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## **Towards Sustainability of the Greek Port Sector – The Case Study of Lavrio**

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### **Abstract<sup>1</sup>**

The paper consists of the application of the Koundouri et al (2023)'s methodology to integrate SDGs into the Sustainability Reporting Framework for the Case Study of Lavrio Port in Greece. This novel holistic framework consists of downscaling the UN SDSN Sustainable Development Report's methodology to a corporate (private or public) level to support the transformation of the companies in line with the Corporate Sustainability Reporting Directive. The methodology builds on the ESG rating tool of the Hellenic Republic Asset Development Fund, the sole shareholder of the Port Authority of Lavrio, who had developed a thorough list of ESG Key performance Indicators to assess and support the sustainability performance of its portfolio. This framework is intended to provide a baseline for measuring sustainability performance of the Port of Lavrio, as it is undergoing a sustainability transformation employing a systems innovation approach.

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<sup>1</sup> This paper is based on deliverables of the GREEN PORT LAVRIO Project.

## Introduction

The concept of sustainability has been gaining momentum in the maritime industry globally, in recent years, and the Greek port sector could not be an exception. The shift towards sustainable port management involves adopting strategies that balance economic viability, environmental accountability, and social responsibility. Despite these advances, significant challenges remain in implementing and measuring sustainable practices, given the sector's complexity and the diverse range of stakeholders involved.

Maritime transport, especially port operations, plays a significant role in the Greek economy. However, these activities come with environmental and socio-economic implications that necessitate the integration of sustainability principles. This paper focuses on Lavrio Port, which has been coping with sustainability issues while striving to maintain operational efficiency and economic competitiveness. The port of Lavrio, owing to its strategic geographic position and substantial maritime traffic, has a critical role to play in shaping Greece's maritime sustainability efforts.

In 2015, the General Assembly of United Nations introduced the 17 Sustainable Development Goals (SDGs), endorsed by 193 countries that committed to achieve them by 2030. The SDGs cover a broad range of development issues like poverty, hunger, health, education, climate change, clean water and sanitation, social justice, and others and each goal has specific targets and indicators that help in measuring progress.

In measuring the sustainability and societal impact of a business operations, the ESG (Environmental, Social, and Governance) criteria offer a useful framework to work with, and affect financial performance of companies, as literature suggests.

The Environmental component has to do with the impact of a company's activities on the natural environment, by examining aspects like waste management, greenhouse gas emissions, energy efficiency, water management, etc. The Social component investigates how a company treats its employees, suppliers, customers, and the local community in which it operates. Governance relates to a company's leadership, executives' salaries, internal controls, shareholder rights, and transparency etc.

The SDGs are inherently linked to the ESG factors and jointly provide a comprehensive framework for assessing the sustainability and societal impact of businesses and investments. The ESG criteria closely align with several SDGs, making them useful for businesses seeking to contribute to these global goals.

The objective of this paper is to apply a methodology proposed by Koundouri et al. (2023), aiming at integrating the SDGs into the Sustainability Reporting of Lavrio Port. This approach intends to create a holistic framework for sustainability, adjusting the UN SDSN Sustainable Development Report's methodology to the port level. The paper highlights that this methodology could accelerate Lavrio Port's sustainability transformation and provide critical insights for broader application within the Greek port sector.

## Background and Literature Review

Greek ports face several environmental challenges as they strive to transition towards more sustainable operations. Chlomoudis, Pallis, and Platias (2022) highlight that progress in moving towards environmentally friendly operations in Greek ports is slow and that much work remains. One of the significant environmental issues is waste generated by ports, which Puig et al. (2022) emphasized as the most common environmental concern, alongside air quality and climate change. Tselentis, Pelagidis, and Manologlou (2020) also identified pollution from normal operations and accidents as a substantial challenge, especially in the context of marine protected areas. Air quality is consistently cited as a high priority (Puig et al., 2017), with a particular focus on emissions from shipping as noted by Tzannatos (2010).

In response to these challenges, several Greek ports have engaged in sustainability initiatives. Palantzas, Naniopoulos, and Koutitas (2014) highlight the urgency for Greek ports to implement sustainable systems, plans, and policies that integrate environmental protection with financial development. The adoption of Environmental Management Systems (EMS) in European ports, including Greek ports, has increased significantly, as indicated by Puig et al. (2015), and there is a recognized need for more accurate performance indicators to measure sustainability (Lim et al., 2019). Additionally, Acciaro, Ghiara, and Cusano (2014) stress the importance of energy management, with an increasing uptake of innovative technologies and alternative fuels in the port sector.

Though efforts have been made, the existing literature suggests that the journey towards sustainability in the Greek port sector is burdened with challenges. Schipper, Vreugdenhil, and De Jong (2017) mention that high-ranking ports develop integrated plans, measures, and regulations for sustainable development, balancing financial objectives with environmental concerns. This indicates the need for Greek ports to adopt comprehensive strategies, especially considering the pressing environmental issues they face. Anastasopoulos, Kolios, and Stylios (2011) advocate for modern, eco-friendly, and cost-efficient ideas to enhance competitiveness and promote green ports, with particular attention to compliance with environmental legislation.

Since the Late 2000's ESG integration focused primarily on assessing the ESG policies and processes of companies to evaluate the companies best managing these issues, and which issues were material to the financial prospects of the company, then overweighting or underweighting the companies accordingly. Following the introduction of the SDGs in 2015, which address a wide range of topics like poverty, hunger, health, education, climate change, gender equality, water, health, energy, environment, and social justice, the scope of business world to be sustainable has been broader.

Achieving the goals requires an estimated investment of USD 5 trillion to USD 7 trillion per year until 2030. For every year that passes, the investment needed to fulfil these goals increases, highlighting the urgency of mobilizing capital. Since 2015, the SDGs are gaining ground as a reference point for investors to align investments and impact goals. This has not only added an additional layer of analysis on top of the traditional exclusion and ESG but underline the need for the creation of a suite of additional attractive investment opportunities that are 'impact-aligned' to the SDGs. Agenda 2030 and the Sustainable Development Goals (SDGs), adopted by all member states of the United Nations in 2015, describe a universal agenda that applies to and must be implemented by all countries and all stakeholders at a

local level and in any instance of economic activities. Sound metrics and data are critical for turning the SDGs into practical tools for problem solving. UN SDSN partners with a variety of organizations to assess progress towards SDG achievement at the national level and the local level. Both official and unofficial metrics are used to measure distance to targets for each of the SDGs to identify priorities for action, understand key implementation challenges, track progress, ensure accountability, and identify gaps that must be closed to achieve the SDGs by 2030. The SDSN methodology (Sachs et al., 2020) was audited by the EU JRC in July 2019.

Sachs et al (2019) suggests an approach of making the SDGs operational for governments and policymakers, based on Six Transformational themes, while Koundouri et al. (2021,2022) propose a methodology to map European Green Deal policy documents to the SDGs. Further, Koundouri et al. (2022) present a methodology to assess the degree that the National Recovery and Resilience Plans (NRRPs) of NextGenerationEU program,<sup>2</sup> support the SDGs, and apply it on the NRRPs of 7 European countries.

Koundouri et al (2023) provides a holistic three step approach for the integration of the Sustainable Development Goals into the sustainability reporting of companies. Process requires the use of an extend set of sector-specific and generic Environmental, Social and Governance Key Performance Indicators (KPIs) based on a series of accounting standards and frameworks, measured across the value chain of the company.

## The Case of Lavrio Port

Ports are operating in an international, competitive environment, in which volatility, uncertainty, complexity, and ambiguity (VUCA) are predominant. Current global challenges, like the climate crisis, food insecurity, energy crisis, growing inequalities, conflicts and a rapid biodiversity collapse are interlinked and require immediate action. In this complex environment, sustainability stands at the forefront, with ports called to respond to various regulatory, investment and societal requirements from the global to the national and local levels.

The sole shareholder of several Port Authorities in Greece is the Hellenic Republic Asset Development Fund (HRADF), which also acts as a Ports Planning Authority aiming to develop the country's port infrastructure and promote investments with a positive footprint for local communities.

Lavrio Port, positioned at the southeastern edge of the Attica peninsula (Figure 1), is a vital hub for Greece's maritime activities. Its strategic location, 60 km from the heart of Athens and a mere 25 km from Athens International Airport, positions it as a crucial gateway between the capital, neighboring Cyclades islands, and broader Northern Aegean destinations. The port's multifaceted operations encompass a variety of sectors, catering to diverse maritime needs.

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<sup>2</sup> [https://next-generation-eu.europa.eu/index\\_en](https://next-generation-eu.europa.eu/index_en)

#### Multi-purpose

- Heraklion
- Volos
- Lavrio

#### Cargo & Bulk

- Elefsina
- Kavala
- Patra
- Alexandroupolis

#### Cruise Passenger

- Corfu

#### Ferry/Coastal Passenger

- Kavala
- Patra
- Alexandroupolis
- Corfu
- Igoumenitsa
- Rafina



Figure 1 10 Regional Ports of the Hellenic Republic Asset Development Fund (HRADF). Source: HELLENIC REPUBLIC ASSET DEVELOPMENT FUND 10 Port Authorities January 2019, [https://hradf.com/wp-content/uploads/2022/03/10-Port-Authorities\\_Jan2019.pdf](https://hradf.com/wp-content/uploads/2022/03/10-Port-Authorities_Jan2019.pdf)

The array of activities at Lavrio Port highlights its crucial role in the region. Its passenger and vehicle ferry services form a vital connection to the Cyclades islands and further Aegean destinations. In addition, the port's general cargo commercial facilities and Ro-Ro<sup>3</sup> capabilities, as well as a container terminal, provide important connections with Turkish, Israeli, Cypriot, and Italian ports. Lavrio Port also possesses a fully equipped, ISPS<sup>4</sup> compliant terminal, attracting cruise ships and boosting the local tourism industry. In addition, it houses a marina that currently serves approximately 180 boats, with plans for expansion being in progress. A fishing boat section further augments Lavrio's role by supplying both the local and greater Athens markets with fresh seafood.

Future plans include the extension of the Athens Suburban Railway to Lavrio, enhancing its connectivity and accessibility, bringing it closer to the existing suburban railway network's reach of approximately 30km. This multifunctionality makes Lavrio Port a critical part of Greece's maritime infrastructure and an essential player in its journey towards sustainability.

A new context of innovation in the port environment is crucial, to manage the systemic interconnected risks, support decarbonisation targets and create the conditions to flourish in an unknown climate-impacted future. HRADF has partnered with ATHENA RC and EIT Climate-KIC on a new approach to innovation, which responds to complex challenges and breaks through traditional innovation siloes: a “systems innovation” approach.

<sup>3</sup> Ro-Ro is an acronym for Roll-on/roll-off. Roll-on/roll-off ships are vessels that are used to carry wheeled cargo. Source: <https://www.marineinsight.com/types-of-ships/what-are-ro-ro-ships/>

<sup>4</sup> ISPS or the International Ship and Port Facility Security Code is an essential maritime regulation for the safety and security of ships, ports, cargo and crew. Source: <https://www.marineinsight.com/maritime-law/the-isps-code-for-ships-a-quick-guide/>

The Hellenic Republic Asset Development Fund has employed in 2021-2022 its HRADF ESG rating tool to evaluate the performance of all ports in their asset portfolio, including Lavrio. WP3 works in enhancing the performance tracking tools of the port by further developing the current HRADF ESG Rating tool to:

- Include Hybrid Metrics
- Integrate performance relative to SDGs based on UN SDSN methodologies.
- Integrate Benchmarking against the Seaports Sector

This novel approach is based on Koundouri et al's (2023) framework which integrates the Sustainable Development Goals into the Corporate Sustainability Reporting Framework. The method consists of downscaling the UN SDSN methodology to a subnational level, company level, in line with the newly introduced Corporate Sustainability Directive<sup>5</sup>.

## Methodology

The Koundouri et al (2023) methodology, along with the UN SDSN Sustainable Development Report, is adapted to fit the Sustainability Reporting Framework of Lavrio Port. The initial stage involves an in-depth analysis of Lavrio Port's activities, focusing on its key Environmental, Social, and Governance (ESG) aspects per the Hellenic Republic Asset Development Fund's ESG rating tool. These identified ESG aspects are then linked with the relevant Sustainable Development Goals (SDGs), demonstrating the port's influence on global sustainability targets.

Following this, specific metrics and key performance indicators (KPIs) are established to track progress on these ESG aspects and linked SDGs. These KPIs, integrated with Hybrid financial metrics, enable the port to compare its performance with other regional and global sector participants.

The resultant ESG-SDG framework is merged into Lavrio Port's Sustainability Reporting Framework, enabling comprehensive and transparent tracking and communication of its sustainability performance. Stakeholder engagement is critical in each stage, ensuring the relevance and credibility of the sustainability efforts.

### ESG Criteria - Key Performance Indicators

Consider  $n=1, \dots, N$  a set of Environment, Social and Governance (ESG) Key Performance Indicators (KPI) to be included in the analysis, classified under  $i=1, \dots, K$  material issues corresponding to the Environmental, Social and Governance Pillars. **Table 1** presents the fourteen material issues included in the Sustainability assessment of the Lavrio Port, as well as the number of KPIs included in each category.

*Table 1 Port of Lavrio KPIs - Material Issues/ Categories*

ESG Categories	Material Issues / Categories	# KPIs
Environmental	Climate Change and Environment	6
	Water and Wastewater Management	6

<sup>5</sup> [https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting\\_en](https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en)

	Energy, Emissions and Energy Efficient Buildings	18
	Biodiversity	6
	Waste, Material and Hazardous Material Management	11
	Environment - Ports Specific	17
<b>Social</b>	Employees	27
	Suppliers	5
	Community	11
	Social - Ports Specific	14
<b>Governance</b>	Highest Governance Body and Committees	12
	Remuneration	5
	Policies	14
	External Reporting and Communication	36

**Table A.1 Key Performance Indicators – Definitions** provide the detailed list of the 190 KPIs, together with their definitions. The data were available for years 2020 and 2021, where the most recent data were used in the evaluation of the dashboards. KPIs can be categorized into two main categories. Qualitative-Intangible KPIs, where the response of the company can take predefined values (e.g. Yes or No) and Quantitative KPIs where company reports on specific values for the underlying metrics (e.g., Water Use).<sup>6</sup> For all KPIs, except a set of quantitative KPIs as described in the next section, our methodology applies the scoring system defined by HRADF, which is presented in detail in **Table A.2 Panel A - HRADF KPIs – Scoring System – Environmental Pillar**.

### Hybrid Financial Metrics

For a set of Quantitative Key Performance Indicators, our analysis defines Hybrid financial measures, where the KPI value is divided by the Turnover in millions of Euros.<sup>7</sup> Consider the case of Annual Water Use, measured in Cubic Meters. This is a hybrid metric to capture the Water Use efficiency of the Company relative to its operating revenue. Note that the ratio decreases as revenues increase and/or Water Consumption decreases, that is the Target of the company is to minimize this ratio. Such ratios are hybrid financial/ resource efficiency metrics, asymptotically bounded in  $([-\infty, 0])$  after adjusting for direction (e.g., Less is better – we target to minimize). Hybrid Financial Ratios were calculated for all quantitative KPIs, for which the upper bound of the KPI is not a feasible Target for the Company, that is among others: Water Use, Total Waste Generated and Recycle Ratio.

<sup>6</sup> The data types and the measurement units for all KPIs are also reported in **Table A.1 Key Performance Indicators – Definitions**

<sup>7</sup> The Turnover for the port of Lavrio in 2022 was 6.325172 million Euro.



## Setting Targets and Bounds

Raw indicators are adjusted to control for direction (More is Better or Less is Better which depends on if the target for the company will be to maximize or minimize its score respectively). So, in this section the “upper bound” is always used to refer to the Target value, even if the raw indicator data is descending and the most progress is represented by a smaller number. Upper and Lower Bounds depend on the nature of the KPI and follows closely the scoring system of HRADF. Just to provide few examples, the following Governance Pillar KPI (under the External Reporting and Communication Material Issue/ Category):

Do you have a formal grievance mechanism for external stakeholders? NO=0 YES=5

The Upper Bound will be set to 5 while the Lower bound to 0. A positive answer implies an 100% implementation while a negative answer implies a 0% implementation rate respectively.

On the other hand, for the KPI described in **Table 2**, The bounds are set to [0,100] and the response will define various levels of implementation against the target.

*Table 2 KPIs Example of setting Bounds*

What percentage of your total energy consumption has received energy certifications (i.e. ISO 50001)?		
0%	0	points
<25%	10	points
25%<KWh<50%	25	points
50%<kWh<75%	50	points
>75%	75	points
100%	100	points

In the case of Quantitative variables, the optimum or target is set using science-based targets where they exist, e.g., for example the UB for the Number of non-compliance incidents and Percentage of Electricity from renewables are set to 0 and 100% respectively.

In the case of Quantitative variables for which a science-based target cannot exist, e.g., in cases where a Resource efficiency Hybrid Metric is used then the Target (UB- Upper Bound) as well as the lower bound (LB) are obtained by Sectoral Benchmarking, which is explained in greater detail in the following section. Focusing for example at the Water Efficiency Ratio, its asymptotic bounds (after adjusting for direction) are  $(-\infty, 0]$ . As zero cannot be a feasible target (e.g., neither Energy Consumption will ever converge to zero for any positive quantity produced, nor the turnover will ever converge to  $\infty$ ), the upper bound is set by benchmarking relative to the top performers in the sector. The same approach is applied for the lower bounds, which are set as the 2.5 percentile of the distribution of the ratios to the Benchmarking sample.

For all KPIs the values are censored to [LB, UB], so to mitigate impact of outliers.<sup>8</sup>

## Benchmarking

For Benchmarking we use ESG scores based on our database using mainly data from Thomson Reuters REFINITIVE<sup>9</sup> and Asset 4,<sup>10</sup> supplemented by BLOOMBERG.<sup>11</sup> REFINITIVE is the leading platform offering ESG data and time series of ESG kpis KPIs for more than 15.000 stocks listed in International Exchanges. Refinitiv offers one of the most comprehensive ESG databases in the industry, covering over 90% of global market cap, across more than 600 different ESG metrics, with history going back to 2002. Scores are simple-to-understand percentile rank scores benchmarked against Thomson Reuters Business Classifications (TRBC – Industry Group) from Refinitiv. The ESG scores are data-driven, accounting for the most material industry metrics, with minimal company size and transparency biases.

The first step of the Benchmarking analysis is to identify stocks with a SIC (Sector Identification) code 1, 2 or a SIC Code 3, defined in the set [4491,4499], that is port related sectors. SIC code 1 identifies the main sector of incorporation of the company, that is its primary economic activity. This filter results in 73 listed companies internationally with ESG related scores available and with time series of ESG KPIs also available.

Based on this list, we identify Top 10% Performers as the companies with the highest “Environmental”, “Social” or “Governance” Score respectively. For a total number of 73 stocks, the 10% top fractile corresponds to the top 8 performers.

Just to provide an example the Upper Bound (Target) for Water Use Efficiency Ratio is calculated as the average ratio of the top 8 performers. This is a feasible target, as the company targets to adjust its Water Efficiency Ratio to a level that will place her in the top 10% Resource Use Performers in its Industry (at a European or International level). All metrics for International Companies is converted to Euros using the exchange rate at 31/12/2022, as provided by Thomson Reuters.

**Table 3**, reports the top 10% industry performers internationally, as well as its Environmental Pillar score and its performance to the set of hybrid metrics which are included in our analysis. **Table A.3 Benchmarking** presents all relevant details about all 73 ports/ port authorities included in Benchmarking.

Table 3 Top 10% Performers 1

<i>FULL NAME</i>	<i>Environment Pillar Score</i>	<i>Water Use To Revenues USD in millions</i>	<i>Total Waste To Revenues USD in millions</i>	<i>GEO</i>
ADANI PORTS AND SPECIAL ECONOMIC ZONE	85.01	2285.18	3.51	Asia Pacific
CARNIVAL	81.79	3003.30	64.15	Europe
SINOPEC KANTONS HOLDINGS	80.65	906.74	1.97	Asia Pacific
CHINA MERCHANTS PORT GROUP	76.58	2622.97	6.24	Asia Pacific

<sup>8</sup> This practice affects only the quantitative KPIs, as by definition the qualitative cannot take any values outside the bounds set by the scoring system.

<sup>9</sup> <https://www.refinitiv.com/en/>

<sup>10</sup> [https://my.refinitiv.com/content/dam/myrefinitiv/productdoc/Asset4ESGProfessional\\_Guide.pdf](https://my.refinitiv.com/content/dam/myrefinitiv/productdoc/Asset4ESGProfessional_Guide.pdf)

<sup>11</sup> <https://www.bloomberg.com/europe>

SANTOS BRASIL PARTICIPACOES ON	76.45	236.79	15.79	Latin America
HMM	75.18	3.75	1.58	Asia Pacific
NIPPON YUSEN KK	74.84	15.60	0.30	Asia Pacific
COSCO SHIPPING PORTS	74.60	821.32	6.63	Asia Pacific
A P MOLLER MAERSK	74.28	30.71	5.64	Europe

### Scores - KPI level

Once the upper and lower bounds for normalization have been established, the distance of each value from the target is calculated and the series were adjusted for direction. Finally, the indicators were transformed on a linear scale to [0,100] using a classic min-max transformation:

$$x' = 100 \frac{(x-LB)}{(UB-LB)} = score_k \quad (1)$$

The Normalized series refers also to the score of the kth KPI. K corresponds to the total number of KPIs included in the analysis.

A score of 100 represents an 100% implementation of the target and the normalized variable can be interpreted in terms of percentage distance from the optimum. A score of 50 denotes the half-way point between the worst performance to the best.

### Dashboard Ratings

The methodology for building the dashboards consists of establishing quantitative thresholds to classify regions' performance on indicators into a traffic light table. The indicator-level dashboard ratings are then aggregated into an overall dashboard rating by **ESG Material issue, ESG pillar and an Aggregate ESG score for the company**. To assess the progress on an indicator, we use four bands (red, orange, yellow and green). These bands are based on the green thresholds, which denote ESG Target achievement, and the red thresholds, which denote major challenges to ESG Target achievement. Orange indicates significant challenges, while yellow minor challenges. For each indicator, the Yellow/Orange Limit (YOL) is defined as the average between the lower and the upper bounds (e.g., 50 in the normalized scale [0,100]). For the targets for which Benchmarking approach is applied (e.g., all Hybrid metrics included in the analysis), the green and red thresholds were determined as  $YOL \pm$  one standard deviation of the cross-sectional distribution of the metric for all companies included in the Benchmarking. For all of the non-tangible KPIs, the green and red limits are defined as:

$$\text{Yellow – Orange Limit (YOL)} \pm \frac{UB - \text{Yellow-Orange Limit (YOL)}}{2} \quad (2)$$

### SDG Weights - Map KPIs to SDGs

The mapping methodology refers to map individual KPIs to specific SDG indicators using the most updated list of the 170 indicators for the 17 SDGs.

Consider  $i=1, \dots, 17$  refers to the 17 SDGs. Also consider  $k=1, \dots, K$ , refers to the Individual KPIs in analysis. Then the raw SDG weights of KPIs:

$$W_{i,k}^{SDG} = \frac{\sum \text{SDG Indicators mapped to KPI}_k \text{ under } SDG_i}{\sum \text{Indicators under } SDG_i} \quad (3)$$

Raw weights are normalized so that the sum of weights to sum to one:

$$\widehat{W}_{i,k}^{SDG} = \frac{W_{i,k}^{SDG}}{\sum_{k=1}^K W_{i,k}^{SDG}} \quad (4)$$

Note that:

$$\sum_{k=1}^K \widehat{W}_{i,k}^{SDG} = 1 \quad (5)$$

The holistic interdependent relationship of the fourteen Material Issues and the 17 Sustainable development goals (SDGs) is presented in **Figure 2** using a Sankey diagram. The SDG weights for each category is calculated as the average weight of all KPIs used in each material issue category. **Table A.4 Mapping the ESG KPIs to the 169 KPIs of SDGs** and **Table A.5 SDG Weights per ESG KPI** present the mapping of KPIs to SDG targets and the SDG weights of all individual KPIs under all three ESG pillar and fourteen material issues categories, respectively. Analysis in the SDG context is more holistic and reveals the interconnections between the ESG KPIs, where the most common ESG related scores are agnostic.

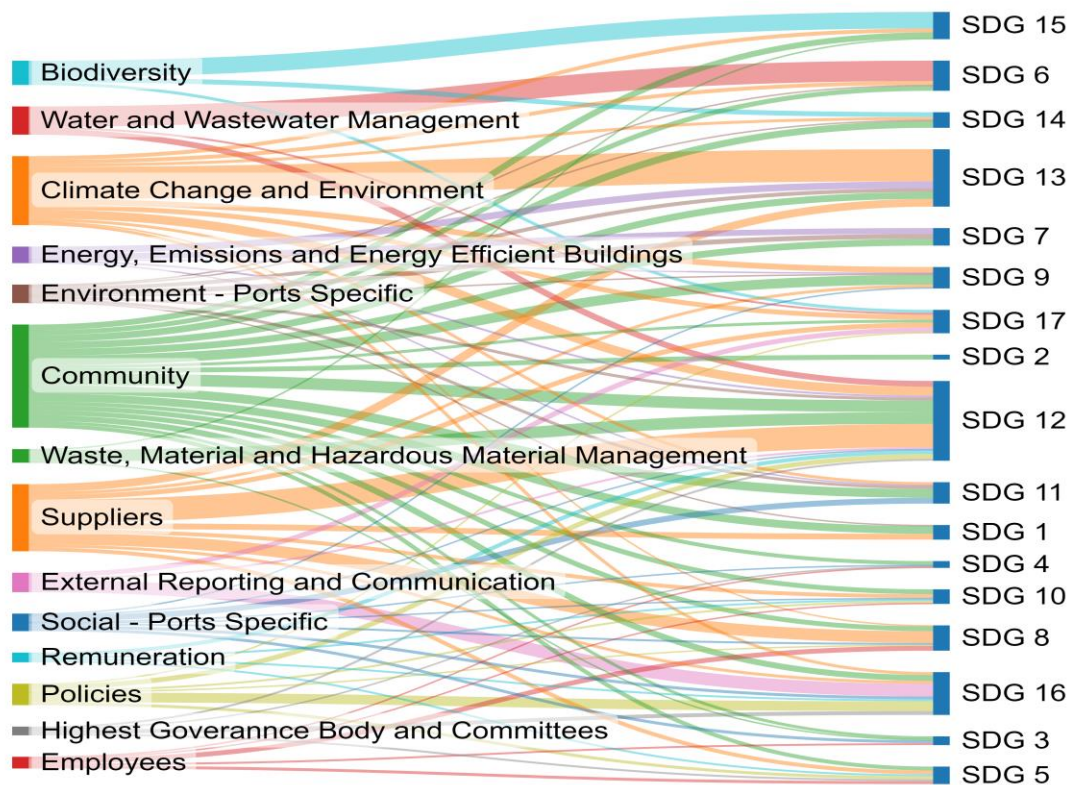


Figure 2 SDG weights– Lavrio Material Issues

## Aggregate Material Issue / ESG and SDG Scores and Rankings

The Scores (equation 1) and Rankings, calculated in sections 3.5 to 3.7 are aggregated to the  $m=1, 2, \dots, M$  Material issues (MI) categories and  $j=1, 2, 3$ , ESG (Environment, Social and Governance) categories. Suppose  $Mn$  corresponds to the number of KPIs included in the  $M$ th Material Issue category, the score of the category can be aggregated as follows:

$$Score_m^{MI} = \sum_{k=1}^{Mn} \frac{score_k}{Mn} \quad (6)$$

Similarly, the scores for the 3 ESG pillars are calculated as follows:

$$Score_j^{ESG Pillar} = \sum_{k=1}^{Jn} \frac{score_k}{Jn} \quad (7)$$

Where  $j$ th the total number of KPIs included in the calculation of the  $j$ th pillar. Finally, an aggregated score for the ESGs is calculated as follows:

$$Score_{ESG} = \sum_{k=1}^{Mn} score_k W_m^{MI} \quad (8)$$

$$W_m^{MI} = \frac{Mn}{K} \quad (9)$$

Also, using the scores for the SDGs in equation (4), scores for each SDG are calculated as follows:

$$Score_i^{SDG} = \sum_{k=1}^K \widehat{W}_{i,k}^{SDG} Score_k \quad (10) \text{https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.L.2022.322.01.0015.01.ENG&toc=OJ%3AL%3A2022%3A322%3ATOC}$$

## Lavrio Port Sustainability Performance Evaluation

Using the scoring/ rating system we discussed, a holistic evaluation of the Lavrio port is performed. **Table 4, panels A and B** present the scores and the ratings respectively for the 3 ESG Pillars (Environmental, Social and Governance Criteria). **Table 5, panels A and B** presents the scores and the ratings for the material categories respectively. **Table A.6 Dashboard- KPI Scores** and **Table A.7 Dashboard- KPI Ratings** report the scores and ratings for all 190 ESG KPIs

Focusing on the ESG scores and ratings of **Table 4**, Lavrio port exhibits a performance of 35%, 67% and 38% for the Environmental, Social and Governance Pillars respectively, while the overall score is a moderate 46%. That is, there are significant challenges that remain in relation to the Environment and Governance Pillar, while the challenges are moderate for the Social Pillar. The first 2 columns of **Table 4** refer to the average score/rating of all material categories included in each pillar. Breaking down to Material Categories in **Table 5**, the low E pillar score is mainly attributed to the low performance in Energy, Emissions and Energy Efficiency (14%)

and the Environment - Port Specific- (29%) Categories, while on the other hand the port exhibits a relatively good performance in Biodiversity (66.7%) and Climate Change and Environment (50%) categories. For the Governance Pillar the score is mainly driven by the External Reporting and Communication category (9.5%), which also has the highest number of KPIs. On the other hand, Lavrio has a high score in the Highest Governance Body and Committees Category (90%) and a good score in the Policies and Remuneration Categories (60%). Finally, the port has a stronger performance in the Social Pillar, where all material categories score higher than 60%.

As explained during the previous sections, transposing the ESG scores into the SDGs help in better considering the holistic nature of the ESG criteria and the interdependencies between them. Focusing on the Rankings displayed in **Table 4b and Table 5b**, the port has significant challenges in meeting the Goals 7,12,13,16 and 17, while moderate challenges appear for Goals 1, 3, 4, 6, 8, 9, 10, 14 and 15, leaving only 2 goals as being relatively achieved, that is 2 (zero hunger) and 5 (gender equality).

Please note that following the common UN SDSN methodology, all KPIs are considered as equally important, so they are assigned with an equal weight when aggregating to Categories or Pillars. Same all KPIs are considered for the transposition of the ESG related performance metrics to SDG. The above methodology, is not followed by the current version of the HDRAF Rating tool, as presented in previous sections and **Table A.2 Panel A - HRADF KPIs – Scoring System – Environmental Pillar**, which implies unequal weighting of the KPIs in the aggregation for the port’s score (e.g. which is defined as the sum of all points-scores obtained from the 190 KPIs).

In order to mitigate for these obvious differences, we allow user to choose adjusting scores based on the relative importance of KPIs implied by the scoring system (for example the KPI “Do you protect or restore habitats?”, is assigned with a -10 point for a negative response versus a +5 points for a positive, while the KPI “Do you have certified disposal methods by type and volume of waste?” is assigned with a -5/ 5 points for negative/positive response respectively). Adjusted scores account for these relative weights, by aggregating KPI scores to Material Categories and Pillars, using the following formulas:

$$Score_m^{MI Adjusted} = \sum_{k=1}^{Mn} score_k \frac{|points_k|}{\sum_{k=1}^{Mn} |points_k|} \quad (11)$$

$$Score_j^{ESG Pillar Adjusted} = \sum_{k=1}^{Jn} score_k \frac{|points_k|}{\sum_{k=1}^{Jn} |points_k|} \quad (12)$$

**Table 6** presents the results, scores and ratings using the alternative scoring system. **Table A.8 Dashboard- KPI Scores – Alternative Scoring** and **Table A.9 Dashboard- KPI Ratings – Alternative Scoring** reports the scores and the ratings for all KPIs using formulas 11 and 12, to calculate the adjusted scores.

As expected, the alternative scoring system delivers higher performances, especially to the Governance Pillar (52.2% vs 37.8%), and the overall ESG score increases by 10% (55.4% vs 45.5%). On contrary, the more holistic SDG scores and ratings, which take into account the interactions between the ESG KPI, material issues and pillars are far less sensitive to scoring methodologies, so the ratings remain unaffected.

Table 4 Panel A – ESG Pillars/SDG Scores

ESG/SDG Dashboard Scores	kpi scores	material category scores	pillar scores	esg scores	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
⊕ Environmental	34.88	34.88	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
⊕ Governance	37.84	37.84	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
⊕ Social	66.56	66.56	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35

Table 5 Panel B – ESG Pillars/SDG Ratings

ESG/SDG Dashboard Ratings	kpi ratings	material category rating	ESG pillar rating	esg score	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
⊕ Environmental	2.06	1.91	2.00	45.54	3.00	4.00	3.00	3.00	4.00	3.00	2.00	3.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00
⊕ Governance	2.12	2.10	2.00	45.54	3.00	4.00	3.00	3.00	4.00	3.00	2.00	3.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00
⊕ Social	3.00	3.00	3.00	45.54	3.00	4.00	3.00	3.00	4.00	3.00	2.00	3.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00

1.0	Major Challenges Remain
2.0	Significant Challenges Remain
3.0	Challenges Remain
4.0	Goal Achieved

Table 6 Panel A – ESG Material Categories Scores

ESG/SDG Dashboard Scores	kpi scores	material category scores	pillar scores	esg scores	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Environmental	34.88	34.88	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Biodiversity	66.67	66.67	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Climate Change and Environment	50.00	50.00	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Energy, Emissions and Energy Efficient Buildings	13.89	13.89	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Environment - Ports Specific	29.02	29.02	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Waste, Material and Hazardous Material Management	47.86	47.86	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Water and Wastewater Management	43.74	43.74	34.88	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Governance	37.84	37.84	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
External Reporting and Communication	9.44	9.44	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Highest Governance Body and Committees	89.58	89.58	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Policies	58.57	58.57	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Remuneration	60.00	60.00	37.84	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Social	66.56	66.56	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Community	72.73	72.73	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Employees	66.44	66.44	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Social - Ports Specific	64.29	64.29	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Suppliers	60.00	60.00	66.56	45.54	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35



Table 7 Panel B – ESG Material Categories Ratings

ESG/SDG Dashboard Ratings	kpi ratings	material category rating	ESG pillar rating	esg score	1 PEOPLE	2 WATER	3 CLIMATE ACTION	4 QUALITY	5 GENDER	6 SOCIETY	7 AFFORDABLE AND CLEAN ENERGY	8 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9 REDUCED EMISSIONS FROM ENERGY	10 JUST SOCIETY	11 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR GOALS
Environmental	2.1	1.9	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Biodiversity	3.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Climate Change and Environment	2.5	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Energy, Emissions and Energy Efficient Buildings	1.4	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Environment - Ports Specific	1.9	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Waste, Material and Hazardous Material Management	2.5	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Water and Wastewater Management	2.3	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Governance	2.1	2.1	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
External Reporting and Communication	1.3	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Highest Governance Body and Committees	3.8	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Policies	2.7	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration	2.8	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social	3.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community	3.2	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees	3.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social - Ports Specific	2.9	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers	2.8	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

1.0	Major Challenges Remain
2.0	Significant Challenges Remain
3.0	Challenges Remain
4.0	Goal Achieved

Table 8 Panel A – ESG/SDG Pillar and Material Categories Scores – Alternative Scoring

ESG/SDG Dashboard Scores	kpi scores	material category scores	pillar scores	esg scores	1 PEOPLE	2 ZERO WASTE	3 CLIMATE ACTION	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE UNDER WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Environmental	34.88	39.58	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Biodiversity	66.67	63.64	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Climate Change and Environment	50.00	70.00	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Energy, Emissions and Energy Efficient Buildings	13.89	17.24	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Environment - Ports Specific	29.02	34.02	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Waste, Material and Hazardous Material Management	47.86	47.65	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Water and Wastewater Management	43.74	53.11	39.86	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Governance	37.84	44.31	52.20	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
External Reporting and Communication	9.44	14.74	52.20	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Highest Governance Body and Committees	89.58	94.00	52.20	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Policies	58.57	65.79	52.20	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Remuneration	60.00	77.78	52.20	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Social	66.56	76.51	76.48	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Community	72.73	80.00	76.48	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Employees	66.44	79.17	76.48	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Social - Ports Specific	64.29	68.18	76.48	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35
Suppliers	60.00	77.78	76.48	55.36	70.37	75.00	55.56	62.50	84.23	64.58	38.46	74.83	55.19	70.59	47.53	46.94	25.33	73.33	72.00	36.08	28.35

Table 9 Panel B – ESG/SDG Pillar and Material Categories Ratings -Alternative Scoring

ESG/SDG Dashboard Ratings	kpi ratings	material category rating	ESG pillar rating	esg score	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR GOAL ACHIEVEMENT
Environmental	2.1	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Biodiversity	3.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Climate Change and Environment	2.5	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Energy, Emissions and Energy Efficient Buildings	1.4	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Environment - Ports Specific	1.9	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Waste, Material and Hazardous Material Management	2.5	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Water and Wastewater Management	2.3	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Governance	2.1	2.2	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
External Reporting and Communication	1.3	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Highest Governance Body and Committees	3.8	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Policies	2.7	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration	2.8	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social	3.0	3.8	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community	3.2	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees	3.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social - Ports Specific	2.9	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers	2.8	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

1.0	Major Challenges Remain
2.0	Significant Challenges Remain
3.0	Challenges Remain
4.0	Goal Achieved

## Results and Discussion

The results of the adapted sustainability analysis and benchmarking methodology, applied to Lavrio Port, provide valuable insights regarding the port's current environmental, social, and governance (ESG) performance. The port's scores on the ESG Pillars - Environmental (35%), Social (67%), and Governance (38%) - depict a moderate overall performance of 46%.

In the Environmental pillar, Lavrio's low scores in Energy, Emissions, Energy Efficiency, and Environment - Port Specific - categories are noteworthy. However, the performance is relatively good in Biodiversity and Climate Change and Environment categories. The Governance pillar's score is pulled down mainly by the External Reporting and Communication category but is offset by the higher scores in Highest Governance Body and Committees, Policies, and Remuneration categories. The port's strong performance in the Social pillar, with scores over 60% in all material categories, demonstrates its commitment to social sustainability aspects.

These results imply that the port has significant challenges primarily in the environmental and governance sectors. Although the Social pillar has been moderately successful, there's still room for improvement in all areas. On the SDGs, the port has significant challenges in meeting Goals 7, 12, 13, 16, and 17. Moderate challenges exist for Goals 1, 3, 4, 6, 8, 9, 10, 14, and 15. Only Goals 2 (zero hunger) and 5 (gender equality) are considered relatively achieved.

The implementation of the adapted methodology for assessing sustainability performance has offered a comprehensive framework for quantifying Lavrio Port's current performance in relation to its sustainability goals. By integrating ESG factors and SDGs, the analysis has provided a holistic perspective on the port's sustainability efforts. This goes beyond simply focusing on environmental factors and encompasses social and governance aspects, ultimately connecting the ESG criteria to broader global sustainability objectives.

However, the methodology used, while robust, does not consider the relative importance of different KPIs. This was mitigated by allowing users to choose to adjust scores based on the relative importance of KPIs implied by the scoring system, leading to an alternative scoring system. This adjustment led to a slight improvement in the overall ESG score, especially in the Governance pillar.

In conclusion, the adapted sustainability analysis and benchmarking methodology have proven effective in identifying areas of strength and weakness in Lavrio Port's sustainability efforts. It has provided a structured, quantified approach to measure sustainability performance, which can be used to guide future actions and policies. It highlights the need for greater focus on environmental and governance aspects, while also continuing to enhance the already strong social pillar. It emphasizes the importance of a holistic approach to sustainability, considering not just the environmental impact but also the social and governance aspects, aligning with broader global sustainable development goals.

## Conclusions and Recommendations

This study aimed to evaluate the sustainability performance of Lavrio Port, utilizing an adapted sustainability analysis and benchmarking methodology, integrating ESG factors and SDGs. The overall ESG score of the port was moderate, with key strengths observed in the social pillar and considerable room for improvement in the environmental and governance pillars. When mapped to the SDGs, it was found that only two goals are relatively achieved, indicating the need for more concentrated efforts to improve the port's sustainability profile.

Considering these findings, the study reinforces the importance of integrating SDGs into the Sustainability Reporting Framework for Lavrio Port and other Greek ports. The SDG scores offer a holistic approach to assessing sustainability, considering the interdependencies between KPIs across the ESG pillars. Therefore, they serve as excellent metrics for comprehensively understanding and communicating sustainability performance.

However, the application of the methodology, although insightful, suggests certain improvements for further refinement. Firstly, all KPIs should be considered equally impactful to the material category, pillar, or company ESG score. This aligns more closely with the spirit of the Agenda 2030 and the 'leave no one behind' principle.

Secondly, the HRADF scoring system should be adjusted to minimize the practice of disproportionately awarding positive scores to KPIs, based purely on the fact that a response was provided, irrespective of the quality or type of the answer. This would ensure a fairer representation of a port's sustainability performance.

Thirdly, the material categories (**Figure 3**) should be redefined or re-organized to follow a standardized classification. This alignment would enhance the comparability of scores with those calculated by prominent financial data providers, such as Bloomberg and Thomson Reuters Refinitive, and would improve the benchmarking techniques described in this study.

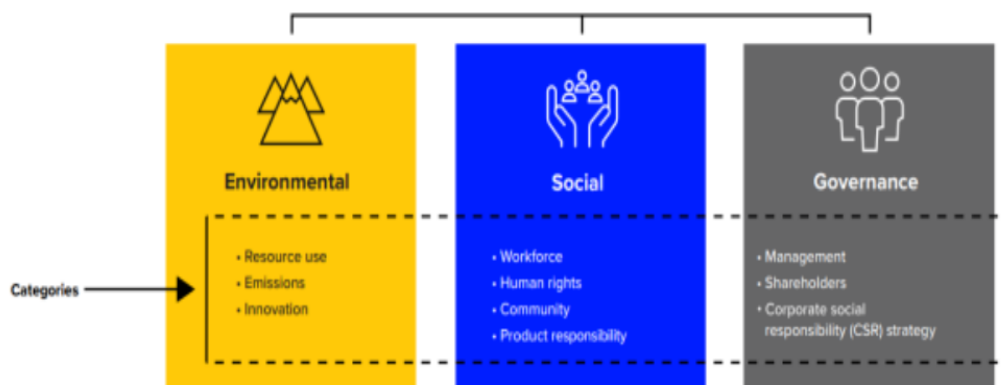


Figure 3 Material Categories

Lastly, given the superiority of SDG scores in capturing interactions between KPIs, it is recommended to incorporate SDGs into sustainability performance assessments more thoroughly. Following the methodologies explained in this document, the integration of SDGs would offer a more nuanced and comprehensive understanding of sustainability performance.

With regards to future research, it would be interesting to study the impact of implementing these recommendations on the sustainability performance of Lavrio Port and other Greek ports. Also, there is potential to extend the methodology to incorporate new sustainability KPIs that may emerge with evolving sustainability standards and priorities.

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## Appendix A

Table A.1 provides details for the 190 KPIs of the Lavrio Port Implementation and its definitions. The Last Column provides the data type of all responses.

Table A.1 Key Performance Indicators – Definitions

<i>Material Issues Categories</i>	<i>KPI's Name</i>	<i>KPI Definition</i>	<i>Data Type</i>
<b>Climate Change and Environment</b>	Compliance with environmental national and international regulation	Are you currently in compliance with applicable environmental national and international regulation?	YES/NO
	Fines or penalties related to environmental issues	Have there been any fines or penalties related to environmental issues in the past five years?	YES/NO
	Budget for environmental compliance	Do you have a specific budget for environmental compliance and improvement measures?	YES/NO
	Evaluation of risks and opportunities of climate change on business	Have you evaluated the risks and opportunities that climate change will have on your business or assets and strategic plans?	YES/NO
	Public disclosure standards of climate change	What information do you disclose publicly on climate change impacts related to your business or assets? - None - Climate Risk Assessment - GHG Protocol - CDP - TCFD	SELECTION OF OPTIONS
	Decarbonization programme in place	Do you have a decarbonization programme in place? (See FAQ for more details about decarbonization)	YES/NO
<b>Water and Wastewater Management</b>	Measurement of total water consumption	Do you measure the total water consumption?	YES/NO
	Total annual water consumption	If yes, please provide the latest total annual water consumption of the organization (in m3)	QUANTITY IN M3
	Use of wastewater treatment plant	Do you use a wastewater treatment plant in order to prevent environmental issues?	YES/NO
	Measures of recycling/reusing water	Are there any measures to recycle/ reuse water?	YES/NO
	Employee training programmes on water conservation	Do you raise awareness among employees about water conservation through training programmes?	YES/NO



	Change in local water balance	Is your business activity responsible for changes in local water balance?	YES/NO
<b>Energy, Emissions and Energy Efficient Buildings</b>	Measurement of Scope 1 GHG emissions (CO2e)	Do you measure GHG emissions (Scope1 - Direct Emissions in CO2e) and set reduction targets?	YES/NO
	Measurement of Scope 2 GHG emissions (CO2e)	Do you measure GHG emissions (Scope2 - Energy Indirect Emissions in CO2e) and set reduction targets?	YES/NO
	Measurement of Scope 3 GHG emissions (CO2e)	Do you measure GHG emissions (Scope 3 - Other Indirect Emissions in CO2e) and set reduction targets?	YES/NO
	Reporting on energy data (consumption, savings, targets) and emissions	Do you report data for energy (consumption, savings, targets) and emissions (increase/decrease, targets)?	YES/NO
	GHG emissions offset (CO2e)	Are you offsetting GHG (CO2e) emissions?	YES/NO
	Technology and innovation opportunities for GHG emission minimisation	On a scale of 0 to 10, to what extend are you investigating innovation and technology opportunities to minimise GHG emissions?	SCALE 0-10
	Measures on energy consumption reduction	Are there measures in place to reduce energy consumption?	YES/NO
	Rating of initiatives and long-term renovation strategy	On a scale of 0 to 10, how would you rate your initiatives and long-term renovation strategy to improve the energy efficiency of the buildings?	SCALE 0-10
	Compliance with Energy Performance of Buildings Directive (EPBD)	Do you comply with the Energy Performance of Buildings Directive (EPBD)?	YES/NO
	Percentage of total energy consumption with energy certification	What percentage of your total energy consumption has received energy certifications (i.e., ISO 50001)?	PERCENTAGE
	Awareness of energy consumption among employees	Do you raise awareness among employees about responsible energy consumption?	YES/NO
	Percentage of energy consumption from renewables	What is your percentage of energy consumption from renewable energy?	PERCENTAGE
	Rating of research efforts to minimize	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the short term (1 - 3 years)	SCALE 0-10

	GHG emissions in the short-term		
	Rating of research efforts to minimize GHG emissions in the mid-term	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the mid-term (3 - 5yrs)	SCALE 0-10
	Rating of research efforts to minimize GHG emissions in the long-term	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the long term (more than 5 yrs)	SCALE 0-10
	Appointment of person/team/function to incorporate GHG reduction technologies with current operations	Does the organization have an appointed person/team/function to incorporate GHG reduction technologies with current operations?	YES/NO
	Budget dedicated to GHG emission reduction technologies	Does the organization have a budget to implement GHG emission reduction technologies?	YES/NO
	Input in evaluation of GHG reduction initiatives from Finance dept.	Does the finance department provide input in evaluating GHG reduction initiatives?	YES/NO
<b>Biodiversity</b>	Biodiversity Action Plan	Do you have a Biodiversity Action Plan in line with or beyond regulatory and statutory requirements?	YES/NO
	Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	Are there records of any endangered species and IUCN Red List species' habitat located on the assets or surrounding area? (See FAQ for more details about IUCN Red List Species)	YES/NO
	Ecological monitoring surveys	Have you undertaken ecological monitoring surveys to assess the impacts (direct or indirect) and monitor species diversity (ecological audit to determine the baseline and subsequent changes)?	YES/NO
	Activity risk of invasive species reduction	Due to your activity, what is the risk of invasive species introduction (for example aquatic species from marine activities, mussels)?	SCALE -10-0
	Wildlife and fisheries habitat loss from activities	Does your activity affect wildlife and fisheries habitat loss?	YES/NO
	Protection of habitats	Do you protect or restore habitats?	YES/NO

<b>Waste, Material and Hazardous Material Management</b>	Waste reduction assessment	Have you carried out a waste reduction assessment, to track opportunities and risks for waste reduction, reuse, and recycling?	YES/NO
	Certified disposal methods by type and volume of waste	Do you have certified disposal methods by type and volume of waste?	YES/NO
	Volume of waste (tons)	Please provide the waste of your company by volume (tons)* <b>Broken Down By Category</b>	QUANTITY
	Percentage of recycled material	What is the percentage of the total recycled material?	PERCENTAGE
	Total amount of recycled material (tons)	What is the total amount of recycled material (tons)?	QUANTITY IN TONS
	Disposal of hazardous waste through certified recycling/treatment outlets	Do you dispose of hazardous waste (contaminated material or chemical substances) through certified recycling/treatment outlets?	YES/NO
	Incorporation of measures for minimization and mitigation of contamination risk	Have you incorporated measures to minimise and mitigate the risk of contamination and protect the local population?	YES/NO
	Annual waste minimisation targets	Do you have annual waste minimisation targets?	YES/NO
	Use of substances that do not occur in the natural habitat	Do you use substances that do not occur in the natural habitat (point and non-point sources)?	YES/NO
	Support via strategy and business development to circular economy	Does the strategy and business development of your organization support circular economy?	YES/NO
	Citizen awareness to support circular initiatives	Do you raise awareness and acceptance from citizens of surrounding area to support local circular initiatives?	YES/NO
<b>Environment - Ports Specific</b>	State of port infrastructure	How would you rate the state of your port infrastructure? (See FAQ for a reference to self-assess)	SCALE
	Development of clean energy vessels initiatives	Do you develop initiatives to support clean energy vessels (clean fuel, enhanced technology, others)?	YES/NO
	Complaints/campaigns/proceedings in relation to degradation,	Has the Port been subject to any complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of	YES/NO

	fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging?	
	Flood risk management plan	Do you have a flood risk management plan?	YES/NO
	Average daily water consumption (in m3 per day) - Change this to Annual	What is the average daily water consumption? (in m3 per day)	QUANTITY IN M3
	Water use (m3/day)	How much water is the project location permitted to utilise?	QUANTITY IN ME PER DAY
	Carbon capture (CO2e) and storage initiatives	Do you carry out any initiatives of carbon capture (CO2e) and storage?	YES/NO
	Electricity use reduction measures	Do you carry out any measures to reduce electricity use?	YES/NO
	Total amount of reduced energy (in kWh)	If yes, please provide the total amount of reduced energy, in kWh	QUANTITY IN kWh
	Circular economy practices for end-of-life (EOL) products	Do you have circular economy practices for end-of-life (EOL) products? (See FAQ for Circular economy definition)	YES/NO
	Recycle (% of EOL)	Recycle (% of EOL)	PERCENTAGE
	Remanufacture (% of EOL)	Remanufacture (% of EOL)	PERCENTAGE
	Reuse (% of EOL)	Reuse (% of EOL)	PERCENTAGE
	Monitoring of dB inside the Port and the surrounding area	Do you track and monitor the dB inside the port area and the surrounding area?	YES/NO
	Amount of dB in the port (annual average)	Amount of dB in the port (annual average)	QUANTITY
	Amount of dB in the surrounding area (annual average)	Amount of dB in the surrounding area (annual average)	QUANTITY

	Port resilience in disasters	How resilient is your port when facing disasters?	SCALE 0-3
<b>Employees</b>	Local Community employees consideration in the hiring process	When hiring, do you consider employees from the Local Community?	YES/NO
	Local community employees (%)	What is the percentage of employees from Local Community?	PERCENTAGE
	Employees from vulnerable and/or minority social groups	Do you employ workforce from vulnerable and/or minority social groups? (See FAQ for definition of Vulnerable and Minority social groups)	YES/NO
	Employees from vulnerable and/or minority social groups (%)	Percentage of employees who come from vulnerable and/or minority social groups	PERCENTAGE
	Women to men ratio (%)	What is the women to men ratio? (%)	PERCENTAGE
	Equal opportunities in the recruitment and promotion process	Do you provide equal opportunity in the recruitment and promotion process?	YES/NO
	Employees per employee category/level, men (%)	Percentage of employees per employee category/level, by gender (MEN)	PERCENTAGE
	Employees per employee category/level, women (%)	Percentage of employees per employee category/level, by gender (WOMEN)	PERCENTAGE
	New employee hires during the last year, men (%)	Total number and rate of new employee hires during the last year, by gender (MEN)	PERCENTAGE
	New employee hires during the last year, women (%)	Total number and rate of new employee hires during the last year, by gender (WOMEN)	PERCENTAGE
	Youth employees (<30 years old) (%)	What is the percentage of youth employees (<30 years old)	PERCENTAGE
	Higher salary than the NLA (entry level)	Do you provide a higher entry salary than the National Labour Agreement?	YES/NO
	Salary divergence from NLA (%)	Divergence of your salary in conjunction to National Employee Agreement (%)	PERCENTAGE

	Benefits to workforce	Do you offer benefits (monetary and in kind) to your workforce?	YES/NO
	Training and development opportunities	Do you offer training and development opportunities to your workforce?	YES/NO
	Average training hours per employee	What is the Average training hours per employee?	QUANTITY
	Human rights training	Do you train employees on human rights in business?	YES/NO
	Planned retrenchment	Are you planning any retrenchment within the next year?	YES/NO
	Planned retrenchment (%)	Percentage of the planned retrenchment	PERCENTAGE
	Compliance with EU Occupational Health and Safety Law	Do you comply with national or EU Occupational Health and Safety law?	YES/NO
	Injury Rate		RATE
	Occupational Disease Rate		RATE
	Lost Day Rate		RATE
	Absentee Rate		RATE
	Employee wellbeing programme	Do you have a wellbeing programme for employees in place?	YES/NO
	Exclusion of child and compulsory labor	Do you exclude compulsory and child labor?	YES/NO
	Child and compulsory labor (%)	Percentage of operations that have been subjected to child and compulsory labor	PERCENTAGE
<b>Suppliers</b>	Use of local suppliers	Do you use suppliers from the Local Area? (See FAQ for clarification about Local area)	YES/NO
	Supplies provided by local suppliers (%)	Percentage of supplies which are provided by local suppliers	PERCENTAGE
	Social factors for supplier selection	Do you include social factors in supplier selection? (See FAQ for clarification about “Social Factors”)	YES/NO
	Suppliers selected with social factors (%)	Percentage of new suppliers screened with social factors	PERCENTAGE
	Procurement based on CE framework	Do you implement ways of procurement to support a circular approach (e.g., CE – procurement framework)?	YES/NO

<b>Community</b>	Risks for local community	Does your business activity pose any material risks to or significant impacts on the health, safety, and wellbeing of local communities?	YES/NO
	Opposition from local communities on the asset or operation	Is there any opposition from local communities to your assets and/or operations?	YES/NO
	Number of complaints from local communities on the asset or operation	Number of complaints from local communities regarding the asset or operation	QUANTITY
	Community investment programs (value in euros)	Do you have a community investment programme in place?	YES/NO
	Value of investment programme	Value of the investment programme (in Euro)	QUANTITY IN EUROS
	Negative impact on the local cultural heritage	Does your activity have any negative impact on the cultural heritage of a local community?	YES/NO
	Voluntary or involuntary resettlement of people	Is there any voluntary or involuntary resettlement of people?	YES/NO
	Number of people who have to resettle	Number of people who have to resettle	QUANTITY
	Volunteering plan in place	Do you have a volunteering plan in place?	YES/NO
	Employees participating in voluntary activities (%)	Percentage of employees who participate in voluntary activities	PERCENTAGE
	Community engagement on cultural heritage preservation	Are you engaging the community to preserve the cultural heritage?	YES/NO
	<b>Social - Ports Specific</b>	Measures to reduce or eliminate illegal activity at the ports	Do you take measures to reduce or eliminate illegal activity at the ports?
Fines and non-monetary sanctions		Total fines and non-monetary sanctions	QUANTITY
Measures for homeless people finding shelter at the port		Do you take measures to help homeless people who find shelter at the port?	YES/NO
Passenger satisfaction survey		Do you conduct a passenger satisfaction survey?	YES/NO

	Passenger satisfaction (%)	Percentage of passenger satisfaction	PERCENTAGE
	Promotion of maritime profession to local communities	Do you promote the maritime professions to local communities which suffer from unemployment?	YES/NO
	Facilities for people with special needs	Do you provide facilities appropriate for members of the public with special needs?	YES/NO
	Areas for children in the waiting area of departure	Do you offer appropriate areas for children in the waiting area for departure?	YES/NO
	Measurement and classification of the annual accidents in the port	Do you measure and classify the annual accidents in the port?	YES/NO
	Accidents (##/annum)	Number of accidents per year	QUANTITY
	Injuries (##/annum)	Number of injuries	QUANTITY
	Fatalities (##/annum)	Number of fatalities per year	QUANTITY
	Calculation of the emergency response time for various incidents	Do you calculate the emergency response time for various incidents (such as accidents, spills, etc.) during the year?	YES/NO
	Average response time per incident category (accidents, spills, etc.)	Average response time per incident category	QUANTITY
<b>Highest Governance Body and Committees</b>	Chair of highest governance body is an executive officer in the company	Is the chair of the highest governance body also an executive officer in the company?	YES/NO
	Nomination committee for board members and senior executives	Do you have a nomination committee for board members and senior executives?	YES/NO
	Diversity as a criterion for nominating and selecting members of the highest body governance body	Which of the following criteria are used for nominating and selecting members of the highest governance body? Diversity is considered?	YES/NO
	Independence as a criterion for nominating	Which of the following criteria are used for nominating and selecting members of the highest governance body? Independence is considered?	YES/NO



	and selecting members of the highest body governance body		
	Expertise and experience as a criterion for nominating and selecting members of the highest body governance body	Which of the following criteria are used for nominating and selecting members of the highest governance body? Expertise and experience relating to environmental and social topics are considered	YES/NO
	Independency of the highest governance body of the company (%)	What is the percentage of independency of the highest governance body of the company?	PERCENTAGE
	Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	Are there any processes in place for the highest governance body to ensure conflicts of interest are avoided and managed?	YES/NO
	Specific role of the highest governance and senior executives	Do the highest governance body and senior executives have a specific role in the development, approval, and updating of the company's purpose, value or mission statements, strategies, policies, and goals related to environmental, social and governance topics?	YES/NO
	Women within the organisation's governance bodies (%)	What is the percentage of women within the organisation's governance bodies?	PERCENTAGE
	Committees for ESG topics management and decision making	Do you have committees responsible for decision-making on ESG topics?	YES/NO
	Executives responsible for ESG topics management	Have you appointed an executive-level position or positions with responsibility for ESG topics?	YES/NO
	Staff or officer for ESG topics daily management	Do you have staff or an officer for the day-to-day management of ESG topics?	YES/NO
<b>Remuneration</b>	Remuneration committee	Do you have a remuneration committee?	YES/NO
	ESG performance in the HGB and senior executives remuneration policy	Does your remuneration policy (of the highest governance body and senior executives) include ESG performance?	YES/NO

	Equal pay for equal work irrespective of gender	Do you have equal pay for equal work irrespective of gender?	YES/NO
	Remuneration policy disclosure	Do you disclose the organisation's remuneration policy?	YES/NO
	Remuneration policy disclosure (highest governance body members)	Do you disclose the remuneration report of the highest governance body members?	YES/NO
<b>Policies</b>	ESG criteria in the suppliers' code	Do you have a suppliers' code which includes ESG criteria?	YES/NO
	Suppliers' code with ESG criteria (%)	Percentage of suppliers who have agreed with and signed the organisation's Code which includes ESG criteria	PERCENTAGE
	Diversity and Inclusion (D&I) policy	Do you have a Diversity and Inclusion (D&I) policy?	YES/NO
	Anti-corruption / Anti-bribery policy?	Do you have an Anti-corruption / Anti-bribery policy?	YES/NO
	Operations assessed for risks related to corruption and bribery (%)	What is the percentage of operations assessed for risks related to corruption and bribery?	PERCENTAGE
	Incidents of corruption and bribery during the last year (##)	Total number of incidents of corruption and bribery during the last year	QUANTITY
	Corrective actions taken for corruption and bribery incidents	Indicate the status of the incidents and corrective actions taken	QUANTITY
	Codes or policies addressing harassment, discrimination, intimidation and workplace violence	Do you have codes or policies addressing harassment, discrimination, intimidation and workplace violence?	YES/NO
	Mechanisms in place for the reporting and investigation of intimidation, harassment,	Do you have mechanisms (i.e. grievance) in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence?	YES/NO

	discrimination and workplace violence		
	Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	Total number of incidents of intimidation, harassment and discrimination and workplace violence during the last year	QUANTITY
	Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	In reference to previous question, indicate the status of the incidents and corrective actions taken	QUANTITY
	ESG (or Sustainability) policy	Do you have an ESG (or Sustainability) policy	YES/NO
	ESG (or Sustainability) strategy	Do you have an ESG (or Sustainability) strategy (including pillars, objectives, commitments, KPIs?)	YES/NO
	ESG (or Sustainability) strategy review frequency	How often do you review the ESG (or Sustainability) strategy?	QUANTITY FREQUENCY IN YEARS
<b>External Reporting and Communication</b>	Progress communication towards the Sustainable Development Goals	Do you communicate progress towards the Sustainable Development Goals (SDGs)?	YES/NO
	Frequency of progress communication towards the Sustainable Development Goals	How often do you communicate the progress towards the SDGs?	QUANTITY FREQUENCY IN YEARS
	ESG performance data review by the Board	Does your Board regularly review ESG performance data?	YES/NO
	Progress communication regarding ESG and KPIs	Do you communicate progress regarding ESG issues and KPIs?	YES/NO
	Frequency of progress communication regarding ESG and KPIs	How often do you communicate progress towards ESG issues and KPIs?	QUANTITY FREQUENCY IN YEARS
	Non-financial information disclosure	Do you disclose Non-Financial Information through official reporting to competent authorities?	YES/NO
	Initiatives implementation	Do you (or your parent organisation) endorse and/or implement any of the following initiatives? (None or some Choices below)	NONE OR YES/NO BELOW

	Iniatives implementation	Global Reporting Initiative (GRI)	YES/NO
	Iniatives implementation	United Nations Global Compact (UNGC)	YES/NO
	Iniatives implementation	ISO 26000 of the International Organisation for Standardisation	YES/NO
	Iniatives implementation	International Integrated Reporting Framework	YES/NO
	Iniatives implementation	Sustainability Accounting Standards Board (SASB)	YES/NO
	Iniatives implementation	CDP (Carbon Disclosure Project)	YES/NO
	Iniatives implementation	Climate Disclosure Standards Board	YES/NO
	Iniatives implementation	Task Force on Climate-related Financial Disclosures (TCFD)	YES/NO
	Iniatives implementation	Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents	YES/NO
	Iniatives implementation	Product and Organisation Environmental Footprint Guides	YES/NO
	Iniatives implementation	The Sustainability Code (DNK)	YES/NO
	Iniatives implementation	Natural Capital Protocol	YES/NO
	Iniatives implementation	Organisation Environmental Footprint (OEF) Guide	YES/NO
	Iniatives implementation	United Nations Principles for Responsible Investing (UNPRI)	YES/NO
	Iniatives implementation	Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development	YES/NO
	Iniatives implementation	The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation	YES/NO
	Iniatives implementation	Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative	YES/NO
	Iniatives implementation	Guiding Principles Reporting Framework on Business and Human Rights	YES/NO
	Iniatives implementation	The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO	YES/NO
	Iniatives implementation	OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it	YES/NO
	Iniatives implementation	UN Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework.	YES/NO
	Iniatives implementation	Other/Sector specific (...free text for user...)	YES/NO
	Grievance mechanisms for external stakeholders	Do you have a formal grievance mechanism for external stakeholders?	YES/NO

	Stakeholder engagement plans (local authorities)	Do you have a stakeholder engagement plan for local authorities?	YES/NO
	Frequency of engagement plan with local authorities	Indicate the frequency of engagement with local authorities.	QUANTITY TIME FREQUENCY
	Stakeholder engagement plans (local communities)	Do you have a stakeholder engagement plan for local communities?	YES/NO
	Frequency of engagement plan with local communities	Indicate the frequency of engagement with local communities	QUANTITY TIME FREQUENCY
	Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	Have there been any public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years?	YES/NO
	Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	Indicate the status of those complaints and any corrective actions taken	QUANTITY

Table A.2 Panel A - HRADF KPIs – Scoring System – Environmental Pillar

Issues / Criteria / Questions		Evaluation									
		Very Poor		Poor		Good/Fair		Very Good		Excellent	
		0	19	20	39	40	59	60	79	80	100
<b>Climate Change &amp; Environmental Regulatory Risks</b>											
1	Are you currently in compliance with applicable environmental national and international regulation?	<b>No=-10</b>					<b>Yes=5</b>				
2	Have there been any fines or penalties related to environmental issues in the past five years?	<b>No=5</b>					<b>Yes=-10</b>				
3	Do you have a specific budget for environmental compliance and improvement measures?	<b>No=0</b>					<b>Yes=10</b>				
4	Have you evaluated the risks and opportunities that climate change will have on your business or assets and strategic plans?	<b>No=0</b>					<b>Yes=20</b>				
5	What information do you disclose publicly on climate change impacts related to your business or assets?										
	<i>None</i>	<b>Click = -5</b>									
	<i>Climate Risk Assessment</i>						<b>25</b>				
	<i>GHG Protocol</i>						<b>15</b>				
	<i>CDP</i>						<b>20</b>				

	<i>TCFD</i>		<b>25</b>
<b>6</b>	Do you have a decarbonisation programme in place?	<b>No=0</b>	<b>Yes=10</b>
<b>Water and Wastewater Management</b>			
<b>7</b>	Do you measure the total water consumption?	<b>No=0</b>	<b>Yes=5</b>
	<i>If yes, please provide the latest total annual water consumption of the organisation (in m3)</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>8</b>	Do you use a wastewater treatment plant in order to prevent environmental issues?	<b>No=0</b>	<b>Yes=5</b>
<b>9</b>	Are there any measures to recycle and reuse water?	<b>No=0</b>	<b>Yes=10</b>
<b>10</b>	Do you raise awareness among employees about water conservation through training programmes?	<b>No=0</b>	<b>Yes=5</b>
<b>11</b>	Is your business activity responsible for changes in local water balance?	<b>No=0</b>	<b>Yes=-10</b>
<b>Energy, Emissions &amp; Energy Efficient Buildings</b>			
<b>12</b>	Do you measure GHG emissions (Scope1, Scope2, Scope 3) and set reduction targets?		
	<i>Scope 1 (Direct Emissions in CO<sub>2</sub>e)</i>	<b>No=-5</b>	<b>Yes=10</b>
	<i>Total amount of direct emissions</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
	<i>Scope 2 (Energy Indirect Emissions in CO<sub>2</sub>e)</i>	<b>No=0</b>	<b>Yes=15</b>
	<i>Total amount of indirect emissions</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 10</b>

	<i>Scope 3 (Other Indirect Emissions in CO<sub>2</sub>e)</i>	<b>No=0</b>						<b>Yes=20</b>				
	<i>Total amount of indirect emissions (other)</i>	<b>If there is no answer the score is 0</b>						<b>If there is answer (no matter what the data is) then the score is 15</b>				
<b>13</b>	Do you report data for energy (consumption, savings, targets) and emissions (increase/decrease, targets)?	<b>No=-5</b>						<b>Yes=5</b>				
<b>14</b>	Are you offsetting GHG (CO <sub>2</sub> e) emissions?	<b>No=0</b>						<b>Yes=10</b>				
<b>15</b>	On a scale of 0 to 10, to what extent are you investigating innovation and technology opportunities to minimise GHG emissions?	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>16</b>	Are there measures in place to reduce energy consumption?	<b>No=-10</b>						<b>Yes=5</b>				
<b>17</b>	On a scale of 0 to 10, how would you rate your initiatives and long-term renovation strategy to improve the energy efficiency of the buildings?	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>18</b>	Do you comply with the Energy Performance of Buildings Directive (EPBD)?	<b>No=-10</b>						<b>Yes=5</b>				



19	What percentage of your total energy consumption has received energy certifications (i.e. ISO 50001)?			
	0%	0	points	
	<25%	10	points	
	25%<KWh<50%	25	points	
	50%<kWh<75%	50	points	
	>75%	75	points	
	100%	100	points	
20	Do you raise awareness among employees about responsible energy consumption?	No=0		
21	What is your percentage of energy consumption from renewable energy?	0%	100%	
	<i>What is the amount of energy consumption (in tons and kWh) from:</i>			
	<i>Petroleum Products (tons)</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5	
	<i>Natural gas (tons)</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 10	
	<i>Hydro energy (tons)</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 10	
	<i>Solar energy (kWh)</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 10	

	Wind energy (kWh)	If there is no answer the score is 0		If there is answer (no matter what the data is) then the score is 10						
	Geothermal energy (kWh)	If there is no answer the score is 0		If there is answer (no matter what the data is) then the score is 10						
<b>Biodiversity</b>										
22	Do you have a Biodiversity Action Plan in line with or beyond regulatory and statutory requirements?	No=-5		Yes=5						
23	Are there records of any endangered species and IUCN Red List species' habitat located on the assets or surrounding area?	No=0		Yes=-5						
24	Have you undertaken ecological monitoring surveys to assess the impacts (direct or indirect) and monitor species diversity (ecological audit to determine the baseline and subsequent changes)?	No=0		Yes=5						
25	Due to your activity, what is the risk of invasive species introduction (for example aquatic species from marine activities, mussels)?	High				Low				
		-10	-9	-8	-7	-6	-5	-4	-3	-2
26	Does your activity affect wildlife and fisheries habitat loss?	No=0		Yes=-5						
27	Do you protect or restore habitats?	No=-10		Yes=5						
<b>Waste, Material and Hazardous Material Management</b>										

28	Have you carried out a waste reduction assessment, to track opportunities and risks for waste reduction, reuse and recycling?	<b>No=-5</b>	<b>Yes=5</b>
29	Do you have certified disposal methods by type and volume of waste?	<b>No=-5</b>	<b>Yes=5</b>
	<i>If yes, please provide the waste of your company by type and volume (tons)</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
30	What is the percentage of the total recycled material?	<b>0%</b>	<b>100%</b>
	<i>What is the total amount of recycled material (tons)?</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 10</b>
31	Do you dispose of hazardous waste (contaminated material or chemical substances) through certified recycling/treatment outlets?	<b>No=-5</b>	<b>Yes=5</b>
	<i>Have you incorporated measures to minimise and mitigate the risk of contamination and protect the local population?</i>	<b>No=-5</b>	<b>Yes=5</b>
32	Do you have annual waste minimisation targets?	<b>No=-10</b>	<b>Yes=5</b>

33	Do you use substances that do not occur in the natural habitat (point and non point sources)?	No=0	Yes=-5
34	Does the strategy and business development of your organisation support circular economy?	No=0	Yes=10
35	Do you raise awareness and acceptance from citizens of surrounding area to support local circular initiatives?	No=0	Yes=10

Table A.2 Panel B - HRADF KPIs – Scoring System – Port Specific KPIs

1	How would you rate the state of your port infrastructure?											
		Very Poor		Poor		Good/Fair		Very Good		Excellent		
		0	19	20	39	40	59	60	79	80	100	
2	Do you develop initiatives to support clean energy vessels (clean fuel, enhanced technology, others)?	No=0					Yes=5					If no: Shipping is one of the global carbon contributors. You may take initiatives that promote the decarbonisation of the sector.
3	Has the Port been subject to any complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging?	No=0					Yes=-10					



1	When hiring, do you consider employees from local community?	NO= 0 points	YES = 5 points
	<i>What is the percentage of employees from local community?</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
2	Do you employ workforce from vulnerable and/or minority social groups?	NO= 0 points	YES = 5 points
	<i>Percentage of employees who come from vulnerable and/or minority social groups</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 10</b>
3	What is the women to men ratio? (%)	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
4	Do you provide equal opportunity in the recruitment and promotion process?	NO= -15 points	YES = 5 points
	<i>Percentage of employees per employee category/level, by gender</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
	<i>Total number and rate of new employee hires during the last year, by gender</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is)</b>

			then the score is 5
5	What is the percentage of youth employees (<30 years old)	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
6	Do you provide a higher entry salary than the National Labour Agreement?	NO= 0 points	YES = 5 points
	<i>Divergence of your salary in conjunction to National Employee Agreement (%)</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
7	Do you offer benefits (monetary and in kind) to your workforce?	NO= 0 points	YES = 5 points
8	Do you offer training and development opportunities to your workforce?	NO= -5 points	YES = 5 points
	<i>Average training hours per employee</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
9	Do you train employees on human rights in business?	NO= 0 points	YES = 5 points
10	Are you planning any retrenchment within the next year?	NO= 5 points	YES = 0 points
	<i>Percentage of the planned retrenchment</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is -3
11	Do you comply with national or EU Occupational Health and Safety law?	NO= -5 points	YES = 0 points

	<i>Injury Rate</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
	<i>Occupational Disease Rate</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
	<i>Lost Day Rate</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
	<i>Absentee Rate</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>12</b>	Do you have a wellbeing programme for employees in place?	NO= 0 points	YES = 5 points
	Do you exclude compulsory and child labour?	NO= -15 points	YES = 5 points
<b>13</b>	<i>Percentage of operations that have been subjected to child and compulsory labor</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>



Supplier s										
14	Do you use suppliers from the local area?	NO= 0 points					YES = 5 points			
	<i>Percentage of supplies which are provided by local suppliers</i>	If there is no answer the score is 0					If there is answer (no matter what the data is) then the score is 5			
15	Do you include social factors in supplier selection?	NO= 0 points					YES = 5 points			
	<i>Percentage of new suppliers screened with social factors</i>	If there is no answer the score is 0					If there is answer (no matter what the data is) then the score is 10			
	Do you implement ways of procurement to support a circular approach (e.g. CE - procurement framework)?	NO= 0 points					YES = 10 points			
Communi ty										
16	Does your business activity pose any material risks to or significant impacts on the health, safety and wellbeing of local communities?	NO= 0 points					YES = -5 points			
17	Is there any opposition from local communities to your assets and/or operations?	NO= 5 points					YES = -10 points			
	<i>Number of complaints from local communities regarding the asset or operation</i>	If there is no answer the score is 0					If there is answer (no matter what the data is) then the score is 5			
18	Do you have a community investment programme in place?	NO= 0 points					YES = 5 points			

	<i>Value of the investment programme (in euros)</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>19</b>	Does your activity have any negative impact on the cultural heritage of a local community?	NO= 0 points	YES = -5 points
	Are you engaging the community to preserve the cultural heritage?	NO= 0 points	YES = 5 points
	Is there any voluntary or involuntary resettlement of people?	NO= 0 points	YES = -5 points
<b>21</b>	<i>Number of people who have to resettle</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5</b>
	Do you have a volunteering plan in place?	NO= 0 points	YES = 3 points
<b>22</b>	<i>Percentage of employees who participate in voluntary activities</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>Additional Questions per Asset Category</b>			
<b>Roads</b>			
<b>1</b>	Do you calculate and classify the annual number of car accidents on the road under management ?	NO= -10 points	YES = 5 points
	<i>Number of car accidents per year</i>	If there is no answer the score is 0	<b>If there is answer (no</b>

			<p>matter what the data is) then the score is -5  <b>BE CAREFUL!!</b> If answer is 0 then no scoring (scoring =0)</p>
	<p><i>Number of injuries per year</i></p>	<p>If there is no answer the score is 0</p>	<p>If there is answer (no matter what the data is) then the score is -5  <b>BE CAREFUL!!</b> If answer is 0 then no scoring (scoring =0)</p>
	<p><i>Number of fatalities per year</i></p>	<p>If there is no answer the score is 0</p>	<p>If there is answer (no matter what the data is) then the score is -10  <b>BE CAREFUL!!</b> If answer is 0 then no scoring (scoring =0)</p>
<p><b>2</b></p>	<p>Do you measure the emergency response time in various events during the year ?</p>	<p>NO= -5 points</p>	<p>YES = 5 points</p>

	<i>Average response time per incident category</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>3</b>	Do you conduct a users' satisfaction survey ?	NO= 0 points	YES = 5 points
	<i>Percentage of users' satisfaction</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>4</b>	To what extend do you take measures to protect residential areas from noise ?	1   2   3   4   5   6   7   8   9   10	
	<i>Number of noise volume violations</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5</b>
<b>5</b>	Which road safety measures do you implement? (select all that apply)		
	<i>None</i>	if click = -5	
	<i>Pedestrian and cyclist safety, including speed control, barriers for safe crossing, maintenance of adequate signs, signals and markings</i>	NO= 0 points	YES = 5 points
	<i>Traffic safety, including speed limits, appropriate signage, maintenance of good road conditions</i>	NO= 0 points	YES = 5 points
	<i>Emergency preparedness, including an emergency response plan for accidents and spills</i>	NO= 0 points	YES = 5 points

Ports											
1	Do you take measures to reduce or eliminate illegal activity at the ports ?	NO= -5 points	YES = 5 points								
	<i>Total fines and non-monetary sanctions</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5</b>								
2	Do you take measures to help homeless people who find shelter at the port ?	NO= -5 points	YES = 5 points								
3	Do you conduct a passenger satisfaction survey ?	NO= 0 points	YES = 5 points								
	<i>Percentage of passenger satisfaction</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>								
4	Do you promote the maritime professions to local communities which suffer from unemployment ?	NO= 0 points	YES = 5 points								
5	Do you provide facilities appropriate for members of the public with special needs ?	NO= 0 points	YES = 5 points								
6	Do you offer appropriate areas for children in the waiting area for departure ?	NO= 0 points	YES = 5 points								
7	Do you measure and classify the annual accidents in the port?	NO= -10 points	YES = 5 points								
	<i>Number of accidents per year</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>								

	<i>Number of injuries</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>
	<i>Number of fatalities per year</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -20 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>
<b>8</b>	Do you calculate the emergency response time for various incidents (such as accidents, spills, etc.) during the year ?	NO= -5 points	YES = 5 points
	<i>Average response time per incident category</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>Airports</b>			
<b>1</b>	Do you conduct a passenger satisfaction survey ?	NO= 0 points	YES = 5 points

	<i>Percentage of passenger satisfaction</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>2</b>	Do you promote the aviation-related professions to local communities which suffer from unemployment ?	NO= 0 points	YES = 5 points
<b>3</b>	Do you provide facilities appropriate for members of the public with special needs ?	NO= 0 points	YES = 5 points
<b>4</b>	Do you offer appropriate areas for children in the waiting area for departure ?	NO= 0 points	YES = 5 points
<b>5</b>	Do you measure and classify the annual accidents in the airport?	NO= -10 points	YES = 5 points
		If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>
	<i>Number of injuries</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no</b>

			scoring (scoring =0)
	<i>Number of fatalities per year</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is -20 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)
6	Do you calculate the emergency response time for various incidents (such as accidents) during the year ?	NO= -5 points	YES = 5 points
	<i>Average response time per incident category</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
<b>Marinas</b>			
1	Do you conduct a passenger satisfaction survey ?	NO= 0 points	YES = 5 points
	<i>Percentage of passenger satisfaction</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
2	Do you promote the marina-related professions to local communities which suffer from unemployment ?	NO= 0 points	YES = 5 points
3	Do you provide facilities appropriate for members of the public with special needs ?	NO= 0 points	YES = 5 points



4	Do you offer appropriate areas for children in the waiting area for departure ?	NO= 0 points	YES = 5 points
5	Do you measure and classify the annual accidents in the marina?	NO= -10 points	YES = 5 points
	<i>Number of accidents per year</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>
	<i>Number of injuries</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -5 BE CAREFUL!! If answer is 0 then no scoring (scoring =0)</b>
<i>Number of fatalities per year</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is -20 BE CAREFUL!! If answer is 0 then no</b>	

			<b>scoring (scoring =0)</b>
<b>6</b>	Do you calculate the emergency response time for various incidents (such as accidents) during the year ?	NO= -5 points	YES = 5 points
	<i>Average response time per incident category</i>	If there is no answer the score is 0	<b>If there is answer (no matter what the data is) then the score is 5</b>

Table A.2 Panel D - HRADF KPIs – Scoring System – Governance Pillar

Issues / Criteria / Questions		Evaluation									
		Very Poor		Poor		Good/Fair		Very Good		Excellent	
		0	19	20	39	40	59	60	79	80	100
		NO					YES				
<b>Highest Governance Body and Committees (role and responsibilities)</b>											
<b>1</b>	Is the chair of the highest governance body also an executive officer in the company?	<b>YES=0</b>					<b>NO=5</b>				
<b>2</b>	Do you have a nomination committee for board members and senior executives?	<b>NO=0</b>					<b>YES=5</b>				
<b>3</b>	Which of the following criteria are used for nominating and selecting members of the highest governance body?										
	<i>diversity is considered</i>	<b>NO=0</b>					<b>YES=5</b>				

	<i>independence is considered</i>	<b>NO=0</b>	<b>YES=5</b>
	<i>expertise and experience relating to environmental and social topics are considered</i>	<b>NO=0</b>	<b>YES=10</b>
<b>4</b>	What is the percentage of independency of the highest governance body of the company?	<b>0% - ... - 100%</b>	
<b>5</b>	Are there any processes in place for the highest governance body to ensure conflicts of interest are avoided and managed?	<b>NO=0</b>	<b>YES=5</b>
<b>6</b>	Do the highest governance body and senior executives have a specific role in the development, approval, and updating of the company's purpose, value or mission statements, strategies, policies, and goals related to environmental, social and governance topics?	<b>NO=0</b>	<b>YES=5</b>
<b>7</b>	What is the percentage of women within the organisation's governance bodies?	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>8</b>	Do you have committees responsible for decision-making on ESG topics?	<b>NO=0</b>	<b>YES=10</b>
<b>9</b>	Have you appointed an executive-level position or positions with responsibility for ESG topics?	<b>NO=0</b>	<b>YES=5</b>
<b>10</b>	Do you have staff or an officer for the day-to-day management of ESG topics?	<b>NO=-5</b>	<b>YES=5</b>
<b>Remuneration</b>			
<b>11</b>	Do you have a remuneration committee?	<b>NO=0</b>	<b>YES=5</b>

12	Does your remuneration policies (of the highest governance body and senior executives) include ESG performance?	NO=0	YES=10
13	Do you have equal pay for equal work irrespective of gender?	NO=-10	YES=5
14	Do you disclose the organisation's remuneration policy?	NO=0	YES=5
15	Do you disclose the remuneration report of the highest governance body members?	NO=0	YES=10
<b>Policies</b>			
16	Do you have a suppliers' code which includes ESG criteria?	NO=0	YES=10
	<i>Percentage of suppliers who have agreed with and signed the organisation's Code which includes ESG criteria</i>	0% - ... - 100%	
17	Do you have a Diversity and Inclusion (D&I) policy?	NO=-5	YES=5
18	Do you have an Anti-corruption / Anti-bribery policy?	NO=-5	YES=5
19	What is the percentage of operations assessed for risks related to corruption and bribery?	0% - ... - 100%	
	<i>Total number of incidents of corruption and bribery during the last year</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is -10
	<i>Indicate the status of the incidents and corrective actions taken</i>	If there is no answer the score is 0	If there is answer (no matter what the data is) then the score is 5
20	Do you have codes or policies addressing harassment, discrimination, intimidation and workplace violence?	NO=-5	YES=5

21	Do you have mechanisms (i.e. grievance) in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence?				
				<b>NO=-5</b>	<b>YES=5</b>
	<i>Total number of incidents of intimidation, harassment and discrimination and workplace violence during the last year</i>			<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is -10</b>
	<i>Indicate the status of the incidents and corrective actions taken</i>			<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
22	Do you have an ESG (or Sustainability) policy?			<b>NO=0</b>	<b>YES=10</b>
23	Do you have an ESG (or Sustainability) strategy (including pillars, objectives, commitments, KPIs?)			<b>NO=0</b>	<b>YES=15</b>
	<i>How often do you review the ESG (or Sustainability) strategy?</i>	<b>On an ad-hoc basis = 1</b>	<b>Every 10 years = 3</b>	<b>Every 3 years = 5</b>	
<b>External Reporting and Communication</b>					
24	Do you communicate progress towards the Sustainable Development Goals (SDGs)?			<b>NO=0</b>	<b>YES=5</b>
	<i>How often do you communicate the progress towards the SDGs?</i>	<b>On an ad-hoc basis = 1</b>	<b>Every 2 years = 3</b>	<b>Annually = 5</b>	
25	Does your Board regularly review ESG performance data?			<b>NO=0</b>	<b>YES=10</b>
26	Do you communicate progress regarding ESG issues and KPIs?			<b>NO=0</b>	<b>YES=5</b>

	<i>How often do you communicate progress towards ESG issues and KPIs?</i>	<b>On an ad-hoc basis = 1</b>	<b>Every 2 years = 3</b>	<b>Annually = 5</b>
27	Do you disclose Non-Financial Information through official reporting to competent authorities?	<b>NO=-5</b>		<b>YES=5</b>
28	Do you (or your parent organisation) endorse and/or implement any of the following initiatives?			
	<i>None</i>	<b>Click=-10</b>		
	<i>Global Reporting Initiative (GRI)</i>	<b>NO=0</b>		<b>YES=3</b>
	<i>United Nations Global Compact (UNGC)</i>	<b>NO=0</b>		<b>YES=3</b>
	<i>ISO 26000 of the International Organisation for Standardisation</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>International Integrated Reporting Framework</i>	<b>NO=0</b>		<b>YES=3</b>
	<i>Sustainability Accounting Standards Board (SASB)</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>CDP (Carbon Disclosure Project)</i>	<b>NO=0</b>		<b>YES=3</b>
	<i>Climate Disclosure Standards Board</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Task Force on Climate-related Financial Disclosures (TCFD)</i>	<b>NO=0</b>		<b>YES=3</b>
	<i>Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Product and Organisation Environmental Footprint Guides</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>The Sustainability Code (DNK)</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Natural Capital Protocol</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Organisation Environmental Footprint (OEF) Guide</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>United Nations Principles for Responsible Investing (UNPRI)</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative</i>	<b>NO=0</b>		<b>YES=1</b>
	<i>Guiding Principles Reporting Framework on Business and Human Rights</i>	<b>NO=0</b>		<b>YES=3</b>

	<i>The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO</i>	<b>NO=0</b>	<b>YES=1</b>
	<i>OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it</i>	<b>NO=0</b>	<b>YES=1</b>
	<i>UN Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework.</i>	<b>NO=0</b>	<b>YES=3</b>
	<i>Other/Sector specific (...free text for user...)</i>		<b>YES=3</b>
<b>29</b>	Do you have a formal grievance mechanism for external stakeholders?	<b>NO=0</b>	<b>YES=5</b>
<b>30</b>	Do you have a stakeholder engagement plan for local authorities?	<b>NO=0</b>	<b>YES=5</b>
	<i>Indicate the frequency of engagement with local authorities</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>31</b>	Do you have a stakeholder engagement plan for local communities?	<b>NO=0</b>	<b>YES=5</b>
	<i>Indicate the frequency of engagement with local communities</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>
<b>32</b>	Have there been any public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years?	<b>YES=-5</b>	<b>NO=5</b>
	<i>Indicate the status of those complaints and any corrective actions taken</i>	<b>If there is no answer the score is 0</b>	<b>If there is answer (no matter what the data is) then the score is 5</b>

Table A.3 Benchmarking

<u>COMPANY NAME</u>	<u>SIC CODE</u> <u>1</u>	<u>SIC CODE</u> <u>2</u>	<u>SIC CODE</u> <u>3</u>	<u>COUNTRY</u>	<u>GEO</u>	<u>Environment Pillar Score</u>	<u>Governance Pillar Score</u>	<u>Social Pillar Score</u>	<u>Water Use To Revenues</u> <u>USD in millions</u>	<u>Total Waste To Revenues</u> <u>USD in millions</u>	<u>Total Recycled Waste To Revenues</u> <u>USD in millions</u>	<u>Waste Recycling Ratio</u>
A P MOLLER MAERSK B	4412	4491	1389	DENMARK	Europe	74.28	77.55	60.67	30.71	5.64		
CARNIVAL	4481	4491	4725	UNITED KINGDOM	Europe	81.79	62.77	85.37	3003.30	64.15	22.97	35.80
COMPAGNIE DE L ODET	7812	4412	4491	FRANCE	Europe	52.43	32.19	57.48	73.02	1.59	1.37	86.00
EIMSKIPAFELAG ISLAND	4412	4481	4499	ICELAND	Europe	37.13	66.78	62.57	347.17	1.11	0.81	73.00
EUROKAI GMBH & KGAA PREFERENCE	6719	4491		GERMANY	Europe	3.50	41.33	7.24				
GLOBAL PORTS HOLDING	4491			UNITED KINGDOM	Europe	21.50	46.86	56.21				
GLOBAL PORTS INVESTMENTS GDR	4491	5171		UNITED KINGDOM	Europe	17.85	55.03	38.76				
GLOBAL YATIRIM HOLDING	4491	6519	4911	TURKEY	Europe	68.53	90.33	68.00	6011.30	11.22		
HAMBURGER HAFEN UND LOGISTIK	4491	4499	6531	GERMANY	Europe	62.04	68.61	74.96	57.50	4.41		
KONINKLIJKE VOPAK	4226	4491	4729	NETHERLANDS	Europe	74.75	63.91	77.30				
OCEAN WILSONS HOLDINGS	4491	4731	4499	UNITED KINGDOM	Europe	11.88	47.27	28.19				
PIRAEUS PORT AUTHORITY CR	4491	4225	4499	GREECE	Europe	49.49	38.47	61.68	3247.03	12.69	5.29	41.71
WILHELMSSENS WILHELMSSEN HOLDINGS 'A'	4731	4449	4491	NORWAY	Europe	58.57	55.50	52.05		0.71	0.47	65.57
CARNIVAL	4481	4491	4725	UNITED STATES	North America	69.50	70.67	59.53	3003.30	64.15	22.97	35.80
MATSON	4412	4491	4011	UNITED STATES	North America	51.39	73.35	58.60				
NAVIOS MARITIME HOLDINGS	4412	4491	6719	UNITED STATES	North America	9.48	36.67	26.17				
ORION GROUP HOLDINGS	1629	4499	1611	UNITED STATES	North America	22.44	75.57	27.30				
TIDEWATER	1389	4412	4499	UNITED STATES	North America	43.30	85.65	65.76				
WESTSHORE TERMINALS INVESTMENT	4491	1241		CANADA	North America	21.56	21.85	10.87				
ADANI PORTS AND SPECIAL ECONOMIC ZONE	4491	1629	1541	INDIA	Asia Pacific	85.01	44.23	77.74	2285.18	3.51	3.02	86.00
AEGIS LOGISTICS	1389	5541	4491	INDIA	Asia Pacific	10.81	37.47	13.95				



AUSTAL	3731	3732	4499	AUSTRALIA	Asia Pacific	63.06	70.56	25.09		5.85		
CHINA MERCHANTS PORT GROUP 'A'	4491	4499	4731	CHINA	Asia Pacific	76.58	77.84	67.77	2622.97	6.24	1.61	25.74
CHINA MERCHANTS PORT HOLDINGS	4491	4581	4731	HONG KONG	Asia Pacific	70.61	60.29	43.39	1782.20	8.45		
CJ CENTURY LOGISTICS HOLDINGS	4731	4225	4499	MALAYSIA	Asia Pacific	27.57	17.36	49.89				
CJ LOGISTICS	4491	4213	4013	SOUTH KOREA	Asia Pacific	48.75	57.12	79.26	82.57	5.53	4.67	84.52
COSCO SHIPPING INTERNATIONAL	4412	4731	4499	SINGAPORE	Asia Pacific	0.00	20.22	27.08				
COSCO SHIPPING PORTS	4491	8742	5085	HONG KONG	Asia Pacific	74.60	47.34	50.32	821.32	6.63	1.46	21.99
DALRYMPLE BAY INFRASTRUCTURE STAPLED UNITS	4491			AUSTRALIA	Asia Pacific	40.62	51.85	49.73	4304.63	7.77	5.31	68.29
FM GLOBAL LOGISTICS HOLDINGS	4412	4512	4499	MALAYSIA	Asia Pacific	23.14	68.88	60.35		0.07		
GARDEN REACH SHIPBUILDERS & ENGINEERS	3731	4499	4491	INDIA	Asia Pacific	5.95	17.30	14.10				
GOLDEN AGRI-RESOURCES	2079	119	4491	SINGAPORE	Asia Pacific	63.03	40.24	83.81	2585.25			
GUANGZHOU PORT 'A'	4491	4499	4225	CHINA	Asia Pacific	21.36	39.29	22.10				
GUJARAT PIPAVAV PORT	4491			INDIA	Asia Pacific	23.07	41.34	47.73	4159.88	2.74	2.69	98.04
HMM	4412	4491	4215	SOUTH KOREA	Asia Pacific	75.18	76.65	91.38	3.75	1.58		
HUANENG POWER INTERNATIONAL 'A'	4911	4961	4491	CHINA	Asia Pacific	62.00	45.82	40.73	NA	NA		
HUTCHISON PORT (SES) HOLDINGS UNITS	4491	4412	6726	SINGAPORE	Asia Pacific	61.16	57.64	39.50	384.73	1.59		
INTERNATIONAL CONTAINER TERMINAL SERVICES	4491			PHILIPPINES	Asia Pacific	56.53	55.71	62.75	501.28	1.90		
LIAONING PORT 'H'	4491	4225		CHINA	Asia Pacific	48.06	21.93	60.64	1392.97	38.71		
MITSUMI OSK LINES	4412	4424	4491	JAPAN	Asia Pacific	71.66	69.65	72.56	45.81	8.65	8.52	99.00
MMA OFFSHORE	1389	4499	8742	AUSTRALIA	Asia Pacific	20.78	44.73	41.95				
NAMYONG TERMINAL	4491	4499	4226	THAILAND	Asia Pacific	40.81	76.21	62.71	174.09			
NAPIER PORT HOLDINGS	4491	4499		NEW ZEALAND	Asia Pacific	34.48	73.80	39.29				
NINGBO ZHOUSHAN PORT 'A'	4491	4213	4481	CHINA	Asia Pacific	18.51	32.61	18.86				
NIPPON YUSEN KK	4412	4499	4729	JAPAN	Asia Pacific	74.84	84.94	82.76	15.60	0.30		
PACIFIC BASIN SHIPPING	4412	4499	6719	HONG KONG	Asia Pacific	47.75	94.17	54.42				

PANOCEAN	4412	5153	4499	SOUTH KOREA	Asia Pacific	3.01	66.07	6.68				
PORT OF TAURANGA	4491	6531		NEW ZEALAND	Asia Pacific	30.68	46.15	46.53				
QINGDAO PORT INTERNATIONAL 'H'	4491	4225		CHINA	Asia Pacific	56.81	48.91	58.71	1768.81	7.22		
QUBE HOLDINGS	4491	4226	4225	AUSTRALIA	Asia Pacific	35.01	63.70	52.77				
SHANGHAI INTERNATIONAL PORT GROUP 'A'	4491	4499	4225	CHINA	Asia Pacific	37.96	72.77	40.65	783.62			
SINOPEC KANTONS HOLDINGS	4412	4491	4226	HONG KONG	Asia Pacific	80.65	19.33	70.30	906.74	1.97		
SURIA CAPITAL HOLDINGS	4491	1629	8742	MALAYSIA	Asia Pacific	16.57	66.88	27.40	2633.52			
TANGSHAN PORT GROUP 'A'	4491	5052	4225	CHINA	Asia Pacific	10.85	13.62	14.58				
THORESEN THAI AGENCY	4412	4449	4491	THAILAND	Asia Pacific	58.82	32.25	65.72				
TIANJIN PORT 'A'	4491	5172	4119	CHINA	Asia Pacific	41.07	63.73	32.73	1484.98	4.35		
WESTPORTS HOLDINGS	4491	6719		MALAYSIA	Asia Pacific	62.81	77.44	82.15	3160.19	0.96	0.03	3.08
YUEXIU TRANSPORT INFRASTRUCTURE	4231	4491		HONG KONG	Asia Pacific	46.71	68.83	43.23	714.88	282.05		
ZHUZHOU KIBING GROUP 'A'	3211	4491		CHINA	Asia Pacific	43.41	33.67	8.76				
GRINDROD	4731	4491	4499	SOUTH AFRICA	Africa	53.34	33.06	56.29	753.54	75.60		
SOCIETE D EXPLOITATION DES PORTS	4491			MOROCCO	Africa	53.79	74.29	46.44	187.41			
ANDINO INVESTMENT HOLDING SAC	8742	4491	4581	PERU	Latin America	15.74	37.00	23.99				
CARBOCLOR	4226	4491	2869	ARGENTINA	Latin America	2.38	54.42	17.32				
COMPANIA SUDAMERICANA DE VAPORES	4412	4424	4491	CHILE	Latin America	3.01	31.17	45.03				
CSN MINERACAO ON	1011	5052	4491	BRAZIL	Latin America	73.64	49.87	74.49	4669.92	NA		
ECORODOVIAS INFRAESTRUTURA E LOGISTICA ON	4231	8742	4491	BRAZIL	Latin America	58.89	65.04	54.63	196.77	66.34		
HIDROVIAS DO BRASIL ON	4449	4424	4491	BRAZIL	Latin America	5.98	30.26	7.25				
PROMOTORA Y OPERADORA DE INFRAESTRUTURA	4231	4491	1611	MEXICO	Latin America	2.78	41.58	7.11				
RUMO ON	4011	4491	4225	BRAZIL	Latin America	66.90	32.11	60.80	121.45	42.76	36.50	85.36
SANTOS BRASIL PARTICIPACOES ON	4491	4225	4213	BRAZIL	Latin America	76.45	78.60	88.02	236.79	15.79	13.96	88.41
SOCIEDAD MATRIZ SAAM	4499	4491	4222	CHILE	Latin America	53.43	27.00	70.90	793.08	15.91	6.45	40.54

QATAR NAVIGATION	4412	8742	4491	QATAR	MENA	5.62	41.90	7.36		
SAUDI INDUSTRIAL SERVICES	4491	4225	4941	SAUDI ARABIA	MENA	49.05	46.18	35.64	855.22	3.95

Table A.4 Mapping the ESG KPIs to the 169 KPIs of SDGs

KPI's Name	Questions	Table 1 - Mapping of KPIs to SDG targets																	
		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	
Compliance with environmental national and international regulation	Are you currently in compliance with applicable environmental national and international regulation?						6.3		8.4	9.4			11.6	12.4 12.5	13.3	14.2	15.3		
Fines or penalties related to environmental issues	Have there been any fines or penalties related to environmental issues in the past five years?						6.3							12.4		14.1	15.3	16.4	17.16
Budget for environmental compliance	Do you have a specific budget for environmental compliance and improvement measures?													12.2 12.5	13.1 13.2		15.5		17.7 17.8
Evaluation of risks and opportunities of climate change on business	Have you evaluated the risks and opportunities that climate change will have on your business or assets and strategic plans?									9.4					13.1 13.2 13.3				17.16
Public disclosure standards of climate change	What information do you disclose publicly on climate change impacts related to your business or assets? - None - Climate Risk Assessment - GHG Protocol - CDP - TCFD													12.6	13.3			16.10	17.16
Decarbonization programme in place	Do you have a decarbonization programme in place? (See FAQ for more details about decarbonization)									9.4			11.6		13.1 13.2 13.3				17.7

Measurement of total water consumption	Do you measure the total water consumption?					6.4						12.2					17.18
Total annual water consumption	If yes, please provide the latest total annual water consumption of the organization (in m3)					6.4						12.2					17.18
Use of wastewater treatment plant	Do you use a wastewater treatment plant in order to prevent environmental issues?					6.3 6.4											
Measures of recycling/reusing water	Are there any measures to recycle/ reuse water?					6.3 6.4						12.2					
Employee training programmes on water conservation	Do you raise awareness among employees about water conservation through training programmes?					6.4						12.2					
Change in local water balance	Is your business activity responsible for changes in local water balance?					6.4 6.5 6.b											
Measurement of Scope 1 GHG emissions (CO2e)	Do you measure GHG emissions (Scope1 - Direct Emissions in CO2e) and set reduction targets?												13.2				
Measurement of Scope 2 GHG emissions (CO2e)	Do you measure GHG emissions (Scope2 - Energy Indirect Emissions in CO2e) and set reduction targets?						7.3										
Measurement of Scope 3 GHG emissions (CO2e)	Do you measure GHG emissions (Scope 3 - Other Indirect Emissions in CO2e) and set reduction targets?											12.5					
Reporting on energy data (consumption, savings, targets) and emissions	Do you report data for energy (consumption, savings, targets) and emissions (increase/decrease, targets)?											12.6					

GHG emissions offset (CO2e)	Are you offsetting GHG (CO2e) emissions?											13.2				
Technology and innovation opportunities for GHG emission minimisation	On a scale of 0 to 10, to what extent are you investigating innovation and technology opportunities to minimise GHG emissions?							9.4								
Measures on energy consumption reduction	Are there measures in place to reduce energy consumption?					7.3										
Rating of initiatives and long-term renovation strategy	On a scale of 0 to 10, how would you rate your initiatives and long-term renovation strategy to improve the energy efficiency of the buildings?									11.6						
Compliance with Energy Performance of Buildings Directive (EPBD)	Do you comply with the Energy Performance of Buildings Directive (EPBD)?					7.3										
Percentage of total energy consumption with energy certification	What percentage of your total energy consumption has received energy certifications (i.e., ISO 50001)?					7.3										
Awareness of energy consumption among employees	Do you raise awareness among employees about responsible energy consumption?										12.8					
Percentage of energy consumption from renewables	What is your percentage of energy consumption from renewable energy?					7.2										
Rating of research efforts to minimize GHG emissions in the short-term	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the short term (1 - 3 years)											13.3				

Rating of research efforts to minimize GHG emissions in the mid-term	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the mid-term (3 - 5 yrs)								9.5								
Rating of research efforts to minimize GHG emissions in the long-term	Rate from 0 to 10 your research efforts to adopt technologies to minimize your GHG emissions in the long term (more than 5 yrs)											13.a					
Appointment of person/team/function to incorporate GHG reduction technologies with current operations	Does the organization have an appointed person/team/function to incorporate GHG reduction technologies with current operations?											13.3					
Budget dedicated to GHG emission reduction technologies	Does the organization have a budget to implement GHG emission reduction technologies?											13.2					
Input in evaluation of GHG reduction initiatives from Finance dept.	Does the finance department provide input in evaluating GHG reduction initiatives?										12.7						
Biodiversity Action Plan	Do you have a Biodiversity Action Plan in line with or beyond regulatory and statutory requirements?												14.2	15.5 15.9			
Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	Are there records of any endangered species and IUCN Red List species' habitat located on the assets or surrounding area? (See FAQ for more details about IUCN Red List Species)													15.5 15.9			17.19
Ecological monitoring surveys	Have you undertaken ecological monitoring surveys to assess the impacts (direct or indirect) and monitor species diversity (ecological audit to determine the baseline and subsequent changes)?													15.5 15.9			17.19

Activity risk of invasive species reduction	Due to your activity, what is the risk of invasive species introduction (for example aquatic species from marine activities, mussels)?														15.5 15.8		17.19
Wildlife and fisheries habitat loss from activities	Does your activity affect wildlife and fisheries habitat loss?													14.4	15.5 15.b		
Protection of habitats	Do you protect or restore habitats?													14.2	15.5 15.9		
Waste reduction assessment	Have you carried out a waste reduction assessment, to track opportunities and risks for waste reduction, reuse, and recycling?											12.2 12.5 12.4					
Certified disposal methods by type and volume of waste	Do you have certified disposal methods by type and volume of waste?											12.2 12.5 12.4					
Volume of waste (tons)	Please provide the waste of your company by volume (tons)											12.5					
Percentage of recycled material	What is the percentage of the total recycled material?											12.5					
Total amount of recycled material (tons)	What is the total amount of recycled material (tons)?											12.5					
Disposal of hazardous waste through certified recycling/treatment outlets	Do you dispose of hazardous waste (contaminated material or chemical substances) through certified recycling/treatment outlets?											12.4					



Incorporation of measures for minimization and mitigation of contamination risk	Have you incorporated measures to minimise and mitigate the risk of contamination and protect the local population?			3.9													
Annual waste minimisation targets	Do you have annual waste minimisation targets?										12.5						
Use of substances that do not occur in the natural habitat	Do you use substances that do not occur in the natural habitat (point and non-point sources)?													15.8			
Support via strategy and business development to circular economy	Does the strategy and business development of your organization support circular economy?										12.2 12.5						
Citizen awareness to support circular initiatives	Do you raise awareness and acceptance from citizens of surrounding area to support local circular initiatives?										12.8						
State of port infrastructure	How would you rate the state of your port infrastructure? (See FAQ for a reference to self-assess)								9.1								
Development of clean energy vessels initiatives	Do you develop initiatives to support clean energy vessels (clean fuel, enhanced technology, others)?						7.2							14.3			
Complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	Has the Port been subject to any complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging?													14.2			

Flood risk management plan	Do you have a flood risk management plan?										11.5						
Average daily water consumption (in m3 per day)	What is the average daily water consumption? (in m3 per day)					6.4											
Water use (m3/day)	How much water is the project location permitted to utilise?					6.4											
Carbon capture (CO2e) and storage initiatives	Do you carry out any initiatives of carbon capture (CO2e) and storage?							7.2					13.2				
Electricity use reduction measures	Do you carry out any measures to reduce electricity use?							7.3									
Total amount of reduced energy (in kWh)	If yes, please provide the total amount of reduced energy, in kWh							7.3									
Circular economy practices for end-of-life (EOL) products	Do you have circular economy practices for end-of-life (EOL) products? (See FAQ for Circular economy definition)											12.5					
Recycle (% of EOL)	Recycle (% of EOL)											12.5					
Remanufacture (% of EOL)	Remanufacture (% of EOL)											12.5					
Reuse (% of EOL)	Reuse (% of EOL)											12.5					







Exclusion of child and compulsory labor	Do you exclude compulsory and child labor?			3.9														
Child and compulsory labor (%)	Percentage of operations that have been subjected to child and compulsory labor							8.7										
Use of local suppliers	Do you use suppliers from the Local Area? (See FAQ for clarification about Local area)							8.3 8.5				12.2 12.7					17.16	
Supplies provided by local suppliers (%)	Percentage of supplies which are provided by local suppliers							8.3 8.5				12.2 12.7					17.16	
Social factors for supplier selection	Do you include social factors in supplier selection? (See FAQ for clarification about "Social Factors")	1.4				5.5				8.7		10.2				12.2 12.5	16.5 17.6	
Suppliers selected with social factors (%)	Percentage of new suppliers screened with social factors	1.4				5.5				8.7		10.2				12.2 12.5	16.5 17.6	
Procurement based on CE framework	Do you implement ways of procurement to support a circular approach (e.g., CE – procurement framework)?								8.4	9.4			12.2 12.5 12.6 12.7 12.8		13.3 13.7		17.6	
Risks for local community	Does your business activity pose any material risks to or significant impacts on the health, safety, and wellbeing of local communities?	1.5	2.3	3.9	4.4	5.2	6.1	7.1	8.8	9.1 9.4	10.2	11.1 11.7	12.2 12.4 12.8	13.1	14.1 14.2	15.1 15.9	16.1 16.7	17.1
Opposition from local communities on the asset or operation	Is there any opposition from local communities to your assets and/or operations?	1.5	2.3	3.9	4.4	5.2	6.1	7.1	8.8	9.1 9.4	10.2	11.1 11.7	12.2 12.4 12.8	13.1	14.1 14.2	15.1 15.9	16.1 16.7	17.1
Number of complaints from local communities on the asset or operation	Number of complaints from local communities regarding the asset or operation	1.5	2.3	3.9	4.4	5.2	6.1	7.1	8.8	9.1 9.4	10.2	11.1 11.7	12.2 12.4 12.8	13.1	14.1 14.2	15.1 15.9	16.1 16.7	17.1

Community investment programs (value in euros)	Do you have a community investment programme in place?	1.5	2.3	3.9	4.4	5.2	6.1	7.1	8.8	9.1 9.4	10.2	11.1 11.7	12.2 12.4 12.8	13.1	14.1 14.2	15.1 15.9	16.1 16.7	17.1
Value of investment programme	Value of the investment programme (in Euro)								8.10	9.1								17.17
Negative impact on the local cultural heritage	Does your activity have any negative impact on the cultural heritage of a local community?												11.4 11.7					
Voluntary or involuntary resettlement of people	Is there any voluntary or involuntary resettlement of people?	1.4									10.1							
Number of people who have to resettle	Number of people who have to resettle	1.4									10.1							
Volunteering plan in place	Do you have a volunteering plan in place?								8.9									17.17
Employees participating in voluntary activities (%)	Percentage of employees who participate in voluntary activities								8.8				12.6					
Community engagement on cultural heritage preservation	Are you engaging the community to preserve the cultural heritage?											11.4 11.7						
Measures to reduce or eliminate illegal activity at the ports	Do you take measures to reduce or eliminate illegal activity at the ports?																16.4 16.a	
Fines and non-monetary sanctions	Total fines and non-monetary sanctions																16.3 16.6 16.7	

Measures for homeless people finding shelter at the port	Do you take measures to help homeless people who find shelter at the port?										11.1 11.3						
Passenger satisfaction survey	Do you conduct a passenger satisfaction survey?							8.9				12.8					
Passenger satisfaction (%)	Percentage of passenger satisfaction							8.9				12.8					
Promotion of maritime profession to local communities	Do you promote the maritime professions to local communities which suffer from unemployment?			4.4				8.6									
Facilities for people with special needs	Do you provide facilities appropriate for members of the public with special needs?									10.2	11.7						
Areas for children in the waiting area of departure	Do you offer appropriate areas for children in the waiting area for departure?			3.9							11.7						
Measurement and classification of the annual accidents in the port	Do you measure and classify the annual accidents in the port?			3.6					9.1								
Accidents (##/annum)	Number of accidents per year			3.6							11.2						
Injuries (##/annum)	Number of injuries			3.6							11.2						
Fatalities (##/annum)	Number of fatalities per year			3.6							11.2						







Remuneration policy disclosure	Do you disclose the organisation's remuneration policy?											12.6					
Remuneration policy disclosure (highest governance body members)	Do you disclose the remuneration report of the highest governance body members?															16.5	
ESG criteria in the suppliers' code	Do you have a suppliers' code which includes ESG criteria?											12.6 12.7				16.5	
Suppliers' code with ESG criteria (%)	Percentage of suppliers who have agreed with and signed the organisation's Code which includes ESG criteria											12.6 12.7					
Diversity and Inclusion (D&I) policy	Do you have a Diversity and Inclusion (D&I) policy?				5.5			8.8		10.2							
Anti-corruption / Anti-bribery policy?	Do you have an Anti-corruption / Anti-bribery policy?															16.5 16.6 16.7	
Operations assessed for risks related to corruption and bribery (%)	What is the percentage of operations assessed for risks related to corruption and bribery?															16.5 16.6 16.7	
Incidents of corruption and bribery during the last year (##)	Total number of incidents of corruption and bribery during the last year															16.5 16.6	
Corrective actions taken for corruption and bribery incidents	Indicate the status of the incidents and corrective actions taken															16.5 16.6	
Codes or policies addressing harassment, discrimination, intimidation and workplace violence	Do you have codes or policies addressing harassment, discrimination, intimidation and workplace violence?				5.2					10.3						16.3	

Mechanisms in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence	Do you have mechanisms (i.e. grievance) in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence?					5.3										16.5	
Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	Total number of incidents of intimidation, harassment and discrimination and workplace violence during the last year					5.2				10.3						16.3	
Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	In reference to previous question, indicate the status of the incidents and corrective actions taken															16.3 16.5	
ESG (or Sustainability) policy	Do you have an ESG (or Sustainability) policy											12.6					17.16
ESG (or Sustainability) strategy	Do you have an ESG (or Sustainability) strategy (including pillars, objectives, commitments, KPIs?)											12.6					17.16
ESG (or Sustainability) strategy review frequency	How often do you review the ESG (or Sustainability) strategy?											12.6					17.16
Progress communication towards the Sustainable Development Goals	Do you communicate progress towards the Sustainable Development Goals (SDGs)?											12.6					17.16
Frequency of progress communication towards the Sustainable Development Goals	How often do you communicate the progress towards the SDGs?											12.6					
ESG performance data review by the Board	Does your Board regularly review ESG performance data?											12.6					17.16

Progress communication regarding ESG and KPIs	Do you communicate progress regarding ESG issues and KPIs?											12.6					17.16
Frequency of progress communication regarding ESG and KPIs	How often do you communicate progress towards ESG issues and KPIs?											12.6					
Non-financial information disclosure	Do you disclose Non-Financial Information through official reporting to competent authorities?											12.6 12.7				16.b	
Initiatives implementation	Do you (or your parent organisation) endorse and/or implement any of the following initiatives? • None (Possible answers: yes or no)															16.6 16.b	17.16
Initiatives implementation	Global Reporting Initiative (GRI)															16.6 16.b	17.16
Initiatives implementation	United Nations Global Compact (UNGC)															16.6 16.b	17.16
Initiatives implementation	ISO 26000 of the International Organisation for Standardisation															16.6 16.b	17.16
Initiatives implementation	International Integrated Reporting Framework															16.6 16.b	17.16
Initiatives implementation	Sustainability Accounting Standards Board (SASB)															16.6 16.b	17.16
Initiatives implementation	CDP (Carbon Disclosure Project)															16.6 16.b	17.16

Initiatives implementation	Climate Disclosure Standards Board															16.6 16.b	17.16
Initiatives implementation	Task Force on Climate-related Financial Disclosures (TCFD)															16.6 16.b	17.16
Initiatives implementation	Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents															16.6 16.b	17.16
Initiatives implementation	Product and Organisation Environmental Footprint Guides															16.6 16.b	17.16
Initiatives implementation	The Sustainability Code (DNK)															16.6 16.b	17.16
Initiatives implementation	Natural Capital Protocol															16.6 16.b	17.16
Initiatives implementation	Organisation Environmental Footprint (OEF) Guide															16.6 16.b	17.16
Initiatives implementation	United Nations Principles for Responsible Investing (UNPRI)															16.6 16.b	17.16
Initiatives implementation	Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development															16.6 16.b	17.16
Initiatives implementation	The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into															16.6 16.b	17.16



Stakeholder engagement plans (local communities)	Do you have a stakeholder engagement plan for local communities?																16.7	17.17
Frequency of engagement plan with local communities	Indicate the frequency of engagement with local communities																16.7	17.17
Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	Have there been any public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years?																16.10	17.17
Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	Indicate the status of those complaints and any corrective actions taken																16.6	16.10



Table A.5 SDG Weights per ESG KPI

Rows of Table A.5 correspond to the rows of Appendix Table A.4.

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	8.3%	12.5%	0.0%	10.0%	18.2%	20.0%	10.0%	8.3%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	10.0%	8.3%	8.3%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	40.0%	0.0%	8.3%	0.0%	10.5%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	20.0%	0.0%	0.0%	8.3%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	10.0%	0.0%	60.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%



0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%

0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	16.7%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	16.7%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	16.7%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.3%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.3%	0.0%	0.0%	0.0%	0.0%	0.0%



0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%









0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	5.3%
14.3%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	8.3%	0.0%	10.0%	0.0%	18.2%	0.0%	0.0%	0.0%	8.3%	5.3%
14.3%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	8.3%	0.0%	10.0%	0.0%	18.2%	0.0%	0.0%	0.0%	8.3%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	12.5%	0.0%	0.0%	45.5%	40.0%	0.0%	0.0%	0.0%	5.3%
14.3%	12.5%	7.7%	10.0%	11.1%	12.5%	20.0%	8.3%	25.0%	10.0%	20.0%	27.3%	20.0%	20.0%	16.7%	16.7%	5.3%
14.3%	12.5%	7.7%	10.0%	11.1%	12.5%	20.0%	8.3%	25.0%	10.0%	20.0%	27.3%	20.0%	20.0%	16.7%	16.7%	5.3%



0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%







0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	5.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	8.3%	0.0%









Table A.6 Dashboard- KPI Scores

ESG/SDG Dashboard Scores	kpi scores	material category scores	pillar scores	esg scores	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
<b>Environmental</b>	<b>34.9</b>	<b>34.9</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>Biodiversity</b>	<b>66.7</b>	<b>66.7</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Activity risk of invasive species reduction	100.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Biodiversity Action Plan	0.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Ecological monitoring surveys	100.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Protection of habitats	100.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	0.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Wildlife and fisheries habitat loss from activities	100.0	66.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Climate Change and Environment</b>	<b>50.0</b>	<b>50.0</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Budget for environmental compliance	100.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with environmental national and international regulation	100.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Decarbonization programme in place	0.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Evaluation of risks and opportunities of climate change on business	0.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fines or penalties related to environmental issues	100.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Public disclosure standards of climate change	0.0	50.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Energy, Emissions and Energy Efficient Buildings</b>	<b>13.9</b>	<b>13.9</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Appointment of person/team/function to	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

incorporate GHG reduction technologies with current operations																					
Awareness of energy consumption among employees	100.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Budget dedicated to GHG emission reduction technologies	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with Energy Performance of Buildings Directive (EPBD)	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
GHG emissions offset (CO2e)	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Input in evaluation of GHG reduction initiatives from Finance dept.	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 1 GHG emissions (CO2e)	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 2 GHG emissions (CO2e)	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 3 GHG emissions (CO2e)	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures on energy consumption reduction	100.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of energy consumption from renewables	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of total energy consumption with energy certification	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of initiatives and long-term renovation strategy	50.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the long-term	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the mid-term	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the short-term	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Reporting on energy data (consumption, savings, targets) and emissions	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Technology and innovation opportunities for GHG emission minimisation	0.0	13.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Environment - Ports Specific</b>	<b>29.0</b>	<b>29.0</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>

Amount of dB in the port (annual average)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Amount of dB in the surrounding area (annual average)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average daily water consumption (in m3 per day) - Change this to Annual	100.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Carbon capture (CO2e) and storage initiatives	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Circular economy practices for end-of-life (EOL) products	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	100.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Development of clean energy vessels initiatives	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Electricity use reduction measures	100.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Flood risk management plan	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Monitoring of dB inside the Port and the surrounding area	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Port resilience in disasters	33.3	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Recycle (% of EOL)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remanufacture (% of EOL)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Reuse (% of EOL)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
State of port infrastructure	60.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total amount of reduced energy (in kWh)	0.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Water use (m3/day)	100.0	29.0	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Waste, Material and Hazardous Material Management</b>	<b>47.9</b>	<b>47.9</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Annual waste minimisation targets	0.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Certified disposal methods by type and volume of waste	100.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Citizen awareness to support circular initiatives	0.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Disposal of hazardous waste through certified recycling/treatment outlets	100.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Incorporation of measures for minimization and mitigation of contamination risk	100.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of recycled material	26.5	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Support via strategy and business development to circular economy	0.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total amount of recycled material (tons)	0.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of substances that do not occur in the natural habitat	100.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Volume of waste (tons)	0.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Waste reduction assessment	100.0	47.9	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Water and Wastewater Management</b>	<b>43.7</b>	<b>43.7</b>	<b>34.9</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Change in local water balance	100.0	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employee training programmes on water conservation	0.0	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of total water consumption	100.0	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures of recycling/reusing water	0.0	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total annual water consumption	62.4	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of wastewater treatment plant	0.0	43.7	34.9	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Governance</b>	<b>37.8</b>	<b>37.8</b>	<b>37.8</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>External Reporting and Communication</b>	<b>9.4</b>	<b>9.4</b>	<b>37.8</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
CDP (Carbon Disclosure Project)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Climate Disclosure Standards Board	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	100.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG performance data review by the Board	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Frequency of engagement plan with local authorities	100.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of engagement plan with local communities	100.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of progress communication regarding ESG and KPIs	20.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of progress communication towards the Sustainable Development Goals	20.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Global Reporting Initiative (GRI)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Grievance mechanisms for external stakeholders	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Guiding Principles Reporting Framework on Business and Human Rights	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Initiatives implementation	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
International Integrated Reporting Framework	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ISO 26000 of the International Organisation for Standardisation	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Natural Capital Protocol	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Non-financial information disclosure	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Organisation Environmental Footprint (OEF) Guide	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Other/Sector specific (...free text for user...)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Product and Organisation Environmental Footprint Guides	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Progress communication regarding ESG and KPIs	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3



Progress communication towards the Sustainable Development Goals	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Stakeholder engagement plans (local authorities)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Stakeholder engagement plans (local communities)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Sustainability Accounting Standards Board (SASB)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Task Force on Climate-related Financial Disclosures (TCFD)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The Sustainability Code (DNK)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
UN Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework.	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
United Nations Global Compact (UNGC)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
United Nations Principles for Responsible Investing (UNPRI)	0.0	9.4	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Highest Governance Body and Committees</b>	<b>89.6</b>	<b>89.6</b>	<b>37.8</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Chair of highest governance body is an executive officer in the company	0.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Committees for ESG topics management and decision making	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Diversity as a criterion for nominating and selecting members of the highest body governance body	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Executives responsible for ESG topics management	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Expertise and experience as a criterion for nominating and selecting members of the highest body governance body	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Independence as a criterion for nominating and selecting members of the highest body governance body	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Independency of the highest governance body of the company (%)	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Nomination committee for board members and senior executives	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Specific role of the highest governance and senior executives	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Staff or officer for ESG topics daily management	100.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Women within the organisation's governance bodies (%)	75.0	89.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Policies</b>	<b>58.6</b>	<b>58.6</b>	<b>37.8</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Anti-corruption / Anti-bribery policy?	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Codes or policies addressing harassment, discrimination, intimidation and workplace violence	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Corrective actions taken for corruption and bribery incidents	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Diversity and Inclusion (D&I) policy	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) policy	0.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) strategy	0.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) strategy review frequency	20.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG criteria in the suppliers' code	0.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3


Incidents of corruption and bribery during the last year (##)	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Mechanisms in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence	100.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Operations assessed for risks related to corruption and bribery (%)	0.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Suppliers' code with ESG criteria (%)	0.0	58.6	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Remuneration</b>	<b>60.0</b>	<b>60.0</b>	<b>37.8</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Equal pay for equal work irrespective of gender	100.0	60.0	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG performance in the HGB and senior executives remuneration policy	0.0	60.0	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration committee	0.0	60.0	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration policy disclosure	100.0	60.0	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration policy disclosure (highest governance body members)	100.0	60.0	37.8	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Social</b>	<b>66.6</b>	<b>66.6</b>	<b>66.6</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>Community</b>	<b>72.7</b>	<b>72.7</b>	<b>66.6</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Community engagement on cultural heritage preservation	0.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Community investment programs (value in euros)	0.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees participating in voluntary activities (%)	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Negative impact on the local cultural heritage	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Number of complaints from local communities on the asset or operation	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Number of people who have to resettle	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Opposition from local communities on the asset or operation	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Risks for local community	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Value of investment programme	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Voluntary or involuntary resettlement of people	100.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Volunteering plan in place	0.0	72.7	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Employees</b>	<b>66.4</b>	<b>66.4</b>	<b>66.6</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Absentee Rate	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average training hours per employee	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Benefits to workforce	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Child and compulsory labor (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with EU Occupational Health and Safety Law	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employee wellbeing programme	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees from vulnerable and/or minority social groups	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees from vulnerable and/or minority social groups (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees per employee category/level, men (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees per employee category/level, women (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Equal opportunities in the recruitment and promotion process	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Exclusion of child and compulsory labor	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Higher salary than the NLA (entry level)	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Human rights training	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Injury Rate	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Local community employees (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Local Community employees consideration in the hiring process	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Lost Day Rate	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

New employee hires during the last year, men (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
New employee hires during the last year, women (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Occupational Disease Rate	0.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Planned retrenchment	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Planned retrenchment (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Salary divergence from NLA (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Training and development opportunities	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Women to men ratio (%)	93.8	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Youth employees (<30 years old) (%)	100.0	66.4	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Social - Ports Specific</b>	<b>64.3</b>	<b>64.3</b>	<b>66.6</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Accidents (##/annum)	0.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Areas for children in the waiting area of departure	0.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average response time per incident category (accidents, spills, etc.)	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Calculation of the emergency response time for various incidents	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Facilities for people with special needs	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fatalities (##/annum)	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fines and non-monetary sanctions	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Injuries (##/annum)	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement and classification of the annual accidents in the port	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures for homeless people finding shelter at the port	0.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures to reduce or eliminate illegal activity at the ports	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Passenger satisfaction (%)	0.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Passenger satisfaction survey	100.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Promotion of maritime profession to local communities	0.0	64.3	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Suppliers</b>	<b>60.0</b>	<b>60.0</b>	<b>66.6</b>	<b>45.5</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>

Procurement based on CE framework	0.0	60.0	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Social factors for supplier selection	0.0	60.0	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Suppliers selected with social factors (%)	100.0	60.0	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Supplies provided by local suppliers (%)	100.0	60.0	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of local suppliers	100.0	60.0	66.6	45.5	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Table A.7 Dashboard- KPI Ratings

ESG/SDG Dashboard Ratings	kpi ratings	material category rating	ESG pillar rating	esg score																	
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>Environmental</b>	2.1	1.9	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Biodiversity</b>	3.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Activity risk of invasive species reduction	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Biodiversity Action Plan	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Ecological monitoring surveys	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Protection of habitats	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Wildlife and fisheries habitat loss from activities	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Climate Change and Environment</b>	2.5	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Budget for environmental compliance	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with environmental national and international regulation	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Decarbonization programme in place	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Evaluation of risks and opportunities of climate change on business	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fines or penalties related to environmental issues	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Public disclosure standards of climate change	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Energy, Emissions and Energy Efficient Buildings</b>	1.4	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Appointment of person/team/function to incorporate GHG reduction technologies with current operations	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Awareness of energy consumption among employees	4.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Budget dedicated to GHG emission reduction technologies	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with Energy Performance of Buildings Directive (EPBD)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
GHG emissions offset (CO2e)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Input in evaluation of GHG reduction initiatives from Finance dept.	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 1 GHG emissions (CO2e)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 2 GHG emissions (CO2e)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 3 GHG emissions (CO2e)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures on energy consumption reduction	4.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of energy consumption from renewables	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of total energy consumption with energy certification	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of initiatives and long-term renovation strategy	3.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of research efforts to minimize GHG emissions in the long-term	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Rating of research efforts to minimize GHG emissions in the mid-term	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of research efforts to minimize GHG emissions in the short-term	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Reporting on energy data (consumption, savings, targets) and emissions	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Technology and innovation opportunities for GHG emission minimisation	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Environment - Ports Specific</b>	1.9	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Amount of dB in the port (annual average)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Amount of dB in the surrounding area (annual average)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average daily water consumption (in m3 per day) - Change this to Annual	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Carbon capture (CO2e) and storage initiatives	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Circular economy practices for end-of-life (EOL) products	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Development of clean energy vessels initiatives	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Electricity use reduction measures	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Flood risk management plan	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Monitoring of dB inside the Port and the surrounding area	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Port resilience in disasters	2.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Recycle (% of EOL)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remanufacture (% of EOL)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0



Reuse (% of EOL)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
State of port infrastructure	3.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total amount of reduced energy (in kWh)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Water use (m3/day)	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Waste, Material and Hazardous Material Management</b>	2.5	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Annual waste minimisation targets	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Certified disposal methods by type and volume of waste	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Citizen awareness to support circular initiatives	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Disposal of hazardous waste through certified recycling/treatment outlets	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incorporation of measures for minimization and mitigation of contamination risk	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of recycled material	2.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Support via strategy and business development to circular economy	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total amount of recycled material (tons)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of substances that do not occur in the natural habitat	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Volume of waste (tons)	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Waste reduction assessment	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Water and Wastewater Management</b>	2.3	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Change in local water balance	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employee training programmes on water conservation	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of total water consumption	4.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures of recycling/reusing water	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total annual water consumption	3.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of wastewater treatment plant	1.0	2.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Governance</b>	2.1	2.1	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

<b>External Reporting and Communication</b>	1.3	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	4.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG performance data review by the Board	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of engagement plan with local authorities	4.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of engagement plan with local communities	4.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of progress communication regarding ESG and KPIs	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of progress communication towards the Sustainable Development Goals	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Grievance mechanisms for external stakeholders	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Initiatives implementation	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Non-financial information disclosure	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Progress communication regarding ESG and KPIs	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Progress communication towards the Sustainable Development Goals	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Stakeholder engagement plans (local authorities)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Stakeholder engagement plans (local communities)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Global Reporting Initiative (GRI)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
United Nations Global Compact (UNGC)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ISO 26000 of the International Organisation for Standardisation	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
International Integrated Reporting Framework	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Sustainability Accounting Standards Board (SASB)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

CDP (Carbon Disclosure Project)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Climate Disclosure Standards Board	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Task Force on Climate-related Financial Disclosures (TCFD)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Product and Organisation Environmental Footprint Guides	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The Sustainability Code (DNK)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Natural Capital Protocol	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Organisation Environmental Footprint (OEF) Guide	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
United Nations Principles for Responsible Investing (UNPRI)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Guiding Principles Reporting Framework on Business and Human Rights	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
UN Guiding Principles on Business and Human Rights implementing the UN 'Protect,	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Respect and Remedy' Framework.																					
Other/Sector specific (...free text for user...)	1.0	1.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Highest Governance Body and Committees</b>	<b>3.8</b>	<b>4.0</b>	<b>2.0</b>	<b>45.5</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
Chair of highest governance body is an executive officer in the company	1.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Committees for ESG topics management and decision making	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Diversity as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Executives responsible for ESG topics management	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Expertise and experience as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Independence as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Independency of the highest governance body of the company (%)	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Nomination committee for board members and senior executives	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Specific role of the highest governance and senior executives	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Staff or officer for ESG topics daily management	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Women within the organisation's governance bodies (%)	4.0	4.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Policies</b>	<b>2.7</b>	<b>3.0</b>	<b>2.0</b>	<b>45.5</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
Anti-corruption / Anti-bribery policy?	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Codes or policies addressing harassment, discrimination, intimidation and workplace violence	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Corrective actions taken for corruption and bribery incidents	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Diversity and Inclusion (D&I) policy	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) policy	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) strategy	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) strategy review frequency	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG criteria in the suppliers' code	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incidents of corruption and bribery during the last year (##)	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Mechanisms in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Operations assessed for risks related to corruption and bribery (%)	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers' code with ESG criteria (%)	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Remuneration</b>	2.8	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Equal pay for equal work irrespective of gender	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG performance in the HGB and senior executives remuneration policy	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration committee	1.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration policy disclosure	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Remuneration policy disclosure (highest governance body members)	4.0	3.0	2.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Social</b>	3.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Community</b>	3.2	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community engagement on cultural heritage preservation	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community investment programs (value in euros)	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees participating in voluntary activities (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Negative impact on the local cultural heritage	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Number of complaints from local communities on the asset or operation	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Number of people who have to resettle	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Opposition from local communities on the asset or operation	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Risks for local community	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Value of investment programme	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Voluntary or involuntary resettlement of people	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Volunteering plan in place	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Employees</b>	3.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Absentee Rate	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average training hours per employee	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Benefits to workforce	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Child and compulsory labor (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with EU Occupational Health and Safety Law	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employee wellbeing programme	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees from vulnerable and/or minority social groups	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees from vulnerable and/or minority social groups (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Employees per employee category/level, men (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees per employee category/level, women (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Equal opportunities in the recruitment and promotion process	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Exclusion of child and compulsory labor	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Higher salary than the NLA (entry level)	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Human rights training	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Injury Rate	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Local community employees (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Local Community employees consideration in the hiring process	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Lost Day Rate	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
New employee hires during the last year, men (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
New employee hires during the last year, women (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Occupational Disease Rate	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Planned retrenchment	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Planned retrenchment (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Salary divergence from NLA (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Training and development opportunities	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Women to men ratio (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Youth employees (<30 years old) (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Social - Ports Specific</b>	<b>2.9</b>	<b>3.0</b>	<b>3.0</b>	<b>45.5</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
Accidents (##/annum)	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Areas for children in the waiting area of departure	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average response time per incident category (accidents, spills, etc.)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Calculation of the emergency response time for various incidents	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Facilities for people with special needs	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fatalities (##/annum)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fines and non-monetary sanctions	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Injuries (##/annum)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement and classification of the annual accidents in the port	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures for homeless people finding shelter at the port	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures to reduce or eliminate illegal activity at the ports	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Passenger satisfaction (%)	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Passenger satisfaction survey	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Promotion of maritime profession to local communities	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Suppliers</b>	2.8	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Procurement based on CE framework	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social factors for supplier selection	1.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers selected with social factors (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Supplies provided by local suppliers (%)	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of local suppliers	4.0	3.0	3.0	45.5	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

<b>Major Challenges Remain</b>	<b>1.0</b>
<b>Significant Challenges Remain</b>	<b>2.0</b>
<b>Challenges Remain</b>	<b>3.0</b>
<b>Goal Achieved</b>	<b>4.0</b>



Table A.8 Dashboard- KPI Scores – Alternative Scoring

ESG/SDG Dashboard Scores	kpi scores	material category scores	pillar scores	esg scores	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
<b>Environmental</b>	<b>34.9</b>	<b>39.6</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>Biodiversity</b>	<b>66.7</b>	<b>63.6</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Activity risk of invasive species reduction	100.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Biodiversity Action Plan	0.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Ecological monitoring surveys	100.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Protection of habitats	100.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	0.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Wildlife and fisheries habitat loss from activities	100.0	63.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Climate Change and Environment</b>	<b>50.0</b>	<b>70.0</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Budget for environmental compliance	100.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with environmental national and international regulation	100.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Decarbonization programme in place	0.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Evaluation of risks and opportunities of climate change on business	0.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fines or penalties related to environmental issues	100.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Public disclosure standards of climate change	0.0	70.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Energy, Emissions and Energy Efficient Buildings</b>	<b>13.9</b>	<b>17.2</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Appointment of person/team/function to incorporate GHG reduction	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

technologies with current operations

Awareness of energy consumption among employees	100.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Budget dedicated to GHG emission reduction technologies	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with Energy Performance of Buildings Directive (EPBD)	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
GHG emissions offset (CO2e)	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Input in evaluation of GHG reduction initiatives from Finance dept.	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 1 GHG emissions (CO2e)	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 2 GHG emissions (CO2e)	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of Scope 3 GHG emissions (CO2e)	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures on energy consumption reduction	100.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of energy consumption from renewables	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of total energy consumption with energy certification	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of initiatives and long-term renovation strategy	50.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the long-term	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the mid-term	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Rating of research efforts to minimize GHG emissions in the short-term	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Reporting on energy data (consumption, savings, targets) and emissions	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Technology and innovation opportunities for GHG emission minimisation	0.0	17.2	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

<b>Environment - Ports Specific</b>	<b>29.0</b>	<b>34.0</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Amount of dB in the port (annual average)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Amount of dB in the surrounding area (annual average)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average daily water consumption (in m3 per day) - Change this to Annual	100.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Carbon capture (CO2e) and storage initiatives	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Circular economy practices for end-of-life (EOL) products	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	100.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Development of clean energy vessels initiatives	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Electricity use reduction measures	100.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Flood risk management plan	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Monitoring of dB inside the Port and the surrounding area	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Port resilience in disasters	33.3	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Recycle (% of EOL)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remanufacture (% of EOL)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Reuse (% of EOL)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
State of port infrastructure	60.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total amount of reduced energy (in kWh)	0.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Water use (m3/day)	100.0	34.0	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Waste, Material and Hazardous Material Management</b>	<b>47.9</b>	<b>47.6</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Annual waste minimisation targets	0.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Certified disposal methods by type and volume of waste	100.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Citizen awareness to support circular initiatives	0.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Disposal of hazardous waste through certified recycling/treatment outlets	100.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Incorporation of measures for minimization and mitigation of contamination risk	100.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Percentage of recycled material	26.5	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Support via strategy and business development to circular economy	0.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total amount of recycled material (tons)	0.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of substances that do not occur in the natural habitat	100.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Volume of waste (tons)	0.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Waste reduction assessment	100.0	47.6	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Water and Wastewater Management</b>	<b>43.7</b>	<b>53.1</b>	<b>39.9</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Change in local water balance	100.0	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employee training programmes on water conservation	0.0	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measurement of total water consumption	100.0	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures of recycling/reusing water	0.0	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Total annual water consumption	62.4	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of wastewater treatment plant	0.0	53.1	39.9	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Governance</b>	<b>37.8</b>	<b>44.3</b>	<b>52.2</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>External Reporting and Communication</b>	<b>9.4</b>	<b>14.7</b>	<b>52.2</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
CDP (Carbon Disclosure Project)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Climate Disclosure Standards Board	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	100.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG performance data review by the Board	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of engagement plan with local authorities	100.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of engagement plan with local communities	100.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of progress communication regarding ESG and KPIs	20.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Frequency of progress communication towards the Sustainable Development Goals	20.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Global Reporting Initiative (GRI)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Grievance mechanisms for external stakeholders	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Guiding Principles Reporting Framework on Business and Human Rights	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Iniatives implementation	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
International Integrated Reporting Framework	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ISO 26000 of the International Organisation for Standardisation	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Natural Capital Protocol	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Non-financial information disclosure	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Organisation Environmental Footprint (DEF) Guide	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Other/Sector specific (...free text for user...)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Product and Organisation Environmental Footprint Guides	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Progress communication regarding ESG and KPIs	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Progress communication towards the Sustainable Development Goals	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Stakeholder engagement plans (local authorities)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Stakeholder engagement plans (local communities)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Sustainability Accounting Standards Board (SASB)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Task Force on Climate-related Financial Disclosures (TCFD)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The Sustainability Code (DNK)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
UN Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework.	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
United Nations Global Compact (UNGC)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
United Nations Principles for Responsible Investing (UNPRI)	0.0	14.7	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Highest Governance Body and Committees</b>	<b>89.6</b>	<b>94.0</b>	<b>52.2</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>

Chair of highest governance body is an executive officer in the company	0.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Committees for ESG topics management and decision making	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Diversity as a criterion for nominating and selecting members of the highest body governance body	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Executives responsible for ESG topics management	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Expertise and experience as a criterion for nominating and selecting members of the highest body governance body	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Independence as a criterion for nominating and selecting members of the highest body governance body	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Independency of the highest governance body of the company (%)	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Nomination committee for board members and senior executives	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Specific role of the highest governance and senior executives	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Staff or officer for ESG topics daily management	100.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Women within the organisation's governance bodies (%)	75.0	94.0	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Policies</b>	<b>58.6</b>	<b>65.8</b>	<b>52.2</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Anti-corruption / Anti-bribery policy?	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Codes or policies addressing harassment, discrimination, intimidation and workplace violence	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Corrective actions taken for corruption and bribery incidents	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Diversity and Inclusion (D&I) policy	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) policy	0.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) strategy	0.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG (or Sustainability) strategy review frequency	20.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG criteria in the suppliers' code	0.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Incidents of corruption and bribery during the last year (##)	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Mechanisms in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence	100.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Operations assessed for risks related to corruption and bribery (%)	0.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Suppliers' code with ESG criteria (%)	0.0	65.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Remuneration</b>	<b>60.0</b>	<b>77.8</b>	<b>52.2</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Equal pay for equal work irrespective of gender	100.0	77.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
ESG performance in the HGB and senior executives remuneration policy	0.0	77.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration committee	0.0	77.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration policy disclosure	100.0	77.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Remuneration policy disclosure (highest governance body members)	100.0	77.8	52.2	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Social</b>	<b>66.6</b>	<b>76.5</b>	<b>76.5</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
<b>Community</b>	<b>72.7</b>	<b>80.0</b>	<b>76.5</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Community engagement on cultural heritage preservation	0.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3



Community investment programs (value in euros)	0.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees participating in voluntary activities (%)	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Negative impact on the local cultural heritage	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Number of complaints from local communities on the asset or operation	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Number of people who have to resettle	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Opposition from local communities on the asset or operation	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Risks for local community	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Value of investment programme	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Voluntary or involuntary resettlement of people	100.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Volunteering plan in place	0.0	80.0	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Employees</b>	<b>66.4</b>	<b>79.2</b>	<b>76.5</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Absentee Rate	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average training hours per employee	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Benefits to workforce	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Child and compulsory labor (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Compliance with EU Occupational Health and Safety Law	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employee wellbeing programme	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees from vulnerable and/or minority social groups	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees from vulnerable and/or minority social groups (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees per employee category/level, men (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Employees per employee category/level, women (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Equal opportunities in the recruitment and promotion process	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Exclusion of child and compulsory labor	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Higher salary than the NLA (entry level)	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Human rights training	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Injury Rate	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Local community employees (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Local Community employees consideration in the hiring process	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Lost Day Rate	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
New employee hires during the last year, men (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
New employee hires during the last year, women (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Occupational Disease Rate	0.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Planned retrenchment	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Planned retrenchment (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Salary divergence from NLA (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Training and development opportunities	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Women to men ratio (%)	93.8	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Youth employees (<30 years old) (%)	100.0	79.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Social - Ports Specific</b>	<b>64.3</b>	<b>68.2</b>	<b>76.5</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Accidents (##/annum)	0.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Areas for children in the waiting area of departure	0.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Average response time per incident category (accidents, spills, etc.)	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Calculation of the emergency response time for various incidents	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Facilities for people with special needs	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fatalities (##/annum)	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Fines and non-monetary sanctions	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Injuries (##/annum)	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Measurement and classification of the annual accidents in the port	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures for homeless people finding shelter at the port	0.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Measures to reduce or eliminate illegal activity at the ports	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Passenger satisfaction (%)	0.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Passenger satisfaction survey	100.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Promotion of maritime profession to local communities	0.0	68.2	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
<b>Suppliers</b>	<b>60.0</b>	<b>77.8</b>	<b>76.5</b>	<b>55.4</b>	<b>70.4</b>	<b>75.0</b>	<b>55.6</b>	<b>62.5</b>	<b>84.2</b>	<b>64.6</b>	<b>38.5</b>	<b>74.8</b>	<b>55.2</b>	<b>70.6</b>	<b>47.5</b>	<b>46.9</b>	<b>25.3</b>	<b>73.3</b>	<b>72.0</b>	<b>36.1</b>	<b>28.3</b>
Procurement based on CE framework	0.0	77.8	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Social factors for supplier selection	0.0	77.8	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Suppliers selected with social factors (%)	100.0	77.8	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Supplies provided by local suppliers (%)	100.0	77.8	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3
Use of local suppliers	100.0	77.8	76.5	55.4	70.4	75.0	55.6	62.5	84.2	64.6	38.5	74.8	55.2	70.6	47.5	46.9	25.3	73.3	72.0	36.1	28.3

Table A.9 Dashboard- KPI Ratings – Alternative Scoring

ESG/SDG Dashboard Ratings	kpi ratings	material category rating	ESG pillar rating	esg score																	
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>Environmental</b>	2.1	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Biodiversity</b>	3.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Activity risk of invasive species reduction	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Biodiversity Action Plan	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Ecological monitoring surveys	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Protection of habitats	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Records for endangered species and IUCN Red List species' habitat located on the assets or surrounding area	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Wildlife and fisheries habitat loss from activities	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Climate Change and Environment</b>	2.5	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Budget for environmental compliance	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with environmental national and international regulation	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Decarbonization programme in place	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Evaluation of risks and opportunities of climate change on business	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fines or penalties related to environmental issues	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Public disclosure standards of climate change	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Energy, Emissions and Energy Efficient Buildings</b>	1.4	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Appointment of person/team/function to incorporate GHG reduction	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

technologies with current operations																					
Awareness of energy consumption among employees	4.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Budget dedicated to GHG emission reduction technologies	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with Energy Performance of Buildings Directive (EPBD)	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
GHG emissions offset (CO2e)	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Input in evaluation of GHG reduction initiatives from Finance dept.	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 1 GHG emissions (CO2e)	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 2 GHG emissions (CO2e)	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of Scope 3 GHG emissions (CO2e)	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures on energy consumption reduction	4.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of energy consumption from renewables	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of total energy consumption with energy certification	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of initiatives and long-term renovation strategy	3.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of research efforts to minimize GHG emissions in the long-term	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of research efforts to minimize GHG emissions in the mid-term	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Rating of research efforts to minimize GHG emissions in the short-term	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Reporting on energy data (consumption, savings, targets) and emissions	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Technology and innovation opportunities for GHG emission minimisation	1.0	1.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Environment - Ports Specific</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>55.4</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
Amount of dB in the port (annual average)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Amount of dB in the surrounding area (annual average)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average daily water consumption (in m3 per day) - Change this to Annual	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Carbon capture (CO2e) and storage initiatives	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Circular economy practices for end-of-life (EOL) products	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Complaints/campaigns/proceedings in relation to degradation, fragmentation or loss of ecosystems and their services, intrusion of invasive species as result of Port maritime transport and/or loss or disturbance to habitats due to dredging	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Development of clean energy vessels initiatives	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Electricity use reduction measures	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Flood risk management plan	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Monitoring of dB inside the Port and the surrounding area	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Port resilience in disasters	2.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Recycle (% of EOL)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remanufacture (% of EOL)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Reuse (% of EOL)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
State of port infrastructure	3.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total amount of reduced energy (in kWh)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Water use (m3/day)	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

<b>Waste, Material and Hazardous Material Management</b>	2.5	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Annual waste minimisation targets	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Certified disposal methods by type and volume of waste	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Citizen awareness to support circular initiatives	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Disposal of hazardous waste through certified recycling/treatment outlets	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incorporation of measures for minimization and mitigation of contamination risk	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Percentage of recycled material	2.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Support via strategy and business development to circular economy	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total amount of recycled material (tons)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of substances that do not occur in the natural habitat	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Volume of waste (tons)	1.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Waste reduction assessment	4.0	2.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Water and Wastewater Management</b>	2.3	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Change in local water balance	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employee training programmes on water conservation	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement of total water consumption	4.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures of recycling/reusing water	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Total annual water consumption	3.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of wastewater treatment plant	1.0	3.0	2.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Governance</b>	2.1	2.2	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>External Reporting and Communication</b>	1.3	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Corrective actions taken for public complaints, adverse media coverage or NGO campaigns on ESG issues incidents	4.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG performance data review by the Board	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of engagement plan with local authorities	4.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of engagement plan with local communities	4.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of progress communication regarding ESG and KPIs	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Frequency of progress communication towards the Sustainable Development Goals	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Grievance mechanisms for external stakeholders	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Initiatives implementation	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Non-financial information disclosure	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Progress communication regarding ESG and KPIs	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Progress communication towards the Sustainable Development Goals	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Public complaints, adverse media coverage or NGO campaigns on ESG issues in the last five years	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Stakeholder engagement plans (local authorities)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Stakeholder engagement plans (local communities)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Global Reporting Initiative (GRI)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
United Nations Global Compact (UNGC)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ISO 26000 of the International Organisation for Standardisation	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
International Integrated Reporting Framework	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0



Sustainability Accounting Standards Board (SASB)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
CDP (Carbon Disclosure Project)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Climate Disclosure Standards Board	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Task Force on Climate-related Financial Disclosures (TCFD)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Eco-Management and Audit Scheme (EMAS) and the related Sectoral Reference Documents	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Product and Organisation Environmental Footprint Guides	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The Sustainability Code (DNK)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Natural Capital Protocol	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Organisation Environmental Footprint (OEF) Guide	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
United Nations Principles for Responsible Investing (UNPRI)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The European Federation of Financial Analysts Societies' KPIs for ESG, a Guideline for the Integration of ESG into Financial Analysis and Corporate Valuation	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Model Guidance on reporting ESG information to investors of the UN Sustainable Stock Exchanges Initiative	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Guiding Principles Reporting Framework on Business and Human Rights	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
The Tripartite Declaration of principles concerning multinational enterprises and social policy of the ILO	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

OECD Due Diligence Guidance for Responsible Supply Chains from Conflict-Affected and High-Risk areas, and the supplements to it	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
UN Guiding Principles on Business and Human Rights implementing the UN 'Protect, Respect and Remedy' Framework.	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Other/Sector specific (...free text for user...)	1.0	1.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Highest Governance Body and Committees</b>	3.8	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Chair of highest governance body is an executive officer in the company	1.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Committees for ESG topics management and decision making	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Diversity as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Executives responsible for ESG topics management	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Expertise and experience as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Independence as a criterion for nominating and selecting members of the highest body governance body	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Independency of the highest governance body of the company (%)	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Nomination committee for board members and senior executives	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Specific role of the highest governance and senior executives	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Staff or officer for ESG topics daily management	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Women within the organisation's governance bodies (%)	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Policies</b>	<b>2.7</b>	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Anti-corruption / Anti-bribery policy?	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Codes or policies addressing harassment, discrimination, intimidation and workplace violence	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Corrective actions taken for corruption and bribery incidents	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Corrective actions taken for intimidation, harassment, discrimination and workplace violence incidents	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Diversity and Inclusion (D&I) policy	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) policy	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) strategy	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG (or Sustainability) strategy review frequency	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG criteria in the suppliers' code	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incidents of corruption and bribery during the last year (##)	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Incidents of intimidation, harassment and discrimination and workplace violence during the last year (##)	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Mechanisms in place for the reporting and investigation of intimidation, harassment, discrimination and workplace violence	4.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Operations assessed for risks related to corruption and bribery (%)	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers' code with ESG criteria (%)	1.0	3.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Remuneration</b>	2.8	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Equal pay for equal work irrespective of gender	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
ESG performance in the HGB and senior executives remuneration policy	1.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration committee	1.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration policy disclosure	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Remuneration policy disclosure (highest governance body members)	4.0	4.0	3.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Social</b>	3.0	3.8	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Community</b>	3.2	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community engagement on cultural heritage preservation	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Community investment programs (value in euros)	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees participating in voluntary activities (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Negative impact on the local cultural heritage	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Number of complaints from local communities on the asset or operation	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Number of people who have to resettle	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Opposition from local communities on the asset or operation	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Risks for local community	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Value of investment programme	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Voluntary or involuntary resettlement of people	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Volunteering plan in place	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

<b>Employees</b>	3.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Absentee Rate	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average training hours per employee	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Benefits to workforce	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Child and compulsory labor (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Compliance with EU Occupational Health and Safety Law	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employee wellbeing programme	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees from vulnerable and/or minority social groups	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees from vulnerable and/or minority social groups (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees per employee category/level, men (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Employees per employee category/level, women (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Equal opportunities in the recruitment and promotion process	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Exclusion of child and compulsory labor	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Higher salary than the NLA (entry level)	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Human rights training	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Injury Rate	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Local community employees (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Local Community employees consideration in the hiring process	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Lost Day Rate	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
New employee hires during the last year, men (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
New employee hires during the last year, women (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Occupational Disease Rate	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

Planned retrenchment	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Planned retrenchment (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Salary divergence from NLA (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Training and development opportunities	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Women to men ratio (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Youth employees (<30 years old) (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Social - Ports Specific</b>	<b>2.9</b>	<b>3.0</b>	<b>4.0</b>	<b>55.4</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
Accidents (##/annum)	1.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Areas for children in the waiting area of departure	1.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Average response time per incident category (accidents, spills, etc.)	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Calculation of the emergency response time for various incidents	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Facilities for people with special needs	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fatalities (##/annum)	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Fines and non-monetary sanctions	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Injuries (##/annum)	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measurement and classification of the annual accidents in the port	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures for homeless people finding shelter at the port	1.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Measures to reduce or eliminate illegal activity at the ports	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Passenger satisfaction (%)	1.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Passenger satisfaction survey	4.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Promotion of maritime profession to local communities	1.0	3.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
<b>Suppliers</b>	<b>2.8</b>	<b>4.0</b>	<b>4.0</b>	<b>55.4</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>

Procurement based on CE framework	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Social factors for supplier selection	1.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Suppliers selected with social factors (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Supplies provided by local suppliers (%)	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0
Use of local suppliers	4.0	4.0	4.0	55.4	3.0	4.0	3.0	3.0	4.0	3.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	2.0

<b>Major Challenges Remain</b>	<b>1.0</b>
<b>Significant Challenges Remain</b>	<b>2.0</b>
<b>Challenges Remain</b>	<b>3.0</b>
<b>Goal Achieved</b>	<b>4.0</b>