

**SOCIAL REPORT 2019**

**“THE WAY  
TO RESPONSIBILITY”**



ABOUT  
THE COMPANY



SOCIETY



ENVIRONMENT



EMPLOYEES



MARKET



ABOUT THE COMPANY



SOCIETY



ENVIRONMENT



EMPLOYEES



MARKET



ABOUT THE REPORT



# About the company

Raben Group has been present on the European market for almost 90 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 13 countries of Europe: the Czech Republic, Estonia, the Netherlands, Germany, Lithuania, Latvia, Poland, Slovakia, Ukraine, Hungary, Romania, Italy and Bulgaria.

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

Raben Management Services sp. z o.o., located in Robakowo near Poznań, serves as a managing company in Poland. Other companies which operate on the Polish market are: Raben Logistics Polska, Fresh Logistics Polska, Raben Transport, Raben East and Raben Real Estate Poland.

Raben Group strategy and the directions of its development in terms of the economy, the society and the environment are set by the 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, Stefan Alexander Delacher and Benjamin Lodewijk van de Vrie.

# Letter from the CEO Raben Group

We believe that relations based on mutual honesty build a better tomorrow. We want every kilometre covered by our trucks to bring us closer to a better future and social welfare.



'We want to be a positive drive that will not only keep the world going but also make it better.'

Dear Reader,

Raben Group is a logistics operator and we have been providing comprehensive TFL services for almost 90 years. As a reliable business partner, we maintain long-term relationships with our customers and we guarantee the highest quality and safety of the transported products. Last year alone, we successfully transported almost 14 million shipments across Europe to their destinations. They were supervised by a team of more than 10,000 qualified specialists located in 13 European countries.

We offer logistics 'with a human face'. Partnership and trust are part of this style of cooperation. In business, we are guided, among other things, by a fair play approach because we believe that relationships based on honesty build a better tomorrow. We run our operations in a socially responsible manner focusing on education, safety and ecology. The result of such an approach are the awards we are presented with, e.g. the Jacek Kuroń Award - the National Benefactor; the Reliable Brand 2020 title or third place in the Ranking of Responsible Companies in Poland. (for the complete list of awards click [HERE](#)). At the same time, they crown our long-term commitment to the development of the sector and the economy.

These numerous awards make us proud but, above all, they are a motivation for further action and even greater responsibility. Therefore, we are constantly investing in infrastructure and modern solutions that will bring us closer to a better tomorrow. We were first in the sector to provide



customers and their consignees with a tool based on the ETA parameter to track shipments in real time (more information available [HERE](#)). With employees and customers in mind, we are equipping the fleet with innovative Mercedes Actros, among others, with MirrorCam cameras and blind spot assistant. Out of concern for the environment, we are gradually eliminating paper from our processes through projects such as 'Order-2-Cash' or 'Paperless'; we plant thousands of trees every year and we signed the first contracts for the supply of green energy in 2021. For the sake of social welfare, we have been supporting Food Banks since 2015, and in light of the recent events, in order to maintain the recommended social distance, we have introduced a new PCD service allowing for contactless confirmation of delivery with a photo.

In accordance with the principle of "together we can do more", we joined the Responsible Business Forum in Poland and the international Responsible Trucking project under the auspices of CSR Europe, where we started to work with the largest entrepreneurs and leaders of the TFL market in Europe to create common standards for professional drivers.

The world is accelerating more and more, we are constantly faced with many challenges, but for us it is the motivation to act. What distinguishes Raben Group from other companies on the market is the close-knit team who work with passion - we are "People with drive". We want to be a positive drive that will not only keep the world going but also make it better. We are committed to promoting the idea of carbon-free Green Europe, a work culture based on diversity, safety and ethics. We want to play fair - join us!

A handwritten signature in black ink that reads "Ewald Raben".

**Ewald Raben**

CEO Raben Group



# Raben Group in Poland and in Europe

## Raben Group in Poland



53

branches in Poland



close to

5 400



520 000 m<sup>2</sup>

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

Ewald Raben opens a Raben company in Poland

2000

Fresh Logistics in Poland



4 000

means of transport in Poland



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



2,8 mld

PLN revenue in Poland

2003

Raben Group  
in Ukraine

2004

Raben Group  
in the Baltic states

2005

German company BSV  
becomes a member  
of Raben Group

2007

Raben offers Sea&Air  
services

2008

Setto in the Czech Republic  
and in Slovakia joins  
Raben Group

2010

Opening of Raben  
Logistics Hungary;  
Transkam in the Czech  
Republic joins Raben Group

2011

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



## Raben Group in Europe



13

countries



over

10 000

employees in Europe



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

of warehouse capacity in Europe

# 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, Balter Group  
and Spedition Weisshaupt  
join Raben Group

# 2016

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

# 2017

More acquisitions by the Group  
in Germany: branch in Fellbach  
from Rhenus, branch in Kamen from  
from SCHMALZ+SCHÖN Logistik Gruppe.

Raben takes over a 20%-share of Italian SITTAM.

New branch in Cluj  
in Romania.





**8 500**

means of transport in Europe



over

**1 mld**

EUR revenue in Europe

## 2018

Takeover of TGL TransportLogistik  
in Schüttorf, Germany

New warehouses in Poland: Chlebnia,  
Czechowice-Dziedzice and Opole

New logistics centre in the Czech Republic –  
Nupaky. Best Warehouse Development award

## 2019

Opening of the 33rd branch in Germany,  
Schüttorf.

Increase of share in the Italian SITTAM to  
51% and in the German  
Fenthol & Sandtmann to 100%.

New warehouses in Poland: Kielce and Gądkki.

Opening of the first branch in Bulgaria.



\* refers only to capacity where Raben Group is the direct owner or a lessee



# 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. Even before the first GRI guidelines were published, the company was involved in charitable activities, but above all, it actively supported local communities.

## 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

Today, Raben Group approaches the concept of CSR in a more comprehensive manner, integrating socially responsible activities with the business strategy of the organization.

CSR activities in our company also result from three key directions set directly in the business strategy. Our path to responsibility is set by the following road signs correlated with the goals of the UN's sustainable development, which Raben Group decided to support with its activities.

|   | Development  | Health and Safety  | Share the Way  | UN sustainable development goals   |
|---|--|--|--|--|
| Economy<br>      | achieve and maintain the position of the leader                  | achieve sustainable return on investment                         | promote logistics "with a human face" through partner relations  | <br> |
| Environment:<br> | innovative ecological solutions in infrastructure and technology | innovative ecological solutions in infrastructure and technology | innovative ecological solutions in infrastructure and technology | <br> |



|              | Development   | Health and Safety  | Share the Way   | UN sustainable development goals |
|--------------|---|--|---|----------------------------------|
| Society:<br> | support subcontractors in development of business and local communities in the area of social engagement strategy | promote healthy lifestyle and build interdependent safety culture together with the closest suppliers - carriers | retain and attract the best staff and build transparent relations with neighbours |                                  |

## Aims and their achievement in 2019

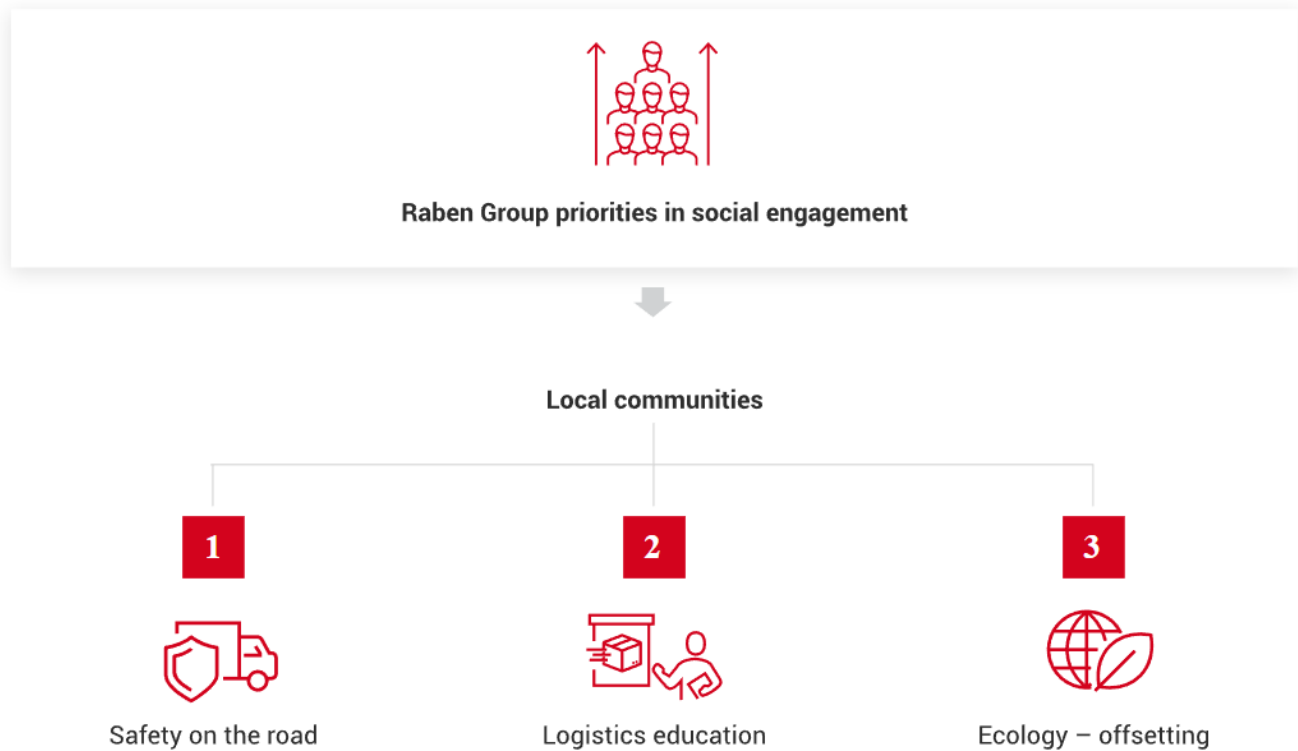
|  | Name of the aim                   | Aim                             | Result              |
|--|-----------------------------------|---------------------------------|---------------------|
|  | Customer loyalty and satisfaction | NPS $\geq$ 20;<br>CSI $\geq$ 80 | NPS =24;<br>CSI= 82 |
|  | Filling the means of transport    | 150%**                          | 124% (+2%*)         |
|  | Modern fleet                      | 0%** <EURO4                     | 14%                 |
|  | Interdependent safety culture     | YES*                            | NO                  |
|  | Greenhouse gas naturalisation     | 1e-invoice=1 tree               | 100%                |

\*Achieving an interdependent safety culture - based on results of a survey carried out among employees

\*\*by 2025



# Social Engagement Strategy

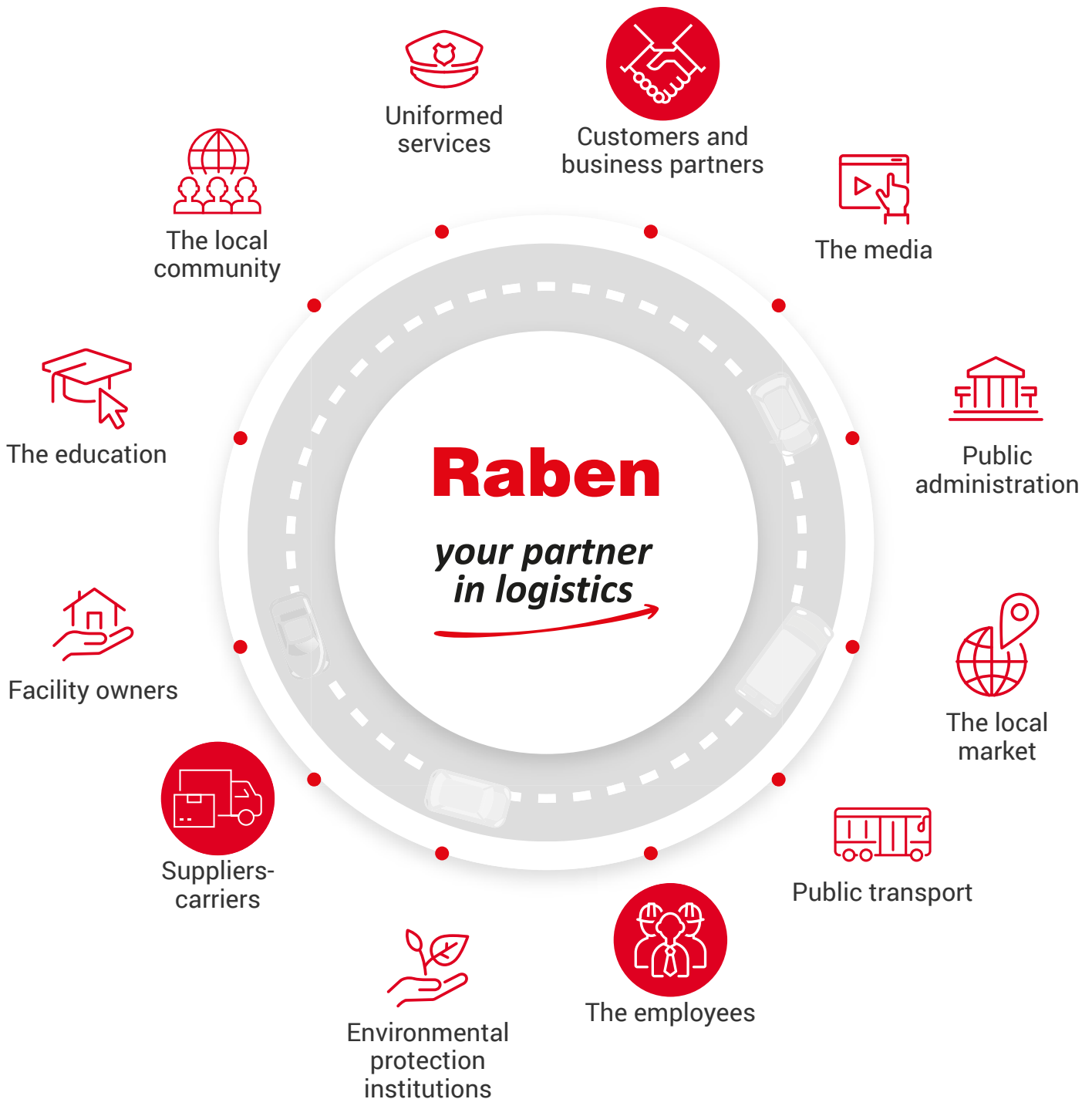


## Stakeholders

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 most important groups in terms of their significance for conducting the effective social dialogue.** In 2017, we additionally defined the key groups of stakeholders. At the time we established that from the perspective of business objectives of the company, the most important are: the employees, the suppliers - carriers, as well as our customers and business partners. It is with them that we conduct the most extensive dialogue. Each year, we organize round table meetings which are one of the key tools in shaping activities in the area of social responsibility of Raben Group. Another tool used to engage customers and employees are the satisfaction surveys organized minimum every two years. We carry out electronic surveys for customers 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. Similar questions are also asked during the dialogue sessions. We also use the surveys to measure satisfaction of subcontractors and drivers who cooperate with us. Additionally, to improve communication and involve drivers who cooperate with Raben Group, we have appointed regional coordinators in each region to cooperate with carriers.

However, we do not forget about the other stakeholders. We are perfectly aware that in the long run, the lack of transparent relations with e.g. local communities do not give us great opportunities for

However, we do not forget about the other stakeholders. We are perfectly aware that in the long run, the lack of transparent relations with e.g. local communities do not give us great opportunities for effective business operations. That is why we remain in everyday operational contact with the majority of them while working on projects together. Depending on the location, we also invite selected groups to participate in the aforementioned dialogue sessions. In facts, prior to launching any dialogue sessions, each time we base on and verify the aforesaid map of stakeholders.





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## Key topical areas indicated by customers during the customer satisfaction survey in 2019

### Most important:

- Ecology, natural environment, lowering exhaust emissions
- Promotion of road safety and the importance of transport
- Safe and friendly work environment for employees
- Information security
- Ethical standards for the sector and the partners in the supply chain
- Building robust safety culture and preventing accidents in logistics
- Safety of food warehousing and distribution

### Least important:

- Managing diversity

In 2019, our customers clearly indicated the aforementioned seven areas as the most important. The other areas we asked about received significantly fewer indications. In this respect, the element which stood out was 'diversity', which among all the 14 areas we asked about, clearly gained the fewest indications among our respondents.



The chart presents data from evaluation questionnaires filled in by 556 customers of Raben Logistics Polska as part of the customer satisfaction survey in 2019 according to the percentage of 'definitely' and 'rather should be taken into account' responses.

# Mission, Vision, Values

**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:



Family 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, 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

## 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 welldeveloped 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 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

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.

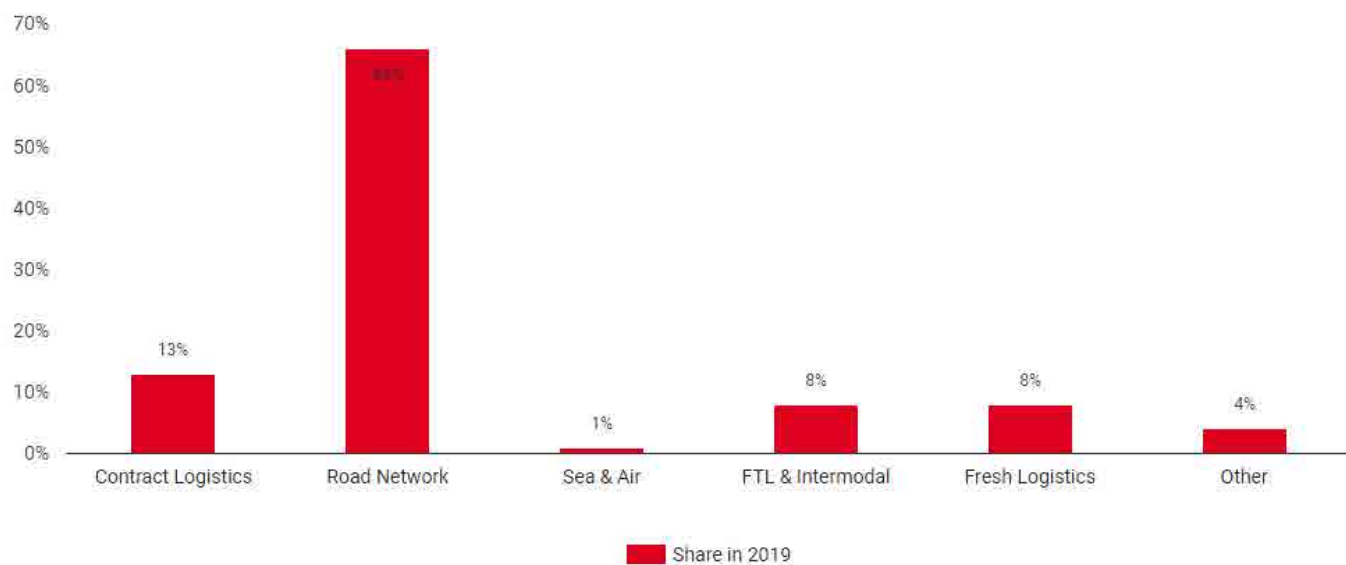
We service various sectors of the economy and we specialize in fast moving consumer goods, chemical, automotive, technology, retail and electronics sectors.





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Share of individual services in the total sales of Raben Group



|                                     | Service            | <input checked="" type="checkbox"/> Share in 2019 |
|-------------------------------------|--------------------|---|
| <input checked="" type="checkbox"/> | Contract Logistics | 13%   |
| <input checked="" type="checkbox"/> | Road Network       | 66%   |
| <input checked="" type="checkbox"/> | Sea & Air          | 1%  |
| <input checked="" type="checkbox"/> | FTL & Intermodal   | 8%  |
| <input checked="" type="checkbox"/> | Fresh Logistics    | 8%  |
| <input checked="" type="checkbox"/> | Other              | 4%  |



# Awards

**Super Ethical Company in the contest organized by Puls Biznesu and PwC.**



**Golden Leaf awarded by the by the Polityka weekly and Deloitte.**



**The Jacek Kuroń award presented by the Polish Federation of Food Banks.**



**The Golden Emblem and the Logistics Leader in the Logistics Operator of the Year 2019 survey.**



**TFL Ranking prepared by Gazeta Prawna Daily - 1st place in the general classification and 1st place in the sector of logistics services.**

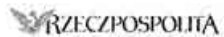




Reliable Brand for Raben - according to the contest survey carried out by Kantar Millward Brown at the request of the publisher of "My Company Polska" monthly.



Awards of Rzeczpospolita daily in the category of the highest revenue in contract logistics and best CSR practices.



Best in Cloud award presented by the Computerworld magazine.



"Most Active Company" during the 15th edition of "Entrepreneurship Day"



Ewald Raben with the medal of merit for the development of the Polish economy.



Decoration of Honour "Meritorious for the Transport of the Republic of Poland" for the General Director of Raben Transport





# Associations

## Raben Management Services

- Polish-Dutch Chamber of Commerce
- Polish-British Chamber of Commerce,
- Responsible Business Forum.

## Fresh Logistics Polska

- The European Food Network,
- Supporting member of the Polish Association of Milk Producers,
- Transport and Logistics Poland Association,
- The Polish Meat Association.

## Raben Logistics Polska

- ECR (Efficient Consumer Response) Polska,
- Polish-Romanian Bilateral Chamber of Commerce and Industry,
- Polish Chamber of Forwarding and Logistics,
- 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.

## Raben East

- Polish-Turkish Chamber of Commerce



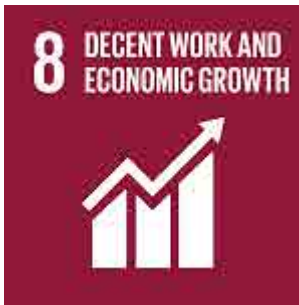
# Society

Raben Group wants to be a responsible citizen and a good neighbour, regardless of the place it operates in. In order to achieve this objective, we conduct a dialogue with our stakeholders. Thanks to this, we respond to the needs of the market and the environment. We achieve the company and social objectives by building the common value.

We do not 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. 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.



# Share the Way



As a logistics operator with branches in **over 50 locations** in Poland, where we employ **more than 5,000 employees** and where transport services are provided by **3,500** cooperating drivers, 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 "Share the way" 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 within the consultation program and inform interested target groups about the possibility of active engagement in the decision-making process to a certain extent. Social dialogue is conducted in accordance with the AA1000 standard, involving all stakeholders in the discussion, raising issues that are relevant to the participants, which we then report and ultimately respond to.



In 2019 we conducted **3 dialogue sessions** with participation of **24 stakeholders. 77 requirements** were submitted. The meetings were held in Raben Logistics Polska and in Raben Transport, in the branch in Gniewomierz near Legnica. Last year's edition was more focused on the issues of safety in the workplace and the neighbourhood.

## Positive:

- General obligation to wear high-visibility vests.
- Foreigners positively assess the working conditions and atmosphere.
- The staff were able to identify the persons authorised and trained to administer first aid without any problems.
- The drivers praised the company for increasing the share of BDF trailers in the available fleet.

## To be improved:

- Difficult access to the branch in Gniewomierz by public transport.
- Insufficient quantity of waste bins in the branch.

- Sharing a facility by two companies results in problems with communication (most of all as part of crisis communication) and with making decisions regarding issues which affect all employees and not just one company.
- The impression of "neglecting the branch".

97% satisfaction



90% accomplishment in 2018-2019



## Accomplished requirements

Last year we audited internal communication. As a result, we have introduced improvements through e.g.: standardization of e-mail communication; raising the topics of pro-social and pro-employee projects and initiatives during whiteboard briefings; or a project allowing employees to ask questions to the Managing Director, who later answered them in a video form. Additionally, we modified the benefit system by introducing, e.g. the cafeteria and giving employees more flexibility in using the available funds for the most interesting activities. Moreover, in cooperation with our partners, we also introduced new benefits such as LOTOS fuel discount cards, MAKRO loyalty program, and we offered our employees and their families SIM cards for private use.

Already in 2019, we managed to address the requirements concerning the improvement of public transport access to the branch in Gniewomierz and the waste bins. The branch in Gniewomierz was also reorganized within the structures of Raben Group, thanks to which we eliminated the problem of "feeling neglected" and of the decision-making, and we sealed and improved the effectiveness of crisis communication.

These are just a few of the larger projects we have successfully implemented. There were many more smaller issues occurring locally that may appear to be unimportant in global terms, but which may have often been a significant obstacle in day-to-day work and which negatively affected employee engagement. As far as the general implementation of all requirements submitted in the years 2018-2019, we can say that about 90% of them have been implemented (according to the content of the company's official responses to a given requirement).



# Food Banks



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.



**5 years of cooperation, 13 thousand pallets, 8 thousand tonnes of saved food, 16 million meals given away** - this is a summary of Raben Group's cooperation with the Federation of Polish Food Banks.

The company commitment was recognized during the inaugural gala of the 23rd Christmas Food Drive during which Raben Group was presented with the Jacek Kuroń award in the National Donor category.

In order to emphasize its commitment to the fight against food waste, Raben Group decided to support the inauguration of the 23rd Christmas Food Drive by becoming the main partner of the event.

The cooperation with the Food Banks and the attempt to publicise the social problem are also a natural extension of the [Transport is necessary campaign](#).





## Raben Group and Food Banks - together since 2015.



5 years of experience in cooperation



13,000 pallets transported for charity



8,000 t of saved food



16 m meals given away

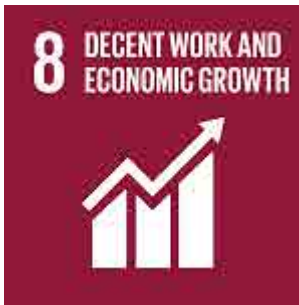


35,000 t less emissions



1,000,000 PLN saved on recycling

# Transport is Necessary



We increase awareness of the social and environmental impact of our core business, i.e. transport, among children. In addition, we support the development of soft skills among our employees who visit educational institutions as volunteers. We also try to support socially excluded people by offering them jobs or an opportunity to complete an internship at Raben Group.

Since 2010, we have been raising the awareness among 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 also have 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.



Last year we developed a completely new set of educational materials for children. Our main character is the Wild Boar who teaches children safety in the original book and presentation, as well as promotes the role of transport in an animated cartoon.



SEE THE VIDEO ▶

### In 2019 we met with close to 2,000 youngest Poles.

Our visits are organized primarily for and in cooperation with our employees, drivers, customers and local communities. We also provide road safety gadgets to local communities during their festivals and similar outdoor events.

The Transport is Necessary campaign is also an enjoyable form of education for slightly older Internet users, i.e. FanPage on Facebook: <https://www.facebook.com/Transportjestpotrzebny/>

In 2019, we also became a logistics partner of the Re:Store project in Warsaw initiated by the Habitat For Humanity Poland Foundation. You can follow the initiative on Facebook: <https://www.facebook.com/ReStorePoland/>.



# Employee Voluntary Programs

Just like two years ago, in the 5th edition of the employee voluntary program Show Your Initiative, over 40 projects were submitted with the aim to support and develop local communities. The authors received net PLN 1,600 to carry out 20 winning projects.

Below we present 3 selected projects of our employees:

- "We're not into it" showing how children can inspire adults to keep "clean"
- Classroom renovation performed by a close-knit construction team consisting of parents of children who have classes there every day.
- First aid workshops for children

SEE THE VIDEO ▶

SEE THE VIDEO ▶

SEE THE VIDEO ▶

In 2019, we donated **approximately PLN 250,000\*** to charity.



\*cash and in-kind donations - donations connected to our other programs and regular actions, such as the Employee Voluntary Program or providing transport services free of charge to Food Banks and other organisations, are not included here.

There is a reason why we write that social conscience is part of our employees' DNA. Only in 2019, a number of grassroots initiatives were organised in one branch, the profits from which were transferred to charity:

- Flea Market, i.e. the second-hand clothes trade,
- Christmas fairs with baked goods and decorations,
- Charity auctions, e.g. for a lunch with the CEO
- Collection and sale of scrap metal, soft toys, animal feed, bottle caps and others
- Book fairs
- Collection of glasses for children from Africa



  
 Czytanie  
 i pomaganie  
 dla Julki  




# Health and Safety

Health and safety are a priority for Raben Group. For years we have been promoting physical activity and a balanced diet as well as safe habits in the workplace. In recent years, we have decided to go one step further and wider to reach the whole society.

## Fresh is healthy

Fresh Logistics Polska, as an expert in the field of transport of fresh products, each day makes sure that the products which get to the shops are fresh and of the highest quality. In order to share its knowledge with the Poles, the company has prepared an educational campaign under the slogan "Fresh is Healthy". Fresh Logistics Polska has enlisted the cooperation of Dr. Lifestyle - a dietician and a blogger.

In 2019, the advice of Dr. Lifestyle was followed by over **23,000 people** who watched the blogger's advice on Raben Group's YouTube channel. The total reach of action was over 200,000 (on YT, FB, Instagram).



"Fresh is Healthy" is another edition of the **#FreshExpress** campaign, which is based on the so-called influencer marketing, i.e. using the image of famous people to promote a brand. Fresh Logistics Polska again enlisted the cooperation of Dr. Lifestyle, a well-known dietician and a blogger, who prepared a series of educational films entitled "Fresh is Healthy". It is a series of 10 episodes published on the YouTube channel of Raben Group and promoted in social media. The aim of the campaign is to promote responsible consumption and to popularise knowledge about food storage and healthy eating.

[SEE THE VIDEO ►](#)

## **Don't be wild!**

For years, the company has been building a robust safety culture among its employees and suppliers, and it cares not only for the education of its staff but also of all road users: motorists and pedestrians.

That is why, in July 2018, the **"Don't be wild!" educational platform** dedicated to road safety was launched. The platform is available at: [www.niebadziki.pl](http://www.niebadziki.pl)



Every year, about 25,000 people die on the roads of the European Union. In Poland alone, there are over 33,000 accidents in which about 3,000 people die annually. Main causes of accidents are disregarding the right of way, speeding, keeping the wrong distance between vehicles, but also dangerous behaviour of pedestrians.

The Group feels responsible not only for its drivers, but also for other road users, which is why it wants to raise the awareness of all of them. That is why, Raben Group safety specialists, in cooperation with drivers, developed a dedicated, educational platform. It offers an e-training course in the form of 10 thematic animations which show selected principles of safe behaviour on roads and manoeuvring yards affecting the safety of all road users.

The training is mainly intended for truck and car drivers, but all road users can benefit from it. After watching the 10 animations, each user will receive a certificate of completion of the course with the slogan "Don't be wild", which can be shared using a special function on Facebook and LinkedIn, to encourage others to safe behaviours on the road. However, Raben Group employees and drivers who log into to the platform by name, are additionally required to complete a quiz consisting of 15 questions about behaviours on the road. A positive result generates a certificate of completion.

In 2019, the platform was visited by nearly 40,000 users, and about 1,000 of our employees completed the entire course.



# Environment

As a logistics operator, we are a vital link in the supply chain of the whole economy and we have an impact on the environment. Smog is a dangerous problem that not only large agglomerations and industrial centres are struggling with, and the reduction of gas emissions into the atmosphere is a necessary condition for limiting the temperature rise on our planet and counteracting climate change. Raben Group aims to minimize its impact on the environment, being aware of its responsibility for the fate of future generations. Ecology is of great importance for us.

The fuel used most frequently by Raben Group in transport is still Diesel oil - we have our own petrol stations to be sure that Diesel refuelled by us and our subcontractors is of the highest quality. However, we are looking forward to the future with confidence and hope that environmental benefits will be in line with the practical possibilities of general application of the ecological innovations, such as electric trucks, for instance. Until then, we are focusing on increasing the effectiveness of current solutions.

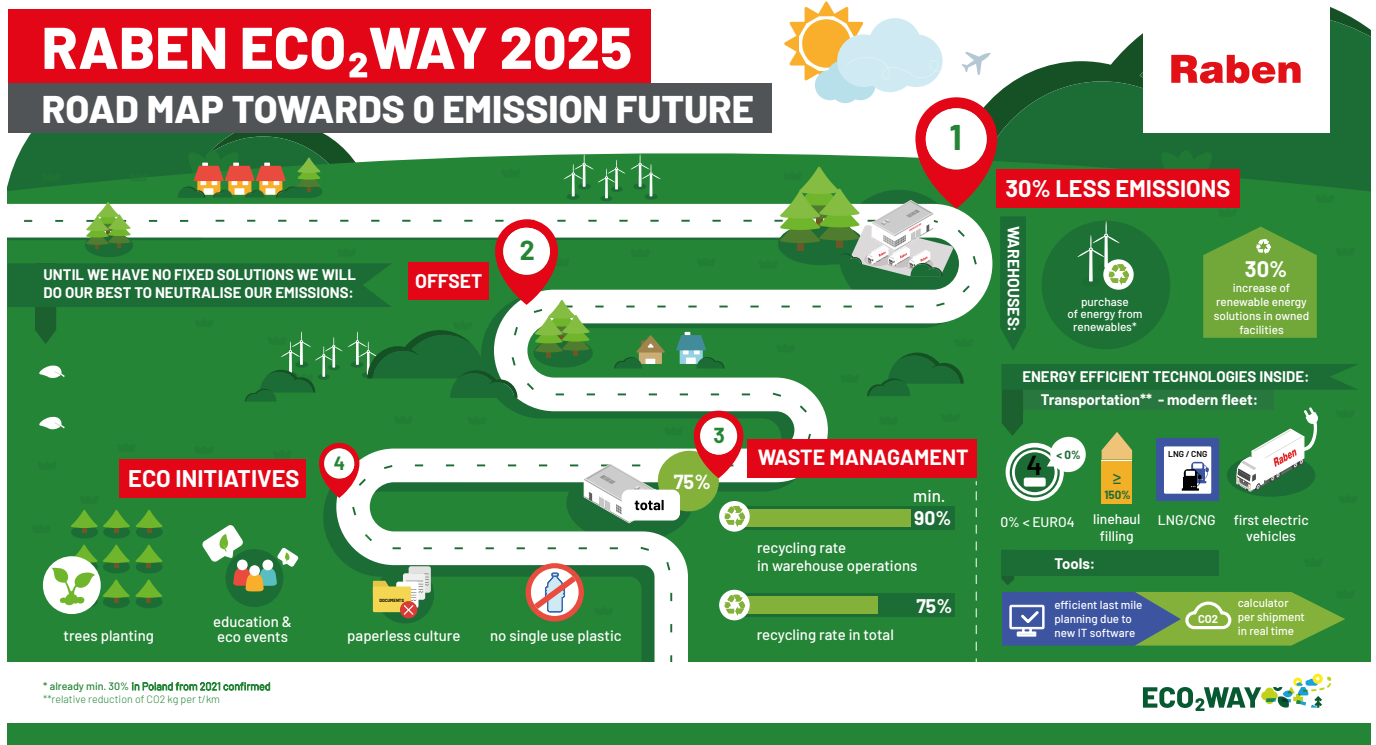
What is more, by measuring, reporting and reducing greenhouse gas emissions, we act for the common good - for the future. We want next generations to have access to the same resources we are using now. We engage employees, suppliers and customers in ecological initiatives. We also support local communities in ecology. As part of the Integrated Management System, we put special emphasis on minimizing the impact of incidents on the environment and preventing emergency situations and on continuous improvement of environmental impact.

[1] The average value, according to different sources and methodologies, is 8-30%;  
<https://ourworldindata.org/co2-and-other-greenhouse-gas-emissions> ;  
<https://www.iea.org/statistics/co2emissions/>



# Eco2way

Eco2way is a project that was initiated in 2018. At that time, it was the name of a social experiment which we carried out in one of the schools in Poznań. In connection with the development and increasing the dynamics of Raben Group's engagement in environmental issues, we decided that all activities and solutions which we implement to support the natural environment should be carried out under the slogan "Eco2way".



At the end of 2019, Raben Group decided to officially support the pursuit of climate neutrality. To this end, we developed, i.a. a five-year plan to reduce our carbon footprint regarding point 2 and to neutralise emissions with reference to point 1 which we are currently unable to avoid (e.g. due to technological constraints). The first steps we took back in 2019 were a comprehensive calculation of the carbon footprint in Poland in cooperation with an external consultancy and the launch of negotiations for energy supply with a guarantee of origin from Renewable Energy Sources for 2021 (the negotiations were concluded with the signing of an agreement this year). The next steps will be to develop and implement a comprehensive tool to calculate CO<sub>2</sub> emissions per shipment. Thanks to this, myRaben system will keep our customers informed about the amount of emissions generated during the transport of their shipments. Additionally, we are planning to provide our counterparties with the possibility to automatically neutralize these emissions through engagement in selected offset projects. We are also working to increase efficiency in planning the "last mile" logistics - we are implementing tools that will allow us to better organize these processes and at the same time reduce emissions. Apart from working on tools, we are also investing in the fleet. Still the most effective fuel in road transport is Diesel oil, so we make every effort to modernize our fleet and meet the highest possible environmental standards. In addition, we are testing alternative drives and are planning to incorporate electric vehicles into our fleet in the coming years. What is more, we support closed-loop management by reducing non-reusable or non-recyclable waste. Furthermore, we focus on awareness-building and education with particular emphasis on our employees, customers and key suppliers.



# Low-emission fleet



We analyse our impact on the natural environment. Each year we set more ambitious goals. We are also investing in modern fleet that is more environmentally friendly.

Care for the environment is part of Raben Group strategy, hence the many innovations we have been implementing in transport in recent years. Already in 2016, first tests of gas vehicles were carried out - both on short routes and in long-distance transport. Not all of the results were satisfactory at the time, but vehicle manufacturers have taken a big step forward since then.

As a result, in Germany, our fleet has been equipped with **four LNG truck tractors**, and since 2018, **8 CNG-powered trucks** have been operating in Poland on regular basis. These are medium-duty vehicles (about 10 pallets), delivering domestic shipments within a radius of 150 km from the depot.



Their advantages include almost no particulate matter emissions and a reduction in noise by about 10 dB compared to diesel engines, which is important for deliveries in built-up areas

This is where the good news ends. Unfortunately, in the fight to reduce CO<sub>2</sub> emissions, they are currently unable to produce tangible results. Finally, there is a financial argument that is decisive for many enterprises - not only for Raben Group. Without market stimulation and incentive mechanisms for entrepreneurs, it is hard to expect gas-powered vehicles to be the future. Luckily, everything suggests this positive "arms race" will be primarily dominated by electric engines - the serial production of the first medium-duty trucks is scheduled for 2021. What happens next? It is hard to predict, but the work on hydrogen propulsion seems promising, and who knows what the future holds for us.



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Keeping cost and operational efficiency in mind and at the same time caring for the environment, Raben Group is trying out other solutions fit for the current situation. They allow for reduction of the emission of particulates and CO<sub>2</sub> to the atmosphere per pallet of transported goods through a more optimal use of the cargo space, and consequently a reduction in the number of transports and trucks on the road.



**124%** Linehaul filling ratio.

The first thing that can be named is double-deck trailers. Raben Group has been investing in them for several years now and by the end of 2019 it had almost 600 units. They allow for increasing the payload of a standard semi-trailer from 30 pallets to 60 (they are stacked), however, this solution requires proper cooperation and commitment on the part of customers to properly prepare pallets for shipment. **Despite this, we run processes in which the payload is increased to about 140%, which translates into 20% less emissions per one pallet of goods. On average, in 2019 payload was increased to the level of 124% (increase by 2% compared to 2018) on routes between Raben Group terminals.**

Raben is also regularly increasing the share of swap body BDF containers, gradually replacing traditional, large trailers. Swap bodies function as the so-called road train, i.e. a tractor with two smaller trailers on which these containers are located. This increases the flexibility of transport and allows for transporting more pallets at once: the trailer is 33 pallet spaces, and one BDF container is a total of 36 such places - also a double deck - so the set can have up to 72 pallets in one transport. This solution not only provides a lower emission factor per pallet because there is one vehicle instead of four on the road, but it also helps to reduce empty runs. For example: one container is detached and left for unloading at point A and the other one goes further to point B with the cargo. Thanks to this, it is possible to avoid half empty, standard semi-trailers, and save time for unloading and loading.



200 tons CO<sub>2</sub> less thanks to LHV's

In countries where law allows it (e.g. in the Czech Republic, the Netherlands and Germany), **Raben Group also uses a road train in the "Jumbo" version, also known as the LHV.** As the name suggests, it is something even bigger than the already mentioned road train consisting of swap body containers - namely a large tractor that pulls two traditional double deck semi-trailers behind it. **The payload of such a vehicle increases up to 102 EUR-pallets.** It is a truly cost-saving solution for regular routes - **for example, on one route in the Czech Republic, it allows for reducing CO<sub>2</sub> emissions by 200 tons per year.**



Another significant improvement is CityLiner type trailers (over 100 in 2019) that allow for loading 27 pallets. 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 emissions per pallet of goods, as well as the number of trucks moving in urban agglomerations.



**Already 100%**  
of our own means of transport are complied with the EURO 6 standard.

We also make sure that our own fleet complies with the highest environmental standards.

In 2019: **the share of the means of transport with EURO 5 and EURO 6 emission standard was over 60%** (increase by over 8% year-on-year) with the reference to the total number of vehicles available for Raben Group in Poland. **Already 100% of our own means of transport complied with the EURO 6 standard.**

We set ourselves and our suppliers **ambitious goals to eliminate vehicles with standards below EURO 5 and 6 in Poland by 2025.**

We motivate the carriers who cooperate with us to follow suit. We offer them attractive lease plans so that in the future they can contribute to the development of low-emission fleet of Raben Group. The EURO standard is the main criterion for the environmental assessment of our subcontractors. Every transport company providing services on behalf of Raben Group is subject to the assessment.

We also measure fuel consumptions and CO<sub>2</sub> emissions. In 2019 we achieved our goals using the average of **26.68 l<sup>2</sup> of Diesel oil per 100 km. CO<sub>2</sub> emissions were reduced to 70.29 kg/100 km<sup>2</sup>.**



<sup>2</sup> in Raben Transport



|   | Goals for 2019                        | Results for 2019                       | Goals for 2020                        |
|---|---------------------------------------|--|---------------------------------------|
| CO <sub>2</sub> emissions:<br> | 69.8 kg of CO <sub>2</sub> per 100 km | 70,29 kg of CO <sub>2</sub> per 100 km | 69.8 kg of CO <sub>2</sub> per 100 km |
| Fuel consumption:<br>          | 26.42 L per 100 km                    | 26.68 L per 100 km                     | 26.42 L per 100 km                    |

In total, as a result of transport orders carried out for our customers using our own fleet, the value of direct CO<sub>2</sub> emissions in 2019 reached 18,956 tonnes of CO<sub>2</sub> (an increase of almost 2,000 tonnes compared to 2018 is due to the growth of business and more transports). In addition, employees using the company car contributed to the total direct emissions of 1,899 tonnes of CO<sub>2</sub> in 2019. The use of refrigerants and AdBlue fluid for truck and car fleet has resulted in additional emissions of 589 tonnes of CO<sub>2</sub>. Adding the WTT emissions (well-to-tank, i.e. those generated by the production and distribution of fuel) our car and truck fleet together are responsible for emissions of almost 26,253 tonnes of CO<sub>2</sub> <sup>3</sup>.

Failure to achieve environmental goals results from the fact that the structure of own fleet has reached its maximum potential - 100% of the fleet is EURO 6 compliant. On the other hand, the results achieved for full truck loads are better than the market average and the data provided by tractor manufacturers. We have been keeping them as low as possible for years, constantly striving for even better results.

Raben Group is looking forward to the future with confidence and hopes that environmental benefits will soon be in line with the practical possibilities of applying the described innovations. Then we will not have to talk about testing climate-friendly machines because they will become a standard and will be used on a daily basis, taking into account their full pro-ecological and business potential. The key is the engagement of market, government and non-governmental entities in order to jointly find solutions that take into account economic, environmental and social aspects. We believe that the Green New Deal the European Union is planning will be the right trigger for these changes.

<sup>3</sup>The adopted methodology refers to the own fleet which is used in full truck load transports. It is based on "KOBIZE calorific values (CV)" and CO<sub>2</sub> emission factors (EF) in 2016 for reporting under the European Union Emission Trading Scheme for 2019.

# Ecological buildings

In Poland, we have over 520,000 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 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.

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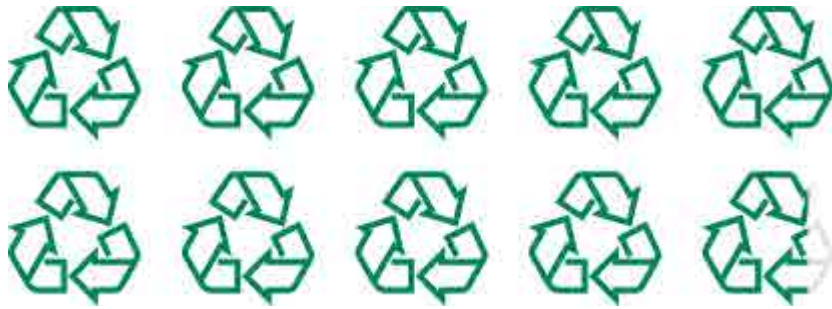




Additionally, Raben Group warehouses ensure higher work ergonomics and legal compliance by offering light intensity at the level of 200 lux with the assembled racking system and not just in the empty warehouse. The warehouses we build also protect the environment in a better way in case of a severe accident, 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 **97%**

in relation to the set goal of 90% <sup>1</sup>.



<sup>1</sup> data apply to Raben Logistics Polska

## Electricity

The total electricity consumption in 2019 in all types of facilities (leased and own) was respectively: for Raben Logistics Polska, Raben Transport, Raben Management Services, Raben East and Raben Real Estate Poland - 27,034 MWh (decrease by 1,000 MWh year-on-year) and for Fresh Logistics Polska - 12,725 MWh (also decrease by almost 1,000 MWh year-on-year).

Over 7,000 MWh of electricity consumption originates from leased warehouses where Raben Group has no influence on energy management. In 2018, the electricity data did not include leased facilities where we have no influence on the purchase of utilities, hence possible differences in data. Data presented in this year's Report concern 100% of facilities where we perform our processes and for which we are able to separate consumption directly by Raben Group (some facilities are leased by several entities and fees are included directly in the rent - without a detailed list).

Additionally, we used 28,000 litres of Diesel fuel to power all facilities of Raben Logistics Polska, Raben Transport, Raben Management Services, Raben East and Raben Real Estate Poland, and almost 4,000 litres in the case of Fresh Logistics Polska, for the operations of power generators. This brings the total consumption of electricity from Diesel to 1150 GJ (increase by 54GJ year-on-year). Less than half of the consumed electricity comes from rented facilities over which Raben Group does not have full control.




## Heat energy

The total consumption of natural gas for heating all used facilities in 2019 was respectively: for Raben Logistics Polska, Raben Transport, Raben Management Services, Raben East and Raben Real Estate Poland - 2,612,000 m<sup>3</sup> and for Fresh Logistics Polska - 87,500 m<sup>3</sup>. Total gas consumption translated into energy production at the level of 99,000 GJ (decrease by 8,000 GJ compared to 2018). Over 40,000 GJ comes from leased facilities over which Raben Group does not have full control (does not influence the purchase of utilities). Compared to the previous Report, the unit of consumption has changed from kWh to m<sup>3</sup> - this is due to the approach adopted in the comprehensive calculation of the organization's carbon footprint which took place in 2019. In order to take into account changes in the units and the scope of data collection, it is necessary to make a correction with respect to the Report for 2018 and present the gas consumption in the following way: 2,977,284 m<sup>3</sup> for Raben Logistics Polska and 80,064 m<sup>3</sup> for Fresh Logistics Polska.

In addition, it is worth mentioning the direct consumption of propane for the production of heat energy in the amount exceeding 60,000 litres, which translates into the energy consumption of 2800 GJ (a drop in consumption compared to 2018 by 1400 GJ). Moreover, the facilities we have at our disposal were additionally supplied with heat energy in the amount of less than 9000 GJ (maintained level from 2018). These data were not included at all in the previous CSR Report due to the low level of relevance in the context of the workload - this time we decided to map all energy sources by comprehensively counting the organisation's carbon footprint.

### Utilities consumption <sup>\*</sup> :

|   | <b>Raben Logistics Polska, Raben Transport, Raben Management Services, Raben East and Raben Real Estate Poland</b> | <b>Fresh Logistics Polska</b>      |
|---|--|------------------------------------|
| Electricity:<br> | 4,16 kWh/m <sup>2</sup> per month  | 22,24 kWh/m <sup>2</sup> per month |

\*The relative utilities consumption in the above table is presented to maintain consistency with the previous Report. Unfortunately, we are only able to do this reliably for electricity consumption, because in the case of gas consumption we do not have data on the cubic capacity of all the facilities where we perform our processes (the result of the change in methodology mentioned above - this year we include more than twice as many facilities, also those that are leased and over which we have no direct control).

We monitor electricity and gas consumption at the level of each location and at the level of the entire organization based on readings from meters and bills issued by suppliers. In 2019 we did not use renewable energy sources.

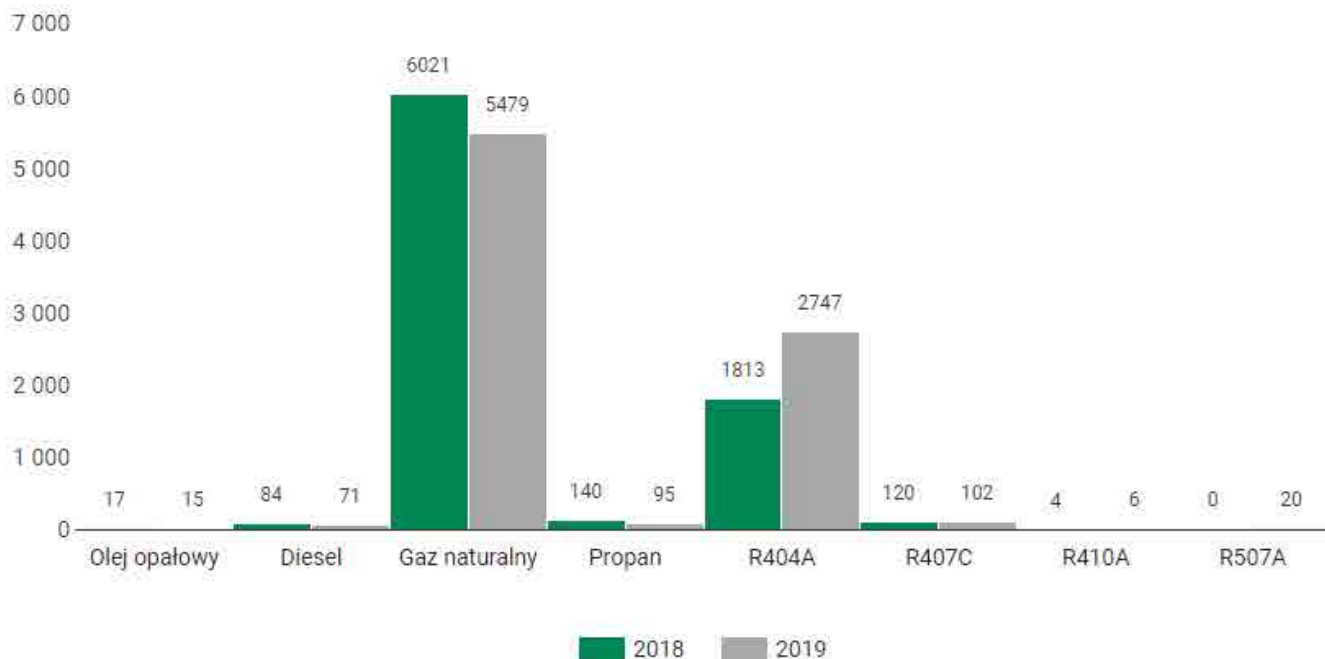




## CO<sub>2</sub> emissions

With reference to point 1, the total CO<sub>2</sub> emissions from the operations of all types of facilities where we perform our processes amounted to 8,534 tonnes (a decrease of 335 t compared to 2018). The fuels used in the energy production of these facilities were connected with carbon dioxide emissions at the level of 5,660 tonnes in 2019 (down by over 600 tonnes).

Emisje CO<sub>2</sub> zakres 1 - nieruchomości [tCO<sub>2</sub>e]



| GHG emissions [tCO <sub>2</sub> e] |               | 2018 | 2019 |
|------------------------------------|---------------|------|------|
| ✓                                  | Olej opałowy  | 17   | 15   |
| ✓                                  | Diesel        | 84   | 71   |
| ✓                                  | Gaz naturalny | 6021 | 5479 |
| ✓                                  | Propan        | 140  | 95   |
| ✓                                  | R404A         | 1813 | 2747 |
| ✓                                  | R407C         | 120  | 102  |
| ✓                                  | R410A         | 4    | 6    |
| ✓                                  | R507A         | 0    | 20   |

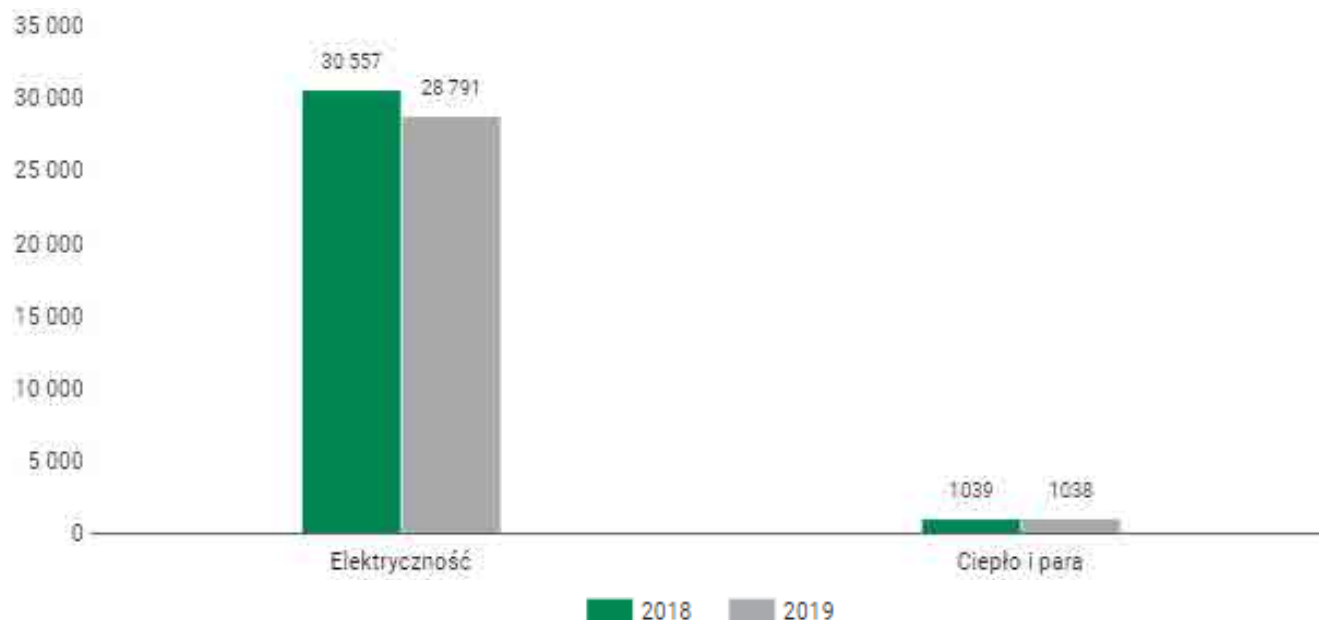
The presented decreases concern data after the methodology change resulting from the comprehensive calculation of the organisation's carbon footprint carried out in 2019. The previous report presented data concerning only own facilities, hence significant differences in quantities.



In turn, the energy supplied to power and heat all facilities of Raben Group (scope of point 2) amounted to 29,829 tonnes of CO<sub>2</sub> in 2019 (decrease by almost 2000 tonnes year-on-year).

It should be emphasized that almost 9,000 tons of CO<sub>2</sub> originates from leased warehouses over which Raben Group has no control in terms of utilities purchase (total scope of points 1 and 2).

Emisje CO<sub>2</sub> zakres 2 - nieruchomości [tCO<sub>2</sub>e]



| GHG emissions [tCO <sub>2</sub> e] |               | 2018   | 2019   |
|------------------------------------|---------------|--------|--------|
| ✓                                  | Elektryczność | 30 557 | 28 791 |
| ✓                                  | Ciepło i para | 1 039  | 1 038  |

Emissions from energy consumption for facilities we have at our disposal (in both scopes concern all companies in Poland - both owned and leased facilities) are presented:

- For scope of point 1 (direct emissions)
  - For fuels: Diesel, fuel oil and natural gas, the Calorific values (CV) and CO<sub>2</sub> emission factors (EF) in 2015 were used for reporting under the European Union Emissions Trading System for 2018 and the Calorific values (CV) and CO<sub>2</sub> emission factors (EF) in 2015 for reporting under the European Union Emissions Trading System for 2018 and the Calorific values (CV) and CO<sub>2</sub> emission factors (EF) in 2016 for reporting under the European Union Emissions Trading System for 2019.
  - For propane and refrigerants, DEFRA 2018 and 2019 (Department for Environment, Food and Rural Affairs, UK Government) databases were used
- For scope of point 2 (purchased energy) according to the location-based methodology on the basis of the average emission factor for Poland on the basis of information contained in the National Database of Emissions of Greenhouse Gases and Other Substances KOBIZE for 2017 and 2018



# We neutralise emissions



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

Through the "e-invoice = higher culture" program, 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 2019 we planted 2,100 trees. Last year's action took place on Saturday, March 23, 2019, at Chomęcickie Lake in Greater Poland. It was attended by over 400 people: employees of Raben Group and their families, representatives of the Wielkopolska National Park and the Aeris Futuro Foundation. The saplings may neutralize 1,575 tonnes of CO<sub>2</sub> during their life cycle. However, the pro-ecological aspect is not the only goal of these planting actions... They are also an incentive event. There were plenty of other attractions awaiting the participants: educational march through the forest, birdhouse-making workshop run by an expert, creative workshops with eco-toys, as well as a campfire and grilled sausages.

[SEE THE VIDEO ▶](#)

## Share of electronic invoices in Raben Group:

80% of Fresh Logistics Polska customers use electronic invoices (drop by 6%)



80% of Raben Logistics Polska customers use electronic invoices (increase by 13%)





71% of Raben Transport customers use electronic invoices.  
(drop by 5%)



In Raben Group, we strive to minimize the use of paper wherever possible - not only for invoicing. In 2019, Fresh Logistics Polska and GS1 Polska took actions aimed at building awareness and popularization of process standardization through implementation and promotion of the Order-2-Cash solution which consists in digitalization of each stage of the logistics process. The Order-2-Cash solution aims to eliminate traditional paper documents and shift to Electronic Data Interchange (EDI).

Order-2-Cash (O2C) is a solution which uses a number of global GS1 standards to streamline the physical flow of goods and accompanying information - from electronic order placement, advice of delivery and POD, to automatic payment. The solution consists of two key elements: the GS1 logistics label and EDI messages. Electronic Data Interchange is the exchange of documents in the form of standard electronic messages directly between the computer systems of business partners. Standard electronic documents provide a standardised and automated exchange of information necessary for, e.g. ordering and delivery processes, and they enable a direct link to be established between the flow of goods and the related information flow.

The innovative O2C solution offers a number of process and economic benefits. Digitization of each stage of the process from the order to the payment is a guarantee of quicker execution of the order and better quality, e.g. through efficient and fast goods acceptance process or elimination of manual data entry, which reduces the risk of errors during deliveries. Order-2-Cash also saves time and reduces costs related to handling paper invoices.



# Employees

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

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 which love challenges and always have the same goal. Each of more than 5,000 staff has their own individual 'drive' that moves the team forward. We are differentiated by our entrepreneurship, energy and a constant appetite for more...

# Desirable Employer

Raben Group is a family company with a clear-cut corporate culture based on values, ethics and safety of employees. In line with the CSR Strategy, we care about attracting and retaining the best specialists in their areas of expertise. In addition, we make every effort to ensure that each of us can safely return home every day to enjoy life of our loved ones.

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.

## Benefit package

**Work-life balance policy is backed by the elements of the benefits package.** Depending on the income per family member, employees receive a pool of points which they can allocate to activities of their choice in a given year. The employees choose them from an external platform in the form of a cafeteria. The offer is very wide and gives a lot of flexibility to adjust it to one's own needs. The company does not impose anything and if the points are not used, employees can exchange them for a prepaid card at the end of the settlement period. In addition, all employees receive a fixed subsidy for joint integration.

The value of the package differs depending on the company. The introduction of the cafeteria was preceded by questionnaires among employees and at their suggestion, warehouse employees in Raben Logistics Polska remained with the traditional form of support (naturally, according to the same principles and with the same value in the final calculation) consisting of: subsidies for holidays, for school equipment, Christmas gifts in kind and subsidy for the Multisport card.



In Raben Group, there is a possibility of financial support for employees within the Company Social Fund in the form of emergency relief payments. We do not offer dedicated assistance programs which support the retirement process.



In total in 2019, we allocated close to **PLN 5,000,000** to support our full-time employees as part of the Company Social Fund in the whole Raben Group (the benefits are not available for temporary or part-time employees).

## Employee benefits

**Raben Group also offers employee benefits in the form of:**

- private health care
- group life insurance
- daily dose of vitamins
- fuel discount cards
- SIM cards for private use (also for family)

The abovementioned benefits are offered to all full-time employees (they are not available to temporary or part-time employees). In addition, we offer a subsidised language courses for employees who have contact with foreign stakeholders.

## Healthy week

[SEE THE VIDEO ►](#)

Everyone knows that: "a sound mind in a sound body", but it also means more energy, stamina and motivation. That is why, for 8 years now, Raben Group has been organizing the Healthy Week filled with attractions promoting active lifestyle for the benefit of the health and well-being of its employees.

In 2019 the theme was the healthy diet and responsible production and consumption, as well as the promotion of a zero-waste lifestyle.

Thanks to a series of newsletters, the employees could benefit from the advice of a well-known dietician Viola Urban, who disclosed the secrets of flexitarianism to the participants of the program in an interesting way and explained the necessity of drinking sufficient quantities of water so as to always keep a sound mind in a sound body. There was also advice on how to prepare a healthy breakfast for work so that it is not only good for our health, but above all for the well-being of our planet.

During the five-day program, a healthy breakfast was prepared for all employees based on the recommendations of the National Food and Nutrition Institute, and for more active personnel, a bicycle trip was organized combined with the Clean Up the World action, which ended with a feast by the campfire. Together, 150 volunteers across Poland collected almost 20,000 litres of rubbish. There were also eco workshops in the form of painting and building nest boxes for birds.



## Fruit and vegetables

**In 2019, we gave our employees 1,200,000 portions of healthy snacks.**



## Dances with pallets

[SEE THE VIDEO ▶](#)

Raben Group organized the *Dances with Pallets* competition together with Still Polska for the sixth time. This year, all Polish companies of Raben Group, Raben Logistics Polska, Fresh Logistics Polska and Raben Transport, were represented. The aim of the competition is primarily to raise awareness among warehouse workers of the safety of work in the warehouse, but also to highlight and appreciate the role of forklift operators.

Each year, qualifications for the Grand Finale consist of two parts: theoretical workshops focused on presenting good practices and desired behaviours, and a practical component during which forklift operators have to demonstrate great precision when navigating a route with obstacles.

Last year, more than 65 fork-lift truck operators from all over Poland took part in the contest. The qualifications for the Grand Finale took place in autumn 2019 in 8 distribution centres of Raben Group, among others in Gliwice, Stryków, Gniewomierz, Gądky, Grodzisk Mazowiecki, Chlebna, Rzeszów and Lisi Ogon. It is worth mentioning that three female operators also took part in qualifications.

The competition for forklift operators organized every year is a great opportunity not only to check the knowledge and skills of the operators, but also a chance to appreciate difficult work of warehouse workers. Not everyone realizes what precision and accuracy it requires. The second benefit is the promotion of safe behaviours in the workplace.

Health and safety are non-negotiable values and they are an integral part of Raben Group corporate culture. Changing dangerous behaviours into safe habits allows for protecting life and health. Therefore, all Raben Group employees are engaged in building the robust safety culture. The Dances with Pallets competition which promotes safety in warehouses, perfectly fits into Raben Group's Safety, Health and Environment (SHE) policy.



## Physical activity

We also support the health of our employees by promoting an active lifestyle. We do not just limit ourselves to Multisport cards. In 2019, the sports that dominated Raben Group were: running, cycling, walking and football. The first 3 are performed on a regular basis, every year as part of an internal challenge on the Endomondo platform.

**Last year's edition was attended by 63 employees, who covered a total distance of over 80,000 km and burned 2,000,000 kcal (equivalent to eating 11,500 doughnuts!).**



Additionally, we took part in the Fitqube Sport Challenge - a nationwide competition between companies where 5-person teams were entered for one of the three disciplines: running, walking or cycling. Raben Group entered over 20 teams and a total of about 100 athletes. The organizers donated the total income from the "entry fee" to charity - the 3 winning teams decided together that we helped the WOŚP - Jurek Owskiak's charity action. In turn, Raben Group presented prizes to its fifteen best athletes in the form of vouchers for shopping in a well-known chain of sports shops. In total, during the 2 months of the competition, our employees covered over the distance of 40,000 km.



Interestingly, among the top 15 competitors, **14 were our female colleagues** - we are happy that they refuted the stereotype and showed which gender is stronger (not for the first time anyway)!

As far as football is concerned, two companies organized qualifiers for the next edition of Raben Cup in 2019. The games were combined with integration and after exhausting rivalry there was time to relax. In total, about 20 teams and 200 male and female players took part in the qualifiers.



In Raben Group, every year we organize social events not only for the employees, but also for their families, cooperating drivers, as well as the broadly understood local community. The specific formula of the event depends on the branch and the occasion.

An open day for families was organized according to a kind of new formula. The purpose of the event was to show employees' children the Raben world of transport and logistics. Younger children could take a look at the path of a product from the moment it is picked up from the customer until the delivery to the final recipient. In this case, however, the product was a hand-made lollipop, the process of packaging consisted of decorating eco bags, and the transport was shown via a virtual reality truck.

Slightly older children participated in workshops organized by office staff. The Genius Lab team (R&D Department) presented modern technologies used in logistics. In addition, the guests could take advantage of a workshop on transport networks and see the presentation of an educational platform devoted to road safety [www.niebadzdziki.pl](http://www.niebadzdziki.pl).

To make each guest feel like a true Raben employee - one of the attractions was a meeting with Ewald Raben - the company CEO. The main message that Ewald passed to the children was that in order to be successful, you have to demonstrate full commitment and perseverance, and this is possible only when work is our passion.

Additional attractions prepared for this day also included face painting, big soap bubbles show, air balloons, a photo booth and the traditional Raben attraction - the opportunity to take a seat at the wheel of a truck.

The Open Day was received positively - all the children, both younger and older, had smiles on their faces. More than 300 people took part in the event.

In addition to the events organised at the initiative of the employer, there are dozens of smaller events organised at the branches by employees for employees. These include, among others: Santa Clause Day for employees' children, cytological tests, cosmetic and dietary workshops, massages, fitness classes, and also Food Trucks visiting our terminals. The company simply supports them in terms of communication because an engaged employee is an effective employee!



And these are only those initiatives that provided charity support to local communities. In addition, our employees also take care of their colleagues for whom they also organize many initiatives, such as:

- Sports activities
- Dietary, cosmetic and health workshops
- Specialist medical tests, such as cytology



# Employment

A logistics company is a dynamic, quickly adapting organism. Hence one of the most important elements of our organisation is the people who 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 almost 5,400 people employed in Poland.

We listen to the opinions of people employed by Raben companies by regularly conducting employee Satisfaction and Engagement Surveys at two-year intervals - 59% of them are satisfied with the conditions and the environment where they perform their tasks. Despite the decline in employee engagement in general terms - in all industries in Poland - by 3 percentage points on average as compared to 2015, Raben Group managed to maintain the same level, which is a good result on such a difficult labour market. The highest rated areas among our employees are work-life balance, cooperation and management.

In 2019, we did not conduct the engagement and satisfaction survey - it took place at the beginning of 2020 and we will present the results in the next Report. Let's just remind that in 2018 not only did the number of respondents increase by about 20% after one year, but the results also improved.



**40%** of staff are women.

We support diversity and we signed the Diversity Charter. **Nearly 40% of staff are women** who at the same time constitute one-third of the managerial staff in Raben Group.

When it comes to earnings, the **ratio of women's salaries to men's** in the entire Raben Group in Poland is **94%**. The result was **88%** on top management positions, (managing director and director), while on management positions it was as much as **101%** (managing director, director and manager).

**Almost 600 employees** of Raben Group were promoted in 2019.





# Jubilarians

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

## 10 years of experience - 129 employees:

Women: 57



Men: 72



## 15 years of experience - 191 employees:

Women: 68



Men: 123





# 20 years of experience - 64 employees:

Women: 24



Men: 40



# 25 years of experience - 12 employees:

Women: 3



Men: 9



# Sum total - 396 employees:

Women: 152



Men: 244



## Employment structure

| GROUP                            | Woman    |       |       |      |          |       |       |       | Man      |       |       |       |          |       |       |       | TOTAL     |       |
|----------------------------------|----------|-------|-------|------|----------|-------|-------|-------|----------|-------|-------|-------|----------|-------|-------|-------|-----------|-------|
|                                  | below 30 |       | 30-50 |      | above 50 |       | TOTAL |       | below 30 |       | 30-50 |       | above 50 |       | TOTAL |       | Sum total |       |
|                                  | 2018     | 2019  | 2018  | 2019 | 2018     | 2019  | 2018  | 2019  | 2018     | 2019  | 2018  | 2019  | 2018     | 2019  | 2018  | 2019  | 2018      | 2019  |
| hired                            | 222      | 188   | 172   | 155  | 15       | 9     | 409   | 352   | 472      | 451   | 417   | 406   | 41       | 35    | 931   | 892   | 1339      | 1244  |
| dismissed                        | 139      | 127   | 162   | 194  | 17       | 33    | 318   | 354   | 377      | 342   | 453   | 431   | 44       | 45    | 874   | 818   | 1192      | 1172  |
| hiring ratio                     | 36%      | 31,6% | 13,5% | 12%  | 12,7%    | 7,4%  | 20,4% | 17,5% | 51%      | 49,2% | 20,6% | 19,5% | 12%      | 9,6%  | 28,3% | 26,5% | 25,3%     | 23,1% |
| Fluctuation ratio (resignations) | 22,5%    | 21,4% | 12,7% | 15%  | 14,4%    | 27,3% | 15,8% | 17,6% | 40,7%    | 37,3% | 22,4% | 20,7% | 12,9%    | 12,3% | 26,6% | 24,3% | 22,5%     | 21,8% |
| employed December 31             | 617      | 594   | 1272  | 1295 | 118      | 121   | 2007  | 2010  | 926      | 916   | 2020  | 2085  | 341      | 366   | 3287  | 3367  | 5294      | 5377  |

## Total by type of contract

|                                    | Woman    |       |       |     |          |      |       |       |          |       | Man   |     |          |     |       |       | TOTAL     |  |
|------------------------------------|----------|-------|-------|-----|----------|------|-------|-------|----------|-------|-------|-----|----------|-----|-------|-------|-----------|--|
|                                    | below 30 |       | 30-50 |     | above 50 |      | TOTAL |       | below 30 |       | 30-50 |     | above 50 |     | TOTAL |       | Sum total |  |
| employment contract/full time      | 0,063    | 0,125 | 0,5   | 0,6 | 0,625    | 0,75 | 0,8   | 0,875 | 1        | TOTAL | 0,1   | 0,5 | 0,75     | 0,9 | 1     | TOTAL | Sum total |  |
| contract for a limited period      | 1        | 1     | 3     | 2   | 1        | 1    | 6     | 5     | 1517     | 1537  | 1     | 2   | 3        | 1   | 2394  | 2401  | 3938      |  |
| contract for a definite period     | 0        | 0     | 3     | 0   | 0        | 0    | 0     | 2     | 375      | 380   | 0     | 2   | 0        | 0   | 790   | 792   | 1172      |  |
| contract for a probationary period | 0        | 0     | 1     | 1   | 0        | 0    | 0     | 0     | 74       | 76    | 0     | 1   | 0        | 0   | 170   | 171   | 247       |  |
| replacement contract               | 0        | 0     | 0     | 0   | 0        | 0    | 0     | 0     | 17       | 17    | 0     | 0   | 0        | 0   | 3     | 3     | 20        |  |

In Raben Group, we observed an increase in employment of foreigners in the last 3 years. In 2019 we employed more than 60 foreigners based on an employment contract. None of our employees are covered by collective contracts.



# Training and Development

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 development 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 development programs which help to improve ourselves as well as the processes and services we are developing.

The year 2019 was a transition period during which we made a comprehensive evaluation of original development programs within the whole Raben Group and decided to focus on developing new ones, which will be implemented in 2020. In addition to the abovementioned dedicated, internal development programs, Raben Group offers an opportunity to improve language skills by participating in the costs of language courses for its employees. Moreover, our employees have access to a wide range of training courses to improve their competences necessary for everyday tasks, such as training in computer software.

## Better every day

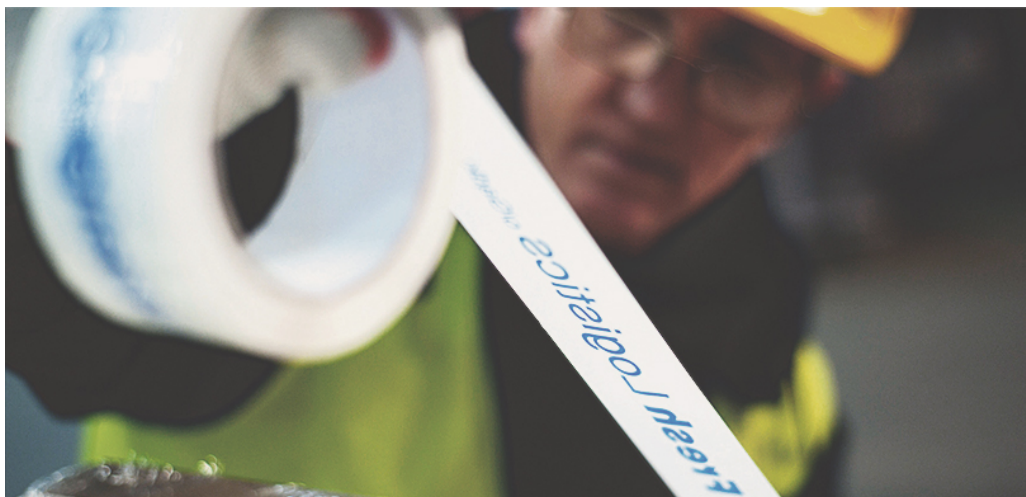


In 2016, we launched the Business Excellence Program in Raben Group called Better Every Day. One of its pillars is Lean Management currently implemented in all Polish companies.

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 on optimising our work and on how our actions can build customer satisfaction.

In 2019, **59 employees** participated in the project, who spent a total of **350 hours** developing their competences in 6 training modules.





The culture of business process excellence covering internal company processes as well as those occurring between Raben Group and customers and suppliers is being developed. Only in Fresh Logistics Polska, in 2019:

- We completed the implementation of process maps, KPI manuals and whiteboard briefings in all areas within the products of Contract Logistics and International Distribution. Moreover, we created and implemented the same solutions for the Domestic Distribution.
- We implemented 49 operational standards.
- We introduced a register of deviations, to which as many as 4,200 of them were reported.
- We performed the first audit of Process Service Standards which covered all branches of the company.
- We conducted 23 experiments.
- We conducted the third edition of the Better Every Day Academy program.
- We organized workshops with employees and customers.
- We made 4 reference visits to other companies.

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



It is a transfer to a different department or depot 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



To grupa doświadczonych pracowników Grupy Raben przygotowana do zadań specjalnych. W sytuacji nagłej potrzeby osoby zatrudnione są oddelegowane do pomocy innej spółce (również w innym kraju). Zadania: integracja przejętych firm, wsparcie operacyjne, wdrożenie nowego klienta, wsparcie przy otwarciu nowego oddziału, itp.

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

## Number of training hours per employee



Total: 8h

blue-collar posts: 4h

white-collar posts: 12h



Women: 10h

blue-collar posts: 3h

white-collar posts: 12h



Men: 7h

blue-collar posts: 4h

## Performance and career development reviews in Raben Group - blue-collar posts

|   | Women | Men  |
|---|-------|------|
| Percentage of employees receiving regular performance reviews | 99%   | 100% |
| Percentage of employees receiving career development reviews  | 14%   | 13%  |

## Performance and career development reviews in Raben Group - white-collar posts

|   | Women | Men |
|---|-------|-----|
| Percentage of employees receiving regular performance reviews | 96%   | 99% |
| Percentage of employees receiving career development reviews  | 85%   | 94% |

Only warehouse workers do not receive performance and career development reviews in Raben Group.

# 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 a 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**.

We care not only about safety in our facilities, but also about safety on national roads. We have a procedure for testing the sobriety of our drivers. If there is a suspicion of alcohol consumption or it is positively verified (very rare), the driver is not allowed to continue driving. We reinforce this action with a poster campaign and a training platform [www.niebadziki.pl](http://www.niebadziki.pl)

## 0 fatalities

The number refers to own employees (regardless of the place of performing work) and persons providing services for Raben Group\*



\*at terminals managed by Raben Group

One of the goals of the Safety Vision in Raben Group is building the interdependent 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.

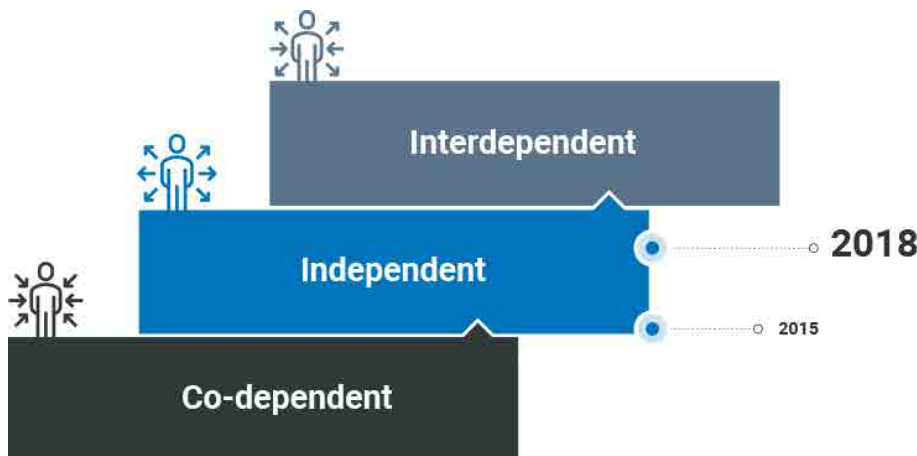


More than  
**7,500** conducted SUSA talks.  
(1,500 more than in 2018).



SUSA talks are the best proof that it is possible to change employees' behaviour and habits in order to promote safer work. It is best seen on the example of Raben Logistics Polska where there was a decrease in the number of accidents as a result of the increase in the number of talks about behaviour at work. **The effectiveness of behaviour management in this company increased from 28% to 45%.**

In 2019, we did not carry out an assessment of safety culture (we do it every two years). The results for 2018 have been presented below. However, in 2019 we reviewed the management in this area and developed a new roadmap for the next 3 years. Issues related to the new roadmap, as well as situations related to administering first aid, dealing with chemical spills and fires were at the heart of the discussions held during the Safety Month in 2019. One of the effects of these talks is the video above.



[SEE THE VIDEO ▶](#)



## SAFETY ROADMAP

OBJECTIVES 2019 - 2021





## No. of days off work as a result of incidents - full-time employees

| Company                   | Woman | Man |
|---------------------------|-------|-----|
| Raben Logistics Polska    | 414   | 893 |
| Fresh Logistics Polska    | 230   | 326 |
| Raben Transport           | 5     | 641 |
| Raben Management Services | 0     | 0   |
| Raben Real Estate Poland  | 0     | 0   |
| Raben East                | 0     | 0   |

## No. of incidents per 200,000 manhours - full-time employees

| Company                   | Woman | Man  |
|---------------------------|-------|------|
| Raben Logistics Polska    | 0,29  | 1,15 |
| Fresh Logistics Polska    | 1,04  | 2,50 |
| Raben Transport           | 1,01  | 5,58 |
| Raben Management Services | 0,00  | 0,00 |
| Raben Real Estate Poland  | 0,00  | 0,00 |
| Raben East                | 0,00  | 0,00 |



## No. of incidents per 200,000 manhours - full-time employees

| Company                   | Total |
|---------------------------|-------|
| Raben Logistics Polska    | 0,28  |
| Fresh Logistics Polska    | 0,00  |
| Raben Transport           | 0,00  |
| Raben Management Services | 0,00  |
| Raben Real Estate Poland  | 0,00  |
| Raben East                | 0,00  |

## Total number of incidents in total - full-time employees

| Company                   | Woman | Man |
|---------------------------|-------|-----|
| Raben Logistics Polska    | 3     | 23  |
| Fresh Logistics Polska    | 2     | 8   |
| Raben Transport           | 1     | 21  |
| Raben Management Services | 0     | 0   |
| Raben Real Estate Poland  | 0     | 0   |
| Raben East                | 0     | 0   |



## Total number of incidents in total - others involved in processes\*

| Company                   | Total |
|---------------------------|-------|
| Raben Logistics Polska    | 7     |
| Fresh Logistics Polska    | 2     |
| Raben Transport           | 2     |
| Raben Management Services | 0     |
| Raben Real Estate Poland  | 0     |
| Raben East                | 0     |

We managed to reduce the number of days off as a result of incidents by about 1,000 days compared to 2018. The number of incidents per 200,000 manhours was also reduced across Raben Group. We believe that this proves the effectiveness of preventive actions taken by the companies. The total number of incidents slightly decreased but their impact is already much less serious. We also managed to avoid fatal accidents among our full-time employees and other employees who provide services at the terminals where we perform processes.

In Raben Group, the **accident frequency rate** measured by the ratio of the total number of accidents to the total number of employees **was 11.7 (decrease by 2.1 point)**. In turn, the **absenteeism rate** (the rate of the total number of days without ability to work to the total number of manhours multiplied by 200,000) was **86.6 (increase by 15 points)**. **We did not record fatalities or occupational diseases.**

\*this group includes the key employees of our suppliers who play an important role in services we provide. They include drivers of subcontractors, employees of Temporary Employment Agencies, employees of cleaning and security companies. In 2019, we did not keep records by gender. The data are complete in terms of incidents recorded on the premises of Raben Group - possible deficiencies in terms of road incidents involving drivers of our subcontractors due to the lack of direct control over the process and limited verification possibilities.

\*\*in the case of the IR indicator, we do not include drivers employed by our subcontractors.



# Market

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

We cooperate with over 1,000 key suppliers. The vast majority of them provide transport services for us and they are located throughout the whole Poland. Another group of key suppliers are temporary employment agencies. All key suppliers have the obligation to sign and abide by the rules of ethics in force in Raben Group. We reserve the right to verify the implementation of the provisions of our Code of Ethics.





# ETA

Time is worth its weight in gold in the logistics industry. That is why information about the time of shipment delivery is priceless. Traffic jams, unforeseen events, and even force majeure - all these affect operational efficiency of both the logistics company and the customer. In the era of digitalization, there must be solutions at hand which allow for flexible operations depending on the changing situation in the logistics process. This is the reason why, at the beginning of January, Raben Group provided its customers with a tool for tracking shipments in real time.

As a socially responsible company, Raben Group abides by the rules of fair play in business. Fair play is a universal principle which works not only in sports. Relations based on trust and mutual honesty build a better tomorrow.

[SEE THE VIDEO ▶](#)

## ETA - time of delivery

The term ETA (estimated time of arrival) denotes the estimated time of delivery at which a given means of transport will arrive at the destination. In order to meet the expectations of its customer, Raben Group developed an innovative shipment tracking system based on the ETA parameter. It uses information about the current position of the driver based on the GPS location provided by the mobile device.

## How does ETA work in Raben Group?

Currently, the industry standard is the delivery notification system based on historical statistical data. This allows only for estimating the time of delivery, which becomes obsolete in the case of a delay. ETA allows Raben Group to exceed the standards because it offers access to up-to-date, current information about the estimated time of delivery of the shipment. Thanks to this solution, customers can optimally plan and manage resources on their side in an effective manner throughout the entire logistics process.

The new IT solution developed by Raben Group together with the leaders of the telematic market (TIS GmbH and PTV) enables ongoing monitoring of the location of trucks and shipments located inside their cargo holds.

It is enough for the driver to carry a mobile device and the customer can get reliable and precise information about the time of delivery of their shipment. The customer doesn't have to remember about specialized packaging or RFID tags to enjoy the availability of information.

Mobile devices, which will eventually be the equipment of every driver who cooperates with Raben Group, also support them in their everyday work. The terminals are used for navigation, internal communication between the driver with the dispatcher, and they support additional applications for effective work. Thanks to this, the driver is in contact with the company at all times.

Raben Group has implemented the ETA solution in 11 countries in which it operates. More information about ETA in Raben Group is available at [www.etafairway.com](http://www.etafairway.com).

# Customer satisfaction

Raben Group delivers over 7 million shipments annually for thousands of customers in Poland. Every day, hundreds of our drivers set out on the road to deliver the products necessary for people to live. We care about quality solutions supporting the activities of our subcontractors and local communities. In order to face that challenge, we regularly (minimum every two years) carry out the Customer Satisfaction Survey and the social dialogue.



Over **7 million** shipments annually in Poland



Over **21 million** pallet places in transport in Poland



The Golden Emblem and the Logistics Leader in the Logistics Operator of the Year 2019 survey



**99,4%** and **98,6%** - performance without damage and errors in warehouses in Fresh Logistics Polska and Raben Logistics Polska



**93%** timeliness of deliveries in international transport



**98%** timeliness of deliveries in domestic transport

We share knowledge with our business partners. We organize conferences, business breakfasts and study visits - together we try to work out the best work standards and create the most effective processes. We also test solutions aimed at bringing us closer to the goals of sustainable development.

In 2019, together with the Poznań School of Logistics, we prepared a virtual walk through a warehouse of Fresh Logistics Polska for students and our customers. You can visit our logistics centre and see how our processes look and how they are organised.

[SEE THE VIDEO ►](#)

## Satisfaction and loyalty level

The "point of delight" most frequently indicated by our counterparties in 2019 was professional and reliable customer service. **Also, the professional customer service in Raben was the source of satisfaction at the level of 89%!**



### Raben Logistics Polska

CSI <sup>1</sup> - 82% (increase by 4%)



NPS <sup>2</sup> - 24 (increase by 37)

### Fresh Logistics Polska

CSI <sup>1</sup> - 90% (increase by 4%)



NPS <sup>2</sup> - 77 (increase by 51)

### Raben Transport

NPS <sup>2</sup> - 80 (increase by 24)

<sup>1</sup> **CSI** (Customer Satisfaction Index)

<sup>2</sup> **NPS** (Net Promoter Score) – average NPS for European companies oscillates between +5 and +10 percent.



## Conclusions after the Customer Satisfaction Survey:

The previous survey was conducted in 2017. The annual break was due to the fact that we engaged our customers in two other large projects which were very time consuming. The approach seemed to work as the vast majority of NPS and CSI indicators in our companies increased. The results of NPS are particularly pleasing: in Raben Logistics Polska we proved that the worse period was temporary - sometimes you have to take a step back to make two steps forward later; in turn, in Raben Transport and Fresh Logistics Polska the results can be considered excellent. It will not be easy to maintain them, but as always, we will do our best to not only keep them, but also try to improve them.

### **Positive:**

- Friendly and competent attitude of customer service employees
- Maximum logistical support from Raben (I can focus on my core business)
- Timeliness and times of delivery
- Satisfaction with the quality
- Easy and quick order placing using the online platform (myRaben.com)

### **To be improved:**

- Too long response time to inquiries
- Claims
- Shipment damage or loss

# Quality

At Raben Group, we use the Integrated Management System, which we base on 3 pillars resulting directly from the business strategy of the company:



**To Become a Leader Everywhere We Are**



**Safe and Desired Workplace**



**Part of the Landscape**

The mission of our company shows the importance of care for the customer and the goods entrusted to us. We ensure that at every stage of the logistic services our customers' requirements will be met to their satisfaction. We are aware that the future of our company depends on our ability to meet the needs, expectations and requirements of customers as well as on our ability to respond to the needs of interested parties and environmental impact. We believe that only thanks to the two-way communication are we able to respond to the needs of the market and the society. Our company microworld is intertwined with the world outside. That is why sustainable development is the cornerstone of our business activity. We want to be the friendly drive of the future so that the value we are developing today will become an element of the stable foundation of the years to come.

## **We undertake to:**

- comply with applicable legal requirements and other requirements for our company,
- provide resources necessary to implement and improve IMS processes,
- raise awareness of employees and subcontractors regarding the requirements and expectations of customers, food safety, environmental protection, occupational health and safety,
- provide conditions for the development of employees and create an appropriate working environment.

**Our activities are focused on:**



**QUALITY**

- ensuring timely and error-free service in the entire logistics chain,
- providing fast and reliable information about services,
- friendly customer service



**HACCP**

- controlling threats to ensure food safety in the supply chain,
- ensuring condition of transport and storage to food entrusted to us which is compliant with the requirements.



**OCCUPATIONAL HEALTH AND SAFETY**

- creating working conditions based on the best practices and experiences in guaranteeing health and safety of employees and subcontractors,
- preventing accidents at work, occupational diseases
- employees' engagement to improve health and safety at work.



**ENVIRONMENT**

- minimizing the impact of accidents on the environment and preventing emergency situations,
- continuous improvement of environmental impact.

Striving to achieve the abovementioned objectives, we commit ourselves to continuous improvement of the processes, results and efficiency of the Integrated Management System (IMS) covering quality, food safety, environmental management, occupational health and safety systems implemented in accordance with the requirements of ISO 9001, ISO 14001, ISO 22000 and OHSAS 18001.

Every year, we conduct a risk analysis based on opportunities and threats for the entire stakeholder map (not just the 3 key groups). The strategic approach of the organisation and the level of realisation of objectives within the IMS are described in chapters corresponding to specific areas: Customer Satisfaction, Safe Workplace, Environment.

# Cooperation with Drivers


Raben Group in Poland cooperates with **1,000 carriers and 4,000 subcontractors.**



The European transport sector is currently facing the growing deficit of drivers. According to the report by PwC, by 2023 Poland alone will have a shortage of over 100 thousand of them. That is why nowadays the acquisition and retention of the best employees is becoming crucial. With drivers in mind, Raben Group prepared a special incentive and loyalty program, opened a dedicated relaxation zones in the depots, and is building outdoor gyms and organizing dedicated events.

Raben Group is aware of the gravity of the situation and since 2015 it has been conducting dialogue sessions which include drivers as the key stakeholders. They result in actions undertaken by the company. In addition, in 2019 we joined the CSR Europe Responsible Trucking initiative where we started to work with the largest entrepreneurs and leaders of the TFL market in Europe to create common standards for professional drivers.





In 2019, we gave drivers who cooperate with us another pool of modern mobile terminals - most of them already used them last year.

SEE THE VIDEO ►

We regularly organize meetings for our carriers and their drivers. We also invite them to participate in company events - we want them to feel part of Raben Group.

SEE THE VIDEO ►

## How to attract the best

Persuading a driver to start work is just a partial success. The next step is to set up permanent cooperation, establish a rapport and bond him with the company.

In order to achieve that, Raben Group has designed a special incentive and loyalty program for drivers who cooperate with the company. It consists of three elements: a dedicated informational newsletter, educational trainings and a contest for drivers. The contest aims at selecting and awarding drivers who have the best results in their respective depots in the area of provided transport services. The criteria taken into account include timeliness of deliveries, number of loading/unloading places and other. It is worth noting that any documented violation of road traffic regulations or safety rules in force in Raben Group results in exclusion of the driver from the competition in a given period of time. The contest covers two categories: drivers of "small" vehicles (delivery trucks and vans) and drivers of "large" vehicles (combination vehicles and BDF trucks). The awards, prepaid Sodexo cards and the handshake of the boss, are presented to three best drivers every quarter.




The total value of prizes awarded in the form of prepaid cards in 2019 was **over PLN 150,000**.



In 2018, we also launched a special, internal "Steer the Career" program for our cooperating drivers and currently employed warehouse workers. Its goal is to attract new drivers as well as to build good relations with carriers. **Thanks to the performed actions, we managed to reduce the turnover among drivers by 5% in 2018 and by another 1% in 2019.** An additional element which appeared at the end of 2019 was the development of a clear standard for training new drivers in Raben which is based on a practical approach and involves our best drivers who became trainers (they receive additional financial benefits for this). The new training system has a huge impact on the fact that the newly employed drivers stay in Raben Group for longer.





As part of the cooperation with drivers, just like in the previous years, satisfaction surveys and dialogue sessions were conducted in 2019. They resulted in further improvements, such as:

- Christmas and Easter gifts
- LOTOS discount cards (discount per litre of fuel up to 25gr)
- Onesies for newborn babies
- MAKRO cards (discounts, competitions)
- Quarterly competition for the best driver in branches (prizes of 150, 300 and 500 PLN)
- Recommendation campaign (PLN 1,000 gross for recommending an employee)
- We also started negotiations with suppliers to offer to our drivers in the future:
  - Multisport cards
  - Private health care

In 2019, we also equipped our fleet with the most innovative Mercedes Actros tractors equipped, i.a. with MirrorCam cameras and blind spot assistant. Ultimately, the Raben fleet will have ten more such tractor. They will allow for driving in an even more economical and, above all, extremely safe manner. The new tractors are equipped with latest generation 330kw (450KM) and 2200 Nm torque OM 471 engines and the Predictive Powertrain Control system. They are distinguished by their outstanding performance thanks to their optimised aerodynamic design and economical engine and, most importantly, by their advanced safety systems. The standard equipment includes solutions such as the electronic stability program, lane assist, attention assist and Follow-me-Home headlights. The vehicles also have Active Brake Assist 5 and Active Drive Assist increasing driving comfort and safety. Additionally, the driver is assisted while driving by a blind spot assist, a traffic sign recognition system, a trailer stability assist and automatic high beam with bend lighting. Finally, an absolute innovation: MirrorCam cameras which replace the exterior mirrors in the new Actros, provide better visibility and greater safety when manoeuvring, turning and changing lanes, while also reducing fuel consumption.

[SEE THE VIDEO ▶](#)

We also remember about potential new drivers and that's why we visit Master Truck.

[SEE THE VIDEO ▶](#)

Transport service providers are one of the most numerous and at the same time one of the 3 key stakeholder groups in Raben Group. Since we care about the most transparent and responsible supply chain, we make every effort to ensure that companies which cooperate with us abide by the same ethical rules and employment conditions as apply to Raben Group employees. Therefore, each of the subcontractors is obliged to observe our Code of Ethics and train their employees to do so. In 2019, there were several situations which did not comply with Raben Group standards, as a result of which we had to take corrective measures against 1.5% of carriers.

In addition, all service providers are subject to an environmental assessment based on the EURO engine standard and are covered by a monitoring system and programs aimed at its mitigation.



# Raben Express

In Raben Group we know that



Transport is Necessary



No drivers, no transport

At the end of 2017, we launched the Raben Express campaign. It promotes the role of transport in everyday life, appreciates drivers and seeks to address sustainable development, or rather sustainable lifestyle for the end consumer.

In 2019, we focused on road safety. This time Raben Group enlisted the cooperation of the most popular automotive influencer in Poland - **Motodoradca** and its long-standing business partner - **Mercedes-Benz Truck Warszawa**. The main objective of the project was to promote road safety, including the [www.niebadzdziki.pl](http://www.niebadzdziki.pl) platform, and to show the work of a truck driver and review the new Actros.

The cooperation with Motodoradca includes the promotion in the influencer's in social media channels (Facebook, Instagram) and a dedicated program on YouTube. In the report of the influencer, which can be found on YouTube, the hosts reviewed the new Actros with the MirrorCam cameras instead of mirrors and the blind spot assistant, which has been a part of Raben fleet since the beginning of October. Sebastian also trained Motodoradca in the "Don't be wild" training application which is obligatory for all Raben Group drivers.

Additionally, Motodoradca, who of course has a driving licence for C and C+E categories, had the opportunity to test his skills in practice and for the first time hook a semi-trailer to a tractor and get the truck ready for loading in a depot of Raben Group in Chlebnia. The results of his struggle can be seen in the video:

see the video

The action was promoted in social media (YouTube, Instagram and Facebook) where it achieved the following results:

REACH: 407,000

VIEWS: 190,322

RESPONSES: 8,695

COMMENTS: 711

SEE THE VIDEO ▶



# Development

Raben Group can consider the past year as a successful one: budget plans have been achieved with the revenue of 1.25 billion euro in the whole Europe, which represents an increase of over 8% year-on-year. In Poland, Raben Transport achieved a record turnover. The main industries served by the company in 2019 were food (27%), consumer technologies (21%), automotive (20%), retail (12%) chemicals (11%), non-food FMCG (9%).

In Poland, in terms of investments in facilities, 2019 was not worse than the previous year. In May, a modern warehouse with an area of 21,000 m<sup>2</sup> was opened in Robakowo near Poznań. Thanks to this, Raben Group in the Logistics Centre in Gądko is now able use 120,000 m<sup>2</sup> of warehouse capacity with the possibility of storing 185 thousand pallets and almost 18 thousand m<sup>2</sup> of the cross-dock area and 5 thousand m<sup>2</sup> of production space. The new logistics warehouse with the capacity of 41 thousand pallets was divided into five zones, including specialized ones which allow for the storage of aerosols or oxidants which required the application of state-of-the-art safety and fire protection solutions. The facility is also designed for running co-packing projects.

[SEE THE VIDEO ▶](#)

A few weeks later a branch of Raben Group in Kielce was opened, which took over the business of the location in nearby Starachowice - too small to meet the growing needs of the customers. A modern, ecological facility with the capacity of 5 thousand m<sup>2</sup> dedicated to transport and reloading services, on average handles over 24 thousand shipments and about 50 thousand pallets per month. Thanks to these investments, the company's operational capabilities significantly increased.

[SEE THE VIDEO ▶](#)

The investments in infrastructure in Raben Group last year were accompanied by the implementation of new technological solutions and fleet development. In January, the company offered its customers an innovative tool based on the ETA (Estimated Time of Arrival) parameter, which allows for tracking shipments in real time and determining the time of delivery with an accuracy of two hours. This solution was appreciated not only by customers but also by the IT industry. Together with myRaben.com platform, it was awarded in the Best in Cloud 2019 contest organized by Computerworld as "The best implementation of the cloud service in the last 12 months".

For many years Raben Group has been focusing on automation and robotization of processes and services on different levels: physical processes, IT processes, and recently also robotic processes automation (RPA). As part of automation, it opted for advanced IT solutions, such as platforms automatically transmitting information to customers, platforms presenting ETA, etc. In the area of automation and warehouse robotization Raben is implementing devices measuring shipments, autonomous, semi-automatic forklifts, as well as "co-botic" arms, Internet of Things (IoT) sensors and many other solutions increasing the effectiveness of warehousing and transport processes. In the area of RPA (Robotic Process Automation) these are implementations of software robots supporting or replacing users' work in particular applications (WMS/TMS/FK) or at the interface of IT systems.

[SEE THE VIDEO ▶](#)



# Ethics and Compliance

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.

Since 2014, a code of ethics has been in use in Raben Group, both for our employees and key suppliers, for whom it is an appendix to the cooperation agreement. It is available on our website, but also on the external Whistleblowing platform, where you can also report potential violations:

[www.alert.raben-group.com](http://www.alert.raben-group.com)



6 irregularities were reported by stakeholders in 2019

Raben Group has a procedure and a whistleblowing tool in place - a secure hotline and a form available in 10 languages.

The total number of reports made via the whistleblowing platform remained at the same level as the year before. As a result, we took the following corrective actions: sealing the HR procedures in the case of notices of termination given by the company including the obligatory participation of an HR representative in the interview ending the employment, and in the scope of conducting internal recruitment; development of principles consistent with the approach to ethics in the company for the new Manager of Choice training programme; modification of good practices in cooperation with carriers.

Apart from the reports via the whistleblowing platform, we also received a dozen or so comments on drivers' behaviour on the roads - each time we explained the situation directly with the driver, his employer and the coordinator from Raben Group. If the report was confirmed - we always took appropriate corrective measures, the most painful consequence of which was the termination of cooperation with a given driver (most often as a result of frequent violation of work ethics standards adopted in Raben Group).

In 2019, we conducted regular trainings on personal data protection as part of the audits carried out by the data protection officer and the "Privacy by design" training for the employees of the management company, as well as a training for the audit department conducted by an external consulting company on whistleblowing investigations.

**Raben Group also has 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

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 2019, we conducted 2 BCM tests for Polish companies in a combined formula (4 in total): Raben Logistics Poland and Fresh Logistics Poland as well as Raben Transport and Raben Logistics Polska - each in a different location.



On the basis of the conducted tests, areas for improvement were identified, which will prepare the companies for a possible crisis in an even more effective way. An important area identified for improvement within the business continuity system is crisis communication, both internal and external.

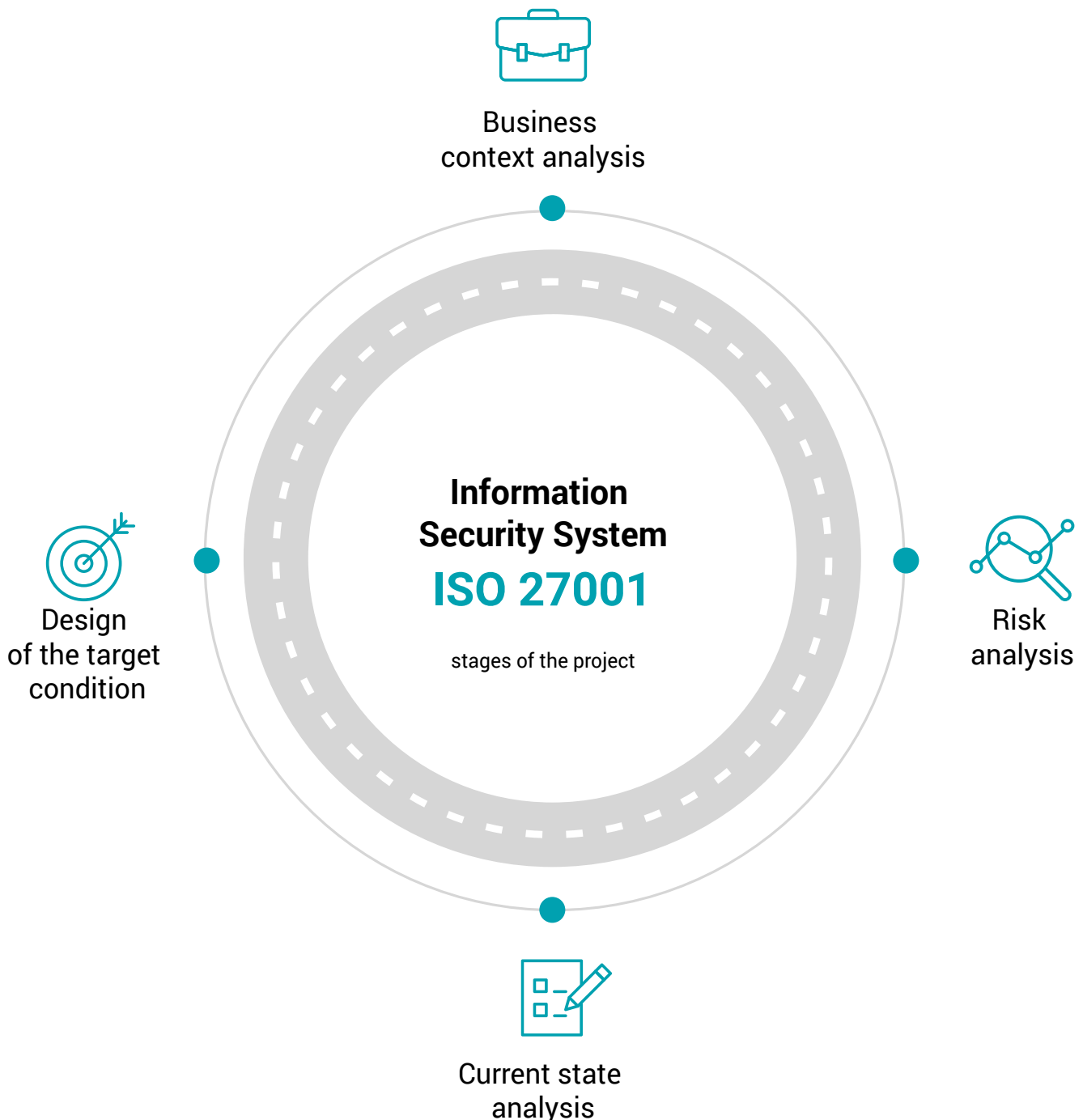
In accordance with the Group policy, with reference to ensuring business continuity, each operating company is required to conduct business continuity tests. For all companies, the business continuity test took place in the form of a staff game. The tests were carried out with the participation of external consultants who coordinated the test and observed its course. Employees in the selected branch and in the company headquarters were involved. In addition, in certain justified cases, selected employees from other branches were involved. The selected customers and suppliers have been involved in the tests for three years. Together with them, the conclusions from the tests and further joint actions were discussed. As part of business continuity tests, crisis communication procedures were also verified. What is more, business continuity tests are often combined with evacuation drill. In this case, the test scenario is adapted to the evacuation scenario and after its completion, the sequence of events continues.



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

In 2019, we created the position and hired the Management Board Representative for ISMS. We also started the implementation of the ISO 27001 information security system with the support of an external consulting company - the following stages of the project were carried out:



In 2019, **there were no reports** of privacy violations or loss of personal data.

# About the Report

"The Way to Responsibility 2019" is the sixth 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., Raben Real Estate Poland sp. z o.o. and Raben East Sp. z o.o.. The information in the report apply to the calendar year 2019. In the aforementioned period Raben Group expanded its operations by entering a new market in Bulgaria. However, this did not have a direct impact on the activity of Polish companies and did not cause any significant changes in the organization itself in Poland compared to the previous Report. The organisation's approach regarding the scope, coverage and measuring methods used for energy consumption changed (GRI 302-1 - details in chapter [Ecological buildings](#)) and greenhouse gas emissions (GRI 305-1 and GRI 305-2 - details in chapters: [Ecological buildings](#) and [Low-emission fleet](#)) compared to last year's Report. Apart from that there were no significant changes regarding the scope, coverage and measuring methods compared to the previous Report. The Report is published annually. The last Report was published in September 2019 and it concerned the data for 2018. We have not used any corrections with reference to information included in previous Reports. Apart from that, there were no significant changes. The Report contains data from other participants of the supply chain regarding the structure of transport companies and drivers cooperating with Raben Group and the means of transport they have at their disposal. We published data on work safety within GRI 403-2 regarding security and temporary work agencies as well as carriers and their drivers who provide services on behalf of Raben Group. In terms of CO<sub>2</sub> emissions, we included data from leased facilities which are not under direct control of Raben Group companies.

Data included in the Report are equally important for individual Raben Group companies described in the Report. For the process of defining important matters, opinions of key customers and representatives of local communities were considered important. They indicated the following areas as the most important: ecology and the environment - particularly in the context of reducing emissions, broadly understood safety (of work, products, information), as well as ethical standards.

The data for the Report were collected according to the latest version of the Global Reporting Initiative Standards 2016 reporting guidelines at the "Core" application level. They are also the result of the expectations voiced by customers during satisfaction surveys and 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. We also took into consideration the suggestions and needs submitted to us through a dedicated tab on the website. Over 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 via the Customer Satisfaction Survey carried out in Raben Logistics Polska.

**Report by Deloitte Advisory Sp. z o.o. on the performance of an independent attestation service providing limited assurance regarding the indexes presented in the Raben Group Social Report for the year ended on 31.12.2019.**



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**Independent Limited Assurance Report on Indicators Presented in the Sustainability Report of Raben Group for the year ended 31 December 2019.**

**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 2019 – 31<sup>st</sup> December 2019** (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 16 September 2020 – 6<sup>th</sup> November 2020 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 incompliant 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.

Deloitte Advisory sp. z o.o. sp.k.  
Warsaw, 6<sup>th</sup> November 2020



| Index No.  | Index description                          | Reported Index (YES/NO/NA) | Page  |
|--|--|----------------------------|---|
| General Standard Disclosures                               |  |                            |   |
| Reporting assumptions and foundations - GRI Standards 2016 |  |                            |   |
| GRI 101  | Reporting assumptions and foundations      | YES                        | <a href="#">About the Report</a>                    |
| Profile indexes - GRI Standards 2016                       |  |                            |   |
| GRI 102-1  | Name of the organisation                   | YES                        | <a href="#">About the Report</a>                    |
| GRI 102-2  | Activities, brands, products, and services | YES                        | <a href="#">Services</a>                            |
|  |  |                            | <a href="#">About the company</a>                   |
| GRI 102-3  | Location of headquarters                   | YES                        | <a href="#">About the company</a>                   |
| GRI 102-4  | Location of operations                     | YES                        | <a href="#">Raben Group in Poland and in Europe</a> |
|  |  |                            | <a href="#">About the company</a>                   |
| GRI 102-5  | Ownership and legal form                   | YES                        | <a href="#">About the company</a>                   |
| GRI 102-6  | Markets served                             | YES                        | <a href="#">About the company</a>                   |
|  |  |                            | <a href="#">Raben Group in Poland and in Europe</a> |
|  |  |                            | <a href="#">Services</a>                            |
| GRI 102-7  | Scale of operations                        | YES                        | <a href="#">Raben Group in Poland and in Europe</a> |
|  |  |                            | <a href="#">Customer satisfaction</a>               |
| GRI 102-8  | Information on employees and other workers | YES                        | <a href="#">Employment</a>                          |
|  |  |                            | <a href="#">Cooperation with Drivers</a>            |

| Index No.  | Index description   | Reported Index (YES/NO/NA) | Page  |
|------------|---|----------------------------|---|
| GRI 102-9  | Supply chain  | YES                        | <a href="#">Market</a>                          |
|            |   |                            | <a href="#">Cooperation with Drivers</a>        |
|            |   |                            | <a href="#">Services</a>                        |
| GRI 102-10 | Significant changes during the reporting period regarding size, ownership structure or the value chain  | YES                        | <a href="#">About the Report</a>                |
| GRI 102-11 | Precautionary principle or approach   | YES                        | <a href="#">Ethics and Compliance</a>           |
| GRI 102-12 | A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses | YES                        | <a href="#">Letter from the CEO Raben Group</a> |
|            |   |                            | <a href="#">CSR Strategy</a>                    |
| GRI 102-13 | Membership of associations  | YES                        | <a href="#">Associations</a>                    |
| GRI 102-14 | Statement from senior decision-maker  | YES                        | <a href="#">Letter from the CEO Raben Group</a> |
| GRI 102-15 | Key impacts, risks and opportunities  | YES                        | <a href="#">CSR Strategy</a>                    |
|            |   |                            | <a href="#">Mission, Vision, Values</a>         |
|            |   |                            | <a href="#">Share the Way</a>                   |
| GRI 102-16 | Values, principles, standards and norms of behaviour  | YES                        | <a href="#">Mission, Vision, Values</a>         |
|            |   |                            | <a href="#">Market</a>                          |
|            |   |                            | <a href="#">Ethics and Compliance</a>           |
| GRI 102-18 | Governance structure of the organization, including committees of the highest governance body   | YES                        | <a href="#">About the company</a>               |
| GRI 102-40 | A list of stakeholder groups engaged by the organization  | YES                        | <a href="#">CSR Strategy</a>                    |
| GRI 102-41 | Employees covered by collective bargaining agreements   | YES                        | <a href="#">Employment</a>                      |

| Index No.  | Index description   | Reported Index (YES/NO/NA) | Page                             |
|------------|---|----------------------------|----------------------------------|
| GRI 102-42 | The basis for identifying and selecting stakeholders with whom to engage  | YES                        | <a href="#">CSR Strategy</a>     |
|            |   |                            | <a href="#">Share the Way</a>    |
| GRI 102-43 | The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group | YES                        | <a href="#">CSR Strategy</a>     |
|            |   |                            | <a href="#">Share the Way</a>    |
| GRI 102-44 | Key topics and concerns that have been raised through stakeholder engagement  | YES                        | <a href="#">CSR Strategy</a>     |
|            |   |                            | <a href="#">Share the Way</a>    |
|            |   |                            | <a href="#">About the Report</a> |
| GRI 102-45 | A list of all entities included in the organization's consolidated financial statements or equivalent documents           | YES                        | <a href="#">About the Report</a> |
| GRI 102-46 | An explanation of the process for defining the report content   | YES                        | <a href="#">About the Report</a> |
| GRI 102-47 | A list of the material topics identified in the process for defining report content                                       | YES                        | <a href="#">CSR Strategy</a>     |
|            |   |                            | <a href="#">Share the Way</a>    |
| GRI 102-48 | The effect of any restatements of information given in previous reports, and the reasons for such restatements            | YES                        | <a href="#">About the Report</a> |
| GRI 102-49 | Significant changes from previous reporting periods in the list of material topics and topic boundaries                   | YES                        | <a href="#">About the Report</a> |
| GRI 102-50 | Reporting period  | YES                        | <a href="#">About the Report</a> |
| GRI 102-51 | Date of most recent report  | YES                        | <a href="#">About the Report</a> |
| GRI 102-52 | Reporting cycle   | YES                        | <a href="#">About the Report</a> |
| GRI 102-53 | Contact point for questions regarding the report  | YES                        | <a href="#">Contact</a>          |
| GRI 102-54 | Claims of reporting in accordance with the GRI Standards  | YES                        | <a href="#">About the Report</a> |
| GRI 102-55 | GRI content index   | YES                        | <a href="#">GRI</a>              |

| Index No.     | Index description  | Reported Index<br>(YES/NO/NA) | Page  |
|---------------|--|-------------------------------|---|
| GRI<br>102-56 | External assurance   | YES                           | <a href="#">About the Report</a>  |
| GRI<br>103-1  | <p>Explanation of the material topic and its boundary:<br/>           Cost effectiveness, High quality Friendly customer service.<br/>           To maintain the position of the leader - development.<br/>           Safe and friendly work environment for Employees.<br/>           Promotion of road Safety and importance of transport.<br/>           Building a Safety Culture and preventing accidents.<br/>           Innovative ecological solutions in infrastructure and technology.</p> | YES                           | <a href="#">CSR Strategy</a><br><br><a href="#">Share the Way</a>   |
| GRI<br>103-2  | <p>The management approach and its components in the field of:<br/>           - environment,<br/>           - society,<br/>           - human rights,<br/>           - preventing corruption<br/>           - HR<br/>           with the indication of material topics in each field.</p>  | YES                           | <a href="#">Quality</a><br><br><a href="#">Transport is Necessary</a><br><br><a href="#">Low-emission fleet</a><br><br><a href="#">Ecological buildings</a><br><br><a href="#">CSR Strategy</a><br><br><a href="#">Development</a><br><br><a href="#">Employees</a><br><br><a href="#">Desirable Employer</a><br><br><a href="#">Care for Safety</a><br><br><a href="#">Market</a><br><br><a href="#">Ethics and Compliance</a><br><br><a href="#">Cooperation with Drivers</a> |



| Index No. | Index description                     | Reported Index (YES/NO/NA) | Page                                     |
|-----------|---------------------------------------|----------------------------|--|
| GRI 103-3 | Evaluation of the management approach | YES                        | <a href="#">CSR Strategy</a>             |
|           |                                       |                            | <a href="#">Care for Safety</a>          |
|           |                                       |                            | <a href="#">Ethics and Compliance</a>    |
|           |                                       |                            | <a href="#">Cooperation with Drivers</a> |
|           |                                       |                            | <a href="#">About the Report</a>         |
|           |                                       |                            | <a href="#">Eco2way</a>                  |

Indexes according to aspects

| Economic issues - GRI Standards 2016      |  |     |  |
|---|--|-----|--|
| GRI 205-3                                 | Conformed incidents of corruption and actions taken  | YES | <a href="#">Ethics and Compliance</a>    |
| GRI 206-1                                 | Total number of legal actions against the organization for anti-competitive behaviour, anti-trust, and monopoly practices and their consequences | YES | <a href="#">Ethics and Compliance</a>    |
| Environmental issues - GRI Standards 2016 |  |     |  |
| GRI 302-1                                 | Energy consumption within the organization by type of resources  | YES | <a href="#">Ecological buildings</a>     |
| GRI 305-1                                 | Direct GHG emissions   | YES | <a href="#">Low-emission fleet</a>       |
|   |  |     | <a href="#">Ecological buildings</a>     |
| GRI 305-2                                 | Direct GHG emissions by weight   | YES | <a href="#">Ecological buildings</a>     |
| GRI 308-2                                 | Significant actual and potential negative environmental impacts identified in the supply chain   | YES | <a href="#">Cooperation with Drivers</a> |
|   |  |     | <a href="#">Low-emission fleet</a>       |
|   |  |     | <a href="#">Environment</a>              |
| Social issues - GRI Standards 2016        |  |     |  |
| GRI 401-1                                 | New employee hires and employee turnover   | YES | <a href="#">Employment</a>               |

| Index No. | Index description  | Reported Index (YES/NO/NA) | Page                                     |
|-----------|--|----------------------------|--|
| GRI 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees                                       | YES                        | <a href="#">Desirable Employer</a>       |
| GRI 403-2 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, the number of work-related fatalities.            | YES                        | <a href="#">Care for Safety</a>          |
| GRI 404-1 | Average hours of training that the organization's employees have undertaken during the reporting period, by gender and employee category | YES                        | <a href="#">Training and development</a> |
| GRI 404-2 | Managerial skills development program and lifelong learning that facilitate continued employability and the management of career endings | YES                        | <a href="#">Training and development</a> |
|           |  |                            | <a href="#">Cooperation with Drivers</a> |
|           |  |                            | <a href="#">Desirable Employer</a>       |
| GRI 404-3 | Percentage of employees receiving regular performance and career development reviews, by gender and by employment.                       | YES                        | <a href="#">Training and development</a> |
| GRI 414-2 | Negative social impacts in the supply chain and actions taken.   | YES                        | <a href="#">Share the Way</a>            |
|           |  |                            | <a href="#">Transport is Necessary</a>   |
|           |  |                            | <a href="#">Cooperation with Drivers</a> |
| GRI 418-1 | Substantiated complaints concerning breaches of customers privacy and losses of customer data.   | YES                        | <a href="#">Information security</a>     |

# CONTACT



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