

# Raben

*your partner  
in logistics*

## THE SOCIAL REPORT 2016

"THE WAY TO  
RESPONSIBILITY"



ABOUT THE COMPANY

EXPLORE THE DETAILS ▶



SOCIETY

EXPLORE THE DETAILS ▶



THE ENVIRONMENT

EXPLORE THE DETAILS ▶



EMPLOYEES

EXPLORE THE DETAILS ▶



THE MARKET

EXPLORE THE DETAILS ▶



ABOUT THE REPORT

EXPLORE THE DETAILS ▶



## About the company



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## About the company

Raben Group has been present on the European market for over 85 years providing comprehensive logistics services for corporate customers. In Poland the operations started in 1991 in Baranowo near Poznań. It is a hybrid of a family company and a corporation.

Business Units of the Group are located in 11 countries of Europe: the Czech Republic, Estonia, the Netherlands, Germany, Lithuania, Latvia, Poland, Slovakia, Ukraine, Hungary and Romania.

Polish companies of Raben Group report to the Dutch parent company - Raben Group N.V. which every year publishes a consolidated financial statement for all companies of the Group.

Raben Management Services sp. z o.o. serves as a managing company in Poland.

Raben Group strategy and the directions of its development in terms of the economy, the society and the environment are set by Raben Group Management Board, which is an internal committee of the parent company for the Polish companies of Raben Group N.V. with the registered office in Oss (the Netherlands). The Management Board of Raben Group consists of Ewald Raben and Marco Raben.

The operations of the Raben Group Management Board are overseen by the Supervisory Board of Raben Group N.V. consisting of: Gerardus Wenceslaus Ignatius Maria van Kesteren, Hans-Jörg Ernst Hager, Stefan Alexander Delacher, Machiel Boswinkel.

# Letter from the CEO Raben Group

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We are not an independent entity operating in autonomous space. That is why we have decided to “share the way” together with our stakeholders.



Dear Reader,

Raben Group is a company which offers comprehensive logistics solutions in 11 countries of Europe. Being the leader in the industry in Poland, we feel responsible for how we operate in the contemporary world. After all, life is a dynamically changing sequence of events. More and more often we have the impression that we are running out of time resources. As a logistics operator, we face this challenge heads on - we are shortening the distance.

We are continually on the way. Literally - when we provide transport services. We allow you to use any product you can imagine, procured from the farthest corners of the globe, and thus we help you to shape your reality in any way you wish.

We are not an independent entity operating in autonomous space. That is why we have decided to “share the way” together with our stakeholders. The dialogue with local communities is important for us. We believe that we are able to shape sustainable logistics which offers an added value for the society.

We make every effort to ensure the way we follow is sustainable. That it will serve generations to come. We look into the future and we carefully plan our next steps. We realize that the natural environment is essential for the normal existence of mankind. We take many actions and set many ambitious goals to minimize the negative impact on the environment. We don't want the way we have been following for 85 year to turn out a dead end.

However, building any way all by yourself is pointless. Hence some of the most important engineers of our organisation are the people which build it - their engagement, creativity, openness to change and experience. We believe that thanks to taking care of their wellness and development, and tapping into their entrepreneurship, we are able to effectively and flexibly react to the changing needs of the market.

We want the way we have chosen to also be the motorway for the operations of our customers, suppliers and other partners. We want to continuously improve our processes as part of the Lean culture. The “Better Everyday” project carried out in all Raben Group companies aims at developing solutions of the future.



We want to take a broader look at all the actions we take each day. We wish to support international efforts to build the sustainable economy. We want to make our impact on the widely understood environment so we declare our will to support the UN sustainable development goals: sustainable cities and communities, climate action, and responsible production and consumption.

Please read the third Social Report of Raben Group and learn more about the way to responsibility we have chosen.

A handwritten signature in black ink that reads "Ewald Raben". The script is cursive and fluid, with the first letter 'E' being particularly large and stylized.

**Ewald Raben**

CEO Raben Group

# Raben Group in Poland and in Europe

Raben Group in Poland



**53**

branches in Poland



**5,000**

Employees in Poland



**530,000 m<sup>2</sup>**

of warehouse capacity in Poland



**1931**

Johannes Raben  
establishes a transport  
company in the  
Netherlands

**1960**

Theodorus Raben takes  
over the helm of the  
company

**1991**

E. Raben opens Raben  
company in Poland

**2000**

Fresh Logistics in Poland

**2003**

Raben Group in Ukraine



**4,000**

means of transport in Poland



**53**

ISO 9001, ISO 14001, ISO 22000  
(HACCP), AEO-F, OHSAS, SQAS, IFS

Raben Group in Europe



**11**

countries



**2004**

Raben Group  
in the Baltic states

**2005**

German BSV company  
becomes a member of  
Raben Group

**2007**

Raben provides services  
of sea and air freight

**2008**

Setto in the Czech  
Republic and in Slovakia  
joins Raben Group

**2010**

Establishing Raben  
Logistics Hungary;  
Transkam in the Czech  
Republic joins Raben Group



**9,500**

Employees in Europe



**1,150,000 m<sup>2</sup>**

of warehouse capacity in Europe



**7,000**

means of transport in Europe



over

**1 b**

EUR revenue

**2011**

Acquisition of German Road Network and companies in the Czech Republic, Hungary, Poland and Slovakia from Wincanton

**2013**

Fresh Logistics joins the European Food Network

**2014**

Merger of Raben Logistics Germany, Raben Trans European Germany and ELI Transport into one company - Raben Trans European Germany

**2015**

HRL Eurocargo, Grupa Balter and Spedition Weisshaupt join Raben Group

**2016**

Raben launches operations in Romania; More acquisitions in Germany: GS Frachlogistik, Scheffler Spedition and Peter Spedition



# CSR Strategy

Raben Group has been undertaking and promoting activities in the field of corporate social responsibility for many years now. Corporate social responsibility is an inherent part of the DNA of the family company based on a system of values.

## CSR Vision

Being the trendsetter in our sector in giving the additional value through sustainable solutions.

## CSR Aims

- taking care of health and guaranteeing safety
- partnership, dialogue, education and sharing with stakeholders
- offering attractive work conditions and retaining the best staff
- compensating negative impact on the environment
- promoting the role and quality of transport and logistics services

## Social Engagement Strategy

The strategy was developed during workshops with Regional Directors of Polish companies of Raben Group in cooperation with an external consultancy. It takes into account the needs of stakeholders voiced during first dialogue sessions as well as the global CSR trends and challenges.



**Raben Group priorities in social engagement**



**Local communities**





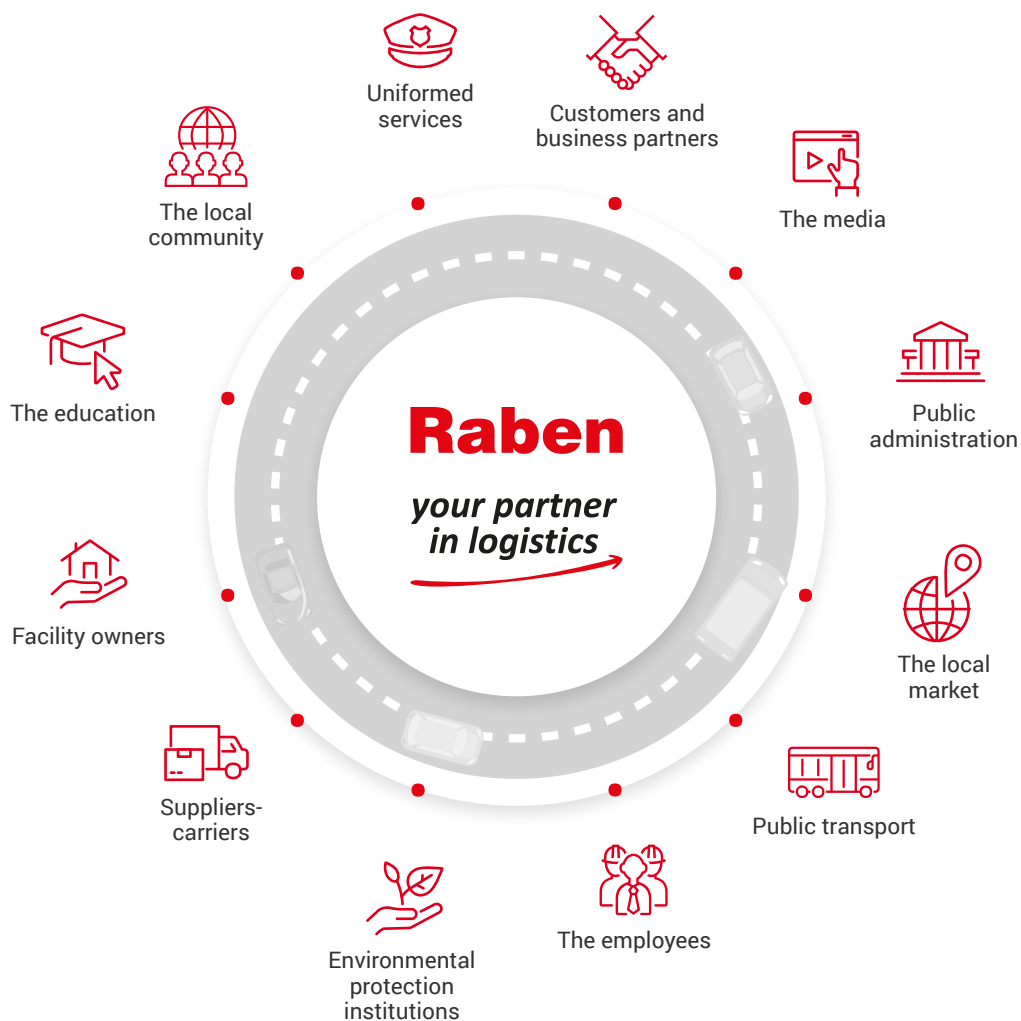
# Stakeholders

Since 2015 Raben Group has conducted regular dialogue sessions.

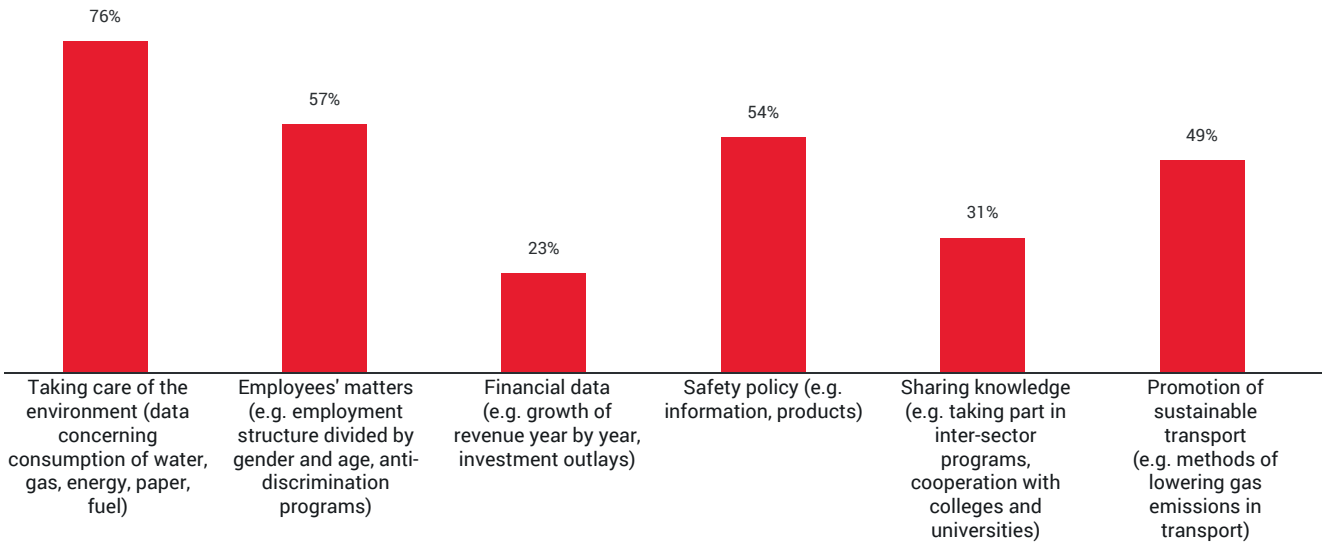
Before launching the process of dialogue sessions, we enlisted the cooperation of an external consultancy. Together we set up a project group consisting of representatives of the management from head offices of Polish Raben companies, as well as selected employees of operational departments.

We identified 42 stakeholders, out of which we selected 12 key groups in terms of their importance for conducting the effective social dialogue. We remain in everyday operational contact with the majority of them while working on projects together.

Additionally, once a year, we organize dedicated meetings for them and carry out electronic surveys in order to regularly gather opinions about the impact of Raben Group on the closest environment and concerning the information they would like to see in our Social Report.



## What information should be included in the Social Report according to Raben Group customers:



	Aspect	Importance level
✓	Taking care of the environment (data concerning consumption of water, gas, energy, paper, fuel)	76%
✓	Employees' matters (e.g. employment structure divided by gender and age, anti-discrimination programs)	57%
✓	Financial data (e.g. growth of revenue year by year, investment outlays)	23%
✓	Safety policy (e.g. information, products)	54%
✓	Sharing knowledge (e.g. taking part in inter-sector programs, cooperation with colleges and universities)	31%
✓	Promotion of sustainable transport (e.g. methods of lowering gas emissions in transport)	49%

The diagram presents data from Raben Logistics Polska and Fresh Logistics Polska obtained from 300 customers during annual satisfaction survey.

# Mission, Vision, Values









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**Our Mission:** We create our Customers' competitiveness through cost and quality leadership supported by friendly service.

**Our Vision:** To Become a Leader Everywhere We Are.

**Our Values:** Entrepreneurship, Customer Orientation, Passion to Win, Professionalism, Reliability.

## Raben Group in 2020, strategic areas:

	A family company. - a company managed through values
	One of the 25 best logistics companies in Europe <sup>1</sup>
	Outstanding customer service
	Desired and safe workplace
	Contract logistics, Road network, FTL and intermodal transport, Fresh logistics, Sea and air freight, Lead Logistics Provider
	Modern technologies and solutions
	Responsibility for the environment
	Sustainable investment returns

<sup>1</sup> 100 best logistics and transport companies according to Fraunhofer SCS, Nuremberg

# Services

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## Contract logistics



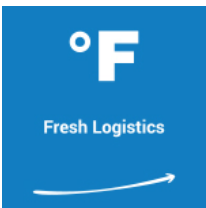
The service which covers a number of operations carried out in the warehouse, starting from unloading and deconsolidation, then picking, securing the shipment and preparing for distribution, as well as additional services like labelling, foiling or preparation of promotional sets. This service also includes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

## Road network



Transport services for less than truck loads and groupage shipments have been developed on the basis of many years of experience and the well-developed infrastructure of own terminals located in Poland and in Europe. We provide domestic distribution and international transport in the European Union and in the East while ensuring comprehensive customs services and the possibility of temporary storage of goods.

## Fresh Logistics



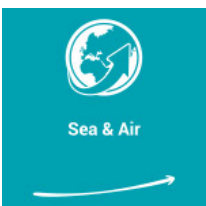
Fresh Logistics: Fresh Logistics is a comprehensive logistics solution for fresh products which require controlled temperature from 0 to +2°C (Ultrafresh) and from +2°C to +6°C in the whole supply chain. Customers can use the services of warehousing, domestic distribution and international transport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

## Full truck load (FTL) and intermodal transport



International and domestic 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 freight



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. We also charter cargo airplanes and we organise transport of oversized shipments.

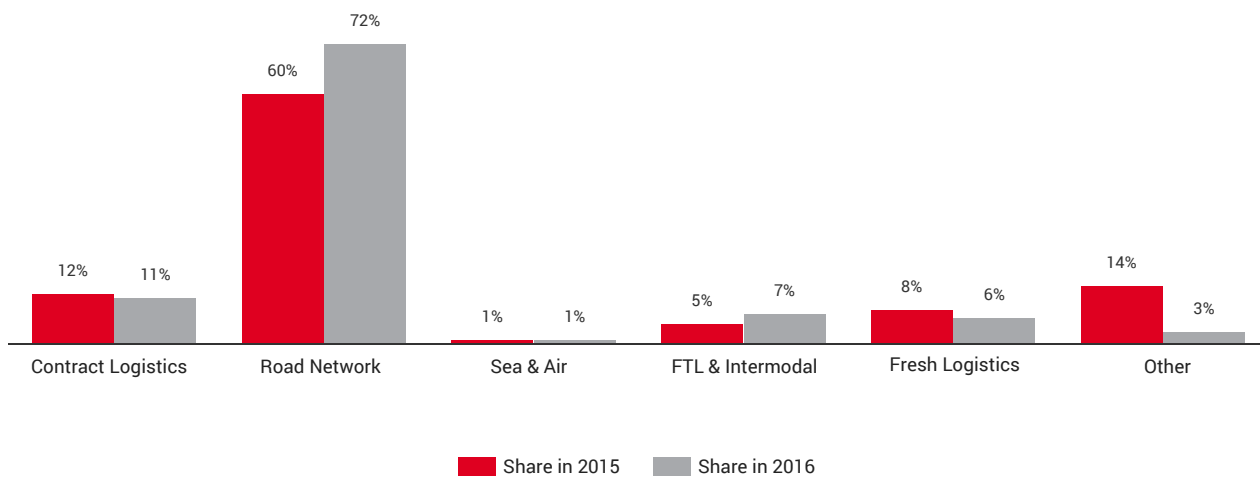
# Lead Logistics Provider



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 the transport of raw materials to the final distribution to consignees.

We service various sectors of the economy and we specialize in fast moving consumer goods, chemical, automotive, technology, retail and electronics sectors.

Share of individual services in the total sales of Raben Group



	Service	Share in 2015	Share in 2016
✓	Contract Logistics	12%	11%
✓	Road Network	60%	72%
✓	Sea & Air	1%	1%
✓	FTL & Intermodal	5%	7%
✓	Fresh Logistics	8%	6%
✓	Other	14%	3%



# Awards

An Ethical Company in the contest organized by Puls Biznesu.



Second place in the Ranking of Responsible Companies in the sector and seventh in general classification (a move up by 14 places as compared with 2015).



Golden Leaf of CSR awarded by the editorial office of Polityka magazine.



Family company of the year.



Leader of the TFL ranking according to Gazeta Prawna Daily.



UltraFresh, Best Product for Business in the transport category.



# Associations

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## **Raben Management Services**

- Polish-Dutch Chamber of Commerce,
- Risk Management Association.Pol-risk,
- Polish-British Chamber of Commerce.

## **Fresh Logistics Polska**

- European Food Network,
- Supporting member of Polski Związek Przetwórców Mleka [Polish Association of Milk Producers],
- Transport and Logistics Poland Association,
- The Polish Meat Association.

## **Raben Logistics Polska**

- ECR (Efficient Consumer Response) Poland,
- System Alliance Europe,
- Polish Chamber of Forwarding and Logistics (PISiL),
- Global Freight Group,
- Polish-Canadian Chamber of Commerce and Industry,
- Transport and Logistics Poland Association.

## **Raben Transport**

- International Road Carrier Association ZMPD,
- Polish Chamber of Road Transport and Forwarding,
- AHK, Polish–German Chamber of Industry and Commerce,
- Transport and Logistics Poland Association,
- ILU.



## Society



Common road ▶



Food Banks ▶



Transport  
is Necessary ▶



Show Your  
Initiative ▶



Rabenade ▶



Entrepreneurship  
▶

## Society

We don't operate in a separated social zone. We follow the words of Milton Friedman who wrote that the company can exist only as long as the society feels it is necessary. This is the reason why the dialogue with stakeholders never stops.

Our development, growth and innovativeness translate into the quality of life in our environment. We execute projects focused on areas pointed to us by our stakeholders: we support local communities in road safety, logistics education and ecology. Our aim is also to increase the awareness of the role of transport.

# Common road

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As a logistics operator with depots located in over 50 locations in Poland, we understand our role in influencing local communities. That is why we conduct a dialogue with stakeholders all over the country so that together we can strive to improve the quality of life on the local level.

The aim of the “Common road” project is to get to know the needs and expectations of representatives of the local community, service providers and neighbours, as well as to inform the groups of stakeholders about the goals and development objectives of our company. Additionally we want to establish an information exchange system as part of the consultation program and inform interested target groups about the possibility of active involvement in the decision-making process to a certain extent.



In 2016 we conducted 6 dialogue sessions with the **participation of over 50 stakeholders. 86 requirements were submitted.** The meetings were held in three locations: Wrocław and Gliwice – depots of Fresh Logistics Polska, and in Pikutkowo – depot of Raben Logistics Polska.

## Positive:

- substantive cooperation between Raben and educational institutions
- high assessment of contact with the customer service department

## To be improved:

- quantity of documents used in the transport process



**94%** of dialogue session participants were satisfied with the meeting.



**100%** of them recommends organizing similar sessions in other locations.



**70%** of stakeholders think that the proposed requirements will translate into real actions of the company.



## Accomplished requirements

Below we present selected projects completed in 2016 in response to the requirements submitted during dialogue sessions in 2015:

- Facilitating the contact and greater involvement in local affairs - on the website we launched a special tab on the sub-page "contact/depots", where we publicised the contact details to the branch manager who should be addressed with requests and questions concerning local issues.
- Completing the gastronomic and work equipment in warehouses.
- Planning a series of soft trainings for employees at the specialist level.
- Changing opening hours of the canteen to fit the expectations of stakeholders.
- Planning comprehensive actions within the Driver Satisfaction Project for drivers who cooperate with Raben Group.
- Designing and testing a new line of clothes for drivers.

# Food Banks

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By supporting the Polish Federation of Food Banks and the dialogue with our customers we support and promote responsible consumption.

As a logistics operator which also services the FMCG sector, we are determined to combat poverty and hunger and to support responsible consumption and production. In order to achieve this goal we established cooperation with the Polish Federation of Food Banks. All Raben Group companies in Poland are engaged in the cooperation since the products transported for Food Banks require different transport conditions. We have also encouraged our customer to donate their products.



**7566**  
pallets with the  
total weight of  
4,540 tons!

In 2016 we completed several hundred charity transports. **We transported the total of 7,566 pallets with the total weight of almost 4,540 tons!**

# Transport is Necessary

11 SUSTAINABLE CITIES AND COMMUNITIES



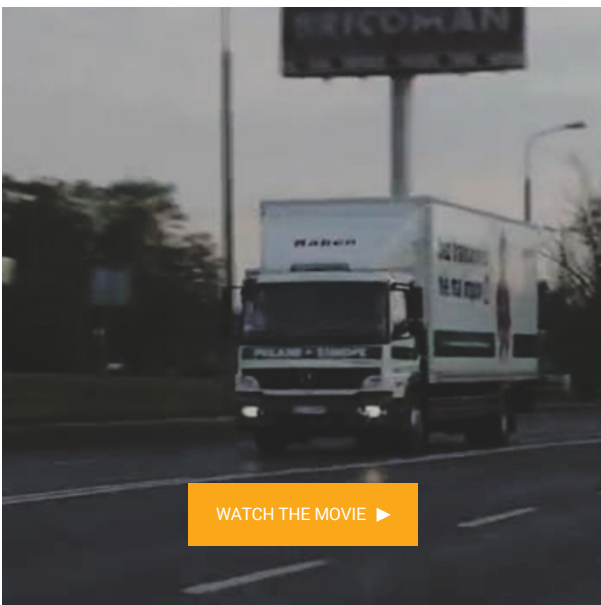
Through education about the role of a logistics operator in the context of functioning of the economy and road safety, we promote sustainable transport among the youngest citizens.

Since 2010 we have been raising the awareness of people, also the youngest ones, that the world stops without transport. We also promote road safety with the support of local representatives of the Police.

During visits in kindergartens, children have also the possibility to learn about the job of a driver who participates in such meetings with his truck. We also show them the transport fairy tale featuring Raben Group employees. Children receive safety gadgets - reflective bands, air fresheners for their parents' cars reviewing basic safety rules on the road, crayons, sketching pads and other accessories.



In 2016 we trained close to 1,500 youngest Poles. Part of our communication was also addressed to drivers and the role they play for the sector.



# Show Your Initiative

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In the 2nd edition of the employee volunteer program Show Your Initiative, over a dozen projects were submitted with the aim was to support and develop local communities. The authors received PLN 1,600 to carry out each idea.

“Saving lives” was the title of one of the project of Raben Group employees carried out as part of the employee volunteer program.



For the third time the volunteers met the children from the social and therapeutic centre in Szczytniki. The authors of the projects were Magdalena Banach, Kinga Lewicka oraz Aneta Talar.

The meeting with the children took part before Christmas, on December 9, 2016. Its aim was to build the awareness of the basic first aid procedures and to make children more sensitive to the threats and problems of the natural environment.

The volunteers connected fun with passing on essential knowledge on saving lives and ecology. Our little neighbours from Szczytniki were really happy and glad to take part in this training.

# Rabenate

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Raben Group has been organizing Rabenate in the whole Europe since 2013. They are relay races in which 5-person teams cover the distance of 10 kilometres.

Three best Rabenate teams can donate the financial award of PLN 1,000 to a charity of their choice.



In 2016, almost 10 teams took part in the competition in Poland and the laureates decided to support ill children of their colleagues.



# Entrepreneurship

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Raben Group is a partner of the project by Nestlé “Alliance 4 YOUth” in Poland. It is a Europe-wide alliance for organization and promotion of internships and other forms of professional education for people below 30.

As part of the project, Raben Group assumed patronage over 7 high schools from all over Poland. The company also agreed to organize internship programs for students, carry out presentations about the TFL sector (Transport, Forwarding, Logistics) and HR workshops in schools.

Additionally, as part of the Global Entrepreneurship Day, Raben Group organizes the Entrepreneurship Week. We invite students to our depots. The participants of the meetings have the opportunity to learn about the company, take part in workshops on logistics operations and visit the warehouses of Raben Logistics Polska and Fresh Logistics Polska, talk to a truck driver and take a closer look at the truck cabin. Raben Group employees also organize meetings and workshops in educational facilities. In 2016 Raben Transport carried out a series of few-day classes in the Cyryl Ratajski Economic School Complex in Śrem.



The Entrepreneurship Week organized in 2016 **gathered the total of 450 students from all over Poland.**



## The environment



Low-emission  
fleet ▶



Ecological  
buildings ▶



E-invoice = higher  
culture ▶

## The environment

We are aware of our impact on the natural environment. As a logistics operator, we are an important link in the supply chain of the whole economy. Ecology is of great importance for us.

The resource Raben Group uses the most is fuel and it is where we focus our special attention. We have our own petrol stations to be sure that Diesel refuelled by us and our subcontractors is of the highest quality.

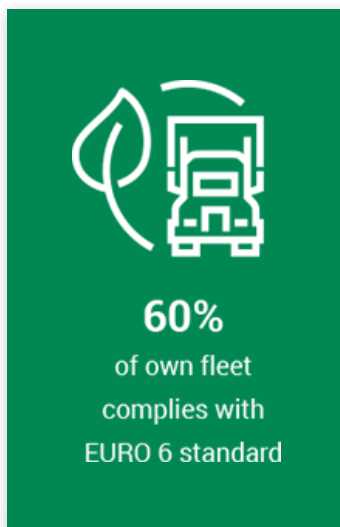
By conserving natural resources, measuring, reporting and reducing greenhouse gas emissions, we act for the common good - for the future. We want next generations to have access to the same resources we are using now. We engage employees, suppliers and customers in ecological initiatives. We also support local communities in ecology.

# Low-emission fleet



We analyse our impact on the natural environment. Each year we set more and more ambitious goals of reducing the consumption of fuel and CO<sub>2</sub> emissions. We are also investing in modern fleet that is more environmentally friendly.

Raben Group is continually investing in ecological fleet. In 2016 **the share of the means of transport with EURO 5 and EURO 6 emission standard amounted to 46%** of the total number of vehicles available for Raben Group in Poland. We set ambitious goals for us and for our suppliers, **so that this ratio could reach 50% by the end of 2016 in Raben Logistics Polska.** We motivate the carriers who cooperate with us to follow suit. They can take advantage of attractive leasing plans.





When it comes to the fleet which is directly managed by Raben Group companies, already today above mentioned ratio is 100%. As for the engines compliant with the requirements of the **EURO 6 standard, it is 60% of the total number of own means of transport.**

We are constantly working on minimizing empty runs. Just in 2016 we purchased more than 100 double-deck trailers. They allow for transporting 2 times more pallets than standard trailers. Thanks to this we can achieve reduction of CO<sub>2</sub> emissions at the level of 50% per pallet. Also last year we started the project of fleet modernisation in order to adjust the current model to the changing market and the growing requirements of environmental standards. Ultimately we want to increase the share of tandems and swap bodies in relation to the traditional large trailers.

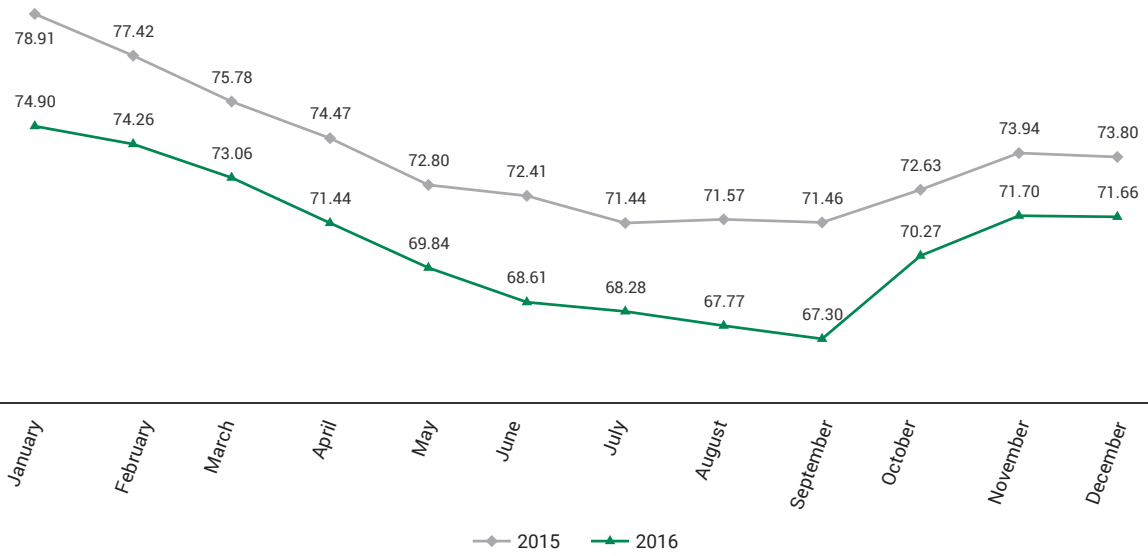
We also measure fuel consumptions and CO<sub>2</sub> emissions. In 2016 we achieved the our goals using the average of 26,8 l<sup>1</sup> of Diesel per 100 km. CO<sub>2</sub> emissions were reduced to 70.76 kg/100 km<sup>1</sup>.



<sup>1</sup> in Raben Transport

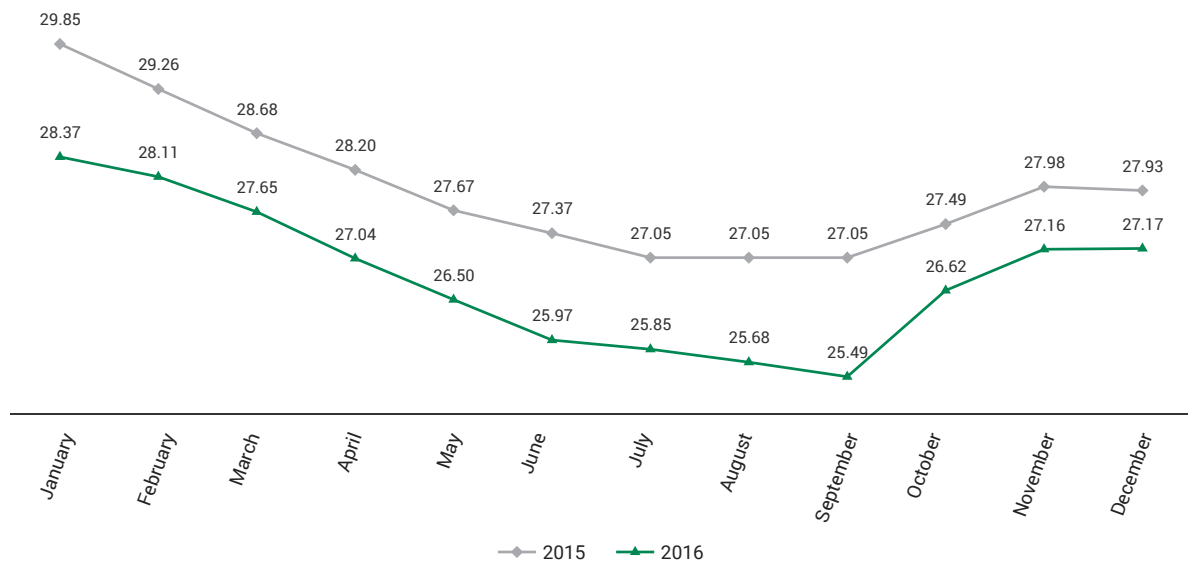
	Goals for 2016	Results in 2016	Goals for 2017
<b>Emissions CO<sub>2</sub>:</b> 	<b>75.22 kg CO<sub>2</sub></b> per 100 km	<b>70.76 kg CO<sub>2</sub></b> per 100 km	<b>70.01 kg CO<sub>2</sub></b> per 100 km
<b>Fuel consumption:</b> 	<b>28.47 L</b> per 100 km	<b>26.80 L</b> per 100 km	<b>26.50 L</b> per 100 km

## CO<sub>2</sub> emissions



	Month	2015	2016
✓	January	78.91	74.90
✓	February	77.42	74.26
✓	March	75.78	73.06
✓	April	74.47	71.44
✓	May	72.80	69.84
✓	June	72.41	68.61
✓	July	71.44	68.28
✓	August	71.57	67.77
✓	September	71.46	67.30
✓	October	72.63	70.27
✓	November	73.94	71.70
✓	December	73.80	71.66

### Average fleet's fuel consumption



	Month	2015	2016
✓	January	29.85	28.37
✓	February	29.26	28.11
✓	March	28.68	27.65
✓	April	28.20	27.04
✓	May	27.67	26.50
✓	June	27.37	25.97
✓	July	27.05	25.85
✓	August	27.05	25.68
✓	September	27.05	25.49
✓	October	27.49	26.62
✓	November	27.98	27.16
✓	December	27.93	27.17



# Ecological buildings

In Poland we have over 500,000 m<sup>2</sup> of warehouse capacity. We operate from 53 depots. Each year we open new facilities. As a rule, all of them are equipped better than equivalent buildings as built by the developer. In Raben Group we use:

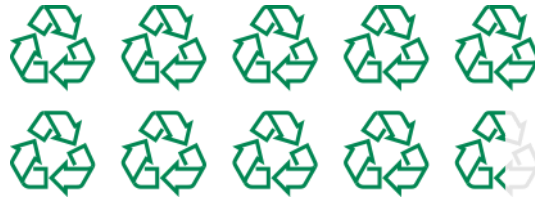
- LED lighting systems.
- Automatic systems of light control (motion detection and measurements of daylight intensity).
- Gas heating systems based on radiators with enhanced radiation capacity.
- Thermal insulation of hydraulic ramp platforms.
- Mechanical ventilation with heat recovery.
- Roof lights offering access to natural light.
- Power generators covering 100% demand for electricity.
- Increased storage height allowing for storage of from 7% to 24% more pallets. This allows for limiting gas consumption per pallet. It also increases the number of goods types which can be stored and eliminates the limits of permissible fire load.
- Appropriate amount of hydrant corresponding to the layout of racks. This allows for increasing the level of fire safety.

**Increased storage height allowing for storage of from 7% to 24% more pallets.** This allows for limiting gas consumption per pallet. It also increases the number of goods types which can be stored and eliminates the limits of permissible fire load.



Additionally, Raben Group warehouses ensure higher work ergonomics and legal compliance by offering light intensity at the level of 200 lux capacity with the assembled racking system and not just in the empty warehouse. Warehouses we build also protect the environment in a better way in case of a severe accident, e.g. a fire, by containing contaminated fire water and chemicals inside the warehouse. We also remember about our employees by providing them with required space for meetings and trainings. All our newly opened offices are adjusted for the disabled.

Waste segregation at the level of **96%** in relation to the set goal of 90% <sup>2</sup>.



<sup>2</sup> data applies to Raben Logistics Polska

## Utilities consumption:

Raben Logistics Polska  
and Raben Transport

Fresh Logistics Polska

Electricity:



**4.79 kWh/m<sup>2</sup>**  
a month

**24.24 kWh/m<sup>2</sup>**  
a month

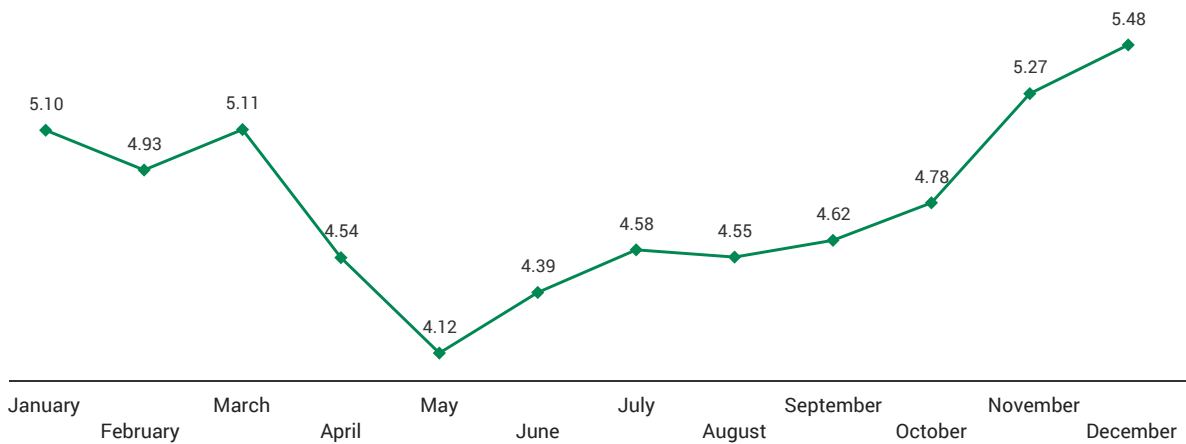
Water:



**1.64 m<sup>3</sup>**  
monthly per person

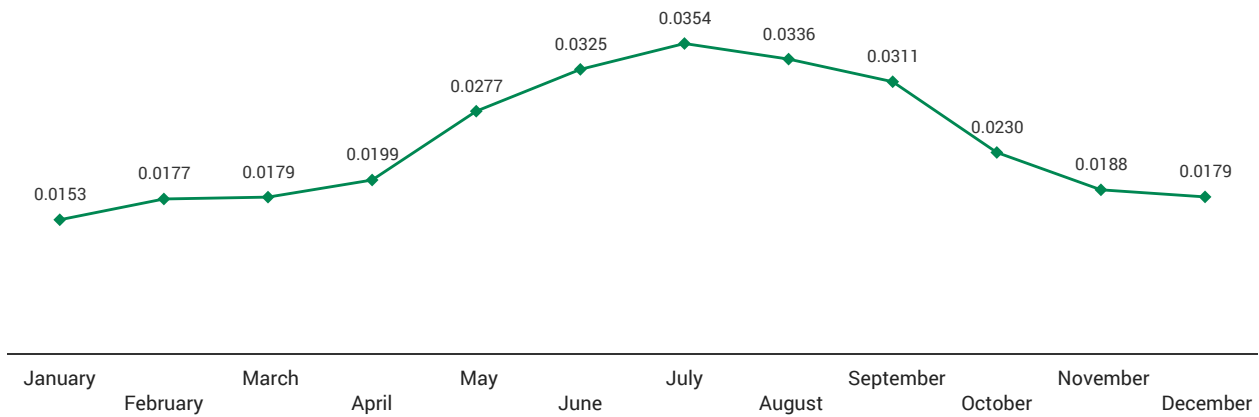
**2.55 m<sup>3</sup>**  
monthly per person

Average monthly electricity consumption kWh/m<sup>2</sup> in Raben Logistics Polska





## Average monthly electricity consumption kWh/m<sup>2</sup> in Fresh Logistics Polska



Total electricity consumption in 2016 was accordingly: for Raben Logistics Polska and Raben Transport - 20,251,574 kWh and for Fresh Logistics Polska - 12,393,962 kWh.

Differences in electricity consumption in Fresh Logistics Polska as compared to Raben Logistics Polska and Raben Transport is the result of the fact that refrigerating units need to maintain temperature between 0 and 6 degrees Celsius.

Slightly higher electricity consumption in Raben Logistics Polska and Raben Transport (increase by 0.11 kWh/m<sup>2</sup> as compared to 2015) is the consequences of the bigger volume of shipments and the colder winter.

# E-invoice = higher culture



We mitigate the impact of our operations in the environment by annual tree planting actions.

We encourage our customers to behave ecologically by offering them a possibility to use e-invoices which save time, protect the environment, and eliminate the risk of losing the document. For each consent to receiving e-invoices Raben Group plants a tree on behalf of the customer. The action is organized in partnership with the AERIS FUTURO Foundation.

In 2016 in Stanisławowo near Pruszcz Gdański, Raben employees planted 3,200 trees together with the local community. The plants will neutralize over 2,400,000 kg of carbon dioxide during their life cycle.



## Share of electronic invoices in Raben Group:

**78%** of Fresh Logistics Polska customers use electronic invoices.



**53%** of Raben Logistics Polska customers use electronic invoices.





## Employees



Desirable  
Employer ▶



Employment ▶



Training and  
development ▶



Care for safety ▶

## Employees

Raben Group defines corporate social responsibility as a dialogue. We wish to engage stakeholders to influence the company environment which is their microworld. The actions undertaken by the company are the result of feedback from its key stakeholders - also the employees.

We listen to the opinions of people employed by Raben companies by regularly conducting employee Satisfaction and Engagement Surveys - 68% of them are satisfied with the conditions and the environment where they perform their tasks.

We share common values which form a specific DNA of all people employed in Raben Group. Friendly and safe work environment is one of our CSR goals. Each of us is an entrepreneur in our work place. We are open to changes. We have passion to win. We develop. We strive for perfection through diversity.

# Desirable Employer

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The HR policy supports the people, the corporate culture and business objectives. We execute it through modern programs, tools and projects: competencies management, managerial development programs, management by objectives (MBO), satisfaction and engagement survey, training system, software infrastructure.

We build reliability, engagement, entrepreneurship, and we achieve ambitious challenges. At the same time we offer developmental programs related to the competencies and performance appraisal systems, succession planning, mixed training methods, internal promotions.

Our employees are really important for us. We want them to be able to realize their passions with dignity and that is the reason why we implemented a special anti-mobbing policy in Raben Group companies in 2016.

## Social package

Work-life balance policy is backed by the elements of the social package. They also help to care for health of the employed and support their sports passions. The scope of the package differs depending on the company and the position.

They include:

- Multisport card
- life insurance
- private health care
- culture and recreation vouchers Sodexo Pass
- Multikino cinema tickets
- Christmas gift cards
- subsidized language courses
- subsidized holidays
- subsidized school accessories
- incentive meetings
- emergency relief payments

## Healthy Week

Caring for its employees, Raben Group has been organizing the Healthy Week for 6 years now. The five-day program promoting healthy lifestyle has been designed by wellness specialists from proVita Hotel from Kołobrzeg.

Each day employees receive newsletters which this year concerned the balanced diet, positive motivation, physical activity, digital detox and climatotherapy. Additionally, the participants of the program could meet dieticians, fitness trainers, ergonomists, doctors, beauticians and masseurs. Work-life balance was also promoted through photography workshops. The meetings and workshops were attended by almost 500 people.

In 2016 we focused on the following areas:

- physical activity,
- nutrition,
- travels/climatotherapy,
- digital detox,
- motivation.



An anonymous questionnaire carried out after the campaign showed that the **Healthy Week persuaded almost 90% of Raben Group Employees to be more interested in healthy lifestyle and to devote more time to health. The satisfaction indicator from participation in the campaign was 87%.**





## Daily dose of vitamins

For 6 years now Raben Group employees have received a healthy snack each day. In 2016, we gave our Employees the 1,264,536 portions of fruit and vegetables.

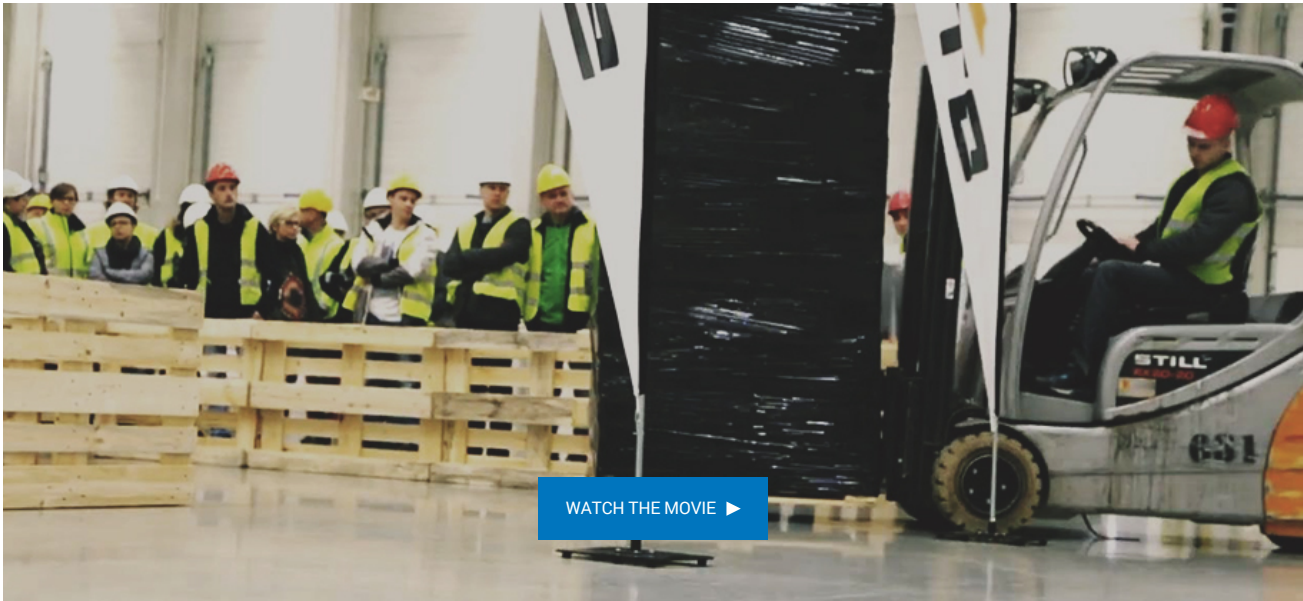


## Dances with Pallets

In order to promote safe behaviours in the warehouse, Raben Group has been organizing the Dances with Pallets contest in all its warehouses in Poland since 2014. The action aims at promoting precision and skills and eliminating risky practices, such as speeding. The contest consists of two parts: a theoretical workshop which focuses on presenting good practices and desired behaviours, and a practical component during which fork lift operators navigate a route with obstacles which tests their precision.



In 2016, over 50 fork-lift truck operators from all over Poland took part in the contest. It was a great surprise that the 1st place was won again by Michał Kamiński from Stryków, the winner of the first edition of the contest. Together with him, the winners on the podium were Andrzej Klepacz and Piotr Wieloch on the second and third places accordingly. All laureates receive in-kind and financial prizes. The main prize is PLN 1,000.



## Raben on the Run




We promote active lifestyle by helping our employees take part in various runs organized in Poland. In 2016 we sponsored the Poznań edition of Business Run and we participated in the Color Run. **More than 40 employees took part in both events.**



# Employment

A logistics company is a dynamic, quickly adapting organism. Hence one of the most important elements of our organisation is the people which build it - their engagement, creativity, openness to change, experience.

In Raben Group we care for building a positive atmosphere filled with engagement and the best possible work conditions which we offer to over 5,000 people employed in Poland.

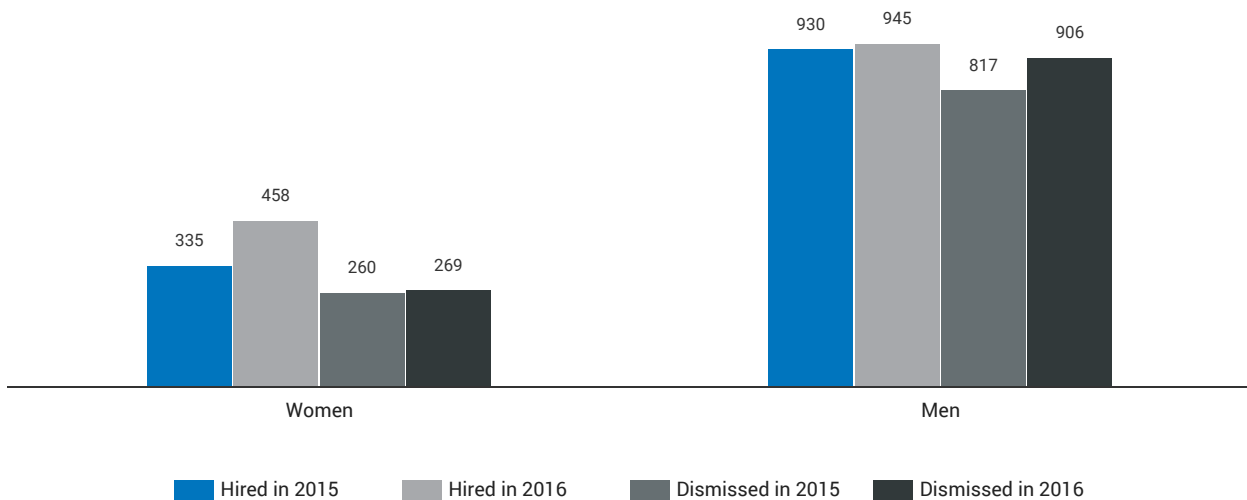


40%

of staff are women

We support diversity and we signed the Diversity Charter. **Almost 40% of staff are women.** 33% of managers in Raben Group companies are women - an increase by 2% on 2015.

## Fluctuation



	Sex	Hired in 2015	Hired in 2016	Dismissed in 2015	Dismissed in 2016
<input checked="" type="checkbox"/>	Women	335	458	260	269
<input checked="" type="checkbox"/>	Men	930	945	817	906

GROUP	Woman								Man								TOTAL	
	below 30		30-50		above 50		TOTAL		below 30		30-50		above 50		TOTAL		Sum total	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
hired	191	278	136	173	8	7	335	458	482	510	416	395	32	40	930	945	1265	1403
dismissed	97	130	152	131	11	8	260	269	323	429	455	433	39	44	817	906	1077	1175
hiring ratio	43%	47%	12%	15%	8%	7%	20%	24%	54%	52%	21%	21%	12%	15%	30%	30%	26%	28%
fluctuation ratio (resignations)	22%	22%	13%	11%	11%	8%	16%	14%	36%	44%	23%	23%	15%	17%	26%	29%	23%	23%
employment level as of 31.12	442	597	1132	1175	103	101	1677	1873	898	982	1943	1903	264	260	3105	3145	4782	5018

Raben Group is continuously developing hence the dynamics of hiring new employees has grown. The staff turnover level is at the same level as in 2015.

Type of employment contract / full time - Women 2016													
Type of employment contract / full time	0.063	0.1	0.125	0.25	0.5	0.6	0.625	0.75	0.8	0.875	1	WOMEN TOTAL	
CONTRACT FOR AN INDEFINITE PERIOD	1	-	1	-	3	1	2	5	2	5	1202	1222	
CONTRACT FOR A LIMITED PERIOD	-	-	-	-	1	-	-	1	-	-	570	572	
CONTRACT FOR A PROBATIONARY PERIOD	-	-	-	-	2	-	-	1	1	-	75	79	
Sum total	1	-	1	-	6	1	2	7	3	5	1847	1873	

## Type of employment contract / full time - Men 2016

Type of employment contract / full time	0.063	0.1	0.125	0.25	0.5	0.6	0.625	0.75	0.8	0.875	1	MEN TOTAL
CONTRACT FOR AN INDEFINITE PERIOD	-	1	-	2	4	-	-	4	-	-	1973	1984
CONTRACT FOR A LIMITED PERIOD	-	-	-	-	-	-	-	-	-	-	1005	1009
CONTRACT FOR A PROBATIONARY PERIOD	-	-	-	-	-	-	-	-	-	-	152	152
Sum total	-	1	-	2	8	-	-	4	-	-	3130	3145

In Raben Group, employees are not covered by collective contracts.

The ratio of the average salary of a woman to the average salary of a man at all positions is **93%**.



## Jubilarians

We are a well-tuned team. Many of us took their first professional steps here, we learned the business, management, professional logistics.

Work experience 10 years - 250 employees:

Women: **85**



Men: **165**



Work experience 15 years - 71 employees:

Women: **15**



Men: **56**



Work experience 20 years - 33 employees:

Women: **5**



Men: **28**



Work experience 25 years - 53 employees:

Women: **22**



Men: **31**



Sum total - 407 employees:

Women: **127**



Men: **280**



# Training and development

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We want to create our Customers' competitiveness In order to achieve our objective, we must follow the market, gather new information, develop innovative solutions. Thanks to trainings and developmental programs we exchange knowledge and gain new competencies. We are changing and our company is changing together with us. We strive for perfection through diversity. We run many developmental programs which help to improve ourselves as well as the processes and services we are creating.

## Better every day

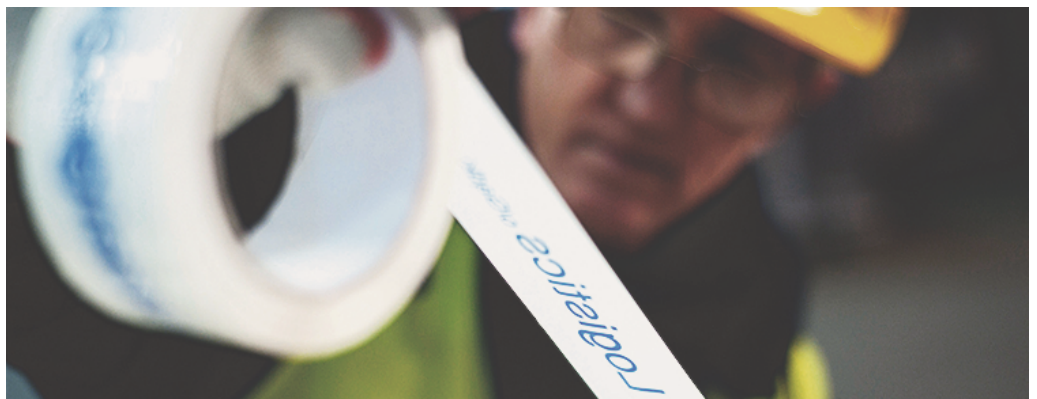
In 2016 we launched the Business Excellence Program in Raben Group named Better Every Day. One of its pillars is Lean Management currently implemented in all Polish companies.



Better every day is the approach to managing the company which focuses on providing our customers (both internal and external) with values they expect by continuous improvement of business processes, building innovative solutions and identification and elimination of waste.

As part of the program, we use Lean tools to map value streams, we describe processes using the language of facts, and we introduce daily briefings for employees. During workshops we were working together on optimising our work and on how our action can build customer satisfaction.

Only in Fresh Logistics Polska, in domestic distribution, employees made **3330 measurements** and identified **270 problems**.



## Job Rotation <sup>1</sup>



It is a transfer to a different department or branch of the company for a period of 1 year. The participant has an opportunity to experience work in a different environment and master and develop their skills.

## Special Forces



It is a group of experienced Raben Group Employees prepared for special assignments. In emergency, they are deployed to assist in another Business Unit (also in a different country). Tasks: integration of acquired companies, operational support, implementation of a new customer, support in opening new depots, etc.

## Highway to knowledge <sup>2</sup>



It is a project for Raben Transport managers: directors, product managers, department heads. The aim of the project is to implement effective human resources management in the organization by raising managerial competencies in social management of employees while simultaneously maintaining the existing management by objectives. The program also covers the support for the managerial staff in terms of development of team members. Highway to knowledge allows for the development of the organization on the competitive and dynamic market and ensures increasing the professional potential of employees of the organization thanks to systematic development of managerial competencies of the managerial staff.

## Skill Rotation <sup>3</sup>



It is a program for all specialists, coordinators, supervisors and managers. It is based on exchange of experience and knowledge between employees of various departments.

Participants do a 20-day on-the-job training in a selected department. They gain the knowledge on functioning and specifics of the department, job descriptions of department employees, and they learn basic practical skills.

Thanks to participation in the program, employees have the opportunity to: expand knowledge and skills related to the currently held position, gain knowledge on operations of other departments, better understand business processes, improve their everyday work thanks to using new knowledge, develop possibilities of further career expansion in Raben Group.

## Manager's Academy <sup>3</sup>



The training program carried out in cooperation with an external company. Manager's Academy is addressed to managerial staff - from deputy managers up. The trainings are based on three modules: team building, manager's role in the organization and decision making as a leader. They develop soft managerial competencies.

Employees who participate in the project are subject to continuous evaluation on a special electronic platform. Tests are done before and after each training and at the final stage the participant plans their development together with their supervisor.

## Manager in me <sup>3</sup>



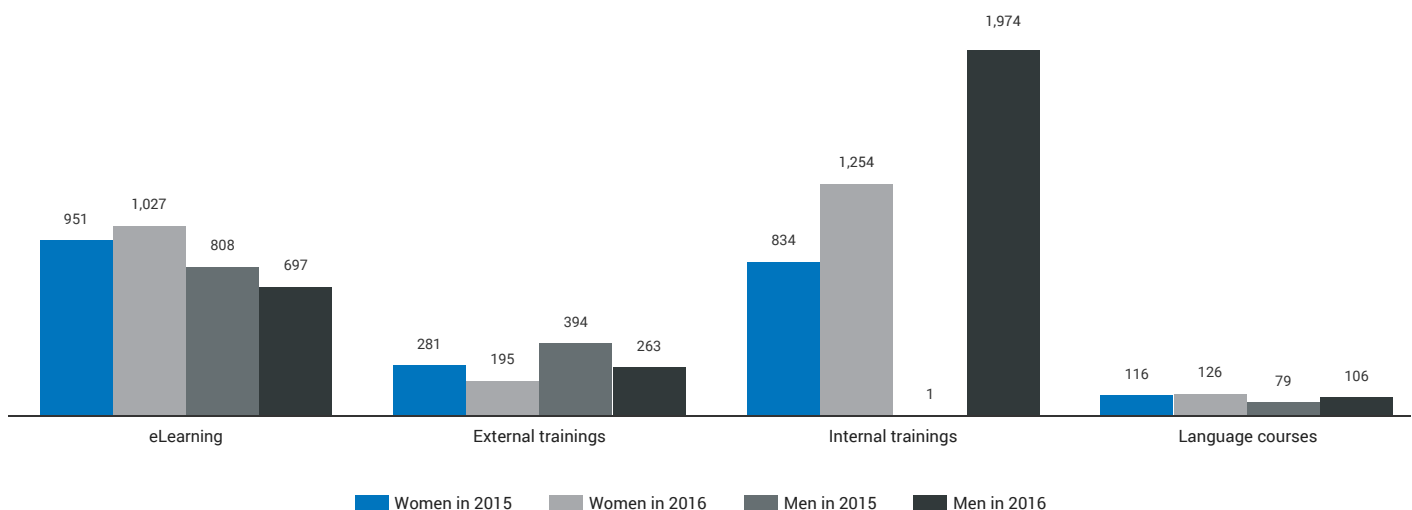
Manager in Me is a developmental program prepared for the managerial staff. In 2016 the structure of warehouse positions was changed in Raben Logistics Polska. As a result, the new position of the warehouse team manager was set up. Some employees were promoted in internal recruitment processes and in order to prepare for the new function, a special series of trainings was developed. They are conducted in two modules, in the form of workshops: communication and engaging management.

<sup>1</sup> project carried out in Fresh Logistics Polska

<sup>2</sup> project carried out in Raben Transport

<sup>3</sup> project carried out in Raben Logistics Polska

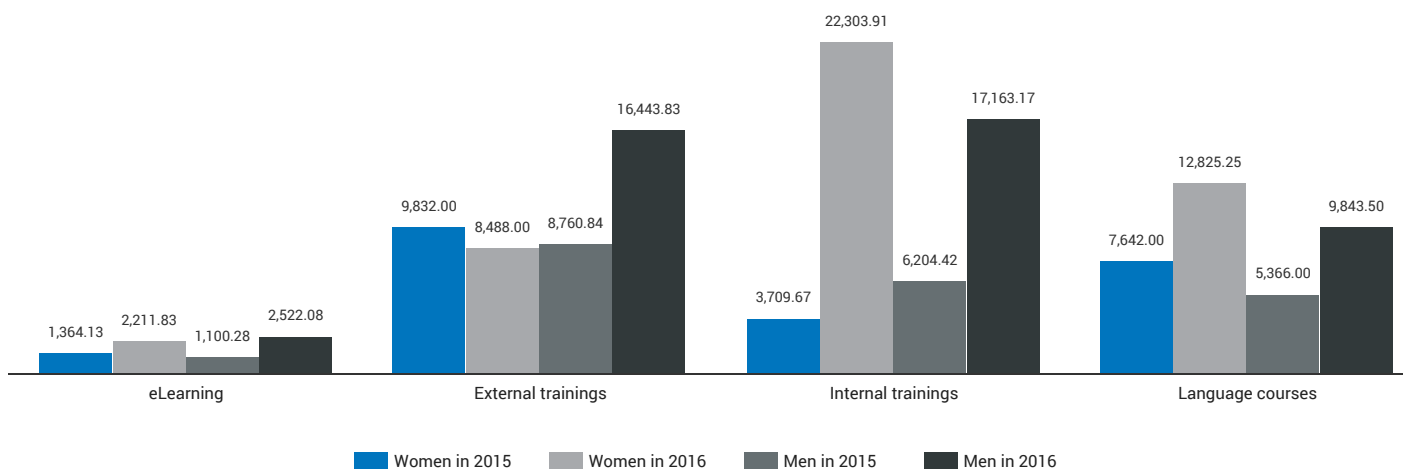
Number of participating employees in particular training per sex





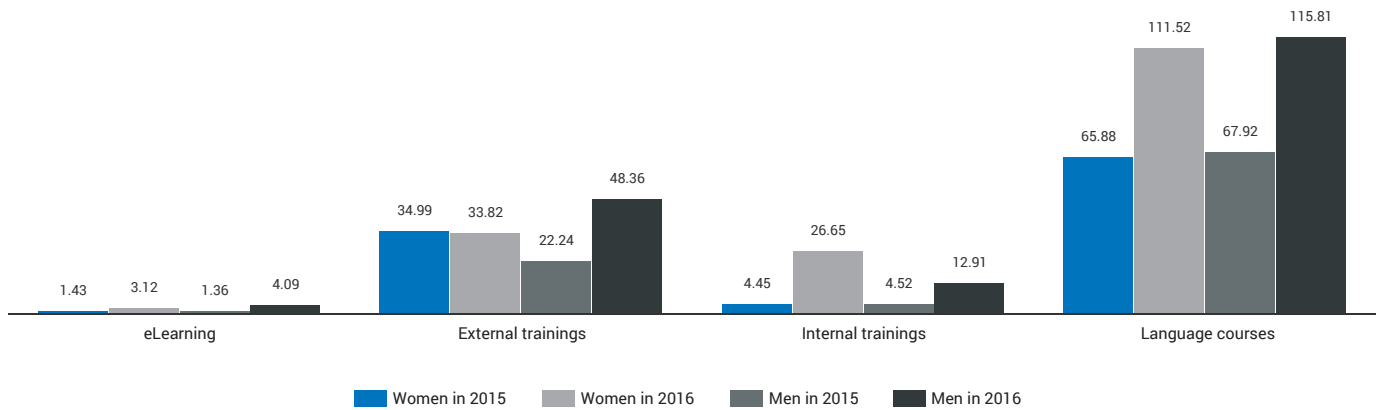
	Training type	Women in 2015	Women in 2016	Men in 2015	Men in 2016
✓	eLearning	951	1,027	808	697
✓	External trainings	281	195	394	263
✓	Internal trainings	834	1,254	1	1,974
✓	Language courses	116	126	79	106

### Total time of trainings per sex



	Training type	Women in 2015	Women in 2016	Men in 2015	Men in 2016
✓	eLearning	1,364.13	2,211.83	1,100.28	2,522.08
✓	External trainings	9,832.00	8,488.00	8,760.84	16,443.83
✓	Internal trainings	3,709.67	22,303.91	6,204.42	17,163.17
✓	Language courses	7,642.00	12,825.25	5,366.00	9,843.50

## Average time of trainings per sex



	Training type	Women in 2015	Women in 2016	Men in 2015	Men in 2016
<input checked="" type="checkbox"/>	eLearning	1.43	3.12	1.36	4.09
<input checked="" type="checkbox"/>	External trainings	34.99	33.82	22.24	48.36
<input checked="" type="checkbox"/>	Internal trainings	4.45	26.65	4.52	12.91
<input checked="" type="checkbox"/>	Language courses	65.88	111.52	67.92	115.81

	TOTAL			WOMEN			MEN		
Development and retention of employees in the company (including trainings, motivational programs, talent development programs)									
Training type	Number of participating employees	Total time (in hours)	Average total time (in hours)	Number of women	Total time W (in hours)	Average time W (in hours)	Number of men	Total time M (in hours)	Average time M (in hours)
eLearning Total	1724	4791:30:29	2:46:45	1027	2350:35:21	2:17:20	697	2440:55:08	3:30:07
External trainings	458	22327:59:32	48:45:04	195	7204:00:12	36:56:37	263	15123:59:20	57:30:20
Internal trainings	3228	45969:29:20	14:14:27	1254	26168:44:20	20:52:06	1974	19800:45:00	10:01:51
Language courses	232	23295:45:08	100:24:46	126	11559:15:12	91:44:24	106	11736:29:56	110:43:18

## Number of training hours per employee



Total: **19h**



Women: **25h**



Men: **16h**

## Work quality assessment and career development reviews in Raben Group

Percentage of Employees who undergo regular assessments of work quality

Women: **97%**



Men: **99%**



Percentage of Employees who undergo career development reviews

Women: **75%**



Men: **39%**



# Care for safety

Health and safety are non-negotiable values and they are an integral part of everything we do.

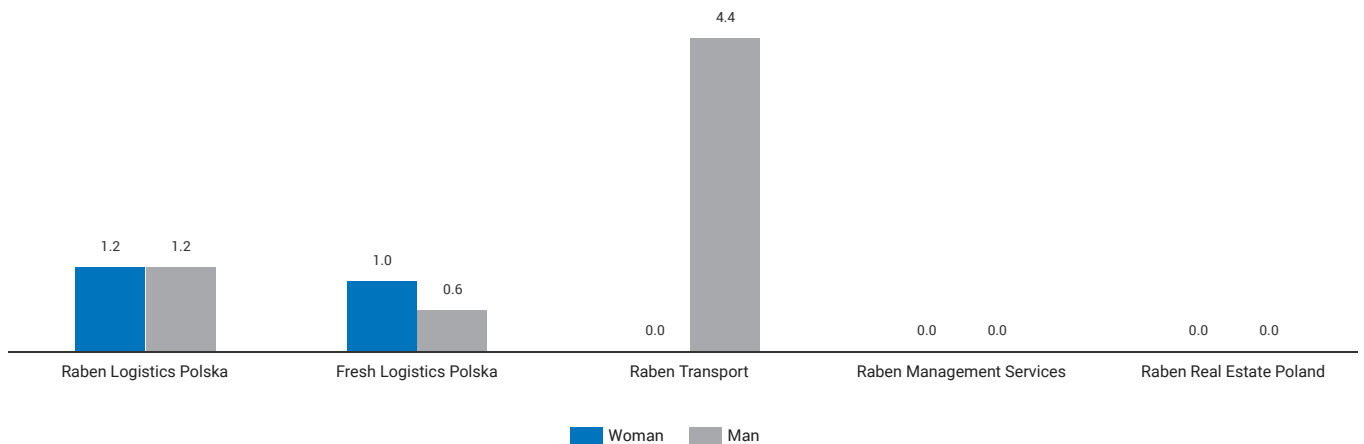
We believe that changing dangerous behaviours into safe habits allows for protecting life and health. Therefore, all levels of our organization are engaged in building the robust safety culture.

After all, safety means caring for oneself and others so as to be able to come back home every day to our relatives and enjoy life.

0 fatalities.

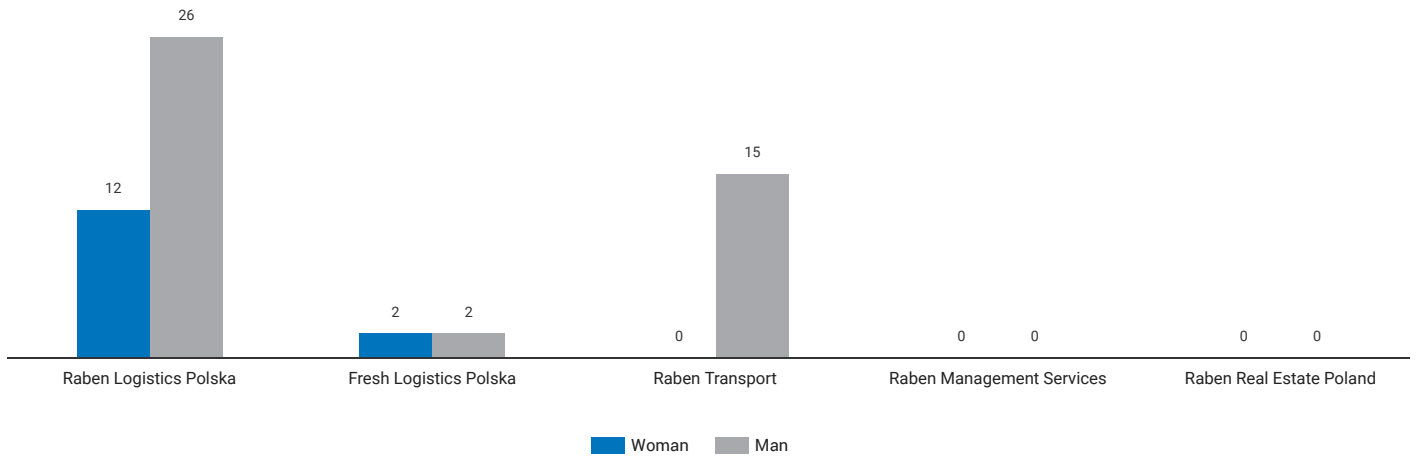


No. of incidents per 200,000 manhours



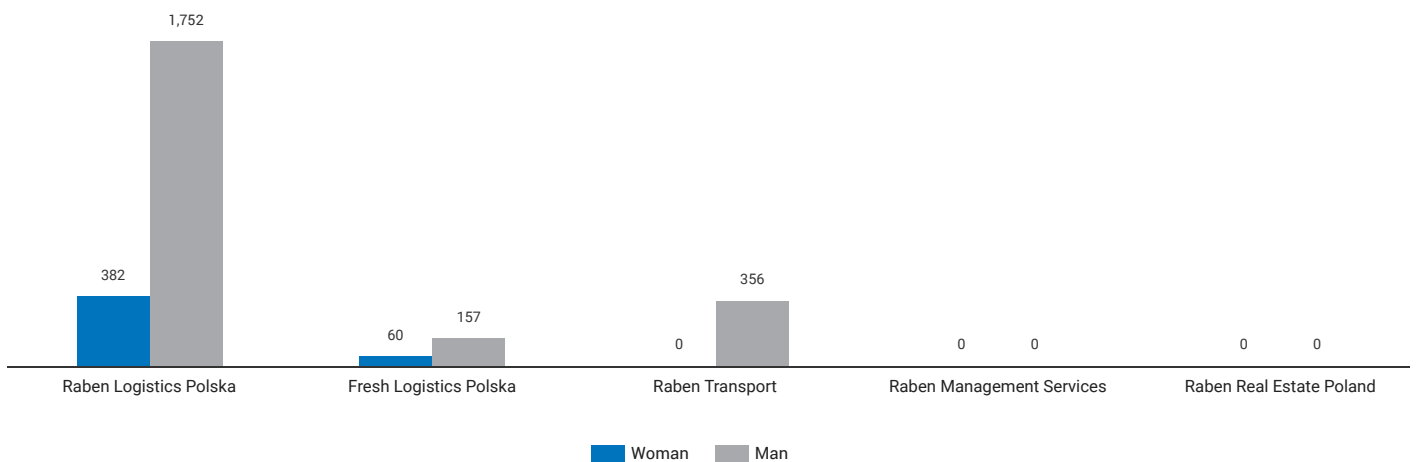
	Company	Woman	Man
✓	Raben Logistics Polska	1.2	1.2
✓	Fresh Logistics Polska	1.0	0.6
✓	Raben Transport	0.0	4.4
✓	Raben Management Services	0.0	0.0
✓	Raben Real Estate Poland	0.0	0.0

## No. of incidents in total



	Company	Woman	Man
<input checked="" type="checkbox"/>	Raben Logistics Polska	12	26
<input checked="" type="checkbox"/>	Fresh Logistics Polska	2	2
<input checked="" type="checkbox"/>	Raben Transport	0	15
<input checked="" type="checkbox"/>	Raben Management Services	0	0
<input checked="" type="checkbox"/>	Raben Real Estate Poland	0	0

## No. of days off work as a result of incidents



	Company	Woman	Man
✓	Raben Logistics Polska	382	1,752
✓	Fresh Logistics Polska	60	157
✓	Raben Transport	0	356
✓	Raben Management Services	0	0
✓	Raben Real Estate Poland	0	0

One of the goals of the safety vision in Raben Group is building the co-dependent safety Culture - "We all care for one another so that everyone is safe". 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.



**85%**  
of participants  
has changed  
their approach  
towards safety

As part of the "Safety month" in 2016 we developed a series of posters which promote safe behaviours in 11 work areas identified in Raben Group. Additionally, we conducted safety workshops for employees. **85% of workshop participants claimed that they changed their safety awareness to a large extent <sup>1</sup>.**

<sup>1</sup> the workshops were carried out first in the managing company because we believe that an example must come from the top. Over 80 employees of Raben Management Services took part in the questionnaire.



## The market



Customer satisfaction ▶



Quality ▶



Sharing with stakeholders ▶



Compliance ▶



Business continuity ▶



Information security ▶

## The market

According to our CSR vision we want to set trends in the sector which bring added value to the environment. Be believe that achieving this vision is possible only through a dialogue with the environment. Thanks to the feedback from our customers we are able to improve our processes and we also receive information which can contribute to innovations that influence our competitive advantage. We are a partner in business relations. We share our knowledge.

As a logistics operator we are an important link of the responsible value chain of every enterprise. Every day we work for the common good - for the future. We monitor the supply chain so that also our Subcontractors meet the highest standards and requirements. The product we purchase the most is petrol. We regularly control its quality. We also have our own petrol stations to be sure that Diesel refuelled by us and our subcontractors is of the highest quality. Our suppliers have the obligation to sign and abide by the ethical rules in force in Raben Group. We reserve the right to verify the implementation of the provisions of our Code of Ethics.



# Customer satisfaction

Raben Group delivers over 7 million shipments annually for thousands of customers in Poland. We really care for providing quality solutions which support the operations of our customers. In order to face that challenge we regularly carry out the customer satisfaction survey.



**Over 7 million** shipments annually <sup>1</sup>



Close to **19 million** pallet places in transport <sup>1</sup>



**99,36 %** - performance without damage and warehouse errors <sup>1</sup>



**97%** of customers believe the employees of Raben Logistics Polska are ethical



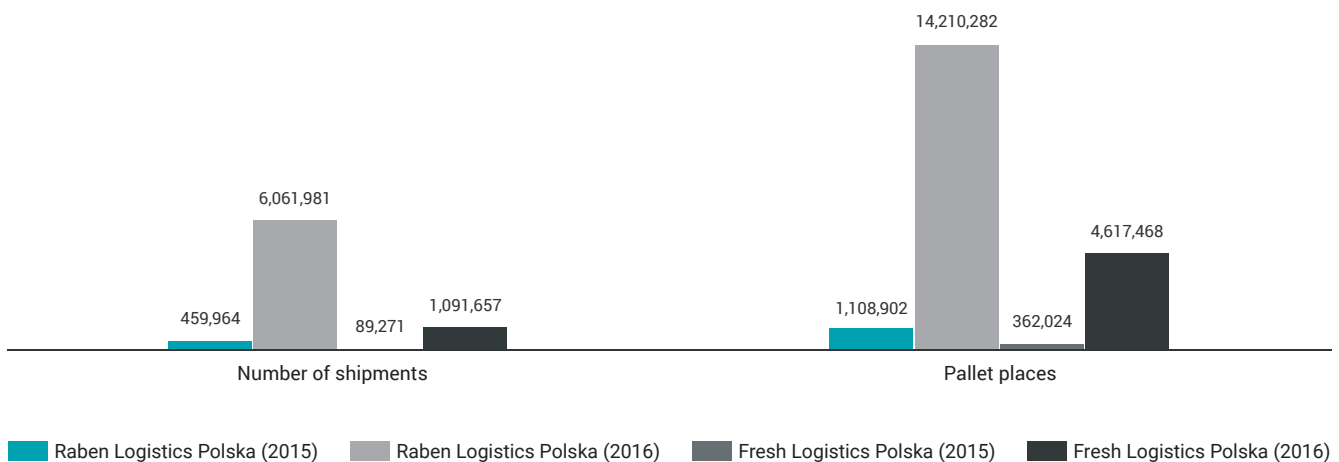
**93%** of customers believe that Raben Logistics Polska is socially responsible



**90%** of customers think that Raben Logistics Polska cares for the natural environment and uses ecological solutions in its processes

<sup>1</sup> data does not include full truck load shipments executed by Raben Transport

## Shipped goods



	Company	Raben Logistics Polska (2015)	Raben Logistics Polska (2016)	Fresh Logistics Polska (2015)	Fresh Logistics Polska (2016)
✓	Number of shipments	459,964	6,061,981	89,271	1,091,657
✓	Pallet places	1,108,902	14,210,282	362,024	4,617,468

## Satisfaction and loyalty level:

**89% of Raben Logistics Polska customers are satisfied with the contact with the customer service department.**



### Raben Logistics Polska

CSI<sup>2</sup> - **75%**



NPS<sup>3</sup> - **44%**



### Fresh Logistics Polska

CSI<sup>2</sup> - **82%**



NPS<sup>3</sup> - **17%**



NPS<sup>3</sup> - **48%**



NPS in Raben  
Group – 36%



<sup>2</sup> CSI (Customer Satisfaction Index)

<sup>3</sup> NPS (Net Promoter Score) – average NPS for European companies oscillates between +5 and +10 per cent.

## Conclusions after customer satisfaction surveys:

### Positive:

- professional customer service
- reliable and quick settlements and invoicing
- quality of warehouse infrastructure, safety of food products
- ethical employee behaviours

### To be improved:

- placing orders via an electronic platform
- waiting time for claims handling

# Quality

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Since its beginnings on the European market, Raben Group has been focused on the quality or provided services above all. Individual companies work according to quality systems compliant with the ISO 9001 standard.

These certificates prove that the implemented Quality Management System is managed in line with the processes; it is subject to continuous improvement by setting measurable quality goals, verification of completed objectives and by taking corrective and preventive actions.

## HACCP system

One of the elements of the food safety policy applied in Raben Group is the implementation of the **HACCP Food Safety System** in warehousing and direct distribution of food products.



Raben Logistics Polska and Fresh Logistics Polska hold the ISO 22000:2006 certificate, which is composed of four basic elements:

- management of: policy, managerial duties, organization and resources
- HACCP plan and regulations
- other operations, e.g. GMP-GHP - good practices
- internal and external communication

## Environment (Integrated with the Landscape)

The implemented ISO 14001:2004 standard is connected with the environmental system which is a component of the Integrated Management System consisting of quality, environment and food safety management.

# Sharing with stakeholders

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We are aware of the importance of partnership in business. Partnership which is not only transactional but also long-term, strategic. Thanks to the synergy effect between various entities and sectors, we are able to accomplish more for the common good, i.e. The life on the planet. Together we can do it - we understand it in Raben Group and that is why we happily share our knowledge with the market.

In 2016 we organized two conferences: "25 years on the way" to commemorate 25 years of operations of Raben Group in Poland and "Social reporting and social economy. Versus or I?" in the form of a business breakfast.

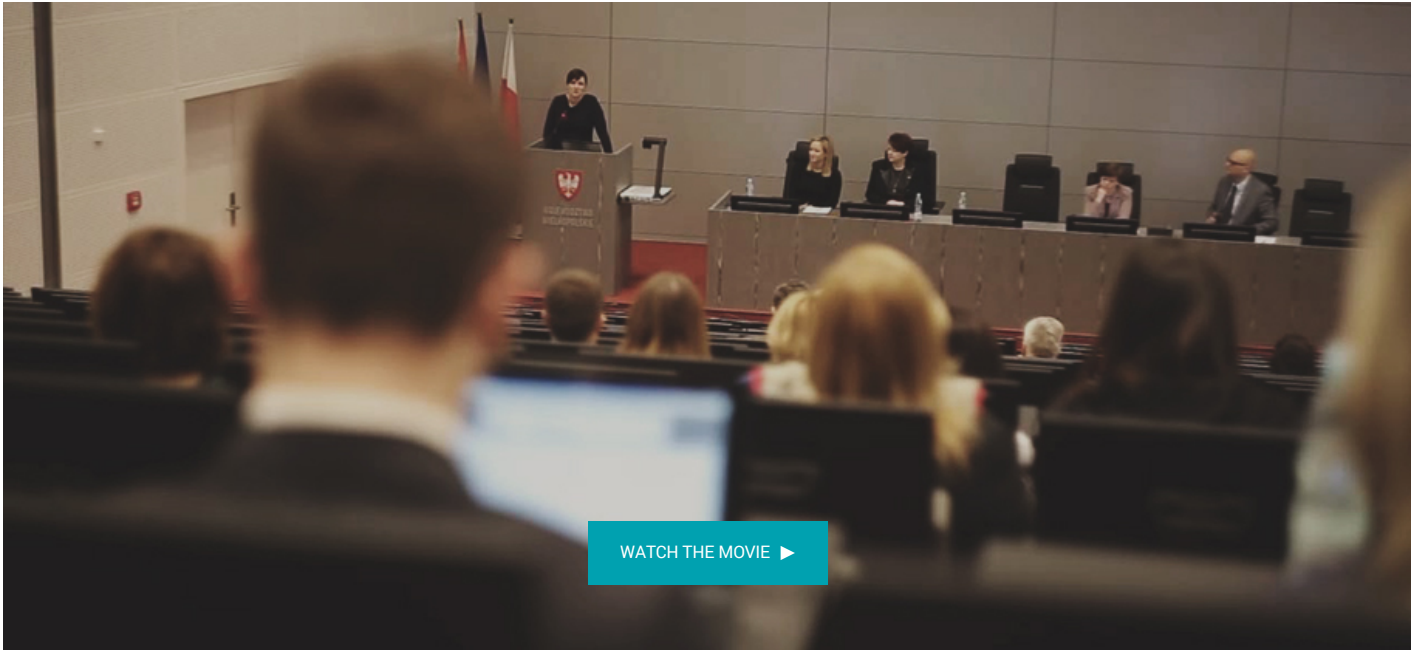
## 25 years on the way

The meeting was held in Warsaw on September 29, 2016. The aim was to provide a short summary of Raben Group operations on the Polish market and present perspectives for the next 25 years of the Polish economy. The invited presenters were Prof. Leszek Balcerowicz, Jacek Santorski and Bartek Gola. We discussed three perspectives of development: economic for the world, Europe and Poland, leadership in the Polish business; innovation as the key to success. All three presentations were summarised by a discussion panel. Discussions with the invited guests were moderated by CEO Raben Group, Ewald Raben.

**91% of the conference participants were satisfied with the meeting and the NPS index reached the record 75%. This means that the great majority of the invited guests would recommend the event to others.**



## Business breakfast



On February 2016 Raben Group organized a business breakfast whose aim was to discuss the trends in social reporting which, according to the guidelines of the EU, will be mandatory in the member states as of 2016. During the meeting, the Social Report of Raben Group was presented as well as the benefits of cooperation with the entities of the social economy. The conference was covered by the honorary patronage of the Marshal of Wielkopolskie Voivodeship. The partners of the meeting were: Deloitte, Association for the Social Co-operatives and the British-Polish Chamber of Commerce.



**The conference was attended by almost 100 representatives** of the business, chambers of commerce and the entities of the social economy.



# Compliance

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Organisational culture of our company is based on ethics and values. We also ensure that the same standards are followed by our suppliers. Compliance with legal regulations, sector standards and good practices are the everyday life for us. Compliance is a kind of insurance policy for us, inextricable from the corporate governance, values and ethics.

In 2016 we trained  
**9** people in  
compliance.



**Raben Group wasn't involved in any incidents of anti-competitive behaviour, anti-trust, and monopoly.**



**1**  
notification  
to the Ethics  
Committee  
in 2016

Since 2010, Raben Group has had the Ethics Committee. Its task is to investigate and respond to information concerning any breach of the Code of Ethics. The Ethics Committee can be addressed both by the employees and by external stakeholders. They can use traditional post or an on-line form. In 2016 we received **1 notification to the Ethics Committee**. Additionally, in 2016 we started work on other conveniences - a safe infoline available in 11 languages.



Raben Group also implemented the comprehensive Enterprise Risk Management System based on the standards developed by the AIRMIC association.

The main objectives identified in our ERM policy are:

- protecting people's health and life
- securing the assets and operational capabilities of the Group
- protecting reputation
- protecting the interests of all stakeholders

The system of risk management includes the scales of consequences and probabilities at the level of the Group and individual companies. They cover the following areas: human and financial factors, the environment and the reputation.

# Business continuity

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Security of our processes directly translates into the trust of our customers. We continually improve our services, implement systems securing business continuity and we implement and test contingency plans.

The main objective of business continuity management (BCM) tests is to verify the coherence and completeness of business continuity procedures and competencies, authorizations and the composition of the crisis management structure.

In 2016, 3 tests were carried out in Polish locations of the Group.



Business Continuity Management covers a set of comprehensive, formalised and cyclical actions aimed at preparing a pre-planned, effective reaction of companies to a critical situation in order to minimise the consequences of interruption of critical business processes.

# Information security

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We are aware that guaranteeing information security is a process which requires monitoring and constant improvements. We achieve this objective by building and developing the information security management system based on the requirements of the ISO 27001 international information security standard. This standard defines the requirements concerning the creation, implementation and perfecting the procedures and processes of data administration.

The activities undertaken by us include:

- we perform risk analyses which allow us to identify existing threats and evaluate their consequences
- we develop and improve data security procedures
- we build the awareness of the importance of information security among employees by regular trainings



**The number of justified complaints** regarding breaches of customers' privacy and loss of data is 0.



## About the Report

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"The Way to Responsibility" is the third social report of Raben Group in Poland. It covers the data concerning the following companies: Raben Logistics Polska sp. z o.o., Raben Transport sp. z o.o., Raben Management Services sp. z o.o., Fresh Logistics Polska sp. z o.o. And Raben Real Estate Poland sp. z o. o. The information in the report apply to the calendar year 2016. During the mentioned period, there were structural changes of Raben Group companies in Poland. A new company, Raben Real Estate Poland sp. z o.o., was created to manage real estate in Poland. The structure of the new company were extracted from the existing businesses Raben Polska sp. z o.o. and Fresh Logistics sp. z o.o.. The names of both companies were also changed in order to maintain the same nomenclature to: Raben Logistics Polska and Fresh Logistics Polska. As a result of the changes, the share capital of neither company was decreased. There were also no significant changes in size, form of ownership or the supply chain.. The report is published annually. The last report was published in 2016 and it concerned the data for 2015. We have not used any corrections with reference to information included in previous reports. There has also been no significant changes as compared to the previous report in terms of scope, range or the applied measurement methods. The report does not contain information from other participants of the supply chain.

Data included in the Report are equally important for individual Raben Group companies described in the Report. For the process of defining important matters, customers and representatives of local communities were considered important. Data for the report have been collected in compliance with GRI G4 guidelines and are the result of the expectations voiced during dialogue sessions attended by local authorities and communities which inhabit the areas adjacent to the company, representatives of schools and universities, employees, representatives of labour unions, service providers.

Customers' expectations were gathered during the regular, annual customer satisfaction survey. We also took into consideration the suggestions and needs submitted to us through a dedicated tab located on the website. Almost 500 stakeholders were engaged in the process of creating this report. The largest volume of feedback concerning our activities, as well as expectations and needs, was collected through the dialogue sessions carried out in 2016 in Wrocław, Gliwice and Pikutkowo near Brześć Kujawski. Over 50 stakeholders shared their observations with us concerning our impact on the widely understood environment. The sessions were carried out according to the AA1000 standard and each participant had an opportunity to voice their concerns.

Index No.	Index description	Reported Index (YES/NO/NA)	Name of chapter
<b>General Standard Disclosures</b>			
<b>Organizational profile</b>			
G4-1	Statement from the most senior decision-maker of the company (e.g., CEO, chair person, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy	YES	Letter from the CEO Raben Group
<b>Organizational profile</b>			
G4-3	Name of the company	YES	Contact
G4-4	Primary brands, products, and/or services	YES	Services
G4-5	Location of organisation's headquarters	YES	Contact
G4-6	Number of countries where the company operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	YES	About company
G4-7	Nature of ownership and legal form	YES	About company
			About the Report
G4-8	Markets served including geographic breakdown, sectors served and types of customers and beneficiaries	YES	Raben Group in Poland and in Europe
			Services
			CSR Strategy
G4-9	Scale of the reporting organisation	YES	Raben Group in Poland and in Europe
			Customer satisfaction
G4-10	Total number of employees by employment form, type of employment contract and region divided by gender	YES	Employment
G4-11	Percentage of employees covered by collective agreement	YES	Employment

Index No.	Index description	Reported Index (YES/NO/NA)	Name of chapter
G4-12	Describe the organization's supply chain	YES	The market
G4-13	Significant changes during the reporting period regarding size, structure ownership form or the value chain	YES	About the Report
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	YES	Compliance
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the company subscribes or which it endorses	YES	Entrepreneurship
			Employment
			Letter from the CEO Raben Group
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations	YES	Associations
<b>Identification process of the report content</b>			
G4-17	List all entities included in the company's consolidated financial statements	YES	About the Report
G4-18	Explain the process for defining the report content	YES	About the Report
G4-19	List all the material aspects identified in the social and environmental impact	YES	CSR Strategy
			Common road
G4-20	List of material aspects identified for social and environmental impact for individual business entities	YES	CSR Strategy
			Common road
			About the Report
G4-21	Limitations of the report with reference to material aspects of social and environmental impact including entities outside the organization	YES	About the Report
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	YES	About the Report
G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	YES	About the Report
<b>Stakeholders Engage</b>			
G4-24	A list of stakeholder groups engaged by the company	YES	CSR Strategy
G4-25	The basis for identification and selection of stakeholders with whom to engage	YES	Common road
			CSR Strategy
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	YES	About the Report
			CSR Strategy

Index No.	Index description	Reported Index (YES/NO/NA)	Name of chapter
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the company has responded to those key topics and concerns, including through its reporting	YES	CSR Strategy Common road
<b>Reporting Parameters</b>			
G4-28	Reporting period (such as fiscal or calendar year)	YES	About the Report
G4-29	Date of most recent previous report (if any)	YES	About the Report
G4-30	Reporting cycle (such as annual, biennial, etc.)	YES	About the Report
G4-31	Contact point	YES	Contact
G4-32	GRI index	YES	Index GRI
G4-33	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider(s)	YES	About the Report
<b>Corporate Governance</b>			
G4-34	Governance structure of the company, including committees under the highest governance body responsible for strategy and activities connected with company's impact in the economic, social and environmental area	YES	About company
<b>Ethics and reliability</b>			
G4-56	Company's values, rules, code and norms of behaviours and ethics	YES	Mission, Vision, Values
			Compliance
			The market

#### Detailed Standard Disclosures

#### CATEGORY: ENVIRONMENTAL

<b>Aspect: Energy</b>			
	DMA: Energy	YES	The environment
G4-EN3	Direct and indirect energy consumption by the organization	YES	Ecological buildings

#### CATEGORY: SOCIAL

#### Work conditions

<b>Aspect: Employment</b>			
	DMA: Employment	YES	Employees
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	YES	Employment

Index No.	Index description	Reported Index (YES/NO/NA)	Name of chapter
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	YES	Desirable Employer
<b>Aspect: Occupational Health and Safety</b>			
	DMA: OHS	YES	Care for safety
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities, by region and by gender	YES	Care for safety
<b>Aspect: Training and Education</b>			
	DMA: Training and Education	YES	Training and development
			Common road
G4-LA9	Average hours of training per year per employee by gender and by employee category	YES	Training and development
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	YES	Training and development
G4-LA11	Percentage of employees covered by regular work quality assessment and professional career development reviews according to gender and employment category	YES	Training and development

#### Community

<b>Aspect: Anti-Competitive Behaviour</b>			
	DMA: Anti-Competitive Behaviour	YES	Compliance
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	YES	Compliance

#### Product responsibility

<b>Aspect: Protection of Customer Privacy</b>			
	DMA: Protection of Customer Privacy	YES	Information security
G4-PR8	The total number of justified complaints regarding breaches of Customers' privacy and loss of data	YES	Information security



## **Independent Limited Assurance Report on Indicators Presented in the SD Report of Raben Group for the year ended 31 December 2016.**

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

Zbożowa 1  
62-023 Robakowo

### **Scope of work performed**

We have undertaken a limited assurance engagement on the indicators presented in the **Sustainable Development Report of Raben Group for the year from 1<sup>st</sup> January 2016 – 31<sup>st</sup> December 2016** (the "SD Report"), developed by Raben Management Services sp. z o.o. (the "Company"). The indicators have been reported on the basis of G4 Sustainability Reporting Guidelines 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 SD Report in accordance with G4 Sustainability Reporting Guidelines 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 SD 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 SD 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 SD Report, we undertook in the period 26 July 2017 – 25 October 2017 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

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 SD Report to internal documentation of the Company.
- Undertook site visits to assess the completeness of the indicators under review, data collection methods, source data and relevant assumptions applicable to the indicators.

## **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 SD 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 SD 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 SD 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 SD Report developed by the Raben Management Services Sp. z o.o. are not non-compliant with G4 Sustainability Reporting Guidelines for 'Core' level issued by Global Reporting Initiative and no matters has come to our attention to cause us to believe that the reviewed indicators presented in the SD Report are materially misstated.



## Contact

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