

# Growing Sustainably

As an organisation that stores and transports raw materials for many everyday products – and produces a sustainable food source at our fish farms – we recognise the impact that our operations have on the environment, our communities, our colleagues and external stakeholders. Sustainability is therefore integrated with our strategy and underpins operations across Stolt-Nielsen.



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## Growing Sustainably (*continued*)



# Responsibility to Stakeholders

### Sustainable growth, sustainable value

The markets we serve – from packaging, agriculture, construction and electronics to automotive, textiles, food and healthcare – are affected by global demographic and economic trends. And that means our business is also driven by factors such as population growth, demand for sustainable food sources, urbanisation, burgeoning middle classes and ageing populations.

Stolt-Nielsen has an important role in addressing the environmental and social impacts of these factors – and in helping deliver sustainable value to our stakeholders. We take that role seriously.

### Engaging with stakeholders

Collaboration is key to our sustainability approach, and we work closely with our customers, suppliers, investors, employees and communities to make the greatest possible contribution through our activities.

We are also active in engaging with trade associations and other sector-specific organisations on industry trends and best practices. These include the International Chamber of Shipping, INTERTANKO, ITOPE, Maersk Mc-Kinney Møller Center for Zero Carbon Shipping, Global Maritime Forum, IMPA|Save, Koninklijke BLN-Schuttevaer, HiLo, the Ship Recycling Transparency Initiative, International Liquid Terminals Association, Asociacion Petroquímica y Química Latinoamericana, Clean Cargo, Tank Storage Association, Bulk Liquids Industry Association Inc, American Fuel & Petrochemical Manufacturers, Singapore Chemical Industry Council, the International Tank Container Organization, the European Petrochemical Association, the European Federation of Aquaculture Producers and the Norwegian Seafood Council.

### Aligning with global best practices

Stolt-Nielsen is a signatory of the UN Global Compact and we are working to reduce our environmental impact in line with its objectives and the UN Sustainable Development Goals (SDGs), which are a framework for meeting the world's greatest challenges and opportunities by 2030. Stolt-Nielsen has the potential to make the greatest contribution to SDGs 12, 13 and 14 – Responsible Consumption and Production, Climate Action and Life Below Water, and we use them to guide our approach to sustainability.

### Maintaining strong governance

Our commitment to building a sustainable business comes from the very top, with the Board of Directors pledging its full commitment in areas ranging from health and safety to emissions reduction, water conservation and employee wellbeing. We also have well-established safety, quality and environmental management systems in place to ensure sustainability principles are embedded in our culture, operations and risk management approach. Climate change poses potential risks and we therefore ensure all our businesses build mitigation approaches into their strategies.

In 2020, we established the Stolt-Nielsen sustainability taskforce, which is chaired by the Managing Director of APAC and MEA. It also includes two members of our executive management team in addition to representatives from each division and key stakeholder groups. It meets regularly to discuss performance and opportunities, and sustainability reports are made to the Board each quarter. In April 2021, the taskforce held a virtual sustainability summit, which featured presentations from leading external experts to provide insight on best practices from other organisations, including industries outside logistics.

For more information on our sustainability policies and progress, please visit: [www.stolt-nielsen.com/sustainability/](http://www.stolt-nielsen.com/sustainability/)

### Assessing our impact

During 2021 we surveyed a broad range of stakeholders across all our businesses, including customers and investors, as part of our materiality assessment process. The results of these surveys were then used to identify key sustainability themes to focus on in our strategy and reporting. Employees from across the Company also completed a questionnaire to rank those sustainability topics that they considered most important to our ongoing success.

The resulting materiality diagram (opposite) illustrates the relative importance of the material topics identified by both internal and external stakeholders. Our sustainability strategy is aligned to these topics, and in 2021 we established additional data baselines for priority areas so we can more effectively measure our progress.

## Material topics

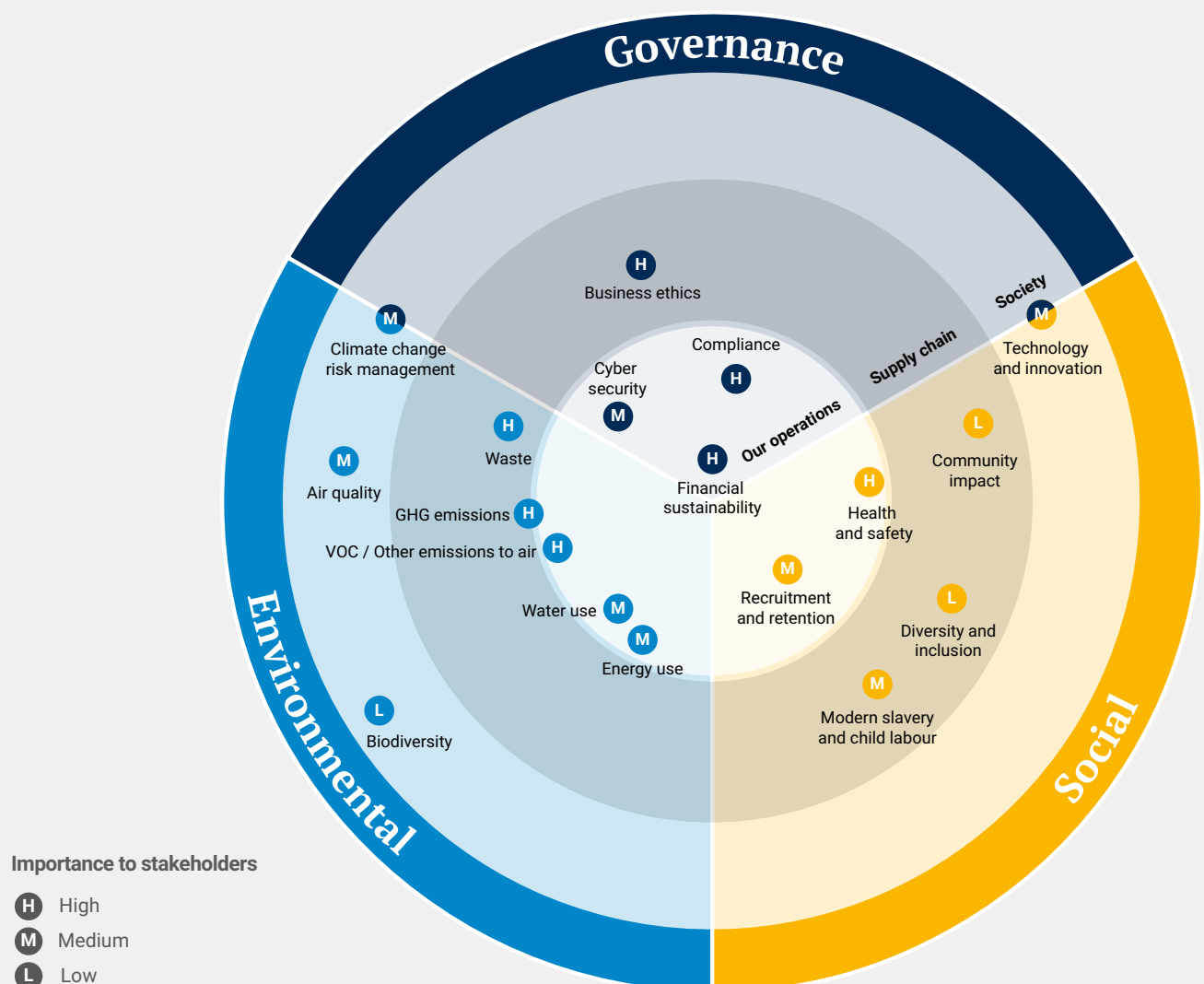
The diagram below includes the areas of environmental, social and governance (ESG) focus that we have identified as key to our business and most important to our stakeholders.

Each coloured dot represents an area of focus that has been identified through our materiality assessment process.

Those closest to the centre are areas that Stolt-Nielsen can impact most directly. Our ability to impact each area decreases as you move from the centre of the diagram outwards.

This report has been prepared in accordance with the GRI core standard option and covers several of the Sustainability Accounting Standards Board (SASB) sustainability topics for marine transportation. During the year, we also began our climate change risk assessment using the Task Force on Climate-related Financial Disclosures (TCFD) framework.

(See our GRI Content Index on pages 148-150.)













## Growing Sustainably (*continued*)



### Health and Safety

Stolt-Nielsen is committed to achieving zero harm across all operations. Our commitment drives a safety-focused culture rooted in sound governance, robust processes, specialist training, incident management and reporting. During 2021, we saw year-on-year improvements in our safety performance as we reinforced these areas.

Indicator	2021 performance	Explanation	Business	Reference
Total Recordable Case Frequency (TRCF)	<b>1.80</b> ↓ (2020: 2.34)	Improved performance overall, driven by improvements at Stolthaven Terminals and Stolt Tank Containers.	  	<ul style="list-style-type: none"> <li>• GRI 403-9</li> <li>• See page 24</li> </ul>
Lost Time Injury Frequency (LTIF)	<b>0.77</b> ↓ (2020: 0.89)	Improved performance overall, driven by a significant improvement at Stolthaven Terminals.	  	<ul style="list-style-type: none"> <li>• GRI 403-9</li> <li>• See page 24</li> </ul>
Serious Incidents	<b>0</b> ↔ (2020: 0)	Zero serious incidents in 2021, for the second consecutive year.	   	<ul style="list-style-type: none"> <li>• GRI 403-9</li> <li>• GRI 306-1</li> <li>• GRI 306-2</li> <li>• See page 24</li> </ul>

#### Business key



Stolt Tankers



Stolthaven Terminals



Stolt Tank Containers



Stolt Sea Farm

#### Performance key

 Negative change from prior year
  Positive change from prior year
  No change from prior year

## Committed to zero harm

### GRI 403

Our commitment to zero harm requires a strong, safety-focused culture. This culture is driven from the top, with the management team and Board of Directors receiving detailed safety KPI reports on a quarterly basis. We ensure the Company is:

- Meeting or exceeding the latest industry standards
- Measuring the number of incidents and near misses
- Monitoring and reporting in line with established procedures and compliance requirements
- Tracking and delivering training as scheduled

At the same time, our culture emphasises personal responsibility to mitigate risks, protect colleagues and drive continuous improvement across all processes and operations.

### Adapting to Covid-19

All Stolt-Nielsen businesses continued active measures to keep people safe, including ongoing hygiene protocols and testing in line with local government guidelines. We also enhanced our virtual training capabilities and conducted virtual meetings where possible.

Stolt Tankers continued its enhanced cleaning regimes on board its ships, alongside social distancing and regular testing. Shore leave was cancelled and wherever possible we complete operations with zero ship-to-shore contact. To protect our crew, from November 15, 2021 it is a requirement for everyone joining our ships to be vaccinated. As at the date of this report, more than 90% of our seafarers have received their Covid-19 vaccines and we have started the roll out of boosters.

Stolthaven Terminals maintained complete service for all customers – not a single hour of operations was lost due to Covid-19, demonstrating the robustness of safety management. Stolt Tank Containers is classed as an essential business in every market in which it operates, and all services continued in compliance with local regulations. In contrast to 2020, Covid-19 had a limited impact on Stolt Sea Farm during 2021, with operations continuing at normal levels.

### Fostering a safety-focused culture

In 2021, our businesses continued to drive initiatives that foster a safety-focused culture. Stolt Tankers enhanced its *Slashed Zero* programme, which seeks to minimise behavioural risks involved in operations and reduce personal injuries across the fleet. To help drive cultural change on board ships, 2021 activity focused on the behavioural aspects of safety, emphasising positive reinforcement and rewarding successes. For example, employees demonstrating good safety behaviour received positive annotations to their appraisals and received congratulatory letters from management. The leadership team also met with ships via Microsoft Teams to discuss their safety statistics and highlight achievements and areas for further improvement. Another effective initiative involved revising our approach to reporting safety statistics to ships. Instead of focusing on the number of incidents, we now headline reports with accident-free trends, highlighting successes and demonstrating that zero accidents is achievable for sustained periods.

Stolt Tankers holds an annual Ship of the Year competition to increase health and safety awareness and raise standards. Our fleet is judged on criteria that covers safety, port state and customer inspections, audit results, off-hire, claims and cost-efficiency. In 2021, *Stolt Renge* and *Stolt Yuri* were jointly named Ship of the Year. Learn more about the competition at [stolt-nielsen.com/our-businesses/stolt-tankers/ship-of-the-year/](https://stolt-nielsen.com/our-businesses/stolt-tankers/ship-of-the-year/)

In December 2020, Stolthaven Terminals launched EcoPortal, a new digital safety management system. All incidents, near misses and non-conformities are now captured, managed and analysed through this single global system, giving full transparency and timely information to management. As a result, we can derive trends and learnings faster than ever, driving a key element of our continuous improvement efforts to achieve safety excellence. Because it provides a global overview of safety across Stolthaven, EcoPortal highlights areas that require additional safety training. It also encourages all employees to be more proactive in improving safety by providing them with an opportunity to submit their ideas for improvements.

In 2021, several customers recognised Stolthaven Terminals for its safety performance and culture. Santos was named the best liquid bulk storage terminal in Brazil by Raízen, in the safety and productivity category. It also achieved best safety management performance in a HSEQ audit by COVESTRO. Singapore won Terminal of the Year in the Dow 2020 SEA S4TAR programme.

Following its employee engagement survey, Stolt Tank Containers increased communication with staff on safety issues. Leadership conducted townhalls and managers scheduled more regular meetings with their teams – all of which received positive feedback. We also extended our focus on dangerous goods safety, improving our training programme for the safe transportation and storage of heat-sensitive substances. In addition, we implemented training on following International Maritime Dangerous Goods (IMDG) guidelines, with ten employees qualifying as Dangerous Goods Safety Advisers. As a result of our efforts during the year, a major customer named STC 'most transparent tank container operator' when it comes to health and safety matters.

Stolt Sea Farm conducted research into ways of enhancing the safety culture in areas including biosanitary waste management, animal welfare, farm hygiene and food safety. The initiative identified ways to improve employee communication and training, and new processes and e-learning modules were then introduced to reinforce best practices. SSF also recently appointed a new head of health and safety to bring more rigour and standardisation to processes across the business.

### Stop Work Authority Programme

The *Stop Work Authority* programme has been in place since 2014. It empowers everyone at Stolt-Nielsen to intervene and put a stop to work that appears unsafe. Onshore and seafaring staff alike receive training on using this authority. They also receive a handy card (available in 18 languages) reminding them of the processes for taking action and raising concerns.



## Growing Sustainably (*continued*)

### Enhancing process safety

We constantly look at ways to improve process safety throughout the asset lifecycle. From early design and throughout operations and maintenance, we follow robust procedures to prevent leaks, spills, technical failures and breakdowns. We also drive innovation to mitigate risks and provide a safer working environment.

In 2021, Stolt Tankers and Stolthaven Houston conducted an initial trial in which ships' tanks were cleaned while berthed, with wastewater discharged directly into a treatment plant. As well as reducing bunkers and associated carbon emissions, this brought safety benefits by mitigating risks associated with ship channel transits and berth-shifting. In addition, it reduced ship crew working hours by around 10%.

Stolthaven Terminals also launched *Connected Worker*, its flagship project for digitalising processes in the field. Technology and automation help reduce the risk of human error, reduce paperwork, improve communication and provide real-time data, all of which improve safety and efficiency. Automation can also reduce the risk of personal injuries because it is no longer necessary for employees to be so close to operations. The first pilots of *Connected Worker* are planned for Santos, Brazil, and Singapore in 2022.

In 2021, despite the pandemic Stolthaven made additional investments in field automation. For example, automated valves for nitrogen, steam and other utilities were introduced. Drones were used in tank inspections in Houston, US and in Moerdijk, the Netherlands, we upgraded two tank pits to introduce more automation. Santos, Brazil and New Orleans, US also have extensive ongoing modernisation programmes.

Stolt Tank Containers opened a new tank wash facility in Grangemouth, Scotland, which is SQAS accredited and designed to the highest safety standards. The installation of modern cleaning equipment also improves safety. STC also renewed several quality and safety certificates during the year, including ISO 9001 and ISO 22000, which we re-certified against the updated version of the standard ISO 22000-2018. We renewed SQAS for tank cleaning services at Moerdijk, the Netherlands, and completed the SQAS assessment – including the EFTCO food section – at our new depot in Grangemouth, Scotland. In addition, STC received customer recognition for the high quality of our safety practices. We maintained our EcoVadis silver rating with an increased score.

### Providing specialist health and safety training

Regular training is key to promoting a safety-focused culture. From toolbox talks and in-house seminars to external sessions and certifications, we maintain active training schedules that improve risk awareness and help prevent incidents.

Covid-19-related challenges continued to affect face-to-face training in 2021. However, we maintained our schedules and ensured all staff were able to access learning and development opportunities. Virtual training continued, as did ongoing communication on topics such as processes, standards and learnings from incidents and near misses.

At Stolt Tankers, 100% of seafarers received training. In total, the fleet ran almost 1,400 sessions onboard, equating to approximately 20,000 training hours. Because sessions were held within each regional service, they also helped us identify and understand specific issues. Crew also completed 22,500 additional training hours on our digital training portal. This career management system delivers bespoke Stolt Tankers content that includes our procedures, safety rules and risk assessments as core principles.

Stolt Tankers also introduced the *Stolt Unbreakable Life Saving Rules* in 2021. These rules address the root causes of common accidents and include messaging on how not following them endangers lives. For example, one rule makes it compulsory to wear a helmet when in the engine room or on open seas, and to facilitate compliance we redesigned our helmets to make them lighter and more comfortable. Twenty ships were involved in formulating the rules, and we trialled them on five ships before rolling the initiative out across the fleet.

In 2021, Stolthaven Terminals introduced several new global safety and operations standards as part of our ongoing drive to achieve safety and operations excellence. These included a risk management standard, which features an updated risk matrix, which is used to assess the safety of new installations and modifications to our existing facilities. Standards were developed with input from each terminal and then communicated across the business – on sites, via townhall meetings and in training sessions. We are also developing the Stolthaven Academy, which brings together all global training and education efforts in one platform – from e-learning to on-the-job and classroom training. The aim is to make training more accessible while also providing enhanced insights. The Academy will be launched in 2022.

Stolt Tank Containers maintained training schedules despite Covid-19 social distancing and travel restrictions. We increased online training via our online learning management system and improved our onboarding programme for new joiners. All depot employees also received monthly training in topics such as handling dangerous goods, preventing risk and working in confined spaces. STC continued to use its global safety management system to plan and monitor training, with 92% of staff completing their statutory and STC-required training sessions in 2021.

All new Stolt Sea Farm employees receive training in occupational health and safety, workplace risk, hazard identification and accident prevention. Machinery operators receive additional training on role-specific risks. In 2021, SSF conducted research to improve training effectiveness, which led to the creation of more virtual sessions and online modules. These included quality and food safety best practices in line with Spanish regulatory requirements.

## Engaging employees

Employee engagement and communication are key to our progress in fostering a safety-focused culture.

In 2021, Stolt Tankers conducted a safety maturity survey to assess the current state of its culture. Nearly 2,000 staff participated in the survey, and 100 interviews were conducted. The results provided insights into potential areas of weakness and highlighted the need for the business to become more proactive, encourage employees to take more initiative and ensure safety is more widely perceived as a bottom-up culture instead of a top-down directive. Several initiatives will be rolled out in 2022 to address these findings.

Another successful employee engagement initiative was an inter-ship competition on safety and wellbeing topics. We used a software programme that could be accessed offline, so it was simple for ships to engage. Sixty ships participated in the first competition focused on preventing hand injuries, with ships competing against each other on their knowledge.

Stolthaven Terminals is a signatory of the Tank Storage Association's (TSA) charter to ensure we maintain our leadership in major hazard best practices. We are focused on making safety everyone's responsibility and regularly undertake employee engagement surveys on safety attitudes to inform initiatives that improve employee welfare, communication and participation. In 2020, we created working groups based on engagement survey results, and these continued to drive positive changes in 2021. For example, at our terminal in Dagenham, UK, the working group recommended enhanced shift scheduling that is improving work/life balance.

Stolthaven Annual Safety Days for staff, vendors and families continued where Covid-19 restrictions allowed. These popular events combine interactive experiences, contests and opportunities for everyone to learn more about safety processes and technologies. They are also a chance to recognise those who go further, with awards presented to people who go the extra mile to make our workplaces safe.

To increase awareness of important health and safety issues, this year Stolt Tank Containers launched a monthly bulletin with updates on lessons learned and ways to standardise best practices, which has been well received. To help continuously improve our performance, our Depot General Managers held more frequent virtual meetings throughout the year to share lessons learned and discuss personal injuries, near misses and sustainability. These meetings improved collaboration across our global team and generated several local action plans which cover topics such as reducing our carbon footprint, and identifying and mitigating against near misses.

Stolt Sea Farm held regular townhalls in local languages, with a particular focus on evolving Covid-19 protocols. We also increased communication with employees via video and displayed information in common areas across sites. During the year an employee survey found that for SSF employees, the most valued aspect of working was the high level of health and safety protection in place.

## Growing Sustainably (continued)

### Positive trends, new achievements

During the year we saw improvements in both overall Total Recordable Case Frequency (TRCF) and Lost Time Injury Frequency (LTIF) rates across our logistics businesses: TRCF fell to 1.80 (2020: 2.34) and LTIF fell to 0.77 (2020: 0.89). We require our people to report all events that impact health, safety, and/or the environment. Serious incidents are defined as those having a 'high severity' according to the Company's incident severity matrix. There were no serious incidents during the year (2020: zero) and the last fatality of an employee or contractor was in 2018.

We require all our operations to report any incident that impacts the environment using our management systems. We classify any spill that involves a release of materials that pose a major health and safety risk to people or damage to the environment as significant. There were no significant spills during the year.

Stolt Tankers improved its safety performance again this year. 86% of ships, excluding those in joint ventures, were incident free, compared with 67% in 2020, and 85% were injury free (2020: 81%<sup>1</sup>). At Stolthaven Terminals, several sites achieved new records for the number of days without lost time injuries: Houston, US achieved 1,400 days, New Orleans, US 1,000 days and Singapore 950 days. We saw a similar trend at Stolt Tank Containers – our Kaohsiung depot in Taiwan and Zhangjiagang and Tianjin depots in China have not recorded a single lost time injury since 2014.

At Stolthaven Terminals there was a significant reduction in both TRCF and LTIF as a result of increased training, awareness campaigns and improved safety management processes.

Stolt Tank Containers saw a reduction in TRCF, however its LTIF increased compared with 2020, in part driven by more accurate reporting of low severity incidents.

1. Restated for the period of December 01, 2019 to November 30, 2020. Previously reported for the calendar year.

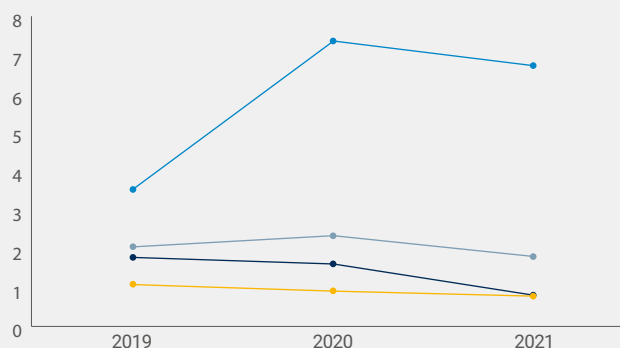
Stolt Sea Farm's operations are significantly different from our logistics businesses, so we use different safety benchmarks. Its safety performance is measured against the index used by the Spanish Ministry of Labour and Social Economy for occupational incidents in the fisheries and aquaculture sector, which calculates the average number of occupational safety incidents per worker. We achieved 2.9% for 2021 (2020: 3.2%), compared with the aquaculture industry average of 6.9% (2020: 7.6%).

### Average number of occupational safety incidents per worker

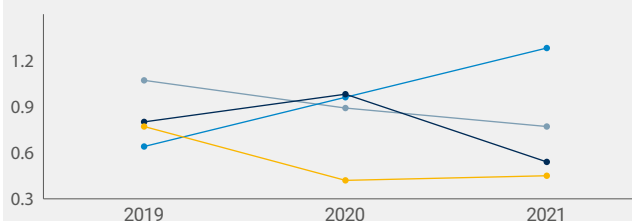


At the beginning of each year, we conduct an external audit of three farms to evaluate any changes to our health and safety risks. This year's audits identified 43 priority-one risks (2020: 32), which are risks that could lead to legal non-compliance and possible serious accidents. Following mitigation activity during the year, as of November 30, 2021, we had 28 priority-one risks outstanding.

### Total Recordable Case Frequency (TRCF)



### Lost Time Injury Frequency (LTIF)



### Serious incidents



- Stolt Tankers<sup>1</sup>
- Stolthaven Terminals<sup>2,3</sup>
- Stolt Tank Containers<sup>2</sup>
- Overall Group<sup>4</sup>

1. Per 1,000,000 hours exposure.
2. Per 200,000 hours exposure.
3. Includes joint ventures.
4. TRCF and LTIF data excludes Stolt Sea Farm.











## Environment

Stolt-Nielsen has far-reaching environmental ambitions. From emissions reduction and energy efficiency to waste management and water conservation, we take a strategic approach to improving our performance.

2021 was a defining year, with comprehensive efforts to establish environmental data baselines and reporting practices that will help us measure our progress and achieve our ambitions.

Indicator	2021 performance	Explanation	Business	Reference
GHG Emissions Scope 1	<b>5.5%<sup>1</sup></b> ↓ 2021: 1,626,515 MT <sup>1</sup> 2020: 1,720,663 MT <sup>2</sup>	The reduction was mainly down to operational efficiency improvements of 5.7%. Scope 2 and 3 greenhouse gas (GHG) emissions are not currently available. We are working towards publishing the data.  1. Including Scope 1 GHG emissions from E&S Tankers' fleet of 39,803 MT CO <sub>2</sub> in the third and fourth quarters. This fleet operates under a separate data reporting system.  2. Excluding Scope 1 GHG emissions from SNITS (inland tankers) subsidiary of 91,383 MT CO <sub>2</sub> . This fleet operates under a separate data reporting system.		<ul style="list-style-type: none"> <li>• GRI 305-1</li> <li>• See pages 28-29</li> </ul>
GHG Emissions Scope 1 and Scope 2 <sup>1</sup>	<b>0.1%</b> ↔ 2021: 108,884 MT 2020: 108,947 MT	Slight reduction in CO <sub>2</sub> generated, despite increased throughput. Several terminals now purchase electricity from green suppliers. We are also investing in technology and research, ranging from pipe heating optimisation to on-site installations of solar panels.  1. Includes joint ventures.		<ul style="list-style-type: none"> <li>• GRI 305-1</li> <li>• See pages 28-29</li> </ul>
GHG Emissions Scope 1 <sup>1</sup>	<b>11.0%</b> ↓ 2021: 11,972 MT 2020: 13,426 MT	Reduction in CO <sub>2</sub> emissions was achieved through the purchase of renewable energy, continuous focus on improving efficiency and investing in technology to reduce energy consumption.  CO <sub>2</sub> emissions per tank received by our fully owned depots fell from 199 kg in 2020 to 185 kg in 2021.  1. Includes depots only.		<ul style="list-style-type: none"> <li>• GRI 305-1</li> <li>• See pages 28-29</li> </ul>
GHG Emission Intensity (AER)	<b>3.3%</b> ↓ 2021: 11.06 2020: 11.44	Stolt Tankers uses the Annual Efficiency Ratio (AER) to measure the intensity of its carbon emissions. This measures carbon emissions relative to a ship's capacity and distance travelled. AER decreased by 3.3% during the year.		<ul style="list-style-type: none"> <li>• GRI 305-4</li> <li>• GRI 305-5</li> <li>• See page 28</li> </ul>

## Growing Sustainably (continued)

Indicator	2021 performance	Explanation	Business	Reference
Sulphur Oxide Emissions	<b>3.6%</b> ↓ 2021: 7,352,302 kg 2020: 7,629,003 kg <sup>1</sup>	Initiatives to reduce overall fuel consumption resulted in a significant reduction in SOx emissions from our fleet.  1. Restated to reflect the correction of manually entered data.		<ul style="list-style-type: none"> <li>GRI 305-7</li> <li>See pages 28-29</li> </ul>
Nitrogen Oxide Emissions	<b>7.2%</b> ↓ 2021: 46,193,438 kg 2020: 49,777,754 kg <sup>1</sup>	Overall NOx emissions reduced in line with our GHG Scope 1 emissions.  1. Restated to reflect the correction of manually entered data.		<ul style="list-style-type: none"> <li>GRI 305-7</li> <li>See pages 28-29</li> </ul>
Energy Consumption <sup>1</sup>	<b>3.3%</b> ↓ 2021: 58,000,000 KWh 2020: 60,000,000 KWh	The amount of energy consumed by terminals depends on the products stored, the amount of product pumped and weather conditions. To reduce consumption we are deploying new technologies and more efficient devices.  1. Includes joint ventures.		<ul style="list-style-type: none"> <li>GRI 302-1</li> <li>GRI 302-5</li> <li>See page 29</li> </ul>
Water Consumption <sup>1</sup>	<b>19.4%</b> ↑ 2021: 430,000 m <sup>3</sup> 2020: 360,000 m <sup>3</sup>	There was a significant increase in water consumption during 2021 due to increased tank cleaning, driven by a changing product mix at our Houston and Singapore terminals. As product volume increased so did the requirements for tank and line cleaning.  1. Includes joint ventures.		<ul style="list-style-type: none"> <li>GRI 303-5</li> <li>See page 30</li> </ul>
Water Consumption	<b>12.3%</b> ↓ 2021: 112,100m <sup>3</sup> 2020: 127,800m <sup>3</sup>	There was a decrease in water use at our wholly-owned depots as we focused on improving efficiencies, collecting rainwater and recycling condensate from heating where possible.		<ul style="list-style-type: none"> <li>GRI 303-5</li> <li>See page 30</li> </ul>
Waste to Landfill <sup>1</sup>	<b>11.4%</b> ↓ 2021: 5,964 m <sup>3</sup> 2020: 6,733 m <sup>3</sup> <sup>2</sup>	All waste from our ships is disposed of in line with the International Convention for the Prevention of Pollution from Ships (MARPOL).  1. Includes Stolt Tankers' shipping operations only. 2. Restated due to late reporting from some ships.		<ul style="list-style-type: none"> <li>GRI 306-5</li> <li>See pages 30-31</li> </ul>

### Business key



Stolt Tankers



Stolthaven Terminals



Stolt Tank Containers



Stolt Sea Farm

### Performance key

↑ Negative change from prior year   ↓ Positive change from prior year   ↔ No change from prior year

## Ambitions for reducing our environmental impact



### Stolt Tankers

- Reduce carbon intensity by 50% (relative to 2008 levels) by 2030
- Have at least one carbon-neutral ship in the fleet by 2030
- Run a carbon-neutral business by 2050



### Stolthaven Terminals

- Primary activities, including the storage and handling of products, to be carbon-neutral by 2040



### Stolt Tank Containers

- 50% renewable energy consumption at wholly owned depots by 2030
- In line with IMO commitments, a 40% reduction in our transportation partners' carbon footprint (relative to 2008 levels) by 2030



### Stolt Sea Farm

- Zero waste to landfill by 2030, focusing on recycling and energy recovery
- Reduction of fish products in our on-growing feed (relative to 2020 levels) by 2030: 65% reduction for sole and 50% reduction for turbot

Our approach to protecting the environment is driven by our ambition to reduce our environmental impact. We established goals for all our businesses in 2020, and during 2021 focused on establishing baselines for our environmental data. These baselines provide a deeper understanding of our carbon footprint, which puts us in a strong position to plan initiatives that help achieve our ambitions.

In 2021, to better align with the International Maritime Organization (IMO) and the shipping industry, and to enable more accurate benchmarking, Stolt Tankers modified the way it measures carbon intensity across the fleet, moving from using the Energy Efficiency Operational Indicator (EEOI) to the Annual Efficiency Ratio (AER). For 2021, we measured our 2008 emissions baseline using the AER. Our baseline was validated by the world's leading maritime classification society DNV, and we measured a 29% reduction in CO<sub>2</sub> emissions since 2008.

In addition, we developed the capability to report carbon emissions using the Sea Cargo Charter, which helps customers to better understand the sustainability of their supply chain. As part of this, we participated in the committee that developed the reporting criteria. To help enforce strong environmental practices across Stolt Tankers' supply chain, we also launched a new responsible supplier agreement, which assesses suppliers against a set of environmental criteria. We are pleased to report that 100% of new vendors signed up, and we have an ongoing audit programme for existing suppliers based on their risk profile.

Once again, Stolt Tankers' environmental efforts received positive recognition, retaining its silver rating from EcoVadis for sustainability. During the year, 99 of our ships were awarded the CSA Certificate of Environmental Achievement. In addition, 72% of our ships (42 in total) that called at US ports during the past three years became eligible for the US Coast Guard's Qualship 21 certification. Membership is testament to the quality of our fleet – less than 20% of all foreign-flagged vessels operating in the US meet the strict eligibility requirements.

Stolthaven Terminals also identified key environmental baselines for the first time. To support our journey towards meeting our ambitions, we established a dedicated sustainability team with members from all wholly-owned sites. The team is helping to improve sustainability performance by sharing successes and best practices and identifying opportunities. Front-line employees are central to helping achieve our goals, so Stolthaven Terminals is using an online ideation platform to crowd-source ideas on environmental initiatives from them.

## Strategic planning, sound governance

### GRI 307

The Stolt-Nielsen approach to protecting the environment is underpinned by strong governance frameworks and processes. These are regularly reviewed to ensure they adhere to changing regulations and incorporate the latest best practices.

Part of this involves regularly testing and updating business contingency and emergency response plans for all our sites and across our fleet, ensuring teams are fully equipped to manage potential incidents such as collisions, contamination, spills, leaks, fires or explosions. For land-based facilities in areas at risk of extreme weather events, such as flooding or hurricanes, contingency plans ensure operations can return to normal quickly and safely. We test our plans in many ways, including conducting drills in partnership with customers, local incident response services and regulatory agencies. These emergency response activities give our teams the opportunity to share lessons learned across different locations, refine their plans, and develop strong working relationships with stakeholders.

Our facilities and ships report all incidents that have the potential to impact the environment using our robust management system. We classify any spill that involves a release of materials that pose a major health and safety risk to people or damage to the environment as significant. We are pleased to report that there were no significant spills in 2021.

## Growing Sustainably (*continued*)

Stolt Tank Containers (STC) also established baselines and processes for gathering ongoing emissions, water, energy and fuel usage data across the business. We are a member of the Clean Cargo Working Group, an organisation that is dedicated to reducing the environmental impact of global goods transportation and promoting responsible shipping. During the year, Stolt Tank Containers also used several EcoTransIT emissions calculation tools to begin analysing and calculating its Scope 3 transport emissions from the purchase of transportation services. The EcoTransIT methodology is compliant with the Global Logistics Emissions Council (GLEC) framework and gives us the ability to calculate our Scope 3 emissions across all modes of transport. We are pleased to report that we maintained our EcoVadis silver sustainability rating for another year.

Stolt Sea Farm established baselines for measuring environmental performance at its operations in France, Spain and Portugal and began analysing more detailed data for Norway and Iceland. An integrated quality, food safety and environmental management system including ISO 9001 and ISO 14001 certifications was implemented across our operations in France, Spain and Portugal. This year our Norwegian operations also achieved their ISO 9001, ISO 14001 and Global GAP certifications. In Iceland, our operations are also Global-GAP-certified.

### Reducing emissions

#### GRI 305

Stolt Tankers is, by far, the Company's largest greenhouse gas producer. It is focused on cutting emissions by 50% by 2030 (relative to 2008 levels), exceeding the IMO's target of achieving this reduction by 2050. In 2021, Stolt Tankers reduced its fuel consumption by 5% compared with 2020. This supported a reduction in greenhouse emissions of 5.5%.

Savings were achieved through several initiatives, including improved operational and technical efficiencies and fleet optimisation. Maintenance programmes were enhanced, with extra hull cleaning and propeller polishing, as well as the installation of several advanced propeller boss cap fins which make our ships more hydrodynamic. Further improvements were made to voyage planning, with speed and trim optimised according to real-time weather data. In 2021, capital funding of \$5.1 million was also approved for a range of technology investments to reduce the carbon footprint of Stolt Tankers' managed ships over the coming years.

2021 saw two major new emission reduction initiatives at Stolt Tankers. Firstly, we became an official partner of the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, which is committed to creating zero-carbon solutions for the maritime industry. As a partner, Stolt Tankers will directly contribute by seconding R&D and shipping experts, as well as using our vessels for testing.

Secondly, Stolt Tankers trialled the use of a marine biofuel produced from certified sustainable feedstocks. We assessed the viability of the future use of biofuels in both engines and boilers, testing the fuel's impact on consumption, power and reliability. Initial results were very positive – the equipment performed as expected, and the use of the second-generation biofuel resulted in an 80% to 90% reduction in well-to-exhaust carbon emissions when compared with traditional fuels.

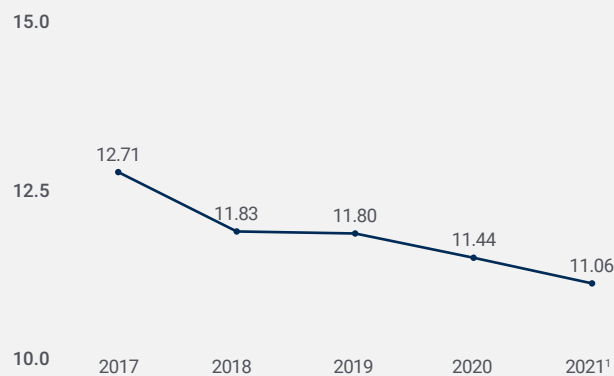
Other projects in 2021 included our ongoing work as a partner in the HySHIP project, which is designing a ship powered by liquid hydrogen. In March, we were a signatory to a two-year consortium agreement for Concepts of Ammonia/Hydrogen Engines for Marine Application (Cahema). We also joined a coalition to explore cold ironing, which has the potential to reduce emissions from chemical tankers by using electricity supplies in port rather than running ship engines.

Stolt Tankers uses the Annual Efficiency Ratio (AER) to calculate carbon intensity across its fleet. This is the first year Stolt Tankers has used AER – moving from the Energy Efficiency Operational Indicator (EEOI) to better align with IMO and shipping industry reporting.

Stolt Tankers' 2021 AER was 11.06, compared with 11.44 in 2020.

#### AER trend over the last five years

Gram CO<sub>2</sub> emitted per deadweight tonne of capacity and distance travelled.



1. Includes E&S Tankers fleet

Although its emissions of CO<sub>2</sub> are relatively low, Stolthaven Terminals is working on several projects to reduce them. Energy scans are being carried out at all our terminals, with the results informing detailed plans to transition sites to zero carbon.

Another emission reduction initiative was a joint trial in Houston, US with Stolt Tankers to treat waste shoreside instead of at sea. Not only were 5,800 m<sup>3</sup> of tank wash water directed to our onsite wastewater treatment plant, but the initial layby tank cleaning saved 139 tonnes of fuel.

Stolthaven Terminals also explored ways to reduce transport-related emissions. For example, Santos, Brazil partnered with a local nitrogen generation station to reduce carbon emissions by minimising the need for trucks to transport nitrogen. The partnership will deliver an estimated 24% saving.

Some products stored at our terminals can emit vapours, and we use several techniques to prevent these from entering the atmosphere, including vapour recovery systems, scrubbers, flares, internal floating roofs and nitrogen blankets. As a result of these, our terminal in New Orleans, US, has achieved an 18.3% reduction in volatile organic compound (VOC) emissions between 2016 and 2020. We plan to roll out these techniques at our wholly-owned terminals to reduce our VOC emissions across our network.

Stolt Tank Containers' emissions benchmarking led to two priority initiatives in 2021: in Singapore, steam boilers were switched from diesel to gas, and in Moerdijk, the Netherlands we switched to renewable diesel, leading to a 90% reduction in carbon emissions. We also continued our ongoing emissions reduction projects such as reconfiguring depot floorplans, which reduces overall fuel use through more efficient container movements. In Houston, US, the updated configurations were fully implemented at the beginning of 2021.

Fish has one of the lowest carbon footprints of all animal-based protein sources. Stolt Sea Farm works to minimise emissions as much as possible across its operations and supply chain. In 2021, SSF worked with the National Association for Aquaculture in Spain to calculate the carbon footprint for turbot. This will help the industry drive down emissions in areas such as feed supply.

## Managing energy consumption

### GRI 302

In 2021, Stolt Tankers carried out a range of initiatives to improve the energy efficiency of its fleet, including installing variable frequency drives (VFDs) that regulate and save energy on pumps and mechanical devices. Investments of \$1.5 million were approved to upgrade measuring and monitoring equipment across the fleet, which is essential to reducing fuel consumed. We also encourage sustainable behaviour on board ships, focusing on stopping equipment on time and optimising shaft generator usage, which saved 3,805 tonnes of fuel.

Stolthaven Terminals' main source of energy consumption comes from producing steam for heating products and cleaning tanks, as well as powering pumps and equipment for mixing and cooling. The amount of energy consumed depends on the products stored, the amount of product pumped and weather conditions. We continue to invest in improving heat exchange processes. We are also incorporating new technologies and deploying more efficient devices, such as using a fully solar solution for gear switching for the onsite train network in Houston, US. In addition, we expanded our programme of using airborne drones to identify energy leakages and unwanted emissions, using them in Houston, US and Singapore. This delivers major energy savings as there is no need to empty or clean tanks for inspection.

Stolthaven also increased its use of green energy this year. In Santos, Brazil, Moerdijk, the Netherlands, Dagenham, UK and our New Zealand terminals, 100% of electricity now comes from green sources. Our terminal in Singapore has 500 solar panels, which provide 160 MWh of electricity annually. We added solar panels at our Dagenham, UK site too, which are saving around 9MWh of electricity per year. To drive R&D in this area, Stolthaven continued working with the Technical University of Delft on the *Terminal of the Future* initiative, which is exploring what energy-efficient terminals of the future might look like.

Stolt Tank Containers began a project to track its energy use. This generated a baseline, which has led to the introduction of a range of improvement programmes including incorporating solar panels into upgrades at our depot in Kaohsiung, Taiwan and replacing exterior yard lighting with solar panel lights in Zhangjiagang, China. In Singapore, benchmarking showed substantial opportunities for reducing energy consumption by moving from diesel to gas boilers, and we are planning to install a natural gas pipeline at the depot.

Stolt Sea Farm operations require relatively high levels of energy to pump water around its farms from the sea. We are always looking at ways to boost the energy efficiency of this process, for example by installing variable frequency drives that optimise motor operations and upgrading pumps to more efficient models. We are powering our Spanish operations with 100% renewable energy. Major contributors to energy efficiency are our two new recirculation aquaculture system (RAS) farms, which are unique to us. In 2021, Stolt Sea Farm's energy consumption increased to 52,658.5 MWh, compared with 49,745.8 MWh, due to higher volumes of fish production during the year. Energy consumption per kilogramme of fish produced at our own facilities during the year was 9.03 KWh/kg in 2021, compared to 9.29 KWh/kg in 2020.



## Growing Sustainably (*continued*)

### Water conservation

#### GRI 303

During 2021, Stolt Tankers launched its electronic Tank Cleaning Manual (eTCM), a bespoke platform to define a common, more efficient cleaning standard across the fleet and reduce the resources involved in tank cleaning. The platform enables better information and best practice sharing, which helps to reduce water and chemical use, and fuel consumption. We also completed a pilot water conservation project called Cleaning Alongside, which involves cleaning tanks in port rather than at sea to allow wash water to be reclaimed. Six ships were involved in the pilot, during which 5,800 m<sup>3</sup> of wash water was reclaimed and 139 tonnes of fuel was saved, leading to a corresponding decrease in emissions.

At several Stolthaven Terminals facilities, we collect rainwater on site to use for tank washing and fire-hose testing, which reduces our reliance on mains water sources. For example, in Santos, Brazil, we are on track to double rainwater use from 7% (1,366 m<sup>3</sup>) of onsite water consumption to 14% by 2022. In Houston, US, ongoing tank farm paving separates the storm water and chemical drainage systems, diverting approximately 16,565 m<sup>3</sup> of water away from the wastewater treatment plant. Since 2020, our Houston terminal has increased condensate collection from less than 10% to approximately 70%. Condensate collection systems were upgraded in New Orleans, US as well, with valve and pipe enhancements improving the recapture of heat energy, reducing water use and minimising the impact of treating water effluents.

Stolt Tank Containers implemented several water conservation initiatives in 2021. These included a project to map water consumption at our depot in Dubai, UAE, with additional flow meters installed to provide more detailed data. In Kandla, India we introduced a new process to collect rainwater for cleaning and repairs. The project is expected to reduce mains water consumption by between 20% and 30%.

Stolt Sea Farm selects locations for its farms to ensure access to the highest-quality water – and invests significantly to improve this. Our new RAS farms recirculate water continuously, minimising water consumption, and all our farms are designed and managed so that water in the outflow is as clean as at intake.

### Managing waste

#### GRI 306 and 307

Stolt Tankers is part of the 5% of worldwide shipowners committed to working towards a sustainable blue economy. It is certified to international environmental standard ISO 14001 and all waste from ships – including hazardous waste – is disposed of in line with the International Convention for the Prevention of Pollution from Ships (MARPOL). During 2021, we achieved an 11.4% reduction in waste to landfill from Stolt Tankers' shipping operations (2021: 5,964 m<sup>3</sup>, 2020: 6,733 m<sup>3</sup>). As a member of IMPA ACT and as part of our responsible procurement programme, we also work closely with our suppliers to look for sustainable alternatives to single-use plastics.

Two ships were sent for recycling in 2021. Stolt Tankers and its preferred recycling yards operate in accordance with the IMO 2009 Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships. We are also a founding member of the Ship Recycling Transparency Initiative: [www.shiprecyclingtransparency.org](http://www.shiprecyclingtransparency.org), an online platform reporting ship recycling against a set of predefined criteria.

Ships delivered for recycling hold an inventory of hazardous materials, and accredited auditor DNV verifies that each vessel has been properly prepared before issuing a 'Certificate Ready to Recycle'. Weekly reports track the entire recycling process including all required environmental permits and waste management. The Shree Ram Group's yards 78/81 and V7, used by Stolt Tankers, became the first in India to receive certification from Lloyd's Register Asia confirming they comply with Article 13 of EU Regulation 1257/2013. This certification moves both yards a significant step closer to receiving full EU approval.

To minimise the risk of spills and soil contamination across the Stolthaven Terminals network, we have invested in concreting tank pits and installing liquid-tight bunds to secondary containment areas. In the past year, we upgraded approximately 7,000 m<sup>2</sup> in Malaysia, and, as part of upgrades in Dagenham, UK, invested in 11,000 m<sup>3</sup> of new liquid-tight bund.

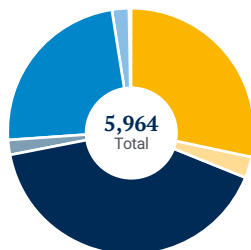
Stolthaven is also digitalising a range of processes to reduce paper use and improve accuracy through its *Connected Worker* programme. In 2021, we introduced wireless devices for operators at two terminals, as part of a paper reduction pilot. Operator paper use was cut to zero, and we are now deploying the devices across our network.

Interactive sessions on waste reduction for employees were also held at the Annual Safety Day at Houston, US, which included an environment station where all team members received reusable water bottles and useful information on how to recycle electronics, conserve water and dispose of household waste properly. Meanwhile, our terminal in Singapore led a recycling initiative with other local businesses. In total, 1.2 tonnes of electronics were collected and individual components including copper wire, plastic casings and other parts were reused.

At Stolt Tank Containers, we make ongoing improvements to our maintenance and repair processes to ensure tank containers can be used over many years. The average lifespan of each tank is around 20 years and more than 90% of materials are recycled when they reach the end of their lifecycle. Tank containers are far more sustainable than flexi-bags, which are discarded after each shipment. On average, each flexi-bag adds the equivalent of 7,000 single-use plastic carrier bags to landfill.

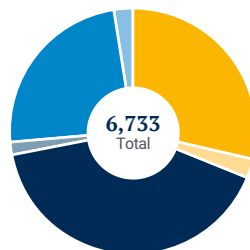
Stolt Sea Farm aims to achieve zero waste to landfill by 2030. In 2021, we achieved environmental management ISO 14001 certifications across all our operations, excluding Iceland. This certification provides clear baseline data and uniform criteria for driving progress towards this goal.

#### Waste to landfill 2021 M<sup>3</sup><sup>1</sup>



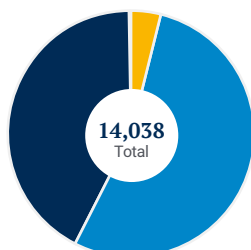
Plastics	1,701
Food waste	166
Domestic waste	2,425
Incinerator ashes	122
Operational waste	1,414
Other waste	135

#### Waste to landfill 2020 M<sup>3</sup><sup>1,2</sup>



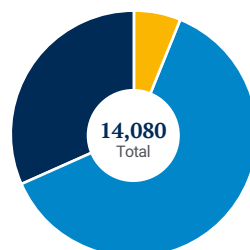
Plastics	1,929
Food waste	179
Domestic waste	2,749
Incinerator ashes	115
Operational waste	1,610
Other waste	151

#### Oil waste management 2021 M<sup>3</sup><sup>1</sup>



Incinerated	563
To reception facilities	7,529
Through 15ppm oily water separator	5,946

#### Oil waste management 2020 M<sup>3</sup><sup>1,2</sup>



Incinerated	879
To reception facilities	8,752
Through 15ppm oily water separator	4,449

1. Includes Stolt Tankers' shipping operations only.

2. Restated due to late reporting from some ships as those voyages were completed after the publication of our last Annual Report.

## Promoting biodiversity and responsible farming GRI 304

Stolt Tankers works in accordance with Ballast Water Convention D-2 requirements, which dictate the maximum levels of viable organisms allowed to be discharged into the ocean. We have retrofitted a total of 62 ships as part of our efforts to install the most efficient water treatment plants across the fleet, making good progress towards our goal of covering 100% by 2024. We also completed our biofouling management plan, which is designed to protect the biodiversity of the oceans by eliminating the transfer of invasive species via our ships.

Many of the world's endangered habitats are where land meets the sea. Our terminals and depots are located in these areas, so we take particular care of the surrounding environment to protect native species. For example, Louisiana, US has some of the only swamp habitats left in the western world. In 2021, the team from our New Orleans terminal joined the Communities Restoring Urban Swamp Habitats campaign, planting 70 cypress trees to help rebuild habitat resilience across 40 acres of wetlands. Stolt Tank Containers' depot in Mumbai, India also organised a tree-planting drive at a local village as part of its ongoing sustainability programme. Members of the team worked with the Dighode village council to hold the event, which involved local children helping to plant fruit-tree saplings and learning about the importance of protecting the environment.

Stolt Sea Farm is committed to responsible farming and transparency. During 2021, we continued working with feed suppliers to evidence sustainable fisheries certifications for the fish meal and fish oil used in the formulation of our fish feed. We are also working with leading fish feed manufacturers to investigate new feed formulas with lower fishmeal and fish oil content, which reinforces our leadership position when it comes to preserving scarce natural resources. To ensure transparency and traceability, we are also looking at ways to improve labelling for all our products.





















For more on our environmental performance, please visit:  
[stolt-nielsen.com/sustainability/environment/](https://stolt-nielsen.com/sustainability/environment/)

## Growing Sustainably (*continued*)



### People

Our people continued to demonstrate remarkable commitment and resilience during the second year of the pandemic. We enhanced our support in areas such as wellbeing, performance management and training to help them to rise to new challenges.

Indicator	2021 performance	Explanation	Business	Reference
Number of People Employed	<b>6,553</b> (2020: 6,402)	Our people, both at sea and onshore, are our most valuable asset.	   	<ul style="list-style-type: none"> <li>• GRI 102-7</li> <li>• GRI 102-8</li> <li>• See page 38</li> </ul>
Employees by Gender	<b>67.8%</b> ↓ Male (2020: 69.8%)  <b>32.2%</b> ↑ female (2020: 30.2%)	Stolt-Nielsen is committed to promoting a diverse and inclusive workforce. We are working to improve the gender balance across our operations.	   	<ul style="list-style-type: none"> <li>• GRI 405-1</li> <li>• See pages 35, 38 and 39</li> </ul>
Senior Managers by Gender	<b>79.4%</b> ↔ male (2020: 79.6%)  <b>20.6%</b> ↔ Female (2020: 20.4%)	<p>We improved our Board diversity during the year and at Stolt Tankers we aim to have shortlists that are 50% female for all onshore roles.</p> <p>We are developing support groups, mentoring, and coaching programmes to help more women advance.</p>	   	<ul style="list-style-type: none"> <li>• GRI 405-1</li> <li>• See page 39</li> </ul>
Voluntary Employee Turnover	<b>4.0%</b> ↑ (2020: 3.0%)	Like many organisations 'Covid churn' meant we experienced an increase in voluntary turnover during 2021. However, our voluntary employee turnover remains lower than comparable industry benchmarks.	   	<ul style="list-style-type: none"> <li>• GRI 401-1</li> <li>• See pages 35 and 39</li> </ul>
'Speak Up' Reports	<b>16</b> ↔ (2020: 15)	The number of 'Speak Up' reports was steady for 2021. All reports are taken seriously and investigated thoroughly.	   	<ul style="list-style-type: none"> <li>• GRI 102-17</li> <li>• See page 36</li> </ul>

#### Business key



Stolt Tankers



Stolthaven Terminals



Stolt Tank Containers



Stolt Sea Farm

#### Performance key

↑ Increase since prior year

↓ Decrease since prior year

↔ No change from prior year

## Ongoing transformation, rising engagement

2021 marked the second year of our *Going Further* business transformation programme, which harnesses the talents of our people along with technology, innovation and process optimisation to ensure we achieve our strategic goals. It also marked the end of *Workforce Vision 2021*, our three-year people strategy. *Workforce Vision 2021* provided a structure for empowering teams and strengthening our culture and included five drivers aligned to business needs: inspirational leadership, recruitment and onboarding, talent management, learning and development, and reward strategy.

This year, we implemented a range of HR, learning and development, and digitalisation initiatives to boost our agility and further embed 'The Stolt Way' as we continued adapting to new ways of working. These included enhancing our HR operating model to streamline processes and develop an HR data analytics framework with KPIs for measuring performance and driving continuous improvement.

We pride ourselves on being an employer of choice in our industries, with competitive benefits and fair remuneration. Stolt-Nielsen (SNL) compensates employees through salaries and short- and long-term incentive plans comprising cash rewards and benefits. In February 2021, our profit-sharing and performance incentive plans made payments of \$6.65 million. These included rolled-over payments held back by the Compensation Committee in 2020 due to low profit levels.

## Promoting employee wellbeing

### GRI 404

Employee wellbeing and resilience are key elements of our people strategy and transformation programme – and they remained a central focus in 2021 as the pandemic continued to present challenges.

For the first time in SNL's history, we completed a global wellbeing survey. With an 81% response rate, the results showed that 90% of people felt they could rely on both their personal network and the Company's leadership to make the right decisions in managing through the pandemic. It revealed that 81% of respondents feel they could work effectively, although 32% asked for additional support in terms of new equipment, workload planning and communication to help boost effectiveness and engagement.

Based on the feedback, we took actions including increasing communication about hygiene protocols and local government guidelines as restrictions changed, making a 'rest-and-break' software application available to help staff improve ergonomics while working at screens; holding more townhalls and virtual meetings to increase engagement; and providing online remote team management training for leadership.

We also enhanced mental health support and resilience training based on survey feedback. This included launching a new module called 'What is Resilience?' on our learning platform, as well as developing an e-learning module to help employees nurture skills for reducing the impact of adversity.

## The Stolt Way

We have four core values that shape the way we do business. We call these 'The Stolt Way' – reflecting the principles we have committed to since the Company began.



### Commit to go further

We always look to do better and achieve more



### Collaborate for success

Working together we are stronger



### Act pragmatically

We are clear and straightforward in everything we do



### Create solutions

We find new ideas and make them work

## Growing Sustainably (*continued*)

### Supporting seafarer welfare

Seafarers are some of the unsung heroes of the Covid-19 pandemic and have made huge personal sacrifices. Stolt Tankers is committed to their fair treatment and welfare – a commitment that has been reinforced during the past two years.

Due to lockdowns and international travel restrictions, our crews – like those across the entire shipping industry – were unable to join or leave ships at scheduled times. Our sea personnel team worked tirelessly to enable smooth crew changes, rerouting ships to ensure people could return to their families on time. We also continued to work with airlines and authorities worldwide to advocate for recognition of the essential role seafarers play in global supply chains.

We supported our seafarers in many ways during this challenging year, including providing access to the Covid-19 vaccine regardless of whether it was available in people's home countries. To protect our seafarers, customers and supply chains, vaccination became mandatory for everyone joining Stolt Tankers ships from November 15, 2021. As of the date of this report, more than 90% of our seafarers are vaccinated, and we have begun the roll out of boosters.

We also focused on ways to increase seafarer engagement. We maintained close communication links with ships, provided ongoing support from onshore teams, delivered enhanced Company information through our mobile app and conducted regular leadership visits via video conferencing. All in-house training was digitalised, and we introduced three detailed mental health modules and four resilience sessions, which had 100% participation and benefited more than 4,500 people.

In addition, we continued to offer seafarers a range of other benefits to promote wellbeing and support recruitment and retention. These included:

- Medical insurance for all immediate family members
- Onboard exercise equipment
- Increased daily internet access for all seafarers
- Career counselling, guidance and management, emphasising continuous employment to ensure high levels of expertise and develop outstanding cadets for life-long careers
- Cutting-edge training programmes covering safety and operational requirements, as well as wellbeing
- Dedicated helpline for accessing professional mental health support, anonymously if they wish
- Onboard social events
- Empowerment of ship management teams to drive pride of ownership

### Improving the employee experience

#### GRI 401

As part of efforts to leverage innovation through the *Going Further* programme, 2021 involved a deep look at the employee experience and associated opportunities for digitalisation.

To improve employee communication, we introduced more virtual townhalls with leadership teams and live question-and-answer sessions. We also standardised HR policies globally, simplifying them and enhancing the employee value proposition to make both the benefits and expectations associated with a career at Stolt-Nielsen clearer. Tailored content was also developed and shared on our *StoltWorld* intranet, creating a convenient, self-service way for people to access the information that matters most to them – from policies and performance management to training schedules and annual leave requests.

During the year, we optimised the employee experience in other ways, too. During the pandemic, we learned that many of our roles can deliver the same high-quality service wherever they are located, so we introduced a new working-from-home policy. We also implemented a new global onboarding process for new starters that includes a buddy system.

Ongoing employee engagement is central to our success. In 2021, we conducted employee engagement surveys with Stolt Tankers, Stolthaven Terminals, Stolt Tank Containers and Stolt-Nielsen corporate functions, which had a high response rate of 81%. Employees had a positive view of the Company, rating it above logistics industry benchmarks in areas such as training, workload and remuneration. Of the respondents, 70% of people said the Company provides good opportunities for personal development and growth (industry benchmark: 66%), and 71% stated that they were not seriously considering leaving the Company (industry benchmark: 63%).

Areas for improvement included non-financial recognition, which reflected challenges around celebrating achievements together during the pandemic. In response to this feedback, we have launched several initiatives, such as introducing training on recognition in our *Slashed Zero* programme and deploying tools to make recognition easier and more impactful. For example, in Houston, US, we launched the *Bonusly*, which provides a central platform for rewarding colleagues' achievements. In Manila, the Philippines, we introduced the *Kudos Kart* rewards programme, where staff are awarded points for their achievements, which they can exchange for exclusive Stolt-Nielsen merchandise.

Stolt Sea Farm also conducted an employee 'work climate survey' during the year. The results were very positive, with the majority of employees considering the Company both responsible and fair. We identified several areas where we can focus our efforts in the coming year, including communications and training.



## Developing and retaining staff

### GRI 404

A key element of *Going Further* is empowering people to make decisions within their role – so they enjoy the fulfilment that comes with delivering world-class services and products, and making a real difference to customers and colleagues.

Our learning and development approach reinforces this, as does our commitment to fair rewards and broad opportunities. We are proactive in helping people develop their careers, identifying skills needed to progress within their current roles and as future leaders. Our learning management system tracks training and helps people apply their learning in day-to-day work.

Two major initiatives during 2021 were our *Learning@Stolt* online platform and our *leadership development overview (LEAD)* programme. *Learning@Stolt*, created in partnership with Skillsoft, brings together our own and third-party training in a user-friendly, on-demand platform. We rolled it out to managers this year, and it will ultimately become available to all employees.

To support professional development and retention, we updated our performance review processes in 2021. We moved away from evaluating employees on specified attributes and started evaluating performance based on our corporate values, which ensures people are better aligned with the Company's vision and culture. To help strengthen relationships with managers and ensure people feel their successes are recognised, we aim to make performance conversations positive, collaborative experiences with 360-degree feedback. 100% of those eligible received a performance review in 2021.

Overall employee turnover increased during 2021 to 7.5% (2020: 6.1%). Our voluntary turnover remains lower than comparable industry benchmarks. In 2021 voluntary turnover was 4.0% (2020: 3.0%).

## Fostering a diverse and inclusive place to work

### GRI 405

Our people represent more than 50 nationalities. We are proud of our diversity and committed to providing an inclusive and safe environment that celebrates differences. We do this by:

- Encouraging people to share their ideas and experiences
- Listening and respecting the views of others
- Supporting actions that help to make a difference
- Understanding our own unconscious biases
- Continuing to recruit and promote talent – wherever we find it.

We take our Equal Opportunities Policy seriously: recruiting, training and developing the best people regardless of gender, ethnic origin, age, religion or belief, marriage or civil partnership, pregnancy or parenthood, sexual orientation, gender identity or disability.

As of the end of 2021, almost 800 employees, including our senior management team, had completed an online training module on recognising and challenging unconscious biases. As part of our wider diversity and inclusion efforts, Stolt Tankers aims to have shortlists for onshore vacancies that are 50% female for all roles. In addition, Stolt Tankers has designed a new style of boilersuit to be more suitable and comfortable for female colleagues on ship and shore.

In 2021, Stolthaven Terminals published its diversity and inclusion statement and, through an employee engagement survey, created relevant data baselines for each terminal. We also encouraged applications from female candidates and under-represented cultures for all positions at Stolthaven's headquarters in Rotterdam, the Netherlands.

Stolthaven is also taking a more prominent leadership position globally when it comes to diversity and inclusion. We joined the Women's International Shipping & Trading Association (WISTA), whose mission is to attract and support women in management levels in the maritime, trading and logistics sectors. Stolt-Nielsen's Chief HR Officer Anne van Dassen Müller also participated in the European Petrochemical Association (EPCA) Diversity Board.

This year, Stolt Sea Farm began an equality plan for the next four years in consultation with employees and agreed to by five trade unions in Spain. We conducted a global survey, which informed diversity and inclusion strategies in areas such as recruitment, career development and communication. No significant differences were found between men and women with regard to salaries or fair treatment.

## Growing Sustainably (*continued*)

### Promoting ethical working

#### GRI 102 and GRI 205

We are proud of our reputation for doing the right thing, which makes us a company people want to work for and do business with.

We comply with relevant laws wherever we operate, and our Code of Business Conduct is displayed at all our sites and available in local languages. The Code provides a global framework that applies to everyone who works with and for us – from Directors and officers to staff, contractors and consultants. It requires everyone to act ethically, with integrity and in accordance with relevant laws, regulations and Company policies. It also sets standards for maintaining professional relationships and avoiding conflicts of interest, bribery and corruption. Anyone who breaches the Code is subject to disciplinary action, up to and including employment termination.

The Board of Directors, through its Audit Committee, reviews the Code annually to ensure it meets the Company's evolving needs. In 2021, the Board approved an update, which included additional guidance on complying with local and international laws on data protection and privacy, combatting financial crime and eliminating modern slavery. Each year, all shore-based staff must reconfirm compliance with the Code, and those with access to our online learning platform complete an online training module to maintain their awareness and understanding of anti-bribery and corruption measures. In 2021, 100% of those required to do so successfully completed the module.

You can find our Code of Business Conduct online at: [stolt-nielsen.com/investors/code-of-business-conduct/](https://stolt-nielsen.com/investors/code-of-business-conduct/)

### Our Speak Up culture

#### GRI 102

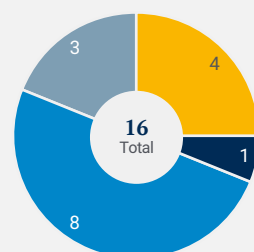
We encourage employees to raise concerns about unethical behaviour and any potential, suspected or actual breaches of our Code of Business Conduct with their local managers, HR or legal representatives.

We also have an online platform, known as 'Speak Up', which anyone internal or external can use to report concerns confidentially (and, where local law permits, anonymously), without fear of retaliation, victimisation, discrimination or disadvantage. These reports are taken seriously and investigated thoroughly by the Head of Operational Audit with oversight from the Audit Committee.

In 2021, 16 (2020: 15) Speak Up reports were received and thoroughly investigated. The relatively high number in the 'other' category related to broad employee relations issues that were all addressed.

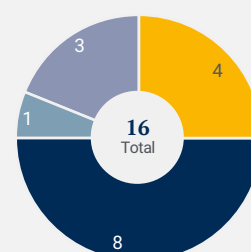
#### Speak Up reports

##### By type



- Discrimination/Harassment
- Safety
- Other
- Compliance

##### By business



- Stolt Tankers
- Stolthaven Terminals
- Stolt Sea Farm
- Corporate

## Protecting human rights

### GRI 408 and GRI 409

We are a signatory to the UN Global Compact and support the principles set out in the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labour Organization Core Conventions. Stolt Tankers is also a member of IMPA ACT, and supports its Code of Conduct relating to labour and human rights. In addition, Stolthaven Terminals' and Stolt Tank Containers' sustainability policies include commitments to upholding internationally proclaimed human rights and preventing child labour. We are dedicated to ensuring everyone is treated fairly and that correct safety procedures are always followed, including the wearing of appropriate personal protective equipment.

These commitments extend across the supply chain. Many of the countries we operate in have high risks of human rights, environmental or business ethics abuses, and we closely monitor these areas across our supply chain partners. In 2021, Stolt Tankers implemented a new responsible procurement agreement in which suppliers commit to freedom of association, the right to collective bargaining, the abolition of forced and child labour, and the prohibition of discrimination. 100% of new suppliers have signed up to the agreement and we have updated our requirements for when we renew contracts with existing suppliers.

For ship recycling, we only select yards that operate in accordance with the International Maritime Organization's (IMO) 2009 Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships. Stolt Tankers always has one surveyor on site per vessel to ensure workers' rights and conditions are always protected. Onsite surveyors monitor the process from start to finish in areas such as safe working practices and compliance. During ship recycling, each month we randomly validate the status, permits, salary and insurance for five workers to mitigate against human rights breaches. We are also rigorous in enforcing health and safety protocols to protect workers, and in 2021 we upgraded on site medical facilities and purchased a new ambulance to ensure staff have access to rapid treatment should the need arise.

We received no human rights or child labour grievance reports against Stolt-Nielsen during the year. You can find our *Modern Slavery and Human Trafficking Statement 2021* here: [stolt-nielsen.com/sustainability/modern-slavery-and-human-trafficking-statement-2021/](https://stolt-nielsen.com/sustainability/modern-slavery-and-human-trafficking-statement-2021/)

## Ensuring compliance at sea

Stolt Tankers' ships operate with valid International Transport Workers' Federation (ITF) union agreements on collective bargaining for all seafarers on board. We also adhere to: the Maritime Labour Convention (MLC) Seafarers' Bill of Rights; the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW); the International Convention for the Safety of Life at Sea (SOLAS); and the International Convention for the Prevention of Pollution from Ships (MARPOL). Port state control and flag state inspections verify our compliance with these conventions.

We document MLC compliance within our ship management system. Additional vetting is conducted during routine onboard inspections as part of the Oil Companies International Marine Forum/Chemical Distribution Institute (OCIMF/CDI) tanker management and self-assessment process. Compliance is also verified through periodic International Safety Management (ISM) audits, which are carried out on behalf of flag states by DNV, the world's largest ship classification society.

## Supporting our communities

### GRI 413

We are responsible members of our communities. Our support goes beyond the financial; we play an active part in wider communities that include our customers, employees, neighbours, local authorities, government organisations, NGOs and suppliers.

We contribute both as an employer and as a purchaser of goods and services from local businesses. We hire locally and train people for rewarding careers. And our teams are active in supporting projects related to the environment, education and social and economic development.

In 2021, we re-launched the Stolt-Nielsen Employee Disaster Relief Fund to support our staff in New Orleans, US who were impacted by Hurricane Ida. All our colleagues were accounted for and safe, but many experienced financial hardship in the aftermath. For every \$1.00 donated to the Fund, Stolt-Nielsen contributed \$2.00. In Rotterdam, the Netherlands, \$5,700 was donated to Het Vergeten Kind, a charity that supports vulnerable children, and in London, UK \$6,500 was donated to the homelessness charity Shelter. In Santos, Brazil, employees donated 350 food boxes to families living nearby who were experiencing financial difficulties due to the pandemic. Santos employees also donated hygiene products to the local community.

At Stolt Sea Farm, where we depend on local communities for our workforce, we renewed our partnership with the municipality of Camariñas in Galicia, Spain, sponsoring their event 'Mostra do Encaixe' dedicated to embroidery artisans. This important celebration attracts visitors from all over Spain and around the world and during the pandemic continued to be held virtually. During the summer we supported the annual 'Cofradia de Pescadores de Lira' food festival. Attendees sampled the fine seafood caught by local fishermen, as well as our farmed turbot, demonstrating that aquaculture and fishing activities can complement each other.

## Growing Sustainably (*continued*)

# Recruitment

### Number of people employed<sup>1</sup>

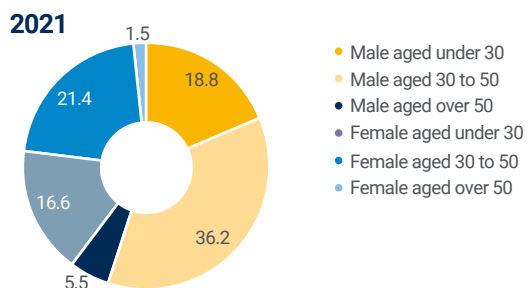
Region	2021			2020		
	Sea personnel	Onshore staff	Total	Sea personnel	Onshore staff	Total
Europe	1,067	979	2,046	1,065	931	1,996
North America	1	506	507	2	518	520
Asia	3,060	704	3,764	3,038	633	3,671
Rest of world	15	221	236	15	200	215
<b>Total Group</b>	<b>4,143</b>	<b>2,410</b>	<b>6,553</b>	<b>4,120</b>	<b>2,282</b>	<b>6,402</b>

1. As at November 30.

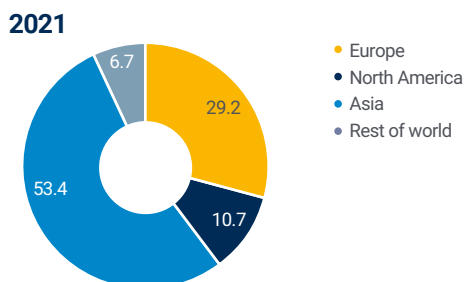
### New employees by gender and age<sup>2</sup>

	Male				Female				Aged under 30	Aged 30 to 50	Aged over 50	Total new employees
	Aged under 30	Aged 30 to 50	Aged over 50	Total	Aged under 30	Aged 30 to 50	Aged over 50	Total	Total	Total	Total	
2021	86	166	25	277	76	98	7	181	162	264	32	458

### New employees by gender and age (%)<sup>2</sup>



### New employees by region (%)

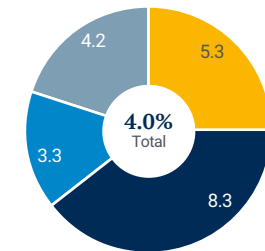


2. All gender data excludes sea personnel due to shipping traditionally being a very male-dominated industry with limited female entrants. Only 0.4% of our seafarers are female.

# Turnover

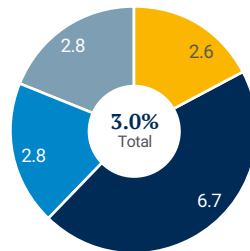
## Voluntary employee turnover (%)

2021



- Europe
- North America
- Asia
- Rest of world

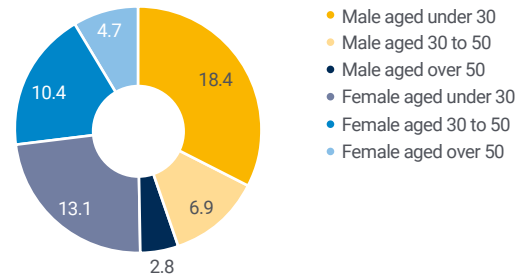
2020



- Europe
- North America
- Asia
- Rest of world

## Voluntary employee turnover by gender and age (%)<sup>1</sup>

2021



- Male aged under 30
- Male aged 30 to 50
- Male aged over 50
- Female aged under 30
- Female aged 30 to 50
- Female aged over 50

## Employee turnover by region

Region	2021			2020		
	Voluntary leavers	Voluntary employee turnover	Total employee turnover	Voluntary leavers	Voluntary employee turnover	Total employee turnover
Europe	109	5.3%	9.4%	52	2.6%	5.3%
North America	42	8.3%	12.8%	35	6.7%	13.7%
Asia	126	3.3%	8.5%	102	2.8%	5.4%
Rest of world	10	4.2%	9.3%	6	2.8%	6.5%
<b>Total group</b>	<b>267</b>	<b>4.0%</b>	<b>7.5%</b>	<b>195</b>	<b>3.0%</b>	<b>6.1%</b>

# Gender Diversity

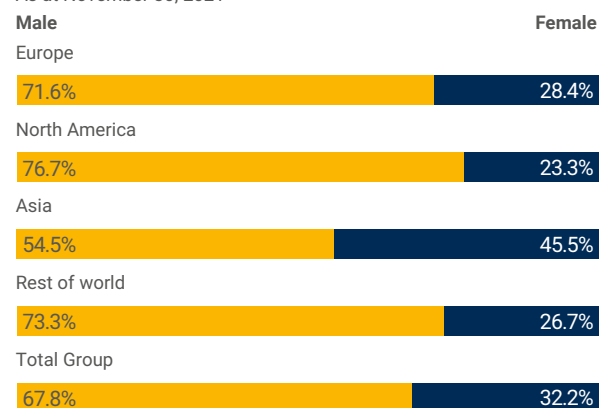
## Gender breakdown of employees by seniority<sup>1</sup>

As at November 30, 2021



## Percentage of people employed by gender<sup>1</sup>

As at November 30, 2021



1. All gender data excludes sea personnel due to shipping traditionally being a very male-dominated industry with limited female entrants. Only 0.4% of our seafarers are female.