabled the production of approximately 2.300 MWh of electricity and district heating. That is comparable to the energy use of 575 Danish households in a year.

While Port Esbjerg does not operate the waste-to-energy facility itself, the port plays an important role in enabling circular resource flows and reducing landfill dependency through sorting, collection, and transfer into the local recovery system.

In this way, ship waste becomes part of a wider circular system in which the port contributes not only to responsible disposal, but to the recovery of resources and energy.



Energy produced from waste in 2025



Closing the loop

Beyond neutrality – Our ambition to restore the ecosystem

At Port Esbjerg, climate action is about more than reducing emissions from our own operations. It is also about understanding the wider role we can play in shaping a more resilient and regenerative port environment.

We believe that avoiding environmental harm is necessary – but not always sufficient.

Wherever possible, we want our actions to contribute positively to nature, biodiversity, and the circular use of resources.

In 2025, Port Esbjerg initiated a partnership with ECoConcrete and Ocean Ecostructures to explore the biodiversity-enhancing potential of port infrastructure.

Through continuous monitoring and data collection, future reporting will seek to quantify ecological and climate-related outcomes as data becomes available.



Commitments, alliances and shared pledges



Port Esbjerg's sustainability work is anchored in both internal strategy and external cooperation.

Through international coalitions, regional declarations, and local strategic commitments, the port aligns its development with broader efforts to decarbonise shipping, support offshore wind, protect sensitive ecosystems, and improve the sustainability of port operations.

International

Our sustainability strategy takes the UN Sustainable Development Goals as its launchpad, focusing on areas where the port can make the greatest contribution as a major infrastructure provider. Port Esbjerg is also a member of the Getting to Zero Coalition, a global alliance working to accelerate the deployment of zero-emission shipping by 2030.

In addition, the port has actively participated in EcoPorts since 2013, supporting shared environmental management and knowledge exchange across the European port sector.

Regional

Port Esbjerg has signed a joint declaration with five of Europe's largest wind ports to accelerate the green transition through offshore wind and stronger port capacity. The port is also part of the 2022 Wadden Sea declaration, signed together with 38 organisations from Denmark, Germany, and the Netherlands to minimise the impact of shipping and port activity on the natural environment.

In addition, Port Esbjerg joined a Nordic port alliance in 2019, where ten ports committed to targeted cooperation on sustainable port operations.

Local

Port Esbjerg's sustainability work is locally anchored in Esbjerg Municipality's 2030 climate ambition and in the municipality's climate partnerships. A concrete example is the seawater heat pump at the port, now delivering green district heating to Esbjerg and Varde. The port also helps strengthen local sustainability engagement through our Innovation Hub and GenIn, which connect companies, students, and research institutions around real sustainability challenges.



SOCIAL

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A port is built on infrastructure, but it moves forward through people.

Our team

Port Esbjerg's workforce is central to the port authority's long-term development and daily operations.

The experience, knowledge, and commitment of employees' shape both the quality of today's work and the port's ability to adapt to future demands.

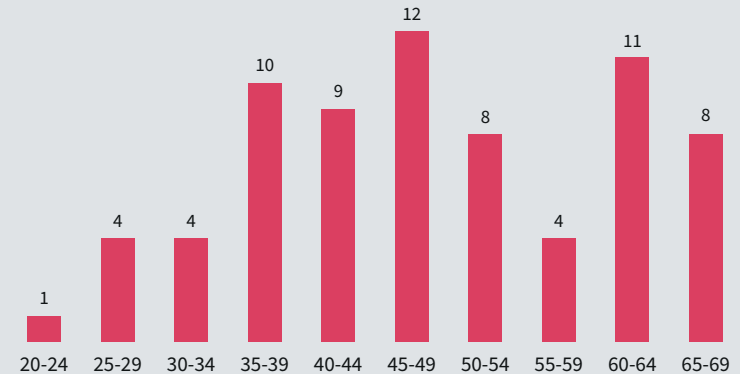
The figures presented on this page provide an overview of the workforce in terms of gender and age distribution.

Together, these indicators help illustrate the structure of the organisation and provide context for workforce planning, competence development, and succession needs.

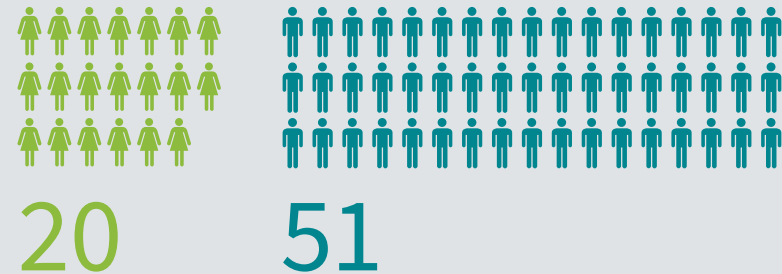
The age profile of the organisation highlights the importance of knowledge transfer and continued investment in future talent.

At the same time, workforce diversity remains an important part of building an inclusive and resilient organisation.

Age distribution



Gender distribution



Work environment

A safe and healthy working environment is a fundamental priority for Port Esbjerg.

The port authority works continuously to maintain a strong safety culture and to support working conditions that protect both physical safety and day-to-day well-being.

The indicators on this page reflect key aspects of the work environment, including:

- work accidents
- absence related to sickness and other causes
- general conditions affecting everyday working life.

In 2025, Port Esbjerg recorded zero work accidents, reflecting the continued focus on prevention, awareness, and operational responsibility across the organisation.



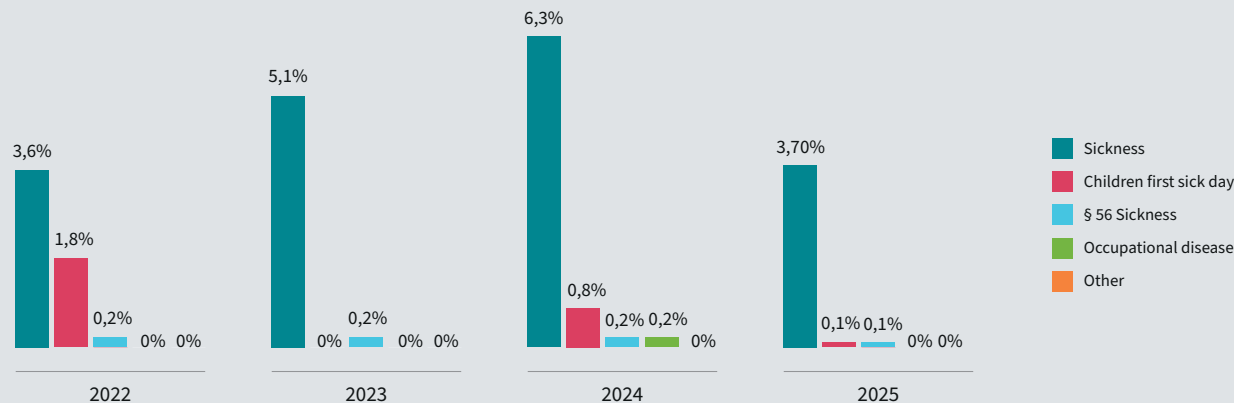
Work accidents



0

ACCIDENTS 2025

Absence statistics

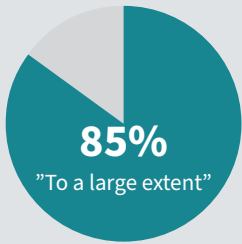


Absence figures should be understood as part of the broader picture of workforce health and working conditions, and not as performance indicators in isolation.

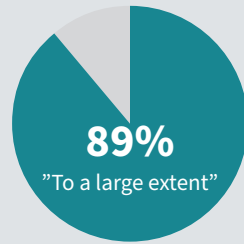
Workforce wellbeing

Employee satisfaction survey

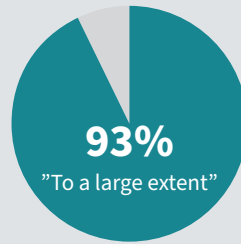
Do you have a good relationship with your colleagues?



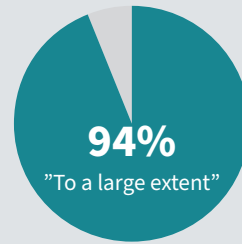
Do you feel part of a community at work?



Do you get enough support from your manager?



Do you feel motivated and engaged in your job?



We support our workforce wellbeing not only through retention and recruitment, but also by offering flexibility and support across different life situations. This includes flexible working arrangements, opportunities for remote work where relevant, senior schemes, parental leave arrangements, and support for employees facing critical illness

Workforce wellbeing is about more than satisfaction in the moment. It is also about whether people choose to stay, whether new people choose to join, and whether the organisation remains strong over time.

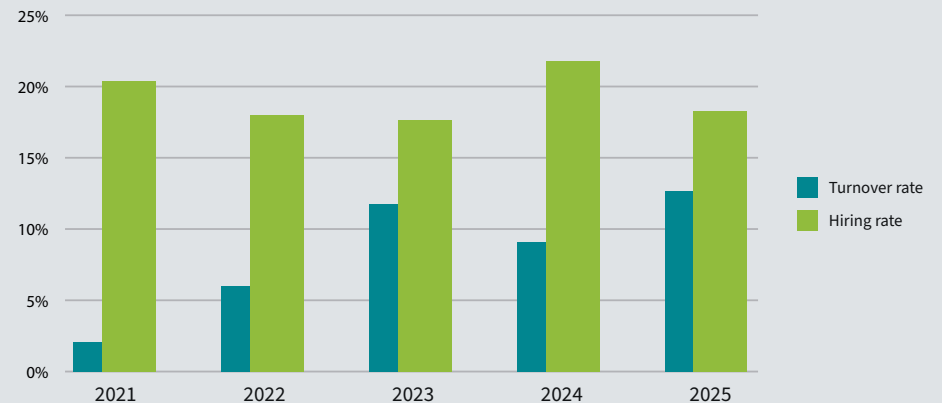
The figures on this page bring together employee satisfaction, turnover, and hiring activity to give a picture of how Port Esbjerg develops as a workplace.

Over the years, Port Esbjerg has maintained positive net workforce growth, with hiring consistently exceeding turnover. In 2025, employee turnover remained with-

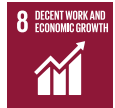
in the normal range for a small specialised organisation, while recruitment continued to support renewal and future capacity.

Together, these indicators reflect Port Esbjerg's position as a stable workplace with the ability to attract new talent while retaining valuable experience.

Net workforce growth



Education, opportunity and future talent



Port Esbjerg supports education, learning, and competence development as part of its responsibility to both its own workforce and the wider labour market connected to the port.

This includes internal training and education, support for apprenticeships and student collaboration, and initiatives aimed at strengthening the skills needed in a changing port environment shaped by digitalisation, new energy systems, and the green transition.

Just as importantly, Port Esbjerg sees it as part of its social responsibility to help provide the next generation with a

head start into working life. By creating opportunities for first work experience, collaboration, and practical exposure to the port environment, the organisation contributes to building future talent and strengthening the connection between education and employment.

Port Esbjerg also supports broader learning on sustainability and the green transition through initiatives such as GenIn, helping students, companies, and future professionals engage with the opportunities and challenges linked to a changing energy and business landscape.

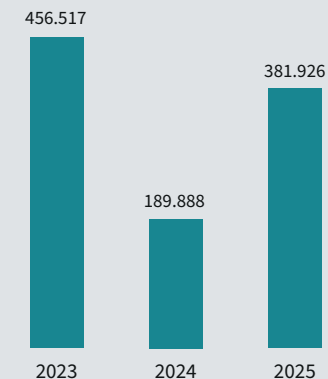
Together, these efforts reflect a long-term commitment to future skills, decent work, and responsible development.

Port Esbjerg supports education not only through internal learning and training, but also by opening the port to students and future professionals.

Through our Innovation Hub, we collaborate closely with universities and other learning institutions with the goal to boost the creation of new solutions, projects, and start-ups with sustainability as a driving force.



Investment in internal competence development



Numbers are in DKK

Social responsibility and support beyond the organisation

Port Esbjerg's social responsibility extends beyond its direct employees.

As a port authority, the organisation also contributes to the wellbeing of people who work in, visit, or depend on the port environment more broadly. This includes support for seafarers, attention to inclusion, and efforts to create opportunities for people with different backgrounds and labour-market conditions.

Port Esbjerg supports Esbjerg Havneservice, which provides welfare services for seafarers visiting the port, including access to lounge areas, recreational facilities, and services that help improve the quality of their stay. This reflects the port's recognition that social responsibility also includes the people who pass through the port, not only those employed by it.

The port also seeks to contribute to a more inclusive labour market. This includes maintaining apprenticeships, being open to flexjob arrangements, and supporting opportunities for people on the edge of the labour market. Port Esbjerg's ambition is to create a workplace and a port environment where access, inclusion, and equal treatment are taken seriously in practice.

Examples such as Mønstringshuset, which provides shared facilities for port workers and has been adapted to support a more inclusive work environment, show how social responsibility is also expressed through the physical conditions created around work.





Community, heritage and local engagement

Port Esbjerg contributes to the local community not only through jobs and business activity, but also by supporting local life, cultural identity, and shared engagement around the port.

Through sponsorships and partnerships, Port Esbjerg supports activities within sport, culture, and community life in the Esbjerg area. These contributions reflect the port's ambition to be an open and attractive part of the local commu-

nity while helping strengthen the connection between the port, the city, and the people who live and work around it.

Port Esbjerg also works to preserve and share its history. Det Gule Palæ, one of the port's oldest buildings, is used to communicate the port's heritage and is opened to the public several times each year. In this way, the port contributes not only to future development, but also to maintaining a visible link to its past.

Initiatives such as Ren Havn, where port workers and their families take part in harbour clean-up activities, show how environmental responsibility and local engagement can go hand in hand. Together, these efforts reflect Port Esbjerg's role as a port that is both operationally significant and locally rooted.



GOVERNANCE

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Good governance is what turns ambition into direction, and direction into action.



Who we are

Good governance at Port Esbjerg begins with clear roles, relevant competencies, and shared responsibility across the organisation.

The Board of Directors provides the strategic direction for the port and is appointed by the municipal council based on experience, competencies, and the ability to support informed decision-making. Day-to-day management is led by the executive management team, while the extended management team brings together expertise from across the organisation to support coordination, implementation, and operational oversight.

This structure helps ensure that decisions are taken on a well-informed basis and that strategic priorities — including sustainabil-

ity, safety, and long-term development — are embedded across the organisation.

Port Esbjerg also places value on employee participation. Dialogue and involvement in matters relating to daily work and working conditions are important parts of how the organisation operates, contributing to both stronger implementation and a more responsible working culture.



Gender distribution on leadership



3 WOMEN



5 MEN



Our defining principles

Port Esbjerg aims to conduct its activities with transparency, responsibility, and respect for applicable laws, standards, and ethical principles.

This includes clear procedures for contracts, procurement, and collaboration with suppliers and partners. Port Esbjerg expects suppliers to comply with relevant ethical requirements, and contractual frameworks include provisions related to subcontractors, insurance, labour clauses, and

responsible working conditions. In several areas, these requirements are aligned with recognised labour standards, including the principles reflected in ILO Convention No. 94.

Ethical conduct also depends on trust and accountability in daily work. Employees are bound by confidentiality obligations, and internal matters as well as customer-related information are expected to be handled with loyalty and discretion.

To support consistent practice, Port Esbjerg monitors and follows up on its management systems on an ongoing basis. External audits are carried out annually across key systems, including quality, environment, and occupational health and safety, helping ensure that governance is not only defined in principle, but maintained in practice

Upholding accountability

Work environment meetings

12 / 12 On target



Safety inspections

12 / 12 On target



Safety workshops

24 / 24 On target



■ Met target
 ■ Above target
 ■ Below target



At Port Esbjerg, accountability is maintained through regular follow-up, monitoring, and clear routines for oversight.

This includes structured governance of the working environment, where meetings, inspections, and reviews help ensure that safety, procedures, and responsibilities are continuously followed up in practice. The figures on this page show how Port Esbjerg works systematically with accountability through regular work environment meetings and safety inspections.

Accountability also depends on transparency in reporting and follow-up. Port Esbjerg monitors its key management systems on an ongoing basis and receives

annual external audits of quality, environmental, and occupational health and safety systems. This helps ensure that governance is not only defined in policy but maintained through recurring control and improvement.

In this way, accountability at Port Esbjerg is expressed not only through formal responsibilities, but through the regular actions and checks that support responsible daily operations.



Sustainable decision-making

At Port Esbjerg, sustainability is not treated as a separate agenda, but as part of how priorities are set and decisions are made.

This is reflected in the port authority's project portfolio, where sustainability-related initiatives are assessed, developed, and advanced through planning, approval, and implementation. The figures on this page illustrate the scale of ongoing, approved, and applied projects linked to sustainability, green energy, and long-term port development.

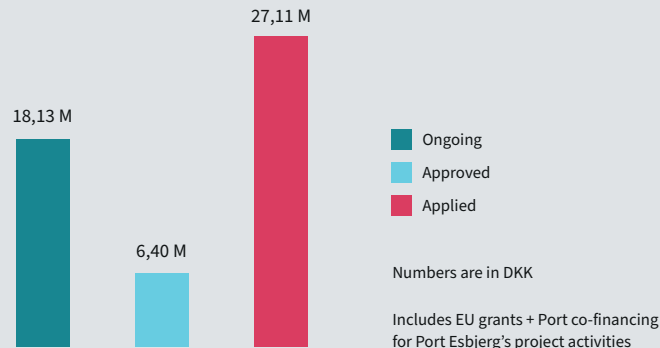
These projects are not abstract. They include investments and preparations linked to carbon capture and storage (CCS), the establishment of Denmark's first CO₂

terminal, and infrastructure that supports the handling and future movement of green fuels such as hydrogen, ammonia, and e-methanol. Port Esbjerg has also described its long-term role as a decarbonisation node, where infrastructure, logistics, and energy systems come together to support the wider green transition.

By allocating time, funding, and organisational attention to these projects, Port Esbjerg translates strategic ambition into concrete action. In this way, governance is not only about oversight and compliance, but also about ensuring that sustainability is reflected in real investment choices and long-term development priorities.

This approach supports the port's ambition to contribute to the green transition through both direct action and the infrastructure and partnerships that make wider change possible.

Secured funding in sustainability-related projects





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At Port Esbjerg, responsibility is measured not only by what we aim to achieve, but by the decisions we make along the way.

Methodology and reporting boundary

Report scope

This report presents Port Esbjerg's environmental, social, and governance performance for the reporting year 2025 and focuses primarily on the port authority's own activities and responsibilities. Unless explicitly stated otherwise, the report does not include operational data from third-party actors such as tenants, terminal operators, or vessels.

Environmental data

Environmental data is prepared in accordance with the Greenhouse Gas Protocol, covering Scope 1, Scope 2, and selected Scope 3 categories. Scope 2 includes only electricity consumed in port authority operations. Electricity associated with leased assets or distributed to third parties is reported separately and is not included in the port authority's Scope 2 footprint. Carbon intensity is calculated using Scope 1 and Scope 2 (location-based) emissions per vessel call.



Enabled impacts

Certain benefits described in the report are presented as enabled impacts rather than as part of Port Esbjerg's own emissions footprint. These figures are derived from measured operational data — such as electricity delivered through OPS or volumes of ship waste collected and transferred — combined with standardised and conservative assumptions where direct measurement of the final effect is not available to the port authority. For this reason, enabled impacts should be understood as indicative estimates of impact scale, intended to provide a transparent picture of the environmental value Port Esbjerg helps enable through its infrastructure and services. They are presented separately and are not included in Port Esbjerg's Scope 1 or Scope 2 totals.

Social, governance and limitations

Social and governance data is based primarily on internal HR, organisational, and management-system records. Some indicators reflect oversight mechanisms rather than outcomes, such as work environment meetings, safety inspections, and sustainability-related project portfolios. As with all ESG reporting, some impacts cannot be fully quantified and some indicators are based on the best available internal data and current assumptions.

Further insight into our methodology can be provided upon request

Looking ahead

This report shows that sustainability at Port Esbjerg is both a matter of responsibility in our own operations and a matter of enabling wider change through infrastructure, partnerships, and long-term investment.

The year 2025 has also shown that progress is not always reflected in a simple reduction curve. As electricity de-

mand rises through leased operations and shore power, some reported emissions may increase even as port-related activities become more electrified. This makes transparency and careful reporting more important than ever.

For Port Esbjerg, the task ahead is therefore twofold: to continue reducing the footprint of our own operations, and at the same time strengthen the conditions that allow

others to decarbonise, innovate, and operate more sustainably through the port.

As a major port for offshore wind and the wider energy transition, Port Esbjerg recognises that its role carries both opportunity and responsibility. That responsibility includes not only reducing emissions but also continuing to improve the way the port contributes to people, community, and the natural environment around it.





BOARD OF DIRECTORS

CHAIRMAN

Søren Gade, MP

VICE CHAIRMAN

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