Our Spirit

Greencarrier Group
Sustainability Report 2020

Welcome to the fourth edition of
Our Spirit
The Sustainability Report for Greencarrier Group
2020

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We value your feedback and welcome your questions, comments or suggestions.

Please visit www.greencarrier.com, blog.greencarrier.com or engage with us in social media:

Version 1.0 2020

”Creating a
more sustainable
tomorrow.”

Greencarrier at a glance

An independent, international logistics company serving the world.

THIS IS GREENCARRIER
Greencarrier was founded in 2000 in Gothenburg, Sweden, and is today one of the Nordic's largest privately-owned logistics companies.

We are a team of 970 committed employees in 11 countries operating in five independent business areas.

Our turnover in 2020 was 447 MEUR.

OUR OFFER
We offer world-wide logistics solutions including all modes of transport. With focus on knowledge, innovation and sustainable solutions.

OUR VISION
Creating a more sustainable tomorrow.

THE GREENCARRIER WAY
Green: We strive to apply best available environmental solution in everything we do.

Innovative: We focus on full understanding of our customers' value chains, and combine that with our knowledge around logistics - out of that we bring insight to our customers to optimize their supply chain flows.

Long Term: We have a long term view and mindset in everything we do.

Personalized: We take personal accountability and create solutions from the needs of each customer.

Sustainability is the only way forward

Sustainability for me is taking long term responsibility for the world around me and the people in it, essentially it is as easy as caring!

As a founder and owner of Greencarrier this means that I want us to care for our company and the people who work here, as well as for our customers and partners. And also for the people around us, the society and the planet. We call this long term commitment and sustainable approach to what we do, the Greencarrier Spirit.

Looking back at 2020
In this report we summarize our achievements and progress within sustainability for the year 2020, and it is indeed a very special year we look back on.

We all had to change our lifestyles and habits because of the pandemic. In some ways this has been good. We have changed our priorities and ways of living. We travel less, and many of us spend more time outdoors and exercise a more. I think that a lot of this will stick with us, even in the life after the pandemic.

But without doubt, the year has been a challenge for all of us and we will live with the effects for a long time to come. It's clear – that we have the power to make a difference both in the right direction and in the wrong direction. The pandemic has shown our abilities. Individuals, companies and countries have been stepping forward in many ways. I can ensure you that Greencarrier's sustainability ambitions and work has definitely not been paused, rather improved and intensified.

What lies ahead of us
Looking ahead into 2021 and forward I can see that the logistics industry is in focus and needed more than ever. Global trade is essentially a good thing for humanity and the logistics industry is of course the hub in the heart of all this. We ensure that our global, and local, value chains run smoothly. And now and in the future, it must be done in a sustainable way. There is no other way forward!

I see us within Greencarrier as a forerunner in the change towards a more sustainable logistics industry and we should intensify our work even more ahead.

It is all about the people
Our business is all about the people and relationships. I want everyone in Greencarrier to come to work and be happy and feel that they can be themselves at work. That they are trusted to make decisions and take own responsibility. I want all our customers to feel that we do our best to provide the right services to them.

The logistics industry is the place to be in the future. And I see that we, Greencarrier, should be the best and most attractive employer in it.

This is Greencarrier Group's fourth sustainability report, a report that will give you a greater understanding of what we mean by Greencarrier Spirit and how we work to improve for the long term. I hope you will enjoy reading it.

Stay safe and take care!

Stefan Björk
Owner & Founder
Greencarrier Group

Greencarrier Spirit - Our view on sustainability

The Greencarrier Spirit model.

Our model for a sustainable life

The Greencarrier Spirit influences everything we do, every day, with the aim to act sustainable for the long term. It involves how we conduct business, how we treat our employees and colleagues, how we see ourselves as a citizen in the society and the world around us, and how we contribute to a sustainable development for the environment.

The Greencarrier Spirit model is based on the UN's Global Compact, which provides guidelines for ethical business based on human rights, employment rights, environmental awareness and anti-corruption.

The model shows how we work with sustainability from four different perspectives, with our core values in the center. Our values define who we are and what we stand for and provide the foundation for our work.

Environment: We believe in the importance of environmental protection and improvement for the long term. Our ambition is to use best possible environmental practice whenever we can.

Employees: We take pride in our employees and strive to be a good employer. By investing in their well-being and development we get qualified and highly motivated employees.

Business: By conducting business according to ethical, professional and legal standards we are a fair and honest business partner and we evaluate our suppliers according to these standards. We stand for quality and personal commitment.

Society: We want to be a responsible corporate citizen and we believe that by caring for the world around us, and the people in it, we become a better business partner and employer.

Contributing to common goals

In 2015, 193 world leaders in the United Nations agreed to 17 Global Goals for Sustainable Development. If these goals are completed, it would mean an end to extreme poverty, inequality and climate change by 2030. To reach the goals we all have to get involved, and this is Greencarrier's contribution.

Greencarrier's actions towards the Global Goals for Sustainable Development

As part of our ambitions within sustainability, Greencarrier's Spirit Board has reviewed all 17 Global Goals for Sustainable Development and their 169 Targets, and evaluated where we can make most impact. We have defined five prioritized goals based on our four focus areas in the Greencarrier Spirit Model.

Goal 7 Affordable and clean energy
We should develop our transportation products towards an increased use of clean energy, as well as increasing the use of clean energy in our offices and premises. Read more on page 24.

Goal 8 Decent work and economic growth
We should run our company with a long term perspective to enable economic growth. We have the ambition to be the most attractive employer in the industry. Read more on page 36-39.

Goal 10 Reduced inequalities
We should promote an inclusive work place where people are treated equal. We should work towards equality, fairness and the empowerment of everyone irrespective of origin, religion, gender, age, etc. Read more on page 36-39.

Goal 12 Responsible consumption and production
We should develop our products to become environmentally smarter. We should ensure responsible handling of waste from our offices and other premises. We should report what we do to develop our work with sustainability. Read more on page 22-35.

Goal 13 Climate action
We should lower our emissions on delivered transport products. We should work to promote green initiatives in our offices and premises. We should promote actions towards cleaner land and oceans by engaging in external networks and evaluating our suppliers. We should develop products that contribute to our environmental goals. Read more on page 22-35.

Our brand

Our brand platform.

Recognition and trust for the long term

The Greencarrier brand reflects our ambition to be a reliable and trustworthy business partner and employer, who runs our company in a sustainable way for the long term.

What our brand stands for is guided by our core values commitment, involvement and humour & joy and is built on our vision of creating a more sustainable tomorrow and our mission to challenge the market with new, innovative and sustainable logistics possibilities.

We want our company and brand to be sustainable and last in the market for a long time. That is why the brand is so important for our work with Greencarrier Spirit, and vice versa.

When you meet us, as a customer and business partner or as a colleague at Greencarrier, your experience should reflect this. It is when we prove ourselves in every different aspect in everything we do that we will have a sustainable brand.

Our brand platform is our framework to guide us in this work. It defines what our brand stands for, and helps us at Greencarrier truly live our brand.

Our values

Living our values

Our employees give a score of 4,2 out of 5 on the question: "My colleagues lives and share our common values".

If we are happy, our customers are happy, and the other way around

Our core values define who we are and what we stand for. They are the foundation for how we do business in a responsible and sustainable way. We are happy to say that we work successfully together and have fun at the same time. We pride ourselves on having passionate and committed employees. And we are not afraid of taking responsibility and sharing our knowledge.

Humour & Joy are among our company's core values because we truly believe that a positive attitude and a happy atmosphere help us achieve better and enhance our creativity. We appreciate each other the way we are and we have room for individuality within Greencarrier. We work with a personal approach towards our customers and we are curious and passionate about their business. This forms a positive circle in which everyone comes out as a winner. What it simply comes down to in the end is: If we are happy, our customers are happy, and the other way around.

Our **Commitment** shines through in our day-to-day work as we are dedicated and work with passion and enthusiasm. We offer that little extra to both our customers and colleagues and this helps us deliver the best quality possible. To us, quality means putting our ultimate effort into our work and never settle for less. It means high accessibility, high accuracy and fast customer service. Whether a challenge is large or small, we always strive to do our very best. At the end of the day, being committed to our work means being committed to our customers, and we strive to always improve and challenge both ourselves and our customers to make more sustainable choices.

Involvement means both that we work as one team and support each other when needed. We care, help and collaborate with each other at all times. We are open and honest and we take personal accountability for our contribution to our team and our customers. Knowledge should be shared, and we strongly believe that the more people involved, the richer the knowledge. We always encourage each other as well as our customers to be part of dialogues and discussions. With everyone's involvement, we can make it happen.

Our mindset and business

Yes, it's possible!

We provide sustainable logistics solutions – and are not afraid to challenge the market with new logistics possibilities. We are a trustworthy partner and independent player who believes in commitment and involvement as much as in having fun.

To us, the world is a place full of possibilities. Whether you need to move your goods by sea, air, land or an end-to-end logistics solution, we are here to make it happen. No challenge is too large or too small.

Yes, it's possible!

Local presence with expertise and sustainable logistics worldwide

Greencarrier was founded in 2000 in Gothenburg, Sweden, where we still have our head office today. Today we are 970 employees in 11 countries and we are one of the Nordic's largest privately owned logistics companies.

Our mindset "Yes, it's possible!" describes our approach to doing business. We want to challenge ourselves, our customers and the market with new and innovative logistics solutions. To us the world is full of possibilities, and no challenge is too big or small.

We operate in five different business areas:

Greencarrier Liner Agency is the agent for the container shipping company Evergreen Line, offering worldwide reliable sea transportation.

Greencarrier Freight Services are experts in freight forwarding and provide sustainable logistics solutions and services around the world.
With our local presence, we can offer in-depth knowledge of the local market, while our extended network enables us to provide our customers with sustainable logistics solutions worldwide.

Hecksher is a full-service air & ocean logistics provider focusing on agent related business and personal customers in the Nordic and Baltic countries.

Maritime Transport & Agencies offers global transport and logistic solutions, mainly less than container load, as agent for Vanguard Logistics Services. MTA also provides multimodal transport solutions by land, sea and/or air.

SOIC, the Swedish Ship Gothenburg. We operate the Swedish Ship Gothenburg. The ship stands for history of shipping and global trade since 1731 and is a strong bearer of culture and values.

Our employees are experts within their own fields and home markets. They keep track of challenges, trends and customer demands on a country level. At the same time we constantly challenge the international market with new smart solutions.

Our overall sustainability work

Group's long term sustainability goals and ambitions

We strive to: Act fair to people and planet – gain and give knowledge - influence others.

2050: Fossil free
A fossil free logistics industry is what the planet needs. We strive for this, together with our suppliers and customers.

2030: Contribute to the United Nations Sustainable Development Goals
The United Nations Sustainable Development Goals (SDGs) is set for 2030, and we at Greencarrier work to contribute to them, and especially to our prioritized SDGs.
Read more on page 10-11.

Knowledge: We work with knowledge in many ways, including training in Greencarrier Academy for all employees, our Green Ambassadors and Green Office Coordinators, information via our digital work place Greenroom and as part of our Greencarrier Spirit Days. We share knowledge in several networks and external projects, and of course every day as part of our customer and supplier dialogue.

Influence: We influence others by for instance evaluating our suppliers and pushing sales of sustainable solutions. We also influence by spreading knowledge in our digital channels and when we interact with customers and suppliers.

Emissions: We strive to reduce the relative emissions of our products and from our offices.

How we work with Greencarrier Spirit

The Greencarrier Spirit is an integrated part in all we do. Here are some examples of how we keep the work moving forward.

The Greencarrier Group Head of Sustainability & Brand Management has the overall responsibility for leading our work with sustainability and driving it forward. The role works closely together with different functions in the organization and close to the group leadership team and CEO. Major goals and ambitions are discussed and anchored with CEO and in the Group Leadership team.

In 2019 we set up our network of Green Ambassadors from all Greencarrier countries. They play a very important role for our ambitions and vision, and their task is to help and push everyone in Greencarrier to become more sustainable and improve our green agenda. But also to drive the customer dialogue towards greener solutions.

The Green Ambassador Network works together as a team over country borders, together with a core team of sustainability professionals from our organisation, and follows up on progress and best practice regularly. Read more on page 20.

We also have a Green Office coordinator-network with a representative in each office. They help all offices improve their local environmental work. Read more on page 24.

The Greencarrier Spirit Board incudes our owner/ Chairman, CEO, HR and Sustainability. Its purpose is to develop and follow up on our Greencarrier Spirit initiatives (our Corporate Social Responsibility projects) and the distribution and use of Greencarrier Spirit Fund. Read more on page 48-53.

In 2020 we followed up our internal sustainability survey, (launched in 2019) and of the respondents 93% of our employees said that they think our work with sustainability is important. We aim to follow this survey up each year, and increase the number to 100%.

Our employees can learn more about our work with the Greencarrier Spirit, including our values and brand, on our Greencarrier Spirit days which are inspirational workshop days that are carried out regularly in all our offices. More information about the Greencarrier Spirit is also available in our digital work space Greenroom, in our blog and on our website.

We also use our e-learning platform Greencarrier Academy to spread knowledge internally and in 2020 we launched a new training for all employees about sustainability and our ambitions.

Our work with sustainability goes beyond this, as it is an important part of our vision and strategy and the day to day work in each business area. A lot of the work directly related to the operations of the business areas is therefore managed and handled within each business area.

In the following sections you will learn more about our overall work and actions within each of the four areas of our Greencarrier Spirit model: environment, employees, business and society.

Our team of Green Ambassadors meeting in Gothenbug 2019 .

Our Green Ambassadors

Greencarrier's vision is "Creating a more sustainable tomorrow", being Green & Long-Term is part of our strategy and we have high ambitions for our work ahead. That's why we have a Green Ambassador network, to push our sustainability work forward and be able to help our clients become more sustainable.

The idea is that to become more sustainable as a company, we need knowledge and inspiration and reminders from others. Our team of Green Ambassadors plays a very important role for our ambitions and vision. They help and push everyone in Greencarrier to become better, and they influence our customers in the right direction towards greener solutions! They have special knowledge and interest in improving our green agenda.

The work has been ongoing since 2019 and today we have one green ambassador in each country where we operate and we meet on a regular basis. In 2020 we also started a Green Ambassador network in Sweden, including members from all of our Swedish offices and headed by our Swedish Green Ambassador.

All our Green Ambassadors are truly passionate about or work towards a more sustainable future. They work to:
• Promote, inspire and give knowledge to colleagues in their organisation.
•Help and give feedback to local Green Office coordinators.
• Inspire creativity and innovation - and engage in trying new sustainable solutions.
• Help in dialogue with partners and clients.
• Find and engage in local Greencarrier Spirit initiatives.

The Green Ambassador Network works together as a team over country borders, together with a core team of sustainability professionals from our organisation, and follows up on progress and best practice regularly.

Culture day in our Aarhus office 2019.

Our Culture Days

Our Greencarrier Culture Days are one way to inspire each other to lean in and lead by example. We have had these workshops in Greencarrier in many years, and it helps us come together and keep our culture growing.

During these days we talk about our values, culture, and what it means for us in our daily work. It is all very closely connected to our vision, ambitions within sustainability and our brand.

Getting together, taking time to listen, learn more about each other and getting more insight and awareness about colleagues and ourselves is involvement for sure!

The days consists of both learning and workshops. We spend a lot of time discussing together, and there's also time for some very important personal reflection.

In February 2020 we held a physical Culture Day with all employees in Helsinki. Then the pandemic set new terms for meeting and travelling so during 2020 we had to rethink.

We realized we did not want to pause the work, so we developed a new online set up with interactive discussions in Teams which we tried out in small scale 2020.

The new concept will be launched in beginning of 2021.

Our work towards a better environment

A customer's point of view:

As a leading supplier of high quality stationary products, bags, school bags, backpacks and back to school items we at Euromic always work to secure complete compliance to our high standards and demands on product quality, work ethics, and social responsibility. We market our products through some of Europe's major supermarket chains, distributors and retailers.

We appreciate our long term cooperation with Greencarrier Freight Services and together we have developed a highly efficient logistics chain, that both ensures the quality of our operations and contributes to our success in the market. By letting Greencarrier handle our entire setup of both inbound and outbound shipments we can take the next step in working to reduce the total emissions from our logistics chain. This is important to us, and we value working with a partner that has sustainability high on their agenda.

Bent Drejer
Director
Euromic

A customer's point of view:

For Varner Group sustainability and reducing the impact on the environment is highly important . In addition to the manufacturing of our clothes, accessories and other products, sustainable transports is a prioritized area. With increased production in Europe, we are very pleased to be able to reduce our carbon footprint through cooperation with Greencarrier Freight Services and a sustainable intermodal transport solution, as an environmentally friendly alternative to road transport.

Therese Ottosson
Teamleader Import
Varner Retail

Logistics is a massive part of our modern world now, with manufacturing and industry often no longer being "local" which means often goods can attract a huge carbon foot print before arriving at their final required destination. Logistics is a large part of that, so we need to make sure we are looking at the best solutions to reduce the impact of the supply chain on this carbon footprint to work towards a healthier planet.

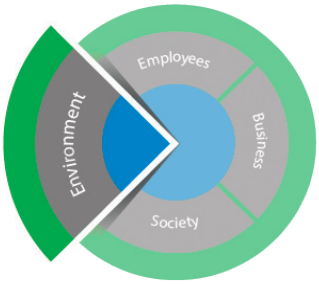
Katy Bonham
External Sales Executive
Greencarrier Freight Services
UK

By sharing our knowledge and presenting the right information we can make it easier for our customers to make the right choices, and choose sustainable logistics solutions. If you can compare and show relevant figures to a customer, based on their actual flows – you can make it obvious what the gains are by choosing a more sustainable option.

Åsa Leander
Head of Sustainability &
Brand Mangement
Greencarrier Group

At Greencarrier Liner Agency, we work with a great principal called Evergreen Line. They have always been living up to their name and has been one of the first companies in global economy which has taken environment to its agenda. My contribution is to make sure that we share the knowledge about how sustainable solutions in the container transportation is compared to other transport methods in global business. It is in my role to combine the Greencarrier actions and Evergreen actions together

Minna Ruisaho
Customer Service and Operations DIrector
Greencarrier Liner Agency, Finland



Over the years, we have taken various actions to minimise the environmental impact of our operations. Our ambition is to apply the best environmental practice in everything we do and we strive to improve.

A global perspective and our view on sustainable logistics

The transportation sector accounts for 14% of all energy related C02-emissions globally and has more than doubled since the 70's. In the EU the transportation sector generates 25% of all transportation C02-emissions. Without actions and measures, this could increase faster than any other sector. The message is clear from both EU and many of the member countries - we need to become more efficient and make a shift in technology to enable us to reach the goals of a climate neutral Europe by 2050.

Global transports emit a lot of greenhouse gases, but it is also the foundation of any economy as it enables people to be linked, goods to be exchanged, and cities to be structured.

Therefore limiting transportation is not the solution; the solution is sustainable and in the future entirely fossil free transportation. This meets the increasing demand of exchanging goods around the world at the same time as emissions are reduced.

The key approaches to achieve sustainable transportation are as follows:

1. Optimizing: Avoiding unnecessary transportation, which includes increasing load factors, using appropriate modes at each link of the transportation chain and further logistical planning powered by digitalization and innovation.

2. Modal shifts: Transportation modes that have high emissions should be shifted to more environmentally smart ones when possible, and intermodal solutions with a combination of transport modes should be developed.

3. Improving: We should improve and develop transportation technology through innovations including cleaner fuels and electrification, shifting to alterative modes of transport and using innovation to find smarter solutions.

It is crucial that actors within the transportation sector engage in joint efforts and collaborate towards the same goal to reduce our negative impact on the environment and prevent climate change.

In the coming pages you can read more about what we do to improve our logistics solutions.

Environmental focus on a Greencarrier Group level

Our business is to move goods across the globe, providing a wide range of logistics solutions and services. Being in the logistics industry means that we have a great responsibility to improve our operations and strive to reduce the emissions that harm our planet. The environmental work in Greencarrier is directed by our group environmental policy and managed both through group initiatives and by the environmental organizations in each business area (read more on pages 25 and 28-29).

We strive to reduce the use of resources and prevent pollution of the air, water and soil and thereby constantly improving our environmental performance. As a minimum, we comply with laws, ordinances, regulations and other requirements.

It all starts with knowledge
We want to challenge the market with new and more sustainable solutions. Our general ambition is to work in close partnership with our customers to provide competence and inspiration within greener transportation. This all starts with knowledge.

We continuously train our employees about environmental issues to raise the awareness of the environmental aspects of our duties. We have had a mandatory environmental training in our Greencarrier Academy since 2017, and in 2020 we launched a new Sustainability Training mandatory for all employees.

Reducing our CO2 emissions
A survey conducted within Greencarrier Freight Services in 2015 showed three significant environmental aspects with respect to emissions of CO2:

1/ Our delivered transport products
2/ Our business trips
3/ Our offices and facilities

The first aspect – our delivered transport products - accounted for more than 99% of our total CO2 emissions. This clearly shows how important it is for us to measure our emissions carefully and develop our transport products to become more environmentally responsible and smart. We also take responsibility for being conscious about packaging.

With that knowledge we can help our customers make the right choices.A main focus for us is to develop environmentally smart solutions and transport products, in collaboration with our suppliers and customers.

We strive to: act fair to people and planet – gain and give knowledge - influence others.

We also engage in different forums (joined by academy, business and government) to seek to create a more sustainable logistics sector. In 2018 we joined CLOSER which works for efficient and sustainable logistics and in 2020 we became members of TripleF, a research and innovation initiative contributing to fossil free freight transport. This goes hand in hand with our ambitions of being green and innovative. We are also members of the Swedish Confederation of Transport Enterprises Enviromental Group, CSR Västsverige, and other collaboration forums.

Greener Offices

Green Office is our internal initiative to improve environmental awareness and performance in our offices and facilities. In everything we do we should think green to reduce our footprint.

All offices (and Green Office Coordinators) fill out a form each quarter, and this information is made available on our digital work space Greenroom - enabling everyone to follow the progress and improvements. Each quarter we choose the best Green Office of the quarter, based on best improvement or proudest moment and a general high score.

The Green Office guidelines includes ways to lower the energy consumption, minimise the use of paper, recycle, etc.

What can you do?
- Minimize travels, promote online meetings and remote working.
- Use the smartest mode of travelling.
- Monitor and lower the office's energy consumption and use clean energy.
- Decrease paper consumption.
- Use environmentally certified materials.
- Recycle, reuse and give away.
- Replace harmful chemicals.

Strong environmental focus through Greencarrier Liner Agency's principal

Greencarrier Liner Agency is the agent for one of the world's largest shipping lines - Evergreen Line. Greencarrier Liner Agency and Evergreen Line share the values of providing customers with sustainable transport solutions. To do this, we always focus on developing our ways of working.

As the agent for Evergreen Line, their environmental actions are also a big part of Greencarrier Liner Agency's.

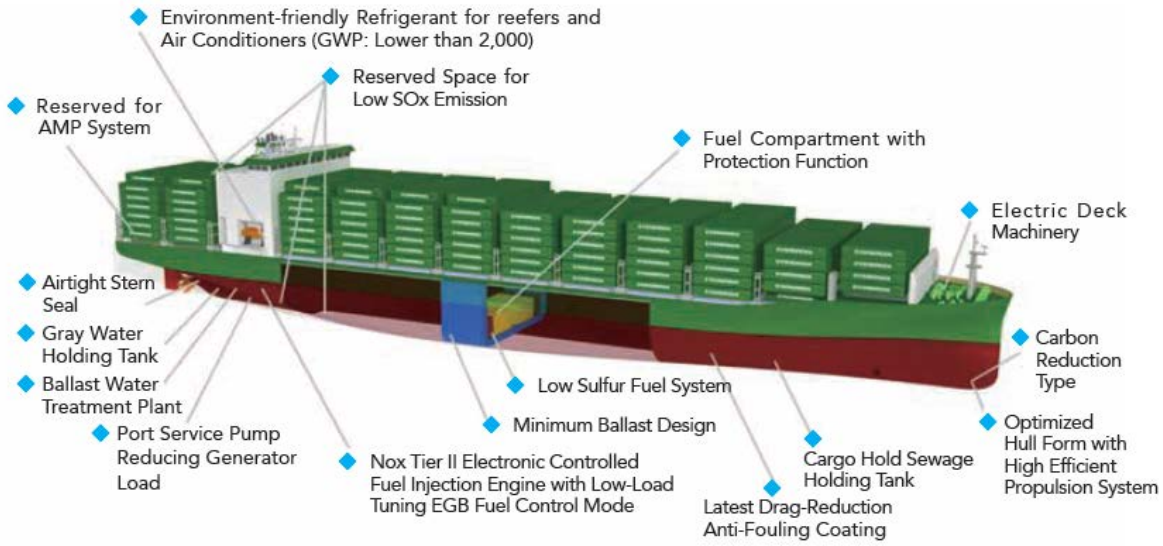
New and improved vessels
Evergreen Line has always been dedicated to CSR and the environment, and continue their efforts to minimise their environmental impact of their vessels. In 2019 Evergreen began the transformation of their fleet deployment, and totally 74 vessels are in the order book. Evergreen's order book is the largest on the market beeing totally over 700.000 TEU in order.

During 2019-2021 the 20 000 TEU Vessels came into service, and in total eleven of these vessels entered the Asia-Europe loops and those are currently in CEM loop. The transition from the T-Class 14 000 TEU to the G-Class 20 000 TEU alone means 15% reduction of CO2 emissions. In 2021 new buildings are coming to market 10 x 24 000 TEU vessels, starting from end of July 2021. The first vessel Ever Ace is the biggest container vessel in the world-wide container fleet.

Voyage planning
Evergreen has a focus on voyage planning to protect the marine environment and weather routing to minimise the negative effects of winds, waves and currents. Optimising vessel speed is another important factor to reduce unnecessary fuel consumption. Apart from optimising vessel navigation to become more eco-friendly, Evergreen is taking more environmental actions to minimise the emissions of vessels. One initiative is to use a Ship Energy Efficiency Management Plan (SEEMP). The aim of the plan is to establish procedures to improve the energy efficiency of a ship in a cost-effective manner.

Supplier Evaluation
In addition to Evergreen's actions and the common actions of the Greencarrier Group, Greencarrier Liner Agency always evaluates our suppliers' environmental actions and approaches to sustainability, in a process similar to the one described for Greencarrier Freight Services (see page 27). This enables us to make our customers aware of the most sustainable solution for a specific transport. We do this by, for example, comparing container transportation with transports by truck, especially within intra-European trades.

Emission Reports
Customers are asking us to provide them with statistics of their own yearly consumption of energy and emission from their transports. We can supply emission figures (g/TEU/km) for carbon dioxide emissions, sulphur dioxides emissions, and nitrogen oxides emissions per trade, container type or from port to port, following the standards of the Clean Cargo Working Group. These statistics are used internally to follow up on how their emissions have reduced compared to previous years in business.



Ships designed with the environment in mind (image Evergreen Line).

Evergreen ranked among the most sustainable in the world by Wall Street Journal

A new ranking recently released by The Wall Street Journal places Evergreen Marine on place 39 out of the 100 most sustainably managed companies world wide, and on 3rd place in the category Environment.

The Wall Street Journal's list of the 100 most Sustainably Managed Companies in the World is a ranking produced by the Journal's environment, social and governance research analysts, who assessed more than 5,500 publicly traded businesses. The ranking is based on sustainability metrics in areas as business model and innovation, external social and product issues, employee and workplace issues, and the environment.

Evergreen is placed on #39 in the overall rating and in 3rd place in the category "Environment", and is the only Shipping Line on the list.

"Over the years, Evergreen has done a great job within sustainability and has always been a front runner in sustainable shipping. The WSJ ranking is a validation and Evergreen deserve the high ranking. Their ambitions to be a truly green shipping line goes hand in hand with the strategy of Greencarrier Liner Agency's. I know that Evergreen is preparing for the future and I am looking forward to continue to serve the market with their services", says Tuomas Timgren, CEO Greencarrier Liner Agency.

"Sustainable development within shipping and logistics is more important today than ever and new technology combined with changed behavior will make transition possible! At Greencarrier we work for the overall vision "creating a more sustainable tomorrow" and we can only get there by collaborating with our customers and partners. Therefore we are really happy to see that our long term partner Evergreen is among the most sustainable companies in the world according to WSJs ranking". says Asa Leander, Head of Sustainability at Greencarrier.

"Over the years, Evergreen has done a great job within sustainability and has always been a front runner in sustainable shipping."

The ranking's methodology takes a broad view of sustainability, and aims to score the ability to create long term value for shareholders. Making sustainability issues a core part of business practices is a defining characteristic of the companies in the WSJ ranking and the scores reflect the companies transparency and amount of publicly available information about policies, initiatives and performance.

Why Sustainability is an important part of Greencarrier Freight Services' business

Greencarrier Freight Services provides transport solutions with all modes of transport all over the world. We have environmental actions within 3 focus areas and the strategy includes developing our Green Solutions and using optimization of goods flow to reach higher load factors, shorter lead times and lower CO2 emissions.

Green is a part of our DNA and our strategy. In order to be truly green we need to perform with high quality and that combination for us is to be sustainable. We do not do quick fixes we work long-term. We work in cooperation with our suppliers to be even better tomorrow and have more sustainable solutions. Our main focus is to reduce the emissions and when we have done all we can, then we offset with our partner Solvatten. We help (assists) our customer to become climate heroes. We have the knowledge and tools to make a difference.

Internal engagements
In Greencarrier we have committed employees and a digital education platform which we constantly update. Our employees are educated in systems, quality as well as our environmental work and solutions to be even better. We also have an internal network "Green ambassadors" to share ideas and work together for a better climate both inside and outside our organization (read more on page 20). The offices are measured on their environmental performance in a quarterly report in green offices in order for us to constantly improve (read more on page 24).

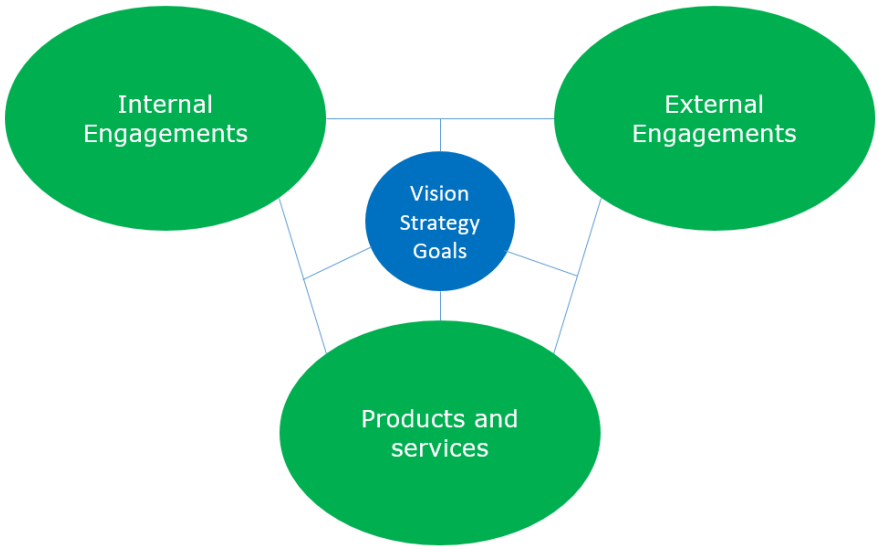
External engagements
To be able to work with the markets best and most trustworthy suppliers we perform biannual supplier evaluations. The suppliers must be approved to be a Greencarrier supplier so we know that we deliver services with the high quality that is expected. We work closely together with our suppliers to evolve the services of the future. We also strive to have projects together with suppliers and customers and do not hesitate to try new technology when available and applicable. We are proud members of different networks outside our organization such as Closer and Q3.

Products & services
Our ambition is to provide the best service for each customer being able to support and guide them through different options to optimize their flow. Both from a monetary perspective as well as environmental. We find that they often work hand in hand. Green is lean, but you have to look at the whole supply chain in order to make the choices best suitable for your business.

We have products and services developed to be more sustainable than traditional alternatives (see page 27) and these solutions constantly become more and better.

When you are a customer at Greencarrier you are able to monitor your goods as well as the emissions in our supply chain dashboard making it easy to see the consequence of choice and the performance. You can easily keep an eye of your cargo and documents.

Our emissions is calculated through Eco-transit, which is compliance with EN16258 and also accredited by Glec. More information can be found at ecotransit.org.



Greencarrier Freight Services has environmental actions in three focus areas: Internal engagements, External engagements and Products & Services.

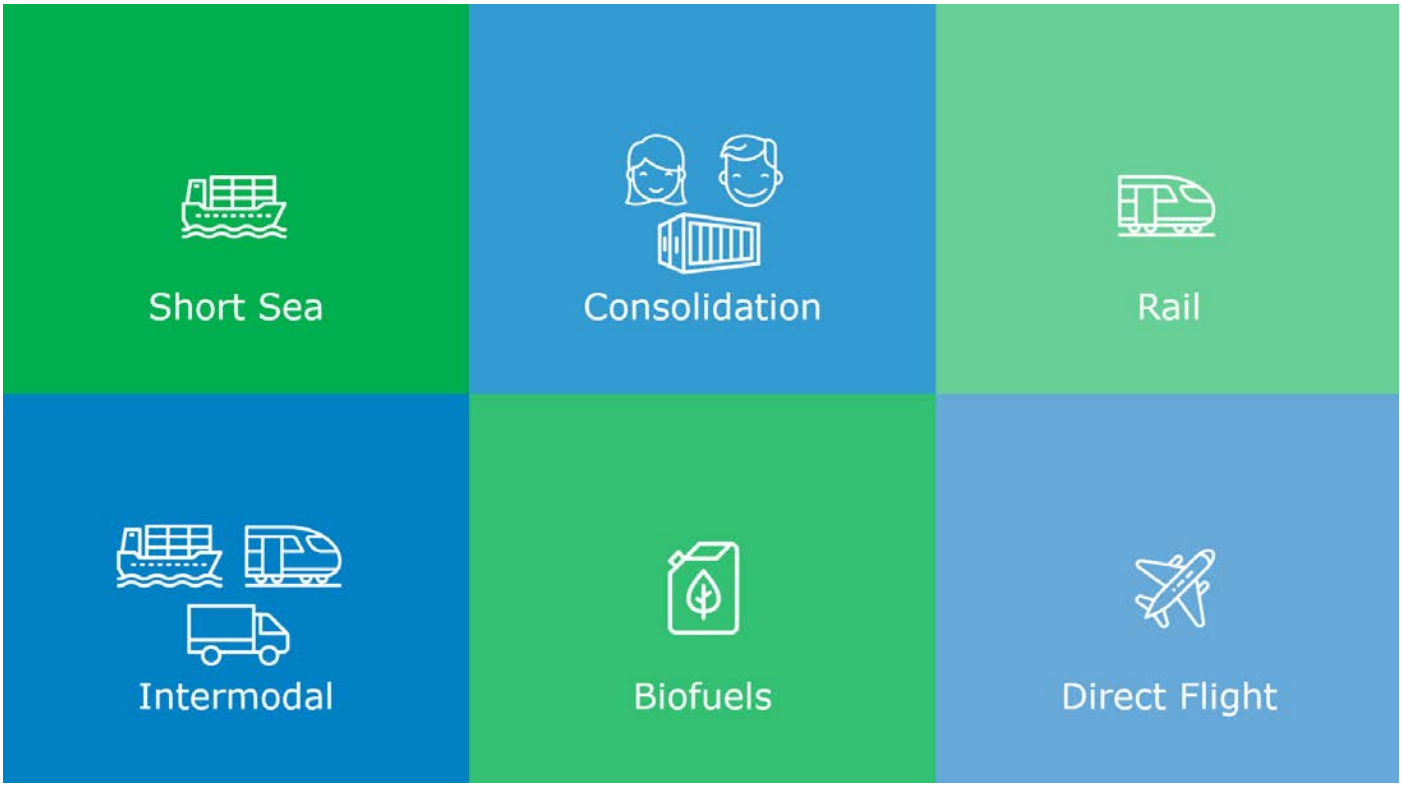
Sustainability Goals Greencarrier Freight Services

Relative emissions reduced:
2022: Reduce the total CO2e per TONKM by 15% compared to 2018.

2025: Reduce total CO2e per TONKM by 30% compared to 2018.

Sales
2025: Over 50% of our sales should include sustainable solution by 2025.

CO2e = CO2 equivalent.



Green Solutions - making it easy to make sustainable choices

We strive to make sustainable choices easilly available to our customers. During 2019 we have worked to set together all our available greener choices into our Green Solutions, and develop new ones. This concept will be launched in the spring of 2020.

Our Green Solutions are options where you can reduce a lot of CO2-emissoins compared to the more traditional choices. Here's a short summary of what they include.

Short Sea: Shortsea within Europe is a key success factor when it comes to reaching the very high goals set up in the EU and member countries. The water ways are underutilized, in many cases the smaller vessels that are used for these routes still has the ability to handle the same amount of cargo as 500 trucks. This reduces C02-emissions and makes roads safer and less congested.

Consolidation: Consolidation of goods ensures lower emissions because of fuller containers. Share the space and buy and ship what you need. This is both economic and reduces the empty mileage.

Rail: You can ship your goods from China to Europe by train in a much more sustainable way than air transport. Our rail service from Asia to Europe is a reliable service which we have worked with for many years. We also work with rail solutions within Europe.

Intermodal: Sometimes a combination of transport modes is the best option, and actually very efficient. You can use the rail system and combine with waterways in an efficient and low emitting alternative to road freight.

Biofuels: Biofuels could be used in airplanes, sea vessels and for trucks. There are several different fuels available, and to reach the global goals we will need the combination. We will also look to other options, such as High Capacity Transports (HCT), to maximize the space, and electrification.

Direct Flight: Flying is the most emitting mode of transport, but sometimes really necessary! Direct flights is a way better option than landing and taking off several times (as this costs a lot of energy/fuel consumption). A lot is happening, and we will see the air industry transform rapidly.

We work with real reductions - but offer offsetting
Offsetting is not our main option to reach climate neutrality, on the contrary we see it an alternative when there is nothing more to be done. Greencarrier Spirit Fund is our own way of giving back. Solvatten is one of our many partners in that work.

Stefan Larsen
Ocean Freight Manager
Greencarrier Freight Services
Sweden

Short sea shipping – a smart and sustainable alternative

By establishing sustainable "sea motorways" over shorter distances and improve links between seaports and inland networks, it is possible to take substantial goods volumes off the European roads.

Embracing the concept of short sea shipping can contribute to solving the prevailing issues of European road transport whilst offering shippers a smart and sustainable transport alternative. Short sea shipping is not a matter of dismantling road transport. It is about finding green and innovative transport alternatives to improve the logistics flow for shippers.

An eco-friendlier transport alternative
When it comes to reducing the ecological footprint, sea freight is known for winning the battle against road freight. Fewer heavy vehicles on the European roads means less negative impact on the environment. Moving significant goods volumes from the European roads to short sea routes would largely contribute to reducing the CO2 emissions caused by road transport.

> "Moving significant goods volumes from the European roads to short sea routes would largely contribute to reducing the CO2 emissions caused by road transport"

Receive goods in a reliable, consistent, and timely manner
One of the major benefits of short sea shipping is that shippers get their goods in a reliable, consistent, and timely manner. Unlike road transport, which is more prone to delays and irregular logistics flow due to congestion, short sea shipping allows for scheduled departures and arrivals.

This means the goods are received in time and can then be efficiently distributed from the port terminals. Shippers do not have to worry about taking care of large goods volumes within short time frames or keeping stock in their own warehouses.

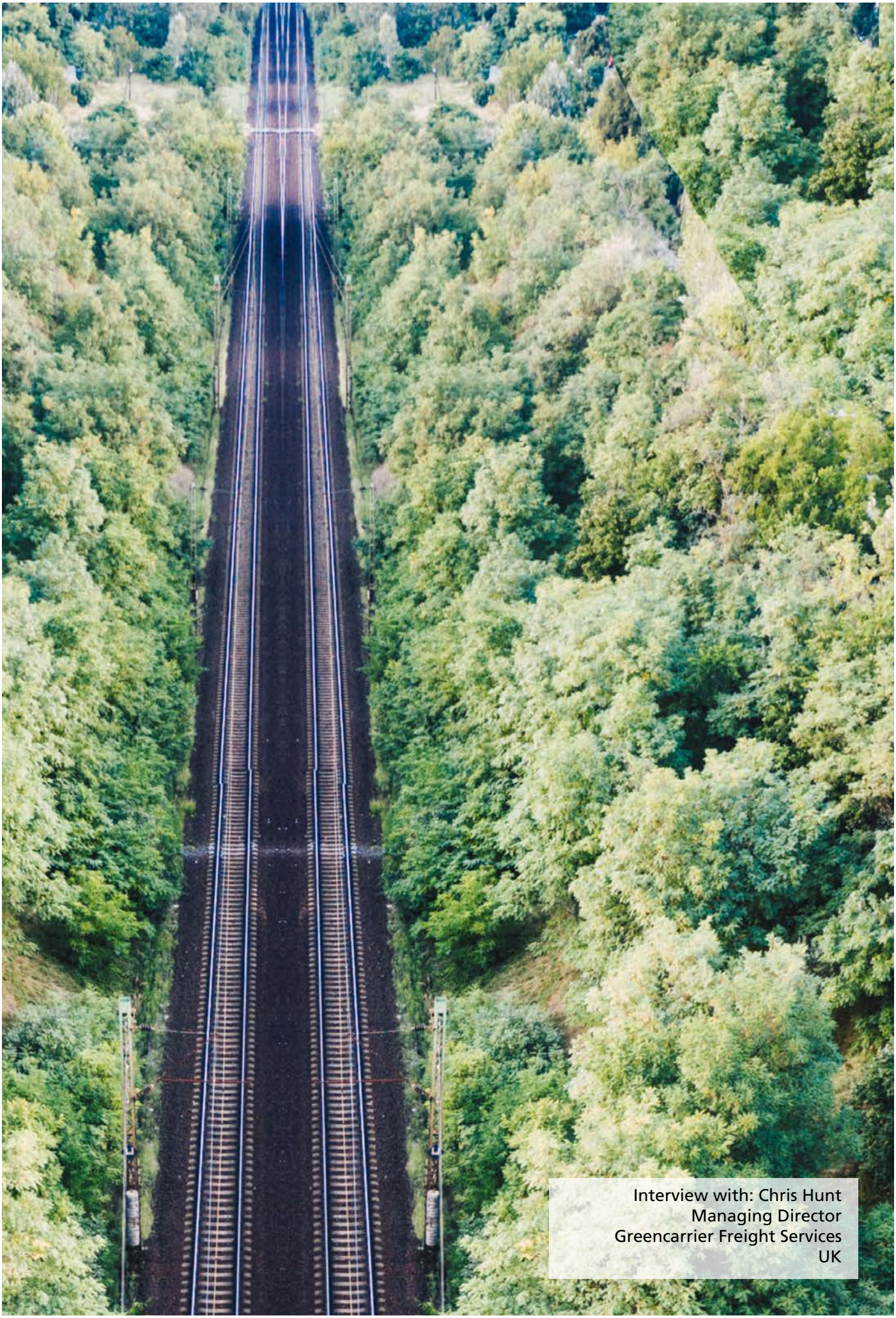
Less congestion, safer driving, and reduced noise levels
Moving significant goods volumes from road to short sea would have a positive impact on road congestion, road safety, and noise levels.

Fewer heavy vehicles on the roads would largely contribute to smoother traffic flows and safer driving with less stress and disturbance as well as greater potential for trucks to stay on schedule and meet delivery times. Less wear and tear from heavy vehicles would also loosen the strains on the upkeep of the European roads.

A cost-efficient alternative
Sea freight rates are lower than road freight rates, especially when shipping larger freight volumes and heavier cargo. Making a transition from road freight to short sea allows shippers to circumvent the high freight rates of road transport. In the long term, moving significant goods volumes from the roads of Europe to short sea would help restore the capacity imbalance in road freight and eventually remove lack-of-capacity surcharges.

Sustainable short sea shipping is the way forward
Moving significant goods volumes from road to short sea routes would have a positive impact on the prevailing capacity gap in the road transport market and ease the driver shortage crisis.

Sustainable short sea shipping is the way forward. Today, the EU is actively working to promote short sea shipping and European shippers are prepared to jump on the bandwagon. There is no doubt that sustainable short sea shipping is the way forward.



Interview with: Chris Hunt
Managing Director
Greencarrier Freight Services
UK

Added value for both environment and supply chain when you switch to rail

When goods need to be moved across long distances, few transportation alternatives can be as efficient as rail. But who should try a rail freight solution? How sustainable is rail as transport mode? And what should customers' think of when planning their transportation? We interviewed Chris Hunt, our Managing Director for Greencarrier Freight Services UK, to find the answers.

Hi Chris! What is good logistics to you?
Good logistics always depends on the client. The cargo frequency and the client's objectives cost and speed are often the main focus of any agreement, but reliability and communication are vital in any logistics supply chain. Sustainability is also a major factor and correlates directly to freight costs and resources of the planet: good logistics is trying to get the balance of all of these factors to work simultaneously for the client.

Rail as a transport alternative Chris. What differs this customer solution, compared to using Sea or Air as a transport alternative?
For many decades, clients that purchase goods from China have had two alternatives – Ocean or Air. Rail gives the client another option, a great tool to consider between Airfreight and Ocean-freight. For example when Sea freight is not an option due to time constraints, rail can be a great fit, which is typically 10-20 days quicker. Rail is also much more environmentally friendly than Air. Usually, an Air movement from China to Northern Europe consumes 139 tonnes of CO2, whereas by rail that consignment only consumes 5 tonnes of CO2 . Rail is also a much more cost efficient alternative than Air.

> "Utilizing rail instead of Air equates to a 90% reduction of carbon footprint, so from an environmental point of view rail freight is an excellent option."

Greencarrier Freight Services has just implemented a new rail shuttle between China, Europe and UK. What does this mean and what is so special about it?
Together with our global rail department and our colleagues in China, we have made a rail solution that provides savings of transit time comparing to Ocean, and cost and emission savings when comparing to Air. There is also a guaranteed weekly service for LCL part loads, meaning our clients are not paying for any wasted spaces in containers. Our clients can ship just as much freight as they require from 1 kilo up to a full container, which gives a flexible solution allowing smaller shipments to be co-loaded in rail containers it makes sense both financially and environmentally.

Which customers should try this rail freight solution and why?
All companies currently importing goods from China should re-evaluate what they need and what they are currently paying for. Does the freight have to go by air with high costs per kilo and a high environmental cost? Does the freight have to be ordered in full containers and how long will it sit in storage? Could less freight be imported more often? Are some SKU's required more urgently than others in which case could the shipments be split into LCL shipments? If the shipment becomes too urgent for Ocean, rail could be a good alternative rather than risk losing a contract or facing time penalties.

Sustainable logistics solutions are close to the heart of Greencarrier. How can we make it easy for the customers to choose sustainable logistics solutions?
Having a sustainable logistics solution is not something that should just look good on paper. It should be of real benefit to the client in terms of transit time, transport costs, service level and carbon dioxide emissions. All of these are covered by our Green Solutions, which we work actively with and share with our clients and potential clients.

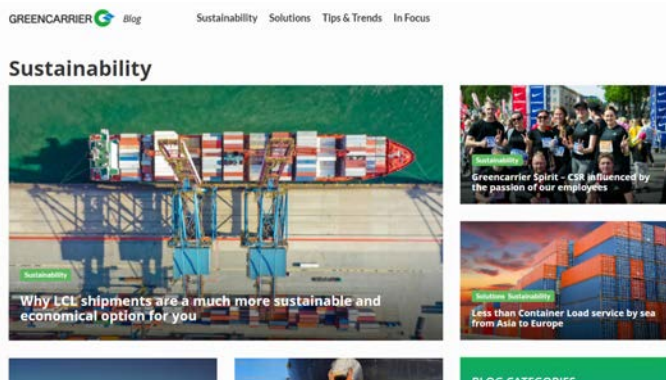
How sustainable is rail as transport mode?
Utilizing rail instead of Air equates to a 90% reduction of carbon footprint, so from an environmental point of view rail freight is an excellent transport option. Rail is a safe and very reliable mode of transport with short lead times, this is especially beneficial to companies operating in the fast-moving consumer goods industry with high demands and short delivery times. Unlike Road or Sea freight as a transport mode, rail is very unlikely to be subject to bad weather delays or congestion. Every train has GPS tracking, which means that the freight is protected in transits losses or thefts are avoided.

Ask your current forwarder for a copy of the emission report for the last transport, and use that as a starting point alongside their other KPIs such as cost, reliability, transit time and communication. That is a base to start making an improvement in the right direction to start caring for the world we are living in, there is no Planet B.

Highlights 2020

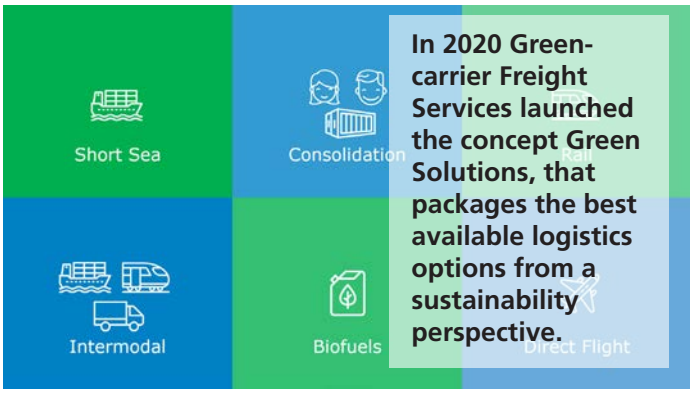
Finalists in Fossil Free Freight Challenge

In 2020 we were finalists in the innovation challenge Fossil Free Freight Challenge. Our solution was based on short sea and a clear tool showing the wins i terms of reduced CO2-emissions compared to using regular road transport. We are proud to say that we finished on a shared second place!



Sharing our knowledge

We share our insights and knowledge about sustainability in our digital channels. In our blog, we even have a special category for sustainability where we have gathered many interesting articles. Don't miss out!



Greener Offices

Aarhus, Hong Kong, Dabrowka and Shenzhen were awarded in 2020.

All our offices work according to our Green Office concept, making improvements and reporting on their environmental improvements. Each quarter we announce a Green Office of the quarter. This is based on a general high score and a special improvement or achievement during the period. This way we awarded Aarhus, Hong Kong, Dabrowka and Shenzhen as our Green Offices of the quarter 2020.

Green Office - some local actions

"We get fruit delivered to the office twice a week. Any left-over fruit is donated to a local charity." *Gothenburg*

"We work very hard to recycle the things that can be recycled, we try to avoid printing paper." *Helsingborg*

"We always turn off printers, air conditioner and computers when we the leave office." *Hong Kong*

Evergreen's environmental performance

In 2019:
The fleet's CO2 emissions were reduced by 1% from 2018 and 36.9% from 2008.

CO2 emission rate (g / TEU-KM) of operation fleet reduced by 8% compared to 2018.

1.5% reduction in tap water consumption on land compared to 2018.

Sludge average reduced by 6.9% per ship compared to 2018.

Incineration of domestic waste on land reduced by 12.3% compared to 2018.

Announced the Green Ship Recycling Policy in compliance with the Hong Kong Convention, EU SRR, and Inventory of Hazardous Materials (IHM).

Signed the "Arctic Shipping Corporate Pledge".

Source: Evergreen (https://csr.evergreen-marine.com/)

Staying close while working remote

As part of our Green Office ambitions we have always had good tools for remote working and digital meetings, to reduce unnecessary business travel. Already when the pandemic started we had a well-developed remote access service that allowed anyone to work from home. We use Microsoft Teams and tie this together with all our collaboration services.Thanks to this setup we have managed to ensure the full operation of our business in times of social distancing and remote work.

Certified

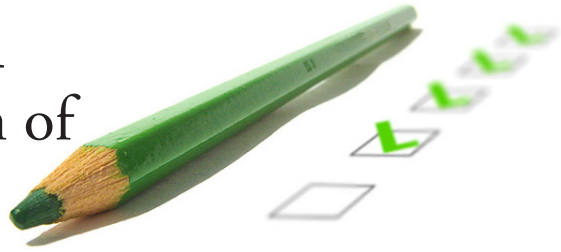
Greencarrier Freight Services
are certified according to
ISO 9001 & 14 001
in all countries where we operate.

Our Business Manual
describes our work
within quality and environment
from ISO-perspective.

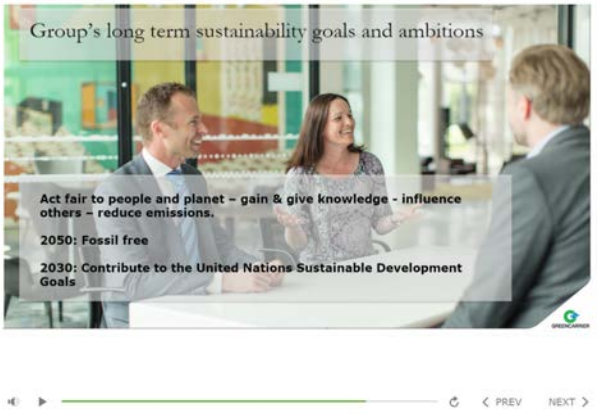
Yes!

93% of our employees
think that our work with
sustainability is important,
according to our annual
sustainability survey.

Global evaluation of suppliers



We evaluate our suppliers to Greencarrier Freight Services and we evaluate and improve the process each year. The purpose of the supplier evaluation is to ensure the quality and environmental work of our suppliers and we label them according to their performance. We aim to work with GREEN labelled suppliers.



New Sustainability Training

In 2020 we launched our new sustainability training, a mandatory course for all employees which is available within our online platform, Greencarrier Academy. The training consists of three separate modules: about sustainability in general, about our view and ambitions, and about what you can do to contribute. Each module is followed by a test.

Emission Calculation according to European standard

Greencarrier Freight Services calculate greenhouse gas emissions in CO2e (Carbon Dioxide Equivalents). We use Eco Transit, whose emission calculation is compliant to the EN16258. This is a common methodology for greenhouse gas emissions related to transport services.

During 2019 Eco Transit was also the first emission calculation tool to become compliant to the GLEC (Global Logistics Emissions Council) framework.

Together is better!

Some partners' points of views:

We are proud to partner up with Greencarrier and their journey towards creating a more sustainable tomorrow, where creating conditions for their employees to be sustainable is one area of focus. During 2020 Greencarrier had a very positive result from their Health Challenge with an impressive increase in "how are you" and activity level but also decreased stress. The increased activity level indicates that we target not only the already active individuals. In Greencarrier Challenge 2020 they kept the team-spirit up within sharing photos and inspire each other. The great results shows that increased daily exercise and fun together have had a great impact on their total wellbeing

Sara Lindstrand
Health Strategist, Challengize

Greencarrier shares our mission for the need to design and deliver competence initiatives that support the development of leaders and their team members. During 2020 this mission was challenged as a result of the pandemic, when face to face training was no longer an option. Together we designed and developed a virtual version of their Greencarrier's leadership training, this included a pilot with a handful of managers to ensure the format worked. This clearly demonstrates how important employee development is for Greencarrier and Mindset is very proud to be part of this initiative.

Mark Gussett
Developing leaders to drive performance
Promote

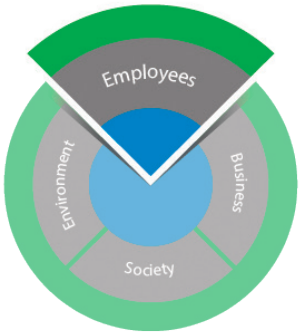
I'm very proud of my job and I thrive very well. That reflects through our values. At our team we're very engaged and we share a common understanding that by working together we deliver the best. We do so by working together and sharing knowledge, which shows involvement. We are sincerely interested in what we do which reflects on the commitment. And last but not least, I feel that we share the same sense of humour and have a lot of fun together.

Bastian Schem Alegria
Ocean Freight Coordinator
Greencarrier Freight Services
Oslo, Norway

We have a kind and warm culture, with a lot of humour & joy. I think it differs a bit from other global organizations.

George Liu
Super User & Operation Specialist
Greencarrier Freight Services
Hong Kong, China.

Promote



We believe that being proud of what you do, having a purpose at work and being part of a company with values that match your own, are essential aspects of being happy at work. We take pride in our employees and always strive to be a good employer. By investing in the well-being and development of our employees, we secure qualified, highly motivated employees that can help us become an even more positive and attractive work place.

Our view on employeeship

Without our employees we would not be the company we are today. At Greencarrier we aim to employ the best people and to be the best workplace. Our ambition is to be the most attractive employer in our industry.

As an employer we are responsible for making this happen by creating the right conditions and by developing our employees and company. At the same time, all employees at Greencarrier have a great responsibility in this ambition as well. Together everyone at Greencarrier shape the company and our culture, and this is the foundation for our success. That is what we call employeeship.

Shaping the Greencarrier culture
When we ask our employees: "What is the best thing about working at Greencarrier?" we often get the answer: "The culture, the people and the atmosphere", and we agree that this is what it is all about.

Each day all of our employees contribute to building our culture, and everyone in Greencarrier has an important role to play in creating the best workplace.

To our help we have our core values. They define who we are and what we stand for, as well as what we believe in and consider to be important (read more on page 10-11).

By sharing values within Greencarrier we create a better understanding for each other and we improve our communication. This common ground can help us trust each other and will improve our cooperation when we work together to reach our goals.

When we make decisions and work together, we do it according to our shared values.

Trust is the foundation
Trust is the key for an open and honest work environment and the foundation of all relations. At the workplace this includes relations with colleagues, customers and other partners.

At Greencarrier we strive to be open and honest with each other. This also includes helping each other improve and making each other better.

Feedback helps us improve
We look at feedback – positive as well as negative – as something good, something that brings us more self-awareness. Feedback is an opportunity to learn and develop on a personal level. We want everyone in Greencarrier to feel that they can give and ask for feedback.

We encourage our employees to be active, dare to take initiatives and share ideas on how we can improve!

Creating the most attractive work place

Greencarrier is an international, privately owned company characterised by our wish to challenge ourselves and the market and our ambition to develop and grow as a company. This provides plenty of opportunities for our employees to develop and grow together with us.

Our group Human Resources (HR) strategy combined with HR strategies for each business area set out the direction for our work.

Development and career opportunities
We are proud of our skilled and dedicated employees. We want everyone to be involved and we encourage our employees to take on new challenges, this is part of our culture and mindset. All our open positions are advertised internally.

We provide development opportunities, both in the form of training/education and possibilities to change your role or location within the group. Our dedicated HR department, together with our management, facilitates career opportunities. Over the years they have supported many people that have changed positions within the group.

Appraisals are conducted by managers each year, according to a group common standard and each employee have an individual development plan.

Equal opportunities to everyone
Greencarrier's standpoint is that all human beings are of equal value and we aspire to ensure fair and equal conditions between individuals and groups.

No person is to be discriminated on the grounds of ethnic background, religion, physical or mental disability, age, gender or sexual orientation.

During 2020 our work force consisted of 44 percent female employees, and 28 percent of our managers were female. We strive to increase the number of female managers, with a long term ambition to reach an equal balance of female and male managers.

Recruiting
The basic human values of equal opportunities, as well as the Group's three core values - humor & joy, commitment and involvement - are to be considered in all recruitments. We want our recruitment process to be personal and respectful to everyone. Cultural match is a very important part of all hiring, and our candidates meet several Greencarrier employees before they are hired to ensure that we share values and that Greencarrier is a place where they would enjoy working.

We are present at different recruitment events at Universities and take part in different labour market programs. We also welcome a number of trainees each year.

Welcoming new employees
All employees get an introduction to Greencarrier according to an introduction process. This allows our new employees to feel welcome, to learn about the organisation, to know what the expectations are of their position/role, and in general what they need to know to become an integral part of Greencarrier.

Long term relationships
Our ambition is to create long term relationships with our employees and keep our employee turnover low. When employing new colleagues, we have a long term approach where we look more into "cultural fit" than just the current role.

We are very positive to welcoming trainees also with long term approach and with the aim that the trainee will become an employee. We see internship as a development journey.

Health and well-being
2020 showed us more than ever more how important health and safety is, and we are happy to say that we have been able to ensure both the physical health of our employees as well as good spirits and team work, while working mainly from home and adapting to a new normal. This was shown in a survey we did including all employees.

All our offices are functional and located in safe areas. We work systematically to provide a safe and satisfying work environment, to ensure the prevention of occupational accidents and ill health. To contribute extra to the well-being of our employees we have a number of activities in place, such as health care contributions and insurances. In 2020 we had a Health Challenge to encourage movement and team spirit.

Leadership
Good leadership enables our employees to develop and excel at what they do, which leads to motivated employees and consequently happy customers and a successful, sustainable company. All our managers are part of a leadership training program. During 2020 we converted our training into a digital one – to ensure continuity in the development of our leaders during the pandemic but most of all to ensure that our training stays relevant now and in the future. Our leadership is evaluated in our employee surveys.

Employee Feedback
Our employee surveys are conducted on a regular basis. They give us important information on how we can continue to develop and we had a high response rate of 86 percent in 2020. We do the survey yearly, and follow up with pulse surveys several times a year.

Greencarrier Culture days
Our Greencarrier Culture days is one way for our employees to learn more about our ambitions with Greencarrier Spirit. We discuss our brand and mindset and how this is connected to our values and work with sustainability. The work with our Culture Days is ongoing and never stops. In February 2020 we held a physical Culture Day with all employees in Helsinki. Then the pandemic set new terms for meeting and travelling so we developed a new online concept with interactive discussions in Teams.
Read more on page 22.

Greencarrier Academy

Greencarrier Academy is our e-learning platform. It holds all our online courses and enables efficient and up to date training for all our employees, including introductory training, general information as well as tutorials and training in specific areas such as environment, sales, customer service, our operational systems, claims, products and services.

All courses are followed by a knowledge test in the end to ensure that the information is passed on to the students in an efficient way.

There are around 1000 users of the system, and there are currently six e-learnings. During 2020 we released one new e-learning, our Sustainability Training for all employees.

PATRYCJA
MUSIAL
Key Account Manager
Greencarrier Freight
Services
Poland
PIERRE
ORTEGA
IT Application Manager
Greencarrier Group
Sweden

Meet two of our amazing Greencarriers

Name: Patrycja Musiał
Location: Warsaw, Poland
Title: Key Account Manager, Greencarrier Freight Services + Green Ambassador Poland

How would you describe your role?
I am responsible for building and developing cooperation with our key clients, as well as finalizing and negotiating contracts.

What is the most exciting part of your job?
Meeting new people! I really like the challenge to understand the customer needs and supply chain and analyse this, to be able to search and provide transport solutions tailored to individual needs.

Sustainable logistics solutions are close to the heart of Greencarrier. Why should green thinking be important when it comes to logistics solutions?
We must focus on our environment. Even starting with a small change from road transport to short sea transport, it makes a huge difference to the environment. If we use sustainable transport solutions, we will reduce CO2 emissions. This affects our lives every day.

Do you have any tips to customers planning their transportation?
For customers transporting their goods to or from the UK, the best alternative is short sea. Customers who need to deliver their goods quickly from China can use rail transport, which is faster than sea freight, but significantly less harmful to the environment than air freight.

How would you describe the Greencarrier Culture?
Greencarrier Culture is based on people. We are committed, involvement and we appreciate humor and joy. These are the three main principles that we follow every day to take care of our clients.

How do you apply the Greencarrier core values in your day-to-day work – Commitment, Involvement and Humour & Joy?
Commitment: I'm committed to my work, meaning being committed to our clients and their needs. Involvement: In our team, we work together. That is why we can do everything for our client, because we share the knowledge and responsibility. Humor & Joy: If I'm happy, our customers are happy, and the other way around.

Name: Pierre Ortega
Location: Gothenburg, Sweden
Title: Application Manager, Greencarrier Group

How would you describe your role?
I am part of the IT team and my role is to ensure that Greencarrier's strategy is in line with our daily actions within the Application Team. Some of my daily assignments include gathering information to understand the stakeholders' needs (business, end-users, customers) and, in the end, transform them into high-value IT solutions to our end customers.

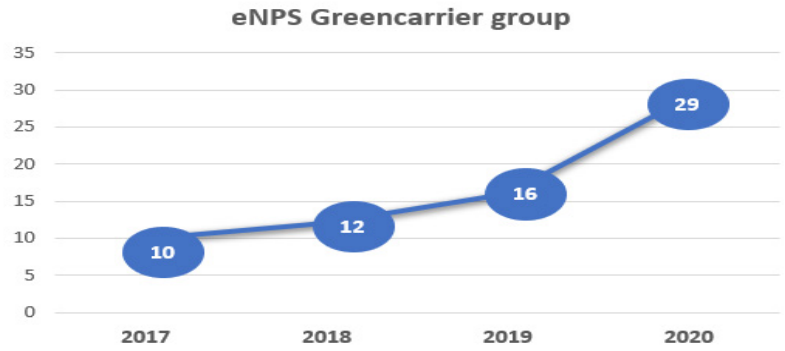
What does customer focus mean to you and how do you apply it in your work?
People often think that IT and customer focus are two different things. Yet, we are in the front line when end-users and customers have issues with the systems. As an example, if a customer cannot send an e-booking, we are aware that it might have a lot of business consequences such as losing a lead or generate frustration both for our customer and our colleagues. Being customer focused becomes not only a priority for us, but also a strategic advantage for us as a company. The first step is of course to ensure that we understand and solve the issue internally. Then as a second step we need to constantly focus with our colleagues and customers on what went wrong, why and how we can prevent this situation from happening again in the future, using a continuous learning approach. We do our utmost to be better every day.

Sustainable logistics solutions are close to the heart of Greencarrier. Why should green thinking be important when it comes to logistics solutions?
Logistics play a very important role in today's economy. Goods are shipped from all parts of the globe. At the same time the current COVID-19 times shows us that the world needs to readapt certain behaviours. That's why we will all face significant changes in the coming years. The society demands more and more corporate social responsibility, and this is also applicable to logistics. Being green is crucial to improve the world's future sustainable development. We are accountable for what we do both in our generation and the coming ones.

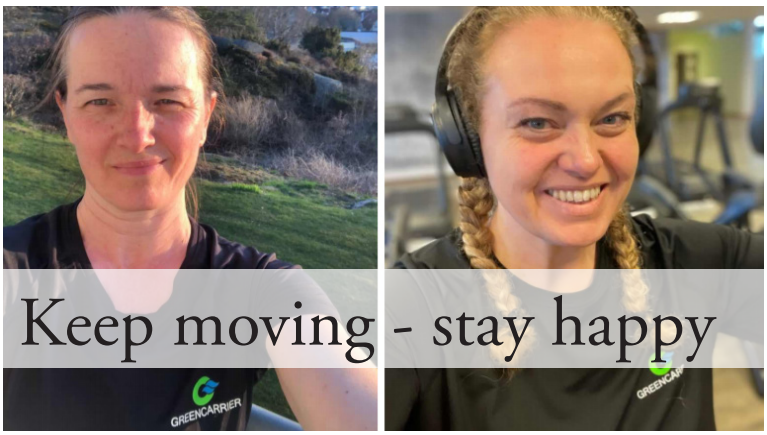
Who should work at Greencarrier?
If you are looking for a company where you can share your passion for logistics, have fun with your colleagues and at the same time have a good work life balance, then Greencarrier is the place!

Would you recommend Greencarrier to a friend?

eNPS is short for Employee Net Promoter Score and is a method for measuring how willing the employees are to recommend their workplace to friends and acquaintances. It is the in-house counterpart to the NPS method, used for measuring customer loyalty. It is built on the question "Would you recommend our company to a colleague or a friend?". Each year we have improved our score, and in 2020 we reached the score 29!



Our Greencarriers:
970 employees
41 offices
11 countries



Keep moving - stay happy

During the autumn 2020 we had a Greencarrier health challenge for all employees, where we inspired each other to healthy habits and to exercise, while having fun together. This challenge was a great success with a huge engagement and our employees competed in teams.

– In times of pandemic and a lot of remote working we saw that it was extra important to stay active and healthy, plus doing something fun together. The ambition was to increase our wellbeing and create a team feeling, since many of us can't meet in real life. Thanks to the challenge, we shared more about our active life cross borders. It was great to see the team feeling and be part of this, says Charlotte Bernerheim, HR team Greencarrier Group.

Culture Days

Our Greencarrier Culture Days are one way to inspire each other to lean in and lead by example. We have had these workshops in Greencarrier in many years, and it helps us come together and keep our culture growing.

Due to the pandemic we developed a new online set up in 2020, with interactive discussions in Teams. This is to ensure that the important discussions and work with our culture days can go on even in times of social distancing. Read more on page 21

Involvement is one of our core values, which means we **support and help each other in all times** we were happy to see that **94%** of the respondents in our Covid-19 employee survey said **"Yes, I feel that I can talk to my manager when I feel worried"**.

The pandemic and our employees' well being

To get an overall understanding of the state of how all the employees in all our Greencarrier countries were doing in times of panedmic and social distancing, we sent out a survey about the Covid-19 situation. Questions were related to employee wellbeing, current workplace (at home or office), information flow and how we as company handled the situation. 66% of all employees responded and in general, the feedback was positive.

We scored 4,27 out of 5 on the question "Overall I'm satisfied with how the company has handled the situation". 86% of respondents said they have they had the tools they need when working remote.

I can grow

78% of our employees feel that their need for personal development and growth is satisfied.

4,2 of 5

Our employees give the score 4,2 out of 5 on the question " I'm overall happy with my work situation"

Gender mix

Women 42%
Men 58%

Leadership training in a digitalized world

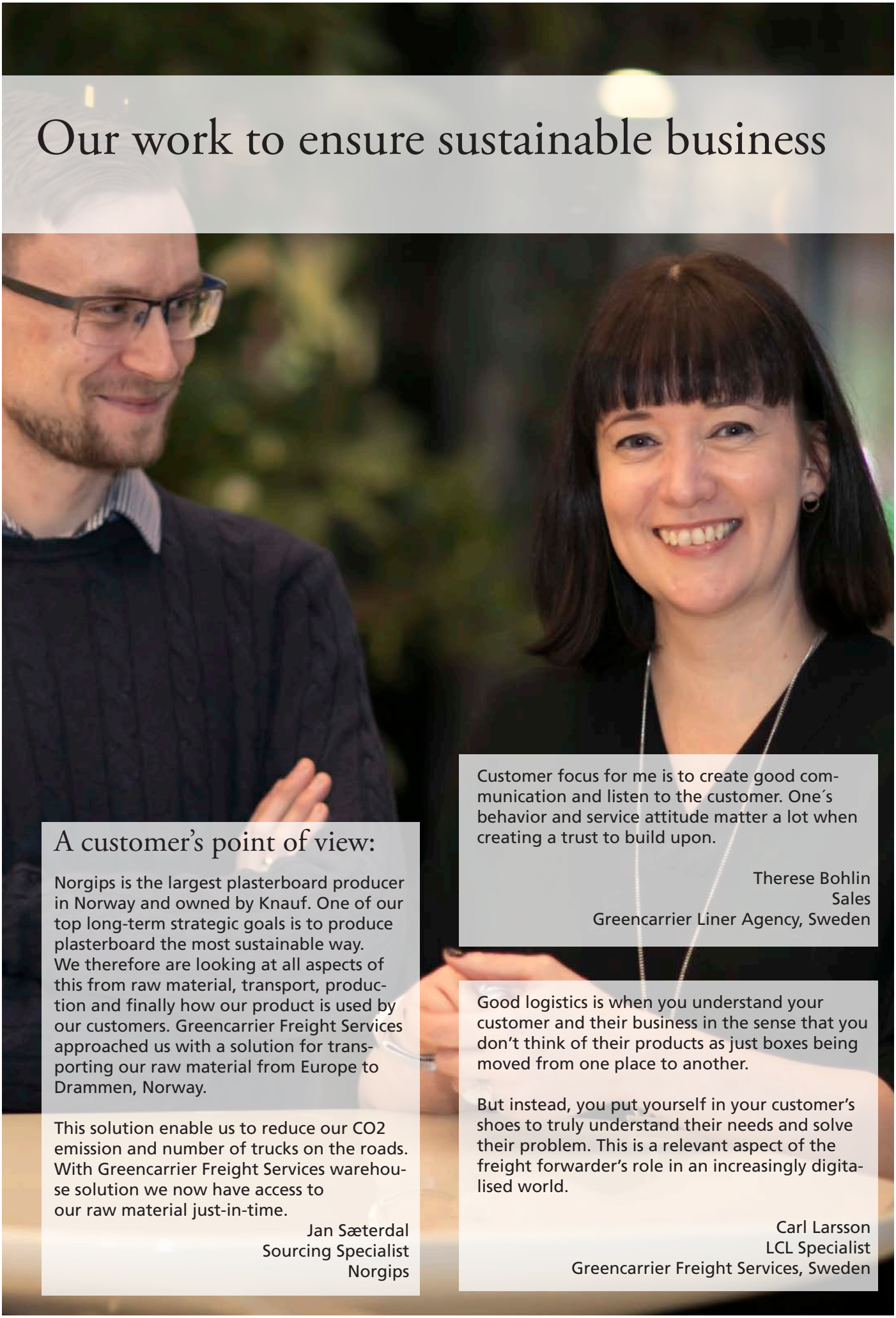
Since many years back we have a leadership training program to enable our leaders to develop and grow, and be the best leaders. With the outbreak of the pandemic 2020 we quickly decided to convert our training into a completely digital one – to be able to ensure continuity in the development of our leaders during the pandemic.

But it was not only about going digital because of the pandemic, it is a new concept developed to the current conditions that our leaders are facing. So, it was not only about switching from physical to digital but to adopt to new possibilities and challenges.

Leading remote requires some new ways of communicating. For some leaders this was already a standard way of leading while for others a totally new way of leading.

The new online leadership training will be launched in January 2021 and will be a learning journey for five months. We are looking forward to evaluating the program in May 2021.

Our work to ensure sustainable business



A customer's point of view:

Norgips is the largest plasterboard producer in Norway and owned by Knauf. One of our top long-term strategic goals is to produce plasterboard the most sustainable way. We therefore are looking at all aspects of this from raw material, transport, production and finally how our product is used by our customers. Greencarrier Freight Services approached us with a solution for transporting our raw material from Europe to Drammen, Norway.

This solution enable us to reduce our CO2 emission and number of trucks on the roads. With Greencarrier Freight Services warehouse solution we now have access to our raw material just-in-time.

Jan Sæterdal
Sourcing Specialist
Norgips

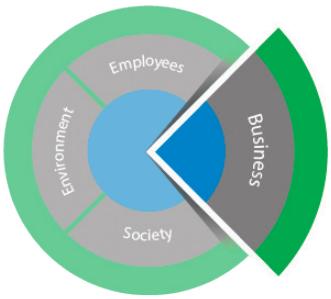
Customer focus for me is to create good communication and listen to the customer. One´s behavior and service attitude matter a lot when creating a trust to build upon.

Therese Bohlin
Sales
Greencarrier Liner Agency, Sweden

Good logistics is when you understand your customer and their business in the sense that you don't think of their products as just boxes being moved from one place to another.

But instead, you put yourself in your customer's shoes to truly understand their needs and solve their problem. This is a relevant aspect of the freight forwarder's role in an increasingly digitalised world.

Carl Larsson
LCL Specialist
Greencarrier Freight Services, Sweden



Acting according to the law is obvious to most companies, but acting ethically is not always as obvious. While the law is the key starting point for any business, acting in an ethical way means distinguishing between right and wrong, and then making the right choices. Our ethics underpin the decisions anyone in the Greencarrier Group makes. We believe that working as an ethical business attracts and retains customers, investors and employees.

Building relations for a lasting partnership

Working in the Greencarrier Group means complying with laws, ordinances, regulations and other requirements – as a minimum. But we actually want to do more than what the legislation requires from us.

We strive to be a fair and honest business partner. To our help we have our policies and code of conduct. But as a value driven company it also means that we should be able to distinguish right from wrong and choosing the right conduct based on our values. Read more on page 14-15.

That is why we work with our culture and values in our group, and often work with partners that share a similar mindset.

As mentioned, our vision is creating a more sustainable tomorrow. Sustainable of course means having the environment in mind when we suggest a customer transport solution. But sustainable also means that we want to build relationships for a sustainable long term partnership with customers as well as suppliers.

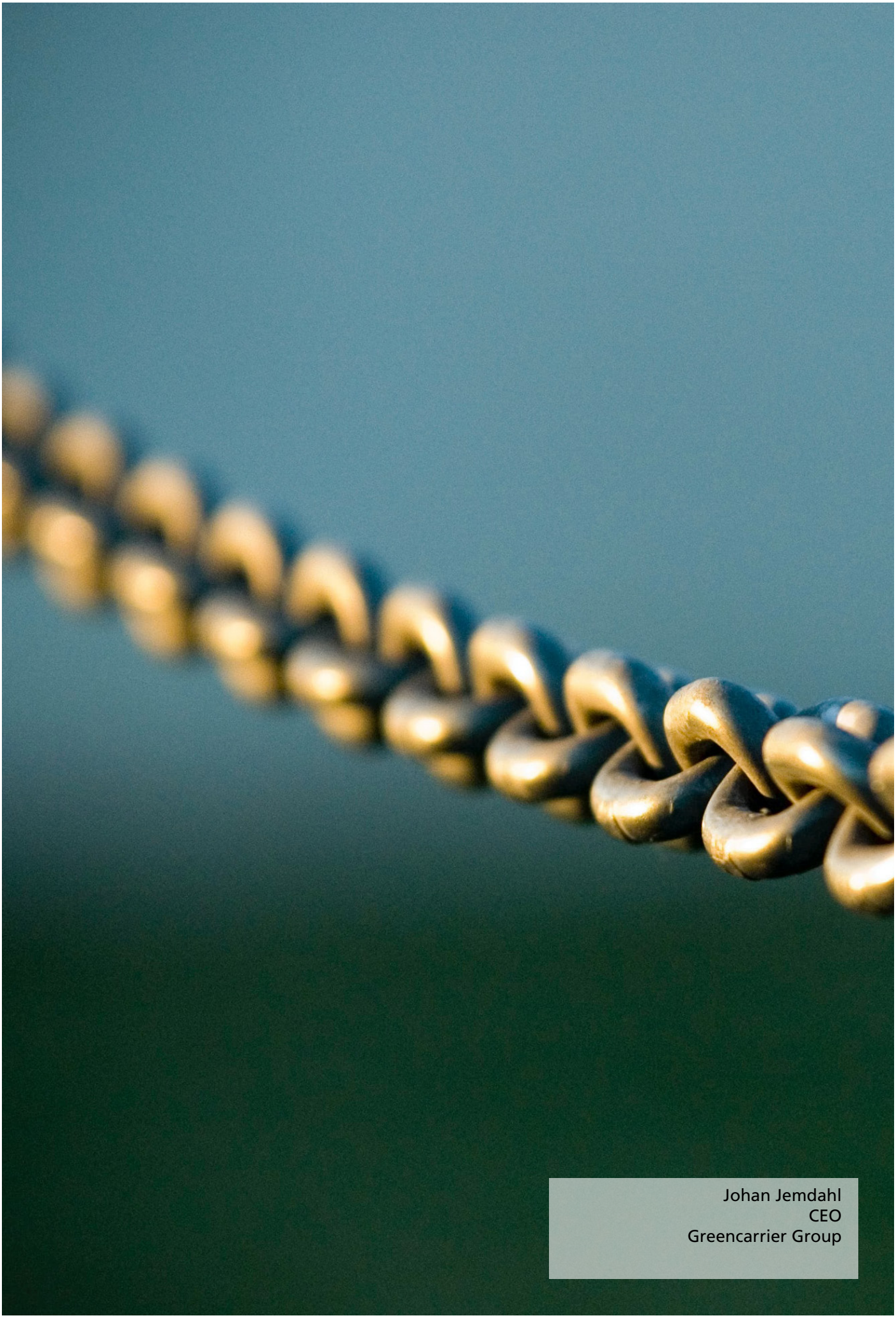
This means that our top priority is to care for our customers, listen to their needs and solve their supply chain challenges.

We have support systems to handle claims in an efficient and correct way.

We also want to be a competence partner within different fields to our customers and partners, and have the ambition to inspire them to take an even larger responsibility for the environment.

Together with our customers and suppliers, we work to find new activities that support innovative and sustainable transport solutions.

We also strive to find CSR-projects together with our customers and suppliers, to contribute to a sustainable development for environment and society – and build long lasting and meaningful relationships at the same time.



Johan Jemdahl
CEO
Greencarrier Group

How the pandemic drives necessary development in our supply chains

The corona virus did in a short time shift from being locally spread far away in Wuhan, China, to a global pandemic that paralyzed large parts of the world and brought drastic constraints in most of the world's countries.

The impact on businesses of all kinds has been severe and demand in many industries has dropped as the air puffs out of a balloon with a major hole in it. Most of us were taken by surprise with the actual speed with which demand plunged.

At the beginning of the crisis and especially when China initially experienced the spread of infection, supply chain focus here in the West was to find alternatives, to review our distribution and to some extent to start to think about the redundancy and diversification of our supply chains. As the disease cases spread across Europe and later North America, Latin America and Africa, we ended up in a survival phase. Then, the Covid-19 pandemic has largely been about managing the effects and blocking punches. However, it is high time to do what good leaders and companies do, they live here and now while they shape tomorrow.

Put Supply Chain Risk on the management agenda
As countries around the world are easing up on restrictions, allowing travel, and we as consumers are starting are starting to consume we will see increased pressure on supply chains. I believe and hope that the pandemic will put the flashlight on supply chain and that supply chain and its risk management will be high up on corporate strategic focus plans. Unfortunately, this has historically been a topic that tends to be too much in the supply chain organization and which only ends up on corporate management and board's agenda in times of crises. Conducting supply chain risk management is not solely up to supply functions to operate and achieve. A large part of the supply structure is put on the drawing board in the form of technical solutions, materials and component choices and with the often implicit choice of a specific supplier. Here, the supply chain must come in for successful management when a crisis strikes.

A Supply Chain risk management function
For successful risk management and redundant supply chains, the supply chain organization must be involved early in the product development flow. And in order to contribute there very well-developed component engineering capabilities are needed. The Supply Chain function also needs to have employees with a deep understanding of the commercial are and customer needs and as such a genuine interest in competitive advantages and customer value creation. I believe that the Supply Chain role has never been more complex and demanding than it is today. When I started working in Supply Chain in the mid-nineties, it was mostly about having domain expertise. That's not enough today. Working with Supply Chain risk management is a profession in itself. Although it is vital to incorporate risk management in the process and in all areas of responsibility in the supply chain, I believe that a specific risk management function is required and not just a part responsibility on top of someone's regular tasks.

Covid-19 will drive the development of regional supply chains
I think we will see an increased degree of regionalized value chains, something I have been saying for the last ten years. If you repeat something long enough, eventually you get to the point of realization. Increasingly automated production, shorter product life cycles, requirements for short lead times from customers, sustainability aspects and increased requirements for redundancy in the supply chain will control where companies choose to source. Covid-19 will also drive the development of these regional supply chains.

> "In my world, no systems, processes or methods can replace the people in the organization."

Value-creating data is the killer app of the future
Personally, I have great faith in what systems and technology can help us with. But it is not the systems or processes themselves that create great deeds. In my world, no systems, processes or methods can replace the people in the organization. People's ability to work together towards common goals is always crucial to success. In the future, man and machine will interact even more dynamically and knowledge and relationships will be less tied to individuals. With increased digitization and digitalization, what was previously in the heads of individuals is now a push of a button away. The value creation of individuals is no longer about sitting on "facts" but rather acting cognitively and creating value from the large amounts of data generated in the value chains. Using this data for analysis and conceptualization to bring insight to its customers becomes a "killer app" in future sales processes.

Our contribution to a sustainable society

Our partners' points of view:

Solvatten is currently used by about 80 000 families and it is thanks to the partnerships that we have with Greencarrier and other companies that we can reach out to places and communities where infrastructure and clean water are in short supply.

Through our projects we reach people who live in very difficult circumstances and every link in the chain is important for the project to become a reality.

Petra Wadström
Founder, Solvatten

We are very happy about our cooperation with Greencarrier! It gives young people inspiration and a chance to see opportunities in the working life of an international transport and logistics company. The fact that Greencarrier sees the value of engaging its employees and influencing the workforce of the future is really valuable to society as a whole.

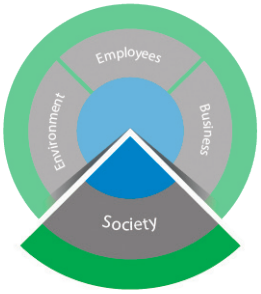
Jonas Bygdeson
CEO and Founder, My Dream Now

We want our work with CSR to be influenced by the passion of our employees, and we want them to take an active part in our long term work towards a better society and environment. This goes hand in hand with our core values involvement and commitment.

Josefine Widegren
Head of HR
Greencarrier Freight Services International

Recently I read an article on our Greencarrier intranet that made me feel proud. Greencarrier, in cooperation with the organization Heart2Heart, sponsored a heart surgery for an 8-year-old girl from the Fujian Province. Her family couldn't afford it. Things like this makes you reflect that even if it might sound very anecdotal, that makes you feel good at the end of the day.

Pierre Ortega
IT Application Manager
Greencarrier Group
Sweden



We want to be a responsible corporate citizen, and we believe that by caring for the world around us and the people in it, we become a better business partner and employer.

Encouraging everyone to get involved

A big part of our work for a sustainable society is driven by our Greencarrier Spirit fund, where our employees can apply for money to fund their own CSR projects. Our projects include a wide range of supported organisations as well as personal involvement from our employees.

Each year, we set aside one percent of our yearly profit in our Greencarrier Spirit fund and all our employees are welcome to apply for money and start up their own local CSR projects.

Criteria for Greencarrier Spirit Projects
We don't distinguish between big or small projects, local or global projects – as long as they live up to two or more of our set criteria. The project should:

- Focus on improvements for the environment.
- Be related to our business and knowledge of the industry, or involve cooperation with a customer.
- Be a long-term commitment.
- Have a connection to the local countries, regions or cities where we have our offices.
- Enable involvement of our employees, rather than just donations.
- Contribute to our priorotized Sustainable Development Goals from the UN (see page (10-11).

If the project involves supporting an organisation, we should be able to ensure that the money is used correctly.

CSR reflecting the passion of our employees
Every one of our 970 employees around the world can apply for money from the fund, by filling in a simple form and send it to our Greencarrier Spirit Board. Each application will be discussed by the Greencarrier Spirit board and feedback is given as soon as possible so that no project has to wait.

Over the years, our employees have passionately turned money from the Greencarrier Spirit Fund into several successful and rewarding projects. On the pages 50-53 you can see some examples of projects supported during 2020.

Other actions towards the society
In addition to all our CSR-projects, part of our role as a corporate citizen is included in our Human Resources strategy to be involved with schools and welcome trainees each year.

We also support a number of children sport teams and other initiatives, as part of our local sponsorship activities.

Photo: Solvatten

A Sunshine Story from our Partner Solvatten and our project in Tharaka, Kenya

Greencarrier is a very proud partner to Solvatten, since 2018, and here's a project update from Tharaka, Kenya that exemplifies the use and value this cooperation has for many families.

Solvatten is a Swedish invention and a social enterprise making portable solar powered jerry cans for heating and treating water.

It's a combination of portable water treatment and water heater system and it uses UV, built-in turbulence, and filtration to clean water on a household level. All that is needed is sunlight. This way it gives people health and better lives through clean and heated water, and reduces deforestation as water is treated without the need for cooking over fire.

Since several years we at Greencarrier provide Solvatten with logistical support that enables their water heaters and treaters to reach needing families in Africa.

This is an update from one of these projects in Tharaka, Kenya.

The Valuable Tree
About 80% of the population in Tharaka provide for their families through agriculture. The region has a very limited access to safe water or sustainable sources of energy, which causes high cases of water and hygiene related diseases. To meet the critical need, many families are dependent on cutting down trees for firewood, which causes unsustainable deforestation rates.

"Today, only 7% of Kenya's naturals forests remains."

Today, only 7% of Kenya's naturals forests remains. As the farmers' season's for cultivation and harvest is highly dependent on the weather, they are very affected by the effects of the climate change and the deforestation, as the trees help to prevent flooding and soil erosion.

Collaboration enables help to many
This project in Tharaka, Kenya is a collaboration between Solvatten, the local aid organization IAS (International Aid Service) and Greencarrier. As IAS works closely with local district governments within water, health and environment, this helps us reach the most vulnerable households and regions with high deforestation rate.

– Thanks to Greencarrier's logistical support, we have managed to reach some of the most vulnerable families in Tharaka and provide access to safe and hot water from Solvatten, for many years ahead. This contributes to improved health and well-being, and in the same time it enables saving of trees, more secure self-providence and resilient communities. Says Petra Wadström, founder of Solvatten.

A sunshine story from Tharaka
In February 2020, Solvatten visited the project in Tharaka and gathered the IAS staff and the volunteers for Solvatten workshops.

Women of all ages gathered in the shadow of a big tree to listen and learn about the technology presented by the volunteers. Many with snuggling babies wrapped in beautifully coloured fabrics over their shoulders.

The health volunteers described the importance of a safe water storage, with a lid and a tap, that will enable them to treat water 2-4 times a in a day. Another suggestion was to pour heated water in a thermos. Mothers and grandmothers saw the advantage of storing heated water, to give their babies a warm bath before bedtime, to keep them clean and healthy.

– Many families are left without any other choice than to boil their water safe over open fires, and those who cannot afford it are often badly affected by diarrheal diseases. I had heard about Solvatten before IAS involved me in the project, and I am very happy to finally be able to offer the most vulnerable households a long-term, sustainable solution."
– Says Anastacia, who is one of the Health Volunteer in Tharaka.

Combining business with giving back
This is one of Greencarrier's many initiatives within Greencarrier Spirit. We contribute directly to Solvatten's vision of a world where everyone can live a healthy and worthy life and we get to combine our business knowledge with our social and environmental goals.

Greencarrier Spirit Projects 2020

Over the years, our employees have passionately turned the money from the Greencarrier Spirit Fund into several successful and rewarding projects. Here are some examples of what we have done in 2020.

Solvatten and Greencarrier in collaboration for better lives

Lack of safe water, poor hygiene and poor health takes lives and hinders development for millions of people living in poverty. Greencarrier and Solvatten have now joined forces to give long lasting help to especially women and children without clean water.

Solvatten is a Swedish invention and a social enterprise making portable solar powered jerry cans for heating and treating water. By working together in partnership with governments, local organisations and corporations, Solvatten aims to better the lives of millions of people living off-grid.

During 2020 Greencarrier has supported Solvatten with logistics solutions and this way enabling the Solvatten units to reach needing families. We also donated 43 Solvatten units to their climate project in Tharaka, Kenya. Giving clean water to 240 peeople. Read more on page 50-51.

Heart-2-Heart – Heart Surgery to children in China

We have a long term commitment and collaboration with the organisation Heart-2-Heart in Shanghai, which helps fund operations for children with heart diseases. In collaboration with customers and different fund raising projects as well as with help from the Spirit fund, We have funded several succesfull surgeries from 2017 until now. In 2020 we helped an 8 year old girl with congenital heart disease, which was discovered when she was a small baby, with her surgery. .

My Dream Now

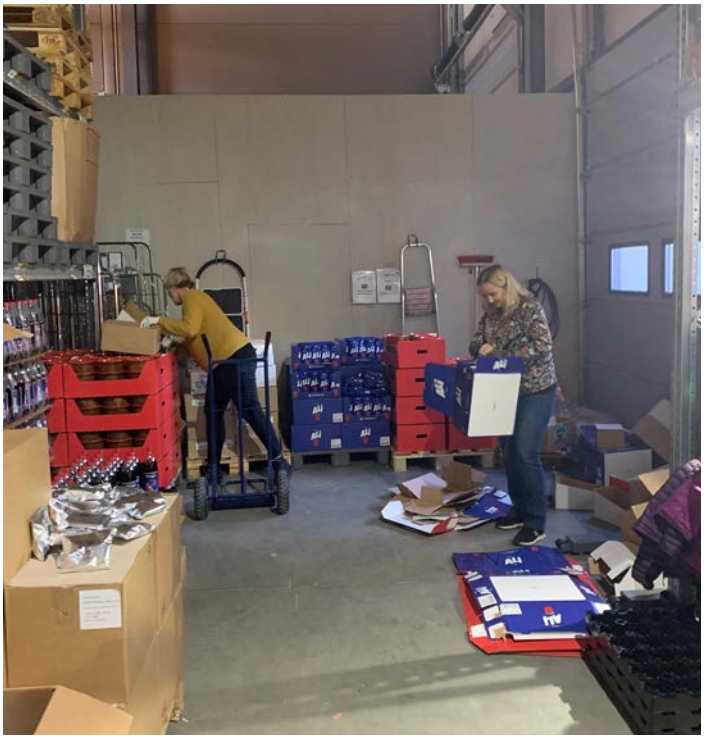
Since 2018 we have worked with Swedish organisation My Dream Now with dedicated Greencarrier class coaches that inspire and mentor students over a long period of time. The idea is to help them see the opportunities and encourage them to follow their dreams.

Health Challenge + Children's Hospital in Latvia

The winners in our Greencarrier Health Challenge, a team from Riga Latvia, decided to donate their prize of 1500 EUR to the Children's Hostpital Foundation in Riga. The hospital admits children with very serious health problems. The donation goes towards the development of Children's Hospital as well as the children and their families so that each child receives the best health care. Win win! Read more about our Health Challenge on page 42.

Protective equipment to health workers in Wuhan, China

In conncetion to the Covid-19 outbreak that started in Wuhan, China, there was a huge lack of protective equipment to health workers. Our employees in China acted quiclky and managed to buy and transport equimpent to these workers.



Sewing for Charity

As part of our long term collaboration with the organization Heart-2-Heart we engage in many different ways. One way the organization gets funding is by selling teddybears with hand sewn dresses, and our employees in Shanghai has volunteered to sew these dresses. The donation of material was done from the Greencarrier Spirit Fund.

Volunteering in Food Bank in Norway

Food Banks Norway is a network of Food Banks that redistributes surplus food from food industry to non-profit organizations that help disadvantaged people. In November, eight employees from our office in Kristiansand, Norway, helped the Food Bank by packing and loading boxes for distribution to kids in need. The boxes where filled with Christmas beverages, sweets and cookies. Through the job we did, we help both the food industry to reduce food waste, and non-profit organizations to help people in need.

Räddningsmissionen

We support the aid organsiation Räddningsmissionen, Rescue Mission, who are committed to helping socially vulnerable people in Gothenburg, Sweden. Each year our employees also collect Christmas gifts to people in need. This is a long term collaboration, started in 2008.

In 2020 we made an extra donation to their activities for women in vulnerable situations. Violence in close relationships has unfortunately increased during the pandemic. The need for support to these women is greater than ever.

Our Spirit Fund

Each year we set aside 1% of our profit to a fund that enables these projects, giving back to society and the planet. Our ambition is to always use all the money in the fund.

Christmas Donation

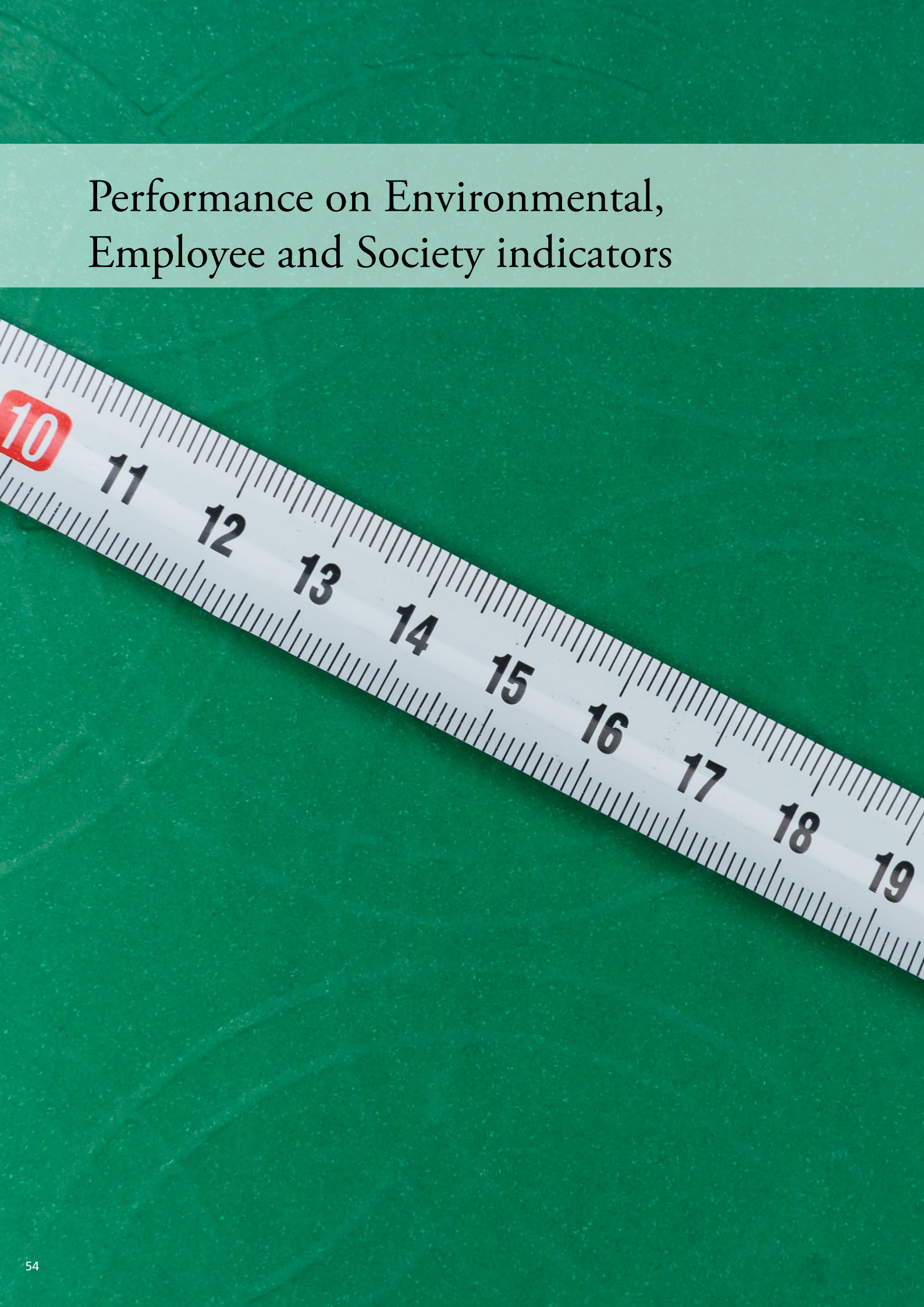
Each Christmas, Greencarrier donates money to a charitable cause. The Christmas donation 2020 was given to SOS Children's Villages and their important work to keep vulnerable families together.

Giving People

Giving people helps financially and socially disadvantaged children to a safer everyday life. They provide emergency assistance to families in the form of the most necessary things such as food, hygiene items and clothes and shoes. In 2020 Greencarrier donated 30 bags in each city where we operate, in total 210 bags of food.

Giving People says: "2020, our challenge was greater than ever. Many of the applications for aid are from parents who have lost their jobs or part of their income as a result of the pandemic. Never before has it been more important to help those most vulnerable among us".

Performance on Environmental, Employee and Society indicators



369 000 CO2e Ton

CO2e emissions –
Greencarrier Freight Services
Total: 369 000 tons
Air: 61 000
Sea: 189 000
Road: 108 000
Rail: 11 000

In 2019 the figure was
Total: 369 000 tons
Air: 76 000
Sea: 194 000
Road: 92 000
Rail: 7 000

In 2018 the figure was
Total: 350 000 tons
Air: 73 000
Sea: 186 000
Road: 87 000
Rail: 4 000

In 2017 the figure was
Total: 342 000 tons
Air: 57 000
Sea: 179 000
Road: 100 000
Rail: 6 000

Comment: We measure our emissions in CO2 equivalents according to Eco Transits standard. We strive to reduce the relative footprint in all we do.

69% Green Suppliers

GREEN Suppliers in Supplier Evaluation for Greencarrier Freight Services
234 of our 338 suppliers are labelled
GREEN = 61%
Sea: 39 of 39 = 100%
Air: 28 of 28 = 100%
Road: 167 of 271 = 62%

In 2019 this figure was 228 of our 373 = 61%
Sea: 18 of 22 = 81%
Air: 20 of 20 = 100%
Road: 190 of 331 = 57%

In 2018 this figure was 79 of our 168 = 47%
Sea: 14 of 24 = 58%
Air: 5 of 9 = 56%
Road: 60 of 135 = 44%

In 2017 this figure was 108 of our 251 = 43%
Sea: 14 of 24 = 58%
Air: 5 of 9 = 56%
Road: 89 of 218 = 41%

Comment: The supplier evaluation is performed in Greencarrier Freight Services and includes all major suppliers. During 2017 we implemented a common evaluation system for all countries and in 2018 we simplified the process with a new digital tool. Each year we improve the content of our evaluations to stay on top of new regulations, demands and possibilities. In 2021 we will start doing on site audits of selected suppliers.

69% Offices with Green Electricity

Offices powered by green electricity
27 of 39 = 69%
2019 this figure was 24 of 39 = 64%
2018 this figure was 24 of 39 = 64%
2017 this figure was 22 of 39 = 56%

Goal: 90% by 2023.

Comment: As part of our ambitions within Green Office we encourage all our offices to switch to Green electricity sources. We can se a slight improvement from 2018 to 2020 but we did not reach our initial target of 90% by 2020. We will therfore set a new goal of 90% by 2023.
.

29 eNPS

eNPS (employee Net Promoter Score)
eNPS 29
2019 this figure was 16.
2018 this figure was 12
2017 this figure was 10

Goal: eNPS 30 by 2022.
Comment: eNPS measures how willing employees are to recommend their workplace, based on the question: "Would you recommend our company to a colleague or a friend?" Our initial goal was to reach to 20 by 2022. SInce we reached this goal by far in 2020 we have altered our goal to 30 by 2022.

44% Gender mix

Gender Mix
Our workforce is 44% female.
2019 this figure was 42%
2018 this figure was 42%.
2017 this figure was 48%.

Goal: 45-55%

Comment: Our overall gender mix has not changed since 2018, and we are still a bit below our wanted level of 45-55 % female employees today.

28% Female managers

Female Managers
28 % of our managers are female.
2019 this figure was 30%
2018 this figure was 29%
2017 this figure was 28%

Goal: 45-55% female managers.

Comment: Compared to our overall balance in gender mix, the number of female managers is low and we strive to increase this number with a goal to be 45-55% female managers.

84% Utilization of Spirit fund

Degree of utilization of our Greencarrier Spirit Fund 84%
2019 this figure was 100%
2018 this figure was 73%
2017 this figure was 78%

Goal: 100% every year

Comment: Our ambition is to always use the money in the fund, however some years we have a lower degree of utilization and sometimes higher, depending on what projects we find. During 2020 some initaitves were made impossible by the pandemic, but we also found many different initiatives to engage in related to the pandemic.

40% Countries with Spirit projects

Countries that has a Greencarrier Spirit project 4 of 10 = 40%
Norway, Sweden,
China (incl Hong Kong), Latvia

Figures for 2019 was 7 of 11 = 64%
Lithuania, Norway, Sweden, Denmark, China (incl Hong Kong), Poland, UK

Figures for 2018 was 6 of 11 = 55%
Lithuania, Norway, Sweden, China (incl Hong Kong), Estonia, UK

Figures for 2017 was 4 of 12 = 25%
Lithuania, Latvia, Sweden, China (incl Hong Kong).

Goal: 50% by 2021, 75% by 2022, 100% by 2023.

Comment: We did not reach the goal of 100% in 2020 - instead we had a lower result than last year. However we started a number of global initiatives that enables us to give back anyway. New goal is set to 100% by 2023.

About this report

This report shows Greencarrier's work with sustainability, what we refer to as the Greencarrier Spirit, and summarises our sustainability work for the financial year from 1 January to 31 December 2020. Our work with sustainability has been ongoing for many years, but this is the second edition of our sustainability report.

The report has its starting point in our Greencarrier Spirit Model (based on the UN Global Compact principles) and the UN Sustainable Goals for Development. By considering the risks and opportunities in each area we have found the most relevant focus areas for our work. This has been discussed and decided by our Greencarrier Spirit board, where our owner and representatives of the Environmental, HR and Communcations organisations are members.

The report shows how we work today and includes our ambitions, priorities, goals, achievements and relevant key performance indicators.

Its main purpose is to present our current work on a group level, facilitate the dialogue with our different stakeholders, and be a tool for our future work.

Stakeholders
We have defined our primary stakeholders as:
Employees and potential employees, customers and potential customers, other partners.
Other stakeholders are:
Owner, board, press and the public.

Accessibility
The report will be published on our web site and our intranet, and be printed to be distributed to our employees and selected stakeholders. The content will be communicated in our management teams and in our Greencarrier Spirit Days for all employees.

Report boundaries
This report comprises the sustainability work for Greencarrier as a group, including the companies in our two Greencarrier business areas. It does not report in detail for our two business areas operating under other brands, but they do however follow the group's overall ambitions and goals. We do not report the sustainability of our suppliers, but our major transport suppliers are part of our supplier evaluation and labelled according to the ambitions of their sustainability work.

Choice of indicators
Data in this report have been divided into four categories in accordance to our Greencarrier Spirit model: environment, business, employees, and society – to reflect our commitment to sustainability within each of these areas. The group has selected indicators on basis of relevance to us. Responsible for each area on a group level has selected the indicators together with Group Owner and Group Communication Manager.

Data collection
The group does not have a common system for collecting all sustainability data. Information has been consolidated through each division's structure in the areas of Human Resources, Environment, and Business. The figures shown have been calculated or estimated using data from different sources

Policies and Guidelines
All our global and local policies are available to access for all our employees in our intranet. They include: Code of conduct, Environmental Policy, Anti-bribery and corruption policy, Cross border transportations, Drugs and alcohol/Substance abuse, Communication Policy, Policy IT-systems, Group Travel Policy, Group Recruitment Policy, Green Office Guidelines.

Approval
This report has been approved by the Leadership Team of Greencarrier Group. It has not been revised by an external party.

GREENCARRIER