

Raben

RABEN GROUP SUSTAINABILITY REPORT 2020

DRIVE TO SUSTAINABILITY



**YOUR PARTNER
IN LOGISTICS**

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

INTERVIEW WITH RABEN GROUP CEO EWALD RABEN



The transport industry is the bloodstream of business. What are the development perspectives in the area of sustainability in this industry in your opinion?

There is a huge potential for the whole supply chain, especially in logistics. Not all customers take the end-to-end process into consideration: where the product was manufactured and how long it travelled to reach the end consumer; but this will change. For us, improvements in the supply chain introduced by our customers create opportunities. However, I must say that there is no consistency as regards transport policies at the European level and the differences exist in different industries. Implementing consistent programmes would boost sustainable development. On our side, we make an effort to keep our supply chain transparent, ethical and efficient – also in terms of ecology.

What are the most important sustainability issues for Raben Group?

The issue which we have been focusing on in Raben Group for years is the safety of our

employees and our drivers. We measure it, report our performance, organise initiatives that reach a broad audience as part of our efforts at increasing road safety and we will continue doing it. Likewise, the reduction of CO₂ emissions is our top priority. I am positive that both the market and the awareness will evolve over the next 3 to 5 years and customers will turn to companies that place sustainability at the heart of their operations.

When thinking about the years to come, I see no specific challenges as such, but certain targets to accelerate the Group's sustainability within the practically available technology. They are as important as our business targets and we have to act in a disciplined way to achieve them effectively.

You have adopted Raben Group environmental, social and governance strategy (ESG strategy). What is your approach to successful implementation of the strategy?

I believe that everyone in the company should be committed to its implementation. My role is

to be a leader, to set goals (such as becoming a carbon neutral organisation) and to proactively support my team in their fulfillment. Although by responding to global and local challenges and stakeholders dialogue, our Sustainability Committee creates the strategy and oversees that it is effective and followed in everyday business operations, it also should be the responsibility of each and every employee and every supplier to implement the changes that make Raben Group more sustainable. Furthermore, I believe that the commitment of top managers is crucial, and so is their role in building sustainability awareness among employees and therefore, apart from their individual responsibility, managers are also engaged in the realisation of ESG targets. The KPI and our progress is constantly and consistently measured.

So the first step is measuring?

I believe that the first step to improve anything is to measure it well – just like we measure, for example, the CO₂ emissions in our daily transport and warehouse operations. It is the base for further work: setting goals followed by implementation and optimisation in the course of normal business operations. Reliable

reporting is always the first step. The first Group Sustainability Report is also such a tool.

How would you recap the year 2020?

In a nutshell, it was a year which forced us to accelerate adoption of innovative solutions and made us respond in a positive way to many challenges. As a result, we travel less, however we are much more aligned as a Group. In all the countries where we operate we share the same goals and the same approach to business. Furthermore, we hold weekly online meetings with top management from all the countries, which was not our practice before the pandemic. COVID-19 triggered the remarkable engagement of our whole team who worked hard to deliver more and differently than before to ensure stable quality of our services and to achieve our goals. Of course, at the same time the new circumstances caused many obstacles. Given the lockdown and problems that our customers faced, the second quarter of 2020 was extremely difficult and a real challenge for us all.

The pandemic was a trigger that has accelerated many innovations. We searched for new solutions regarding safe delivery of shipments such as our well received Picture Confirming Delivery. On the other hand, we had

to reorganize our way of working by introducing home office and all the IT and security solutions that made it possible. Although at the beginning we did not expect to be able to organize it this well, in fact we did succeed and it turned out, for example, that not only can we and our customers switch to online meetings, but it also has a positive side effect of reduced emissions.

What is the biggest challenge for the year 2021?

Our internal goal and ambition is to grow faster than the market. In 2021 we will continue adjusting our services to the new emerging business environment as the market will need different services than two years ago due to COVID-19. We discuss the needs with our customers and work on responding to them faster and more efficiently than the competitors – just as we did in 2020 – through, for example, expanding the B2C services. Our goal is to continue to support our customers with best quality as we believe that their success contributes to our own accomplishments. We will also continue our efforts to reinforce our position of the leader of sustainable development in the transport and logistics sector.



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Raben

EUROPEAN LOGISTICS

Raben

01 RABEN

01

RABEN GROUP
"YOUR PARTNER IN LOGISTICS"

COMPANY OVERVIEW¹

EUROPEAN PARTNER IN LOGISTICS

Raben Group is a European transport and logistics company offering transport of goods, contract logistics services including storage and a variety of value-added services.

13
countries

Over
150
locations

kEUR 1,260,000
revenue

Over
10,000
employees

Over
8,000
vehicles

1,250,000 m²
of warehouse capacity

Over
13,000,000
shipments annually

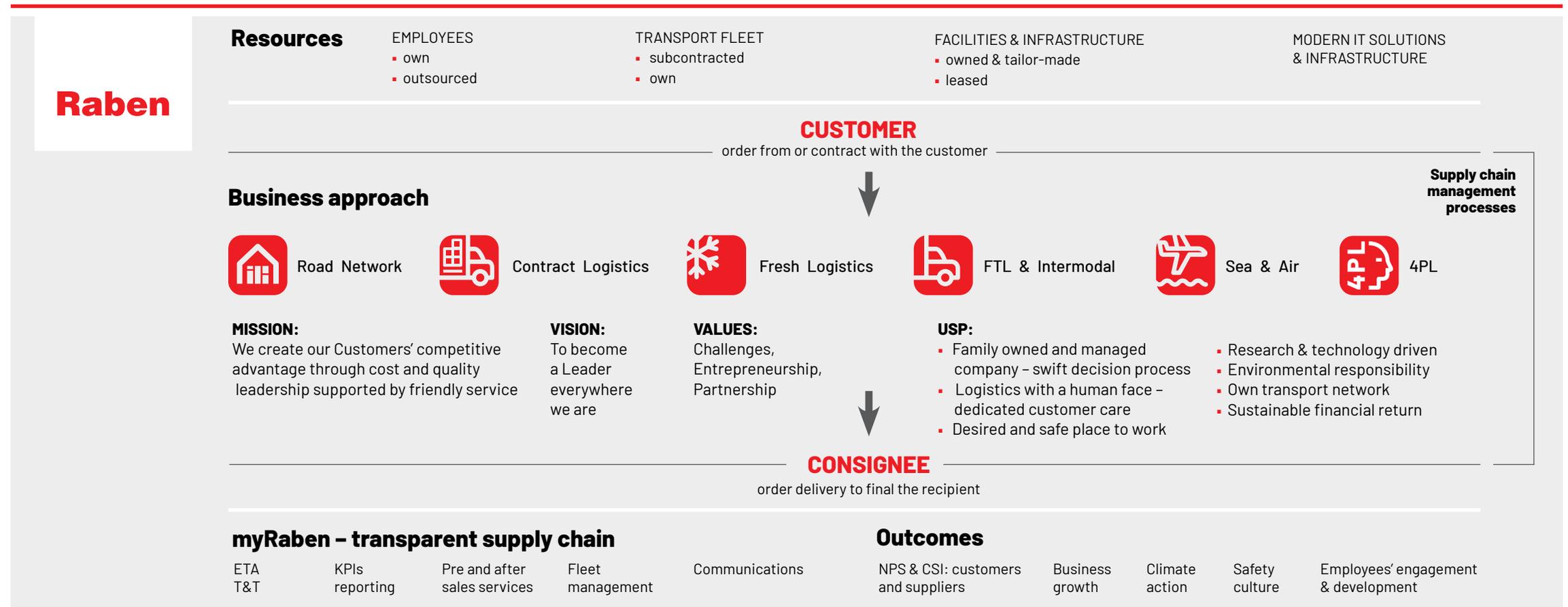
Almost
40,000,000
pallet places

¹ The data cover 100% companies in the Group.

[+ Read more at www.raben-group.com](https://www.raben-group.com)

OUR BUSINESS MODEL

Raben Group business model is based on development and implementation of new technologies to support operational processes, simplify procedures for customers and boost security as well as safety of employees, subcontractors, customers and the environment. We understand our customers and their needs and we listen to them, responding by implementing the most effective and innovative solutions.



OUR SERVICES

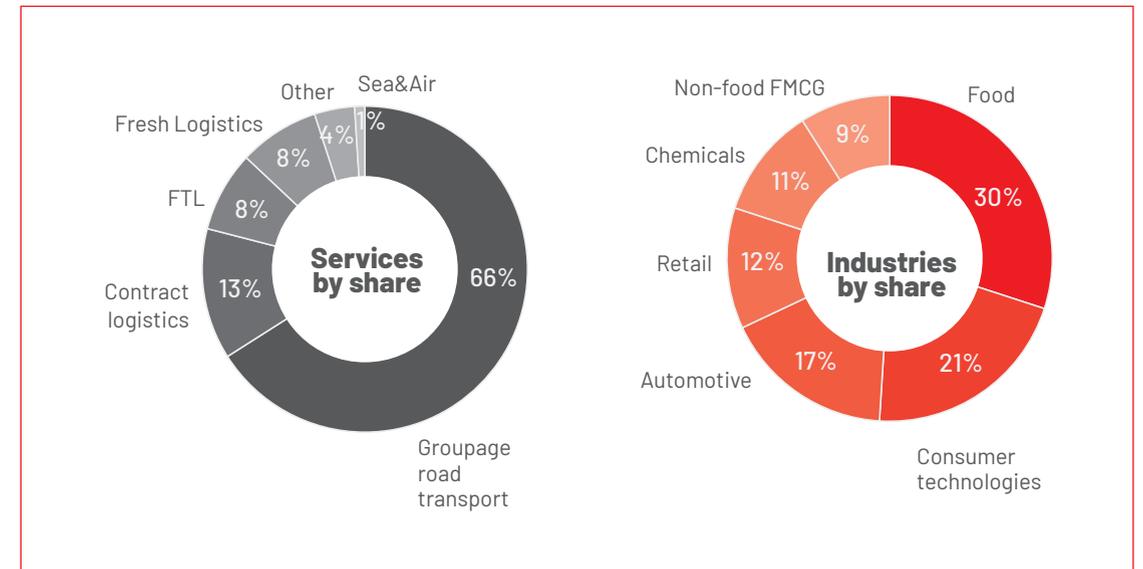
 **Road network:** We provide domestic distribution and international transport in the Europe, ensuring comprehensive customs services and the possibility of temporary storage of goods.

 **Contract Logistics:** The service which covers a number of operations carried out in the warehouse, 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.

 **Fresh Logistics:** Comprehensive logistics solution for fresh products which require controlled temperature from 0°C to +2°C (Ultrafresh) 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.

 **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 (container/trailer).

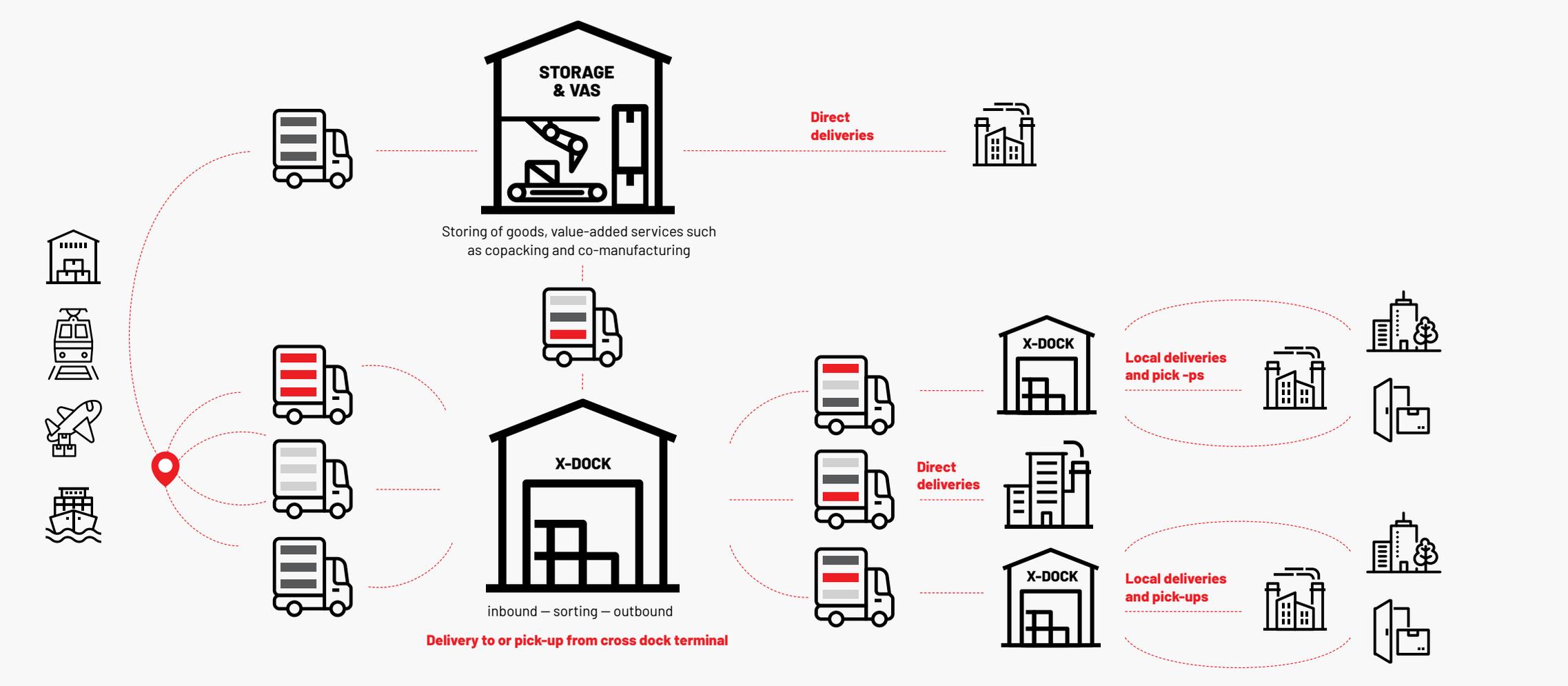
 **Sea and Air:** Sea freight services allow for transporting goods over large distances. Air cargo is delivered to any place in the world in a fast and secure manner. Many years of experience, close and trusted cooperation with partnering shipowners and airlines help us connect continents and bring even 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.

NETWORK SUPPLY CHAIN



2020 HIGHLIGHTS – SECURE & FORWARD

In 2020 the Group generated revenue of EUR 1,260M, which was higher than in 2019. Taking into account how tough and unprecedented that year was, the results were significantly better than anticipated at the outbreak of the COVID-19 pandemic and almost at the level planned for 2020. This outstanding achievement is a proof of high resilience and agility of the Group and its ability to adjust to unpredictable development of the market situation.

Immediately after the first signs of the COVID-19 impact, at the end of Q1 2020, the Group implemented the Secure & Forward plan, setting priorities on the employees' and subcontractors' health as well as continuity of operations and the high quality and reliability of the network service. At the same time actions were taken to offset the volume drop. The Secure & Forward plan also included measures aimed at preparing the Group for an accelerated growth after the release of the lockdown. Our distribution network in Europe operated without interruptions and with stable and high delivery quality during the whole 2020.

We would like to thank our employees, subcontractors and suppliers for their remarkable efforts and engagement during 2020.

In 2020, despite the COVID-19 pandemic, we continued our Group strategic projects. The implementation of the Transport Management System (TMS), which is a Group standard, in Germany was an example of such a project. Due to the standardized network management we were able to stabilize and optimize the network during the pandemic and prepare solid foundations for further growth in Germany. High transparency also supported the delivery of quality services to our customers and further increase of transport efficiency. During 2020 we took further steps to simplify and streamline our legal structure in Germany. We also increased our shareholding in the Italian subsidiary to 100%.

The pandemic has also accelerated further digitalization of the Group including online communication tools. Additionally, with less travel the Group has become more aligned and focused. We have also developed the ability to stay in contact

with our customers without physical meetings. The technological solutions implemented in previous years have helped us to enhance the efficiency of our operations despite the tough conditions.

New products like Picture Confirming Delivery, 24/7 online myOffer platform, and further enhancements in myRaben and ETA

allowed continuous development of our business and service for the growing B2C and e-commerce sectors.

We have also made further practical use of automated transport planning, robots, RPA and IoT in logistics warehouse and back office operations.

As in previous years, we invested in our network and efficient terminals. During 2020 we opened new terminals and warehouses to improve the quality and capacity of our network infrastructure.

The pandemic did not slow down our commitment to sustainability. In 2020 we continued developing our sustainability framework and implementing the sustainability practices in all countries. In 2020 we started the implementation of the CO₂ calculator embedded in our standard Transport Management System providing CO₂ emission footprint on the shipment level.

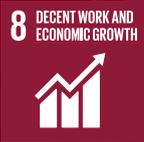


In 2020 our sustainability efforts were also recognised with several awards.

Among others:

- **Third place in the Ranking of Responsible Companies** for sustainable approach to business (Poland). [+ Read more](#)
- **CSR Golden Leaf** for sustainable approach to business (Poland). [+ Read more](#)
- **First place as the Trusted Brand** in the logistics services category (Poland). [+ Read more](#)
- **Best Company award** in the area of brand reputation management (Ukraine). [+ Read more](#)
- **Innovator 2020 award** for creativity, wisdom and innovative ideas (Ukraine). [+ Read more](#)

Raben Group contributes to:

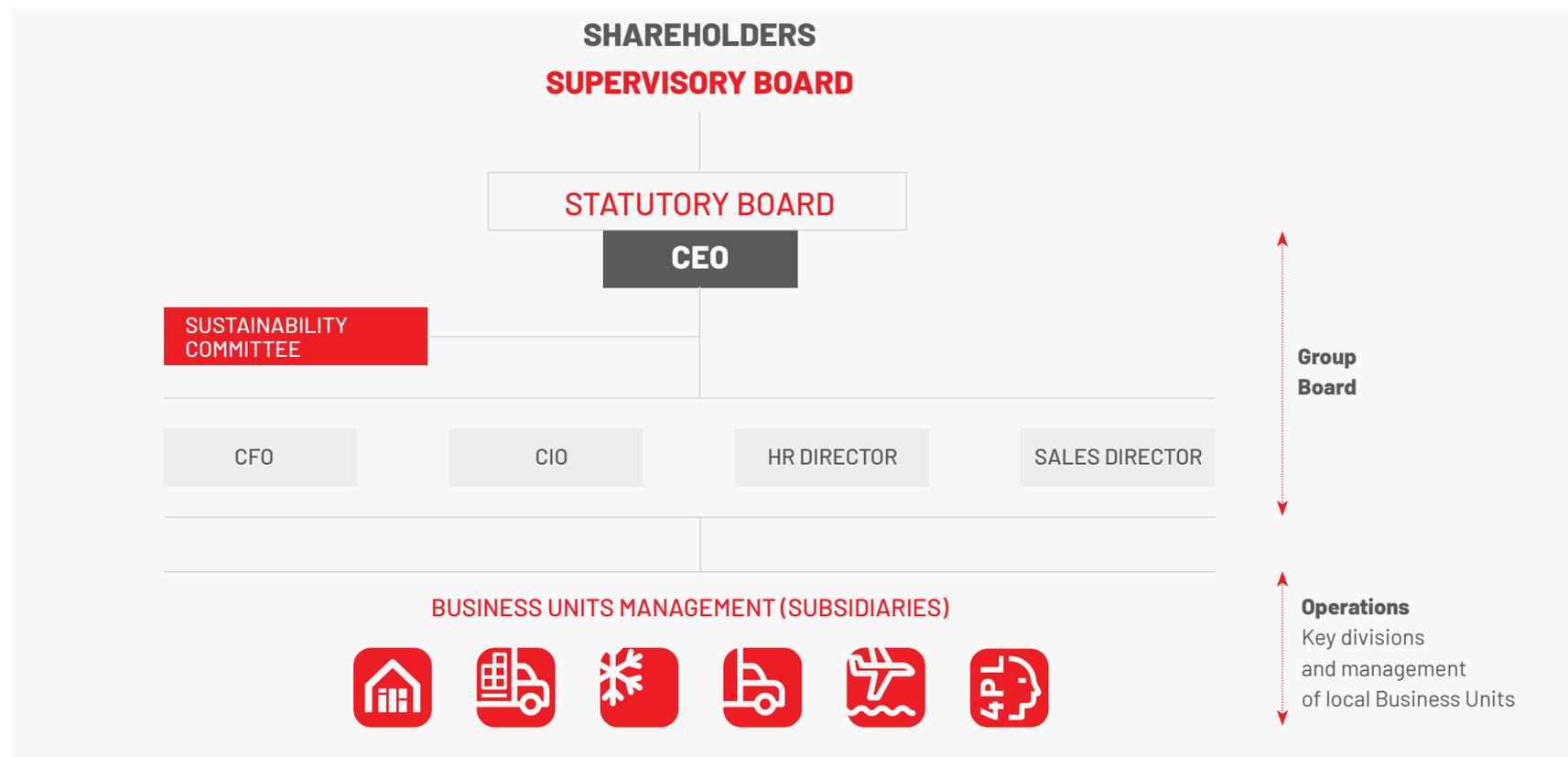


GOVERNANCE AND APPROACH TO SUSTAINABILITY

"SUSTAINABILITY AND INNOVATIONS AS THE FOUNDATIONS OF OUR OPERATIONS"

RABEN GOVERNANCE

BOARD STRUCTURE



SUPERVISORY BOARD

Composition: Supervisory Board Directors: Gerard Van Kesteren, Ben Van De Vrie, and Stefan Delacher. There were no changes in the membership of the Supervisory Board in 2020.

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

STATUTORY BOARD OF RGNV

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

Competencies: responsible for the general management of Raben Group NV, appoints and removes 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 a non-statutory, internal, joint management committee of RGNV, responsible for taking key decisions regarding Raben Group as a whole and defining directions and objectives of Raben Group. The Group Board grants approvals for the 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 determined 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 connected 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.

Raben Group Business Units report to the Dutch parent company, Raben Group N.V., which every year publishes Consolidated Annual Report. The report can be found at [+ https://www.kvk.nl/english/](https://www.kvk.nl/english/).

There are 4 Committees of Raben Group consisting of the Group Board members:

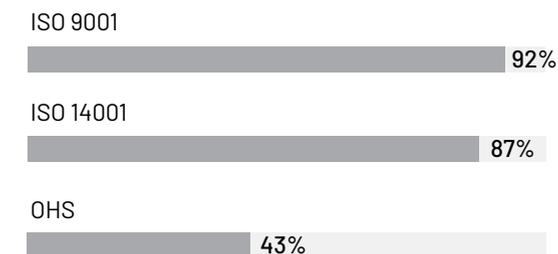
- Sustainability Committee
- SHE Committee
- Audit Committee
- Genius Lab Steering Committee

The sustainability issues are addressed at the Sustainability Committee. The powers of the Committee are presented in the section ESG strategy of the same chapter. Numerous key issues of the ESG strategy are also managed within the other 3 Committees.

MANAGEMENT SYSTEM

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

Group locations certification coverage:



SUSTAINABILITY CHALLENGES



TRENDS & CHALLENGES

Our sustainability framework has been addressed in our ESG strategy. The challenges are related to our key stakeholders and our key impacts around environmental, social and governance issues, namely:

- Climate change: reduction of GHG emissions,
- Transparent supply chain: improving ethics, working conditions of drivers, social and environmental impact of all suppliers,
- Safety culture: health and safety of stakeholders

Climate change

Road transport presently accounts for about 9% of global carbon dioxide emissions. In the European Union, the transport sector causes 25% of the total greenhouse gas emissions.² The targets set for the sector in the Paris Agreement are already at risk, whereas the demand for road freight will no less than double before 2050.

This context leaves no doubt that sustainability priorities lie in the lowering of GHG emissions caused by our operations and by our supply chain. Our goals and achievements are presented in

+ Chapter 4: Environmental Impact.

Transparent supply chain

Sustainable business conduct is not only about direct operations of a particular company. The impact of an organization has to be considered in terms of its whole supply chain. It is crucial to maintain transparent and ethical approach towards management in this area.

Furthermore, drivers are the key stakeholders in the transport industry. However, there are no industry standards in place as regards the working conditions of drivers. As a result, a number of challenges need to be addressed.

The COVID-19 pandemic has only aggravated that situation, so a few companies in the sector, including Raben Group, are working with CSR Europe and customers to define and implement the social guidelines to improve the working conditions of drivers. Our responsibility is to create sustainable solutions across the Group's value chain and we see our impact both in our own and subcontracted operations. Thus, we support the environmental and social sustainability at our subcontractors, as we have explained in

+ Chapter 5: Social Impact.

Safety culture

Raben Group's business and commercial performance depends on our employees' and subcontractors' safety & health. Without our teams, we would not be able to perform our business activity. Employees, drivers, and all subcontractors are Raben's most valuable asset. We feel responsible for our teams as their safety, health and engagement influence our business performance. Providing a safe, healthy, and fulfilling workplace is crucial and material for Raben Group and the industry. Learn more in

+ Chapter 5: Social Impact.

² Shell's industry perspectives report "Decarbonising Road Freight: Getting into Gear".

ESG STRATEGY

Raben Group is a family owned company with social responsibility being an inherent part of our Group DNA. We have been transparent with our stakeholders on sustainability issues for many years and we started publishing our first sustainability report for operations in Poland in 2014. Sustainability is at the core of our business and decisions on our commitments and goals are taken at the top level in the Group structure. We have established **the Sustainability Committee** which is chaired by the CEO who is actively involved in setting our sustainability directions and goals. The Committee includes Group Board members and key business divisions' directors, i.e., Research & Development, Risk, Real Estate, Road Network and Business Development directors.

The Committee meets quarterly. Its powers include:

- evaluation of ESG strategy & plans, KPIs and goals,
- deciding on climate-related goals,
- setting up and approving sustainability initiatives.

Some of the areas in the ESG strategy, such as ethics, compliance and safety, are managed and evaluated directly also during regular meetings of the Audit and Safety Committees. At the operational level, the Group Sustainability Manager is responsible for the implementation of the ESG strategy.

The **ESG strategy** was developed and approved by the Sustainability Committee in 2020. It is built around CSR aims developed already in 2010 and the Group's strategy.

ESG STRATEGY PILLARS

GOVERNANCE

Ethics
 Compliance
 ESG risks
 Business growth
 Customer satisfaction
 Innovations
 Responsible marketing
 ESG evaluation of suppliers

SOCIETY

Health and safety
 Employment
 Diversity & inclusion
 Social impact
 Dialogue with stakeholders

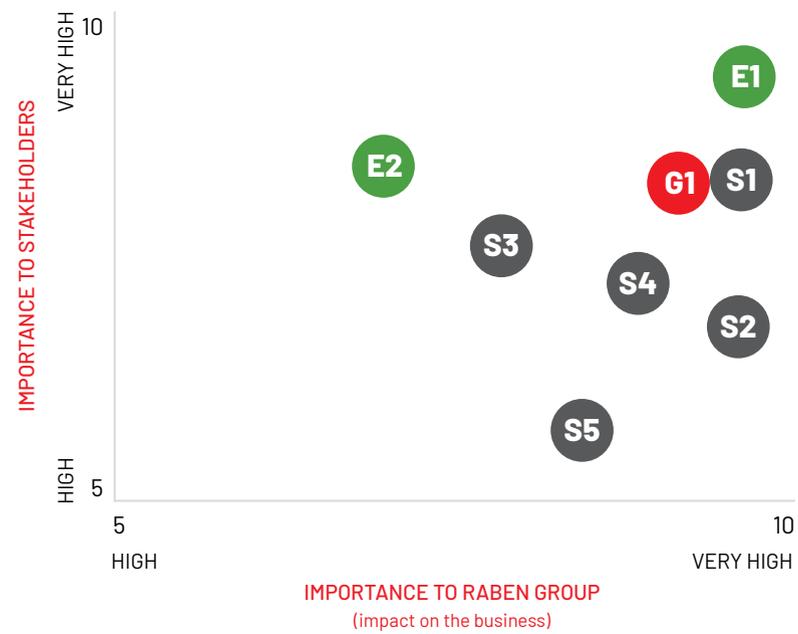
ENVIRONMENT

GHG emissions
 Resources management
 Waste management
 Eco initiatives

THE ESG STRATEGY CONTRIBUTES TO THE UN GLOBAL GOALS:



ESG MATERIALITY MATRIX 2021



TOP MATERIAL ESG TOPICS

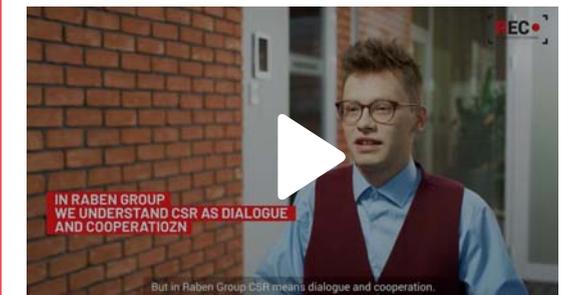
- E1** Climate change
- S1** Innovation and Technological Advances
- G1** Sustainability transparency / framework
- E2** Waste
- S2** Customer satisfaction
- S3** Ethical standards for the sector and the partners in the supply chain
- S4** Safe and friendly work environment for employees
- S5** Development and retention of employees

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



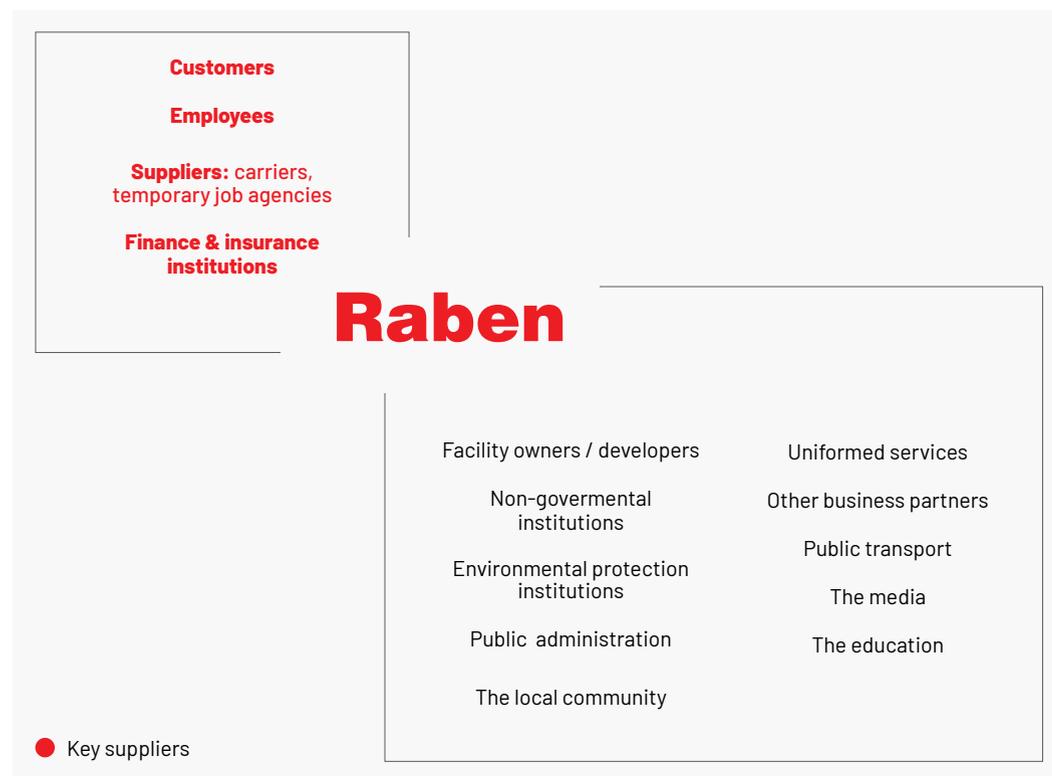
Prior to setting up our ESG strategy, in 2020 we conducted a materiality assessment to identify and prioritize the issues that are most important for Raben Group and its stakeholders. In the course of this process, the key ESG topics have been identified and adopted as key topics for the content of the Report.

[Learn more](#) about how we understand our responsibilities



STAKEHOLDER ENGAGEMENT

RABEN GROUP STAKEHOLDERS' MAP



Raben Group works with key stakeholders in the form of partnerships, participates in the works of industry associations as a member and supports important initiatives. We participate

in the CSR Europe Responsible Trucking initiative which develops social standards in transport. Raben Group also supports the UN Sustainable Development Goals 2015-30.

Raben Group is a member of following associations:



- Global Freight Group
- International Federation of Freight Forwarders Associations
- Association of Road Transport Operators
- European Food Network
- Landesverband Bayerischer Spediteure e.V.
- Arbeitgeberverband und Logistik Baden-Württemberg
- Verband Verkehr und Logistik Berlin und Brandenburg e.V.
- Polish International Freight Forwarders Association
- Verband Spedition und Logistik Nordrhein-Westfalen
- British-Polish Chamber of Commerce
- Netherlands-Polish Chamber of Commerce
- Polish-Hungarian Chamber of Commerce
- Polish-Romanian Bilateral Chamber of Commerce and Industry
- Polish-Canadian Chamber of Commerce
- Polish-German Chamber of Commerce and Industry
- Efficient Consumer Response Polska
- Responsible Business Forum
- The LODZistics cluster
- Association of Polish Dairy Processors
- Transport and Logistics Poland Association
- The Polish Meat Association
- Association of International Road Transport Carriers in Poland
- Polish Chamber of Commerce of Road Transport and Forwarding
- Sdružení automobilových dopravců ČESMAD BOHEMIA, z.s.
- Česká logistická asociace

DIALOGUE WITH STAKEHOLDERS

Stakeholder dialogue is embedded in our ESG strategy and has been defined as our Group's ESG objective. We communicate with our key stakeholders by conducting dialogue sessions, organising engagement and satisfaction surveys among our employees and customers, questionnaires, focus meetings, interviews with opinion leaders.

We conduct dialogue sessions to include our key stakeholders' opinions in our decisions, strategy and the reporting process. The stakeholders engagement is organized mainly in two forms:

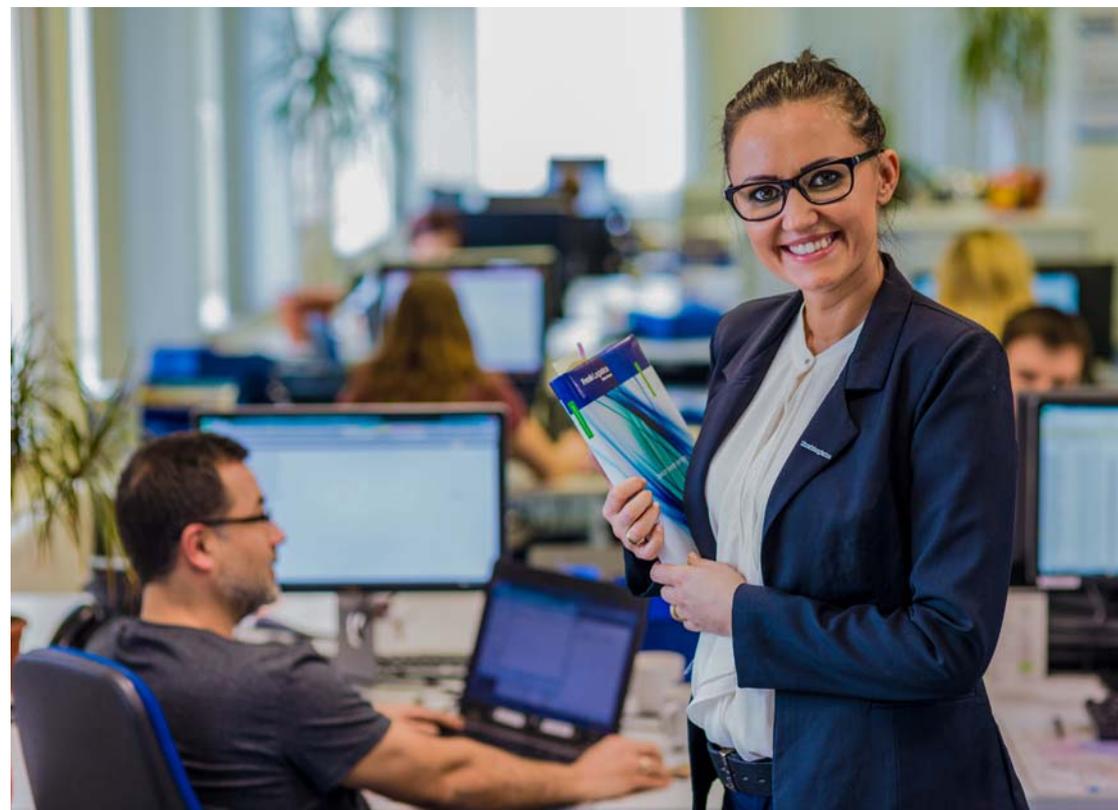
- **Share the Way dialogue sessions** with key stakeholders: round table meetings once a year which are one of the key tools in shaping our efforts in the area of Raben Group's social respon-

sibility. The dialogue is conducted in accordance with the AA1000SES standard.

- **Satisfaction surveys** with 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 Raben Group on the society, environment and about the information they would like to have incorporated into our CSR Report.

In 2020, instead of direct round table meetings, we conducted series of **individual interviews** with representatives of employees, subcontractors, key business partners with the greatest impact on our operations and future challenges of the whole logistics sector, financing institutions, key media, experts in fields of environmental and climate issues. Simultaneously we conducted customer satisfaction survey.

As a result of individual interviews, 15 sustainability topics were pointed out by the participants, which we have taken into account in defining the scope of the report and the key ESG material issues.



The stakeholder perspective included the following topics:



- Ecology, natural environment, lowering exhaust emissions
- Ethical standards for the sector and the partners in 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
- Encouraging employees and rewarding them for actions for the benefit of local communities
- Development and retention of employees
- Raben Puls Check 2020
- Information security
- Building a robust safety culture and preventing accidents in logistics
- Participation in the social dialogue concerning the economy and job market
- Participation in practical, vocational training of students
- Financial data of the company
- Basic information concerning employment.

BUSINESS ETHICS & COMPLIANCE

The organisational culture of Raben Group is based on ethics and values. To guarantee that our principles are met 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

The Audit Committee is responsible for approving and implementing compliance policies in the Group. The body is chaired by the CEO.

RABEN GROUP'S POLICY OF COMPLIANCE

The aim of Raben Group's Policy of Compliance is to ensure full compliance of 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, explicate obligations and sanctions under the competition law and the potential consequences of their violations.

No confirmed incidents of corruption were reported in 2020, no legal actions for competition breach, anti-trust or monopoly practices were pending or completed, and no instances of substantial non-compliance with laws and/or regulations were identified.

CODE OF ETHICS

We have established **the Group Code of Ethics that defines common values and conduct**.

The body responsible for its implementation and development is **the Audit Committee**. It has been set up in order to prevent unethical conduct and to investigate reported breaches. Following notification of a breach, a special procedure will be launched in order to examine any improprieties.

It is obligatory for all Raben Group employees and key suppliers to follow the Code of Ethics, which is appended to cooperation agreements. The document is available on the Group's website.

[+ Read the Code of Ethics](#)

Our approach to business ethics advances continuously. In 2020, we launched the

implementation of an updated version of the Code of Ethics for Raben Group employees and subcontractors. The amended Code will be progressively implemented in Raben Group companies from January 2021. Its content was also inspired by international guidelines and recommendations such as the Ethical Trading Initiative, 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.

WHISTLEBLOWING POLICY

In 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. The policy contains a definition of whistleblowing, explains what information should a whistleblower provide and describes the process of dealing with whistleblowing disclosures and the possible outcomes of reporting information.

Several **entities are responsible for dealing with whistleblowing disclosures** within the Raben Group's structure, namely:

- the Group Compliance Officer
- Internal Audit

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

Nine irregularities were reported in 2020, none of which involved discrimination issues. Consequently, proper corrective actions were taken, 100% of which were reviewed and the cases are regarded to have been solved. Only one case was considered to be unfounded due to the lack of sufficient evidence.

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, and 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.

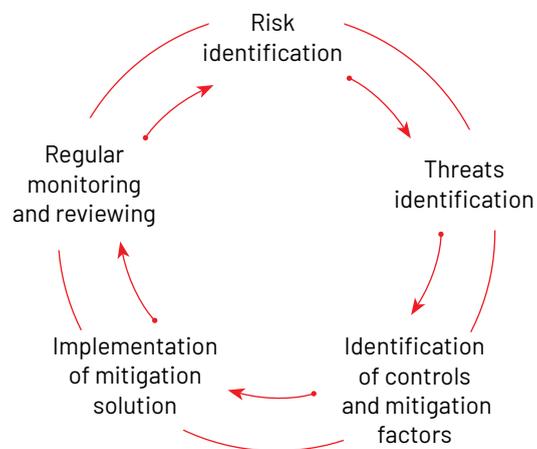
The policy describes the responsibilities and organization of the risk management systems.

The objectives of risk management at Raben Group are as follows:

- to protect the life and health of the employees,
- to 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.



INTEGRATION OF ESG RISKS

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

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 organized response to incidents. The goals of the BCM policy implemented by the Group are to minimize the risk of disruption of key services, devise responses to

gross 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 business. 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

At Raben Group, we devote much effort to guaranteeing information security, which we understand as ensuring adequate accessibility as well as confidentiality and integrity. This process requires continuous monitoring and improvement, which we pursue by developing an **information security management system based on ISO 27001 guidelines**. In 2020 we continued the implementation of the standard in the Group.

From our perspective, satisfying all the requirements of the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation) remains one of the most important objectives of the information security management system. We provide the highest level of data management in the field of privacy.

The Group Information Security Officer is responsible for the information and data security

in the Group. All issues in this area are reported to the Audit Committee and the Group Board.

We intensified our efforts to enhance information security

for the purpose of the new remote work mode introduced due to the outbreak of the pandemic.

On the basis of risk assessment, KPI measurement, audits and reviews, Raben Group implemented a system of planning, monitoring and continuous improvement of the effectiveness of information safeguards. The actions were undertaken in accordance with the requirements of the international standard ISO IEC 27001, including the best practices for information security management systems. The undertaken actions included improvement and optimization of IT processes and security, building and premises protection, personal data protection and other areas which required systemic management to ensure effective

organization of the management system. For instance, we introduced numerous modern IT technologies ensuring advanced protection and control measures (meeting the highest standards of information security), such as intelligent threat detection, multi-level authentication mechanisms and security of systems, networks and devices.

In 2021, the following security initiatives are continued: expansion of SOC (Security Operations Centre), hardening the security configuration of systems and networks, raising employees' awareness using modern teaching methods such as phishing tests, authorization monitoring, code security testing and many others.

In 2020 there were no reports of privacy violations or personal data breaches.

RESPONSE TO COVID-19

In 2020, in the face of the COVID-19 pandemic outbreak, our Group's priority was to protect the health of our employees and ensure business continuity. Thus, the Group Crisis Management Team was appointed, and its role is to monitor the developments and formulate rules and regulations to mitigate the spread of the virus.

Our Group Secure&Forward plan to ensure "Safety of our people and our business first, and then move fast forward!" determined our Group priorities regarding our employees, subcontractors and customers.



Raben Group response to COVID-19:

Crisis Management Team actions:

- Specific rules, procedures and instructions
- Information campaigns regarding safety and prevention rules, such as Keep Calm and Stay Healthy
- Protective measures
- Introducing organizational changes at the workplace
- Regular COVID compliance audits
- Awareness campaign for employees
- Constant monitoring and weekly update meetings

The Group Crisis Management Team issued COVID-19 safety rules and guidelines concerning employees, subcontractors and customers:

- COVID safety rules
- Rules for business trips
- Guidelines for managers regarding communication with employees in case of quarantine or illness of a colleague
- Rules for external stakeholders' visits to Raben Group premises
- Procedure for inventories with customers to define the rules of stock taking: safety rules were introduced ahead of inventories scheduled for Q4 2020 and communicated to customers in advance.

[▶ Learn more](#) about our approach to the COVID-19 pandemic explained by Raben Group CEO, Ewald Raben



SUMMARY

RABEN GROUP CORPORATE GOVERNANCE GOALS AND PROGRESS IN 2020

Governance topic	Goal	Progress in 2020	Plans for 2021
ETHICS: Ethical business conduct	<ul style="list-style-type: none"> 100% of inquiries solved; 100% of Codes of Ethics introduced to all FTEs and key subcontractors 	<ul style="list-style-type: none"> 100% of whistleblowing inquiries solved 100% of employees covered 72% of key subcontractors covered Code of Ethics – launch of the new version 	<ul style="list-style-type: none"> Implementation of the new version of the Code of Ethics among employees New version of the Code of Ethics for suppliers – implementation launched with the aim to cover 100% by 2022
COMPLIANCE: Business conduct compliant with the law	<ul style="list-style-type: none"> No corruption incidents and infringements of free competition, monopoly practices, etc. 	<ul style="list-style-type: none"> No corruption incidents 	<ul style="list-style-type: none"> ISMS further development and certification
COMPLIANCE: Information security	<ul style="list-style-type: none"> No personal data or any other confidential/sensitive information leaks 	<ul style="list-style-type: none"> No data leakage 	<ul style="list-style-type: none"> Sustainability reporting for Hungary, Italy, Slovakia and the Netherlands.
ESG MANAGEMENT	<ul style="list-style-type: none"> ESG strategy 	<ul style="list-style-type: none"> ESG strategy setup ESG risk matrix, including climate-related issues 	
	<ul style="list-style-type: none"> Sustainability reporting for Poland, Germany and the Czech Republic 	<ul style="list-style-type: none"> Developed reporting approach in Germany and the Czech Republic 	



Raben Group contributes to:

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



03

ECONOMIC IMPACT
"DRIVEN BY INNOVATIONS"

MANAGEMENT APPROACH

SERVICE QUALITY AND CUSTOMER SATISFACTION

While providing our services we set high quality goals which are defined by the Service Excellence standard of our network. The shipments must be delivered on time without losses and damage.

The timeliness of delivery and linehaul fillings are our key performance indicators.

Our quality goals also include the satisfaction of our customers.

During our weekly virtual meetings, KPIs and performance are discussed, and, if necessary, corrections or improvement actions are implemented and monitored.

Special standards apply to the safety of services for particular sectors. For instance, in food transport and warehousing we meet stringent customer requirements. Being aware of the applicable standards, i.e. HACCP, ISO 22000 and

IFS Logistics, we examine individual parameters and KPIs to ensure the right storage and transport conditions.



Raben Group is also a member of the European Food Network.

In terms of other standards required for particular processes and operations, Raben Group has certification provided in relevant locations such as: GMP (Good Manufacturing Practice), AEO (Authorized Economic Operator).

Customer satisfaction is a crucial issue for Raben Group. We measure it systematically based on the **NPS (Net Promoter Score) and CSI (Customer Satisfaction Index)**. Thanks to open questions in the satisfaction survey we can identify potential areas for improvement. We perform regular quality analysis of our customer service and put improvements into action.

The Group puts in place its consistent guidelines and rules regarding customer service and service quality.

- Guidelines regarding the quality and safety of services are common for all Business Units.
- All Business Units follow the same guidelines and standards regarding customer service. What distinguishes Raben Group from other market players is that every customer is assigned to a dedicated account manager.
- Business Units follow unified customer approach guidelines. New customers are acquired by Sales Departments and later taken care of by the Customer Service, while specialised teams are responsible for tenders separately at national and international level.

- Complaints and claims are regulated in the general guidelines and a common tool for digital claim management is used as part of “myRaben” platform.

As a result, these actions contribute to customer satisfaction, increased company turnover and higher profitability of services.

OUR PERFORMANCE MEASURING SATISFACTION

In spite of the COVID-19 pandemic, the results of the 2020 satisfaction survey conducted in the whole Group not only surpassed our goals, but they were also better than last year’s results in those companies that conducted the survey. This also was reflected in our customers’ reactions: various Business Units received thank you videos from their customers with words of appreciation and gratitude for their work.

As the satisfaction survey demonstrated, our customer service, the commitment of our employees and timely service were the top satisfaction factors mentioned by our customers.

They praised our **professionalism, reliability** and **great contact**. Furthermore, our **focus on partner relations** was also highlighted. They mentioned the good quality of our service, convenience of using myRaben platform and the speed of our customer service.

Customers indicated areas in need of improvement, such as the pricing of our services. We are working on the RPA solution that will enhance those aspects and constantly develop new solutions. In 2020, the **Customer Satisfaction index measuring the Group's support during COVID-19 was as high 87%** and exceeded our goal.

MORE THAN SERVICE

Raben Group invites customers to take part in its initiatives, as without their involvement many projects would not have been accomplished. At the same time, when offering our services, we help them to implement more environment-friendly solutions (offering advice and new services). As part of their supply chain, we want to support them in their path to being a socially responsible entity.

CUSTOMER SATISFACTION³:

NPS:	CSI:	1 survey response = 1 EUR for charity
34	87%	
(2020 goal: above 20)	(2020 goal: at least 80%)	

Sharing knowledge: we organise events such as business breakfasts with partners and customers with a view to share our expertise with the market. We also invite our customers to visit our facilities so that we can demonstrate the processes and share our know-how. This form of cooperation was limited during 2020 due to pandemic-related restrictions, but we are looking forward to

SERVICE EXCELLENCE PERFORMANCE:

Domestic transport quality data⁴:



Delivery performance (timeliness):

96%

Linehaul performance (timeliness):

97%

Shipments with ETA:

88%

Shipments with delivery status:

100%

Linehaul filling (pallet places):

114%



relaunching these meetings while simultaneously working on alternative solutions.

Joint social initiatives such as mutual cooperation with Food Banks, or organising educational or social campaigns like Raben Express. In 2020 we were involved in charity campaigns with our customers during the COVID-19 outbreak, focusing mainly on hospital deliveries.

Encouraging customers to use e-invoices and thus involving them in the sustainability action of tree planting.

CLAIMS MANAGEMENT

Claims are handled through the myClaim application integrated with myRaben.com which provides a direct channel of communications with

the customers. The customer can file the claim in reference to a respective shipment online and they are able to check the current claim status during the whole process of claim handling.

The paperless solution offers advantages,

namely that documents required for claim handling can be sent via myClaim and remain accessible at each stage of the claim handling process.

In 2020, myClaim was implemented in all Raben companies.

All claims are examined in accordance with the local law, general terms & conditions and arrangements with the customer concerned. Raben Group has implemented rules of claims handling which are incorporated into agreements and general terms & conditions and are discussed with customers during contract negotiations. Apart from the general guidelines at the Group level, the detailed rules are laid down by individual companies depending on the nature of the service and supported products. Raben Group organized trainings for Claims Department employees as part of their continuous professional development in the field of customer service standards and legal requirements.

³ The survey covered companies from Poland, Lithuania, the Czech Republic, Slovakia, Hungary, Romania and Italy
⁴ Data do not include Fresh Logistics Polska and Raben Transport companies due to separate reporting scheme. The COVID-19 and lockdowns impacted results.

INNOVATIONS

MANAGEMENT APPROACH

Logistics as an industry is a business based on information and control processes, including the movement of goods in storage and transport.

When providing our services, we apply innovative solutions,

that make our work more effective and easy to control for our customers. Our aim is not only to build our own competitive advantage, but also to boost that of our customers.

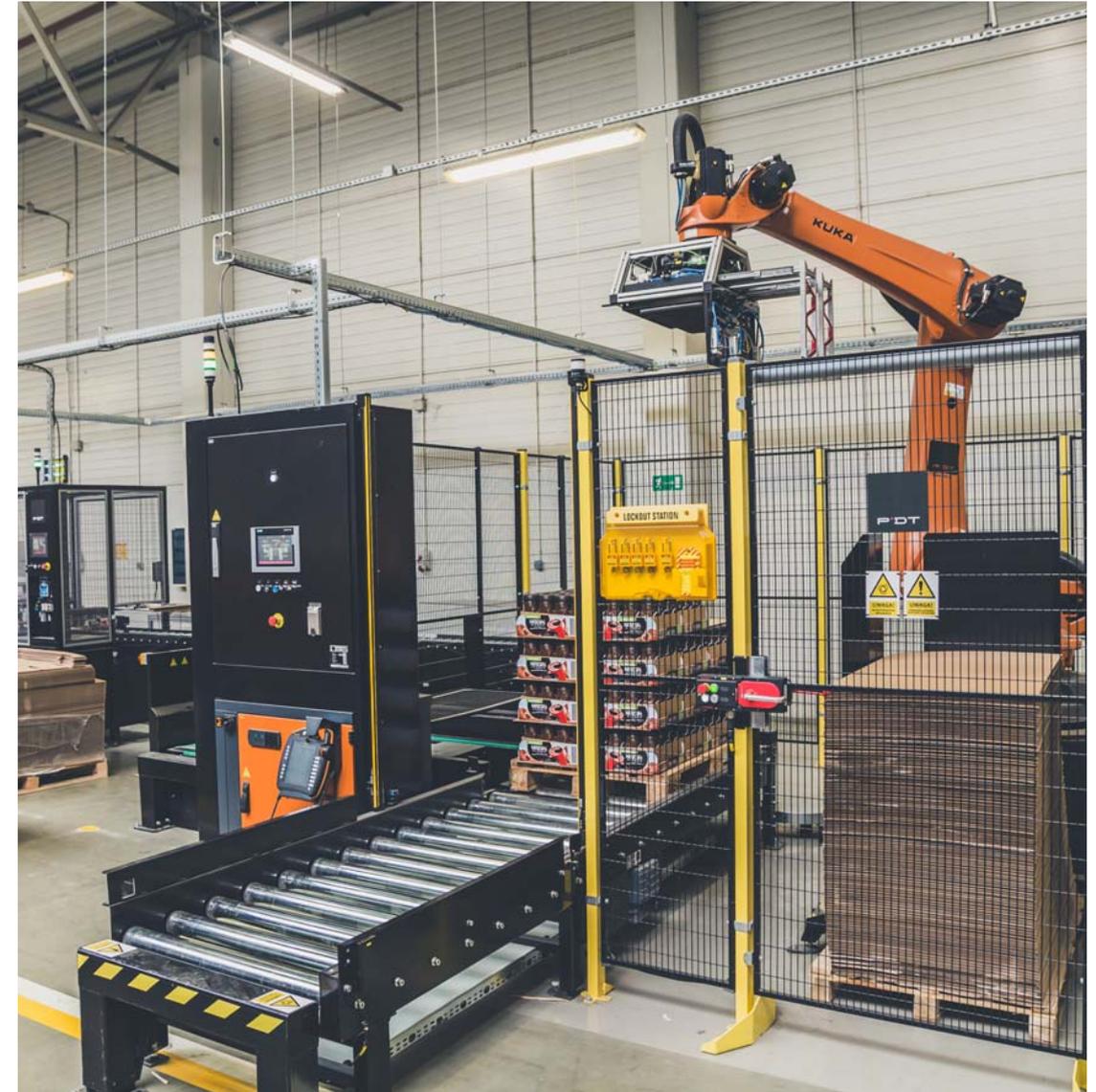
In order to achieve this goal, procedures are constantly improved, technological novelties are monitored and continuously implemented, together with investments made in modern IT solutions.

The basic objectives and priorities for innovations and modern technological solutions include:

- their compatibility with the company strategy and convergence with the services provided

- response to customers and employees' expectations
- improvement of efficiency
- reduction of environmental footprint
- improvement of ergonomics and workplace safety
- guarantee of employee competence development.

In order to achieve this, a separate innovation, research and development department named Genius Lab has been set in Raben Group. Its main tasks include regular activities aimed at pursuit of innovations, researching their potential and the technical and economic opportunities to deploy them within the Group. The Genius Lab is constantly in touch with all the Units of Raben Group for the purpose of analysing their needs, identifying areas of potential improvement and applying innovative adjustments. Directional decisions are made at the discretion of the Genius Lab Steering Committee, which includes representatives of the Group Board.



OUR PERFORMANCE

IT SOLUTIONS



WAREHOUSE

- RedPrairie and dedicated customer interfaces
- Robotics and automation
- Internet of Things
- Time mate



TRANSPORT

- myRaben.com - nearly **35,000 companies registered on myRaben.com** platform.
- ETA
- PCD
- Smartour

RPA (Robotic Process Automation) technologies

MYRABEN.COM

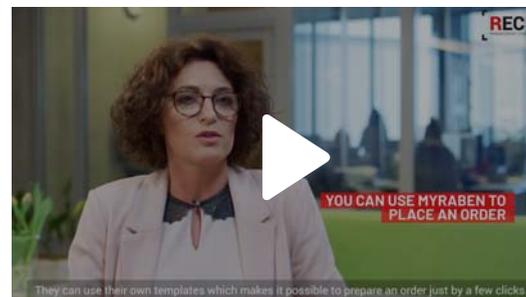
MyRaben.com is a digital platform tailored to the needs of our customers, employees and carriers. The system's core functionalities facilitate comprehensive shipment management as well as arrangement of pre- and post- sales services. On top of that, the platform also integrates tools for employees to enable more efficient management of internal processes. The system was implemented in 2015 and has been steadily developed since then.

Applications available at myRaben.com implemented in 2020:

- **myClaim:** application designed for handling the claim process. It enables filing claims quickly and conveniently per Business Unit, thus saving time of our customers.

- **myOffer:** application providing automatic shipment pricing in international distribution and placing an order. Thanks to the RPA solution for automatic costs calculation, it significantly reduces the response time for the customers. At present, 62% of quotations are made automatically.
- **myPhotos:** internal application for direct registration of damage in inbound deliveries making the process quicker and more intuitive.
- **MyCarrier** is dedicated to considerably support carriers and transport managers in terms of the fleet, drivers, trips, invoice acceptance and reporting processes. Its implementation was launched in 2020 and will continue throughout 2021.

Find out more about myRaben



WAREHOUSE

When working for our customers, we offer innovative solutions that respond to their needs or speed up their operations. A great majority of these solutions is based on work automation, for example:

- **Sorting system** prepared for Makro, unique in Europe, which contributed to the improvement of quality, productivity, and ergonomics. It resulted in lower dependence on the human factor. The system was implemented in 2020 in Poland.
- **Processes automatization**, i.e., introduction of cobots for automatic loading. In 2020 these solutions were introduced in subsequent locations.
- **Innovative solutions applied in new warehouses, such as narrow aisles & VGA system reachtrucks, Pick by Weight. Repetitive activities and warehouse processes are**

automated, hence a sorter or packing and palletizing robots are used, for example, in co-packing in several depots of Raben Group. In Raben warehouses, both **low-lift and reach trucks based on lithium-ion batteries** are more and more frequently used instead of the traditional acid batteries. Forklift trucks equipped with this modern source of energy boost work efficiency and facilitate better handling capacity in the warehouse.

- **Internet of Things**, i.e., the use of sensors to measure temperature and humidity, and the integration of the measurements with the Warehouse Management Systems ensure a greater effectiveness of control.
- **myPlan** system supporting the work of cross-dock warehouses and management of truck parking and areas around warehouses which significantly improved loading and unloading processes.
- **Analytical systems**, namely dashboards allowing ongoing analysis of warehouse processes by controlling warehouse tasks, efficiency of employees, and accuracy of implemented processes.
- **"Visionary" inventory system**, i.e., a solution designed in 2020 and scheduled to be implemented in 2021. It will generate scans and take photos automatically and send the material to the monitoring application.

+ Learn more about the role of IT systems in warehouse management



We have been improving ETA calculation process day by day and we were integrating more and more drivers into this process in 2020. We are introducing ETA calculation across linehaul connections to be sure when shipments will arrive to Raben depots, for better resourcing planning.

- Until now, the ETA system operates in **11 European countries**: Poland, Germany, the Netherlands, Lithuania, Latvia, Estonia, the Czech Republic, Slovakia, Hungary, Romania and Ukraine.
- Customers have access to this tool via myRaben.com platform.

+ Learn more about how PCD works



a new service for groupage shipments named PCD (Picture Confirming Delivery), which involves a touch-free confirmation of delivery using a photo. Thanks to the automatic registration of data regarding not only the appearance of the shipment, but also the date, time and place of delivery, and even the registration number of the delivery truck, it gives greater certainty to the consignor and the consignee that the delivery was completed in a given place and time. The customer can immediately see the Proof of Delivery on myRaben platform in myTrack&Trace module. Thanks to PCD, remote deliveries are possible even while being quarantined.

PCD has been implemented across Raben Group Business Units (except for Italy) and is available for local and international shipments, excluding temperature controlled fresh food transportation service.

- **Time mate**, an intelligent working time solution implemented in 2020 as a pilot solution which is planned to be deployed in subsequent depots.

TRANSPORT

ETA

In 2019 Raben Group introduced, as the first transport company in the B2B sector, a tool that enables tracking shipments in real time based on the **estimated time of arrival parameter (ETA)**. It is the estimated time of vehicle arrival at the destination and completion of the delivery. It relies on the information about the current location of the driver, and thus the shipment, based on the GPS location provided by a mobile device. This tool provides reliable information and offers access to up-to-date information on the estimated time of delivery, which helps our customers to optimise their operations.

+ Find out more about ETA



+ Visit ETA website

PCD

Guided by the need to guarantee safety of deliveries during the pandemic and in order to maintain the recommended distance between persons participating in the delivery, Raben Group introduced

SMARTOUR

PTV Smartour is the solution for optimizing routes on a strategic and tactical level. It is especially crucial for the last mile deliveries, where it can have significant impact on reducing CO₂ emissions. PTV Smartour enables efficient planning of single or multi-stop deliveries: it plans and optimizes routes, while respecting all the relevant delivery, customer, and vehicle-specific restrictions.

RPA (ROBOTIC PROCESS AUTOMATION) TECHNOLOGY

It is the replacement of repetitive work of computer system users with meticulously programmed algorithms that take over these tasks. It improves work ergonomics for office workers by way of implementing robotic processes to replace tedious, boring, repetitive tasks of entering information into IT systems through appropriate algorithms and software robots.

In 2020 more than **50** RPA processes were designed and implemented.

SUMMARY

RABEN GROUP ECONOMIC GOALS AND PROGRESS IN 2020:

Economy topic	Goal	Progress in 2020	Plans for 2021
MARKET	<ul style="list-style-type: none"> Maintaining financial stability during the pandemic 	<ul style="list-style-type: none"> Successful Secure & Forward plan 	<ul style="list-style-type: none"> Participating in the Ecovadis rating as the whole Group
CUSTOMER SATISFACTION	<ul style="list-style-type: none"> NPS (customers): NPS \geq 20* 	<ul style="list-style-type: none"> 34% 	<ul style="list-style-type: none"> Continuation of crisis management related to the COVID-19 pandemic
CUSTOMER SATISFACTION	<ul style="list-style-type: none"> CSI (consignee): CSI \geq 80* 	<ul style="list-style-type: none"> 87% 	<ul style="list-style-type: none"> Continued customer satisfaction surveys in the following markets: Germany and Ukraine
INNOVATIONS: continuous improvement in R&D	<ul style="list-style-type: none"> Introduction of innovative solutions or improvement of current tools 	<ul style="list-style-type: none"> PCD introduction as an answer to the pandemic ETA solution development by increasing its shipment network coverage Introduction of 4 new systems in my Raben platform Development of innovative solutions used in warehousing 	<ul style="list-style-type: none"> Introducing innovative B2C services and new 4PL product Further improvement of R&D projects conducted in 2020: continuous development of RPA and further implementation of robotics and automation



Raben Group contributes to:

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

04 ENVIRONMENTAL IMPACT

"ECO2WAY TOWARDS ZERO EMISSION FUTURE"

MANAGEMENT APPROACH

MAIN CHALLENGES

The increasing pace of climate change results in numerous environmental, social and economic risks. There are also **tremendous challenges posed** by the immediate shock due to the pandemic to the longer-term effects of climate change. The 2015 Paris Agreement defined a bold ambition to limit global warming to below 2°C above pre-industrial levels and pursue efforts to limit it to 1.5°C, in part by pursuing net carbon neutrality by 2050. In response, many countries, industries and individual organisations set targets to limit their carbon emissions and began developing plans on how to achieve them. Raben has been a committed member of this environment – conscious community for many years.

On the one hand, logistics is a key driver of climate change, but as the authors of the “Decarbonising Road Freight: Getting Into Gear, Industry Perspective” report emphasize “the sector is facing several barriers to decarbonisation – especially limited infrastructure, lack of available technology, insufficient regulatory incentives and lacking demand from shippers”.⁵

Transport accounts for a quarter of the European Union’s greenhouse gas emissions, which are on the rise. The Green Deal seeks a 90% reduction in these emissions by 2050.⁶

The EU recently set ambitious targets to reduce road freight emissions, and many cities are adopting zero- or low-emission zones. However, as it was mentioned in “Decarbonising Road Freight: Getting Into Gear Industry Perspectives”, city regulations are still fragmented with different approaches and timelines. A standardised implementation approach is lacking.

In Europe consumer demand for sustainable supply chains and municipal emission regulations are increasing relative to other geographies. Shippers are responding to increased consumer demand for sustainable products by incorporating green transportation criteria. An increasing but still limited number of shippers are willing to pay more for green transport.⁷

Responding to all those challenges **Raben Group’s approach focuses** on decreasing the level of CO₂



⁵ Decarbonising Road Freight: Getting Into Gear, Industry Perspectives, in collaboration with Deloitte, www.shell.com/DecarbonisingRoadFreight.

⁶ European Commission, Sustainable mobility The European Green Deal, December 2019.

⁷ www.shell.com/DecarbonisingRoadFreight, 2021 Shell International B.V. in collaboration with Deloitte, p. 97.

emissions caused by business operations and introduce energy from renewable resources.

Innovations are of key importance in decreasing emissions. However, there are also limits to the existing technologies and new solutions need to be introduced, so we need to **implement other types of innovations** that will contribute to the low-carbon economy. Using the cargo **space in the most efficient way** is such an example. Simultaneously we are preparing some **comprehensive tools for our customers** so that they can plan transport as effectively as possible and measure their carbon footprint. We will also work on future solutions in **the real estate** and support all zero emission solutions.

As described above, we regularly measure CO₂ levels and systematically replace older trucks with new ones that meet the latest greenhouse gas emission requirements.

OUR RESPONSE

At Raben, environmental responsibility is one of the **pillars of our business strategy: “Raben Group Strategy 2020”**. Furthermore, it is an integral part of our thinking about the company development at the level of the Group as well as of the individual Business Units. We feel responsible and determined to take any actions to combat climate change and its impacts.

Our duty is to limit and compensate for our negative impact on the environment.

We have listed the actions that bring us closer to achieving these goals in our ESG Strategy

which is the main document defining Raben Group’s approach to the environment applicable in every Business Unit.

In addition, our companies follow policies supplementing the ESG Strategy which outline their good practices in the area of environmental protection.

To achieve our goals, we implement international **environmental management standards:**

- ISO 50001 (energy management),
- ISO 14001 (environmental management).

At a Business Unit level, actions related to environmental impact are taken by dedicated staff of either integrated management system and by the transport division in connection to their KPIs (truck filling rates, empty runs, etc. for instance). They deliver results to the Group Sustainability Manager who carries out an analysis and suggests new solutions, which are later discussed and adopted during the Sustainability Committee meetings chaired by our CEO.

Our deep commitment to reducing the negative impact on the environment is manifested in the Raben ECO₂WAY project that we have been developing since 2018. It transformed from a social action to a set of goals for 5 years.



RABEN ECO₂WAY

Our goals by 2025:

- **Greenhouse gas emissions:**
 - 30% reduction of emissions’ intensity in our facilities (scope 1 and 2)
 - 10% reduction of emissions’ intensity in transport activities (all scopes)
 - We care about Euro standards of our suppliers’ fleet as well – 96% of fleet with Euro 5 and 6.
 - Relative reductions in road freight as a result of increasing transport efficiency
 - Greenhouse gas calculations – updating and enhancing the CO₂ calculator in transport
- **Resources management** – energy efficiency and energy intensity measuring initiatives and operational solutions to fight against climate change
- **Green energy solutions** – renewable energy certificates of origin, first direct investments in renewables in the owned facilities, working on the first zero emission warehouse and further introduction of alternative engines in the transport fleet
- **Waste management** – segregation rate of 90% with the aim to have all segregated waste recyclable or compostable
- **Ecological initiatives** – sustainable innovations to provide low carbon or even carbon neutral services, further development of the paperless culture, education of our stakeholders and joint actions with them (planting trees, e-invoice, etc.)

Our efforts for the environment – centrally adopted, locally implemented



Business Units are responsible for goals attainment at the operational level.

- In transport, by proper **truck filling, route planning, reducing numbers of empty runs** and cooperation with subcontractors to improve the Euro standard; we also work on introducing first green vehicles to our fleet
- Operational implementation of **new tools and software** designed or engineered by the Group (such as CO₂ calculator or Smartour) with the aim to improving transport planning and efficiency
- In **warehousing, by waste segregation**, introducing **energy efficient** technologies and embracing environment-friendly solutions designed by facility developers such as non-emission refrigerants for instance
- **Purchase of energy** according to Group guidelines
- Encouraging **customers to shift from paper to digital form** of documents, supported by digitalization of tools and processes at the Group level
- **Replacing single use plastic** in our facilities' social areas in favour of bio- or glass-based solutions and introducing solutions supporting circular economy in warehousing and transport as well
- **Maintenance and continuous improvement of environmental integrated management systems**
- Handling of **chemicals and other hazardous goods in an appropriate manner, both in transport and warehousing** [+ Learn more](#)

EMISSIONS

Transport and warehousing have a significant impact on emissions and our challenges lies exactly in these two areas. From an operational perspective, these are mainly:

- Road transport: diesel fuel emissions
- Warehousing: electricity, heating and cooling (in terms of refrigerants)

The carbon footprint in 2020 was 580,704 tonnes CO₂e in the market-based method. The carbon footprint was 2% lower compared to 2019. The decline was mainly because of lower volumes in freight in Germany due to the COVID-19 crisis. The decline in Germany was relatively higher than the business growth in Poland and the Czech Republic.

The emission increase of 4% in scope 1 is the effect of the own fleet and general business growth. In scope 2, emissions decreased by nearly 3% YoY respectively, mainly due to a reduction in heat consumption.

Within scope 1 and 2 emissions, we also include emissions from facilities where we have

no direct control over energy purchase (around 20% of all emissions from all facilities).

Regarding scope 3, our emissions in this area resulted in a decline of 3% due to lower volumes in road freight services rendered by our subcontractors.



*baseline 2019

OPERATIONAL BOUNDARIES OF EMISSION SCOPE

	Percentage of the total emission	Description of our scope – what emission sources we identify and manage	Main challenge
SCOPE 1	9%	<ul style="list-style-type: none"> 80% is diesel fuel (vast majority for owned transport fleet, slight amount for passenger cars and the lowest part are warehouses due to emergencies) 14% are heating sources such as natural gas and burning oil 3% are refrigerants used to cool goods 2% is LNG fuel for owned transport fleet 1% are other sources 	<ul style="list-style-type: none"> The total reduction of emissions is impossible until a technology is developed that allows for excluding emissions related to the use of diesel fuel. So in the short and medium term we focus on transport efficiency. We are testing alternative fuels and we are planning to introduce first green heavy duty vehicles.
SCOPE 2	7%	<ul style="list-style-type: none"> Electricity: 81% in our buildings and 17.5% in leased assets Heat and steam network for leased assets – 1% and for own facilities – 0.5%. 	<ul style="list-style-type: none"> We have over 150 locations in Europe and the main challenge is the sheer number of our facilities to be powered by renewables. Here we have identified the greatest reduction potential in a short term and we are working intensively to find the optimal solution tailored to the specific features of our business. We are looking at different solutions such as: <ul style="list-style-type: none"> – certificates of origin for electricity supplies – direct renewable sourcing options – our own low-carbon or even carbon-neutral facilities
SCOPE 3	84%	<ul style="list-style-type: none"> 96% is diesel fuel for subcontracted transport fleet 2% diesel own fleet WTT emissions 1% electricity WTT emissions 0.96% other WTT emissions 0.04% water, sewage, waste 	<ul style="list-style-type: none"> The main challenge is to deal with diesel emissions. We focus on having all our fleet at the level of minimum Euro 5 standard, on transport efficiency, on testing of alternative fuels and introducing first green heavy duty vehicles.



EFFICIENT TRANSPORT AND MODERN FLEET

Transport is our core activity and we are totally aware of its impact on carbon dioxide emissions. However, as already mentioned in previous chapters, due to infrastructure and technology restrictions we are focusing mostly on the transport efficiency and Euro standards of our fleet in the short and medium term. Of course, in the meantime we are testing alternative fuel engines and looking forward to the first green heavy duty vehicles.

EXAMPLES OF TRANSPORT EFFICIENT SOLUTIONS

SMARTOUR

Last mile deliveries are the last leg of the supply chain and, as research shows, they generate relatively the highest emissions per shipment. According to analysis by the World Economic Forum, by 2030 the demand for urban last mile delivery will grow by 78%, leading to a 36% rise in delivery vehicles in inner cities.

That is why we have already started the implementation of a Smartour tool which

will support our operations planning by increasing truck filling, reducing empty runs and ultimately reducing CO₂e emissions. More about this solution **+ Chapter 3: Economic Impact.**

CO₂ CALCULATOR

Raben Group has invested in this modern tool which will improve our current analytics in regards to CO₂ calculations on the trip and shipment level. In 2020 we started updating this tool to include all the factors which should be considered according to EN16258 standard in WTW approach (well-to-wheel methodology). 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 roads
- shipment weight,
- percent of filling loading capacity during the whole trip.



We plan to complete the last modifications to the tool and start its implementation in Raben Group companies in the 2nd quarter of 2021.

INFRASTRUCTURE

We implement solutions that allow for the reduction of emissions of particulates and CO₂ to the atmosphere per pallet of transported goods through a more optimal use of the cargo space and, in consequence, we reduce the number of trucks on the road. Thus, in our operations we use:

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

One of our rules is to reduce “empty kilometres”. Total linehaul filling in Raben Group in 2020 was on the level of 103% (114% in domestic operations), but in some countries, thanks to cooperation with particular customers, this indicator reached even **145%**.

Raben Group has been investing in **double-deck trailers** for several years, reaching almost 1,000 units at the beginning 2021. This solution allows for increasing the payload of a standard semi-trailer from 30 pallets to 60 (pallets are stacked). However, it requires a tight cooperation and commitment on the part of customers to properly prepare pallets for transport.

Another solution is a swap body consisting of two **double-decked containers**, the so called “**road train**”, capable of transporting 72 pallets. They are very flexible in terms of route planning because one container can be left in an intermediate location or replaced by another. We have over 100 such containers in our fleet. A significant improvement in our fleet are CityLiner trailers that can carry 27 pallets. In 2020, we had around 200 such trailers. Due to only two axes and a resulting turn capacity, they can freely enter urban areas with restricted traffic available so far only for vehicles with a maximum average payload of up to 15 pallets. Here it is also possible to reduce the number of trucks moving in urban agglomerations.

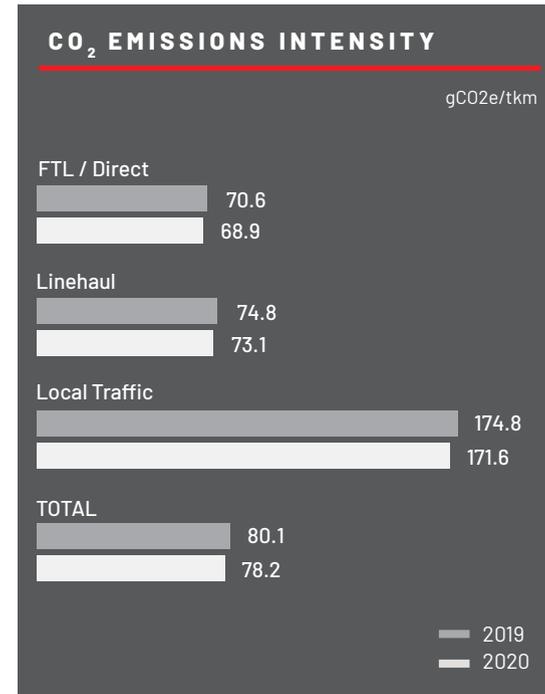
In countries where the law allows it (e.g. in the Czech Republic, the Netherlands), Raben Group also uses road trains in the “Jumbo” version, also known as the LHV. This giant vehicle is a large tractor that pulls two traditional double deck semi-trailers behind it. The payload of “Jumbo” increases up to 102 pallets. It is a truly cost-saving solution for regular routes – for example: on one route in the Czech Republic, it allows for reducing CO₂ emissions by 200 tonnes per year.

Except for Cityliners, the above-mentioned solutions do not solve the last mile delivery challenge, and therefore we have developed the previously described software solutions.

MODERN FLEET

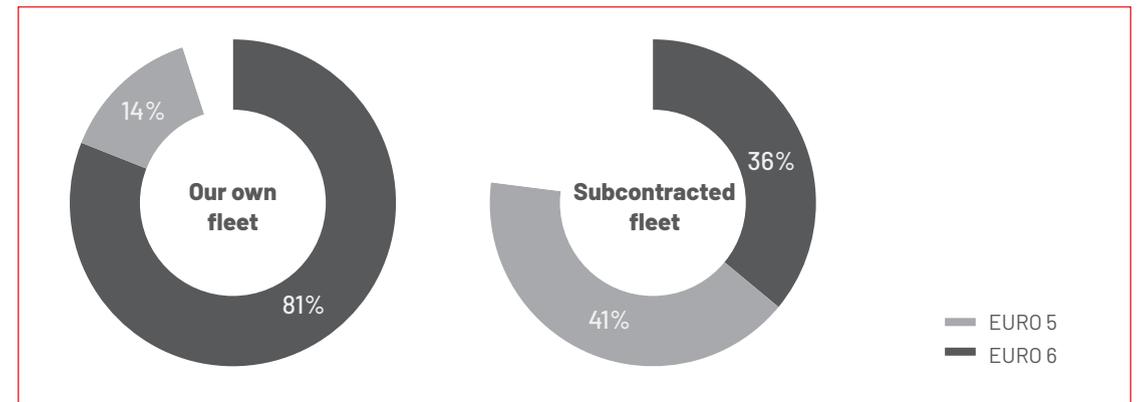
We operate a total of almost **7,000** vehicles: 500 are owned and 6,500 are subcontracted

We strive to have state-of-the-art vehicles that meet the highest Euro standards available. In 2020, our goal of making our fleet more environmentally friendly was to increase the share of higher EURO class trucks. We continue putting much effort into persuading our subcontractors to rejuvenate their fleet to meet our final goal which is 0% of vehicles below EURO 5.



The slight improvements YoY prove that all the advancements undertaken lately are effective. We will continue our work regarding this area and increase our efforts to make our transport even more efficient in the following years.

We closely monitor all scientific research results and reports. We are careful to make changes in order to actually contribute to the improvement of the environment. Therefore in our fleet we have CNG trucks (10) and LNG trucks (18) – we are testing them and increasing their number slightly year by year. Due to the lack of sufficient infrastructure, their utilization is limited. On the other hand, LNG-powered vehicles do not ensure significant CO₂ emission reductions and are not considered the futureproof solution by us or generally by the market.



ENVIRONMENTAL GOALS IN COOPERATION WITH OUR SUPPLIERS



We set ourselves and our suppliers an ambitious goal to eliminate vehicles of **standards below EURO 5 and 6 by 2025.**

We screen 100% of our regular suppliers in terms of compliance with environmental criteria.

It is one of the key factors for selecting suppliers to work with us. Environmental assessment of suppliers is based on the EURO emission standards.

PERSUASION

We 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 Raben Group. We make every effort to convince our subcontractors to rejuvenate their fleet.

We also openly discuss our impact in the value chain. We regard performance **below EURO 4 standard as a negative environmental impact.**

At the end of 2020, only 9% of subcontracted fleet in the Czech Republic, Germany and Poland was classified as such. In our own fleet, we have only 2% of such vehicles. We strive to change it as soon as possible. None of the new suppliers in 2020 was classified below EURO 4.

ECOLOGICAL BUILDINGS

We do our best to develop sustainable buildings that operate with a reduced impact on the climate, use green energy and substantially fewer natural resources. We have our own department of experts in the design and construction of buildings. Their work focuses on the design and construction of buildings that are as safe, effective and as environmentally friendly as possible.

All our new investments are equipped with the up-to-date energy solutions.

The most significant energy sufficient solutions in our new depots:

- LED lighting systems
- Automatic systems of light control – motion detection and measurements of daylight intensity
- 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
- Li-ion forklift batteries in place of the acid ones

ENERGY CONSUMPTION



Total direct energy consumption in our facilities [GJ]

Direct energy intensity factor in facilities decreased from 332 MJ/m² in 2019 to 311 MJ/m² in 2020. The decline is mainly the result of increased warehousing capacity at the end of 2020. The presented data also include energy consumption in facilities leased by Raben Group where the purchase of energy is carried out by suppliers. This consumption amounted to 98,568 GJ in 2019 and 82,801 GJ in 2020. The share of energy consumption in leased facilities in relation to total energy consumption in all Raben Group facilities was 29% in 2019 and 24% in 2020.



In Raben Group, **warehousing is responsible for approx. 50% of 1 and 2 scope emissions** and therefore we focus on reducing activities in this area. We continue building new and modernising older facilities as much as possible to render them energy-efficient and contribute to resource savings. Our ultimate goal is to design and build a zero emission warehouse. As for rented premises, our policy is to choose new buildings with low energy consumption and supporting low emission solutions as well as other environmental aspects.

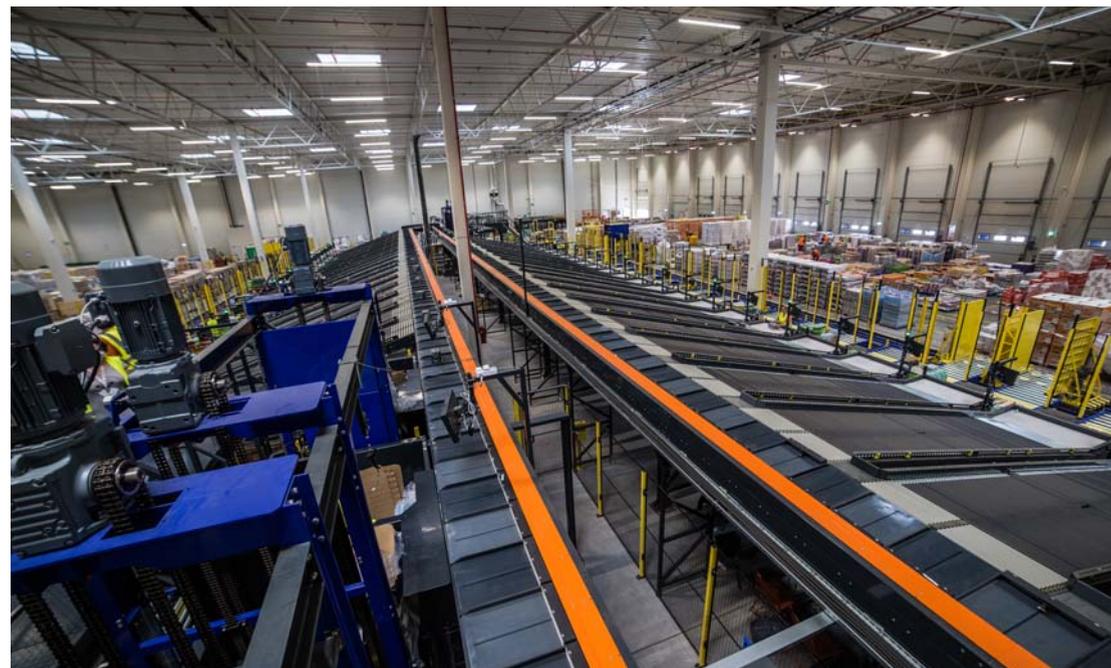
GREEN ELECTRICITY

In Poland we have purchased energy for 2021 and 2022 with certificates of origin from renewable sources which will allow us to reduce emissions by minimum by 20% in scope 1 and 2. As a result, we will be able to power almost all facilities with 100% green electricity (excluding those where we have no influence on energy purchase). As already mentioned, it is just the beginning of our solutions in this area.

WATER AND WASTE

Raben Group is not a manufacturer and our impact on waste and water related issues is relatively low. However, we perceive waste as a material aspect due to the fact that it is a crucial challenge globally and that we handle some chemicals in warehousing (hazardous substances in transport).

The vast majority of waste generated in the Group comes from customers' shipments packaging



solutions such as: foil for pallets, boxes, fillers, labels and tapes.

- Over 50% of all generated waste is paper
- Around 10% comes from plastic waste
- Around 10% constitutes commercial and industrial waste

In the case of damage to shipments and stored products, other type of waste is generated as well, however, it is not a regular process. Such events might include hazardous substances and therefore in the Group there are upper tier establishments where such goods and waste are handled. Minority

of the generated waste comes from daily activities in the offices.

We want to contribute to circular economy.

In the area of waste management, our KPI is waste segregation level.

The most **important topics** for us are:

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

In 2020 we segregated 80% of our total waste.

Our goal: waste segregation rate of 90%.

As a result of the business growth and especially due to increased operations in warehousing, the total waste generated increased by 17% comparing to 2019.

To implement these goals we follow the local and European rules in every aspect. We collect and segregate all waste from our operations in our facilities. Afterwards it is collected by specialized waste management companies. We strive to use alternative methods instead of pallet foiling and shipment fillings in future. We strongly encourage our employees and co-workers to sort waste and make it easier for them by providing appropriate containers and crushing tools. We use water for the needs of our employees only. Although our water consumption is low, we take steps to control its level. The efficiency of water use is increased through the use of special equipment. Sensor taps with automatic shut-off are used in new buildings or retrofitted in others to avoid wasting water. Likewise, employees are advised to use this resource sparingly. Between 2019 and 2020 we did not observe changes in relative water consumption per employee – in both years one employee consumed 12m³ annually.

+ The detailed data are presented in the section **About the Report, Sustainability Data Summary.**

CHEMICAL PRODUCTS

We offer **services for the chemical industry**.

We have a special approach to hazardous goods supported by professional management to mitigate risks for the environment.

We offer a range of specialized solutions, in particular:

- a dedicated team of specialists
- professionally trained drivers
- specialized vehicles
- assistance in collecting data for annual ADR transport reporting

- modern warehouses dedicated for chemicals
- transports in controlled temperature

Chemical products must be handled with special attention and caution, which is why we approach co-creation of sustainable and safe supply chains for customers from this sector with great care and responsibility. In our business we have to face risks such as spills or damaged cargo.

We use a fleet of specialized vehicles and pay special attention to the placement of cargo on

trailers, securing the pallets for extra stability. For many years we have been running upper-tier establishments and have been preparing our warehouses for special requirements and properties of chemical goods, satisfying FM Global and NFPA standards, among others, by means of dedicated chambers for selected goods and specially designed sprinkler systems installed under the ceiling and between racks and shelves. We have acquired know-how on the rules of adjacent goods storage to avoid potential environmental hazards. We take special care of neighbouring properties, subcontractors and employees to avoid incidents.

To increase fire safety we invest in special chambers

dedicated to the storage of flammable liquids equipped with a high expansion foam extinguishing system (manufactured 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](#)



In 2020 we had four leaks, i.e., chemical spills, of which one occurred in Poland and three in Germany. **No human injuries and no destructive effects on the environment were reported.**

ECO INITIATIVES

We have launched **paperless culture in the whole Group**. We also promote the use of electronic systems and solutions among our employees. We apply ecological solutions on a daily basis. We neutralise our environmental footprint by organising tree planting events and initiate or support pro-environmental actions.

E-INVOICE

We encourage our customers to support our initiative under the name "E-invoice = higher culture". Our e-documents are fully approved by

We have already planted over 16,000 trees thanks to our customers.



tax offices and comply with the relevant legal requirements. The invoices are issued in the PDF format and are then sent to customers via electronic mail to the e-mail address provided by the invoice recipient. For each customer who gives its consent to receive e-invoices, one tree will be planted at the cost of Raben Group by the AERIS FUTURO Foundation.

Electronic invoices bring numerous advantages:

- we protect the environment (one tonne of paper is produced from 17 trees)
- we save time (the invoice is accessible immediately after issuing)
- we eliminate the risks associated with paper documents
- we save space and effort of the employees connected with archiving

Around 60% of registered customers agreed to receive digital documents (excluding exceptions in particular countries due to COVID-19).

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. We also introduced a system that supports the driver in the implementation of this task.

Find out more about e-invoices in Raben



enables us to ensure that UN goals such as quality education and humane work are tracked and promoted.

+ Find out more

- **Germany** - Since 2017 we have a been bee sponsor and thus have contributed to the preservation of bees. We plan to extend this project to more depots and we start this action already in 2021 under the Drive to bee project.
- **Poland** - We prepare nesting boxes for butterflies and bats in the Adamów depot.
- **Czech Republic** - We grant subsidies for small Zoos for animals injured by motor vehicles. We also do volunteer work for the local Zoo and food collections for animal shelters. However, in 2020 our volunteer efforts had to be suspended due to the COVID-19 pandemic outbreak.

OTHER ECO INITIATIVES

- Since 2015 we have been actively supporting forest protection in Peru through the climate-neutral fleet project "Climate Partner" in order to offset the emissions we cause by own fleet in Germany. Among other things, this project

SUMMARY

RABEN GROUP ENVIRONMENTAL GOALS AND PROGRESS IN 2020

Economy topic	Goal	Progress in 2020	Plans for 2021
GHG EMISSIONS	<ul style="list-style-type: none"> ▪ Emissions baseline setup for 2019 (scopes 1 and 2) ▪ Update of CO₂ calculation tool in transport. ▪ Smartour – start of implementation. ▪ Zero emission warehouse concept. ▪ Fleet EURO standard upgrade. 	<ul style="list-style-type: none"> ▪ Emissions baseline setup for 2019 covering all 3 scopes. ▪ CO₂ calculator developed in compliance with EN 16258 with first tests on the German market. ▪ Smartour implemented in Germany. ▪ Zero emission warehouse concept – still under development. ▪ 91% of vehicles min. with EURO 4 standard 	<ul style="list-style-type: none"> ▪ Implementation of the updated CO₂ calculator in Raben companies ▪ Science Based Targets commitment. ▪ Smartour further roll out in next Business Units. ▪ Fleet improvement – extending availability of double deck and other more effective loading units plus increasing % of fleet with highest EURO standards. ▪ Zero emission warehouse concept development. ▪ Development of intensity KPIs for both transport and warehousing in terms of energy and emissions. ▪ Obtaining first significant emission reductions thanks to certificates of origin. ▪ Plan for replacing current packaging solutions in favour of recyclable or compostable ones.
	<ul style="list-style-type: none"> ▪ Carbon neutralisation 	<ul style="list-style-type: none"> ▪ 2,000 trees planted ▪ Further development of paperless solutions 	
WASTE MANAGEMENT	<ul style="list-style-type: none"> ▪ Waste segregation rate of 80% 	<ul style="list-style-type: none"> ▪ 80% segregation rate 	



Raben Group contributes to:

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

05

SOCIAL IMPACT
"WE CARE ABOUT PEOPLE"

DESIRABLE EMPLOYER



MANAGEMENT APPROACH

Our corporate culture is represented by the “People with Drive” motto - we strive to attract, retain, and create development opportunities for the most talented employees. In our management approach we focus on our employees’ engagement and development.

To adjust Raben’s offer to the dynamic labour market environment and to maintain employees’ engagement, the Group has implemented and pursues the following regulations, procedures and instructions that define the corporate culture and human capital strategy:

- “Raben Group Code of Ethics” which sets rules and policies on human rights, occupational health & safety, equal treatment, confidentiality, counteracting corruption and gift policy
- “Raben Group Remuneration Guidelines”
- “Raben Group Compensation Guidelines”
- “Raben Employer Branding Strategy & EVP” (employee value proposition)
- “Recruitment Best Practices”
- “Manager of Choice” – a set of Raben policies & practical tips covering such issues as hiring new employees, onboarding, principles regulating the daily management of teams, supporting & developing employees’ careers, exit procedure and presenting best management practices withing the Group.

Raben HR Director is a member of the Group Board. Moreover, human capital matters are also discussed and managed by the Raben Sustainability Committee. There are numerous KPIs which we track on a daily basis, however, the most important figure to us is our people’s engagement, thus we conduct regular satisfaction surveys (minimum once in two years).

We are committed to respecting human rights, equal opportunity recruitment and employment, and promoting health and safety at the workplace. Our “Raben Group Code of Ethics” clearly sets our approach.

Raben corporate culture is defined and given shape together with employees

through surveys and workshops in all the countries where the company is present.

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. Additionally, Raben Group has developed a practical guide for internal use by the company on how to create a positive recruitment experience for candidates in 7 steps.

OUR PERFORMANCE

We share common values which form a specific DNA of all people employed in Raben Group. Raben are "People with Drive". It is a team who love challenges and always have the same goal. Each of almost 9,000 staff has their own individual 'drive' that moves the team forward.

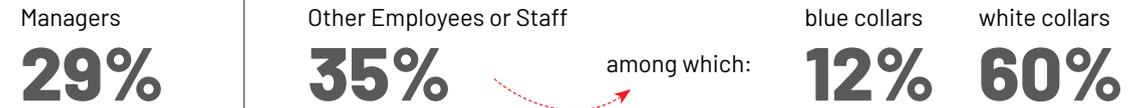
At Raben, we believe that all differences make us unique as individuals. We care about ensuring equal opportunities in the development and employment for women and men. We counteract all forms of discrimination - we do not accept any form of discrimination or unequal treatment based on age, gender, religion, disability, sexual orientation, skin colour, marital status, pregnancy, parental status, political opinion, nationality, ethnic origin, union membership or social status.

In 2020, in Raben Group, no complaints about discrimination were reported.

Wherever we operate, Raben Group pays wages and salaries that are determined by the local relevant competitive markets instead of the legally defined minimum wages. Additionally, we monitor and introduce adjustments to our approach towards pay equality in the Group on a regular basis.

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

RATIO OF WOMEN TO MEN EMPLOYED IN DIFFERENT POSITIONS:



8,751 employees in Poland, Germany and the Czech Republic



2,974 women	2,212 fixed term contract	222 part time
5,777 men	6,539 contract for an indefinite term	8,529 full time

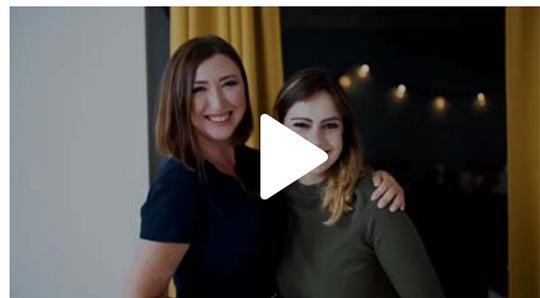
13% of the employees (all from Business Units operating in Germany) are covered by a collective bargaining agreements signed with employee representatives.

PASSION AND ENGAGEMENT

“People with Drive” is the motto of our Employer Branding strategy rolled out in 2020. This campaign is a result of employees’ expectations expressed in the 2017 and 2018 engagement surveys. The goal of the “People with Drive” strategy is not only to be the employer of first choice but also to attract, retain and guarantee development opportunities to employees.

The effects of the campaign which was conducted through the social media were outstanding and won great support of our employees. In addition, as part of the “Show us your Drive” campaign, a photo session with actual Raben employees was organised in 2020. The authenticity of this campaign generated highly positive reactions in social media.

 Find out more



The drive of our people resulted in very high participation of 86% of employees in the 2019 **satisfaction and engagement survey** covering all companies in the Group. Thanks to the opinions of 86% of employees, the global engagement score reached the level of 53%, which is a solid progress of +5 p.p. in comparison to the 2018 level (48%). What is more, in 2020 we conducted the **COVID Pulse Check** – the goal of the survey was to get to know our employees’ opinions on how they perceived our actions during the pandemic. They responded with the result of 75%

In 2020, we focused our efforts on the development of the company leaders from all Business Units. In order to achieve this objective, the **Manager of Choice** was introduced in the form of a gamification program during which **almost 1,000 key managers from 13 Raben Group countries** faced 40 different tasks in the area of human resources management. The aim of this development program was to change attitudes and educate managers on how to become an engaging leader and to be more sensitive to aspects relating to team management.

The project became so popular that the managers’ engagement exceeded the expectations of the program organizers. **More than 75% of participants completed each module** by finishing all tasks available on the platform.

In Raben Group we support our people by providing them with necessary trainings and workshops. Crucial areas to be covered in all companies are trainings on onboarding, managerial skills, OHS, project management and compliance with law. In terms of any other particular training schemes they are developed locally by particular companies.

The average training time per employee in 2020 was **6** hours⁹.

Raben Group also supports its employees in participating in external trainings, however, due to the COVID-19 pandemic, external trainings and conferences were limited in 2020.

Additionally, Raben Group conducts regular performance and career development reviews. In 2020, 70% of our employees underwent this annual appraisal.

All the employees’ development activities implemented in 2020 had a positive impact on Raben Group and our **turnover rate** was kept at a moderate level of **21%** (slight improvement by 1% when compared to 2019).

COMMUNICATION WITH EMPLOYEES

Agile and transparent internal communication is crucial to all Raben employees. We instantly inform employees about any changes in operations that could affect their functioning within Raben on a regular basis.

- Internal communication channels covering office employees: e-mails, newsletter, sharepoint, Teams application, team briefings, posters & flyers.
- Internal communication channels for warehouse workers and drivers: team briefings, LED screens for videos, posters & flyers, mobile terminals for drivers.

As a minimum, there are 4 Raben Group newsletters sent to all employees per year. In 2020, in the whole Raben Group there was a total of 307 newsletters sent, which gives the average of 2 newsletters per month. Briefings are organized on regular basis and it is recommended to set up such a meeting at least once a week in each department in order to discuss current issues.

Raben has been increasing the share of the video format in internal communication for years, and in 2020, due to the pandemic, this form of communication has flourished and will be maintained.

Of course, the main tool to communicate company’s approach and activities on employment issues is Plus Check (satisfaction and engagement survey) which is conducted on a regular basis and whose results are always communicated and discussed by each team with their manager.

⁹ The data cover the companies in the Group, except for the records from Raben Trucking & Rental GmbH, Kraftverkehr P. & M. Ehrig GmbH and Raben Transport sp. o.o. odštěpný závod.

HEALTH AND SAFETY CULTURE

MANAGEMENT APPROACH

Health and safety are non-negotiable values and they are an integral part of everything we do. Therefore, all levels of our organization are engaged in building a robust safety culture. We are aware that compliance with legal requirements and developing health and safety systems are only the foundations for the development of a safety culture.

Every 3 years, Raben organizes a **dedicated survey** and asks its employees on how they feel and how they see safety in the Group. The results of this survey are used to plan changes and improvements to safety systems and culture in order to minimise the risk of accidents and improve ergonomics.

In Raben Group we provide OHS trainings to all our employees, conducted by internal and external professionals, which are obligatory. Some of the employees are provided with some additional trainings as well. The training program depends on the category of employment and specific work-related hazards and addresses the needs defined during SUSA discussions.



The goal of the Safety Vision in Raben Group is building the interdependent safety culture – **“We all care for one another so that everyone is able to come back home every day and enjoy life with family.”** In order to achieve that, we have developed a dedicated action plan for the coming years. It is based on four key activities:

- SUSA discussions - a process of 1:1 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.

The evaluation of Raben’s management approach to the health and safety culture is done through audits of occupational, health & safety system, SHE (Safety, Health, Environment) Program KPIs, SHE Teamwork, surveys, implementation of ISO 45001 standard and Incident Management.

In every Business Unit, there’s a **SHE Champion** reporting to the Managing Director of the given Business Unit, who ensures compliance with Raben standards and develops the safety culture. The most important part of **safety in Raben DNA** is high awareness **of senior managers** who are leaders in this field by being **good examples for employees**.

On top of the ladder there is the Group SHE Manager reporting to the SHE Committee (Members of the Board and senior process managers).

SHE Manager is in charge of developing, implementing and maintaining Safety Culture

by implementing standards, conducting audits and trainings to ensure a safe and healthy work environment across all Raben Business Units.

Our employees as well as providers of services who are not covered by direct employment contracts are obligated to strictly observe Raben Safety Golden Rules (occupational health and safety regulations and principles - integral part of the SHE standard).

To comply with the local occupational health regulations Raben Group provides its employees with access to occupational health services, such as periodic medical examinations.

In order to identify work-related hazards and assess risks, we conduct Occupational Risk Assessments which are compiled in accordance with the **SHE standard** (Safety,

Health, Environment Standard) with due regard for the local labour law requirements. The **Group SHE Manager** is in charge of those processes.

For each risk assessed, we determine prevention and evaluate it periodically. A very important element of risk mitigation are **SUSA discussions**.

Each Raben Business Unit has a local way of reporting potential incidents and new hazards. Accidents reported by employees must be managed in accordance with the **Incident Management** procedure. According to the SHE standard, if a situation appears dangerous, we expect every employee to inform the supervisor about this fact and immediately leave the workplace.

We investigate incidents and aim to learn from them, sharing findings to improve safety performance.

SAFETY ROAD MAP



One of the goals for 2020 was to bring down the number of injuries in terminals by **25%**. Eventually, Raben Group managed to reduce the number of injuries in terminals by **11%**. Even though, the injuries frequency ratio has dropped by 2 points comparing to 2019. We had also **0** fatalities among our employees in 2020. What is more, our own drivers managed to conduct their work with the ratio of **0.1** in case of road incidents (all incidents, not only

accidents) and **0.0** ratio of fatalities in road incidents.

Medical care is offered as a benefit to 61% of employees.

All Raben Group companies have occupational health and safety management system in place. **43%** of Raben depots are covered by the certification in this area.

OUR PERFORMANCE

A unique area for building a safety culture is **behavioral management ("SUSA discussion")**. In 2020, we conducted **3,288** "SUSA" discussions observing and talking about safe and unsafe acts with our workers. The correlation between the number of behavioral audits and the number of accidents is significant. Therefore, we want every employee to participate in at least **4** "SUSA discussions" per year in the following years. However due to the COVID-19 pandemic this activity was significantly impacted.

[Learn more](#) about Raben Safety Culture



COVID-19 PREVENTION

With the outbreak of the COVID-19 pandemic, Raben Group took a series of actions to ensure the utmost degree of safety for its employees and drivers.

To guarantee the safety of our employees, we introduced rules, regulations and guidelines presented in **Chapter 2: Governance and Sustainability**.

Our goal was to keep our employees and key suppliers safe, but also well-informed and calm. Thus, we have introduced the COVID Rules and

have launched the KEEP CALM AND STAY HEALTHY communication campaign to build proper awareness and responsibility among employees during the pandemic. The campaign involved disseminating up-to-date information about the pandemic and its influence in the workplace and, above all, providing safety instructions.

In order to secure our resources and ensure continuity of logistics services, we have introduced COVID Rules regarding safety and prevention available in all languages.

KEEP CALM AND STAY HEALTHY RULES



We took actions to limit the risks of infection by introducing preventive changes in the organisation of our processes. We enabled remote work by setting up the home office system for employees and introduced complex safety rules to prevent the spread of the virus, including hygiene and safety measures for drivers and other employees who had to remain on site.

Crucial safety actions in the workplace for office employees, warehouse employees and drivers included:

- implementation of the COVID-19 checklist
- above-mentioned COVID Rules
- providing access to disinfection liquids and masks together with information about mask wearing rules
- protective glass/plastic panels have been installed at first contact points such as gate-houses, reception areas or other locations where documents from drivers are accepted
- preventive disinfection of public areas
- implementing a rule of 30-minute breaks between shifts for warehouse workers

SAFETY IN EDUCATION

We share our knowledge on safety on the road within and beyond our organisation. Raben Group has organized the Don't be wild! awareness campaign addressed to truck & car drivers. Through an animation focused around 10 themes, the Don't be wild! campaign delivers information on selected principles of safe behaviour on roads and

manoeuvring yards that contributes to safety of all road users. Each user received a course completion certificate with the "Congratulations Driver!" "You're not wild on the road" slogan, that could be shared using a special Facebook and LinkedIn feature to encourage others to stay safe on the road. The goal of this e-learning program was to attract drivers' attention to the importance of managing behaviour while on the road.

The campaign was launched first in Poland, now it is being prepared for the Czech, German and Hungarian markets.

Other educational initiatives launched in 2020:

- Raben initiated the "Be visible on the road" program and started the implementation of 10 Safety Golden Rules in agreements with subcontractors.
- Sharing of lessons learnt from road incidents by delivering Incidents Report to SHE Champions.

+ Test yourself



RELIABLE BUSINESS PARTNER

MANAGEMENT APPROACH

The foundation of our operations are employees – those hired directly by Raben and those who are workers of our key suppliers. Like most logistics companies, we cooperate with subcontractors who render transportation service for us by providing their drivers and vehicles (lorries).

Logistics terminals are owned or leased by Raben Group. While warehousing operations and office work mainly are performed by Raben Group employees, we also cooperate with temporary employment agencies to outsource some of the processes, such as value-added services. We diversify our resources and thus we are ready to flexibly respond to market needs.

However, to provide services on a global scale, we cooperate with partners in road freight, which enables us to reach even as far as China by road. We organise the whole process of air and sea freight transports as a forwarding agent. We have regular partnerships set up in terms of intermodal service as we do not operate any own trains, planes or ships. Our supply chain did not undergo any

significant changes in 2020. All our suppliers are contracted and directly managed by a relevant Business Unit, however, they all have to go through a screening process.

SUPPLIER'S ASSESSMENT

Our main goal is to provide our customers with top quality service. With this objective in mind, we secure an appropriate fleet through cooperating with regular subcontractors who provide transportation services for Raben Group. We consider them our key suppliers and therefore we include them in our operational, environmental and social risk mapping.

- To counteract these risks, **we screen 100% of our regular suppliers in terms of financial stability and compliance with environmental norms regarding the Euro standard.** Read more about the environmental assessment of suppliers in **Chapter 4: Environmental impact.**
- To prevent social risks and ensure proper working conditions, **we assess our suppliers based on ethics. Subcontractors must comply with the Raben Group Code of Ethics for suppliers.**

WE COOPERATE WITH 3 TYPES OF MAIN SUPPLIERS:



Carriers which provide transport services and employ truck drivers



Temporary employment agencies which provide workers for our warehouses.



International partners whose role is to procure customers on local markets in countries where Raben Group does not have its companies.

Over **1,600** subcontracted carriers

Almost **6,400** drivers cooperating with us on a daily basis

Over **90** temporary employment agencies

Nearly **1,300** temporary external warehouse workers

Suppliers must also be aware that we have developed and launched whistleblowing platforms. We strive to have 100% of key suppliers obligated to follow the Code of Ethics. The process is evaluated by the Audit Committee. When working with suppliers, we reserve the right to audit them on site.

72%

Key suppliers who confirmed compliance with our Code of Ethics



100%

New suppliers that were screened using environmental criteria



A common procurement policy with sustainability criteria

is to be developed and implemented in the future. However, on most markets we already have in place the general terms of cooperation, i.e., rules defined as minimum requirements to be followed by our companies when launching their cooperation with a particular supplier.

Our requirements for new suppliers are as follows:

- To become our supplier, the supplier's fleet must meet the standards (Euro 5 and Euro 6). To maintain a good fleet standard, a monitoring system is implemented
- Vehicle age below 10 years
- Adjusting the fleet according to the customer's requirements (such as ADR equipment)
- Drivers are required to have specialized trainings
- Safety rules are promoted among drivers
- Quality assessment of transport service providers
- Implementation of telematics solutions

OUR PERFORMANCE

We keep an open dialogue with our suppliers by communicating on a daily basis. In addition, we conduct satisfaction surveys among them, organise onsite trainings and integration events. The myRaben platform has started to be used for sharing all documents and billing information with our suppliers and partners.

ENSURING DRIVER'S ENGAGEMENT

Appropriate and continuous communication is the most important factor that keeps drivers well-informed and engaged. We use various ways of communicating with our drivers:

- directly through the subcontracted company, by phone, newsletter or email
- via dispatchers in case of transport planning or an emergency
- directly with drivers via regional coordinators in charge of relationships with suppliers (applies to half of the companies belonging to the Group). Due to the pandemic, the face-to-face meetings that used to be held from time to time had to be suspended and we turned to phone and email communication. In order to ensure driver safety, the preferable means of communications are **modern mobile terminals**. Drivers also use mobile phones with handsfree devices, although this way of communication is recommended to be used in emergency situations only. Drivers use telematics equipment as well.

To understand the needs and satisfaction level of our suppliers well, surveys are conducted among them as well. The survey frequency ranges from annual (in well-developed and mature markets) to once in a few years in other companies.

Although the conditions prevailing in 2020 prevented us from organizing actions aimed at engaging the drivers, as meetings or events had to be suspended due to sanitary restrictions, we demonstrated our concern and gratefulness through a thank video from Raben Group CEO. This approach was also reflected in the TruckerHeroes campaign organized in Germany with the aim to promote the profession of truck drivers, as a tool of building awareness of the importance of drivers during the pandemic.

[+ Learn more](#)



DRIVERS SAFE WORKING CONDITIONS

Care about drivers' safety is one of the priorities of Raben Group which is manifested, on the one hand, in direct actions taken and, on the other, in educational campaigns and trainings provided to drivers. Drivers participate in health and safety training and are presented with the "Golden Safety Rules". They also have access to the "Don't be Wild" educational platform aimed at providing information on proper driver conduct on the road.

Since 2019 we have been a member of the **CSR Europe Responsible Trucking initiative** which unites leaders of the TFL market in Europe. Its goal is to create common standards for professional drivers. In 2020 we continued our engagement in this initiative by participating in the CSR Europe Social Trucking group. As a result of these efforts, "Social Standards in Transport" aimed at establishing a set of guidelines for the sector as regards working conditions for truck drivers were developed and will be launched after being confirmed by partners in this initiative. The next step to follow will be their launch in the market and deployment across our supply chain. Thanks to this initiative, a root cause analysis for the transport sector and the benchmark for the Code of Conduct in the transportation sector were developed.

RESPONSIBLE CITIZEN



MANAGEMENT APPROACH

Raben Group approach to society is defined in the ESG strategy. Our commitment to supporting local communities is demonstrated in two areas, namely:

- charity transport: we provide free of charge support to non-governmental organizations
- volunteering: we share our know-how by giving lectures at kindergartens, schools, and universities.

We pursue our ambition to be a responsible corporate citizen and to make a positive impact in the communities where we operate. We have defined our commitments and goals in the **Social Engagement Strategy** which caters for the needs of different stakeholders voiced during regular dialogue sessions. The mode of conducting these dialogue sessions is described in Chapter 2: "Governance and Approach to Sustainability".

Our Social Engagement Strategy is focused on:

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

[+ Learn more](#) about our support in fight against COVID-19



The social impact initiatives are managed by coordinators in Business Units in a specific country.

OUR PERFORMANCE

COVID-19 RELATED CHARITY

Despite the COVID-19 restrictions that downsized our social projects for 2020 to some extent, Raben Group has proactively adjusted to the new conditions. Although for sanitary reasons we had to limit our employees' volunteering and resign from some educational projects for children

which usually involved face-to-face contacts with teachers and professional therapists, thanks to the Manager of Choice Program **3,000 foreign language courses for children** from orphanages were sponsored in 2020.

Raben Group has been running the **“Transport is Necessary” campaign** for years as part of its socially responsible activities. The year 2020 has demonstrated that transport has been and will always be a much needed service.



Raben Group brought support by organizing charity transports of:

6,000,000 face masks,

220,000 medical goggles and face shields/visors,

100,000 protective suits,

250,000 gloves and

5,000 litres of disinfectants

plus almost **60** ventilators.

It was not only about the equipment but meals for medical staff as well in which our contribution consisted of: 2,000 pallets with 1,000,000 kg of food which resulted in 2,000,000 meals.

Together with our customer IKEA, we equipped around 40 hospitals and psychiatric wards across whole Poland with 30,000 items of furniture and accessories, covering 10,000 km.

SUPPORTING FOOD BANKS

Raben Group is supporting Food Banks for the 6th consecutive year now. In 2020, we received a distinction of the Polish Federation of Food Banks for our committed and outstanding support to local communities during the COVID-19 outbreak. 2020 was also exceptional as we extended our help to Food Banks in the Czech Republic and Ukraine: around 1,500 pallets with 650,000 kg of food which could be used to prepare 1,200,000 meals by people in need.



1,500
pallets

=



650,000
kg of food

=



1,200,000
meals

PARTNERSHIP WITH THE NOBLE GIFT (SZLACHETNA PACZKA)

The Noble Gift (Szlachetna Paczka) is one of the largest, most recognizable and effective charity events in Poland, providing personalised tangible aid to individuals and families in very difficult life situation. On 12 and 13 December 2020, Raben Group transported parcels for people in need from central to local warehouses and Noble Gift volunteers picked and further delivered them to the beneficiaries. The effort on Raben side involved: **18 drivers**, 15 transports planning employees 50 unloading points across Poland, and a mileage of a total of **9,107 kilometres**.

CHARITY CONVOY

The Christmas Parcel Convoy by Raben - during the period from 5 December to 12 December 2020, **31 trucks** loaded with **141,723** parcels with toys, clothes, hygiene products as well as with painting

and school utensils and sweets, were delivered to the youngest beneficiaries in difficult life situation. It was help for children in clinics, orphanages, schools, and kindergartens located in rural areas of Bulgaria, Moldavia, Romania and Ukraine.

Since 2001, the Christmas Parcel Convoy has brought **over 1 million gifts** to beneficiaries in these countries.

Above, we presented the main social activities by Raben. However, charity support is in our DNA and therefore there were numerous local actions – not only initiated by the company itself but mostly by our employees. We can name a few of them: money collections and donations through different charity actions, educational campaigns on healthy lifestyle during the pandemic or road safety and the role of transportation.



SUMMARY

RABEN GROUP SOCIAL GOALS AND PROGRESS IN 2020

Social topic	Goal	Progress in 2020	Plans for 2021
EMPLOYMENT	<ul style="list-style-type: none"> Exit ratio max. 20% Engagement level min. 50% 	<ul style="list-style-type: none"> Exit ratio at 21% Engagement level at 53% Introduction of the Employer Branding strategy and the Manager of Choice training program 	<ul style="list-style-type: none"> Engagement Pulse Check Implementation of refreshed Raben Group Values Implementation of new Attitude&Behaviour model
HEALTH & SAFETY	<ul style="list-style-type: none"> 25% less accidents in Raben terminals 0 fatal accidents 	<ul style="list-style-type: none"> 11% less accidents and injuries frequency rate drop by 2 0 fatalities 	<ul style="list-style-type: none"> SAP Success Factors - implementation of a new tool and new solutions for performance and development reviews Employer Branding - further strengthening of the Brand
SOCIETY	<ul style="list-style-type: none"> Charity transport 	<ul style="list-style-type: none"> Support of COVID related charity. Regular support of Food Banks. Noble Gift in Poland plus Christmas Convoy in Germany. 	<ul style="list-style-type: none"> Continued cooperation with Food Banks, Noble Gift and Christmas Convoy Dialogue sessions
SOCIAL EVALUATION OF SUPPLIERS	<ul style="list-style-type: none"> Subcontractors' commitment to compliance with the Raben Group Code of Ethics and withdrawal from cooperating with a supplier in case of serious breach of the Code. 	<ul style="list-style-type: none"> 72% of subcontractors from Poland, Germany and the Czech Republic signed the Raben Group Code of Ethics. 	<ul style="list-style-type: none"> CSR Europe - further cooperation as part of Responsible Trucking group Further roll out of updated version of the Code of Ethics for our suppliers Further implementation of Group general terms & conditions for subcontractors



06

ABOUT THE REPORT

"TRANSPARENCY IN GOALS AND OPERATIONS"

APPROACH TO REPORTING

The Raben Group Sustainability Report 2020 is the Group's first report on its sustainability approach, goals and performance. 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 2020 to 31 December 2020.

Raben Group comprises of 24 Business Units in 13 countries which are consolidated by Raben Group N.V, registered and located in Oss, the Netherlands.

The list of Raben Group companies:

Raben Germany GmbH, Raben Sea & Air GmbH, Kraftverkehr P. & M. Ehrig GmbH, Raben Trans European Germany GmbH, Raben Trucking & Rental GmbH, Raben 4PL Solutions, Raben Management Services Sp. z o.o., Raben East Sp. z o.o., Raben Transport Sp. z o.o., Raben Real Estate Poland Sp. z o.o., Raben Logistics Polska Sp. z o.o., Fresh Logistics Polska Sp. z o.o., Raben Logistics Czech s.r.o., Raben Transport sp. o.o., odštěpný závod, Raben Group N.V., Raben Netherlands B.V., Ascari Investments B.V., Raben Logistics Slovakia s.r.o., Raben Real Estate Hungary Kft, Raben Trans

European Hungary Kft, Raben Sittam s.r.l., Raben Logistics Romania s.r.l., Raben Logistics Bulgaria eood, Raben Lietuva UAB, Raben Latvia SIA, Raben Eestii OU and Raben Ukraine T.z.o.w.

The Raben Group Sustainability Report 2020 presents the performance data from the Business Units operating in **Germany, Poland and the Czech Republic (unless in the content it's indicated otherwise)**. The Business Units covered by the Report account for 85% of companies in the Group. They represent the biggest impact regarding the revenue, number of employees and shipments.

Raben Group reports in annual cycles. Our next report for 2021 will be published in 2022.

Before this Report, we published sustainability report for the Polish market only. These reports are available on our website at [+ https://csr.raben-group.com/en](https://csr.raben-group.com/en).

REPORTING PROCESS

The Report was prepared in accordance with GRI Standard and its content principles: stakeholder

	RABEN GROUP TOTAL		RABEN GROUP PL, DE, CZ	
	No.	%	No.	%
Revenue [kEUR]	1,260,203	100%	1,085,425	86%
No. of shipments	13,312,486	100%	11,935,270	90%
No. of vehicles	8,167	100%	6,839	84%
No. of employees	10,342	100%	8,751	84%

inclusiveness, sustainability context, materiality and completeness. The process of defining content and topic boundaries consisted of several steps described below.

Stakeholder engagement. Raben Group regularly conducts stakeholder dialogue sessions, however, in 2020, due to the pandemic, this activity was limited. It took the form of individual interviews conducted in 2020. In addition, we conducted an online customer survey with 1,150 participants. The stakeholder engagement results became a crucial input to the Raben Group ESG Materiality Matrix.

Materiality analysis. The key managers and representatives of the Management Board, including the CEO of the Group, participated

in the whole process. During 7 managerial meetings, topics such as governance, workplace, community engagement, environment, suppliers and customers were discussed. We analysed internal documents regarding sustainability as well as external information regarding our industry, including international regulations such as the European Union guidelines on reporting climate-related information, Task Force on Climate-Related Financial Disclosures (TCFD) and EU taxonomy for sustainable activities. In the results of the materiality analysis we have defined the material ESG topics.

Validation. On 15 January 2021, the company's Sustainability Steering Committee discussed and validated the ESG Materiality Matrix and top ESG

TOP ESG TOPICS IN 2020

Material topic	Place of impact
Climate change	The impact relates to all companies in the Group. The impact outside the Group.
Innovation and Technological Advances Sustainability transparency / framework	The impact relates to all companies in the Group.
Waste	The impact is placed inside the Group and it occurs also outside the Group in the environment.
Customer satisfaction	The impact relates to companies in the Group and it impacts customers and competition.
Ethical standards for the sector and the partners in 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 Development and retention of employees	The impact relates to all companies in the Group.

SUSTAINABILITY DATA SUMMARY

(E) ENVIRONMENTAL RESULTS

Energy consumption within the organisation [GRI 302-1]

	2019 [GJ]	2020 [GJ]
Owned truck fleet	553,101	587,273
Diesel	548,513	562,210
LNG	4,589	25,063
Offices and warehouses	344,159	349,893
Electricity	201,419	200,469
Natural gas	121,018	134,271
Heat and steam	10,934	5,883
Burning oil	6,778	4,218
Propane	2,879	3,723
Diesel	1,132	1,328
Passenger fleet	43,732	35,255
Diesel	41,427	32,482
Petrol	2,304	2,772
CNG	1	1
Grand Total	940,992	972,421

Energy consumption outside the organization [GRI 302-2]

	2019 [GJ]	2020 [GJ]
WTW Energy subcontractors	6,666,528	6,461,930
WTT energy sources for own activities	147,122	153,318
TOTAL	6,813,650	6,615,248

Energy intensity [GRI 302-3]

Transport	2019		2020	
	TTW	WTW	TTW	WTW
	Energy intensity [MJ/tkm]			
FTL/direct	0.797	0.985	0.778	0.962
Linehaul	0.842	1.036	0.823	1.014
Local traffic	1.969	2.424	1.932	2.379
TOTAL	0.902	1.113	0.882	1.088

Warehouses and offices	2019	2020
Energy intensity within organization [MJ/m ²]	332	311

GHG emissions (Mgt CO₂e) [GRI 305-1], [GRI 305-2], [GRI 305-3]

Market-based approach	GHG emissions 2019		GHG emissions 2020	
	t CO ₂ e	%	t CO ₂ e	%
Scope 1	52,931	8.9%	55,404	9.5%
Owned truck fleet	39,581	6.7%	43,383	7.5%
Offices and warehouses	10,258	1.7%	9,422	1.6%
Passenger fleet	3,092	0.5%	2,599	0.4%
Scope 2	40,480	6.8%	39,331	6.8%
Offices and warehouses	40,480	6.8%	39,378	6.8%
Scope 3	501,173	84.3%	485,969	83.7%
Subcontractors - WTW	482,686	81.2%	468,123	80.6%
Owned truck fleet - WTT	9,889	1.7%	10,047	2.1%
Offices and warehouses:	7,467	1.3%	7,126	1.2%
WTT emissions	7,194	1.21%	6,811	1.17%
Water, sewage, waste	273	0.05%	315	0.1%
Passanger fleet - WTT	785	0.1%	605	0.1%
Business trips	346	0.1%	68	0.0%
TOTAL	594,584	100.0%	580,704	100.0%
Location-based approach				
	GHG emissions 2019		GHG emissions 2020	
	t CO ₂ e	%	t CO ₂ e	%
Scope 1	52,931	8.9%	55,404	9.6%
Scope 2	35,800	6.1%	33,302	5.8%
Scope 3	501,173	85.0%	485,969	84.6%
Grand Total	589,904	100.0%	574,675	100.0%

The higher value in the market-based method is due to the fact that the average carbon footprint of purchased electricity was higher than the average national emission factors.

GHG emissions intensity [305-4]

Transport	2019		2020	
	TTW	WTW	TTW	WTW
	Emission intensity [g CO ₂ /tkm]			
FTL/direct	56.2	70.6	54.8	68.9
Linehaul	59.8	74.8	58.5	73.1
Local traffic	139.8	174.8	137.3	171.6
TOTAL	63.9	80.1	62.4	78.2
Warehouses and offices direct emissions				
	2019		2020	
Emissions intensity [kg/m ²]	48.89		43.27	

Number of fleet vehicles in Business Units covered by reporting according to the type of drive – 2020 (among which we have 18 LNG and 10 CNG trucks)

	Raben Group TOTAL (100%)		Raben Group PL, DE, CZ (85%)	
EURO 6	2,867	35%	2,677	39%
EURO 5	3,102	38%	2,680	39%
EURO 4	1,098	13%	902	13%
EURO 3	888	11%	521	8%
EURO 2	212	3%	59	1%

Total water consumption (m³) [GRI 303-5]

	2019	2020
Total water consumption	97,790	103,567
Consumption per employee	12	12

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

Type of waste	2019	2020
Non-hazardous	7,937	7,998
Hazardous	98	133
TOTAL	8,035	8,130

TCFD recommendations & Raben Group performance

	Recommendation disclosure	Raben Group performance	Location in the Report
Governance	Board's oversight of climate-related risks and opportunities. Management's role in assessing and managing climate-related risks and opportunities.	Sustainability Committee chaired by the CEO and composed of the Group Board members. The Committee sets up and evaluates ESG strategy, KPIs and goals.	Chapter 2
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium and long term. Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. Resilience of the organization's strategy, taking into consideration different climate-related scenarios.	Climate related goals included in the ESG strategy. Raben ECO ₂ Way goals.	Chapter 2 and Chapter 4
Risk management	Organisation's processes for identifying and assessing and managing climate-related risks. Integration of climate-related risks into the organisation's overall risk management.	Integration of ESG risks.	Chapter 2 and Chapter 4
Metrics and targets	Metrics and targets used by the organisation to assess climate-related risks and opportunities. GHG emissions and the related risks.	Disclosure of Scope 1, 2 and 3 greenhouse gas emissions.	Chapter 4

(S) SOCIAL RESULTS

Total number of employees by type of contract, gender, geographical area of operations [GRI 102-8]

	2019		2020	
	Fixed-term contract	Contract for an indefinite term	Fixed-term contract	Contract for an indefinite term
Women	588	2,288	652	2,322
Men	1,364	3,890	1,560	4,217
TOTAL NUMBER OF EMPLOYEES	1,952	6,178	2,212	6,539

	2019		2020	
	Fixed-term contract	Contract for an indefinite term	Fixed-term contract	Contract for an indefinite term
Poland	1,568	3,809	1,545	3,778
Czech Rep.	64	407	204	377
Germany	320	1,962	463	2,384
TOTAL NUMBER OF EMPLOYEES	1,952	6,178	2,212	6,539

Total number of employees by the area of operations

	2019			2020		
	Women	Man	TOTAL	Women	Man	TOTAL
Blue collars	505	3,142	3,647	499	3,513	4,012
White collars	2,371	2,112	4,483	2,475	2,264	4,739
TOTAL	2,876	5,254	8,130	2,974	5,777	8,751

Total number of employees by gender and working time

	2019		2020	
	Full-time	Part time	Full-time	Part time
Women	2,709	167	2,796	178
Men	5,219	35	5,733	44
TOTAL	7,928	202	8,529	222

Total number of suppliers' workers

	Number of companies	Number of drivers/outsourced workers
Transport subcontractors	1,641	6,381
Part time job agencies	104	1,275

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

	2019		2020	
	Women	Men	Women	Men
New hires				
Age group				
Under 30	248	591	223	463
30-50	220	593	202	532
50+	21	77	17	110
TOTAL	489	1,261	442	1,105

Employees who left

Age group	Women	Men	Women	Men
Under 30	175	448	187	454
30-50	278	664	276	613
50+	61	131	68	242
TOTAL	514	1,243	531	1,309

Employee turnover

Age group	Women	Men	Women	Men
Under 30	22.8%	35.3%	24.0%	34.8%
30-50	16%	22.3%	15.5%	19.1%
50+	16.3%	13%	16.5%	19.1%
Total	17.9%	23.7%	17.9%	22.7%

DIVERSITY

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

	2019	2020
Managers	30%	29%
Other Employees or Staff:	36%	35%
Blue collars	14%	12%
White collars	60%	60%

Ratio of foreigners employed [Own indicator 6]

	2019	2020
Number of foreigners employed	4%	5%

TRAININGS AND DEVELOPMENT

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

	2019	2020
Total number of training ours	n.a.	47,845.6
Average hours of training per year per employee	n.a.	6

Percentage of employees receiving regular performance and career development reviews

		Total	74%	69%
Women	Blue collars	86%	82.4%	
	White collars	75%	70.7%	
Men	Blue collars	71%	64.2%	
	White collars	75%	71.8%	

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]

	Employees		External workers	
	2019	2020	2019	2020
Total number of injuries	120	107	n/a	14
Number of severe injuries	1	1	n/a	0
Number of fatalities	0	0	n/a	1
Number of registered illnesses that resulted from working conditions	0	0	n/a	0

The main types of work-related injury in 2019 and 2020 (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

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]

	Employees		External workers	
	2019	2020	2019	2020
Rate of fatalities as a result of work-related injury	0	0	n/a	0.4
Rate of high-consequence work-related injuries	0.1	0.1	n/a	0
Rate of recordable work-related injuries	10.5	8.5	n/a	5.6
Rate of incidents per 1,000,000 km	0	0.1	n/a	0.1
Rate of fatalities among drivers per 1,000,000 km	0	0	n/a	0
Rate of other fatalities per 1,000,000 km	0	0	n/a	0
Rate of total fatalities per 1,000,000 km	0	0	n/a	0

(G) GOVERNANCE RESULTS

	2019	2020
Total number of legal actions against the organization for anti-competitive behaviour, anti-trust, and monopoly practices and their consequences.	0	0
Confirmed incidents of corruption and actions taken	0	0
Substantiated complaints concerning breaches of customers privacy and losses of customer data.	0	0
% of suppliers with Code of Ethics	72%	72%
Whistleblowing reports	6	9
Incidents of discrimination and corrective actions taken	0	0

Group locations certification coverage

ISO 9001	92%	ISO 14001	87%	OHS	43%
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ACCOUNTING METHODS

The performance data present the performance of the companies operating in Poland, the Czech Republic and Germany. If it is otherwise, it has been indicated in the content of the Report and below.

GENERAL INFORMATION - SCALE OF OPERATIONS

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

GOVERNANCE PERFORMANCE

	Information sources and calculation methods
BCM tests	Internal registers.
Whistleblowing reports	Internal registry and Ethics Point registry.

ECONOMIC PERFORMANCE

	Information sources and calculation methods
Delivery performance	Records from transport management systems and internal analytics software.
Linehaul performance	
Shipments with ETA	Data does not include operations of Raben Transport (PL and CZ) as well as Fresh Logistics Polska due to separate reporting scheme.
Shipments with delivery status	
Linehaul filling	
NPS (customers)	NPS: calculated as result of 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. All data from the satisfaction survey come from 1,590 respondents from: Poland, the Czech Republic, Slovakia, Lithuania, Italy, Romania and Hungary. Information sources: records from internal systems - online survey tool.
CSI (customers)	

ENVIRONMENTAL PERFORMANCE

Information sources and calculation methods	
Energy consumption [GRI 302-1]	<p>Conversion of diesel, natural gas, fuel oil and gasoline consumption into energy expressed in GJ was performed using the calorific values collected in the Net Caloric Value and Emission Factors Tables 2019 prepared by The National Centre for Emissions Management (KOBIZE). The media density values used to standardize the units came from the DEFRA 2019 - Department for Environment, Food & Rural Affairs database. The conversion factors adopted are fixed values and were used in the 2019 and 2020 calculations.</p> <p>For the remaining sources, gross CV values were used from the DEFRA 2019 - 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.</p>
Energy consumption [GRI 302-2]	<p>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 lack of data availability, the coefficients for LPG (propane-butane mixture) from the mentioned standard were adopted. Densities contained in the DEFRA 2019 database (Department for Environment, Food & Rural Affairs) were used to standardize 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 2019 database were used. The adopted conversion factors are fixed values and were used in the 2019 and 2020 calculations.</p>
Energy Intensity [GRI 302-3]	<p>Energy intensity refers to transport and warehousing operations. As for transport it covers energy consumption within and outside the organization and for facilities only within the organization. Calculated according to EN 16258 standard and GHG protocol.</p>
CO₂ emissions scope 1,2,3 [GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4]	<p>2019 is the first year for which emission calculations were performed in Raben Group companies in Poland, Germany and the Czech Republic and it constitutes a base year. Calculations of emissions were prepared in accordance with the standards: The Greenhouse Gas Protocol A Corporate Accounting and Reporting Standard Revised Edition, 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 CO₂, CH₄ and N₂O, which were expressed as CO₂ equivalents, and gases included in refrigerants. No biogenic CO₂ emissions were identified.</p>
Water consumption [GRI 303-5]	<p>The sources of emission factors were publications of The National Centre for Emissions Management (KOBIZE), DEFRA database (Department for Environment, Food & Rural Affairs), PN-EN 16258 standard, European Environment Agency (EEA). 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 Well-To-Wheel approach.</p> <p>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 Raben Group are conducted (including also buildings rented ca. 5% depending on the year and methodology) and in vehicles supervised by Raben Group. Emissions in the scopes of Tank-To-Wheel and Well-To-Tank generated by subcontractors performing transport services for Raben Group until the hand-over to a partner company (e.g. partner network in a foreign country) are also included. No emissions from air and sea freight (in spite of ferries which are part of road transport) are included due to the operational boundaries - Raben Group operates in this area as a forwarding agent only.</p> <p>The data used for the calculations were historical. However, in case of 80% of emissions regarding subcontracted transport fleet the data were calculated and partially modelled based on internal systems' historical data from 3 months in 2020. The remaining months in 2019 and 2020 were calculated based on the shipment data trend for these months.</p> <p>Emissions intensity refers to road freight covering scope 1 and scope 3 emissions and emissions from facilities in scope 1 and 2.</p> <p>The scope and applied conversion factors for energy consumption are presented in the section concerning indicator 302-1.</p>
Waste [GRI 306-3]	<p>Information sources: internal registers.</p>
EURO fleet standard	<p>Information sources: internal registers.</p>

SOCIAL PERFORMANCE

	Information sources and calculation method (if applicable)		
The number of employees [GRI 102-8]	The number of employees is measured as a headcount. All data include employees of companies from 3 countries: Poland, the Czech Republic and Germany. Information sources: Internal HR systems and registers.	Work-related injuries [GRI 403-9]	Work-related injuries 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. Other employees are all key suppliers: part time 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 incidents on roads we have separate, own KPI indicating 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 incidents we take into account all incidents (not only those which result in injuries). The data do not include records from Raben Trucking & Rental GmbH and Kraftverkehr P. & M. Ehrig GmbH (212 employees in 2020). We continue the merger and implementation of proper systems in these new companies. Additionally for own KPI indicating ratio of incidents on roads – only Polish and Czech companies are taken into account. For 2019 we did not collect data on other employees (key suppliers). Information sources: internal systems and registers.
The number of foreigners	The number of foreigners is measured as percentage of workforce as a headcount. Information sources: Internal HR systems and registers.		
Diversity of governance bodies and employees [GRI 405-1]	Diversity of governance bodies and employees is measured as percentage of women in governance bodies and employees. Top management are all presidents and directors. The managers are all employees on the following positions: presidents, directors, managers and coordinators. Other employees are all other employees not mentioned in the above categories. The indicator is reported partially without breakdown by age groups. Information sources: Internal HR systems and registers		
Incidents of discrimination [GRI 406-1]	Incidents of discrimination are measured as the number of formal cases reported in the systems. Information sources: Internal register and Ethics Point register.		
New employee hires and employee turnover [GRI 401-1]	The employee turnover rate is calculated by dividing the number of employees who left the company by the total number of employees at the end of 2020. Information sources: Internal HR systems and registers.		
Average hours of training per year per employee [GRI 404-1]	Average hours of training per year per employee are measured as the total number of training hours provided to employees divided by total number of employees. The data do not include records from Raben Trucking & Rental GmbH, Kraftverkehr P. & M. Ehrig GmbH and Raben Transport sp. o.o. odštěpný závod (360 employees in 2020). We continue the merger and implementation of proper systems in these new companies. This is also the reason why the indicator is reported partially only without breakdown by gender and employee category. Information sources: Internal registers and external systems (e-learning platforms).	New suppliers that were screened using social criteria [GRI 414-1]	New suppliers that were screened using social criteria are measured as the number of suppliers (transport and temporary work agencies) who signed the Code of Ethics. Information sources: internal systems and registers.
		New suppliers that were screened using social environmental criteria [GRI 308-1]	New suppliers that were screened using social environmental criteria are measured as percentage of suppliers whose fleet meets particular EURO standard. Information sources: internal systems and registers.
Percentage of employees receiving regular performance and career development reviews [GRI 404-3]	Percentage of employees receiving regular performance and career development reviews is measured as the total number of reviews divided by the total number of employees. Blue collars are all warehouse workers and drivers. White collars are all other employees. Information sources: Internal HR systems and registers.	Number of tons of saved food	Number of tonnes of saved food is measured as the weight of products transported for a particular organisation. Information sources: internal systems and registers.

GRI CONTENT INDEX

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102-9		Supply chain	49
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Disclosure number	GRI standard title	Disclosure name	Location in the Report
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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 Audit Sp. z o.o. sp.k. 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 31.12.2020.

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Independent Limited Assurance Report on Indicators Presented in the Sustainability Report of Raben Group for the year ended 31 December 2020.

To the Management Board of Raben Management Services sp. z o.o.
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62-023 Robakowo

Scope of work performed

We have undertaken a limited assurance engagement on the indicators presented in the **Sustainability Report of Raben Group: "Sustainability Report 2020. Drive to Sustainability" for the year from 1st January 2020 – 31st December 2020** (the "Sustainability Report"), developed by Raben Management Services sp. z o.o. (the "Company"). The indicators have been reported on the basis of Sustainability Reporting Guidelines GRI Standards for "Core" option, issued by Global Reporting Initiative (GRI).

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 "Core" option, 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 reliable, correct and fair information and for correct preparation of the documentation provided to us.

Our Independence and Quality Control

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

In compliance with International Standard on Quality Control No 1, issued by International Federation of Accountants Deloitte maintains a comprehensive system of quality control including documented policies and procedures regarding 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 Sustainability 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 indicators presented in the Sustainability Report are free from material misstatement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

In order to form our conclusion on the indicators as marked in the GRI index presented in the Sustainability Report, we undertook in the period 11th January 2021 – 10th May 2021 the following procedures:

- Through inquiries, obtained an understanding of Raben Group 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 an understanding through inquiries, analytical procedures, observation and other applicable evidence gathering procedures on a sample basis on the key structures, systems, processes, procedures and

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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.

Limitations

The procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

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

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 are subject to inherent limitations given their nature and the methods for determining, calculating or estimating such information.

Conclusion

Based on our work we have obtained limited assurance that the information concerning the indicators as marked in the GRI index included in the Sustainability Report developed by the Raben Management Services sp. z o.o. are not in compliance with Sustainability Reporting Guidelines GRI Standards for "Core" option, issued by Global Reporting Initiative (GRI) and no matters has come to our attention to cause us to believe that the reviewed indicators presented in the Sustainability Report are materially misstated.

On behalf of Deloitte, the attorney: Karol Reanny

Deloitte Audit Sp. z o.o. sp.k.
Warsaw, 10th May 2021

[GRI 102-53]

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