

ESG Report 2021

Environment

Social

Governance



HOYER
EXCEEDING EXPECTATIONS

Table of content

Intro	03	03 Governance	24
CEO Statement	04	Anti-corruption and bribery	25
About Hoyer	05	Human rights	26
ISO Certification	07	Supplier audits	27
UN Goals	08	Governance structure	27
01 Environment	09	Near misses	28
Sustainable business development	10	Awareness	28
Climate	11	Whistle blower setup	29
Energy	12	Export control	29
02 Social	14	04 UN Global Compact Principles	30
Health and safety	15	05 Goals	32
Work accidents	16	Results 2021	33
Near misses	17	Ambitions 2022	35
Safety screenings	18		
Sickness absence	19		
Employee satisfaction	20		
Diversity in the workforce	22		
Gender composition	22		

Intro

As a global supplier of energy efficient electric motors and drives we acknowledge and respect our responsibility. This means that we aim to do business in an environmentally, socially and financially responsible way.



Energy efficiency is high on the agenda worldwide; and as electric motors account for more than 50 % of the electric energy in EU, we have the opportunity to make a difference. In close cooperation with our customers we want to improve the industrial energy efficiency and promote renewable energy. By doing this, we ensure that Hoyer keeps being a sustainable business – for partners, for employees and for the environment.

This is our very first ESG report. Here, we highlight selected areas and point out specific actions which we have taken to contribute to the issues which the world is facing today. We evaluate the goals which we set in the CSR report 2020, and looking forward, we set new ESG goals for 2022.

The report covers the accounting period 1 January - 31 December 2021. It is part of the annual report 2021.

CEO statement

2021 has been a challenging year for the industry – and also for us. The increasing material and freight costs have had an impact on our business; and to make sure that we continue performing in a sustainable way, we have had to adjust on an ongoing basis.



Nevertheless, our business and market approach has not changed. It is still based on values such as trust, reliability and quality. By supporting the principles of the UN Global Compact and selected Sustainable Development Goals, we aim to influence our organisation and long-term partners. It is done by having detailed management systems and procedures.

Health, safety and work environment is high on the agenda at Hoyer. We know that our employees' well-being goes hand in hand with our business performance; thus, we continuously work on maintaining and improving these areas.

In earlier years we have worked on and reported on our corporate social responsibility and the actions which have followed. Now we take the first step into ESG. Switching our focus from CSR to ESG is a natural step for us. By focusing on environmental, social and governance impacts, we have the possibility to be more transparent about the risks and opportunities we face.

This ESG report is the beginning of our future work with ESG.

Henrik Sørensen
CEO, Hoyer Group

A handwritten signature in black ink, reading 'Henrik Sørensen', written in a cursive style.

About Hoyer

Hoyer is a value-adding supply chain partner within the B2B sector.

We are a global supplier of electric motors with primary markets in Europe, Asia, and the US. The motors sold under the Hoyer brand are designed and produced according to our product specifications.

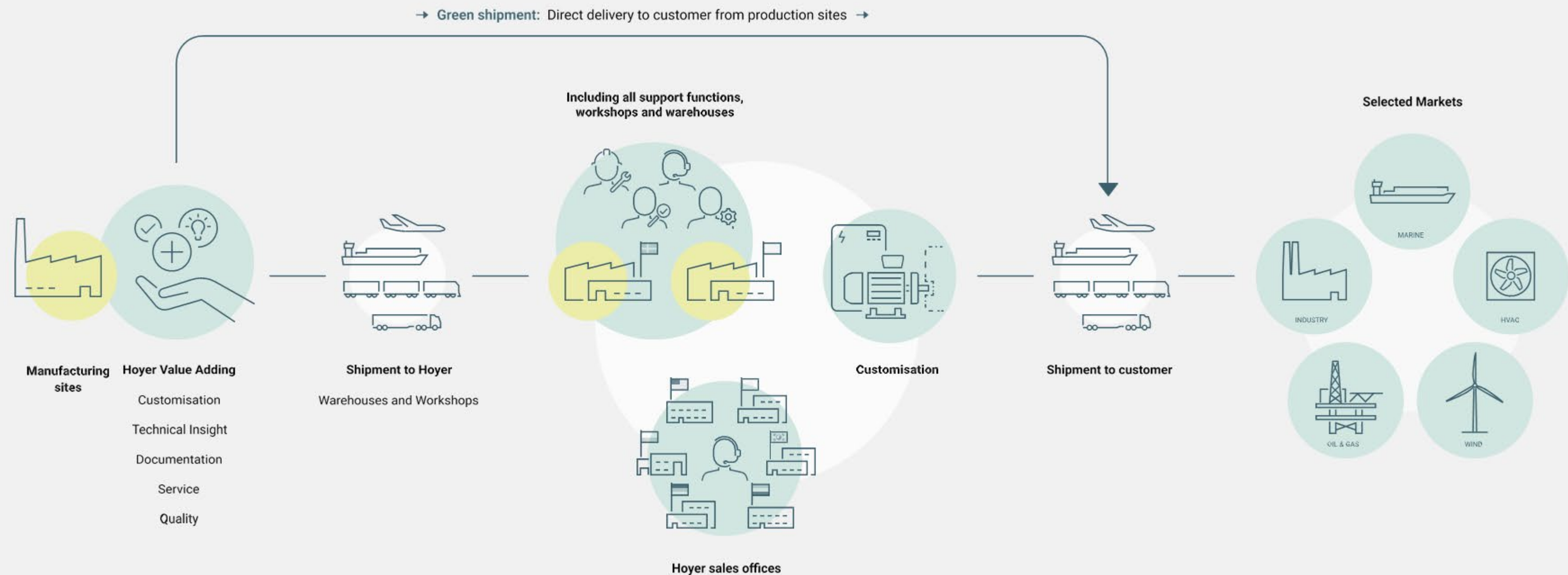
In addition to the motors, we provide variable frequency drives, soft starters, and sensors from market leading OEM's. Thus, we offer complete solutions to our customers and thereby we add further value to their supply chains.

Employees	200
DK	DKK 526.4 million
Equity	DKK 349.8 million
Solvency ratio	50.5 %



About Hoyer

The business model is supported by a unique operational setup including quality assurance, logistics and modification of motors. The business is segment-driven and works strategically within multiple segments and selected niches.



ISO Certification

In order to improve the way we work systematically with environment, health, and safety we expand our ISO certification.

Hoyer is towards ISO 9001:2015 certified – both in Hadsten, Denmark and in Ningbo, China. Further we have the ISO 14001:2015 certification in Hadsten. This will be expanded to also include Ningbo in 2022.

Hoyer aims to be ISO 45001:2018 certified in both Hadsten and Ningbo in 2023.



UN Goals

Hoyer continues supporting the UN Global Sustainable Development Goals. Hoyer sees particularly strong potential to positively impact two selected goals which are directly related to the core business.



Goal 7 – Affordable and clean energy

We have to change the way we produce and consume energy. Goal target 7.3 says that by 2030 the global rate of improvement in energy efficiency has to double. At Hoyer, we work determinedly in reducing the energy loss by offering motors with high efficiency classes and by offering solutions with variable frequency drives which optimise the energy consumption.

We also focus on goal target 7.A. Together with our global customers, we approach the renewable energy sector by offering bespoke motors and solutions to fit the needs. By operating in renewable energy sectors such as wind energy we influence the share of these energy sources in the global energy mix.



Goal 9 – Industry, innovation and infrastructure

To meet future challenges, our industries and infrastructure must be upgraded. We focus on target 9.4. We want to promote sustainable industrialisation and foster innovation. In close collaboration with our customers, we offer retrofit solutions where we target better utilisation of resources and higher efficiency and thereby save energy.

In 2022 this dedicated focus will continue as an integrated part of the environmental initiatives. The two goals are part of the overall business strategy, and the company will remain focusing on these in internal as well as external environmental communication.

01

Environment

Sustainable business development

10

Climate

11

Energy

12



Sustainable business development

As part of our future ESG strategy, we focus on essential areas which contribute to sustainable business development.



Following topics are part of our Sustainable Business Development

Increase use of Green Shipments to customers

Increase sales of energy efficient products such as IE4 motors and variable frequency drives

Increase sales for environmental solutions e.g. wind energy, ballast water treatment systems, scrubber systems

Focus on energy efficient optimisations e.g. water utilities, after sales replacement/retrofitting, energy calculation

Relocation of Ningbo site gives the opportunity to reduce energy consumption

Climate

At Hoyer, we are aware that our environmental impact affects the global climate. Currently, we focus on our internal activities which will be expanded to also include external activities such as suppliers' impacts, transportation etc.

In the beginning of 2022 we started mapping our internal impacts on the climate.

By working actively on reducing both our environmental impact – including influencing our suppliers’ impacts - and at the same time supporting our customers in choosing the best and most environmentally friendly solutions, we make contributions to reduce negative impact on the climate.

The total amount and the re-cycled percentage was high in 2019. This was due to a clean-up in stock, where outdated products were scrapped and sent to re-cycling.

In 2021 we experienced some shipments where the wooden packaging materials were infected by bugs. This was handled as an environmental incident – and all the infected wooden packaging materials were replaced; and the scrapped part was sent to incineration instead of re-cycling.

Global Fresh Water Consumption	Units	2019	2020	2021
Water consumption	M3	2,400	2,542	2,259

1) Consumption figures are measured by actual consumption for Hoyer main locations in Denmark and China for the financial year 2021

Global total Waste	2019	2020	2021
Global Total - 2019 = Index 100	100	63	68
– of which re-cycled	93.41%	89.26%	82.60%
– of which incinerated	6.55%	10.71%	17.36%
– of which hazardous waste	0.04%	0.03%	0.04%

2) Consumption figures are measured by actual consumption for Hoyer main locations in Denmark and China for the financial year 2021

3) For 2019 we have no figures of waste from our facility in China. Thus, the figures only show the amount of waste from our Danish facility. At the same time, the 2019 figures include the part of waste which was related to the former Hoyer Transmissions – a business unit that was divested in 2020.

Energy

In 2022 we will initiate monitoring of our internal energy consumption and CO2 emissions for all direct activities. Later, we will expand this to also include external impacts.



During 2022 we will start dialogue with our main product suppliers and transportation partners to ensure we can get in control of the total energy consumption related to our products.

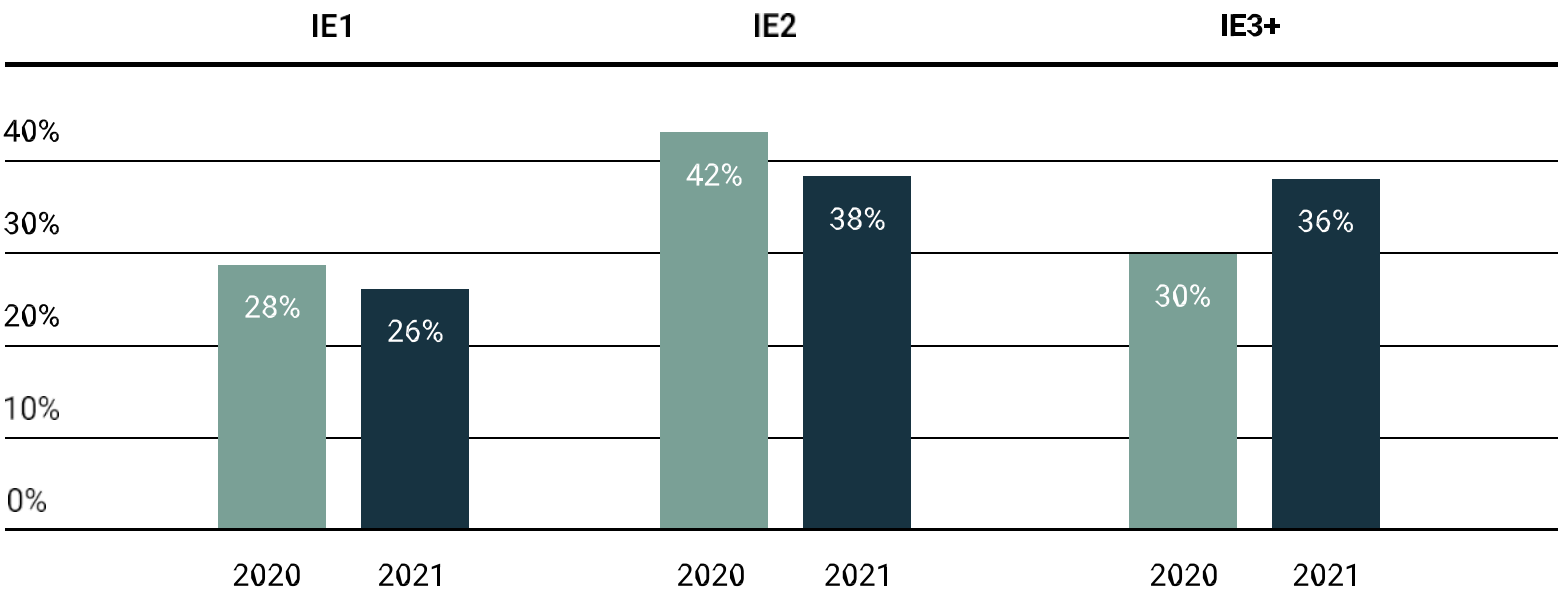
Global Total Energy Consumption	Units	2020		2021	
		Actual	Index	Actual	Index
Electricity	kWh	701,055	100	786,257	112
Natural Gasses	M3	30,928	100	11,573	37
District Heating	MWH	1,038	100	1,023	99
Activity measured in Sold kW	T-kW	1,931	100	2,142	111

At present, we do not have enough insight in the percentage of green electricity in our consumption. In 2022, we will investigate this with our electricity-suppliers.

In Hadsten we have transferred heating of Warehouse OH42 from Natural Gas heating to District heating reducing the consumption of Natural Gas. In Hadsten the test centre has been upgraded so we can now do load test – meaning the activity in Hadsten test centre has increased – and external tests has decreased.

Energy efficient products

We focus on moving sales towards more energy efficient motors. By promoting more energy efficient products and by informing and guiding our customers directly in the dialogue, we have succeeded in moving volumes from lower efficiency to higher efficiency.



The figures show the percentage of the total sales in the specific year. We see an increase of more energy efficient electric motors (IE3+) compared to the less energy efficient electric motors (IE1+IE2).

We will continue focusing on moving more sales towards better energy efficiency, and convince customers that use of VFD and other controls can reduce energy consumption on motors in use. This will have a positive impact on both end-users' economics and also on their environmental impacts.

Transportation

By changing our logistics setup for specific customers – with direct shipments from production facilities – we have improved lead time towards our customers. At the same time we have reduced transportation mileages and thereby also our environmental impact.



Green Shipment

With our unique quality setups at the factories, we have the opportunity to ship motors directly from the factories to the customers.

We target to ship 10 % of our turnover in 2022 this way.

We call this Green Shipment.

02

Social

Health and safety	15
Work accidents	16
Near misses	17
Safety screenings	18
Sickness absence	19
Employee satisfaction	20
Diversity in the workforce	22

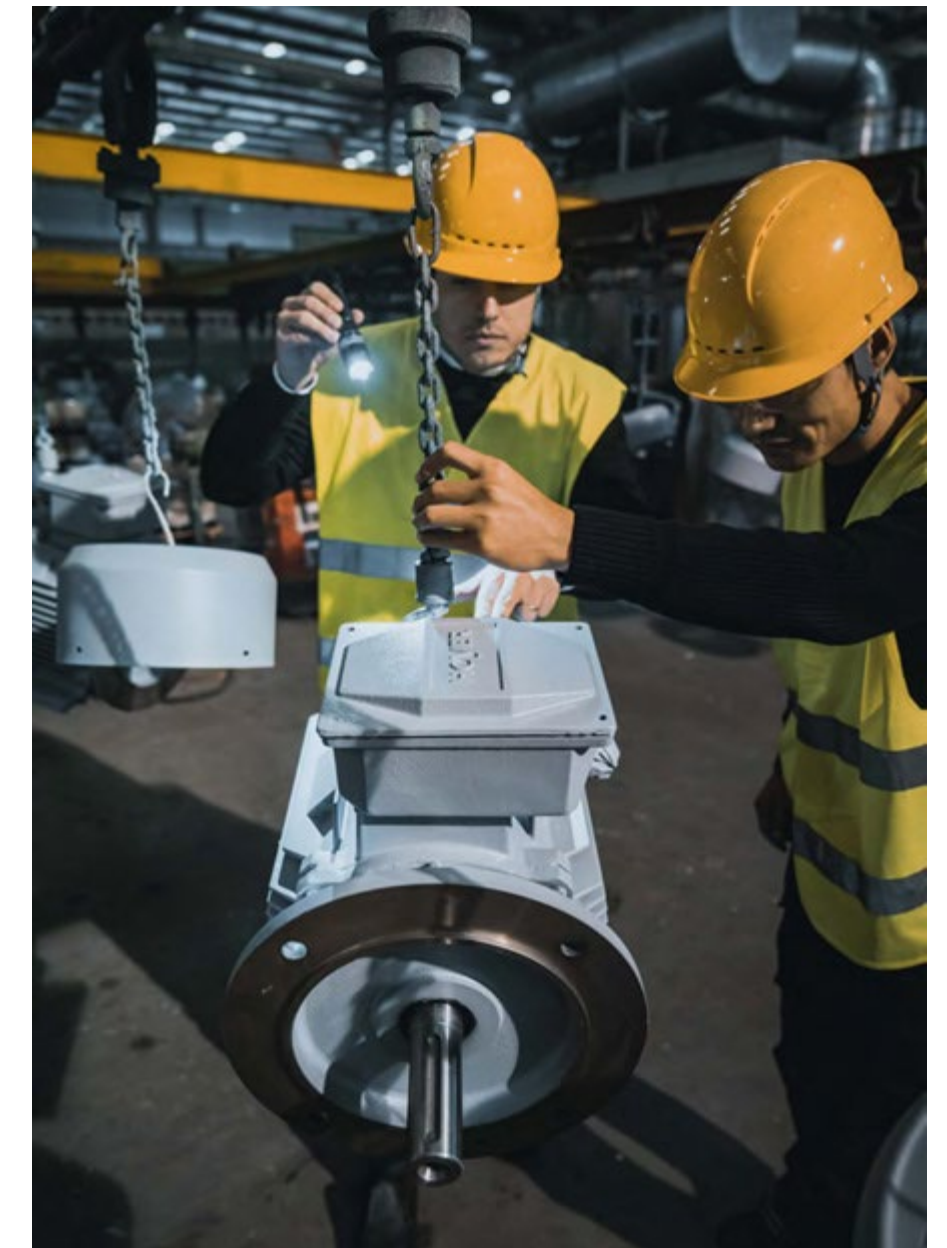


Health and Safety

One of the biggest assets at Hoyer is our workforce and in-house competences. We are aware that losing employees in all departments is an ongoing risk.

We mitigate this by working with several tools. To ensure a well-functioning work force and the needed competences in all departments, we monitor employee satisfaction, work environment and FTE turnover continuously during the year. The results of this are described in the below chapters.

For our own sites we aim to have the same level of work environment and safety both in Europe and in Asia using best practices; and as a minimum we will be compliant to local legislation.



Work accidents

At Hoyer, we have defined an ambitious target for 0 work accidents. We are aware that this is difficult to achieve but it is our conviction that everyone should always aim to have 0 accidents.

During 2021 we have in Hoyer (both Denmark and China) registered 3 work accidents of which 2 resulted in absence days.

In total we had 4.5 days of absence related to a work accident.

Accidents

AREA	2020		2021	Target	2020 Δ [%]
Global	6	→	3	0	-50%
DK	3	→	2	0	-33%
CN	3	→	1	0	-67%

5) Number of accidents reported in China and Denmark in the financial year 2021

Absence days due to Accidents

AREA	2020		2021	Target	2020 Δ [%]
Global	12.50	→	5.50	0	-56%
DK	1.00	→	1.00	0	0%
CN	11.50	→	4.05	0	-61%

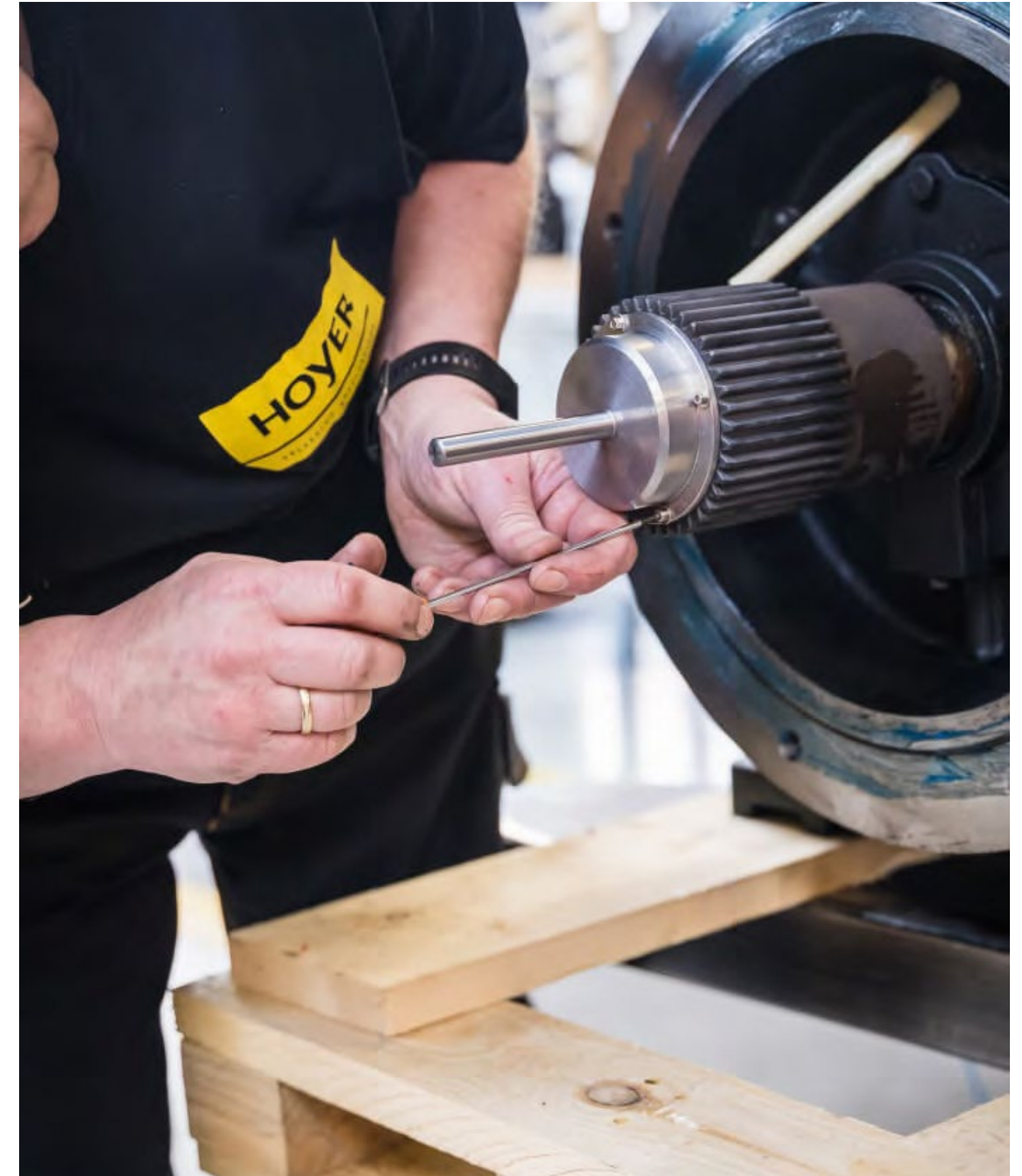
6) Number of absence days registered in China and Denmark in the financial year 2021

Near misses

We constantly work towards a safer workplace. To secure a safe workplace we register near miss situations.

In 2021 we have registered 3 near miss situations in Denmark and 6 in China. We have for 2022 defined a target for employees reporting on near miss accidents or dangerous situations as a minimum of 1 report per month for both Denmark and China.

These will be registered in our system and be discussed in our HSE Groups both in Denmark and China. This will be used to evaluate actions that could reduce risks and prevent accidents in the future.



Safety Screenings

We have implemented regular safety walks.

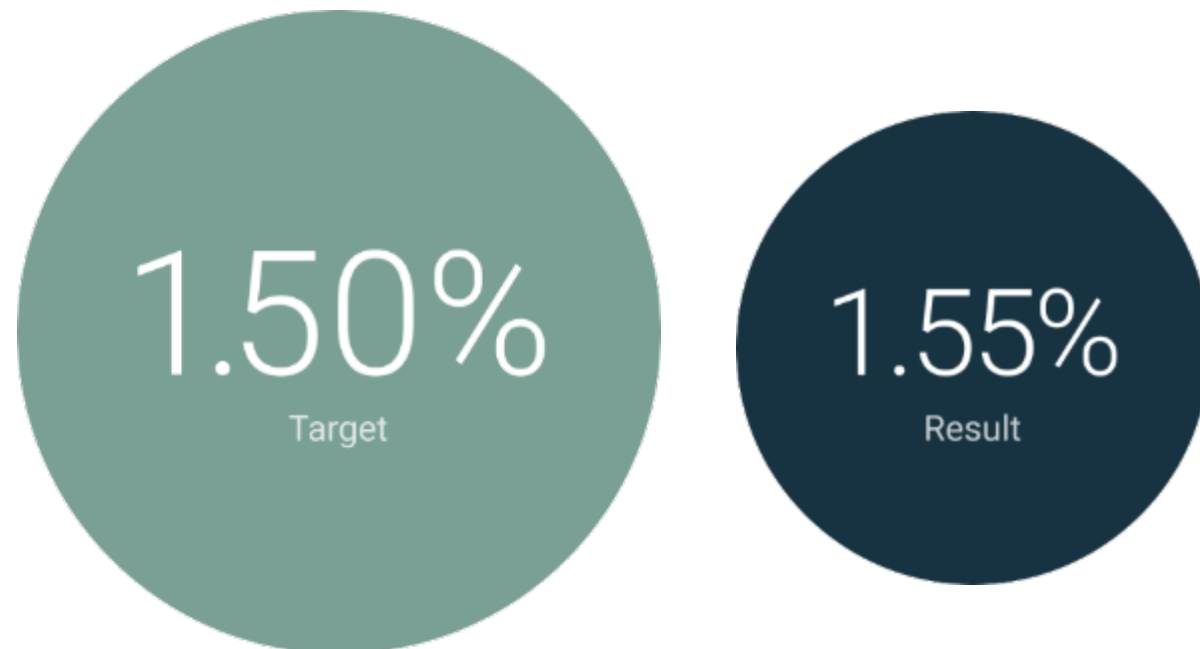
The safety walks are performed by the local HSE groups and with participation of top-management. This is to be done at minimum every quarter.

In 2021 we performed 10 safety walks in Denmark and 12 in China.



Sickness absence

The health of Hoyer employees is of great concern to us, and we constantly monitor the sickness absence. If we see any major deviation we will evaluate and adjust our initiatives to secure a healthy workplace.



The global result for 2021 ended with a sickness absence of 1.55 %. This is slightly above target, but still a minor improvement compared to 2020 where the result was 1.64 %

Part of the sickness absence for 2021 is caused by the Covid-19 pandemic, especially in Q4.

The sickness absence for 2021 is not significantly affected by work related accidents. Globally, we have registered 4.5 days of absence due to work related accidents.

Until 2021, we only registered sickness absence for our main locations in Denmark and China, meaning sales offices in other geographies were not included. As per January 2022 we will include all Hoyer locations in the sickness absence monitoring.

The target of 1.5 % will be valid for 2022, which is still to be considered as a low sickness absence. Official Danish statistics show a benchmark of 3.25 % average sickness absence for the year of 2020.

Employee Satisfaction

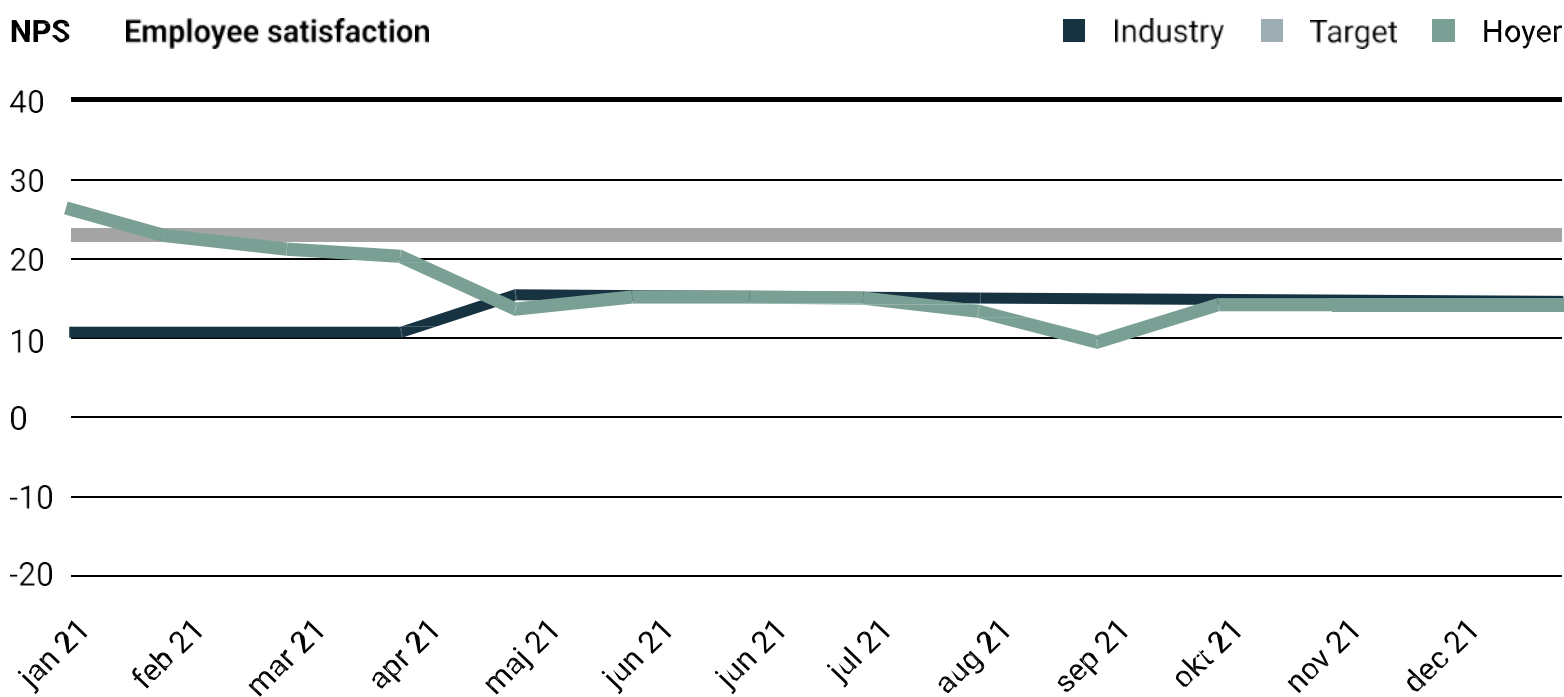
In order to ensure a well-functioning organisation with clear goals, focus on constructive dialogue and a strong talent pipeline, Hoyer works continuously with employee satisfaction through our tool, Hoyer MyVoice.

We measure the employee satisfaction globally as an ENPS score through an online-based system with real-time feedback from the employees regarding areas such as development, management support, and health and well-being.

By using this survey platform, we are able to monitor the satisfaction and engagement while maintaining an open dialogue at both organisation, department and team level. Thereby we can solve both small everyday issues and larger issues e.g. regarding collaboration and communication within or between departments.

ENPS target for 2022

It has been decided to define a realistic, but still ambitious target in 2022, aiming to be at all times above the industry benchmark, which is 16 by the beginning of 2022.



Based on employee feedback and suggestions for improvements several actions have been put into force throughout 2021.

Health and Workload: Hoyer has, based on feedback during the Covid-19 pandemic, introduced company guidelines regarding flexible work that give all employees increased possibilities to have flexible workplaces.

Engagement and Strategy: Hoyer MyVoice has helped managers and employees to maintain a close dialogue, albeit working largely from home and not being able to travel for the second year in a row. Through employee feedback, many issues have been addressed and actions have been taken to minimise problems while focusing on supporting the collaboration, commitment and employee satisfaction across the group.

Project Home

In 2022 Hoyer Ningbo will move to a new updated location. The new Ningbo location holds several commercial and operational opportunities, and it will add value and take Hoyer Ningbo and the Asian branding to the next level.

Our employees are number one priority. Therefore, it was important to find a new location near the old location.

“We have managed to find a great location only five kilometres from our current location. This means that all our current employees have the opportunity to follow,”
says Mads Texel Jakobsen, General Manager,
Hoyer Asia.

Hoyer operates as one company across borders and cultures. This means that we aim to move towards best practices. For the new location in China it means e.g. that we adapt some of the best practices for work environment from Danish standards and Danish energy standards for the buildings.



Diversity in the workforce

Hoyer aims to have a diverse workforce. We think that a diverse workforce both in age, gender and nationalities strengthens the organisation, creates a better work environment and higher performance.

In Hoyer we have a continuous focus on students and newly graduated candidates. During 2021, 34 employees were hired in Europe. Out of these, 15 employees have finished their education within the past two years or are at Hoyer while finishing their studies. Hereby 44 % of all employees hired in Europe are in the beginning of their careers. We continuously strive to support and develop the next generation and trust that new and fresh perspectives will bring additional value to our business.

We offer trainee and graduate programmes and cooperate with various schools and universities. In 2021 we have had an extraordinary large number of interns in our technical department as they have supported a big cross-organisational project. During the year we have also participated in career fairs, internship days and offered mentoring to students within specific areas as electrical engineering.

We have chosen English as our corporate language as we want to promote diversity in nationalities across our organisation. By the end of 2021, 17 nationalities are represented in Hoyer. Whenever we hire new employees, we prioritise qualifications, personality and the commitment to deliver on a high level.

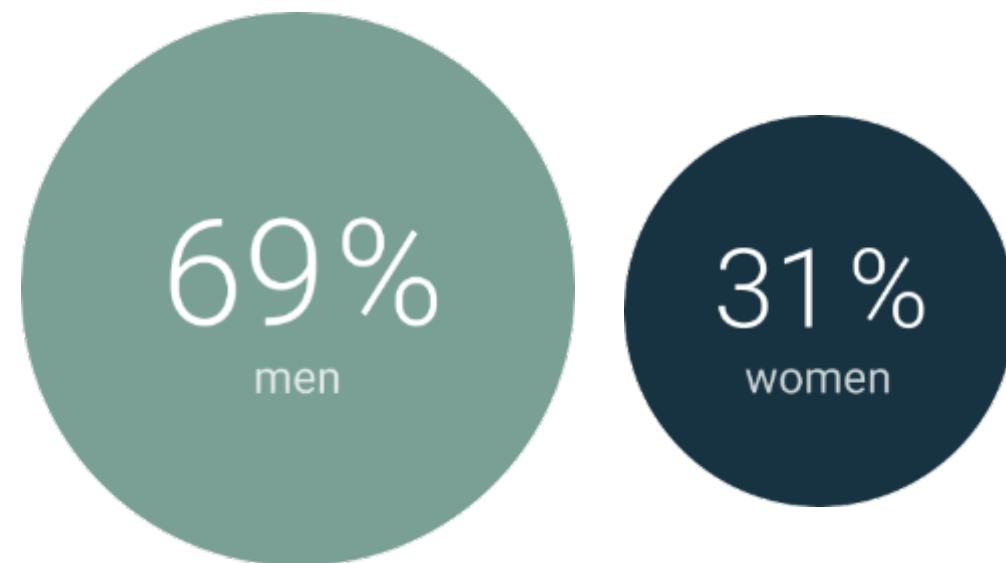
“During a work day, I typically speak with people from Denmark, Poland, Germany, Brazil and China. Working together with so many nationalities and cultures gives another aspect to my daily work. I get challenged in different ways which develops me personally as well as professionally”

Alicja Hermann-Klosowska

Operational Excellence Assistant
Hadsten Denmark.

Gender composition

This is the Hoyer Group statutory report for gender composition in accordance with section 99b of the Danish Financial Statements Act.



Hoyer continuously works on composing a diverse management team where each member's qualifications complement the organisation's strategic development in the best possible way. During 2021 the existing level of women and men in our middle management has been quite stable.

As of December 31, Hoyer Group consisted of 31 % women and 69 % men. The middle management consists of 29 managers, team leaders and segment managers out of which 34 % are women and 66 % men. This means that there is actually a slight overrepresentation of women in the middle management compared to the entire organisation.

When hiring employees Hoyer focuses on attracting and employing more women in an industry that is highly dominated by men. This is done by offering internships and student jobs and by focusing on having at least 1-2 relevant female candidates at job interviews. It is our policy not to discriminate and always appoint or recruit people based on their qualifications and match with the requested profile.

Hoyer works on creating uniform conditions for leader aspirants, regardless of gender. The objective is to achieve equal career opportunities for men and women through employment and recruitment procedures and by the Group's investment in development and education. There has been no change in the gender composition of the top management group in 2021 compared to last year.

The Board of Directors is the superior management body of Hoyer Group and Svend Hoyer A/S. Currently the Hoyer Group board consists of five members while the Svend Hoyer A/S board counts three members. All board members are men and the gender composition has not changed in 2021. We have a target of 50/50 balance of women and men on the board by 2024.

At Hoyer, we are aware that we have many stakeholders who expect and require specific actions from us – both internally and externally. This means that it is important to identify risks and ensure that we comply with these. Therefore, we follow different processes, structures and policies which are described in this chapter.

Anti-corruption and bribery	25
Human rights	26
Supplier audits	27
Governance structure	27
Near misses	28
Awareness	28
Whistle blower setup	29
Export control	29



Anti-corruption and bribery

A Hoyer Anti-Corruption and bribery policy was finalised and published internally in February 2020. Since the publication, the policy has been part of the introduction for new employees.

The policy clearly states that it is not accepted by Hoyer that any employees or associated persons promise, offer, give, solicit or accept any kind of direct or indirect bribery.

Rules for facility payments, gifts, hospitality and entertainment payments are defined.

The policy also defines that we expect our suppliers/business partners to also not accept bribery – and this is clearly defined in our Code of conduct for Suppliers.

The policy clearly states that employees of Hoyer should report to managers or CEO if they experience any kind of bribery or concerns related to the policy.

For 2022 Hoyer will implement a whistleblower setup – which is described further later in this report. For the financial year 2021 Hoyer has not received any reports of bribery or attempt of bribery.

Human rights

As operating on the global market with direct and indirect contiguity with humans we are aware that there are different risks in our supply chain.

The risks include work environment at factories, child labour, and forced labour. We comply with this by being present with Hoyer quality people at the factories on a daily basis and by regular supplier audits.

ESG Policy

Hoyer has implemented a CSR Policy which has been introduced to all employees and is part of new employee introduction plan.

The CSR Policy refers to the 10 principles of UN Global Compact, within Human Rights, Labour, Environment and Anti-Corruption.

As the focus in Hoyer is changing from CSR to ESG – the CSR Policy will be replaced by an ESG Policy during Q1-2022.

Hoyer also focuses on Human Rights at our suppliers – and all major suppliers are made aware of and acknowledged the Hoyer Code of Conduct for suppliers.
For the financial year of 2021 Hoyer has not received any information on breach of human rights internally or externally.

Supplier audits

At Hoyer, we do regular supplier audits.

For Hoyer it is important that our products are produced in a way that does not compromise our Code of Conduct which is based on the 10 principles of the UN Global Compact.

During regular supplier audits we ensure that our suppliers fulfil our Code of Conduct, and by that also live up to the UN Global Compact.

Governance structure

A new Governance structure was implemented in 2020.

This, is expected to minimise risk of corruption and bribery. Further, we will affect the suppliers on their work environment and environmental issues to ensure that our products are produced in a safe way, and as environmentally friendly as possible.



Near misses

To secure a safe workplace, we register near miss situations.

For 2022 we have defined a target for minimum number of near miss reports – reported by our employees, to ensure we can work towards a safer workplace.



Awareness

We want to raise awareness internally.

We will during information campaigns raise the awareness of environmental, social and governance issues at Hoyer.

An ESG Strategy and an ESG Policy will be implemented in 2022. New employees are introduced to the Hoyer Code of Conduct and by signature accept to follow and support this.

Whistle blower setup

For Hoyer it is important that we are made aware of and manage any violation of our policies or any legal requirements.

Therefore, it is important that a whistle blower setup is implemented. By that employees, business partners or other interested parties can report any violations of our policies or legal requirements freely.

Top management aims to implement a whistle blower setup during 2022, which will be managed by an external 3rd party company, in order to ensure the possibility of reporting anonymously and to avoid any conflict of interest.

Export control

For Hoyer it is important that our products are produced in a way that do

Therefore, we have implemented procedures to ensure that our products are not used for any unintended use by any government or organisation, which might be in conflict with international rules.

We work together with external partners to ensure we are kept updated on products that might be banned for export to certain countries or companies. Our customer portfolio is being monitored to ensure that none of our customers are on any critical list related to export of our products. If we do have orders to be delivered in any countries where there are restrictions – these orders will be blocked in our system, until thoroughly evaluated and finally released for shipment.

04

UN Global Compact Principles

UN Global Compact Principles

31



UN Global Compact Principles	UN Principles	Description	Action areas	Page
Human Rights	01	Businesses should support and respect the protection of internationally proclaimed human rights.	Hoyer Code of Conduct	25
	02	Businesses should make sure that they are not complicit in human rights abuses.	Supplier Audits Whistle-blower setup Employees introduced to Code of Conduct and Sign for acceptance Awareness – Information and campaigns	27 29
Labour	03	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Whistle-blower setup Employees introduced to Code of Conduct and Sign for acceptance	29
	04	Businesses should uphold the elimination of all forms of forced and compulsory labour.	Supplier Audits Whistle-blower setup Employees introduced to Code of Conduct and Sign for acceptance Awareness – Information and campaigns	27 29
	05	Businesses should uphold the effective abolition of child labour	Supplier Audits Whistle-blower setup Employees introduced to Code of Conduct and Sign for acceptance	27 29
	06	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Diversity in the work force Whistle-blower setup Employees introduced to Code of Conduct and Sign for acceptance	22 29
Environment	07	Businesses should support a precautionary approach to environmental challenges.	Environmental Strategy Monitoring Energy and Resource consumptions in the full Supply Chain	26 27
	08	Businesses should undertake initiatives to promote greater environmental responsibility	Supporting UN Global Sustainable Development Goal #7 (7.3 & 7.A) Focus on moving customer to buy more energy efficient products or solutions.	8
	09	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Supporting UN Global Sustainable Development Goal #7 (7.3 & 7.A) Focus on moving customer to buy more energy efficient products or solutions.	8
Anti-Corruption	10		Anti-Corruption & Bribery Policy	25

05

Goals

Results 2021

33

Ambitions 2022

35



Results 2021

Focus areas	Goals	Planned actions	Results
Well-being and work environment	Employee Net Promotor Score (ENPS) of min. 25.	Continuous training and education of managers and employees in using Peakon tool for constructive dialogue	Achived a level between 9 to 23 during the year. Final score in November 21 is on 13.
		Process and act on comments in Peakon	PDA process has been simplified and shortened, as 1-1s handle most daily and retrospective aspects"
		Introduction of 1-1's in entire group	
	Improve leadership skills of Middle Management Group (MMG) - focus on new managers	Coaching and sparring for new managers	Coaching sessions conducted - continues into 2022 when needed
		Possibly further management training for MMG	Management training for MMG postponed because of ERP project
	Max. 1.5% sick absence for employees	Continued reporting and analysis of sick absence to implement improvements where sick absence can be related to the work environment.	Globally, 1.55 % for 2021. CN = 1.0 % / DK = 2.57%
			Sick absent DK: x employees long time sick and more affected by Covid-19.
		Minimise spreading of Covid-19 by restrictions	High workload mainly due to new ERP system might have influenced the sick absence.
	0 work accidents		Few cases - but no one has been infected at work
			Approx. 80 % of employees are satisfied with the handling of Covid at Hoyer globally
	Development of HR-platform: Establish/develop processes for onboarding, Personal development assessment (PDA), competences etc.	Continued focus on near miss accidents through safety inspection rounds quarterly - involvement of Management	1 work accident in CN with total of 4.5 days of absence
			2 work accidents in DK with total of 1 day of absence
			Improved number of work accidents with 67% in CN and 50% in DK compared to 2020."
	Development of HR-platform: Establish/develop processes for onboarding, Personal development assessment (PDA), competences etc.	Development of the new processes and features, including training and involvement of all managers	Pre-boarding process introduced in DK
			Work on competence matrix has been launched
Gender composition	Attracting and employing more women	Focus to have 1-2 relevant female candidates at job interviews, whenever possible	For the first time we have hired a woman in our technical sales department in 2021 . But we have a challenge that the industry is still highly dominated by men.
	More women in talent pipeline	Focus on diversity in Hoyer talent pipeline regarding gender, ethnicity etc.	Only 10-20 % of students within the technical ares are woman. We focus on inspire more women to choose a technical education.

Results 2021

Focus areas	Goals	Planned actions	Results
Human rights & Labour	Introduction of CSR policy & UN Global compact for new employees	Groups of new employees are introduced to CSR at Hoyer	Part of on-boarding already.
	Upstart of organisational awareness training by HR	Plan awareness training, possibly through online tool	Tool found - no agreement or implementation yet
	Execute supplier audits	Execute five supplier audits	Due to Covid-19 and travel restrictions target not met. 2 done. 1 in March and 1 in May.
Environment	Reduce transport and logistics related emissions	Container space optimisation	Some customers transferred to direct deliveries.
		Increase total number of customised logistics concepts	New test-center reduces transport related Marine Classifications
		Reduce transport related to marine classification	More use of Teams-meetings.
		Reduce internal travelling between Europe and Asia	Travel restrictions put a natural limit to travel between Europe and Asia
		Install charging stations for electric and hybrid cars at Hoyer Denmark	Company cars have been changed to hybrid cars - also installed charging stations at home and 1 at Hoyer
		Reduce transport of products related to third party involvement	More volumes for european market transferred to Volt, reducing transport.
	Increase turnover related to energy efficient products	Inform and challenge customers about energy efficient products and solutions	We see an increase of more energy efficient electric motors (IE3+) compared to the less energy efficient electric motors (IE1+IE2).
Anti-Corruption	Introduction of anti-corruption and bribery policy for new employees	Groups of new employees are introduced to policy as part of onboarding	Already initiated in both Europe and Asia.
	Upstart of organisational awareness training by HR	Plan awareness training, possibly through online tool	Not initiated. It is still a focus in 2022.

Goals 2022

Focus areas	Goals	Actions
Environment	Reducing the environmental foot print of Hoyer activities: Minimum 10% of sold volume should be shipped directly to customers from factories	Reduce transport through sales having focus on moving more volumes to be shipped directly from production plants - instead of via Hoyer locations.
	Reducing environmental impact from travel activities. 30% reduction of internal travelling (Pre-COVID-19 level)	During Covid-19 - more meetings has been performed electronically via Teams. Keeping focus on the possibility of using on-line meetings, to reduce travelling.
Social	Increase employee satisfaction. Employee Net Promotor score of min. 18	Through regular Peakon assessments among the employees - monitor the ENPS.
	Max. 1.5% sick absence for employees	Monitor sickness absence on a monthly basis. Status will be discussed in the local HSE groups
	No occurence of work accidents	Monitoring Accident Frequency Rate. Status discussed during Monthly Management Meetings and HSE Group meetings and actions defined
Governance	Defining Hoyer ESG Strategy	Top management shall define the Hoyer Group ESG Strategy - and ensure implementation of this in the organisation
	Implement ESG Policy - replacement of previous CSR Policy	New ESG Policy replacing the existing CSR policy shall be defined and implemented in Q1-2022
	Developing Hoyer Group ESG Monitoring Tools	First version of Monitoring tool available in Q1-2022 covering all Hoyer direct impact topics Start monitoring main suppliers ESG topics by the end of 2022.
	Establishment of a Whistleblower Solution for Hoyer	Whistle blower solution managed by external 3rd party shall be implemented in 2022.
	Continuous develop Hoyer Group ESG reporting	First version of an ESG Report to be released ultimo Q1-2022. The report shall be further developed during 2022 - through regular ESG team meetings
	Raise awareness on Safety in both warehouse & Workshop and in offices	Minimum 8 safety walks must be performed per year (4 in DK and 4 in CN) Minimum 24 Near miss reports per year - 12 in DK and 12 in CN Top management will perform separate safety walks, to get "other eyes on safety"
	Minimum one woman in the board	

Hoyer Denmark

Over Hadstenvej 42
8370 Hadsten
Denmark

Phone +45 86 98 22 55
Fax +45 86 98 22 56
Web hoyermotors.com

