



SUSTAINABILITY REPORT 2022

Delivering sustainable supply chain
solutions through technology
& innovation



CONTENTS



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The content of this report covers the period of FY2022 from January to December, aligned with our financial reporting. Data and information in this report has been reviewed and approved by the EV Cargo Sustainability Committee and the Board of Directors - Sustainability Committee.

For any enquiries or feedback regarding this report, please contact: sustainability@evcargo.com

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Welcome From Our Founder, Chairman & CEO

At EV Cargo, sustainability is an integral part of our mission, and we are committed to making it a guiding force in our long-term planning, strategy and operations.

Our achievements in sustainability across the four pillars of Planet, People, Governance and Value Creation are showcased in this report.

In 2022 we successfully reduced our total greenhouse gas emissions (GHG) for scope 1 and 2 by 29%, from 542,332 tCO₂e in 2021 to 383,844 tCO₂e. This progress reinforces our 2030 pledge to attain carbon neutrality for our scope 1 and 2 emissions and reduce our scope 3 emissions by 25%.

We strive to meet our responsibilities as an employer by treating our people well and providing equal opportunities for all.

Based on the UN Women International Women's Empowerment Principles (WEP) Gender Gap Analysis Tool, we increased our score from 29% in 2021 to 71% in 2022, significantly outperforming our industry peers.



EV Cargo Founder, Chairman and CEO Heath Zarin.

Our global employee survey also reported an overall engagement rate of 71%, reflecting improvements in key areas such as performance and career development, communication, business change and wellbeing.

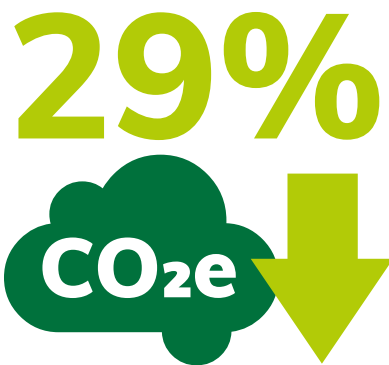
We are dedicated to delivering optimal service to our customers by leveraging technology and the latest science.

Our partnership with global brewing company AB InBev in 2022 introduced hydrotreated vegetable oil (HVO) as a sustainable alternative to traditional diesel fuel, able to reduce vehicle emissions by well over 90% according to the Department for Environment, Food and Rural Affairs (DEFRA).

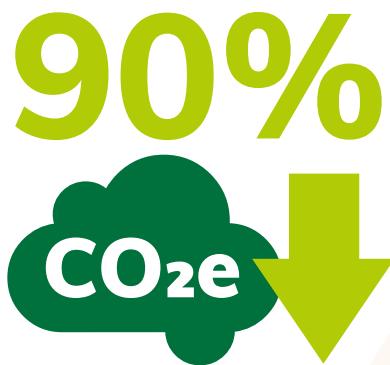
Our sustainability engagement and initiatives are underpinned by a robust governance structure, and our Main Board Sustainability Committee and our Operational Sustainability Committee are all actively involved in sustainability matters.

Additionally, our voluntary Sustainability Champions community works to promote sustainability across every aspect of our organisation.

This report is a crucial platform for engaging our stakeholders and addressing issues that matter to them and our business.



We successfully reduced our total greenhouse gas emissions for scope 1 and 2 by 29%



Our partnership with AB InBev replaced 1.76m litres of diesel with HVO, reducing associated emissions by over 90%

It also helps us enhance our assessment of risk management, strategy development and stakeholder engagement activities as we work towards prioritising our sustainability and corporate social responsibility initiatives.

We look forward to hearing your feedback and comments regarding our sustainability strategy and progress in 2022.

Heath Zarin
EV Cargo Founder, Chairman and CEO



EV Cargo Chief Sustainability Officer Dr Virginia Alzina.



COMPANY OVERVIEW

Managing supply chains for the world's leading brands and powering the global economy through technology-enabled logistics services.



OUR MISSION

We manage supply chains for the world's leading brands.

About EV Cargo

EV Cargo is a leading global freight forwarding and supply chain services business, headquartered in Hong Kong.

We provide air and sea freight, road freight and contract logistics services, along with associated supply chain technology, to thousands of customers worldwide, managing the movement of over £40 billion of merchandise between 2,400 country pairs every year.

Business Structure

Owned by Hong Kong private investment firm EmergeVest and founded in 2018, EV Cargo was created through a multi-year buy-and-build strategy, acquiring and integrating high-quality freight forwarding, logistics and supply chain technology companies across the UK, Europe and Asia.

EV Cargo is organised into four operating divisions:

- Global Forwarding: Air, sea and road freight forwarding services
- Solutions: Full truckload (FTL) road freight and contract logistics services
- Palletforce: Less than truckload (LTL) road freight services
- Technology: SaaS supply chain software services

Our operating divisions are supported by global shared service functions that include finance & treasury, HR, IT & digital, legal & risk, marketing & communications, property, sustainability & strategy and mergers & acquisitions.



We provide technology-enabled managed logistics solutions which use an optimised mix of our own and third-party logistics assets and resources that maximise the efficiency and effectiveness of our operations while minimising emissions through fewer and friendlier miles.

Global Logistics Platform

EV Cargo’s global logistics execution platform comprises 85+ offices and 3 million sq ft of logistics space across Asia, Europe and the UK. It features an extensive and uniquely integrated logistics platform in the UK, an impressive European platform of 22 offices covering all major import and export gateways across the continent, and a rapidly growing platform in Asia comprising 14 offices across mainland China, Southeast Asia and the Middle East. This is all supplemented by a network of 150 agent partners to ensure worldwide coverage.

We have subsidiaries in 17 countries and joint ventures in 13, bringing the total countries with direct investment to 25¹.

People & Technology Working Together

The strength of our global integrated logistics execution platform comes from the team of world-class experts we have assembled, the proprietary technology stack that we’ve built and the decades of consistent high-quality service we have provided to our loyal customer base.

Thousands of customers worldwide trust us to manage their supply chains because of the expertise and integrity of our people, the power of our technology, the strength and quality of our solutions and the reliability of our service delivery.

¹ Not double counting countries where we have both a subsidiary and a joint venture.

Our Mission, Vision, Values & Purpose

We are proud of our hard-won reputation as an ethical, responsible company and our mission, vision, values and purpose inform everything that we do.

Mission



Our Mission

We manage supply chains for the world’s leading brands.

This is what we do today, the everyday focus of our people in serving and creating value for our customers, powered by relentless operational excellence and deep domain knowledge.

Vision



Our Vision

We will transform logistics into a technology sector.

This is what we are working to achieve in the future, a paradigm shift in how the logistics industry thinks about itself and is perceived by its customers and investors, an industry led by those able to best develop and deploy transformational technology to power their operating model and customer proposition.

Purpose



Our Purpose

We power the global economy.

Through our air and sea freight, road freight, contract logistics and related supply chain technology services, EV Cargo is a leading digital platform for global trade.

Our Values

Our three core values underpin all that we do.

Growth



We put the success of our customers’ businesses at the heart of everything we do.

Innovation



We embed technology in all that we do to make ourselves easy to work with and easy to work for.

Sustainability




We diligently strive to enhance human welfare and diminish the environmental footprints of both our own and our customers’ global operations. Our goal is to maximise positive impacts while maintaining economic viability.

Our Leadership Team

The highly experienced team that leads our global business and our 3,000 supply chain professionals on a day to day basis is supported by a deep bench of over 120 country, site and functional leaders worldwide.


Main Board



Heath Zarin
Founder,
Chairman & CEO



Simon Pearson
Chief Strategy
Officer



Chia Min Tan
Chief Financial
Officer




Paul Coutts
Chief Operating
Officer



Mark Davis
General Counsel

Independent non-executive directors: Rupert Myer, Gary Edwards

Senior Leadership Team



Dr. Virginia Alzina
Chief Sustainability
Officer



Steve Williams
COO Global
Forwarding




Duncan Grewcock
Divisional CEO
Technology



Andy Humpherson
Divisional CEO
Solutions




Mark Tapper
COO Palletforce




Barry Ng
MD
Greater China



Dave Holland
EVP Marketing &
Communications



Dean Hughes
EVP IT
& Digital



Lesley Coles
Vice President
People, UK



Sandy Chan
Vice President
People, Asia

EV Cargo in 2022

EV Cargo provides integrated and highly customised, door-to-door, technology-enabled supply chain solutions that incorporate air and sea freight, road freight and contract logistics services, and cover from first-mile cargo management, through middle-mile transportation to final-mile logistics.

WE OPERATED



In 25
countries



From 80+
locations



With 3,000
employees

WE MOVED



270,000 TEU
sea freight



70,000 tonnes
air freight

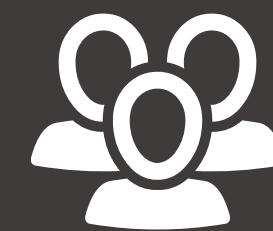


4.2 million pallets
LTL road freight



500,000 loads FTL
road freight

WE CONNECTED



3,000 truck drivers
who interact with
ONE EV Cargo daily



6,000 global
factories through
ONE EV Cargo



20,000 supply chain
professionals who interact
through ONE EV Cargo

WE MANAGED



£40bn of gross
merchandise value



3.9m
orders



1.1m
stock-keeping units

Air & Sea Freight



Through our air and sea freight forwarding activities and related supply chain technology services, EV Cargo is a leading digital platform for global trade.

In 2022 we managed the movement of 270,000 TEU of sea freight and 70,000 tonnes of air freight worldwide. Our global air and sea freight services connect over 2,400 country pairs, serving over 160 export countries and 200 destination markets.

Customers use the EV Cargo platform to source, select, order, ship, track, clear customs and deliver their international shipments. Thousands of buyers, producers and logistics service providers worldwide are connected through ONE EV Cargo, the technology platform that enables the secure and sustainable international movement of goods, data and funds.

Road Freight



EV Cargo is a leading UK and European road freight provider, offering our customers managed access to an integrated fleet of over 15,000 trucks.

In 2022 we managed the delivery of around 4.2 million pallets of less than truckload freight and 500,000 full truckload shipments. Our road freight services connect every postcode in the UK every day as well as providing substantial service coverage across continental Europe.

The EV Cargo road freight proposition is underpinned by ONE EV Cargo, the proprietary technology stack that enables a fully digital customer experience, and by a deep pool of 3PL carriers supported by EV Cargo's own core fleet to enhance truck supply and network density.

Contract Logistics



EV Cargo provides integrated warehousing and distribution services primarily focused on serving the final-mile requirements of international supply chains.

EV Cargo offers its customers a global network of 3 million sq ft of own-operated warehouse space that is supplemented by over 6 million sq ft of third-party warehouse space underpinned by our proprietary technology, ONE EV Cargo.

APPROACH TO SUSTAINABILITY STRATEGY

Our sustainability strategy consists of four key areas – Planet, People & Communities, Governance and Value Creation.



Approach to Sustainability Strategy

We strive to measure and manage our impacts on each of our four pillars – Planet, People & Communities, Governance and Value Creation – and to optimise how these topics impact our business too.

PLANET



We are working to reduce our impact on the planet and the planet's impact on us.

PEOPLE & COMMUNITIES



We are working towards a healthy and safe environment for our people to thrive, while delivering excellent customer service and making a positive impact on our community.

GOVERNANCE



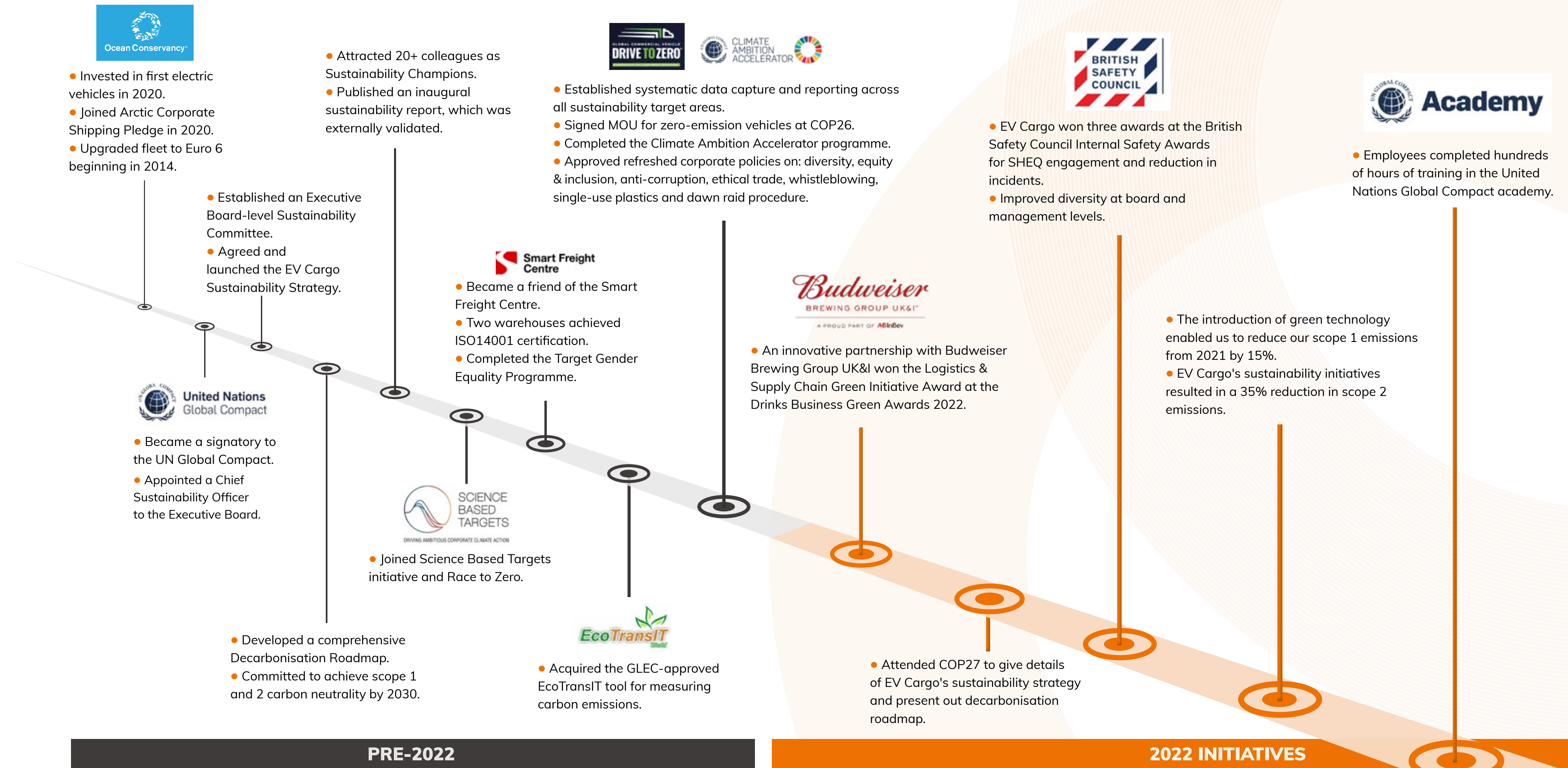
We strive to improve our governance structures to uphold high ethical standards at all levels of our business.

VALUE CREATION



We are creating value for our clients by offering new and improved processes and products.

Sustainability Timeline



Identifying Areas of Impact in 2022

We conducted a double materiality assessment to focus not only on shareholder value but also on all stakeholders impacted by the company and its operations. The results of this assessment will give us a refined focus and blueprint for our sustainability efforts over the coming years.

Tackling Our Emissions

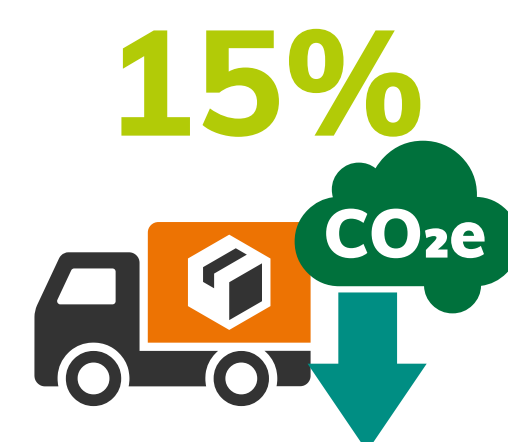
We achieved a 29% reduction in total GHG emissions from 542,332 tCO₂e to 383,844 tCO₂e. During the year there were acquisitions that meaningfully increased our air and sea freight volume and added a substantial number of new offices and warehouses across seven European countries.

Without these new acquisitions, our scope 2 reduction was 35% from our 2021 baseline year.

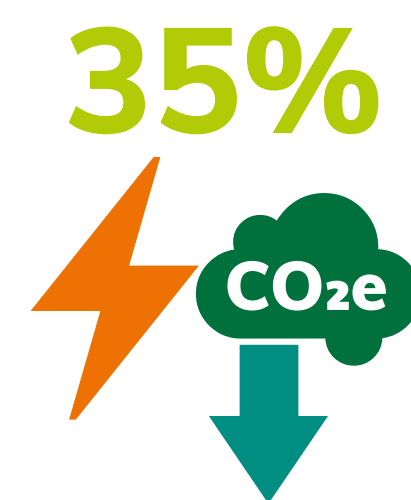
In partnership with AB InBev, we introduced HVO fuel to replace diesel, resulting in a 90% reduction in associated vehicle emissions. This green technology enabled us to reduce our scope 1 emissions from 2021 by 15%, again exceeding our set target by some distance.

We were proud to win the Best Logistics and Supply Chain Green Initiative Award at The Drinks Business Green Awards for this initiative.

Moreover, we have had our decarbonisation targets approved by the Science Based Target initiative and have accounted for all relevant scope 3 categories.



15% reduction in scope 1 emissions



35% reduction in scope 2 emissions



Increasing Diversity

We tackled diversity levels within our Board and management level in 2022. Based on the UN Women International Women's Empowerment Principles (WEP) Gender Gap Analysis Tool, we increased our score from 29% in 2021 to 71% in 2022, significantly outperforming our industry peers.

Keeping Our People Safe

We collected three awards as a group at the British Safety Council Internal Safety Awards for SHEQ engagement and reduction in incidents, including the Gold Royal Society for the Prevention of Accidents (RoSPA) award for the 14th consecutive year.

Training Our People On Issues That Matter

We are a proud signatory of the United Nations Global Compact (UNGC). We align with the 10 principles of the UNGC, protecting human and labour rights, the environment, and anti-corruption.

As part of our commitment to building a sustainable business, EV Cargo employees across the globe have access to the United Nations Global Compact Training Academy.

The academy helps our teams improve their knowledge on a range of sustainability topics including climate change, gender equality and human rights.

In 2022, our employees completed hundreds of hours of training in the UNGC online academy on these sustainability topics in business, giving them the tools to take action to make a difference, ultimately driving EV Cargo forward in delivering on our sustainability goals.

Moreover, both new and existing employees complete periodic mandatory training on issues ranging from health and safety to whistleblowing and corruption.



Supporting Sustainable Development Goals

We are proud champions of the United Nations Sustainable Development Goals (SDGs). The SDGs are a set of 17 global goals adopted by the United Nations in 2015, with the aim of achieving a sustainable and better future for all by 2030. As a logistics business, the SDGs are crucial because they provide a framework for sustainable development, which can guide the industry towards responsible and ethical practices that benefit the environment and society. Indeed, as a signatory to the Arctic Pledge, which invites companies to avoid

routing ships or goods through the region as part of a new global trans-shipment route, we are directly supporting SDG 14.1 to help prevent marine pollution in an area threatened by commercial exploitation.

In 2022, we had two campaigns to raise awareness across our business of our commitment to climate action, gender equality, industry innovation and fair work.

We joined the #TogetherForTheSDGs campaign and distributed the flags of the Sustainable Development

Goals around several of our key sites across the United Kingdom and in our Hong Kong office, including raising hundreds of flags hosted by companies across the UK to highlight our commitment to work towards a more inclusive and sustainable society by 2030. We also participated in the global #ItsGoodforBusiness campaign to unite businesses for a better world.

We are also members of the Australasian Supply Chain Institute, which helps uphold professional standards in supply chain management, and a friend of the Global Logistics Emissions Council (see Our Carbon Footprint). We are also signatories of the COP 26 Global Memorandum of Understanding on Zero-Emission Medium and Heavy-Duty Vehicles (see Our Industry), the CALSTART Drive to Zero and we have joined the Race to Zero from the Science-Based Targets initiative (SBTi). All these underline our commitment to decarbonise our business in partnerships with the most ambitious national and global organisations within and beyond our sector.

	5 GENDER EQUALITY We strive to create a diverse, equitable and inclusive workplace enabling opportunities for all.
	7 AFFORDABLE AND CLEAN ENERGY We aim to reduce our overall CO ₂ e emissions.
	8 DECENT WORK AND ECONOMIC GROWTH We will work only with suppliers that share our values.
	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Embedding a culture of employee safety and regulatory compliance.
	11 SUSTAINABLE CITIES AND COMMUNITIES We will become fully active in our communities to make a positive impact.
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION We will minimise our waste and avoid single-use plastics.
	13 CLIMATE ACTION Our overall goal is to be scope 1 and 2 carbon neutral by 2030.

Stakeholder Engagement & Double Materiality

We conducted a double materiality assessment with a third party to understand both our impacts on the world and the existing and potential impact of material topics on our business, operations, and financial planning.

Double materiality reporting showcases both the financial impact of material issues on the company and the impact of the company's activities on society and the environment.

The additional lens of impact materiality has informed and helped us to refine our sustainability focus areas, including what indicators we report on and the data we collect.

We built upon our impact materiality assessment conducted in 2021 based on the Principles of Selecting Material Issues in the Global Reporting Initiative (GRI) Standards.

Having identified a list of potentially relevant ESG topics using these principles, we refined our material topics through engagement (interviews, surveys and workshops) and prioritisation exercises with identified stakeholders, including our senior leadership team, members of our divisional management teams, employees, suppliers and customers.

In 2022, we subsequently conducted the financial materiality exercise using global frameworks such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) to assess how the most relevant topics may affect the performance, position and value of EV Cargo.



We conducted a double materiality assessment to understand our impacts on the world

 PLANET

- GHG Emissions and Reduction
- Air Pollution
- Energy Consumption and Efficiency Management

 PEOPLE

- Employee Welfare
- Health, Safety and Security
- Labour Standards and Workers' Rights

 GOVERNANCE

- Data Privacy and Security

 VALUE CREATION

- Critical Incident Risk Management

We analysed the risks which exist by nature of the sector and geographies in which we operate, as well as key global risks based on references such as the World Economic Forum Global Risk Report.

We concluded our assessment with a participatory session where internal stakeholders prioritised topics according to EV Cargo's impact from a financial perspective.

These results were combined and weighted into a final risk score, using data points from the other quantitative analysis.

To determine the relevant parameter values for financial materiality and social and environmental impact (low, medium and high), quartiles were calculated for both perspectives.

Collectively, the material topics we validated included planet, people, governance and value creation.

The results of this assessment allowed us to focus our efforts on our most material topics and, as a result, we will update our targets accordingly in 2023 to ensure our resources are effectively allocated in the right places.

A satellite night view of Europe, showing city lights and country borders. The image is overlaid with large, semi-transparent orange and grey geometric shapes. The orange shapes are located on the right side, and the grey shape is on the left side.

PLANET

We are committed to reducing our overall GHG emissions and to setting the standard across the global logistics industry.

Goals for 2030

We are committed to reducing our overall GHG emissions and to setting the standard across the global logistics industry.

Target	KPI	2022 Result
To reduce our overall GHG emissions	Target annual 4.2% reduction in scope 1 and scope 2 GHG emissions.	Target achieved – 15% reduction (scope 1) and over 35% reduction (scope 2) without acquisitions. 14% reduction (scope 1) and 17% reduction (scope 2) including the new acquisitions.
	Target 2.5% reduction in scope 3 GHG emissions.	Target achieved – 31% reduction. Scope 3 emissions resulting from our acquisitions in 2022 were not available for processing through EcoTransIT World Software, but will be updated in 2023.
	30% new zero-emission ² mid and heavy-duty vehicles by 2030, 100% by 2040 in support of the COP26 Global Memorandum of Understanding on Zero-Emission Medium and Heavy-Duty Vehicles to decarbonise logistics in the road transport sector.	Ongoing.
	To source all electricity from 100% renewable suppliers by 2030 (part of our Science Based Targets initiative commitment).	With nine sites moving to renewables in 2022, we saved 442 tCO ₂ e, reducing our potential CO ₂ e emissions by 26%.
	To reach net zero GHG emissions across our value chain by 2050 (part of our Science Based Targets initiative commitment).	Ongoing.

² Zero-emission during use phase only.

Our Industry

Through air pollutants and significant energy use, the global logistics industry contributes to rising greenhouse gas emissions.

It is estimated to generate about 8-11% of global carbon emissions, with those emissions forecast to double by 2050.

As a leading global freight forwarder and supply chain services business, we manage the movement of over 12 million tonnes of freight annually on behalf of our customers.

As part of this, we recognise our responsibility to implement a robust climate strategy that considers the impact of our own operations, as well as those of our customers.

Through the implementation of a structured decarbonisation roadmap that focuses on both fewer miles and friendlier miles, we are working hard to reduce our energy consumption and minimise our impact on our planet.

Largely dependent on transportation infrastructure, our industry is notably susceptible to the effects of climate change.



Rising sea levels, floods and hurricanes can be disruptive to operations in ports, roads, and air travel.

We are working hard to adapt to climate change, prepare for climate shocks, and mitigate climate risk where we can, whilst also identifying opportunities to be more cost-efficient and developing new services for our customers that support their net zero transition.



Sustainability Spotlight: Global Action

The logistics sector is a significant contributor to global carbon emissions and, as such, it has a crucial role to play in the fight against climate change.

One way to achieve this is through the adoption of zero-emission medium and heavy-duty vehicles, which can significantly reduce the carbon footprint of logistics operations. However, the transition to such vehicles requires substantial investments in research and development, infrastructure and policy support.

In 2022³, we lobbied the US government to endorse the COP26 Global Memorandum of Understanding on Zero-Emission Medium and Heavy-Duty Vehicles (MHDVs).

The Global MOU supports participants to aim for 30% of new MHDV sales to be zero-emission by 2030, and a full transition of new MHDVs to zero-emission by 2040. We are advocating for measures that can accelerate the transition to a low-carbon logistics sector.

The Global MOU signatories participate in a large knowledge-sharing platform to support the implementation of the entire suite of policies, incentives and investments needed to make the transition to 100% zero-emission commercial vehicles.

We are open to measures such as tax incentives, subsidies and regulations that promote the use of zero-emission vehicles and infrastructure development.

As a significant player in the global logistics industry, we believe

in our role to drive policy changes and support efforts towards decarbonisation.

Climate Ambition Accelerator

The Climate Ambition Accelerator is designed to aid businesses, governments and organisations in accelerating their climate ambition and achieving the goal of achieving net-zero emissions by 2050.

The programme is aligned with the objectives of the Paris Agreement and facilitates the development and implementation of robust climate plans by providing resources, expertise and peer-to-peer learning opportunities.

We are proud to have completed the UN Global Compact's Climate Ambition Accelerator programme as this has been instrumental in obtaining approval of our decarbonisation targets by the SBTi.

The programme offers a six-month learning journey, consisting of learning modules, webinars, industry and regional workshops and peer-learning opportunities, guiding participating companies through each step in the process of setting a science-based emission reduction target.

³ Vehicles are zero-emissions during use phase only.



Our Carbon Footprint

Using globally recognised methodology allows us to constantly measure our progress towards our climate targets.

Based on the Global Logistics Emissions Council (GLEC) framework, we measure our GHG emissions every year to assess our progress towards our climate ambition.

The GLEC Framework is a globally recognised methodology for calculating and reporting logistics company carbon footprints and is aligned to the Greenhouse Gas Protocol, the UN-led Global Green Freight Action Plan, and Carbon Disclosure Project (CDP) reporting.

Our carbon reporting is supported by EcoTransIT World (ETW), the first emissions calculation tool to be compliant with the GLEC Framework and already standard compliant with the brand-new ISO 14083. The ETW tool calculates our GHG emissions across our supply chain, measuring all our third-party transportation and distribution emissions.

The tool has proven effective in capturing emissions associated with each shipment based on cargo weight, its origin and destination, alongside different transportation modes used to carry the shipment.

Our carbon footprint measures the total amount of greenhouse gases generated by EV Cargo in 2022.

29%



We reduced our carbon footprint by 29% in 2022



Data for scope 1, 2 and 3 was established using the operational approach as we have 100% control over all emissions within our value chain.

Scope 1 emissions are direct emissions from owned or leased vehicles, scope 2 are indirect emissions from purchased energy and scope 3 are indirect emissions generated throughout our value chain.

Our scope 1, 2 and 3 category 3 emissions were calculated using the 2022 UK Government DEFRA GHG Conversion Factors for Company Reporting.

CO₂, CH₄ and N₂O are the gases provided for in the CO₂e breakdown. GHGs including HFCs, PFCs, SF₆ and NF₃ are not present within our value chain.

For scope 2 emissions from locations outside of the UK, the 2022 Carbon Footprint Country Specific Electricity Grid GHG Emissions Factors was used.

Scope 3 category 4 emissions were supplied using EcoTrans IT World software, and so any inclusions/ exclusions of reportable gases are subject to its methodology.

All remaining applicable scope 3 categories were supplied from the Greenhouse Gas Protocol's Quantis software and calculated based on financial data.



Our environmental performance data has been externally assured by DNV

Our 2022 GHG Emissions Summary

	2022				2021			
	Scope 1, 2 & 3 GHG emissions (tCO ₂ e)				Scope 1, 2 & 3 GHG emissions (tCO ₂ e)			
	Scope 1*	Scope 2*	Scope 3		Scope 1*	Scope 2*	Scope 3	
Business units			Fuel & energy related activities	Upstream transport & distribution			Fuel & energy related activities	Upstream transport & distribution
Global Forwarding	1,913	518	425	203,062	1,886	560	494	361,559
Palletforce	3,107	328	523	47,707	3,959	374	696	40,951
Solutions	41,706	382	9,955	74,213	48,581	544	11,820	70,904
Technology	0	4	0	0	0	5	0	0
Sub-total	46,726	1,232	10,903	324,982	54,425	1,483	13,010	473,414
Total	47,958		335,885		55,908		486,424	
Total for all scopes	383,844				542,332			

* Scope 1 and 2 include emissions from EV Cargo's acquisitions in 2022.

Breakdown of 2022 Scope 3 Emissions by Transport Mode



We reduced our GHG emissions in 2022⁴ even though 16 new sites in Belgium, Germany, the United Kingdom, Netherlands, Greece, Spain and Switzerland were added to our emissions profile.

For scope 1 this was achieved with the introduction of HVO to replace a portion of our diesel consumption, as well as by the substitution of older HGVs and forklifts to newer and more efficient models.

Switching to 100% renewable sources further reduced our scope 2 emissions, and a variety of efficiency measures helped significantly reduce our scope 3.

We are committed to reducing our GHG emissions annually in line with SBTi guidelines.

Total EV Cargo 2022 emissions by transport mode	
Mode	tCO ₂ e
Road freight	134,509
Air freight	137,481
Sea freight	52,948
Rail freight	44
Total EV Cargo scope 3 category 4 (tCO ₂ e)	324,982

	2022		
	Scope 1 & 2 intensity*	Scope 3 intensity*	
	Scope 1	Scope 2	Scope 3
Entity	tCO ₂ e / £ million revenue	tCO ₂ e / £ million revenue	tCO ₂ e / tonne km
Global Forwarding	2.93	245.41	47.40
Express	22.99	322.94	12.20
Solutions	179.19	358.35	15.50
Technology	0.55	0.00	0.00

⁴ We are continuously improving our data collection methods. Carbon footprint data for 2021 updated and corrected to include additional entities omitted in 2021 Sustainability Report.
* Gases included in emissions intensity are CO₂, CH₄ and N₂O in accordance with DEFRA's methodology.

Sustainability Spotlight: **Our Decarbonisation Roadmap: Fewer and Friendlier Miles**

At the 2022 United Nations Climate Change Conference of the Parties, our Chief Sustainability Officer was invited to speak about our decarbonisation roadmap and accomplishments.

Delivery of our decarbonisation roadmap is driven through our strategy execution framework, led by our Strategy Director, and uses data-driven dashboards to track progress on 12 key areas divided into actions that will result in fewer miles and actions that will result in friendlier miles.

Fewer Miles is about network efficiency - moving the same volume of freight for our customers using fewer miles by maximising cube utilisation and load fill, such as by using double deck trailers and high cube containers, minimising empty and unplanned miles, maximising cargo density through packaging design and compliance and maximising modal switch to rail and water, wherever possible.

For example, 90% of the long-distance line hauls to and from the central sortation hub in our LTL road freight network are operated with double deck trailers that are fully loaded in both directions.

Friendlier Miles is about emissions efficiency, running the miles we do use with fewer emissions by switching to alternative sustainable fuels, maximising the fuel economy of our truck drivers through training and real-time measurement and minimising the average age of the trucks we use while also ensuring they are fitted with aerodynamic equipment wherever possible. It also includes focusing on energy consumption in our buildings and switching to renewable energy wherever possible.



Our Divisional Decarbonisation Strategies

Our decarbonisation roadmap breaks down into specific actionable strategies tailored to each of our operating divisions for their management teams to execute on a multi-year basis. 2022 saw substantial progress in the delivery of these decarbonisation strategies across all our operating divisions.

Global Forwarding – Global Air & Sea Freight, European Road Freight & Contract Logistics

The cube utilisation of sea containers is pre-planned, measured and proactively addressed in conjunction with customers to minimise unused space. The use of 20ft containers is minimised for all customers and the use of 40ft high-cube containers as a minimum is actively encouraged. A consultant and supporting software are also available to help customers improve packaging design and reduce their cargo footprint.

Data on all empty return and repositioning legs is routinely captured, measured and actioned, both for own fleet and third-party road carriers before and after their activity for EV Cargo. Rail is systematically evaluated and deployed, where suitable, for all long-distance high-velocity overland flows using a combination of in-house knowledge and expert third parties.

The miles per gallon (MPG) performance of key road carriers is known and used within the procurement process to prioritise high-performing carriers. The fleet age and specification profile of key road carriers is also known and used within the procurement process to prioritise high-performing carriers.



The use of 40ft high-cube containers is encouraged to reduce cargo footprints

The level of use of alternative fuels by air, sea and road carriers is known and used within the procurement/booking process to prioritise high-performing carriers.

A standard set of energy efficiency plays, both quick wins and capital projects, is being rolled out across all

sites coupled, with employee messaging to embed the right behaviours.

Electricity procurement prioritises those providers with a high renewable content and site level renewable generation schemes are systematically developed and evaluated for investment.



Palletforce – UK & European LTL Road Freight

Fewer Miles: Trunk vehicle-fill in and out of the hub and linehaul fill to and from Europe was proactively measured and improvement opportunities were routinely highlighted for members to action. Double deck trailers continue to be the default equipment for members' trunks to and from the hub and super-cube trailers are routinely used for all linehaul lanes to and from Europe.

Furthermore, packaging and pallet fill guidelines are published and shared with members and customers to help them minimise their cargo footprint.

Route guidance for trunks to and from the hub that minimises miles and avoids unsuitable roads is issued to members. Data on members' empty return and repositioning legs is routinely captured, measured and actioned.

Friendlier Miles: Guidance on best practice and standards for; training and measuring drivers to improve

their fuel economy, modernising fleets to comprise the most fuel-efficient and low-emissions trucks, maximising fitment of aerodynamics to the trucks and trailers to reduce drag and maximising the use of viable alternative fuels (biodiesel, LNG, electricity) are shared with members to encourage adoption and reduced emissions.

Solutions – UK 4PL & 3PL FTL Road Freight & Contract Logistics

Fewer Miles: Data on cube and weight utilisation is captured for all FTL shipments and improvement opportunities are routinely highlighted to customers to try and eliminate under-utilised space or weight capacity. A consultant and supporting software are also made available to help customers improve packaging design and reduce their cargo footprint.

Viable transport lanes and closed loops for double deck trailers in our own fleet are routinely identified and implemented, and new technology like extra-length trailers is quickly identified and adopted into the fleet

where applicable. Equally carriers are systematically encouraged to adopt and expand the use of double deck and extra-length trailers.

Data on all empty return and re-positioning legs is routinely captured, measured, and actioned for our own fleet as well as for all third-party road carriers before and after their activity for EV Cargo. Rail is systematically evaluated and deployed where suitable for all long-distance high-velocity overland flows using a combination of in-house knowledge and expert third parties.

Friendlier Miles: Individual driver performance is measured and reviewed using on-board telematics and any corrective action or training is agreed, with performance league tables used to encourage healthy competition. The MPG performance of key road carriers is known and used within the procurement process to prioritise high-performing operators. The fleet age is proactively managed to ensure wherever possible no trucks are older than three years to maximise MPG performance and GHG emissions compliance with latest standards. The fleet age and specification profile of key road carriers is known and used within the procurement process to prioritise high-performing operators. Full aerodynamics kits are fitted to all trucks and trailers where there is a positive ROI from MPG savings.

Alternative fuels will ultimately be standard across all EV Cargo fleets and data-driven trials and evaluations will ensure the optimum fuel type is selected by user case to give the best economic result. The level of use of alternative fuels by road carriers is known and used within the procurement process to prioritise high-performing carriers.



The fleet age is proactively managed to ensure wherever possible no trucks are more than three years old

Our Science Based Targets initiative (SBTi) Targets

We joined the Science Based Targets initiative in 2021, an initiative which provides companies with a clear pathway to reducing greenhouse gas emissions.

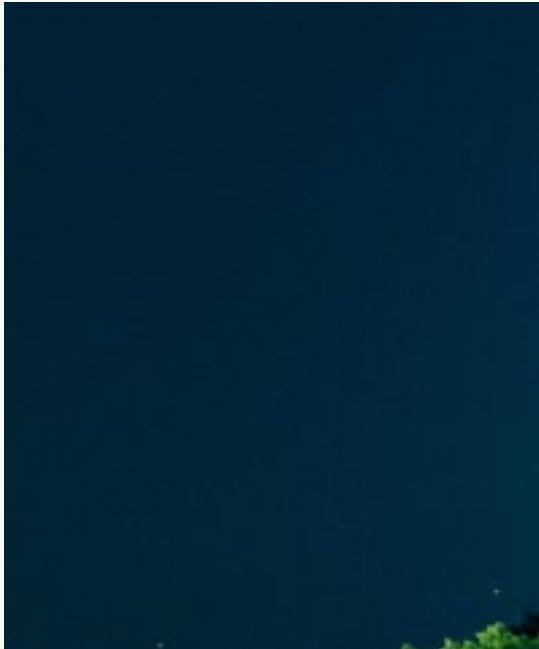
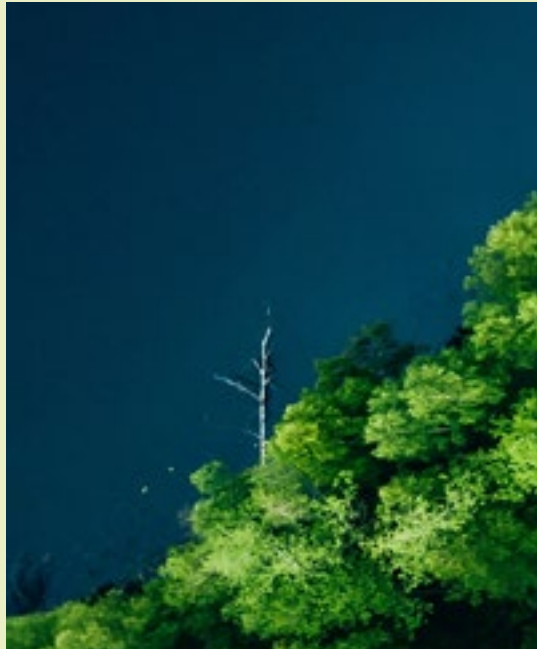
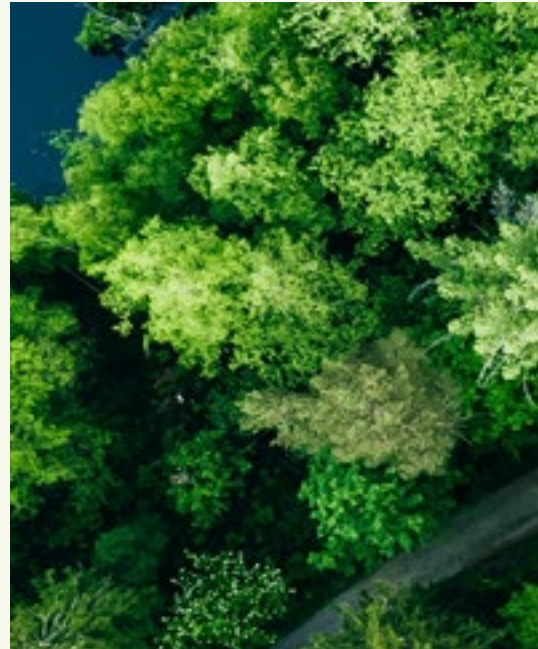
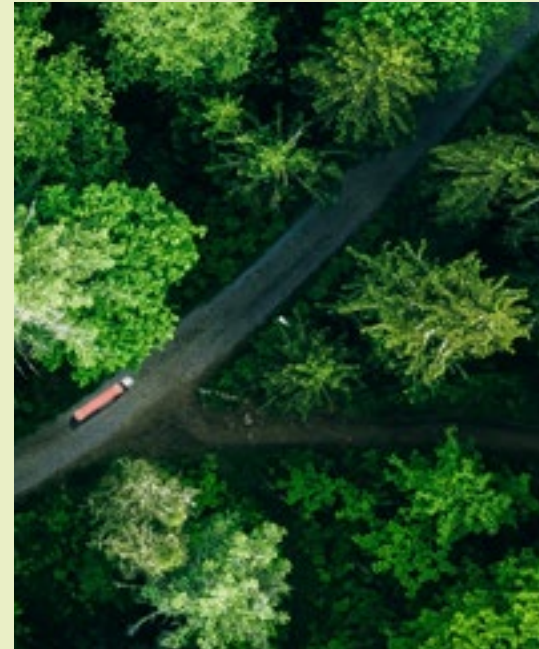








The SBTi is a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World-Wide Fund for Nature (WWF).

The initiative provides a framework and guidelines for companies to set targets that are scientifically grounded, aligned with the goals of the Paris Agreement and consistent with a pathway to limit global warming to well below 2°C above pre-industrial levels and striving to limit warming to 1.5°C.

The SBTi has become a widely recognised standard for corporate climate action.

We have aligned our operational strategy to a 1.5°C trajectory and to contribute to the global effort to mitigate climate change and transition to a net-zero economy.

In the financial year of 2022 we completed the calculation of all scope 3 categories (see 2021 and 2022 inventories below) and submitted the following targets to SBTi for approval:

					
EV Cargo commits to reduce absolute scope 1 and 2 GHG emissions by 42% by 2030 from a 2021 base year.	EV Cargo also commits to increase annual sourcing of renewable electricity from 0% in base year 2021 to 100% by 2030.	EV Cargo further commits to reduce absolute scope 3 GHG emissions from upstream transportation and distribution by 25% within the same time frame.	EV Cargo commits to reduce absolute scope 1 and 2 GHG emissions by 97% by 2050 from a 2021 base year.	EV Cargo also commits to reduce absolute scope 3 GHG emissions by 90% by 2050 from a 2021 base year.	EV Cargo commits to reach net-zero GHG emissions across the value chain by 2050.
					

2021 Scope 3 Inventory By Category*

	Base year emissions inventory (Energy & Industrial processes). Base year: 2021				
	Emissions (tCO ₂ e)	Brief description OR reason for exclusion (if any)	Percentage of total emissions (location-based)	Percentage of total emissions (market-based)	Percentage of total scope 3 emissions
Scope 1	54,426.00	Amended baseline.	9%	9%	
Scope 2 – Location based	1,482.46	Amended baseline.	0%	0%	
Scope 2 – Market based		N/A	0%	0%	
Category 1: Purchased goods & services	5,447.62	Quantis Additional 13.62 tCO ₂ e added from external data centre services.	1%	1%	1%
Category 2: Capital goods	23,146.00	Quantis.	4%	4%	4%
Category 3: Fuel & energy related	13,009.94	Amended baseline.	2%	2%	3%
Category 4: Upstream transport & distribution	473,414.25	EcoTransIT World Tool.	82%	82%	91%
Category 5: Waste	318.00	Quantis.	0%	0%	0%
Category 6: Business travel	6.00	Travel Agency data use in Quantis.	0%	0%	0%
Category 7: Employee commuting	2,975.00	This category is 1,001-2,500 employees on Quantis. With significant numbers working solely from home, emissions may be high.	1%	1%	1%
Category 8: Upstream leased assets		Covered by scope 1 & 2 accounting.	0%	0%	0%
Category 9*: Downstream transport		N/A	0%	0%	0%
Category 10*: Processing of sold products		N/A	0%	0%	0%
Category 11*: Use of sold products		N/A	0%	0%	0%
Category 11a*: Use of sold products, excluding sale of fossil fuels		N/A	0%	0%	0%
Category 11b*: Sale of fossil fuels		N/A	0%	0%	0%
Category 12*: End-of-life treatment of sold products		N/A	0%	0%	0%
Category 13*: Downstream leased assets		N/A	0%	0%	0%
Category 14*: Franchises		N/A	0%	0%	0%
Category 15: Investments	1,291.00	Quantis.	0%	0%	0%
Other: Use-phase emissions from transmission or distribution of fossil fuels (not sold by the company)			0%	0%	0%
Total scope 1+2 emissions – location-based	55,908.46	* Categories 9 to 14 are not applicable as the downstream categories apply to emissions from sold goods which EV Cargo does not produce.			
Total scope 1+2 emissions – market-based	54,426.00				
Total scope 3 emissions	519,607.81				
Total emissions – location-based	575,516.27				
Total emissions – market-based	574,033.81				

2022 Scope 3 Inventory By Category

	Base year emissions inventory (Energy & Industrial processes). Base year: 2022				
	Emissions (tCO ₂ e)	Brief description OR reason for exclusion (if any)	Percentage of total emissions (location-based)	Percentage of total emissions (market-based)	Percentage of total scope 3 emissions
Scope 1	46,726.14		11%	11%	
Scope 2 – Location based	1,232.15		0%	0%	
Scope 2 – Market based			0%	0%	
Category 1: Purchased goods & services	6,982.18	Quantis. Additional 13.62 tCO ₂ e added from external data centre services.	2%	2%	2%
Category 2: Capital goods	29,033.01	Quantis.	7%	7%	8%
Category 3: Fuel & energy related	10,903.50		3%	3%	3%
Category 4: Upstream transport & distribution	324,982.18	EcoTransIT World Tool.	76%	76%	86%
Category 5: Waste	315.20	Quantis.	0%	0%	0%
Category 6: Business travel	128.00	Travel Agency data use in Quantis.	0%	0%	0%
Category 7: Employee commuting	6,290.00	This category is 2,501-5,000 employees on Quantis. With significant numbers working solely from home, emissions may be high.	1%	1%	2%
Category 8: Upstream leased assets		Covered by scope 1 & 2 accounting.			
Category 9*: Downstream transport		N/A	0%	0%	0%
Category 10*: Processing of sold products		N/A	0%	0%	0%
Category 11*: Use of sold products		N/A	0%	0%	0%
Category 11a*: Use of sold products, excluding sale of fossil fuels		N/A	0%	0%	0%
Category 11b*: Sale of fossil fuels		N/A	0%	0%	0%
Category 12*: End-of-life treatment of sold products		N/A	0%	0%	0%
Category 13*: Downstream leased assets		N/A	0%	0%	0%
Category 14*: Franchises		N/A	0%	0%	0%
Category 15: Investments	1,291.00	Quantis.	0%	0%	0%
Other: Use-phase emissions from transmission or distribution of fossil fuels (not sold by the company)			0%	0%	0%
Total scope 1+2 emissions – location-based	47,958.29	* Categories 9 to 14 are not applicable as the downstream categories apply to emissions from sold goods which EV Cargo does not produce.			
Total scope 1+2 emissions – market-based	46,726.14				
Total scope 3 emissions	379,925.07				
Total emissions – location-based	427,883.36				
Total emissions – market-based	426,651.21				

Our Energy Consumption in 2022

We aim to reduce our energy use overall and maximise our renewable energy sources wherever we can. We reduced our energy consumption within our organisation from 844 terajoules in 2021 to 793 terajoules in 2022.

Of that some 8.2 terajoules came from the purchase of renewable electricity from our suppliers with Renewable Energy Guarantees of Origin (REGO) certification, and 72 terajoules from the use of renewable fuel (HVO).

EV Cargo did not produce or sell energy in 2022, nor does it manufacture products.

Energy consumption from its services are shown below, with the energy intensity between the four business divisions illustrated, including energy consumed from fuel, electricity and heating inside and outside of the organisation.

There are ongoing initiatives to improve fuel efficiency, like driver training and replacing older vehicles with newer, more efficient vehicles.

This data is gathered from Microlise, a transport and logistics software specifically designed for commercial fleet operators to monitor fleet reductions, driver training programmes and work profiles (weight/geography/fewer miles) changes.

As a result, EV Cargo’s fuel efficiency improved from 9.19 miles per gallon in 2021 to 9.25 miles per gallon in 2022.

EV Cargo 2022		
Division	Energy Intensity (within the organisation) MJ/million (£)	Energy Intensity (outside of the organisation) MJ/million (£)
Global Forwarding	48,974	3,634,450
Palletforce	384,186	4,522,917
Solutions	2,958,250	5,125,370
Technology	2,761	0

Energy Consumed Within the Organisation 2022

	Non-renewable					Renewable		
Business units	Fuel (MJ)			Heating (MJ)	Electricity (MJ)	Heating (MJ)	Electricity (MJ)	Fuel (MJ) HVO
	Petrol	Diesel	LPG					
Global Forwarding	1621,547	26,145,399	0	2,945,398	4,992,323	0	4,903,817	0
Palletforce	0	15,428,026	35,851,275	0	6,097,346	0	3,329,680	0
Solutions	0	608,709,472	3,706,714	140,630	6,987,836	0	3,329,680	71,949,817
Technology	0	0	0	0	22,338	0	0	
Sub-total	1,621,547	650,282,897	39,557,989	3,086,028	18,099,844	0	8,233,497	
Total	712,648,305					8,233,497		71,949,817
Grand total	792,831,619 MJ							

Energy Consumption Outside the Organisation

	2022		2021	
Business units	Fuel & energy-related activities (MJ)	Upstream transportation & distribution (MJ)	Fuel & energy-related activities (MJ)	Upstream transportation & distribution (MJ)
Global Forwarding	4,992,365	3,008,621,222	5,080,803	4,903,325,158
Palletforce	6,791,047	668,688,642	8,893,715	568,697,877
Solutions	173,602,617	1,030,227,569	131,454,318	1,297,227,936
Technology	0	0	0	0
Total	185,386,029	4,707,537,433	145,428,836	6,769,250,971
Grand total	4,892,923,462		6,914,679,807	

Energy Consumption Within the Organisation 2021

	Non-renewable					Renewable	
Business units	Fuel (MJ)			Heating (MJ)	Electricity (MJ)	Heating (MJ)	Electricity (MJ)
	Petrol	Diesel	LPG				
Global Forwarding	582,176	25,245,501	0	2,591,600	6,971,388	0	0
Palletforce	0	23,472,517	41,637,311	0	6,339,319	0	0
Solutions	0	723,722,768	3,459,232	396,511	9,288,815	0	0
Technology	0	0	0	0	0	0	0
Sub-total	582,176	772,440,786	45,096,543	2,988,111	22,599,523	0	0
Total	843,707,139					0	
Grand total	843,707,139 MJ						

Sustainability Spotlight: **EV Cargo Office in Schiphol in Green Ecological Trade Park**

In Schiphol, Amsterdam, we have an office and warehouse based on a green ecological trade park. We believe that being in this location allows us to keep sustainability at the forefront of our minds in our operations and decision-making.

The Energy Performance of Buildings Directive rated the building as A+++.

The building is powered 60% by renewable energy and has a solar panel and rooftop garden with water harvesting functionality, a bird and butterfly garden and ecological walls for greenery growth. The building has water-storing roofs at different levels around the site to encourage a variety of habitats for different animals.

The large roof at the top of the building gathers rainwater and distributes it to various green roofs around the building, helping to encourage wildlife.

The building also provides nesting panels in the external walls for bats to truly immerse itself in the local wildlife and habitats. All the building materials can be reused, go back into nature or be recycled, and are part of a circular project.



Our Air Pollutants

Airborne pollutants such as nitrogen oxides, sulphur oxides and other harmful emissions pose a significant threat to human health and contribute to the overall problem of climate change.

Particulate Matter (PM) is composed of various chemical compounds and materials that are not gases and some of these can be toxic. Exposure to PM can lead to health issues, especially in vulnerable populations such as the elderly, young people and those with underlying respiratory conditions. As such, we strive to reduce air pollution in our operations and value chain.

These pollutants within the organisation were calculated using The Norwegian Emissions Inventory (2016) and outside of the organisation using data supplied by EcoTransIT. Ozone-depleting compounds, POPs and HAPs are not emitted throughout our business operations.

From Fuel Consumed Within EV Cargo

Other significant atmospheric emissions (kg)	2022	2021
Nitrogen oxides (NOx)	214,762	288,302
Sulphur oxides (SOx)	206	277
Particulate Matter (PM ₁₀)	3,477	4,641
Total	218,445	293,220

From Fuel Consumed Outside EV Cargo

Other significant atmospheric emissions (kg)	2022	2021
Nitrogen oxides (NOx)	2,140,520	3,845,836
Sulphur oxides (SOx)	635,208	553,513
Particulate Matter (PM ₁₀)	122,627	216,065
Total	2,898,355	4,615,414

From Fuel Consumed Within and Outside EV Cargo

Other significant atmospheric emissions (kg)	2022	2021
Total nitrogen oxides (NOx)	2,355,282	4,134,138
Total sulphur oxides (SOx)	635,414	553,790
Total Particulate Matter (PM ₁₀)	126,104	220,706
Total	3,116,800	4,908,634

Decarbonisation In Action

Sustainable transport involves doing more with less, which means we can both reduce greenhouse gas emissions and generate cost savings for our customers.

Co-loading

Our customers' sea freight shipments sometimes take up only some space in a shipping container, meaning that there can be unused empty space in the container.

By careful planning and synchronisation of orders across multiple customers on key trade lanes, such as Shanghai to Felixstowe, we can combine smaller shipments with larger shipments to use that empty space productively and reduce the number of containers overall that need to be shipped.

In 2022, co-loading of sea freight shipments, and the resultant reduction in total containers shipped, reduced transportation costs for our customers by over \$5 million while also reducing GHG emissions by approximately 12,818 tCO₂e⁵.

Twinning 20ft Containers

20ft containers are relatively inefficient to deliver for the final mile by road because they carry half the volume of cargo as a 40ft container while both costing the same and generating the same level of emissions. To address this, and by using smart delivery planning to pair 20-foot containers going to the same area, we are often able to

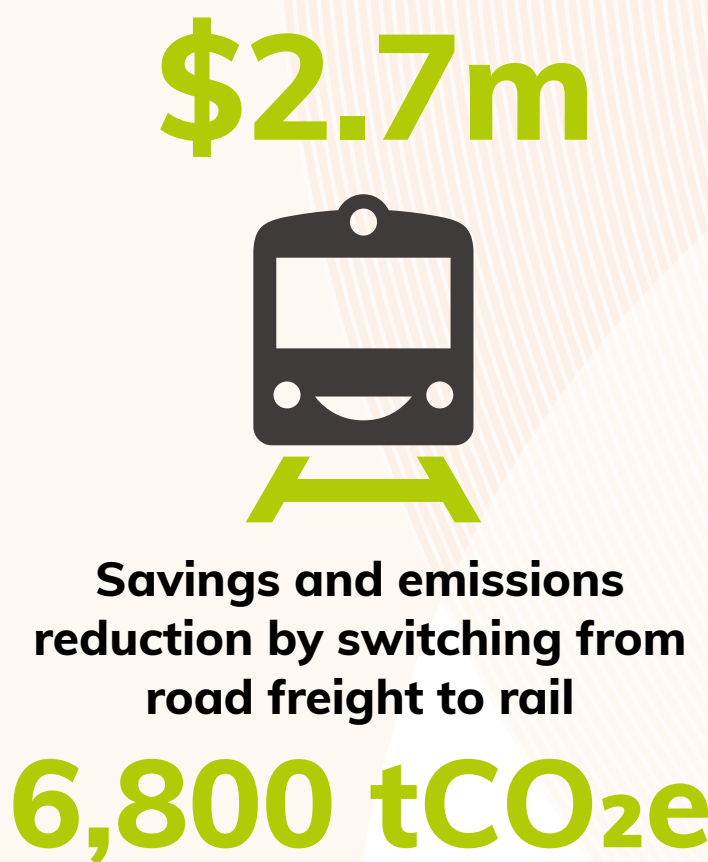


deliver two 20ft containers using the same truck on a multi-stop journey, significantly improving the cost and emissions efficiency versus single deliveries.

In 2022, we saved over \$235,000 in transportation costs and reduced GHG emissions by 337 tCO₂e through this practice of 20ft container twinning.

Rail Freight

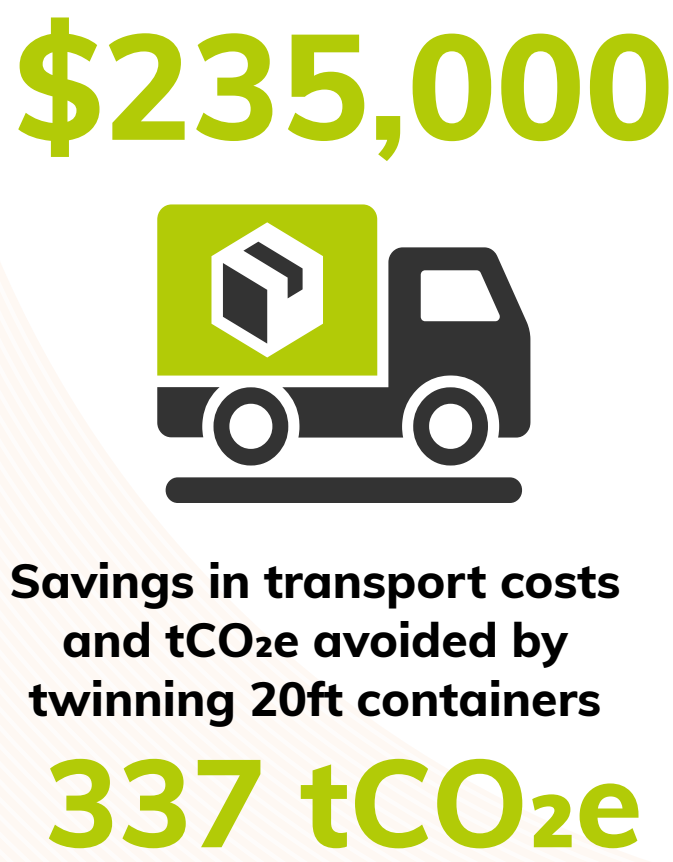
Rail freight is substantially more environmentally



⁵ Based on an assumption of an approximately equal number of TEUs originating from China (Shanghai) and Bangladesh (Chittagong), with a final destination of UK (Felixstowe). The IPCC Transport Tool was used to calculate the emissions for a 24 tonne TEU on those routes.
⁶ Assuming distance travelled by rail and road are the same, GHG emissions calculated are for a 20ft container with a weight of 25 tonnes. Calculations for GHG emissions by road and rail were done using World Resources Institute (2015). GHG Protocol tool for mobile combustion. V 2.6.

friendly than road freight for long-distance ground transportation. EV Cargo uses rail freight to move sea freight containers from Felixstowe, which is the primary port of arrival into the UK, to inland terminals in the Midlands and the North of the UK from where road freight can be employed for the final mile delivery to the customer.

In 2022, we reduced GHG emissions by 6,800 tCO₂e⁶ and saved an estimated \$2.7m in transportation costs



by using rail to move containers from Felixstowe to terminals in Birmingham, Manchester and Doncaster.

Hub & Spoke Network

Our Palletforce LTL road freight business has efficient and sustainable low emissions transportation directly embedded within the operating model.

Each of our 120+ members focus on collection and delivery activity in a very tight geographical area around their local depot to maximise route and call density and minimise stem miles.

Every night the member depots exchange freight with each other via our central SuperHub pallet sortation centre in Burton on Trent. For the long-distance line-haul to and from the SuperHub, the members use high-capacity double deck trailers that are fully loaded in both directions with freight for and from the other members in the network.

In 2022, this network operating model allowed us to avoid approximately 400 long-distance round-trip journeys every 24-hour period, which therefore helped us avoid approximately 355 tCO₂e emissions every night, equating to an estimated 129,575 tCO₂e per year⁷.

⁷ These are avoided emissions as a result of members being a part of the Palletforce LTL road freight network, rather than operating in isolation. Avoided emissions are not included in our carbon accounting.

Sustainable Mechanical Handling Equipment (MHE)

Lead acid battery, gas-powered forklift trucks and other assorted MHE produce higher emissions than MHE powered by lithium-ion batteries.

To realise this emissions reduction opportunity, EV Cargo has begun a multi-year programme to replace its entire worldwide MHE fleet to be powered by lithium-ion batteries. The upgrade will be made as life expired MHE is replaced at contract end by new equipment, all of which will be powered by lithium-ion batteries.

By the end of 2022, approximately 20% of the fleet had been replaced, reducing annual GHG emissions.



	2021		2022	
	tCO ₂ e reduced	Cost savings (\$)	tCO ₂ e reduced	Cost savings (\$)
Co-loading (TEUs saved)	15,607	6,556,000	12,818	5,072,531
Twinning (20ft containers)	326	205,623	337	242,500
Switching road to rail (20ft containers)	7,873	3,300,000	6,876	0
Total	23,806	10,061,623	20,031	5,315,031
Palletforce model	tCO ₂ e avoided		tCO ₂ e avoided	
	129,575		129,575	

	2021			2022		
	Miles (miles/km)	GHG avoided per container (tCO ₂ e)	Savings by using rail instead of road (£)	Miles (miles/km)	GHG avoided per container (tCO ₂ e)	Savings by using rail instead of road (£)
Felixstowe – Manchester	394	1,177	688,843	394	1,117	424,352
Felixstowe – Birmingham	257	0.768	913,892	257	0.768	1,133,835
Felixstowe – Doncaster	298	0.891	1,182,756	298	0.891	698,351
Total			2,785,491			2,256,538



PEOPLE & COMMUNITIES

Our values guide all of our operations and we are committed to making a positive impact on our communities.



Our Goals

We set ambitious targets to ensure we are delivering real change for our people and our communities.

Target	KPI	2022 result
To only work with suppliers who share our values.	Target at least 70% of procurement spent with suppliers with a verified ESG policy by the end of 2023.	Ongoing.
	Target at least 70% of procurement spent with suppliers with a committed carbon target by the end of 2023.	Ongoing.
To create a diverse, equitable, inclusive workplace enabling opportunities for all.	At least 25% of senior management positions held by females in 2023.	Target achieved: 31%.
	25% females in governance bodies by 2023.	Target achieved: 29%.
	Gender pay gap less than 2% (by 2023).	Ongoing.
To embed a culture of employee safety and regulatory compliance.	Upper quartile reportable injuries / 100,000 versus comparable industry benchmark by 2022.	EV Cargo reportable per 100,000 = 528.87 Industry benchmark for 2022 by SIC = 534.5
	Zero prosecutions, warnings or instances of ESG non-compliance each year.	Target achieved.
To be fully active in our communities and make a positive impact.	€100,000 donated to charity and community initiatives every year.	Target not achieved – approximately €45,000 donated in 2022.
	10 hours of volunteer work a year by all staff.	Target not achieved – 600 hours recorded in 2022.
To continuously improve our service & production quality.	Collect data on all ESG complaints received.	Target achieved.
	100% of complaints are acknowledged by written response within 24 hours upon receipt.	Target narrowly missed.
To train and educate our people.	Increase by 10% hours of training per employee.	Ongoing.
	Increase by 10% programmes for upgrading employee skills and transition assistance programmes.	Ongoing.
	All employees receive performance reviews.	2022 saw performance reviews linked to bonuses awarded to 350 employees.
To embed human and labour rights in all that we do.	Zero cases of child labour in operations and suppliers.	Target achieved. No cases identified in 2022.
	Zero cases of forced labour in operations and suppliers.	Target achieved. No cases identified in 2022.
	50% of managers trained on human rights policies and procedures by 2023.	Ongoing.
	Record Incidents of complaints discrimination and corrective actions taken.	Target achieved.
	Compliant with national law regarding notice periods on operational changes.	Target achieved.

Our Employees

Our employees are our most valuable assets at EV Cargo.

We aim to create and foster an environment in which our employees feel respected, empowered and safe.

We are continuously aiming to build a transparent culture where employees' voices and opinions are heard and where employees understand how their individual roles contribute to the overall goals of the company.

As of 31 December 2022, EV Cargo employed 2,971 people globally.

A total of 1,116 new employees were hired in FY2022, comprising 31% females and 69% males.

This includes the employees who joined as part of our acquisition of two freight forwarding businesses in Europe in 2022 and the growth in our air and sea freight operations in Asia.

Our overall rate of new hires was 47%⁸, with employees in the 30-50 years old age range contributing to the largest proportion, or 48%, of our overall new hires. Our overall rate of turnover was 14%⁹.

⁸ Based on total employees and total new hires as of 31 December FY2022.
⁹ Based on total employees and total resignations as of 31 December FY2022.

Staff Turnover Rate, Resignations Only (at year-end)

UK	2022	2021	Variation 2021/22 (%)
By sex			
Women	103	80	29%
Men	344	185	86%
By age group			
Under 30 years	86	61	41%
Between 30 & 50 years	221	137	61%
Over 50 years	137	67	104%
EUROPE	2022	2021	Variation 2021/22 (%)
By sex			
Women	43	9	378%
Men	46	1	4,500%
By age group			
Under 30 years	18	2	800%
Between 30 & 50 years	50	7	614%
Over 50 years	3	1	200%

ASIA & MIDDLE EAST	2022	2021	Variation 2021/22 (%)
By sex			
Women	4	9	-56%
Men	0	7	-100%
By age group			
Under 30 years	0	2	-100%
Between 30 & 50 years	2	12	-83%
Over 50 years	3	2	50%
MIDDLE EAST	2022	2021	Variation 2021/22 (%)
By sex			
Women	0	0	–
Men	0	1	-100%
By age group			
Under 30 years	0	0	–
Between 30 & 50 years	0	0	–
Over 50 years	0	0	–

Total Number and Distribution of Contract Modalities According to Gender (at 2022 year-end)

	UK	EUROPE	ASIA*	TOTAL
Indefinite contract				
Men	1,742	345	98	2,185
Women	472	236	78	786
Other (gender specified by employed person)	0	0	0	0
Total permanent employees	2,214	581	176	2,971

* Asia includes the Middle East and the rest of the world

Employee Engagement & Wellbeing

At EV Cargo we have been on a journey over the past number of years to embed our culture change programme Delivering Better.

The vision for this programme is to create a culture and atmosphere that makes a difference to our employees day to day.

We developed a forum whereby a cross section of our employees can directly engage with our senior leadership for the purpose of sharing ideas and providing feedback and suggestions.

Our goal is to implement credible, meaningful changes in our business that matter to our employees and make a difference to their experience at work. This forum, which originally started within our UK operations, was successfully expanded over the last 18 months across the business.

We will continue to grow this programme in 2023, ensuring that we are delivering better experiences for employees throughout their whole journey from initial recruitment to onboarding, training, development, reward structures and general engagement and support throughout their day-to-day working lives.

In 2022, an additional 647 colleagues took part in our annual Employee Engagement Survey and participation increased across the business, increasing our engagement rate to 71%.

Our goal is to implement credible, meaningful changes in our business that matter to our employees and make a difference to their experience at work.

71%

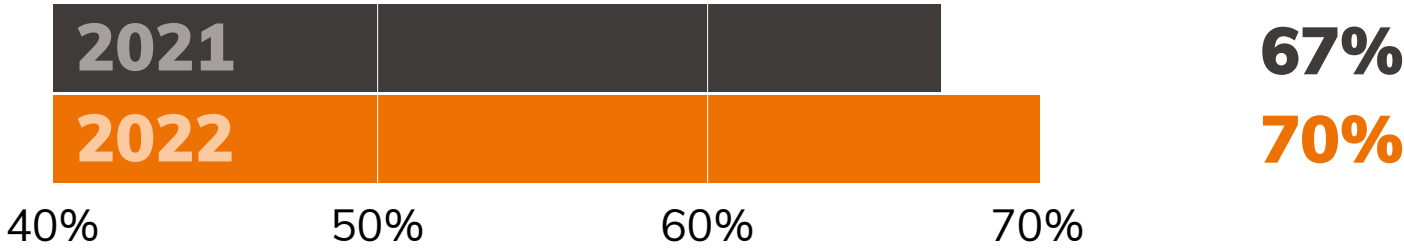


Our employee engagement rate increased



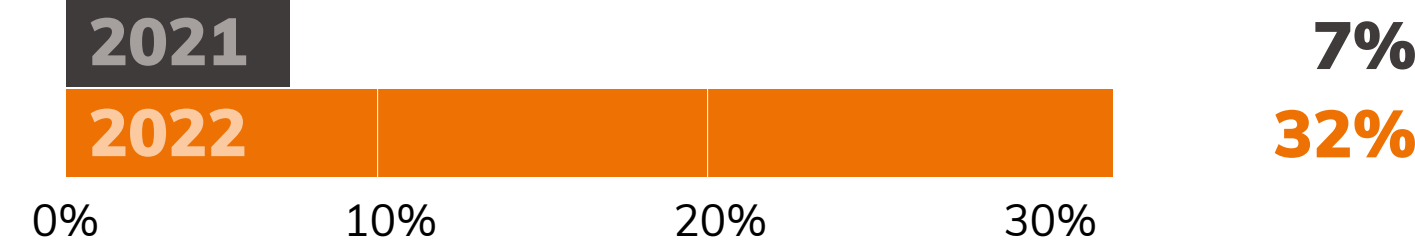
We improved in the following areas:

Performance and Career Development



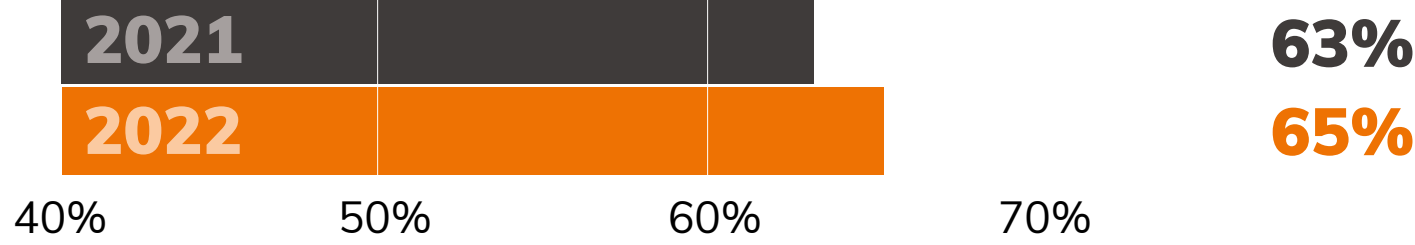
Our commitment from the 2021 survey was to promote better career development opportunities. To promote internal development and promotion, we ensure all companywide vacancies are advertised centrally and shared on a weekly basis. We launched training to support all line managers in the UK, providing access to courses across a variety of topics including equity, diversity and inclusion, business, management and leadership skills, and sustainability. We have developed a “Rising Stars” programme to support our Talent Agenda and we have our “Aspirational Women Programme” - a highly participative programme designed to enable candidates to explore their personal leadership styles and expectations with a view to building confidence and leadership capacity. We know there is more to do to support all colleagues, and this will remain a key focus in 2023.

Driver Response Rate



We have worked hard to identify and remove barriers to enable our driver communities to have their say and we continue to focus on finding ways to engage with and gather opinions and feedback from our driver community.

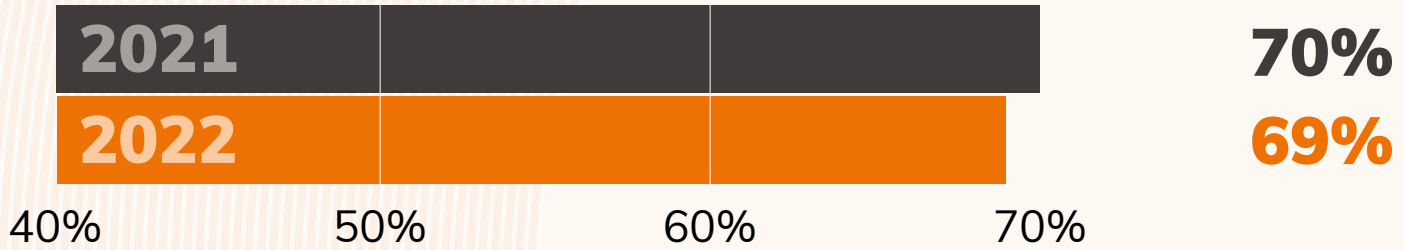
Communication and Business Change



One of our key learnings from our 2021 survey was that there is no one-size-fits-all approach when it comes to communication methods across our business. Whilst we have delivered a variety of platforms to communicate to all colleagues in 2022, we continue to explore how our communication strategy needs to develop further to support the promotion of two-way communication, such as through the Delivering Better Champions.

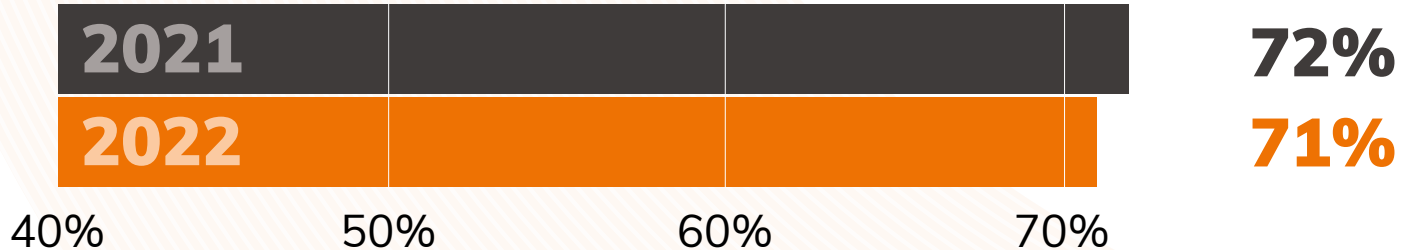
We are committed to improving in the following areas:

One EV Cargo Family



We strive to create a culture in which all employees feel they are part of one global EV Cargo family, where everyone works towards the same purpose of powering the global economy by providing technology-driven supply chain solutions. We will work to ensure all colleagues understand how they can contribute to deliver our vision, continually looking at how we can bring our mission, vision and values to life across EV Cargo regardless of role or location. This will remain a key focus for us all and developing one team where colleagues share goals and feel supported is high on our agenda for 2023.

Wellbeing



We’ve introduced My Rewards and grown the Mental Health First Aider network, but it can’t stop there. In 2023, wellbeing will be a key objective for us. People want regular performance reviews and check-ins, greater support networks and to continue to feel listened to. In December 2022, we developed a roadmap for implementing and tracking our employee engagement and wellbeing, which will be rolled out in 2023.

Diversity, Equity & Inclusion

At the heart of EV Cargo is a commitment to creating a fair and equitable working environment for all employees.

We recognise the value of encouraging diversity and inclusion in helping us achieve our strategic success. As part of our aspiration to create a more equitable workplace, we seek to demonstrate best practice in our people management policies and practices.

Policies

Our Diversity, Equity and Inclusion (DEI) policy outlines EV Cargo's approach, including our efforts to continuously develop and improve how DEI informs all aspects of our business – from external relationship building and client management, to our leadership structure, recruitment and career development.

We want to ensure that the principles of equality of opportunity and non-discrimination are embedded into EV Cargo's everyday working practices and routine.

We have a zero-tolerance policy towards discriminatory behaviour, harassment or victimisation of any kind.

All colleagues are asked to be 'active bystanders' in identifying and calling out any incidents of concern and we also have a strong investigation procedure in place for when any complaints are raised.

The policy also stresses the role of managers and supervisors in improving and executing DEI at

EV Cargo. This includes being respectful towards their teams – treating them fairly, without abusing authority or exerting unnecessary, unreasonable or excessive control – and actively managing their team's duties by delegating tasks fairly with consideration of job roles, ability, capability and workload.

Alongside our DEI policy, we have policies and procedures in place regarding acceptable performance and conduct, anti-bullying and harassment, disciplinary, grievance and whistleblowing. We also have a diversity and inclusion steering group in place.

Everyone in the business should be respectful of and support their colleagues, clients and visitors and treat others how they themselves would wish to be treated.

The company expects all colleagues to contribute to maintaining a well-organised, respectful, nurturing, collaborative and inclusive environment; one which is free from discrimination, bullying, harassment or victimisation of any kind.

Everyone is expected to act honestly, with integrity, fairly and openly, and to behave loyally to the company in the discharge of their duties and working relationships.

EV Cargo Diversity, Equity and Inclusion Policy



Monitoring

EV Cargo tracks several diversity metrics and key performance indicators (KPIs), including the gender and age breakdown of all employees, managers, and board members, as well as the percentage of women at different work levels, and average gender pay gap ratio.

Our gender pay gap reporting is currently limited to two divisions of the business, but we expect to have enough data by mid-2023 to begin reporting progress to the Executive Board monthly to bridge the gap.

Within senior leadership (Executive Board plus divisional and functional leaders), we have 10 male executives and four female executives, giving us a 71% to 29% male to female split.

People KPIs (current)

	Headcount	%
Female employees	786	26%
Age <30	552	19%
Age 30 - 50	1,463	49%
Age 50+	956	32%
Senior management	213	7%
Office staff	1,316	44%
Drivers Warehouse	564	19%
Drivers	878	30%

Employees by professional category and gender (at 2022 year-end)	Number	%
Senior management	213	
Women	79	37%
Men	134	63%
Office staff	1,316	
Women	608	46%
Men	708	54%
Warehouse operatives	564	
Women	82	15%
Men	482	85%
Truck drivers	878	
Women	17	2%
Men	861	98%

Employees by professional category and age group (at 2022 year-end)	Number	%
Senior management	213	
Under 30 years	4	2%
Between 30 and 50 years	126	59%
Over 50 years	83	39%
Office staff	1,316	
Under 30 years	343	26%
Between 30 and 50 years	680	52%
Over 50 years	293	22%
Warehouse operatives	564	
Under 30 years	132	23%
Between 30 and 50 years	301	53%
Over 50 years	131	23%
Truck drivers	878	
Under 30 years	73	8%
Between 30 and 50 years	356	41%
Over 50 years	449	51%

Employees by gender & region (at 2022 year-end)	2022	2021	Annual change
UK			
Women	472	438	8%
% women	21%	21%	0%
Men	1,742	1,693	3%
% men	79%	79%	0%
Other*	0	0	0%
% other	0%	0%	0%
Total UK	2,214	2,131	4%
Europe			
Women	236	80	195%
% women	41%	54%	-24%
Men	345	69	400%
% men	59%	46%	28%
Other	0	0	0%
% other	0%	0%	0%
Total Europe	581	149	290%
Asia**			
Women	78	79	-1%
% women	44%	42%	5%
Men	98	111	-12%
% men	56%	58%	-3%
Other	0	0	0%
% other	0%	0%	0%
Total Asia	176	190	-7%
Total all regions	2,971	2,470	20%

* option given for the employed person to specify their gender.
** Asia includes the Middle East and other regions.

We also report on incidents of discrimination and corrective actions taken.

For the 2022 reporting year, there was one incident of discrimination in the UK and none across the other operating regions.

Two UK incidents were initially reviewed but, upon further investigation, only one required the implementation of remediation plans. The other was considered resolved.

Initiatives

EV Cargo recognises that a diverse mix of people creates additional value for the business and this is reflected in our DEI initiatives.

In May 2021, we began supporting the UN Sustainable Development Goals (SDGs), focusing on seven priority goals, including SDG Goal 5: Gender Equality.

In 2022, we completed the Target Gender Equality accelerator programme, used to deepen implementation of gender equality in companies participating in the UN Global Compact.



Sustainability Case Study: Gender Equality

Over the last year, EV Cargo has made significant strides to improve gender equality across the business.

These efforts have been recognised by our latest score on the UN Global Compact’s and UN Women international Women’s Empowerment Principles (WEP) Gender Gap Analysis Tool – we improved from 29% in 2021 to 71% in 2022.

The average score for companies analysed falls between 20 to 25%, meaning that we are significantly outperforming our peers in this regard.

This is particularly noteworthy for us given the heavily male-dominated logistics industry that we operate in.

We achieved this improvement by developing and implementing several policies and practices across our organisation, supported by robust

measurement and reporting.

To become a true leader, EV Cargo’s next steps are to address the remaining gaps in our implementation, fully integrate gender equality into our sustainability-related strategies and increase transparency with stakeholders.

71%



On the UN Global Compacts and UN Women International Women’s Empowerment Principles (WEP) Gender Gap Analysis Tool, EV Cargo improved from 29% in 2021 to 71% in 2022

Our commitment to SDG 5 is emphasised by our efforts to promote gender equality across EV Cargo through a variety of initiatives. These include the Aspirational Women Programme – a 20-week participative course designed to explore female candidates’ leadership styles and expectations to build confidence and capability.

Delivered virtually, the programme emphasises community and connectivity and provides each delegate with a mentor to share ideas, aspirations, and experiences. The initiative is specifically aimed at increasing the number of female leaders within our organisation.

The first cohort of 15 participants received training through several modules on influence, confidence building and other related leadership qualities.

At the end, participants were set a challenge to present an idea that would improve ESG at EV Cargo – ideas which we have begun to implement, for example, across our wellbeing approach and Delivering Better scheme.

Modules include: developing authentic and inclusive leadership, developing clarity driven organisations,

We all care about fairness and equality and we can all make a positive impact. Strengthening key attributes to lead and drive equality is key to having the confidence to stand up and leverage diverse thinking.



The Aspirational Women's programme provided just that, firming beliefs in self-confidence, resilience and authenticity to create fairness within our communities and workplaces.

Lucy Stanley, Reward and Benefits Business Partner

developing resilient organisations, developing talented people-led organisations and developing constructive leader-follower relations.

In 2022, our CEO also received recognition from the UN Global Compact for advancing the number of women in leadership and management positions. In early 2021, women made up only 19% of managers and had zero representation within EV Cargo's governance bodies; by 2022, these statistics significantly increased to 31% and 29%, respectively.

The tremendous progress EV Cargo has made in promoting gender equality emphasises our ongoing commitment to recognise the importance of DEI across our business operations and our dedication to create a better workplace for all employees. We value immensely the feedback received from our employees, who are regularly surveyed on the level of inclusivity in our organisation. We have been encouraged by the results to continue the hard work to ensure that we are as diverse, inclusive and equitable as can be.



Attending the programme was important to me. It enabled me to connect with established and up-and-coming leaders within EV Cargo across multiple locations and to further educate myself in leadership and management.



The programme provided a platform for empowering women in the supply chain industry and has instantly built a strong community of women in the workplace at EV Cargo across a plethora of locations.

From the sessions, I have gained strength and belief and cemented my values in the type of leader I would like to become.

I have met an incredible group of women who are all inspiring and are from so many backgrounds and career paths – it's been a great experience to listen and absorb some of their knowledge.

During the programme we discussed the value of women in the workplace and the different opinions and perspectives women can bring to discussions.

The International Women's Day theme of #EmbraceEquity fits well into this discussion and brings awareness to the importance of women, diversity and inclusion in the workplace and the equality that follows.

Shona Callow, Digital Marketing Manager

Recruitment, Training & Development

At EV Cargo, we believe that investing in our people is the key to our business success.

We are determined to create a community that respects and values all the individuals that make up EV Cargo, to allow them to contribute positively and sustainably to the business.

As part of our commitment to building this, we want to help our employees demonstrate their talent and achieve their potential, growing and flourishing in an environment that recognises this talent and the opportunities it brings.

We seek to provide exceptional training and development opportunities, as well as competitive rewards and compensation packages that show our gratitude to employees for all their hard work and dedication.

Recruitment

Our Diversity, Equity and Inclusion policy outlines EV Cargo’s commitments to ensure a fair and equal recruitment process which will:

- review the process frequently to remove bias
- set regular targets and implement innovative programmes to enhance diversity
- monitor employee-related KPIs to inform progress towards targets
- create support networks and talent development programmes for employees

Our recruitment process will not be backward-looking reflecting pedigree, but future-focused exploring potential and what our people can do.

We want to look to exclude no one and include everyone in our pursuit to unleash the strategic leverage of diversity to generate new and inventive thinking.

We will widen the pools of talent so that we explore non-traditional sources and ensure that we recognise and create the best matches between candidates and positions.

Through investing in our talented people, we will ensure that our developing work-community is provided with the forums and opportunities to influence decision-making and drive change and innovation.

'A Genuine Commitment' from the DEI Policy

- ensure the support provided reflects the individual needs of each recruit, especially those from non-traditional sources
- establish a culture which demonstrates that people are our best asset, both for EV Cargo and for our clients.



We set regular targets for improving diversity



We support employees and nurture talent



We recognise that people are our best asset

New hires (at year-end)

	2022	2021	Variation 2021/22 %
UK			
By sex			
Women	143	92	55%
Men	413	377	10%
By age group			
Under 30 years	151	143	6%
Between 30 and 50 years	260	228	14%
Over 50 years	133	98	36%
Europe			
By sex			
Women	59	30	97%
Men	77	19	305%
By age group			
Under 30 years	53	28	89%
Between 30 and 50 years	67	15	347%
Over 50 years	15	6	150%
Asia & Middle East			
By sex			
Women	8	10	-20%
Men	9	8	-13%
By age group			
Under 30 years	6	8	-25%
Between 30 and 50 years	11	9	22%
Over 50 years	0	2	-100%

Our Progress

In 2022, we reviewed our Human Resources (HR) processes to improve their effectiveness and reduce complexity in a number of ways. This included introducing a People Services helpline contact number to provide our employees with better support. We also expanded our training and development function and focused on developing our internal competency model, which supports our recruitment and development materials.

We are looking to develop a quarterly welfare survey and will be completing our third annual employee opinion survey in 2023. We are also looking at opportunities to further increase wellbeing offerings for our colleagues through, for example, providing Employee Assistance Programmes and flexible working opportunities where practical.

We made good progress against our sustainability targets in 2022 – for example, we ensured compliance on our annual UK National Minimum Wage Audit, offered mandatory training for all colleagues, conducted effective trade union negotiations where recognised bodies exist and employed an additional Regional HR Manager to support compliance with local UK labour laws.

Training & Development

At present, EV Cargo has a mandatory training programme in the UK, which includes topics such as introduction to GDPR, criminal finances, modern slavery, preventing bribery in business and cyber security, refreshed every 12 months. Every two years, training is provided on display screen equipment, fire safety, manual handling, slips & trips and AEO security v1.

Certain mandatory training programmes are provided once with no renewal required, such as environmental

As part of our commitment to building a sustainable business, EV Cargo employees across the globe have access to the United Nations Global Compact Training Academy. The academy helps our teams improve their knowledge on a range of sustainability topics including climate change, gender equality and human rights. In the last few months, our employees have completed hundreds of hours of training, giving them the tools to take action to make a difference, ultimately driving EV Cargo forward in delivering on our sustainability goals.


awareness, whistleblowing & diversity and equity & inclusion (DEI). Mandatory training for overseas colleagues and people managers includes modern slavery, preventing bribery in business and whistleblowing.

All e-learning modules previously housed in a Skill Gate programme called ‘click and learn’ have now been transferred to our internal EV People system.


Through this integrated platform, the details of which are provided during the onboarding process, we can notify existing and new colleagues of any actionable training items and monitor progress.

Some sectors of the business also provide systems training, which includes sessions covering the use of Microsoft Teams, OneDrive, SharePoint and Excel. For example, Global Network rolled out dedicated MS Excel training sessions for the Ipswich team, covering beginner, intermediate and advanced levels. Future training will be arranged for other operational offices.

Linkedin post



All e-learning modules have been transferred to our internal EV People system



We introduced a People Services helpline to provide better support for employees

Total training hours by professional category (at 2022 year-end)	
Men	2,471
Senior management	341
Office staff	1,857
Warehouse labour	169
Truck drivers	104
Women	1,606
Senior management	311
Office staff	1,257
Warehouse labour	38
Truck drivers	0
Remaining staff	4,077

One of our focus areas from the 2021 Employee Engagement Survey was to promote better career development opportunities.

As of the 2022 survey, 70% of employee respondents agree or strongly agree that EV Cargo performs well on this metric, up from 61% from 2021.

Some changes we made include:

- advertising all company-wide vacancies in one place and sharing them on a weekly basis
- launching training to support all line managers
- developing the Rising Stars programme to support our talent agenda
- the Aspirational Women Programme to support DEI ambitions.

We know there is more to do to support all colleagues and this will remain a key focus for us in 2023.

We believe in providing career growth opportunities to our employees to champion them throughout their professional journey.

We have plans to continue to improve communication and opportunities for career progression to better assist our colleagues in this regard and build their futures at EV Cargo.

Looking Forward

In 2022, we developed a 2023 to 2028 Strategy and Roadmap to attract and retain top talent. This includes

a high-quality, standardised induction covering standard operating procedures (SOPs) and other safety, health, environment and quality (SHEQ) related information.

In terms of training, we provide colleagues with suitable SHEQ training as appropriate, IOSH mental health & wellbeing for managers, BSC Level 1 training, manual handling with qualified trainers, HACCP and internal auditor training, as well as online e-learning modules.

We will continually improve our online knowledge portal, which offers targeted training campaigns and is accessible to all colleagues from any web-enabled device. We will also provide regular refresher training and maintain training records for all sites and employees.

To support on these training initiatives, we are developing a training and competency framework in conjunction with HR.

This will ensure that all colleagues have a clear understanding of the skills and competencies required for specific roles and opportunities for progression.

At EV Cargo, opportunities for training, development, promotion and progression are available to all. Employees will be assisted, supported and encouraged to pursue their talents, knowledge and skillsets that help realise their full potential. Our focus on training and development, as well as on attracting and retaining the best talent in the industry, will help us continue to grow and succeed as a business in the years to come.





Health, Safety & Security

Maintaining the health, safety and security of our employees is paramount for EV Cargo.

As a global organisation, we continue to maintain both company-wide and site-specific health and safety policies and management systems to ensure continuous compliance and safe systems of work for all employees.

We aim to embed a culture where health and safety is everyone's responsibility by providing safe environments and systems of work and empowering employees to be able to understand, assess and identify occupational health and safety risks and hazards before they can occur.

2022 Highlights

In 2022, we continued to assess and monitor where we can improve our practices, rolling out additional training, engaging our teams more regularly across the company through dedicated forums, conducting additional risk assessments and investing in solutions to better understand the root causes of incidents occurring and to mitigate risk where possible.

Towards the end of 2022, we launched our Health and

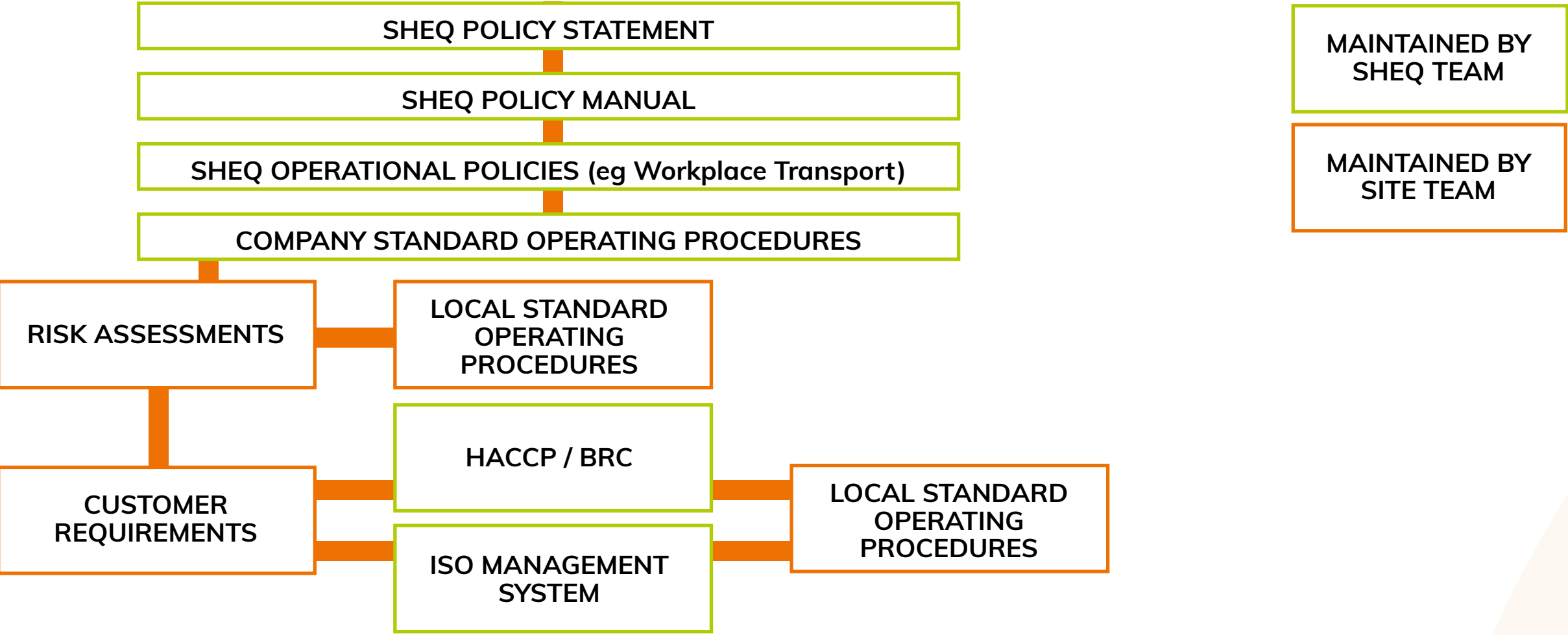


In 2022 EV Cargo launched the Health and Safety Strategy Vision internally for 2023-2028

Safety Strategy Vision internally for 2023-2028. This new strategy vision focuses and sets our commitment across key pillars of our SHEQ programme: wellbeing, culture, engagement, competence, technology and efficiency.

By focusing on these pillars, we believe we can drive forward our SHEQ performance to move from safety being driven by compliance or management, to being driven by empowered individuals.

Our SHEQ Management System



We operate a Safety, Health, Environment & Quality management system for our UK operations, which represents 75% of our total employees and 99% of our truck drivers and warehouse labour. Local management systems are in place for our offices in Europe (19% of our employees) and Asia (5% of our employees) in accordance with applicable legislation.

Our Safety, Health, Environment and Quality Policy Statement and Manual are the cornerstones of safety management at EV Cargo, setting out our commitment to upholding the safety of our employees, as well as clear expectations to our workforce to undertake activities in a safe manner and to care for the wellbeing of all stakeholders we interact with as a business.

These policies are then operationalised at site level, with integrated data management systems in place to record and manage all relevant information, documents and data relevant to our business.

We conduct and maintain risk assessments, safe systems of work (SSoW) and clear policies and procedures, which are shared with our employees (agency, temporary and full-time) and contractors so that they are aware of the hazards at work, how they can be avoided and necessary protocols and procedures to follow in various circumstances. Risk assessments are completed or reviewed by a competent individual with the suitable experience, skills and qualifications.

Control measures are identified and implemented as part of this process and are recorded, implemented and then subject to audit. Both employees and contractors are required to report all work-related events and near misses, which allows us to monitor the nature of incidents occurring and understand where mitigating interventions can be implemented to prevent reoccurrence. It is the responsibility of the site manager to ensure effective implementation of our policies and procedures for accident reporting on site.



Sustainability Spotlight: New Event Investigation Document, Root Cause Analysis Tool

EV Cargo operates a stop work policy, enabling employees and contractors to stop work if they find themselves in an unsafe working environment. Employees are required to make any impacted workers aware in the first instance and then notify the supervisor or designee of the location in question.

Following notification, resolution of the issue resides with the responsible site supervisor. In the event of an accident, a full event investigation system is also in place – our online tool Engage allows employees to capture and follow through the whole process from investigation to root cause analysis and corrective actions. We ensure to share lessons learnt from events or near misses, as well as best practices, to increase awareness and enhance employee knowledge.

All EV Cargo employees are primarily covered by company medical insurance and optional medical health checks are also offered to our employees, depending on their age and gender. We provide specific health and medical surveillance according to local requirements and regulations, which might include eye testing, audiometric tests and nitrogen dioxide monitoring for drivers, for example.

We have identified lone working, hydration and physical and mental health as key areas of risk in our business from an occupational health and safety perspective.

Having introduced a wide range of initiatives in 2021 to support the mental and physical wellbeing of our workers, in 2022 we focussed on ensuring the initiatives had a wide reach and uptake.

We have a wellbeing committee in place, comprising of the people team and SHEQ representatives, as well as colleagues from across the business. We have trained mental health first aiders across all sites and provide their contact details, as well as external contact information for our Employee Assistance Programme on noticeboards around our businesses.

We plan to expand our team of mental health first aiders and hope to run IOSH wellbeing training for managers in the coming year.

At our logistics business unit, drivers are given guidance on health risks, together with support and counselling and, where required by the law, drivers would also need to have medical checks to determine fitness to drive.

Worker Participation in Health & Safety

Worker participation, communication and training are essential components of our approach to managing occupational health and safety at EV Cargo.

Employees can engage with health and safety through several forums; we communicate updates through email, notice boards and health and safety briefings between shifts and at the start and end of the day to ensure attendance from all colleagues.

Each of the sites at the logistics business units have a Safety, Health, Environment & Quality (SHEQ) committee and, depending upon site size, will meet quarterly or more often. All forums discuss our SHEQ Management system and any colleague, agency worker or contractor can propose change.

Those changes are then discussed, and feedback will be given regarding acceptance or refusal of the proposal. We have a duty of care to all colleagues, contractors, agency staff and visitors, which is reflected in our policies and procedures.

Each site has a 'template' agenda for their SHEQ meeting and, as far as is practicable, a SHEQ colleague will attend that meeting.

Reports generated from the digital management system, such as accident data, training completion rates and risk assessments and results from health and safety audits, are shared with workers during committee meetings, the minutes of which are displayed on employee noticeboards. There are also regional SHEQ meetings where the site representatives come together to learn and share best practices, in addition to an annual SHEQ meeting which is led by our CEO.



SHEQ success: Striking Gold

In 2022 we were proud to be recognised for our SHEQ engagement and reduction in incidents and accident prevention during the year, receiving awards at the British Safety Council International Safety Awards.

EV Cargo Palletforce achieved the prestigious Royal Society for the Prevention of Accidents (RoSPA) Gold award for the 14th consecutive year, also securing a fourth RoSPA Presidents Award.

EV Cargo also received the RoSPA Silver Award in Occupational Health and Safety and Merit Award in Occupational Health and Safety.



Occupational Health & Safety Training

All colleagues, including contractors and temporary workers, receive mandatory occupational health and safety training during induction and, thereafter, every two years.

Employees involved in specific hazard associated work-related tasks also receive safe systems of work (SSOW) training specific to their roles.

We are proud to offer the world-recognised qualification, IOSH managing safely training, to all colleagues across our business, so that their accountabilities and responsibilities are understood, and so that they can lead our SHEQ engagement.

Work accident injuries (for all employees) at year-end	2022	2021	Variation %
Deaths resulting from a work accident	0	0	–
Work accident injuries with high consequences (not including deaths)	0	0	–
Recordable work accident injuries	6	5	20%

Work accident injuries (for all who are not employees but whose jobs or workplaces are controlled by the organisation) at year-end	2022	2021	Variation %
Deaths resulting from a work accident	0	0	–
Work accident injuries with high consequences (not including deaths)	0	0	–
Recordable work accident injuries	1	0	–

Our UK-based drivers also undergo periodic training every five years to maintain their Driver Certificate of Professional Competence (CPC), which is a pre-requisite to drive heavy goods vehicles.

We are thankful to report another year without any work-related fatalities in our business, though we recorded seven reportable injuries in 2022 within our employee and contractor base.

The number of road accidents and incidents was 188 in 2022. In 2023, we will directly target the root causes identified. We also plan to formally capture data relating to worker related ill-health as part of our management system.

Our Customers

EV Cargo manages supply chains for the world’s leading brands.

We are the logistics service provider of choice for thousands of small and medium sized enterprises and multi-national companies worldwide because of the expertise and integrity of our people, the power of our technology, the strength and quality of our solutions and the reliability of our service delivery.

Our Customer Value Proposition



Value Creation

We unlock sustainable value within their supply chain by helping them reduce operating costs, improve customer service and maximise their inventory productivity.



Reliable Partner

We are financially strong and well invested, with a sustainable growth mindset that combines the development of our capability and footprint while acting in the best interest of the environment and our global stakeholders.



Global Platform

Our comprehensive global logistics execution platform provides a one-stop shop of air and sea freight, road freight and contract logistics services to meet all of their supply chain needs worldwide.



Outstanding People

Our team of supply chain professionals has immense industry knowledge and experience and is deeply passionate about developing and delivering world-class logistics solutions for our customers.

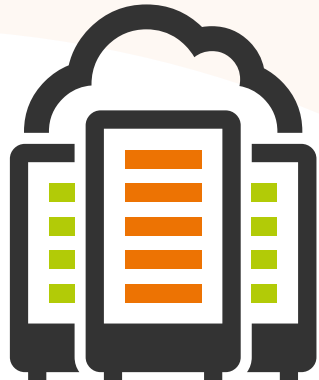
ONE EV Cargo, our proprietary integrated technology stack, underpins our operating model and powers our digital customer experience. ONE EV Cargo helps us ensure customer success by creating value across their supply chains.

Key customer value drivers enabled by ONE EV Cargo include increased sales through better customer availability, increased profit through better full-price sell through, higher inventory productivity and lower safety stocks, lower logistics through better routing and load-fill and lower operating costs through fewer and simpler processes.

We are committed to protecting our customers from regulatory and reputational risk and have had zero incidents of non-compliance resulting in negative impacts for any of our customers using our products and services in 2022. Furthermore, we are committed to maintaining the privacy and cybersecurity of our customers by ensuring there are no substantiated complaints concerning breaches of customer privacy and losses of customer data on our part.

We worked relentlessly with our customers in 2022, during what was a sustained period of global supply chain disruption following the global pandemic, to help them navigate the many challenges impacting their flow of goods and, in doing so, maintain service levels to their customers. We continue to leverage technology-enabled service innovation to develop the customer experience, relentlessly seeking out new ways to work ever more effectively and sustainably on their behalf.

We put the success of our customers’ businesses at the heart of everything we do.



ONE EV Cargo helps us ensure customer success by creating value across their supply chains

Community Engagement

At EV Cargo, we recognise the importance of supporting local communities and have implemented various initiatives to engage with and positively impact these communities.

Our support is primarily through donations – our operations have no significant actual or potential negative impacts on local communities and do not require Environmental Impact Assessment (EIA) studies (GRI 413-1; GRI 413-2).

We measure our community engagement by the number of events held and charities supported and we are proud to have supported several charities in 2022.

In December 2022, we established a local communities strategy with five key focus areas:

- aligning with UN SDG 11, to make human settlements inclusive, safe, resilient and sustainable
- finding charities to donate our goal of £100,000 per year to
- meeting the 10-hour per year employee volunteering target, to be carried out during work hours
- supporting communities to the best of our ability.
- raising awareness of EV Cargo's values.

Delivery of our community engagement strategy is led by our Global Marketing & Communications team, in conjunction with our Delivering Better Champions and our Sustainability Champions, who fundraise and drive this initiative.

To achieve our strategy, we are supporting three types of charities – global, national and regional – for a minimum of three years, to allow us to contribute significant funds and voluntary hours, where requested, on an ongoing basis.

Charities must fall under one or more of the following categories: education, environment, local community, poverty and mental health. To choose each charity, we conducted a survey of all personnel to ascertain which charities are already supported and in what capacity.

The **Global** charity operates on a global scale in alignment with the UN SDGs and EV Cargo's values, providing support to local communities worldwide. We chose UNICEF as our global charity.

The **National** charity operates across key locations in EV Cargo's network, with one charity chosen for the UK and one for the APAC region. Cancer Research UK was chosen as the UK's targeted charity. The APAC teams will focus on the APAC-focused charity.

The **Regional** charities include multiple charities supported on an ad hoc basis by EV Cargo employees, who complete fundraising initiatives in their own time for a charity that is personally important to them.

Sustainability Case Study: Charity Support

EV Cargo's Palletforce has raised more than £130,000 over the last 12 years for a number of important regional charities.

Palletforce is committed to building close relationships with the charities and providing long-term financial support.

A range of fundraising activities at the annual Palletforce MGM, including a raffle and a popular charity auction, sees EV Cargo staff and Palletforce members raise around £15,000 each year with funds distributed to the Midlands Air Ambulance, the Brain Tumour Charity and When You Wish Upon A Star.

Covering an extensive motorway network area, the Midlands Air Ambulance is one



of the longest established and busiest air ambulance organisations in the UK and Palletforce's support has made a significant impact on operations and funded many air ambulance missions.

Fundraising by EV Cargo staff during the year via individual and team activities has also added to the charitable donations for these important organisations.

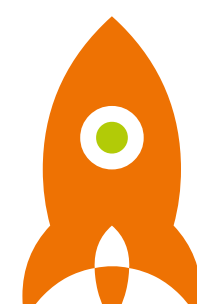
We involve our employees in our fundraising initiatives and encourage them to be more hands-on wherever possible. To meet our donation targets, EV Cargo employees suggested various fundraising ideas, including Christmas raffles, supermarket bag packing, dress down Fridays, bake sales, auctions, walk/run/bike-a-thons, coffee mornings, charity golf days, a virtual lunch hour quiz and more. For each initiative, a Just Giving page is set up for the chosen charity by the Delivering Better Champions.

All fundraisers will feed into the company's goal of donating £100,000 per year.

Examples of initiatives run over 2022:

- Participating in The Mark Edwards charity walk with 15 employees in the UK raising £3,700 over a total of 90 hours
- Spending the day at one of the FareShare depots near our Burton on Trent SuperHub, helping to sort the food going to foodbanks and paying for a photographer for FareShare
- Raising £16,000 for When You Wish Upon a Star and the Midlands Air Ambulance through a raffle and auction organised by our SuperHub team in Burton
- Sponsoring the local Ashby rugby team and organising a litter picking day by employees at our Ashby logistics centre, collecting 16 bags of rubbish from local roadsides.
- Participating in the Rotterdam Harbour Run for charity in the Netherlands featuring a number of employees from our Rotterdam offices
- Sponsoring the Spitex mobile initiative in Switzerland that helps families with disabled children get access to transport
- Collecting spare laptops and monitors in Hong Kong to donate to the Crossroads Foundation, which redistributes goods to NGOs in over 90 countries to help those in need and spent multiple days supporting them

**MACMILLAN
CANCER SUPPORT**



£100,000

EV Cargo's annual charity fundraising goal



with donation sorting

- Organising a beach cleaning day where a dozen employees from our Hong Kong offices cleared rubbish and improved the local environment
- Volunteering for the inaugural Burton Albion Community Trust Brewers 10k run, with EV Cargo as a t-shirt sponsor for the event
- Supplying 320 reusable water bottles and t-shirts to children taking part in the Gloucester Rugby camps,

alongside our local sponsorship programme. These camps include: Train like a Pro, Girls Development Camp and Mixed Under-12s and Under-16s groups to provide a fun and friendly environment to improve rugby skills, with training from experienced community coaches

- Generating other ad hoc charity donations throughout the year including: £1,025 to Macmillan cancer charity; £1,000 to community projects in Ukraine; and £810 to other charities.



Sustainability Case Study: Rebecca Hicks



Rebecca Hicks, previously Southwest General Manager at EV Cargo, rode her mountain bike 500km over five days on a variety of terrains across Malawi, camping each night, on the Ride Malawi Challenge.

Rebecca took part in this incredible journey to raise funds for Transaid, a charity providing driver training,



education and access to emergency first aid across sub-Saharan Africa. The Transaid team helps people transform their lives by enabling access to health care. Rebecca used a JustGiving page to collect donations, which was promoted by EV Cargo across social media. She ended up raising £8,185 from 86 supporters, smashing her £4,000 target!

We also strive to engage stakeholders, especially in the communities where we operate, in a variety of formal and informal settings. These range from meetings with local, regional and national groups to ongoing dialogues with suppliers, partners and consumers across the globe. At an international level, we are actively involved in multi-stakeholder initiatives – such as Global Compact seminars, Smart Freight Logistics Centre meetings,

Global Logistics Emissions Council (GLEC) Framework

trainings and working sessions and the UNFCCC's Conference of the Parties (COP) – to share with the international community best practices, opportunities and challenges in the logistics sector.

Our community engagement initiatives always aim to align our practices with our ethics, values and sustainability targets. We will continue to support local communities into 2023 and beyond, as we are committed to having a positive impact wherever we operate.





GOVERNANCE

We understand that good business ethics create a positive impact on society and contribute to long-term success.

Goals and Governance Structure

Within EV Cargo our Main Board is our highest decision-making governance body, including both executive directors and independent directors who meet quarterly.

Governance Structure

Sitting directly below the Main Board is our Executive Board, comprising only of our executive directors, who meet monthly. Then, sitting below our Executive Board, is our Senior Leadership teams. For the positions and names of those in each of these three governing bodies please see the Our Leadership Team section of this report.

In addition to the governing bodies mentioned above, EV Cargo has the following board committees which meet on a quarterly basis:

- 1. Audit and Risk
- 2. Remuneration and Nomination
- 3. Sustainability
- 4. Capital

Goals

The performance of the board of directors in overseeing the management of EV Cargo’s impacts on the economy, environment and people is evaluated by the Audit and Risk committee.

Target	KPI	2022 result
To continually improve our business ethics	Zero corruption cases	Target achieved
To protect our customer privacy	Zero substantiated complaints concerning customer privacy and losses of customer data. Zero complaints from regulatory bodies concerning customer data.	Target achieved
To comply with national laws on transportation of dangerous goods	Zero cases concerning management of hazardous goods.	Target achieved

Main Board members (Total: 7)	No.	%
By sex		
Men	6	85%
Women	1	15%
Non-binary	0	0%
By age group		
Under 30 years	0	0%
Between 30 and 50 years	1	15%
Over 50 years	6	85%
Executive/independent		
Executive	5	70%
Independent	2	30%



Sustainability Governance Structure

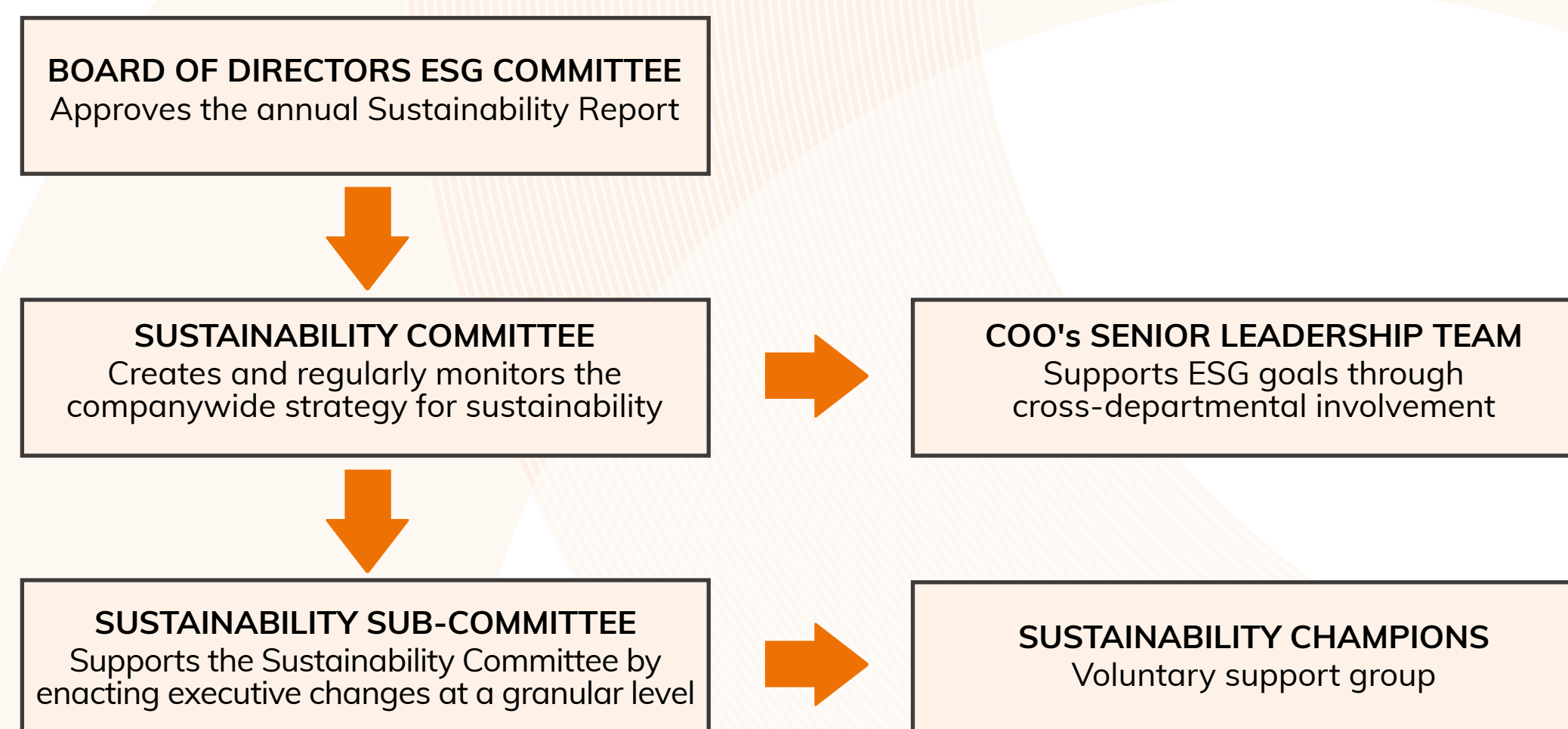
Our Main Board Sustainability Committee is chaired by our Chief Operating Officer and comprises our Chief Strategy Officer, our Chief Sustainability Officer and one of our Independent Non-Executive Directors.

Our Operational Sustainability Committee is also chaired by our COO and is responsible for the execution of our Sustainability Strategy of EV Cargo. It comprises the divisional and global function leaders, who have direct operational responsibility for the areas of the business that have the greatest impact on our Sustainability Strategy. This committee meets monthly and reports to our Executive Board.

Our Chief Sustainability Officer has broad oversight of our sustainability performance, liaising with our local management teams to respond to sustainability-related matters across the business.

The Sustainability Committee consists of various working groups to drive change across our value chain, including the Emissions Reduction Steering Group and the Diversity & Inclusion Steering Group. We also select sustainability champions throughout the business to advance our sustainability strategy and promote fresh thinking. Our Sustainability Champions are engaged and passionate employees that volunteer to drive and embed our sustainability values throughout the business. Democratising our sustainability ownership has proven effective, with several initiatives birthed from our champions, including Women Forward Circle, part of Lean In movement, which seeks to boost female talent and promote gender equality within organisations.

Our Sustainability Champions are engaged and passionate employees that volunteer to drive and embed our sustainability values throughout the business.



To strengthen managerial incentives towards our sustainability strategy, we have aligned compensation to both financial and non-financial performance, including ESG indicators such as emissions reduction.

Data and information contained within EV Cargo sustainability reports is reviewed and approved by both the Operational Sustainability Committee and Main Board Sustainability Committee.

Our Chief Sustainability Officer Dr Virginia Alzina provides technical papers, training opportunities and presentations to advance the knowledge and skills of the members of the Operational Sustainability Committee and the Main Board Sustainability Committee among others.

In 2022 Dr Alzina also chaired several sessions on climate risks and double materiality assessments for EV Cargo.

Risk Management and Compliance

At EV Cargo, we understand that risk management and compliance are essential to business continuity.

As a proportion of the total volume of cargo handled, a very small amount is classified as dangerous goods for industrial and environmental use.

Nevertheless, our staff are well trained in handling hazardous materials ranging from class 1 to class 9, including explosives, radioactive material and metal batteries.

Furthermore, we take the transportation of dangerous goods seriously, so we acquire all the necessary accreditations such as the IATA/IMDG and stay updated with the latest legislation and safety rules to give our stakeholders comfort that we are always implementing best practice.

Our robust procedures for handling dangerous goods resulted in zero compliance issues and monetary fines in 2022. We will continue to review our processes for handling hazardous materials.

Our robust procedures for handling dangerous goods resulted in zero compliance issues and monetary fines in 2022.

Business Ethics

We understand that having good business ethics is not only the right thing to do, but also creates a positive impact on society and contributes to long-term success.

We have a comprehensive Code of Conduct that outlines the company's expectations for ethical conduct from all employees, suppliers and partners, including matters such as anti-bribery and corruption, conflict of interest, fair competition, confidentiality, data protection and respect for human rights.

In 2022, we had no legal actions regarding anti-competitive behaviour or violations of anti-trust or monopoly legislation.

Moreover, critical concerns are communicated to governance bodies through board calls.

In 2022, there were zero critical concerns communicated to the board.

We strive to operate in a transparent and ethical manner, to build trust and confidence amongst our stakeholders.



Responsible Business, Labour Standards & Human Rights

As a global operator in logistics, we are continually working to identify and mitigate risks of unethical conduct, both in our operations and supply chain.

As a signatory of the UN Global Compact (UNGC), we have aligned our strategy and operations with universal principles on human rights, labour, environment and anti-corruption and we have committed to take action that advances societal goals.

We are working to ensure that our operations do not lead to any breaches of human rights and that the partners we choose to work with hold the same values.

Our Ethical Trade Policy sets out the standards and principles which must be upheld by our employees, suppliers and contractors and based on principles 1, 2, 3, 4, 5 and 6 of the UNGC, ETI Base Code and Global Reporting Initiative (GRI).

We monitor internal compliance with the policy through both internal and external auditing for all business units, carried out by our Ethical Trade Manager and third parties where appropriate.

Additionally, we have an Ethics & Compliance Committee

in place to provide oversight on all ethical and social responsibility matters. Our Supplier Code of Conduct for our Global Forwarding business further iterates the requirements of our global partners to uphold human and labour rights of those working in our supply chain.

We operate a strict process where all third parties are subject to due diligence checks; this applies to new third parties at the onboarding stage and to existing third parties throughout the duration of the business relationship.

Within our global supply chain, there are 13 countries that we have identified as higher risk for child and forced labour, specifically within sub-contractor labour and agency workers.

Where we had previously focussed on auditing key suppliers in these regions, in 2022, we expanded our audit programme to cover all partners.

Through a combination of desk-based and in-person auditing, our agents and supplier partners are assessed against our code of conduct.

Given the nature of our sector, we believe it is important for employees to have a strong sense of awareness and



Sustainability Spotlight: UN Global Compact Academy

Through our participation in the UN Global Compact, we have access to the UN Global Compact Academy, which offers both live and on-demand sessions and courses covering a variety of sustainability topics.

Through this platform, employees from across our business have accessed 36 unique courses, from climate change and water scarcity to human rights, due diligence in supply chains and access to remedy - engaging in over 90 hours of voluntary training and upskilling in sustainability and human rights.

understanding of the signs of modern slavery, to ensure any issues can be identified and reported should they occur in any part of our business or supply chain. We provide training to all new starters on modern slavery, with yearly refresher training for all employees required as part of our training suite.

We believe it is important for employees to have a strong sense of awareness and understanding of the signs of modern slavery.

Whistleblowing and Grievance Mechanism

EV Cargo provides a safe and confidential whistleblowing procedure for both employees and external stakeholders to raise any improprieties or non-compliances with regulation or our own policies.

The Hotline System, managed by the independent third-party, allows reports to be lodged either online or through a direct access number.

Issues raised through the Hotline System may relate to:

- Violation of any applicable laws and regulations, or violation of EV Cargo's internal policies and procedures
- Bribery, corruption, conflict of interest or anti-competitive practices
- Financial fraud or mismanagement
- Discrimination or victimisation, harassment, unethical behaviour
- Abuse or theft of EV Cargo's resources and assets
- Danger to health and safety, criminal activity, damage to the environment.

In 2022 we introduced a new Navex whistleblowing system in the UK and are planning on a global rollout in 2023.

Conflict of Interest

Our policy strictly prohibits any staff member from engaging in any commercial transactions between EV Cargo and a supplier or customer in which they have

We are proud to report that there have been no confirmed instances of corruption within our organisation, no employees dismissed or disciplined for engaging in corruption, nor any legal cases brought against our company or staff regarding corruption.

a direct or indirect personal interest, be it financial or otherwise.

The only exception is when the transaction is conducted on an arm's length basis.

In cases where a potential conflict of interest is identified, our people are obliged to report immediately to a senior manager within the company.

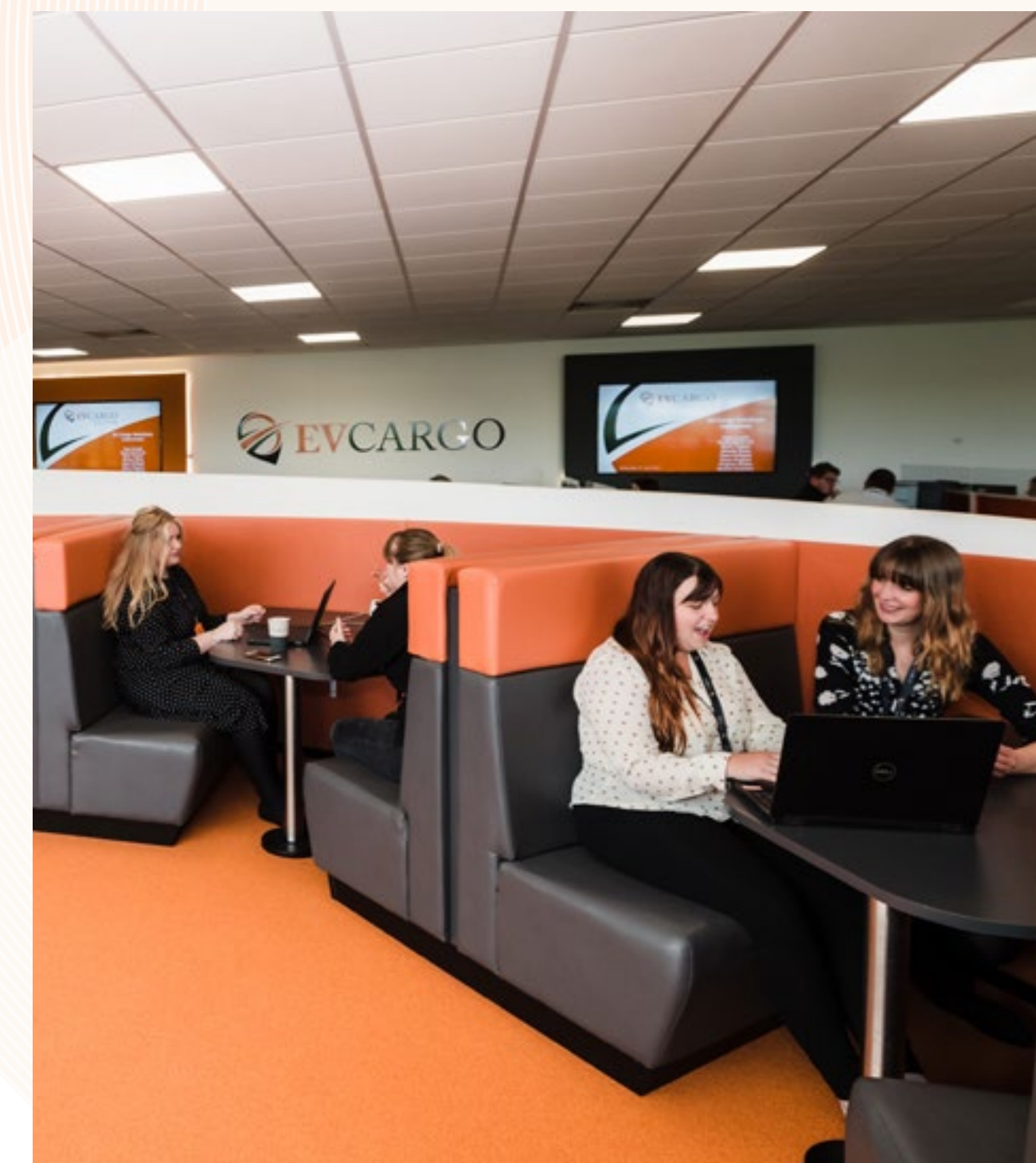
Any potential conflicts of interest are also discussed during board meetings and documented in board minutes for proper documentation.

Anti-bribery and Corruption

At EV Cargo, we maintain a strict policy of zero-tolerance towards bribery and corruption.

We always adhere to the relevant anti-bribery and corruption legislation, recognising that bribery can manifest in various forms, such as gifts, travel, entertainment, or any other undue advantage.

Our company is committed to refraining from engaging in any form of active or passive bribery and strictly prohibits our employees from participating in such activities. To reinforce this policy, our administration staff are required to complete training in criminal finances and preventing bribery in business every 12 months.



We are proud to report that there have been no confirmed instances of corruption within our organisation, no employees dismissed or disciplined for engaging in corruption, nor any legal cases brought against our company or staff regarding corruption.

Data Privacy and Security

At EV Cargo, we place a premium on safeguarding the privacy and personal data of our employees and clients. It is mandatory for all our staff to uphold the privacy and confidentiality of customers' personal data. Cybersecurity ensures that we maintain confidentiality, integrity and availability.

The recent recruitment of our Data Protection Officer has meant that the emphasis on data privacy has been elevated, working closely with the cybersecurity team.

The cybersecurity team regularly identifies and manages IT risk and cyber threats to the business through qualitative continuous assessment and identification and adoption of robust cybersecurity countermeasures and controls.

We regularly conduct global threat analysis and ensure that appropriate communication is maintained with our employees to guarantee they are kept abreast of the current threat landscape, making them acutely aware of such things as phishing attacks and the importance of data privacy.

We are pleased to announce that, except for one division, all our divisions obtained Cyber Essentials Plus certification in the previous year.



A Data Protection Officer has increased our emphasis on data privacy



We regularly conduct global threat analysis



Additionally, our administrative employees are required to undergo regular training courses, including introduction to GDPR and cybersecurity, which must be renewed every 12 months.

Our journey into minimising data retention has begun and our policies and controls are reducing the risk of exposure to data exfiltration and regulatory non-compliance.

We recognise that data privacy and security are central to both our and our customers' supply chains and the

continued success of our businesses. We evaluate potential suppliers for weaknesses and opportunities for exposure and only work with those that meet our standards.

In return, we are developing appropriate technical measures and policies to protect our customers' and suppliers' data.

We aim to minimise the environmental impact of our own and our customers' operations and aim to work with IT suppliers that share our values.



VALUE CREATION

Our company vision is to transform logistics into a technology industry.

Value Creation

EV Cargo is transforming the effectiveness and sustainability of its operating model and customer proposition through the targeted use of technology and process innovation to reduce waste and increase operational efficiency.

	KPI
Technological innovation / innovative solutions	Increase innovative approaches / solutions that help customers reduce their costs and greenhouse gas emissions.

Our vision is to transform logistics into a technology industry and the ongoing development of ONE EV Cargo, our proprietary technology stack, means we continue to deliver technology-enabled innovation on behalf of both our customers and our people, as well as the wider community.

Process and systems innovation helps us to continuously optimise our planning and routing decisions and modal selections, ultimately enabling us to move more freight for less in terms of the resources we consume and the emissions we generate.

Our innovation mindset also helps us to harness emerging technologies such as low or zero-emission vehicles and low or zero-emission fuels, both for our own fleet operations but also by influencing the behaviours and investment decisions of the many third-party air, ocean and road carriers whom we rely upon every day to move our customers' shipments.

Finally, our harnessing of technological innovation also helps our people to be more effective and sustainable in their everyday work.

With better and more detailed real-time performance data and measurement our truck drivers are learning how to become more fuel efficient in their driving style and our warehouse operatives are incentivised to be more efficient, requiring less equipment and using less energy.



Our Partnership Working

EV Cargo works with leading businesses to make their distribution more sustainable

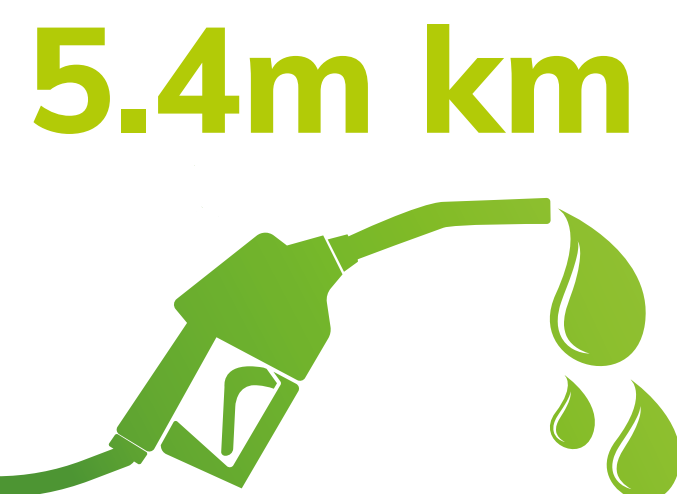


AB InBev

We are committed to reducing our emissions using sustainable fuels.

In 2022, we started using Hydrotreated Vegetable Oil (HVO) as a sustainable fuel replacement for traditional road diesel for Budweiser Brewing Group UK&I, part of AB InBev, for whom we operate a large semi-dedicated fleet of trucks serving their UK breweries. The use of HVO fuel cut emissions from the diesel it replaced by over 90% in the fleet operating on behalf of AB InBev.

Our partnership with AB InBev recently won the Best Logistics and Supply Chain Green Initiative award at The Drinks Business Green Awards.



5.4m delivery kilometres were switched from diesel to HVO due to the partnership with AB InBev

EV Scope: Palletforce's CO₂e Calculator

We are committed to continually strengthening the measurement and reduction of emissions both for ourselves and for our customers.

In 2022, EV Cargo launched EV Scope, a cutting-edge emissions monitoring tool that has been initially deployed in Palletforce, our UK and European LTL road freight network.

It is the first of its kind in the UK pallet network sector, uniquely enabling real-time emissions reporting for every individual consignment handled through the network.

EV Scope provides detailed information on carbon dioxide equivalent (CO₂e), nitrogen oxides (NO_x), sulphur dioxide (SO₂), and particulate matter (PM₁₀) emissions based on the specific characteristics of every shipment, including weight and size, distance and routing.

As well as enabling our Palletforce members to understand, report and optimise their own emissions, it



also enables them to provide their ultimate customers with detailed data and reporting on their scope 3 emissions.

EV Scope and its powerful reporting and analytics functionality are accessed through EV Alliance, our proprietary LTL road freight operating system that is used by all Palletforce members and is an integral part of ONE EV Cargo, our overall technology platform.



The Park

We are committed to reducing our emissions through the deployment of new technologies including electric vehicles.

EV Cargo operates the UK FMCG industry’s first all-electric, zero-emission HGV as part of a significant sustainability partnership with The Park, Europe’s largest wine packaging business, supplying around 25% of all wine sold in the UK to customers such as Tesco, Sainsbury’s, Asda and Aldi.

The partnership with EV Cargo to use one of the UK’s first electric, zero-emission HGVs will reduce the company’s carbon footprint by saving a forecasted 17,500 litres of diesel per year and 47,347 kg/CO₂e, including 651 kg/N₂O, among other air pollutants.¹⁰

The DAF CF Electric 4x2 tractor unit being operated by The Park and EV Cargo is one of the first zero-emission trucks to enter the market.

At the heart of the vehicle is a 210 kW (240 kW peak power) electric motor, giving the vehicle a range of up to 250km, depending on the application, driving circumstances and load.

With smart journey planning and interim battery charging during loading and unloading, the vehicle can be used in operation 24/7.

Discover more: <https://bit.ly/3yMznqk>
Sustainability commitment: <https://bit.ly/3xvUUBt>

¹⁰ Calculated using DEFRA 2022 for diesel and N₂O conversion.



On Demand Warehousing makes setting up short-term warehousing easy



A simple and easy option, with benefits for all



Add value to partners and customer through a hands-on managed service



Combine multiple opportunities for long-term revenue streams for partners



On Demand Warehousing

We are committed to maximising the use and utilisation of existing third-party assets and resources wherever possible when developing logistics solutions for our customers.

A great example of innovation in this regard is On Demand Warehousing, our new service that uses EV Store, a proprietary application within our integrated technology platform ONE EV Cargo, to harness and manage the available empty warehouse space across a community of over 60 UK third-party logistics providers to service the storage and fulfilment needs of many of our customers.

By better using the available empty space within the industry, we are utilising existing buildings and energy consumption that would have otherwise gone to waste, while at the same time avoiding adding additional energy use and associated emissions from new buildings.

For our customers, we provide a seamless managed service with full transparency and order and inventory tracking through EV Store.

| Appendix: GRI Index

Statement of use	EV Cargo Ltd has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	–

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details.	About EV Cargo. p6	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2 Entities included in the organisation's sustainability reporting.	About EV Cargo. p6			
	2-3 Reporting period, frequency and contact point.	Contents. About this report. p2			
	2-4 Restatements of information.	2021 Carbon emissions updated from previous year's report. p26			
	2-5 External assurance.	Appendix p70.			
	2-6 Activities, value chain and other business relationships.	About EV Cargo. p6			
	2-7 Employees.	People & Communities. p35-53			
	2-8 Workers who are not employees.	–	Yes.	Not applicable.	
	2-9 Governance structure and composition.	Governance. p54-56			
	2-10 Nomination and selection of the highest governance body.	–	Yes.	Information unavailable/incomplete.	

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
	2-11 Chair of the highest governance body.	Governance. p55			
	2-12 Role of the highest governance body in overseeing the management of impacts.	Governance. p55-56 The Statutory Board oversee all Sustainability topics.			
	2-13 Delegation of responsibility for managing impacts.	Governance; 'Sustainability Governance Structure'. p55-56			
	2-14 Role of the highest governance body in sustainability reporting.	Governance. p55-56			
	2-15 Conflicts of interest.	Governance. p59			
	2-16 Communication of critical concerns.	Governance. p59			
	2-17 Collective knowledge of the highest governance body.	Governance. p55-56 Our Chief Sustainability Officer provides technical papers, training opportunities and presentations to advance the knowledge and skills of the members of the Sustainability Committee and the ESG Committee of the Board among others.			
	2-18 Evaluation of the performance of the highest governance body.	Evaluation undertaken through board committee in charge of Audit and Risk.		Confidentiality constraints.	Undisclosed whether the evaluations are independent or not, and the frequency of the evaluations.
	2-19 Remuneration policies.	–	Yes.	Information unavailable/incomplete.	
	2-20 Process to determine remuneration.	–	Yes.	Information unavailable/incomplete.	

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
	2-21 Annual total compensation ratio.	–	Yes.	Information unavailable/incomplete.	
	2-22 Statement on sustainable development strategy.	Welcome From Our Founder, Chairman & CEO' and 'Approach to ESG strategy'. p3-4			
	2-23 Policy commitments.	Our Planet People & Communities. p17-53			
	2-24 Embedding policy commitments.	Our Planet. People & Communities. p17-53			
	2-25 Processes to remediate negative impacts.	Governance; Whistleblowing and Grievance Mechanism. p59			
	2-26 Mechanisms for seeking advice and raising concerns.	Governance; Whistleblowing and Grievance Mechanism. p59			
	2-27 Compliance with laws and regulations.	Governance. p54-60			
	2-28 Membership associations.	Approach to Sustainability Strategy. p11-12			
	2-29 Approach to stakeholder engagement.	Approach to Sustainability Strategy. p11-12			
	2-30 Collective bargaining agreements.	–	Yes.	Information unavailable/incomplete.	
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics.	Approach to Sustainability Strategy. p11-12	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	3-2 List of material topics.	Approach to Sustainability Strategy. p11-12			
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics.	–	Yes.	Information unavailable/incomplete.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed.	–	Yes.	Information unavailable/incomplete.	Due to audit, financial information not available at time of publishing report. To be published in annual report.
	201-2 Financial implications and other risks and opportunities due to climate change.	–	Yes.	Information unavailable/incomplete.	EV Cargo plans to complete TCFD analysis in future reports to satisfy this more fully.
	201-3 Defined benefit plan obligations and other retirement plans.	–	Yes.	Information unavailable/incomplete.	
	201-4 Financial assistance received from government.	–	Yes.	Information unavailable/incomplete.	

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics.	Governance; 'Anti bribery and corruption'. p59			
	205-1 Operations assessed for risks related to corruption.	Governance; 'Anti bribery and corruption'. p59			
	205-2 Communication and training about anti- corruption policies and procedures.	Governance; 'Anti bribery and corruption'. p59			
	205-3 Confirmed incidents of corruption and actions taken.	Governance; 'Anti bribery and corruption'. p59			
Anti-competitive behaviour					
GRI 206: Anti- competitive Behaviour 2016	206-1 Legal actions for anti-competitive behav- iour, anti-trust, and mo- nopoly practices.	Governance; 'Business ethics'. p57			
Energy					
GRI 302: Energy 2016	302-1 Energy consumption within the organisation.	Our Planet. p17-34			
	302-2 Energy consumption outside of the organisation.	–	Yes.	Not applicable.	
	302-3 Energy intensity.	–	Yes.	Information unavailable/ incomplete.	
	302-4 Reduction of energy consumption.	Our Planet. p17-34			
	302-5 Reductions in energy requirements of products and services.	Our Planet. p17-34			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics.				
	305-1 Direct (scope 1) GHG emissions.	Our Planet. p17-34			
	305-2 Energy indirect (scope 2) GHG emissions.	Our Planet. p17-34			

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
	305-3 Other indirect (scope 3) GHG emissions.	Our Planet. p17-34			
	305-4 GHG emissions intensity.	Our Planet. p17-34			
	305-5 Reduction of GHG emissions.	Our Planet. p17-34			
	305-6 Emissions of ozone-depleting sub- stances (ODS).	Our Planet. p17-34			
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other signifi- cant air emissions	Our Planet. p17-34			
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics.	Governance; Responsible Business, Labour Standards & Human Rights. p58			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria.	–	Yes.	Information unavailable/ incomplete.	
	308-2 Negative environ- mental impacts in the supply chain and actions taken.	–	Yes.	Information unavailable/ incomplete.	
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics.	People & Communities; Employees. p37			
	401-1 New employee hires and employee turnover.	People & Communities; Employees. p37			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees.	–	Yes.	Information unavailable/ incomplete.	Varies by region.
	401-3 Parental leave.	–	Yes.	Information unavailable/ incomplete.	Varies by region.
Occupational health and safety					
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics.	People & Communities; Health, Safety and Security. p47-48			
	403-1 Occupational health and safety management system.	People & Communities; Health, Safety and Security. p47-48			
	403-2 Hazard identification, risk assessment, and incident investigation.	People & Communities; Health, Safety and Security. p47-48			

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
	403-3 Occupational health services.	People & Communities; Health, Safety and Security. p47-48			
	403-4 Worker participation, consultation, and communication on occupational health and safety.	People & Communities; Health, Safety and Security. p47-48			
	403-5 Worker training on occupational health and safety.	People & Communities; Health, Safety and Security. p47-48			
	403-6 Promotion of worker health.	People & Communities; Health, Safety and Security. p47-48			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	People & Communities; Health, Safety and Security. p47-48			
	403-8 Workers covered by an occupational health and safety management system.	i. variable - 100% = ii. All workers including agency/ temporary/contractors who carry out work within the workplace are included within hazard identification / risk assessments whereby relevant control measures are subject to internal audit. iii. OH&S MS is not yet subject to external audit. Numbers provided above represent UK operations only. Rest of world/APAC information varies by country. p47-49			
	403-9 Work-related injuries.	People & Communities; Health, Safety and Security. p47-48			
	403-10 Work-related ill health.	–	Yes	Information unavailable/ incomplete	Data not currently collected, to collect in 2023
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics.	People & Communities; Recruitment, Training, and Development. p44-46			
	404-1 Average hours of training per year per employee.	People & Communities; Recruitment, Training, and Development. p44-46			
	404-2 Programmes for upgrading employee skills and transition assistance programmes.	People & Communities; Recruitment, Training, and Development. p44-46			

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
	404-3 Percentage of employees receiving regular performance and career development reviews	–	Yes	Information unavailable/incomplete	
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Our People & Communities. p41, p48			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People & Communities; Diversity, Equity, and Inclusion Governance. p40-43			
	405-2 Ratio of basic salary and remuneration of women to men	–	Yes	Information unavailable/incomplete	Gender pay gap reporting is currently limited to two divisions of the business, but we are hoping to have enough data by mid-2023 to begin reporting progress to the Board monthly to bridge the gap Non-discrimination
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	People & Communities. p41, p48			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	People & Communities; Diversity, Equity, and Inclusion. p40-43			
Child labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance; Responsible Business, Labour Standards & Human Rights.			

GRI standard/ other source	Disclosure	Location	Omission		
			Requirements omitted	Reason	Explanation
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Governance; Responsible Business, Labour Standards & Human Rights.			
Forced or compulsory labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance; Responsible Business, Labour Standards & Human Rights. p58			
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Governance; Responsible Business, Labour Standards & Human Rights. p58			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance; Data privacy and security. p60			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance; Data privacy and security. p60			

Appendix: SASB Index

Road transportation

Topic	Category & Code	Accounting Metric	Unit	2022 EV Cargo Response
Greenhouse Gas Emissions	Quantitative TR-RO-110a.1	Gross global scope 1 emissions.	Metric tons (t) tCO ₂ -eq	46,726 tCO ₂ e
	Discussion and Analysis TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.		Refer to Our Planet and Value Creation
	Quantitative TR-RO-110a.3	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable.	Gigajoules, percentage	(1)720,882 GJ (2) 0.43% (3)1.14%
Air Quality	Quantitative TR-RO-120a.1	Air emissions of the following pollutants: (1) NO _x (2) SO _x , and (3) particulate matter (PM ₁₀).	Metric tons (t)	(1) 214.8 t (2) 0.21 t (3) 3.5 t
Driver Working Conditions	Quantitative TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) Fatality rate for (a) direct employees and (b) contract employees.	Rate	Data unavailable
	Quantitative TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees.	Rate	14%
	Discussion and Analysis TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks.	–	Refer to People & Communities – Health, Safety and Security
Accident & Safety Management	Quantitative TR-RO-540a.1	Number of road accidents and incidents.	Number	188
	Quantitative TR-RO-540a.2	Safety Measurement System. BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/ Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance.	Percentile	Unavailable
	Quantitative TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment.	Number , Cubic meters (m ³)	3 spills. 6 m ³ aggregate volume

External Assurance



WHEN TRUST MATTERS

Independent Assurance Statement

EV Cargo Ltd (“EV Cargo”) commissioned DNV Business Assurance France SARL (“DNV”, “we”, or “us”) to undertake independent assurance of a sub-set of the information disclosed in the company’s Sustainability Report (the “Report”) for the year ended 31st December 2022.

Scope and approach

We performed our work referring to DNV’s assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice including the International Standard on Assurance Engagements 3000 - Revised (“ISAE 3000”), and the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards.

We evaluated the Report for adherence to the sub-sets of GRI disclosures related to Energy and Emissions, namely GRI 302 and GRI 305 respectively.

Performance data and information

The scope of our work and this assurance statement cover the following 2022 disclosures (“Performance data and information”) from the Report:

Performance data:			
Energy:			
<ul style="list-style-type: none">• GRI 302-1 Energy consumption within the organization• GRI 302-2 Energy consumption outside of the organization• GRI 302-3 Energy intensity			<ul style="list-style-type: none">• GRI 302-4 Reduction of energy consumption
			<ul style="list-style-type: none">• GRI 302-5 GRI 302-2 Energy consumption outside of the organization
Emissions:			
<ul style="list-style-type: none">• GRI 305-1 Direct (Scope 1) GHG emissions• GRI 305-2 Energy indirect (Scope 2) GHG emissions• GRI 305-3 Other indirect (Scope 3) GHG emissions			<ul style="list-style-type: none">• GRI 305-4 GHG emissions intensity
			<ul style="list-style-type: none">• GRI 305-5 Reduction of GHG emissions
			<ul style="list-style-type: none">• GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

It is noted that the scope of our work was reduced this year as GRI disclosures about Equality and Inclusions related data were not reviewed. We evaluated the Performance data and information using the GRI 1 Reporting Principles for defining report quality and proper presentation of the reported information (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability) together with EV Cargo’s data protocols for how the data are measured, recorded and reported. The review of any data from prior years is not within the scope of our work (this includes any data in scope in previous years that has been re-stated).

Responsibilities of EV Cargo and of the assurance providers

EV Cargo has sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of EV Cargo; however, our statement represents our independent opinion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

DNV’s assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Level of assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our Assurance Opinion. We are providing a ‘limited level’ of assurance. A ‘reasonable level’ of assurance would have required additional work at Group and Site level to gain further evidence to support the basis of our Assurance Opinion as well as a larger scope of work.



WHEN TRUST MATTERS

Basis of our opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Group level. We undertook the following activities:

- Review of information provided to us by EV Cargo on its reporting and management processes relating to the GRI 1 reporting principles and the reviewed GRI disclosures;
- Interviews with selected topic owners and senior managers responsible for management of sustainability issues and review of selected evidence to support issues discussed;
- Remote site audits of Bardon (EV Cargo Global Forwarding), and Thatcham and Moreton Valance (EV Cargo – Downton Logistics/solutions) to review process and systems for preparing site level sustainability data. We chose the sites based on their contribution to Energy and Emissions KPIs disclosed in EV Cargo’s Sustainability Report;
- Review of supporting evidence for key claims in the Report. Our checking processes were prioritised according to materiality, and we based our prioritisation on the materiality of issues at Group level;
- Review of the processes for gathering and consolidating the selected Performance data and, for a sample, checking the data consolidation.

Our Opinion:

- In terms of quality of the Performance data and information, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate.
- The report was made in reference to GRI 1 Principles of reporting accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.
- Disclosures about GRI 302 and 305 were done accordingly to GRI requirements.

Independence

DNV’s established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with EV Cargo.

DNV

DNV, a global provider of risk management services including certification, verification, assessment and training services, helping customers achieve sustainable business performance. www.dnv.com

For and on behalf of DNV Business Assurance France SARL
Paris, France
29th August 2023

Johan Corbeau
Lead Assessor

Alessia Segalini
Reviewer