

# SUSTAINABLE PORT 2024

PORT OF GOTHENBURG  
SUSTAINABILITY REPORT





This Sustainability Report describes the Port of Gothenburg’s work on sustainability based on all three dimensions of the concept: social, environmental and economic. The starting point is the company’s mandate, and in this year’s report we have chosen to present various aspects of the operation that describe how we work with our material sustainability topics in our day-to-day work. We also put a special focus on three stakeholder groups: companies at the freight hub, suppliers and employees.

**Be a part of making the Port of Gothenburg more sustainable**  
As you read “Sustainable Port”, maybe you will have some ideas and views about what we can improve, in terms of both our sustainability work and the content of our Sustainability Report. Please feel free to contact us miljo@portgot.se and tell us what you think.  
Pleasant reading!

# Contents

From the CEO	page 4	Collaboration strengthens the port cluster
About the Port of Gothenburg	6	Important steps for sustainability by bunker operators
Value chain	12	Port Day 2024 – on the theme of global trends
Sustainability in our external environment	14	Systematic risk work and high business ethics
Volume trend at the freight hub	15	Our economic responsibility – stable finances
Events during the year	16	Through collaboration and conscious purchases, we make a difference
Highlights from our operations:	18	
Important progress in onshore power supply (OPS)		
The energy of the future at Energy Port		
Skandia Gateway – the gateway to the world		
M/S Hamnen		
Summer jobs at the sailing school		
Sustainability governance:	26	Focus on a stakeholder:
How we work with the UN's Sustainable Development Goals		42
The company's governance and business plan		Company at the freight hub
The company's goals – what progress is being made?		Supplier
Long-term relationships with our stakeholders		Employee
		The company's work on security
		46
		About our Sustainability Report
		48
		KPIs and disclosures
		49
		Board of Directors
		57
		Auditor's opinion
		58
		Glossary
		59

# We continue to make Sweden stronger, but not at the expense of the environment

The Port of Gothenburg is experiencing good growth, despite unrest around the world and a weak economic trend in many places. Our stable business model and good profitability lay the foundations for our being able to continue our work in the areas of social and ecological sustainability – and as the biggest port in the Nordic region, we have a responsibility to create good conditions for the transition. At the same time, I have come to the realisation that the climate crisis we are experiencing has its origins in our behaviour, in the way we humans act.

We need to understand our role in the ecosystem and consider our relationship with nature. It is all about including more parties and resolving complex problems through collaboration. We also need a holistic approach. For me, sustainability is much more than greenhouse gas emissions, we must include social sustainability and biodiversity. Furthermore, as a port we must assume responsibility over and above the minimum levels in legislation and regulations and take on the role of pioneers. We must quite simply do more than what is currently required in order to care for current and future generations.

**ELECTRIFICATION AND ENERGY TRANSITION**  
During 2024, the Port of Gothenburg took important steps in the area of electrification and the energy transition. As a stakeholder in the transport sector, we assume responsibility for the transition in general and are prepared to do the work that remains in order to achieve the emission goals. Society, of which we are a part, is dependent on governmental support to execute many projects. The market cannot manage this on its own.

Two areas are particularly challenging. One is the long lead times for permit procedures. The climate cannot wait, so this needs to be speeded up. The other is how the transition is to be financed. More support is needed for investments in infrastructure to enable the energy transition and to close the price gap between traditional and renewable fuels.

**THE PORT OF GOTHENBURG IS LEADING THE WAY IN MANY ISSUES**  
I feel that the Port of Gothenburg is leading the way in issues relating to development and the transition. We are early adopters of onshore power supply facilities for tankers, and many other ports are monitoring developments with great interest. At the same time, we are joining forces with others on the international stage, and this collaboration is important. In some areas we take lead in the development, but in other areas we learn from others. When we talk about sustainability, we often mean net zero emissions. On the journey to achieve that, we continue to have a negative impact on the climate. We have a responsibility to repay that climate

debt. This means that sustainability work must continue even after net zero is achieved, but with a focus on restoring the systems that have been damaged by climate change.

**AMAZING ENGAGEMENT**  
One thing that strikes me almost every single day at the Port of Gothenburg is the genuine engagement of employees in our role as a community builder and how we contribute to a better future. The Port of Gothenburg can and must influence the development of society in a positive direction when it comes to social and environmental issues. This is a task we are happy to take on, but we do so not only via our dedicated experts in the areas of environment and sustainability – everyone here works with sustainability.  
Our purpose is to support the development of Swedish business, in other words all Swedes, but not at the cost of the environment on which we depend.

**THE WORLD'S MOST COMPETITIVE PORT**  
We aim to be the most competitive port in the world. As part of that concept, I include that we shall offer sustainable transport solutions. Not as an add-on, but as a natural element of our offering.  
We have done a lot, but even more remains to be done. 2025 will see a continuation of projects such as the Skandia Gateway and our work on the energy transition. It is sometimes said that there is not sufficient biofeedstock to replace fossil feedstocks. This is true, but there is enough to enable us, by changing our behaviour, to start making the transition and creating conditions and demand.  
During 2025, we will be further strengthening our organisation to best manage our work on the transition that lies ahead. By doing this, the Port of Gothenburg is contributing to sustainable development combined with increased competitiveness for the Swedish business community.



Göran Eriksson, CEO, Port of Gothenburg

“I have come to the realisation that the climate crisis we are experiencing has its origins in our behaviour.”



# The gateway to the world

The freight hub is our strength. The Port of Gothenburg is much more than just a port. It is the biggest freight hub in Scandinavia, with a unique geographical location at the mouth of the Göta Älv river as it runs into the North Sea. The port is easy to reach by road, rail and, of course, by sea. Virtually all Swedish foreign trade is transported by means of shipping. Almost 30% of Swedish foreign trade passes through the quays in the Port of Gothenburg, which also accounts for half of Sweden's total container traffic. There are also three capital cities and 70% of the population and industry of Scandinavia within a radius of 500 km.



40  
million

tonnes of goods pass through the Port of Gothenburg



**BEST LOGISTICS LOCATION**

The optimal location of the port provides Swedish industry with access to destinations all over the world, through a large number of direct destinations. There are also frequent departures to major transshipment hubs on the continent, as well as daily services to many major European ports. The Port of Gothenburg thus plays a crucial role for Swedish imports and exports, and is an important actor when it comes to strengthening Sweden's competitive strength.

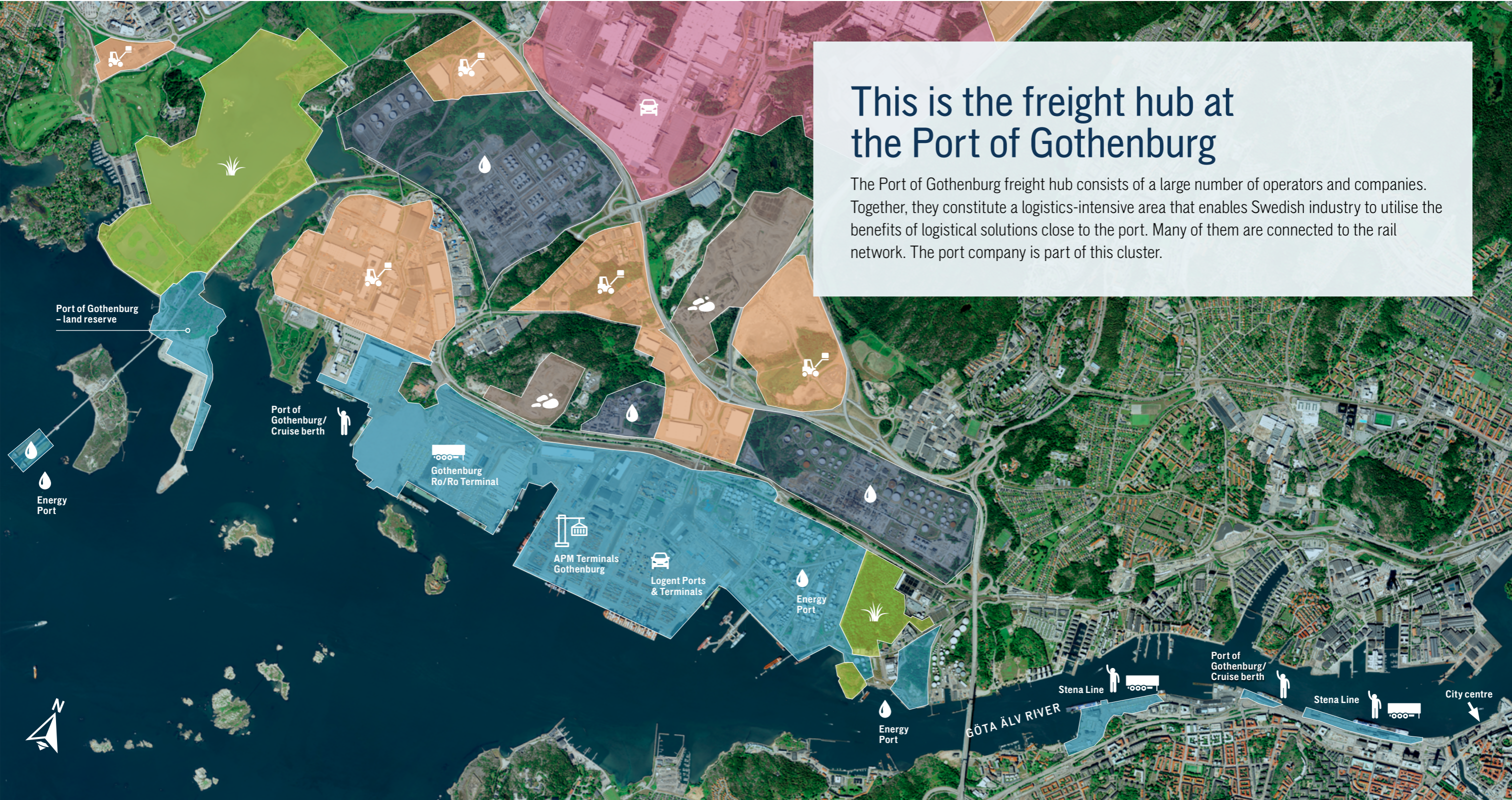
**TERMINALS AND SERVICES TO MEET ALL NEEDS**

All kinds of goods are handled at the Port of Gothenburg. There are terminals and operators here that specialise in different areas, so that the best possible service can be offered, around the clock, every day of the year. This involves everything from storage, preparation and transshipment to unloading and loading, passenger services and handling energy products. See more about the geographical location of operations at the freight hub on the next page.

The Gothenburg Region has been named as Sweden's best logistics location,\* and the Port of Gothenburg plays a decisive role in this distinction.



\*According to the jury of the trade journal Intelligent Logistik (Intelligent Logistics), 2024.



# This is the freight hub at the Port of Gothenburg

The Port of Gothenburg freight hub consists of a large number of operators and companies. Together, they constitute a logistics-intensive area that enables Swedish industry to utilise the benefits of logistical solutions close to the port. Many of them are connected to the rail network. The port company is part of this cluster.

The City of Gothenburg's land that **the Port of Gothenburg** owns or is responsible for. The port company also manages operations at the Energy Port as well as cruise operations. The actual handling of freight is performed by specialist terminal operators that carry out the unloading and loading of freight.

**APM Terminals Gothenburg.** Scandinavia's biggest container port. Around half of Sweden's container traffic is handled here, evenly distributed between exports and imports.

**Gothenburg Ro/Ro Terminal** handles all kinds of rolling goods that are prepared for transport – trailers, vehicles and also containers and goods on cassettes.

**Logent Ports & Terminals** is a large import and export port for vehicles, construction machines and other rolling goods. Project loads are also handled here, such as modular buildings, pipes, etc.

**Stena Line** has two centrally located terminals for RoPax ferry traffic (rolling goods combined with passenger services).

**Logistics areas.** The Port of Gothenburg has a wide range of warehousing and logistics services. This is where freight is prepared before sea transport, for example by stuffing into containers or changing load carrier. And if the freight arrives via the quays at the port, there are a number of import warehouses available.

**Refineries.** There are three refineries in the immediate vicinity of the port, which means that the Energy Port in Gothenburg is Sweden's biggest energy port and plays an important role in the whole country's energy supply.

**Vehicle cluster.** With Volvo as a large, important part of the freight hub, the port has a natural role as Sweden's biggest port of departure for exported vehicles.

**Gravel pits.** Operations run by Swerock and Skanska.

**Natural areas.** Areas with protected nature, with the Rya Forest in the east being a nature reserve and Torsviken in the west a Natura 2000 area, protected under EU legislation.

# Port of Gothenburg – a central part of the freight hub

The Port of Gothenburg is a municipal company, we conduct a wide range of operations and have various business activities. We are a natural part of Sweden's logistics chain. The port company owns the port area, leases space to various actors and manages the site – the freight hub that is the Port of Gothenburg. The actual handling of freight, i.e. the loading and unloading of vessels, is performed by our designated partners. The Port of Gothenburg exercises strategic insight and control in respect of these partners.

**OUR MANDATE**

At the Port of Gothenburg, we work to maintain and manage infrastructure, land and properties based on the needs and requirements of customers and society. We develop the port with a long-term perspective, build new facilities and work constantly on various initiatives to develop the port. The aim is to continue to make a positive contribution to smart, efficient transport operations for the industrial sector's goods. We market the freight hub and pursue port-related issues in the regional, national and international arena. We are responsible for operating the Energy Port and for ensuring that all calls by vessels to the entire port shall be as safe, efficient and sustainable as possible. We exercise insight and control over the operators we have appointed to manage terminal operations. Work to develop the Port of Gothenburg freight hub is a complex activity that demands the right competences, innovation and a focus on sustainable perspectives.


Material sustainability topics linked to our mandate:

- Development of the freight hub
- Stable finances
- Climate
- Resource efficiency
- Energy

Read more about how these are identified on page 48.


Read more about our governance, business plan and goals on pages 28–31.

To be able to deliver on our mandate, the company has a mission, a vision and values:



We guarantee access to the whole world for the business community

OUR MISSION GUIDES US



We shall be the most competitive port in the world

OUR VISION SHOWS US THE WAY AHEAD



Cooperation  
Sustainability  
Innovation  
Reliability

OUR VALUES ARE THE FOUNDATION

## THE FREIGHT HUB IN BRIEF



Four terminal operators take care of unloading and loading

70%



of Nordic industry is located within a radius of 500 km

More than half of the country's total container traffic passes via the Port of Gothenburg



70 goods trains to and from the port every day



Number of port calls 2024:

5,760



Three of the country's five refineries are at the freight hub

## THE PORT COMPANY IN BRIEF

100%

owned by the City of Gothenburg



NUMBER OF EMPLOYEES:

174



90

employees have undergone a health profile assessment



INVESTMENTS (SEK):

696 million

TURNOVER IN (SEK):

1,018 million

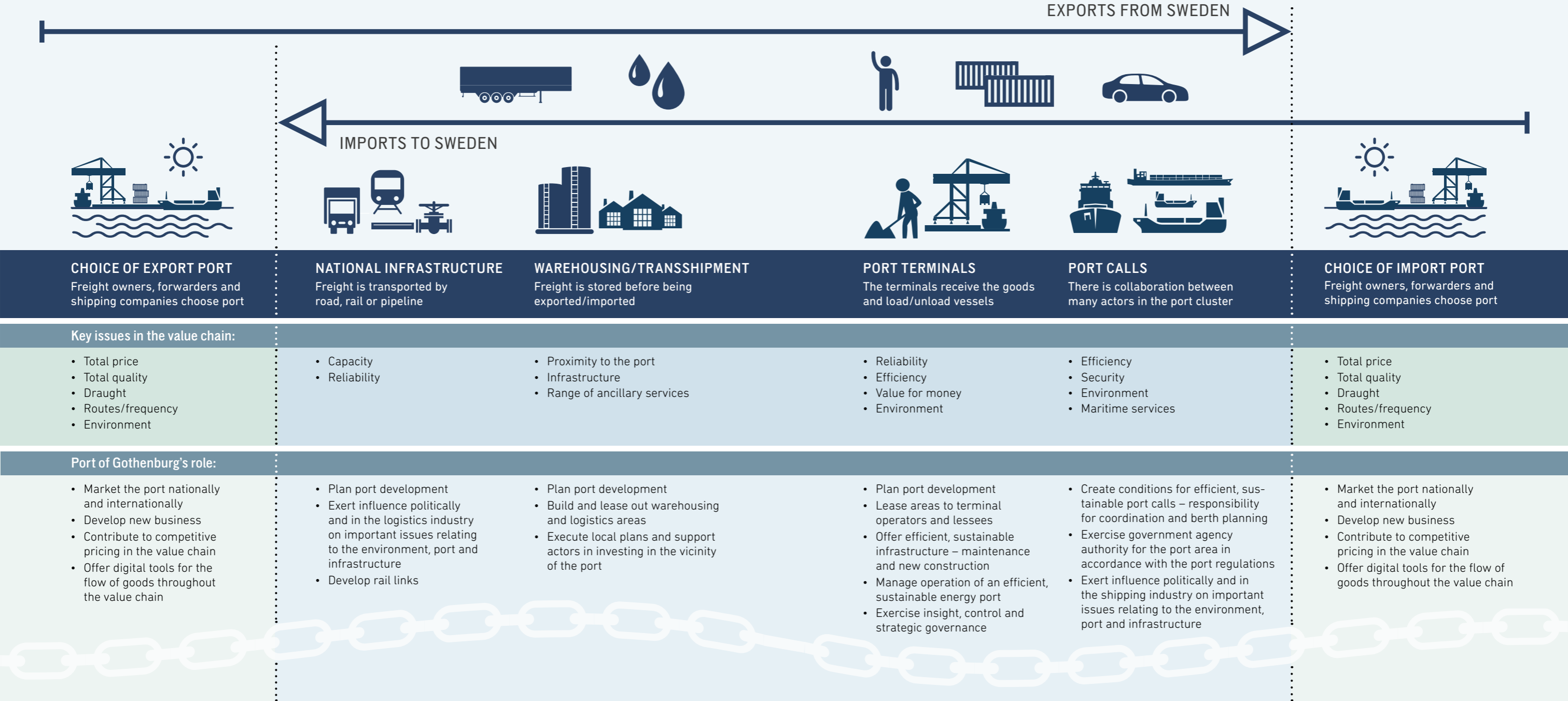


# The port is the key to a sustainable transport chain

The value chain describes the flow of goods and issues that are vital for the chain to function. The Port of Gothenburg’s role is about creating the conditions for the operation and value for all actors that operate in it. The company’s long-term investments, business model and goals aim to create value for the transport chain, with stability and security over time. This creates major opportunities to exert influence and entails an important responsibility in work to ensure sustainable development and effective transport operations

The port is often a natural gathering point for the development of new, sustainable transport operations and innovative concepts, contributing along the road towards a sustainable transition. It is therefore natural for the Port of Gothenburg to take on a clear, leading role to lead the way and establish a level of ambition for the whole value chain. This includes being the convenor for various groups, participating in reference groups and collaborative projects, and being an advisor. Our strength as a stable actor gives us good conditions to lead the way and be bold enough to try out new solutions. Within the freight hub there is a responsibility to guarantee an efficient and effective flow of goods between different

actors and modes of transport. The actual efficiency of the value chain is the most important route to sustainability, as the benefit for the environment and society lies in an efficient flow of goods. This minimises the local impact and the port can promote the choice of the modes of transport that has the least impact for every single transport operation. By contributing to the creation of efficient flows throughout the transport chain, we ensure the conditions for national imports and exports of goods. This in turn provides economic and social security for both business and society throughout the country.



# Sustainability in the world around us

The Port of Gothenburg works on an ongoing basis to reduce the environmental impact from our own operations. We also collaborate in the freight hub to reduce the terminal operators' emissions and the environmental impact from sea and land-based transport operations.

We make a difference by working proactively and strategically at local, national and global levels. Important changes during the year are that shipping is now included in trading in emission rights, and that we have started work ahead of the Corporate Sustainability Reporting Directive (CSRD) and Taxonomy reporting. Representatives of the company are also active in international and national contexts.

### THE EUROPEAN GREEN DEAL

The European Green Deal is a roadmap with initiatives that pave the way for a green transition. The stated goal is climate neutrality within the EU by 2050. Many of the measures in the roadmap are intended to reduce emissions from transport operations, including the EU's trading in emission rights, which from 2024 will gradually include shipping.

### TAXONOMY AND CSRD

Additional regulations included in the Green Deal are the EU Taxonomy and CSRD. The Port of Gothenburg is part of Göteborgs Stadshus AB, which is subject to reporting in accordance with the EU Taxonomy and CSRD for the financial



The Port of Gothenburg is working proactively to reduce the climate impact of its operations.

year 2025. The purpose of the Taxonomy is to define what constitutes a sustainable investment through a joint classification system. The CSRD is there to standardise and improve sustainability reporting. During 2024, the Port of Gothenburg reviewed which operations and investments are aligned with the Taxonomy, conducted a double materiality analysis and mapped out relevant data points.

### WE ARE ACTIVE INTERNATIONALLY

Representatives of the Port of Gothenburg have taken their place in many important international contexts during the year. These include CEO Göran Eriksson, who talked about sustainability at the Industry Mobilization event during the World Economic Forum. Another example is our membership of the Oil Companies International Marine Forum's standardisation group for onshore power supply. In the International Association of Ports and Harbors (IAPH), we are involved in a number of working groups, including those dealing with onshore power supply and fuels of the future. We also recently took over the chair of the IAPH's Climate and Energy Committee.

## Port of Gothenburg takes over chair of prestigious committee in IAPH

In October 2024, Edvard Molitor, Head of International Public Affairs & Sustainability at the Port of Gothenburg, was appointed new chair of the IAPH's Climate and Energy Committee.

"The IAPH is an important body that sets the agenda, and as the voice of ports and harbours in the IMO, we have opportunities to have an influence and speed up the implementation of new technologies in order to promote the transition in international shipping. The whole industry needs to come together, move up a gear and increase the pace, and it's a source of great honour and inspiration to have been entrusted by the members to lead this work within the IAPH and enhance the joint status of ports and harbours," says Edvard Molitor.

In the role of Chair, Edvard Molitor is involved in setting the agenda for the issues on which the IAPH focuses in the areas of environment, climate and energy, in order to strive to achieve more sustainable shipping. His position

as Chair also enhances the visibility of the Port of Gothenburg on the international stage and boosts our efforts to be one of the world's most sustainable ports. Something that our CEO Göran Eriksson is delighted to confirm:

"Edvard Molitor was made for this role. It's just the right person in just the right place."



Edvard Molitor

### FACTS: THIS IS THE IAPH

The IAPH (International Association of Ports and Harbors) is a global alliance of 189 port authorities and 162 port-related companies. Between them, they handle more than one third of the world's maritime trade and over 60% of all container traffic. The IAPH leads global initiatives in emission reduction, energy transition, risk and resilience management, and digitalisation of the maritime transport chain.

# Volume trend at the freight hub

Despite a turbulent external environment, the Port of Gothenburg can look back at a relatively stable 2024 with a limited impact, as shown in a summary of volumes. To summarise, container volumes are stable, the number of containers moving by rail is increasing, energy volumes are increasing, while we are seeing slightly weaker growth in ro-ro traffic and new vehicle imports.

### HANDLING OF CONTAINERS AT A STABLE LEVEL

In trade with countries outside Europe, freight is usually transported on container ships. At the Port of Gothenburg, 909,000 containers (TEU) were handled during 2024, a drop of 1% compared with 2023. Containers with loads increased, while the handling of empty containers decreased dramatically.

The Swedish container market increased by 5%\* compared with 2023, meaning that our market share shrank from 57% (2023) to 55% (2024). Container volumes to and from the port by rail increased by 7% during 2024. Contributory factors in this context were growth in import-heavy rail links such as Falköping and Nässjö, combined with new links to locations including Bastuträsk. This means that 60% of our container goods passing the quayside arrive at or leave the Port of Gothenburg by rail. Rail volumes are measured in the number of containers transported, which includes goods that have arrived at the port by conventional rail and been reloaded into containers.

### REDUCED RO-RO VOLUMES AND FEWER NEW VEHICLES

Ro-ro units are primarily trailers for the European market. Volumes decreased here due to the weak economy in Europe. A total of 524,000 ro-ro units were handled on ro-ro ships and ferries, representing a 3% reduction

compared with 2023. A total of 257,000 new vehicles were handled, a reduction of 5%. This is above all due to a dramatic reduction in imports because of poor vehicle sales in Sweden. At the same time, vehicles exports increased during the year, and the Port of Gothenburg remains the biggest vehicle port in Sweden.

### INCREASING VOLUMES IN ENERGY

Half of all the crude oil brought into Sweden comes via the Port of Gothenburg. It is also home to Sweden's largest depot operation, which supplies all of West Sweden with products including diesel and petrol. Energy volumes totalled 21.8 million tonnes in 2024, compared with 18.4 million tonnes in the previous year. One major reason for this is that the refineries avoided lengthy maintenance shutdowns during the year, which was not the case in 2023. Our biggest focus for 2025 is to continue supporting our refinery customers in their renewable fuel initiatives.

### FEWER PASSENGERS

The cruise season in Gothenburg extends all year long, with a peak season in the summer. Gothenburg was a popular cruise destination in 2024, with visits by a total of 57 ships and 81,500 passengers. The number of passengers on ferries to and from Denmark and Germany fell by 6% to 1.31 million passengers.

\*TEU=twenty-foot equivalent units

### VOLUME TREND AT THE PORT OF GOTHENBURG

	2024	2023	2022	2021	Compared with 2023
Containers, number of TEUs	909,000	914,000	885,000	830,000	-1%
Containers by rail, number of TEUs	505,000	473,000	517,000	458,000	+7%
Ro-ro units, number	524,000	540,000	561,000	565,000	-3%
New vehicles, number	257,000	267,000	238,000	256,000	-4%
Energy products, million tonnes	21.8	18.4	22.3	19.1	+18%
Passengers, total	1,310,000	1,400,000	1,330,000	700,000	-6%
Cruise ship calls, number	56	81	81	66	-31%
Dry bulk, total tonnes	463,000	439,000	375,000	256,000	+6%
Freight total, million tonnes	40.1	36.3	40.5	37	+10%

# Highlights in 2024

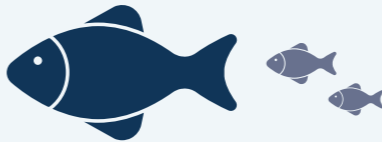


First ship with Just in Time sails from Karlshamn to Gothenburg in May.



During the year, Maersk deploys the world's first methanol-fuelled container ship (Laura Maersk) in scheduled service. This is followed by one more in October, with more expected in this major initiative.

Read more on p. 35



The Port of Gothenburg sponsors the release of sturgeon, which have not been seen in the Göta Älv river for more than 100 years. A fish that can grow to nearly five metres in length and live for 140 years.



When Digital Port Call is in full use, more efficient calls to Gothenburg can reduce carbon dioxide emissions by **6,000 tonnes**.

Read more on p. 35

144,000 m<sup>2</sup>

The size of the new port terminal, Arendal 2, and our biggest expansion in 40 years, which was declared open in August.



40 employees at the Port of Gothenburg undertook voluntary work at the Rescue Mission's breakfast café.



909,000 containers were transported to and from the Port of Gothenburg during 2024.



60,000 tonnes

in reduced carbon dioxide emissions is the outcome for Railport Scandinavia. Rail volumes increased by 7% in 2024. We also opened rail links to Sundsvall, Haparanda and Bastuträsk. Forest products are notable among sectors with the strongest growth.



90 million Swedish kronor

The approximate sum that the Port of Gothenburg receives from the EU to develop a solution for OPS (Onshore Power Supply) at the Skandia Port.

Read more on p. 19



72/100



Customers are becoming increasingly satisfied with us, according to the latest customer survey.

Nordion Energi builds a totally new facility for liquefied biogas, LBG, at the Port of Gothenburg – which will meet the demand from shipping and industry for fossil-free fuels.

When The Green Cable (onshore power supply for tankers) is in use, carbon dioxide emissions from these ships will be reduced by

90%



Read more on p. 18

Our vessel M/S Hamnen is electrified.

Read more on p. 24

Ground broken for the Skandia Gateway.

Read more on p. 22

A port security drill is held with around 100 participants.

Read more on p. 46

The Finnish President and our royal couple visit the Port of Gothenburg.

Launch of Digital Port Call and Just in Time.

Read more on page 35.

100 guests at our fully-booked bunker conference.

Read more on p. 36

Official opening of The Green Cable.

Read more on page 18.

Shipping company CLdN celebrates 25 years of operations at the Port of Gothenburg.

Hydrogen filling station for HGVs opens at the Port of Gothenburg.

The Port of Gothenburg renews the sister port agreement with the Port of Shanghai.

Ground broken for the first logistics property on Halvorsång.

Port Day returns to the Gothenburg Opera House.

Read more on p. 37



## Important progress in onshore power supply (OPS)

Our onshore power supply initiative continued during 2024. Firstly, the project The Green Cable, which is aimed at tankers in the Energy Port, is in its final phase. And secondly, we have secured EU funding for part of our OPS expansion in the container port.

Onshore Power Supply (OPS) is coming to the fore in ports around the world. The Port of Gothenburg is a pioneer in this field, one that has so far been a key issue: quayside electrical connections for tankers. Given that these are explosive environments, the industry has been sceptical about the possibility of delivering this, but our project The Green Cable sees us launching a technological solution that makes the installation both simple and safe to use. Put simply, an overpressure is established in the area of the quay where the cable is installed and in the space onboard where the cable is connected, with the effect that explosive

gases are excluded completely. The fact the cable is also connected amidships makes the connection process simpler and cheaper, saving money for both ship owners and the Port of Gothenburg.

### IMMEDIATE CLIMATE BENEFIT

The project, which was officially launched in 2024, will have an immediate net effect on our climate impact when it comes onto use, according to Jörgen Wrennfors, Senior Production and Business Development Manager, Port of Gothenburg. He explains that a large proportion of Swedish tanker shipping is contract-based, and that ships spend about 40% of their life cycle at the quayside. Each port call entails an energy requirement of more than 20 MWh, and the consumption of 2.5–3.5 tonnes of marine diesel. This generates 8–9 tonnes of carbon dioxide emissions.

“With The Green Cable, we can reduce carbon dioxide emissions by over 90% per port call. Thanks to our portfolio of renewable electricity, we also reduce our emissions of nitrous and sulphur oxides, as well as other particulate matter,” says Jörgen Wrennfors.

“Our unique OPS solution for tankers at the quayside is attracting major international attention.”

Jörgen Wrennfors, Senior Production and Business Development Manager

### A MAJOR STEP IN OUR TRANSITION

OPS enables us to reduce up to 24% of a ship's total emissions from the sea side. In an initial stage, the goal is to reduce carbon dioxide emissions by 1,800 tonnes, and this will soon be exceeded, as a number of ships are starting to be ready to be connected at the Energy Port. We are also seeing shipping companies ordering a larger number of ships that are ready for OPS connection, which means that the potential to reduce our carbon footprint once the system is fully operational is far greater than we estimated when we launched the project.

### EU GRANT FOR OPS AT SKANDIA PORT

Our expansion of OPS includes most of the terminals at the port, and in November 2024 we received approval of an application for EU funding for our project at the Skandia Port.

“There's tough competition for EU funds for transition and sustainability projects. For some funds, as few as two per cent of those applying for funding actually get the green light, so this is extremely positive,” says Julia Christensson, Grants Manager, Port of Gothenburg, explaining that she and a handful of colleagues spent several months working on this application.

“EU funding is essential for sustainable development, and the timing is just right for our OPS initiative at the Skandia Port.”

Julia Christensson, Grants Manager

She believes that the key to success is to apply for the correct project, and it is clear that the timing is just right for our OPS project at the Skandia Port, which is a good match with the EU's climate ambitions.

“We'll receive a total of around 90 million to build a substation that supports onshore power connections at the Skandia Port,” says Julia Christensson.

### INCREASED COMPETITIVENESS AND REDUCED EMISSIONS

The substation will be completed in 2027, with the rest of the installation finished by 2030 at the latest. It will then be possible to connect container and ro-ro ships, which means that the Port of Gothenburg will keep to the schedule set out in the AFIR (Alternative Fuels Infrastructure Regulation).

At the same time, our expansion of OPS sends out a signal that we are making good progress in the field of sustainability, which boosts our competitiveness while the environmental impact from ships at the quayside is reduced significantly and continuously.

A few words from the Swedish Transport Agency

“Sweden is leading the way in onshore power supply for tankers.”



Sai Mohebbi  
Ship's engineer, electrical safety, machinery and alternative fuels, Swedish Transport Agency

Many people associate the Swedish Transport Agency with cars, but the agency is much bigger than that. Sai Mohebbi works in the Civil Aviation and Maritime Department, vessel safety unit, and explains his role in The Green Cable project.

“We develop regulations covering the electrification of vessels and alternative fuels. When it comes to The Green Cable, high voltage in explosive environments also comes into the picture, where incorrect handling and short-circuits can have dire consequences.

Sweden is leading the way in onshore power supply for tankers. This creates a challenge, as there is no global regulatory framework, and sometimes it feels as if you're sitting at a poker table with 200 players, as you have so many eyes on you.

Which is why meticulous risk analyses and work undertaken correctly are vital in order to guarantee functional safety. It requires personnel, competence and technology, which we believe that The Green Cable project has. Our supervisory responsibility only applies for vessels, and we have good collaboration with the Swedish Civil Contingencies Agency, the emergency services and other bodies with supervisory responsibility onshore.

I'd also like to say that we have extremely good cooperation with the Port of Gothenburg. They accept our recommendations. We also bounce ideas back and forth and give each other excellent support. Sweden was an early adopter of LNG, methanol and other initiatives, which no one else dared to test. We'll continue along this track, and The Green Cable will help enhance our role as a leading figure.”



## The energy of the future at the Energy Port

The transition to renewable fuels in shipping is vital for the transition, and the Port of Gothenburg works with this issue on a daily basis. It includes not only long-term issues, but also solutions that are being felt here and now.

Therese Jällbrink, Head of Renewable Energy, Port of Gothenburg, believes that the transition is in an early stage, but what is positive is that more and more actors are embarking on their journey.

The Port of Gothenburg has also shouldered a broader responsibility as a neutral voice at the hub. This simplifies the coordination of all actors in the value chain, which is a requirement for successful sustainability work.

### A CLEAR DESIRE TO TAKE ACTION

There are storage companies that are prepared to make the transition from petrol to green methanol, and bunker vessels that can bunker renewable fuels are growing in number. Shipping companies are ordering new vessels that can operate on renewable fuels, and there is a high level of interest in these issues. At the same time, Therese Jällbrink wants the transition to move more quickly.

“This is where finances come into play. At present, there’s too big a cost gap between conventional and renewable fuels,” she says.

### THE TRANSITION NEEDS SUPPORT

Many people want to choose renewable, but with a price gap where renewable fuels are 4–5 times more expensive, the competition situation with fossil fuels is uneven. The latter are proven to be economically effective, and in this context we haven’t yet seen the effects of the regulations that will require reduced emissions in the future. This will contribute to increased demand for alternatives when they are implemented in full, believes Therese Jällbrink. So, closing the gap is a must. Put simply, if no one wants to buy, no one will produce. A transition based solely on voluntary actions will not work. There is a need for incentives, regulations and technological development to speed up the transition.

Unfortunately, only a small proportion of all approved applications for grants go to shipping. This is despite the fact that aviation and shipping, together with some industrial operators, are the areas that emit the most, while at the same time finding it difficult to reduce emissions through electrification (hard-to-abate sectors). This is an area where the Port of Gothenburg is working to create clarity for decision-makers around the value chain’s needs.

### A MIX OF LONG-TERM SOLUTIONS

One challenge to the choice of fuels is that a vessel has a useful life of up to 40 years. Choices made today have to work for decades, which means that it has to be possible to adapt service, bunker regulations and infrastructure.

Biogas is one of many types of fuel that Therese Jällbrink highlights. Making the transition to biofuels reduces carbon dioxide emissions by around 65%. She also views biodiesel, bio/e-methanol and e-ammonia as components in a future fuel mix, and confirms that no one single fuel will meet the needs of shipping. In this context, different segments will each choose the alternative that best suits them.

One clear message is that Sweden’s resilience requires more renewable electricity, and that we need to produce more renewable products. The Port of Gothenburg is the core of Swedish energy supplies, and we must ensure that production can take place here by securing sufficiently high electrical output, including through the expansion of wind power.

She is convinced that the offering in the Energy Port will change over time. Instead of today’s petroleum products, the future will be about SAF (sustainable aviation fuel), HVO (biodiesel), biogas and other fuels based on fossil-free hydrogen. The transition is taking place gradually, and all parties must coexist along the way.

### HYDROGEN IS THE BUILDING BLOCK FOR EVERYTHING

The importance of hydrogen cannot be underestimated, and for energy transported between continents, ammonia is seen as a hydrogen carrier in the long term.

“A research project that we’re involved in is investigating whether we can store hydrogen derivatives at the Port of Gothenburg, and what our role might be in a future hydrogen society. And we’re running a pilot project based on a bunker perspective, which is looking at fuel supplies to vessels,” says Therese Jällbrink.

As well as being used as fuel for vessels, hydrogen can be used, for example, as fuel for machines and transformed back to electricity where it is needed. If it is to achieve its full potential, it will have to be produced, distributed and used.



Viktor Allgurén,  
Head of Innovation, Port of  
Gothenburg



Therese Jällbrink,  
Head of Renewable Energy,  
Port of Gothenburg

Viktor Allgurén, Head of Innovation, Port of Gothenburg, explains that the hydrogen issue has to be viewed in both the short term and the long term. Switching from fossil fuels for vessels takes time and requires major changes. In the long-term perspective, hydrogen can also help us to create durability and stability in the electricity grid, which is important in a port context where there is a high load during certain periods. In the short-term perspective, he lists three tangible successes for hydrogen during the year.

“We’ve officially opened a hydrogen filling station at Gate 6, which means that both electric vehicles and hydrogen-powered vehicles can fill up at the port. In March, there was also a test at Arendal 2, in which a hydrogen generator charged an electric excavator, which is one step towards much-anticipated functionality – being able to operate fossil-free work machines in locations where there is no electricity grid. Finally, there is now a Tugmaster at the ro-ro port that was built for hydrogen. There’s nothing like that anywhere else, so it’s really great that hydrogen can be filled, distributed and used at the Port of Gothenburg,” says Viktor Allgurén.

### THREE HIGHLIGHTS DURING 2024

When Therese Jällbrink is asked what she would like to put the spotlight on from 2024, she first talks about the project involving green corridors for shipping. The aim is that these will become operational during 2026.

Another success is Port Readiness Marine Fuel, the standard of which the Port of Gothenburg has been involved in developing within the framework of the World Port Climate Action Programme. This is a digital platform that shows how well prepared a port is for a given fuel on a scale of nine.

“Perhaps the most important thing of all is the collaboration that took place during the year. I believe that our size at the Port of Gothenburg is just right for succeeding with work on the transition. We’re small enough to be able to talk effectively with each other, but big enough to achieve something, create standards and pursue issues in international forums,” concludes Therese Jällbrink.



## Skandia Gateway – the gateway to the world

At present, 70% of all Swedish exports go by sea, and the Port of Gothenburg is the only port in Scandinavia that can offer direct routes to other parts of the world for the biggest modern ocean-going goods vessels. To future-proof the Swedish business community's access to the world at large, the fairway into the port needs to be made up to four metres deeper and the quays need to be reinforced. Work started in February 2024, and one important focus is on climate calculations and measures intended to reduce carbon emissions in the project.

### PROCESSES FOR REDUCED CLIMATE IMPACT

"Deeper and wider freight vessels mean more freight per vessel, which is positive for both the environment and finances," says Jan Andersson, Project Manager Quay Measures for Skandia Gateway. "Increased goods volumes per vessel rationalise transport operations and create benefits of scale. Clear processes are needed to ensure that the expansion and reinforcement of the quays have as little climate impact as possible. One of the Skandia Gateway's four project goals is: we have control over our carbon footprint and make conscious choices."

"For the first time, we're working with an infrastructure project in which we're measuring actual emissions instead of calculating with template values, and actively reducing emissions throughout the process," says Kristina Bernstén, Sub-Project Manager Environment.

Experiences in the Skandia Gateway project can be used by the Port of Gothenburg in future assignments, such as incorporating environmental requirements in the procurement phase, which makes it possible to work actively with the environmental issue throughout the process.

"We want to maintain engagement through all the years that this project will take," says Jan Andersson. "We're working actively to integrate environmental engagement into both the organisation and the work process."

### CLOSE COLLABORATION WITH CONTRACTORS

One important measure is what is known as partnering with contractors, which means that there is unusually close collaboration and transparency in the relationship with NCC. The benefits are that both have full insight into what the other party is doing and the preferences that exist.

This is important not least for purchases with long lead times.

"We have monthly progress meetings with the contractor to follow up on carbon dioxide emissions," says Jan Andersson.

"We've now also tasked NCC with investigating what more we can do to reduce the project's carbon dioxide emissions."

The goal is to reduce the climate impact caused by construction work by at least 32%. Right now the forecast is that the project will achieve this goal, although there is a hope to go even a few steps further. To ensure that the emission plans are being followed and the goals are being achieved, the Port of Gothenburg produces three climate calculations a year.

### ACTIVE MATERIAL CHOICES MAKE THE DIFFERENCE

The Port of Gothenburg is prepared to pay to reduce the climate impact. Material choices with a lower climate impact are more expensive, so the consequences of this have been absorbed with an environmental investment of SEK 10 million in the Skandia Gateway project.

"Instead of newly produced steel that goes through the whole process from ore in a mine to rolling mills, we're using steel that comes from recovered scrap metal," says Kristina Bernstén.

Newly produced steel has a climate impact that can be up to ten times greater than that of recovered steel. Simply through this material choice, the Port of Gothenburg has reduced the climate impact of the whole project by 15%.

"We've also chosen to reduce the cement content in all the concrete we're using for the quays and replace part of this with granulated blast furnace slag, a by-product from steel production with a lower climate impact," says Jan Andersson.

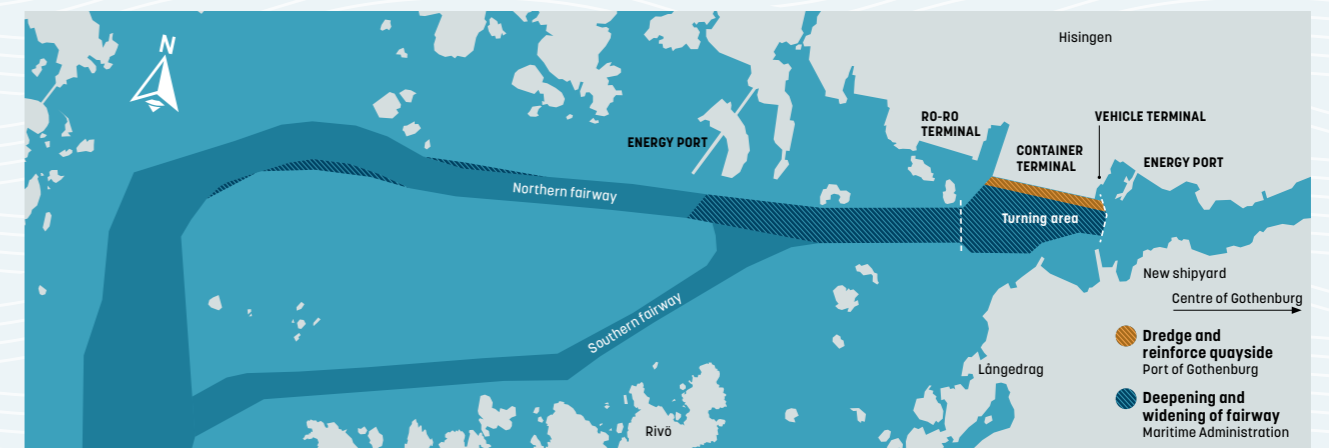


Jan Andersson, Project Manager Quay Measures and Kristina Bernstén, Sub-Project Manager Environment.

"Another contributory factor is that all vehicles used in the project are powered 100% by HVO fuel."

### DREDGING THE FAIRWAY

Skandia Gateway is a joint project between the Swedish Transport Administration, the Swedish Maritime Administration and the Port of Gothenburg. The project is divided into two parts, with the Port of Gothenburg assuming responsibility for work around the terminals and the other parties undertaking the deepening of the fairway. The dredging process is huge in scale. Eleven million cubic metres of dredging spoils have to be taken from the seabed, and about two per cent of the spoils are contaminated. Most of the clean dredging spoils will be dumped in two deep holes south-west of Vinga. According to a judgement in the Swedish Environmental Court, the contaminated dredging spoils will have to be processed and disposed of in a safe, appropriate way.



## Facts: Skandia Gateway

**New fairway depth:** 16.5–17.5 metres

**Number of cubic metres of seabed to be dredged:** 11,000,000

**Number of Avicii Arenas that equal the dredging spoils:** 18

**Cost:** SEK 2.5 billion at 2017 prices; Port of Gothenburg is paying half

**Number of steel piles to reinforce the terminal surface:** 1,500

**Piling depth:** 50 metres

**Number of containers carried by biggest ships:** > 24,000 TEUs



# M/S Hamnen

When our inspection vessel M/S Hamnen was electrified, the goal was at least 90% electrical power. This goal has been passed with ease, at the same time improving the visitor and work environment. 2024 also saw the launch of an internship programme onboard, to meet the challenges of skills supply.

Achieving the project goal of at least 90% electrical power posed a number of design challenges concerning battery dimensioning. Ultimately, the decision was made to go with a 250 kW electric motor and a 520 kW battery bank. We can now confirm that this was the right choice, according to David Falk, Captain and PFSO, M/S Hamnen.

“So far we’ve operated 97% on electricity. Put simply, we now have better electrical operation and range than we requested,” says David Falk, confirming that the combustion engine is basically turned over for one hour a month.

### BETTER ENVIRONMENT ONBOARD

Both visitors and David Falk and his colleagues notice an improvement in the environment onboard. It’s quieter, with

fewer vibrations and of course fewer exhaust fumes.

The wheelhouse is totally new, and for those who spend a ten-hour shift there, the new technology and modern, ergonomic solutions make a massive difference. It is also bigger than the old vessel, so it can accept more visitors, enhancing the experience for everyone who goes onboard.

### THE PROJECT WELCOMES ITS FIRST INTERN

With a good work environment, it’s easier to feel good and perform, according to David Falk, and this maybe one way to attract the employees of the future. Another is to make it easier to find an internship, which is why the regulations are being reviewed for those training to be ship’s officer class VII. The project is in its infancy, and the first intern is now working on M/S Hamnen.

“It’s really positive that we can secure the skills supply and offer more people a springboard into the industry,” says David Falk.

In conclusion, he confirms that it is essential to attract ship’s officers to boats with smaller tonnage, and that the officers of the future will be working on boats that follow the example of M/S Hamnen and opt for electrical power.



“So far we’ve operated 97% on electricity. Put simply, we now have better electrical operation and range than we requested.”

David Falk, Captain and PFSO, M/S Hamnen

# Summer jobs at the sailing school

Since 2021, the Port of Gothenburg has been sponsoring the Young People & Sailing project, in which children from Gårdsten are given an opportunity to attend a sailing school and camp on the island of Æolusön. Ten young people have also been given summer jobs at the GKSS port.

It was in 2005 that children from Gårdsten first took part in the sailing school and camp through a partnership set up by Salma Nazzal at Gårdstensbostäder and Anders Andrén at the Royal Gothenburg Yacht Club (GKSS). The Port of Gothenburg joined as main sponsor in 2021.

It is essential for us to be an active partner, and last summer one of our employees, Eva Wegsjö Sande, General Manager Purchasing, took on the role of driver and transported the children from Gårdsten to GKSS. She describes it as incredibly enjoyable and that it was amazing to see the joy and enthusiasm of the children.

### SUMMER JOBS ON OFFER

Jenny Perez-Grannas, health developer at Gårdstensbostäder, believes that the Port of Gothenburg’s contribution is important, not least because of its role in the city.

“The Port of Gothenburg could have chosen to just offer money for sponsorship, but they’re on site and passionate about this during the year, which is important. They really are super-engaged,” says Jenny Perez-Grannas.



Jenny Perez-Grannas



Salma Nazzal

She emphasises that a project that could easily have suffered in these times of cutbacks has now been given an extra boost.

“Thanks to the Port of Gothenburg, we can offer swimming lessons for children who want to sail, but can’t swim, which is a requirement. Without that, we’d have been forced to turn away a lot of children, as very few of the ones from Gårdsten can swim, and then they’d have lost interest in sailing. We can also offer summer jobs for ten young people, which helps them to gain a foothold in the labour market, and an opportunity to work in a different environment than holiday work in our residential area.”

Salma Nazzal points out how the children make friends in other parts of the city, which makes it a real integration project, even though it is not called that.

During the winter, she and Jenny Perez-Grannas take the children to the Gothenburg Boat Show, where they get to dream about sailing on big boats. Four young people



## Natalia – one of our summer workers

**Natalia Wuszat found a job as Port Host Assistant through Young People & Sailing. She explains what this has meant to her.**

“It’s been difficult to find a job, so I’m really grateful. Being able to meet all the guests sailing in from so many different countries, and the way they’re all so nice, means that I really try to give them the best service and make them feel welcome in Gothenburg. And of course this job is especially good for me to have on my CV. In previous summers I’ve worked at Gårdsten on property maintenance, and that was just fine, but this year is special. I’ve never worked in customer service before, and it’s great to try something new.”

who show a special interest are also given a grant to buy sailing equipment.

### BOOSTS SELF-ESTEEM

According to Jenny, the sailing school is a maritime adventure and a wonderful start to the summer holiday for the children. It also boosts their self-esteem and self-confidence, as evidenced by the fact that many former participants are now instructors at the school and the camp, and have chosen to continue studying in higher education.

The last word goes to the woman behind the project, Salma Nazzal:

“The Port of Gothenburg is flexible and wonderful. And they have the engagement that’s needed.”



# SUSTAINABILITY GOVERNANCE

For the Port of Gothenburg, sustainability is about achieving a balance between all three dimensions of sustainability. In consultation with our owner, we are striving to achieve a sustainable city, and in collaboration with our stakeholders, we are striving to achieve a sustainable industry. We have a direct impact in areas relating to all three sustainability dimensions, and also contribute to this impact through our role for the whole freight hub and via relationships with our stakeholders. Five material sustainability topics have been identified for the company, see pages 10 and 48. We are working to manage them all. In many areas, such as the environment, governance is needed of both direct and indirect impact.

**IN THE AREA OF FINANCE**, market conditions are balanced against the need for long-term action. A strong cash flow from the operation is crucial to make the company's investment programme possible and create the conditions for sustainable growth.

**IN THE AREA OF THE ENVIRONMENT**, governance takes place to minimise the environmental impact from our own operations and the rest of the freight hub. By proactively developing methods in collaboration with terminals,

shipping companies, lessees and land transport operators, we contribute to more sustainable transport operations.

**IN THE AREA OF SOCIAL RESPONSIBILITY**, we act both locally within the City of Gothenburg and based on our role at the freight hub. The company shall continue to be an attractive workplace that is characterised by a good, safe and developmental work environment. Development and operations are being driven through competent, creative employees.

The goals in the business plan are linked to our sustainability dimension, in which all are interconnected and none of them can be fulfilled at the expense of the others. The aim is to achieve a sustainable freight hub. The challenge for the company's governance lies in securing the balance and preventing conflicts at goal and activity level. This section describes the forms of sustainability governance and its common thread from the business plan to activities in the operation, followed by examination and follow-up. It includes information about owner governance, collaboration with stakeholders, management systems and security work. There is also a presentation of goals and outcomes, and a more detailed look at work with specific stakeholders.

## How we work with the UN's Sustainable Development Goals



In Scandinavia's biggest freight hub, the Port of Gothenburg has a vital role in contributing to the implementation of Agenda 2030, both locally and globally. Under Agenda 2030, the world's countries have adopted 17 global goals for sustainable development that aim to achieve four objectives by 2030: abolish extreme poverty, reduce inequalities and injustices in the world, promote peace and justice, and solve the climate crisis. The Port of Gothenburg is affected by 15 of the 17 goals and by 63 of the 169 targets, with a degree of relevance that varies according to the company's mandate and the impact of its operations. Read more about the analysis on page 48.

### We create value...

...for our customers, business and society by developing the freight hub and creating the conditions for sustainable growth. We do this by guaranteeing access to the whole world for the business community.



### We have an impact on...

...nature, because port operations have an impact on climate, water, land and resources. We take action to reduce our own and our customers' environmental impact. This includes, for example, creating incentives for a transition in shipping through environmental discounts, working to increase the proportion of freight transported by rail or implementing compensation-based measures. We make use of our role to influence as many actors as possible.

» You can find more information about the UN's Sustainable Development Goals here: [sdgs.un.org/goals](https://sdgs.un.org/goals)

# Governance and business plan

The Port of Gothenburg is owned by the City of Gothenburg, and governance of the company is based on the municipality's short-term and long-term plans. Every year, the company's Board of Directors sets out the direction for the way the municipality's budget goals are to be achieved and which focus areas are particularly relevant for the company's work. Based on the direction, the company's management team draws up a business plan with specific goals and a description of how these goals are to be achieved.

### INTERNAL GOVERNANCE

The company has a general plan for the long-term development of the port. The purpose is to ensure that the Port of Gothenburg is well-equipped to meet the market's requirements in the decades ahead. There is also a strategic ten-year plan, a business plan, and both investment and maintenance plans. The company also has strategies and plans in specific subject areas to clarify our direction. To maintain healthy finances and manage events that can affect the company's ability to achieve its goals, there are budgets, forecasts and internal controls.



### OUR OWNER'S ROLE

Göteborgs Stadshus AB is the parent company of the corporate group that comprises all municipal companies in the City of Gothenburg. This is where the formal ownership role of the port company and the structure of our mandate are executed, based on the City Council's decisions.

The Port of Gothenburg makes Group contributions to the City. The City Council of the City of Gothenburg selects Board members, lay auditors and auditors for the company and its subsidiaries. Position statements are obtained from the City Council before decisions of major importance or fundamental significance are made in the operation.

The company's mandate is established in an owner directive that regulates what kind of operation may be conducted. A new owner directive was established in 2019, with minor adjustments in the subsequent years. Every year, with the exception of election years, owner dialogues are held between the Boards of the port company and Göteborgs Stadshus AB to follow up on the company's work in relation to its mandate.

### BUSINESS PLAN

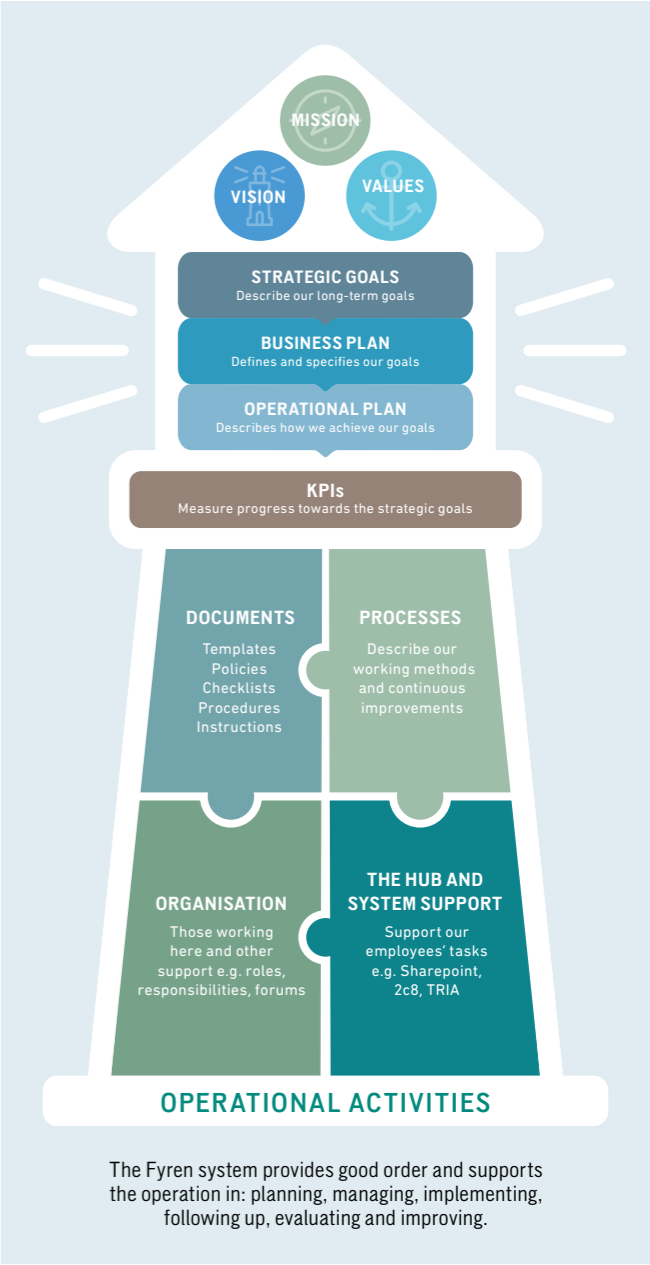
The Port of Gothenburg's business plan is structured on the basis of the owner directive and the Board's direction for the year. The plan is also based on a situation analysis of what is happening in the external environment, prioritised risks and an evaluation of existing working practices and methods. Our stakeholders' requirements and needs are taken into consideration, as well as the operation's needs and the development of our employees. The business plan is valid for three years, with only minor revisions each year. The plan contains five strategic goals, read more on next page. It sets out the company's direction and responsibilities around sustainability, as this is a fundamental issue that pervades the whole plan and all goals. The purpose of integrated work is to contribute to the UN's global Sustainable Development Goals.

### THE LIGHTHOUSE SHOWS THE WAY

Corporate governance takes place based on the Fyren (Lighthouse) management system, in which the needs and requirements based on the interests of different stakeholders and companies are broken down into the short term and long term. It is about doing the right things, in the right way, at the right time in order to create satisfied customers, owners and employees, and to achieve our vision. The structure is built on an ISO-9001/14001/45001-based work method in the areas of quality, environment and occupational health and safety. The Port of Gothenburg is governed by and follows the City of Gothenburg's environmental management system.

### EVALUATION AND CONTROL

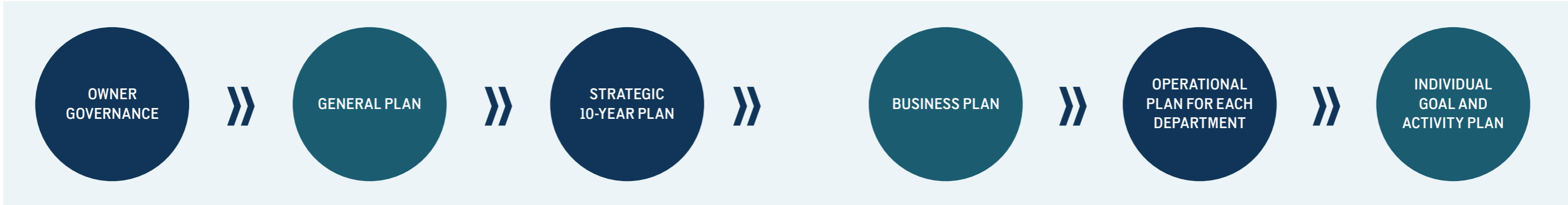
Work to control and quality-assure the operation takes place within the framework of work with Fyren and its structure. This includes various evaluations, follow-up on goals and outcomes, management of deviations, audits and analyses at internal forums for quality, environment and occupational health and safety. Every year, a number of risk areas are selected for particular scrutiny. This is in order to verify that risk mitigation measures and other control activities are working satisfactorily. It is also about ongoing work to



establish a culture in which every single person assumes personal responsibility for internal control. Follow-up on collaboration and the Code of Conduct took place during 2024.

### From owner governance to the employee's individual plan

The company's plans, strategies and goals are broken down by department and to the individual level, in order to create a common thread for internal governance.



# Our goals – what progress is being made











The table below presents the outcomes for the company's goals in the business plan for 2023–2025, with the exception of the environmental goal, which extends to 2030. These are measured through five KPIs. In addition to these, we also measure a number of KPIs for the company's performance. See the Comments field for detailed information as well as the section on KPIs on pages 49–56.

- Well on the way to achieving the objective
- More is required to achieve the objective
- Will not achieve the objective
- ➔

 The trend here is heading in the right direction
- ➔

 The trend here shows no change
- ➔

 The trend here is heading in the wrong direction

Goal	Status	Trend	Links in to the following UN Sustainable Development Goals	Comments
<div></div> <div><b>SMART PORT</b> Digitalisation maturity 70%</div>	<div><div></div></div>	<div></div>	<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div><div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div></div>	The port company’s digital maturity was measured at 65% in 2024. This is an increase of around 2% compared with the figure in 2023. A smart port is a technically advanced port that integrates digital technology, automation and data analysis in order to boost efficiency, sustainability and the port’s overall capacity and resilience. One important area in terms of being a smart port is data and analysis, which involves the fact-based organisation. The technical, organisational and cultural foundations were laid for data analysis during 2024, and this needs to continue going forward. The availability of high-quality data about events in and around the port is a key issue in this context, with sensor technology being an important component for the continued development of the Port of Gothenburg and its partners.
<div></div> <div><b>FINANCIAL EFFICIENCY</b> Return 5%</div>	<div><div></div></div>	<div></div>	<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div></div>	The target value for annual return on non-current assets for 2023–2025 is 5%. This goal is broken down by year as follows: 5.5% return in 2023, 5.5% return in 2024, 4.5% return in 2025. This was achieved by a comfortable margin in 2024, with 9.3% for the Port of Gothenburg and 7.9% for the consolidated port companies. The result in 2024 for the Port of Gothenburg was very strong, with contributions from healthy volumes compared with 2023 and a stable cost level. The result is further strengthened by non-recurring effects from property transactions. Progress in the company’s projects during 2024 was hit by some delays due to permit processing and access to project managers, which contributed to a lower rate of investment than expected.
<div></div> <div><b>GROWTH</b> Increased growth over quays 6%</div>	<div><div></div></div>	<div></div>	<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div></div>	The target value for growth in the current business plan period until 2025 is 6%. The preliminary outcome for 2024 using the agreed measurement method produces growth of 3.8% for 2024 compared with the baseline year 2022. Volumes have been relatively stable in all segments. Container traffic saw both increased volumes over the quay and an increased market share, with new cars showing healthy growth, goods by rail at a stable, high volume and the dry bulk segment continuing to increase.*
<div></div> <div><b>EMPLOYEES</b> Sustainable employee engagement (SEE)</div>	<div><div></div></div>	<div></div>	<div><div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>4</div><div>QUALITY EDUCATION</div></div><div><div>5</div><div>GENDER EQUALITY</div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>10</div><div>REDUCED INEQUALITIES</div></div><div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div></div>	The target value for SEE was set at 85–90, and the outcome was 86. A number of initiatives relating to this goal took place during the year. We offered training for staff in self-leadership, and set up a skills development forum for managers over two half days per year, focusing on managerial and leadership development. During the year, staff were offered the opportunity to undergo a health profile assessment conducted through the occupational healthcare provider. The aggregated results from this then formed the basis of a health initiative for staff. The City of Gothenburg increased the wellness allowance to strengthen the conditions for good health. An employee day was held during the autumn with a focus on sustainability. The day also included social sustainability and a dialogue about the company’s core values: cooperation, sustainability, innovation and reliability.
<div></div> <div><b>ENVIRONMENT</b> Reduced CO<sub>2</sub> emissions 70% by 2030</div>	<div><div></div></div>	<div></div>	<div><div><div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>13</div><div>CLIMATE ACTION</div></div><div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div></div></div>	According to preliminary results, greenhouse gas emissions increased by around 7,700 tonnes compared with the previous year, corresponding to a reduction of about 22% compared with the baseline year 2010. Emissions from the company’s own operations decreased from the previous year, and emissions from energy consumption, vessel traffic and HGV transport increased from the previous year. Emissions from vessels increased primarily due to increased port calls, and the cause of increased HGV emissions is the reduced reduction obligation and an increased volume of transport operations. Many of the measures are planned to reduce emissions from marine transport operations, terminals and own operations, but to achieve the defined goal by 2030 there needs to be an increase in the pace of the transition for marine and land-based transport operations.

## FROM GOAL TO CHANGE

The company's departments start with the business plan and break down the goals into their own operational plans with activities. Activities should result in fulfilment of the goals and executing our mandate. Each employee also has an individual development plan that can be traced back to the operational plan and the business plan. The development plan contains activities at an individual level, which creates participation and a common thread throughout the operation.

## MONITORING THE CHANGE

The company monitors progress in work towards the goals at several different levels. Every year, figures are compiled for each KPI and compiled for each goal, providing a total follow-up on the whole business plan. The company also follows up on activities in each operational plan on a quarterly basis and presents these for the whole operation. The Board of Directors studies this follow-up four times a year, and Göteborgs Stadshus AB is given feedback on how well delivery is proceeding according to the mandate. Each department follows up on its plan on a monthly basis, and the individual development plans are monitored continuously by both employee and manager.

\*Final results are on hold until the final base data is received during 2025.

# Long-term relationships with our stakeholders

Our operations affect and are affected by a number of different stakeholders, from owners and employees to customers, suppliers and government agencies. By listening to our stakeholders, we become better at understanding which issues are important, how we should prioritise and what we need to develop. At the Port of Gothenburg, we collaborate and communicate on an ongoing basis with our stakeholders in a variety of ways and through different channels. The table below contains more information about our stakeholders, channels for dialogue, what expectations our stakeholders have and which issues they raise.



Stakeholder	Main issue/expectation of Port of Gothenburg	Channels for dialogue
Owners	Create the conditions for growth, employment and sustainable development in Gothenburg. Lead the freight hub to ensure that it guarantees the business community access to the world at large and competitiveness in the market. Exercise supervision, governance and control of strategic partners based on the above references.	Council meetings, Board meetings, owner dialogues, reporting to the City.
Customers	Guarantee the best logistics location in Sweden. Effective full-service port, including a wide range of ancillary services. Accessibility. Wide range of land and sea routes. Effective infrastructure and operational regulations. Large, balanced base volumes. Market the port. Cost efficiency. Clear information flow. Offer and develop digital services linked to the flow of goods.	CSI, Port Day, customer contacts and visits, bunker forum, trade associations, website, social media, newsletters, trade fairs, customer events.
Terminal operators	Appropriate infrastructure to operate an efficient full-service port, in the short term and the long term. Long-term conditions to operate an efficient full-service port with a wide range of ancillary services. Large, balanced base volumes. Support around sales and marketing. Offer and develop digital services linked to the flow of goods. Coordination around security, environment and general port-related issues.	CSI, regular meetings linked to marketing, sales, communication, security, environment and infrastructure. Joint customer visits.
Companies at the freight hub	Appropriate infrastructure to operate an efficient full-service port, in the short term and the long term. Long-term conditions to operate port activities. Large, balanced base volumes. Market the port. Offer and develop digital services linked to the flow of goods. Coordination around security, environment and general port-related issues.	CSI, Port Day, customer contacts and visits, bunker forum, trade associations, website, social media, newsletters, trade fairs, customer events.
Employees	Responsible company. Safe and secure work environment. Good employment and pay conditions. Work-life balance. Opportunity for career and development. Flexible workplace. Conditions for participation and motivation.	Development appraisals, workplace meetings, SEE, Winningtemp, works council, health and safety committee, employee day, intranet.
Suppliers	Responsible, reliable, clear and competent client with high level of business ethics. Sustainability in procurement and future technological choices.	Procurement, start-up meetings for new framework agreements, follow-up meetings. Regular meetings.
Government agencies	Comply with current laws, permits and terms & conditions. Communicate our long-term plans. Develop and appropriate infrastructure. Credible and reliable business operator and collaborative partner. Contribute to various challenges facing society.	Regular meetings and dialogues with government agencies and ports at local, regional, national and international level.
Society and the external environment	Reliable and responsible actor. Contribute to various challenges facing society. Minimise environmental impact. Create jobs.	Trade associations, study visits, meetings, trade fairs (both industry and labour market), research projects, social media, email, phone, website, media contacts.

## EXCHANGES THROUGH RESEARCH AND ACADEMIA

The Port of Gothenburg collaborates actively with various stakeholders, including different societal partners. It is extremely important for us to share our time and knowledge. We take part in various research projects with the aim of improving our operations and increasing our understanding of future innovations identified through research. Collaboration extends from the University of Gothenburg and Chalmers University of Technology to other ports and research institutions. The purpose is to jointly find solutions to the challenges that are identified on an ongoing basis in our operation and industry. Examples include a three-year research project that was initiated together with the Swedish National Road and Transport Research Institute (VTI) and the Swedish Meteorological and Hydrological Institute (SMHI) on climate adaptation and the port’s ability to withstand and adapt to a changing climate with extreme weather events.

## COLLABORATION WITH EDUCATION AND LABOUR MARKET

The Port of Gothenburg collaborates with various seats of learning in the country to secure skills for the future and to attract and recruit new employees. Among other things, the

company takes part in several student fairs, attends lunch meetings with students and advertises in career magazines. The recruitment film produced in-house at the Port of Gothenburg is also shown at many institutes of higher education, including Chalmers University of Technology, KTH Royal Institute of Technology, University West in Trollhättan and Halmstad University. The company is also represented at major employer fairs such as CHARM, Sjölog och VARM at Chalmers, as well as Skarpt Läge, which over the space of three hours at the Gothenburg Opera House contributed to 183 new jobs. Ahead of the Skarpt Läge fair, a CV school was also offered to young people who were interested. The Port of Gothenburg offers both young people and adults an opportunity to get into the workplace through internships, summer jobs and degree projects. The purpose is to help create a positive attitude towards the Port of Gothenburg as a potential workplace and offer work experience and an insight into what it means to have a job, and it also provides the operation with new perspectives.



In 2024, eleven students did their internship or degree project at the Port of Gothenburg

## “No better place to have an internship”

During autumn 2024, Axel Clase had an internship with us, thanks to the Technology Leap initiative. He is passionate about sustainability and shipping, and even at secondary school he started to develop a prize-winning solution for collecting marine debris.

“There’s no better place to have an internship,” says Axel Clase, and describes how he is invited to both construction meetings and skills days about contaminated areas. The positive aspects he highlights include how he is surrounded by friendly people who set him enjoyable and sometimes technically advanced challenges. One of these involves environmental permit processes, where there is a lot to keep track of, from consultation to environmental impact assessments.

“Dealing with all the permits is like another world, but it’s exciting to learn how it all works,” says Axel Clase, continuing: “I also compile carbon dioxide emissions for the smaller projects at the port, above all for concrete, asphalt, steel and fuels.” His interest is captured by both major infrastructure projects and the way the Port of



Axel Clase did an internship at the Port of Gothenburg during autumn 2024.

Gothenburg is working with the transition to new fuels, but at the same time he wants to mention something else that strikes him: “It’s really encouraging to gain an insight into the way we’re constantly trying to minimise emissions when it comes to everything from operations at the port to land transport operations.”

It may or may not be a fact that his very first words were: look, it’s a boat! But what is true is that he has always been fascinated by shipping. Thanks to an interest in sustainability, he also started way back in the eighth year at school to develop a solution for collecting marine debris with the aid of an Archimedes screw. In other words, it’s no surprise that Axel is thriving here.

“I want to understand the big picture, and the Port of Gothenburg is an amazing place to do that,” concludes Axel Clase.

**What is the Technology Leap?** The Technology Leap is an internship programme in which Swedish employers are collaborating with the government to secure Sweden’s skills supply for the future by attracting more young people to technical study programmes in higher education. The project is being run by the Swedish Academy of Engineering Sciences (IVA).

# Collaboration strengthens the freight hub

One of the Port of Gothenburg's mandates is to build strong networks for actors in the port cluster. This is a complex and wide-ranging operation with multiple stakeholders. It is not unusual for individual employees from different companies to be alone when performing their work. This is where collaboration across the boundaries of different networks is important, both for the individual participant and from a larger, port-wide perspective.

Two of the networks deal with issues where a consensus is important – occupational health and safety and communication, and crisis communication in particular. These are two forums where participants are engaged and keen to share thoughts, ideas and experiences, but maybe above all care about the most important thing of all: translating words into action that strengthens the whole port cluster.

Jenny Allert  
HEAD OF B2B MARKETING & COMMUNICATIONS NORTHERN EUROPE, DFDS



“Having a carefully prepared crisis communication plan is a major help if something happens.”

“As a communications officer, you’re often alone in your role, which is why our communication network at the freight hub means a lot. I’d like to acknowledge Cecilia Lööf, Head of Marketing & Communications at the Port of Gothenburg, who initiated it and also runs it with tremendous engagement. It means that we meet up four times a year, occasions that are always open for discussion and transparent.

The Port of Gothenburg is a complex place with lots of companies and operations. It’s important to have a network in which those of us working with communication can raise various issues. Of course, to some extent we’re competitors, but here we can voice thoughts, share experiences based on our professional roles, and also discuss anything where it’s important that we have a consensus.

One very good example is our crisis communication plan. When something happens, it often happens quickly. It might be operational disruption, an external threat or something totally different. The media might contact us, and then it’s incredibly useful to know who you should speak to and how to respond. We drew up the plan together, so we have a god understanding of the various parts. Both the network and the plan make my life easier. And our meetings are also really enjoyable.”

Kajsa Asker  
HSEQ MANAGER, GOTHENBURG RO-RO TERMINAL



“Anything that reduces the risk of accidents is a sustainable solution for the workforce.”

“We encourage open discussion and an honest dialogue in the health and safety network, which is the basis of our being able to work together. We already had a good deal of coordination around the environment and safety, but now we’re also dealing with health and safety issues where we need a consensus.

One example is that we have different terminals with totally different rules for vehicles, while we’re all within the same fenced area. This means we have to treat external contractors in a uniform way to reduce the risk of accidents. We also coordinate procedures around hot work and everything to do with contingency planning and safety shelters, as we’re all subject to the Swedish Protective Security Act. Another issue is alarms and alarm procedures. This requires local orientation and guidance so that ambulances can find their way around an environment that’s as complex as ours, and this is where cooperation in the network is literally a matter of life and death.

When it comes down to it, sustainability is not just about the environment. It’s about people, attracting the right skills and encouraging people to stay. Anything that reduces the risk of accidents is a sustainable solution for the workforce, and this is where our network will have a very positive impact.”

# More efficient port calls with Digital Port Call

The launch of the new Digital Port Call platform brings enhanced digitalisation of the port call process for vessels at the Port of Gothenburg. A host of actors are involved in a port call, including other shipping companies, terminals, tugboats, pilots and boatswains.

Digital Port Call brings all the necessary information about a call together in one place, which means better information flows, greater predictability and a reduced risk of disruption. The platform also creates an opportunity for Just in Time calls, which means that a vessel that will be calling at the Port of Gothenburg is given a digital queue ticket well in advance of its arrival and can adapt its speed from the previous port.

The use of the platform is expected to result in reduced emissions from vessels through shorter anchor times and waiting times at the quayside, combined with the opportunity to adapt their speed while en route to the port.



# Biomethanol-powered vessels in scheduled services

Biomethanol is produced from biofeedstock, which reduces carbon dioxide emissions by up to 65% compared with fossil fuels. At present there are two container ships powered by biomethanol operating services via the Port of Gothenburg. One is Laura Maersk, which was the first to benefit from shipping company Maersk’s investment in biomethanol as a marine fuel.

Laura Maersk calls weekly at Gothenburg on a loop that continues southwards to Bremerhaven. The second vessel, and also the biggest one powered by biomethanol, is Antonia Maersk. It operates between the Port of Gothenburg and Asia, providing an important route for Swedish imports and exports. The Port of Gothenburg has an objective to be Scandinavia’s biggest hub for renewable energy and create the conditions for the shipping industry’s transition to renewable fuels, with methanol as one of the alternatives. There are currently around 30 container ships operating on methanol, and around 300 more are on order from a number of shipping companies.

# Important steps for sustainability by bunker operators

One of the clearest messages emerging from the year’s Future Bunker Fuels conference – the need for increased dialogue with politicians – gained ground during the autumn. But even while the conference was under way, clear examples emerged of how this forum is getting actors to take important steps in the area of sustainability.

For all actors in the cluster perspective, there is one item high up on the wish list: a constructive dialogue with politicians around the cost gap that is slowing down the transition to the energy sources of the future. It became clear during the conference that all industries are talking separately to the decision-makers, but that actors from the entire value chain for renewable fuels need to act together to ensure that the problems and challenges are made clear and can be resolved.

### GOOD RESULTS FROM ROUND TABLE

One very promising result from the conferences is that later on in the year we brought together parties including the chair of the transport committee and representatives from the whole value chain for renewable bunker fuels, such as producers, storage companies, bunker companies, shipping companies and ports. A round table format like this, in which we show where we are right now and jointly present what is required to deliver green molecules to shipping, represents progress that can be linked directly to the conference.

This year’s conference attracted representatives from almost 60 companies. During its three years, the conference has developed to take on a more international focus, and now freight owners are present, discussing what they are prepared to pay for green transport operations. Unfortunately there is a price gap that needs to be dealt with in order to accelerate the transition. It can be regulated to some extent, but the conclusion is that support is needed to enable more renewable fuels to be available at more competitive prices.

“The actors are ready to go and there’s an incredible potential here, with producers, progressive shipping



companies who want to drive the transition and the Port of Gothenburg as part of the hub,” says Therese Jällbrink, Head of Renewable Energy at the Port of Gothenburg.

### FAITH IN THE FUTURE PAVES THE WAY TO TRANSITION

She emphasises how the conference brings together people who do not usually speak to each other, but are part of the same process. The meetings result in a dialogue that feeds into decisions based on a shared faith in the future:

“One excellent example of this is when one participant at this year’s conference stands up and says: thanks to what we spoke about last year, we’ve had the confidence to order a ship that will run on methanol. And then another participant added that they have started to prepare to convert their storage tanks and have applied for an environmental permit for this,” says Therese Jällbrink.



# Port Day 2024 – on the theme of global trends

After its excursion to the Donsö Shipping Meet last year, Port Day returned to the Gothenburg Opera House. Thursday 21 November saw the hall filled with hundreds of customers, partners and employees, all wanting to meet up and find out more about the future of logistics, innovation and sustainability.

For us at the Port of Gothenburg, logistics is about so much more than transport operations, it’s about shaping society, driving innovation and accelerating the transition so that we can better protect our planet.

This year’s theme was global trends and the current state of our external environment. Other subjects touched on included trade, finance, energy and security. Speakers during the day had everyone present leaning forward, listening intently.

The first speaker was Annika Winsth, Chief Economist at Nordea, who talked about the state of the economy in the world and Sweden. An extra focus in this context was views on what happens when the USA has a new president and what tariffs and a different view of sustainability will entail.

Cecilia Oskarsson, Head of Sales Scania Group, then took us on a journey to India, with some astonishing facts presented about the rate of growth in what is on the way to being one of the biggest economies in the world.

It comes as no surprise that we are living in a turbulent world, but the audience was still given some food for thought when Peter from the Swedish Security Service explained the situation.

Cecilia Malmström, former EU Commissioner and now senior advisor at the Lindholmen Science Park & PIIE Washington, was last on stage. She delivered both hard facts and encouragement in the form of a comment that Europe always pulls through when it counts – and she expressed great faith in the EU Commission that had recently been confirmed.

Björn Arwedahl

GLOBAL TRANSPORTATION  
MANAGER, ROXTEC  
INTERNATIONAL



“Port Day is an amazing opportunity to meet suppliers and business partners.”

“I’ve been to Port Day several times and I really appreciate it. This is a super event and the Gothenburg Opera House is an unbeatable venue. I meet a host of old friends and make new contacts every time. When I’m talking to someone I’ve never met, I also often discover that we have something in common. This year, for example, I happened to sit next to a person from Vänernexpressen who I’d recently spoken to on the phone.

Meeting people from the industry is always positive, not least just now when the speakers emphasise how we’re living in serious and uncertain times. It’s challenging, but at the same time encourages me in my professional role to ensure we find ways for our goods to reach their destination.

Trucks that carry stock goods for our hubs in Singapore and Shanghai run on HVO. As we’re part of Railport Scandinavia, the goods are stuffed in Karlshamn and transported by rail to Gothenburg for onward transport on a direct route on a vessel powered by sustainable marine fuel. This makes the Port of Gothenburg an important cog in our sustainable logistics chain, and there’s always really good collaboration. The people in Gothenburg are pleasant, knowledgeable, flexible and open to solutions.”

## WHAT THE VISITORS THOUGHT

“A good mix of participants with the same goal – to collaborate to get this all moving.”

“Useful to meet new people for potential future partnerships.”

“Amazing forum to discuss how we can improve work for a greener environment.”

# Systematic risk work and business ethics

All commercial activities are associated with risk. Risks that are managed correctly can create value and generate opportunities, while risks managed poorly can result in damage and losses. The ability to identify, evaluate and manage risks is an important element of the port company's Fyren management system. The ambition is to achieve the company's goal through integrated risk work, in which certain risks can be reduced or completely avoided through prioritisation and the implementation of effective, well-adapted measures and controls.

The Port of Gothenburg has adopted a structured approach to risk management and internal control for many years, and the area is being developed continuously. Risk management constitutes an integral element of governance and management of operations, and is a natural element of decision-making at different levels.

### RISK WORK IN THE PLANNING PROCESS

The basic structure of risk work is about identifying risks, evaluating them based on the likelihood that they will occur and then conducting an assessment of the consequences if they were to happen. The evaluation provides support in how we prioritise the management of the risks.

The purpose of working with risks is to better deliver on the mandate and the company's goals. By identifying events that might present an obstacle to us, we can adjust the way we work or work in a new way in order to manage the risk. In the same way, if we identify risks in our processes and activities, we can be prepared for the eventuality that they may occur.

In connection with work on the business plan and budget, the risk management process is presented for various risk areas in an overall risk profile for the company as a whole. The overall risk profile describes which risk mitigation measures and controls have been implemented to reduce the risk and which measures are going to be taken. Risks are also identified on the basis of each department's responsibilities and assignments. This work forms part of the quality assurance process for each department's operational plan. Some of the major risk areas and the way we manage their risks are described below.

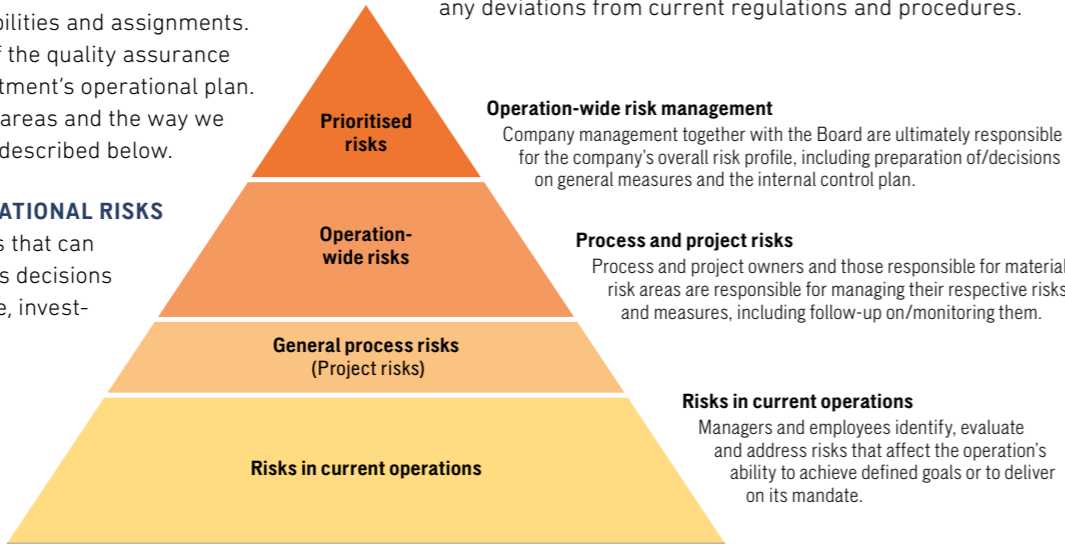
### STRATEGIC AND OPERATIONAL RISKS

Strategic risks are risks that can arise through erroneous decisions concerning, for example, invest-



The Port of Gothenburg's work on risk management and internal control is being developed continuously.

ments or partnerships. Political decisions and changes in the market can also pose risks for the company. We therefore need active monitoring of the external environment and a dialogue with politicians and the business community. Operational risks are those arising from our operations. These include risks relating to assets and processes, as well as employees and IT risks. To identify risks, our experience, both collective and individual, is of major significance in finding those risks that can impact the company. We prevent through clear procedures, training and regulations. The corporate culture is also an important element, for example there is always a full focus on personal security and we do not permit any deviations from current regulations and procedures.



### THE DEFINITION OF RISK IS:

**A future event that prevents us from achieving our goals.**

In practice, for us this means working proactively by identifying risks, such as events/situations/conditions, that affect the operation's ability to achieve defined goals, run the operation efficiently and safeguard processes.

### RISKS IN THE ENVIRONMENTAL AREA

Operations run within the Port of Gothenburg entail potential risks to the environment. We receive visiting ships, build installations and handle flammable products at the Energy Port that place strict demands on our working methods and procedures. But accidents can still happen, and when they do it is essential to have a quick central response to minimise the long-term consequences for the environment. The environmental area is in many respects governed and controlled by government agencies and political decisions. This is why we at the Port of Gothenburg are actively involved in joint work within the City of Gothenburg.

### RISKS ASSOCIATED WITH SOCIAL SUSTAINABILITY

Our most important resource may be found within the framework of social sustainability. This is all employees at the Port of Gothenburg, as well as employees at other actors within the freight hub.

A good work environment is a prerequisite for doing a good job. Risks include accidents and incidents, which may

involve someone being injured or falling ill. A good psychosocial work environment creates a sense of safety at the workplace, which must be given in our operation. Our work with social sustainability includes strict security requirements, openness towards our employees and support in connection with incidents that affect the individual employee, both in connection with work and in other respects. Risks in the area of human rights can be linked to violations of one or more grounds for discrimination if, for example, the Port of Gothenburg fails to recruit on the basis of competence and with a focus on the diversity and equality perspective. Another risk is if the company's employees or others who visit our workplace are subjected to abuse or harassment, or if pay differences between men and women are not justified.

### BUSINESS ETHICS AND WORK ON ANTI-CORRUPTION

Treating customers and business partners equally without favouring anyone, and keeping to contracts and commercial agreements concluded is extremely important at the port company. It is also important that no bribery, irregularities, behaviour that damages trust or corruption occurs that can be linked to our operations. The port company's Code of Conduct sets out guidelines for how the Board, management, employees and hired staff shall conduct themselves in their day-to-day work. Current legislation and the City of Gothenburg's ambition's represent the minimum level, and if anything in the Code of Conduct is in conflict with these, these regulations take precedence over the Code. All new employees and hired staff must sign to acknowledge that they have studied our Code of Conduct. Each manager is responsible for ensuring that the content of our Code of Conduct is known and applied by employees and hired staff.

### The Code of Conduct includes guidelines in the following areas:

#### Relationships with customers and business partners

We must be a responsible, independent, neutral and reliable business partner. We view marketing and corporate entertainment as a natural element of developing relationships and collaboration. The starting point in all entertainment is that it must be characterised by moderation.

#### Relationships with suppliers

We must be a responsible, reliable and competent purchaser, with a high level of business ethics. As a public sector actor, our operations are governed by the Swedish Public Procurement Act. There must be no unhealthy business relationships.



### Bribery and corruption

The Port of Gothenburg's managers, employees and others acting on behalf of the Port of Gothenburg must not offer, pay or receive bribes. The City of Gothenburg has a whistle-blowing function that all employees can contact if there is any suspicion of a serious irregularity in the company. This is an important function, as there may be suspicions that can be difficult to bring up with your own manager or company management. The Code of Conduct contains a description of how to proceed. The City of Gothenburg's City Executive Office also pursues wide-ranging work to prevent corruption, and the Port of Gothenburg is included in this.

If you would like to find out more, you can read our full Code of Conduct here:



# Our economic responsibility – stable finances

Stable finances and good profitability provide the Port of Gothenburg with opportunities to maintain and develop the port's facilities for the benefit of customers, owners and the Swedish business community. We operate in a competitive international market, and delivering competitive, value-for-money services is crucial for the continued development of Gothenburg as a freight hub.

### PROFIT FOR THE YEAR

The Port of Gothenburg's profit for 2024 was SEK 407 million, compared with SEK 267 million in 2023. Net sales increased by 4% to SEK 1,108 million, which can be explained by an index-based price adjustment or rents, leases and concession charges, as well as higher energy volumes. The port tariff for 2024 was adjusted by around 3% compared with 2023, when it was adjusted by 3.5%. The ambition is to keep the tariff as low as possible and to focus on cost savings. The company's main costs are operation and maintenance of port infrastructure, staff costs and depreciation.

### INVESTMENTS DURING THE YEAR

The port's operations are capital-intensive, and long-term economic governance is of major importance. A ten-year investment plan is prepared every year and reported to the owner. Planned investments for the next ten-year period total approximately SEK 8 billion\*.

\*Including Scandinavian Distripoint AB.

### The biggest investments in 2024:

- **Ferry relocation, Arendal**
  - the City Council decided in 2022 to approve additional investments of SEK 1.4 billion to enable the ferry relation in Arendal/Outer Ports, and an additional SEK 350 million was approved in 2023. SEK 225 million was invested within the framework of this in 2024.
- **Skandia Gateway (deepening of the fairway)**
  - the implementation phase started in March. Total investment during 2024: SEK 310 million.

The company also undertook a number of smaller reinvestments totalling around SEK 75 million.

# Through collaboration and conscious purchases, we make a difference

The Port of Gothenburg aims to be part of the solution to the challenges faced by our society locally in Gothenburg, but also globally. For us, it is important to contribute to a more equal Gothenburg with reduced exclusion, reduced differences in living conditions and health, and good working conditions. How we succeed and what we do affects many members of society.

### CONTRIBUTIONS TO GOOD WORKING CONDITIONS

The Port of Gothenburg is a municipal company, and our purchases are governed by Swedish procurement legislation and the City of Gothenburg's guidelines. The company works actively to guarantee just, healthy competition in the market by placing wide-ranging demands on suppliers and conducting meticulous checks. The purpose of these is to ensure that there is compliance with laws and regulations, that issues relating to the environment and health and safety are managed correctly, and that taxes and charges are correct. Suppliers whose owners have been convicted of certain crimes can be excluded, and particular emphasis is placed on preventing unhealthy competition and welfare crime.

To achieve this, we are actively involved in the City of Gothenburg's work and control functions, which enhance both transparency and trust in our business activities. Most of our suppliers are Swedish companies, where checks are conducted on an ongoing basis by the Swedish Tax Agency and other Swedish government agencies. For foreign companies, we require documentation to confirm that the same high standards are being followed.

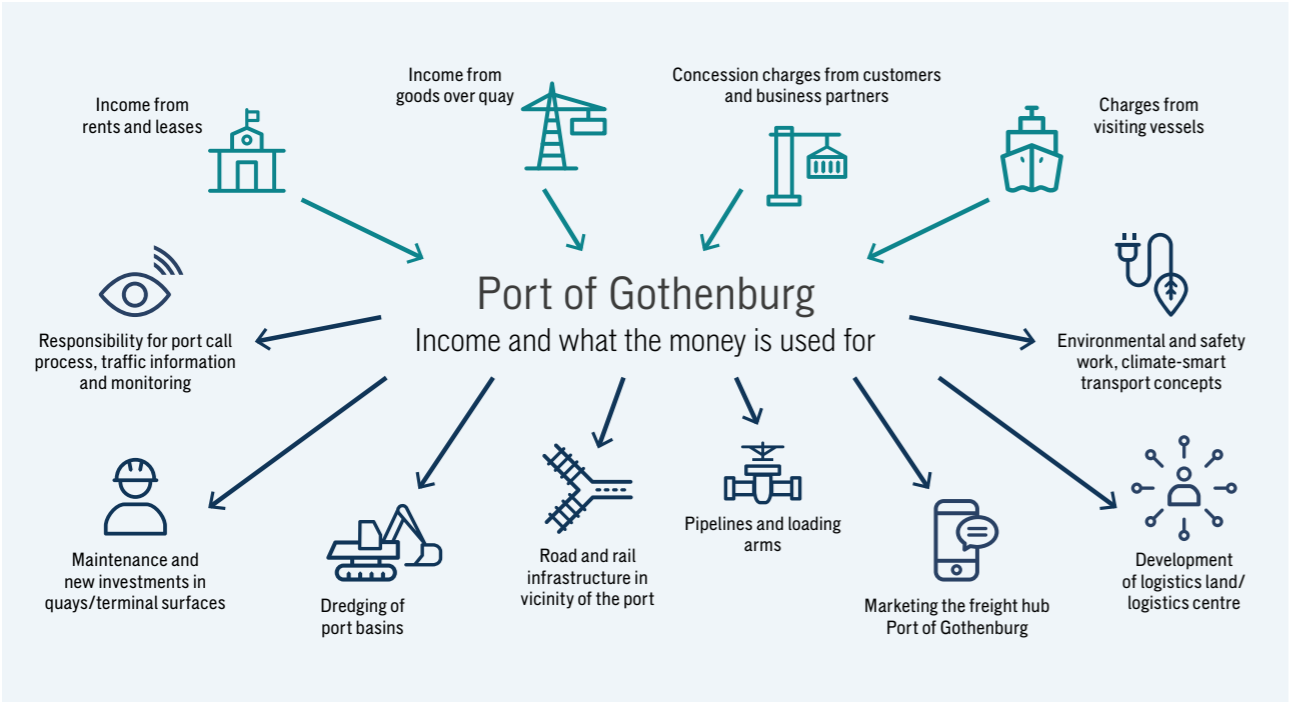
In major procurement processes, we specify requirements that suppliers have and comply with their own codes of conduct that reflect our values. This includes working actively against bribery, corruption and unhealthy business methods – often with a higher level of ambition than is required by law. Goods must also be produced under good working conditions in accordance with the ILO's core conventions and without the use of child labour, in accordance with the UN Convention on the Rights of the Child. When purchases are made without an in-house procurement process, we usually make call-offs from the City of Gothenburg's framework agreements. These have the same strict requirements as our own procurement processes.

To combat unhealthy competition and boost transparency, we strive to minimise the number of suppliers in our contract works. During 2024, we increased our focus on follow-up in order to ensure that rules and requirements are complied with all the way down to those who actually perform the work, and the plan is to further develop this work in the years ahead. The Port of Gothenburg has a goal to create long-term, sustainable partnerships in which just terms and conditions and healthy competition are fundamental principles.

### SUSTAINABILITY IN PROCUREMENT

Environmental requirements form some of the company's basic requirements in procurement. Among other things, this means that in major projects, those over SEK 50 million, the Port of Gothenburg must also produce climate calculations in order to raise awareness of the project's impact on the climate, and also to identify how climate emissions might be reduced. This is happening now, for example, in the Skandia Gateway project, which you can read more about on page 22. In 2024, we clarified and tightened requirements for reporting data with a climate impact in our procurement documentation for contracts.

Part of the City of Gothenburg's work on sustainability involves specifying requirements for social consideration in the City's procurement of services whenever possible. The City of Gothenburg has produced a model describing social consideration in procurement processes that is intended to promote employment opportunities for people who are disconnected from the labour market, and to stimulate social integration, equal opportunities and social rights. The Port of Gothenburg has been developing this work for more than ten years. Social requirements were specified in many major procurement processes in 2024, and this work is continuing.



Describes income and expenses linked to the value chain, see pages 12–13.



Piling work at the Skandia Port for the Skandia Gateway project.



## Focus stakeholder: **Company at the freight hub**

Since the 1960s, the Port of Gothenburg has increasingly been shifting towards the island of Hisingen. This is where what is referred to as the freight hub, which extends from the Älvsborg Bridge to Arendal and Torshamnen, has emerged. It is now being expanded with Stena Line making the move from the centre of Gothenburg.

Gothenburg is growing, and more central land is needed at Södra Älvstranden, the south shore. This lay behind a decision to relocate the central ferry terminals.

Following a dialogue with Stena Line, in 2020 the company expressed a desire to move to the outer ports and be closer to rail-based infrastructure, logistics operations and the automotive industry. This move also means a significant reduction in heavy goods traffic in the centre of Gothenburg, as the company's terminals are visited by around 250,000 HGVs every year.

Moving an operation as extensive as Stena Line involved measures such as reinforcing quays, dredging, laying new cables, onshore power supply (OPS), demolishing existing properties and refurbishing other buildings to produce a modern ferry terminal.

When Stena Line moves in at Arendal, the operations currently being run there will be moved to our newly built Arendal 2. For the Port of Gothenburg, these moves represent a further consolidation of terminal operations to the outer ports, creating synergies and enhanced conditions to develop the Port of Gothenburg in the sustainable direction for which we are striving.

Kim  
Lindholm

REGIONAL MANAGER PORT  
DEVELOPMENT AND  
ENGINEERING, STENA LINE AB



**“Good collaboration and joy in the project are absolutely crucial for a successful outcome in the construction of a new Ro-Pax terminal.”**

“We’re involved in a permit and detailed planning process ahead of our move. Investigations, studies, pre-planning and other measures needed are under way in parallel before we can get started on the civil engineering works.

The partnership with the Port of Gothenburg is important. A project like this needs collaboration and trust, which we really do have. I also feel a sense of great engagement. Many people believe that Stena Line’s move to Arendal is an interesting development for the Port of Gothenburg and the city.

Above all, the move means that we’ll be part of the freight hub and the port cluster, have access to the railway, be close to our customers and have better opportunities for growth. When we can design our proposed port, we can offer more efficient and safer operations, and a better work environment. It feels good to be able to integrate safe traffic flows, lighting, fall protection measures and much more besides in the planning phase. Then it’ll be easier to run a more sustainable operation at Arendal.”

## Focus on a stakeholder: **Supplier**

The Port of Gothenburg uses a large number of properties. Keeping them in good condition, and contributing to our work being more sustainable, is essential for us. With that in mind, the collaboration with Coor Service Management AB when it comes to property maintenance, caretaker services and the outdoor environment is extremely important.

Coor has been responsible for our properties since November 2022. The task of selecting a new facility management operator generated a high level of interest, and ultimately Coor was chosen. One major reason was their documented experiences of complex operational and maintenance deliveries.

One special aspect of this assignment is that all of the port is a protected object. This meant we were unable to issue drawings and property descriptions during the tender phase. Instead we had physical tours, after background checks on tenderers. Following an evaluation, it became clear that Coor, who have numerous assignments in societally critical operations, had the best tender in terms of both quality and price.

An additional complexity is that the 40 or so properties in the inner and outer ports vary greatly in age, design and areas of application, but all must meet our requirements when it comes to health and safety and functionality, while supporting our ambitions to run a more sustainable operation. We make strict demands of our partner when it comes to responsiveness, competence and the ability to identify solutions that are both energy-efficient and cost-efficient. Something that Coor will prove during an initial term of four years through their management, coordination and execution of the above services.

Jonas  
Andersson

OPERATIONS MANAGER  
PROPERTY  
REGION WEST, COOR



**“The environment is a heartfelt issue for the Port of Gothenburg, and this affects our entire assignment.”**

There are 12–15 people from Coor working on property maintenance, the outdoor environment and caretaker services for us. The environment is a heartfelt issue for the Port of Gothenburg, and this affects our entire assignment. Among other things, we’ve shown the way when it comes to chemical products in caretaker services and property maintenance, and we use alkylate petrol for lawnmowers.

We’ve switched to LED lighting in the properties, which saves energy and gets rid of mercury. One major project is the move from gas-fired boilers to ground source heating, which reduces carbon dioxide emissions and is energy-efficient. We’re also working to control ventilation and heating in unused premises. Pumping out heat into these is just throwing away energy and costs a lot of money. Another growing area is the reuse and recovery of materials in the port’s properties so that good, functional equipment is given a new life.

There’s a lot more to be done, and thanks to some really good people at the Port of Gothenburg, together we find the best way.



## Focus on a stakeholder: Employee

The Port of Gothenburg aims to be an inclusive workplace where there is equality and diversity, where no one is subjected to discrimination or abuse. A workplace that makes use of various experiences and skills, and where employees are happy and develop. Human rights shall pervade the whole operation and our Code of Conduct is there to guarantee this. The company's goal of a stable SEE value (Sustainable Employee Engagement) is about work going in the right direction. We strive to achieve continuous improvement in terms of health and safety, with employees encouraged to have their say and talk about their work situation. Everything forms part of our work to continue to have a pleasant workplace and be an attractive employer.

### SKILLS DEVELOPMENT

We maintained a focus on our employees' development during 2024. On several occasions during the year, employees were offered the opportunity of attending a two-day course on self-leadership. A course that focuses on leading yourself, managing challenges and stress, and creating better conditions for feeling good at work. Self-leadership is a topic that many employees requested in their development appraisals.

During the year we had breakfast lectures with both external and internal speakers to promote skills development in everyday life among our employees. These lectures covered subjects such as equality, innovation and health. Over the course of the year we highlighted special days and organised activities linked to them. These included West Pride, UN Day and Orange Day.

To boost managers at the Port of Gothenburg, during the year we had two half days with a focus on management and leadership. The focus of the first one was employer responsibility and how to manage in a changing world. The second one was based on the City of Gothenburg's joint leadership initiative.

In September we held our annual employees' day for all employees in the company. A full day with a focus on development for our employees. The theme was Sustainability and its three elements: ecology, economy and social. Employees were invited to internal and external lectures combined with group work. A day like this contributes to enhancing employeeship and our internal collaboration.

### HEALTH INITIATIVES

During the year, the Port of Gothenburg focused on work with our values: cooperation, sustainability, innovation and reliability. There is a clear correlation between these areas, and during the year activities were held to promote equal value and good health of all employees. The Port of Gothenburg has a low level of sick leave, and active work is undertaken on sustainable, healthy employeeship, which probably contributes to the low figures. At the beginning of the year, employees were offered the opportunity to undergo a health profile assessment via the occupational healthcare provider. This is voluntary and is appreciated by our employees.

Following a discussion, samples and tests, each individual is given a professional summary of their state of health. We also received an aggregated result at company level, which was presented by a representative from our occupational healthcare provider at a breakfast presentation.

During the spring, a voluntary health challenge was organised, with a high level of participation from employees. The purpose was to boost both physical and psychological health. About 100 employees took part and were all divided into teams, which contributed to good collaboration and support between colleagues.

### INITIATIVES FOR EMPLOYEES DURING 2024

- Our annual employee survey, which is designed by the City of Gothenburg, was conducted during the autumn. This measures a number of different areas, including Sustainable Employee Engagement (SEE), which covers motivation, leadership and governance. The result was announced in November, a figure of 85. The previous year's result was 87. Analysis and activities are planned to continue during 2025.
- The company monitors SEE during the year through quarterly surveys in the Winningtemp pulse tool. Every week, employees also answer questions to give temperature readings in different areas. Discussions about our work environment are then held in smaller groups. The survey is conducted to monitor the well-being and work environment of employees in real time, and to assess whether the right initiatives are being carried out to create the best possible work environment.
- Our international exchange programme continued during 2024. We welcomed two colleagues from the Port of Rotterdam during the spring, a visit that produced inspiration and lessons learned, and established new contacts between our ports. We can see that the exchange programme creates engagement, participation and motivation for our employees.
- The Port of Gothenburg is measured every year, via Nyckeltalsinstitutet, on various parameters in order to obtain a picture of how equal we are as a company. The results from the last survey show that we have high scores in many KPIs and are an equal workplace in areas including pay and working conditions. One continued challenge is to increase the proportion of women in the company.
- To secure the right competences, during the year we continued work with Employer Branding in order to be an attractive employer, for both new and existing employees. We also had a focus on strategic skills supply based on the principles Attract, Recruit, Develop and Retain.
- All employees have the benefit of spending eight of their working hours during a year with selected organisations. One of these is the Rescue Mission, where there is an opportunity to work in their breakfast café. A much-appreciated initiative both for the guests and for us working at the port.

Besha  
Welander

PROJECT MANAGER,  
PORT OF GOTHENBURG



"I've had an amazing welcome. The Port of Gothenburg has an incredible setup for new employees."

"One major difference between the Port of Gothenburg and the energy companies where I worked before is that the projects here are closer and more manageable. It feels like I'm really affecting sustainability and doing a job that involves a high level of societal benefit, which is a great honour.

From the very first day, my treatment has been special. I've had an amazing welcome. The Port of Gothenburg has an incredible setup for new employees, with intro days, training in process tools and lots more besides. And all the people here are pleasant, knowledgeable and know what they're doing. If there's something I'm not so good at, they're there for me.

Working with the onshore power supply is challenging. If you don't have an electrical background you might think it's just a matter of putting in a cable, but it requires so much more for a ship to be able to talk to the installation onshore. At the same time, it's a rewarding assignment. I really feel how my colleagues at the Energy Port and I are doing our bit and contributing to the transition that has to take place.

As someone who's passionate about the environmental and sustainability, that's all the inspiration I need. At the same time, it's a special privilege to be able to work in a wonderful marine environment that is also Sweden's most important artery. And every day I meet colleagues at the Port of Gothenburg who feel just the same."

# The company’s work on security

A complex service company such as the Port of Gothenburg must have reliable, effective procedures to ensure that security is maintained, both internally and externally. Effective, operationally adapted and systematic security work is also a prerequisite for the port company being able to run international port operations.

Kadir Kaya

SECURITY OFFICER  
AVARN SECURITY



“Every single drill makes us better, which in turn makes the Port of Gothenburg an even safer place.”

“We conduct a number of drills in various forms in which operational security is managed directly from the strategic level by the Port Facility Security Officer. Partly because we want to practise, partly to meet the requirements of the ISPS (International Ship and Port Facility Security Code). One example of beneficial drills is those we have with the Swedish Armed Forces. We learn a great deal and are constantly improving our collaboration with them. Whether a drill takes place with other actors or is an internal one, we evaluate it afterwards. Our mentality is not to look for faults and deficiencies, it’s more about reflecting on what happened in order to see how we can be better next time.

Our training builds up experiences that benefit us in our everyday work. The whole of the Port of Gothenburg is a protected object, and security is incredibly important to ensure that everyone who is present here can feel safe. As a general rule, we’re treated extremely well. People understand why we’re checking them, as everyone within the protected object must have authorisation.

I’d make so bold as to claim that our work is appreciated by everyone. We have daily contact with the Port of Gothenburg, government agencies and actors at the terminals, and there’s regular feedback with good responses and plenty of praise.”

40 security drills were conducted during 2024

### THE PORT OF GOTHENBURG – A PROTECTED OBJECT

The Port of Gothenburg and all its terminals are classified as a protected object and subject to the EU’s rules on port security. This involves strict security requirements, such as access controls and bans on taking photographs and filming. The freight hub is strategically important for society and goods of high value are stored at and transported to and from the port, which means that there is always a threat. When the threat profile for Sweden changes, this also affects the Port of Gothenburg. The port company works preventively in close collaboration with the Swedish Security Service and the Swedish Transport Agency to predict events and reduce the risks associated with threats. Since 2023, the protected object encompasses both land and water areas, and entry into a security-classified area is treated as illegal entry.

### CONTINGENCY PLANNING

The City of Gothenburg has drawn up a plan for civil preparedness that describes a general direction of work on issues of preparedness. The societally important operations in the City must be able to respond to social disruption in many different forms, including being able to withstand and manage war. The Port of Gothenburg continued its work during the year to enhance preparedness, and drew up and implemented a contingency plan. This involves, among other things, reviewing various parts of the contingency plan, describing the basic mandate, making relevant prioritisations, securing competence in



the company in the event of a crisis or war, raising knowledge levels in the area of civil defence and preparing employees. In the event of war, for example, the port is important for securing the flow of goods for the whole country, so competence is needed to deal with this at the port. The preparedness group within the company works on an ongoing basis to provide relevant information to employees and adopts a proactive approach to preparedness-related issues, so that the port can perform its work to keep the port open whatever the threat profile. In 2024, a new role was established of Preparedness and Safety Coordinator, to further boost competence in this area.

### RISK FOCUS IN THE ENERGY PORT

The Energy Port is where large volumes of flammable products such as petrol and thick oil are transported and stored. This, combined with port operations involving vessels calling at port and a number of customer operators within a small area, means that risks can arise. A safe Energy Port requires continuous risk management, planned drills and training initiatives. During the year, risk analyses as set out in the Swedish Act on Protection against Accidents (LSO) were conducted, together with the systematic management of measures from previous risk analyses. In December, an evacuation drill was conducted for the whole Energy Port. The event staged was a major gas release, in which the emergency services, business partners and staff at the Energy Port were involved. In accordance with the training requirements set out in the operational instructions for the Energy Port, full-day training courses were held on fire safety. This training featured both practical and theoretical components.

### SYSTEMATIC HEALTH AND SAFETY WORK

The Port of Gothenburg actively manages various internal and external health and safety risks through systematic work and annual evaluations. Department managers and employees are expected to identify and address risks, with a focus on both physical and organisational changes. Central follow-up includes questionnaires, workplace meetings and health and safety inspections. To prevent and manage health and safety risks, training courses were held about the physical and psychosocial work environment, with a focus on safe working methods. The Port of Gothenburg is gradually reducing the number of chemicals. A network for collaboration and support in shared issues concerning health and safety, fire safety and preparedness within the port cluster has now been active for a year. Representation in the City’s various networks for companies has also increased, with the aim of increasing consensus and the sharing of knowledge about health and safety work.

### DRILLS FOR INCREASED SAFETY

Many different kinds of drills are conducted at the freight hub over the course of a year. Many of them are required to comply with legal requirements. Drills are a way of reviewing procedures and creating peace of mind. The size and number of people involved varies from one drill to the next. In the spring, for example, the Swedish Armed Forces conducted a major applied protective security drill, which involved around 100 people. Apart from the Swedish Armed Forces, also taking part were the Port of Gothenburg, the Älvsborg Marine Regiment (Amf 4) and 45 Commando from the UK.

# About our Sustainability Report

The Port of Gothenburg has been publishing an annual sustainability report, Sustainable Port, since 2012. The Sustainability Report describes the company’s work with sustainability based on all three dimensions of the concept: social, environmental and economic. This is presented in an integrated way, based on various examples from our operations. The focus is also directed on three stakeholder groups and their perspectives: employees, suppliers and companies at the freight hub. All subjects have been chosen by starting with the company’s sustainability topics and interviews with employees and managers.

**THE SWEDISH ANNUAL ACCOUNTS ACT AND THE GLOBAL REPORTING INITIATIVE (GRI)**  
This Sustainability Report refers to the financial year 2024 and comprises the Group’s and the company’s statutory Sustainability Report. It forms part of the Statutory Administration Report for the Port of Gothenburg, corporate ID number 556008-2553. In the period 2015–2019, reporting took place in accordance with the Global Reporting Initiative’s (GRI) guidelines on the reporting of sustainability information. As of 2020, the report is no longer prepared on the basis of GRI, even though previous approaches based on GRI continue to be applied. The purpose is to achieve continuity in reporting and to continue with systematic management of the reporting of the company’s sustainability topics.

**MATERIALITY ANALYSIS**  
The method of identifying the material sustainability topics consists of the following steps: identification, prioritisation and validation. In 2015, the company’s sustainability topics were identified, and these were then prioritised by a number of different stakeholder groups on the basis of expectations and requirements from our owners, government agencies, our HSEQ management system and trends in society. Ongoing work has since taken place to update and validate that these topics continued to be relevant to the operation. In 2020, the company’s sustainability analysis was updated on the basis of the UN’s Global Sustainable Development

Goals. Their relevance to the company and the company’s impact on the goals were updated. Relevance was assessed based on the categories not relevant and general, significant and central for the company. The updated analysis showed that more goals and targets were relevant compared with the previous analysis. The link to the company’s governance, value chain and stakeholders was also made visible. This forms the basis of the company’s sustainability work from now on.

The updated sustainability analysis based on the global goals was then matched with the previous materiality analysis produced according to the GRI guidelines. The purpose was to link up the prioritisations and use the material to update and validate the company’s material sustainability topics. The result involves a weighting of the sustainability topics for the Sustainability Report, as follows:

- Topics to be informed about, as they are significant for the company.
- Topics to be focused on, as they are material for the company.

The results of the updated materiality analysis in 2020 meant that five topics were identified as material and others are to be informed about, see below. This assessment remains valid for 2024 and the content of the Sustainability Report is prioritised based on the material sustainability topics.



# KPIs AND DISCLOSURES

The summary that follows reports the disclosures that the Port of Gothenburg deemed relevant based on our material topics, as KPIs and other information. There are also additional KPIs that we deemed to be of interest to report based on the company’s mandate and governance.

The KPIs reported first are those where current measurement and calculation methodologies together with associated comments are in the right-hand column. The years reported are 2020–2024. The baseline year for the calculations of KPIs is 2010, as the company was restructured at that time.

Unless otherwise stated, the KPIs refer to the Port of Gothenburg, as the subsidiary Scandinavian Distripoint AB has limited operations within the Group.

Sustainability disclosures linked to the Swedish Annual Accounts Act are presented on the following pages:

- BUSINESS MODEL**  
6–15, 26–34, 38–41, 48, 50–51
- ENVIRONMENT**  
14, 16–24, 27, 30–31, 35, 42–43, 52–54
- SOCIAL CONDITIONS**  
24–25, 27, 30–31, 32–33, 34, 36–39, 41–43, 46–47, 55–56
- PERSONNEL**  
11, 16, 24, 26, 30–31, 32, 38–39, 44–47, 50–51, 55–56
- RESPECT FOR HUMAN RIGHTS**  
27, 39, 41
- COMBATING CORRUPTION**  
38–39, 41, 50–51

FINANCE

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Financial KPIs						
Net sales, SEK million	1,018	979	879	813	790	
Profit after financial items, SEK million	407	267	249	267	239	
Operating profit, SEK million	397	310	272	291	265	
Total assets, SEK million	5,327	4,378	4,121	3,632	3,469	
Equity, SEK million	2,079	1,930	1,858	1,755	1,640	
Liabilities, SEK million	3,248	2,448	2,264	1,877	1,829	
Return on total assets, %	8.8	7.2	6.6	8.1	7.7	
Equity/assets ratio, %	45	50	52	56	55	
Investments, SEK million	696	492	701	319	380	
Cash flow from operating activities, SEK million	537	511	385	376	354	
Financial support from public bodies, SEK million	35	115	0	2.3	12.6	
Financial value created, SEK million: Customers	1,082	995	897	824	800	Financial value in the table shows the effect of "payment flows" in the company. Does not therefore include book depreciation, etc. Nor does the table include any VAT effects.
Financial value distributed, SEK million: Suppliers	-324	-313	-256	-220	-226	
Employees	-117	-110	-100	-96	-85	
Lenders	-61	-47	-25	-25	-25	
The state (tax recognised as expenses and social security contributions)	-62	-65	-49	-42	-37	
Shareholders	-170	-240	-124	-133	-120	
Financial value retained, SEK million	348	220	342	308	307	
Indirect financial impact						
Investments, SEK million	696	492	701	319	380	
Number of degree project students/ interns/ labour market programmes	11	12	9	12	10	
Production						
Planned maintenance, SEK million	138	112	121	157	123	
Range of routes						
Number of direct routes to other parts of the world, vehicles and containers	5	4	4	3	2	Information on traffic routes from shipping companies that call at the Port of Gothenburg (websites).
Number of shipping companies that call at the port on scheduled services	17	16	14	14	12	Information about calls from the terminals that is reported every month. Excludes tankers and cruise ships.
Number of destinations (for goods in dry cargo)	68	72	68	70	57	
Number of rail operators at Railport Scandinavia	9	8	8	8	6	Information from terminals about rail operators that is reported every month.
Number of calls by cruise ships	57	81	81	66	11	Information is retrieved from the port call system.
Number of port calls	5,800	5,700	5,800	5,300	5,300	Port call by a vessel is defined as a vessel that registers a vessel and receives a port call number. This means that passing vessels, moored vessels and delays are excluded.

FINANCE

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Volumes						
Containers, TEUs*	909,000	914,000	885,000	828,000	776,000	Official figures for the Port of Gothenburg based on data submitted from the terminals.
Million tonnes of freight, total	40	36.3	40.5	36.9	37.9	See above.
Ro-ro (rolling goods), units	524,000	540,000	561,000	566,000	515,000	See above.
New vehicles, number	257,000	267,000	238,000	256,000	234,000	See above.
Energy, million tonnes	21.8	18.4	22.3	19.1	21.6	See above.
Passengers, million	1.4	1.5	1.3	0.7	0.59	See above.
Containers by rail, TEUs	505,000	473,000	517,000	458,000	420,000	Official figures for the Port of Gothenburg based on data submitted from the terminals. Figures adjusted compared with previous sustainability reports due to updated calculation method for this KPI.
Proportion of containers by rail, %	60	56	64	62	60	Container goods in rail in relation to container goods on container ships. Figures adjusted compared with previous sustainability reports due to updated calculation method for this KPI.
Proportion of imports/exports in total, full containers, %	44/56	40/60	47/53	47/53	45/55	Official figures for the Port of Gothenburg based on data submitted from the terminals.
Swedish market share of containers, %	55	57	53	50	48	Based on data for January–September. The Port of Gothenburg is based on official figures from the port company. Information about the remaining ports is based on data from Ports of Sweden.
Swedish market share of ro-ro, %	18	18	18	18	16	See above.
Swedish market share of vehicles, %	39	34	35	34	30	See above.
Satisfied customers						
Our customers' overall rating of the Port of Gothenburg, %	72	n/a	n/a	71	n/a	The data comes from the customer survey Customer Satisfaction Index (CSI). No surveys were conducted for 2020, 2022, 2023.
High level of business ethics						
Communication and training in policies and procedures in respect of anti-corruption, number of employees	0	0	0	0	0	
Confirmed cases of corruption, number	0	0	0	0	0	

\*TEU = converted into twenty-foot equivalent units.

ENVIRONMENT

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Emissions						
Port of Gothenburg's total greenhouse gas emissions – direct, tonnes carbon dioxide equivalents	34	127	137	184	191	Refers to reporting of Scope 1 in accordance with the GHG Protocol. Covers work vessels, production vehicles and heating of buildings, as well as fire pumps in Torshamnen. The summary is made using consumption data and emission factors for fuel and gas heating, which are obtained from suppliers. Emissions have decreased on the previous year, partly because of the electrification of M/S Hamnen. The calculations are based on emission factors from 2023. Emissions from the baseline year 2010 were 590 tonnes.
Port of Gothenburg's total greenhouse gas emissions– indirect energy, tonnes carbon dioxide equivalents	215	160	80	83	86	Refers to reporting of Scope 2 in accordance with the GHG Protocol. Covers use of electricity and district heating in buildings, as well as street lighting and energy for heating pipes at the Energy Port. The summary is made using consumption data and emission factors provided by Energi Sverige and Göteborg Energi. The calculations are based on emission factors from 2023. Emissions from the baseline year 2010 were 150 tonnes. Consumption of electricity and district heating increased due to an increased property portfolio and adjustments to the calculation models and system limits.
The Port of Gothenburg's greenhouse gas emissions – other indirect emissions, total, tonnes carbon dioxide equivalents	194,000	186,000	200,000	193,000	188,000	Refers to reporting of Scope 3 in accordance with the GHG Protocol. Includes the company's business travel with 57 tonnes for 2024, and the data is provided by the company's travel agencies, Hogia och Lingmerhs. Aviation fuel was purchased from Swedavia in 2021 and 2023. The distribution of other emissions is described below. The summary for 2019 does not include road or rail traffic, as Scope 3 was extended as of 2020. The IVL calculation model for shipping was updated in 2023 with improved methodology and better quality of input data, so 2019–2022 have been recalculated for the purpose of comparability.
OF WHICH: Terminals	5,969	6,479	7,174	6,500	6,700	Calculations based on the companies' Scope 1 + 2 according to the GHG Protocol are produced by APM Terminals Gothenburg AB, Gothenburg Ro/Ro Terminal AB and Logent Ports & Terminals AB, and provided to the Port of Gothenburg. Also includes VOC emissions from the Energy Port translated into carbon dioxide equivalents.
Shipping	152,000*	151,000	163,000	147,000	146,000	Covers commercial shipping from Vinga to the port area. Emissions are calculated by IVL based on port call statistics. The IVL calculation model for shipping was updated in 2023 with improved methodology and better quality of input data, so 2019–2022 have been recalculated for the purpose of comparability. Emissions are reported in carbon dioxide equivalents WTW (CO <sub>2</sub> -e).
Road traffic	34,900*	27,800	28,500	28,600	28,000	Covers road traffic to and from the Port of Gothenburg within Gothenburg Municipality. Emissions are calculated by IVL based on a model using data on HGV types, journeys and statistics from the terminal operators. For 2023, emissions are reported in carbon dioxide equivalents WTW (CO <sub>2</sub> -e), and the values for 2019–2022 have been corrected from TTW (CO <sub>2</sub> ) emissions.
Rail traffic	840*	780	610	630	670	Covers rail traffic to and from the Port of Gothenburg within Gothenburg Municipality. Emissions are calculated by IVL based on a model using data on frequency, journeys, goods volumes and statistics from the rail terminal operators. For 2023, emissions are reported in carbon dioxide equivalents WTW (CO <sub>2</sub> -e). 2022 was adjusted because it includes greenhouse gases and also has emissions from fuel production, WTW (CO <sub>2</sub> -e). For 2019–2021 carbon dioxide emissions are reported in TTW (CO <sub>2</sub> ).
Sulphur dioxide, tonnes	52*	48	51	62	65	Covers emissions from shipping and is calculated by IVL based on port call statistics.
Nitrogen dioxide, tonnes	1,300*	1,300	1,530	1,400	1,400	See above.
Particles, tonnes	30*	31	35	33	32	See above.
Hydrocarbons, tonnes	63*	64	72	77	75	See above.

\*These figures will be updated during February–March 2025, when final data is received.

ENVIRONMENT

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
VOC emissions in the Energy Port, tonnes	1,159	1,289	1,462	1,300	1,400	Measurements are produced by FluxSense AB in the Energy Port and include leak detection and the determination of emissions based on identified leaks.
Emissions, contd.						
Proportion of port calls that receive environmental discount on port tariff, %	49	44	49	48	48	This figure was produced by extracting data from the finance system on port calls that were given an environmental discount.
Proportion of port calls by vessels able to connect to on shore power supply, %	36	31	46	31	34	This figure was produced from port call statistics for vessels that are equipped to connect to power at the quayside and call at a quay where there is an onshore power supply.
Energy						
Electricity, MWh	7,600	7,400	3,200	3,700	4,300	Covers indirect energy use per primary energy source. The electricity was Good Environmental Choice for all years until 2023. There was a change of supplier to Energi Sverige in 2023, and electricity now comes from a renewable energy mix. The electricity for 2024 consisted 100% of hydro power. Reported electricity consumption has increased due to the acquisition of properties in 2023 and a change in the system limit for data collection.
District heating, MWh	2,500	1,303	902	1,000	900	Includes indirect energy use per primary energy source. Reported district heating has increased due to the acquisition of properties during 20203 and system limits being reviewed. This figure only reports the Port of Gothenburg's district heating consumption without tenants. The district heating for the buildings known as Amerikaskjulet and Kusten is Good Environmental Choice.
Energy for heating pipes, MWh	2,220	2,200	2,200	2,300	2,100	Includes indirect energy use per primary energy source. Energy for heating pipes has biogas added in heat production and is supplied by Göteborg Energi.
Gas heating of buildings, MWh	636	1,100	950	1,300	900	Covers direct energy use per primary energy source. The gas comprises biogas and is supplied by Göteborg Energi.
Energy consumption, proportion of renewable energy sources, %	88	92	100	100	100	Covers energy sources listed above. Calculated based on the proportion that comprise renewable energy sources, i.e. Good Environmental Choice district heating, fossil-free hydro power and/or bio-based energy. The proportion of renewable energy sources decreased in 2024, as there was an increase in the Port of Gothenburg's district heating consumption.
Fuel, litres	24,235	32,400	39,690	41,300	49,600	Covers diesel, HVO and petrol for production vehicles, work vehicles and fire pumps. The summary is based on delivery data from our suppliers: Gasefuels, Preem/GLC and OKQ8.
Fuel, kg	1,584	2,700	3,304	3,900	6,600	Covers vehicle gas for production vehicles and comprises biogas. The summary is based on delivery data from our supplier Gasefuels.
Fuel consumption, proportion of renewable fuel, %	87	49	35	13	13	Covers fuels as listed above, calculated based on the proportion that comprises HVO and biogas. Consumption of electricity in vehicles is included in the above energy figures.
Waste						
Hazardous waste, tonnes	5,124	6,115	6,945	5,100	5,488	Covers waste primarily from shipping, including sludge, but also the Port of Gothenburg's operations, tenants and contractors. Includes hazardous waste from 30 fractions, 2024. Volumes per sorting fraction are reported in detail for all years in the operation's environmental reports. For 2024, 5,124 tonnes were disposed of by Stena Recycling and 25 tonnes by Renova; the statistics are provided by them. Below is a breakdown of the processing methods for waste from Stena Recycling.
Recycling, %	98	94	95	97	99	States the percentage distribution of the volume of hazardous waste from Stena Recycling that is recovered as material, recovered as energy and goes to landfill. The proportion sent to landfill is below 0.5% and is therefore reported as 0%. The outcome for 2019–2022 was adjusted compared with the previous Sustainability Report due to change in calculation method.
Energy recovery, %	2	6	5	3	1	
Landfill, %	0	0	0	0	0	

ENVIRONMENT

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Waste, contd.						
Contaminated soils, tonnes	18,590	11,300	664	8,200	41,000	A summary of the volume of soil classified as Sensitive Land Use (Känslig Markanvändning, KM), Less Sensitive Land Use (Mindre Känslig Markanvändning, MKM) and hazardous waste and handled by a licensed transport provider. The data comes from the transport providers.
Sludge, tonnes	4,807	5,715	6,545	4,800	5,700	Covers sludge from vessels, to all parts of the port. Waste volumes are provided by Stena Recycling.
Other waste, tonnes	709	772	484	710	550	Covers waste from the Port of Gothenburg's operations, tenants and contractors, as well as shipping. Includes the following waste fractions: fine and coarse combustible operational waste, waste for sorting, office paper, glass packaging, corrugated cardboard, hard and soft plastic, paper packaging, metal packaging, food waste, wood and both residual and mixed waste. Combustible operational waste was 414 tonnes in 2024, which is governed by a goal through the resource conservation goal in the environmental and climate strategy. Other volumes per sorting fraction are reported in detail for all years in the operation's environmental reports. Data is provided by Renova and Kretslopp och vatten, the operators that take care of the waste. The distribution of processing methods for the waste is listed below.
Recycling, %	61	61	40	45	54	States the percentage of the volume of other waste reported above that is recovered as energy, recovered as material, sorted and treated biologically.
Material recovery, %	18	19	30	23	20	
Sorting, %	21	20	19	31	24	
Biological treatment, %	1	1	2	1	1	
Number of spills to land outside the safety systems and to surrounding water	9	6	5	10	18	Safety systems refer to hardened surface next to water treatment. Relates primarily to the Port of Gothenburg's operations, although discharges to water are within the entire port area. The volumes per discharge vary and are documented. One reported discharge in 2024 was significant in scope, i.e. over 100 litres. This is based on reports submitted in the deviation management system, which contains more information about each individual discharge.
Chemical products that contain phase-out substances, number	73	52	46	41	33	Number of products that contain phase-out substances in the Port of Gothenburg's chemicals register. From 2024, this also includes products with phase-out substances in projects. The Swedish Chemicals Agency upgraded the criteria for phase-out substances during 2024. This means that more of the chemical products used in the company now contain phase-out substances.
Biodiversity						
Protected area, area in hectares	162	162	162	162	162	Encompasses Torsviken, protected as a Natura 2000 area, and Rya Forest, protected as a nature reserve. Torsviken's conservation status is evaluated by the County Administrative Board and Rya Forest is monitored by the City of Gothenburg.
Restored areas, area in hectares	121	121	121	121	104	Measures have been taken to promote biodiversity and various animal species, such as the salamander, the smooth snake and the lesser spotted woodpecker. This includes, for example, felling and clearing in overgrown areas, creating dead wood, two salamander hotels and the restoration of water mirror. These measures were taken in areas close to the port. There were no changes in 2024.

SOCIAL

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Employment						
Total number of employees	174	173	167	158	152	Data retrieved from the HR system, Heartpace.
of which men	120	121	112	106	102	
of which women	54	52	55	52	50	
Number of permanent employees	172	169	157	152	144	Data retrieved from the HR system, Heartpace.
of which men	118	117	105	102	94	
of which women	54	52	52	50	49	
Number of fixed-term employees	2	1	10	6	8	Data retrieved from the HR system, Heartpace.
of which men	2	1	7	4	7	
of which women	0	0	3	2	1	
Number of full-time employees	167	169	161	152	143	Data retrieved from the HR system, Heartpace. The company hires summer workers, but these are not included in the statistics concerning the number of employees.
of which men	115	117	108	103	95	
of which women	52	52	53	49	48	
Number of part-time employees	7	3	6	6	9	Data retrieved from the HR system, Heartpace. The company only offers full-time positions. Those who have a part-time position have one either at their own request or out of necessity.
of which men	5	3	4	4	7	
of which women	2	0	2	2	2	
Total number who started	20	20	24	19	26	Data retrieved from the HR system, Heartpace.
of which men	14	17	17	14	15	
of which women	6	3	7	5	11	
Total number who left	17	16	15	12	11	Data retrieved from the HR system, Heartpace.
of which men	12	11	11	9	6	
of which women	5	5	4	3	5	
Staff turnover, %	9.9	11.9	9.3	7.7	7.6	Extrapolated using base data from the HR system, Heartpace. Measured as the lowest number of employees who started or left divided by the average number of employees.
Employee benefits:						
Insurance policies						Those with a temporary position (temporary replacements) are hired through a staffing company and are therefore not entitled to any of the company's benefits. We do not, however, differentiate between full-time and part-time employees with regard to benefits. The company makes contributions to occupational pensions in accordance with the provisions of the collective bargaining agreement. All employees are offered the opportunity to purchase an optional group life insurance policy via Skandia, which has options including life insurance. A life insurance policy is also available via the collective bargaining agreement (TGL). Occupational healthcare is offered as required. The company has a collectively agreed occupational injury policy, which also includes occupational injury that results in invalidity and/or disability. Parental leave is a statutory right, and we pay parental pay/parental allowance based on the current collective bargaining agreement in connection with lengthy periods of parental leave. In addition to the benefits mentioned above, the following are also available: Sickness insurance, readjustment insurance, salary switching to pension, health profile assessment, wellness allowance, sponsorship of joining fees, supplementary pay when caring for a child, wage supplement in connection with business travel and mileage compensation, fruit, cycle service, cycle leasing, subsidised public transport pass and parking, subsidised lunch, spectacle allowance and free eye test, and the opportunity to be a company volunteer during working hours.
Pension						
Access to healthcare						
Parental leave						
Miscellaneous						

SOCIAL

	2024	2023	2022	2021	2020	Measurement and calculation method/ comments
Employment, contd.						
Employee benefits, wellness and health, number of employees who utilised the benefits:						The occupational healthcare provider offers employees the chance to check their fitness and health through a health profile assessment. Employees have the opportunity to spend SEK 3,000 a year on wellness-related activities. Two joining fees of up to SEK 700 a time are subsidised each year by the employer.  Employees have the opportunity to undergo a health profile assessment about every other year, which was not offered in 2023, but was instead scheduled at the beginning of 2024.  The figures refer to the number of people who utilised the benefits.
Health profile assessment	90	0	0	75	0	
Wellness allowance	139	120	102	96	56	
Sponsorship of joining fees	15	5	2	1	2	
Subsidised Västtrafik pass	41	26	21	21	34	
Sustainable Employee Engagement Index	86	87	88	86	80	Measured as an index between governance, motivation and leadership. Produced through the City of Gothenburg's joint survey and through the company's own survey.
eNPS (employee Net Promoter Score)	41	47	42	35	n/a	Describes the extent to which employees are ambassadors for the organisation. The scale used goes from minus 100 to plus 100. Measured via a temperature check every six weeks. Measurement started in Q4 2020, but the compiled result is only available from 2021.
Employees' health and safety						
Total sick leave, %	2.7	2.4	2.6	2.9	3.2	Gender distribution in 2024: 2.8% for men, 2.3% for women. Sick leave is measured in hours and calculated as a % of normal working hours. The data is retrieved from the payroll system HogiaLön Plus.
Diversity and equal opportunity						
Diversity indicators for employees, management and Board:						Age distribution 2024: Women: 6% were under 30, 61% were 30-50 and 33% were over 50. Men: 3% were under 30, 56% were 30-50 and 41% were over 50. The data is retrieved from the HR system Heartpace and calculated on the total number of employees.  Age distribution 2024: Women: 0% were under 30, 10% were 30-50 and 90% were over 50. Men: 0% were under 30, 50% were 30-50 and 50% were over 50. The data is retrieved from the HR system Heartpace.  The data is retrieved from the HR system Heartpace  The data is retrieved from HogiaLön Plus.
Women/men, %	31/69	31/69	33/67	33/67	33/67	
Women/men among managers, %	36/64	34/66	42/58	43/57	41/ 59	
Women/men in management team, %	33/76	29/71	43/57	37.5/62.5	37.5/62.5	
Women/men on Board of Directors, %	47/53	47/53	47/53	41/59	41/59	
Non-discrimination						
Cases of discrimination and actions taken, number	0	0	0	0	0	We have no reported cases of discrimination, according to the grounds set out in the Swedish Discrimination Act, during the years 2015–2024.

# The Board on the Sustainability Report in accordance with the Swedish Annual Accounts Act (ÅRL)

This Sustainability Report constitutes the Group’s and the company’s statutory sustainability report and forms part of the Statutory Administration Report for the Port of Gothenburg, corporate ID number 556008-2553. The Sustainability Report contains information from the Port of Gothenburg about the most important matters for an understanding of the company’s development, situation and results, and the consequences of its operations, including disclosures on topics relating to the environment, social conditions, respect for human rights and anti-corruption.

Gothenburg, 3 February 2025

Lars Johansson, *Chair of the Board*

Karin Bernmar, *Vice Chair*

Cecilia Magnusson, *Vice Chair*

Jan Annerback

Eva Olofsson

Thore Hagman

Helena Holmberg

Thomas Larsson

Anders Edström

Göran Eriksson, *CEO*

**The Board of Directors confirms in full, based on the best of its knowledge and conviction, the following:**

- The Sustainability Report has been prepared in accordance with the Swedish Annual Accounts Act.
- The Sustainability Report contains no material incorrect information, no material information has been omitted and all information is compatible with the content of the annual accounts and the consolidated accounts.

A digital tool was used to register the Board’s approval of this report. This means that each person’s digital approval generates a digital verification, which is available at the Port of Gothenburg.

To gain access to this information, please contact [info@portgot.se](mailto:info@portgot.se)

# The auditor’s opinion in respect of the statutory sustainability report

To the Annual General Meeting of the Port of Gothenburg, corp. ID no. 556008-2553

The auditor’s opinion concerning the statutory sustainability report.

**ASSIGNMENT AND DELEGATION OF RESPONSIBILITY**

The Board of Directors is responsible for the sustainability report for 2024 and for ensuring that it has been prepared in accordance with the Swedish Annual Accounts Act.

**FOCUS AND SCOPE OF THE EXAMINATION**

Our examination has been conducted in accordance with FAR’s recommendation RevR 12 The auditor’s opinion regarding the statutory sustainability report.

This means that our review of the sustainability report has another aim and direction, and is substantially less exhaustive in scope, than an audit conducted in accordance with International Standards on Auditing (ISA) and other generally accepted auditing standards in Sweden. We believe that this examination provides us with a sufficient basis for our opinion.

**OPINION**

A sustainability report has been prepared.

Gothenburg, February 2025

Ernst & Young AB  
Anders Linusson, *Authorised Public Accountant*

A digital tool was used to register the auditor’s approval of this report. This means that the auditor’s digital approval generates a digital verification, which is available at the Port of Gothenburg.

To gain access to this information, please contact [info@portgot.se](mailto:info@portgot.se)

## Glossary

TERM	EXPLANATION
AFIR	Alternative Fuels Infrastructure Regulation: regulation that regulates infrastructure for alternative fuels.
CSRD	Corporate Sustainability Reporting Directive. An EU directive on sustainability reports that aims to increase transparency and responsibility.
DPC	Digital Port Call. A digital platform that brings together all actors involved in port calls, which improves information flows and reduces the risk of disruption.
GHG Protocol	Greenhouse Gas Protocol. Standard for calculating and reporting greenhouse gas emissions.
GRI Standard	Global Reporting Initiative. Standard for the preparation of sustainability reports.
SEE	Sustainable Employee Engagement. Index that measures employee engagement, with a focus on motivation, leadership and governance.
HVO	Hydrogenated vegetable oil. Renewable, synthetic diesel fuel.
IAPH	International Association of Ports and Harbors. A global alliance of 189 port and harbour authorities and 162 port- and harbour-related companies.
IMO	International Maritime Organization.
IVL	Swedish Environmental Research Institute.
Just in Time	A digital queue ticket, via Digital Port Call (see above), that enables a vessel to adapt its speed from the previous port and go directly to the quay instead of having to hunt for a decent slot.
Carbon dioxide equivalents	A measure of greenhouse gas emissions that takes into account the fact that different gases have different capacities to contribute to the greenhouse effect.
KPI	Key Performance Indicator. A measurable value that monitors an operation’s efficiency in various areas.
LNG	Liquefied Natural Gas is natural gas that has been transformed into liquid form.
CSI	Customer Satisfaction Index. Index that measures customer satisfaction.
OPS	Onshore Power Supply, onshore electricity connection for vessels.
Ro-ro vessel	Ro-ro vessels transport goods, e.g. in the form of trailers, that are driven on to and off the vessel.
TEU	Twenty-Foot Equivalent Unit, a twenty-foot container.
TTW	Emissions that arise from the combustion in engines are usually referred to as tank-to-wheel.
VOC emissions	Volatile Organic Compounds.
WTW	Well-to-wheel/propeller, which is the sum of WTT and TTW, which means that emissions that arise in production and combustion are included.



Port of Gothenburg, SE-414 51 Göteborg. Phone +46 31 368 75 00. [www.portofgothenburg.com](http://www.portofgothenburg.com)

