

A woman with brown hair tied back, wearing a dark blue sweater over a white shirt and a red patterned tie, is looking down at a control panel. A man in a white shirt, dark trousers, and a red patterned tie is standing next to her, holding a clipboard and looking towards the camera. They are in a control room with various instruments and screens.

A Sustainable Journey

An annual review of
some of the big little things
we do for a sustainable future

2019/2020



6,100

*full time
employees*

270

professions

40

nationalities



38

vessels

20

ferry routes

10

*connected
countries*

7.6

*million
guests*

2.1

*million
freight units**

* A freight unit can be a lorry, trailer or container. Accompanied or driverless.

One of the largest ferry operators in the world

Stena Line is one of Europe's leading ferry operators. From west to east the company connects northern Europe with 80 sailings every day all year round, working in close collaboration with road and rail industries as well as port authorities to provide efficient intermodal transport solutions.

Stena Line is part of the Stena AB Group, one of Sweden's largest family-owned companies with around 16,000 employees, operating in the areas of ferries, shipping, offshore drilling, property, wind power and finance.



**Food, car parts
and building
materials**

are the most
common types of
cargo on our ships



105,734

MSC certified
shrimp sandwiches
sold



92%

renewable
electricity
of our total use



-1.7%

decrease in
total carbon
emissions



**1 MWh
battery
power**

installed on
Stena Jutlandica



**14.5
million**

cups of organic
coffee sold

A Sustainable Journey

An annual review of
some of the big little things
we do for a sustainable future





We have a shared responsibility for the sustainable development of our world. We are on a journey towards becoming a leader in sustainable shipping.

What a difference a day makes

This was supposed to be a text about how we connect Europe for a sustainable future. How during every one of our 28,000 sailings in 2019 we filled our ships with freight and passengers. How for every sailing we tried to do things better, more sustainably, more caringly and more efficiently. But that was yesterday. And then came Covid-19. Today we live in a different world and while we have learned to adopt to the threat of the virus many of us have been badly affected by the pandemic, directly or indirectly. At Stena Line we will leave the year 2020 in a different, and smaller shape, than we began it. We have adjusted production and many of our employees have had to leave the company.

During this whole crisis we have however kept vital supply lines open and connected Europe for a sustainable future, now more than ever. Our ships have sailed, safely and reliably, across the network and made sure

shops have been stocked and hospitals equipped when this was needed the most. We are all grateful to those of you who have worked through this crisis in ports, on ships, in lorries and on trains. Thank you.

Acting responsibly and caringly has always been top priority for us, however after Covid-19 it will be as important as ever. In this review I am happy to share that during 2019 our carbon emissions decreased, our share of female leaders increased, and we have made substantial progress towards reducing single use plastic onboard. In some areas we have made big progress, in some little – and in some, progress still needs to happen. But we are committed to improvement and we will take gradual steps towards a more sustainable future.

Stena Line is a family owned company and caring for our customers, for resources and for each other is deeply rooted in our culture. We also care about what you think, so send us a line to sustainability@stenaline.com and let us know if you have ideas on how we can become better at what we do.

Take Care.

Erik Lewenhaupt,
Head of Sustainability, Brand and Communication

1,500

tons less CO₂ emissions by using battery power on Stena Jutlandica (since September 2018)

15

vessels connected to shore side electricity, reducing CO₂ emissions with 12,000 tons in 2019



*Follow our journey
stenaline.com/sustainability*

Our sustainability focus areas

Good health and wellbeing

Through care for each other and an absolute commitment to safety, Stena Line shall actively promote the wellbeing of both guests and employees.

HIGHLIGHT 2019

A new take on safety
Pages 4-5



Responsible consumption

Care for resources is achieved by responsible procurement and by continuously reducing waste and increasing recycling.

HIGHLIGHT 2019

What's on your plate, mate?
Pages 10-11



Clean energy

Stena Line shall relentlessly strive to improve energy efficiency on shore and at sea and actively stimulate the usage of clean energy sources.

HIGHLIGHT 2019

A green move to Halmstad
Pages 6-7



THE GLOBAL GOALS



Life below water

Stena Line relies on the oceans for its existence and all operations shall have minimal impact on marine life.

HIGHLIGHT 2019

Testing innovative anti-fouling methods
Pages 12-13



Equality and inclusion

We embrace equality, diversity and inclusion. Everyone at Stena Line is a valued member of our crew.

HIGHLIGHT 2019

Increase in female leaders
Pages 14-15

Our commitment to sustainability is centred around five focus areas linked to the UN Global Goals which are directly related to our business. Ambitious targets are defined for each area, and the development is closely monitored, with the ambition that Stena Line shall be a leader in sustainable shipping.



THE GLOBAL GOALS

Big little things on the Green List

The Green List is a summary of the big little things that we have done to contribute to a more sustainable future. Read more at stenaline.com/sustainability/the-green-list






Good health and wellbeing

As a caring ferry company, we put safety first and value the health and wellbeing of both our guests and employees. A safe and positive work environment, where we care for each other, is not only important for our employees but also key to providing a great customer experience.





Objectives

-  **Safety among employees and passengers**

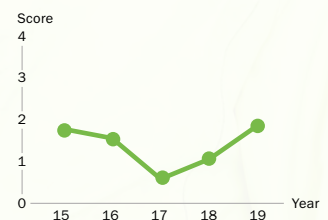
Targets

- #** Reduce the number of accidents in the workplace with a goal of less than 1.0 in accident frequency (LTIF).
- #** Ensure that the number of passenger accidents is below the comparable industry benchmarks.

Outcome 2019

-  The accident frequency (LTIF) increased to 1.9 (1.1) which is not satisfactory and under review.
-  The passenger accident rate ended up at 3.1 (2.3) per 100,000 guests. All accidents are carefully analysed and preventative actions are taken.

LTIF* development



* Lost Time Injury Frequency measures time away from work due to work-related injury per million hours worked, for sea-going employees.

A new take on safety

Hand on heart, how often do you watch a safety announcement onboard? In less than three minutes, you get all the information you need to be better prepared in the unfortunate event of an emergency.

To focus the attention of our guests we recently launched a new, slightly different safety video, inspired by tv-games and starring an acrobat. We have also made it available on smartphone, tablet, in terminals and cabins.



Weekly safety drills to stay on top

Seven short signals, followed by one long, is the sound of the general alarm within the shipping community. This sound is heard weekly on all our vessels, as it indicates the start of our regular safety drills.

"These drills are essential to make sure we are thoroughly prepared in case of an accident. Each vessel's crew practices their detailed safety plans weekly, in order to ensure that training standards and knowledge about safety is topmost among all crew members," says Jörgen Lorén, Safety & Security Manager at Stena Line.

The voice of our employees

We want Stena Line to be a safe and stable workplace, characterised by care, great teamwork and a friendly atmosphere. The Stena Voice survey serves as a platform to help evaluate how well we live up to these expectations, and what needs developing. The previous survey contributed to initiatives such as joining Women in Maritime and launching the Diversity & Inclusion Council.

"Stena Voice is an opportunity for all Stena Line employees to freely speak out about their job situation, which is why it's so important," says Ian Hampton, Chief People and Communications Officer.

In 2019 we scored an overall result of 4.16 out of 5, a 0.1 decrease compared to the previous survey. The response rate was a stable 87 percent.

All hands on deck!

We have partnered with the charity organisation Mercy Ships since 2017. This year, two able seamen and two engineers joined the other volunteers at the shipyard in Grand Canaria to prepare the sailing hospital, Africa Mercy, for her next mission to provide medical assistance in Senegal. We are happy to contribute with the unique technical and naval competence held by our employees, enabling Mercy Ships to reach out to people who would otherwise have little access to healthcare. Read more about our volunteers' experiences at stenaline.com/mercyships



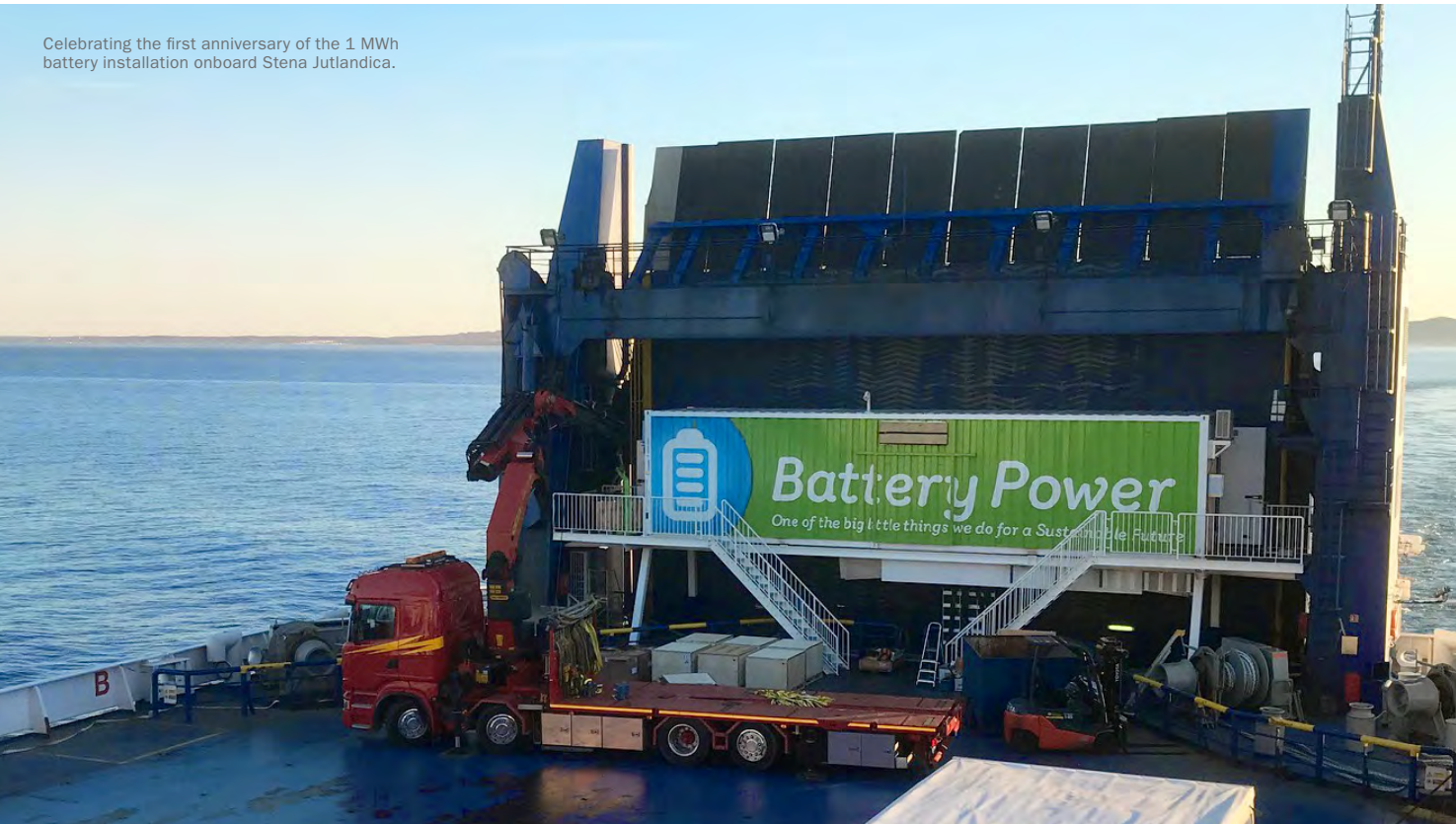
Photos, from top: Martina Thowsen, able seaman, Cees de Jong and Misha Vellinga, engineers, and Alexander Gustafsson, able seaman, onboard Africa Mercy.



Clean energy

As with the rest of society, the shipping industry needs new solutions to make the transition to clean energy and tackle climate change. Stena Line has taken on this challenge by focusing on projects within clean energy technology and energy efficiency to reduce emissions both on shore and at sea.



Celebrating the first anniversary of the 1 MWh battery installation onboard Stena Jutlandica.






Objectives

-  **Improve energy efficiency**
-  **Increase electrification and renewable energy**

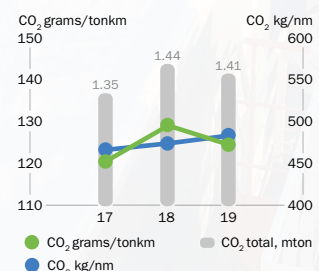
Targets

-  Reduce emissions to air while in port by enabling shore power.
-  Reduce the fleet's CO₂ emissions per ton/km by 2.5% every year.

Outcome 2019

-  Installed shore side electricity in yet another port, enabling us to connect our 15th vessel.
-  Energy efficiency improved.
-  Total emissions decreased. Measured in kg/nm emissions increased (+2.0%) but were clearly reduced (-3.6%) measured by unit transported (ton/km).

Emissions



A green move to Halmstad

The new Stena Line ferry route Halmstad–Grenaa, between Sweden and Denmark, offers a greener, more sustainable transport and tourist alternative and was developed in cooperation with both ports.

The new terminal in Halmstad focuses on efficiency and sustainability. Green electricity and solar panels are used to power offices, terminal and, check-in buildings. Other green initiatives are biofuel or battery powered tug-masters and vehicles, LED lights, and effective recycling.

The sustainable development is supported by digitalisation as the vessel Stena Nautica is fitted with the latest AI technology, Stena Fuel Pilot, which provides an expected fuel reduction of 2–3 percent per trip.



Senior Master Jan-Eric Alcén of Stena Nautica at the inauguration of the new ferry line Halmstad–Grenaa.



Here comes the sun!

Solar power is one of the cleanest and most reliable forms of renewable energy available today and in Hoek van Holland collector panels are now installed on the roof of our terminal. They will produce 25 percent of all the electricity used by our port and office.

“This is a great green initiative that will be hard for our customers to miss. We’ve even put solar panels on the gangway,” says Henk Versteegh, Terminal & Port Services Manager North Sea.

Half of the installation cost is covered by funding from the Dutch government and we expect a full return on the investment within seven years.

“We are very happy about this initiative. It showcases how environmental and economical sustainability can go hand in hand. And we are not done yet! Next we will be looking into wind energy,” says Marcel van der Lugt, Port Operations Manager North Sea.

Major investments in fuel-saving

Our Energy Saving & Performance team had a busy year 2019 with more than 20 projects concluded to minimise fuel consumption and emissions across the fleet. Some of the biggest investments have been made in a series of advanced fuel optimising systems from Lean Marine that can work as stand-alone, or be combined with our AI-assistant Stena Fuel Pilot. So far we have installed the systems on 22 vessels supporting automated fuel-saving through optimising speed and propeller pitch.

Sulphur cap makes shipping greener

Shipping is going greener. Thanks to a new global regulation the maritime industry has shifted to low-sulphur fuel in early 2020. With more than 50,000 merchant ships around the world this is a big change for the better. For Stena Line, most of our ships have been operating on low-sulphur fuel since 2015. The remaining Irish Sea fleet will contribute to lowering our SOx emissions by more than 50 percent.

No. 18 Built the world's first methanol ferry

Technically, we didn't really build it. But in 2015 we converted one of our fleet's largest vessels, the Stena Germanica, to a dual-fuel ferry, capable of running on methanol as well as diesel.

Technology and experience behind best in class efficiency

In 2019 the first of Stena Line's series of five new RoPax ships arrived at the Irish Sea. The vessels have 50 percent more capacity than our current standard RoPax vessels and are also among the most advanced and energy efficient vessels in operation worldwide.

The construction incorporates Stena's combined knowhow on hull lines, emission reduction and efficiency initiatives that have been developed throughout the years, ever since Stena Line's foundation in 1962.

"Stena Estrid and Stena Edda are bigger, better and more efficient than previous generations of ships. Per unit carried they can lower CO₂ emissions by about 25 percent compared to a standard design ship and they are equipped with lots of green technology. We are proud to welcome them into our fleet," says Erik Lewenhaupt, Head of Sustainability, Brand and Communication at Stena Line.

Facts

- Length: 214.5 m
- Beam 27.8 m
- Draft: 6.4 m
- Car deck capacity: 3,100 lane metres
- Passenger capacity: 1,000



Optimised design, less horsepower

One of the most important aspects of the next-generation ferries is the hull design. After trying about 100 different hull shapes using computerised fluid dynamics, and introducing several new solutions on bow thruster, rudder, propeller and bulb, the ship was so energy efficient, that we could install engines with almost 20 percent less horsepower.

Lars Carlsson, Head of AI, and Jan Sjöström, Senior Master at Stena Scandinavica, discussing the Stena Fuel Pilot.



Artificial intelligence helps save fuel

All five newbuilds will be supported by our ground-breaking artificial intelligence technology, Stena Fuel Pilot. It predicts the most fuel-efficient way to operate a vessel, and will help us reduce fuel consumption by 2–3 percent per trip. It is already tested and implemented on several of our vessels, and during 2020–2021 we are planning a fleet-wide roll out.

“Planning a trip and handling a vessel in a safe, and at the same time, fuel efficient way is craftsmanship. When assisted by AI a captain or officer can learn how to optimise fuel quicker, and in return, this contributes to a more sustainable journey,” says Jari Virtanen, Chief Transformation Officer at Stena Line.

Our yearly target is to lower fuel consumption and CO₂ emissions by 2.5 percent per ton/km. And this successful collaboration between our people and technology will help us reach it.

Digital Fuel Management Systems (FMS) installed.

Solar film on windows to save energy.

LED lighting in all areas.

Cooling agents with low Ozone Depletion and Global Warming Potential in all systems.



Combinator mode for optimal pitch/rpm control to achieve maximum fuel efficiency.

Anti-fouling Selektape (organic copper free bio-repellent) with extremely low leaching into the ocean.


Bio-degradable lubrication oils in systems with boundaries to the sea.

Responsible consumption

At Stena Line we want to give our customers sustainable choices, because together we have a common responsibility to care for resources. We reduce our material footprint through responsible purchasing, waste reduction and increased recycling.



OBJECTIVES

 **Care for resources**

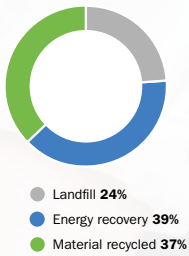
Targets

- # Reduce single use plastic on board.
- # Increase the amount of material recycled waste.

Outcome 2019

- > Only a handful of items of single use plastic remained in our inventory at the end of 2019.
- > A substantial improvement in the share of material recycling in our operations.

Share of waste treatment



What's on your plate, mate?

During 2019 we launched our first vegan burger as a next step to offer a more sustainable menu onboard. We have also made sure that all the seafood served comes from sustainable sources, either ASC or MSC certified, allowing our customers to make more informed choices on menus and buffets.

Next we are looking into widening our vegan assortment, increasing the variety of salads and vegetable dishes on our buffets as well as replacing more beef with chicken to minimise the environmental impact. Since before, all coffee and milk served onboard is organic and our eggs are from free range hens.



Sustainable vacations

Stena Line is participating in the four-year Mistra program Sustainable Consumption, which aims to make responsible consumption more mainstream instead of a niche lifestyle as it is today. By generating in-depth knowledge about practises within food, furnishing and vacationing the project aspires to accelerate a transition to a sustainable economy.

Our partnership is about sustainable vacations, as our train-ferries from Trelleborg to Sassnitz and Rostock make it possible to travel comfortably to and from Scandinavia. The program is spearheaded by the independent research foundation Mistra, in collaboration with authorities, NGO's, universities and companies.

Clothes going circular

Worn out work wear and protection suits used by our crews are collected and re-used. In Hoek van Holland and Europoort in the Netherlands, clothes are collected in separate bins and then used as raw material for new, and when possible, circular products. In Scandinavia used and worn out work wear is collected and sent back to the supplier. Used clothing in good condition is washed and returned to the ships to new personnel. Clothes that cannot be used again are sent to the charity organisation the Human Bridge.



No. 64

Tested interactive waste bins

The solar-powered waste bins, called Bigbellys, encourage guests on Stena Danica to keep the deck and ocean litter free.

Learning to save more

Care for resources is one of our core values. In 2019 we put focus on how we as employees can make a real difference if everyone contributes, like switching off the lights, minimising food waste and avoiding idling. So far 1,600 people have done our e-learning SAVE More, and we will continue the roll-out during 2020.

Sound ship recycling

The recycling of ships is a challenge in the shipping industry. Stena AB Group has committed to recycle all owned ships, regardless of flag, in inspected and certified yards. This ensures that the recycling is done in a safe, socially and environmentally responsible manner in accordance with the 2009 Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships.

Life below water

Our oceans are facing numerous challenges, such as acidification, plastic waste and accumulation of harmful chemicals. As a ferry company, the oceans are our primary resource. This is why care for the marine environment is crucial to us, and our operations should have minimal impact on marine life.



Objectives

- Minimise impact on the marine environment

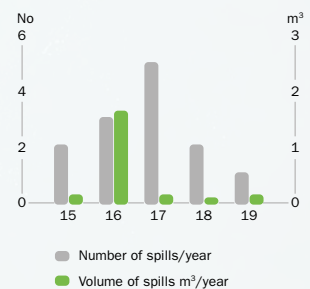
Targets

- # Protect the ocean from pollution by reducing the use of harmful chemicals.
- # Zero vision for oil and fuel spills.

Outcome 2019

- Eco-label chemicals/detergents reached 51%. Our new-buildings Stena Estrid and Stena Edda reached 80% ecolabel in onboard services.
- 1 small spill during bunkering (100 litres).

Spills from ship and shore

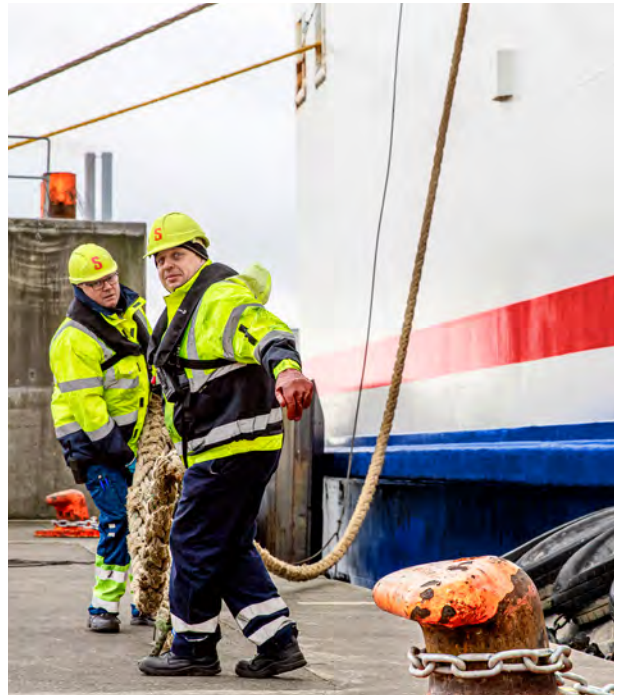


Testing innovative anti-fouling methods

Anti-fouling paint is used to prevent biological growth on the hull, which slows down the vessel and increases fuel consumption. The trick is to keep the hull as clean as possible to lower emissions, but with the least leakage of chemicals to burden our oceans. Through new innovative solutions we look for alternatives that lower the levels of copper used in conventional paints.

Our brand-new ferry, Stena Estrid, is coated with a copper free paint that contains the organic compound Selektope, an active agent that is bio-repellent to barnacles. As this compound is specifically effective on barnacles it can be used in very low concentrations resulting in minimal leakage to the water. And so far, it looks good!

Despite eight months at the quayside during construction, Stena Estrid still looks freshly painted with no bio-fouling on the hull. Another innovative technique that has been tested is ultrasonic anti-fouling. Stena Hollandica was equipped with ultrasonic transducers on the hull to minimise biofouling. After a three-year test period no significant anti-fouling effect could be detected. Perhaps not everything works the way we hope but we won't stop trying.



Closing the loop

A scrubber is a cleaning system that reduces sulphur in the exhaust gas from a ship to reduce harmful emissions to the air. At Stena Line we have chosen to operate our vessels with closed loop scrubber systems, so that the scrubber residue can be pumped ashore for treatment in order to also protect the ocean environment.

» We have a
vision of zero
emissions in 2050.

Cecilia Andersson, Environmental Manager at Stena Line, was elected Chairman of the Environmental Committee of the Swedish Shipowner's Association in 2019.

No. 62
Sustainable
seafood only

Starting 2020 all fish and seafood onboard comes from sustainable sources, allowing our customers to make more informed choices.

No excuse for single use

Plastic in the ocean environment can be damaging to marine life, birds, and potentially humans. After removing close to 90 percent of the existing single use plastic products from all vessels on the North and Irish Sea during 2018, we have continued to phase it out in Scandinavia, Baltics and Germany during 2019. So far, it looks good and we continue to strive towards being single-use plastic free.

Equality and inclusion

The maritime industry has been rather conservative, and male dominated, which we want to change. Stena Line welcomes everyone, whether you want to work with us, travel with us or become one of our business partners, because we believe diversity and equal opportunities for all build creativity and productivity.



Objectives

Gender equality with equal opportunities

Welcoming and inclusive workplace

Targets

Improve ratio of female leaders. Long term target minimum 30%.

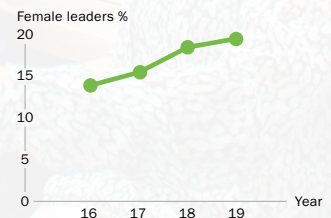
Zero cases of reported harassment.

Outcome 2019

> The positive trend continues with a slight increase to 20%.

> Reported cases of harassment from passengers or colleagues increased and this is under observation. We encourage transparent reporting.

Gender equality



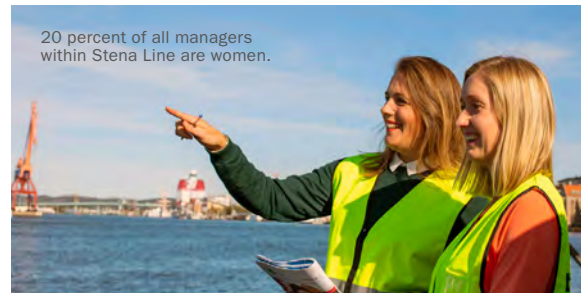
Data and systems for a diverse workplace

Today only 2 percent of people working within shipping are women. We believe this must change, because a diverse and inclusive workplace makes both our company and people grow. We have set the ambitious target that we should have 30 percent female managers by 2022.

By analysing recruitment data from a sustainability perspective, we get a much better understanding: What's the percentage male/female candidates? Who was chosen for a final interview and why? Did we do anything extra to get people from the underrepresented gender to apply? If not, why?

"When we have all this insight on a group level, it's much easier to identify the glass ceilings and what we need to do to remove them," says Margareta Jensen Dickson, Head of People at Stena Line.

To date the approach seems to be working. In 2017 the percentage of female leaders was 16, in 2018 it rose to 19 and increased in 2019 to 20.



20 percent of all managers within Stena Line are women.

The shipping industry is for everyone

We believe in a world class work environment without harassment and discrimination. This is why in 2018 we signed both the UK Women in Maritime pledge and the German Charta der Vielfalt, and why 2019 marks another milestone when we signed the Swedish shipping industry collaboration "Vågrätt". All three initiatives aim to clarify that the shipping industry is for everyone and highlight the importance of increasing the ratio of females in the industry which goes hand in hand with our sustainability strategy.



Putting diversity and inclusion on the agenda!

As part of our ambition to make everyone feel welcome at Stena Line we launched a Diversity and Inclusion Council in 2019. The aim of the council is to strengthen diversity, equality, and inclusion within Stena Line, by acting as a reference group for our management and to initiate projects within these areas. In total ten colleagues from different regions and positions were appointed. They will focus their efforts within three areas; Diversity and Inclusion awareness, Women in Maritime and how to create A Harassment Free Workplace.

Proud partner to EuroPride 2019

For the second year in a row we partnered up with EuroPride. In June we flew the rainbow flag and promoted the message "All aboard!" right across Europe in celebration of diversity.

The partnership with EuroPride is one of our initiatives to increase our focus on equality and inclusion.

"We are proud to support EuroPride and the values of equality and diversity that they represent. Discrimination of any nature has no place in Stena Line," says Ian Hampton, Chief People & Communications Officer at Stena Line.



Connecting Europe for a Sustainable future

through 20 routes between 10 countries

- Stena Line
- Stena Line (Slot charter)
- Routes Oslo-Frederikshavn and Trelleborg-Sassnitz are planned to close in 2020.

New route

Halmstad-Grenaa
from February
2020



Key figures

Corporate information	2015	2016	2017	2018	2019
Full time employees*	5,083	5,224	5,408	5,709	6,123
Group turnover (MSEK)**	12,441	12,599	12,724	13,849	14,293
Average number of operating ships***	38	36	39	38	39

* Excluding seasonal or temporary contract employees.

** Excluding 50% stake in HH Ferries, sold early 2015.

*** Relief ships included.

Operational overview	2015	2016	2017	2018	2019
Number of sailings	26,796	26,743	27,832	28,488	28,153
Total distance (1,000 nautical miles)	2,682	2,657	2,867	3,011	2,904
Laps around the world equivalent	124	123	133	139	134
Technical reliability (%)*	98.7	99.5	99.4	99.8	99.8
Average deficiencies per inspection**	2.4	2.1	1.7	3.3	2.3
Good sailings (%)***	55	56	62	60	66

* Total performed sailings vs. schedule.

** Ships equipment and certificates are regularly inspected by ports, flag states and classification societies.

*** The sailings which depart and arrive before or according to timetable (+/-5 mins). A Good sailing is energy efficient and fulfills customer expectation.

Energy and efficiency	2015	2016	2017	2018	2019
Total fuel consumed (1,000 tons)	409	404	429	458	451
CO ₂ total (1,000 tons)	1,299	1,270	1,348	1,440	1,416
NOx total (1,000 tons)	27.0	26.5	26.9	28.9	27.6
SOx total (1,000 tons)	5.1	5.0	4.6	4.7	4.6

Health, wellbeing and gender equality	2015	2016	2017	2018	2019
LTIF*	1.8	1.6	0.6	1.1	1.9
Sick leave, total shore/sea (%)	2.9	3.8	3.5	4.1	4.9
Employee turnover (%)**	8.6	10.3	12.0	15.5	12.6
Gender diversity, women/men (%)***	—	14.4 /85.6	16.0 /84.0	19.0 /81.0	20.0 /80.0
Stena Voice****	4.12	n/a	4.17	n/a	4.16

* Lost Time Injury Frequency – measures time away from work due to work-related injury per million hours worked, for seagoing employees.

** Employee turnover is measured as a tool to help assess job satisfaction for both crew and shore employees.

*** Employees in managerial positions with personnel and budget responsibility.

**** Of maximum 5. Employee survey every second year.

Supporting a sailing hospital

Stena Line is a proud partner to Mercy Ships – a charity organisation sailing around the coast of Africa bringing free, life-saving surgery and medical care to where it is needed the most. The hospital ship, African Mercy, is completely manned by 400 volunteers from over 40 countries at any time. The aim of the partnership is to raise awareness, increase the willingness to donate among customers, and to promote volunteering amongst our employees to share their unique technical and naval competence.

During 2019 we also started donating €1 per soft toy sold of our mascot “Happy” to Mercy Ships. This means every time a mascot is bought and brings happiness to one of our young travellers on board, it also contributes to the wonderful work of Mercy Ships.



More info on
[stenaline.com/
 sustainability/
 mercy-ships](https://stenaline.com/sustainability/mercy-ships)



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