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**Raben**

*your partner  
in logistics*



**2017**

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ABOUT THE REPORT

# 01 ABOUT COMPANY

Raben Group has been present on the European market for over 85 years providing comprehensive logistics services for corporate customers. In Poland, the operations started in 1991 in Baranowo near Poznan.

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, the Netherlands, Germany, Lithuania, Latvia, Poland, Slovakia, Ukraine, Hungary, Romania and Italy, where last year Raben Group acquired a 25% share in SITTAM.

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

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

Raben Group strategy and the directions of its development in terms of the economy, the society and the environment are set by 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.

# Letter from the CEO Raben Group

Ultimately, it all comes down to reaching you destination safely at the end of the day, regardless of whether it is a delivery to the farthest corner of the Earth or the way back home.



Dear Reader,

Raben Group is a logistics operator which offers services tailored to the needs of its customers in 12 European countries. The company is made up of a team of over 10,000 people who transport over 13 million shipments every year all over Europe.

We focus on development and we constantly improve our processes. Our way never ends. Every day, hundreds of drivers set off on long and short routes so that no one runs out of products they need for everyday life. This is our responsibility. For us, it is important that every Raben Group employee or subcontractor feels confident in their workplace while being on the way and fulfilling their daily duties. Health and safety are non-negotiable for us. That is why, for three years now, we have organized the Safety Month. It is the time to refresh the rules of ergonomics, to take another look at a proper posture while working as well as at exercises at the desk, in the warehouse or on the road. It is the time of workshops for drivers and subcontractors concerning the location of blind spots which are invisible from the driver's cab or wearing personal protective equipment. And finally, it is a month of meetings and talks about safety in all Raben Group companies. In this way we are all building the interdependent safety culture in the company.

However, as a socially responsible organization, we care about education not only of our employees, but also of all road users: drivers, cyclists and pedestrians. That is why, we have created a special educational platform "Don't be wild!" on the road! devoted to safety and dedicated to all road users. We believe that the knowledge and understanding of hazards on the road will help us avoid accidents and

protect our health and lives, as well as health and lives of our loved ones and other road users. Ultimately, it all comes down to reaching you destination safely at the end of the day, regardless of whether it is a delivery to the farthest corner of the Earth or the way back home.

As a large business operating on the world stage, we are aware that we don't exist in a separate social zone. We want to continually support international efforts to shape sustainable economy, hence we declare our willingness to support the implementation of the UN sustainable development goals: economic growth and decent work, climate action and responsible production and consumption. We also want to set sustainable trends in the industry which bring additional value to the environment. We believe that achieving this vision is possible only thanks to the dialogue with the environment, and that is the reason why our actions result from the feedback obtained from our key stakeholders during regular dialogue sessions. Based on their results, we have developed a common social engagement strategy which determines the support areas that are crucial for local communities: besides promoting road safety, it is the protection of the natural environment as well as logistic education and increasing the awareness of the role of transport.

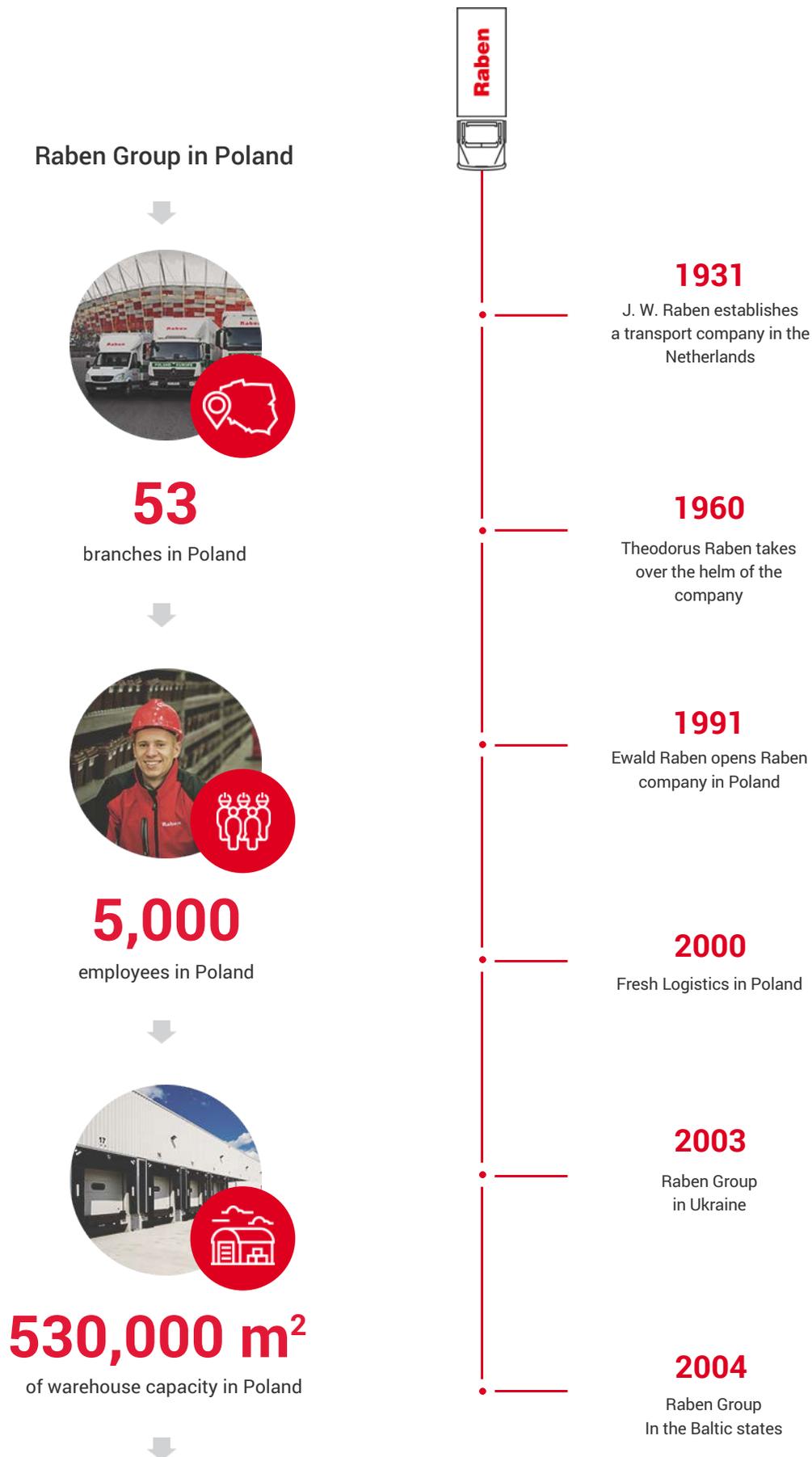
We believe that our social commitment is just as important for our customers as the quality of our services and the partnership of mutual relations. Raben Group has been building the trust of the customers on the Polish market for over 27 years and in Europe for more than 87 years. Thousands of customers have trusted us during that period. As a business partner, we care about the ethics of relations in the entire value chain while focusing on transparency and mutual respect. Every day, each Raben Group employee and subcontractor builds an organizational culture based on ethics through their behaviour and honesty in approaching customers, suppliers, as well as local communities and other stakeholders.

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





**4,000**

means of transport in Poland



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



**536 mln**

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 in Slovakia  
joins Raben Group

**2010**

Opening of Raben Logistics  
Hungary company;  
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 joins  
the European Food Network



**10,000**

employees in Europe



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

of warehouse capacity in Europe



**8,000**

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 SpeditionWeisshaupt join Raben Group

## 2016

Raben launches operations in Romania. Further takeovers in Germany: GS Frachlogistik, Scheffler Spedition and Peter Spedition

## 2017

More acquisitions in Germany: depot in Fellbach from Rhenus, depot in Kamen from SCHMALZ+SCHÖNLogistik Gruppe; Raben takes over a 20%-share of Italian SITTAM; New branch in Cluj in Romania.



# 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.

	<b>Development</b>	<b>Health and Safety</b>	<b>We share the Way</b>	<b>Aims of UN sustainable development</b>
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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
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**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
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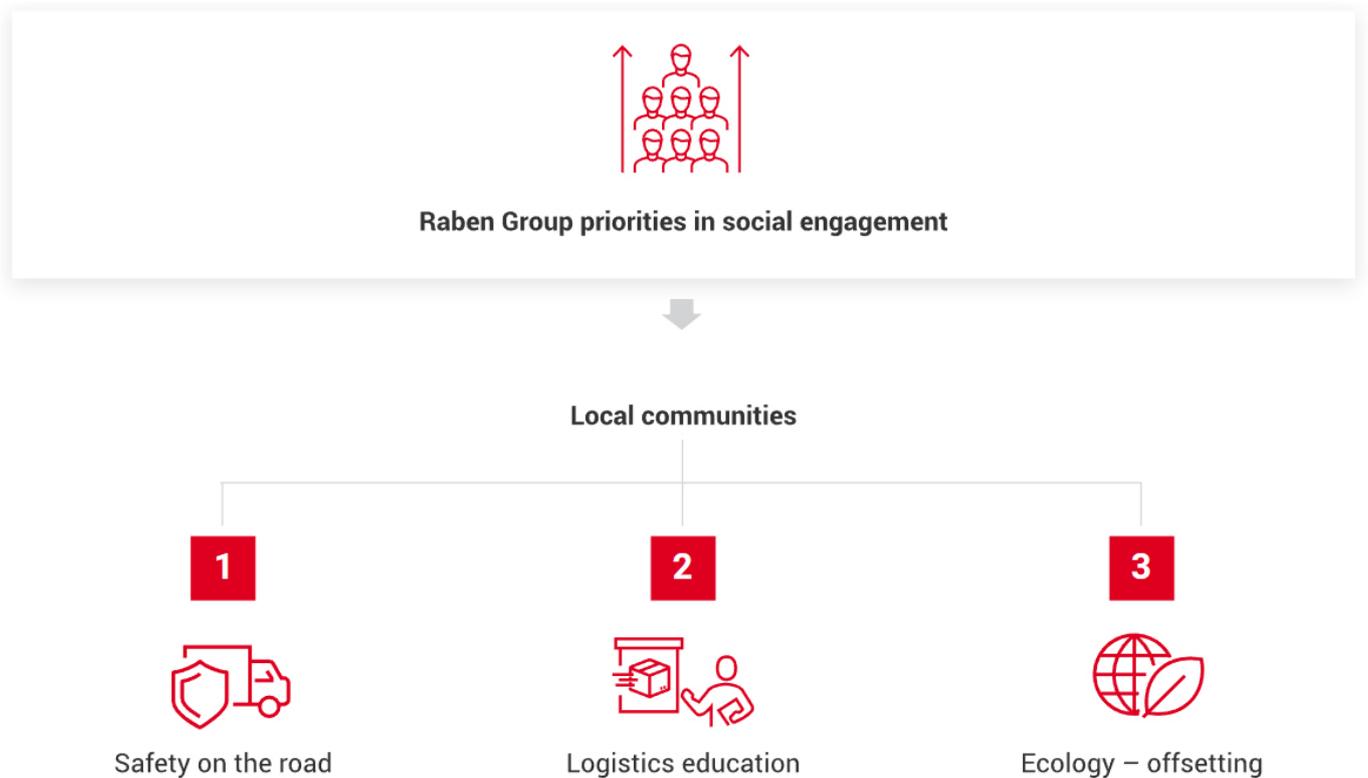


**Aims**

Customer loyalty and satisfaction	Achieving interdependent safety culture	Satisfaction and loyalty of employees and subcontractors
Filling means of transport	Limiting CO <sub>2</sub> emissions per shipment	Continuation of dialogue sessions - satisfaction of stakeholders
Ratio of EURO 5 and 6 compliant vehicles to the whole fleet	Neutralization of emitted greenhouse gases	Continuation of the Show Your Initiative program and increasing the number of volunteers

# Social Engagement Strategy

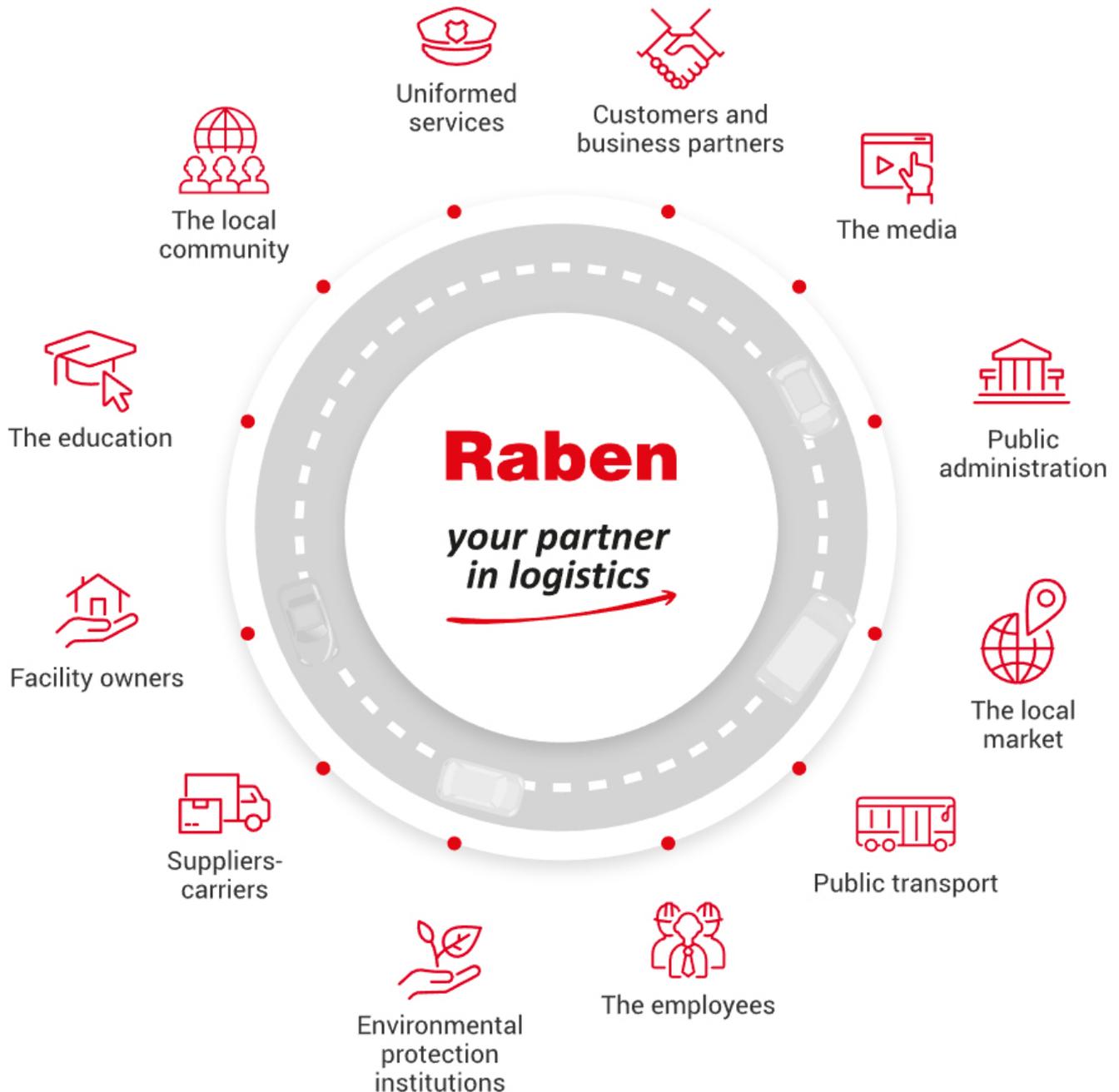
The strategy was developed during workshops with Regional Directors of Polish companies of Raben Group in cooperation with an external consultancy. It takes into account the needs of stakeholders voiced during first dialogue sessions as well as the global CSR trends and challenges.



## 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 Polish Raben companies, as well as selected employees of operational departments. We identified 42 stakeholders, out of which we selected 12 most important groups in terms of their significance for conducting the effective social dialogue. The key, from the perspective of business objectives of the company, are: employees, suppliers - carriers, as well as our customers and business partners. With them we conduct the most extensive dialogue. Each year, we organize round table meetings, which are one of the key tools in shaping activities in the area of social responsibility of Raben Group. Other tools of engaging customers and employees are respectively: satisfaction survey and competencies appraisal - both take place once a year. 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. Additionally, to improve communication and involve drivers who cooperate with Raben Group, we have appointed regional coordinators in each region to cooperate with carriers.

However, we do not forget about other stakeholders. We are perfectly aware that in the long run, the lack of transparent relations with local communities does not give us great opportunities for effective business operations. That is why we remain in everyday operational contact with the majority of them while working on projects together. Depending on the location, we also invite selected groups to participate in the aforementioned dialogue sessions.



## Key areas according to customers

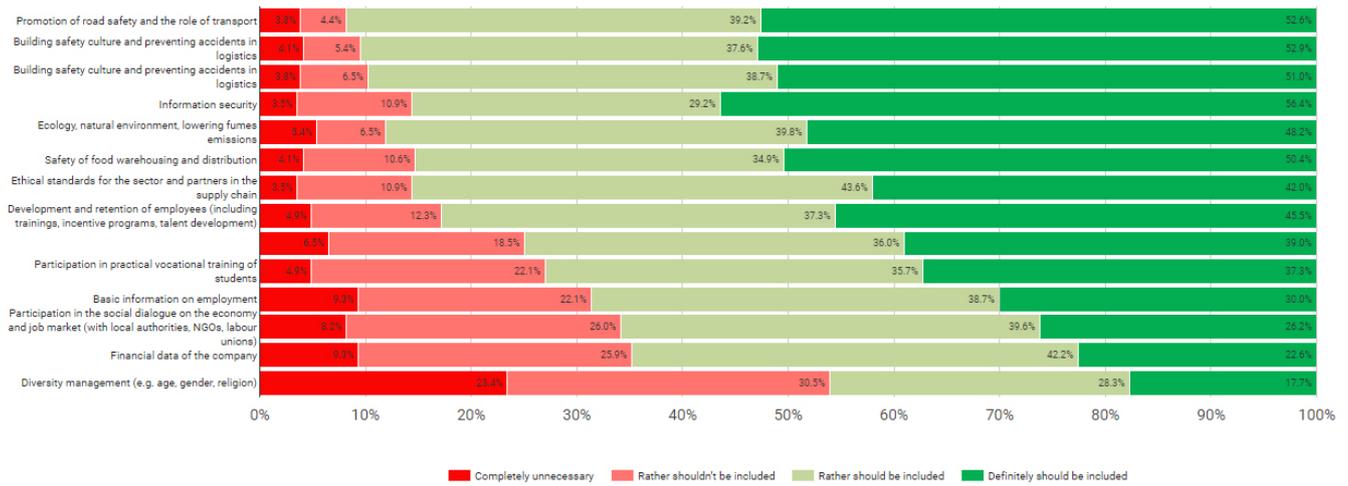
Important or rather important:

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

## Slightly less frequently noted:

- Information security
- Ecology, the natural environment, lowering fumes emissions
- Safety of food warehousing and distribution
- Ethical standards for the sector and the partners from the supply chain
- Development and retention of employees (including trainings, motivational programs, talent development programs)

Evaluation of preferences regarding issues covered in the CSR report



Evaluation of preferences regarding issues covered in the CSR report		☑ Completely unnecessary	☑ Rather shouldn't be included	☑ Rather should be included	☑ Definitely should be included
☑	Promotion of road safety and the role of transport	3.8%	4.4%	39.2%	52.6%
☑	Building safety culture and preventing accidents in logistics	4.1%	5.4%	37.6%	52.9%
☑	Building safety culture and preventing accidents in logistics	3.8%	6.5%	38.7%	51.0%
☑	Information security	3.5%	10.9%	29.2%	56.4%
☑	Ecology, natural environment, lowering fumes emissions	5.4%	6.5%	39.8%	48.2%
☑	Safety of food warehousing and distribution	4.1%	10.6%	34.9%	50.4%
☑	Ethical standards for the sector and partners in the supply chain	3.5%	10.9%	43.6%	42.0%
☑	Development and retention of employees (including trainings, incentive programs, talent development)	4.9%	12.3%	37.3%	45.5%
☑	Motivating employees and rewarding them for actions benefiting local community and the environment (Employee Volunteer Program)	6.5%	18.5%	36.0%	39.0%
☑	Participation in practical vocational training of students	4.9%	22.1%	35.7%	37.3%
☑	Basic information on employment	9.3%	22.1%	38.7%	30.0%
☑	Participation in the social dialogue on the economy and job market (with local authorities, NGOs, labour unions)	8.2%	26.0%	39.6%	26.2%
☑	Financial data of the company	9.3%	25.9%	42.2%	22.6%
☑	Diversity management (e.g. age, gender, religion)	23.4%	30.5%	28.3%	17.7%

The chart presents the results of the satisfaction survey carried out in Raben Group among a sample of 500 customers from Poland.

# Mission, Vision, Values

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

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

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

## Raben Group in 2020, strategic areas:



Family company managed through values



One of the 25 best logistics companies in Europe<sup>1</sup>



Outstanding customer service



Desired and safe workplace



Contract logistics, Road network, FTL and intermodal, Fresh logistics, Sea and air freight, Lead Logistics Provider



Modern technologies and solutions



Responsibility for the environment



## Sustainable investment returns

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

# Services

## Contract logistics



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

## Road network



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

## Fresh Logistics



Fresh Logistics 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.

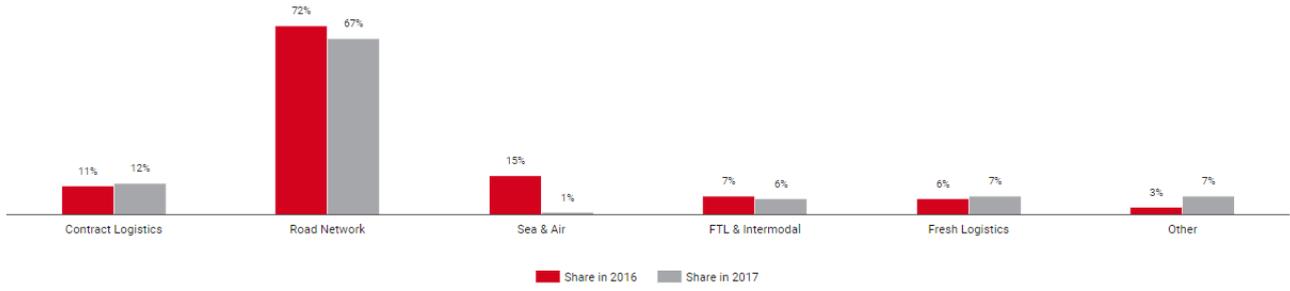
## Lead Logistics Provider



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
✓	Contract Logistics	11%	12%
✓	Road Network	72%	67%
✓	Sea & Air	15%	1%
✓	FTL & Intermodal	7%	6%
✓	Fresh Logistics	6%	7%
✓	Other	3%	7%

# Awards

Ethical Company in the contest organized by PulsBiznesu and PwC



1st place at the Platinum Level in the Ranking of Responsible Companies.



Golden Leaf awarded by the 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 2016 and 2017 awarded by the Youth Entrepreneurship Foundation under the honorary patronage of the President of the Republic of Poland.





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



Distinction in the Logistics Operator of the Year 2017 Survey for Raben Transport.



Leader of 2016 distinction for Raben Logistics Polska awarded by Gazeta Bankowa for the implementation of JDA/Red Prairie.



# Associations

## Raben Management Services

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

## Fresh Logistics Polska

- Fresh Logistics Polska
- European Food Network,
- Supporting member of 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,
- International Road Carrier Association ZMPD,
- Polish Chamber of Road Transport and Forwarding AHK,
- Transport and Logistics Poland Association,
- ILU.

## Raben East

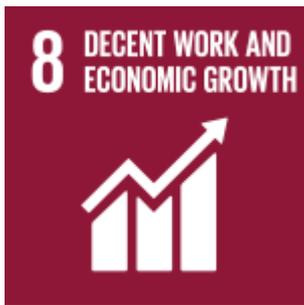
- Polish-Turkish Chamber of Commerce

## 02 SOCIETY

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

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

# Common road



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 as part of the consultation program and inform interested target groups about the possibility of active involvement in the decision-making process to a certain extent.



In 2017 we conducted 5 dialogue sessions with participation of over 30 stakeholders. 71 requirements were submitted. The meetings were held in two locations of Raben Logistics Polska: in Rzeszów and Stryków.

## Positive:

- According to carriers, there has been an improvement in communication and solving everyday issues. The appointment of the Coordinator for Cooperation with Carriers brings desired results.
- The high school in Stryków praised professionalism in the preparation of an open day for students. In the opinion of a school representative, it was the best organized meeting among those organized by local companies.
- Implementation of whiteboard meetings for employees at all levels.

## To be improved:

- Drivers reported a limited variety of sports equipment. Next to their location, this is the main reason why they are not often used.
- Stakeholders reported the need for greater activity in local initiatives, involvement in educational projects in the region, cyclical talks with local authorities and social partners.

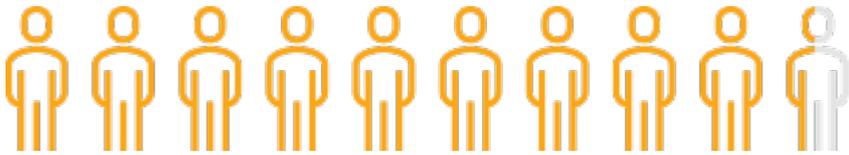
95% of dialogue session participants were satisfied with the meeting.



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



93% stakeholders believe that the form of the meeting favoured free exchange of opinions.



## Accomplished requirements

In previous years, postulates requiring corrective actions concerned to a large extent cooperation with drivers and carriers. One of them was too many documents in circulation in transport. After a year of analyses and preparations, in mid-2018 we started to execute and implement the “Paperless” project. Its aim is the eliminate paperat the stage of goods receipt from the customer by the driver and on linehauls (no sorting of documents in warehouses). The necessity of having a paper version of documents by drivers will remain only at the stage of delivery. Moreover, the drivers who cooperate with us already have access to a new line of work clothes designed and tested together with interested parties. In fact, these and other activities carried out for drivers are the result of a comprehensive program which was created after the dialogues which took place at the end of 2015.

# 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 2017, together with Food Banks and our customers, we saved 500 pallets of food products from waste.

## 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



3 m meals given away



30 000 t less emissions



1 000 000 PLN saved on recycling

# Transport is Necessary



We increase awareness of the social and environmental impact of our main activity, transport, among children. Additionally, 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 of people, also the youngest ones, that the world stops without transport. We also promote road safety with the support of local representatives of the Police.

During visits in kindergartens, children 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 2017 we trained close to 3,000 youngest Poles. We managed to meet m.in. with the Little Explorers during camps organized by the Pay It Forward Foundation. In addition, we also supported the Happy Kids Foundation and their Happy Bus holiday campaign.

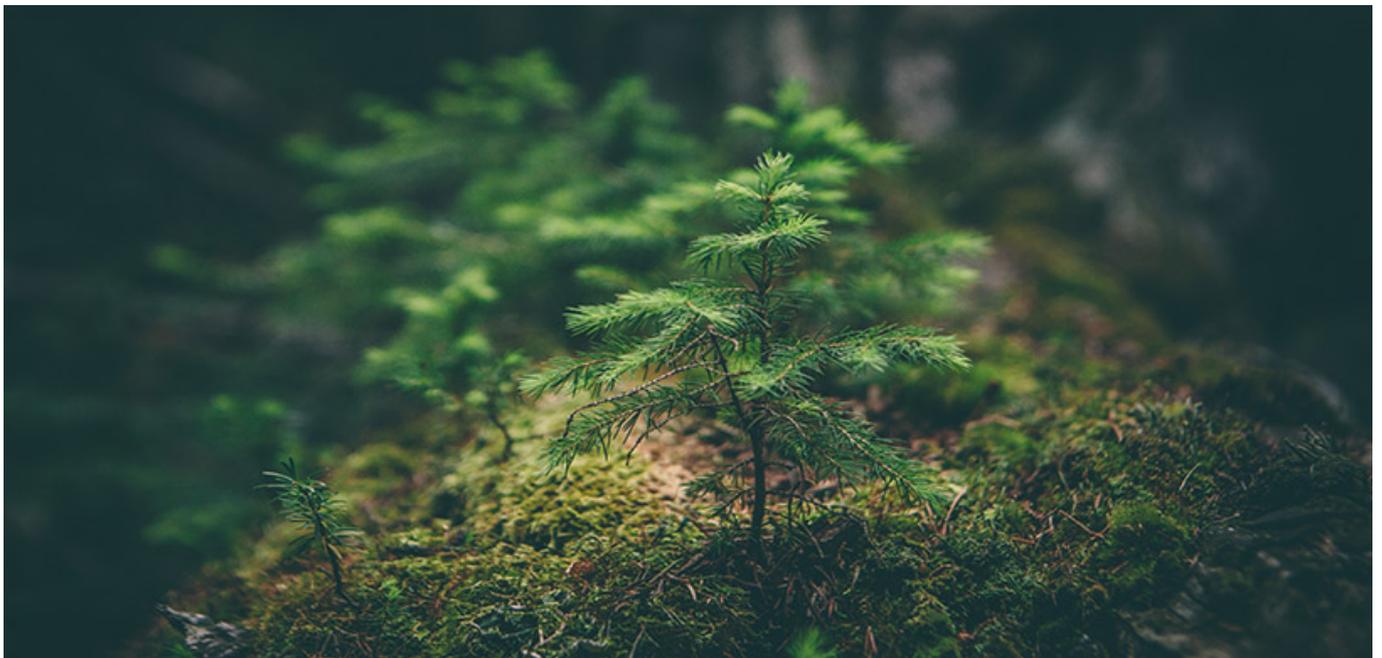
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# Employee Voluntary Programs

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

**“Forest education”** was the title of one of the projects of Raben Group employees carried out as part of the employee volunteer program.



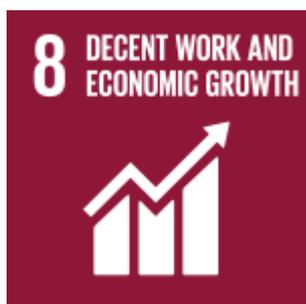
One of Raben employees showed the initiative by organizing an educational trip of kindergarten children. They went on a trip to the Forest Education Centre. The Centre located in the Grodziec Forest Division offered the children a one-day training in ecology run by the Division Technical Instructor.

In 2017, we **donated almost PLN100,000** to charity.

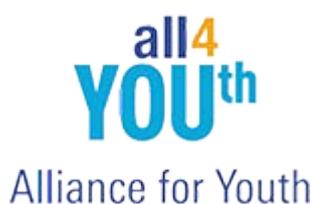


There is a reason why we write that social conscience is part of our employees' DNA. Only in 2017, in one branch, during grassroots charity actions, over PLN 30,000 were collected, which we donated to non-governmental organizations - most often supporting sick children of our colleagues from work. In addition, during Rabeniada organized each year, we also give the opportunity to support any charity goal to three best teams - each worth PLN 1,000. The company also supports employees in activities and in 2017, we donated almost PLN 100,000 to charity (grassroots employee initiatives plus actions of the company alone).

# Entrepreneurship



We increase awareness of the social and environmental impact of our main activity, 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, carry out presentations about the TFL sector (Transport, Forwarding, Logistics) and HR workshops in schools.

Additionally, as part of the Global Entrepreneurship Day, Raben Group organizes the Entrepreneurship Week. The idea behind the program is to engage adults - volunteers from companies and institutions - in education of young people. Thanks to the involvement of such people, students all over the country can spend several hours in a specific workplace. During that time, they are able to set their impressions of a specific profession against reality; they learn its characteristics and receive all practical information from the volunteer, which would be impossible to get through academic knowledge or studying course books. Raben Group invites students to the branches. The participants of the meetings have the opportunity to learn about the company, take part in workshops on logistics operations and visit the warehouses of Raben Logistics Polska and Fresh Logistics Polska, talk to a truck driver and take a closer look at the truck cabin. Raben Group employees also organize meetings and workshops in educational facilities. In 2017 Raben Transport carried out a series of few-day classes in the Cyryl Ratajski School of Economics in Śrem.



The Entrepreneurship Week organized in 2016 **gathered almost 300 students from all over Poland.**

## Safe Internship

Transport and broadly understood logistics are also promoted among students - also among those who had a difficult start in the early stages of their lives. Together with the Robinson Crusoe Foundation, during the summer of 2017, we organized 4 internships as part of the "Safe Internship" project.



*I liked the atmosphere the most, everyone was friendly, cheerful, it was fun. People approached me with a smile. I especially liked the warehouse - I could work there. I had a good relationship with everyone. The people I worked with were helpful and friendly, even security guards. What I liked was that I was treated like other employees. The tasks I got to do were not that difficult. When I saw them the first day, I was terrified, I thought I would not learn them. And I quickly got it and I even taught another intern. I've learned to introduce products into the system, run a warehouse service for one of the customers, and to upload products into the warehouse. I contacted drivers in order to send them orders, I talked via a walkie-talkie to solve problems between the office and the warehouse.*

Wioletta, Intern,  
Łoziska branch.

# 03 THE 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 for us.

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

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

# Low-emission fleet



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

Raben Group is continually investing in ecological fleet. In 2017, **the share of means of transport with EURO 5 and EURO 6 emission standard amounted to 49%** of the total number of vehicles available for Raben Group in Poland. We set ourselves and our suppliers **ambitious goals to reach the ratio of 60% 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 Raben Group. The EURO standard is the main criterion for the environmental assessment of our subcontractors. Every transport company providing services on behalf of Raben Group is subject to the assessment.



95% of our own fleet is EURO 6 compliant.

Taking into account the fleet under the direct management of Raben Group companies in Poland, the share of the Euro 5 and 6 compliant trucks is 100% already today. When it comes to **Euro 6 compliant engines, the share was 95% of the total number of own means of transport (growth of 35% as compared to 2016)**.

We are constantly working on minimizing empty runs. Only in 2017, we bought over several hundred double deck and CityLiner trailers. They allow for transporting more pallets than standard trailers. Thanks to this we can achieve reduction of CO<sub>2</sub> emissions at the level of 50% per pallet. In practice, a lot depends also on customers, on how the goods are prepared for shipment on pallets. Therefore, in general, entire Raben Group managed to increase the filling of "linehails" to 115% - however, if we consider the volumes of selected customers, this index grows even up to 140%. Also last year we started the project of fleet modernisation in order to adjust the current model to the changing market and the growing requirements of environmental standards. Ultimately, we want to increase the share of tandems and swap bodies in relation to traditional large trailers.

We also measure fuel consumptions and CO<sub>2</sub> emissions. In 2017 we achieved our goals of using the average of 26,5 l<sup>1</sup> of Diesel per 100 km. CO<sub>2</sub> emissions were reduced to 70,1 kg/100 km<sup>1</sup>.



<sup>1</sup> in Raben Transport

	Goals for 2017	Goals for 2017	Goals for 2018
CO <sub>2</sub> emissions: 	70,01 kg CO <sub>2</sub> per 100 km	70,10 kg CO <sub>2</sub> per 100 km	69,96 kg CO <sub>2</sub> per 100 km
Fuel consumption: 	26,50 L per 100 km	26,50 L per 100 km	26,48 L per 100 km

The lower dynamics of achieving environmental goals results from the fact that the structure of the fleet has almost reached its maximum potential - 95% of the fleet is EURO 6 compliant. 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.

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



	Month	2016	2017
✓	January	74.90	73.50
✓	February	74.26	71.93
✓	March	73.06	70.27
✓	April	71.44	69.76
✓	May	69.84	68.15
✓	June	68.61	67.83
✓	July	68.28	68.33
✓	August	67.77	67.17
✓	September	67.30	69.11
✓	October	70.27	70.16
✓	November	71.70	71.92
✓	December	71.66	73.53

### Average fleet's fuel consumption



	Month	2016	2017
✓	January	28.37	27.81
✓	February	28.11	27.22
✓	March	27.65	26.60
✓	April	27.04	26.41
✓	May	26.50	25.79
✓	June	25.97	25.72
✓	July	25.85	25.89
✓	August	25.68	25.38
✓	September	25.49	26.17
✓	October	26.62	26.55
✓	November	27.16	27.22
✓	December	27.17	27.86

# Ecological buildings

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

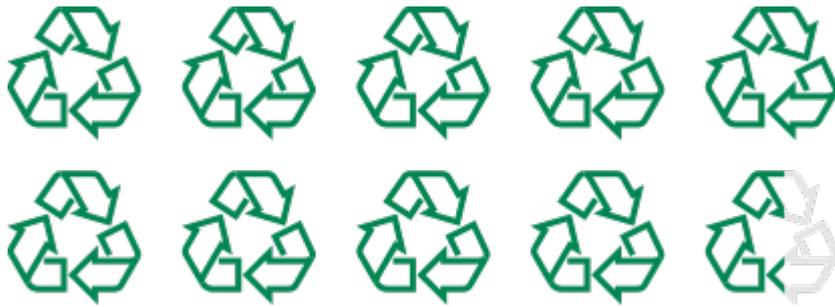
- LED lighting systems.
- Automatic systems of light control (motion detection and measurements of daylight intensity).
- Gas heating systems based on radiators with enhanced radiation capacity. Thermal insulation of hydraulic ramp platforms.
- Mechanical ventilation with heat recovery.
- Roof lights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

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



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

Waste segregation at the level of 93% with reference to the set goal of 90% 1.

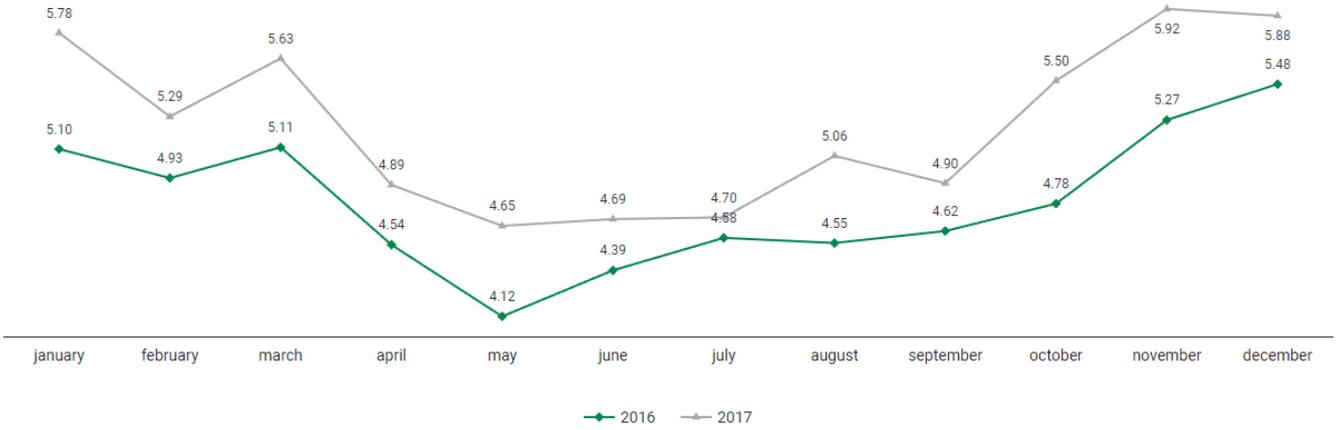


1 data applies to Raben Logistics Polska

## Utilities consumption:

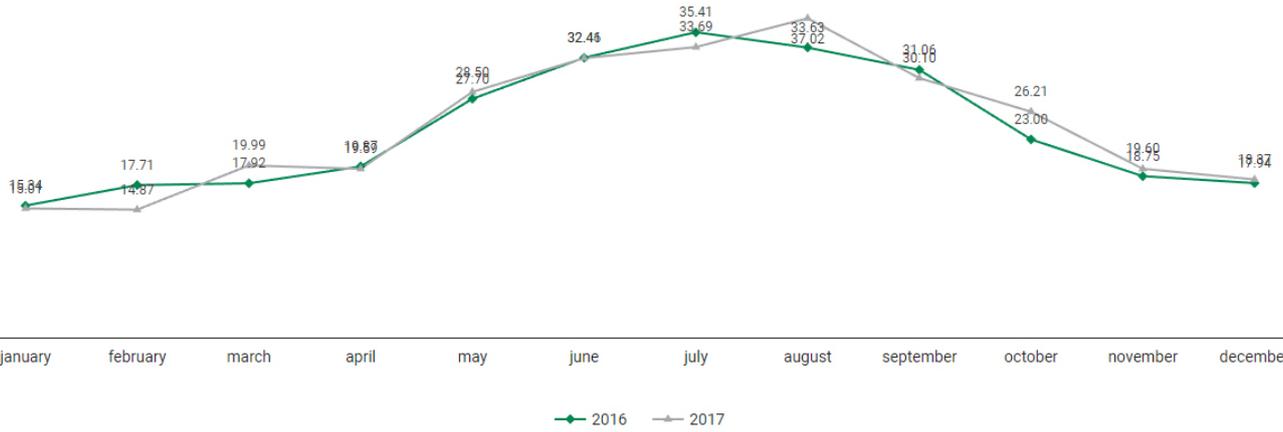
	Raben Polska and Raben Transport	Fresh Logistics Polska
Electricity: 	5,24 kWh/m <sup>2</sup> per month	24,62 kWh/m <sup>2</sup> per month
Gas: 	0,66 kWh/m <sup>3</sup> per month	0,17 kWh/m <sup>3</sup> per month

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



	Month	2016	2017
✓	January	5.10	5.78
✓	February	4.93	5.29
✓	March	5.11	5.63
✓	April	4.54	4.89
✓	May	4.12	4.65
✓	June	4.39	4.69
✓	July	4.58	4.70
✓	August	4.55	5.06
✓	September	4.62	4.90
✓	October	4.78	5.50
✓	November	5.27	5.92
✓	December	5.48	5.88

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



Month	2016	2017
✓ january	15.34	15.01
✓ february	17.71	14.87
✓ march	17.92	19.99
✓ april	19.87	19.59
✓ may	27.70	28.50
✓ june	32.46	32.41
✓ july	35.41	33.69
✓ august	33.63	37.02
✓ september	31.06	30.10
✓ october	23.00	26.21
✓ november	18.75	19.60
✓ december	17.94	18.37

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.

Total consumption of electricity and gas in 2017 was respectively: for Raben Logistics Polska and Raben Transport - 21,698,000 kWh (electricity) and 22,200,000 kWh (gas) and for Fresh Logistics Polska - 12,262,463 kWh (electricity) and 597,885 kWh (gas). 100% gas is used for heating facilities.

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.

Slightly higher electricity consumption in Raben Logistics Polska and Raben Transport (increase of 1,446,426 kWh as compared to 2016) results from growing volumes, exceptionally cold autumn and severe winter (both the beginning and the end of the year) and the modernization of warehouse facilities in two large depots.

We do not use renewable energy sources in Raben Group and we do not manufacture or sell energy to external entities.

# E-invoice = higher culture



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

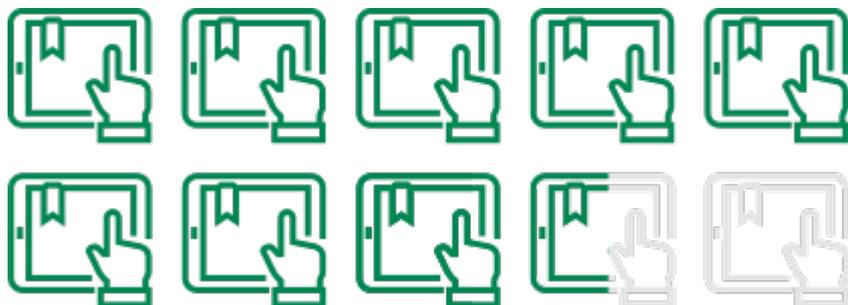
In this manner we promote ecological behaviours among our customers by offering them an opportunity to use e-invoices which allow for saving time, the environment, and for eliminating the risk of losing the document. For each consent to receiving e-invoices, Raben Group plants a tree on behalf of the customer. The action is organized in partnership with the AERIS FUTURO Foundation.

In 2017, in Murowana Goślina, **Raben employees planted 2300 trees together with the local community. The saplings will neutralize over 1,000,740 kg of carbon dioxide during their life cycle.** The event was attended by whole families, and at the end there was a bonfire, sausages and sweet treats. Also Ewald Raben, our CEO, planted trees and had a great time with us.

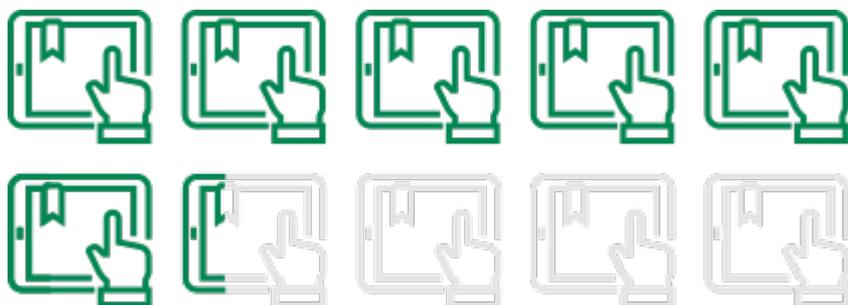


## Share of electronic invoices in Raben Group:

85% of Fresh Logistics Polska customers use electronic invoices (growth by 7%).



63% of Raben Logistics Polska customers use electronic invoices (growth by 10%).



# 04 EMPLOYEES

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

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



*My company is socially and ecologically responsible*

the most frequently assessed and indicated aspect of work in Raben Group according to the Employee Engagement and Satisfaction Survey 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 study, we have introduced new initiatives to support engagement such as: the Engaging Leader development program and focus meetings.

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

# Desirable Employer

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

We build reliability, engagement, entrepreneurship, and we achieve ambitious challenges.

At the same time, we offer development programs related to competencies and efficiency appraisal systems, succession planning, mixed training methods, internal promotions.

## Social package

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

They include:

- Multisport card life
- insurance private health
- care
- culture and recreation vouchers Sodexo
- pass cinema tickets
- Christmas gift cards
- co-financed language courses
- co-financed holidays
- co-financed school equipment
- incentive meetings
- emergency relief payments

## Healthy Week

Caring for its employees, Raben Group has been organizing the Healthy Week for 7 years now. A five-day program promoting a healthy lifestyle is developed in cooperation with experts in the field of corporate -wellness and work ergonomics.



At Raben Group, we take the proverb “a sound mind in a sound body” seriously!

There were many attractions waiting for employees during the Healthy Week 2017. For those who find it hard to sit still we had fitness at the desk, yoga classes for beginners, outdoor aerobics or a ping-pong tournament. It was also possible to try Krav Maga under the guidance of Robert Budny, world Vice Champion. Those looking for something more chilled out could take advantage of relaxing massages, workshops in body care and business make-up, advice of dieticians or a fun room with board games. There were also many lectures in health and beauty. Additionally, every day each employee received a newsletter with tips on how to take care of the body and mind. As a good beginning, everyone was presented with a skipping rope to have some fun during breaks at work.

## Daily dose of vitamins

For 7 years now Raben Group employees have received a healthy snack each day, **In 2017, we gave our Employees 1,127,000 portions of fruit and vegetables.**



# Dances with Pallets

The *Dances with Pallets* contest has been organized in all Raben Group warehouses since 2014. The event targets fork-lift 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**. Every year this awareness is getting higher in Raben Group and the contest plays a major role in this. Secondly, it is extremely important to **acknowledge the competencies and raise the prestige of the position of the operator**, which is connected with employer branding. 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 fork-lift operators navigate a route with obstacles.

The contestant has to perform several tasks, including non-standard ones like throwing a ball into a basket.



Each year the contest is more and more popular because it has already become a company tradition. In 2017, the contest involved over 60 operators. In the finals, 16 employees competed for the title of the champion in two categories: *the cross-dock obstacle course* and *the high-storage puzzle*. The contestants had to perform several tasks, including some unusual ones, like throwing a ball into a basket, piercing balloons or bowling, and naturally everything with a fork-lift truck. All laureates in both categories receive in-kind and financial prizes. The main prize is PLN 1,000.

## Raben on the Run



We promote active lifestyle by helping our employees take part in various runs organized in Poland. In 2017, we sponsored the Poznań edition of Business Run and we participated in the Colour Run, Survival Race and Runmageddon.

Apart from that, we organize our own sports championships. In 2017, once again we ran in Rabeniada, i.e. relay race, in which 5 competitors must run a distance of 5km. The three best teams in the whole Raben Group, as a reward, can transfer PLN 1,000 on behalf of the company for any charitable purpose.

In total, over 100 employees took part in the above-mentioned running events.



## 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.



At 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. For example, at Fresh Logistics Polska we celebrated the 15th anniversary of the company operation as part of Raben Group. On this occasion, a great incentive event was organized for the company employees.

In turn, Raben Transport and Raben Logistics Polska opted for an open-door event in the new location in Gniewomierz. The attractions for visitors included a tour of the warehouse, a chance to be a driver to see how the road looks like from the perspective of truckers, as well as presentations on the specificity of operations of both companies. In order to keep up the reputation of the company connected with the automotive industry, a special guest of the open day was one of the best Polish racing drivers, Tomasz Kuchar. The champion showed what lies under the hood of his racing monster and what it can do on the road. The racing show really amazed the guests. The open door was a one-time opportunity to see the spacious warehouses and huge trucks as well as to learn about the company structure and experience logistics up-close and personal. These are just selected examples - the majority is organized locally, and we also integrate within departments, not just branches, or even entire companies.

# Employment

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

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



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 in managerial positions, 91%.

Over 1,000 employees of Raben Group were promoted in 2017.



# Jubilarians

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

10 years of experience - 279 employees:

Women: 113



Men: 166



15 years of experience - 101 employees:

Women: 28



Men: 73



20 years of experience - 51 employees:

Women: 17



Men: 34



25 years of experience - 6 employees:

Women: 1



Men: 5



Sum total - 437 employees:

Women: 159



Men: 278



## Employment structure

GROUP	Woman								Man								TOTAL	
	below 30		30-50		above 50		TOTAL		below 30		30-50		above 50		TOTAL		Sum total	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
hired	278	235	173	153	7	5	458	393	510	499	395	460	40	42	945	1001	1403	1394
dismissed	130	148	131	187	8	20	269	355	429	391	433	498	44	32	906	921	1175	1276
hiring ratio	47%	38%	15%	13%	7%	5%	24%	21%	52%	52%	21%	23%	15%	14%	30%	31%	28%	27%

	Woman								Man								TOTAL	
fluctuation ratio (resignations)	22%	24%	11%	16%	8%	19%	14%	19%	44%	41%	23%	25%	17%	11%	29%	29%	23%	25%
employment level as of 31.12.	597	613	1175	1201	101	104	1873	1918	982	963	1903	1972	260	298	3145	3233	5018	5151

### Type of employment contract / full time - Women 2017

Type of employment contract / full time											WOMEN TOTAL
CONTRACT FOR AN INDEFINITE PERIOD	1	1	2	1	2	5	1	7	1269	1289	
CONTRACT FOR A LIMITED PERIOD	-	-	-	-	-	5	1	-	515	521	
CONTRACT FOR A PROBATIONARY PERIOD	-	-	-	-	-	1	-	-	71	72	
SUBSTITUTE CONTRACT	-	-	-	-	-	1	-	-	34	35	
Sum total	1	1	2	1	2	12	2	7	1890	1918	

Type of employment contract / full time - Men 2017

Type of employment contract / full time	0,1	0,25	0,5	0,75	1	MEN TOTAL
CONTRACT FOR AN INDEFINITE PERIOD	1	1	5	4	2023	2034
CONTRACT FOR A LIMITED PERIOD	-	-	2	-	989	991
CONTRACT FOR A PROBATIONARY PERIOD	-	-	-	-	201	201
SUBSTITUTE CONTRACT	-	-	-	-	7	4
Sum total	1	1	7	4	3220	3233

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

# Training and development

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

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

## Better every day

In 2016, in Raben Group we launched the excellence program. One of its pillars in Lean Management 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 worked together on optimising our work and on how our actions can build customer satisfaction.

2016 was the year of analyses and measurements. In 2017, in turn, a lean training program was opened which included 40 employees and 12 training and workshop sessions. The employees carried out over 80 optimization projects.



## Job Rotation<sub>1</sub>



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

## Special Forces



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

## Skill Rotation<sub>2</sub>

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



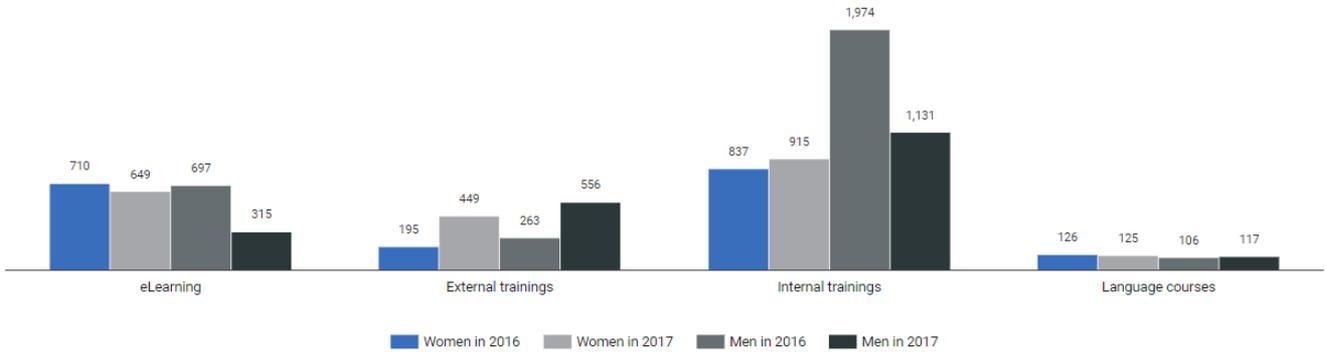
Participants do a 20-day on-the-job training in a selected department. They gain the knowledge on functioning and specifics of the department, job descriptions of department employees, and they learn basic practical skills.

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

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

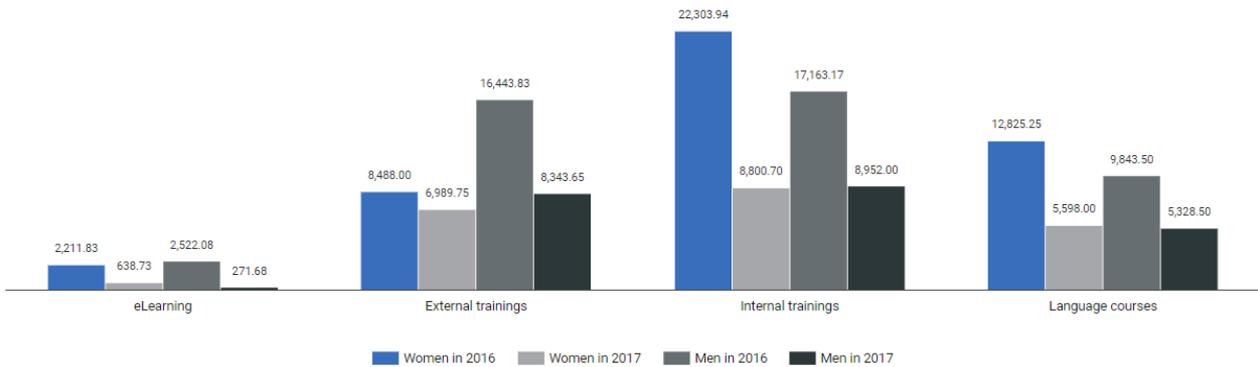
<sub>2</sub> projects carried out in Raben Logistics Polska

No. of staff participating in the specific training by gender



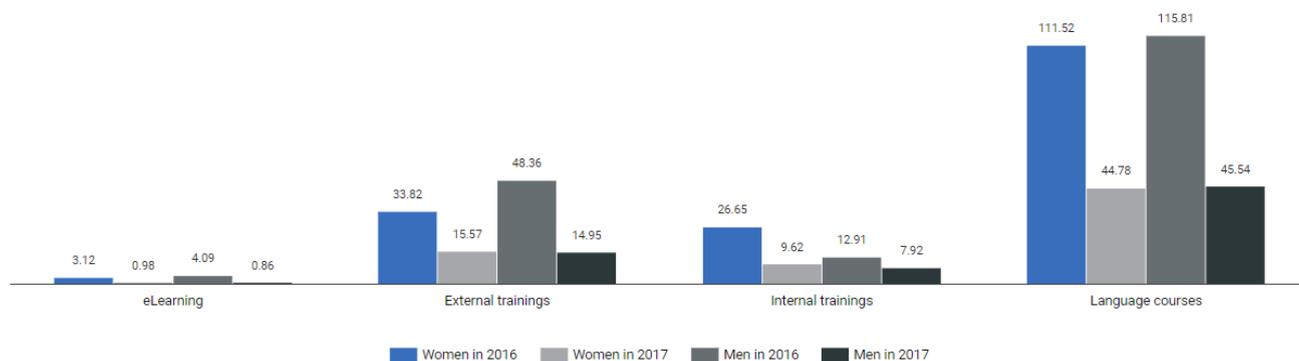
Training type	Women in 2016	Women in 2017	Men in 2016	Men in 2017
eLearning	710	649	697	315
External trainings	195	449	263	556
Internal trainings	837	915	1,974	1,131
Language courses	126	125	106	117

Total training duration by gender and training type



Training type	Women in 2016	Women in 2017	Men in 2016	Men in 2017
eLearning	2,211.83	638.73	2,522.08	271.68
External trainings	8,488.00	6,989.75	16,443.83	8,343.65
Internal trainings	22,303.94	8,800.70	17,163.17	8,952.00
Language courses	12,825.25	5,598.00	9,843.50	5,328.50

Average training duration by gender and training type



Training type	Women in 2016	Women in 2017	Men in 2016	Men in 2017
eLearning	3.12	0.98	4.09	0.86
External trainings	33.82	15.57	48.36	14.95
Internal trainings	26.65	9.62	12.91	7.92
Language courses	111.52	44.78	115.81	45.54

		TOTAL			WOMEN			MEN			
Development and retention of employees in the company (including trainings, motivational programs, talent development programs)											
Training type		Number of participating employees	Total time (in hours)	Average total time (in hours)	Number of women	Total time W (in hours)	Average time W (in hours)	Number of men	Total time M (in hours)	Average time M (in hours)	
eLearning Total		964	910,41	0,94	649	638,73	0,98	315	271,68	0,86	
External trainings		1005	15303,40	15,23	449	6989,75	15,57	556	8313,65	14,95	
Internal trainings		2046	17752,70	8,68	915	8800,70	9,62	1131	8952,00	7,92	
Language courses		242	10926,50	45,15	125	5598,00	44,78	117	5328,50	45,54	

# Number of training hours per employee



Total: 9h



Women: 11h



Men: 7h

# Work quality assessment and career development reviews in Raben Group

Percentage of Employees who undergo regular assessments of work quality

Women: 97%



Men 99%



Percentage of Employees who undergo career development reviews

Kobiety: 76%



Men 49%



Not only economic employees are assessed for the quality of work in Raben Group. When it comes to career development review, it does not include warehouse employees and drivers below management positions.

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.

# Care for Safety

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

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

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

**0 fatalities.**



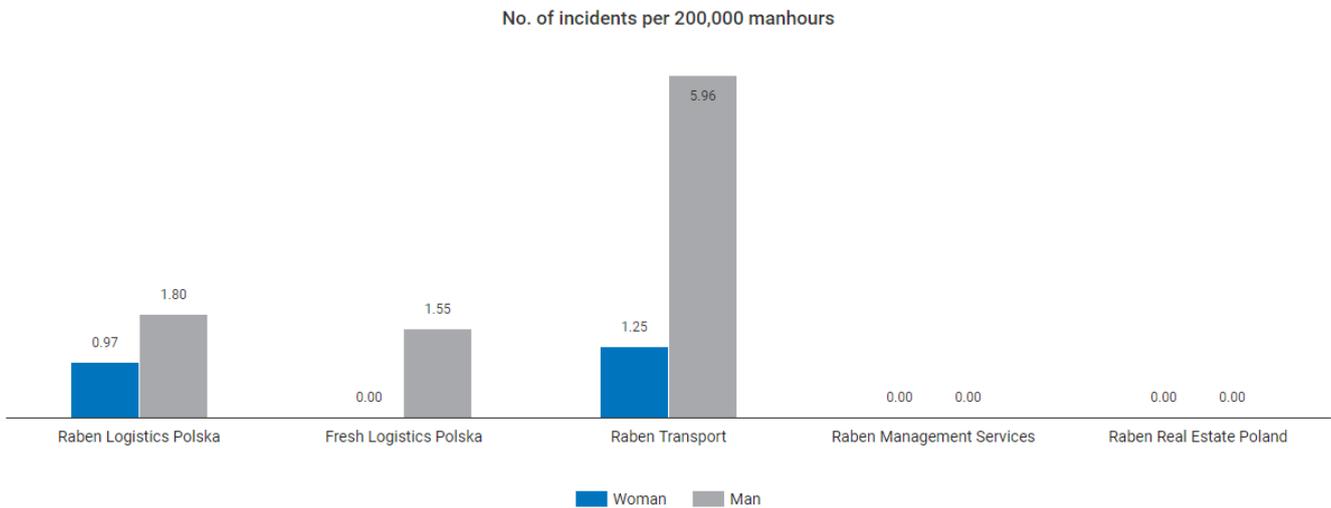
One of the goals of the safety vision in Raben Group is building the co-dependent safety culture –“We all care for one another so that everyone is safe”. In order to achieve that, we have developed a dedicated action plan for the coming years. It is based on four key activities:

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



over 1000 reported near-misses (potentially dangerous events)

As part of the second edition of the Safety Month organized in 2017, we issued a bulletin devoted to risk at work. We also announced the “Catch the risk before it catches you” competition for all employees. There were also a lot of educational workshops. The number of potentially dangerous events reported allows us to believe that awareness of safety at work is growing. Employees are increasingly starting to care for each other and we hope to achieve the assumed goal in 2018, which is the interdependent safety culture in Raben Group.



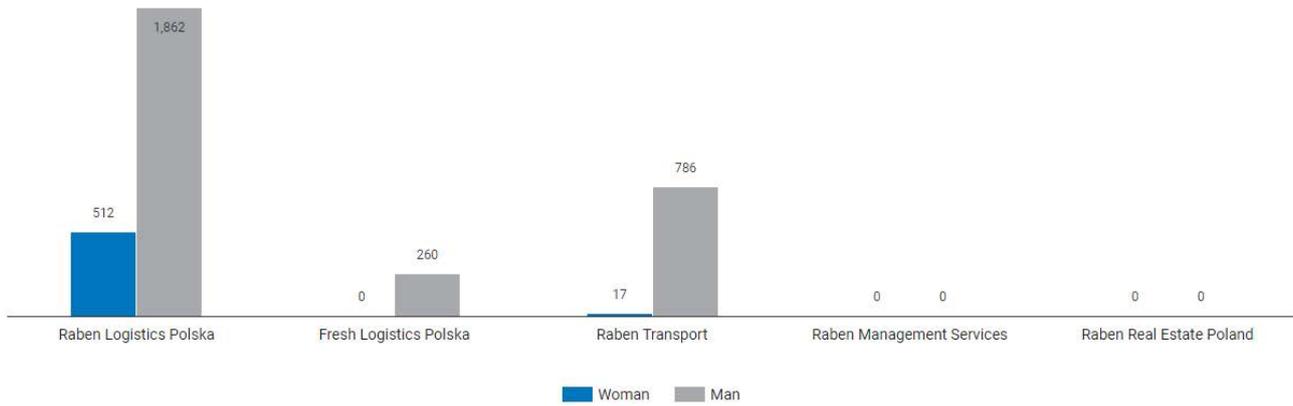
	Company	Woman	Man
<input checked="" type="checkbox"/>	Raben Logistics Polska	0.97	1.80
<input checked="" type="checkbox"/>	Fresh Logistics Polska	0.00	1.55
<input checked="" type="checkbox"/>	Raben Transport	1.25	5.96
<input checked="" type="checkbox"/>	Raben Management Services	0.00	0.00
<input checked="" type="checkbox"/>	Raben Real Estate Poland	0.00	0.00

No. of incidents in total



	Company	✓ Woman	✓ Man
✓	Raben Logistics Polska	10	37
✓	Fresh Logistics Polska	0	5
✓	Raben Transport	1	18
✓	Raben Management Services	0	0
✓	Raben Real Estate Poland	0	0

No. of days off work as a result of incidents



	Company	Woman	Man
<input checked="" type="checkbox"/>	Raben Logistics Polska	512	1,862
<input checked="" type="checkbox"/>	Fresh Logistics Polska	0	260
<input checked="" type="checkbox"/>	Raben Transport	17	786
<input checked="" type="checkbox"/>	Raben Management Services	0	0
<input checked="" type="checkbox"/>	Raben Real Estate Poland	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 13.8**. In turn, the absenteeism rate (the rate of the total number of accidents to the total number of hours worked multiplied by 200,000) **was 71.85**. When it comes to **the lost workday rate** resulting from the relation of the absenteeism rate to the total number of planned working hours of all employees, in 2017 **it was 1.5**. **We have not recorded fatalities, serious or occupational diseases.**

# 05 THE 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.

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

# Customer satisfaction

Raben Group delivers over 7 million shipments annually for thousands of customers in Poland. Every day, hundreds of our drivers set out on routes 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 carry out the customer satisfaction survey and social dialogues.



Over 7 million shipments annually



Ponad Close to 21 million pallet places in transport



99,15% - performance without damage and warehouse errors<sup>1</sup>



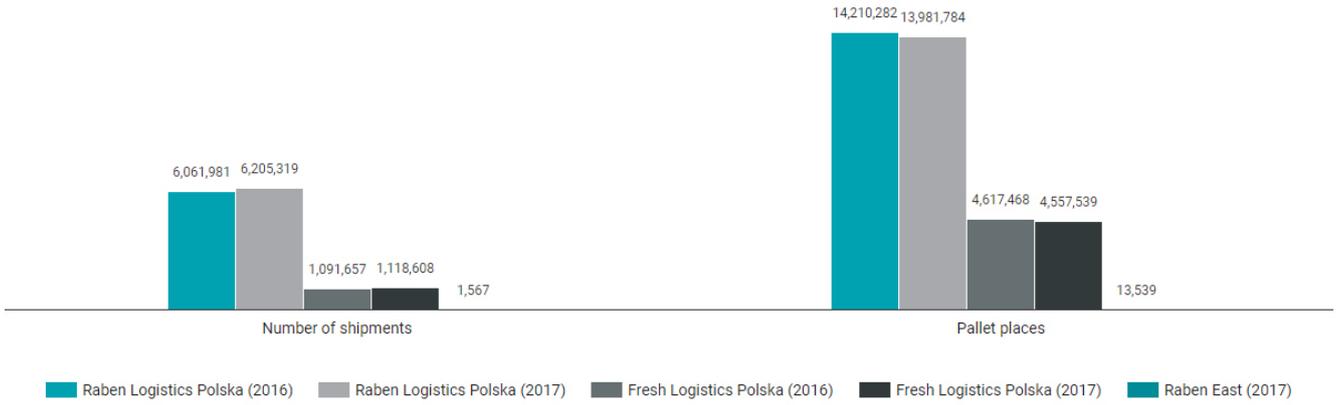
85% - of customers appreciate the ease of placing orders via the newly launched myOrder system



81% - of customers are satisfied with the quality of deliveries and pick-ups by Raben Group drivers

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

## Shipped goods



	Company	✓ Raben Logistics Polska (2016)	✓ Raben Logistics Polska (2017)	✓ Fresh Logistics Polska (2016)	✓ Fresh Logistics Polska (2017)	✓ Raben East (2017)
✓	Number of shipments	6,061,981	6,205,319	1,091,657	1,118,608	1,567
✓	Pallet places	14,210,282	13,981,784	4,617,468	4,557,539	13,539

## Satisfaction and loyalty level:

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



## Raben Logistics Polska

CSI <sup>2</sup> - 78%



## Fresh Logistics Polska

CSI <sup>2</sup> - 86%



NPS <sup>3</sup> - 26%



## Raben Transport

NPS <sup>3</sup> - 56%



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

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

## Conclusions after customer satisfaction surveys:

Compared to 2016, the satisfaction index increased by several percentage points in all Polish companies. 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 requiring 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

# 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 we provide, our customers' requirements will be met to their satisfaction. We are aware that the future of our company depends on our ability to meet the needs, expectations and requirements of customers as well as on our ability to respond to the needs of interested parties and environmental impact. We believe that only thanks to the two-way communication 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 the conditions of transport and storage of food entrusted to us 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 suppliers
- preventing accidents at work, occupational diseases
- employee engagement in improving health and safety at work



### ENVIRONMENT

- minimizing the impact of failures on the environment and preventing emergency
- situations continuous improvement of environmental impact

Striving to achieve the above 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: 1000 carriers, 4000 drivers.



The European transport sector is currently facing the growing deficit of drivers. According to the report by PwC, by 2023 Poland alone will have a shortage of over 100 thousand of them. That is why, nowadays the acquisition and retention of the best employees is becoming crucial. With drivers in mind, Raben Group 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.

A driver is one of the most mobile professions in Europe. On the one hand, it's a never-ending adventure, travels, great views, discovering new places and meeting people. On the other hand, it is great responsibility and permanent life on the road. That is why, according to the report from the second edition of the survey "Profession barometer<sup>1</sup>" carried out in Poland, the profession most frequently indicated as being in short supply is the profession of a truck driver. At present, the priority for most transport businesses is to acquire and retain drivers. Raben Group is aware of the gravity of the situation hence since 2015 it has been conducting dialogue sessions which include drivers as the key stakeholders. They result in actions undertaken by the company.

<sup>1</sup> The barometer has been prepared by the Regional Job Centre in Krakow based on information from District Job Centres, private employment agencies and institutions responsible for contacts with investors. It presents a list of professions where employers may have real difficulties finding appropriate candidates for work and also jobs in low demand, where it might be difficult to find employment.

## 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 which 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. 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 addition, we engage drivers who cooperate with us in employee volunteer programs 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 the truck driver.

New activities were also planned as part of the program in 2017 and they included developing a dedicated clothing line for Raben drivers. The clothes were designed jointly by drivers and work clothes specialists.

## Focus on physical activity and rest

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



One of the main objectives of the responsible business strategy in Raben Group is care for health and guaranteeing safety, which is reflected in the company SHE strategy (Safety, Health and Environment).

Thanks to it, a robust safety culture is developed among employees and suppliers, as well as their pro-health attitudes. This also applies to drivers as it was with their health and rest in mind, 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 branch 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. They have already been opened in Gniewomierz, Gądko and Stryków and two more will have been built by the end of the year.

Raben also organizes dedicated events for drivers and their families in cooperation with the Truckers Life foundation and the MAN Trucker's World Club. Recently such an event was held in September 2017 in the Service Station of Raben Transport in Gądko. Its aim was to present the work of professional drivers and draw attention to the specifics of their lifestyle and the opportunities they have on the road with reference to exercise and healthy eating.

# Development

The logistics sector is referred to as the litmus paper of the economy and analysts often use it to gauge the condition of the whole market. 2017, despite many changes, such as, for instance, the shortage of specialized workers or new EU requirements, can be considered a good one by the Group.

## Infrastructure and services

The most important investment for the Polish market in 2017 was the extension of the logistics centre near Poznań.



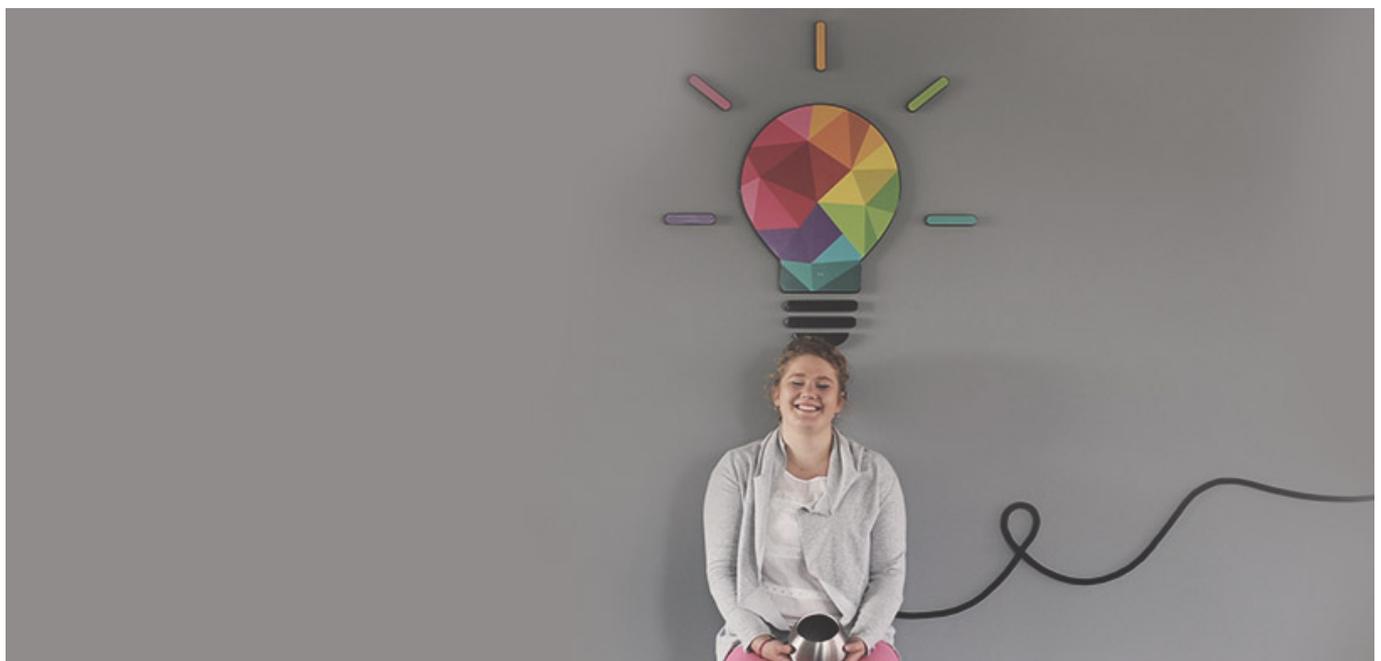
The most important investment for the Polish market in 2017 was the extension of the logistics centre near Poznań. The new warehouse no. 10 is an innovative high storage warehouse with the capacity of 20,500 m<sup>2</sup>, suitable for storing 34,000 pallets, with a designated 400 m<sup>2</sup> area for rendering VAS services and 570 m<sup>2</sup> of office space. Thanks to this, the existing warehouse capacity of Raben Group in Gaḁki has grown by over 20%. At the beginning of the year the company also opened a modern warehouse in Gniewomierz in the Legnica Special Economic Zone, sub-zone Legnickie Pole. The facility has approximately 15,000 m<sup>2</sup>.

Fresh Logistics Polska, which specializes in logistics of fresh products (in temperatures from +2°C to +6°C), celebrated its 15th anniversary last year. Today the company has 8 branches in Poland. It employs over 600 people. It has 44,000 m<sup>2</sup> of warehouse capacity and 500 means of transport. Recently Fresh Logistics Polska has also expanded its range of services with the UltraFresh product dedicated to goods which require controlled temperatures between 0 and +2 degrees Celsius. It was the answer to the growing demand of the meat and fish sector for outsourcing of logistics services.

Also in response to the growing interest in the Eastern direction, Raben Group made a decision to launch Raben East sp. z o.o. in July. The new business offers international road transport services, including regular groupage connections to countries like Armenia, Azerbaijan, Belarus, Georgia, Iraq, Kazakhstan, Kirghizstan, Moldova, Mongolia, Russia, Tajikistan, Turkmenistan, Turkey, Ukraine and Uzbekistan. The company operates as an independent entity using the Group solutions available in Europe. The seat of Raben East is located in Robakowo near Poznań and its main locations are in Grodzisk and in Gliwice.

## Research and development

At the beginning of 2017, the Research & Development Department was opened in Raben Group.



At the beginning of 2017, the Research & Development Department was opened in Raben Group. It deals with widely understood innovations which cover both optimisation of already existing processes and developing completely new models of operations.

For many years now Raben Group has been implementing innovative solutions in warehouse and transport processes as well as in IT tools and systems. An example of these activities is the myRaben.com platform launched in 2015. Thanks to the use of data cloud computing, the Group customers and consignees of goods delivered by Raben can use the Internet to have immediate access to orders, shipment statuses and invoices, or to use a personalized set of reports.

Nowadays digitalization is entering all the logistics, transport and distribution processes. That is why, with the view to following new trends and vetting the possibility of implementing them in the company, at the beginning of 2017, a dedicated Research & Development Department was formed in Raben Group.

Improving services, streamlining internal processes of customer service, or implementation of the latest technologies are just some of the areas of interest the new department is already working on. The topics which will be handled first by the team include predictive analytics, issues of waste processing, industrial automation and the widely understood concept of developing logistics processes without the need of using paper documentation.

Genius Lab has established cooperation with chambers and organizations which support innovations, start-ups, and associations which carry out activities for the benefit of innovative undertakings on the verge of logistics and other industry sectors. One of such initiatives is EIT FOOD, an international consortium which aims to start transformation of the food sector by more effective use of resources and meeting the needs of consumers. EIT FOOD, as the Knowledge and Innovation Community (KIC), will be the source of innovation for all the players which form the food supply chain.

# Compliance

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

In 2017 we **trained close to 100 drivers** in anti-mobbing procedure.

**Over 2,000 employees** also received information on how they can report potential violations.



**Raben Group, just like in the previous year, also in 2017 wasn't involved in any incidents of anti-competitive behaviour, anti-trust, and monopolistic practices. No cases of corruption have been confirmed against Raben Group.**



12 <sup>1</sup> irregularities were reported by stakeholders in 2017.

<sup>1</sup>4 related to the behaviours of drivers on the road.

Since 2010, Raben Group has had the Ethics Committee. Its task is to investigate and respond to information concerning any breach of the Code of Ethics. The Ethics Committee can be addressed both by the employees and by external stakeholders. They can use traditional post or an on-line form. Additionally, in 2017 we implemented the “whistleblowing” procedure and strategy - a safe infoline available in 11 languages.

We also noted an increase in reporting as compared to 2016. We believe that this is the effect of introducing the new tool and stronger communication - not only among employees. The reach of our dialogue with stakeholders is expanding. We encourage local communities to actively participate in the life of the company and influence our activities.

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

The main goals defined in our ERM policy are:

- protecting people's health and life
- securing the assets and operational capabilities of the Group
- protecting goodwill
- 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. It covers the following areas: human and financial Factor, the environment, goodwill.

# 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 2017, **4 tests were carried out in Polish locations of the Group.**



In accordance with the Group policy, with reference to ensuring business continuity, each operating company is required to conduct business continuity tests. For all companies, the business continuity test took place in the form of a staff game. The tests were carried out with the participation of external consultants who coordinated the test and observed its course. Employees in the selected branch and in the company headquarters were involved. In addition, in certain justified cases, selected employees from other branches were involved. The selected customers and suppliers have been involved in the tests for 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 exercises. 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.

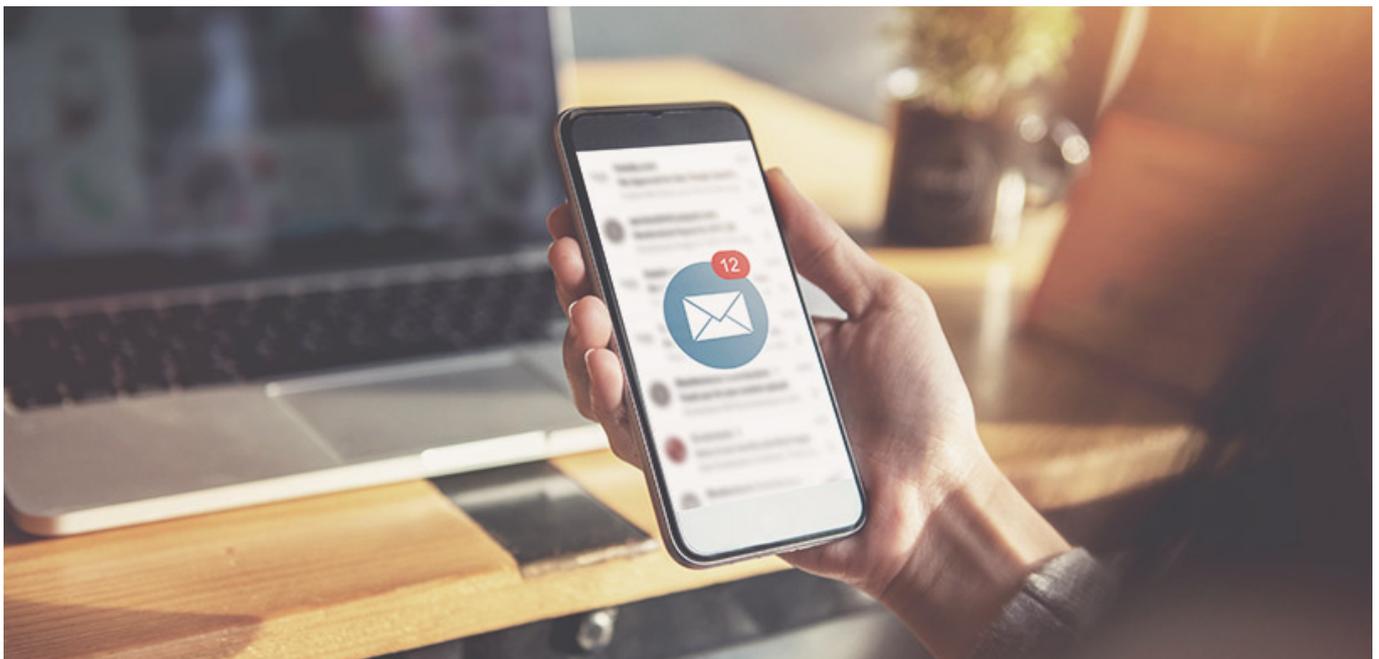
# Information security

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

The activities undertaken by us include:

- performing risk analyses which allow us to identify existing threats and evaluate their consequences
- developing and improving data security procedure
- building the awareness of the importance of information security among employees by regular trainings

In 2017, more than 2,000 employees in Poland received two newsletters raising awareness of potential threats of information loss.



In 2017, there were no reports of privacy violations and/or loss of personal data. At the end of 2016, an agreement was concluded with an external company which supports Raben Group companies in the coordination of activities related to information security. In 2017, after joint verification of processes related to the processing of personal data in Raben companies, the data protection officer was notified to the Inspector General for the Protection of Personal Data. Information on the DPO's contact details has been posted on our website. At that time, a series of trainings on the protection of personal data in individual companies was conducted in the form of direct meetings and teleconferences. At the time, Raben Group also started preparations to meet the requirements of the new EU GDPR regulation.

From December 1, 2017, a new policy for the protection of personal data was implemented, which set out the most important aspects which required adjustments. In 2017, awareness-raising campaigns on potential threats in the form of newsletters were also carried out. Additionally, within the information security system, penetration tests and IT security technical audit were also carried out.



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

# About the Report

“The Way to Responsibility 2017” is the fourth social report of Raben Group in Poland. It covers the data concerning the following companies: Raben Logistics Polska sp. z o.o., Raben Transportsp. 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 data in the report apply to the calendar year 2017. During the mentioned period, there was a structural change of Raben Group companies in Poland. A new company Raben East sp. Z o.o. was established, which was dedicated to carry out road transport mainly to the East of Europe - to countries outside the European Union. The report is published annually. The last report was published in 2017 and it concerned the data for 2016. We have not used any corrections with reference to information included in previous reports. There was one significant change comparing to the previous report regarding the measurement method - in the case of employment, we also included persons employed in Polish companies of Raben Group as the “coordinator” (previously the measurement started from the “manager”). Apart from that, there have been no significant changes as compared to the previous report in terms of scope, range or the applied measurement methods. The Report does not contain information from other participants of the supply chain - 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. As the most important, they indicated the following areas: a safe and friendly working environment for employees; promoting road safety and the role of transport; building a safety culture and preventing accidents; cost efficiency, high quality and friendly customer service, as well as innovative ecological solutions in infrastructure and technology.

The data for the Report were first collected according to the latest version of the Global Reporting Initiative Standards 2016 reporting guidelines at the “Core” application level. They are also the result of the expectations voiced during dialogue sessions attended by local authorities and communities which inhabit the areas adjacent to the company, representatives of schools and universities, employees, representatives of labour unions, service providers. Customers' expectations were gathered during the regular, annual customer satisfaction survey. We also took into consideration the suggestions and needs submitted to us through a dedicated tab located on the website. Over 500 stakeholders were engaged in the process of creating this report. The largest volume of feedback concerning our activities, as well as expectations and needs, was collected through the dialogue sessions carried out in 2017 in Rzeszów and Stryków. 30 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 indexes presented in the Raben Group Social Report for the year ended on 31.12.2017.**

Report ([https://csr.raben-group.com/download/Raben\\_independent\\_assurance\\_report.pdf](https://csr.raben-group.com/download/Raben_independent_assurance_report.pdf))

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

Reporting assumptions and foundations			
GRI 101	Reporting assumptions and foundations	YES	<a href="#">About the Report</a>
Wskaźniki profilowe			
GRI 102-1	Name of the organisation	YES	<a href="#">About the Report</a>
GRI 102-2	Activities, brands, products, and services	YES	<a href="#">Services</a>
GRI 102-3	Location of headquarters	YES	<a href="#">Contact</a>
GRI 102-4	Location of operations	YES	<a href="#">Raben Group in Poland and in Europe</a>
			<a href="#">About the company</a>
GRI 102-5	Ownership and legal form	YES	<a href="#">About the company</a>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
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 the organization	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>The market</u>
GRI 102-10	Significant changes to the organization and its supply chain	YES	<u>Development</u>
			<u>About the Report</u>
GRI 102-11	Precautionary principle or approach	YES	<u>Compliance</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-12	External initiatives	YES	<u>Letter from the CEO Raben Group</u>
			<u>Entrepreneurship</u>
			<u>Employment</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>Common road</u>
			<u>Low-emission fleet</u>
			<u>Ecological buildings</u>
			<u>Employees</u>
			<u>Customer satisfaction</u>
			<u>Development</u>
			<u>Compliance</u>
GRI 102-16	Values, principles, standards and norms of behaviour	YES	<u>Mission, Vision, Values</u>
			<u>The market</u>
			<u>Compliance</u>
GRI 102-18	Governance structure	YES	<u>About the company</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-40	List of stakeholder groups	YES	<a href="#">CSR Strategy</a>
GRI 102-41	Collective bargaining agreements	YES	<a href="#">Employment</a>
GRI 102-42	Identifying and selecting stakeholders	YES	<a href="#">CSR Strategy</a>
			<a href="#">Common road</a>
GRI 102-43	Approach to stakeholder engagement	YES	<a href="#">CSR Strategy</a>
GRI 102-44	Key topics and concerns raised	YES	<a href="#">CSR Strategy</a>
			<a href="#">Common road</a>
GRI 102-45	Entities included in the consolidated financial statements	YES	<a href="#">About the Report</a>
GRI 102-46	Defining report content and topic boundaries	YES	<a href="#">About the Report</a>
GRI 102-47	List of material topics	YES	<a href="#">CSR Strategy</a>
			<a href="#">Common road</a>
GRI 102-48	Restatement of information	YES	<a href="#">About the Report</a>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 102-49	Changes in reporting	YES	<a href="#">About the Report</a>
GRI 102-50	Reporting period	YES	<a href="#">About the Report</a>
GRI 102-51	Date of most recent report	YES	<a href="#">About the Report</a>
GRI 102-52	Reporting cycle	YES	<a href="#">About the Report</a>
GRI 102-53	Contact details	YES	<a href="#">Contact</a>
GRI 102-54	WClaims of reporting in accordance with the GRI Standards	YES	<a href="#">About the Report</a>
GRI 102-55	GRI content index	YES	<a href="#">GRI</a>
GRI 102-56	External assurance	YES	<a href="#">About the Report</a>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 103-1	<p>Explanation of material topic and its boundary</p> <p>Cost-effectiveness, high quality and friendly customer service.</p> <p>Maintaining the position of the leader - development</p> <p>Safe and friendly work environment for employees.</p> <p>Promotion of road safety and the role of transport</p> <p>Building safety culture and preventing accidents.</p> <p>Innovative ecological solutions in infrastructure and technology.</p>	YES	<p><u>CSR Strategy</u></p> <hr/> <p><u>Common road</u></p>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 103-2	<p>The management approach and its elements in the field of:</p> <ul style="list-style-type: none"> <li>-environment,</li> <li>-society,</li> <li>-human rights,</li> <li>-preventing corruption</li> <li>-HR</li> </ul> <p>with the indication of material topics in each field.</p>	YES	<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>The 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	<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>The market</u>
			<u>Compliance</u>
			<u>Cooperation with drivers</u>

## Indexes according to aspects

Economic issues			
GRI 205-3	Conformed incidents of corruption and actions taken	YES	<u>Compliance</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	YES	<u>Compliance</u>
<b>Environmental issues</b>			
GRI 302-1	Energy consumption inside the organization	YES	<u>Ecological buildings</u>
GRI 305-1*	Direct GHG emissions	YES	<u>Low-emission fleet</u>
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	YES	<u>Cooperation with drivers</u>
			<u>Low-emission fleet</u>
			<u>Environment</u>
<b>Social issues</b>			
GRI 401-1	New employee hires and employee turnover	YES	<u>Employment</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 per employee	YES	<u>Training and development</u>

Index No.	Index description	Reported Index (YES/NO/NA)	Page
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	YES	<u>Training and development</u>
GRI 404-3	Percentage of employees receiving regular performance and development reviews	YES	<u>Training and development</u>
GRI 414-2*	Negative social impacts in the supply chain and actions taken.	YES	<u>Cooperation with drivers</u>
			<u>Common road</u>
			<u>Transport is Necessary</u>
			<u>The market</u>
GRI 418-1	Substantiated complaints concerning breaches of customers privacy and losses of data.	YES	<u>Information security</u>

\*Index reported partially

Independent Limited Assurance Report on Indicators Presented in the SD Report of Raben Group for the year ended 31 December 2017.

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

**Zbożowa 1**

62-023 Robakowo

## Scope of work performed

We have undertaken a limited assurance engagement on the indicators presented in the Sustainable Development Report of Raben Group for the year from 1<sup>st</sup> January 2017 – 31<sup>st</sup> December 2017 (**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 23 April 2018 – 10 September 2018 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.



Deloitte Sp. z o.o.  
Warsaw, 10 September 2018

# Contact



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