



2018

THE SOCIAL REPORT

"THE WAY TO RESPONSIBILITY"

Raben

*your partner
in logistics*





ABOUT THE COMPANY



SOCIETY



ENVIRONMENT



EMPLOYEES



MARKET



ABOUT THE REPORT

01. 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 12 countries of Europe: the Czech Republic, Estonia, the Netherlands, Germany, Lithuania, Latvia, Poland, Slovakia, Ukraine, Hungary, Romania and Italy, where in 2016 Raben Group acquired a 25% share in SITTAM.

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, Machiel Boswinkel 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."



Dear Reader,

we are a logistics operator and, thanks to our own international network of connections, we can offer services tailored to individual needs of our customers in 12 European countries. The company was founded in 1931, it is made up of an experienced and committed team of over 10,000 people, and it transports more than 13 million shipments across Europe every year. We have 8,500 means of transport at our disposal and about 1,150,000 m² of diversified warehouse capacity. However, our beginnings were quite humble. We started as a small Dutch family company. Today, the values characteristic of family-owned organizations are still important to us, which positively affects employee engagement and customer loyalty to the brand.

Based on our own example, we can say that a family-owned company has an advantage over other businesses because it treats customers and employees as family members. That is why we offer logistics "with a human face". Partnership and loyalty are part of this style of cooperation, which in many cases has continued for years. That is why, when drafting the most important company documents, the Mission, Vision and Values, we had the customers in mind above all else. In turn, the approach to employees visible in family companies makes them feel more connected with us and it is the reason why they identify with the company goals. Among the positive aspects of family-owned companies, one should mention the focus not just on financial results, but also on planning for the long-term development and the quick decision-making process. We support this approach with strategic actions, i.e. the dialogue sessions we have been conducting with our stakeholders since 2015, with particular

emphasis on the aforementioned customers, employees, but also drivers cooperating with Raben Group on a daily basis.

As a socially responsible company, we care about ethics in the entire value chain while building an organizational culture based on honesty, transparency and mutual respect. In business, one of the elements that guides us is the fair play approach. Fair play is a universal principle which works not only in sports. 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. Therefore, every year we invest in more efficient and environmentally friendly transport solutions, we plant trees neutralizing tons of CO₂, and we also transport thousands of pallets for Food Banks free of charge. We believe that it will help us actively support the implementation of the UN sustainable development goals: responsible production and consumption, economic growth and climate action. Responsible transport is necessary.

A handwritten signature in black ink that reads "Ewald Raben". The signature is written in a cursive, slightly slanted style.

Ewald Raben

CEO Raben Group

Raben Group in Poland and in Europe

Raben Group in Poland



53

branches in Poland



close to

5,300

employees in Poland



520,000 m²

of warehouse capacity in Poland ¹



1931

J. W. 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

2003

Raben Group
in Ukraine

2004

Raben Group
in the Baltic states

¹ refers only to warehouse capacity where Raben Group is a direct owner or lessee



4,500

means of transport in Poland



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



586 m

EUR revenue in Poland

Raben Group in Europe



12

countries



2005

German company BSV becomes a member of Raben Group

2007

Raben offers Sea&Air services

2008

Setto in the Czech Republic and Slovakia becomes a member of Raben Group

2010

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

2011

Takeover of the German road network and companies in the Czech Republic, Poland, Hungary and Slovakia from Wincanton

2013

Fresh Logistics Polska joins the European Food Network



close to

10,000

employees in Europe



1,150,000 m²

of warehouse capacity in Europe



8,500

means of transport in Europe



over

1 b

EUR revenue in Europe

2014

Merging Raben Logistics Germany, Raben Trans European Germany and ELI Transport into one - Raben Trans European Germany

2015

HRL Eurocargo, Balter Group and Spedition Weisshaupt join Raben Group

2016

Raben launches operations in Romania. Further takeovers 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 SCHMALZ+SCHÖN Logistik Gruppe; Raben takes over a 20%-share of Italian SITTAM; New branch in Cluj in Romania.

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.



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
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Economy



achieve and maintain the position of the leader

achieve sustainable return on investment

promote logistics with a "human face" through partnership relations



Environment



innovative ecological solutions in infrastructure and technology

innovative ecological solutions in infrastructure and technology

innovative ecological solutions in infrastructure and technology



Society



support subcontractors in development of business and local communities in the area of social engagement strategy

promotion of healthy lifestyle and building interdependent safety culture together with the closest suppliers - carriers

retaining and attracting the best staff and building transparent relations with neighbours



Aims

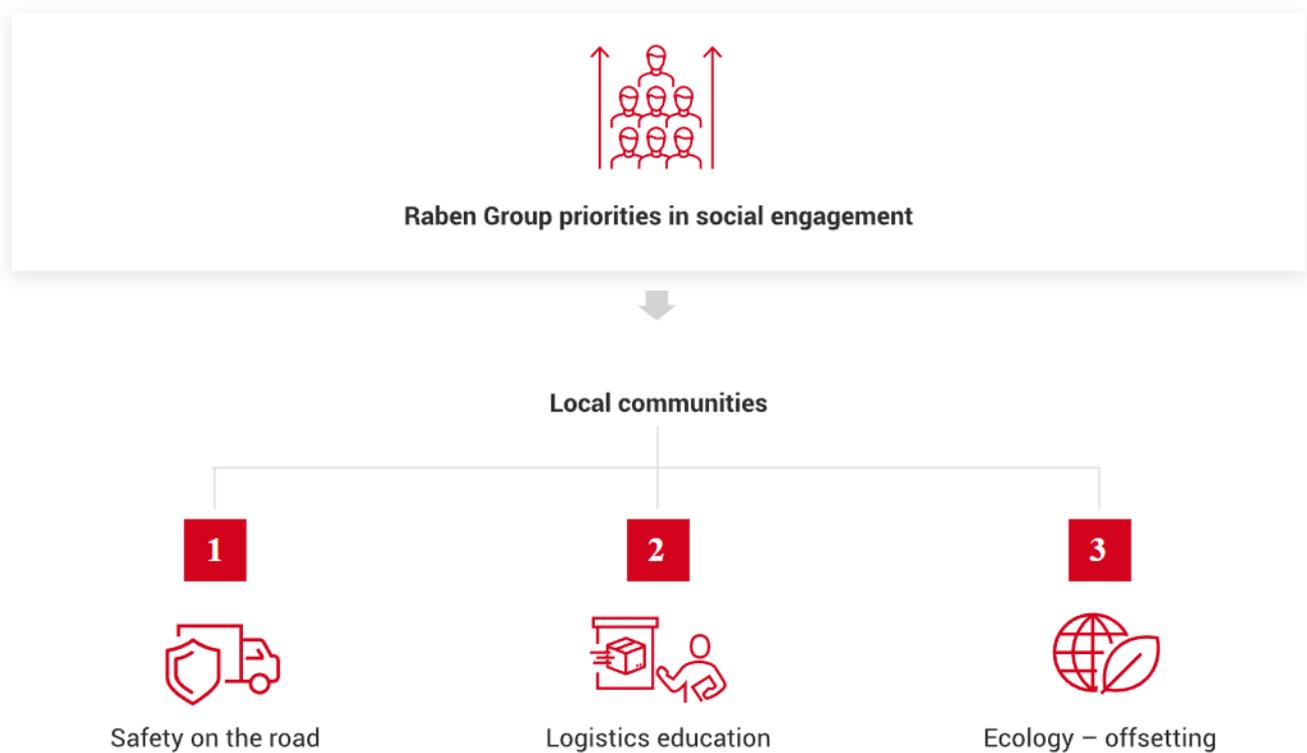
Customer loyalty and satisfaction
 Filling means of transport
 Ratio of EURO 5 and 6 compliant vehicles to the whole fleet

Achieving interdependent safety culture
 Limiting CO₂ emissions per shipment
 Neutralization of emitted greenhouse gases

Satisfaction and loyalty of employees and subcontractors
 Continuation of dialogue sessions - satisfaction of stakeholders
 Continuation of the Show Your Initiative program and increasing the number of volunteers

Social Engagement Strategy

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



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 Raben companies in Poland, 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 field of social responsibility of Raben Group. Another tool used to engage customers and employees are the satisfaction surveys organized minimum every two years. For customers, we carry out electronic surveys in order to regularly gather opinions about the impact of Raben Group on the closest environment and concerning the information they would like to see in our Social Report. 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 engage drivers who cooperate with Raben Group, we have appointed regional coordinators in each region to cooperate with subcontractors.

However, we do not forget about 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 the reason 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 fact, prior to launching any dialogue sessions, each time we base on and verify the aforesaid map of stakeholders.



Key topical areas according to participants of dialogue sessions in 2018

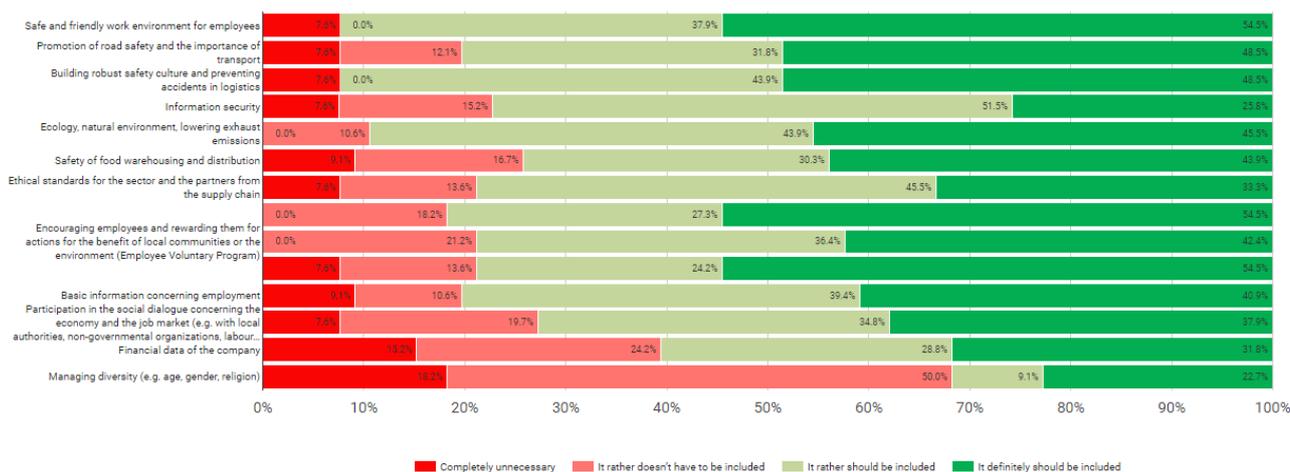
Important or rather important:

- Safe and friendly work environment for employees
- Promotion of road safety and the importance of transport
- Building the safety culture and preventing accidents in logistics

Slightly less frequently pointed out:

- Information security
- Ecology, natural environment, lowering fume emissions
- Safety of food warehousing and distribution
- Ethical standards for the sector and partners in the supply chain

Assessment of preferences regarding the issues discussed in the CSR Report



	Assessment of preferences regarding the issues discussed in the CSR Report	✓ Completely unnecessary	✓ It rather doesn't have to be included	✓ It rather should be included	✓ It definitely should be included
✓	Safe and friendly work environment for employees	7.6%	0.0%	37.9%	54.5%
✓	Promotion of road safety and the importance of transport	7.6%	12.1%	31.8%	48.5%
✓	Building robust safety culture and preventing accidents in logistics	7.6%	0.0%	43.9%	48.5%
✓	Information security	7.6%	15.2%	51.5%	25.8%
✓	Ecology, natural environment, lowering exhaust emissions	0.0%	10.6%	43.9%	45.5%
✓	Safety of food warehousing and distribution	9.1%	16.7%	30.3%	43.9%
✓	Ethical standards for the sector and the partners from the supply chain	7.6%	13.6%	45.5%	33.3%
✓	Development and retention of employees (including trainings, motivational programs, talent development programs)	0.0%	18.2%	27.3%	54.5%
✓	Encouraging employees and rewarding them for actions for the benefit of local communities or the environment (Employee Voluntary Program)	0.0%	21.2%	36.4%	42.4%
✓	Participation in practical vocational training of pupils and students	7.6%	13.6%	24.2%	54.5%
✓	Basic information concerning employment	9.1%	10.6%	39.4%	40.9%
✓	Participation in the social dialogue concerning the economy and the job market (e.g. with local authorities, non-governmental organizations, labour unions)	7.6%	19.7%	34.8%	37.9%
✓	Financial data of the company	15.2%	24.2%	28.8%	31.8%
✓	Managing diversity (e.g. age, gender, religion)	18.2%	50.0%	9.1%	22.7%

The table presents the data from the evaluation questionnaires completed by 66 stakeholders after dialogue session meetings organized in Raben Group in 2018.

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 ¹



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

¹ 100 best logistics and transport companies according to Fraunhofer SCS, Nuremberg.

Services

Contract Logistics



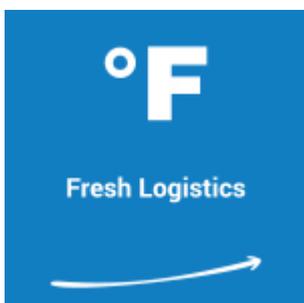
The service which covers a number of operations carried out in the warehouse, starting from unloading and deconsolidation, then picking, securing the shipment and preparing for distribution, as well as additional services like labelling, foiling or preparation of promotional sets- This service also includes 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 the well-developed infrastructure of own terminals located in Poland and in Europe. We provide domestic distribution and international transport in the European Union and also 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.

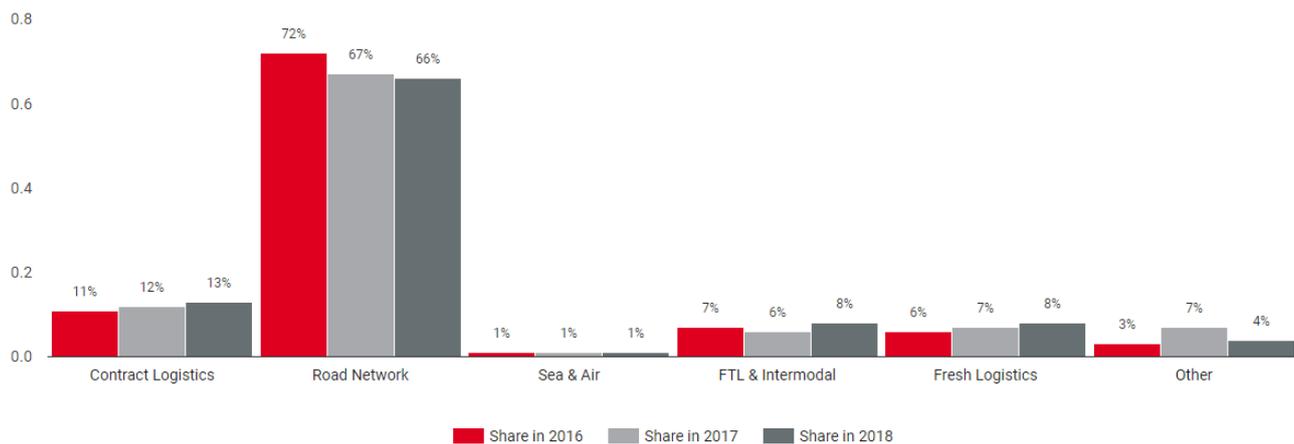
Lead Logistics Provider



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.

Share of individual services in the total sales of Raben Group



	Service	Share in 2016	Share in 2017	Share in 2018
✓	Contract Logistics	11%	12%	13%
✓	Road Network	72%	67%	66%
✓	Sea & Air	1%	1%	1%
✓	FTL & Intermodal	7%	6%	8%
✓	Fresh Logistics	6%	7%	8%
✓	Other	3%	7%	4%

Awards

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



2nd place in the Ranking of Responsible Companies in the "Services, Trade and Transport" category.



Golden Leaf awarded by the Polityka weekly and Deloitte.



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



The Most Active Company of 2018 awarded by the Youth Entrepreneurship Foundation under the honorary patronage of the President of the Republic of Poland.





3rd place in the Golden Paperclip contest in the corporate PR category for the Raben Express campaign.

ZŁOTE SPINACZE

Innovation Code - main prize in the "Transport-Forwarding-Logistics" category for Raben Logistics Polska and the audience award for Fresh Logistics Polska.



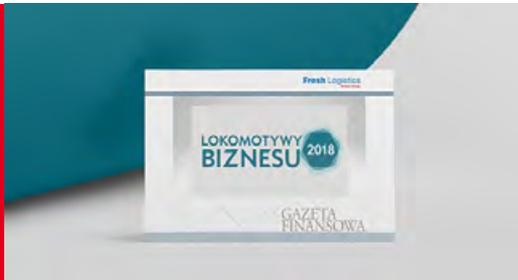
Kod
Innowacji



"Leader of Logistics" title in the "Most Competitive Company" category for Raben Logistics Polska.


OPERATOR
LOGISTYCZNY ROKU 2018

Locomotive of Business Award for Fresh Logistics Polska - award presented by the editorial board of Gazeta Finansowa for the most outstanding projects/successes in their sectors in 2018.



LOKOMOTYWY
BIZNESU 2018

Associations

Raben Management Services

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

02. SOCIETY

Raben Group wants to be a responsible citizen and a good neighbour, regardless of the place it operates in. Our Vision says that we want to be a leader everywhere we are. 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.

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

Share the Way



As a logistics operator with branches in over 50 locations in Poland, where we employ 5,000 employees and where transport services are provided by 3,000 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 strive to establish an information exchange system within the consultation program and to 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 2018 we conducted 9 dialogue sessions **with participation of over 70 stakeholders. 200 requirements were submitted.** The meetings were held in Raben Logistics Polska (Gądko and Chlebno) and Fresh Logistics Polska (Gądko and Grodzisk Mazowiecki).

Positive:

- Increased awareness for wearing high-visibility vests.
- The Paperless project was not only beneficial for the environment, but it also facilitated everyday work of drivers.
- New, more widespread and accessible healthcare, regardless of location.
- New mobile terminals, e-pods, as another improvement of drivers' work after Paperless.
- Regular subcontractors feel really appreciated as compared to the cooperation with competitors.

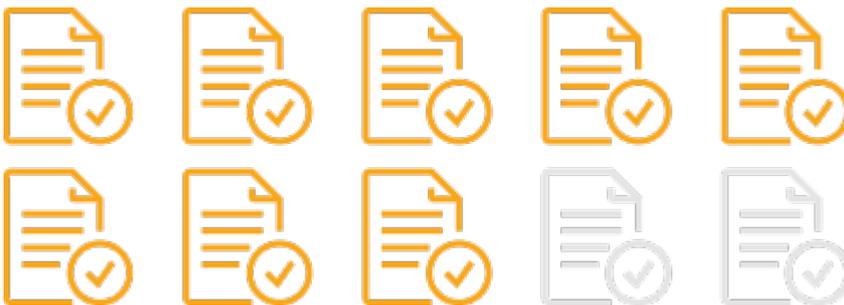
To be improved:

- Communication of projects and pro-social and pro-employee initiatives does not always reach the interested parties.
- Lack of a uniform standard in all companies with reference to the obligation to wear high-visibility vests outside industrial facilities - in fact, it changed as early as 2018, after the summary of the effects of the sessions before the Management Board.
- Different working hours within the same company and location, which make car pooling difficult.
- Social packages.

93% of dialogue session participants were satisfied with the meeting.



80% level of fulfilling requests submitted in 2015-2017.



Accomplished requirements

Last year we launched and successfully implemented the Paperless project. This solution will not only save natural resources, but it will also facilitate and speed up the work of drivers. Moreover, the drivers who cooperate with us have received completely new mobile terminals - modern technology and the possibility of further software development. Additionally, the gate automation system has been improved by introducing more effective technology.

We have also extended and standardized the benefit of medical care so that it is equally available to employees in every location in Poland. These are just a few of the larger projects we have successfully implemented. There have been many more smaller local issues which globally may seem unimportant, however, which in everyday work could often be a considerable obstacle affecting the employees' engagement.

As far as the general implementation of all requirements submitted in the years 2015-2017, we can say that about 80% of them have been implemented (in accordance with 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.



In 2018, together with Rafał Gębura from the “7 meters underground” channel, we backed the charity action called the Wishing Table. Thanks to the broadcast of the video made together with the Food Banks ([see the movie](#)) we collected **PLN 80,000** which was transferred to the account of this Public Benefit Institution. Additionally, during the Christmas food drive, we transported 200 pallets of food products free of charge for Food Banks. So, we can say that last year we helped to deliver around 1,300,000 meals.

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.



4 years of experience in cooperation



12,000 pallets transported for charity



7,000 t of saved food



4 m meals given away

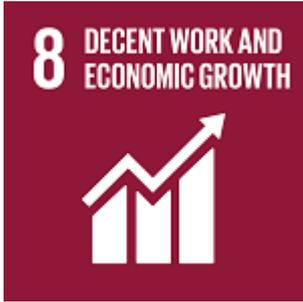


30,000 t less emissions



1,000,000 PLN saved on disposal

Transport is Necessary



We are raising the 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.



In 2018 we trained almost 1,500 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 addition, last year we also provided logistical support for the **Car Seat Inspections carried out by the fotelik.info portal**. Road safety, especially of children, is particularly important to us.



By implementing the strategy of social responsibility, we also help in transporting goods important for our local communities and cultural heritage. Last year, one of such actions was the transport free of charge of the original Johannes Gutenberg printing press from the beginning of the 20th century. This historic device went to Puszczykowo near Poznań, where under the patronage of Warsaw Museum, Print Museum division, a new location is being created to present the history of old printing techniques and workshops.



Employee Voluntary Programs

In the 4th edition of the employee volunteer program Show Your Initiative, over 40 projects were submitted (more than two times more than in 2017), with the aim to support and develop local communities. The authors received net PLN 1,600 to carry out each idea.

In 2018, we **donated over PLN 200,000** to charity.



There is a reason why we write that social conscience is part of our employees' DNA. Only in 2018, in one branch, during grassroots charity actions, over PLN 15,000 were collected, which we donated to non-governmental organizations - most often supporting sick children of our colleagues from work. In addition, during the Raben Cup organized each year, we also give the opportunity to the three best teams to support any charity goal - each worth PLN 2,000. The company also supports employees in their activities and in 2017, we donated almost PLN 200,000 to charity (grassroots initiatives of the employees, of the owner, plus the actions of the company as the organisation).

Kilometres for charity

The importance of transport and charity is in our DNA - not only at work, but also in everyday life. The best example of that is Ewald Raben, the CEO, who on the occasion of his 50th birthday decided to organize a bicycle expedition in the Alps, to which he invited 9 daredevils, his friends and colleagues who, like him, share the passion for mountain trails.

The purpose of the trip was to gather funds for the development of infrastructure and to promote hygiene awareness among children in Ukraine. A benefactor could be anyone who wished happy birthday to Ewald Raben because the CEO of the largest logistics company in Poland, instead of presents, preferred to support a charity campaign for Ukraine. In total, we managed to collect EUR 30,000 which were donated to Polish Humanitarian Action.

Professional Activation



We are raising the 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.



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

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

Entrepreneurship Day

The Entrepreneurship Day has been organized in Raben Group Business Units since 2008. The main idea of the program is to educate young people with the assistance of volunteer experts during meetings with business in the workplace.

10 depots of the company were involved in the event in 2018 and they hosted the total of over 500 students. The plan of the visits of the young and knowledge-hungry guests included a visit in warehouses of one of the largest logistics centres in Poland, a meeting with a truck driver and an opportunity to take a look at the modern fleet of the company. Interactive workshops were conducted by Account Managers, Directors and Customer Service employees under the title "**The forwarder's life a.k.a. chasing of the margin!**", during which the students learned about the difference between a forwarding company and a transport company, about basic types of trailers and their equipment, as well as a forwarder's work tools. There were also many practical activities. The workshop called "Career in logistics" showed students how the recruitment process looks like, what competencies are required, and what they can do today to work in logistics in the future. At the end of the very exciting day there was a contest which tested the knowledge the students which they gathered throughout the day.

National Logistics Contest for Schools

Raben Group funded internships for 5 laureates of the 11th edition of the Contest. It was a great opportunity for them to test their knowledge in practice, but most of all it was a chance for a good professional start of their career and gaining experience that will certainly pay off in the future. One of them is still with us today.



Don't Be Wild

Health and safety are a priority for Raben Group. 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.niebadzdziki.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, and which affect the safety of all road users.

The training is mainly intended for truck and car drivers, but all road users can benefit from it. Each user, having watched the 10 animations, 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 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.

The promotion of the platform is planned for 2019.

03. ENVIRONMENT

We are aware of our impact on the natural environment. As a logistics operator, we are a vital link in the supply chain of the whole economy. Ecology is of great importance to us. 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 - no one has any doubts about it and although transport is responsible only for about 15%¹ of global emissions, Raben Group aims to minimize its impact on the environment, being aware of the responsibility for the fate of future generations.

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, before CNG/LNG installations, clean electricity or hydrogen drive will become a more common and cost-effective option, we must rely on other, both environmentally friendly and affordable ones. However, we are looking forward to the future with confidence and hope that environmental benefits will soon be in line with the practical possibilities of general application of the ecological innovations. We are already testing and developing them where possible.

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 our 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/>

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 two LNG truck tractors, and since 2018, more than five **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 benefits for the environment: slightly lower emissions, and above all, almost no particulate matter and a reduction in noise by about 10 dB compared to diesel engines, which is important for deliveries in built-up areas.

Natural gas - whether compressed (CNG) or liquefied (LNG) - is almost odourless and does not require the use of AdBlue. Several months of tests carried out by IVECO on a fleet of several dozen vehicles showed that thanks to the LNG drive, the emissions of carbon dioxide (CO₂) were reduced by 15%. What's more, the latest tractor model reduces the amount of particulate matter by 99% and NOx by 60% compared to the Euro 6 standard ¹.

This is where the good news ends. Downsides include the vehicle limitations associated with their construction - although nowadays vehicles with sufficient power are already produced for the majority of transports and with larger fuel tanks, and consequently with the longer range (even 1,600 km), in practice their parameters are lower and in this respect they cannot compete with diesel engines (e.g. engine power). In addition, there is a poorly developed network of CNG/LNG filling stations, which significantly hampers efficient use of such trucks, and the lack of support from governments (not only in Poland) - in the form of tax incentives, relieves or appropriate legislation - does not encourage companies to invest in this technology.

Finally, there is a financial argument that is decisive for many enterprises - not only for Raben Group. The operating costs of vehicles with CNG/LNG installation seem to be lower - due to the simpler construction of the engine and exhaust, their service is cheaper, as is fuel. However, the purchase price of such a vehicle is much higher than one with the diesel engine, and this difference varies from 25-30% for a model with an average payload, up to 50% for tractor units. In the latter case, depreciation is already taken into account, as it must be considered that in Europe there is practically no secondary market for LNG and CNG vehicles. Therefore, the depreciation costs are much higher than those incurred with diesel trucks - apart from the amounts to be invested in the fleet at the start.

Further development of the described technologies and the accompanying infrastructure, while implementing incentive mechanisms for entrepreneurs, may result in environment-friendly decisions of logistic operators. It is possible that this positive "arms race" will include hydrogen drive, induction and finally clean electricity, which due to dynamic changes and progress in the automotive industry, can become a reasonable alternative to traditional engines. However, we are talking about a 5 or even 10-year perspective - whereas actions have to be taken today. That is why, Raben Group does not lose sight of cost and operational efficiency and at the same time cares for the environment reaching for other solutions suitable for the current situation. They allow for reduction of the emissions of particulates and CO₂ 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.



122% Linehaul filling ratio

¹ <https://40ton.net/gazowe-iveco-stralis-np-460-oraz-budowlane-stralisy-x-way-relacja-pierwszych-jazd-testowych/>
<https://cng-lng.pl/motoryzacja/koszty-eksploatacji/IVECO-Stralis-NP-rekord-na-jednym-tankowaniu,artykul,9567.html>

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 2018 it had almost 500 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 engagement on the part of customers to properly prepare pallets for shipment. Unfortunately, this is not a common procedure, **but there have been cases of increasing the payload to about 140%, which means a 20% lower emission per one pallet of goods. On average, in 2018, the payload was increased to the level of 122% on routes between Raben Group terminals.**

In 2018, Raben also used about 500 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: a semi-trailer is 33 pallet spaces, whereas 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 CO₂ less thanks to LHVs

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 BDF containers and a traditional double deck trailer 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 CO₂ emissions by 200 tons per year.**

Another significant improvement is CityLiner type trailers (over 50 items in 2018) that allow for loading 27 pallets. Due to only two axles 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.



Almost 100% of our own means of transport are compliant with the EURO 6 standard.

We also make sure that our own fleet as well as the trucks of our subcontractors powered by Diesel oil comply with the highest environmental standards.

In 2018: **the share of the means of transport with EURO 5 and EURO 6 emission standard amounted to 52%** (an increase by 7% year-on-year) of the total number of vehicles available for Rabben Group in Poland. **Almost 100% of our own means of transport are compliant with the EURO 6 standard.**

We set ambitious goals for ourselves and our suppliers to reach the ratio of 55% of vehicles compliant with EURO 5 and 6 standard in 2020.

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 Rabben Group. The EURO standard is the main criterion for the environmental assessment of our subcontractors. Every transport company providing services on behalf of Rabben Group is subject to the assessment.

We also measure fuel consumptions and CO₂ emissions. In 2018 we achieved our goals using the average of **26.43 l² of Diesel per 100 km. CO₂ emissions were reduced to 69.7 kg/100 km².**

² in Rabben Transport



Goals for 2017

Goals for 2018

Goals for Year 2019

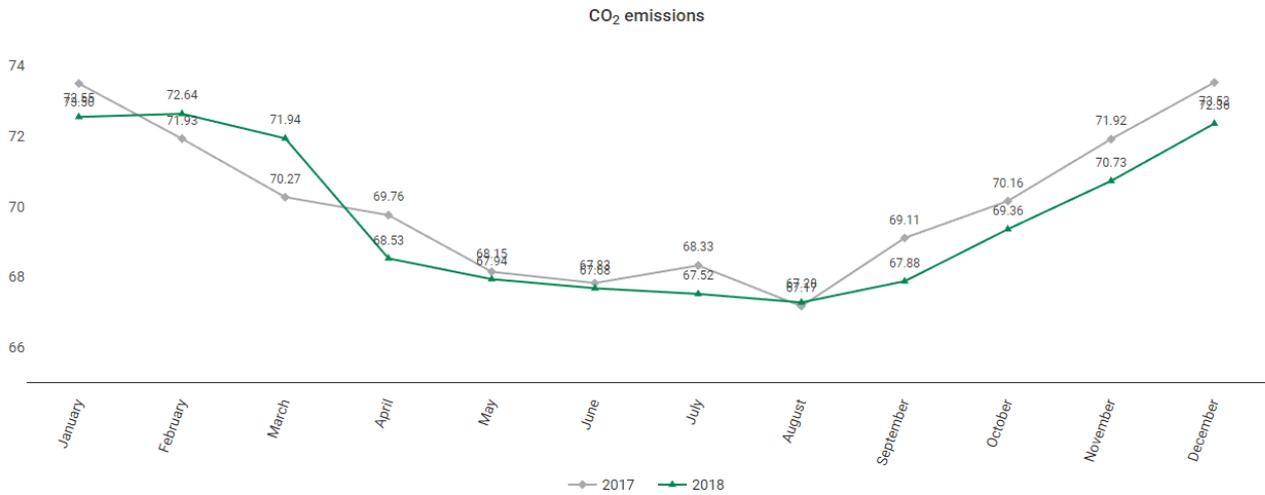
	Goals for 2017	Goals for 2018	Goals for Year 2019
<p>CO₂ emissions:</p> 	69.96 kg of CO ₂ per 100 km	69,70 kg of CO ₂ per 100 km	69.8 kg of CO ₂ per 100 km
<p>Fuel consumption:</p> 	26.48 L per 100 km	26.43 L per 100 km	26.42 L per 100 km

In total, our own fleet covered 24,826,123 km in 2018. We can therefore say that the total value of CO₂ emissions in transport was 17,000 t ³.

The slower pace of implementation of environmental goals results from the fact that the structure of the company own fleet has almost reached its maximum potential - 100% of the fleet has EURO 6 standard.

³ The adopted methodology refers to own fleet which is used in full truck load transports. By combusting 1 kg of Diesel oil, we obtain 43378 kJ of energy and carbon dioxide emissions at 1.61 Nm³, i.e. 3.16 kg of CO₂. On the other hand, 1l of oil weighs 0.84kg, which is why Raben Group adopted the emission factor of 2.64 kg CO₂ per 1l of Diesel oil used.

On the other hand, the market situation in terms of the availability of drivers and carriers is a major challenge and requires operators to be more flexible in terms of environmental requirements.



	Month	2017	2018
✓	January	73.50	72.55
✓	February	71.93	72.64
✓	March	70.27	71.94
✓	April	69.76	68.53
✓	May	68.15	67.94
✓	June	67.83	67.68
✓	July	68.33	67.52
✓	August	67.17	67.28
✓	September	69.11	67.88
✓	October	70.16	69.36
✓	November	71.92	70.73
✓	December	73.53	72.36

Average fleet's fuel consumption



	Month	✓ 2017	✓ 2018
✓	January	27.81	27.43
✓	February	27.22	27.53
✓	March	26.60	27.30
✓	April	26.41	25.96
✓	May	25.79	25.77
✓	June	25.72	25.61
✓	July	25.89	25.58
✓	August	25.38	25.57
✓	September	26.17	25.74
✓	October	26.55	26.33
✓	November	27.22	26.85
✓	December	27.86	27.51

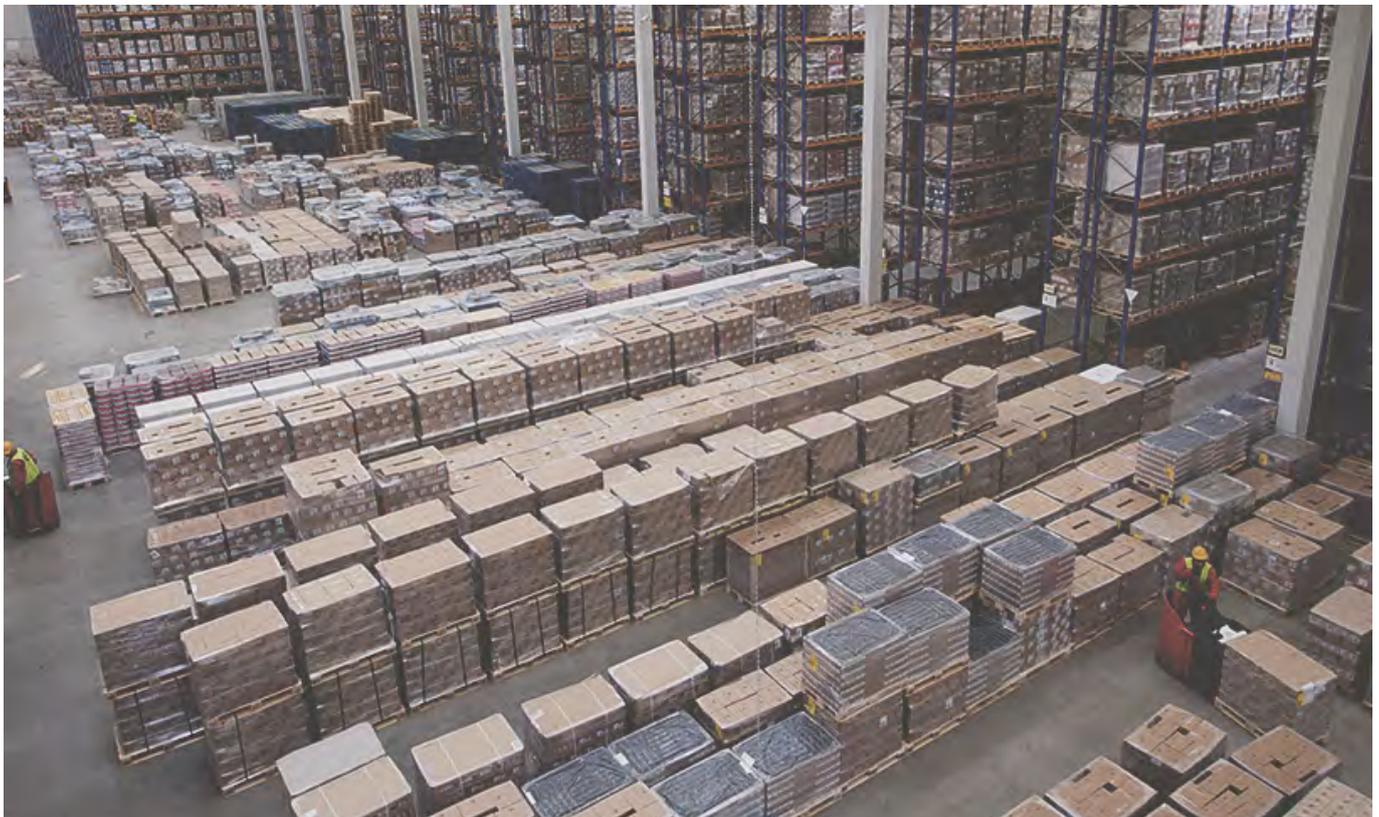
Raben Group is looking forward to the future with confidence and hopes that environmental benefits will soon be in line with the practical possibilities of applying the described innovations. Then we will not have to talk about testing climate-friendly machines, because they will have become a standard and will be used on a daily basis, taking into account their full pro-ecological and business potential- The key factor is the engagement of market and government entities as well as NGOs to jointly find solutions that take into account economic, environmental and social aspects. After all, one swallow doesn't make a summer. A wide-range partnership is needed for our common good.

Ecological buildings

In Poland, we have over 500,000 m² 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 limitations of permissible fire load.
- Appropriate amount of hydrants corresponding to the layout of racks. This allows for increasing the level of fire safety.

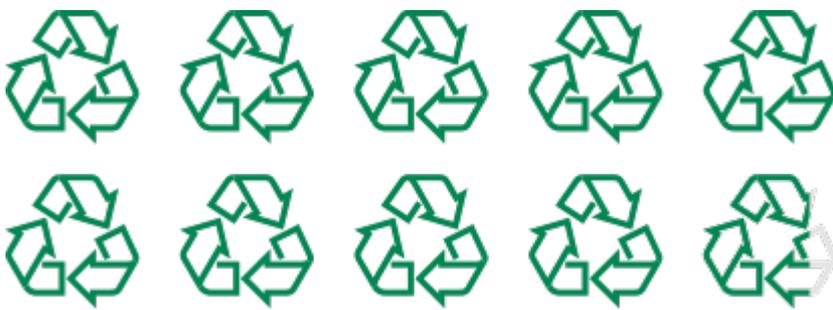
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Raben Group warehouse

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 98% in relation to the set goal of 90% ¹.



Utilities consumption:

Raben Polska and Raben Transport

Fresh Logistics Polska

	Raben Polska and Raben Transport	Fresh Logistics Polska
Electricity: 	6.47 kWh/m ² per month	27.19 kWh/m ² per month
Gas: 	0.69 kWh/m ³ per month	0.18 kWh/m ³ per month

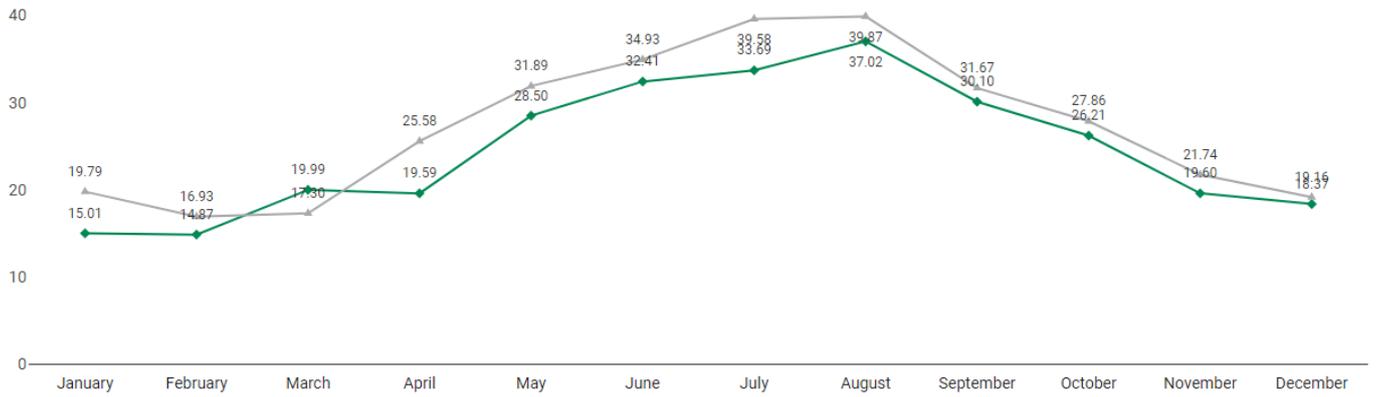
¹ data applies to Raben Logistics Polska

Average monthly electricity consumption kWh/m² in Raben Logistics Polska



	Month	2017	2018
✓	January	5.78	7.02
✓	February	5.29	6.41
✓	March	5.63	6.79
✓	April	4.89	5.90
✓	May	4.65	6.19
✓	June	4.69	6.29
✓	July	4.70	6.57
✓	August	5.06	6.89
✓	September	4.90	6.28
✓	October	5.50	6.71
✓	November	5.92	6.43
✓	December	5.88	6.13

Average monthly electricity consumption kWh/m² in Fresh Logistics Polska



	Month	✓ 2017	✓ 2018
✓	January	15.01	19.79
✓	February	14.87	16.93
✓	March	19.99	17.30
✓	April	19.59	25.58
✓	May	28.50	31.89
✓	June	32.41	34.93
✓	July	33.69	39.58
✓	August	37.02	39.87
✓	September	30.10	31.67
✓	October	26.21	27.86
✓	November	19.60	21.74
✓	December	18.37	19.16

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.

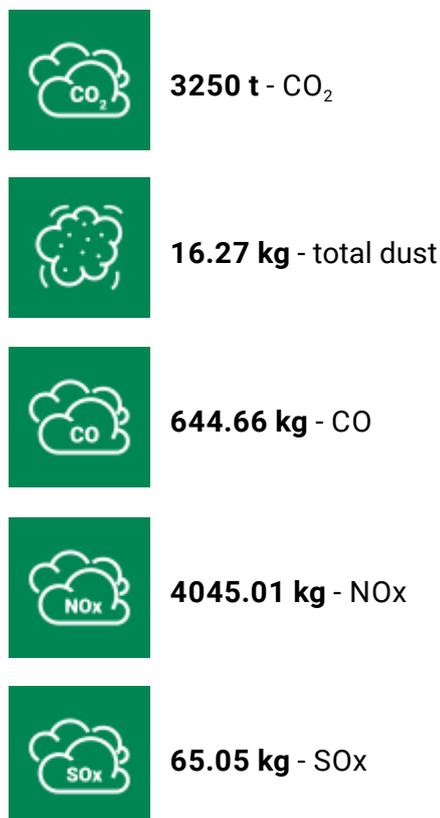
The total power and gas consumption in 2018 for Raben Logistics Polska and Raben Transport was accordingly - 22,058,000 kWh (electricity) and 25,158,307 kWh (gas) and for Fresh Logistics Polska – 13,619,096 kWh (electricity) and 597,929 kWh (gas).

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

We were able to reduce the dynamics of energy consumption growth in Raben Logistics Polska by 5% (the increase in consumption in 2017 was 7% as compared to 2016 and 2% in 2018 as compared to 2017). Slightly higher electricity consumption in Raben Logistics Polska and Raben Transport (increase by 360,000 kWh as compared to 2017) results from the growing scale of operations, which is reflected in the growth of the revenue of the organization, but also due to the modernization and opening of 2 new warehouse facilities in two depots. For the first time in 3 years there was an increase in electricity consumption in Fresh Logistics Polska (by 1,356,000 kWh). This was mainly due to the expansion of the largest facility in Gądko and the exceptionally long and hot summer period.

In Raben Group, we use power mainly for producing electricity (Raben Logistics Polska and Raben Transport) and for cooling the facilities (Fresh Logistics Polska uses most of the electricity to produce cooling energy). On the other hand, we use all the gas to heat our facilities. We do not use steam energy, we do not use renewable energy sources, and we do not manufacture or sell energy to external entities.

The supply of utilities for operations of our facilities was connected with the direct emissions and the following levels in 2018:



We neutralise emissions



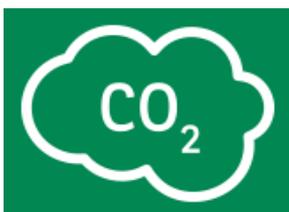
We mitigate the impact of our operations on the environment by annual tree planting actions.

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 2018, in the town of Krzywa in Beskid Niski, **Raben employees planted 2,000 trees together with the local community. The plants will neutralize over 1,500 tons of carbon dioxide during their life cycle.**



The planting was carried out in the area of the former State Farm. The goal of the action was also to create the appropriate conditions in the face of the changing climate. Belts of hornbeams will create natural barriers limiting wind in open spaces, help in shading and limiting evaporation and the trees will also retain rainwater. They will also be beneficial to birds and insects. Falling leaves will enrich the humus-poor mountain soil, thanks to which it will be possible to increase the biodiversity in this area. The event was attended by whole families, and at the end there was a barbecue, sausages and treats from the local agrotouristic farm.



CO₂ emissions neutralised by 50%

Thanks to the action, we neutralised 50% of the CO₂ emissions resulting from the production of energy for our facilities.

Share of electronic invoices in Raben Group:

86% of Fresh Logistics Polska customers use electronic invoices (growth by 1%)



67% of Raben Logistics Polska customers use electronic invoices (growth by 4%)



76% of Raben Transport customers use electronic invoices.



Eco2way

On June 1, 2018, on the International Children's Day, Raben launched a new pro-environmental campaign called "eco2way - on the way with ecology". As part of the campaign, a social experiment was carried out at the Educational College of the Poznań Educational Association "Dębinka" with the participation of a pedagogue and a child psychologist. Children were asked to draw how they imagine their happy moments spent with their family. Then the pictures were shown to their parents. Effect? Over 90% of works showed satisfied people surrounded by the natural environment. This is clearly an indication of what is really important and what makes us happy.

The main idea of the campaign is to draw attention to the problem of environmental pollution. The campaign is also intended to evoke the desire to become more involved in basic activities related to the protection of nature, in the interests of future generations. A dedicated website was launched specifically for this purpose www.eco2way.com. The site offers many eco-tips for the whole family (how to care for the environment at home, in the car, on the road).



The campaign has already reached over 650 thousand users.

We hope that we have managed to make a positive impact and convince people to adopt a more environmentally friendly approach to everyday life. After all, it's about our children...

04. EMPLOYEES

Raben Group defines corporate social responsibility as a dialogue. We wish to engage stakeholders to influence the surroundings of the company, 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. Friendly and safe work environment is one of our CSR aims. Each of us is an entrepreneur in our workplace. We are open to changes. We have a passion to win. We are developing. We strive for perfection through diversity.

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 and internal promotions.

Benefits package



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

They include:

- Christmas gift cards
- subsidized holidays
- subsidized school accessories
- emergency relief payments
- Multisport cards

In Raben Group, there is a possibility of financial support for employees as part of 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, within the Company Social Fund, in the whole Raben Group in 2018, we allocated almost **PLN 8,000,000** to support our full-time employees (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
- cinema tickets
- fuel discount cards

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

Healthy Week

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.

The five-day program, which promotes healthy lifestyle, was prepared by experts with the hope of dragging employees away from their desks even for just a short time. The aim of the program is to instil in Raben staff the healthy habit of being active and taking care of themselves, as well as to develop a habit of taking regular breaks at work, for instance, in order to do some exercise at the desk.

That is why, during the Healthy Week, specialists in ergonomics and fitness led trainings at the desks and in the workplace. Among others, there was the shape office, i.e. body building at the desk and spine logistics - demonstrating exercises in the workplace. For those who cannot sit still, there were a number of activities provided, such as: volleyball matches, aerobics & step, table tennis tournament, outdoor fitness, a bike trip, personal training, mini football, self-defence.

For those who love more relaxing pleasures, there were massages, natural make-up lessons, dietary advice, eye examinations, life-saving demonstrations and a first aid training, a meeting with a bra fitter and many various lectures. There were also daily newsletters with tips on how to live and eat healthily and how to avoid stress. Each employee also received a surprise - a glass mug with a straw.

Fruit and vegetables

For 8 years now, Raben Group employees have received a healthy snack each day. **In 2018, we gave our employees 1,250,000 portions of fruit and vegetables.**



Dances with Pallets

Raben Group has been organizing the Dances with Pallets contest since 2014 in cooperation with STILL Polska. The event targets forklift operators and its aim is to emphasise two major aspects of everyday work of a warehouse worker. First of all, it is raising the awareness of safe work in the warehouse. Secondly, it is extremely important to acknowledge the competencies and raise the prestige of the position of the operator.

Each year, qualifications for the contest consist of two parts: theory focused on presenting good practices and desired behaviours, and a practical component during which forklift operators navigate a route with obstacles.

Studies show that the majority of the accidents during warehousing operations are the result of inappropriate behaviour of employees.

That is why, we highly focus on education and raising employees' awareness of the correct and safe behaviours of persons employed in the warehouse and in the office. The company believes that prevention and relevant knowledge work best and it is an element inscribed in its SHE (Safety, Health and Environment) philosophy.

Raben Cup

300 players, 28 teams from 10 countries and the inspiration drawn from the World Cup. Add to this the loyal supporters and the atmosphere as heated as last year at the stadiums in Russia. This is a brief summary of the Raben Cup 2018, the football tournament for employees and drivers of Raben Group.

Last year's edition of the Raben Cup tournament came to an end. There were many football emotions, and the honourable victory belongs to the Polish team from Tarnów. The tournament and the picnic for fans was organized on September 15, 2018, at the MOSIR Stadium in Poznań. Both younger and older players of both sexes took part in the football tournament.

In Raben Group, we live not only for football. The team of Raben Logistics Polska won the Polish Company Volleyball Championships organized in Gliwice in 2018. Additionally, depending on the preferred activity, commitment and number of employees in a given branch, Raben Group companies try to support financially the participation of employees in sports activities also outside working hours.

Raben on the Run



We promote active lifestyle. In 2018, our employees competed remotely in the Endomondo challenge. 70 participants ran, cycled and walked. **In total, they covered a distance of almost 100,000 km and burned about 5,000,000 calories.**

In addition, we help the most active employees take part in various nation-wide runs, such as: the Color Run, Survival Race and Runmageddon.

Company events

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. The biggest event in 2018 was the abovementioned Raben Cup, which was attended by over 1,200 employees and their families.

Another example was the annual incentive event in the Gądkki branch. During this event, more than 400 employees also celebrated their employment anniversaries. Raben Transport also organizes the "Santa Claus Day" for the children of their employees. These are just selected examples - the majority are organized locally, and we also integrate within departments, not just branches, or even entire companies.



Employment

A logistics company is a dynamic and 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 about building a positive atmosphere filled with engagement and the best possible work conditions which we offer to almost 5,300 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 decrease in the employee engagement in general across all industries in Poland by an average of 3 percentage points as compared to 2015, Raben Group managed to maintain the same level, which we consider a good result on such a difficult job market. The highest rated areas among our employees include work-life balance, cooperation and management.

In 2018, we conducted an additional "Pulse Check" questionnaire to verify if the company actions undertaken as a response to the 2017 results were delivering expected results. Not only did the turnout increase by about 20% after one year, but the results also improved.



Overall, the aspect of employee engagement and satisfaction in all Polish companies of Raben Group increased by **over 12%** as compared to 2017.

We are implementing a coherent plan that engages our employees in discussions and activities aimed at continuous strengthening of engagement in work and satisfaction with it. After the recent engagement survey, we introduced new initiatives to support engagement, such as the Engaging Leader development program and focus meetings.



Almost 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%, and on managerial positions, 92%.

Close to 700 employees of Raben Group were promoted in 2018.



Jubilarians

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

10 years of experience - **272** employees:

Women: 124



Men: 148



15 years of experience - 112 employees:

Women: 34



Men: 78



20 years of experience - 49 employees:

Women: 15



Men: 34



25 years of experience - 3 employees:

Women: 1



Men: 2



Sum total 436 employees:

Women: 174



Men: 262



Employment structure

GROUP	Woman								Man								TOTAL	
	below 30		30-50		above 50		TOTAL		below 30		30-50		above 50		TOTAL		Sum total	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
hired	235	222	153	172	5	15	393	409	499	472	460	417	42	41	1001	931	1394	1339
dismissed	148	139	187	162	20	17	355	318	391	377	498	453	32	44	921	874	1276	1192
hiring ratio	38%	36%	13%	13.5%	5%	12.7%	21%	20.4%	52%	51%	23%	20.6%	14%	12%	31%	28.3%	27%	25.3%
fluctuation ratio (resignations)	24%	22.5%	16%	12.7%	19%	14.4%	19%	15.8%	41%	40.7%	25%	22.4%	11%	12.9%	29%	26.6%	25%	22.5%
employed 31.12	613	617	1201	1272	104	118	1918	2007	963	926	1972	2020	298	341	3233	3287	5151	5294

Type of employment contract/full time - Women 2018

Type of employment contract/full time	0.063	0.125	0.5	0.6	0.625	0.75	0.8	0.875	1	WOMEN TOTAL
CONTRACT FOR AN INDEFINITE PERIOD	1	1	2	1	2	5	1	3	1409	1425
CONTRACT FOR A LIMITED PERIOD	-	-	1	-	-	1	1	-	463	466
CONTRACT FOR A PROBATIONARY PERIOD	-	-	2	-	-	-	-	-	83	85
REPLACEMENT CONTRACT	-	-	-	-	-	-	-	-	31	31
Sum total	1	1	5	1	2	6	2	3	1986	2007

Type of employment contract / full time - Men 2018

Type of employment contract / full time	0.1	0.5	0.625	0.75	0.9	1	TOTAL MEN
CONTRACT FOR AN INDEFINITE PERIOD	1	1	1	2	1	2247	2253
CONTRACT FOR A LIMITED PERIOD	-	2	-	-	-	899	901
CONTRACT FOR A PROBATIONARY PERIOD	-	-	-	1	-	129	130
REPLACEMENT CONTRACT	-	-	-	-	-	3	3
Sum total	1	3	1	3	1	3278	3287

Raben Group employs more than 50 foreigners based on an employment contract. None of our employees are covered by collective contracts.

Training and development

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

In addition to dedicated, internal development programs, Raben Group offers an opportunity to improve language skills by participating in the costs of language courses for its employees.

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 - it is being implemented in all Polish companies.

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

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

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. 2018 brought about over 50 new projects only in Fresh Logistics Polska. We conducted workshops with our customers, together solving the issues related to the quality of service. We have trained 80 more people in the area of lean management in the BED Academy, during problem solving or team leader trainings. The program included Contract Logistics and International Distribution, for which process maps, indicator manuals and whiteboard briefings in all areas have been developed.

As part of the program, our employees had the opportunity to visit other companies where lean management is applied on a daily basis. We also invited our partners to visit us.

In 2018, 80 employees were trained in Fresh Logistics and 50 further optimization projects were started in key departments in cooperation with customers and subcontractors.



Job Rotation ¹



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



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

¹ project carried out in Fresh Logistics Polska

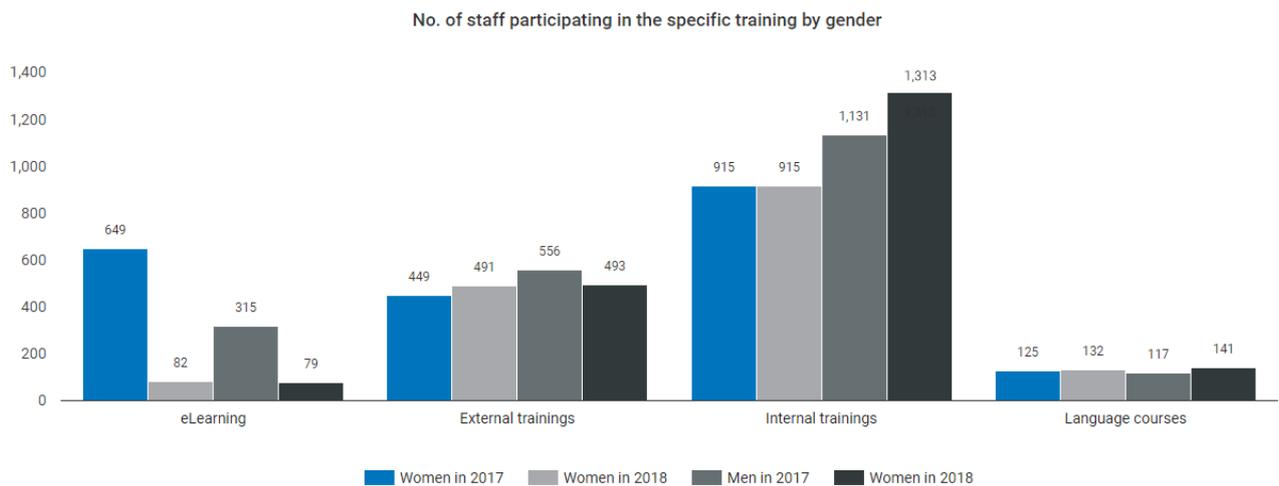
Skill Rotation ²



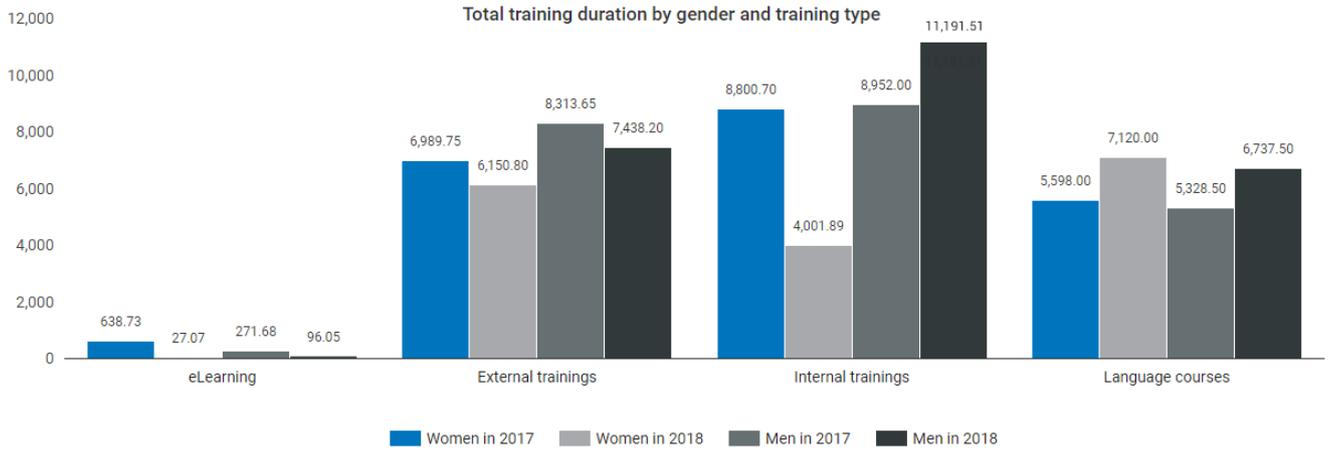
It is a program for all specialists, coordinators, supervisors and managers. It is based on exchange of experience and knowledge between employees of various departments.

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

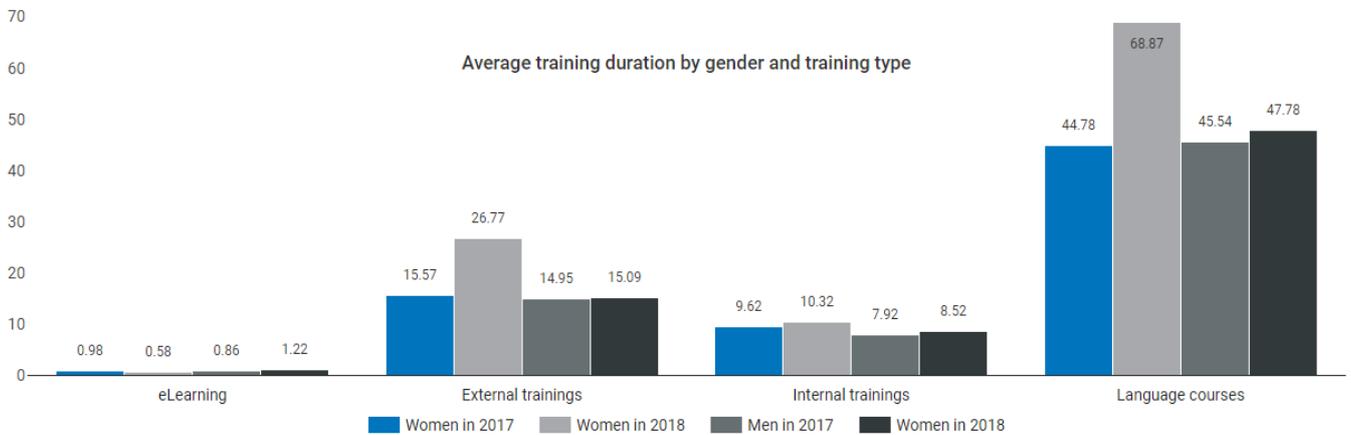
Thanks to participation in the program, employees have the opportunity to: expand knowledge and skills related to the currently held position, gain knowledge on operations of other departments, better understand business processes, improve their everyday work thanks to using new knowledge, develop possibilities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



	Training type	✓ Women in 2017	✓ Women in 2018	✓ Men in 2017	✓ Women in 2018
✓	eLearning	649	82	315	79
✓	External trainings	449	491	556	493
✓	Internal trainings	915	915	1,131	1,313
✓	Language courses	125	132	117	141



Training type	Women in 2017	Women in 2018	Men in 2017	Men in 2018
eLearning	638.73	27.07	271.68	96.05
External trainings	6,989.75	6,150.80	8,313.65	7,438.20
Internal trainings	8,800.70	4,001.89	8,952.00	11,191.51
Language courses	5,598.00	7,120.00	5,328.50	6,737.50



Training type	Women in 2017	Women in 2018	Men in 2017	Women in 2018
eLearning	0.98	0.58	0.86	1.22
External trainings	15.57	26.77	14.95	15.09
Internal trainings	9.62	10.32	7.92	8.52
Language courses	44.78	68.87	45.54	47.78

	TOTAL				WOMEN			MEN				
Development and retention of employees in the company (including trainings, motivational programmes, talent development programmes)												
Training type		Number of participating employees	Total duration (in hours)	Average total time (in hours)		Number of women	Total time W (in hours)	Average time W (in hours)		Number of Men	Total time M (in hours)	Average time M (in hours)
eLearning Total		161	123.13	0.93		82	27.07	0.58		79	96.05	1.22
External trainings		984	13589.00	26.60		491	6150.80	26.77		493	7438.20	15.09
Internal trainings		2228	15193.40	14.51		915	4001.89	10.32		1313	11191.51	8.52
Language courses		273	13857.50	68.70		132	7120	68.87		141	6737.50	47.78

Average time M (in hours)



Total: 8h

blue-collar posts: 5h

white-collar posts: 11h



Women: 9h

blue-collar posts: 3h

white-collar posts: 10h



Men: 8h

blue-collar posts: 5h

white-collar posts: 12h

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

Percentage of employees receiving regular performance reviews

Women 100%



Men: 88%



Percentage of employees receiving career development reviews

Women: 37%



Men: 23%



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

Percentage of employees receiving regular performance reviews

Women: 97%



Men: 99%



Percentage of employees receiving career development reviews

Women: 87%



Men: 79%



Not only warehouse workers receive performance 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 the robust safety culture.

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

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.niebadzdziki.pl

0 fatalities



One of the goals of the Safety Vision in Raben Group is building the co-dependent safety culture – “We all care for one another so that everyone is safe”. In order to achieve that, we have developed a dedicated action plan for the coming years. It is based on four key activities:

- SUSA discussions - a process of 1:1 discussions in the workplace designed to reinforce safe behaviours.
- Safety as part of all operational meetings - safety topics must be a part of all meetings. We believe that talking about safety will allow us to include OHS in all operations and processes.
- Safety month - dedicated time for development of occupational safety through various activities.
- Safety teams - top management teams who work for the benefit of building a robust safety culture.



almost 6000 conducted SUSA talks¹

Overturn simulator, decision reaction time simulator, drunk goggles, meetings with ergonomists, drawing blind spots invisible from the driver's cab. **And above all, SUSA discussions¹ and long talks about health and safety at work** - this is the overview of April in Raben Group a.k.a. Safety Month.

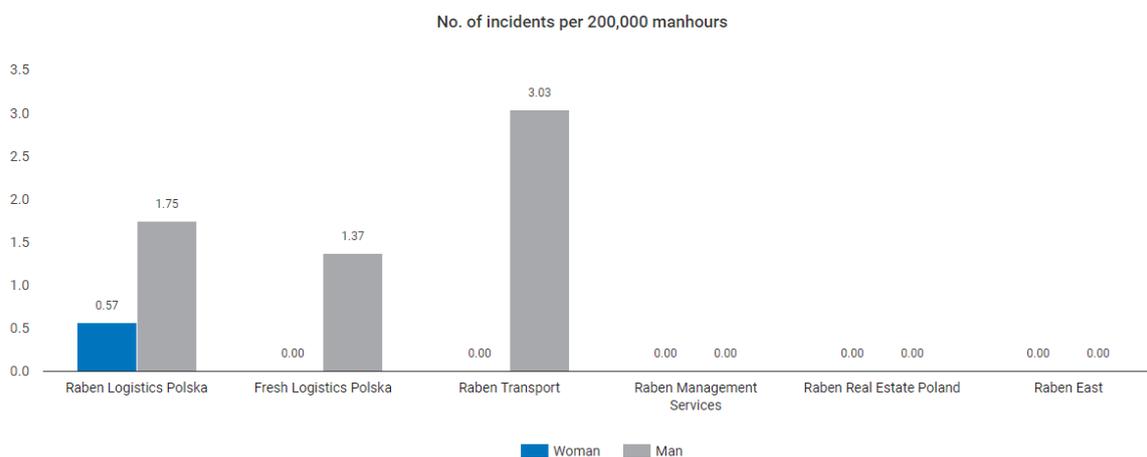
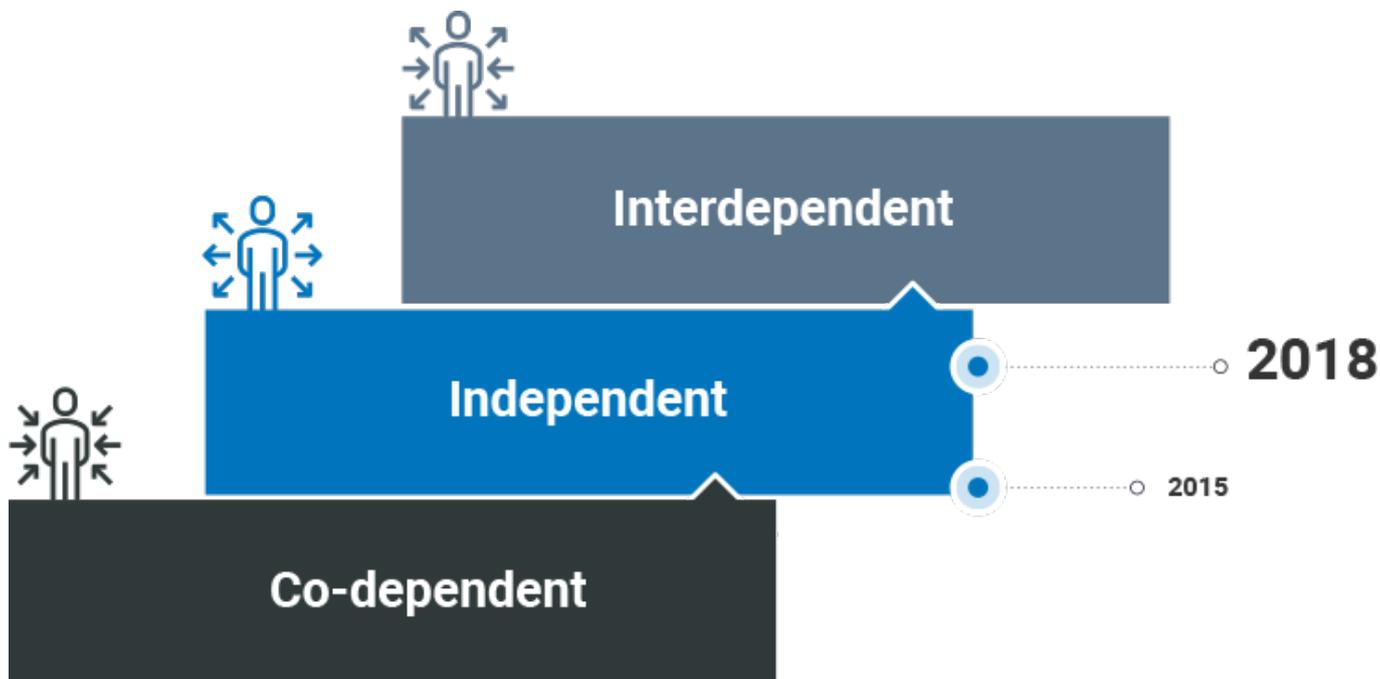


A 2018 survey of safety culture showed improvements in a number of areas:

- Higher involvement in the development of the safety culture, many local actions in this area.
- Most directors and managers understand their impact on safety at work.
- Many people believe that accidents can be prevented.
- Better and more effective communication.
- People feel competent and have the equipment they need to perform their tasks.

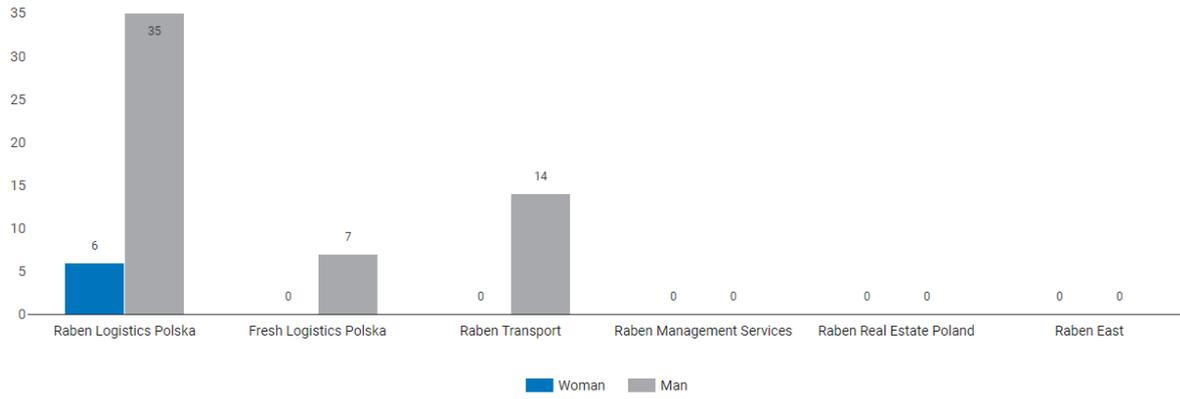
We have succeeded in raising employee awareness between 2015 and 2018. Whereas we were closer to the interdependent culture than the dependent culture at the end of 2018, we are still at the level of the independent safety culture. In the current calendar year, a programme has been developed and implemented to accelerate the organisation's efforts to achieve the level of interdependent safety culture.

¹ with reference to safe and unsafe behaviours at work



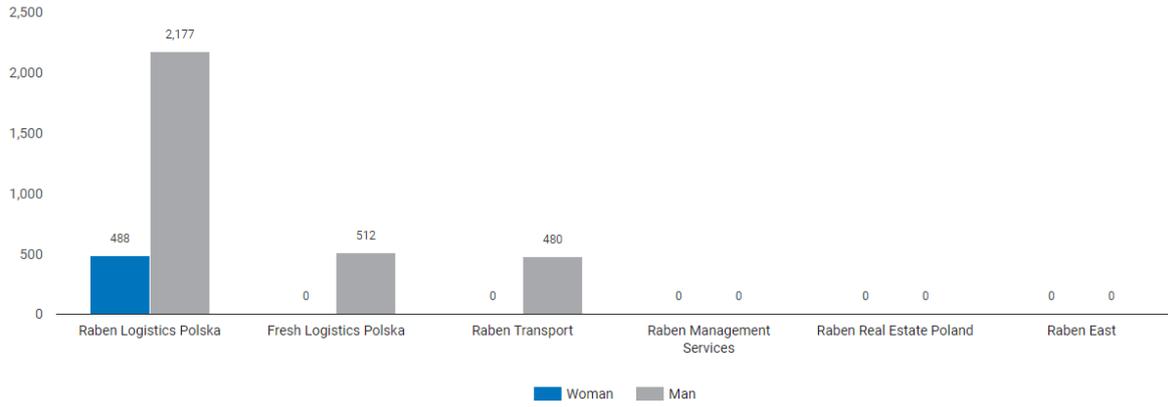
Company	Woman	Man
<input checked="" type="checkbox"/> Raben Logistics Polska	0.57	1.75
<input checked="" type="checkbox"/> Fresh Logistics Polska	0.00	1.37
<input checked="" type="checkbox"/> Raben Transport	0.00	3.03
<input checked="" type="checkbox"/> Raben Management Services	0.00	0.00
<input checked="" type="checkbox"/> Raben Real Estate Poland	0.00	0.00
<input checked="" type="checkbox"/> Raben East	0.00	0.00

No. of incidents in total



	Company	<input checked="" type="checkbox"/> Woman	<input checked="" type="checkbox"/> Man
<input checked="" type="checkbox"/>	Raben Logistics Polska	6	35
<input checked="" type="checkbox"/>	Fresh Logistics Polska	0	7
<input checked="" type="checkbox"/>	Raben Transport	0	14
<input checked="" type="checkbox"/>	Raben Management Services	0	0
<input checked="" type="checkbox"/>	Raben Real Estate Poland	0	0
<input checked="" type="checkbox"/>	Raben East	0	0

No. of days off work as a result of incidents



Company	Woman	Man
<input checked="" type="checkbox"/> Raben Logistics Polska	488	2,177
<input checked="" type="checkbox"/> Fresh Logistics Polska	0	512
<input checked="" type="checkbox"/> Raben Transport	0	480
<input checked="" type="checkbox"/> Raben Management Services	0	0
<input checked="" type="checkbox"/> Raben Real Estate Poland	0	0
<input checked="" type="checkbox"/> Raben East	0	0

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 hours worked multiplied by 200,000) was **86.6 (increase by 15 points)**. **We did not record any fatalities or occupational diseases.**

05. 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 subcontractors. The vast majority of them provide transport services for us and they are located throughout the whole Poland. Another group of key subcontractors are temporary employment agencies. All key subcontractors are required to sign and abide by the principles of ethics in force in Raben Group. We reserve the right to verify the implementation of the provisions of our Code of Ethics.

Customer satisfaction

Raben Group delivers over 7 million shipments annually for thousands of customers. 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 best logistics company in the Logistics Operator 2018 survey in terms of the procedure for settling disputes and claims



99,4% - performance without damage and warehouse errors ¹



90% timeliness of deliveries in international transport



98% timeliness of deliveries in domestic transport

We share knowledge with our business partners. For example, Fresh Logistics Polska together with the customer, Lactalis, and CHEP organized a series of business breakfasts in 2018, during which solutions supporting the responsible supply chain were presented. In turn, Raben Logistics Polska organized meetings with customers in each region, during which the future of logistics was discussed.

Our relations with customers are also characterised by partnership in the implementation of sustainable development goals. This was the case of the joint venture between Fresh Logistics Polska and our customer, Arla Foods. Together, we have transferred over **13 tons of food products** to the Food Banks in Piła, Poznań, Słupsk and Chojnice.

¹ data based on the largest operational company Raben Logistics Polska

We are convinced that the cooperation between the Food Banks, Raben Group and our customers will result in more interesting projects that share the same noble goal - helping those in need through promotion of responsible production and consumption and combating poverty.

In 2018, we prepared for our partner a short instructional film on how to correctly prepare a shipment for transport. We care about the efficient implementation of logistic processes, and ultimately, of course, about the customer's satisfaction with the quality of the transport service.

Satisfaction and loyalty level

85% of Raben Group consignees are satisfied with the contact with the customer service department



Raben Logistics Polska

CSI ² - 78%



Fresh Logistics Polska

CSI ² - 86%



² CSI (Customer Satisfaction Index)

NPS ³ - 26%



Raben Transport

NPS ³ - 56%



Conclusions after Customer Satisfaction Surveys:

The data refer to the 2017 survey, as in 2018 we conducted two other large customer-oriented projects. They were crucial for the best possible service offered to our customers, so on the one hand we did not want to ask our customers to fill in time-consuming questionnaires, and on the other, we wanted to provide the most comprehensive support to them in the implemented changes. We believe that such an approach will give us a more reliable and representative result in 2019. At the time (in 2017), the satisfaction index increased by several percentage points in all Polish companies as compared to 2016. This allows us to believe that the new solutions offered by Raben Group are an effective response to the expectations of our customers. We are particularly pleased with the assessment of the ease of placing orders - a year ago this area was most often indicated as needing improvement.

Positive:

- Good relation of quality to price
- Contact with customer service department
- Engaged and professional Raben employees
- Efficiency, timeliness, reliability

To be improved:

- Too long response time to inquiries
- Shipment tracking not always precise

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

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

This mission of our company shows how important care for the customer and the goods entrusted to us is. 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 the environmental impact. We believe that only thanks to the two-way communication we are 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 work 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.

Cooperation with Drivers

In Raben Group in Poland, we cooperate 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 attracting and retention of the best employees is becoming crucial. With drivers in mind, Raben Group has 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.

How to attract the best

Persuading a driver to start work is just a partial success. The next thing to do 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 (tractor-trailer sets and BDF trucks). The awards, prepaid Sodexo cards and the handshake of the boss, are presented to three best drivers every quarter.



In 2018 we also launched a special, internal “Steer the Career” program for our cooperating drivers and currently employed warehouse workers. Their goal is to attract new drivers as well as to build good relations with subcontractors.

It is commonly known that “Transport is necessary” so we want to show to all interested parties the paths of development in the profession of a driver or in the role of an entrepreneur and a carrier. Thanks to the cooperation of regional coordinators for cooperation with carriers with Transport and HR Departments, in 2018 we carried out a number of **actions aimed at improving the current situation in the transport sector**:

Driver rotation

- root cause analysis,
- communication,
- taking cross-departmental actions.

Building relations with carriers

- regular meetings with carriers,
- project communication - management support,
- HR Department support.

International cooperation

- working out the cooperation standard,
- sharing good practices in, e.g. recruitment,
- recruitment interview on the part of the coordinators for cooperation

Trainings

- dedicated trainings for coordinators for cooperation,
- sharing good practices by HR Department.



5%
decrease in turnover!

The first visible effect is a nearly the 5% drop in **driver turnover** at the end of 2018!

As part of the cooperation with drivers, just like in previous years, satisfaction surveys and dialogue sessions were conducted in 2018. They resulted in further improvements in 2018, including the reduction of the number of required paper documents in transport, complete replacement of own fleet tractors with modern EURO 6-compliant ones and equipping all drivers with modern mobile terminals.

In addition, we engage drivers who cooperate with us to offer their assistance during the Transport is Necessary campaign. Raben Group employees together, with a driver and a truck, visit educational institutions to talk about the way of yoghurt to the fridge. We also do not forget about issues of safety on the road - especially blind spots which limit the visibility of truck drivers.

We are aware that the behaviour of our supplier on the roads has an impact on the safety of other road users. We monitor the number of traffic incidents involving our subcontractors. Therefore, we pay special attention to this aspect by training new subcontractors in safety rules in Raben Group, as well as conducting periodic training for current carriers and drivers employed by them. After a dangerous situation on the road, or after an incident involving a truck with the Raben or Fresh Logistics logo has been reported by stakeholders, we always conduct an awareness-raising and corrective interview with the driver. In 2018, we introduced an additional tool in the form of an interactive training platform www.niebadzdziki.pl.

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 the cooperating companies abide by the same ethical rules and employment conditions as apply to Raben Group employees. Therefore, each of the subcontractors is obliged to abide by our Code of Ethics and train their employees to do so. In 2018, several situations occurred which were noncompliant with Raben Group standards and consequently we had to take corrective measures against several subcontractors (less than 1% of all transport service providers) and terminate cooperation with several companies (less than 1% of all transport service providers).

Focus on physical activity and rest

One of the main goals of the responsible business strategy at Raben Group is **caring for the health and safety**.



This also applies to drivers and it was with their health and rest in mind, that Raben depots opened dedicated rest zones. Drivers can use vending machines with coffee and snacks and a comfortable place to relax or work because they are equipped with a computer with internet access, a TV and a printer. Communication is extremely important in Raben hence the zones also have notice boards and they are the location of weekly meetings with depot managers, during which drivers can submit their ideas and problems. And those are not the only conveniences available for drivers. The company also puts a lot of emphasis on sports, hence the idea to build outdoor gyms for drivers. Such facilities have already been opened in Gniewomierz, Gądko, Stryków, Chlebia and Gliwice.

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 of the end consumer.

The first edition had an employer-branding and socially responsible (CSR) character. Its objective was to popularize the work of professional truck drivers and their lifestyle (EB), and to promote the role of transport in the modern world (CSR). The TasteAway.pl bloggers were invited to cooperate with us. The campaign was divided into three stages. In the first one, the bloggers teased the action in a manner that the readers would get interested in their intentions but were not able to guess their actual plans. In the second stage, the plans were unveiled as Łukasz Smoliński informed his fans that he was setting off to Hamburg by truck. The whole trip was reported on-line via TasteAway.pl social channels, i.e. on Instagram and Facebook where also three live broadcasts were shown. The last stage was naturally the travel and culinarily visit of the bloggers in Hamburg. The campaign reached **over 800,000 people** on Facebook alone and it gathered really positive opinions not only from the TasteAway.pl fans but also from Raben Group customers, some of whom have turned out to be avid readers of this travel blog. The total reach of the campaign generated from the social media and the blog is **close to 1 million**.

Feel free to watch one of the live broadcasts: [here](#)



The total reach of the 3rd edition of the Raben Express campaign was about **2,000,000 views**.

The next edition, in cooperation with Dr. Lifestyle, promoted not only the role of the driver, but also diversity. On the side of Raben Group, the action was run by Magda - a driver from Fresh Logistics Polska. The girls were transporting Zott's products while presenting the route which a dairy product has to follow from the farm to our table. Additionally, the aim of the second edition was to focus on the healthy lifestyle with sedentary work (at the wheel or at the desk).

The campaign had **over 600,000 views** on Instastories and it gathered really positive opinions - not only from DR Lifestyle's fans but also from customers of Raben Group and Fresh Logistics Polska, some of whom have turned out to be readers of this dietary blog. The total reach of the campaign generated from the social media and the blog is over 1 million.

The review is available on Dr Lifestyle's blog: [here](#).

Additionally, take a look at this [short video](#).

The third edition of the #RabenExpress campaign started on December 11. This time, Rafał Gębura from "7 meters underground" and Jakub Olejniczak, a driver of Raben Logistics Polska, went on a trip together. Objective: help the Food Banks save food from waste and show that "Transport is Necessary", as the name of the Raben Group social campaign suggests. Effect? A week after the launch of the campaign, approx. PLN 80,000 was collected, which helped save 612 tons of food, i.e. 1.2 million meals. Our heroes collected the food donated by Makro and transported it to the Wielkopolski Food Bank, where volunteers and employees of the organization were awaiting them. The food was unpacked, sorted and some of it went back to the Raben truck. The last, most pleasant phase of this trip was delivering the shipment from the Food Bank in Wielkopolska to the Youth Centre in Poznań. Watch the video [here](#).

Development

Opening three new depots in Poland. Launching an independent transport network in Germany. In addition, investments in the fleet, development of employee competences, environmental activities and numerous awards. This is how Raben Group can summarize 2018.

Problems dealt with by the logistics industry for years, related to, for instance, the deficit of employees or the EU regulations, have not disappeared with the start of 2018. However, Raben Group coped well in these difficult conditions, as evidenced by many investments.

In April, **the facility in Chlebnia was officially opened**, where the branch from Grodzisk Mazowiecki was relocated.



The investment project completed by Panattoni Europe includes a cross-dock warehouse with the area of approx. 8,000 m² and a high-storage warehouse with the area of 34,000 m² with the capacity of approx. 50,000 pallets. As a result, the facility is able to service more than 4,000 shipments and approximately 265 trucks daily.

Less than half a year later, the branch in Czechowice-Dziedzice moved to a new location in 7R Beskid Park - a modern complex in which Raben Logistics Polska has 3,440 m² of A class cross-dock warehouse and over 500 m² of office space.

Both facilities are located in really convenient locations, and during their construction, special attention was paid to safety and ecology. This was the reason behind the installation of modern fire protection solutions, roof skylights, LED lighting and gas radiators to heat the rooms. In the meantime, a new location of the Opole branch was opened, which is situated in the newly built CTP warehouses. Over there Raben uses a warehouse with the capacity of 3,000 m² and 20 loading ramps.



January 2018 brought about the launch of own independent transport network in Germany consisting of 32 depots and 46 locations, employing close to 3,000 employees and a fleet of approximately 2,000 vehicles. This undertaking is a milestone for Raben Trans European Germany because it has provided the company with the position in which it can offer independent transport and forwarding services to customers throughout the country and on international lines - particularly to Poland which is one of the most important trading partners for Germany.

Development stands for innovative thinking. Such an approach is indispensable in the logistics industry in order to meet the requirements of customers. Already in 2017, the Research and Development Department was established in Raben Group which deals with both the optimization of already existing processes and the creation of completely new models of operations. Transport and logistics virtually without paper, application of early warning mechanisms to predict possible changes in delivery times, using advanced image processing algorithms to measure shipment height on entering the warehouse. Currently Genius Lab is conducting research on IoT and RPA (Robotic Process Automation) solutions, which have great potential to transform many processes in logistics companies. These are some of the areas researched by the Raben Group team.

At the end of 2018, Raben Group shared its vision of the future of the TFL industry by presenting the film "Raben - Future of Logistics."

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 routine for us. Compliance is a kind of insurance policy for us, inextricable from the corporate governance, values and ethics.

In 2018, we focused on trainings related to compliance with the EU data protection regulation (GDPR). As part of the project to prepare for the implementation of GDPR, a risk analysis was carried out and, on this basis, appropriate controlling and mitigating actions were implemented. Among others, the provisions of terms and conditions of providing transport services as well as agreements with customers and subcontractors were modified. Entrustment agreements were also signed with personal data processors. The appointed Data Protection Officer conducted compliance audits in individual companies and on this basis, corrective and security measures were additionally introduced.

In 2018 **we trained nearly 1,500 employees and drivers in GDPR**. We focused on people who on a daily basis carry out processes in which they are in contact with personal data or even manage it.



Just like in the previous year, Raben Group also in 2018 wasn't involved in any incidents of anti-competitive, anti-trust, and monopolistic practices. No cases of corruption have been confirmed against Raben Group.



16 ¹ irregularities were reported by stakeholders in 2018

¹ 11 related to behaviours of drivers on the road.

Raben Group has a procedure in place and a whistleblowing tool - a secure hotline and a form available in 11 languages.

We noted an increase in reporting as compared to 2017. We believe that this is the effect of introducing a new tool and stronger communication - not only among employees. Our dialogue with stakeholders is expanding. We encourage local communities to actively participate in the life of the company and to influence our activities.

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

The main objectives identified in our ERM policy are:

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

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

Business continuity

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 2018, 3 tests were carried out, each in a different company and 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 depot and in the company head office were involved. In addition, in certain justified cases, selected employees from other depots were involved. The selected customers and suppliers have been involved in the tests for two 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.

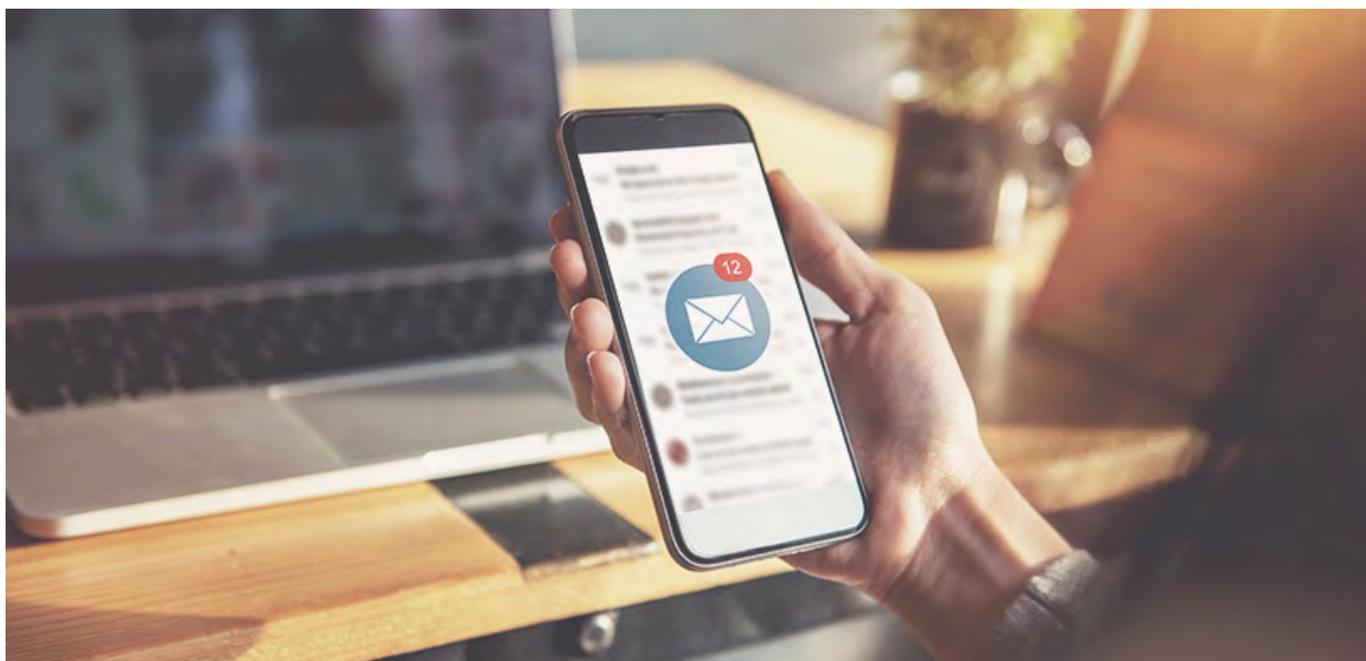


Business Continuity Management covers a set of comprehensive, formalised and cyclical actions aimed at preparing a pre-planned, effective reaction of companies to a critical situation in order to minimise the consequences of interruption of critical business processes.

Information security

In 2018, within the framework of information security projects, we started cooperation with a consulting company specializing in IT security. In the first phase of the projects, on the basis of workshops and data collected from the management boards of Raben companies, crown jewels in the area of information security were defined, whose protection has the highest priority. Among these assets was myRaben application for customers and consignees of shipments. As part of the second phase, a technical audit of infrastructure and IT applications was carried out and a road map indicating the objectives until 2020 and directions of action was determined. Within this project, IT security governance was identified which will be developed in 2019 through verification and improvement activities enabling us to obtain the ISO 27001 certificate.

In 2018, we also launched special procedures for data security and defence against the most common cyber-attacks (e-mail). Twice we have sent short training information to more than 2,000 people.



In 2018, there were no reports of privacy violations and/or loss of personal data.

06. ABOUT THE REPORT

“Way to Responsibility 2018” is the fifth 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 2018. There were no significant changes in the organisation itself or any other changes in the scope or measurement methods used in the period as compared to the previous report. An exception may be the lack of the Customer Satisfaction Survey in 2018. It was caused primarily by the involvement of our employees and customers in the implementation of two key projects affecting everyday cooperation. We believe that such an approach will give us a more reliable and representative result in 2019. However, we have increased the range of social dialogue (customers also participated in meetings) and the range of Satisfaction Surveys among carriers and employees. As a result, given the three key stakeholder groups, the representativeness of the data and information presented is at the same level as in previous years. The report is published annually. The last report was published in September 2017 and it concerned the data for 2016. We have not used any corrections with reference to information included in previous reports. Apart from that, there were no significant changes. The Report does not contain information from other participants of the supply chain - only regarding the structure of transport companies and drivers who cooperate with Raben Group.

Data included in the Report are equally important for individual Raben Group companies described in the Report. For the process of defining important matters, customers and representatives of local communities were considered important. The most important areas were selected: safe and friendly work environment for employees, building a robust safety culture and preventing accidents in logistics, ecology, natural environment, lowering fume emissions and employee retention.

The data for the Report were collected for the second time 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 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 located on the website.

Approximately 100 stakeholders were engaged in the process of creating this report. The largest volume of feedback concerning our activities, as well as expectations and needs, was collected through the dialogue sessions carried out in 2018 in Gądko, Chlebno and Grodzisk Mazowiecki. Over 70 stakeholders shared their observations with us concerning our impact on the widely understood environment. The sessions were carried out according to the AA1000 standard and each participant had an opportunity to voice their concerns.

Report by Deloitte Advisory Sp. z o.o. on the performance of an independent attestation service providing limited assurance regarding the indicators presented in the Raben Group Social Report for the year ended on 31.12.2018.

Independent Limited Assurance Report on Indicators Presented in the SD Report of Raben Group for the year ended 31 December 2018.

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 1st January 2018 – 31st December 2018 (the "SD 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 SD 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 SD Report based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected indicators presented in the SD Report are free from material misstatement.

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

In order to form our conclusion on the indicators as marked in the GRI index presented in the SD Report, we undertook in the period 29 May 2019 – 26 July 2019 the following procedures:

- Through inquiries, obtained an understanding of Raben Group control environment and information systems relevant to reporting the indicators under review, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness.
- Obtained an understanding through inquiries, analytical procedures, observation and other applicable evidence gathering procedures on a sample basis on the key structures, systems, processes, procedures and

internal controls relating to collation, aggregation, validation and reporting of data for the indicators under review.

- Evaluated whether Raben Management Services sp. z o.o. methods for developing estimates are appropriate and had been consistently applied. However our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Raben Management Services sp. z o.o. estimates.
- Compared the information included in the SD Report to internal documentation of the Company.

Limitations

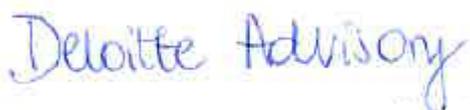
The procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had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

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

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

Conclusion

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



GRI Tables

Index No.	Index description	Reported Index (YES/NO/NA)	Page
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General Standard Disclosures

Reporting assumptions and foundations - GRI Standards 2016

GRI 101	Reporting assumptions and foundations.	YES	<u>About the Report</u>
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Profile indexes - GRI Standards 2016

GRI 102-1	Name of the organisation.	YES	<u>About the Report</u>
GRI 102-2	Activities, brands, products, and services.	YES	<u>Services</u>
GRI 102-3	Location of headquarters.	YES	<u>About the company</u>
GRI 102-4	Location of operations.	YES	<u>Raben Group in Poland and in Europe</u>
			<u>About the company</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-5	Ownership and legal form.	YES	<u>About the company</u>
GRI 102-6	Markets served.	YES	<u>About the company</u>
			<u>Raben Group in Poland and in Europe</u>
			<u>Services</u>
GRI 102-7	Scale of operations.	YES	<u>Raben Group in Poland and in Europe</u>
			<u>Customer satisfaction</u>
GRI 102-8	Information on employees and other workers.	YES	<u>Employment</u>
			<u>Cooperation with Drivers</u>
GRI 102-9	Supply chain.	YES	<u>Market</u>
			<u>Cooperation with Drivers</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-10	Significant changes during the reporting period regarding size, ownership structure or the value chain.	YES	<u>About the Report</u>
GRI 102-11	Precautionary principle or approach.	YES	<u>Compliance</u>
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	<u>Letter from the CEO Raben Group</u>
			<u>Entrepreneurship</u>
			<u>CSR Strategy</u>
GRI 102-13	Membership of associations.	YES	<u>Associations</u>
GRI 102-14	Statement from senior decision-maker.	YES	<u>Letter from the CEO Raben Group</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-15	Key impacts, risks and opportunities.	YES	<u>CSR Strategy</u>
			<u>Mission, Vision, Values</u>
			<u>Share the Way</u>
			<u>Low-emission fleet</u>
			<u>Ecological buildings</u>
			<u>Employees</u>
			<u>Customer satisfaction</u>
			<u>Development</u>
			<u>Compliance</u>
			<u>Cooperation with Drivers</u>
GRI 102-16	Values, principles, standards and norms of behaviour.	YES	<u>Mission, Vision, Values</u>
			<u>Market</u>
			<u>Compliance</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-18	Governance structure of the organization, including committees of the highest governance body.	YES	About the company
GRI 102-40	A list of stakeholder groups engaged by the organization.	YES	CSR Strategy
GRI 102-41	Employees covered by collective bargaining agreements.	YES	Employment
GRI 102-42	The basis for identifying and selecting stakeholders with whom to engage.	YES	CSR Strategy
			Share the Way
GRI 102-43	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	YES	CSR Strategy
			Share the Way
GRI 102-44	Key topics and concerns that have been raised through stakeholder engagement.	YES	CSR Strategy
			Share the Way
			About the Report

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-45	A list of all entities included in the organization's consolidated financial statements or equivalent documents.	YES	<u>About the Report</u>
GRI 102-46	An explanation of the process for defining the report content.	YES	<u>About the Report</u>
GRI 102-47	A list of the material topics identified in the process for defining report content.	YES	<u>CSR Strategy</u>
			<u>Share the Way</u>
GRI 102-48	The effect of any restatements of information given in previous reports, and the reasons for such restatements.	YES	<u>About the Report</u>
GRI 102-49	Significant changes from previous reporting periods in the list of material topics and topic boundaries.	YES	<u>About the Report</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-50	Reporting period.	YES	About the Report
GRI 102-51	Date of most recent report.	YES	About the Report
GRI 102-52	Reporting cycle.	YES	About the Report
GRI 102-53	Contact point for questions regarding the report.	YES	Contact
GRI 102-54	Claims of reporting in accordance with the GRI Standards.	YES	About the Report
GRI 102-55	GRI content index.	YES	GRI
GRI 102-56	External assurance.	YES	About the Report

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 103-1	<p>Explanation of the material topic and its boundary: Cost effectiveness, High quality Friendly customer service.</p> <p>To maintain the position of the leader – development.</p> <p>Safe and friendly work environment for Employees.</p> <p>Promotion of road Safety and importance of transport.</p> <p>Building a Safety Culture and preventing accidents.</p> <p>Innovative ecological solutions in infrastructure and technology.</p>	YES	<u>CSR Strategy</u>
			<u>Share the Way</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 103-2	<p>The management approach and its components in the field of:</p> <ul style="list-style-type: none"> - environment, - society, - human rights, - preventing corruption - HR <p>with the indication of material topics in each field.</p>	YES	<u>Quality</u>
			<u>Transport is Necessary</u>
			<u>Low-emission fleet</u>
			<u>Ecological buildings</u>
			<u>CSR Strategy</u>
			<u>Development</u>
			<u>Employees</u>
			<u>Desirable Employer</u>
			<u>Care for Safety</u>
			<u>Market</u>
<u>Compliance</u>			
<u>Cooperation with Drivers</u>			

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 103-3	Evaluation of the management approach.	YES	CSR Strategy
			Care for Safety
			Compliance
			Cooperation with Drivers
			About the Report

Indexes according to aspects

Economic issues - GRI Standards 2016

GRI 205-3	Conformed incidents of corruption and actions taken.	YES	Compliance
GRI 206-1	Total number of legal actions against the organization for anti-competitive behaviour, anti-trust, and monopoly practices and their consequences.	YES	Compliance

Environmental issues - GRI Standards 2016

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 302-1	Energy consumption within the organization by type of resources.	YES	<u>Ecological buildings</u>
GRI 305-1	Direct GHG emissions.	YES	<u>Low-emission fleet</u>
			<u>Ecological buildings</u>
			<u>We neutralise emissions</u>
GRI 308-2	Significant actual and potential negative environmental impacts identified in the supply chain.	YES	<u>Cooperation with Drivers</u>
			<u>Low-emission fleet</u>
			<u>Environment</u>
Social issues - GRI Standards 2016			
GRI 401-1	New employee hires and employee turnover.	YES	<u>Employment</u>

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	<u>Desirable Employer</u>
GRI 403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, the number of work-related fatalities.	YES	<u>Care for Safety</u>
GRI 404-1	Average hours of training that the organization's employees have undertaken during the reporting period, by gender and employee category.	YES	<u>Training and development</u>
GRI 404-2	Managerial skills development program and lifelong learning that facilitate continued employability and the management of career endings.	YES	<u>Training and development</u>
			<u>Cooperation with Drivers</u>
			<u>Desirable Employer</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employment.	YES	<u>Training and development</u>
GRI 414-2	Negative social impacts in the supply chain and actions taken.	YES	<u>Share the Way</u> <u>Transport is Necessary</u> <u>Market</u> <u>Cooperation with Drivers</u>
GRI 418-1	Substantiated complaints concerning breaches of customers privacy and losses of customer data.	YES	<u>Information security</u>

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