



A SUSTAINABLE JOURNEY

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

2023–2024





Niclas Mårtensson
Chief Executive Officer, Stena Line

A WORD FROM OUR CEO

For us at Stena Line, sustainability means the ability to sustain three key areas over the long term: the planet, the humans, and our business. It also means taking responsibility. We know that our operations have played a role in creating climate change, so it is only fair that we are part of the solution. We also realise that as a major company, we possess the ability to drive change and so we share the responsibility to ensure the protection of human rights. This applies not only to our employees but to everyone associated with us. Moving forward, we will intensify our commitment to ensuring human rights and environmental responsibility across all our supply chains. We do it because we want to keep connecting Europe, and make sure there is medicine in the hospitals, food on the shelves, construction materials for the buildings of tomorrow, and that people can travel to see their loved ones. We also do it because we can, and therefore we must.

One of the world's largest ferry companies

Stena Line is one of the largest ferry companies in the world, with approximately 40 vessels and 20 routes in Northern Europe and the Mediterranean operating 33,300 sailings each year.

We are an important part of the European logistics network and develop new intermodal freight solutions by combining transport by rail, road, and sea. With our extensive passenger operations, we also play a significant role in tourism. The company is family-owned, was founded in 1962 and is headquartered in Gothenburg.

6,300
employees

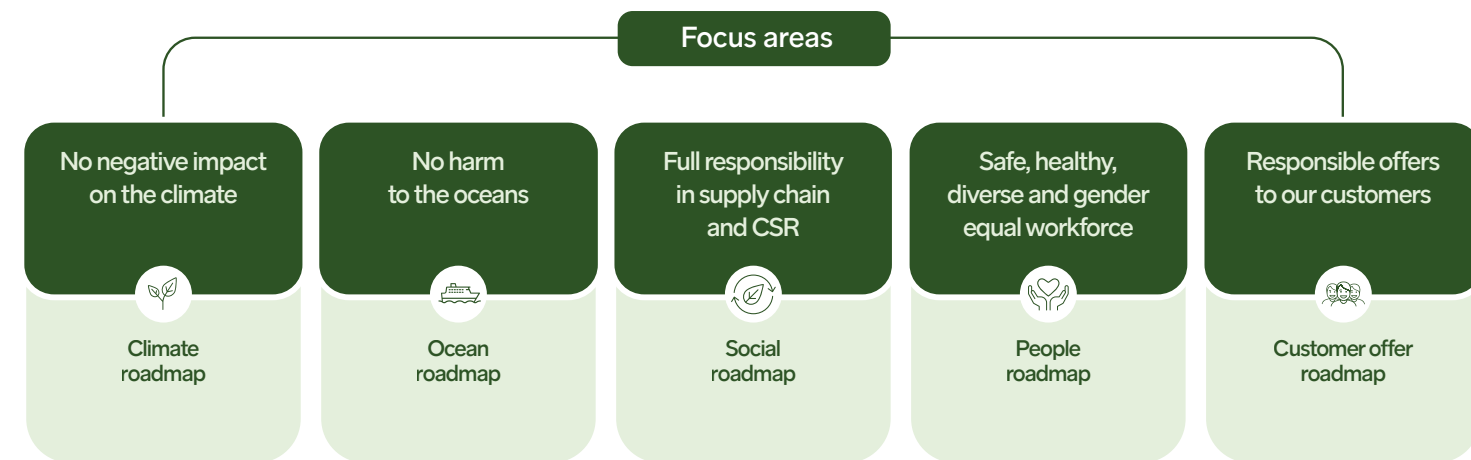
19 BILLION
SEK turnover

Our sustainability strategy

Our ambition is to be a leader in sustainability. To ensure that our investments always achieve the desired outcomes, we must have a holistic view on sustainability. We have organised our

sustainability strategy into five focus areas, each with a designated team and owner who monitor upcoming legislation, continuously launch new initiatives, and evaluate the impact of these efforts.

A leader in sustainability



THE LIST.

For us at Stena Line, sustainability means the ability to sustain three key areas over our long term: the **planet**, the **humans**, and our **business**.

Here are some of the things we are doing to make that happen.



Check out the continuously updated list here.

No. 62

SUSTAINABLE SEAFOOD ONLY

Starting 2020 all fish and seafood offered onboard our vessels is either ASC or MSC certified, which means it comes from sustainable sources.

No. 63

POLISHED ALL PROPELLERS

To save fuel and reduce emissions we polish all propellers on our ships once a year to make sure they perform as good as possible.

No. 71

AI ASSISTED VESSELS

We are using artificial intelligence in a pilot project to find out how we can support our captains and officers to save fuel and reduce carbon emissions.



Customer offer, Climate & Ocean roadmap

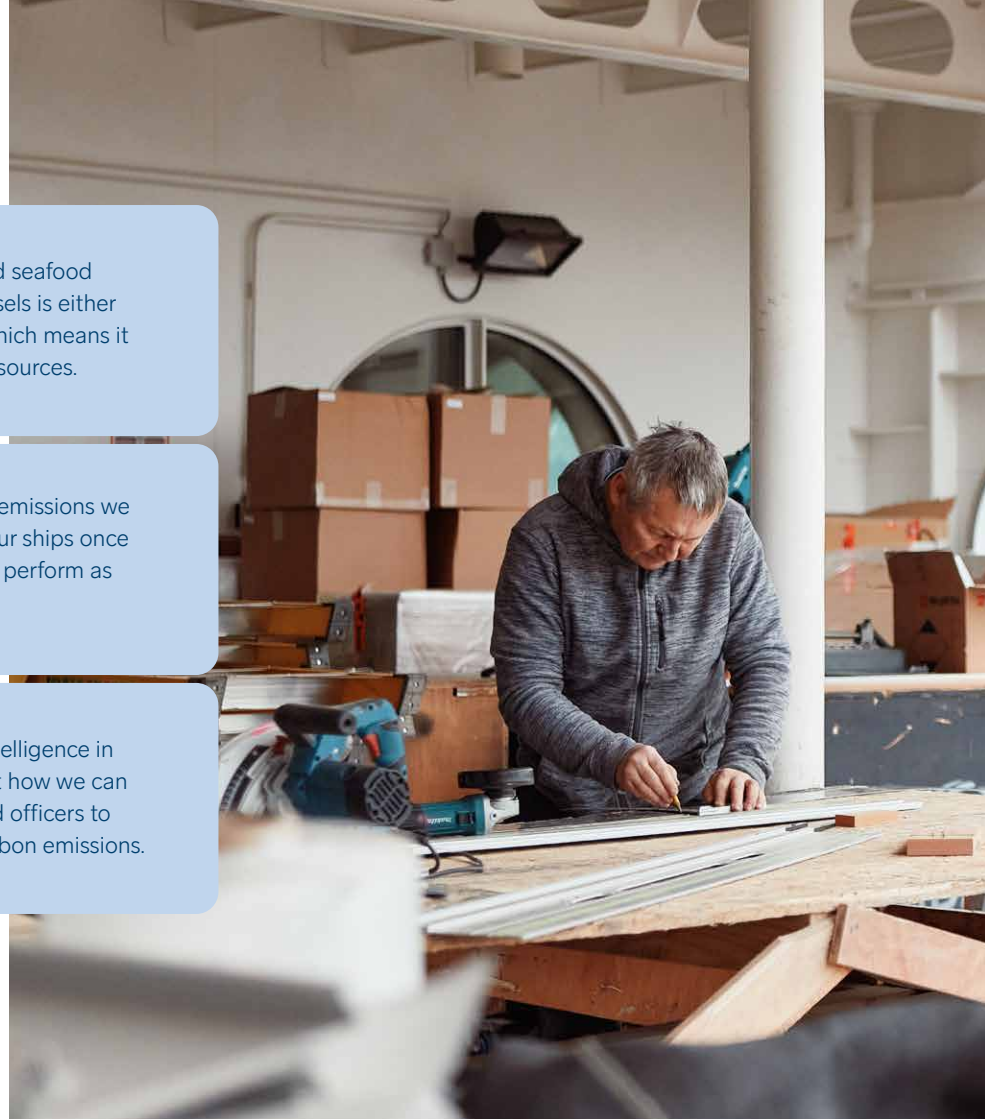
WASTE REDUCTION

We are always looking for ways to reduce waste, while increasing the use of recycled and sustainable materials.

Ferrying millions of passengers each year causes lots of wear and tear to furniture on our vessels, but instead of replacing old with new, we have taken to upcycling.

When Stena Britannica and Stena Hollandica, two ferries sailing twice a day between Harwich and Hoek van Holland, came into dry dock for routine modernisation, we took the opportunity to improve the interior. And among the architects, engineers, electricians, painters, carpenters and more, were a skilled team of upholsterers.

In a tight schedule to get the vessel back in service within 18 days, the team set to work to re-upholster 435 seats. In total, over half the old chairs and tables were repaired, refreshed, reused and ready for another 10 years of service.



Also reused in the refit were parts of the ceiling, which were carefully dismantled, repaired, cleaned and repurposed.

Across the vessels, we made huge improvements to cut waste and improve efficiency. Energy-saving lighting and water-saving toilets were installed. All meals in our bars and restaurants are now cooked to order to reduce food waste. Wine and beer is available on tap to cut glass bottles and cans. Cardboard packaging and single-use plastic is banned.

Food waste is a big focus across our fleet. Beginning in 2024, we are partnering with innovation and sustainability company Generation Waste to measure exactly how much we currently waste and find ways to improve. Crews on four of our ships connecting Germany and Sweden are piloting the project, receiving training, education and a digital tool to keep a daily record.

This is all part of our company-wide aim to create less waste and make things last longer – reducing, reusing, repairing and recycling whenever possible.



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Customer offer &
Climate roadmap

EFFICIENCY IMPROVEMENTS

We are using new technology and ways of working to make the whole journey more efficient and sustainable, from freight dispatch to the arrival of our vessels at their destinations.

Since October 2023, freight companies have been able to book intermodal train and ferry solutions in one booking via our freight portal. This integrated approach allows drivers to conveniently drop off their trailer at the nearest train depot, leaving the rest to us. By doing so, we not only simplify the process but also contribute to reducing road miles and greenhouse gas emissions.

At our ports, we are installing electronic SmartGates, which allow freight drivers to pre-register their details. This minimises waiting times and reduces vehicle emissions as lorries queue to enter the port. As this technology evolves, it will further enhance our efficiency in

loading vessels, ultimately leading to reduced fuel consumption. SmartGates have already been successfully implemented in Belfast, Rotterdam, Dublin, and Gothenburg in 2023, with more installations planned for 2024.

And that is not all. On our vessels, we leverage digital tools, including voyage optimisation software, to operate more efficiently and save fuel. The software uses artificial intelligence to calculate factors such as wind and wave depth and determine the optimal speed and number of engines needed to arrive on time. An extensive evaluation of thousands of voyages has shown this to reduce fuel consumption by 5%.





CARING FOR OUR PEOPLE

We are determined to make Stena Line a safe, attractive, and inclusive workplace for all, and that starts with listening to what our people have to say.

Each year, we invite colleagues to take part in Stena Line Pulse, our annual employee survey, to tell us how they feel about everything from well-being to diversity and inclusion, and team efficiency to leadership. We encourage honest feedback about what is working and what needs to be improved, and we were pleased to have our highest ever response rate in 2024, with 85% of our people sharing their views.

We are also working towards our gender equality target to have 30% overall group female managers by the end of 2026.



These valuable insights from our colleagues directly shape the business. Pulse results are turned into action plans focusing on improvements throughout the year, right across the company.

Our Ethnicity and Skin Colour course is a good example of this. The course was designed and issued to all managers in 2023 following Pulse survey results that showed ethnicity and skin colour are the most common grounds for discrimination in the workplace. We are committed to tackling this, and to taking action to improve diversity and inclusion as well as the well-being of our people.

In recent years, we have strengthened our health and wellbeing benefits across several regions, including implementing cycle to work schemes, increasing health allowances, and extending our insurance coverage.

In our Irish Sea region, we have delivered a project to train mental health first aiders in all ports and vessels. This is complemented by an enhanced Employee Assistance Programme, and investment in a health cash plan that offers access to a range of mental health services.

We are also working towards our gender equality target to have 30% overall group female managers by the end of 2026. In a traditionally male-dominated industry, this is a big task, although we continue to make good progress in some organisations and departments. As well as having a gender-balanced Group Management team, we also have 34% women managers in our Ports & Terminals organisation.

However, we have much more to do on gender equality and continue to look for creative ways to raise awareness of opportunities for women applicants, such as the taster day we ran in Birkenhead in October 2023. This aimed to encourage women to pursue a career as a port service operative, and showed that we are committed to breaking down barriers that may prevent women from considering certain roles.

We have also launched Seably, a new online training tool, to provide a range of courses to our people. This will help us roll out group-wide training on diversity and inclusion and health and well-being, leading to improved experiences for all of our people.



Social
roadmap

CARING FOR **ALL** PEOPLE

For Stena Lina, caring for people extends further than our own people and customers. As a large organisation, we understand the potential we have to positively impact both our supply chain and the communities in which we operate.

The way we look after our suppliers – and motivate them to look after their own employees and the environment – is a vital part of our responsibility.

Our Supplier Code of Conduct clearly sets out the high requirements and standards we expect from our business partners, and even applies to their sub-suppliers. It covers human rights, work rights, equality, safe working conditions, ethical business practices, and the protection of the environment.

This latest version was rolled out in 2022 as part of our new sustainable procurement roadmap, and since, 85% of our suppliers has signed up.

In our communities, we support many projects aimed at improving the lives of the people living there. Two such projects last year focused on helping young people navigate the job market.

Through our partnership with Mitt Livs Val, a leading social enterprise in Sweden, we offered our employees a chance to coach and inspire people aged 16-23 by sharing their own experiences.

We also partnered with Jobbsprånget, Sweden's largest intern programme for foreign-born academics, to offer internships at Stena Line. The programme gives our interns valuable contacts, relevant experience, and a glimpse into the Swedish working culture.



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Ocean
roadmap

LIFE UNDER THE SURFACE

As a maritime business, we care about the health of the ocean we navigate. We are working hard to reduce our impact on the marine environment and support conservation of threatened species.

Together with Sea Health and Welfare, we have developed a safe alternative to firefighting foams containing polyfluoroalkyl substances (PFAS). These chemicals, which are present in most firefighting foams, can be toxic to human and animal life if washed into the ocean and are known as “eternity chemicals” due to their persistence in the environment. The PFAS-free foam is now in place on our vessels between Denmark and Sweden and will be rolled out across the company.

For almost 20 years, we have been supporting the Rugvin Foundation's work to conserve porpoises, dolphins and whales, on our North Sea routes. Researchers carry out monthly surveys from the bridge of our vessels to further understanding of species numbers, distribution and seasonal trends, and promote sea and ocean conservation and education.

And we are evaluating alternatives for the chain lashings used to hold cargo in place on board. Not only are they heavy and noisy to work with, but they can also cause paint chips detaching from our vessels, which are washed into the sea. The project is in its early stages, but we are hopeful that safer and more sustainable options can be found.



Ocean & Climate
roadmap

THE FUTURE OF FUELS

Alternative energy sources are the future for global shipping – and at Stena Line we are busy developing our potential to reduce both greenhouse gas and particulate emissions.

Having pioneered the world's first ferry run on methanol, we are building two more methanol-powered ro-ro vessels, and adapting two existing vessels, due to launch in 2025. Our aim is to move to fossil-free electro-methanol, which uses renewable energy to produce fuel from hydrogen and captured carbon. This would bring significant reductions in both CO₂ and NOx emissions.

We are also working with sister companies Stena Oil and Stena Teknik to adapt our vessels to run on bio-based versions of



traditional fuels, such as biodiesel. Advanced biodiesel gives a 70-80% total reduction in CO₂ from production to combustion and can be stored and bunkered in the same tanks as regular diesel.

Now we are exploring the possibilities of both hybrid and fully electric ships. Our first hybrid vessel, Stena Jutlandica, has shown strong potential for fuel savings and operating efficiency, and will inform our next steps towards electrification. We have also created a concept for an electric-only vessel but will need better charging infrastructure and greater availability of shore power to make this a reality.

Key figures

Corporate information

	2021	2022	2023
Employees ¹	5,142	5,900	6,117
Group turnover (MSEK)	12,410	17,610	18,958
Number of operating vessels ²	39	42	40

Operational overview

Number of sailings	25,446	26,935	25,796
Total distance (nautical miles, '000)	2,826	3,017	2,864
Laps around the world equivalent	131	140	133
Technical reliability (%) ³	99.9	99.8	99.4
Average deficiencies per inspection ⁴	1.2	2.2	1.6
Good sailings (%) ⁵	61	63	62

Energy and efficiency

Total fuel consumed (tonnes, '000)	436,2	463,5	454,8
CO ₂ total (tonnes, '000)	1,372.8	1,457.0	1,428.9
NOx total (tonnes, '000)	29.0	30.4	28.1
SOx total (tonnes, '000)	1.8	1.9	1.9

Health, well-being and gender equality

LTIF ⁶	2.2	2.7	1.8
Sick leave, total sea and shore (%)	4.2	5.1	4.9
Employee turnover (%) ⁷	17.4	11.6	10
Gender diversity % women/men ⁸	17/83	15/85	18/82
Stena Pulse net promoter score	9	19	21

¹ Based on calculated full-time equivalents.

² Relief vessels included.

³ Total performed sailings versus schedule.

⁴ Vessels' equipment and certificates are regularly inspected by ports, flag states and classification societies.

⁵ The sailings which depart and arrive before or according to timetable (+/- 5 mins). A good sailing is energy efficient and fulfils customer expectations.

⁶ Lost-time injury frequency, which measure time away from work due to work-related injury per million hours worked, for seagoing employees.

⁷ Employee turnover is measured as a tool to help assess job satisfaction for both crew and shore employees.

⁸ Employees in managerial positions with personnel and budget responsibility.



CONNECTING EUROPE FOR A SUSTAINABLE FUTURE

Read more and follow our work at
stenaline.com/sustainability



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