

An aerial photograph showing a dense, vibrant green forest. A paved road curves through the lower-left portion of the forest. In the upper-right corner, the forest meets a body of deep blue water. A few small, rocky islands with sparse vegetation are visible near the shoreline.

Our Spirit

Greencarrier Group
Sustainability Report 2021

Welcome to the fifth edition of
Our Spirit
The Sustainability Report for Greencarrier Group
2021

Content

Greencarrier at a glance	4
Owner's perspective	6
The Greencarrier Spirit	
- our view on sustainability	8
Contributing to common goals	10
Our brand	12
Our values	14
Our mindset and business	16
Our overall sustainability work	18
Our Green Ambassadors	20
Our Culture Days	21
Environment	22
Employees	38
Business	46
Society	50
Greencarrier Spirit Projects	54
Performance on Indicators	56
About this report	59

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:



”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 we are a family owned company with over 40 years of history specializing in logistics solutions.

Today we are a team of 250 committed employees in 7 countries operating in four independent business areas.

The group is invested in various business segments, but predominantly in the area of logistics and transportation.

Our turnover in 2021 was 673 MEUR.

OUR OFFER

We offer world-wide logistics solutions including all modes of transport. We are committed to providing the world with sustainable logistics and supply chain management solutions, because sustainability is our greatest responsibility and number one priority.

OUR VISION

Creating a more sustainable tomorrow.

THE GREENCARRIER WAY

Everything we engage in is built on our four critical cornerstones: Green, Innovative, Long Term and Personalized.

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.

Our vision and culture guides us towards a more sustainable tomorrow

My ambition for Greencarrier and the companies in the group has always been to be a good company. A company that is characterized by care for others, a company that you want to do business with and a company that people want to come to work with.

With that said, the focus has of course always been to be profitable and improve our business, serving our customers in the very best possible way. But never forgetting the importance of giving back and taking long term responsibility for people and the planet. For me this wider perspective on what responsibility we as a company have, is really what sustainable business is all about. This mindset is something that has guided me, and the way we have built the group, from the very beginning.

Along the way and as we have grown, we have worked continuously with our company culture core values – commitment, involvement and humour & joy – to guide us on the way. We have also committed ourselves to the overall vision of “Creating a more sustainable tomorrow”.

Culture and vision are essential parts of our long-term commitment and sustainable approach to what we do and why we are here. We call our ambitions within sustainability, the Greencarrier Spirit.

An eventful year in the world and for our Group

In this report we summarize our achievements and progress within sustainability for the year 2021, a year that was still characterized by change both in the world, as well as a lot of change for us as a group.

The ongoing Covid-pandemic and the many effects it has had on our lives, work situation as well as the global supply chains has been a constant factor – and it still is. There will be many challenges yet to come, but we as a group have been doing good during the pandemic. We have adapted and taken on the many challenges that have arisen in the most innovative and flexible way, showing the importance of creativity and a “Yes, it’s possible”-mindset. Just as these are important traits for businesses overall

today, they are also essential to be able to make changes for a more sustainable tomorrow.

So while there are many things that are wrong in the world today, I still have a lot of hope for the future!

In the end of 2021 we divested Greencarrier Freight Services to our long term partner JAS Logistics, a company that share a common mindset to us. This means that Greencarrier Freight Services will grow and develop their business for the future and we wish them all the best on their journey. At the same time we have started new business within the Greencarrier Group and we will see a lot of change during 2023.

What lies ahead of us

Looking ahead into 2023 and forward I can see that the Greencarrier Group is transforming and diversifying our scope of business. Today we are invested in various business segments, but still predominantly in the area of logistics and transportation. You can read more about the companies within our group in this report.

While we are diversifying, sustainability is still our greatest responsibility and number one priority. There is no other way forward!

A world full of possibilities

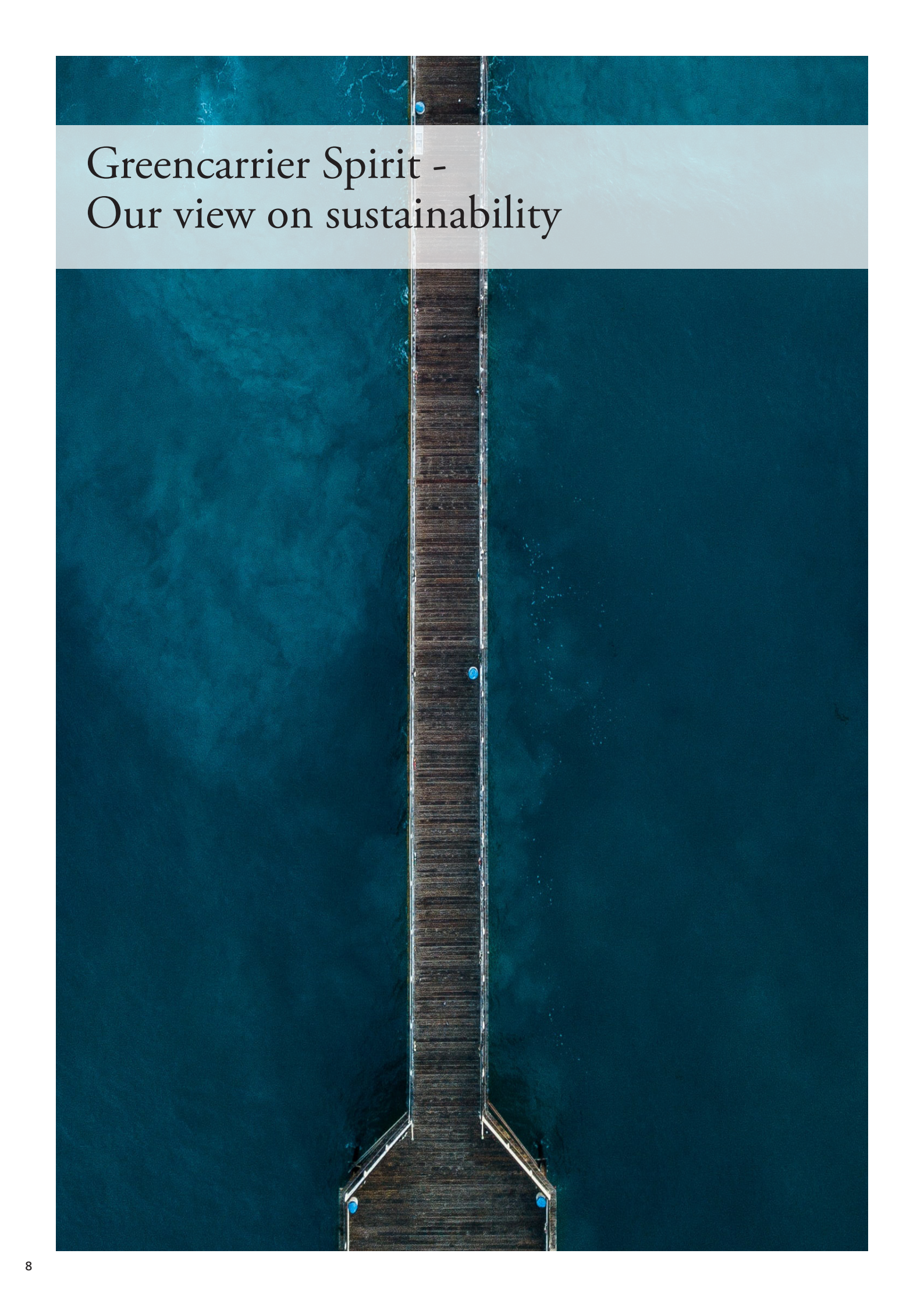
We are a family owned company with over 40 years of history, but the future still lies ahead of us and I am looking forward to what is to come! To me – and to us in Greencarrier, the world truly is a place full of possibilities.

This is Greencarrier Group’s fifth 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.

Take care and stay safe!

Stefan Björk
Owner & Founder
Greencarrier Group



An aerial photograph of a long, narrow wooden pier extending from the bottom center towards the top of the frame. The pier is made of dark brown wooden planks and has metal railings on both sides. At the top of the pier, there are three blue buoys. The water is a deep, textured blue. A semi-transparent white rectangular box is positioned in the upper left quadrant of the image, containing the title text.

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 25.

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 38-45.

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 38-45

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 22-37.

Goal 13 Climate action

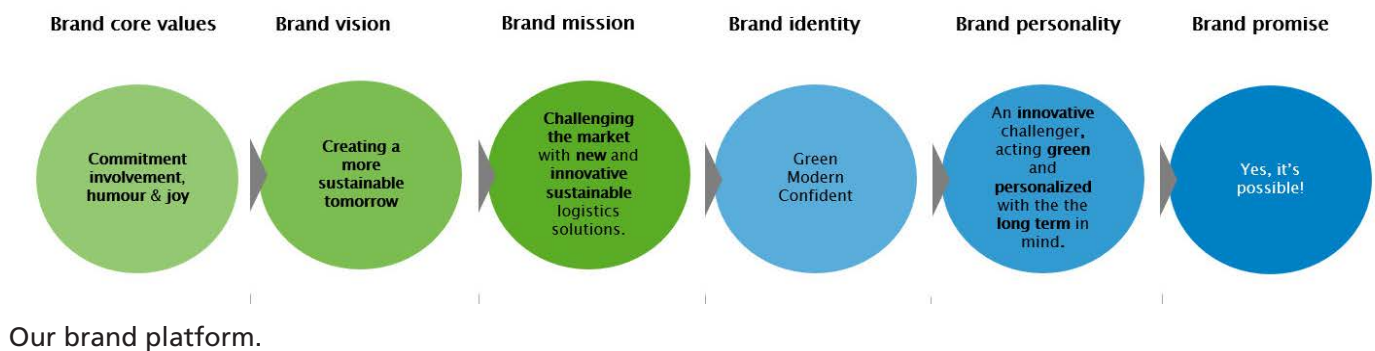
We should lower our emissions on delivered transport products. We should work to promote green initiatives in our offices and premises. We should promote actions towards cleaner land and oceans by engaging in external networks and evaluating our suppliers. We should develop products that contribute to our environmental goals. Read more on page 22-37.



The Greencarrier brand



The journey of our group and brand, over the years, here illustrated on a timeline on the celebrations of our 21st jubilee in 2021.



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

Commitment
Involvement
Humour & Joy

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 ac-

curacy 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.

A young green plant with three leaves is growing out of a crack in a sandy surface. The plant is positioned on the right side of the frame, with its roots visible in the sand. The background is a blurred, light-colored sandy area.

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 about 250 employees in 7 countries. We are invested in various business segments, but predominantly in the area of logistics and transportation.

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 four main business areas:

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

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 (LCL), 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 organization, 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 25.

The Greencarrier Spirit Board includes 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 50-55.

In 2021 we followed up our annual 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 Culture 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. The training has been completed by more than half of our employees during 2021.

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.

Why a Green Ambassador network?



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.



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 2020 when the pandemic set new terms for meeting and travelling we had to rethink. We did not want to pause the work with our culture days, so we developed a new online set up with interactive discussions in Teams.

The new concept was tested in 2020, launched in 2021 and three online culture days were successfully carried out during the year.

In 2022 we will continue to develop the concept and mix physical days with online days. The online concept worked very well, and with that we can reach more people in an efficient way - but we still see the importance of meeting physically when we can.



Our work towards a better environment

Sustainability is first of all what we believe in, what we represent and what we want to be associated with. Second it's a must to be relevant in the eyes of customers as well as employees.

Johan Jemdahl
CEO
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

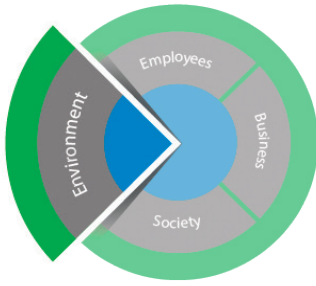
A customer's point of view:

Hecksher is a freight forwarder delivering very high quality and accuracy. You get a personal contact who takes responsibility beyond all expectations, follows up and makes sure to end open threads. I can highly recommend Hecksher!

Mattias Hedman
Scienta Omicron

Sustainability is a natural part of how we look upon our role in the society and it is included in all of Hecksher's businesses. Sustainable development for us means that we shall economize with our resources both today and in the future. By sharing the proper information of our customers environmental footprint – we give them the right tools to make the right decisions and can develop better solutions together.

Patrik Rössberger
Managing Director
Hecksher Sweden



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 CO₂-emissions globally and has more than doubled since the 70's. In the EU the transportation sector generates 25% of all transportation CO₂-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 alternative 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 26-27, 30-31 and 34-35).

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 the group 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 the total CO2 emissions. This clearly shows how important it is for us as a transport supplier to measure the emissions of our delivered transports carefully and develop them to become more environmentally responsible and smart.

With that knowledge we can help our customers make the right choices, challenge our suppliers and improve together.

In 2022 Hecksher will work to improve their CO2-emission calculations and feedback to customers, developing more sustainable solutions together for the long term.

External commitments

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.

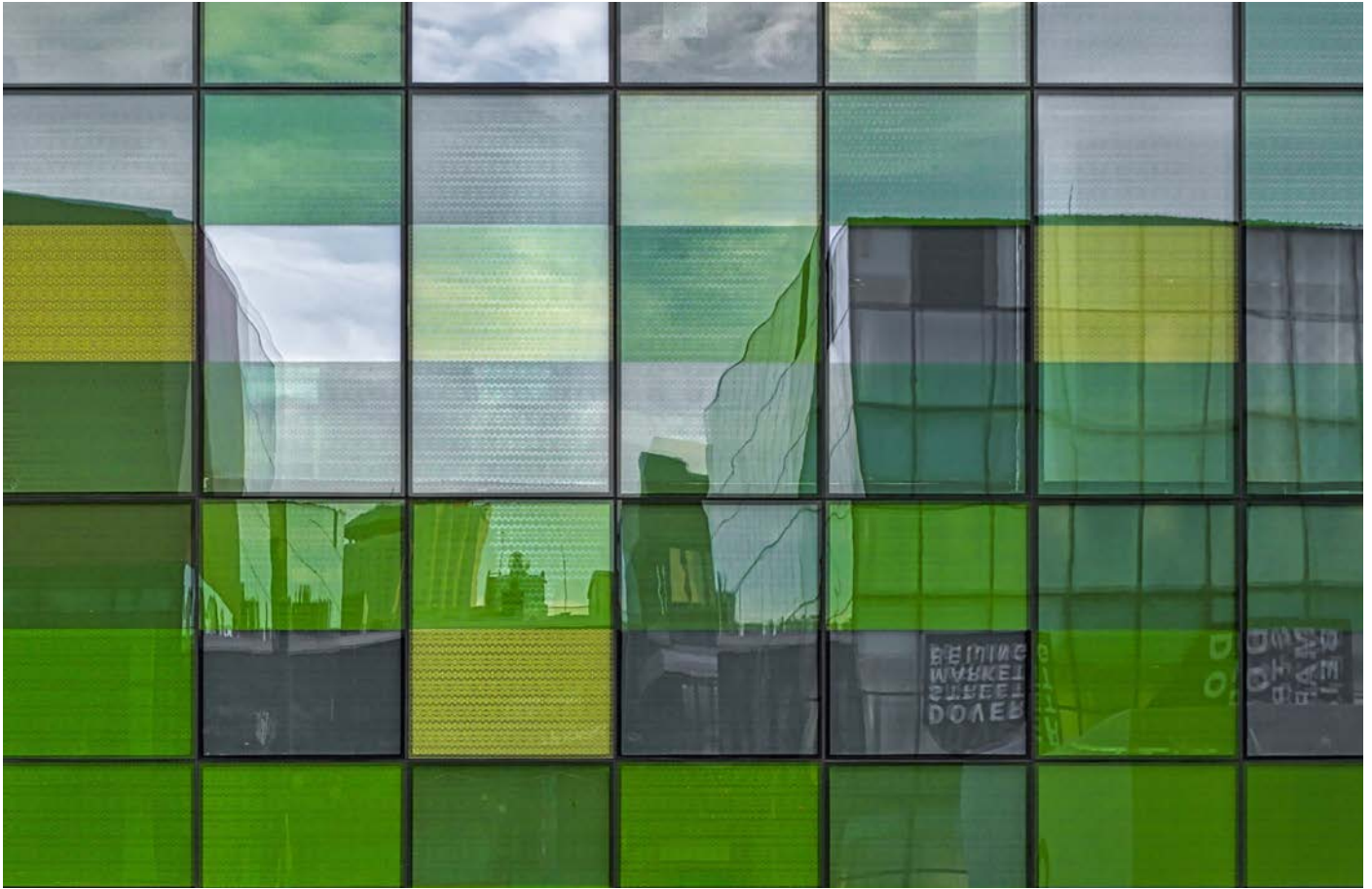
In 2020 we became members of TripleF, a research and innovation initiative contributing to fossil free freight transport. This goes hand in hand with our ambitions of being green and innovative.

We are also members of the Swedish Confederation of Transport Enterprises Environmental Committee, CSR Västsverige, and other collaboration forums.

How we work for change

Within the Greencarrier Group we strive to contribute to a more sustainable tomorrow by:

- Acting fair to people and planet
- Gaining and giving knowledge.
- Influencing others.



Our Green 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.

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 67 vessels are in the order book. Evergreen's order book is one of the largest on the market being totally over 600.000 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.

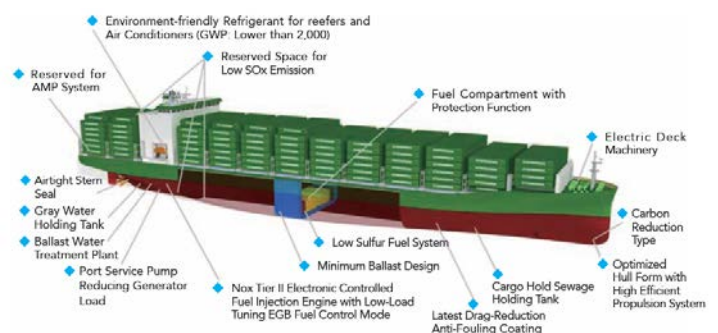
Supplier Evaluation

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. 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).*



Green Is In Our DNA

At the Evergreen Line, green isn't a slogan or a color, it's a code of conduct we build into every aspect of operation, like DNA. Evergreen Line is fully committed to the principles and practice of Environmental, Social and Governance, protecting our oceans, our shores and our future.



Dedicated to Enriching Your Life

EVERGREEN LINE

www.evergreen-line.com

Evergreen Line, Setting Course for net zero

IMO statistics indicate that CO2 emission from the shipping industry account for 2.7% of global GHG emissions. If left unchecked, this ratio may increase to 15% by 2050. In response, Evergreen has developed strategies to support sustainable operations towards a net zero 2050.

The efforts made by Evergreen Marine towards lowering their fuel consumption and GHG emissions have been continuous. A 50% reduction of emissions by 2030 is planned, compared to 2008 as the baseline. In 2050 Evergreen aims to be fully carbon-neutral. These objectives are at the heart of Evergreen's global climate action.

Evergreen's Chairman Chang Yen-I says:

"In response to the International Maritime Organization's (IMO's) target of reducing greenhouse gas emissions by 50% by 2050 and the UN

Global Compact's initiative for the mitigation of climate change and the cause of global sustainable oceans in the ocean supervision, we will continue to pay attention to the experiments and development of various biofuels on the market, and study the possibility of replacing high-carbon fossil fuels with renewable green energy in the future to further reduce carbon emissions and alleviate the impact thereof on the environment."

Values and ambitions that go hand in hand

Evergreen Group's environmental policy has always preceded government regulations, and they work

actively to be a responsible corporate citizen on a global stage. Their ambitions to be a truly green shipping line goes hand in hand with the strategy of Greencarrier Liner Agency's and the Greencarrier Group's.

Evergreen's actions towards more sustainable shipping

In summary these are some of the actions that have already been adopted by Evergreen Line to reduce CO2 emissions:

Slow down the speed of its ships

Continuously monitor fuel consumption and engine operations to ensure the main engine is working efficiently

Use the weather navigation system to provide the fleet with real-time information on routing that optimizes fuel efficiency

Improve cargo handling

efficiency to shorten port stays

Planning of ship cargo loads to maximize economic returns

Application of special anti-fouling paint to ship hulls
Replacement of old vessels

Read more about Evergreens work to reduce emissions on their web site. You can also read more about Greencarrier Liner Agency's ambitions within sustainability on our web site.



Hecksher's on Full Speed Ahead

Personal commitment combined with robust logistics solutions sets us apart from other logistics providers. Within Hecksher we strive to act as a responsible partner as we ship your goods anywhere around the world with economy as well as people and planet in mind.

Within Hecksher we turn customer relations into long-lasting partnerships by providing superior services – regardless of size, weight or shape – ensuring your cargo arrives in the right place, at the right time and at a fair cost. Our highly trained logistics professionals are dedicated to serving you from our offices in Denmark, Sweden, Norway, Finland and Latvia.

History combined with full speed into the future

Hecksher is one of the oldest still active shipping companies in the world. Founded in Denmark in 1797 by Samuel Siegfried Hecksher, we have over 220 years of experience in the shipping industry.

Despite our age, we are a modern and flexible company, thriving in the rapidly changing world at sea, on land, and in the air. We pride ourselves on delivering optimal shipping solutions every time.

Our most valuable resource

A company is only as good as its employees, they say.

We are proud to have some of the best in the business. People with expertise, knowledge and experience, who understand our customers' businesses, are focused on delivering superior service every time and are proud to stay with us.

When joining Hecksher, new employees complete an introduction programme, part of which is dedicated to quality and customer service. Our new employees gain a thorough insight into what these factors mean to us and, more importantly, to our customers. Through this process, our employees get a chance to develop and deliver the levels of service defined by us and expected by our customers.



Efficient Logistics to reduce emissions

Our ambition is to be a competence partner providing optimised logistic solutions and suggesting more sustainable alternatives when available. We always strive to reduce empty mileage in our shipments and optimising routes, and by this we lower emissions.

One example is that a majority of our cargo via the Port of Gothenburg are shipped inland via rail, which significantly reduces emissions compared to regular road traffic.

Selected Suppliers

To be able to work with the markets best and most trustworthy suppliers we perform biannual supplier evaluations. The suppliers must be up to our standards to ensure that we deliver services with the highest possible quality.

We work closely together with our suppliers to develop the services of the future and work for more sustainable and efficient solutions.

CO2 emission reports and Emission Calculations according to verified standards

At Heckscher we track all CO2 emissions from our transports and can offer emission reports to you as a customer. The calculation is done in CO2e (Carbon Dioxide Equivalents) with EcoTransit, 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.

ISO certified

Heckscher is an ISO 9001 and 14001 certified company in Sweden, where we have our head quarters. The ambition is to include all our countries within short.

Working with constant improvements according to their process is an integrated part of our daily work and actions.



Martin Stenerlöv
Teamleader Import
Hecksher Gothenburg

6 key facts about LCL shipping every company should know

Are you a company looking to ship smaller goods volumes regularly? As an experienced shipping company, we know cost-efficiency and on-time deliveries is a priority. In this blog post, we share 6 key facts about LCL shipping every company should know – and how it may benefit you.

1. LCL is perfect for shipping smaller goods volumes.

LCL is short for Less than Container Load and is basically container-sharing. Individual consignments are combined to make up a Full Container Load (FCL). The individual consignments are consolidated at the departure point, and the container is then shipped to its destination port. On arrival, the shipment is split back into its original consignments for onward delivery to each destination. If you are a small or midsize business that doesn't have enough goods to fill an entire container, LCL is the perfect shipping option for you.

2. You can save money with LCL shipping.

LCL shipments are sometimes referred to as a stop-gap solution. But LCL is actually a more economical option a lot of the time. LCL allows for savings on freight costs as the cargo is shipped at lower costs. Shipping smaller volumes also means less storage space, lower risks, and speedier inventory turnover. All these things have an impact on your financial results that, ultimately, allow you to save money.

3. LCL benefits all companies with time-critical shipments.

LCL shipping is used across almost all industries and businesses – and you can ship almost any kind of cargo. The reason many companies use LCL is they have smaller goods volumes that need to be shipped regularly – however, they don't have the time to

wait until they have enough goods to fill an entire container. LCL consolidation simply allows these companies to ship their time-critical cargo without having to wait.

4. LCL is a flexible solution for on-demand production.

Today, production lines are leaning towards an on-demand approach. Product lifecycles are shorter, and warehousing and storage spaces are less readily available. In response to rapidly changing customer demand, stock levels are kept to a minimum. LCL is a flexible solution that goes well hand in hand with the modern on-demand production approach.

5. Sharing containers means caring for the environment.

They say sharing is caring, which is true, especially when it comes to moving goods. Today, there is an overcapacity in the container segment, meaning empty containers are being shipped overseas. Shipping empty containers is hugely wasteful and not very eco-friendly. Sharing space, however, contributes to a greener environment as it means no empty mileage and lower emissions.

6. LCL can help reduce issues on European roads.

Over the past years, freight volumes have increased on European roads. This has led to heavy congestion, decreased road safety, traffic delays, and strains on the roads. Moving goods volumes from road to sea – using LCL to optimise container space, decreasing the number of heavy vehicles on the roads – can help reduce these issues. This would contribute to smoother traffic flows, safer driving, on-time deliveries and less wear and tear.

”Sharing container space contributes to a greener environment as it means no empty mileage and lower emissions.”



Easy as a sea breeze with Maritime Transport and Agencies

Maritime Transport & Agencies is a privately owned company offering global transport and logistics solutions. Our approach is that consolidation should be easy.

We are a private owned, modern logistics company that prides itself on delivering excellent logistics solutions to our customers. We offer global solutions as agent for Vanguard Logistics Services and our main focus is LCL –Less than container load shipments. Our committed team consists of 25 employees and we operate in 6 countries; in Sweden, Denmark, Norway, Finland, Latvia and Lithuania.

Doing business with us is easy as a sea breeze

Our business concept is simple. We offer efficient and safe transport solutions and by combining our flexibility with our partners' resources, we aim to strengthen our clients' positions in the markets they operate in.

We always put our customers first. When they have a problem, we have a solution. Our customers along

with their logistics needs are always our prime focus.

We are in it for the long term, fully committed to building relationships that last and give you the most value out of your journey – now and in the future. Doing business with us is easy as a sea breeze.

Digitalized yet personal

With MTA bookings and price quotes are always easily available online – but with quick access to your own personal contact.

Team MTA

With our commitment and our passion for logistics we meet our customers every day with ease. Working at MTA means you are involved in shaping and developing our business and having fun together.



As part of the Greencarrier Group sustainability is in focus for MTA. Within MTA we strive to act as a responsible partner with both people and planet in mind. We offer efficient and safe transport solutions, and our core product LCL is a truly sustainable option that can help you reduce your emissions.

Optimised Container space means more sustainable shipping

As a neutral consolidator, our main priority is to use space and equipment in the best way possible. We aim to lower emissions by optimising our container loads, and by doing so, contributing to a more sustainable tomorrow.

Optimised container space means reduces empty mileage, lower emissions, and less environmental impact in the logistics chain.

Quality indicators

We measure and follow up how we perform on

space optimization, and we have high ambitions to reduce empty mileage as much as possible. Reducing empty mileage is key in transport efficiency and a good way to make improvements for the environment.

Selected Suppliers

To be able to work with the markets best and most trustworthy suppliers we perform biannual supplier evaluations. The suppliers must be up to our standards to ensure that we deliver services with the highest possible quality.

We work closely together with our suppliers to develop the services of the future and work for more sustainable and efficient solutions.

Highlights 2021

INFRA SWEDEN 2030

Finalists in InfraAwards

In 2021 we were finalists in the innovation challenge InfraAwards. The challenge to solve was: What does the transport infrastructure sector need to solve in order to quickly become sustainable, smart and resource efficient?

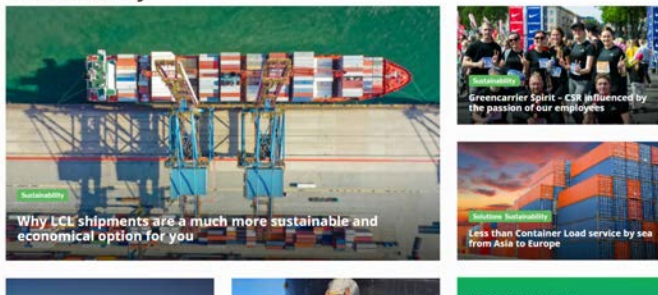
Our competition entry was: "We make it easy to make the right choice – Greencarrier's digital decision support for conscious and sustainable logistics choices" and served to solve the challenge by using infrastructure in a more efficient way.

We were chosen as one of five finalists, and our entry ended up on a shared second place.

InfraSweden2030 is part of Vinnova, the Swedish Energy Agency and Forma's joint investment in strategic innovation programs.

GREENCARRIER  Blog Sustainability Solutions Tips & Trends In Focus

Sustainability



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

Moss, Hong Kong, Gothenburg and Warsaw were awarded in 2021.

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 Moss, Hong Kong, Gothenburg and Warsaw as our Green Offices of the quarter 2021.

Green Office - some local actions

"We have installed a few more electric vehicle charging stations and can therefore offer our employees the possibility to charge their own electric vehicles at work."
Gothenburg

"We decided to renovate our premises into a smaller space." Helsinki

Evergreen's actions towards more sustainable shipping

The efforts made by Evergreen Marine towards lowering their fuel consumption and GHG emissions have been continuous. A 50% reduction of emissions by 2030 is planned, compared to 2008 as the baseline. In 2050 Evergreen aims to be fully carbon-neutral. These are some of the actions that have already been adopted by Evergreen Line to reduce CO2 emissions:

- Slow down the speed of its ships.
- Continuously monitor fuel consumption and engine operations to ensure the main engine is working efficiently.
- Use the weather navigation system to provide the fleet with real-time information on routing that optimizes fuel efficiency.
- Improve cargo handling efficiency to shorten port stays.
- Planning of ship cargo loads to maximize economic returns.
- Application of special anti-fouling paint to ship hulls.
- Replacement of old vessels.

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

Hecksher is certified according to ISO 9001 & 14 001 in Sweden, working with constant improvements within quality and environment.

The ambition is to continue the implementation of ISO in all countries where Hecksher operates during 2022-2023.

Yes!

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



Sustainability Training

In 2020 we launched our new sustainability training which is available within our online 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. In 2021 64% of our employees attended the training.



Emission Calculation according to European standard

Hecksher calculates 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, Challengeize

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

The culture within MTA is a happy, warm and familiar culture with a lot of humor and joy and solidarity for the team.

Linda Dunklint
Import Operations
MTA

I truly appreciate the way that Greencarrier has a long term ambition for the way we work with our company culture and values. Keeping the wanted culture and values alive takes constant work and dialogue, and in Greencarrier you get to spend time to reflect on this for instance in our Culture Days. Our values and the way they are lived in our company makes our group a great place to work, and I'm sure it's an important factor in our success.

Cecilia Jonebäck
Communication Manager
Greencarrier Group



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 14-15).

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 – both praise and on improvements – 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 2021 our work force consisted of 44 percent female employees, and 27 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

2020-2021 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 2021 we had another very popular 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 2021 we launched our new digital leadership training – to ensure continuity in the de-

velopment of our leaders during the pandemic but most of all to ensure that our training stays relevant now and in the future. Read more on page 45. 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. We do the survey yearly, and follow up with pulse surveys several times a year.

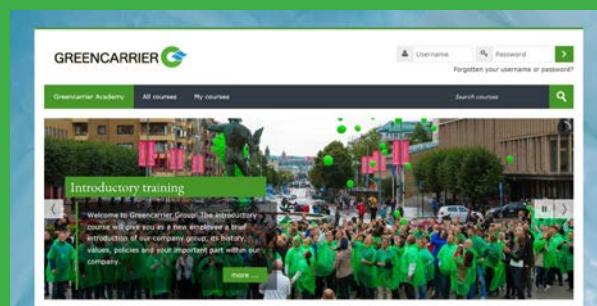
Greencarrier Culture days

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. When the pandemic set new terms for meeting and travelling we developed a new online concept with interactive discussions in Teams. Read more on page 21.

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.



All employees have their own profile in the system, and there are currently six e-learning.

21st
anniversary



GREENCARRIER



GREENCARRIER

21st
anniversary

Colleagues are feeling very lucky to get to work by your side. Your superpower seems to be your ability to see people and what needs to be done. You see when colleagues need support or advice, and you take action. You always notice others and their efforts, and you treat everyone equally. There are many good words to describe you, but we choose to call you a hero.

Culture Hero: Iren Flodberg
Business Manager
Greencarrier Liner Agency

A true Greencarrier Culture Hero

In the beginning of 2021 we asked our employees: Do you look at one of your colleagues and think – Involvement! Does your colleague express Humour & Joy in everything they do or is the Commitment in your team outstanding? Then maybe your colleague deserves the title Greencarrier Culture Hero?

One of our Culture Heroes is Irén Flodberg, of Greencarrier Liner Agency, and the motivation for her receiving the award was:

Colleagues are feeling very lucky to get to work by your side. Your superpower seems to be your ability to see people and what needs to be done. You see when colleagues need support or advice, and you take action. You always notice others and their efforts, and you treat everyone equally. There are many good words to describe you, but we choose to call you a hero.

Meet Irén in this interview!

What is your role at Greencarrier and what does it mean?

I work as a Business Manager at Greencarrier Liner Agency, and I've been part of the company since 2018. As we are agents for the shipping company Evergreen Line, I have daily contact with both my principal & my Swedish customers. My job involves managing existing accounts but also new sales. I make shorter agreements that can be anything from a spot-shipping & monthly agreement to longer agreements / RFQs that extend from a quarter up to 1-year. I sell both exports / imports and to / from all corners of the world. I really like both my job and colleagues, so I really feel like I'm in the right place right now.

What do Greencarrier's values mean to you and how do they manifest themselves in the culture?

Our values are tangible & something that we should all have with us in everyday life, both at work and at home.

I believe that if you are committed with both heart and brain in what you do, the result will be better. I consider myself a team player and I like when you work in a group, when you create together and celebrate together. Together is better!

Humor and joy help us humans to both function better and to feel better. These are two good cornerstones that make us better both as human beings, colleagues but also on our assignments.

What are your strongest personal values, and why?

One of my strongest values is kindness. To be a kind person, both towards oneself and towards others. It's cool to be kind. If you show kindness and compassion to others, they will do the same to you.

Another value that I think is important is honesty. Always try to tell the truth (I know, it can be difficult), be honest with who you are, what you think and what you have done.

How does it feel to be a culture hero and to have been nominated by your colleagues as one?

I was so incredibly moved, honored, very happy and very proud when I received the nomination, I think it is the finest award you can get from your colleagues. It feels glorious & awesome at the same time. Feels cool to be able to say "I am a culture hero".

More about the Culture Hero Award

The core values of Greencarrier are "Involvement", "Commitment" and "Humour and Joy" and together everyone in our group shape the company and our culture, which is the foundation for our success. We want everyone in our group to live and breathe our values, this helps us to make good decisions and act in a Greencarrier way.

The whole purpose of the Greencarrier Culture Hero initiative is to keep our values alive and inspire each other to live and act according to these. It is an award to acknowledge employees within the group who have performed great actions or behaviours that truly show Commitment, Involvement and Humour & Joy – to put it simple, a Culture Hero.

Nomination by colleagues

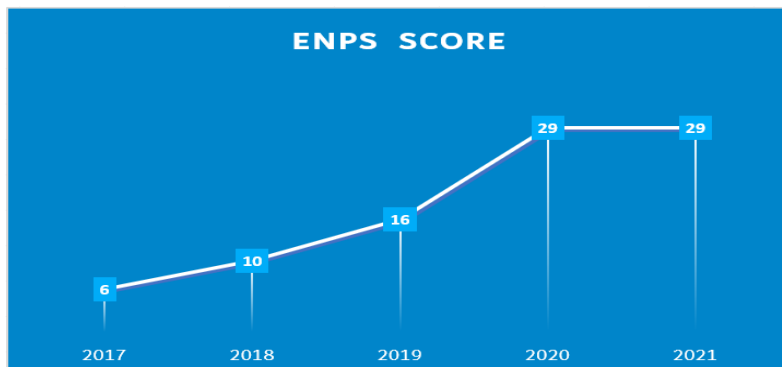
The Heroes was nominated by their fellow coworkers. Everyone could nominate one or several of their colleagues to recognize them for their great work.

In the nomination you could describe a situation, behaviour, or action where this colleague expressed our values in an exceptional way.

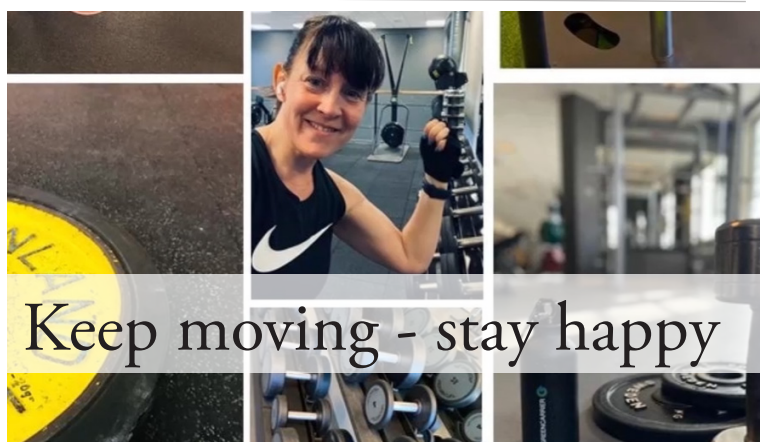
When the nomination period is closed, the Culture Board choose Greencarrier Culture Heroes from all nominations based on number of nominations but also on the content of each nomination. We received many nominations and applications, so there for sure are many appreciated colleagues and heroes within Greencarrier.

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 2021 we reached the score 29!



Our Greencarriers:
250 employees
7 countries



During the spring 2021 we had a Greencarrier health challenge where our employees moved together. 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 proved to be great success and during 2021 we carried out several online Culture Days. Some were specific for our leaders and some were for new employees.

Celebrating together

In 2020 the Greencarrier group celebrated its 20th jubilee, but due to Covid restrictions the celebrations were postponed until 2021. In September 2021 we could finally get together to celebrate with all our Swedish colleagues.

The evening took us on a journey through the history of Greencarrier, started in 2000 when the story of Greencarrier Group began. The guests walked along a historic timeline sharing highlights and happenings from the 21 years.

It was an evening with good celebrations, happiness, a lot of humour & joy and involvement from all colleagues.



In the beginning of 2021 we asked our employees: Do you look at one of your colleagues and think – Involvement! Does your colleague express Humour & Joy in everything they do or is the Commitment in your team outstanding? Then maybe your colleague deserves the title Greencarrier Culture Hero?

127 colleagues were nominated and the selected heroes were celebrated, acknowledged and awarded with Diplomas and a gift. Read more about one of our many Culture Heroes on page 42-43.

21 years!

In 2021 we celebrated 21 years as a company!

Gender mix

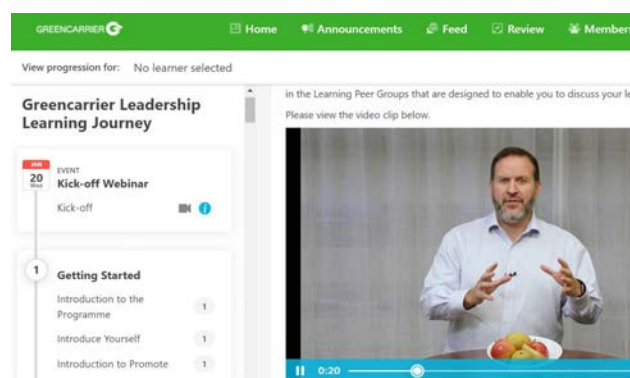


Women 44%
Men 56%

Leadership training in a digitalized world

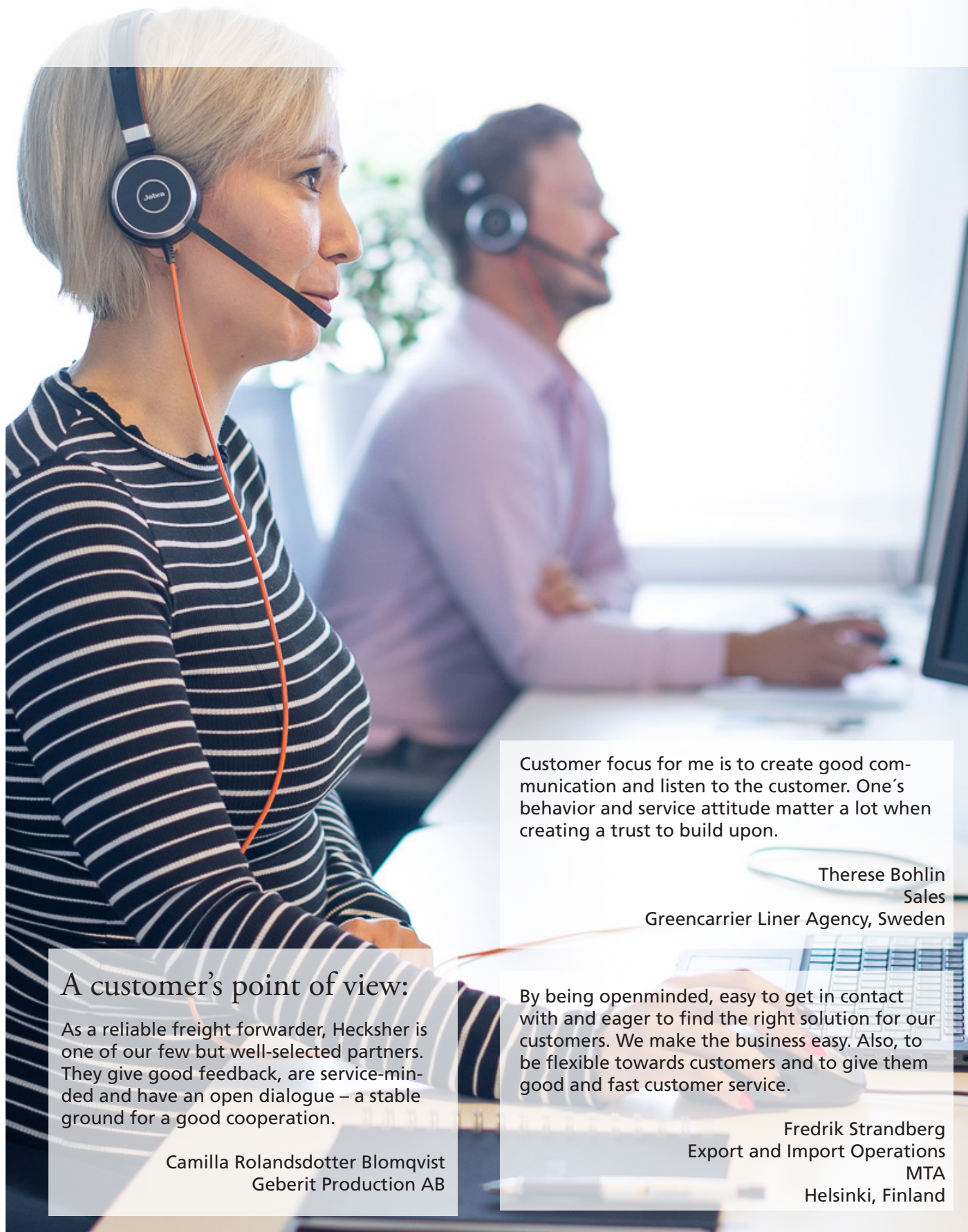
Since many years back we have a leadership training program to enable our leaders to develop and grow, and be the best leaders. With the outbreak of the pandemic 2020 we quickly decided to convert our training into a completely digital one – to be able to ensure continuity in the development of our leaders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



The Leadership Training started in January 2021. 30 leaders from 9 different countries in the Group have participated in a learning journey. The training contains a blended learning approach combining real-time virtual classroom sessions with an online learning transfer platform

Our work to ensure sustainable business



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

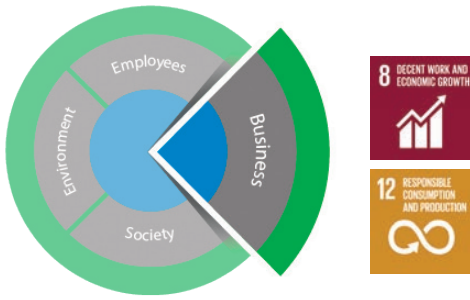
A customer's point of view:

As a reliable freight forwarder, Hecksher is one of our few but well-selected partners. They give good feedback, are service-minded and have an open dialogue – a stable ground for a good cooperation.

Camilla Rolandsdotter Blomqvist
Geberit Production AB

By being openminded, easy to get in contact with and eager to find the right solution for our customers. We make the business easy. Also, to be flexible towards customers and to give them good and fast customer service.

Fredrik Strandberg
Export and Import Operations
MTA
Helsinki, Finland



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.



Interview with Heikki Aulanko
Global Operations Manager
Greencarrier Liner Agency

What future possibilities can digitalisation bring to the container shipping industry?

As the entire world goes digital, the shipping industry just cannot wait. We met up with Heikki Aulan-ko, the Global Operations Manager at Greencarrier Liner Agency, to have a chat about digitalisation and data standardisation in the container shipping industry and what future possibilities it may bring

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.

Hi Heikki, you are the Global Operations Manager for Greencarrier Liner Agency in Finland. Please, describe your role and experience?

I have a master's degree in Logistics and have been working at Greencarrier Liner Agency for more than 10 years, gaining experience in import, export, sales, and logistics.

My role as Global Operations Manager is to maintain and develop our quote-to-invoice process for the whole division. Basically, my goal is to improve internal and external efficiency and user satisfaction. This includes project and change management, detecting the needs from the field and transforming them to solutions, and EDI management (Electronic Data Interchange).

At the moment, I aim to ease up the life of our sales and customer service, so they can make data-driven decisions and serve our customers better.

Digitalisation, automation, and new technologies are transforming the shipping industry. What is the biggest trend right now?

This is a tricky one, and I think the answer depends on who you are asking. At the moment, I am looking into what kind of effect the DCSA (Digital Container Shipping Association) will bring to the shipping industry through data standardisation. They have proven to be very successful in their journey so far, and this could potentially generate new digital solutions in container shipping.

Others are carriers' own marketplaces, where I see a lot of potentials to reduce the no-show bookings and thereby help in the overbooking problem and digital documentation chains where the industry

would move away from using physical documents and start using i-B/Ls (electronic Bill of Lading) instead. Another area where I would like to see improvements would be the transparency of the supply chain.

What potential do digitalisation and data standardisation bring to the shipping industry in general, and to customers, in particular?

As digitalisation moves ahead, we start noticing that the time we used to use to key in data into the system can be spent serving customers and perhaps detecting problems before they actually occur. This is beneficial for everyone in the supply chain. We just need to be ready for the digital change and develop our competence constantly.

Why is going digital so important in the shipping industry, and do you have any tips for how customers should prepare?

As the entire world around us goes digital, the shipping industry just cannot wait. It can improve efficiency and quality and release time for companies to solve problems before they actually occur rather than be reactive.

Customers also need to follow what is going on in the market, and, of course, everyone should focus on their competitive edge. But it is important not to forget the possibilities digitalisation can bring in


terms of excellent sales opportunities and improved customer service in the future.

You are responsible for employees in both Sweden and Finland. What is it like to lead from a distance during a pandemic?

The pandemic didn't influence our way of working that much as we already had quite good knowledge and experience working remotely. The team has always had a positive attitude towards changes and new things.

Of course, it is harder to read signals when you have to rely entirely upon video meetings. But I think it is just a matter of how one organises meetings and processes. Even though this is perfectly fine, I feel that exchanging thoughts face to face would bring significant value to us. I am looking forward to combining working remotely with meeting my colleagues in real life at the office.

”As digitalisation moves ahead, time we used to use to key in data can be spent serving customers and detecting problems before they actually occur.”

A photograph of two children standing in the rain. The child on the left is wearing a bright pink puffer jacket, white socks with dark blue horizontal stripes, and white rain boots. The child on the right is wearing a dark blue rain suit and green rain boots with yellow tops. They are both holding hands. The background is a blurred outdoor setting.

Our contribution to a sustainable society

Our partners' points of view:

Solvatten is currently used by about 100 000 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 People and Culture
Greencarrier Group



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 prioritized 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

All of our 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 54-55 you can see some examples of projects supported during 2021.

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: Mercy Ships

Greencarrier and Mercy Ships in collaboration for medical help and hope

Five billion people do not have access to, or can't afford, surgery when they need it. Children, adolescents and adults suffer and die every day from ailments that can be treated. Greencarrier and Mercy Ships have now joined forces to give medical care and hope to people in need.

Mercy Ships is an organization that owns and operates the world's largest civilian hospital ship and they travel to countries where people don't have access to safe medical care with their two fully equipped modern hospital ships. The mission is to change the terrible death statistics through care and education and bring hope and healing to the most vulnerable.

How does Mercy Ships help?

Mercy Ships strategy for improving healthcare in the countries they work with is based on two principles:

1. Medical care and surgery for local people: reduce queues and immediate patient pressure by providing surgical care on board the hospital ship.

2. Medical capacity building: improve the host country's healthcare system through education, mentorship and improvement of local infrastructure.

Why use ships as hospitals?

50% of the world's population lives near a port city, stationed on the coast Mercy Ships can effectively reach large parts of the country's population.

Greencarrier and Mercy Ships – Collaboration for a better future

The partnership between Greencarrier and Mercy Ships means that Greencarrier donated 11 000 USD to Mercy Ships in conjunction with their yearly Cargo Day, where actors within the shipping industry come together to raise money to Mercy Ships

operations. The money goes directly into funding the operation of their hospital ships.

– "Being sustainable in business means that we in Greencarrier care for our company, the people in it and for our customers and partners. But it also means that we take on a larger responsibility, for the society in general and the future health of our planet. Our partnership with Mercy Ships is a way for us to contribute to our sustainability goals. With our core as a global shipping company we are happy to see how ships can be used to help people where people don't have access to safe medical care." Says Stefan Björk, founder and owner of Greencarrier.

– Our mission is to bring hope and healing to people in Africa without access to medical care, and we are really happy to see Greencarrier also sharing our vision about a sustainable future for all." Says Stefan Soneson, National Director of Mercy Ships Sweden.

About Mercy Ships:

Mercy Ships uses hospital ships to deliver free, world-class healthcare services, capacity building,

and sustainable development to those with little access in the developing world. Founded in 1978 by Don and Deyon Stephens, Mercy Ships has worked in more than 55 developing countries, providing services valued at more than \$1.7 billion and directly benefitting more than 2.8 million people.

Our ships are crewed by volunteers from over 60 nations, with an average of over 1200 volunteers each year. Professionals including surgeons, dentists, nurses, healthcare trainers, teachers, cooks, seamen, engineers, and agriculturalists donate their time and skills. With 16 national offices and an Africa Bureau, Mercy Ships seeks to transform individuals and serve nations one at a time.

"Our mission is to bring hope and healing to people in Africa without access to medical care."

Greencarrier Spirit Projects 2021

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 2021.



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 2021 Greencarrier has supported Solvatten with logistics solutions and this way enabling the Solvatten units to reach needing families. We also donated 72 Solvatten units to their climate project in Tharaka, Kenya. Giving clean water to 150 people.

My Dream Now

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



Health Challenge + Fontenehuset and the Children's Hospital Foundation

The winners in our Greencarrier Health Challenge, one team from Norway and one team from Latvia, decided to donate their prize of 2000 EUR to Fonetenehuset in Rygge (a voluntary work community for people who have mental health problems or previous substance abuse) and the Children's Hospital Foundation in Riga (The Children's Hospital Foundation takes care of children's health by attracting public help). Win win! Read more about our Health Challenge on page 44.



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.



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. During 2021 we donated money from the Greencarrier Spirit Fund and employees in Norway also helped the Food Bank by packing and loading boxes for distribution to kids in need.

Räddningsmissionen

We support the aid organisation 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 2021 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.

In 2022 we will become a strategic partner to Räddningsmissionen to further strengthen our collaboration.

The most important gift

In 2021 we became a partner to Plan International, enabling girls to go to school, with a common ambition to empower girls and enable them to learn, lead, and grow.

In addition to this, our yearly Christmas Donation was voted by our employees to be given to this cause. This means that during 2021 alone we enable 240 girls to go to school. Our partnership will continue during 2022.



Pink Day

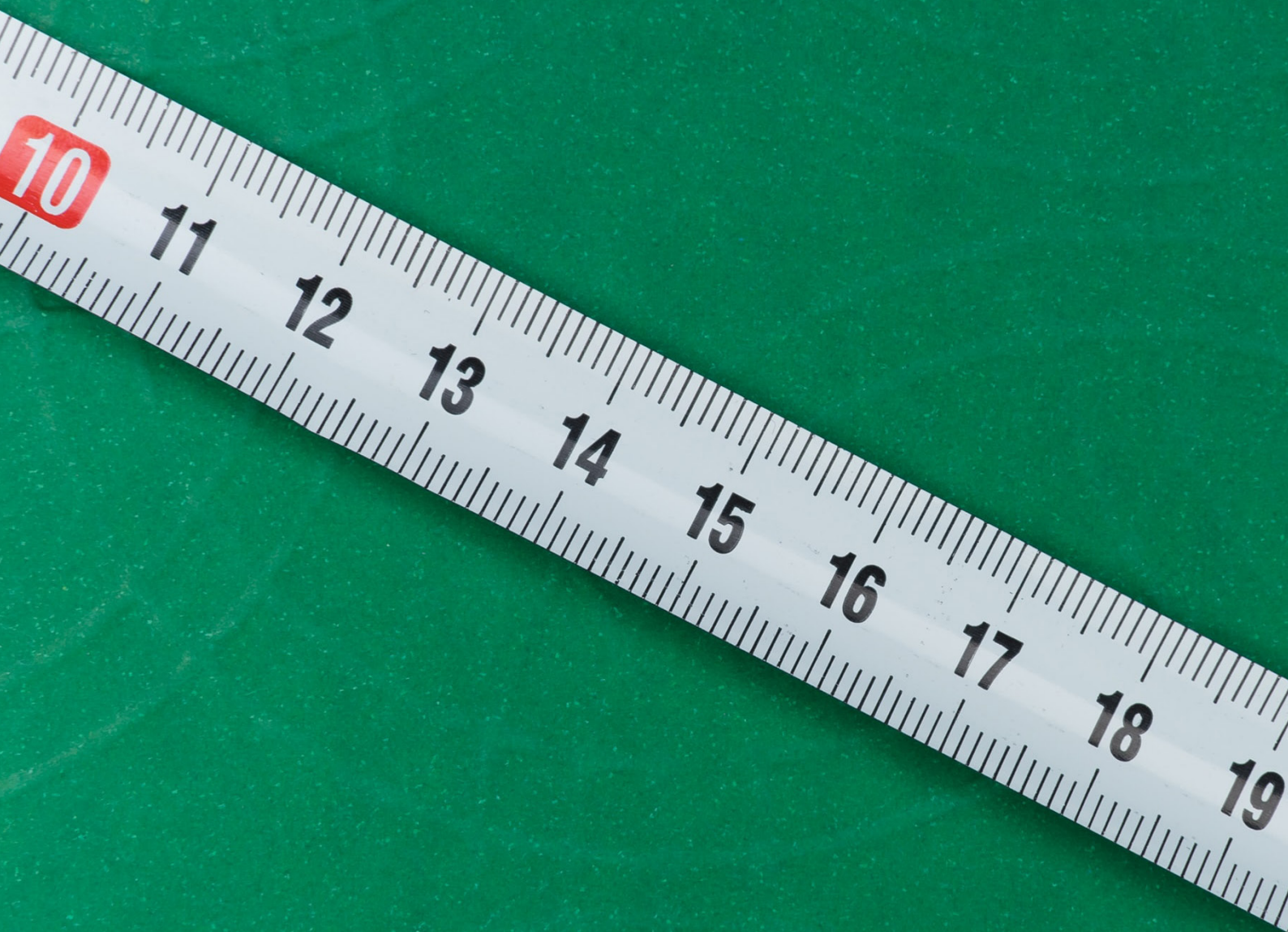
During the Pink month in October, raising awareness and money for breast cancer research, we contributed as a Greencarrier team (donations from employees) in Sweden and with the Greencarrier Spirit Fund, to a total of SEK 12 000 for breast cancer research. The month ends traditionally with a "Pink Day" in our Swedish offices.

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.



Performance on Environmental, Employee and Society indicators



75% Utilization of Spirit fund

Degree of utilization of our Greencarrier Spirit Fund 75%

2020 this figure was 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.

Due to the pandemic initiatives from our employees were harder to carry out, but we entered some strategic partnerships that we will see develop during coming years.



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 2020 was 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: Due to the pandemic local initiatives from our employees were harder to carry out. Instead we entered new strategic partnerships that we will see develop during coming years.



69% Offices with Green Electricity

Offices powered by green electricity

27 of 39 = 69%

2020 this figure was 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 see a slight improvement from 2018 to 2020 but we did not reach our initial target of 90% by 2020. We will therefore set a new goal of 90% by 2023.



29 eNPS

eNPS (employee Net Promoter Score)

eNPS 29

2020 this figure was 29

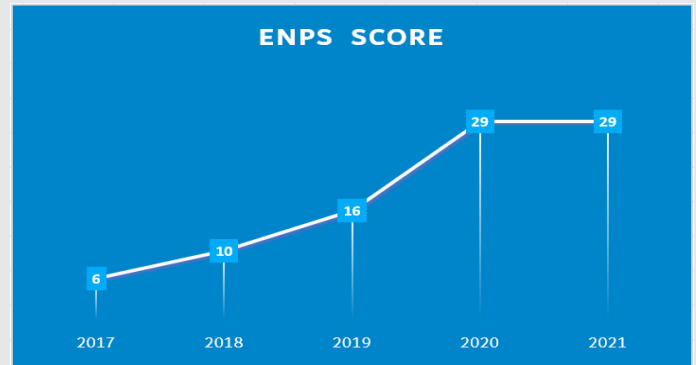
2019 this figure was 16

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 already in 2020 we have altered our goal to 30 by 2022.



44% Gender mix

Gender Mix

Our workforce is 44% female.

2020 this figure was 42%

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.



27% Female managers

Female Managers

27 % of our managers are female.

2020 this figure was 28%

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.



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 2021. Our work with sustainability has been ongoing for many years, but this is the fifth 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 Communications 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 this way distributed to our employees and selected stakeholders. The content will be communicated in our management teams and in our Greencarrier Culture Days for all employees.

Report boundaries

This report comprises the sustainability work for Greencarrier as a group, including the companies in our business areas. We do not report the sustainability of our suppliers, but our major transport suppliers are evaluated and labelled.

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 Head of Sustainability & Brand Management.

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