



HUB logistics
Sustainability report
2023



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Responsibility requires commitment from each of us

The focus areas we set for the strategy period 2022–2025 are digitization and technologies, service development and new innovations, sustainability, and organizational development. We have advanced the strategy as planned and focused on promoting the most important themes.

I am proud of how our staff innovates and fearlessly tests various solutions. A good example of realizing HUB's vision was the cobot testing in collaboration with Metropolia University of Applied Sciences. I also appreciate how the implementation of forklift automation was handled in our logistics center – it was a significant strategic investment in digitalization.

I want to emphasize the importance of sustainability, which is a rising theme in all areas of responsibility, whether it's economic, social, or environmental responsibility.

Last year, we made a significant leap in our sustainability efforts. We developed and implemented a comprehensive sustainability program, and sustainability has been tightly integrated into our strategic operations. I am pleased with how smoothly our strategy has merged into our daily work. The discussions we had with our employees about the focus areas of the strategy at each location have certainly promoted the understanding of sustainability themes in our organization.

Sustainability requires commitment from each of us. It is evident in our daily choices, from procurement and material selection to emission reduction. It is also part of our corporate culture, where we value each other, develop our skills, and ensure workplace safety.

A thriving and motivated workforce are at the heart of our operations as per the strategy. We invest in the training and development of our staff, especially in leadership training. The six-month leadership training reached a wide range of team leaders and managers, providing them with new skills and tools for their daily leadership roles.

We are committed to the goals of sustainable development and act as a reliable employer and partner in the logistics chain. We have chosen six themes from the United Nations Sustainable Development Goals that we especially focus on.

The first phase of our sustainability program is now complete, and we have defined measures to achieve our goals. Sustainability work is ongoing, and our goals and measures will evolve as our work progresses. I firmly believe that our sustainability program guides us to make sustainable and responsible choices every day.

Joni Sundelin
CEO





HUB logistics as a company



HUB logistics as a company

- A privately owned Finnish logistics service company
- Established in 1992
- The operational parent company of the HUB logistics Group is HUB logistics Finland Ltd.
- Subsidiaries include HUB logistics Packaging Ltd, HUB Logistics Services Ltd, HUB logistics 3PL Ltd, and HUB logistics Handling Ltd
- Business areas: Internal logistics services, warehousing services, wooden packaging services
- Industries we serve: Technology and engineering industry, retail and wholesale, public administration, importation
- We operate in eleven locations. Our headquarters is located in Vantaa.

KEY FIGURES FOR THE YEAR 2023

REVENUE
33.7 M €

AVERAGE NUMBER
OF EMPLOYEES
360

PEOPLE POWER INDEX
62.7

CUSTOMER
SATISFACTION (NPS)
41.6

PEOPLE POWER RATING
A+



Our operations are guided by the quality management system ISO9001 and the environmental management system ISO14001

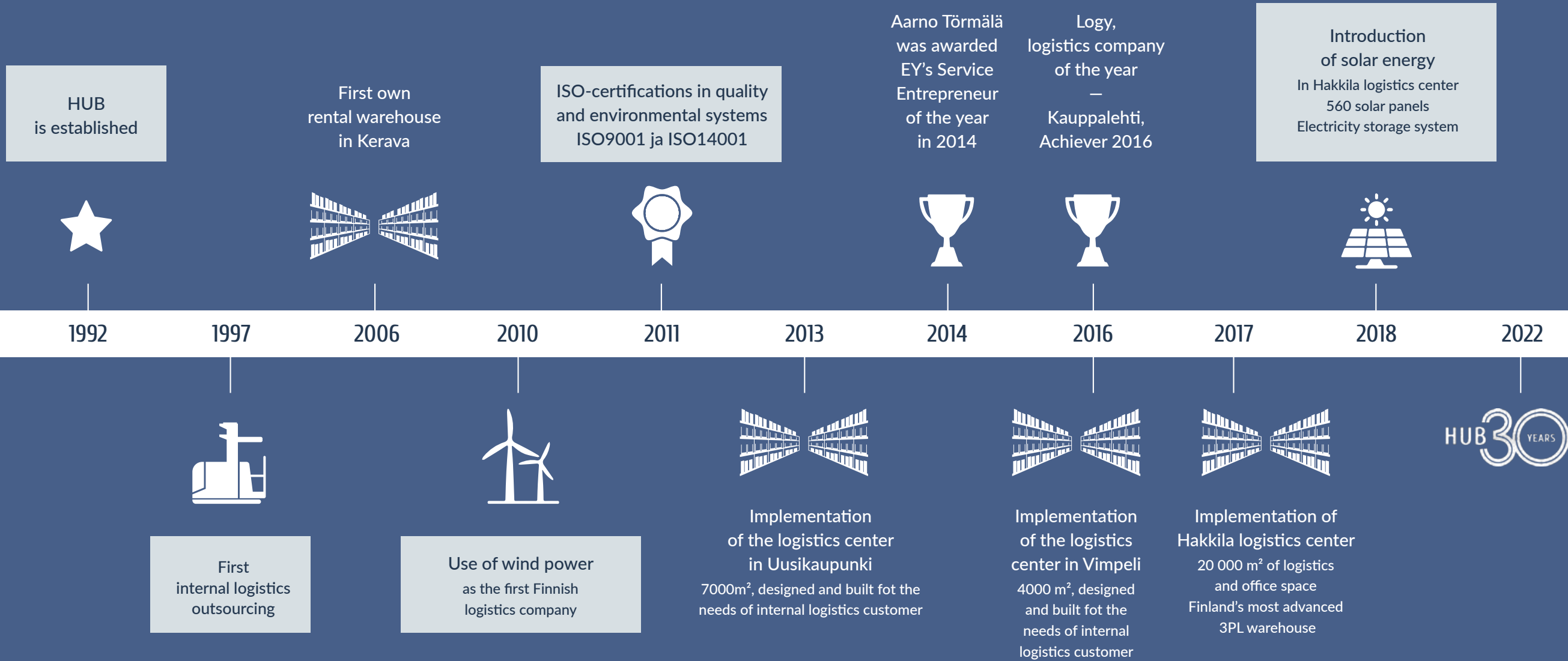
CERTIFIED
ISO 9001
ISO 14001



OPERATIONS IN 11 LOCATIONS

Vantaa, Hyvinkää, Hämeenlinna, Järvenpää, Kotka, Lahti, Naantali, Riihimäki, Tampere, Vimpeli & Turku





Vision, mission and our values

Our mission is to transform logistics with new service innovations. Our vision is to be the fastest-growing and evolving logistics partner in information and material flow management.

OUR VALUES

Active development:

We develop as one team. We create solutions together with our customers and partners and celebrate achievements together.

APPRECIATION

We value our work and each other. We respect all roles, support diversity and foster inclusivity.

OPERATIONAL MINDSET

We understand our operating environment and recognize the importance of each individual task as part of the whole.

CUSTOMER ORIENTATION

We are committed to our customers' success. We focus on the customer experience and approach the surrounding world with curiosity.



ACTIVE
DEVELOPMENT



OPERATIONAL
MINDSET



APPRECIATION



CUSTOMER
ORIENTATION



Focus areas for the strategy period 2022–2025

The focal points set for the strategy period 2022–2025 are digitization and technologies, service development and new innovations, sustainability, and organizational development. Sustainability is an important theme for us across all areas of responsibility (financial, social, environmental work). Sustainability was added as one of the focal points for our strategy period in 2023. Responsible operations extend strongly to all areas of our strategic work, supporting and strengthening our operations.

Investing in digitization helps us make faster decisions, increases transparency in our operations and improves the usability of information through advanced reporting.

Organizational development at the core of strategic work includes developing a common organizational structure and leadership, enhancing employee skills, and addressing various aspects of the employment life cycle.

When discussing service development and innovation, the strategic work includes just in time deliveries, identifying and developing value-added services, and mobile development.

STRATEGIC WORK IN 2023

Throughout the year 2023, emphasis was placed on developing unified operational practices and leadership culture within the organization. Continuous supervisor training, implementation of a time tracking

system across all our locations, standardized shift planning model, expansion of dialogue culture, career path model, and onboarding improvement at the group level were all part of the unified Human Resource Development (HRD) model.

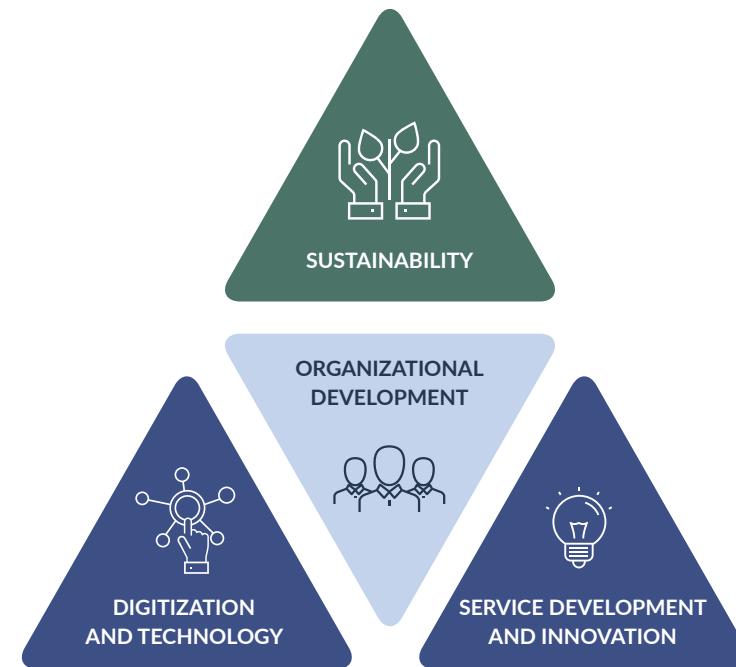
Included in our unified operational models and management system are daily management practices and joint meetings at both the group and site levels. Monthly briefings for Site Managers and other key personnel provide a channel for discussing current issues. Managerial meetings, initiated at the beginning of 2023, gather the executive team and Site Managers once a quarter to discuss predetermined themes such as finance, communications and QHSE.

Investments in forklift automation at the Vantaa logistics center, a data management project, and production control development using an enterprise resource planning (ERP) system were all significant strategic choices in the field of digitization.

In the area of wooden packaging services, service development was achieved by creating a supplementary service concept. The main idea is to offer customers a comprehensive wooden packaging service, where we take care of refilling the wooden packaging automatically by monitoring the quantity of packaging and delivering more products to the customer's warehouse.

In the development of internal logistics services, a comprehensive approach to set picking was adopted at the new logistics center in Kotka. Similarly, the set model solidified its position as a key service offering at the Lahti Central Hospital.

As an additional value-added service for our customers, we developed a CO2 transaction calculator, which allows us to calculate carbon dioxide emissions on a transaction-by-transaction basis.



SUSTAINABILITY WAS ELEVATED AS ONE OF THE STRATEGIC FOCUS AREAS DURING THE YEAR 2023.



CASE STUDY: COBOT TESTING AT THE LOGISTICS CENTER AS PART OF THE BIG FLASH -PROJECT

Metropolia University of Applied Sciences' Big Flash project aims to enhance the competitiveness and vitality of businesses by promoting the adoption of emerging technologies. The project offers companies the opportunity to test new technological solutions through practical experiments. As part of the project, an investigation was conducted to determine whether a cobot would be suitable for one of the packaging operations at HUB logistics' Vantaa logistics center.

The goal of the Big Flash project is to increase collaboration between companies and educational institutions. It brings together companies that need to develop their operations using modern technology and an educational institution that provides the resources for the necessary investigations.

Responsible for the project at HUB logistics was Development Director Anssi Tura. According to him, participation in the project supports HUB's strategy, with a focus on digitalization and technologies.

"Our goal is to actively seek new solutions and technologies and develop our operations. Through the project, we were able to investigate whether a cobot would be suitable for the selected packaging operation at our logistics center," said Anssi Tura.

As a result of the project, HUB logistics gained a comprehensive understanding of how to approach the procurement of a collaborative robot and conducted a survey of Finnish collaborative robot integrators. The outcome was a concept demonstrating how the YuMi cobot performs the initial stages of packaging tasks and an analysis of the potential time savings achievable through cobot procurement.

Anssi Tura sees potential in cobots for the future:

"The project was extremely useful for us. Even though the cobot was not suitable for the task being tested, it does not mean that cobots could not be seen at the Vantaa logistics center or another location in the future. When acquiring cobots, it is important to be careful and assess their suitability and profitability. Based on this investigation, we can better consider areas for improvement and the technologies to be used".

CASE STUDY: WOODEN PACKAGING DAY GATHERS UNIT LEADERS TO EXCHANGE IDEAS

A joint wooden packaging day brought together unit leaders, supervisors, and experts from wooden packaging units to Riihimäki to exchange ideas and brainstorm on the development of wooden packaging business. The first-of-its-kind wooden packaging day was attended by eleven employees from Kotka, Tampere, and Riihimäki.

The aim of the day was to learn from other units, build a support network, and standardize operating procedures. In line with the strategy, in 2023, we examined leadership and operating models. The wooden packaging day is an example of how we seek unified operating models and knowledge sharing in our business operations. The wooden packaging day will be held semi-annually in the future, making active communication and brainstorming part of the business calendar.

"In many units, challenges and problem situations have been solved admirably, and practical practices have been found. Active networking between units and sharing of best practices and ideas significantly advances our operations."

– Mikko Heinilä, Business Director

"During the day, we were able to share expertise mutually. Events like the wooden packaging day help in standardizing operating procedures and sharing of best practices for use in units. The day was successful overall, and at the end of the day, we gathered many good ideas on how we can develop the operations of Tampere's packaging unit."

– Mika Seppä, Supervisor, Tampere wooden packaging services



Strategic roadshow reaches employees comprehensive

Similar to 2022, we organized a comprehensive strategic roadshow across the entire company. The tour, comprising eight locations and 15 events, reached employees comprehensively in all our branches.

The main focus of the strategic roadshow was on customer collaboration, and our customers had the opportunity to share their own operations, goals, and perspectives. Together, we pondered how our work supports the customer – how we are an essential part of the customer's processes and entirety.

"It is important to us that all employees at different organizational levels know the direction we are heading and what goals we are working towards. The purpose of the strategic roadshow was to communicate the overall strategy to our employees and clearly increase awareness of our guidelines and objectives. Our customers actively participated in the strategic roadshow and we received excellent examples of how logistics plays a significant role in our customers' business."

– Joni Sundelin, CEO



CUSTOMER SATISFACTION

We conduct two customer satisfaction surveys annually. With the feedback received, we can improve our operations and collaboration with our customers.

Our customers particularly commend us for our management of customer relationships, flexibility, attention to customer needs, and the quality of our services and products. Half of our respondents recommend HUB. The Net Promoter Score (NPS) measuring the likelihood of recommendation stands at 41.6. Systematic efforts towards better customer satisfaction have yielded results over the long term, as the NPS has increased by over 20 points over three years.

"It is extremely important to react and act in order to meet our customers' expectations and deliver the flawless and high-quality service we promise. In some areas, the ratings have improved significantly, and this is a good foundation to continue in line with our strategy. I want to thank our customers for their valuable feedback, which is crucial for our development."

- Joni Sundelin, CEO

CUSTOMER SATISFACTION	NPS 41.6
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LONG-STANDING STRATEGIC PARTNERSHIPS CELEBRATED IN 2023

On February 16, 2013, the handling of Ruukki Construction Oy's accessory and standard package processing for the Vimpeli and Alajärvi factories was transferred to HUB logistics. In 2023, HUB provides Ruukki with storage, picking, packaging, and shipping services for roof safety products and accessories, roof edge trims, and gutter systems, as well as order and recall services for these products. The operation started with a team of ten people. At the moment there are 14 permanent employees, six of whom have been involved from the very beginning. Additionally, summer job opportunities are offered annually to young people in the area.

The journey of HUB logistics and Sulzer Pumps Finland Oy began on May 4, 2013. The collaboration started with packaging operations. Over the years, the service package has expanded. In 2021, Sulzer's internal logistics became entirely HUB's responsibility, and in 2022, logistics operations were centralized in a new logistics center. The staff celebrated their ten-year journey together on May 10, 2023.





Sustainability program



The sustainability program guides our sustainability efforts

HUB logistics' long-term commitment to sustainable and greener logistics. Sustainability is integral to HUB's strategy, and the completed program guides employees at all levels of the organization to make responsible and sustainable choices.

The program serves as a guide to act responsibly every single day. It brings together essential themes under which goals and actions have been developed to monitor and evaluate operations.

For us, sustainability also means commitment to the goals of sustainable development. From the United Nations Sustainable Development Goals, we have selected six themes that we emphasize: quality education, gender equality, affordable and clean energy, decent work and economic growth, responsible consumption and production and climate action.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
"We encourage our employees to pursue education and support skill development. We offer internships, summer jobs, and apprenticeship training opportunities whenever possible."



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
"Business development across all areas lays the foundation for our economic profitability, enabling us to both employ and maintain jobs. We aim to provide stable employment for our employees."



Achieve gender equality and empower all women and girls.
"We provide our employees with an equal and family-friendly workplace."



Ensure sustainability in consumption and production patterns.
"Our decisions increase energy and material efficiency. We systematically reduce waste and actively recycle. Our principles of responsible procurement include sourcing and using high-quality raw materials, products, and services."



Ensure affordable, reliable, and modern energy for all.
"We systematically enhance our energy efficiency. We use renewable energy in our own facilities. In the Vantaa logistics center, we generate electricity using solar energy."



Take urgent action against climate change and its impacts.
"We actively seek ways to minimize our emissions. We ensure that our employees are informed about and trained in environmental matters. Our actions to address climate change are part of our everyday operations."

Responsibility belongs to all of us and at HUB we choose responsibility every day



KEY THEMES WE FOCUS ON THROUGH THE SUSTAINABILITY PROGRAM









The sustainability program has sharpened the themes under which goals and actions are directed. The themes are meaningful work, a safe working environment, profitable growth and towards greener logistics. Financial responsibility is one of the three cornerstones of sustainability. It signifies good governance that considers the expectations of customers, owners, and other stakeholders. A culture of responsibility is formed by being overall profitable and being able to both offer and maintain jobs.

In the logistics industry, workplace safety naturally plays a crucial role. It is also one of the overarching themes of the sustainability program. A safe and healthy work environment, as well as employee well-being, are prerequisites for good productivity and operational quality. Social responsibility also includes staff development and skills enhancement. HUB invests in training, for example, through supervisor training. An important aspect of environmental responsibility is monitoring emissions. We calculate our CO2 emissions annually, and our goal is to systematically reduce them. We also develop a transaction-based CO2 calculator to provide customers with more accurate data on emissions related to product reception, storage, or shipment.

ACTIONS AND METRICS

To achieve our goals, we have defined key metrics to monitor our sustainability efforts. Some of these metrics have been in use for quite some time. For example, occupational safety has been a significant factor for us for many years, and we track safety indicators on a monthly basis.

In our actions, we have set high-level goals that represent ongoing efforts annually. Additionally, we consider more specific targets on a yearly basis. In the actions for 2023, we focused on expanding our culture of dialogue, organizing supervisor training, and improving onboarding processes. In terms of environmental responsibility, we increased the amount of renewable fuel in our facilities.

	 Meaningful work	 Safe working environment	 Profitable growth	 Towards greener logistics
OBJECTIVE 	<i>Each and every employee at HUB is proud of the work they do</i>	<i>It is safe to come to work every day of the year</i>	<i>Value-producing HUB</i>	<i>Reducing emissions annually</i>
KPI 	People power general index People power engagement index	Number of wor accidents/MTI, LT11, LT14 Number of occupational safety observations Sickness absence rate	Increase in turnover Ebt	Carbon footprint, CO ₂ -emissions Recycling rate
ACTIONS 	Annual personnel survey and determined measures based on the results, both at the group level and at each location.	Active safety communication Preventive work to prevent accidents	Adherence to good governance Risk analyses Acquisition of new customers and development of current customers Responsible procurement	Commitment to annual emission reduction Improving the recycling rate by different means
ACTIONS IN 2023 	Supervisor trainings Planning and implementation of the career model Strategy Tour Expanding the discussion culture	Investing in work ergonomics Development of familiarization Adding the security guard to the offices monthly meeting list	Developing the activities of current customers and strengthening their customer base Considered and responsible procurement guided by an updated purchasing policy	Calculation of CO ₂ emissions Determination of the emission reduction target Tendering of waste management Shift to renewable fuel

ISO certificates create the basis for high-quality and sustainable operations. | Equal and equitable operation. | Sustainable development goals.



Financial responsibility



Financial responsibility and good governance aim for profitable growth

The overarching theme of financial responsibility in our sustainability program is profitable growth, and our goal is to create a value-generating HUB. Key metrics for achieving this goal include revenue growth and EBT (earnings before taxes), with numerical targets derived directly from our strategic objectives.

The cornerstone of financial responsibility is profitable business operations, taking into account the expectations of stakeholders. Our aim is to both retain jobs and continue to employ. We seek profitability and employment opportunities through active development of our business operations.

THIS IS HOW WE OPERATE:

- We establish both short-term and long-term production and financial goals for our operations.
- We monitor the achievement of these goals using predetermined metrics.
- We review financial indicators with key personnel on a monthly basis.
- We respond appropriately to changes to ensure profitable operations.

BASIS OF GOOD GOVERNANCE

For us, good governance means efficient, honest, and transparent operations and leadership. We are committed to adhering to laws, regulations, and directives, as well as actively monitoring our own practices and procedures. Our goal is to build trust with our stakeholders.

By complying with laws and our own guidelines, we aim to prevent misconduct and enable intervention when necessary. We expect our partners to adhere to laws and principles of operation.

We have a Whistleblowing channel in place, which serves as a tool for maintaining ethical principles and trust. Through this channel, individuals can confidentially report suspicions of crimes, violations, or misconduct. As the data controller, we protect privacy and handle personal data collected through the whistleblowing channel in accordance with data protection legislation and best practices.

Our ethical guidelines also guide us to act sustainably in terms of financial responsibility and good governance. The guidelines were planned and developed during 2023, and they will be introduced to the staff at the beginning of 2024. Explore ethical guidelines in our code of conduct: hub.fi/en/code-of-conduct/



SUMMARY

The ethical guidelines define our ethical principles, and the guidelines apply to every HUB employee at all levels of the organization. Our entire staff is committed to adhering to this ethical guidance in their work.

In addition to following the guidelines, sound judgment should be exercised, and honesty should be maintained in all situations. Supervisors ensure that the guidelines are accessible to employees and discuss them with the staff. The guidelines are available on the intranet and are reviewed as part of the orientation program. **The ethical guidelines can be found on our website.**



We are committed to responsible operations concerning the environment, social responsibility, and the economy.

Our actions are guided by integrity, consideration of conflicts of interest, and respect for trade secrets.

Our customers are at the center of our operations. We understand our customers and act in their best interest.

We operate openly and transparently, adhering to the laws, agreed-upon rules, and best practices that guide our operations.

We are dedicated to implementing sustainability, equality, and equal opportunities in our compensation and career development processes.

We ensure a safe and healthy working environment for all our employees.

ANNUAL REVIEW AND KEY PERFORMANCE INDICATORS OF THE GROUP

The HUB logistics Group's turnover and profitability improved compared to the previous financial year. The turnover for the year 2023 was 33.7 million euros, increasing by 2.4 million euros compared to 2022. The net profit for the financial year was 0.8 million euros. Due to the general increase in the price level, operating expenses increased during the year 2023, which had an impact on the group's result. The operating profit margin as well as the equity ratio have developed favorably.

Key events of the year 2023:

- Significant expansion of operations for two internal logistics clients in Western Finland
- Significant investment in forklift automation at the Vantaa logistics center
- Implementation of new clients at the Vantaa logistics center

Million euros	2021	2022	2023
Revenue	31,9	31.3	33.7
Operating profit	-0,06	0.95	1.08
Net profit	-0.24	0.73	0.8
Operating profit margin	neg.	3.1 %	3.2 %
Equity ratio	48,3 %	51.9 %	56.9 %
Average number of personnel	313	295	360
Wages and salaries	10.8	10.3	10.6

Key financial indicators for the HUB logistics Group for the years 2021–2023.

RISK MANAGEMENT

Risk management is part of our financial responsibility and good governance. We prepare a monthly risk analysis for the company's management and board, which examines risks both at the group level and on a business-specific basis. We assess general business environment risks, contract risks, and operational risks. We take necessary actions to minimize potential risks. We act swiftly and sensitively in assessing supplier relationships and make necessary decisions.

Observations from 2023:

- The impacts of the Russian invasion war have been minimal to our company, and the availability of timber and panel products (OSB and plywood) was secured after 2022. Due to the war, the use of birch plywood was primarily discontinued and replaced with OSB board
- Our contract backlog is strong, and our customer satisfaction has improved in recent years, reflecting in a stable contract backlog
- Active monitoring of market conditions: how economic downturn, interest rate increases, and weakening consumer purchasing power affect our customers' operations.

INVESTMENTS ENSURE VALUE CREATION FOR OUR STAKEHOLDERS

By investing in new technology, new systems and digitization, we maintain our competitive advantage and can generate value for our stakeholders by operating more efficiently, with higher quality, and in a customer-centric manner.

Investing in forklift automation is a clear indication of our commitment to developing logistics. At our Vantaa logistics center, we became the first Finnish 3PL operator to implement shuttle warehouse automation, and now we are the first operator in Finland to have AGV forklifts in use at a 3PL multi-customer warehouse.



HUB logistics group's investments in 2023 amounted to approximately 500,000 euros. The group invested in forklift automation, machinery and equipment, and the development of WMS (Warehouse Management System) systems. A significant portion of the investments in 2023 was directed towards implementing forklift automation at the Vantaa logistics center and initiating operations at the central warehouse in Lahti.

CASE: FORKLIFT AUTOMATION IN VANTAA LOGISTICS CENTER

Forklift automation at HUB logistics' Vantaa logistics center was successfully implemented in the fall of 2023. According to Development Director Anssi Tura, HUB logistics has always been at the forefront of experimenting with various technologies, and investing in forklift automation was a clear strategic choice.

With forklift automation, some of the straightforward warehouse functions were transferred to automation. An automated forklift transports EUR and FIN pallets from reception to high-rack storage locations, guided by the Astro WMS® warehouse management system.

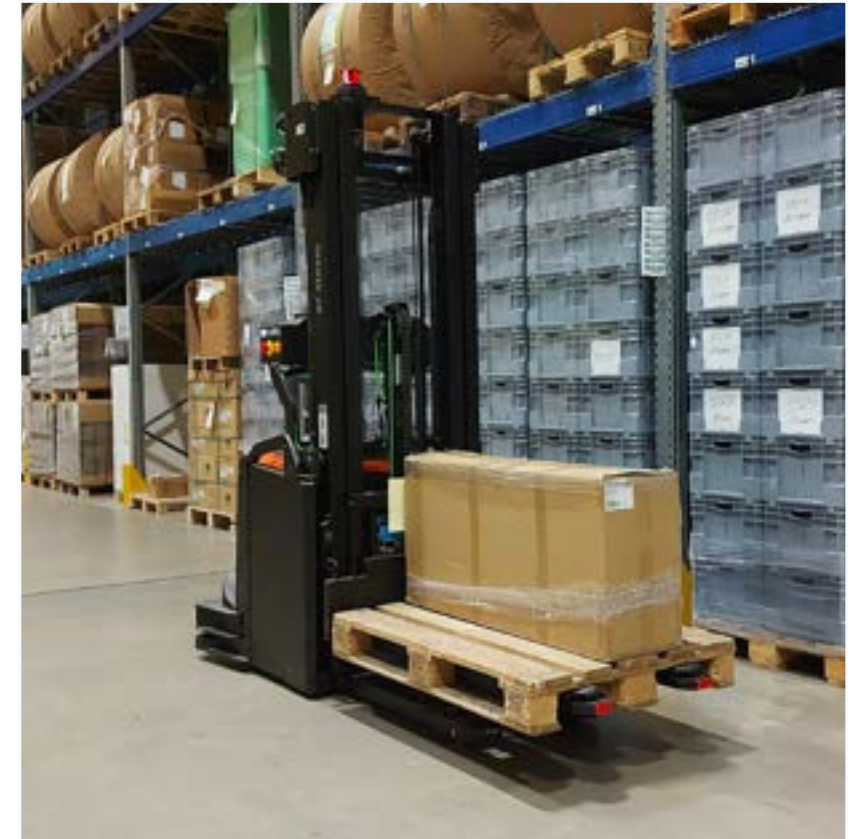
The use of automation can be expanded in the future, and there are capabilities for acquiring another AGV (automated guided vehicle) forklift. For example, the routing in the logistics center was designed so that two forklifts can pass each other. One of the greatest advantages of forklift automation is its ability to improve logistics efficiency and productivity. Automated forklifts can operate continuously around the clock without the need for breaks, increasing work efficiency. They also optimize their routes and accelerate the movement of goods in the warehouse, reducing the time and resources previously spent on manual forklift operations.

– People are prone to errors, and in the logistics industry, mistakes can be costly. With forklift automation, errors practically go down to zero. The device itself does not make mistakes but executes tasks predetermined by humans, says Anssi Tura.

With forklift automation, approximately 130 pallet movements are made daily at the logistics center. For the pallet movements replaced by AGV, there would likely be a shelving error made by a human every fourth day. With forklift automation, shelving errors are eliminated altogether.

Anssi Tura sees many advantages that forklift automation offers to HUB.

– It improves efficiency, reduces errors, enhances safety and provides flexibility. This technological development changes the way our processes are managed and enables more efficient resource utilization. It opens up opportunities to develop the workforce. Forklift automation is not just a technological change; it is a clear strategic investment in better and more efficient logistics.



By transferring repetitive and physically demanding tasks to be performed by automation, we reduce the heavy lifting tasks performed by the staff. Automation enables us to offer our employees new tasks and develop job descriptions.

CASE: OUR NEW CENTRAL WAREHOUSE IN LAHTI SERVES THE EVOLVING SERVICE OFFERING FOR OUR CLIENTELE

The new central warehouse in Lahti was commissioned during 2023. Initially, it provides space for 2700 m² and 1600 pallet locations. It is possible to expand the warehouse space later on. Transitioning to central warehousing supports our service capabilities as our operations expand and develop in the Lahti area. The warehouse employs approximately 15 people. Their task is to store and pick products, while other customer-related functions remain at Lahti Central Hospital.

"The commissioning of the central warehouse is a significant step forward in the development of our Lahti branch. Previously, our customers' products were stored in the hospital's premises, but now storage is moving to an external warehouse, freeing up space for other uses within the hospital. This is one of our key development projects for 2023. We are investing in warehouse furniture, equipment, and systems to better serve our customers"

– Mikko Heinilä, Business Area Director



THE INFORMATION MANAGEMENT PROJECT PROVIDES BETTER TRANSPARENCY TO OUR OPERATIONS

The first development phase of the information management project, which began in the fall of 2022, was completed during 2023. The goal of the project was to create improved transparency in our operations for both internal use and for our customers by implementing modern technology solutions. The precise definition of the data warehouse structure helps us provide even more real-time information to our customers and better visibility into the services we provide.

"We can offer near real-time reporting on various events, such as how many specific transactions were made on a given day or the price of transactions on that day. We can provide ourselves and our customers with more real-time information about where invoicing comes from and how much activity we have done for the customer on a daily basis."

– Markku Valpas, CFO



PRINCIPLES OF RESPONSIBLE PROCUREMENT

We aim to reduce carbon dioxide emissions through our procurement processes by selecting environmentally friendly products and making purchases that support sustainable business practices. High-quality and durable equipment acquisitions play a key role in promoting sustainable and cleaner logistics. Quality and durable equipment withstand wear and tear for longer periods, reducing the need for replacement and positively impacting the quantity and quality of materials used.

Our operations are based on active dialogue with our customers to promote sustainable and environmentally friendly practices. We identify environmentally friendly materials and methods that reduce our carbon footprint. This requires close collaboration with our suppliers to ensure the best possible supplier partnerships.

Following the procurement process, we continue to engage in active communication with suppliers and monitor the quality of their operations. Additionally, we continuously strive to find new suppliers, develop operational models, and conduct competitive bidding to provide our customers with high-quality service at competitive prices.

WE HAVE OUTLINED RESPONSIBLE PROCUREMENT AS FOLLOWS:

- We procure high-quality raw materials, products, and services.
- We support domestic and local expertise by procuring domestic products and services whenever possible.
- We consider the lifespan and environmental impacts of products, equipment, and machinery.
- We take into account and assess the recycling possibilities of products.
- Our purchasing policy guides our procurement activities.



SUPPLY CHAIN RESPONSIBILITY

We adhere to the Supplier Code of Conduct principle. Our subcontractors commit to adhering to quality and responsibility requirements in their own operations. We regularly review the implementation of supplier requirements through cooperation meetings, supplier audits, and contractor liability checks.

We expect our subcontractors to comply with international laws and applicable national legislation and regulations for each activity. Our subcontractors respect internationally recognized human rights as outlined in the Universal Declaration of Human Rights by the United Nations. We expect actors in the subcontracting chain to adhere to international labor rights as outlined in the International Labour Organization (ILO) conventions, ensure the occupational health and safety of their workers, and comply with national minimum wage and working hour legislation.

Furthermore, we expect actors in the subcontracting chain to conduct business with respect for the environment, adhering to applicable environmental laws and standards. Actors do not tolerate fraudulent forms of business relationships, such as bribery, money laundering, or corruption. Actors in the subcontracting chain commit



to providing necessary information about their corporate responsibility management, including economic, social, and environmental responsibility aspects, depending on HUB's annual GRI reporting requirements.

MATERIAL PROCUREMENT

We procure various materials for our production, both as raw materials and packaging materials. In material procurement, sawn timber and OSB boards constitute the largest portion. In 2023, our material procurement was as follows:

Timber	15 389 m ³
Plywood	413 m ³
OSB board	1 327 m ³
Plastics	58 270,5 kg
Supplies (nails, beams, screws, etc.)	85 761 kg
Cardboard	230 956 kg

We commit to implementing the European Union Timber Regulation (EUTR 995/2010) in all our timber material procurement. All the sawn timber raw wood we acquire is PEFC- or FSC-certified and comes from certified sustainably managed forests. The supplier certificates verify that the timber material complies with EUTR regulations.

PEFC (Programme for the Endorsement of Forest Certification) is an international forest certification system that promotes environmentally, socially, and economically sustainable forestry. Certification for forest management imposes requirements, such as those related to forest biodiversity. Through PEFC's wood origin tracking system, we ensure that sustainably sourced wood is used in our products.



Environmental responsibility



Environmental Responsibility – Towards Greener Logistics



Our environmental responsibility is based on identifying the environmental impacts of our operations and taking them into account in our decision-making. We are committed to doing our part to combat climate change and achieve the set emission targets. A key measure to promote environmental responsibility is the implementation of a carbon footprint calculator and assessing our own carbon footprint. The foundation of our environmental responsibility is an environmental management system based on the ISO 14001 standard, providing a solid basis for our environmental work. The central theme of our responsibility program for environmental sustainability is "Towards Sustainable Logistics," with key indicators being CO2 emissions and recycling rates.

The first step in assessing our carbon footprint was the implementation of the carbon footprint calculator and determining the baseline. The next step is to examine scope 3 emissions. After identifying the baseline, we can set more specific goals and plan measures to reduce emissions, committing at the group level to continuous reduction of our carbon footprint.

The action plan for 2023 included an evaluation of our recycling rate and considering ways to improve it. Procurement-led waste management tendering was part of this process, as well as identifying measures to enhance recycling rates.

Over time, we have made significant environmentally friendly decisions and policies. For example, we are committed to electrifying our fleet of forklifts and acquiring only hybrid-electric vehicles. We are also exploring the use of renewable fuels at our sites and planning a gradual transition to renewable fuels.

Case: HUB flea market - Internal circular economy

We encourage our units to engage in internal circular economy. We have opened an internal flea market, through which each branch can announce surplus goods and equipment that are no longer needed in the branch. The HUB flea market is a channel where one can circulate surplus items and products from your branch within the organization. The HUB flea market is intended for recycling surplus items from the branches.

"As part of HUB's sustainability efforts, we have launched a channel through which branches can easily and quickly announce products that are usable and functional but are no longer needed in one branch. Internal circular economy is an excellent practical tool and an example of HUB's responsibility and commitment to operating sustainably."



– Sampo Arppola,
QHSE Manager

EMISSIONS

We calculate our carbon footprint annually. We track emission levels according to the GHG Protocol in scope 1, 2, and 3 emission categories. Scope 1 includes direct emissions from the organization's own energy production and vehicle use. Scope 2 covers indirect emissions arising from purchased electricity and energy use. Scope 3 emissions depict indirect greenhouse gas emissions across the value chain, including all other indirect emissions resulting from the company's activities.

In 2023, our total emissions were 2510.2 tCO₂, compared to 1970.4 tCO₂ in 2022. The majority of our emissions stem from scope 3 emissions, accounting for 81% of the total emissions. One reason for the increase in emissions is a more comprehensive emission calculation. In the scope 3 category, more data has been collected for purchased services and production goods: subcontracted services are more extensively included in the 2023 calculation. For example, ICT services, freight services, and occupational health are new services included in the calculation.

Our direct greenhouse gas emissions from our operations are relatively moderate. Scope 1-2 emissions totaled 481.6 tCO₂. These emissions primarily arise from fuel for forklifts, wheel loaders, energy production, and district heating.

Among scope 3 emissions, waste management emissions were 3.1 tCO₂e. Wood waste emissions constitute 87% of all waste emissions. Emissions from purchased services amounted to 221.6 tCO₂e and include services such as cleaning, property maintenance and freight services.

Emissions from production goods represent the most significant source of emissions within the scope 3 category. In this category, emissions totaled 1724.6 tCO₂e, accounting for 68% of the total emissions calculated in 2023 across the categories.

Scope1. CO₂ emissions from direct fuel consumption, tons

	2022	2023
Diesel (vehicles)	591.69	181.3
Renewable diesel	11.07	0
Light fuel oil	1711.47	2411.4
Renewable light fuel oil		41.4
LPG (Liquefield petroleum gas)	31.17	11.1

Scope1. Emissions from energy production, CO₂ tons

	2022	2023
Light fuel oil	113.12	75.9

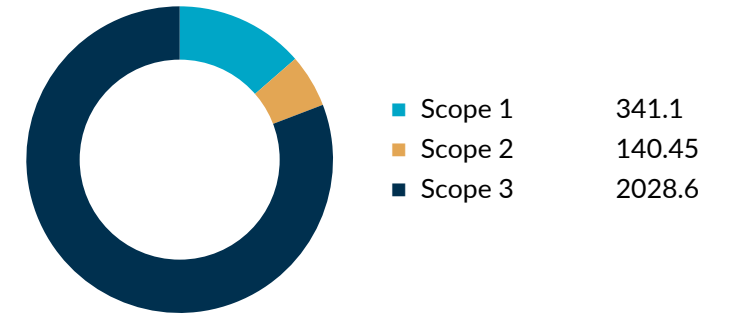
Scope 2. CO₂ emissions from indirect purchased energy consumption, tons

	2022	2023
Electricity	0	181.9
District heating	56.63	1211.3
Water		01.25

Scope 3 emissions of CO₂, tons

	2022	2023
Purchased services	51.5	221.6
Production goods	1465.3	1724.6
Waste	48.4	3.1
Life cycle impacts of energy production and vehicle fuels		79.3

Distribution of emissions by scope emission categories in 2023, tCO₂



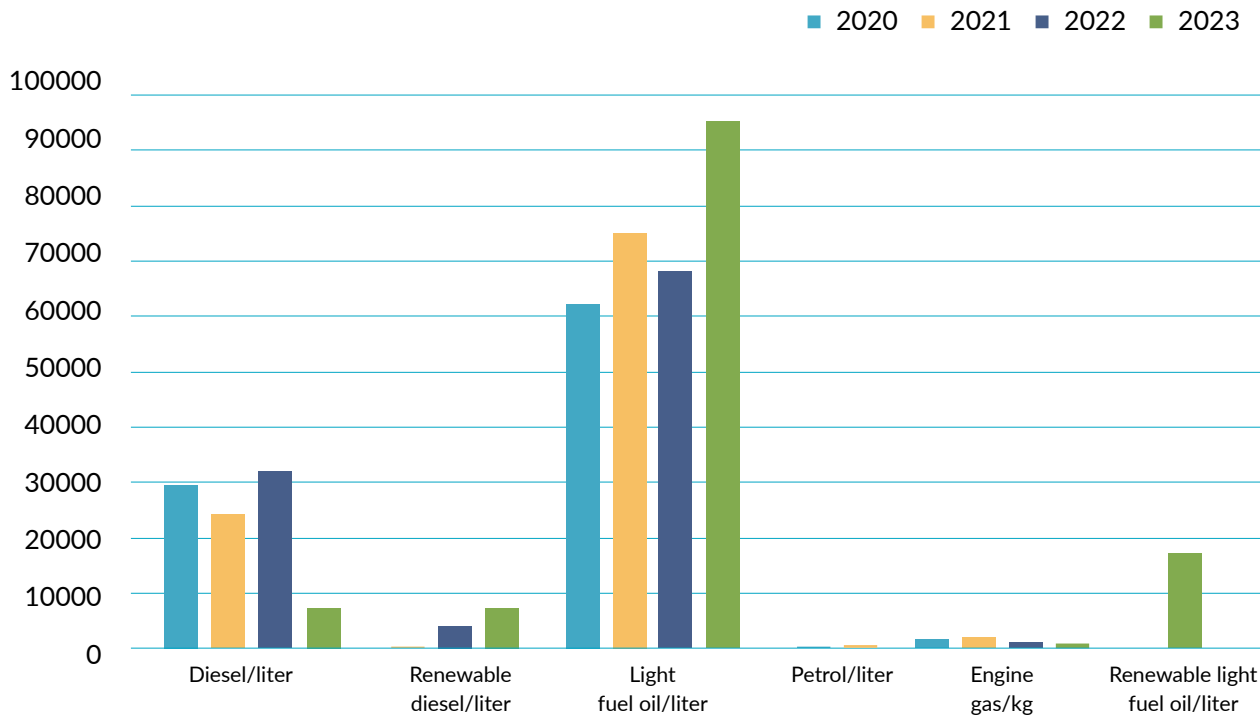
HOW DO WE SEEK EMISSION REDUCTIONS?

- Procuring used products whenever possible
- Systematically recycling products
- Investing in timber procurement: acquiring dimensioned materials
- Incrementally increasing the use of renewable fuel at our facilities
- Maximizing the efficient utilization of waste wood in timber packaging production
- Optimizing freight transport: direct deliveries of sawn timber to facilities in dimensional form
- Improving the energy efficiency of buildings
- Making responsible choices in the energy procured

FUELS

In the fuel figures for 2023, a transition from diesel to light fuel oil is evident. Part of the outdoor fleet of forklifts operates on light fuel oil, which reflects in the consumption of this fuel type. Our goal in the coming years is to reduce the amount of light fuel oil by switching to renewable options and by upgrading the forklift fleet to electric.

The quantities of renewable diesel and renewable light fuel oil increased during 2023, and our aim is to increase the proportion of renewable fuel annually. In Hämeenlinna and Kotka locations, a total of 17,224 liters of renewable light fuel oil were procured, resulting in a reduction of 39.4 tons of CO2 emissions. In the Tampere internal logistics site, renewable fuel was used in all fuel-operated equipment during 2023, resulting in a decrease of 1.1 tCO2 emissions compared to 2022.



WASTE

Our total waste volume in 2023 was 810.3 tons. Wood waste, cardboard waste, and energy waste are the three largest waste types, accounting for 96.3% of the total. Wood waste alone constitutes 67.2% of the waste volume. Cardboard waste accounts for 22.6%, while energy waste represents 6.5%.

The amount of wood waste in 2022 was 600 tons, whereas in 2023, it decreased to 545 tons. We have managed to significantly reduce the amount of wood waste through several measures. More materials are procured in standardized sizes, better utilization of waste wood in production processes, and active donation of waste wood to charity.



The largest amounts of waste

- Wood waste | 67.2 %
- Cardboard waste | 22.6 %
- Energy waste | 6.5 %



Tons	2020	2021	2022	2023
Mixed waste	9.546	13.23	9.5	8.7
Paper	1.04	1.16	1.56	5.2
Plastic	4	4.1	5.9	0.52
Wood waste	607.2	634.26	600	545
Energy waste	55.22	60.89	44.4	52.6
Cardboard	133.55	129.9	123.5	183.5
Metal	2.52	2.28	5.12	13.6
Hazardous waste	4.23	0.32	0.69	0.56
Biowaste				0.52

INVESTING IN ENERGY EFFICIENCY

We analyze the energy consumption of the corporation through our own facilities, for which we have direct electricity contracts. We actively monitor electricity consumption and regularly conduct energy audits, implementing improvement measures based on the findings of these audits.

The total electricity consumption of the Hakkila logistics center was 746.2 MWh/year, of which 130 MWh/year was produced by solar energy. The amount of electricity produced by solar energy accounted for 17.4% of the total consumption of the entire logistics center. In our Riihimäki wooden packaging unit, the energy requirement was 279.5 MWh/year. The total consumption of district heating was 713.9 MWh/year.

The electricity purchased for our own facilities is 100% carbon dioxide-free. The electricity purchased from the service provider is certified with origin guarantees and is produced, among other sources, by wind and hydroelectric power.

For the third consecutive year, we participated in the national Down a Degree campaign, a collaborative campaign by Motiva, the Energy Authority, the Ministry of Economic Affairs and Employment, the Prime Minister's Office, the Ministry of the Environment, and Sitra. We internally communicated energy themes and shared energy-saving tips. We challenged each of our locations to consider at least one energy-saving measure alongside existing practices.

Electricity MWh 2023

■ Hakkilankaari	93.9
■ Lahti	47.2
■ Hakkila LC	746.2
■ Riihimäki	279.5



The amount of solar energy corresponds to **17.4 %** of the electricity production at Vantaa logistics center.

WITH SOLAR ENERGY 896 MWh 100% EMISSION-FREE

With **560** solar panels, we can achieve electricity self-sufficiency in the summer months



SOLAR ENERGY PRODUCED 130 MWh/year



Social responsibility



Social responsibility – Meaningful work and a safe working environment

The overarching themes of social responsibility in our sustainability program are meaningful work and a safe working environment.

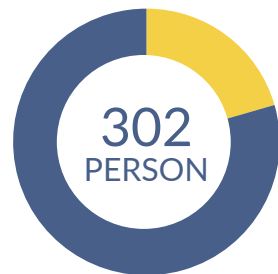
One of the goals of our sustainability efforts is for every HUB employee to be proud of their work. A thriving and motivated workforce is at the core of our operations in line with our strategy. As part of our strategy, we aim to increase our People Power index annually. Additionally, we actively monitor our engagement index. Our personnel work is based on the goals we set and value-based leadership. According to our strategy, we invest comprehensively in organizational development.

Safety at work rightfully emerges as one of the overarching themes of responsibility. Our work safety culture consists of several factors, ensuring a safe environment every day. Taking care of work safety is part of our daily operations, and safety forms the basis for a thriving work community. A healthy and safe work environment, along with well-being at work, is also the foundation for good productivity and quality of operations.

PERSONNEL STRUCTURE

At the end of 2023, the total number of employees in Finnish companies was 302, out of which 293 were permanent employees and nine were on fixed-term contracts. There were 53 part-time and on-call employees during the year. The amount of temporary agency workers varies by location according to the seasonal needs of client companies. We primarily use agency workers during fluctuating production situations and sudden increases in labor demand.

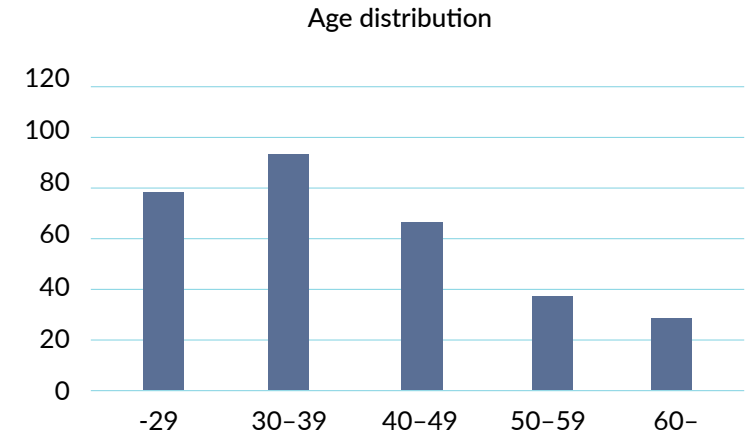
Of our workforce, 18.5% are white-collar workers or senior executives, and 81.5% are production workers. The average age of our employees is 39 years.



■ Women ■ Men



■ Permanent ■ Temporary employees



THE PERSONNEL SURVEY PROVIDES INFORMATION ON SUCCESSES AND AREAS FOR DEVELOPMENT

An important measure guiding our personnel work is the annual personnel survey. It tells us how we have succeeded and where there is still room for improvement. Based on the survey, we develop action plans both at the group level and at the individual workplace level.

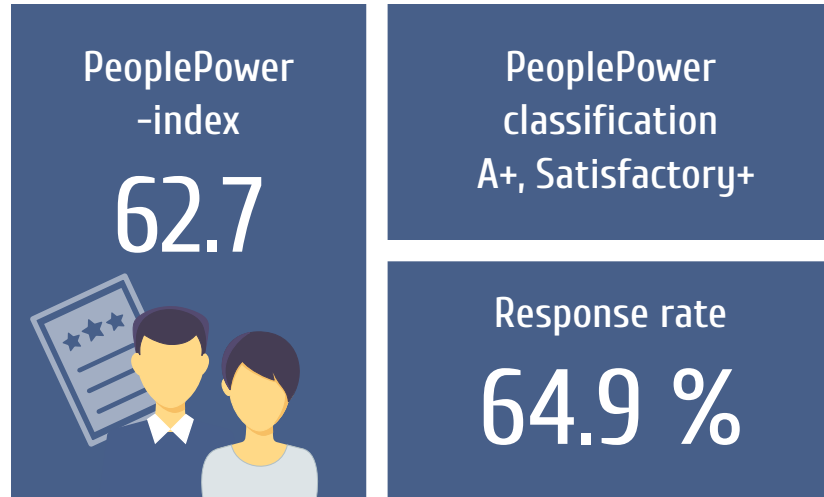
The survey was conducted by Eezy Flow Ltd. A total of 209 employees participated in the survey, resulting in a response rate of 64.9%.

In the survey conducted by Eezy Flow, an overall result representing the PeoplePower index is formed based on all the questions. HUB's PeoplePower index is 62.7. The index improved by 1.1 points compared to the previous year's survey. The increase in the index was greater than the increase in the Finnish employee norm.

Our PeoplePower classification rose to level A+ (satisfactory+), where the Finnish employee norm also falls. Positive development has been taking place for three years, and moving up to the next level in the classification is a very good step.

"The personnel survey is an extremely important tool for us to gain information about our strengths and the development needs of our organization. The results directly guide our actions so that we can operate better in the future. Our goal is to raise the People Power index representing overall employee satisfaction to level 70. This requires work, but based on the results of the last couple of personnel surveys, we are heading in the right direction."

- Markku Valpas, CFO



ACTION PLANS GUIDE OUR OPERATIONS

Based on the results of the employee survey, site-specific plans are developed to improve operations. Based on the previous survey results, we implemented a wide range of measures both at the group level and at the site level, including:

- Improving the onboarding process and elevating overall onboarding to a higher level
- Enhancing communication within the site
- Training supervisors
- Increasing the number of shared equipment in the workplace
- Encouraging active and open dialogue
- Expanding one-on-one discussions to involve the entire staff
- Revamping the layout of the site's space.

DEVELOPING A COMPREHENSIVE CULTURE OF DIALOGUE ENHANCES EMPLOYEE WELL-BEING

The goal of regular, annual development discussions is to promote job performance, well-being and identify potential new career and learning objectives within the company. Our aim is to conduct these development discussions with a 100% completion rate. However, in 2023, we fell short of this goal, with the percentage of completed discussions being 75%.

Expanding the culture of dialogue was initiated as part of a commitment project aimed at finding ways to improve employee commitment to the company. Open and active dialogue was seen as a significant means of promoting well-being and commitment. Plans for expanding the culture of dialogue were developed in 2022, and new practices were implemented in 2023.

One-to-one discussions between employees and supervisors were expanded to include operational staff. Regular discussions between employees and supervisors promote open and confidential communication. These discussions can support employee development and well-being, ensuring that employees feel heard.

Career discussions actively assess employees' eagerness to take on new tasks and develop their skills by expanding their job scope. The goal of career path thinking was to identify and clarify HUB's job roles and better understand how our employees can progress in their careers or expand their job roles by developing their skills. The foundation of the career model consists of defined job roles and career discussions, the first of which took place as part of the 2023 development discussions.

COMPETENCE DEVELOPMENT

We encourage our employees to enhance their professional skills. We monitor the skills of our employees using skill matrices, for example. On a case-by-case basis, it is possible to undergo training through apprenticeships.

We regularly organize induction and training sessions related to job tasks and occupational safety. These include, among others, basic occupational safety courses, hot work courses, first aid training, hazardous substance training, and other basic training related to the operating environment, which are mandatory for many job tasks.

Supervisor training as part of organizational development

As part of the organizational development, we initiated a training series led by our HR unit for those in leadership positions at the end of 2022. The training sessions continued in 2023 as well. The leadership training is held monthly as online sessions, covering important and timely topics for supervisors. The goal of these trainings is to enhance leadership skills and competencies, as well as to improve information sharing by actively discussing current issues.

Additionally, supervisors will participate in a training conducted by the Rastor Institute during the fall of 2023 and spring of 2024. Approximately 50 team leaders and managers nationwide attend the training. The program provides practical tools to improve teamwork at the team level. Topics covered include fostering a coaching culture, self-management, and emotional intelligence.

101
trained
employees

931
training hours

124
training days

75 %
completed
development
discussions



EQUALITY AND NON-DISCRIMINATION

Ensuring equal treatment and the realization of equality is the responsibility of the company's management, HR, supervisors, and occupational health and safety organization. We take various measures to ensure equal treatment of our staff. All employees have equal opportunities to make choices, develop in their roles, and be recognized for who they are. We promote the placement of employees in different job roles and ensure that all employees have equal opportunities for career advancement. We develop working conditions to be inclusive for everyone and pay attention to reconciling work and family life equally, for example, through flexible work arrangements.

This is how we operate:

- Compliance with legal obligations forms the basis of an equal and non-discriminatory corporate culture
- Building a genuinely equal and non-discriminatory work community
- Goals and actions outlined in the equality and non-discrimination plan guide the realization of equal treatment and equality
- Zero tolerance for harassment and any form of discrimination
- Promoting and implementing pay equity.

OCCUPATIONAL SAFETY CULTURE AT HUB

The workplace safety culture at HUB is comprised of several factors that ensure a safe environment every day. These elements constitute our workplace safety culture:

- Safety induction and job training
- Safety training and maintaining qualifications/certifications
- Unit-specific safety guidelines

- Regular maintenance of equipment and tools
- Safety inspections
- Risk assessments
- Safety observations and root cause analysis
- Occupational health and safety activities
- Safety guards and active safety communication

We set annual safety goals at both the corporate and site levels. Active safety communication and information sharing between units help us achieve our goals. We publish a monthly safety bulletin and address relevant safety issues as needed in our monthly briefing, attended by site managers and other key personnel.

We monitor the achievement of safety goals with designated safety metrics. Through measurement, we assess how safety has evolved, the impact of our actions, and what measures we need to take to further improve workplace safety.

WORKPLACE ACCIDENTS

The number of workplace accidents reflects the company's occupational safety. It also serves as a measure of the quality of occupational safety activities. We measure the number and severity of workplace accidents using the MTI, LTI1, and LTI4 accident frequency indicators.

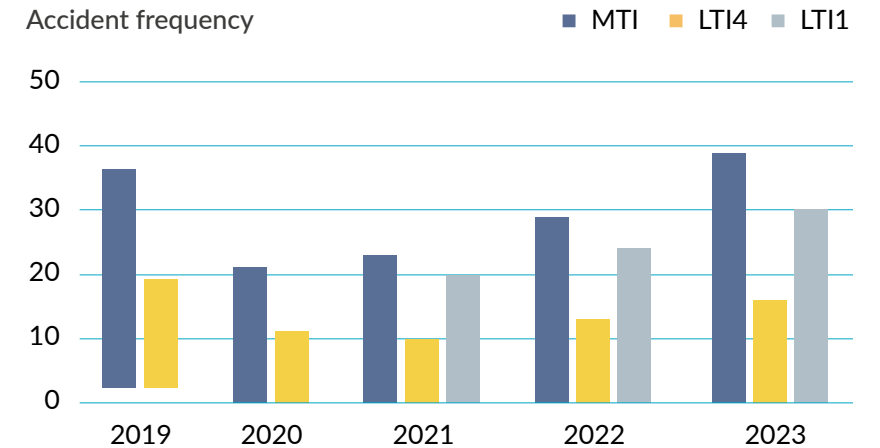
- **MTI** (Medical Treatment Injury): A minor workplace accident requiring medical treatment or first aid.
- **LTI4** (Lost-Time Injury 4 days and over): A workplace accident resulting in at least four days of incapacity for work.
- **LTI1** (Lost-Time Injury): A workplace accident resulting in one day of absence.

OUR OCCUPATIONAL SAFETY GOALS FOR 2023 WERE:

MTI-Frequency Goal
≤ 22

LTI4-Frequency Goal
≤ 10

LTI1-Frequency Goal
≤ 20



During 2023, there were 31 workplace accidents at HUB, which is six more than in 2022. Of the workplace accidents, 16% occurred during commuting. The accidents predominantly involved cuts/puncture wounds and lifting situations. In seven of our locations, there were no workplace accidents in 2023. We fell short of the set goals regarding workplace accident frequency.

SAFETY OBSERVATIONS

Recording safety observations is an essential part of our safety work. We encourage employees to report all events, deficiencies, and observations threatening safety to our digital system. We review all safety observations, investigate their root causes, and take action to prevent them from happening again.

In 2023, a total of 821 safety observations were made at HUB. The number of safety observations has been increasing over the past five years. Compared to 2022, there was a significant increase in the number of observations.

SAFETY
OBSERVATIONS
821



Safety observations					
	2019	2020	2021	2022	2023
In total	397	523	577	539	821



5S+SAFETY GUIDES TOWARDS A SAFER WORK ENVIRONMENT

5S is a lean management tool aimed at improving workplace efficiency and enhancing both safety and job satisfaction. By paying attention to even the smallest details, such as optimizing the placement of tools at the workstation or removing unnecessary tools from the workplace, ergonomics and safe work performance are improved. Work becomes easier when the workspaces are tidy, efficient and safe.

Regular audits are part of the 5S methodology, allowing us to monitor the achievement of goals. Monthly audits are conducted in our units, where deviations are recorded and necessary actions are taken to correct them.

Through the 5S+Safety model, we maintain order and cleanliness in workstations, reduce the time spent searching for tools, materials, and supplies, improve job satisfaction, and working conditions. 5S+Safety enhances workplace safety and significantly facilitates the detection of deviations.

710
COMPLETED
5S AUDITS

AVERAGE SCORE
OF AUDITS
AT THE GROUP LEVEL
84.63

A THRIVING WORK COMMUNITY

The well-being of our employees is of utmost importance to us, as job satisfaction and well-being rightfully hold a place in our strategic initiatives. The overarching theme of our sustainability program is that every member of HUB takes pride in their work.

We regularly conduct workplace surveys, actively seeking to identify threats and opportunities related to occupational safety and health. Monitoring sick leave is a key part of managing our employees' ability to work. Most sick leaves are due to seasonal influenza, but musculoskeletal disorders also contribute, as our work involves a lot of physical warehouse tasks.

We encourage our employees to engage in regular physical activity and take care of their physical fitness and well-being. We provide our staff with a sports and culture benefit in the form of an ePassi. Comprehensive occupational health care is available to all our employees.

In the summer of 2023, we participated in a playful cycling challenge. We accumulated a total of 184 days of cycling, covering 3560.3 kilometers, saving 249 liters of gasoline, and reducing carbon dioxide emissions by 622 kg. In addition to the environmental responsibility aspect, participating in this friendly competition brings joy in physical activity and helps our employees maintain better physical fitness. Further information: www.kilometrikisa.fi

We organized a company-wide frisbee golf tournament for our employees. Qualifying rounds were held in six different locations, with over 30 employees participating. Both seasoned players and newcomers took part, with beginners receiving guidance from local clubs. The tournament final was held as part of the company's Christmas party.



In the frisbee golf tournament, games were played in six different locations.

TOWARDS BETTER ERGONOMICS

In our workplaces, large quantities of boxes of various shapes and sizes are lifted daily, and various movements are performed with machines and equipment. Proper lifting technique and ergonomics contribute to work endurance in an environment where physically demanding work is sometimes performed.

CASE: IMPROVING MOBILITY IN TAMPERE

The musculoskeletal absences (TULE absences) at the Tampere office showed an increase in 2022. In response to the growing risk to work capacity, in the spring of 2023, the staff underwent body movement analysis provided by TE3 Oy. Based on the analysis results, each employee received personalized feedback and customized mobility exercises to address their individual movement restrictions and reduce existing pain and tension, as well as prevent new ones. Additionally, the most taxing job tasks in the unit were analyzed using images and videos.

Following the analysis, TE3 consulted the unit on new practices to improve ergonomic conditions and trained the staff to reduce the workload of their tasks.

PAIN AND TENSION DECREASED OR DISAPPEARED IN OVER 50% OF PARTICIPANTS

The results were positive. Mobility improved for all employees, and as a group, the unit excelled in enhancing mobility. Employees reported a significant reduction in perceived pain and tension, and the perceived workload and sick absences decreased significantly. For example, in the fall of 2022, the unit had 85 absentee days due to musculoskeletal reasons, which decreased to 38 absentee days in the spring of 2023.

In 2022, the number of musculoskeletal absences increased. We decided to address this issue along two main lines. In addition to traditional ergonomic and equipment development, the other main line was to increase the physical work capacity of the staff, which would support work endurance in the future, as well as mitigate heavy work movements that are difficult to eliminate entirely even with significant ergonomic investments. The most significant achievement of the project, in my opinion, is the staff's enthusiasm for increasing their well-being and physical endurance. The project results have been positive, and their effects are visible both at work and in leisure time."

– Heidi Haverinen, Site Manager



The new assembly wall and ergonomic mat help employees cope with standing work.

CASE: THE ERGONOMICS IN THE RIIHIMÄKI WOOD PACKAGING UNIT IMPROVED WITH NEW TOOLS.

In the Riihimäki wood packaging unit, ergonomics and working conditions were improved by acquiring new assembly walls and ergonomic mats. With the new assembly wall, the product being built can be lifted upwards during the nailing phase, reducing bending and enhancing nailing efficiency. Operations also become about 30% more efficient as the assembly and nailing process speeds up.

Ergonomics were further addressed by acquiring ergonomic mats for each workstation. Standing work on hard floors causes strain on the legs and back. With ergonomic mats, it's possible to reduce this strain.

"The idea for the development work came directly from the personnel at the Riihimäki unit. This is a good example of how we can turn ideas into practice and thereby achieve better efficiency and improved well-being at work. We searched for the right type of mat for a long time until we found the solution that best suited the conditions and was durable. The workstation mats have received quite positive feedback from the employees."

– Mikko Heinilä, Business Area Director

1312
CONTINUOUS
IMPROVEMENT
IDEAS
24 INITIATIVES



RECOGNITION AND REWARDING OF EMPLOYEES

We reward our employees in various ways. Employee performance bonuses are tied to specified target levels, which include goals related to quality and occupational safety. We reward ideas for continuous improvement on a monthly basis. The most significant continuous improvement ideas are documented as initiatives and are discussed in the initiative committee on a monthly basis. We regularly reward the best initiatives with initiative bonuses.

Annually, we recognize four outstanding employees who have excelled in their work as the Employee of the Year. They are selected in categories such as perseverance, initiative, elevation, and positivity.

In addition to the Employee of the Year, we acknowledge inspiring colleagues and those who have performed exceptionally well each month. Every employee has the opportunity to nominate a good colleague based on their own criteria. In 2023, the Employee of the Month award was given to employees from six different locations.

CASE: HÄMEENLINNA UNIT WAS AWARDED AS THE TRAINING AGREEMENT WORKPLACE OF THE YEAR

For years, the Hämeenlinna office has been taking responsibility for educating future employees by offering internship positions to students in the field. We had the honor of receiving the Diploma for Training Agreement Workplace of the Year 2023 from Senior Lecturer Janne Hakala, presented to Site Manager Jere Kortemaa.

This diploma is awarded to a workplace that particularly invests in student-centeredness and student guidance. Based on the recommendation of the staff at Ammattiopisto Tavastia, HUB and Jere Kortemaa have been recognized for their exceptional contribution to the field of internal logistics.

Ammattiopisto Tavastia justifies the award by highlighting how HUB logistics and Jere Kortemaa as the unit leader have significantly promoted internship opportunities in the field of internal logistics. HUB is praised for its ability to accommodate several interns simultaneously, which the vocational school considers rare and valuable in the field. Particularly, flexibility and adaptability in tasks have enabled students to develop their professional skills in accordance with the requirements of their qualifications.

According to feedback collected from students, internships at HUB have been highly enjoyable. Additionally, HUB has provided job opportunities for students both during and after their studies. According to Janne Hakala, the collaboration with HUB has been fruitful. HUB has actively participated in partnership activities organized by the vocational school and hosted visits by teaching staff to the workplace. Hakala mentions that the development suggestions provided by HUB have been valuable and demonstrate the company's commitment to advancing the field.

"Offering internship positions is important so that young people can familiarize themselves with the working world. They learn the work itself and expand their views on the job opportunities available in the industry. For many young people, an internship is their first real exposure to the working world, so our role in this chain is significant. It's great that both students and the school staff appreciate our long-term efforts."

– Jere Kortemaa, Site Manager

SUMMER EMPLOYEES, INTERNS AND WORK TRIAL PARTICIPANTS

We have had interns and work trial participants working in various units for different lengths of work periods. The durations of internship periods vary from a few days to several months. Work trial participants may include individuals undergoing work rehabilitation, long-term unemployed individuals, or young unemployed job seekers. They participate in work trials for various reasons, and the purpose of the trial is to jointly assess their work capacity and assist them in reintegrating into the labor market.

21
INTERNS

7 work trial participants
26 summer employees
2 completed theses



CHARITY AND DONATIONS

We make an annual donation to at least one chosen charity. In 2023, we supported MIELI ry, through which the support is directed towards youth mental health work. Our Christmas donation is aimed at supporting the mental health of young people. MIELI helps young people struggling with issues such as depression, anxiety, or bullying.

"We know that many young people face various pressures and challenges in the early stages of their lives. That's why we have decided to make a donation to support youth mental health work. With this, we can contribute to preventing youth loneliness, school bullying, and social exclusion."

- Joni Sundelin, CEO

More information about the donation and its destinations at www.mieli.fi.



Locally, we made a donation to Tampere Missio. We donated a batch of leftover wood to be used in the Vähäsillan camp center, enabling camp activities for the following summer.



Ice Hockey in Pirkanmaa: Ilves U18 Academy in Tampere

Ilves U18 Academy trains with dedication with nearly 25 young players almost daily. The team's goal was to advance from the qualifying series to the lower SM series in the fall of 2023 and this goal was achieved.

Supporting children's and youth sports through sponsorship

We have outlined that through sponsorship, we support children's and youth sports. In 2023, we provided sponsorship support to three different organizations.

Baseball in Ostrobothnia: Alajärven Ankkurit, C-Girls

The Alajärven Ankkurit C-Girls team consisted of a total of 14 young athletes in the 2023 season. The team competed in both the SM qualifying series and the regional series. The team members have been practicing baseball for at least eight years.



Floorball in Satakunta: FBT Karhut P15

HUB logistics has a sponsored player in the FBT Karhut P15 team. The team competes in the P15 national series, aiming for a spot in the SM series.



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