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### 70% reduction in CO2 emissions achieved in 2022

2022 was the year when ForSea achieved its target of a 70% reduction CO2 emissions. This happened when the ferry Tycho Brahe went live with a new battery pack in October.

With a battery pack of 6.4 MWh, the Tycho Brahe is now the world's largest electric ferry in terms of battery capacity. The new battery pack has 50% greater capacity than the old one, and the expected lifespan has consequently been doubled to 10 years. This in turn halves CO2 emissions from the production of the batteries, in terms of emissions per year in operation.

2022 was also the year when we finally emerged from the coronavirus pandemic. Tourist traffic was shut down until January, after which the restrictions were lifted. We thus gradually resumed our sailings, which in June were back to similar levels as before.

During the pandemic, we focused our marketing efforts on the local market, as long-distance vehicle traffic was affected by restrictions. This had a major effect in July, when the combination of good weather and a strong urge to travel led to over a million foot passengers crossing the Öresund – a mix of 'Tura' passengers and people who visited Helsingør or Helsingborg in our neighbouring country. This represents the highest number of foot passengers in one month since 1997.

Goods traffic remained stable, despite the war in Ukraine, rising energy prices and an economic downturn in Europe. We set a record with 456,000 trucks, the highest number ever.

This shows that ForSea is a vital hub for freight services connecting Scandinavia with Europe. Allowing trucks to save 45 kilometres on a journey and be transported across the Sound on green electricity is becoming ever more important in a world that needs to save energy and transition in a more sustainable direction.

This is just what ForSea aims to do, with plans in the summer of 2023 to launch car charging onboard the ferries using green electricity from our batteries. This is a complex project that we have been working on for several years. We are very much looking forward to supporting the Swedish and Danish governments' electric car strategies, in particular helping electric car owners avoid charge and range anxiety. It will be possible for electric cars to be charged for 150-200 km of driving during the 20 minutes the crossing takes by ForSea, saving them at least an hour on the north-south/southnorth journey.

In 2022, we also went live with another strategic key project, our new ticketing system for both car and foot passengers. The first parts were successfully introduced in the summer, and we are now continuing to work on the next phase.

The entire project is estimated to be ready in 2023. This is a major step forward with regard to our digitalisation, online sales and much more, which we can see our customers have appreciated.

Customer satisfaction is still at a record-high level, which is also the highest figure we have recorded for several years. We are delighted that all the new initiatives we have implemented onboard the ferries appeal to our customers. In addition, the fact that we sail with an enormously high level of reliability, 99/7%, continues to play an important role. This is appreciated by all customer groups, as they can plan their trips without worrying about the time.

Despite a few tough years with the coronavirus, our employees have kept their spirits up, and measured employee satisfaction continues to be high. They are still highly motivated, satisfied with their workplace and sharply focused on giving our customers a positive experience. Our attractiveness as an employer became clear during the spring, when we announced about 100 vacancies and received no fewer than 2,200 applications. This is equivalent to around 1% of the total populations of the municipalities of Helsingør and Helsingborg.

In November, ForSea was sold when a purchase contract was signed with the Swedish venture capital fund EQT and its Danish shipping company Molslinjen A/S. As well as Molslinjen, EQT also owns the Norwegian shipping company Torghattan, all under one umbrella – Nordic Ferry Infrastructure (NFI). ForSea will, therefore, be part of something much larger on an exciting onward journey.

The new ownership group also focuses on sustainability, the green transition and reduction in CO2 emissions, so we look forward to many years of stimulating cooperation to the benefit of the entire Nordic region.

Kristian Durhuus CEO





### This is ForSea

With frequent sailings and punctuality in all kinds of weather, ForSea helps people on both sides of our beloved Öresund to meet and promotes the Öresund region's development. Thanks to our investment in fully battery-powered ferries, we are not only the most efficient transportation alternative, but the most sustainable. We are constantly developing our offer to meet the needs of our customers and the demands of the future. Our business is always on the move.

The Helsingør-Helsingborg ferry route is a crucial link in the infrastructure connecting Sweden and Denmark, crossing one of northern Europe's busiest sea lanes. ForSea's sustainable ferry operations use the very latest technology to minimise environmental impact. Since 2016, ForSea has been environmentally certified in

accordance with ISO 14001:2015 and continues to work tirelessly for a cleaner Öresund Region. ForSea also contributes to local communities on both sides of the Sound by creating jobs and by supporting cultural events, education and the business community.

### Vision

To be the obvious choice for environmentally aware customers.

### **Mission**

We are the route linking Scandinavia and Europe, which brings people and goods together on the shortest route across the Öresund.

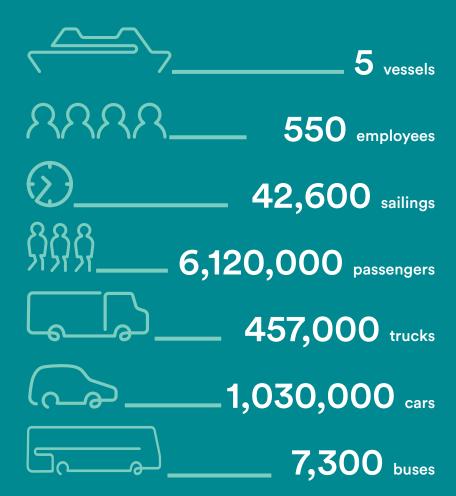
### **Business model**

By keeping alive a thousand-year-old tradition, we create a floating bridge over the Öresund. We offer reliable high-frequency schedules, with a focus on excellent service and the highest level of safety, while striving for zero emissions.

### Core values

Engagement, cooperation, respect and reliability.

### 2022 statistics



# **Our organisation**

For ForSea, it is vital to manage and conduct operations in a way that includes and involves all departments. Our work takes place in consensus with all concerned departments, and responsibility for various decisions and projects can rest with different managers.

ForSea's organisational structure is described below, with several different business areas that work independently and are overseen by a shared management function. The purpose of this structure is to share responsibility for generating overall results throughout the organisation. This not only contributes to better fulfilment of objectives, but it helps the company to achieve our vision and promote our culture by more successfully reaching all of our employees.

Responsibility is shared among various managers both vertically and horizontally, creating multiple channels of communication to guarantee greater transparency and boost engagement.

As of 2022, ForSea is owned by the European Diversified Infrastructure Fund I (EDIF I), managed by Igneo. Igneo is a global fund manager with over 25 years of experience in infrastructure investments. Igneo's investment philosophy is founded on long-term investments in infrastructure and energy, underpinned by a strong commitment to responsible investment and sustainable stewardship.



### Our guidelines

# Code of conduct – our ground rules

ForSea has a code of conduct that covers issues relating to employee ethics, and lays down the fundamental principles that guide us in our day-to-day work. In addition to ethical principles, the code of conduct also includes guidelines for equal treatment, values and leadership principles.

The code emphasises that business ethics is more than simple compliance with the law; it extends to our attitudes towards one another and the world around us and to how we can satisfy the expectations and demands of our stakeholders. It also makes clear that these guidelines apply equally to everyone – directors, managers and employees – wherever they may be in the world.

We strongly recommend that our partners familiarise themselves with our code of conduct and preferably introduce similar guidelines for their own operations.

# Policies and other guidance

ForSea has formulated a number of policies to guide work in areas such as the environment, occupational health and safety and anti-discrimination.

ForSea's policies are more detailed than the code of conduct and provide a framework for routines, processes, targets and activities.

#### **Supporting standards**

ForSea has been certified to ISO 14001:2015 for environmental management since 2016. This management system is an important tool for our operations, prescribing a systematic approach to our continuous improvement efforts. Since 2018, all of our ferries have been verified in accordance with the Clean Shipping Index (CSI), an international initiative that ranks vessels and shipping companies according to their environmental impact. Our battery-powered ferries Aurora and Tycho Brahe have been given a CSI 5 ranking, the highest possible score.

Our safety work is based on the SMS manual prescribed by the International Safety Management (ISM) Code. This code is the maritime equivalent of the ISO 9001 quality management standard and requires all our work to be systematised, risk-assessed, documented and followed up.

For some time, our Food & Beverage department has also been working in accordance with MSC, ASC and KRAV standards, three certifications that help us to pave the way towards more sustainable restaurant operations.

# Rules and statutory requirements

Shipping is subject to a variety of legislation and regulations. The requirements are set not just by national authorities (in Sweden and Denmark) but by both the EU and the International Maritime Organisation (IMO).

In 2022, we focused closely on preparing the business for all the future regulatory requirements entering into force from 2023 onwards. This relates, among other things, to the updated Marpol requirements regarding the Operational Carbon Intensity Index (CII) and the Energy Efficiency Design Index (EEXI), the EU's new Corporate Sustainability Reporting Directive (CSRD), the Taxonomy, and the EU's inclusion of shipping in the emissions trading scheme (EU-ETS).

### **Guiding objectives**

The overarching objective – as integrated in our vision and business model – is to run sustainable business operations with the lowest possible environmental impact. The UN's sustainable development goals (SDGs) have underpinned our efforts in this area, and ForSea has chosen to base its long-term strategy on the seven SDGs that most specifically apply to our operations and cover areas where we can contribute most to our overall ambition. The seven SDGs form the foundation of ForSea's long-term strategy.



Ensure healthy lives and promote well-being for all at all ages.

As a major employer and with a situation that affects many people and their lives, we view SDG 3 as self-evident.

We can contribute to this SDG by being an attractive workplace with a strong focus on employees' health and well-being. We should not expose anyone in our environment to any health risks. We have a zero goal for workplace accidents as well as for drugs and alcohol. Achieving such targets requires focus, training and support. We can also contribute to better health by reducing our air emissions, always taking the lifecycle perspective into account during procurement and by reducing the amount of unhealthy products in our operations. ForSea intends to be an attractive place for every one of us and should not represent a disruptive or unhealthy part of any person's life.

Long-term goals and KPIs	2018	2022	2023	2025	2030
Increase our employee net promoter store (eNPS*)	20	6	5	7	9
Reduce sickness absence	4.6%	5.8%	4%	3.5%	3.5%
Reduce the accident frequency rate (AFR*)	0.8	0.73	0	0	0
Reduce the accident severity rate (ASR*)	11.87	6.16	0	0	0
Reduce passenger accidents*	11	10	0	0	0
Reduce the number of chemicals that can cause allergies	35	20	20	18	15

- \* eNPS Measure (on a scale from -100 to +100) of likeliness to recommend the company to others.
- \* AFR Number of accidents / Number of hours worked x 100,000
- \* ASR Number of workdays lost / Number of hours worked x 100,000
- \* Number of recorded passenger accidents



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 9 is crucial to focus on as an essential part of the infrastructure between Denmark and Sweden. By being sustainable, flexible and innovative, we aim to continue playing a vital role in the region for a long time to come.

Long-term goals and KPIs	2016	2022	2023	2025	2030
Increase the operational reliability of the route	99.6%	99.7%	99.8%	99.8%	99.8%
Reduce energy consumption from operation (buildings, ships and service vehicles)	142,600	91,450	70,000	62,000	50,000
	MWh	MWh	MWh	MWh	MWh
Reduce energy consumption per route	918	861	859	825	780
	KWh	KWh	KWh	KWh	KWh



#### Reduce inequality within and among countries.

As an employer of around 600 staff in both Sweden and Denmark, there is a lot to be gained from embracing diversity and being a workplace that provides space for people of different genders, religions, ages, skin colours and sexual orientations. Through training, codes and active work, we firmly believe that we can make a further contribution to this SDG.

Long-term goals and KPIs		2022	2023	2025	2030
Proportion of women in the company	42%	37%	39%	50%	50%
Proportion of women on the Board	34.4%	50%	50%	50%	50%
Proportion of women in the company's management	32%	25%	27%	27%	50%
Departments with no perceived bullying, sexual harassment or discrimination, incl. passenger reporting	86%	87%	100%	100%	100%
Partnerships with different organisations for enabling groups such as people with disabilities and newly-arrived migrants to find employment			1	1	1
Support a school in South Africa		SEK 5/ bottle	SEK 5/ bottle	SEK 5/ bottle	SEK 5/ bottle



Make cities and human settlements inclusive, safe, resilient and sustainable.

With locations right in the heart of both Helsingborg and Helsingør, ForSea is a significant and meaningful part of the two cities.

By focusing on waste, air quality, services and facades, we aim to be an attractive business that meets all the cities' needs and wishes, as well as SDG 11.

Long-term goals and KPIs	2016	2018	2022	2023	2025	2030
Reduce noise levels from the operation of ferries			2 ferries < 52 dBA	2 ferries < 52 dBA	3 ferries < 52 dBA	All ferries < 52 dBA
Reduce NOx from the operation of our vessels	29.5 T	26 T	38 T	12 T	9 T	οт
Reduce SOx from the operation of our vessels	11.4 T	10 T	6 T	2.5 T	1.5 T	οт
NPS Customer/CSI			57	58	58	58



### Promote sustainable patterns of consumption and production.

Everyone can contribute to SDG 12, including ForSea. By focusing on a lifecycle perspective during procurement, improved waste management, strict management of chemical products, reduced food waste and optimised consumption of all kinds, our business can contribute to fulfilling the goal of living in harmony with nature and within the limits of what our planet can handle.

Long-term goals and KPIs	2018	2022	2023	2025	2030
Phase out single-use plastics		100% bio- based or recycled plastics	100% bio- based or recycled plastics	100% bio- based or recycled plastics	Zero single-use plastics
Proportion of certified products in F&B	3%	29.7%	31%	Certified under KRAV	Certified under KRAV
Phase out animal and vegetable protein (WWF guide)			Calculate baseline	50%	100%
Total proportion of recycled waste	51%	66%	68%	75%	80%
Increase the proportion of certified products in retail		6.3%	9%	10%	15%
Increase the proportion of recycled IT devices			Calculate baseline	TBD	TBD
Increase the service life of IT devices			95%	100%	100%



### Take urgent action to combat climate change and its impacts.

Climate change is one of the greatest threats of all to the planet as we know it today. SDG13 is, therefore, an obvious goal for businesses like ours. With a vision and ambition to work towards zero emissions, ForSea is committed to making a major effort to achieve this goal. By focusing on reduced and optimised energy consumption, switching to alternative fuels, a lesser climate impact from the food we buy and sell, local tourism and sustainable transport, we will do what we can to reduce the risks of climate change.

Long-term goals and KPIs	2016	2018	2022	2023	2025	2030
Reduce CO2 (e) emissions from ferries (Scope 1)	37,800 T	33,500 T	19,500 T	8,000 T	5,500 T	0 T
	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)
Increase the proportion of renewable energy	0.35%	5.1%	20.7%	60%	70%	100%
Reduce CO2 emissions from food in restaurants, cafeterias and galleys	2.58 kg	2.49 kg	1.74 kg	1.7 kg	1.7 kg	1.7 kg
	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)	CO2 (e)
	/kg	/kg	/kg	/kg	/kg	/kg



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

With the sea as undoubtedly the most critical component of our business, SDG 14 is a given. By focusing on our emissions, the need for environmentally hazardous chemicals, marine structures, the fish served in our restaurants, waste and underwater noise, we have great potential to contribute to thriving seas.

Long-term goals and KPIs	2018	2022	2023	2025	2030
Proportion of certified fish on menus in restaurants, cafeterias and galleys	66%	100%	100%	100%	100%
Sponsor various marine projects		4	4	4	4
Minimise and phase out chemical products classified as 'hazardous to the environment'	41	24	24	21	17

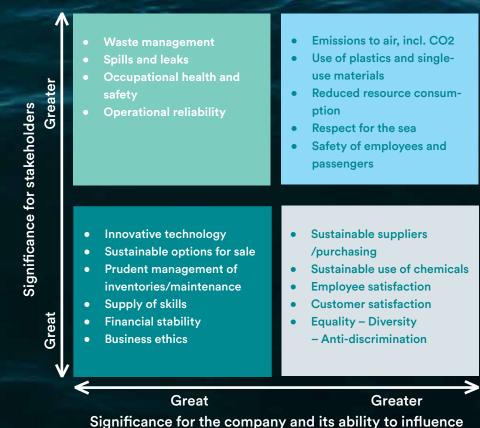
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# Materiality analysis

We believe our sustainability report should reflect and report on those aspects of sustainability that we and our stakeholders consider to be most important for us to focus on and highlight. The scope of this approach to sustainability extends beyond purely environmental issues to include aspects of a social and financial nature. In order to ascertain the nature of these sustainability aspects, ForSea has conducted a materiality analysis. The analysis is based on views and input we have gathered at meetings, in discussions, through customer surveys and complaints/feedback received. Along with business intelligence and our own values and priorities, a materiality analysis has then been created to guide the work.

#### ForSea has identified the following stakeholders:

- Owners\*
- Employees\*
- Customers\*
- City and Port of Helsingborg\*
- City and Port of Helsingør\*
- Neighbours of our operations
- Partners
- Trade unions
- Authorities
- Insurance companies
- Trade associations SweShip and Danish Shipping
- Suppliers



#### Aspects deemed least important

- Use of urban space
- Charity donations
- Local and regional engagement
- Noise/disturbing sound from vessels
- Concept development

<sup>\*</sup> Stakeholder ForSea has communicated with for this analysis.

### Our strategies for tacking the key aspects of sustainability

Sustainability aspect	Actions	Governance
Emissions to air, incl. CO2	Emissions to air are minimised through the use of less environmentally harmful ship fuels and catalyst treatment. In full battery operation, emissions are completely eliminated.	Goals & Action Plans SDG 11, 13
Use of plastics and single-use materials	A review is carried out of all types of single-use items to determine which are unnecessary and can be phased out. All single-use materials for guests are produced from recycled or bio-based plastic.	Goals & Action Plans SDG 12
Reduced consumption of resources	The focus here is on all types of resources, such as energy, water, food and chemical products. ForSea measures and follows up all important resources and has many goals and activities aimed at reduced consumption of them all. For example, the shipping company has two different groups, the Eco-Driving Group and the Energy Group, working on reducing energy consumption throughout the business.	Goals & Action Plans SDG 9, 12, 13
Respect for the sea	All grey water and black water, waste and sludge is brought ashore for treatment. All fish served in the restaurants is sourced from sustainable fisheries or responsible fish farming, and the company's chemical advisory council works to reduce the use of environmentally harmful products. Various other projects, including the Seabin and the Havsresan ('Sea Journey') projects, aim to highlight and raise awareness of the importance of clean, healthy seas.	Goals & Action Plans SDG 14
Occupational health and safety	Safety drills and clear procedures, toolbox meetings, etc. help to ensure that our workplaces are safe for employees. Regular safety meetings are held. ForSea subsidises wellness activities and physical exercise to encourage and support healthier lifestyles. The chemical advisory council works continuously to find alternatives to products that are harmful to health.	Goals & Action Plans SDG 3, 14
Safety of employees and passengers	Our safety work focuses on both employees and passengers and is based on legislation and directives from national authorities, the EU and the UN agency IMO. ForSea has a designated person (DP) who acts independently from management and the Board of Directors to ensure that the company follows the rules and directives relating to safety. Policies and all safety procedures are detailed in a safety management system (SMS) manual.  Depending on their area of responsibility, employees must complete a number of safety training sessions in order to be authorised to work on board or ashore. Safety training and practical safety drills are conducted regularly throughout a worker's period of employment.	Goals & Action Plans SDG 3
Sustainable suppliers and purchasing	Using suppliers who share our core values and have their own focus on sustainability helps us indirectly to improve our own work in this area. Our purchasing policy makes our requirements clear and provides guidance for all those employees engaged in purchasing activities.  Human rights, energy performance and lifecycle perspectives must always be factored into purchasing decisions. Special requirements apply to purchases that are classed as having a significant impact on the environment. All capital expenditure must be environmentally approved before such purchases can go ahead.	Purchasing policy
Prudent management of inventories/maintenance	To avoid unnecessary consumption, it is important to purchase good quality equipment and properly maintain it.  Careful routines and strict adherence to the relevant maintenance programme are invaluable in this respect.	AMOS and miscell- aneous routines

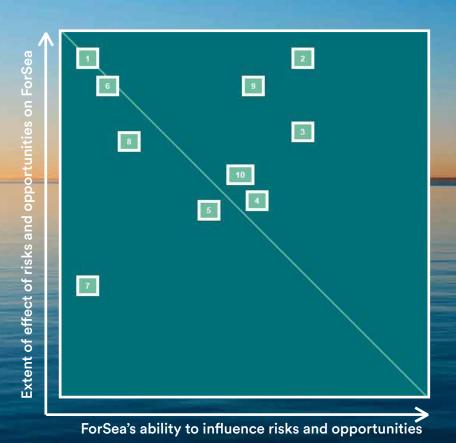
Sustainability aspect	Actions	Governance
Employee satisfaction	We conduct an annual employee survey that measures eNPS, tasks and career development, leadership, intercommunication and the organisational and social work environment. This helps us better understand our employees and what makes them satisfied with their workplace. The results form the basis for action plans. Training sessions and joint activities are also arranged to stimulate our culture and promote team spirit.	Goals & Action Plans SDG 3
Customer satisfaction	Customer satisfaction is measured continuously. All feedback from customers is collated and evaluated so that we are always ready and able to respond to customer requests. We train our service staff at ForSea Academy to improve customer service. Most of our customers interact with us on our online platforms, which are evaluated and updated on an ongoing basis.	Goals & Action Plans SDG 11
Equal opportunities	All managers and recruiters in the HR Department are given training and regular updates to ensure that they are always fully informed about current legislation in areas relating to equal opportunities.	Goals & Action Plans SDG 10
Supply of skills	HR works actively with the shipping industry and the local labour market in order to secure access to skilled employees and, not least, attract more women to the industry.	SDG 3, 10
Financial stability	Through their choice of capital structure, our owners and the Board have determined the level of risk that is considered acceptable. Long-term financial stability is prioritised to enable ForSea to invest in projects that will benefit the environment and increase profitability.	Monthly accounts, budget 5-year plan
Spills and leaks	Frequent training drills and rigorous routines both on shore and on board reduce the risk of spills and minimise their effects in the unlikely event of such incidents.	Training drills, Procedures AMOS
Waste management	ForSea is firmly committed to reducing the amount of waste generated by its operations and to increase the proportion of separated waste. To this end, frequent reviews are made of how well waste management and waste stations work. ForSea currently separates 26 different fractions of waste.	Garbage Management Plan Goals & Action Plans, SDG 12
Sustainable use of chemicals	ForSea's chemicals advisory council works to find alternatives to products that are harmful to the environment and human health.  The council also educates and informs other employees about the risks posed by chemical products and the importance of managing chemicals correctly.	Chemicals policy Goals & Action Plans SDG 14
Operational reliability	Vessels and facilities are painstakingly maintained in order to cope with the pace and intensity of the ferry route that our vessels operate. Frequent, careful maintenance is essential to maintain operational performance.	Goals & Action Plans SDG 9
Research & innovation	ForSea has led the way in many areas and continues to do so. We are constantly seeking information and inspiration both internally and externally to ensure that we always make full use of the best possible technology in our operations. We also actively participate in several different research projects to share our experiences and thus contribute to development.	Members on several different councils. Participation in various seminars SDG 9
Sustainable options for sale	Being able to offer our guests sustainable options in restaurants, cafeterias and shops is important for both us and them. All departments have targets for increasing their percentage of certified products and for reducing generated CO2 emissions from food.	Goals & Action Plans SDG 12, 14
Good business ethics	Our code of conduct provides guidance on what constitutes good business ethics for managers, employees and suppliers. In addition, we have formulated various policies and initiated control mechanisms to reduce the risk of fraud and bribery, both internally and in our dealings with external stakeholders.	Code of conduct, Ethical guidelines

# Risks and opportunities

The world is filled with opportunities and risks. It is important to be aware of them if we wish to adapt to them and, wherever possible, avoid them or learn from them. Efforts to identify these risks and opportunities are ongoing, and we produce a risk map every quarter. The risk map helps management rank the risks and prioritise the opportunities identified.

# Areas that can affect ForSea's operations and its ability to achieve its targets

- Port agreements
- Tougher legislation and increased demands for sustainability
- 3. Rapid technological development
- 4. Global economic downturn
- 5. Future skills needs and access
- 6. Urban development in Helsingborg and Helsingør
- 7. Border controls
- 8. Rising prices and reduced access to energy
- 9. Data security
- 10. Changes in patterns of travel



Tougher legislation and increased demands for sustainability	A constant focus on legal requirements and business intelligence, together with active sustainability work that sets very ambitious targets, is the key to always staying one step ahead of the rest of the field.
Rapid technological development	Constant business intelligence and networking, together with an openness to testing new solutions that can help to optimise our business operations, means that we see technological development as an area that opens up opportunities for us rather than one that incurs risks.
Changes in patterns of travel	Among many reasons for the changes in travel patterns are factors like environmental impact, trends and the economy. It is important that ForSea remains alert to these shifts in behaviour and adapts its services accordingly.
Global economic downturn	The current global situation affects our business in many ways, including rising prices and reduced revenue. ForSea conducts an ongoing review of expenditure and the opportunities for new and adapted services that continue to attract our guests, including during an economic downturn.
Port agreements	To be able to plan ahead and make long-term investments, it is vital for ForSea to have agreements that secure our right to continue to operate well into the future. Our current port agreement extends only to 2029, which is too short a time-frame for us to be able to make the investments we would like to make today.
Data security	IT security – We work continuously to analyse and secure the IT systems we use, both for the operation of our ferries and for administrative and commercial purposes.  Personal data – Procedures and system support are in place to ensure that the personal data of customers and employees remain secure.
Future skills – needs and access	Today's young people make different demands on their workplace and the environment than previous generations did. To be able to recruit and retain good employees now and in the future, we must continue to be flexible as an employer and receptive to the wishes of our employees.



#### Safety - Putting principles into practice - 2022

To establish high quality as the hallmark of ForSea, we have been working methodically and resolutely for many years to make safety, health and the environment part of our corporate DNA. In 2016, a new safety action plan was drawn up and has subsequently been updated regularly on the basis of results and goals. ForSea adopts a risk-based approach where data, knowledge and analysis are used systematically in the development, planning and implementation of all functions for a dynamic culture.

All employees are responsible for safety, health and the environment. When a department takes responsibility and works methodically and actively, it must be subject to the least possible control to preserve motivation, so that the work is continuously developed.

Specific policies have been formulated to this end, and a

decision has been made on a strategic agenda based on our seven sustainable development goals. Clear and ambitious targets have been set to minimise accidents at work and sickness absence, and to achieve success, tools have been established including reporting systems, analysis and regular follow-ups of the KPIs as well as transparent communication with employees.

The safety of employees and pass-engers is the top focus of our operations. We have

a clear policy goal of zero accidents and injuries.

Our safety culture is based on high technical standards on board, committed and trained employees, and the competence and accountability of corporate management. As a minimum, statutory requirements and other safety requirements must always be fulfilled, and the statutory requirements are national

and international, such as those specified by the EU and the UN's International Maritime Organisation (IMO).

In accordance with international law (the ISM Code), all safety procedures on board are documented and compiled in an SMS manual, which is available to all employees through individual logins to ForSea's intranet.

Depending on their role, all employees must take part in a number of safety training sessions to be certified to work on board or ashore. Safety training sessions are part of our everyday business practices. They are continually updated, and employees are required to participate in them throughout their term of employment. To improve safety for both employees and passengers, drills are carried out several times a month,

for example, relating to how to deal with fire, spills, evacuation, crisis management and first aid. This reinforces safety for employees and passengers alike.



#### Safety – Putting principles into practice – 2022

#### **Preventive measures**

We believe everyone needs to take responsibility for the environment and for safety. This is why we have a long track record of raising awareness of these issues among employees. We achieve this by always setting aside time and resources for reviewing safety issues as a permanent agenda item at meetings and in discussions in all departments, as well as by swapping experiences throughout the organisation. Keen safety awareness improves safety for our passengers and ensures a high level of preparedness in the event of

near-misses or illness. An internal report is submitted for any non-conformances, accidents and dangerous incidents. Every year the authorities and classification societies carry out their own audits and safety reviews. Their findings are also used to further develop the work we do to ensure employer and passenger safety.

# Simulating risks and crisis situations

ForSea's own vessel simulator is an important tool in the company's safety efforts. Various simulated scenarios give navigators and other key personnel regular training in dealing

with risks and crisis situations. The simulator is located at ForSea's

head

Helsingør 🗖

office, with associated training facilities. The simulator is continuously updated with the latest technology to ensure the experience is as realistic as possible. In 2022, more resources were allocated to simulator courses so that more

employees had the oppor-

tunity to meet across departmental boundaries.

# Safety in handling dangerous goods

The transportation of dangerous goods is managed in accordance with current regulations and by employees who participate in regular internal training sessions. This is evaluated every year by an external consultant, who is also a member of ForSea's Dangerous Goods group. This body monitors developments in the area and, when necessary, oversees improvements to proce-







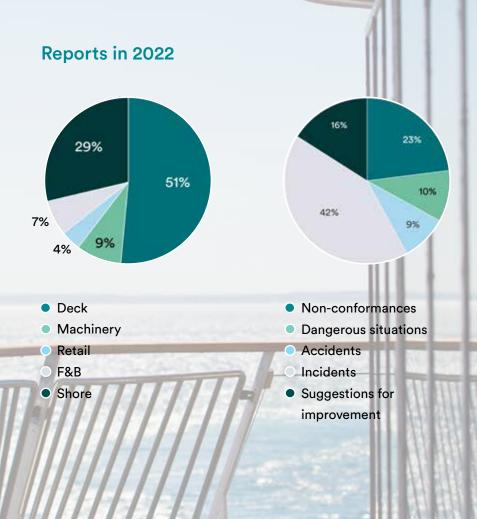
### **Developments in 2022**

A total of 24 occupational accidents occurred in 2022. Four of the reported accidents led to a short period of sick leave. The most common injuries fall into three categories: fall injuries, crush injuries and burns.

Lost work days (LWD) due to injuries totalled 59 days (11). The accident frequency rate (AFR), which is an expression of the number of occupational accidents per hundred thousand hours worked, was 0.73 (0.22) accidents in 2022. The accident severity rate (ASR), which is an expression of the severity of accidents that have occurred, was 6.16 (1.22). This is a very low figure compared to the average for other industries and companies.

The number of SMS reports submitted (incidents, near-misses, suggestions for improvement, etc.) was 479 (370). No major deficiencies in overall safety ashore or at sea were reported. In addition to highlighting accidents, this reporting contributes to the early detection of hazards and to ForSea's ability to take preventive measures, as well as the exchange of experience across departments, which has proven to be a good tool for minimising the number of workplace accidents.

During the course of 2022, ForSea transported 6.1 million passengers, compared to 3.9 million in 2021. These figures are greatly impacted by the COVID situation and the restrictions that were introduced and led to a sharp decline in passenger numbers. In 2019, before the pandemic, ForSea transported 7 million passengers.



# **Employees**



We want ForSea to be a great company to work for and one that attracts the very best talent. It is also our aim for the company to be a workplace where employees are happy, secure and feel that they are given the opportunity to grow and develop in their professional roles.

The seasonal nature of our business leads to some significant variations in staffing needs between high and low season. While this inevitably results in high staff turnover, we always focus on creating a good working environment for every employee, by providing the right conditions for cooperation, job satisfaction and good leadership.

Human rights and diversity

ForSea is a multicultural company that seeks to promote equal rights and opportunities at work regardless of gender, ethnicity, religion or other belief. We embrace diversity because we firmly believe that it fuels creativity by acknowledging the different mindsets that are so important for our continued growth. ForSea gives everyone the same

> ethnicity, religious belief, disability, sexual orientation or

> > age. We also maintain a firm focus on indirectly protecting human rights, by not only advocating but, wherever possible, intervening to ensure that our suppliers' and sub-contrac-

tors' employees are treated well, that there is compliance with OHS legislation and that human rights are respected. Our own needs must not be met at the ex-

pense of other people's well-being.

Gender equality and equal

treatment

ForSea must be an organisation free from discrimination. harassment and abuse. All employees should be able to feel a sense of community and involvement and must show each other respect.

ForSea takes active steps to establish equitable workplaces and teams. We know that genderequal companies are more profitable and create a healthier work climate in the group. By ensuring that we are a business that affirms both diversity and gender equality, we can create a corporate culture with different perspectives on business, innovation and problem-solving.

#### **Employer branding and** recruitment

ForSea works actively on building a strong employer brand with the aim of attracting the employees of tomorrow and being a step ahead of the fierce competition.

We operate an open, well-organised and skills-based recruitment process. It aims to ensure that the right person is offered the job. Our attitude is that everyone is of equal value, which means that all applications must be treated in the same way and as fairly as possible. All posts are advertised both externally and internally. We use our websites and social media as recruitment channels.



#### **Employees – Putting principles into practice – 2022**

#### **Employee health**

ForSea's employees are one of the shipping company's most valuable assets, and performing at a top level requires everyone to feel well.

We work for the health and well-being of our employees and regularly arrange activities to promote this. In 2022, we arranged a cycle-to-work challenge.

#### **Development of skills**

have also

In 2022, one of the most important activities aimed at our employees was to fully implement the ForSea Academy. The ForSea Academy is the shipping company's learning management system (LMS), and we

leveraged it to streamline the onboarding of new ForSea employees. Where the recruitment process ends, the pre-boarding and onboarding processes take over. Through onboarding, all new employees have the opportunity to acquire the knowledge they need before their first day on the job.

We invest in our employees by continuously training and developing them. It is an efficient way to both improve profitability and create a positive mood and forward-looking spirit at the workplace.

Most of our workforce work shifts. It is simpler for them to take online training courses when they themselves feel ready and have time to spare. As a

result, we meet the expectation of current generations and their demands on the employer. In

2022, we published around 20 courses on topics such as occupational health and safety, the environment, sustainability, in-depth onboarding

and employeeship in various ways.

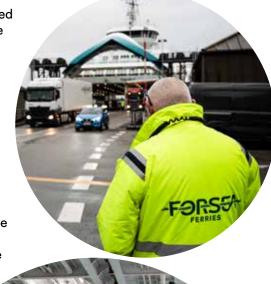
Work environment – zero injuries

Work environment management ensures that we offer all employees a physically safe and socially sound workplace, where measures are in place to prevent work-related injuries and ill-health. These efforts are based on four objectives:

- Zero accidents at the workplace.
- Zero sick days as a result of accidents at the workplace.
- Days of sick leave should fall yearon-year, and sickness absence should drop to below 4%.
- Employee appraisals should be conducted annually.

In order to achieve these objectives, we constantly follow up statistics relating to occupational injuries and workplace incidents, rehabilitation measures

and preventive action. Examples of such preventive measures include wellness contributions, chiropractor treatments, lectures on health and ergonomics and continued working from home for those employees who are able to do so.





#### **Employees – Putting principles into practice – 2022**

#### Alcohol and drugs policy

ForSea has a zero-tolerance policy towards alcohol or drugs during work hours. All employees must be familiar with the policy and comply with it. This ensures that the workplace is free from alcohol and drugs and minimises the risks of ill-health and accidents. Preventive measures include unannounced random testing. Alcohol and drug testing may also be carried out after an incident or accident. The policy includes provisions for support and help for employees with alcohol or drug dependency issues.

# Employees – heard and heeded

Pulse is our annual employee survey, in which we measure the perceptions of factors like the physical work environment, departmental collaboration, confidence in management and line manager leadership. We use the results to produce action plans tailored to each unit that support development and improvement within the department. This is followed up in individual employee appraisals.

In 2022, 87% of employees took the Pulse survey, a good figure. The overall score for the questions

posed in the survey was 4.1 on a 5-point scale. The results show that all the employees act in accordance

with our values and that cooperation between employee and line manager works well. Our employees also like working with their colleagues.

Requests for improvement focus on an even better flow of information and an opportunity to develop and grow within the company and make one's voice heard. During the year, 83% of employees took part in employee appraisals.

#### Whistle-blower channel

Employees can use our confidential whistle-blower service to report any suspected irregularities to the person responsible for the service.

Whistle-blower messages may be submitted openly or anonymously. The service helps to minimise risk and maintain trust in ForSea, by enabling us to identify and rectify potential irregularities at an early stage.

# Business ethics – clear procedures and guidelines

Clear procedures and checks minimise the risk of fraud or bribery, both internally and in our contacts with customers, suppliers and other business partners.

Our ethical guidelines contain procedures for giving and receiving gifts, but also serve as an ethical regulatory framework regarding how employees representing ForSea should act. Other guidelines specify which employees are authorised to place and approve different types of orders and the thresholds that apply to the ordering process.







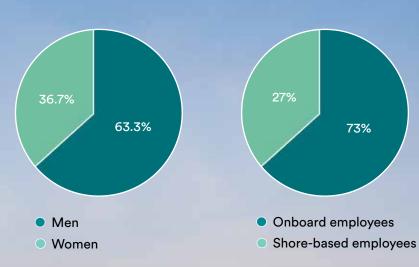
### **Employee statistics**

On 31 December 2022, ForSea had 551 employees (of whom 487 were full-time employees). Of the full-time employees, 253 worked in Denmark and 234 in Sweden. 73% of employees work mainly onboard one of our four ferries.

Female employees accounted for 37% of the total. The proportion of women in Group management was 25%, while the company's Board of Directors had 50% female members.

Total sickness absence was 5.84%, despite the ongoing pandemic and encouragement to stay at home at the slightest sign of illness.

#### **Employees in 2022**







#### Freight – Putting principles into practice – 2022

Despite war, high energy prices and inflation, 2022 was a record year, with 457,000 trucks crossing the Sound with ForSea in a fast, efficient and environmentally friendly way.

The fact is that the number of lane metres was even higher, as the proportion of modular road trains (25-metre road train) is steadily increasing on the crossing. A modular road train can carry 50% more goods than an ordinary semitrailer. As more than 5% of our crossings now take place with modular road trains, this would be equivalent to the contents of a further 11.500 conventional semitrailers. This, in itself, is also an environmental gain.

In future, the truck industry may encounter increased costs in the form of CO2 taxes. It is becoming increasingly important to optimise the route driven, to choose the shortest route and to transport the truck on energy-efficiency ferries that sail on green electricity.

For use in the customer's own environmental reporting. For Sea offers documentation on the CO2 impact the customer's trucks have had by sailing with ForSea.

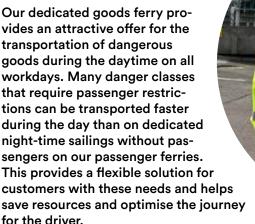
Certificate for reduced CO<sub>2</sub> emissions

ForSea offers all freight customers a certificate for reduced CO2 emissions, based on actual crossings with our ferries during a calendar year.

> Each individual freight customer can view their positive contribution to the environment by choosing our ferry line. We also offer simple and fast check-in: Fast Lane.

Fast Lane makes it possible to check in with minimal waiting time, which also minimises idling in the port area.

Our dedicated goods ferry provides an attractive offer for the transportation of dangerous goods during the daytime on all workdays. Many danger classes that require passenger restrictions can be transported faster during the day than on dedicated night-time sailings without passengers on our passenger ferries. This provides a flexible solution for customers with these needs and helps



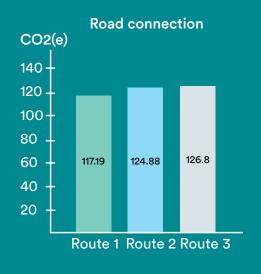






### CO2(e) emissions per freight route

The diagrams show the comparison of CO2 emissions for the three different routes between Zealand and Helsingborg via road connection and via ForSea.





Route 1



Route 2



Route 3





#### IT – Putting principles into practice – 2022

IT is an area with a significant environmental impact and consequently one of the areas ForSea focuses on in terms of sustainability. Both the operation of IT equipment and the entire lifecycle, from purchasing to recycling, are important.

#### **Purchasing policy**

During the past year, ForSea's purchasing policy has been updated so that the purchase of IT products now goes through the IT department. The department ensures there that purchases meet the requirements for energy consumption, do not contain conflict minerals, etc. KPIs for the lifetime of laptops and desktop computers have been introduced. The aim is for a

laptop to be used for least three years and a desktop computer for at least five years, preferably longer. Instead of replacing computers that do not work, they are repaired as far as possible to maximise product life. The reason for this is to reduce the proportion of newly produced IT equipment.

Preparations have been made to enable us to sell back functioning online equipment that ForSea longer needs in 2023.

We are doing this to eliminate the need to recycle something that can actually be reused.

100% green energy.

The computer hall where Advania

hosts ForSea's servers runs on

#### Cybersecurity

As part of its ongoing security efforts, ForSea actively pursues cybersecurity, above all to keep critical systems onboard and on shore safe from external threats, as well as to make sure that sensitive data do not get into the wrong hands. These security efforts involve all employees and all departments.





ForSea's IT infrastructure supplier Advania operates ForSea's computers and servers. They are members of the Responsible Business Alliance and work closely with ForSea on sustainability issues, for instance with regard to the recycling of old IT equipment.







# Reduced environmental impact

The activity at ForSea that has the greatest impact on our environment comes from the actual operation of our vessels. Emissions to air and water, reduced energy consumption and reduced noise are, therefore, priority areas for the shipping company.

We have efforts in place over many years to reduce our ferries' impact on the environment in the Öresund region. As early as 2007, the ferries were the first in Sweden to use catalyst treatment to lower emissions of NOx, which is harmful to health, and since the early 1990s we have only purchased low-sulphur fuel to keep down emissions of acidifying SOx.

In November 2018, battery operation was introduced on two of the vessels and getting it to work as intended has been challenging. For over two years, the Aurora has run almost entirely on battery, but on the Tycho Brahe it has



been more difficult to get the system to work, and she was not fully ready to sail on batteries again until the end of 2022.

#### **Reduced emissions**

Battery operation on the vessels is a highly innovative system that has required major adjustments, both onboard and ashore.

A fully automatic laser-controlled robot arm connects to the ferries for charging each time they are in port. The charge is sufficient for a crossing of twenty minutes.

From the shore, the batteries are charged with green electricity from wind, water and solar power. Noise and vibrations decrease substantially, which is positive for passengers, local residents and marine life.

#### **Energy efficiency**

Conversion to battery operation does not just result in lower emissions but also reduces energy consumption. This is because the efficiency of batteries is much higher than the efficiency of diesel engines.



Energy efficiency is an essential part of the transition to a greener world, and ForSea is focusing heavily on further reducing consumption. For this purpose, ForSea has two working groups who pursue these issues: the ECO Driving Group and the Energy Group.

The ECO Driving Group consists of navigators from all the vessels, and they work together to find fuel-efficient driving strategies. To assist with efforts to

monitor consumption, a special energy measuring tool called Blueflow has been installed onboard. With Blueflow, it is not just possible to see consumption in real time, but the system is online and saves all the data so that a journey can be analysed after it has taken place. For Sea also has its own vessel simulator, which is used to test energy-efficient strategies and practical exercises.

The Energy Group works on finding various technological solutions ashore and onboard. This may mean anything from switching to LEDs, frequency control of pumps or optimisation based on operating times. The Energy Group also benefits greatly from Blueflow, which helps them keep a check on all the energy consumed in the systems.

#### Discharges to sea

All grey and black water from the vessels is pumped ashore and treated by Stena Recycling or the municipal wastewater treatment plant. To avoid undesirable spills and leaks, there are strict procedures in place and regular self-inspections are made continuously.

### **Developments in 2022**

#### **Emissions to air**

Carbon dioxide(CO2) - In 2022, the Aurora sailed 89.5% of its crossings in battery operation, while the Tycho Brahe reached 4.7%. Emissions of direct CO2(e) emissions from the vessels increased by 12% to 19,575 tonnes during the year compared to 2021, partly due to an increase in the number of sailings by almost 3,000. The total emissions for 2022 are, however, almost halved compared to the baseline year 2016, when they totalled 37,800 tonnes.

Sulphur oxides (SOx) and particulate matter (PM) – Emissions of sulphur oxides and particulate matter follow the consumption of diesel and have, therefore, increased by 12% to 5.9 tonnes compared to 2021. In 2022, around 5.5 tonnes less SOx was emitted to the air than in the baseline year 2016.

Nitrogen oxides (NOx) – Emissions of NOx increased in 2022 by 10% to 39.5 tonnes compared with 2021. Compared with the baseline year 2016, this is an increase of 34% as a consequence of delays in converting the Tycho Brahe. Emissions are, however, very small in relative terms since the catalysers remove 95-98% of NOx.

#### **Emissions to water**

Two minor leaks of hydraulic oil from one of the vessels to surrounding water were reported during the year. Both cases were dealt with promptly and the leak was stopped as soon as it had been discovered.

#### **Energy consumption**

In 2022, the total energy needs of the business for the year increased by around 9% from 83,700 MWh to 91,450 MWh. This is mostly due to the expansion in number of sailings. Work on reducing our need for energy has, however, continued to be ambitious and improvements equivalent to more than 410 MWh were made during the year. The total energy need has decreased by around 36% since the baseline year 2016.

\* Direct emissions from the vessels relate to Scope 1 emissions according to the GHG Protocol.

# Sustainable in everything we do

Sustainability efforts at ForSea do not just involve a major focus on emissions from our vessels, but rather broad efforts in the pursuit of being sustainable in everything we do.

# Fewer environmentally damaging chemicals

For a few years, ForSea has worked systematically to reduce the environmental impact of chemical products. The shipping company has a chemicals advisory council involved in training employees and creating engagement on the issue, as well as finding substitutes

or other methods for the products that pose the greatest risks.

#### Waste

Starting to view waste as the resource and raw material it really is plays a key role in our efforts to optimise our waste management. Education and information are constantly required to create the right level of commitment, and we are also continually reviewing our waste management processes as new

rules, opportunities and challenges arise. At ForSea we make every effort to separate our waste, while also aiming to reduce total waste volumes.

# Plastic – a necessary evil

No one can be unaware of the need for society to reduce its dependence on plastic, and efforts to review the use of all single-use materials have been ongoing for some time at ForSea.

Our ambition is to fully phase out all plastic in the long term. For a few years now, all our single-use material available to customers has been produced from sustainable material such as renewable raw material or recycled plastic.

# Purchasing and maintenance

All goods and services have an impact on the environment in some way during their lifetime. It is, therefore, important to consider the entire lifecycle perspective in purchasing. This means that we take account of the environmental impact of the products in purchasing, use, material recycling and waste management. Our suppliers, too, are scrutinised and chosen carefully.







### Developments in 2022

#### Chemical products

The chemicals advisory council is continuing its efforts to phase out allergenic and environmentally hazardous products and, in 2022, these decreased by 9% and 17% respectively. A decision was also made to phase out fire-extinguishing foam containing PFAS and only a very small volume remains on one of the vessels due to be replaced in 2023.

#### Waste

The proportion of separated waste increased by 0.6% in 2022 compared with 2021, and 65.7% of all waste is currently separated in the business. This should be compared with the baseline year of 2016, when only 48% of waste was separated. In 2022, two different pick analyses of the waste were conducted with the aim of gaining a better understanding of how to achieve a higher percentage of separated material in 2023.



### Food and sustainability

With multiple restaurants, cafeterias, dining rooms and huge numbers of diners each year, food purchases for our operations are significant. In 2022, for example, we sold 23 tonnes of fish and 560,000 sausages. Clearly, finding sustainable options can make a big difference. We recognise the importance of reducing the environmental impact of the food we serve, so we have decided to focus on four key areas – food waste, certified food, climate impact and sustainable fish and seafood.

#### Keeping a check on wastage

Discarding good, edible food is not only expensive and resource-intensive but unjustifiable from a sustainability perspective. For that reason, ForSea works resolutely to avoid wasting resources in this way. Better planning throughout the entire chain, monitoring food waste and following up results are some of tools we use to reduce waste. The waste that does occur is separated and sent to OX2 for conversion into biogas and biofertiliser.

# We set high product standards

Increasing the proportion of certified products in our restaurants and shops helps to improve working conditions for many people, conserve biodiversity, improve animal welfare and reduce water consumption. At ForSea, there is a strong focus on these issues and, as part of these efforts, we opted in 2020 to become certified in accordance with the KRAV standard. KRAV is one of Sweden's toughest labelling standards for food and restaurants, covering several aspects of sustainability. This standard provides an excellent and reliable framework for efforts to reduce environmental impact.

# We make a difference below the surface

In December 2019, ForSea became the first shipping company in Sweden and Denmark to meet the traceability criteria for MSC/ASC certification, and all the fish and seafood served in our operations since 2020 is MSC/ASC certified. This has obviously meant some stiff challenges as many species have been excluded, but our talented chefs have shown that, with the right attitude, anything is possible.

In 2022, we cooperated closely with MSC to spread the message about the importance of sustainable fisheries, even outside our own borders. Among other initiatives, we have created a cookery book together that we have handed out to diners onboard. They also participated in our project 'Havsvecka' ('Week of the Sea'), in which we spoke to our passengers in the departure halls.

# Getting smart with climate-smart food

To better understand the impact that food has on the climate, we have calcu-

lated our food-related CO2 emissions each year since 2017. In 2021, these efforts were further streamlined with the help of the calculation tool Klimato, which helps both chefs and diners make better choices by highlighting the various products and climate footprint of each dish. To reduce emissions, our chefs are working to increase the share of vegetarian options and choose climate-smarter meat. These efforts have yielded outstanding results.









### **Developments in 2022**

#### **Food waste**

Less food waste and reduced CO2 emissions from food are two important focus areas in our restaurants and cafés. In 2021, we made great progress in our efforts and succeeded in reducing our climate footprint by 31% compared with 2017, when the work began. In 2022 we further refined the figures, and have now reduced CO2 emissions from food by a total of 32.5%.

The work of measuring and reducing food waste began in full in 2020. Since then, food waste has decreased by 12% to 7.17 g/passenger.

#### Certified products

In accordance with the KRAV standard and our own KPIs, we place a strong focus on increasing the proportion of approved\* certified raw materials in restaurants, cafeterias and galleys.

In 2022, as much as 29.7% (by weight) of the purchased raw materials had one of our approved\* certifications. This is an increase of 11% on 2021. In total, we have now increased our proportion of approved\* certified products by 26.7% since the work began in 2017.

In the shop, 6.3% (value of sales) of the products sold in 2022 were certified with some type of approved certification\*. This is an increase of around 1.25% compared to 2021.



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#### Corporate social responsibility – Putting principles into practice – 2022

Our ferry links support the development of local communities on both sides of the Sound. ForSea's CSR commitments include generating employment opportunities in the region, supporting sports and education and helping the local business community to develop along greener lines. Here are just a few examples of how this commitment is put into action.

#### **Seabins**

For a few years, ForSea has had three 'Seabins', which are located in the inner harbours to collect plastic refuse floating on the surface. Our Seabins are also used, however, to talk about the problems of plastic in our seas and, during the year, ForSea cooperated with Miljöverkstaden (the Environmental Workshop) in Helsingborg and the Öresund Aquarium in Helsingør to inform hundreds of schoolchildren about the importance of clean seas.

#### Research projects

In 2022, ForSea was involved in four different external research projects to contribute to driving research and development forward.

The shipping company took part in an exciting project run by a researcher at Brandenburg Medical School with the aim of understanding how different climate labels influence people's behaviour. The project Silent@sea aims instead to find out how alternative fuels affect noise and vibration levels above and below the water's surface.



#### Havsresan

For the fourth year in a row, ForSea is the proud main sponsor of the Haysresan project. Havsresan (Journey by Sea') is organised by the Swedish Coast and Sea Center and is a week-long event that aims to draw attention to the sea and its critical status. In 2022 Haysresan was held as a tour of Sweden, with stops in four different towns where the participants met both the local population and municipal heads and also performed some dives to document the status of

#### ForSea's Sea Week

As part of ForSea's efforts to implement our seven sustainable development goals, we held a 'Sea Week' in mid-June. During the week, we organised a variety of different activities and visits by partners in our departure halls. The aim was to highlight the work we do for the seas and their well-being and to make people aware of the problems of sick seas and what they themselves can do to make a difference.



#### Corporate social responsibility – Putting principles into practice – 2022

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#### Christmas in everyone's home

In December, our annual collection was made for families in need in Helsingborg and Anna's Women's Shelter in Helsinger. Both employees and the company contributed generously with Christmas presents. Christmas food and experiences.



#### Recruitment of ship's officers

Active recruitment of newly qualified ship's officers who gain basic work experience via ForSea. Trainee ship's officers also carry out parts of their ship-based training on board our ferries. We also take people on work experience both onboard and on the shore.



#### We give back

ForSea works very closely with our wine suppliers in South Africa and SEK 5 per sold bottle goes in full to the organisation Starting Chance, which works to improve opportunities for all children to finish school. In 2022, ForSea donated nearly SEK 112,000 to the organisation.

The sunflower wristband

ForSea is a place for everyone. We are, therefore, proud to be part of the Sunflower Programme and help create a better experience for our passengers with invisible disabilities.



For many years, ForSea has proudly sponsored the North Zealand Handball Club, part of its efforts to help the local business community.

