

An aerial photograph of a vast vineyard with rows of green grapevines. A winding road cuts through the center, where a white Raben truck is driving. The scene is bright and sunny, with shadows cast by the vines and the road.

**Raben**

**RABEN GROUP  
SUSTAINABILITY REPORT  
2021**

**A SUSTAINABLE WAY FORWARD**

**| eco<sub>2</sub>way**

[GRI 102-14][GRI 102-15]

# LETTER FROM RABEN GROUP CEO EWALD RABEN

## Dear Reader

2021 was a year of the Raben Groups' 90th anniversary but as well it was a year to be hailed as a milestone in the development of our sustainability endeavours within the Group by putting us among the leaders of sustainability in transport and the logistics industry. With so many initiatives successfully completed I have a feeling that Environmental Social and Governance standards (ESG) have now successfully become an embedded part of our company's DNA.

From a business perspective 2021 was without doubt a successful year for the Raben Group. The Group's revenue had exceeded 1.5 billion EUR which is by comparison a 20% improvement on 2020. On the one hand it was a year of continuous pandemic lockdowns and social and restrictions, uneven economic recovery across Europe, global supply chain disruptions impact on European markets and not to mention structural changes coupled with surging B2C volumes. However, for the Raben Group it was not a time for going with the flow, on the contrary, for us it was a period full of realised opportunities and accelerated growth for the Group.

Within four new acquisitions including new countries, Greece and Austria joining the Group as the 14th and 15th home markets respectively. We have also been able to strengthen our business presence in the Netherlands through the acquisition of the BAS Group and subsequently we made the next step in the development of our independent network in Germany with the takeover of Luible Logistics.

2021 saw the publishing of our first Group Sustainability Report. The 2025 Sustainability Strategy has taken on its final form and has subsequently become our road map that sets concrete and precise goals in all the important and relevant areas of our industry. We have begun the process of identifying Group-wide climate risks and assessing their potential impact, bearing in mind the implications of the climate crisis for our operations, in relation to new regulations and changes in risk management.

Two landmark agreements were concluded not only for our company, but also for the entire sector. Together with our financing partners we have established a 225 million EURO Sustainability Linked



Loan (one of the first club SLL in the European logistics sector). Its margin depends on meeting the conditions set by the five environmental, social and governance key performance indicators for our sector. We have additionally signed a long term Power Purchase Agreement (PPA) which will ultimately provide us with green energy starting from 2023 and will contribute to the construction of new photovoltaic farms.

Finally, the last milestone - joining the United Nations Global Compact which brings together nearly 13,000 organisations from around the world working toward the spirit of sustainability.

We operate in Ukrainian market with our own subsidiary. As of 24 February 2022 the country is at war and the business operations in Ukraine were suspended. As a company we are deeply concerned with the fate of our Ukrainian colleagues and people of Ukraine. From the very onset of this war our Company and our employees have been involved in the active support for refugees and various help programs giving genuine care to colleagues from Ukraine.

The above steps have further confirmed not only our commitment but that of our employees to actively support ESG targets and that it is possible to develop business, focus in respect to growth and

at the same time improve our sustainability efforts and work to limit our overall carbon footprint.

With this base we can confidently pursue our sustainability plans in the years ahead, but for right now, we wish to present the achievements of 2021 as another step towards a more sustainable future. We are proud and humbled to present the report "A Sustainable Way Forward". Take a moment to read about ESG standards and as well as the development of our company.

On behalf of myself, the management team and all the employees of the Raben Group, enjoy the reading!

*Ewald Raben*



## TABLE OF CONTENTS

1. The Raben Group **p.4**
2. Governance **p.13**
3. Economic impact **p.29**
4. Environmental impact **p.37**
5. Social impact **p.51**
6. About the report **p.67**
  - Approach to reporting **p.68**
  - Sustainability data summary **p.70**
  - Accounting methods **p.75**
  - GRI content index **p.79**
  - External verification **p.82**
7. TCFD disclosure **p.83**



# THE RABEN GROUP

"YOUR PARTNER IN LOGISTICS"

# ABOUT RABEN GROUP

## EUROPEAN PARTNER IN LOGISTICS

Raben Group N.V. is currently operational in 15 European countries with its own transport network coupled with around 1,400,000 m<sup>2</sup> of warehousing space in over 160 locations, subsequently delivering over 16 million shipments annually. The Raben Group is not only about numbers, but equally about people: an international team of over 11,000 employees, full of energy, vitality and passion for logistics, driven by challenges and the enduring entrepreneurial spirit, believing in the same core values and delivering a great customer experience. Each and every day we provide domestic and international distribution assistance, contract logistics services, fresh logistics, sea and air forwarding for thousands of our valued customers. We are not only delivering the goods from point A to point B, but rather nurturing the building of long term partnerships and achieving long-term sustainable goals. All this translates into a unique value that contributes to the success of our customers by creating and providing comprehensive and customised logistics solutions.

**15**  
countries

Around  
**160**  
depots

**EUR 1.54B**  
revenue

Over  
**11,000**  
employees

Almost  
**9,500**  
vehicles

**1,400,000 m<sup>2</sup>**  
of warehouse capacity

Over  
**16,000,000**  
shipments annually

Almost  
**45,000,000**  
pallet places

**Raben Group is a European transport and logistics company**

offering transport of goods, freight forwarding, contract logistics services including storage and a variety of value-added services.

**90 years**  
of company history

+ Find out more at [www.raben-group.com](http://www.raben-group.com) and [www.raben90years.com](http://www.raben90years.com)

# 90 YEARS ON THE WAY

In 2021, we proudly celebrated the 90th anniversary of our company. The history of Raben Group is about our experience in transport and logistics, innovation, continuous development and to a larger degree embracing new challenges and opportunities. Over these past decades we as a company have come a long way on our journey, one which we have travelled together with many of our business partners. We at Raben are humbled and motivated to continue the hard work in striving to achieve even more successes with our valued partners.

We are a family business run on a clear set of values. That is why we take responsibility for our environmental impact one that we constantly endeavour to minimise. We invest in renewable sources of energy, modern transport equipment and efficient warehouses. Being aware of our responsibility as a leader we also want to set trends in sustainability and the impact both long and short term of transport and logistics on climate change together with our stakeholders. That is how and why the idea to celebrate our company's historic 90th anniversary was born.

 **Learn more about**  
"90 years with drive to green logistics"



Having many years of experience and at the same time analysing where the world is today, we felt obliged to celebrate our special anniversary in a grown up fashion. For this reason we decided to invite our valued customers and internet users on a pro-ecological journey throughout European journey which we duly called **"Eco<sub>2</sub> way - 90 days around a better future"**. Our employees were the guides on this remarkable tour of 20 locations vulnerable to the effects of climate change. Everyone could join us on that journey via the website [www.raben90years.com](http://www.raben90years.com)

and our social media. The participants could take part in an online voting and select a project to be financially supported by our company.

It was a great success with over half a million votes being cast, and in the end the winner was the project **"Storks in Czechia"**. The initiative ultimately involves building an oasis for these amazing white storks in Dvůr Králové nad Labem. By developing this area, which will eventually include wetlands and a very large pond, that will not only protect storks, but also the entire ecosystem which is rich with innumerable species of plants, insects, amphibians and other birds. The project started in 2021 and will be completed over a period of 3 years. In this way, thanks to the energetic commitment of our employees and participants, we can jointly contribute to the protection of biodiversity.

**12**  
projects from 10 countries  
entered for the competition



**53**  
volunteers involved in the project

**624**  
hours spent on volunteering



At the same time, an important expression of the celebrations of the 90th anniversary of the Raben Group was joining the **UN Global Compact** - an international initiative which brings together companies which consider ethical, social and environmental issues in their approach to business and their relations with the environment.



**1931** Start of the company

**1991** First depot in Poland (12 employees)

**2005** Raben Group starts business in Germany

**2017** Raben Group acquires a 20%-share in Italian SITTAM and thus begins operations in a new market

**2020** Raben Group operates in 13 countries and employs over 10,000 employees

**2021** Raben Group made 3 new acquisitions, started operations in its 14th market and furthermore has significantly increased the scale of operations in the Netherlands. The company obtained one of Europe's first Sustainability Linked Loans (SLL) for the logistics sector.

90 years ago, in 1931, in the small town of Meddo-Winterswijk in the Netherlands, Jan W. Raben, the grandfather of the current CEO, started to transport products from local farmers to the market. At the time, he probably never could have envisioned that this would be the start of what is today a global brand with around 160 depots in 15 European countries, and around 1,400,000 m<sup>2</sup> of warehouse capacity, with over 11,000 employees and almost 9,500 trucks on the road every day. What has not changed despite the passage of time and expansion into new markets, are the core values that guide our relationships with our employees and customers. This is our strength and at the same time our current and future commitment and it will not waiver.

**Raben**  
**90**  
YEARS

**+** TO CELEBRATE the 90th anniversary of our company, we planted **13,500 trees** which can neutralize approximately **9,500 tonnes of carbon dioxide** over their lifecycles and will contribute to increasing biodiversity in the Stołowe Mountains National Park. This is a credit to our customers who took part in the "E-invoice = Higher Culture" campaign and our way to celebrate the 90th anniversary of our company.



**+** See more at: [www.raben90years.com](http://www.raben90years.com)

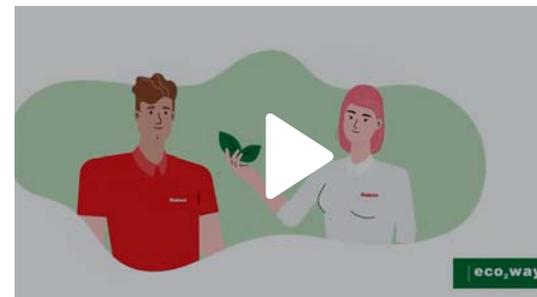
# RABEN GROUP SUSTAINABILITY STRATEGY 2025

The 90th anniversary of our company coincided with the process of reviewing and redefining our sustainability strategy. Thinking about the future of Raben Group and the potential to contribute to the goals of sustainable development, which we all ultimately share, we have therefore undertaken to organise our activities and redefine the key pillars of our commitment for the coming years. As a consequence, in 2021 we adopted the updated our Sustainability Strategy for the Raben Group pertaining to 2021-2025. The work on the Strategy involved the top level management of Raben.

As a forward thinking company we take a long-term perspective and we focus on sustainability. That is why a reduction toward the negative impact on the environment, and as well readdressing internal relations, and more responsible procurement and in equal balance an ongoing healthy cooperation with all our key stakeholders is quintessentially important to us and not just in respect to our financial results or our expansion into new markets. We want every kilometre of distance covered by our trucks bring us closer to a better and cleaner future.

Raben Group's mission is to run a business driven by sustainability and simultaneously achieve the Sustainable Development Goals set by the United Nations in 2015 (the 2030 Agenda). In 2021, we joined the UN Global Compact, an initiative to strengthen business in the fight against the climate crisis.

[Learn more](#) about Raben Group Sustainability Strategy 2021-2025



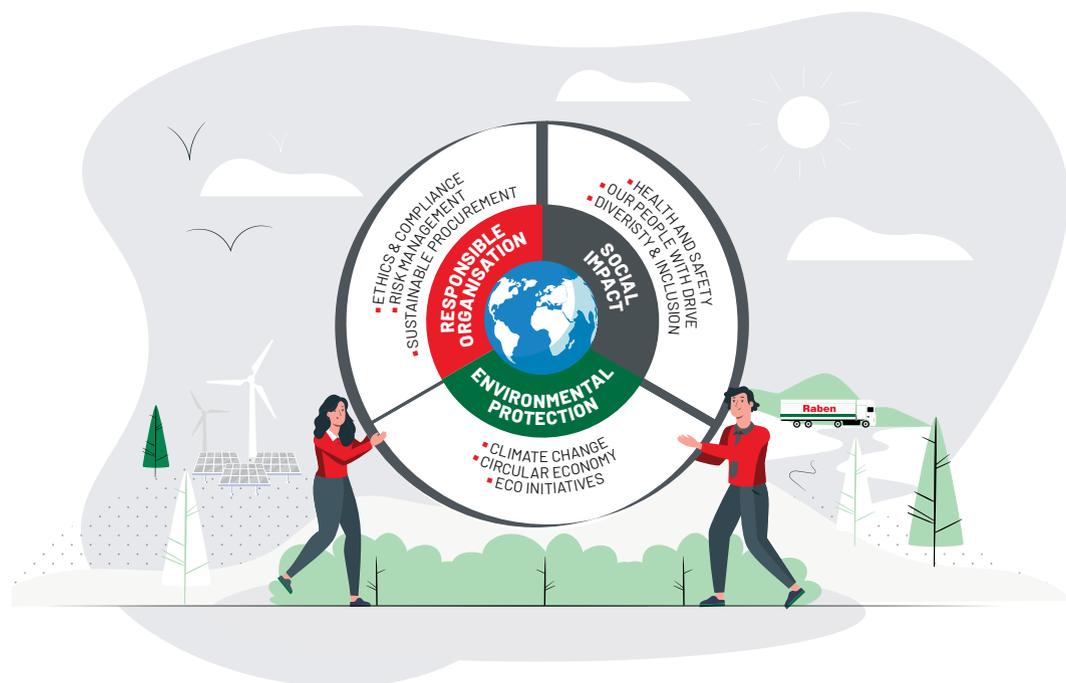
## THE ESG STRATEGY CONTRIBUTES TO THE UN GLOBAL GOALS:



Our Strategy is based on 3 pillars and 9 strategic areas within which we have set strategic goals and indicators to comprehensively address the global challenges defined by the UN Global Sustainable Development Goals.

- **Our goal is to engage in sustainable solutions, be a trendsetter and leader in the transportation and logistics industry.**
- **We want each of our brands to be recognized by employees, customers and local communities as a socially engaged brand.**
- **We want to act in an environmentally friendly way in all areas of our business.**

### 3 PILLARS AND 9 AREAS OF SUSTAINABILITY OF THE RABEN GROUP:



- Ethics and Compliance
- Risk Management
- Sustainable Procurement

- Health and Safety
- Our Employees
- Diversity and Inclusion

- Climate Change
- Circular Economy
- Eco Initiatives

As part of the adopted Sustainable Development Strategy, The Raben Group has set goals and indicators for achieving them. They include:

1. CO<sub>2</sub> emissions intensity reduction in offices and warehouses compared to 2020 baseline<sup>1</sup>
2. CO<sub>2</sub> emissions intensity reduction in transport activity (fleet of own trucks and Well-to-Wheel "WTW" subcontractors) compared to 2020 baseline<sup>2</sup>
3. Number of vehicles compliant with environmental standards<sup>3</sup>
4. Women in managerial positions<sup>4</sup>
5. EcoVadis rating<sup>5</sup>

### GOAL FOR 2025

**-30%**

30% reduction in intensity CO<sub>2</sub> (Scope 1 and Scope 2) from offices and warehouses.

**-10%**

10% reduction in CO<sub>2</sub> intensity from transport activities.

**96%**

Increase to 96% share of fleet with EURO5 and 6 or LNG/CNG/Electric/Hydrogen (73% in 2020).

**34%**

Female managers ratio (29% in 2020).

**2/5\***

Group EcoVadis rating score increase

<sup>1</sup> The indicator is measured as the reduction in CO<sub>2</sub> emission intensity compared to the 2020 baseline expressed in kg of CO<sub>2</sub>/m<sup>2</sup> using the market-based method, for Scope 1 and 2 GHG emissions from Raben Group - offices and warehouses.

<sup>2</sup> The indicator is measured as the reduction of CO<sub>2</sub> emission intensity compared to the 2020 baseline expressed in CO<sub>2</sub>/km using the market-based method, for Scope 1, 2 and 3 GHG emissions from Raben Group - transport activity (fleet of own trucks and Well-to-Wheel "WTW" subcontractors).

<sup>3</sup> The indicator is measured as the percentage of the total fleet of own trucks, subcontractors' trucks (excluding one-off subcontractors) meeting the European Commission's EURO V or Euro VI emission standards and/or powered by liquefied natural gas (LNG), compressed natural gas (CNG), electricity, hydrogen or other low-emission or renewable energy source.

<sup>4</sup> The indicator is measured as the percentage share of women classified as managers in relation to the total number of managers in Raben Group.

<sup>5</sup> The indicator is measured as an increase in the number of points estimated on the basis of the difference between the company's rating given by EcoVadis (score from 0 to 100) in a given financial year and as at the sustainability reporting date, and the company's rating given by EcoVadis in the previous financial year.

**+ Read more about the approach to ESG management in the Raben Group in chapter 2 on page 16.**

OUR VALUES
Raben

**THEY DRIVE US, TELL US HOW TO ACT AND COOPERATE**



### CHALLENGES

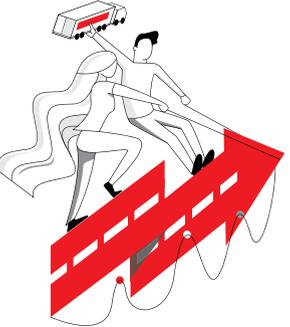
- THIS IS WHAT DRIVES US

To be the market leader in logistics services and to set new trends within the industry - this is our drive and motivation to act. We continuously develop and with passion achieve our goals. We boldly introduce changes - and embrace new challenges. We never rest on our laurels. Our company's trademark is the excellent quality of the services we offer to our clients.

### ENTREPRENEURSHIP

- THIS IS HOW WE WORK

In our Group, everyone is an entrepreneur, because each one of us has an impact on the company results and the satisfaction of our customers. We approach each task with commitment and responsibility. We make decisions effectively and proceed to take action. We care about efficiency and search for ways to improve our processes.



### PARTNERSHIP

- THIS IS HOW WE COOPERATE

We believe that our ambitious goals can only be achieved through partnership and mutual support. As a team we can always count on one another. We do not remain indifferent to the problems and challenges of others. Cooperating, we draw from the diversity of our opinions, experiences and competences. The relationships we build with one another and with our clients are based on trust and open communication. We always treat everyone with respect.

| **RABEN WAY. OUR WAY.**

**RABEN WAY. OUR WAY.**

- Challenges**  
- this is what drives us
- Entrepreneurship**  
- this is how we work
- Partnership**  
- this is the way we cooperate

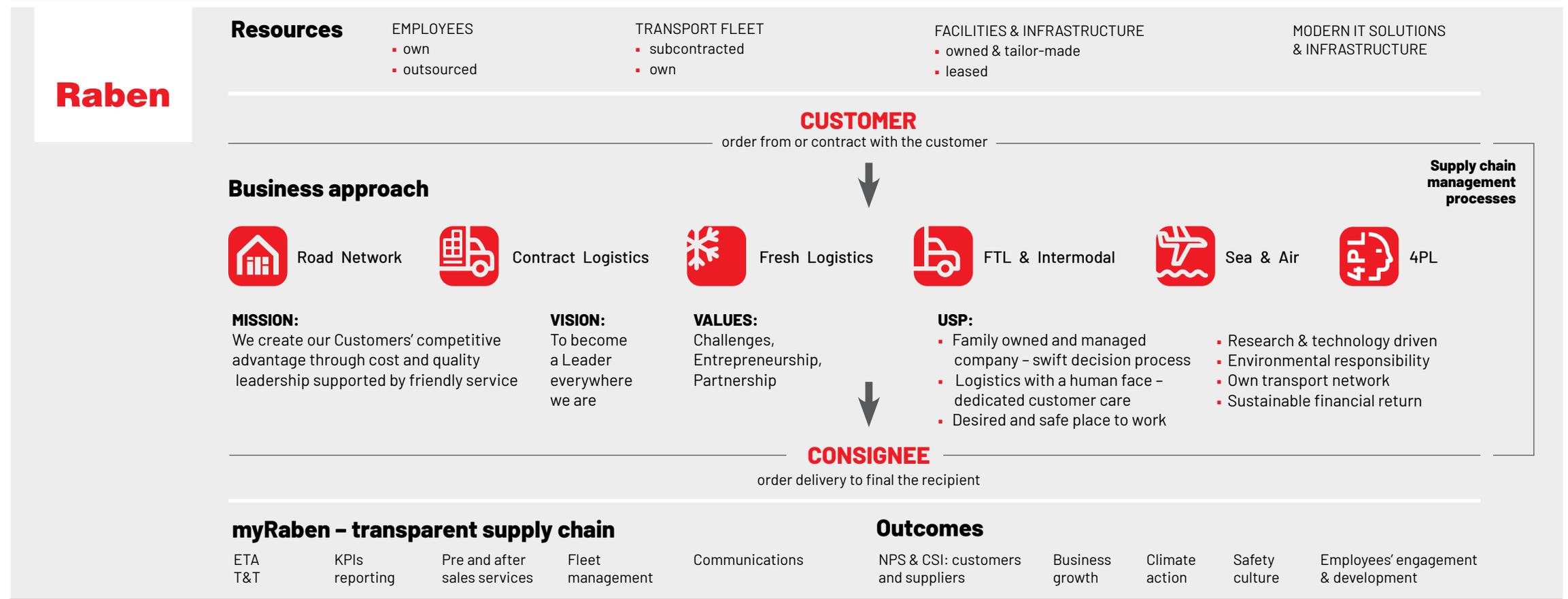
In the Raben Group we've been heading the same way for years. Boldly setting targets and smartly plotting the course. Each day faces us with new challenges, calls for solutions and a creative approach to the changing reality.

In the Raben Group, we focus on CHALLENGES. The ones we have to face and the ones we ambitiously set for ourselves. We appreciate ENTREPRENEURSHIP understood as an active and committed attitude towards professional duties. We believe in PARTNERSHIP drawing on diversity and based on cooperation and trust.



# OUR BUSINESS MODEL

The Raben Group business model is based on development and implementation of new technologies to support operational processes, simplification of procedures as well as the safety of employees, subcontractors, customers and the environment. In short, we understand our customers, we listen to them and we respond to the changing needs by implementing the most effective and innovative solutions taking into account the adopted Sustainability Strategy of the Group.



# OUR SERVICES



**Road network:** We provide domestic distribution and international transport within Europe, ensuring comprehensive customs services and the possibility of temporary storage of goods.



**Contract Logistics:** The service which covers a number of operations carried out in the warehouses, starting from unloading and storage, securing the shipment and preparing for distribution, as well as additional services like labelling, foiling or preparation of promotional sets. This service also includes e-commerce processes.



**Full Truck Loads (FTL):** International and domestic road transport of full truck loads (FTL) and transport services based on intermodal solutions. The service allows for optimizing delivery costs of homogeneous loads without the need to transload products in full truck load transport. In turn, the service of intermodal transport allows for taking advantage of various means of transport while using the same loading unit.



**Fresh Logistics:** Comprehensive logistics solution for fresh products which require controlled temperature from 0°C to +2°C (Ultra fresh) and from +2°C to +6°C in the whole supply chain. Customers can use the services of warehousing, domestic distribution and international transport, both in groupage and in FTL transports.



**Sea and Air:** Sea freight services allows for transporting goods over large distances. Air cargo is delivered to any place in the world in a fast and secure and efficient manner. Many years of experience, close and trusted co-operation with partnering shipowners and airlines help us connect continents and bring even the most remote locations across the globe closer. As part of this service we render intermodal transport as well.



**4PL (Lead Logistics Provider):** These services are the new dimension of logistics. Raben Group assumes the role of the integrator of all logistics operations in the whole customer's supply chain, from transporting raw materials to the final distribution to consignees.

## AWARDS RECEIVED IN 2021



An award in the **Master of Innovative Transformation** competition organized by the ICAN Institute in the "Technology and the Organization" category. The stage of the competition acknowledged the "Manager of Choice" development project involving over 1,000 managers from 13 European countries.

**First place in the "Serious Fun" category at the International Media Festival for Prevention 2021** in Canada for the "Don't be Wild!" educational campaign. The competition is rendered in frames of World Congress on Safety and Health at Work by ISSA.

**First place** in the "Logistics Services" category in the survey conducted by Kantar Polska institute for the "My Company Polska" magazine as a **Reliable Brand 2021**. This award was presented to Raben for the fourth time.

Award in the prestigious competition **Business Superbrands 2021** for the quality of services and B2B relations of the logistics operator and for innovation and CSR activities.

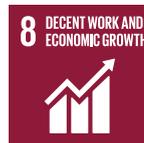
**A Double first place in the 26th edition of the TFL Ranking.** Number one overall and first place in the category of logistics services. At the same time Fresh Logistics Polska received an award in the transport category.



# GOVERNANCE

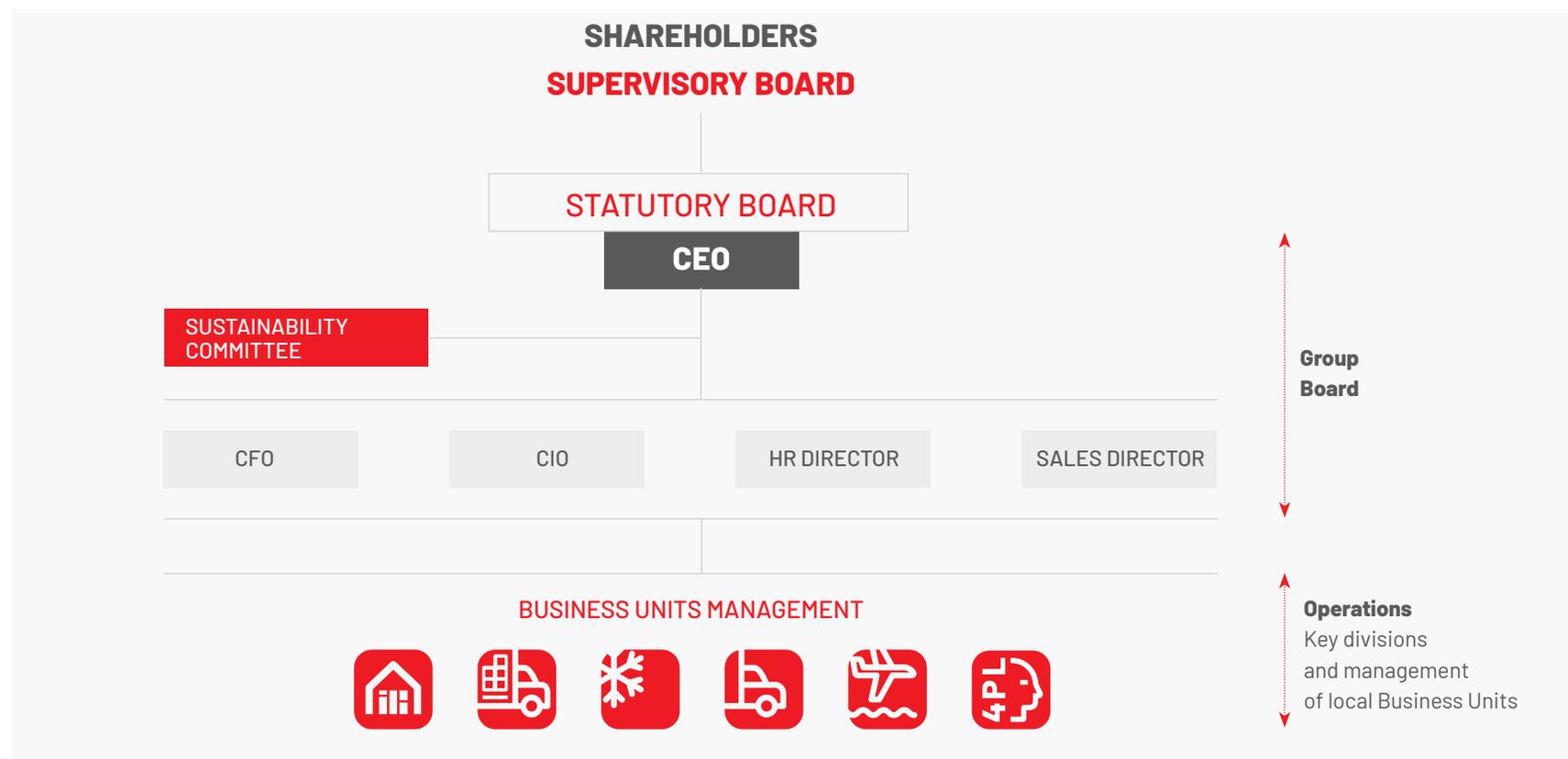
GOVERNANCE AND APPROACH TO SUSTAINABILITY

**Raben Group contributes to:**

 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>5 GENDER EQUALITY</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	

# MANAGEMENT STRUCTURE IN RABEN GROUP

## BOARD STRUCTURE



### SUPERVISORY BOARD

**Composition:** Supervisory Board Directors: Gerard Van Kesteren, Ben Van De Vrie, and Stefan Delacher. There were no changes in the composition of the Supervisory Board in 2021.

**Tasks:** Supervises the Statutory Board of RG N.V. and the general course of affairs of RG N.V. and its affiliated businesses. The Supervisory Board is also an advisory body to the Statutory Board of RG N.V. and the Group Board, advising the CEO and other members of the Group Board in the effective management of Raben Group affairs and pursuing its objectives. The Supervisory Board grants approvals for the specific matters presented by the CEO or other Group Directors.

### STATUTORY BOARD OF RG N.V.

**Composition:** CEO - Ewald Raben, Board Member - Marco Raben

**Competencies:** Responsible for the general management of Raben Group N.V., appoints and dismisses Group Directors, determines Group

Directors' powers and duties, chairs the Statutory Board of RGNV and the Group Board meetings.

### RABEN GROUP BOARD

**Composition:** Members of the Statutory Board and appointed Group Directors.

**Competencies:** Acts as a non-statutory, internal, joint management committee of RG N.V., responsible for making key decisions regarding the Raben Group as a whole and defining directions and goals of the Raben Group. The Group Board grants approvals on specific matters presented by the Statutory Boards of Raben Business Units.

### STATUTORY BOARD OF RABEN BUSINESS UNIT

**Composition:** One or more managing directors as may be appointed from time to time by the general meeting of the respective Raben Business Unit;

**Competencies:** Responsible for the general management of the respective Raben Business Unit, responsible for achieving the Raben Business Unit's objectives, the strategy and associated risk profile, the development of results and corporate social responsibility issues that are relevant to the enterprise insofar as not in conflict with the interest of the Raben Business Unit and the enterprise affiliated with it. The Statutory Board of the Raben Business Unit is responsible for obtaining the approvals for the specific matters from the Group Board or/and the Supervisory Board.

In 2021 there were no changes in the composition of the Raben Group Board or the Statutory Board of Raben Business Unit.

An important role in the management system in Raben Group is played by **4 Committees** whose composition includes Board members:

1. **Sustainability Committee** - one of the tasks of this Committee is to support the implementation of Raben Group Sustainability Strategy;
2. **SHE Committee** - is responsible for actively contributing to the building of a safety culture within the Raben Group by evaluating and approving plans, SHE standards, new projects to prevent injuries and improve working conditions;
3. **Audit Committee** - is responsible for approving and implementing the Policy of Compliance in the Group. The body is chaired by the CEO;
4. **Genius Lab Steering Committee** - the task of the steering committee is to review the progress of the innovation projects, decide on next steps and endorse changes for implementation in the wider Raben organisation

The powers of the Sustainability Committee have been laid out in **+** the section on **ESG management on page 16**. Many key issues related to sustainability also fall under the remit of the remaining 3 Committees.



Raben Group Business Entities report to the Dutch parent company, Raben Group N.V., which every year publishes consolidated financial statements. The report can be found at **+** <https://www.kvk.nl/english/>

# ESG AND SUSTAINABILITY MANAGEMENT

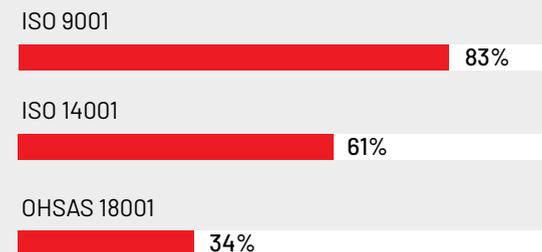
We define the priorities of sustainable development in the updated Sustainability Strategy for the Raben Group for 2021-2025. The challenges related to our key stakeholders and its impacts on the areas of environment, society and corporate governance and were categorised within 3 pillars and 9 specific areas of the Strategy, which have been outlined **+** on page 9 of this publication. They clearly set out our goals in respect to the challenges that are particularly important to us: ensuring safe working conditions for all our employees and subcontractors, the issue of climate change, transparency in the supply chain, as well as responsible standards of cooperation with drivers.

The Sustainability Strategy forms a coherent management system in combination with a set of detailed policies and standards implemented in the Raben Group. Important ESG policies include the **Raben Group Environmental and Climate Policy** adopted in 2021.

[GRI 103-1, GRI 103-2, GRI 103-3][GRI 403-1]

Raben Group requires the same standards in terms of work safety, quality, environment and for Business Entities' management systems in line with standards such as ISO 9001, ISO 14001 and Occupational Health and Safety (OHS). However, Business Entities are not required to be formally certified under these standards.

## GROUP LOCATIONS CERTIFICATION COVERAGE (2021):



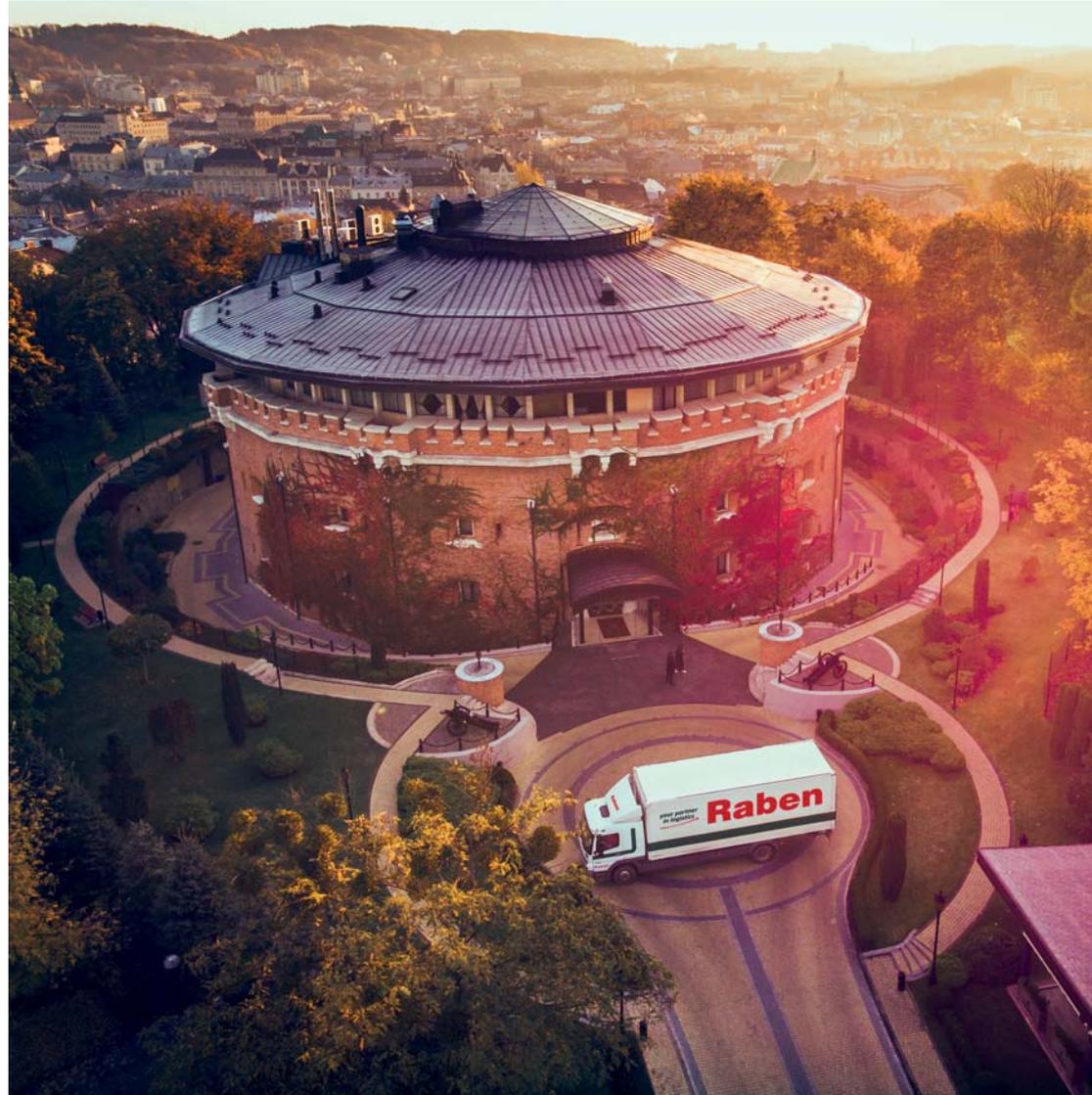
Sustainability is without doubt at the heart of our business and our overall commitments and these goals are defined at the highest level of the Group structure. Raben Group has **the Sustainability Committee** in place, one which is chaired by the CEO who is actively involved in setting sustainability directions and goals. The Committee includes Group Board members and directors of key business divisions, i.e., Research & Development, Risk, Real Estate, Road Network, Business Development as well as the Head of Sustainability who manages the sustainability and ESG issues at the Group level.

The Committee meets **quarterly** and its powers include:

- support of the implementation of the revised Sustainability Strategy, evaluation of strategies and plans, KPIs and ESG goals,
- deciding on climate-related goals,
- setting up and approving sustainability initiatives.

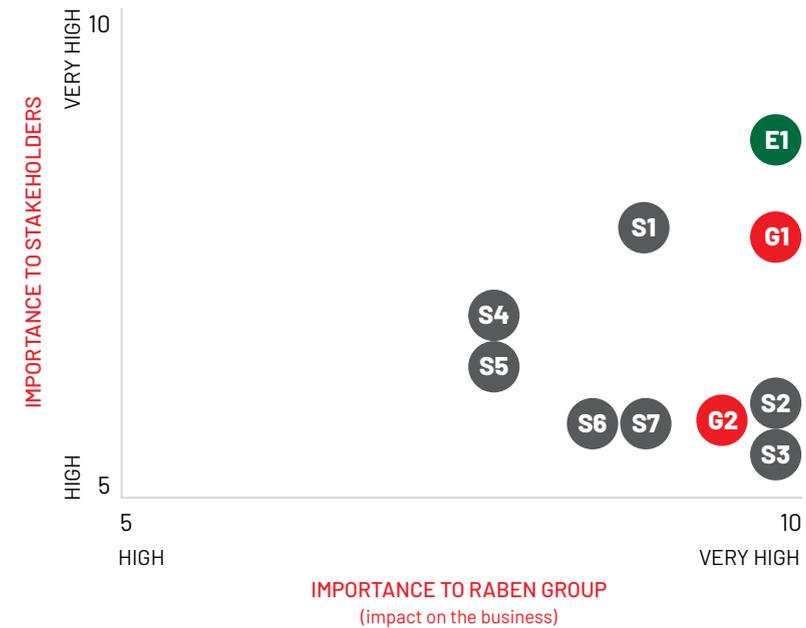
The areas of the Sustainability Strategy, such as ethics, compliance and safety are also discussed directly during regular meetings of the Audit Committee and the Safety Committee.

At an operational level, the **Head of Sustainability** is responsible for implementing the Sustainability Strategy and reporting related progress.



## ESG MATERIALITY MATRIX 2021

In 2021, we conducted another dual materiality assessment of ESG topics to identify and prioritise the issues that are currently most important to Raben Group and its stakeholders. In the course of this process, we identified the key ESG topics and we adopted them as key topics for the content of the Report.



### TOP MATERIAL ESG TOPICS

- E1** Climate change
- G1** Sustainability transparency / Sustainability framework
- S1** Innovation and Technological Advances
- S2** Customer satisfaction
- G2** Information security
- S3** Employees engagement
- S4** Responsible work conditions for drivers
- S5** Ethical standards for all business partners within supply chain
- S6** Safe and friendly work environment for employees
- S7** Diversity and inclusion

**E** Environmental Performance      **S** Social Performance      **G** Governance Performance



### PARTICIPATION IN THE ECOVADIS RATING

As Raben Group we take part in the EcoVadis rating which evaluates the actions and practices of suppliers in terms of their corporate social responsibility. The rating ranks suppliers based on points awarded on a scale of 0 to 100 within four core themes: environment, social performance, ethics and sustainable procurement.

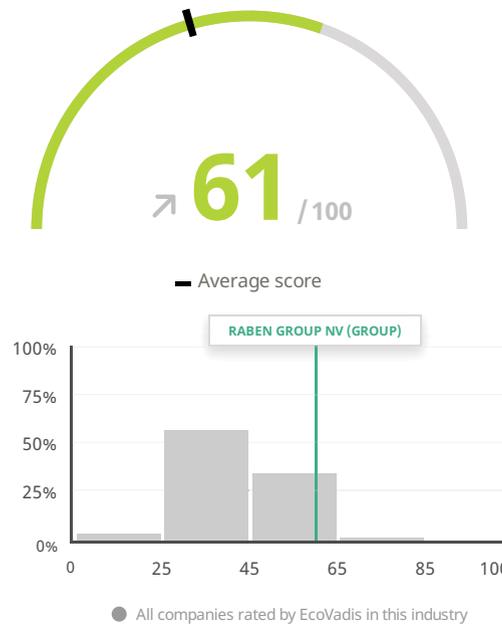
In 2021, our company received the bronze medal and the EcoVadis certificate for its actions and achievements in corporate social responsibility. In 2022 we improved our score – **we were awarded the silver medal.**

For global companies operating in various industries, the EcoVadis assessment is one of the most important criteria for supplier qualification. Also our customers expect the Raben Group to be involved in this initiative. The assessment methodology covers 160 countries, seven management indicators under 21 sustainability criteria in four listed themes. The rating also takes into account guidelines from leading sustainability initiatives, including GRI Standards, the United

Nations Global Compact and the ISO 26000 standard.

### RABEN GROUP ECOVADIS RESULT IN 2022

Sustainability performance



### PARTICIPATION IN THE CARBON DISCLOSURE PROJECT

An expression of our commitment to addressing climate change is our involvement in the Carbon Disclosure Project. **Raben Group received a C Score for 2021**, which is an improvement on last year's D rating and reflects the transport & logistics sector average.

Companies responding to the full version of the CDP climate change questionnaire also receive a Supplier Engagement Rating in addition to the Climate Change Score. It assesses performance on supplier's engagement in climate issues, governance, targets and Scope 3 emissions.

We are proud to announce that we have received the score of **A- in 2021 Supplier Engagement Rating.**

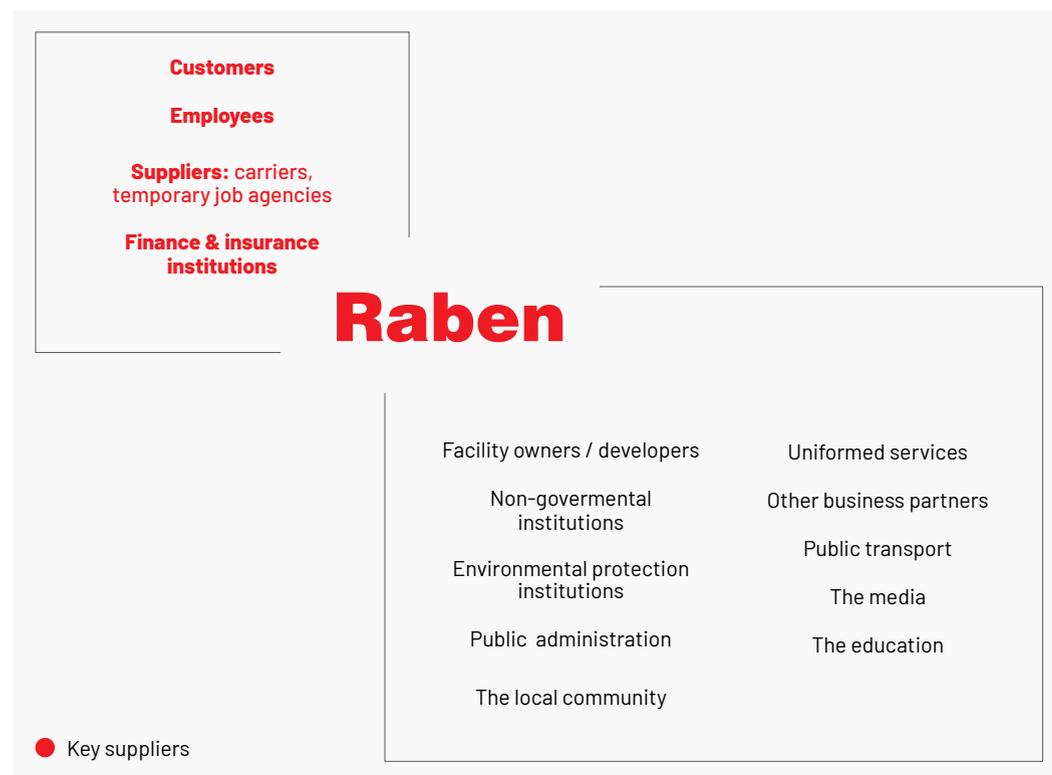
Our goal is to improve CDP ratings in the coming years. Information about the SER methodology is available on [+ CDP website.](#)

In July 2021, we obtained **one of Europe's first** Sustainability Linked Loans (SLL) for the logistics sector. The loan was obtained through a cooperation in a consortium with the following banks: BNP Paribas Bank Polska, ING Bank Śląski, Coöperatieve Rabobank, Commerzbank, mBank, Powszechna Kasa Oszczędności Bank Polski and UniCredit Bank. This success is the outcome of intensive talks between Raben Group and bank representatives, whose priority was to define sustainable development goals and set up real actions in line with the assumptions of our Sustainability Strategy and Group Raben Eco<sub>2</sub>Way 2025 initiative. Under the arrangements, the Group has committed to:

- reduce CO<sub>2</sub> emission intensity from Raben facilities by 30%,
- reduce CO<sub>2</sub> emission intensity from transport by 10%,
- increase the share of the fleet with Euro 5, Euro 6 emission standard or LNG/CNG/electric/hydrogen drive from 73% to 96%,
- increase the participation of women in management positions to 34% by 2025.
- confirm the advancement of the best ESG management practices by receiving a higher Raben Group EcoVadis rating every year.

# STAKEHOLDERS ENGAGEMENT

## RABEN GROUP STAKEHOLDERS' MAP



- We cooperate with key stakeholders, e.g. by active engagement in the activities of industry associations and by supporting initiatives important from our partners' perspective.
- At the invitation of one of our key customers, we participate in the CSR Europe Responsible

Trucking initiative, which aims to improve the social conditions of truck drivers in Europe.

- We also support the UN Sustainable Development Goals 2015-2030 by relating to them in our Sustainability Strategy.



**Raben Group is a member of following associations:**

- International Federation of Freight Forwarders Associations
- Association of Road Transport Operators
- European Food Network
- Arbeitgeberverband und Logistik Baden-Württemberg
- Verband Verkehr und Logistik Berlin und Brandenburg e.V.
- Polish Chamber of Forwarding and Logistics (PISiL)
- UN Global Compact Network
- Verband Spedition und Logistik Nordrhein-Westfalen
- British-Polish Chamber of Commerce
- Netherlands-Polish Chamber of Commerce
- Polish-Hungarian Chamber Commerce
- Polish-Romanian Bilateral Chamber of Commerce and Industry
- Polish-Canadian Chamber Commerce
- Polish-German Chamber of Commerce and Industry
- Italian Federation of Freight Forwarders,
- Italian Chamber of Commerce,
- Estonian Chamber of Commerce and Industry,
- Transported Asset Protection Association,
- Association of Hungarian Road Hauliers,
- Responsible Business Forum
- Association of Polish Dairy Processors
- Employers Association Transport and Logistics Poland
- The Polish Meat Association
- Association of International Road Transport Carriers in Poland
- Efficient Consumer Response Polska
- Polish Chamber of Commerce of Road Transport and Forwarding
- Sdružení automobilových dopravců ČESMAD BOHEMIA, z.s.
- Česká logistická asociace

**UNITED NATIONS GLOBAL COMPACT**

In November 2021, we became a signatory to the **United Nations Global Compact** and we committed ourselves to implement the 10 principles formulated under the initiative and to regularly report our progress in this regard. The United Nations Global Compact is the world's largest partnership for building and developing sustainable businesses at the global and local level, established in 2000 by the then UN Secretary-General Kofi Annan. Thus, we joined the group of over 13,000 organisations

worldwide, which are guided in their operations by corporate responsibility and sustainability.

The ten principles to which we have committed to relate to four key areas:

**the environment, human rights, anti-corruption and decent and legal work.**

Another requirement will be the preparation of annual progress reports (the so-called Communication on Progress, COP). At the same time we received access to platforms, Internet tools and selected UN Global Compact resources, as well as the possibility to take initiatives at the national level and fully engage in the Global Compact Network Poland.

## DIALOGUE WITH STAKEHOLDERS

Dialogue with stakeholders is unquestionably embedded in our Sustainability Strategy. We communicate with them, among other things, by conducting dialogue sessions, organising engagement and satisfaction surveys among our employees and customers, questionnaires, focus meetings, interviews with opinion leaders.

Thanks to the dialogue sessions we can include key stakeholders' opinions in our decisions, strategy and the reporting process. Stakeholders' engagement is organised mainly in two forms:

- **Share the Way dialogue sessions** with key stakeholders: annual round table meetings which are in part one of the key tools in shaping our efforts in the area of Raben Group's social responsibility. The dialogue is conducted in accordance with the AA1000SES standard.
- **Satisfaction surveys** involving key stakeholders, i.e. customers, employees and suppliers, conducted every two years. Apart from satisfaction and engagement of participants, the objective of these surveys is to regularly gather opinions about the impact of the Raben Group on the society, environment and about the information they would like to find in our Sustainability Report.

In 2021, we revised the reporting topics based on the results of the dialogue with stakeholders conducted for the previous reporting process. In individual interviews conducted at that time, stakeholders identified 15 sustainability issues that we took into account in defining the scope of the Report and material ESG issues. The process of revising the materiality matrix of the reported topics involved the top management of Raben Group.

The pandemic has shifted our communication largely to the online realm. In 2020 we have implemented online communication standards and conducted training in this area, our employees are working hand in hand with the tools provided to them whilst closely following communication guidelines.

For our employees to be able work remotely as part of the home office system, we had to implement **dedicated technology, which allowed for maintaining continuous contact with customers.**

The solution applies to telephone calls and the implemented technology allows employees to use only a laptop for this purpose. The apps facilitated the identification of the caller and then subsequently calling the customer back from a laptop, so that the responsible person is always available to the customer who feels no difference in service.

### The stakeholder perspective included the following topics:

- Ecology, natural environment, lowering exhaust emissions
- Ethical standards for the sector and the partners within the supply chain
- Promotion of road safety and the importance of transport
- Managing diversity
- Safety of food warehousing and distribution
- Safe and friendly work environment for employees
- Development and employee retention
- Raben Puls Check 2021
- Information security
- Building a robust safety culture and preventing avoidable accidents in logistics
- Participation in the social dialogue concerning the economy and job market
- Participation in practical, vocational training for students
- Financial data of the company
- Basic information concerning employment.



# BUSINESS ETHICS & COMPLIANCE

The organisational culture of the Raben Group is based on sets of ethics and values. To ensure the compliance with our principles from within the Group and by our partners in the supply chain, we have implemented the following policies:

- Raben Group's Policy of Compliance with the Competition Law,
- Raben Group's Code of Ethics for Suppliers,
- Raben Group's Code of Ethics for Employees,
- Whistleblowing Policy.

## RABEN GROUP'S POLICY OF COMPLIANCE

The aim of the Raben Group's Policy of Compliance is to ensure full compliance of the Raben Group companies and all their employees with **the Competition Law**. The purpose of this regulation is to build awareness of issues related to competition protection, interpret obligations and sanctions under the Competition Law and the potential consequences of their violations.

No confirmed incidents of corruption were reported in 2021, no legal actions with reference to competition breaches, anti-trust or monopoly practices were pending or completed.





### CODE OF ETHICS

One of the key and non-negotiable elements in conducting business in Raben Group is ethical behaviour. In December 2020, Raben Group updated the Code of Ethics and started its implementation among Raben employees and key subcontractors. The Code has been successfully implemented in all Raben Business Entities except for the companies in Germany and Greece. We want to be sure that our employees have practical knowledge of the Code of Ethics, so we have asked our German Work Council to support the process of implementation in Germany. We are as well planning the implementation of the Code in the new Raben Group company in Greece in 2022.

### CODE OF ETHICS FOR SUPPLIERS

We also want to continuously support international efforts to shape the sustainable economy and contribute to the achievement of the Ten Principles of the Global Compact, the Agenda for Sustainable Development 2030, the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.

Achieving this vision is not possible without business ethics and abiding by the highest standards of cooperation with subcontractors. Therefore, together with the Raben Group's Code of Ethics addressed to our employees, we have updated the content of the Raben Group's Code of Ethics for Suppliers. This document clearly sets out the minimum rules of conduct we expect from our suppliers. The implementation of the Code of Ethics among key suppliers

has been completed in all Raben companies except for Netherlands, Ukraine and Germany.

### WHISTLEBLOWING POLICY

Within the Raben Group, we provide our employees and other stakeholders with the opportunity to voice their concerns via a whistleblowing platform on our website. Wherever they might feel uncomfortable raising the issue through their supervisor or Human Resources Department, they can use the platform which guarantees protection against victimization, harassment or legal steps being taken against them.

This policy is intended for individuals who believe they have discovered malpractice or impropriety and it encourages them to take action. It contains a definition of whistleblowing, explains what information a whistle-blower should provide and describes the process of dealing with whistleblowing disclosures and the possible outcomes of reporting such information.

The following entities are responsible for dealing with whistleblowing disclosures within Raben Group's structure:

- Group Compliance Officer
- Internal Audit

The platform is available in 11 languages. Submission of information may be anonymous and it can be done via a hotline or online. Whistleblowing investigations are supervised by the Audit Committee.

## All reports are presented and discussed during Audit Committee quarterly meetings.

In 2021, we recorded 9 submissions, all of which were appropriately addressed.

The implemented whistleblowing procedure and tool is based on best practices and the new EU directive 2019/1937 of 23 October 2019, however it does not take into consideration the implementation of the directive by individual EU members states, which is ongoing therefore still in progress. Due to this fact, in 2021 we started to review legal regulations in this field in individual Raben countries and we are planning to launch the new version of the whistleblowing policy and tools adapted to local law in 2022, together with the amended Code of Ethics.

# Raben

## WE PLAY FAIR

# RISK MANAGEMENT



Raben Group maintains **Group Insurance and Risk Management Policy** which defines the main responsibilities in the area of risk management, methodology of risk identification and assessment, as well as taking risk mitigation actions.

## The risk assessment methodology defines risk scales and probabilities

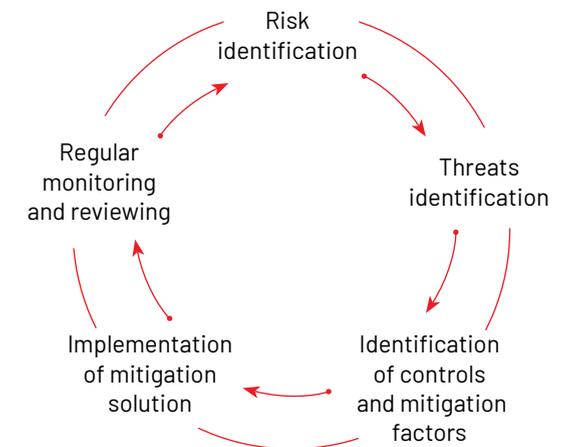
which are common for analyses carried out in various areas of the Group's activities.

The policy describes the responsibilities and the organisation of the risk management systems. The objectives of risk management at the Raben Group are as follows:

- protect the life and health of the employees,
- protect and maximize the Group's tangible and intangible assets, operational capacity and potential, reputation and any other interests of customers and other stakeholders.

## RISK MANAGEMENT PROCESS

We have integrated the Group ESG risks into the risk management framework.



In 2021, we conducted a detailed analysis of climate related risks and opportunities. Detailed information on this subject is available [+](#) on page 83 of the Report.

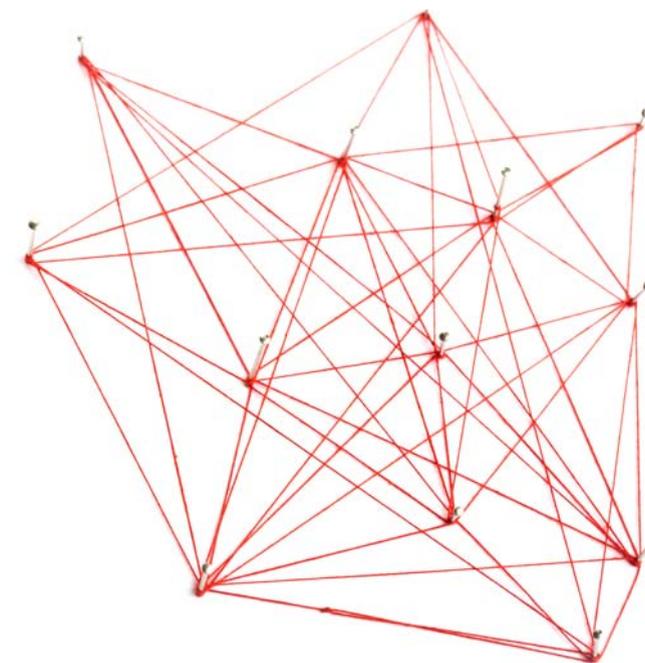
## INTEGRATION OF ESG RISKS

Risk Type	Governance	Society	Environment and Climate
<b>OPERATIONAL RISKS</b>	<ul style="list-style-type: none"> <li>▪ Risk of fire in a warehouse</li> <li>▪ Risk of a rack collapsing</li> <li>▪ Risk of an incident in the warehouse connected with using new technologies, machineries, moving warehouse equipment</li> <li>▪ Unavailability of critical IT systems</li> <li>▪ Unavailability of critical logistical infrastructure</li> <li>▪ Merger &amp; Acquisition risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of a fatal accident in a warehouse or terminal</li> <li>▪ Lack of employees and drivers' availability in the market</li> <li>▪ Risk of road accidents in transport service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of environmental contamination</li> <li>▪ Lack of electricity supply due to extreme weather conditions</li> <li>▪ Risk of increasing energy demand due to climate change, digitalization and robotization</li> <li>▪ Flood risk due to extreme weather conditions</li> </ul>
<b>INFORMATION SECURITY</b>	<ul style="list-style-type: none"> <li>▪ Cyber risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of sensitive &amp; confidential data leakage</li> </ul>	
<b>COMPLIANCE AND ETHICAL</b>	<ul style="list-style-type: none"> <li>▪ Risk of fraud</li> <li>▪ Risk of anti-competitive practices</li> <li>▪ Risk of bribery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of personal harassment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance risks among key suppliers</li> </ul>
<b>EXTERNAL MARKET</b>	<ul style="list-style-type: none"> <li>▪ War risk in Ukraine</li> <li>▪ Risk of pandemic and lockdowns</li> <li>▪ Macroeconomic and financial risk</li> <li>▪ Adaptation risk due to necessity of changing business model caused by digitalization and robotization of the whole sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of strikes and other social outbreaks due to the pandemic</li> <li>▪ Risk of changes in labor laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk of restrictions for vehicle emissions</li> <li>▪ Risk of changes in environmental and climate regulations</li> <li>▪ Diesel and energy cost increase</li> </ul>

## BUSINESS CONTINUITY MANAGEMENT

One of the key elements of our risk management system is Business Continuity Management (BCM) which is designed to ensure business continuity by way of readiness to deploy an organised response to possible incidents. The goals of the BCM policy implemented by the Group are to minimize the risk of disruption of key services, devise appropriate responses to serious incidents, develop procedures and maintain efficient communication in critical situations.

We conduct regular BCM tests to prevent or prepare for unexpected events that could afflict our company: Each company has to complete 95% of activities planned in a particular year in the area of BCM. [Find out more](#)



# INFORMATION SECURITY & DATA PRIVACY



Within the Raben Group, we devote a lot of effort to guaranteeing information security, which we understand as ensuring adequate data accessibility as well as confidentiality and integrity.

This process requires continuous monitoring and improvement, which we comprehensively pursue by developing an **information security management system based on ISO 27001 guidelines**.

In 2021, we have implemented Information Security Management System compliant with ISO/IEC 27001 standard in holding company controlling central systems. Some of the regulations in force have been prepared for the whole Group in order to standardise the rules of information security in all Raben companies.

In the second half of the year, we have started a roll out to the rest of the Group. These projects will be steadfastly continued in 2022.

Part of the implementation of the objectives set for the Information Security Management System, is awareness of information security among employees. From 2022, regular training will be conducted through an online platform, in line with the 2022 awareness building plan.

As part of the management system, an assessment of suppliers affecting information security has also been introduced. Before starting cooperation and periodically during the cooperation, each supplier is subject to an evaluation in terms of information security level.

As part of improving information security in the IT area, many technical and organisational solutions have been implemented to mitigate the identified information security risks.

# RESPONSE TO COVID-19

As the COVID-19 pandemic persisted, our Group's priorities in 2021 continued to be to protect the health of our employees and subcontractors, and ensure business continuity of all our day to day operations. Our Crisis Management Team monitored the development of the situation and in doing so formulated rules and regulations to limit the spread of the virus.

## **The Crisis Management Team developed COVID-19 safety rules and guidelines**

in respect to employees, subcontractors and customers.

Regular meetings of the Team and consultations with all our companies allowed us to efficiently share experiences in dealing with the impact of the pandemic and thus ensured a consistent approach to these challenges across the Group.



# SUMMARY

## RABEN GROUP CORPORATE GOVERNANCE GOALS AND PROGRESS IN 2021:

Governance topic	Progress in 2021	Plans for 2022
<b>ETHICS:</b> <b>Ethical business conduct</b>	<ul style="list-style-type: none"> <li>▪ 100% of whistleblowing inquiries solved</li> <li>▪ 100% of employees covered</li> <li>▪ 60% of key subcontractors covered</li> <li>▪ Code of Ethics – launch of the new version</li> </ul>	<ul style="list-style-type: none"> <li>▪ New contractual conditions with subcontractors including regulation regarding Code of Ethics</li> </ul>
<b>COMPLIANCE:</b> <b>Business conduct compliant with the law</b>	<ul style="list-style-type: none"> <li>▪ No corruption incidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of anti-corruption policy on a Group level</li> </ul>
<b>COMPLIANCE:</b> <b>Information security</b>	<ul style="list-style-type: none"> <li>▪ 1 confirmed incident of data leakage</li> <li>▪ ISMS compliant with ISO/IEC 27001</li> </ul>	<ul style="list-style-type: none"> <li>▪ Building information security awareness among employees</li> <li>▪ ISMS – implementation in other companies</li> </ul>
<b>ESG MANAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Reviewing and specifying the ESG strategy</li> <li>▪ ESG risk matrix, including climate-related issues</li> <li>▪ Sustainability reporting on the Group level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability Strategy implementation and communication</li> <li>▪ SBTi submission</li> <li>▪ R&amp;D project according to green transportation</li> </ul>

# 3

## ECONOMIC IMPACT

“DRIVEN BY INNOVATIONS”

Raben Group contributes to:

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



# SERVICE QUALITY AND CUSTOMER SATISFACTION

## MANAGEMENT APPROACH

The quality of our services is a top priority for all of us here within the group. We want our shipments to arrive on time, without unnecessary and avoidable loss or damage, while at the same time ensuring a high level of linehaul filling and customer satisfaction.

The Service Excellence standard used in our organisation details the metrics and goals by which we measure our quality and performance. During our weekly virtual meetings, we discuss KPIs and overall performance and, if necessary, we make decisions regarding the implementation and monitoring of corrective or improvement actions.



## We have appropriate norms and standards for each sector we provide transport services for.

For instance, food transport and storage require a special approach.

We are a member of the European Food Network. As a result of the requirements arising from HACCP, ISO 22000 and IFS Logistics standards and we monitor various KPIs, so that food products are transported and stored in the most appropriate and suitable conditions. Other certifications held by our various locations include:

- GMP (Good Manufacturing Practice)
- AEO (Authorized Economic Operator).

Our approach to service quality and customer care focuses on:

- **Uniform standards** - guidelines concerning quality and security of services, as well as customer service standards are the same in all companies of the Group.

More about our approach to food transport is available at:



- **Dedicated Caretaker** - each of our customers has a dedicated caretaker in Raben Group.
- **Clear divisions of responsibility** - the Sales Department is responsible for expanding our customer portfolio. The Customer Service Department is responsible for day-to-day service and contact. We also have specialised teams that prepare us for domestic and international tenders.
- **Efficient claims handling process** - We have separate guidelines for handling claims which are lodged via myRaben platform.

## OUR PERFORMANCE

### MEASURING SATISFACTION

The relationship with our customers is our top priority. To ensure a high level of customer satisfaction, we measure it regularly using dedicated surveys. Open-ended questions help us identify areas for improvement, while monitored **Net Promoter Score (NPS) and Customer Satisfaction Index (CSI)** illustrate the overall level of satisfaction of our customers. Each result is analysed at the level of individual Raben entity and influences the actions we take to improve satisfaction indicators. In 2022, we plan to introduce a unified questionnaire to conduct the satisfaction survey across Raben Group.

### CUSTOMER SATISFACTION<sup>1</sup>:

NPS: **36%**      CSI: **77.2%**



Additionally, as part of our Service Excellence, in 2021, we implemented new internal KPI: “Quality of Time Services”, which helps us deliver even better quality to the customer.

### MORE THAN SERVICE

We are an important link to our customers’ supply chain. We want to support them on their path to sustainability. That is the reason why:

- **We invite them to participate in our various initiatives.** The project aimed at doing away with paper invoices is worth mentioning here.
- **We share our knowledge.** We invite our customers to the Raben Group facilities. We demon-



strate processes and procedures and share our know-how.

- **We advise on more environmentally friendly acceptable solutions.**
- **We engage in social campaigns together.** More on this topic is available in the “Social Impact” section.

### CLAIMS MANAGEMENT

The Raben Group implemented rules of claims handling which are incorporated into agreements and General Terms & Conditions of Providing Services and are discussed with customers during contract negotiations. Apart from the general guidelines at the Group level, the detailed rules are clearly laid down by individual companies depending on the nature of the service and supported products. We have a dedicated Claims Department where we regularly train our employees in customer service standards and legal requirements of individual and specific markets.

We digitised the process of reporting and handling claims. Every customer can report their concerns through the myClaim app which is linked to myRaben.com. Digitising the process offers numerous benefits:

- documents required to process a claim may be uploaded online
- it is possible to check the current status of a claim online at any moment of the claims process
- the entire process is quick and efficient

### SERVICE EXCELLENCE PERFORMANCE:

#### Domestic transport quality data<sup>2</sup>:

**98%**  
Delivery performance (timeliness)<sup>3</sup>

**81.3%**  
Shipments with ETA<sup>4</sup>

**94.2%**  
Linehaul filling (pallet places) in the whole Raben Group<sup>5</sup>

**117.4%**  
Linehaul filling (pallet places) for Poland, Germany and Czechia

<sup>1</sup> The satisfaction survey was conducted in Poland, Hungary and Italy.

<sup>2</sup> Last year we reported data showing the performance of our services for Poland, Germany and Czechia. Since this year the report covers all Raben Group Business Units, the presented indicators are different than the last year’s values.

<sup>3</sup> Data for the whole Group except Greece

<sup>4</sup> Data for the whole Group except Bulgaria, Greece and Italy

<sup>5</sup> Data for the whole Group except Greece. Linehaul filling for Poland, Germany and Czechia differs from the value of the indicator for the whole Raben Group (without Greece). This is due to the larger market share in these three countries, which makes it easier for us to optimise the filling of our trucks. Worse indicators across the Group are also affected by the long distances of the linehaul connections in some markets (e.g. Ukraine or Italy).

# SECURITY OF CUSTOMER DATA

At the Raben Group, we devote a lot of effort in guaranteeing information security, which we duly understand as ensuring adequate data accessibility as well as confidentiality and integrity.

This process requires continuous monitoring and improvement. In 2021, Raben Management Services completed the implementation of the Information Security Management System compliant with ISO/IEC 27001 standard. Some of the regulations in force have been prepared for the whole Group in order to standardise the rules of information security amongst all Raben companies.

In 2021, we:

1. conducted internal audits to verify the implementation of the Information Security Management System.
2. carried out the first management review.
3. agreed on objectives and actions for the coming year, which include:
  - regular awareness training
  - implementation projects in companies of the Group
  - review of processes related to data protection, in particular Privacy by Design.



# INNOVATIONS

## MANAGEMENT APPROACH

### The future of logistics



Logistics innovations have soared since the start of the pandemic in 2020. Many companies had to speed up digitisation and automation plans in order to keep up with the new reality. At Raben we have always been working on innovations in order to offer the best possible service to our customers. The innovations are in the field of:

1. process improvement
2. new product development
3. extending the product range
4. adding value to products

## The flywheel of innovation within the Raben Group is the Genius Lab

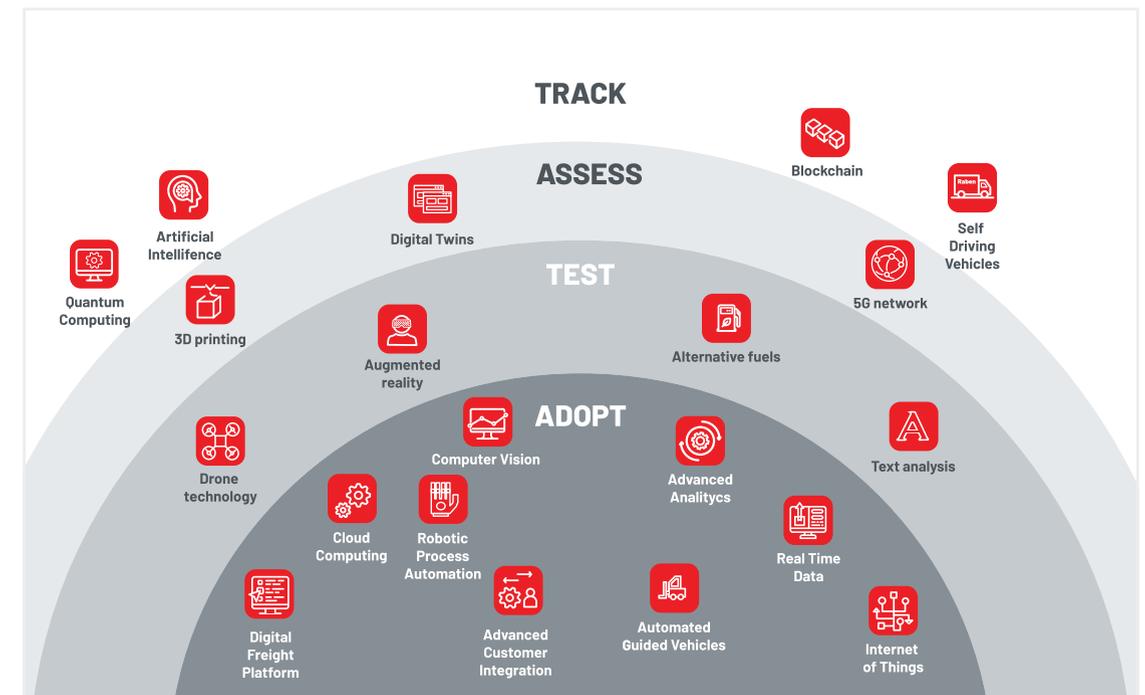
which scouts for, develops and implements new innovations in the company.

The Genius Lab continues to report to the Steering Committee consisting of the Group Management Board and key leaders from the different divisions. The meetings are held every quarter. The task of the steering committee is to review the progress of the innovation projects, decide on next steps and endorse changes for implementation in the wider Raben organisation.

## OUR PERFORMANCE

The following technologies have been identified and are being assessed, tested and implemented. The graph explains the status of each technology:

## TECHNOLOGY RADAR PICTURE:



We are continuously scouting and tracking new technologies, the market is very dynamic and every month new ideas and start-ups are being added to our radar. Therefore, this list is being completed on an ongoing basis. The most important technologies that Raben is testing and implementing are mentioned below:

- **Automated Guided Vehicles (AGV)**

AGV solutions are already operating within the Raben Group for warehousing operations. We are continuously testing new possibilities that are brought to the market.

- **Alternative fuel**

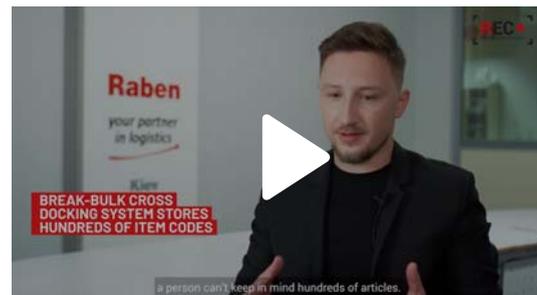
Identifying and testing of alternative fuel options for the transportation and warehouse operations, such as LNG, EV, hydrogen and hybrid vehicles.

- **Robotic Process Automation (RPA)**

Robotic Process Automation (RPA) is a software technology that makes it easy to build, deploy, and manage software robots that emulate



- **For the role of IT systems in warehouse management, see:**



humans actions interacting with digital systems and software. Already 21 Robotic processes have been implemented, a dedicated team is working to deploy this further.

- **Warehouse Automation:** Automate repeatable processes by the use of sorters, packing and palletizing robots and cobots for automatic loading.
- **Internet of Things (IoT).** Sensors to measure temperature and humidity, and the integration of

measurements with the Warehouse Management Systems (WMS). Implementation of electronic employee time registration cards that enables work measurement and assessment.

- **Automated inventory.** Automated scanning technology mounted on the forklift that moves through the aisles has been tested.
- **Automated scanning.** For one of our customers with specific characteristics (car and truck

- **For more information about PCD, see:**



tyres) automatically scanning technology was implemented scanning tyres that are loaded into trucks.

- **Advanced Analytics.** Ongoing analysis of warehouse and transportation processes using cloud based analytics tools for controlling efficiency and accuracy.
- **Computer Vision.** Picture Confirming Delivery (PCD) was implemented for contactless confirmation of delivery with a photo.

The PCD received **the “Golden Innovations FMCG & Retail 2021” award** during the Innovation Days in Warsaw.

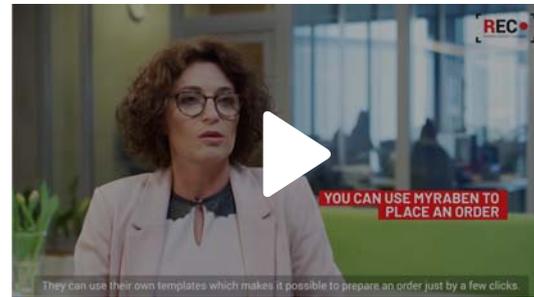
- **Text Analysis:** Further development of advanced OCR tools in the accounting and operations departments to limit the manual data entry and optimize the processes.
- **Digital Twin** technology is being assessed to potentially enhance the warehousing and transportation processes and manage better planning, optimisation and predictive analytics
- **Real Time data:** For customers the ETA tool has been implemented that allows for tracking shipments in real-time based on the estimated delivery time parameter (ETA). The tool relies on the information about the current location of the driver based on the GPS location provided by a mobile device. In early 2022, the ETA System was operational in 11 European countries.

**For more information about ETA, see:**



- **Digital Freight:** Implementation of best in class transportation planning and optimisation software optimizing routes on a strategic and tactical level.

**More about the myRaben platform is available at:**

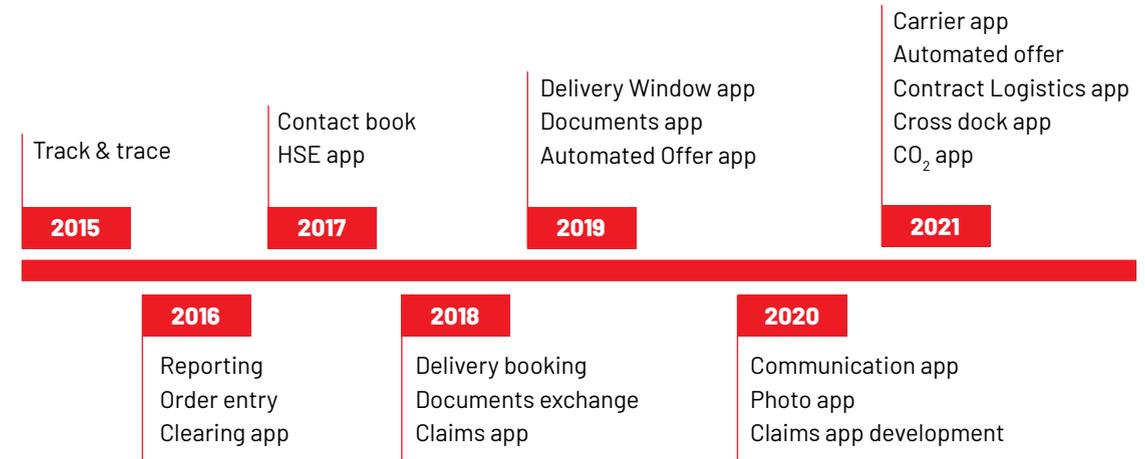


- **Advanced Customer Integration – MyRaben.com:** Already in 2015 a new platform was implemented for online integration with customers and carriers, and it has been further developing consistently ever since. Thanks to its functionalities, our customers, employees and carriers can efficiently manage shipments and perform pre- and post-sales service.

Additionally, some of the innovations are designed to help us manage our environmental impact:

- **Smartour**  
This solution enables efficient planning of single or multi-stop deliveries: it plans and optimizes routes while respecting all the relevant deliveries, customers, and vehicle-specific restrictions.  
+ **More information on page 42.**
- **CO<sub>2</sub> Calculator**  
This is another innovative tool improving analytics for route- and shipment-level emissions calculations.  
+ **More information on page 42.**

**INNOVATIVE APPLICATIONS DEVELOPMENT**



# SUMMARY

## RABEN GROUP ECONOMIC GOALS AND PROGRESS IN 2021:

Governance topic	Progress in 2021	Plans for 2022
<b>MARKET</b>	<ul style="list-style-type: none"> <li>EvoVadis rating - Bronze Medal</li> </ul>	<ul style="list-style-type: none"> <li>Silver Medal in EcoVadis - already achieved</li> </ul>
<b>CUSTOMER SATISFACTION</b>	<ul style="list-style-type: none"> <li>The satisfaction survey was conducted in Poland, Hungary and Italy</li> </ul>	<ul style="list-style-type: none"> <li>Unified questionnaire to conduct CSI / NPS Survey in Raben Group</li> </ul>
<b>INNOVATIONS: continuous improvement in R&amp;D</b>	<ul style="list-style-type: none"> <li>Development of RPA - dedicated department has been set up</li> <li>Further development of Genius Lab initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Further development of RPA and Genius Lab projects</li> </ul>



**Raben**

*your partner  
in logistics*

way

Raben

KRONE

# ENVIRONMENTAL IMPACT

ECO<sub>2</sub> WAY TOWARDS ZERO-EMISSION FUTURE

Raben Group contributes to:

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

# MANAGEMENT APPROACH



<sup>6</sup> [https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2022.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf)

## MAIN CHALLENGES

Undoubtedly, one of the biggest environmental challenges we are currently facing as a company is climate change. Failure to act to climate change has been ranked as one of the greatest threats facing our planet another year in a row in the World Economic Forum's annual Global Risks Report<sup>6</sup>. We are acutely aware of the need to maximise efforts to counteract these changes.

The 2015 Paris Agreement defined a bold ambition to limit global warming to less 2°C above the pre-industrial levels and pursue efforts to limit it to 1.5°C, in part by pursuing carbon neutrality by 2050. Consequently, individual countries and industries are implementing solutions to achieve the goal. The European Union has become the global leader in transformation. We are seeing more consumer demand for sustainable supply chains on this continent than in the rest of the globe.

As one of the leaders in the logistics industry, the Raben Group is facing a very difficult and somewhat formidable task. In respect to CO<sub>2</sub> emissions

those from transport account for about 25% of global emissions, with about 45% coming from road passenger transport and 30% from road freight transport. The Green Deal aims to reduce these emissions by 90% by 2050. At the same time, we are confronted with technological limitations, insufficient infrastructure, far too few regulatory incentives and often limited demand from consignors of shipments. Admittedly, in the case of the latter, we have never the less seen positive changes over the recent years.

The EU Taxonomy Regulation which came into force in 2022 should help provide a robust framework for energy transition efforts of logistics companies. Within the Raben Group, we are also participating in various working groups both in Germany and Poland which are developing the possibilities and potential scenarios of such a revolution. All indications are showing that up until 2025 there will mainly be R&D projects in the realm of road transport which will be carried out by using and testing new road transport solutions on selected processes. It is only expected that by around



2030 that we can expect a significant share (at the level of 30-40%) of new sales of zero-emission trucks. However, they will most likely be Fuel Cell Electric Vehicles (FCEV) with hydrogen engines and not Battery Electric Vehicles (BEV). Until then, companies must work mainly on the emission intensity of their processes, and use transitional solutions like biofuels, synthetic fuels, or natural gas in the meantime. Moving road traffic to rail transport is also an interesting and viable option. This may even be a target solution, but it is unlikely to apply to the total volume of goods in demand in Europe. Particularly since according to market forecasts, this demand will be steadily growing in Europe.

### Pathways to Paris

In 2021, the Raben Group participated in a dialogue of stakeholders of the road transport industry as part of the Pathways to Paris project. It is run in Germany by PwC and the World Wildlife Fund on behalf of the German government. The aim of the partnership is to develop potential paths towards the goals of the Paris Agreement for the road transport industry in Germany. Matters under consideration include different scenarios, potential technological and infrastructure solutions, as well as financing options for the transformation under each scenario. The workshop brings together the largest logistics operators on the German market, as well as players from the financial and insurance sectors and research centres.

➕ <https://pathwaystoparis.com/branchen/stakeholder/>

### OUR RESPONSE

We feel responsible and thus determined to take any possible actions to combat climate change and its subsequent impact. Environmental responsibility is:

- an integral part of **our vision for the development** of the entire Group, as well as individual Business Entities;
- one of the pillars of **our business strategy**: “Raben Group Strategy 2020”;
- a key component of **our ESG strategy**;
- and finally the topic of the **“Raben Group Climate and Environmental Policy”** which we implemented in 2021 on the Group level.

In addition, individual Business Entities have additional policies in place which complement the ESG strategy and govern good environmental practices.

According to the **“Raben Group Climate and Environmental Policy”**, environmental protection in Raben Group follows three directions:

- Climate Policy;
- Circular Economy;
- Eco Initiatives.

In order to raise the profile of climate issues and to manage emissions more effectively and transparently, in 2021 **we signed a commitment letter under SBTi at the level of well below 2°C. In 2022, we are planning to set specific goals and a path to achieve such goals.**



Efficient management standards based on international standards - ISO 50001 for energy management and ISO 140001 for environmental management - help us achieve our goals. Our Business Entities has an integrated management system specialist who is responsible for environmental topics. The Transport Department is also involved in the process and is accountable for clearly defined KPIs, such as truck fill rates and empty miles. Data are reported to the Group Sustainability Manager who performs analysis and proposes new solutions. They are approved by the Responsible Development Committee led by our CEO.

**Raben ECO<sub>2</sub>WAY** is a project which covers activities mitigating our negative impact on the environment. We have been developing it since 2018.

**ENVIRONMENTAL PROTECTION - ECO<sub>2</sub>WAY**

Our goals by 2025:

- **Climate change**
  - 30% reduction of emissions intensity in our facilities (scope 1 and 2);
  - 10% reduction of emissions intensity in transport operations (all scopes);
  - developing solutions for offsetting emissions;
  - ensuring Euro standards of our suppliers' fleet - 96% of the fleet with Euro 5 and 6 or other zero-emission engines.
  - further development of the CO<sub>2</sub> calculator at the shipment level - full integration with myRaben platform and the offset possibility for customers by 2023;

- green energy solutions - renewable energy certificates of origin, the first PPA for renewable energy purchase for the next 7 years, works on the first zero-emission warehouse.

▪ **Circular Economy**

- 90% sorting rate with the goal of all sorted waste being recycled or composted;
- increasing the share of electronic documents to 90% (e-invoice) and planting a tree for every customer consent to go paperless.

In the long term, **our goal is to reduce emissions to zero.**

We want to be a climate-neutral company in all scopes by 2050.

**Here are the main areas of our activities that reduce our negative impact on the environment:**

**1. Transport:**

- We ensure efficient **truck filling, route planning and reducing empty miles** by implementing new tools and software such as CO<sub>2</sub> calculator or Smartour;
- We cooperate with subcontractors to improve **Euro emission standards**;
- We are working to introduce the **first zero- or low-emission trucks** into our fleet (in addition to the LNG and CNG trucks we already use). Business Entities will be operationally responsible for the implementation of R&D projects.

**2. Our warehouses and offices:**

- We sort waste;
- We introduce **energy-saving technologies** and environmentally friendly solutions such as emission-free refrigerants;
- We purchase **energy** according to the Group guidelines;
- We replace disposable plastic with **bio-solutions or glass**;
- We introduce solutions to support **circular economy in warehousing**.

**3. Additionally:**

- We encourage customers to switch to **e-invoicing**;
- We support the **digitalisation of processes** at the Group level;
- We ensure **proper handling of chemicals** in transport and storage;
- We continuously **improve our management systems**.



# EMISSIONS

## Our emissions are primarily generated by:

- Combustion of Diesel oil in transport;
- Consumption of electricity, heating and cooling in our warehouses.

Raben Group's carbon footprint was 1.45% higher in 2021 compared to 2020. In 2021 it amounted to 653,234 tonnes of CO<sub>2</sub>e according to market-based calculations. A year earlier the carbon footprint for the Raben Group was 643,904 t CO<sub>2</sub>e.

The increase in Scope 1 emissions is mainly the result of increased warehouse capacity and the consequent higher demand for heating and refrigerants. That growth also includes an 11.5% increase in the company's own fleet.

Scope 2 emissions decreased by 65.6% y/y, mainly due to the decision to purchase renewable energy.

In Scope 3, our emissions increased by 6%. This increase was mainly due to higher road transport volumes by our subcontractors and the overall business growth. In 2021, we transported a total of 16,000,000 shipments, an increase of about 23% over the previous year.

We provided detailed information on the management of greenhouse gas emissions and climate change issues, including information on managing climate risks and future goals in this area, in [a supplement entitled "TCFD disclosure"](#)

## GREEN ENERGY RATIO

	2021	2020
<b>Green Energy purchased (GJ)</b>	132,627	0
<b>Total Energy purchased (GJ)</b>	266,438	240,080
<b>Ratio</b>	49.8%	0.0%

## TOTAL GREENHOUSE GAS EMISSIONS OF RABEN GROUP<sup>7,8</sup> (MARKET-BASED APPROACH)

	Emissions 2021 t CO <sub>2</sub> e	Emissions 2020 t CO <sub>2</sub> e	Year-on-year change <sup>8</sup>
<b>Scope 1</b>	71,657	66,126	+ 8.36%
<b>Scope 2</b>	14,897	43,344	- 65.63%
<b>Scope 3</b>	566,680	534,434	+ 6.03%
<b>TOTAL</b>	653,234	643,904	+ 1.45%

**653,234 t CO<sub>2</sub>e** our carbon footprint in 2021 calculated using the market-based method<sup>7</sup>.

## PERCENTAGE OF TOTAL EMISSIONS



<sup>7</sup> We did a rebasement of data for 2020 according to extension of the scope of reporting and publishing data for the first time for the whole Raben Group. When presenting year-on-year change, the base year is 2020.

<sup>8</sup> Raben's operations in Bulgaria were excluded from the calculations in scope 1,2 and 3, and all M&A companies were excluded from scope 3 calculations.

# EFFICIENT TRANSPORT AND MODERN FLEET

## EXAMPLES OF TRANSPORT EFFICIENT SOLUTIONS

### CO<sub>2</sub> CALCULATOR

In 2021, we continued to develop our CO<sub>2</sub> Calculator which will ultimately improve our analytics for route- and shipment-level emissions calculations. The calculator is **integrated into our Transport Management System** and telematics software and takes into account factors such as:

- fuel type,
- fuel consumption,
- type of vehicle (including cooling units),
- vehicle loading capacity,
- distance covered and type of road terrain,
- shipment weight,
- overall percent of filling the loading capacity during the whole trip.

We have completed a pilot project and have established a dedicated team at the HQ level and at each Business Entity to be responsible for data quality and emissions reporting to customers. All team members were trained on the calculation methodology and technical issues of the solution.

In December 2021, the tool was rolled out in all markets (apart from Greece), and as of January 2022, it makes calculations on an ongoing basis at the level of each shipment.

### SMARTOUR

In 2021, we completed the deployment of Smartour in the German, Dutch, Czech and Slovak markets. At the same time, we continue to work to apply this solution in other markets as soon as possible. Our innovative tool allows for improving operational planning by increasing truck fill and reducing empty miles. This is especially true for last-mile delivery, which is the delivery of goods to end users. They generate relatively the highest emissions per shipment. Research by the World Economic Forum predicts a 78% increase in demand for last-mile delivery in cities by 2030. This will result in a 35% increase in the number of delivery trucks in city centres.

### INFRASTRUCTURE

One of our most important goals is to reduce the so-called empty miles, i.e. to use the cargo space as efficiently as possible in each transport operation.

**94.2%** was the total linehaul fill in Raben Group in 2021 (domestic operations).

**140%** this is the fill rate we were able to achieve thanks to cooperation with individual customers.



Within the Raben Group, for more than several years now we have been investing in:

- **double-deck semi-trailers – by the end of 2021 we had over 2000 (almost 500 newly purchased in 2021).**  
By stacking pallets we can significantly increase the payload capacity of a standard semi-trailer. However, this requires close cooperation and commitment from customers.
- **Swap bodies – by the end of 2021 we had almost 550 (100 new in 2021 alone).**  
They are very flexible in terms of route planning because one container can be left in an intermediate location or replaced by another.
- **City Liners – by the end of 2021 we had over 500 (over 130 more in that current year).**

Due to only two axles and the resulting turn capacity, they can freely enter urban areas with restricted traffic, only available so far for trucks with a maximum average load capacity of up to 15 pallets. Whereas, in reality they can carry up to as many as 27 of them.

- **Jumbo road trains, or LHV's – by the end of 2021 we had 76 (with over 30 connections more in 2021).**  
This truck combination consists of a large tractor that pulls two traditional double deck semi-trailers behind it. In the Czech Republic, on one route alone, this solution can reduce CO<sub>2</sub> emissions by 200 tonnes per year. However, such large vehicles are not allowed everywhere due to respective country restrictions.

PALLET PLACES	 City Liner	 Standard semi-trailer	 Swap body	 Jumbo road train
regular	27	33	36	51
double-deck		66	72	102

## OUR FLEET

**9,400**

vehicles are operated by Raben Group, of which:

**600**

is owned by the Group,

**8,800**

is owned by subcontractors.

<sup>9</sup> We did recalculation of emissions intensity data for 2020 due to the change in methodology and the scope of reporting (more details you can find on page 76). When presenting year-on-year change, the base year is 2020.



## RAIL TRANSPORT

An interesting alternative to road transport is the use of the rail network. On average, this reduces CO<sub>2</sub> emissions by up to about 80%. We are developing this service particularly in Poland, the Netherlands and Italy. With the acquisition of the BAS Group, we have gained additional competence, tools and infrastructure that will allow us to offer our customers an effective alternative to road transport. The disadvantage of rail transport is

the longer lead times, however, the environmental benefits are incomparable.

We also measure **transport CO<sub>2</sub> emissions intensity**. The slight year-on-year improvement shows that all the efforts made recently have borne fruit. We will continue our work in this area and increase our efforts to make our transport even more efficient in the coming years.

## Transport GHG emissions intensity [g CO<sub>2</sub>e/tkm]<sup>9</sup>

2021: **101.15**      2020: **107.78**      Year-on-year change: **-6.2%**

# ENVIRONMENTAL GOALS IN COOPERATION WITH OUR SUPPLIERS



One of the key conditions we set for suppliers in the selection process is that they meet environmental criteria. We verify 100% of our regular suppliers in this respect. We encourage and motivate carriers who cooperate with us to follow our example in their approach to the environment. We offer them attractive lease plans, so that in the future they can contribute to the development of low-emission fleet of the Raben Group.

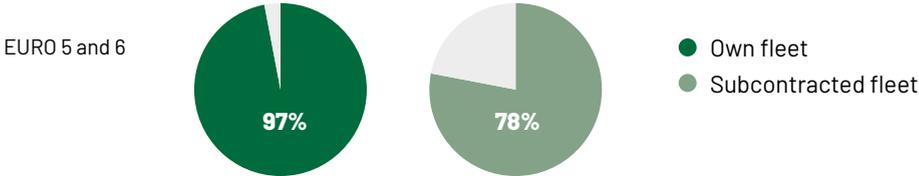
In 2021, 10% of our subcontractors' fleets in the Czech Republic, Germany and Poland were classified below Euro 4 standard. Only 2% of those vehicles belonged to Raben Group.

We are working hard to move away from using this type of transport fleet as soon as possible.

We set ambitious goals for our suppliers.  
**We want to reduce vehicles with standards lower than Euro 5 and 6 to 4% by 2025.**

**79%** of our fleet is comprised of Euro 5 or higher standard vehicles.

### MODERN FLEET



# ECOLOGICAL BUILDINGS



In the Raben Group, **warehousing is responsible for about 50% of Scope 1 and 2 emissions.**

We maximise our efforts to reduce the environmental impact of our buildings. We have specialists on our team who are involved in the design of our facilities. They aim to use solutions that are safe, efficient, and moreover environmentally friendly.

**All our new investments are equipped with state-of-the-art technological solutions. They include:**

- LED lighting systems;

- automatic lighting control systems;
- gas heating systems based on radiators with enhanced radiation capacity;
- thermal insulation of hydraulic ramp platforms;
- mechanical ventilation with heat recovery;
- roof lights offering access to natural light;
- lithium-ion batteries for forklift trucks.

## ZERO-EMISSION WAREHOUSE

For a long time our ultimate goal has been to design and build a zero-emission warehouse. In 2021, our Real Estate Segment, which is responsible for the

implementation of investments in office buildings, warehouses and cross-dock terminals, has developed a concept of an almost zero-emission warehouse. The application of photovoltaic panels and a heat pump will consequently reduce emissions for a standard 10,000m<sup>2</sup> facility by 96%. Only refrigerants used in air conditioners and diesel fuel (used

for power generators in case of an emergency) will generate CO<sub>2</sub> emissions into the atmosphere. We are planning to put the concept into practice initially in the Netherlands, and later on we are considering Germany. Completion dates are subject to obtaining the appropriate development permits, which we have already applied for.

**TABLE WITH AVERAGE VALUES FOR A STANDARD WAREHOUSE WITH AN AREA OF 10,000 M<sup>2</sup>**

Emission sources	CO <sub>2</sub> emissions [t]	CO <sub>2</sub> e emissions [%]
<b>Electricity</b>	500	76%
<b>Natural gas</b>	129	20%
<b>Diesel fuel</b>	5	1%
<b>Refrigerants</b>	20	3%
<b>Total</b>	654	100%

## OUR TECHNICAL SOLUTION

or **750kW Photovoltaic farm** + **800kW heat pump** → **Emission reduction of almost 100%**  
**750kW solar panels on the roof**



### GREEN ELECTRICITY

We used energy with renewable certificates of origin in 2021 and we will use a similar solution in 2022. At the same time, we have made an action plan to go one step further. We signed a seven-year PPA (Power Purchase Agreement) with an energy supplier in Poland.

**Pursuant to the agreement between 2023 and 2029 Raben Group in Poland will use energy from photovoltaic farm in its own facilities.**

To meet our energy needs, dedicated photovoltaic farms will be built with a total area of about 40 hectares, and a total capacity of about 35 MWp.

What is more, on 06.12.2021 we have completed a new electricity supply contract in Germany with a 100% direct green electricity supply for all depots in which we are directly responsible for electricity supplies. That accounts for 90% of total locations. The contract runs until 31.12.2025 and is valid from 01.01.2022.

### ENERGY CONSUMPTION

	2021	2020 <sup>10</sup>
<b>Total direct energy consumption in our facilities [GJ]</b>	513,499	417,801
<b>Total direct energy consumption in leased facilities [GJ]</b>	244,105	170,546
<b>The share of energy consumption in leased facilities in relation to total energy consumption in all Raben Group facilities</b>	48%	41%
<b>Direct energy intensity ratio in facilities [MJ/ m<sup>2</sup>]</b>	355	298

### Warehouse and offices GHG emissions intensity [kg CO<sub>2</sub>e/m<sup>2</sup>]

2021: **20.97**    2020: **39.01**    Year-on-year change: **-46.25%**

<sup>10</sup> The previous report provided data for parts of the Group. For the purposes of this report, the 2020 data has been recalculated to include data for the entire Group.

# WASTE AND WATER

The vast majority of waste generated in the Group comes from customers' shipment packaging solutions, such as: pallets foil, boxes, fillers, labels and tapes.

- Over 50% of all generated waste is paper;
- About 10% is plastic waste;
- Around 10% constitutes commercial and industrial waste.

### We want to contribute to circular economy.

We focus on:

- reduction and elimination of non-recyclable waste;
- measurement of waste volumes per each type (with special control over hazardous waste);
- meticulous sorting of our waste.

**89%** of our waste was successfully sorted in 2021.

**90%** the sorting rate we would like to achieve in 2025.

We earnestly encourage our contractors to sort their waste. We provide them with appropriate containers and compactors for such a purpose.

### COOPERATION BETWEEN RABEN LOGISTICS POLSKA AND UPM RAFLATAC

In Poland we provide transport of goods services and also offer our customers related value added services, such as combined packaging and labelling services. They have been experiencing an intense growth in its popularity in recent years.

That's why we decided to take our service to an even higher level and therefore implemented a joint project with UPM Raflatac called RafCycle. Our partner offers us a complete labelling solution that works in a closed loop. They receive the label material collected from us and coordinate the recycling process which produces full-quality new RAFNXT+ label materials. By doing so, we reduce our waste, contribute to the circular economy, and reduce our carbon footprint.



**+ Find out more**  
about our cooperation:



### WATER

14m<sup>3</sup> of water was used by our average employee in 2021.

We use water only for the needs of our employees, so water consumption is low on the company level. We minimise it by using sensor taps with automatic shut-offs in new and retrofit buildings.

# CHEMICAL PRODUCTS

Since there are representatives of the chemical sector among our customers, we have implemented a specialised approach to managing hazardous products.

- **Our warehouses** are designed to meet special needs of chemical goods. In order to increase fire safety, we invest in special chambers for storing flammable liquids equipped with an extinguishing system using high-expansion foam (by ANSUL). This is one of the first such solutions among logistics operators in Europe and the first one in Poland (system certified by FM Global).

▶ **Find out more**  
about our innovations:



- We use a **fleet of specialised vehicles** and pay special attention to the positioning of cargo on trailers and the securing of pallets for added stability.
- We have a dedicated **team of professionals and professionally trained drivers**.

In 2021 we had five chemical spills, of which two occurred in Poland, two in Germany and one in the Netherlands. **No human injuries and no destructive effects on the environment were reported.**



# ECO INITIATIVES

Every year we take steps to minimise our environmental footprint and support various environmental campaigns. We promote electronic solutions, take action aimed at reforestation and the protection of forests and nature.

**We have already planted 30,000 trees** thanks to our customers.

## PAPERLESS CULTURE

We encourage our customers to join the “E-invoice = higher Culture” initiative and switch to electronic billing. If the customer agrees to give up paper invoices, the AERIS FUTURO Foundation will plant one tree at the expense of the Raben Group.

**3,500** trees were planted in 2021 in the area surrounding the Table Mountain National Park as part of the e-invoice campaign

**Find out more** about our tree-planting actions



We planted **10,000** more trees to celebrate our 90th anniversary within the limits of the Table Mountain National Park. The seedlings will not only contribute to the reduction of CO<sub>2</sub> from the atmosphere, but most importantly they will increase the biodiversity of the forest stand that is currently in the Park.

Electronic invoices bring numerous advantages:

- we protect the environment (17 trees are used to produce one tonne of paper);

- we save time (the invoice is accessible immediately after issuing);
- we eliminate the risks associated with paper documents;
- we save space and work of the employees connected with archiving documents.

We are implementing solutions to eliminate paper in other processes such as delivery cards, for instance. We replaced them with a signature on a mobile terminal.

**Find out more** about e-invoices



## OTHER ECO INITIATIVES

Other activities we undertake include:

- To offset the emissions caused by our own fleet in Germany, **we actively support forest conservation in Peru** through the Climate Partner initiative. Among other things, this project enables us to ensure that UN goals such as quality education and decent work are implemented and promoted.
- Since 2017 we have been a **bee sponsor** and thus have contributed to the preservation of these pollinators. In 2021, in our Polish head office in Robakowo, 5 beehives were built and a team of 10 volunteers were appointed to look after the bees on a daily basis. We also set up the first beehive at the Raben head office in the Czech Republic.
- In Poland, we became a partner of the educational platform **Ekoeksperymentarium.pl**, where we teach first graders how to be pro-ecological every day.
- In the Czech Republic, we make donations to small zoos for animals injured in road accidents.

**+** For more information about our environmental campaigns, see the “Social Impact” section.

# SUMMARY

## RABEN GROUP ENVIRONMENTAL GOALS AND PROGRESS IN 2021

Environment topic	Progress in 2021	Plans for 2022
<b>CLIMATE CHANGE</b>	<ul style="list-style-type: none"> <li>▪ CO<sub>2</sub> calculator implemented in all Business Entities</li> <li>▪ SBTi commitment letter signed at the level of well below 2</li> <li>▪ Smartour implemented in Germany, the Netherlands, The Czech Republic and Slovakia.</li> <li>▪ Fleet status: increase in Euro 6 fleet</li> <li>▪ Creating a concept for a zero-emission warehouse,</li> <li>▪ Scope 2 emission reductions</li> <li>▪ Signing the first long term PPA for the purchase of green power</li> <li>▪ 13,000 planted trees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing specific goals and a pathway to achieve them under SBTi</li> <li>▪ First Business Entities with CO<sub>2</sub> results per shipment on myRaben.com platform</li> <li>▪ Improving Smartour in current markets and continued roll-out in more countries</li> <li>▪ Continuous fleet improvement in road transport</li> <li>▪ Building permit for the first zero-emission warehouses</li> <li>▪ First R&amp;D projects to test technologies to reduce emissions in road transport</li> <li>▪ First green electricity in Germany from January 2022</li> <li>▪ Looking for of obtaining electricity from RES also the Czech Republic and Hungary</li> </ul>
<b>CIRCULAR ECONOMY</b>	<ul style="list-style-type: none"> <li>▪ Sorting at the level of 89%</li> <li>▪ Development of zero-waste label cooperation - implementation of a solution in collaboration with UPM Raflatac</li> </ul>	<ul style="list-style-type: none"> <li>▪ 90% sorting rate</li> <li>▪ Expanding zero-waste label cooperation</li> </ul>

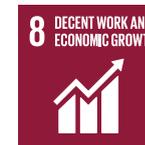
# 5

## SOCIAL IMPACT

"WE CARE ABOUT PEOPLE"

Raben

Raben Group contributes to:



# DESIRABLE EMPLOYER



## MANAGEMENT APPROACH

“People with Drive” it is an apt description that defines our corporate culture. We strive to attract the most talented employees, retain them, and provide them with various opportunities for personal growth.

When managing Raben Group as a workplace,

**we make great efforts to support the engagement and development of our valued staff.**

Jointly at the same time, we implement organisational and technological solutions which increase the effectiveness of our work and support employees in safe and efficient execution of daily tasks.

We always **strive for more**. We always do **everything better**. And the most important is that we do it together. **It's the team that drives us.**

Within the Raben Group we are guided by the following regulations, procedures and instructions

which define the culture of the organisation and the HR strategy:

- Raben Group Values – refreshed in 2021, implemented through training for all employees;
- Raben Group Code of Ethics which sets rules and policies on human rights, occupational health and safety, equal treatment, confidentiality, counteracting corruption and gift policy;
- Raben Group Remuneration Guidelines;
- Raben Group Compensation Guidelines;
- Raben Group Employer Branding Strategy & EVP (employee value proposition);
- Best Recruitment Practices;
- Manager of Choice – a set of Raben policies and practical guidelines covering such issues as hiring new employees, onboarding, principles governing day-to-day management of teams, supporting and developing employees' careers, exit procedures and presenting best management practices within the Group.

HR Director is a member of the Group Board and human capital matters are also discussed and managed by the Sustainability Committee.

### IMPLEMENTATION OF THE SAP HR SYSTEM

In the area of HR, 2021 was devoted to designing an innovative tool for managing HR processes in the Raben Group. We decided to implement **a modern SAP HR system**, thanks to which we can comprehensively manage both administrative and developmental HR processes. In the area of personnel administration, the system ensures standardisation and automation of HR processes and efficient document flow, which will translate into overall high quality and employee satisfaction. Another great and integral value of the system is its functionality related to employee development within the organisation, performance management and succession planning. This is especially important in an organisation like ours that is growing rapidly and needs a structured and global approach to development policy and HR management.

The implemented the SAP HR system **will also revolutionise the approach to talent management and succession plans in Raben Group**. Thanks to it, it will be possible to build and implement a coherent HR policy, which will certainly bring measurable and quantifiable benefits to the entire organisation.

### EQUAL OPPORTUNITY AND ANTI-DISCRIMINATION

We are committed to promoting health and safety at the workplace, respecting human rights as well as equal opportunity recruitment and employment,



**+ Find out more about our values and approach to ethics.**

which is confirmed by the Raben Group Code of Ethics, among others. We do not accept any form of discrimination in our organisation and we implement practices to prevent it. We see diversity in the workplace as a value that broadens our horizons, provides a basis for greater creativity and better understanding of the diverse social and business reality that surrounds us and which we are a part of.

It is important to us to prevent potential gender pay inequalities. Due to the new possibilities provided by the implemented SAP system, we will analyse in detail the salary levels of both men and women. This will increase the effectiveness of addressing potential gender pay inequalities in similar

positions. Raben Group pays salaries established on the basis of local market conditions and not minimum salaries defined by law in a given country.

In 2021, we revised the Raben Group Code of Ethics and implemented a new version. We conducted an extensive education campaign for this purpose.

**+ The code and animation about it are available [HERE](#).**

**The Raben corporate culture is defined and shaped together with its employees** through surveys and workshops conducted in all countries where we operate. The most important value to us is our employees' engagement, hence we conduct regular satisfaction surveys (minimum once per two years).

### ETHICS AND HIGH STANDARDS FROM THE RECRUITMENT STAGE

All our recruitment processes are transparent and free from any forms of discrimination. All CVs undergo an objective verification and the shortlisted candidates are invited to an interview which is followed by constructive feedback. The Raben Group has developed and uses a practical guide for internal use on how to create a positive recruitment experience for candidates in 7 steps.

### OUR PERFORMANCE PULSE CHECK 2021<sup>11</sup>

The 2021 Pulse Check engagement survey covering the whole Raben Group and had the largest number of participants in our history – 8,400 of our employees were involved. The participation rate was **up to 92%** (the previous record from 2020 was 86%). The Group engagement level reached 49%, which is 4 percentage points lower than the previous year's result (53%). This trend is consistent with a labour market that has been heavily impacted by the Covid pandemic. We are intensifying our efforts to find ways to counter it. At the same time, a consistently **high positive perception concerns the work in relation to our managers**, whose efforts to create a good atmosphere at work and build commitment are rated **higher than the average in Europe** by Raben Group employees. The survey results are always communicated and discussed by each team with their respective superior.

<sup>11</sup> In 2021, the employee engagement survey was conducted in in all markets, excluding Greece.

### TRANSPARENT COMMUNICATION WITH EMPLOYEES

Efficient internal communication is crucial for the Raben Group, especially in connection with the incorporation of new companies into our structures. We are putting great effort into quick aligning communication channels between the Group and the new companies. We use face-to-face communication methods and online channels for this purpose.

- Main internal communication channels for office employees: e-mails, newsletter, Sharepoint, Teams application, team briefings, posters and flyers.
- Main internal communication channels for warehouse workers and drivers: team briefings, LED screens for videos, posters and flyers, mobile terminals for drivers.

#### Internal newsletters:

- As a minimum, there are 4 newsletters sent to all Raben employees per year.
- In 2020, 307 newsletters were distributed across the Raben Group, which gives an average of 2 newsletters per month, per company.
- In 2021, 385 newsletters were distributed across the Raben Group, which gives the average of 2 newsletters per month, per company.

<sup>12</sup> Blue and white collars, excluding managers.  
<sup>13</sup> As at 31.12.2021



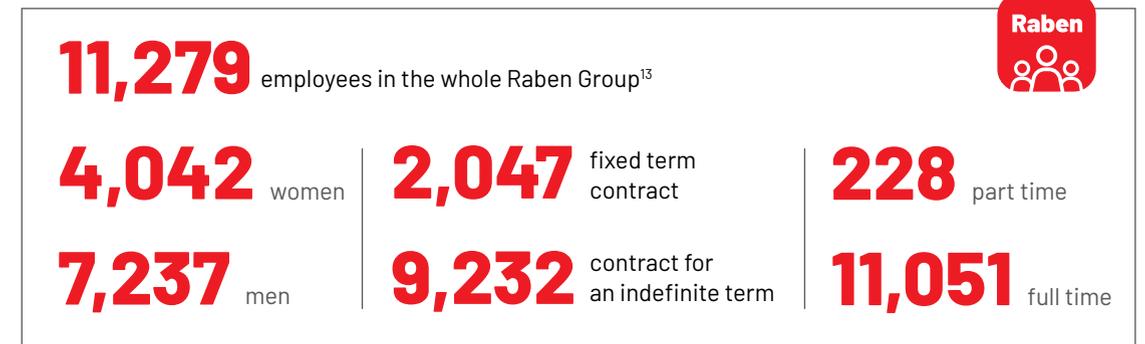
Raben Group recommends that the teams in each department hold regular weekly meetings, the so-called briefings, to discuss current issues. At the same time we have been increasing the share of the video format usage in internal communication for many years now, and in 2021, due to the pandemic, this form of communication flourished.

### DIVERSITY IN RABEN GROUP

Raben Group is an international organisation employing people of many nationalities and diverse in many other ways. Females account for 35.8% of our total staff and 33.7% of our management team. In Raben we do not accept any form of discrimination or unequal treatment, in particular based on age, gender, religion, disability, sexual orientation, skin colour, marital status, pregnancy, parental status, political opinion, nationality, ethnic origin, union membership or social status, or any other such features.

In 2021, no complaints about discrimination were reported in Raben Group.

### RATIO OF WOMEN TO MEN EMPLOYED IN VARIOUS POSITIONS:



14.4% of the employees (employees from Business Entities operating in Germany, Italy, Poland, Greece, and the Netherlands) are partially covered by collective bargaining agreements signed with employee representatives. + Detailed data on the structure and scale of employment can be found [HERE](#).

## DEVELOPMENT AND TRAINING

We support our employees in developing their competencies and skills. We provide a wide range of different trainings and workshops. Each Raben Group company is obliged to provide its employees with effective onboarding trainings as well as trainings in health and safety, managerial skills, project management and legal compliance. In addition, Business Entities have training programmes on other topics - these are developed locally at the company level. Raben Group employees also participate in a number of external trainings.

The average training time per employee in 2021 was 4 hours.

Raben Group conducts regular performance and career development reviews.

## In 2021, 59% of Raben employees underwent an annual assessment.

In Raben Group we do not have any particular transition assistance programs to facilitate continued employability, nor processes supporting retirement. However, we recognise long-term commitment of our employees by celebrating their anniversaries and presenting them with Raben awards.

### MANAGER OF CHOICE

Raben Group carried out the plan of simultaneous development of key managers from 13 countries. Preceded by an in-depth audit, the extensive Mana-



ger of Choice project used a gamification structure. Its aim was primarily to change attitudes and to develop sensitivity in managers towards aspects related to team management. The Manager of Choice project involved 37 HR specialists (it was an international project group) which participated in the conceptual activities, acted as trainers and assessors during gamification.

- **1,000 people** took part in the competition which had five levels.
- During four months they completed **over 40 different tasks**.

Each of the participants who completed a particular stage of the gamification at a minimum of 60% received a virtual HEART that turned into money that went to children with developmental disabilities. **The funds were donated to a project: equipping the World Experience Room for children with developmental disabilities.** As a result of this children with developmental disabilities will soon receive a modern room that will ensure their multidirectional development by providing the right amount of stimuli that will allow them to gain new experiences.

**In 2021, the winners of the Manager of Choice gamification** spent a weekend in Madrid as a team. It was a possibility to strengthen the relationships between different Raben Group countries and exchange experiences.

The Manager of Choice project enjoyed great interest from Raben employees, which was confirmed by the evident levels of their engagement, the speed at which they performed the tasks, and their quality. The long-term effects have also been excellent: **the Manager of Choice activities have expanded the expertise and experience of the managers**, which improved the working comfort of all employees and had a positive impact on the culture of the entire Group, regardless of the country or specific company. The obtained results significantly exceeded the KPIs established at the beginning.

In 2021, the Manager of Choice project was recognized several times. The project won the sixth edition of the Power of Attraction contest organized by Puls Biznesu. What is more, it was awarded the title of the "Master of Innovative Transformation" (Technology and Organization category), and won the main prize in the HR of Change contest, and its creator, Anita Koralewska-Ratajczak, took third place in the People Innovation industry contest.

# HEALTH AND SAFETY CULTURE

## MANAGEMENT APPROACH

Safety and health of our employees is a non-negotiable part of our business.

Compliance with legal requirements and functioning occupational health and safety management systems are just the foundation of our safety culture. We shape it through the work of the SHE (Safety, Health, Environment) team, implementation of ISO 45001 principles and ongoing incident management.

We assess the current status of our safety culture by monitoring the KPIs of the SHE programme and by conducting health and safety system audits.

Raben companies with a fully fledged management system based on ISO 45001, implement behaviour management so called SUSAs discussions - additional processes for minimizing accidents. According to publicly available analysis, having an average of 4 such discussions per employee per year contributes to a significant reduction in a risk of accidents. The effectiveness of implementing the SUSA method is also confirmed by the results

of our companies. Business Entities with mature SHE systems, which have already implemented and are improving their behaviour management, are Raben Logistics Polska, Fresh Logistics Polska, Raben Transport (PL), Raben Logistics Czech Republic and Slovakia. Companies that have started to implement behaviour management are Raben Trans European Germany, Raben Trans European Hungary, Raben Ukraine.

- **94% operations** covered by internal OHS system inspired ISO 45001 (employees and external workers)
- **34% operations** externally certified against ISO 45001

## The Golden Rules of Safety within the Raben Group

are written principles which we expect will be complied with by all employees and persons providing services to us who are not covered by a contract of employment.

In all Raben countries there is a person referred to as the **SHE Champion**. This person reports to the Managing Director of the company in question and is responsible for activities which shape safety and compliance with Raben standards. The **Group SHE Manager is at the top of the hierarchy** and their responsibilities include developing, implementing and maintaining the safety culture. The **SHE Manager reports to the SHE Committee which comprises Board Members and senior process managers**.

Raben Group companies have Health and Safety Committees. The health and safety committee is made up of employee and employer representatives including an OHS professional (internal or external) and often an occupational physician is involved. During the committee meetings the following topics are discussed: accidents at work, occupational risk assessment, harmful factors, workplace equipment, ergonomic risks etc.

It is really important for us to engage employees from all levels of our organisation in the process.



Senior managers are leaders in this area and they set a good example for other employees.

One of the ways we engage employees is through a **special survey** that asks about their feelings and opinions about safety in the Group. We conduct this survey once every 3 years and use the findings to plan new activities. By implementing them, we want to minimize the risk of accidents, improve workplace ergonomics, and reinforce the importance of safety culture in our organization.



**Our Safety Vision reads: “We all care for one another so that everyone is able to return home every day and enjoy family life.”** To make this possible, we are implementing an action plan that is based on the following activities:

- SUSA discussions - a process of one on one discussions in the workplace designed to reinforce safe behaviours.
- Safety as part of all operational meetings - safety topics must be a part of all meetings. We believe that talking about safety will allow us to include OHS in all operations and processes.
- Safety month - dedicated time for development of work safety through various activities.
- Safety teams - top management teams who work for the benefit of building a robust safety culture.

We conduct **Occupational Risk Assessments** on a regular basis. It allows us to identify job hazards and validate the risks. The assessment process itself was designed in accordance with the SHE standard and local labor laws. Each identified risk has a preventive action assigned to it, with SUSA discussions being an important part of mitigation.

We have implemented an **incident management procedure** which describes the approach to reporting incidents and new threats. As a rule we make it a point to investigate all reported situations and learn from them to avoid repeating mistakes and thus improving our safety culture. This also applies to traffic incidents. In 2021, we selected a third-party vendor for our incident and accident management system. We have scheduled implementation for the following year. With this change we will achieve better information flow and increase transparency in reporting, and our SHE Managers and SHE Champions will gain an effective tool to facilitate their daily work.

For workers of other employers, we established coordinators of safety and health at work. Workers communicate about risks on both sides and establish preventive measures, which are regularly reviewed by the parties involved. The local workers are included in the internal health and safety communication on board. In 2021 we purchased the EcoOnline application for incident and risk management. This will allow us to better manage the OHS system and facilitate internal communication. All employees of the Raben Group will have access to event reporting. In the application we will be able to report accidents at work, potentially accident events, observed hazards in the work environment. The implementation within the Raben Group will be completed in the 2nd quarter of 2022.

## All our employees undergo health and safety training.

Part of it is mandatory, in compliance with current legislation, while some is additional, tailored to the needs and risks facing the respective employee. Training needs are typically identified during SUSA discussions.

As part of awareness-raising in the Raben companies with the most developed safety culture and OHS system, safety lessons are held once a week as part of the shift briefing.

### OUR PERFORMANCE

In 2021:

- We conducted 7,006 SUSA talks (which is twice as much as last year: 3,288 SUSA talks in 2020) during which we talked to employees about their behaviour in the context of safety. Our experi-



- ence shows that regular talks yield tangible results. This is the reason we want all employees to participate in them at least 4 times a year. The COVID-19 pandemic has made this impossible in some cases, but we continue to try;
- We purchased **new EcoOnline application** for managing incidents in all companies of Raben Group;
- Our injury frequency rate is at the level of 13.1;
- We recorded 0 fatalities;
- 1.4 is the rate of traffic incidents involving our own drivers (directly employed by Raben) - in Raben we include any crashes even if they result in no injuries;
- 0 is the fatality rate in traffic accidents involving own drivers (directly employed by Raben).

Additionally:

- 60% of employees were covered by medical care as part of the offered benefits;

 **Learn more** about Raben Safety Culture



## SAFETY ROAD MAP



### COVID-19 PREVENTION

Unfortunately, the COVID-19 pandemic was still in progress in 2021 and it affected our operations. We continued the actions taken after its outbreak while adjusting to the current situation in the country and the implemented recommendations.

Our office staff had the opportunity to work remotely. For others, we took a number of steps to maximise their safety:

- We continued the KEEP CALM AND STAY HEALTHY communication campaign reminding people of the rules in force regarding wearing

- face masks, using hand sanitisers, social distancing, maintaining hygiene and taking care of your own immunity. COVID-19 rules were available in various languages;
- All employees had access to disinfectants and face masks;

- We regularly sanitised common areas;
- 30-minute breaks continued to be enforced between shifts of warehouse workers.

### SAFETY IN EDUCATION

“Don’t Be Wild” is our educational campaign aimed at truck and car drivers. It was created by safety specialists from Raben Group in cooperation with drivers. We posted 10 topical animations on the platform <https://safedrive.raben-group.com/local/raben/login.php> which address various important issues related to safe behaviour on the road. Each user receives a certificate of completion with the statement “Congratulations Driver! You’re not wild on the road” which can be shared on their social media. The platform is available to everyone.

Our campaign won first place in the “Serious Fun” category at the **International Media Festival for Prevention in Canada**, which is an integral part of the World Congress on Safety and Health at Work. In 2021, 289 entries from 40 countries were submitted, of which 6 were awarded, including ours. Raben Group is the only company from the logistics sector to receive this award.

In 2021, we launched the platform in the Hungarian and German markets, and the Czech version is in the final stages of testing.

#### 📺 “Don’t Be Wild” campaign



# RELIABLE BUSINESS PARTNER

## MANAGEMENT APPROACH

Suppliers are a particularly important part of our business operations. Like many other logistics companies, we use **third-party transportation services**. These include both road transport companies and entities that enable us to provide intermodal services of air, rail and sea freight. Additionally, our important business partners include:

- **temporary employment agencies** which provide workers for our warehouses;
- **international partners** whose role is to provide transport services in countries where Raben does not have its branches;
- **owners of logistics terminals** that we lease (some terminals belong to us).

Only with such an extensive supply chain are we able to provide services on a European scale. At the same time, this business interdependence imposes on us the necessity to manage effectively and have standards that allow us to maintain good relations with our business partners. All our suppliers are contracted, they are directly managed by a relevant Business Entity and they all have to go through a screening process.



Our business partners include:

Almost  
**2,700**  
subcontracted  
carriers

Almost  
**8,800**  
drivers who cooperate  
with us on a daily basis

Over  
**200**  
temporary  
employment agencies

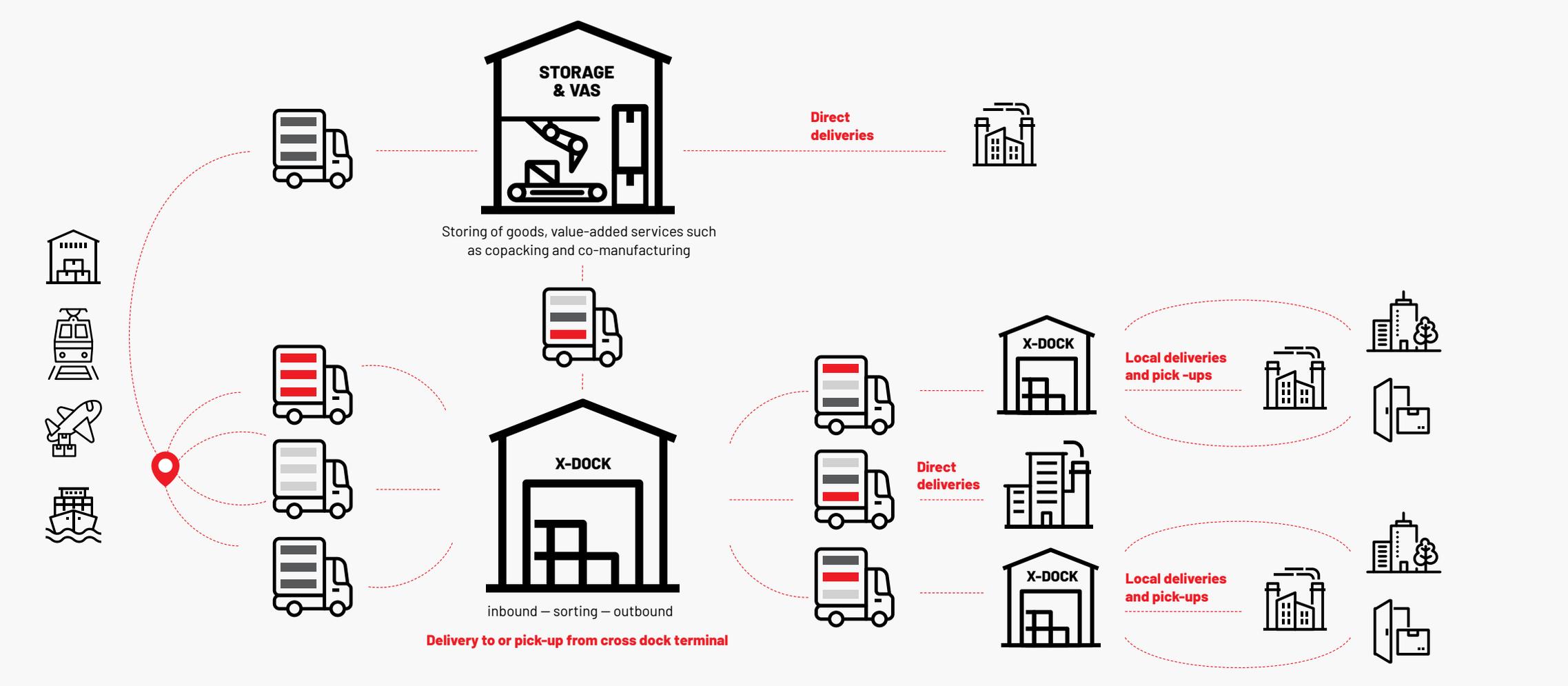
Over  
**1,600**  
external temporary  
warehouse workers



In order to improve our cooperation with carriers, in 2021 we developed the **Group Standard for Cooperation with Carriers**, i.e. documents formally regulating the cooperation which include the **General Terms and Conditions of Cooperation** with annexes and the framework agreement.

A part of the **General Terms and Conditions of Cooperation** is also the **Driver's Manual**, which is a document dedicated to drivers specifying the legal and process regulations for the performance of transport services. Moreover, the concept of Raben - carrier cooperation in light of the GDPR regulations has been verified and modified. After their adjustment to national regulations, the above-mentioned documents will be implemented in Raben companies in individual countries in 2022 and 2023. In 2022, we plan to concentrate on Poland, Germany, the Czech Republic, Slovakia, the Netherlands and Hungary. It is important to us that irrespective of the country in which the service is performed, the cooperation with carriers and drivers is organised in a similar way based on one of our values, i.e. partnership.

# NETWORK SUPPLY CHAIN





### SUPPLIER'S ASSESSMENT

In most countries we have cooperation contracts which detail the minimum requirements we expect of entities before they become our suppliers. We want our business partners' fleets to meet the following criteria:

- having vehicles that are no more than 10 years old;
- meeting Euro 5 and Euro 6 emission standards;
- implementing telematics solutions;
- adjusting the fleet to the customer's requirements (such as ADR equipment).

Additionally, drivers are required to undergo specialized training and safety rules are to be

promoted among our supplier's employees. In the future, we are planning to implement a common procurement policy that would include **sustainability criteria**.

We try to work with regular subcontractors who provide transport services for us. We consider them our key suppliers and therefore we include them in our operational, environmental and social risk mapping. To minimize these risks, we vet our suppliers against:

- **financial stability;**
- **compliance with Euro environmental standards** (More on this topic is available in the chapter on environmental impact);

- **ethical criteria.** Subcontractors must comply with the Raben Group Code of Ethics for Suppliers. In 2021 we introduced a new, revised Code of Ethics for Suppliers.

At the same time, our suppliers need to be aware that we have whistleblowing platforms and expect reporting of all observed violations. We also reserve the right to audit our business partners.

### OUR PERFORMANCE

60% of key suppliers have confirmed compliance with our Code of Ethics. Our goal is 100%. We screened 100% of new suppliers against environmental criteria.

We conducted opinion and satisfaction surveys among our suppliers. In mature markets we carry out such surveys annually, in other locations once every few years.

### IMPROVING WORKING CONDITIONS AT OUR SUPPLIERS

Since 2019, we have been a member of the **CSR Europe Responsible Trucking initiative**. It brings together the main representatives of the TFL industry in Europe with the main goal of improving working conditions for truck drivers. The outcome of our work are the "Social Standards in Transport" which clearly define the guidelines for working conditions of drivers. In 2021, the developed document was officially communicated and we declared that we will implement all the requirements outlined in it by the end of 2024.

Another result of our involvement in the CSR Europe Responsible Trucking initiative is the **spot-check tool** which will help us collect feedback from drivers regarding working conditions at each of our locations. For instance, the users of the tool will be able to rate the standard of toilets, showers, parking spaces, food, water, or internet availability. The implementation of the solution is to evaluate the implemented actions and the possibility of interaction between all participants in the supply chain (customer/order->logistics company->carrier->consignee). In 2021, we selected a vendor for the tool and next year we are planning to test the tool in practice. Each platform participant will choose 5 locations and 10 carriers to be invited to try out the application. Lessons learned from testing will help us plan our next steps.

Additionally, in 2021 as part of the Responsible Trucking working group:

- we developed a new Governance Model,
- we welcomed new members,
- Business Development Director from Raben Group took part in the panel discussion concerning drivers and carriers at the SDG Summit organized by CSR Europe.

In 2022, together with our partners, we are planning educational webinars for external stakeholders, a series of "lesson learned and knowledge sharing" meetings for platform participants, and activities aimed at attracting new members.

In 2021, we initiated a very important project for us called the **Driver to be**. It is based on the Truck Transport Social Guidelines, as well as lessons learned from conversations with drivers and departments that work with drivers on an ongoing basis. As a first step, our programme focuses on the following initiatives:

1. Facilitation:
  - Introduction of standard uniforms;
  - Cohesive branding of trucks;
  - Availability of clean toilets and showers;
  - Availability of coffee, tea and clean drinking water.
2. Feedback:
  - Regular pulse check survey among subcontractors;
  - Introduction of drivers' ranking / competition;
  - Regular meetings of drivers with management.
3. Operational:
  - XD support during loading;
  - Introduction of Electric Pallet Trucks and Manual Colli Trucks;
  - Improvements in the pre-loading process.
4. Social:
  - Organization of BBQs / parties at least once a year;
5. Training:
  - Introduction of Driver's Manual;
  - Increasing awareness of Raben KPIs;
  - Carrying out scanner trainings;
  - Organization of the Driver's Academy.

Moreover, we have started working on improving the social standards of drivers in Raben Group terminals to meet requirements which we had set up together with other partners within the Responsible Trucking platform. Particularly during the pandemic, some activities in this area are limited due to the necessity to observe all sanitary restrictions related to COVID-19, however, the minimum social standard has been defined and implemented in Raben terminals.

We introduced positions of dedicated coordinators for cooperation with carriers and drivers in strategic Raben Business Entities, to strengthen cooperation and improve this area.

**Find out more:**



**ENSURING DRIVERS' ENGAGEMENT**

Good quality and regular communication is the foundation of good cooperation and shaping the engagement of our drivers. Here are our key forms of communication with the drivers:

- directly through the subcontracted company, by phone, newsletter, or email;
- through dispatchers in case of transport planning or an emergency;
- directly with drivers through regional coordinators responsible for relations with suppliers (applies to half of the Group's companies).
- at least in the most mature markets (50%) our companies conduct a CSI survey, use Net Promoter Score method and a driver satisfaction survey in their relations with drivers.

The ongoing pandemic again prevented us from holding one on one meetings or larger events. Nevertheless, we expressed our gratitude for their work by sending a thank-you video from the CEO of Raben Group.

**We also continued the Trucker Heroes campaign**

to demonstrate the importance of the role of drivers during the pandemic.

The project initiated in 2020 in Germany was transferred to Poland last year.



# RESPONSIBLE CITIZEN

## MANAGEMENT APPROACH

Managing social impact and engagement in important social goals is one of the material topics included in the ESG Strategy of Raben Group.

You can [+](#) learn more about our Strategy by reading Chapter 1 of the Report

We have defined our commitments and goals in our **Social Engagement Strategy**, which focuses on:

- education on road safety
- the importance of transport & logistics
- bringing substantial help to children and people in difficult life situations.

We implement social activities primarily through:

- **charity transports:** we support non-governmental organizations and social campaigns with this type of pro bono services. Transport is possible thanks to the commitment of our subcontractors' drivers;
- **volunteering:** we share our know-how by giving lectures at kindergartens, schools, and universities.

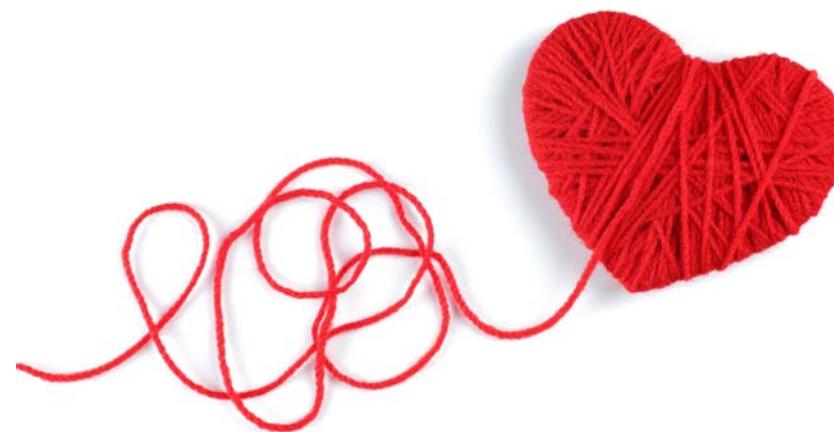
We focus on helping local communities in the regions where we operate. The social impact initiatives are managed by coordinators in Raben Group Business Entities in a specific country. We particularly value the grassroots activities initiated by our employees.

In addition, we develop our engagement in **environmental projects and initiatives**, we work for the development of environmental awareness, inter alia, among children and adolescents. [+](#) **Examples of our activities in this area are presented HERE.**

## OUR PERFORMANCE

### REGULAR SUPPORT FOR FOOD BANKS

We have been supporting Food Banks in Poland for seven years now. Since 2020, we have also partnered with Food Banks in the Czech Republic and Ukraine. As part of our cooperation, we have transported about 2,600 pallets with 1,250,000 kg of food, which could be used to prepare 2,300,000 meals for people in need.



2020 year



**1,500**

Pallets



**650,000**

kg of food



**1,200,000**

meals

2021 year



**1,100**

Pallets



**600,000**

kg of food



**1,100,000**

meals

### PARTNER OF THE NOBLE GIFT

The Noble Gift is one of the largest and most effective charity events in Poland, providing personalised tangible aid to individuals and families in very difficult life situations. In 2021, we were a partner of this action for the second time. Over 700 families from all over Poland could enjoy Christmas presents thanks to our support. As in 2020, trucks with donations for people in need travelled 9,040 km, but this time there were as many as 33 of them (83% more than the previous year) and they reached 58 unloading points (16% more than last year). These transports were handled by 33 drivers and 10 staff responsible for organisation and planning. Additionally, in some of our depots, volunteer employees got involved in preparing packages for families in need.

**+ Find out more at:**



### CHARITY CONVOY

**The Christmas Convoy** - in 2021 German companies supported the "Weihnachtspäckchenkonvoi" again, where many of our depots in Germany organized the collection, packing and distribution of parcels for children in children's homes in Ukraine, Moldavia, Bulgaria and Romania. One of our depots also served as a central warehouse where all the packages from Germany were collected and palletised before being sent on their way with many other partner companies and supporters in December.

Over 30 Raben drivers, including Marco Raben himself, drove the convoy to Romania in 2021. Raben supported the collection and transport of **over 150,000 parcels**.

On the other hand, in Ukraine together with Food Bank "Food Foundation UA" and Carlsberg Ukraine we organized charity delivery of beverages to medical personnel.

### CHARITY PARTNERSHIP WITH NESTLÉ

We became Nestlé's partner in support for medical staff organized by this company in cooperation with the Doctors to Doctors Foundation. We helped to deliver food products and bottles of water donated by Nestlé, with a total value of PLN 9 million, **to 190 locations** free of charge. In the process, we covered **over 10,000 km**.

### ONGOING LOCAL CHARITY ACTIONS

In 2021 many local actions were organized, mainly through employee initiatives. These included fund-raising and donations during various charity events, actions promoting reading and active co-organisation of local cultural initiatives, support for people with disabilities, ecological actions of cleaning local areas and tree planting campaigns, educational actions focusing on healthy lifestyle during the pandemic or road safety and the role of transport.

## In total we have donated over 50,000 EUR on charity in 2021.

Examples of our community involvement in local markets:

1. Ukraine:
  - "Run under chestnuts" - our employees participated in charity run to raise funds for the Center for Pediatric Cardiology and Cardiac Surgery of the Ministry of Health of Ukraine.
  - Udaiti orphanage support - we provided school supplies and Christmas gifts for 73 children.
2. Germany:
  - Help for victims of the flood disaster in Rhineland-Palatinate - our volunteers helped with clean-up work on site and we organized numerous free aid and material transports to the region.

3. Czech Republic:
  - Financial support for selected NGOs - we organized charity action in which our employees raised money and the company doubled the amount. The collected funds were donated to: Elpida (organization supporting seniors in their active life), The Czech Union of Nature Conservationists (our money donation was given to wildlife injured in traffic accidents), The Partnership Foundation (we supported tree planting project).

### EDUCATION AND RELAXATION THROUGH THE #onTheWay PODCAST

The way is as important as the destination. This was the message of the podcast addressed to all people who are constantly on the move, both those with a passion for travel and those for whom the road is the everyday routine. The pilot project targets Polish listeners, however, we are planning to continue it in Germany as well. The podcast is hosted by an experienced podcaster and travel enthusiast - Małgosia Zmaczyńska. The covered topics include information on how to eat healthily on the road, what to do if you see an accident on the road, how to prepare for a breakdown/emergency, and when and if electric cars will replace combustion engines.

- 12 episodes published
- Over 5,300 views on YT, reach on FB: 335,312, full plays on Spotify 2,500 = total reach 343,075
- The #onTheWay podcast **+ is available on Raben Group's YouTube channel and on Spotify**

### “Drive to bee”

The “Drive to bee” is an ecological project carried out by Raben in support of biodiversity and the choice of bees as specific beneficiaries is not accidental. In 2021, Raben Group headquarters became home for thousands of bees. The first apiary was set up in a specially designated space on our premises and it is looked after by our volunteer employees. Environmental education is a very important aspect of this campaign. Our employees and their families are invited to participate in workshops and other initiatives to raise awareness of the importance of bees and the role they play in our ecosystem and how we should collectively care for biodiversity in our environment.



“Drive to Bee” is a proof of Raben Group's responsible approach to ecology and the environment as well as awareness of the difficult situation of bees in the whole world. The “logistics” apiary helps to educate about the important role of these insects in nature, inspire action and infect others with the idea of beekeeping. The bee project has opened a new space for employees' talents and passions within the Raben Group. Meetings in the apiary and watching the bees together integrated the volunteers and gave them an impulse to promote the idea of “Drive to Bee” in local communities, among others.

The “Drive to bee” project will have an international character. Other ambassadors of the project will be the Raben Group depots in the Czech Republic, Germany, the Netherlands, Italy, Hungary and Ukraine.

+ You can find more about the project [HERE](#)

### Eco-Experimentarium

The Raben Group has become a partner of an innovative program of ecological education addressed to school children throughout Poland. The goal of the Eco-Experimentarium is to learn through play. The game was developed by environmental educators for children ages 5 to 11, as well as for their parents and teachers. It can be played individually, with the whole family, or during classes, either in the classroom or remotely. The game offers information about, among other things, how to travel wisely, buy less and buy more responsibly, how to make optimal use of energy, heat and sunlight.

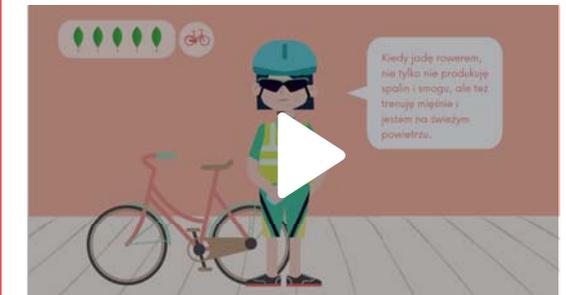
In the period from 13 September to 1 December 2021:

- Game views – 5,615
- A minimum of 35% of the extended sessions involved classroom play with an average of 20 children per group.
- **Nearly 40,000 children** played the Transport game.



### + The Transport game

is available [HERE](#)



Eco-Experimentarium is a programme prepared by the Mamy Projekt collective, taking care of the highest quality of information provided to children. The programme's patron is the Ministry of Climate and Environment, and experts are invited to address technical issues.

Specialists from Raben supported the project in creating the latest carbon footprint game. Together with Eco-Experimentarium, the company wants to **help children understand what is happening with the climate and how we can take care of the Planet.**

# SUMMARY

## RABEN GROUP SOCIAL GOALS AND PROGRESS IN 2021

Social topic	Progress in 2021	Plans for 2022
<b>EMPLOYMENT</b>	<ul style="list-style-type: none"> <li>Exit ratio at 18.5% (21% in 2020)</li> <li>Engagement level at 49% (53% in 2020)</li> <li>Implementation of refreshed Raben Group Values</li> <li>Implementation of new Attitude &amp; Behaviour model</li> <li>Implementation of a new tool (SAP Success Factors ) for performance and development reviews</li> <li>Employer Branding – focus on Driver to Be programme</li> </ul>	<ul style="list-style-type: none"> <li>Women in managerial positions – increase by 1 percentage point</li> <li>Engagement Pulse Check- to maintain high participation and engagement ratio</li> <li>SAP Success Factors – continuation of the process</li> <li>Employer Branding – Driver to be programme development</li> <li>Start of Succession programme for key positions in Raben Group</li> </ul>
<b>HEALTH &amp; SAFETY</b>	<ul style="list-style-type: none"> <li>Injury frequency rate of 13.1</li> <li>SUSA discussion increase by 113%</li> <li>0 fatalities</li> </ul>	<ul style="list-style-type: none"> <li>Injury frequency rate at the level of 10.5</li> <li>EcoOnline tool implementation for whole Group</li> </ul>
<b>SOCIETY</b>	<ul style="list-style-type: none"> <li>Support of COVID related charity</li> <li>Regular support of Food Banks</li> <li>Noble Gift in Poland plus Christmas Convoy in Germany</li> </ul>	<ul style="list-style-type: none"> <li>Support for the Dream Lab Foundation – a long-term partnership</li> <li>Continued cooperation with Food Banks, Noble Gift and Christmas Convoy</li> </ul>
<b>SOCIAL EVALUATION OF SUPPLIERS</b>	<ul style="list-style-type: none"> <li>72% of subcontractors from Poland, Germany and the Czech Republic signed the Raben Group Code of Ethics (60% of subcontractors from whole Group)</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue sessions</li> <li>Further cooperation as part of Responsible Trucking Group</li> <li>Further roll out of updated version of the Code of Ethics for our suppliers</li> <li>Further implementation of Group General Terms &amp; Conditions for subcontractors</li> </ul>



6

**ABOUT THE REPORT**

“TRANSPARENCY IN GOALS AND OPERATIONS”

# APPROACH TO REPORTING

The Raben Group Sustainability Report 2021 is the first report of the whole Group covering its sustainability approach, goals and performance. Our previous report for 2020 focused on results for companies operating in Germany, Poland and the Czech Republic. Since we expanded the scope of our reporting, we have decided to present some of the indicators for 2020 in this publication as well. This will make it easier for the reader to compare our progress.

The Report has been prepared in accordance with the GRI Standards at Core level. It includes non-financial disclosures of Raben Group for the period from 1 January 2021 to 31 December 2021.

We publish our reports on an annual basis, so the next publication will appear in 2023. All reports we have produced to date are available at: [+ https://csr.raben-group.com/en](https://csr.raben-group.com/en).

Raben Group comprises of 38 Business Entities in 14 countries which are consolidated by Raben Group N.V, registered and located in Oss, the Netherlands. 15th country's acquisition process

was completed in the first quarter of 2022 and is therefore not included in the report.

The list of Raben Group companies: Raben Netherlands B.V., Raben Group N.V., Bas Transport B.V., BAS Group B.V., Hereijgers B.V., G.J.Group B.V., Bas Warehousing B.V., Bas Wagenpark B.V., BAS Logistics B.V., Bas ExploitatieMij B.V., Raben Transport Sp. z o.o., Raben Real Estate Poland Sp. z o.o., Raben Management Services Sp. z o.o., Raben East Sp. z o.o., Raben Logistics Polska Sp. z o.o., Fresh Logistics Polska Sp. z o.o., Raben Ukraine T.z.o.w., UAB Raben Lietuva, SIA Raben Latvia, Raben Eesti OU, Raben Germany GmbH, Raben Trans European Germany GmbH, Raben Sea&Air GmbH, Kraftverkehr P. & M. Ehrig GmbH, Raben 4PL Solutions GmbH, Raben Trucking & Rental GmbH, Luible Logistik GmbH, Raben Logistics Czech s.r.o., Raben Transport s.r.o., Raben Logistics Slovakia s.r.o., Bas Logistika s.r.o, Bas Slovensko s.r.o, Raben Trans European Hungary kft., Raben Sittam srl, Bas Logistica srl, Raben Logistics Bulgaria EOOD, Intertrans S.A., Raben Logistics Romania s.r.l.

## REPORTING PROCESS

The Report was prepared in accordance with the GRI Standard and its content principles: stakeholder engagement, sustainability context, materiality and completeness.

In 2021, due to the ongoing pandemic, we decided to conduct a limited stakeholder survey. The question concerning sustainability aspects to be included in our report was added to our NPS and CSI survey conducted by Raben in Poland. The findings from the answers provided by 797 respondents were taken into account in the process

of defining the materiality matrix. At the same time we took into account the results of the 2020 dialogue when we conducted interviews and an online survey with 1,150 customers. Nevertheless, we are planning to conduct complex survey again in 2022.

In November 2021, we organized a workshop to validate key aspects of sustainability for Raben Group. It was attended by top executives - members of the Sustainability Steering Committee. After analysing sustainability trends in our industry and changes in the ESG regulatory environment, we decided to slightly modify the ESG Materiality Matrix.

## TOP ESG TOPICS IN 2021

Material topic	Place of impact
Climate change	The impact relates to all companies in the Group. The impact outside the Group.
Sustainability transparency / Sustainability framework Innovation and Technological Advances	The impact relates to all companies in the Group.
Customer satisfaction	The impact relates to companies in the Group and it impacts customers and the competition.
Information security	The impact relates to all companies in the Group.
Employee engagement	The impact relates to all companies in the Group.
Responsible working conditions for drivers Ethical standards for all business partners within the supply chain	The impact relates to companies in the Group as well as outside the Group in the supply chain.
Safe and friendly work environment for employees Diversity and inclusion	The impact relates to all companies in the Group.

# SUSTAINABILITY DATA SHEET

## (E) ENVIRONMENTAL RESULTS<sup>13</sup>

### Energy consumption [GRI 302-1][GRI 302-2]

	2021 [GJ]	2020 [GJ]
<b>Owned truck fleet</b>	<b>739,044</b>	<b>706,107</b>
Diesel	720,317	681,044
LNG	18,727	25,063
<b>Offices and warehouses</b>	<b>513,499</b>	<b>417,801</b>
Electricity	266,438	240,255
Natural gas	228,645	162,244
Heat and steam	10,778	5,883
Burning oil	3,548	4,218
Propane	2,121	3,723
Diesel	1,771	1,392
LPG	198	87
<b>Passenger fleet</b>	<b>51,834</b>	<b>48,294</b>
Diesel	43,370	42,262
Petrol	7,868	5,411
LPG	595	620
<b>GRAND TOTAL</b>	<b>1,304,377</b>	<b>1,172,202</b>

<sup>13</sup> We did a rebasement of data for 2020 according to extension of the scope of reporting and publishing data for the first time for the whole Raben Group.

<sup>14</sup> Well-to-Wheel (fuel life cycle emissions)= well to tank (fuel production & distribution) + tank to wheel (fuel combustion)

### Energy consumption outside the organization<sup>14</sup>

	2021 [GJ]	2020 [GJ]
<b>Well-to-Wheel (WTW) energy subcontractors</b>	7,540,041	7,131,875
<b>Well-to-Tank (WTT) energy sources for own activities</b>	187,446	179,213
<b>TOTAL</b>	<b>7,727,486</b>	<b>7,311,088</b>

### Energy intensity [GRI 302-3]

	2021	2020
Transport energy intensity		
Well-to-Wheel (WTW) Energy intensity [MJ/tkm]	1,408	1,513
Warehouse and offices energy intensity	<b>2021</b>	<b>2020</b>
Energy intensity within organization [MJ/m <sup>2</sup> ]	355	298

### GHG emissions intensity [GRI 305-4]

	2021	2020
Transport		
WTW Emission intensity [g CO <sub>2</sub> e/tkm]	101.15	107.78
Warehouse and offices direct emissions	<b>2021</b>	<b>2020</b>
Emissions intensity [kg CO <sub>2</sub> e /m <sup>2</sup> ]	20.97	39.01

**GHG emissions (Mg CO<sub>2</sub>e)** [GRI 305-1], [GRI 305-2], [GRI 305-3]

Market-based approach	GHG emissions 2021		GHG emissions 2020	
	t CO <sub>2</sub> e	%	t CO <sub>2</sub> e	%
<b>Scope 1</b>	<b>71,657</b>	<b>11.0%</b>	<b>66,126</b>	<b>10.3%</b>
Owned truck fleet	52,513	8.0%	51,312	8.0%
Offices and warehouses	15,463	2.4%	11,388	1.8%
Passenger fleet	3,681	0.6%	3,425	0.5%
<b>Scope 2</b>	<b>14,897</b>	<b>2.3%</b>	<b>43,344</b>	<b>6.7%</b>
Offices and warehouses	14,897	2.3%	43,344	6.7%
<b>Scope 3</b>	<b>566,680</b>	<b>86.7%</b>	<b>534,434</b>	<b>83.0%</b>
Subcontractors - WTW	542,542	83.1%	513,187	79.7%
Owned truck fleet - WTT	13,245	2.0%	12,651	2.0%
Offices and warehouses - WTT	9,920	1.5%	7,680	1.2%
Passenger fleet - WTT	906	0.1%	848	0.1%
Business trips	66	0.0%	68	0.0%
<b>TOTAL</b>	<b>653,234</b>	<b>100.0%</b>	<b>643,904</b>	<b>100.0%</b>

Location-based approach	GHG emissions 2021		GHG emissions 2020	
	t CO <sub>2</sub> e	%	t CO <sub>2</sub> e	%
<b>Scope 1</b>	71,657	10.5%	66,126	10.4%
<b>Scope 2</b>	38,947	5.7%	36,903	5.8%
<b>Scope 3</b>	570,304	83.8%	534,434	83.8%
<b>GRAND TOTAL</b>	<b>680,907</b>	<b>100.0%</b>	<b>637,462</b>	<b>100.0%</b>

**Number of fleet vehicles in business entities covered by reporting according to type of drive – 2021**

(among which we have 41 LNG trucks and 11 CNG lorries).

	2021		2020	
<b>EURO 6</b>	4,003	43%	2,867	35%
<b>EURO 5</b>	3,416	36%	3,102	38%
<b>EURO 4 and below</b>	1,990	21%	2,198	27%

**Total water consumption (m<sup>3</sup>)** [GRI 303-5]

	2021
Total water consumption	156,152

**Total weight of waste (in tonnes)** [GRI 306-3]

Type of waste	2021
Non-hazardous	11,618.09
Hazardous	177.19
<b>TOTAL</b>	<b>11,795.28</b>

## (S) SOCIAL RESULTS

### Total number of employees by type of contract and gender [GRI 102-8]

	2021	
	Fixed-term contract	Contract for an indefinite term
Women	643	3,416
Men	1,404	5,816
<b>TOTAL NUMBER OF EMPLOYEES</b>	<b>9,232</b>	<b>2,047</b>

### Total number of employees by the area of operations

	2021		
	Women	Man	TOTAL
Blue collars	628	4,318	4,946
White collars	3,414	2,919	6,333
<b>TOTAL</b>	<b>7,237</b>	<b>4,042</b>	11,279

### Total number of employees by gender and working time

	2021	
	Full-time	Part time
Women	3,942	100
Men	7,109	128
<b>TOTAL</b>	<b>11,051</b>	<b>228</b>

### Total number of suppliers' workers

	Number of companies	Number of drivers/ outsourced workers
Transport subcontractors	2,685	8,770
Part time job agencies	205	1,636

### New hires and employee turnover by age group and gender [GRI 401-1]

	2021	
<b>New hires</b>		
Age group	Women	Men
Under 30	374	719
30-50	418	862
50+	52	174
<b>TOTAL</b>	<b>844</b>	<b>1,755</b>
<b>Employees who left</b>		
Age group	Women	Men
Under 30	207	485
30-50	340	745
50+	89	223
<b>TOTAL</b>	<b>636</b>	<b>1,453</b>
<b>Employee turnover</b>		
Age group	Women	Men
Under 30	21.0%	30.4%
30-50	13.6%	18.2%
50+	16.2%	14.4%
<b>TOTAL PER GENDER</b>	15.7%	20.1%
<b>TOTAL</b>		<b>18.5%</b>

## DIVERSITY

### Diversity ratio of governance bodies and employees [GRI 405-1]

	2021	
	Men	Women
Raben Group Board	60%	40%
Managers	66.3%	33.7%
Other Employees or Staff:	64%	36%
Blue collars	87%	13%
White collars	38%	62%

	2021		
	Under 30	30-50	50+
Raben Group Board	0%	60%	40%
Managers	7%	77%	16%
Other Employees or Staff:	26%	55%	19%
Blue Collars	21%	53%	26%
White Collars	32%	57%	11%

### Ratio of foreigners employed [Own indicator 6]

	2021
Number of foreigners employed	6%

## TRAININGS AND DEVELOPMENT

### Number of training hours [GRI 404-1] and percentage of employees receiving regular performance and career development reviews [GRI 404-3]

		2021
Total number of training hours		41,205
Average hours of training per year per employee		4
Women	Blue collars	4
	White collars	4.2
Men	Blue collars	2.6
	White collars	4.4

Percentage of employees receiving regular performance and career development reviews		
TOTAL		6,667
Women	Blue collars	72%
	White collars	61%
Men	Blue collars	55%
	White collars	61%

## HEALTH & SAFETY

### Work-related injuries involving employees under direct employment agreements with Raben Group and people working for Raben Group, but not under direct employment agreements with the entity. [GRI 403-9]

	2021	
	Employees	External workers
Total number of injuries	216	17
Number of severe injuries	1	2
Number of fatalities	0	1
Number of registered illnesses that resulted from working conditions	0	0

The main types of work-related injury in 2021 (employees and external workers): Dislocations, sprains and strains, bone fractures on Raben terminals. On roads the main causes of injuries were collisions front to rear and front to front, non-collision overturning.

The increase in accidents in 2021 compared to the previous year was due to the tightening of the accident reporting process at one company in Germany. In addition, we implemented a new incident management system. [GRI 403-9]

### Rate of accidents involving employees under direct employment agreements with Raben Group and people working for Raben Group, but not under direct employment agreements with the entity. [GRI 403-9]

	2021	
	Employees	External workers
Rate of fatalities as a result of work-related injury	0	0
Rate of high-consequence work-related injuries	0.1	0.6
Rate of recordable work-related injuries	13.1	5.4
Rate of incidents per 1,000,000 km	1.4	0.05
Rate of fatalities among drivers per 1,000,000 km	0	0.002
Rate of other fatalities per 1,000,000 km	0	0
Rate of total fatalities per 1,000,000 km	0	0.002

## (G) GOVERNANCE RESULTS

	2021
Total number of legal actions against the organization for anti-competitive behaviour, anti-trust, and monopoly practices and their consequences.	0
Confirmed incidents of corruption and actions taken	0
Substantiated complaints concerning breaches of customers privacy and losses of customer data.	1
% of suppliers with Code of Ethics	60%
Whistleblowing reports	9
Incidents of discrimination and corrective actions taken	0

### Group locations certification coverage

	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 22000
	82%	61%	34%	25%	7%

# ACCOUNTING METHODS

The performance data represent the results of Raben Group as a whole. If it is otherwise, it has been indicated in the content of the Report and below. In several cases, the data do not include newly acquired companies - Luible Logistik GmbH, Intertrans S.A., BAS Group B.V. These companies collectively account for 4.4% of Raben Group's revenue in the base year (2020).

## GENERAL INFORMATION - SCALE OF OPERATIONS

	Information sources and calculation methods
<b>Warehouse capacity</b>	Records from internal registers.
<b>Number of vehicles</b>	Finance and accounting systems.
<b>Number of shipments</b>	
<b>Pallet places</b>	
<b>Revenue</b>	
<b>Employment</b>	Records from HR systems.

## GOVERNANCE PERFORMANCE

	Information sources and calculation methods
<b>BCM tests</b>	Internal registers.
<b>Whistleblowing reports</b>	Internal registry and Ethics Point registry.

## ECONOMIC PERFORMANCE

	Information sources and calculation methods
<b>Delivery performance</b>	Records from transport management systems and internal analytics software.
<b>Linehaul performance</b>	Data do not include operations of Raben Transport (PL and CZ) as well as Fresh Logistics Polska due to separate reporting scheme.
<b>Shipments with ETA</b>	
<b>Shipments with delivery status</b>	
<b>Linehaul filling</b>	
<b>NPS (customers)</b>	NPS: calculated by subtracting the percentage of Detractors from the percentage of Promoters. CSI: calculated by adding up the sum of all scores and dividing the sum by the number of respondents. The satisfaction survey was conducted in Poland, Hungary and Italy. Information sources: data from internal systems - online survey tool.
<b>CSI (customers)</b>	

## ENVIRONMENTAL PERFORMANCE

	Information sources and calculation methods	
<b>Energy consumption within the organization</b> [GRI 302-1]	Conversion of diesel and gasoline into energy expressed in GJ range was performed using the coefficients presented in EN 16258. The energy conversion factors for natural gas and fuel oil were adopted from the Net Caloric Value and Emission Factors Tables prepared by The National Centre for Emissions Management (KOBiZE). The media density values used to standardise the units came from the DEFRA - Department for Environment, Food & Rural Affairs database. The conversion factors adopted are fixed values and were used in the 2020 and 2021 calculations. For the remaining sources, gross CV values were used from the DEFRA - Department for Environment, Food & Rural Affairs database. Energy and fuel data sources are presented in the section on indicators GRI 305-1, GRI 305-2 and GRI 305-3.	<b>CO<sub>2</sub> emissions scope 1,2,3</b> [GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4]
<b>Energy consumption outside the organization</b> [GRI 302-2]	Conversion of diesel, gasoline, fuel oil and CNG consumption into energy expressed in GJ in the Well-To-Tank range was performed using the coefficients presented in EN 16258. In the case of propane, due to the lack of data availability, the coefficients for LPG (propane-butane mixture) from the mentioned standard were adopted. Densities contained in the DEFRA database (Department for Environment, Food & Rural Affairs) were used to standardise units. To convert LNG consumption, data on the share of energy consumption in the WTT range relative to energy in the TTW range for LNG (Well-to-wheels Analysis of Future Automotive Fuels and Powertrains in the European Context - WTT APPENDIX 2 Description and detailed energy and GHG balance of individual pathways) and the gross CV and density contained in the DEFRA database were used. The adopted conversion factors are fixed values and were used in the 2020 and 2021 calculations.	Due to the extension of the organisational boundaries of the calculation to Raben Group's companies in 13 countries, 2020 was set as the base year as the first year with complete data available. Raben's operations in Bulgaria were excluded from the calculations in scopes 1,2 and 3, and all M&A companies were excluded from scope 3 calculations. These companies collectively account for 4.4% of Raben Group's revenue in the base year (2020). Calculations of emissions were prepared in accordance with the standards: The Greenhouse Gas Protocol A Corporate Accounting and Reporting Standard Revised Edition. The GHG Protocol Scope 2 Guidance and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Emissions generated by our own and subcontractor fleet vehicles were calculated in accordance with the requirements of the PN-EN 16258 standard and GLEC Framework. The greenhouse gases identified and included in the calculations were CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O which were expressed as CO <sub>2</sub> equivalents and gases included in refrigerants. No biogenic CO <sub>2</sub> emissions were identified. The sources of emission factors were publications of DEFRA database (Department for Environment, Food & Rural Affairs), PN-EN 16258 standard, European Environment Agency (EEA), The National Centre for Emissions Management (KOBiZE) and Energy Regulatory Office (URE). The GWP factor (Global Warming Potential factor) for the refrigerant was adopted in accordance with the 4th Report of the IPCC (Intergovernmental Panel on Climate Change). The emissions from the generation of purchased electricity used in the facilities were calculated according to the location-based and market-based methods. The location-based method uses the average emission factor for the country, while the market-based method uses the energy seller-specific factor (if available). All our emissions are calculated in the Well-To-Wheel approach. Fuel and energy consumption is monitored in internal registers and systems of companies. The data includes direct consumption of fuels and energy in buildings where operations of the Raben Group are conducted (including also buildings rented ca. 5% depending on the year and methodology) and in vehicles supervised by the Raben Group. Waste, water and sewage are excluded from the analysis due to low significance for Raben Group's carbon footprint. Emissions in the scopes of Tank-To-Wheel and Well-To-Tank generated by subcontractors performing transport services for the Raben Group until the hand-over to a partner company (e.g. partner network in a foreign country) are included. No emissions from air and sea freight are included due to the operational boundaries - The Raben Group operates in this area as a forwarding agent only. The data used for the calculations were historical.
<b>Energy Intensity</b> [GRI 302-3]	Energy intensity refers to transport and warehousing operations. As for transport it covers energy consumption within and outside the organisation and for facilities only within the organisation. Calculated according to EN 16258 standard and GHG protocol.	
<b>GHG emissions intensity</b> [GRI 305-4]	CO <sub>2</sub> emissions intensity from offices and warehouses is measured in kg CO <sub>2</sub> e / m <sup>2</sup> using the market-based approach of GHG Scope 1 and 2 Emissions from Raben Group (offices and warehouses). CO <sub>2</sub> emissions intensity from transport is measured in g CO <sub>2</sub> e/tkm using WTW emissions from transport operations of owned and subcontractors truck fleet. Transport CO <sub>2</sub> emissions intensity for 2020 and 2021 was measured by CO <sub>2</sub> calculator. System set up is based on BlueJay (Transport Management System), PTV (map and navigation system) and Qlik (reporting system). TMS is providing data regarding trips, weight and truck parameters. Emissions calculation is done in PTV using up to date navigation system. Calculation methodology is consistent with HBEFA and EN16258.	

<p><b>Water consumption</b> [GRI 303-5]</p>	<p>Information sources: internal registers and invoices. Data do not cover 18% of all locations due to their ownership status (leased facilities) and the fact that water is not a material aspect for Raben Group.</p>
<p><b>Waste</b> [GRI 306-3]</p>	<p>Information sources: internal registers. Data do not include SIA Raben Latvia, Raben Eesti OU, Raben Logistics Romania s.r.l., Raben Logistics Bulgaria EOOD, Raben Sea&amp;Air GmbH, Raben Trucking &amp; Rental GmbH, Raben East Sp. z o.o., Raben Management Service Sp. Z o.o., Raben Real Estate Poland Sp z o.o. These companies generate only municipal waste.</p>
<p><b>EURO fleet standard</b></p>	<p>Information sources: internal registers.</p>

## SOCIAL PERFORMANCE

	Information sources and calculation method (if applicable)		
<b>The number of employees</b> [GRI 102-8]	The number of employees directly employed by the Raben Group is measured as a headcount. The number of drivers among providers is measured in a similar way. In contrast, the number of external warehouse workers is expressed in FTE. Blue collars are all warehouse workers and drivers. White collars are all other employees, including managers. Information sources: internal HR systems and registers.	<b>Work-related injuries</b> [GRI 403-9]	<b>Work-related injuries</b> are measured in accordance with the methodology adopted in GRI Standards. Rates of all injuries and fatalities as a result of work-related injury and rate of high-consequence work-related injuries were calculated based 1,000,000 hours worked. External employees are key suppliers: temporary warehouse workers and all subcontracted drivers. To calculate frequency rates for this group we included only events which occurred on Raben Group terminals. For all road incidents we have a separate, own KPI indicating the number of incidents and fatalities per 1,000,000 driven km. We calculate it by dividing the total number of incidents or fatalities by total km driven and multiply it by 1,000,000 km. For all road accidents, we take into account all incidents (not just those which result in injuries). Data do not include Raben Trucking & Rental GmbH Luible Logistik GmbH, Intertrans S.A., BAS Group B.V. We are continuing the merger and implementation of relevant systems in these new companies. Information sources: internal systems and registers.
<b>The number of foreigners</b>	<b>The number of foreigners</b> is measured as percentage of the headcount. Information sources: internal HR systems and registers.	<b>New suppliers that were screened using social criteria</b> [GRI 414-1]	<b>New suppliers that were screened using social criteria</b> are measured as the number of suppliers (transport and temporary work agencies) who signed the Code of Ethics. Information sources: internal systems and registers.
<b>Diversity of governance bodies and employees</b> [GRI 405-1]	<b>Diversity of governance bodies and employees</b> is measured as percentage of women in governance bodies and employees. The managers are all employees on the following positions: presidents, directors, managers and coordinators. All other employees are other employees not mentioned in the above categories. Information sources: internal HR systems and registers	<b>New suppliers that were screened using social environmental criteria</b> [GRI 308-1]	<b>New suppliers that were screened using social environmental criteria</b> are measured as percentage of suppliers whose fleet has been verified against EURO standards (we accept EURO 5 or above). Information sources: internal systems and registers.
<b>Incidents of discrimination</b> [GRI 406-1]	<b>Incidents of discrimination</b> are measured as the number of formal cases reported in the systems. Data do not include newly acquired companies, i.e., Luible Logistik GmbH, Intertrans S.A., BAS Group B.V. Information sources: internal register and Ethics Point register.	<b>Number of tons of saved food</b>	<b>Number of tonnes of saved food</b> is measured as the weight of products transported for a particular organisation. Information sources: internal systems and registers.
<b>New employee hires and employee turnover</b> [GRI 401-1]	The employee turnover rate is <b>calculated</b> by dividing the <b>number of employees who left</b> the company in the reporting year by the <b>total number of employees</b> at the end of 2021. Information sources: internal HR systems and registers.		
<b>Average hours of training per year per employee</b> [GRI 404-1]	<b>Average hours of training per year per employee</b> are measured as the total number of training hours provided to employees divided by total number of employees. Data do not include newly acquired companies, i.e., Luible Logistik GmbH, Intertrans S.A., BAS Group B.V. Information sources: internal registers and external systems (e-learning platforms).		
<b>Percentage of employees receiving regular performance and career development reviews</b> [GRI 404-3]	<b>Percentage of employees receiving regular performance and career development reviews</b> is measured as the total number of <b>reviews</b> divided by the total number of employees. Information sources: internal HR systems and registers.		

# GRI CONTENT INDEX

Disclosure number	GRI standard title	Disclosure name	Location in the Report
GRI 101. FOUNDATION 2016. ESSENTIAL INFORMATION [IT DOES NOT INCLUDE ANY DISCLOSURES.]			
<b>PROFILE DISCLOSURES</b>			
<b>102-1</b>	General Disclosures 2016	Name of the organization	68
<b>102-2</b>		Activities, brands, products, and services	5, 12, 60
<b>102-3</b>		Location of headquarters	68
<b>102-4</b>		Location of operations	5, 68
<b>102-5</b>		Ownership and legal form	14
<b>102-6</b>		Markets served	5, 11
<b>102-7</b>		Scale of the organization	5
<b>102-8</b>		Information on employees and other workers	54, 72
<b>102-9</b>		Supply chain	59-60
<b>102-10</b>		Significant changes to the organization and its supply chain	7, 68
<b>102-11</b>		Precautionary Principle or approach	24-25
<b>102-12</b>		External initiatives	20
<b>102-13</b>		Membership of associations	20
<b>STRATEGY</b>			
<b>102-14</b>	General Disclosures 2016	Statement from senior decision-maker	2
<b>102-15</b>		Key impacts, risks, and opportunities	2, 24-25
<b>ETHICS</b>			
<b>102-16</b>	General Disclosures 2016	Values, principles, standards, and norms of behaviour	10-11, 22-23
<b>102-17</b>		Mechanisms for advice and concerns about ethics	23

Disclosure number	GRI standard title	Disclosure name	Location in the Report
<b>GOVERNANCE</b>			
<b>102-18</b>	General Disclosures 2016	Governance structure	14-15
<b>102-20</b>		Executive-level responsibility for economic, environmental, and social topics	8, 16
<b>102-21</b>		Consulting stakeholders on economic, environmental, and social topics	19
<b>102-26</b>		Role of highest governance body in setting purpose, values, and strategy	8, 16
<b>STAKEHOLDERS ENGAGEMENT</b>			
<b>102-40</b>	General Disclosures 2016	List of stakeholder groups	19
<b>102-41</b>		Collective bargaining agreements	54
<b>102-42</b>		Identifying and selecting stakeholders	19, 21
<b>102-43</b>		Approach to stakeholder engagement	19, 21, 31, 34-35, 54-55, 59
<b>102-44</b>		Key topics and concerns raised	16-17, 19, 21
<b>REPORTING PROCESS</b>			
<b>102-45</b>	General Disclosures 2016	Entities included in the consolidated financial statements	68
<b>102-46</b>		Defining report content and topic Boundaries	68
<b>102-47</b>		List of material topics	69
<b>102-48</b>		Restatements of information	68
<b>102-49</b>		Changes in reporting (No significant changes)	79
<b>102-50</b>		Reporting period	68
<b>102-51</b>		Date of most recent report	68
<b>102-52</b>		Reporting cycle	68

Disclosure number	GRI standard title	Disclosure name	Location in the Report
<b>102-53</b>	General Disclosures 2016	Contact point	93
<b>102-54</b>		Claims of reporting in accordance with the GRI Standards	68
<b>102-55</b>		GRI content index	79
<b>102-56</b>		External assurance	82
<b>SPECIFIC DISCLOSURES ON MATERIAL TOPICS</b>			
<b>MATERIAL TOPIC: SUSTAINABILITY TRANSPARENCY / FRAMEWORK</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	16
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>Own indicator no. 1</b>	-	Description of Raben Group ESG Strategy: goals and level of realisation	8-9
<b>MATERIAL TOPIC: INNOVATION AND TECHNOLOGICAL ADVANCES</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	33-34
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>Own indicator no. 2</b>	-	Description of Group's services including innovative services	33-35
<b>Own indicator no. 3</b>	-	Description of the innovative technological and IT solutions applied	33-35
<b>MATERIAL TOPIC: INFORMATION SECURITY</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	26, 32
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>GRI 418-1</b>	Customer Privacy 2016	Substantiated complaints concerning breaches of customers privacy and losses of customer data. There was 1 case of privacy violation / personal data breach in 2021	80

Disclosure number	GRI standard title	Disclosure name	Location in the Report
<b>MATERIAL TOPIC: ETHICAL STANDARDS FOR THE SECTOR AND PARTNERS IN THE SUPPLY CHAIN</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	22-23, 59
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>GRI 205-3</b>	Anti-corruption 2016	Confirmed incidents of corruption and actions taken	22
<b>Own indicator no. 4</b>	-	Number of Whistleblowing reports	23
<b>GRI 206-1</b>	Anti-competitive Behaviour 2016	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	22
<b>MATERIAL TOPIC: RESPONSIBLE WORK CONDITIONS FOR DRIVERS</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	61-62
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>GRI 414-1</b>	Supplier Social Assessment 2016	New suppliers that were screened using social criteria	61
<b>MATERIAL TOPIC: SAFE AND FRIENDLY WORK ENVIRONMENT FOR EMPLOYEES</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	52-53, 56-58
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>Own indicator no. 5</b>	-	Corporate culture description	52-53
<b>GRI 403-1</b>	Occupational Health and Safety 2018	Occupational health and safety management system	56-58
<b>GRI 403-2</b>		Hazard identification, risk assessment, and incident investigation	56-58
<b>GRI 403-3</b>		Occupational health services	27, 56-58
<b>GRI 403-4</b>		Worker participation, consultation, and communication on occupational health and safety	56-58
<b>GRI 403-5</b>		Worker training on occupational health and safety	56-58
<b>GRI 403-6</b>		Promotion of worker health	27, 56-58
<b>GRI 403-7</b>		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	56-58

Disclosure number	GRI standard title	Disclosure name	Location in the Report
<b>GRI 403-8</b>	Occupational Health and Safety 2018	Workers covered by an occupational health and safety management system 96.5% of employees (the missing 3.5% are employees of newly acquired companies Luible Logistik GmbH, Intertrans S.A., BAS Group B.V.) and 100% of key suppliers (drivers, warehouse workers).	80
<b>GRI 403-9</b>		Work-related injuries	74
<b>MATERIAL TOPIC: DIVERSITY AND INCLUSION</b>			
<b>103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	52-53
<b>103-2</b>		The management approach and its components	
<b>103-3</b>		Evaluation of the management approach	
<b>405-1</b>	Diversity and Equal Opportunity 2016	Diversity of governance bodies and employees	73
<b>GRI 406-1</b>	Non-discrimination 2016	Incidents of discrimination and corrective actions taken	54
<b>Own indicator no. 6</b>	-	Number of foreigners	73
<b>MATERIAL TOPIC: EMPLOYEES ENGAGEMENT</b>			
<b>GRI 103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	52-53, 55
<b>GRI 103-2</b>		The management approach and its components	
<b>GRI 103-3</b>		Evaluation of the management approach	
<b>GRI 401-1</b>	Employment 2016	New employee hires and employee turnover	72
<b>GRI 404-1</b>	Training and Education 2016	Average hours of training per year per employee	55, 73
<b>GRI 404-2</b>		Programs for upgrading employee skills and transition assistance programs	55
<b>GRI 404-3</b>		Percentage of employees receiving regular performance and career development reviews	55, 73
<b>MATERIAL TOPIC: CLIENT SATISFACTION</b>			
<b>GRI 103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	30
<b>GRI 103-2</b>		The management approach and its components	
<b>GRI 103-3</b>		Evaluation of the management approach	

Disclosure number	GRI standard title	Disclosure name	Location in the Report
<b>Own indicator no. 7</b>	-	CSI (customers)	31
<b>Own indicator no. 8</b>	-	NPS (customers)	31
<b>Own indicator no. 9</b>	-	Managing complaints - description of rules and procedures.	31
<b>MATERIAL TOPIC: CLIMATE CHANGE</b>			
<b>GRI 103-1</b>	Management Approach 2016	Explanation of the material topic and its Boundary	38-44
<b>GRI 103-2</b>		The management approach and its components	
<b>GRI 103-3</b>		Evaluation of the management approach	
<b>GRI 305-1</b>	Emissions 2016	Direct (Scope 1) GHG emissions	41, 71
<b>GRI 305-2</b>		Energy indirect (Scope 2) GHG emissions	41, 71
<b>GRI 305-3</b>		Other indirect (Scope 3) GHG emissions	41, 71
<b>GRI 305-4</b>		GHG emissions intensity	43, 46, 70
<b>GRI 308-1</b>	Supplier Environmental Assessment 2016	New suppliers that were screened using environmental criteria	44
<b>GRI 308-2</b>		Negative environmental impacts in the supply chain and actions taken	38-39, 44
<b>ENERGY</b>			
<b>GRI 302-1</b>	Energy 2016	Energy consumption within the organization	46-47, 70
<b>GRI 302-2</b>		Energy consumption outside of the organization	70
<b>GRI 302-3</b>		Energy intensity	70
<b>MATERIAL TOPIC: WASTE</b>			
<b>GRI 306-1</b>	Effluents and Waste 2020	Waste generation and significant waste-related impacts	47-48
<b>GRI 306-2</b>		Management of significant waste-related impacts	47-48
<b>GRI 306-3</b>		Waste generated	71
<b>WATER</b>			
<b>GRI 303-5</b>	Water 2018	Water consumption	71

# EXTERNAL VERIFICATION

The report was independently assured. The assurance approach is explained in the assurance statement. The Group Board were engaged in the assurance process. Report by Deloitte Advisory Sp. z o.o. on the performance of an independent attestation service providing limited assurance regarding the indexes presented in the Raben Group Report for the year ended on 31.12.2021.

**Deloitte.**

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**Independent Limited Assurance Report on Indicators Presented in the Sustainability Report of Raben Group for the year ended 31 December 2021.**

To the Management Board of Raben Management Services sp. z o.o.

Zbożowa 1  
62-023 Robakowo

**Scope of work performed and applicable criteria**

We have undertaken a limited assurance engagement on the indicators presented in the Sustainability Report of Raben Group: "Raben Group Sustainability Report 2021. A Sustainable Way Forward" for the year from 1<sup>st</sup> January 2021 – 31<sup>st</sup> December 2021 (the "The ESG Report"), developed by Raben Management Services sp. z o.o. (the "Company"). The indicators included in the GRI index presented in the ESG Report have been reported in the "Core" option in the manner defined in the GRI Standards - Sustainability Reporting Guidelines, issued by the Global Reporting Initiative (GRI).

Our limited assurance engagement has been limited to the indicators presented in the ESG Report and does not extend to the other information included in the report, nor the report as a whole. Accordingly, our conclusion below applies only these GRI indicators and not all data presented or any other information included in the ESG Report.

**Responsibility of the Management Board of the Company**

The Management Board of the Company is responsible for the preparation and presentation of the indicators presented in the Sustainability Report in accordance with Sustainability Reporting Guidelines GRI Standards for the "Core" option, as issued by Global Reporting Initiative (GRI). This responsibility includes establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived. The Management Board of the Company is also responsible for the provision of reliable, correct, and fair information, and for the correct preparation of the documentation provided to us.

**Our Independence and Quality Control**

In performing the service, we have complied with the independence and other ethical requirements set out in the International Code of Ethics for Professional Accountants (including International Standards of Independence) developed and approved by the International Ethics Standards Board for Accountants, which includes independence requirements and other requirements based on integrity, objectivity, professional competence and due care, confidentiality and professional conduct.

In accordance with International Quality Control Standard No 1, issued by the International Federation of Accountants IFAC, we maintain a comprehensive system of quality control that includes documented policies and procedures for ensuring compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Our Responsibility**

Our responsibility is to express a limited assurance conclusion on the indicators as marked in the GRI index presented in the ESG Report based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected GRI indicators presented in the ESG Report are not inconsistent with the GRI Standards Guidelines for Sustainability Reporting.

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Member of Deloitte Touche Tohmatsu Limited  
District Court for the city of Warsaw KRS, No. 0000446833, NIP: 527-020-07-86, REGON: 010076870

**Deloitte.**

The procedures performed under the limited assurance engagement are different in nature and limited in scope both in terms of risk assessment procedures, including an understanding of internal control, and in terms of the procedures performed in response to the risks assessed compared to the reasonable assurance engagement. As a result, the level of assurance obtained through an assurance service providing limited assurance is significantly lower than the level of assurance that could be obtained through an assurance service providing reasonable assurance.

The procedures we performed were based on our professional judgement, our assessment of the risk of material misstatement of the indicators due to intentional actions or misstatements, and included interviews, observations of the processes performed, examination of documents, analytical procedures, assessments of the appropriateness of calculation methods and reporting policies, and reconciling with underlying records.

In order to form our conclusion on the indicators as marked in the GRI index presented in the ESG Report, we undertook in the period 24<sup>th</sup> November 2021 – 12<sup>th</sup> April 2022 the following procedures:

- Through inquiries, obtained an understanding of Raben Group's control environment and information systems relevant to reporting the indicators under review, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness.
- Obtained through inquiries, analytical procedures, observation and other applicable evidence gathering procedures on a sample basis, an understanding of the key structures, systems, processes, procedures and internal controls relating to collation, aggregation, validation and reporting of data for the indicators under review.
- Evaluated whether Raben Management Services sp. z o.o. methods for developing estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Raben Management Services sp. z o.o. estimates.
- Compared the information included in the Sustainability Report to internal documentation of the Company.

The process the organization adopts to define, gather and report data on its non-financial performance is not subject to the formal processes adopted for financial reporting. Therefore, data of this nature is subject to variations in definitions, collection and reporting methodology with no consistent, accepted standard. This may result in non-comparable information between organizations and from year to year within the organization as methodologies develop. The accuracy and completeness of the information disclosed in the Sustainability Report is subject to inherent limitations given its nature and the methods for determining, calculating or estimating such information.

**Conclusion**

Based on our work, we find that nothing has come to our attention that would make us believe that the indicators included in the GRI index presented in the ESG Report prepared by Raben Management Services sp. z o.o. do not comply with the GRI Standards for the preparation of sustainability reports for the "Core" option issued by the Global Reporting Initiative.



Deloitte Audyt sp. z o.o. sp.k.  
Warsaw, 12<sup>th</sup> April 2022

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**TCFD DISCLOSURE**

# GOVERNANCE

To address current challenges and act responsibly toward mitigating our climate change impact we established at the Raben Group **the Sustainability Committee**, which is chaired by the CEO who is actively involved in setting sustainability directions and goals. The Committee meets quarterly and is made up of Group Board members and directors of key business divisions, i.e., Research & Development, Risk Management, Real Estate, Road Network, Business Development as well as the Head of Sustainability, who manages the sustainability and ESG issues at the Group level.

Establishing the Sustainability Committee was aimed at supporting the continued development of the Group as a sustainable business, capable of generating long term value for its stakeholders. The Committee is responsible for supporting of the implementation of the revised Sustainability Strategy, evaluation of strategies and plans, KPIs and ESG goals. It also proposes and approved sustainability initiatives.



In view of the increasing relevance of climate related topics it takes special focus in that area. The following aspects are considered during the Committee meeting:

- discussion and decide the decarbonization and climate neutrality strategy for the Group,
- deciding on climate-related goals & KPI's,
- review and approving climate related risk & opportunities register,
- setting up and approving climate related initiatives & programs.

The Committee mission is to contribute to making the Raben Group recognised for its excellent management of climate related topics.

The areas of the Sustainability Strategy, such as ethics, compliance and safety are also discussed directly during regular meetings of the Audit Committee and the Safety Committee.

At an operational level, the **Head of Sustainability** is responsible for implementing the Sustainability

Strategy and coordination of the climate-related agenda. All Managers are therefore responsible for effective implementation of decarbonisation measures, engagement and offering support to all employees in respect to the realisation of climate ambition.

The Raben Group Management is responsible for the assurance of financial and organisational resources which support effective realisation of climate goals.

# STRATEGY

The Raben Group fully recognizes the need for urgent action and declares full commitment to strengthen decarbonisation efforts. In order to enhance resilience of the Group’s strategy, particularly in regard to the 1.5°C Scenario, in 2022 the Raben will commit to Science-based Targets initiative and establish emission reduction goals in line with the mean temperature rise targets set out in the Paris Agreement. More on the Group’s efforts towards a zero-emission future in Chapter 4.

## Climate action:

In July 2021, we obtained one of Europe’s first Sustainability Linked Loans for the logistics sector. This is the outcome of intensive talks between the Raben Group and bank representatives, whose priority was to define sustainable development goals and set up real actions in line with the assumptions of our Sustainability Strategy and Group Raben Eco<sub>2</sub>Way 2025 initiative. Under the arrangements, the Group has committed to reduce CO<sub>2</sub> emission intensity from Raben facilities and transport, increase the share of the fleet with

a Euro V, Euro VI emission standard, increase the percentage of women in management positions, and receive a higher Raben Group Ecovadis rating year on year.

Climate action	Our goals by 2025	Our activities
	30% reduction of emissions intensity in our facilities (scope 1 and 2); 2020 as a base year	<ul style="list-style-type: none"> <li>▪ We introduced <b>energy-saving technologies</b> and environmentally friendly solutions such as emission-free refrigerants.</li> <li>▪ All our new investments are equipped with <b>state-of-the-art technological solutions</b>.</li> <li>▪ We developed a concept of <b>an almost zero-emission warehouse</b>.</li> <li>▪ We purchased energy according to Group guidelines.</li> <li>▪ We use energy with <b>renewable certificates of origin</b></li> <li>▪ We signed <b>a seven-year PPA</b> (Power Purchase Agreement) with PGE Obrót. Pursuant to the agreement, between 2023 and 2029 Raben Group in Poland and will use 100% zero-emission energy.</li> </ul>
	10% reduction of emissions intensity in transport operations (all scopes); 2020 as a base year	<ul style="list-style-type: none"> <li>▪ We ensure efficient <b>truck filling, route planning and reducing empty miles</b> by implementing new tools and software such as <b>CO<sub>2</sub> calculator</b> or <b>Smartour</b>.</li> <li>▪ We continue to develop our CO<sub>2</sub> Calculator at the shipment level.</li> <li>▪ We are working to introduce the <b>first zero- or low-emission trucks</b> into our fleet (in addition to the LNG and CNG trucks we already use). Business Units will be operationally responsible for the implementation of R&amp;D projects.</li> <li>▪ According to reducing the so-called empty miles, we invested in <b>double-deck semi-trailers, Swap bodies, City Liners and Jumbo Road trains, or LHVs</b>.</li> <li>▪ We cooperate with subcontractors to improve <b>Euro emission standards. Our minimum requirement in 2021 was Euro 5</b> and none of the new suppliers below that standard was classified.</li> <li>▪ We verify 100% of our regular suppliers in terms of meeting environmental criteria.</li> </ul>

# RISK MANAGEMENT

Climate risk management is an inherent part of Enterprise Risk Management system and its subsequent processes. Key risk are treated in a standard systemic way – risk owners define the strategy and take appropriate actions towards pending risks.

In 2021, the Raben Group performed a climate scenario analysis. The goal of the process was to inform the identification and assessment of climate-related risks and opportunities and to comply with the Recommendations of the Task-Force on Climate-Related Financial Disclosures (TCFD). The Group has brought together 2 scenarios, which represent plausible, yet different outcomes in regards to global emission pathways and the resulting mean temperature rise: a 1.5°C Scenario and a 4°C Scenario. The scenarios have been created using publicly available datasets (inter alia the Intergovernmental Panel on Climate Change (IPCC) scenarios and Nationally Determined Contributions). Key assumptions for the scenarios include:

## 1.5°C Scenario<sup>1</sup>

Transition risks dominate  
 Globally coordinated effort to decarbonise in line with the Paris Agreement  
 Strict emerging regulation to limiting use of fossil fuels  
 Transition towards more sustainable and less resource-intensive lifestyles  
 Rapid decline in costs of key green technologies (EV and hydrogen)

## 4°C Scenario<sup>2</sup>

Larger physical impacts  
 Climate policies limited to the current regulation  
 Continued use of fossil fuels and energy-intensive activities  
 Unsustainable and energy-intensive consumption patterns  
 More visible physical effects of climate change

Scenarios cover both physical and transition impacts of climate change. The impacts have been identified and assessed quantitatively and qualitatively by an expert group consisting of the board and management positions using a range of techniques, including brainstorming. The analysis covered 3-time frames: short-term (until 2025), medium-term (2030) and long-term (2050). The process has been conducted fully in line with Raben’s Risk Management System.



<sup>1</sup> Based on the Intergovernmental Panel on Climate Change (IPCC) scenarios: RCP 2.6 and SS1 and the Nationally Determined Contributions (NDCs) submitted by the European Union.

<sup>2</sup> Based on scenarios by the Intergovernmental Panel on Climate Change (IPCC): RCP 8.5 and SSP5.

**Raben's key climate-related risks**

<p>1.5°C </p> <p>Increased operating expenditures due to rising prices of energy (conventional and renewable).</p>	<p>1.5°C 4°C </p> <p>Losses due to subcontractors' limitations or lack of coherence in reducing GHG emissions in the Group's supply chain.</p>	<p>1.5°C </p> <p>Decreased ability to pursue strategic objectives due to limited possibilities of attracting and retaining staff due to poor climate performance.</p>	<p>4°C </p> <p>Low availability or increased catastrophic risk insurance premiums, including extreme weather events.</p>
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**Raben's key climate-related opportunities**

<p>1.5°C </p> <p>Increasing reputation and business competitiveness of cooperation within sustainable value chain for customers, subcontractors, and other business partners.</p>	<p>1.5°C 4°C </p> <p>Potential development in green or zero emission warehouses</p>	<p>1.5°C </p> <p>Sustainability driven companies will be growing faster than competitors, thereby enhancing their market share</p>	<p>1.5°C </p> <p>Privileged financing and faster potential growth due to capital availability and lower financing costs</p>	<p>1.5°C 4°C </p> <p>Working together on innovation solutions with climate-engaged customers</p>
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**Risks:**

	
Transition	Physical

**Opportunities:**



**Category:**

					
Market	Reputational	Acute	Resilience	Resource efficiency	Product/service

**Scenario:**

1.5°C 4°C

**RABEN'S KEY CLIMATE-RELATED RISKS:**

The Raben Group defined and assessed 16 climate risks, both transformational and physical, of which the ones defined below presented risks with having the biggest strategic impact on company activities and assets.

 Market: **Increased operating expenditures due to rising prices of energy (conventional and renewable)** (1.5°C and 4°C Scenario, short- medium- and long-term). The risk associated with increased fuel prices, electricity, and gas due to supply stocks, rising emission performance standards, rising demand for sustainable fuels and renewable energy sources, and decreased extraction efficiency across all Raben's markets.

 Market: **Losses due to subcontractors' limitations or lack of coherence in reducing GHG emissions in the Group's supply chain** (1.5°C Scenario, short- and medium-term). The risk includes financial and non-financial losses resulting from failure to decarbonise across Raben's value chain (scope 3 emissions). This may be caused by limited capacities of smaller business partners, unavailable or costly green transport technologies, lack of data or an absence of consistent methodologies to calculate climate indicators.

 Physical: **Low availability or increased catastrophic risk insurance premiums, including extreme weather events** (4°C Scenario, short- and medium-term). Climate change affects the probability and severity of extreme weather events, like heavy rain and severe heat, causing flooding and landslides. These events may influence Raben Group's assets and public infrastructure, which may cause disruptions in the Group's value chain continuity. Transferring the risk on insurance providers may not be available or may become more costly - affecting Group's capital and operational costs.

 Reputational: **Decreased ability to pursue strategic objectives due to limited possibilities of attracting and retaining staff due to poor climate performance** (1.5°C Scenario, short- medium- and long-term). Failure to reach climate established climate goals, as well as overall poor climate performance may result in the Group's inability to retain and motivate its management team and other key employees, as well as recruit highly skilled personnel. The aforementioned may ultimately affect the Group's ability to successfully manage its operations and pursue strategic objectives, resulting in decreased profitability.

**RABEN'S KEY CLIMATE-RELATED OPPORTUNITIES:**

The Raben Group defined and assessed 13 climate opportunities, of which the ones defined below presented opportunities with having the biggest strategic impact on company activities and assets.

 Resilience: **Increasing reputation and business competitiveness of cooperation within sustainable value chain for customers, subcontractors, and other business partners** (1.5°C Scenario, short- medium- and long-term). Driven by the growing commitment to decarbonise supply chains and cut emissions, stakeholders are more willing to cooperate with a company that already has set ambitious climate targets, as well as has positive climate performance. It may result in a potential to gain few big new customers, along with, increased revenue from those customers which are climate sensitive or have climate reduction goals translated into their sourcing processes.

 Resource Efficiency: **Potential development in green or zero emission warehouses** (1.5°C and 4°C Scenario, short- medium- and long-term). High energy usage is not only costly to the environment due to rising carbon emissions, but equally blocks companies from maximizing profits. The opportunity is associated with

operational savings that energy efficiency investment initiatives can generate. There are several measures that are now standard in the Group's approach to green or zero emission warehouses' solutions. Improvements in solar panel and isolation technology can lead to a decline in energy costs and improved resource efficiency and allocation. First green location defined for high storage is in underway and which will moreover serve as a model for the future - everywhere where it is possible it will be included.

 Market: **Sustainability driven companies will be growing faster than their competitors, thereby enhancing their market share** (1.5°C Scenario, short- and medium-term). Being an environmentally conscious business it is imperative, not only to help our environment, but also to adhere to changing consumer expectations. Bigger and financially sound/stable companies will be better positioned and more ready to invest in any necessary transformation resulting from expected new legislation between 2025-2030 than smaller competitors. As a solid, sustainability driven company we see an opportunity to gain additional revenue from existing and new customers, for whom actions for environmental & climate protection are increasingly often a decision-making factor.

 **Market: Privileged financing and faster potential growth due to capital availability and lower financing costs** (1.5°C Scenario, short- medium- and long-term). Businesses demonstrating a comprehensive approach to sustainability issues can access capital more easily and at lower interest than others due to numerous green incentives offered by banks, investors and respective governments. Obtaining a good ESG rating can contribute to higher capital availability and lowering the total financing costs which will translate into a higher rate of return on new investments.

 **Product/Service: Working together on innovation solutions with climate engaged customers** (1.5°C and 4°C Scenario, short- medium- and long-term). When it comes to making progress in sustainability initiatives, stakeholder engagement and partnership is a critical aspect. Both clients and suppliers can contribute to develop, pilot and commercialize supply chain innovations. Furthermore, this area provides a platform for dialogue with customers regarding shared ideas, which can strengthen ties and create long-lasting partnerships and support mutual benefits and avoidance of sub-optimal solutions.

The results of the scenario analysis have been included in the risk registry. The Raben Group has assigned business owners to climate-related risks and opportunities, who are responsible for implementation of risk mitigation and oppor-

tunity maximization activities. These activities include incorporating climate change into BCM plans, investment planning and due diligence, enhancing cooperation within the value chain and introducing energy adjustment factors. If neces-

sary, these actions will be adjusted to further enhance Raben Group's resilience in both scenarios. Adjustments may include, inter alia, modifications in the business model, strategic objectives, financial planning, and operational procedures.

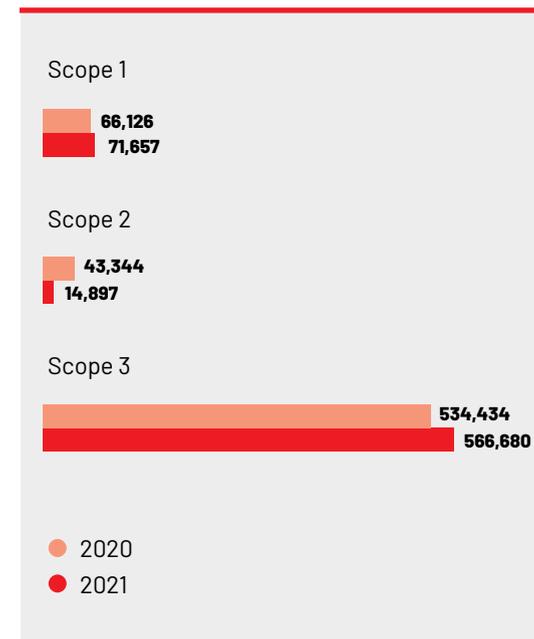


# METRICS & TARGETS

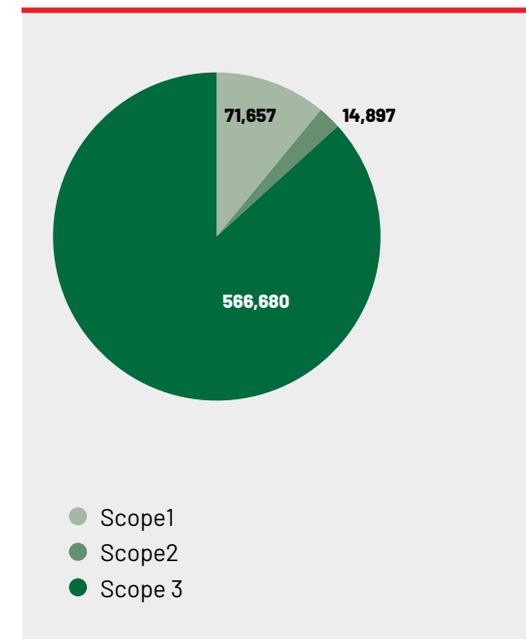
Targets and metrics connected with climate covers company emissions (direct and indirect) as well as decarbonisation goals. Additionally on periodic basis, company analyses external market risks connected with climate transformation megatrends eg. fuel prices, energy prices, green energy prices & offset / neutralisation measures market.

The carbon footprint (covering Scope 1,2,3) in 2021 was 653,234 Mg CO<sub>2</sub>e, according to calculations made using the “market-based” method. The carbon footprint was app. 1.5% higher than in 2020. This increase was mainly due to increased volumes of transported goods and overall company growth (values based on organic growth excluding M&A).

## SCOPE 1, 2 AND 3 COMPARISON 2021 VS. 2020 (tCO<sub>2</sub>e)



## CONTRIBUTION TO OVERALL CO<sub>2</sub> EMISSION (SCOPES 1, 2 AND 3 IN tCO<sub>2</sub>e)



The 8.4% increase in emissions in scope 1 is the result of increase in warehousing area and overall business growth. In scope 2, the emission decreased by nearly 65.6% y / y, respectively, mainly due to the purchase of green energy in Poland. In total Scope 1+2 decreased by 21% on y / y.

The emissions from scopes 1 and 2 also include emissions from facilities in which we do not have direct control over the purchase of energy (approximately 20% of all emissions from all facilities).

For Scope 3, our emissions in this area increased by 6% due to higher road transport volumes by our Subcontractors and overall business growth. This figure accounts for organic growth and doesn't include M&A activity. The same time we have minimised emission intensity within Scope 3 – transportation by 6.2% on y / y basis – which means we are minimizing relative climate impact of our business.

## EMISSION SCOPE OPERATING LIMITS

	Percentage of total emissions	Description of our scope - what emission sources we identify and which we manage	The main challenges
<b>Scope 1</b>	11%	<p>76% is diesel (the vast majority for the transport fleet, a small amount for passenger cars, and the smallest part are warehouses due to emergency situations)</p> <p>18% comes from heating sources such as natural gas and fuel oil</p> <p>4% are refrigerants used to cool the goods</p> <p>1% is LNG fuel for the owned transport fleet</p> <p>1% comes from other sources</p>	<p>A complete reduction of emissions is impossible until a suitable technology is developed that will allow for the exclusion of emissions related to the use of diesel fuel. So, in the short and medium term, our focus is on transport efficiency. Systematically we eliminate the high-emission factor (R404) from the refrigeration equipment. In addition, in new warehouses we are investing in heat pumps.</p>
<b>Scope 2</b>	2.3%	<p>Electricity: 31% in our buildings and 63% in rented buildings.</p> <p>Heat and steam network for rented facilities - 2%, and for own facilities - 4%.</p>	<p>We have more than 160 branches in Europe and the main challenge is the great number of our facilities to be powered by renewable energy.</p> <p>We are focused on using green energy solutions, in our own buildings we are receiving 100% of the energy from renewable sources. Our main challenge is to ensure green energy in rented buildings.</p>
<b>Scope 3</b>	86.7%	<p>96% is diesel</p> <p>2% of ON own fleet in WTT emissions</p> <p>1% of WTT electricity emissions</p> <p>1% other WTT emissions</p>	<p>The main challenge is to deal with exhaust emissions from diesel engines. We focus on ensuring that our entire fleet meets the minimum Euro 5 standard, improving transport efficiency by analysing emission intensity from the CO<sub>2</sub> calculator.</p>



Currently The Raben Group is focusing on Paris Agreement obligations, and is working on interim targets aligned with Science Based Targets initiative guidelines, which will define clear decarbonization goals for the short and medium term, assuring absolute CO<sub>2</sub> reduction measures for all Scopes (1,2,3 according to the GHG Protocol) and long term net zero ambition. Those targets will be presented in next climate disclosure.

**+ Accounting methods are described in Chapter 6 of Raben Group Sustainability Report 2021.**

# TCFD CONTENT INDEX

The table below provides page references of Task Force on Climate-related Financial Disclosures (TCFD) information included in this report.

Area	Disclosure	Page
<b>Governance</b> Disclose the organisations governance around climate-related risks and opportunities.	Description of the board’s oversight of climate-related risks and opportunities.	84
	Description of management’s role in assessing and managing climate-related risks and opportunities.	84
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning where such information is material.	Climate-related risks and opportunities identified over the short, medium, and long term.	86-89
	Impact of climate-related risks and opportunities on the businesses, strategy, and financial planning.	85-89
	Resilience of the strategy to different climate-related scenarios, including a 2°C or lower scenario.	86-89
<b>Risk management</b> Disclose how the organisation identifies, assesses and manages climate-related risks.	Processes for identifying and assessing climate-related risks.	24-25, 86-89
	Processes for managing climate-related risks.	24-25, 86-89
	Integration of climate-related risks into overall risk management.	24-25, 86-89
<b>Metrics and targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Metrics used to assess climate-related risks and opportunities in line with the strategy and risk management process.	90-91
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and related risks.	90-91
	Targets used to manage climate-related risks and opportunities and performance against targets.	90-91

[GRI 102-53]

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