



**2ND INTERNATIONAL SCIENTIFIC
CONFERENCE OF THE PUEB INSTITUTE
OF MANAGEMENT**



AGENDA

Part 1

- ✓ Jacek Wierziński 10:00-10:10 – Welcome
- ✓ Anna Preisner – 10:10 – 10:30 –
Resource and Circularity at H&M Group
- ✓ Beata Szymanowska 10:30-11:00 –
How to buy transport services
- ✓ Alexander Winter 11:00 – 11:20 – Sellpy
- ✓ Coffee Break 11:20-11:40
- ✓ Jacek Wierziński 11:40 – 11:50 –
Ecosystems in Distribution Center Robakowo
- ✓ Joanna Frąckowiak-Sowińska 11:50-12:00 –
Sustainable people management
- ✓ Kacper Palluth - Best Practices – 12:00-12:20 -
Energy Efficiency in DC Robakowo
- ✓ Q & A



AGENDA

Part 2

Lunch 12:30 – 13:10

- ✓ Warehouse Tour 13:15 – 13:45
- ✓ Workshops 13:45 – 14:45
- ✓ Coffee break 14:45 – 15:30

RESOURCE USE & CIRCULARITY AT H&M GROUP

ANNA PREISNER –
HEAD OF LOGISTICS SUSTAINABILITY





H&M Group at a glance 2023

Circa

4,369

stores

78

markets

234 billion SEK

in net sales (+6% vs. 2022)

34

billion SEK in cash
flow from operating
activities*

E-commerce in

60

markets

85%

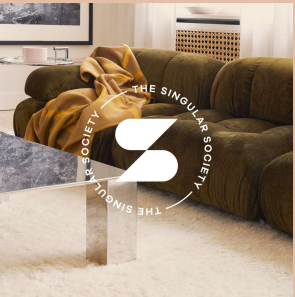
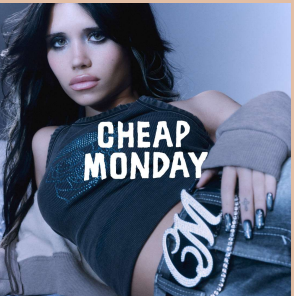
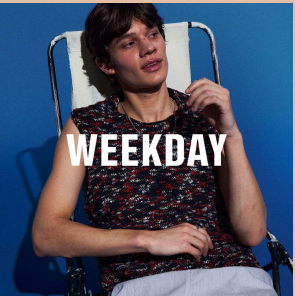
recycled or other
more sustainably
sourced materials in
our commercial goods

-22%

reduction in
scope 3 emissions
from our 2019
baseline



Our brands and business ventures





Together for a
sustainable future

Our supplier landscape



Over
1,000
tier 1
factories*

Around
1,4 million
people
employed by
the supplier
factories we
work with

*Tier 1 are the companies we do business with directly and work with product manufacture or processing.



Liberating fashion
for the many

H&M



Double revenues + Halve emissions

By 2030

Real change. Big scale

- Limit overproduction
- Decarbonise Production
- Shift to recycled or lower impact materials



Our sustainability strategy

Leading the change

- Scale innovation
- Promote transparency
- Engage and partner for industrywide progress



Our sustainability strategy

Circular and net-zero

- Climate positive approach across our value chain, operating within planetary boundaries
- Net positive impact on biodiversity
- Circular ecosystem for our products, supply chains and customer journeys



Our sustainability strategy

Fair and equal

- Fair jobs for all
- Inclusive and diverse workplaces and communities



The shifting ESG Landscape

Ambitions

Legal

Requirements





The new legislation landscape will make it possible to compare brands and will re-shape sustainability strategies

Operationalising sustainability

IMPACT AREA



CLIMATE



WATER & OCEAN



RESOURCE USE



LAND



DECENT WORK & SUSTAINABLE COMMUNITIES

OBJECTIVES & TARGETS

Reduce absolute GHG emissions

Reduce absolute freshwater used

Minimize water pollution

Decouple our growth from resource use

Transform to a circular business where we circulate products and materials at their highest value

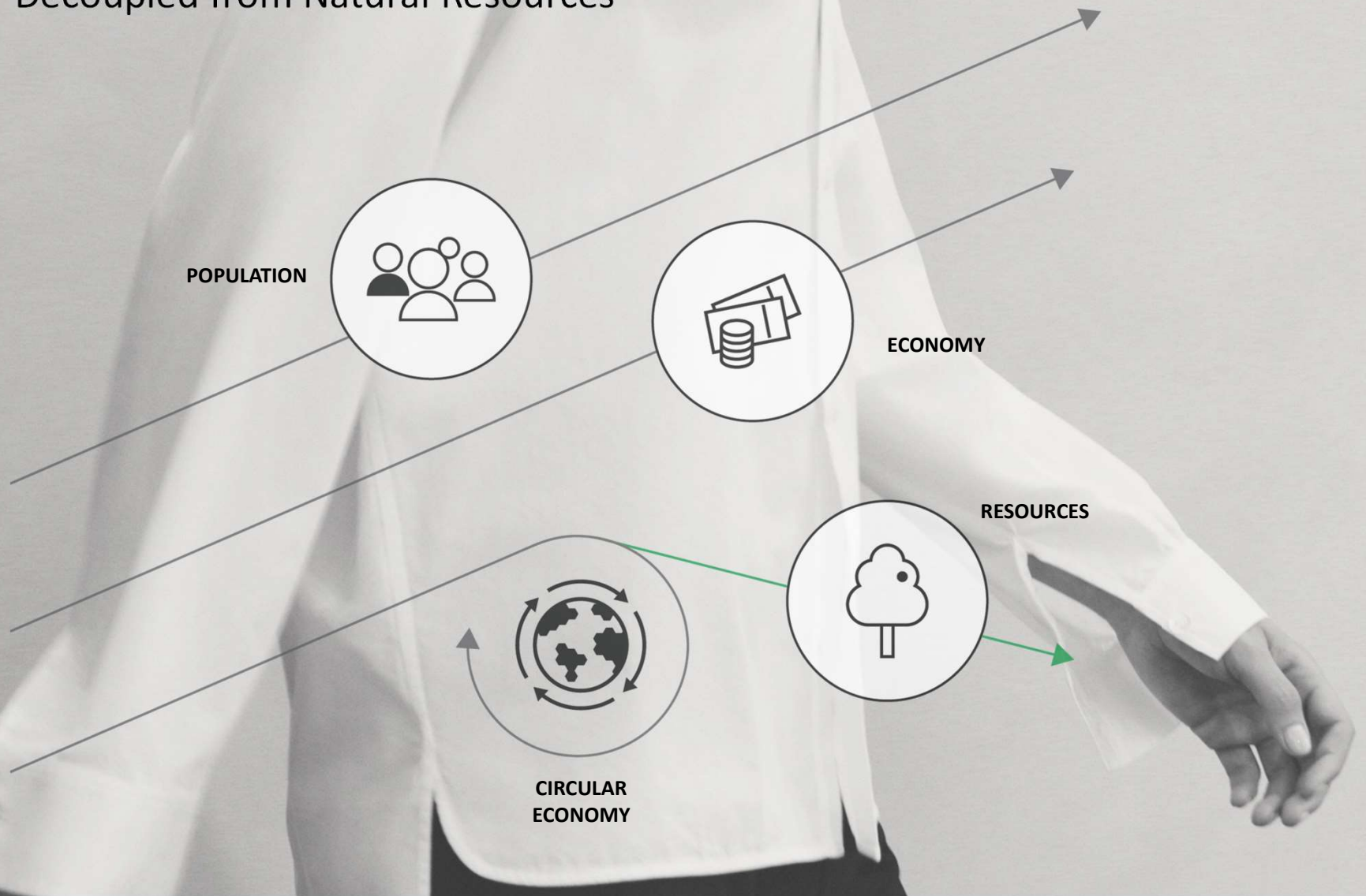
Eliminate deforestation and ecosystem conversion

Respect human rights across our value chain

Empower communities to create positive change for people and planet beyond our value chain

RESOURCE USE & CIRCULARITY

New Growth – Decoupled from Natural Resources



We aim for 100%
of our materials to
be either recycled or
sustainably-sourced
by 2030



Moving to recycled materials and phasing out fossil-based one

- 50% of our total materials will be from recycled sources by 2030
- 30% of our total materials will be from recycled sources by 2025
- 100% recycled polyester by 2025



H&M Group Ventures

We back
entrepreneurs who
will transform our
industry over the
coming decades.

 **srtx**

ambercycle

 fairbrics

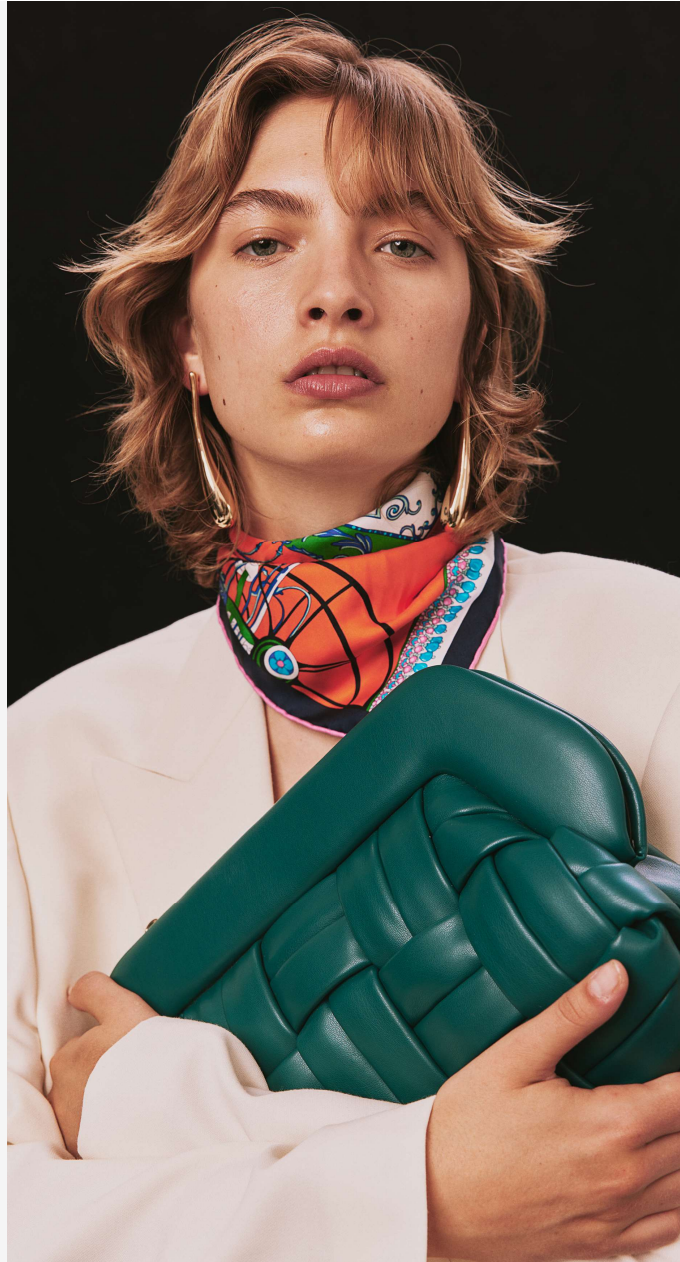
budbee

Sellpy

Bringing
textile-to-textile
recycling to scale

Syrene

Circular Business Models continue to grow



Circular Business Models

PRE-LOVED

RENTAL

REPAIR & REMAKE

GARMENT COLLECT



PRE-LOVED GUEST DESIGNER 20 YEARS

PRE-LOVED ARCHIVE

20 YEARS OF GUEST DESIGNERS READY TO BE LOVED AGAIN

EXPLORE A SELECTION OF CURATED SECOND-HAND PIECES FROM PAST H&M DESIGNER COLLABORATIONS IN SELECTED STORES AND ONLINE.

DROP 1 OCT 24TH PARIS
1-3 RUE LA FAYETTE

DROP 2 OCT 25TH LONDON
224 REGENT STREET

DROP 3 OCT 26TH MILAN
VIA S. RAFFAELE, 1

DROP 4 OCT 27TH NEW YORK
591 BROADWAY

DROP 5 OCT 28TH BARCELONA
PG. DE GRÀCIA, 11

DROP 6 OCT 29TH STOCKHOLM
DROTTNINGGATAN 56

DROP 7 OCT 30TH BERLIN
NEUE SCHÖNHAUSER STR. 13

DROP 8 OCT 31ST HM.COM



PRE-LOVED ARCHIVE: WWW.PRELOVEDARCHIVE.COM. OCT 24-31 2023. H&M STORES: PARIS (1-3 RUE LA FAYETTE), LONDON (224 REGENT STREET), MILAN (VIA S. RAFFAELE, 1), NEW YORK (591 BROADWAY), BARCELONA (PG. DE GRÀCIA, 11), STOCKHOLM (DROTTNINGGATAN 56), BERLIN (NEUE SCHÖNHAUSER STR. 13). ONLINE: HM.COM. © 2023 H&M. ALL RIGHTS RESERVED.




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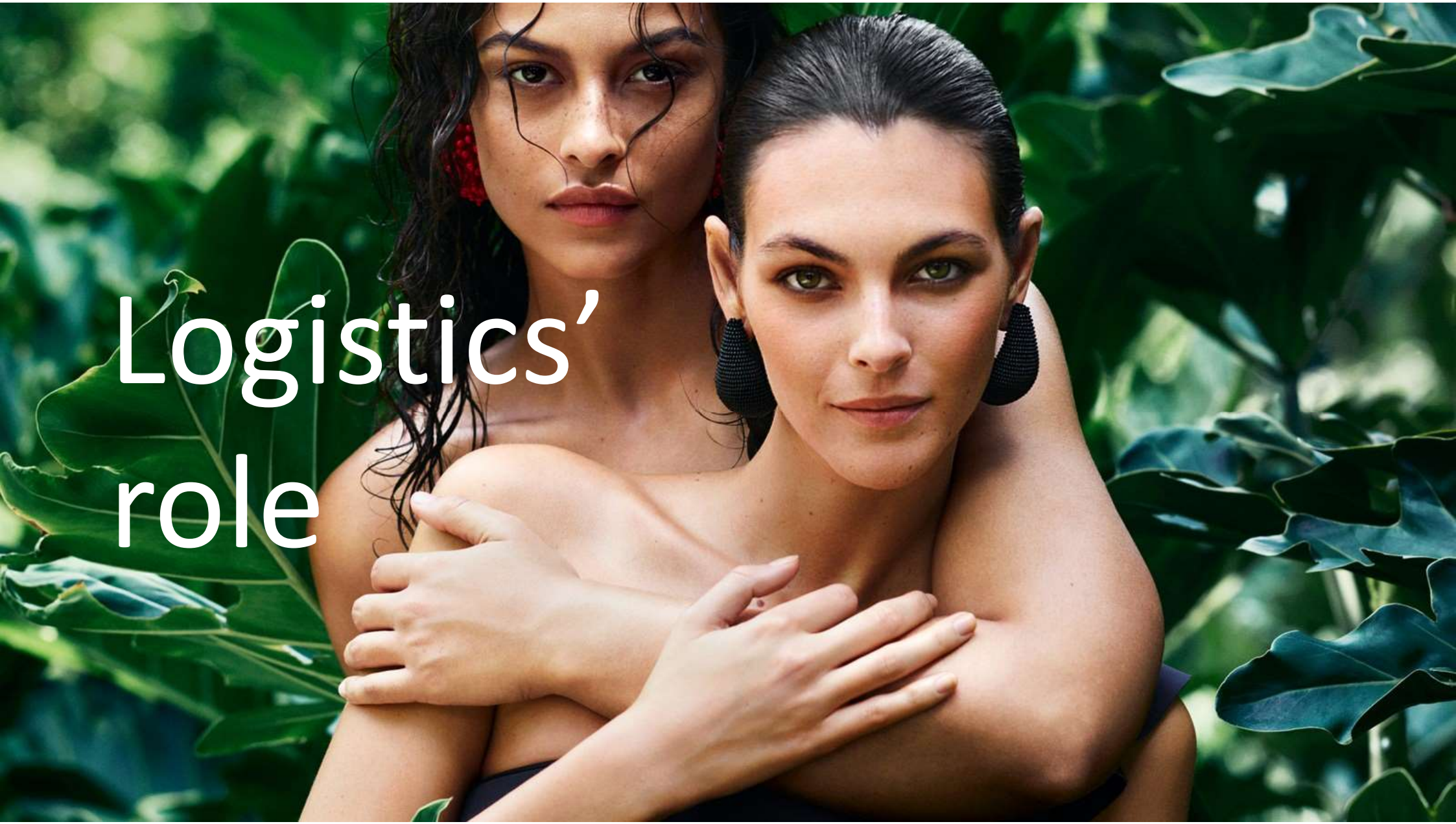
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Reducing waste through prevention and recirculation

Looper Sorting facility
Hamburg, Germany

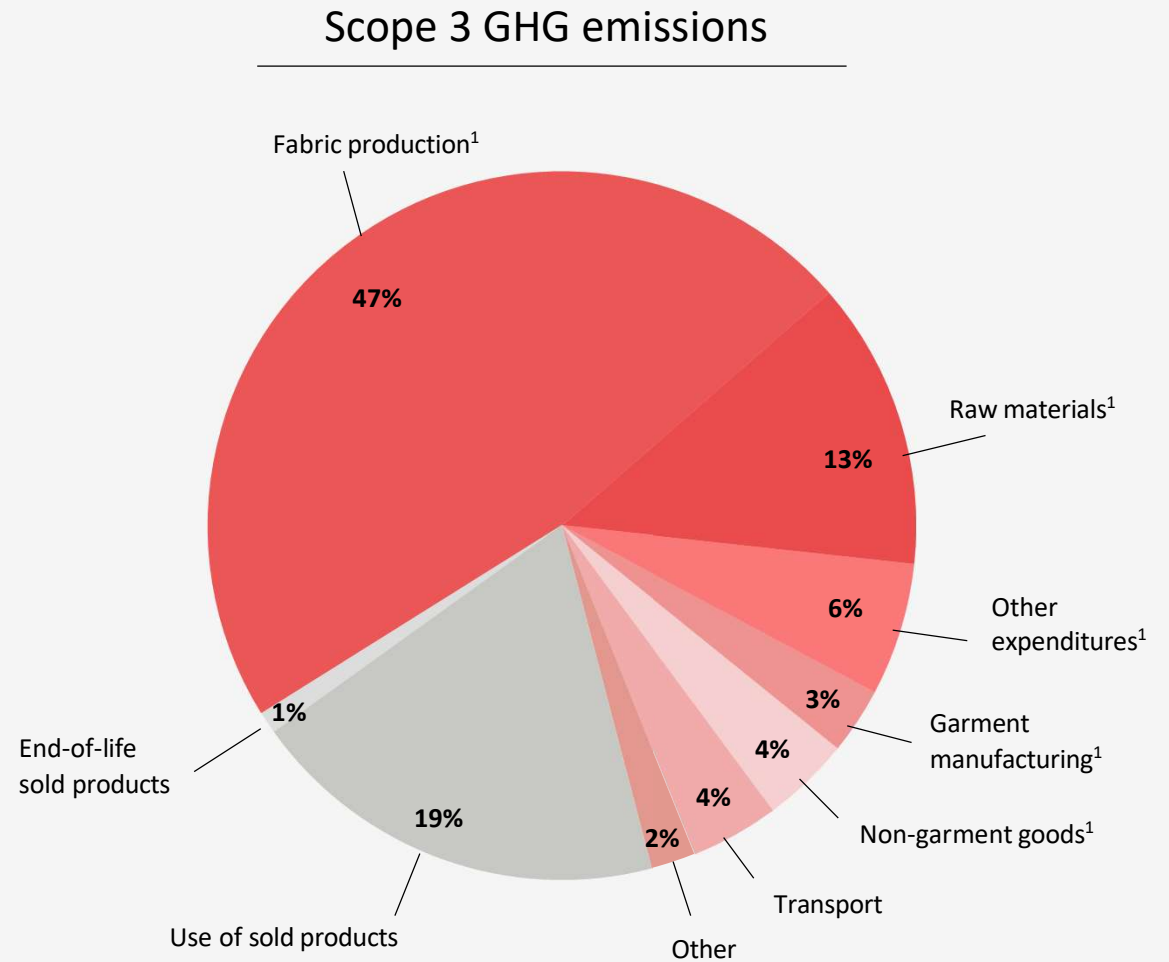




Logistics'
role

Where do we have the biggest climate impact?

Scope 3 GHG Emission



1. GHG Protocol category 1: purchased products.



TRANSPORTS



Share of transported goods

Emissions, tonnes CO2e



Road transport

37%

184,000 (61%)



Sea freight

54%

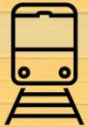
63,000 (20%)



Air freight

1%

53,000 (18%)



Rail freight

8%

2,000 (1%)



SOURCES

Fossil-fuels used in transport

Upstream emissions for producing transport fuels

(Radiative effects of aviation)

(Electricity used for transports)

SOLUTIONS



Low-emission transport modes



Low-emission fuels/energy



Reducing number of transports to customers



Transport efficiency in operations



Optimal returns management

BARRIERS

Infrastructure and technology

Access to sustainable biofuels

Demands on shorter lead-times and flexibility

In the long-term, better ocean-freight fuels and vessels

Access to accurate data

H&M GROUP



HOW TO BUY TRANSPORT SERVICES IN A SUSTAINABLE WAY

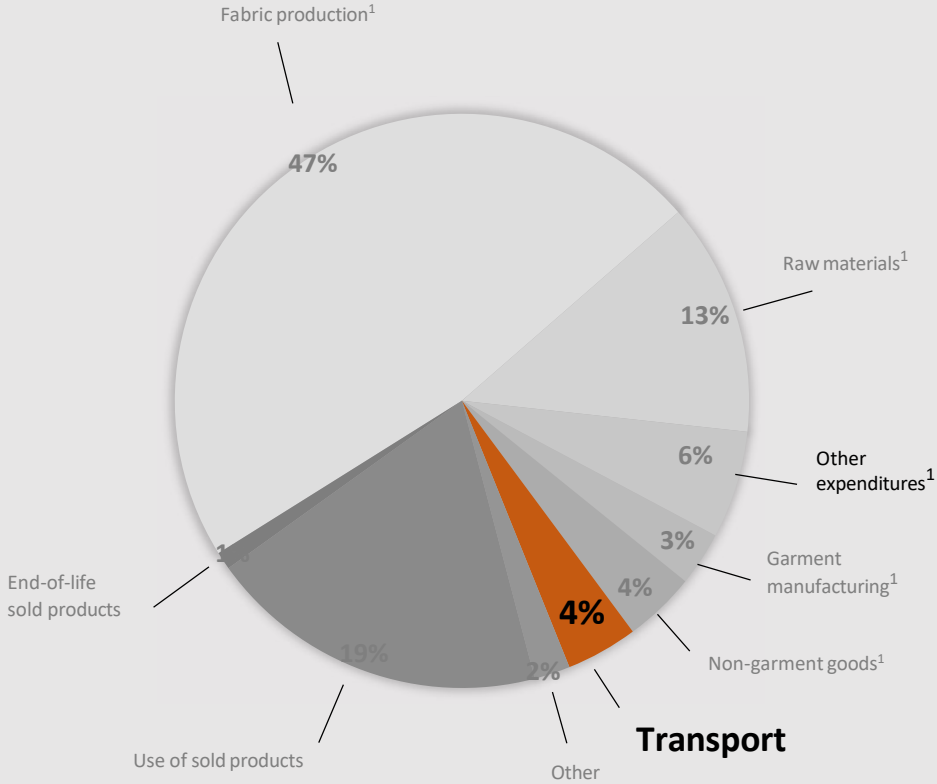
BEATA SZYMANOWSKA –
TRANSPORT & TRADE CATEGORY MANAGER









HOW TO BUY TRANSPORT SERVICES



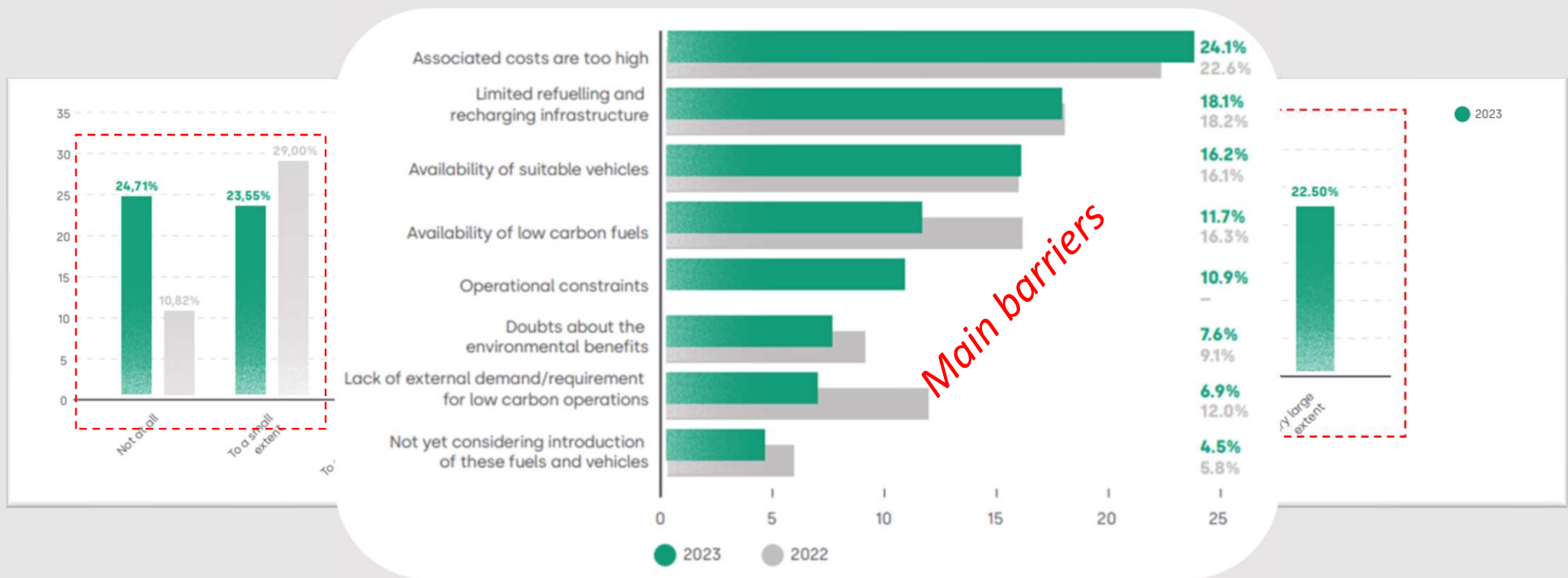
Transport snapshot



		
	Share of transported goods	Emissions, tonnes CO2e
 Road transport	37%	184,000 (61%)
 Sea freight	54%	63,000 (20%)
 Air freight	1%	53,000 (18%)
 Rail freight	8%	2,000 (1%)

Market context

Environmental sustainability can be a business opportunity ?



* Source: Transporeon The 2024 Green Freight Report: Is transportation on track?

Sustainable Procurement Process

WHAT

- Achieve **climate goals**
- Build **efficient** transport network
- Create **long and strong** Vendor **cooperation**
- **Due Diligence** as a natural part
- **Transparent** procurement & contract management

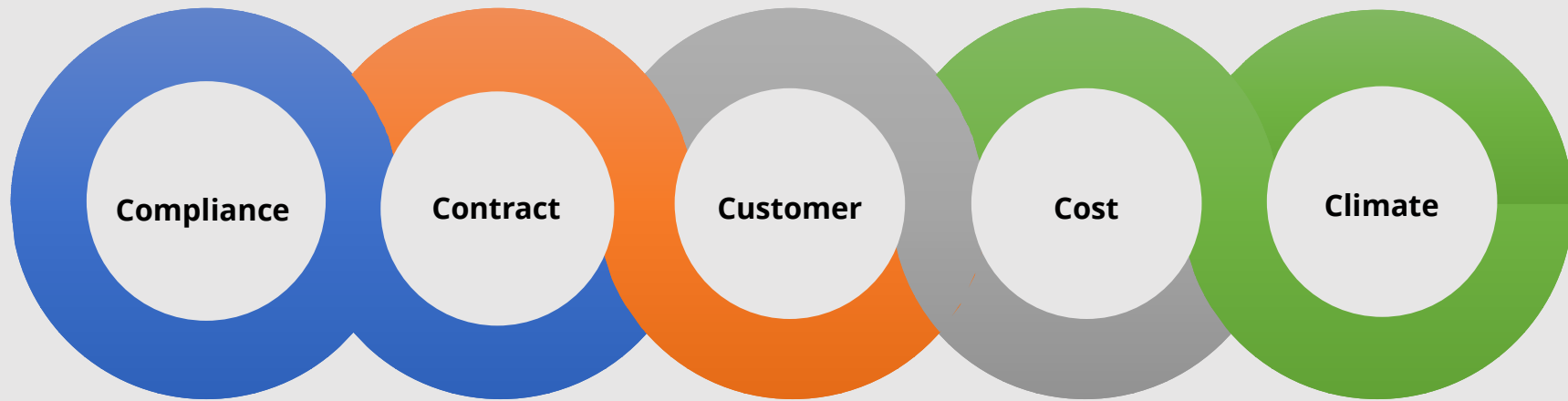
WHY

- **Lead the change**
- **Increase flexibility** and **control risk** within procurement
- **Increase speed** by focusing on goals and objectives
- **Strengthen Vendor relationship** management

HOW

- Follow **company principles & goals**
- Regions to follow company **governance & policies**.
- Review and build in **annual improvements (constant improvement)**

Main Criterias in Procurement Process



- Due Diligence
- Transparent Tender process
- Both sides policy alignment

- Optimal contract length
- Vendor Management
- Performance KPI's
- Indexations mechanisms
- Controlled risks

- Service offering meets customer expectations
- Innovative solutions & networks

- Operational optimization & flexibility
- Pricing model benchmark
- Analysis drawing clear picture of cost drivers on category spend level

- Corporate policy with clear targets
- Minimum requirements met
- Long term investment possibilities
- Speed to market

Alternative solutions in transport continues to grow.....

Customer Mini-Dashboard View								
	Parent Shipper Name	Order Month	# non-cancelled transports	Count Green Loads	Actual Emissions (tCO2e)	Actual Emissions Prevented (tCO2e)	CO2e Savings vs. Diesel B5 (%)	% of Loads Green
1	H&M TOP PARENT	2022-07	272	53	325.12	89.12	21.5%	19.5%
2	H&M TOP PARENT	2022-06	383	48	443.23	111.43	20.1%	12.5%
3	H&M TOP PARENT	2022-05	360	42	440.36	121.62	21.6%	11.7%
4	H&M TOP PARENT	2022-04	352	29	487.91	74.85	13.3%	8.2%
5	H&M TOP PARENT	2022-03	318	0	437.06	0.00	0.0%	0.0%
6	H&M TOP PARENT	2022-02	249	0	370.64	0.00	0.0%	0.0%
7	H&M TOP PARENT	2022-01	184	0	247.28	0.00	0.0%	0.0%
Totals			2,118	172	2751.60	397.02	12.6%	8.1%

397 tones of emissions prevented to date → **1600 flights** from London-Berlin equivalent

Sellpy

ALEXANDER WINTER –
HEAD OF OPERATIONAL EXPANSION



COFFEE BREAK 11:20-11:40

ECOSYSTEMS IN DISTRIBUTION CENTER ROBAKOWO

JACEK WIERZBIŃSKI –
DISTRIBUTION CENTER MANAGER



H&M

H&M Group

Sellpy

CREAT+R STUDIO

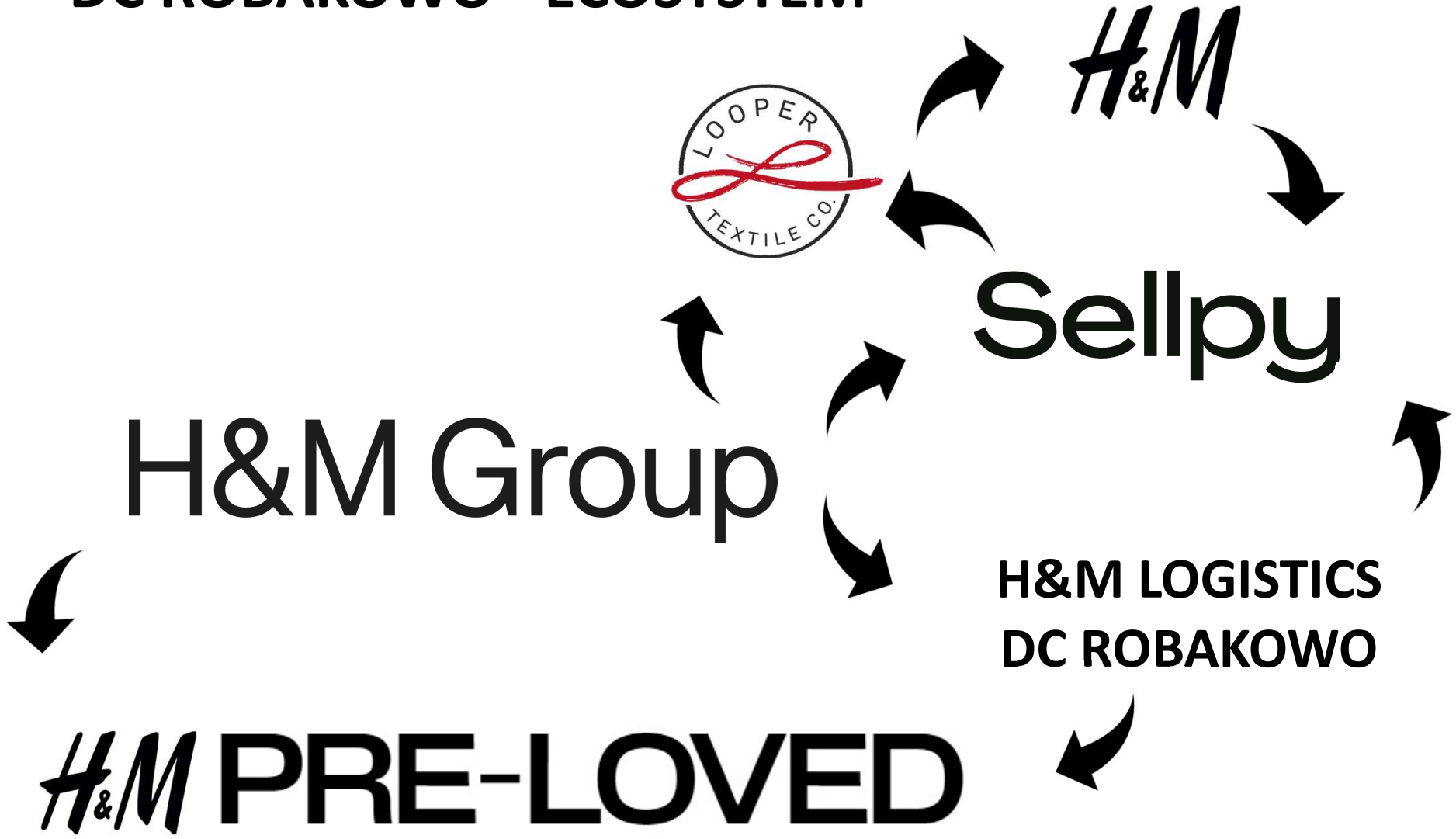


H&M Group

Sellpy

CREAT+R STUDIO

DC ROBAKOWO - ECOSYSTEM



„The first H&M Group DC
worldwide with

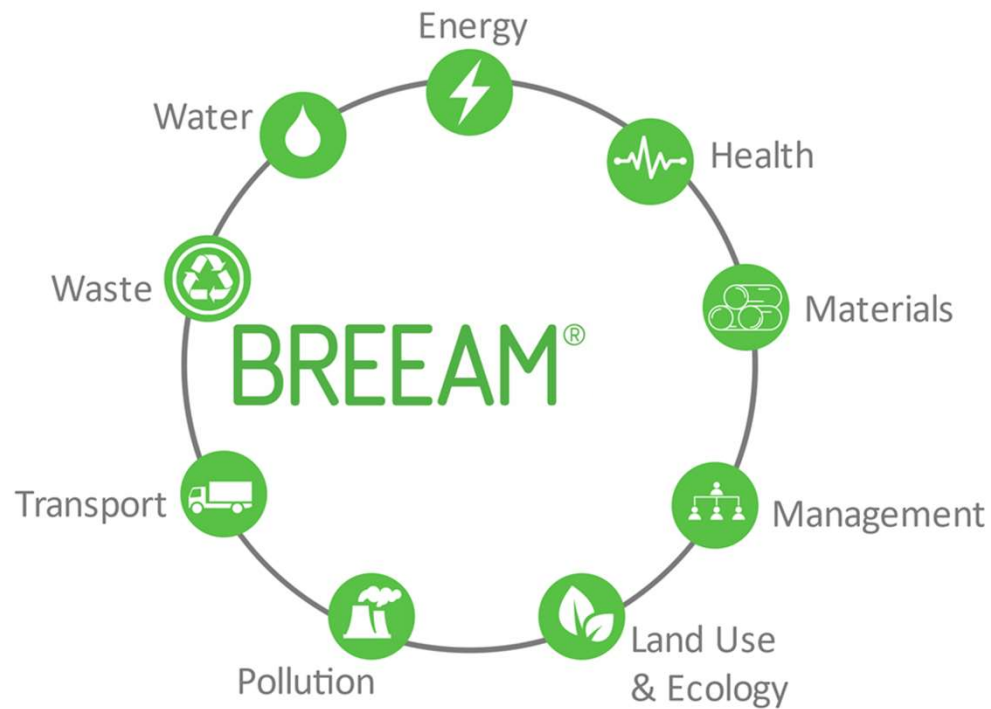
BREEAM[®]
OUTSTANDING

Certificate”



*What is BREEAM?

The world's leading science-based suite of validation and certification systems for sustainable built environment.



No PVC used in warehouse construction & finishing

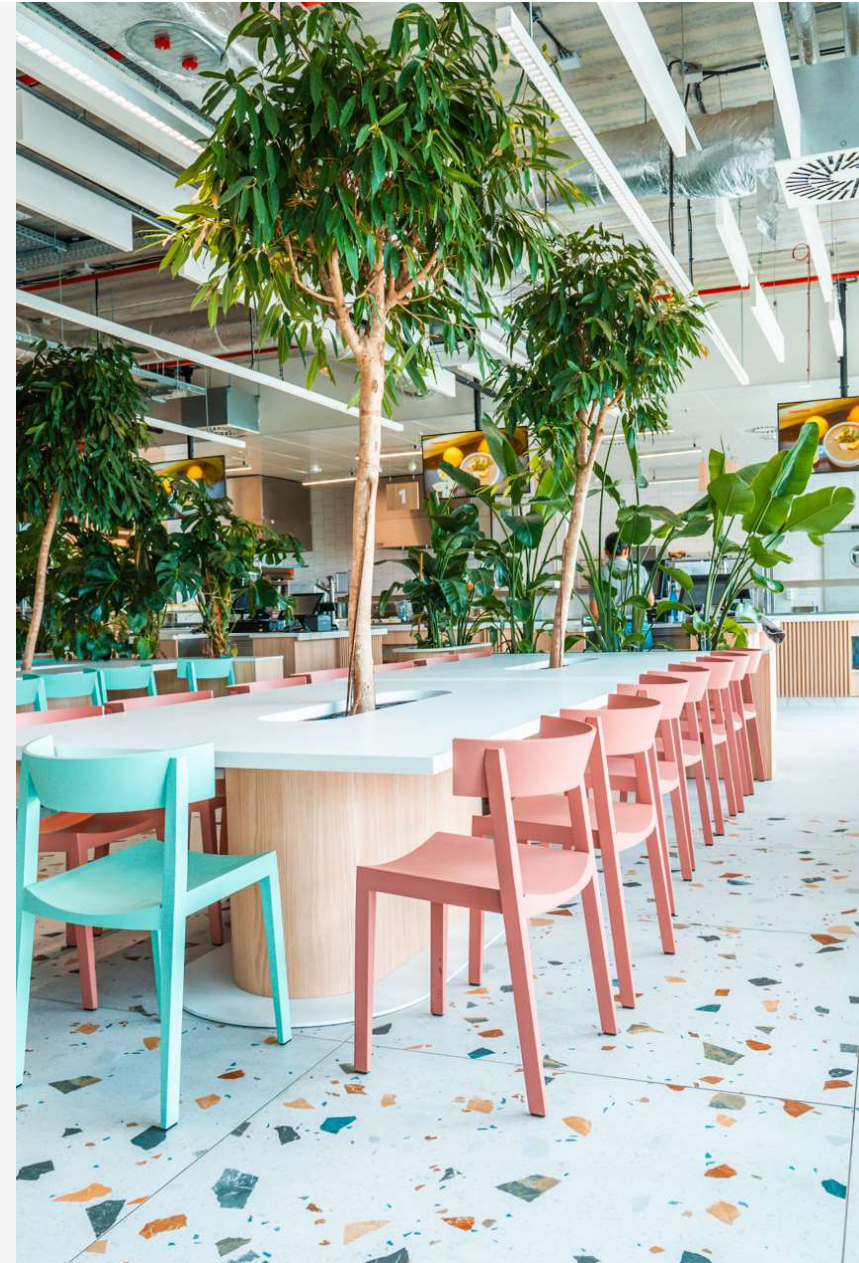
70 000 SQM of green areas around DC with 1000 local plants & trees

Bees with beehive

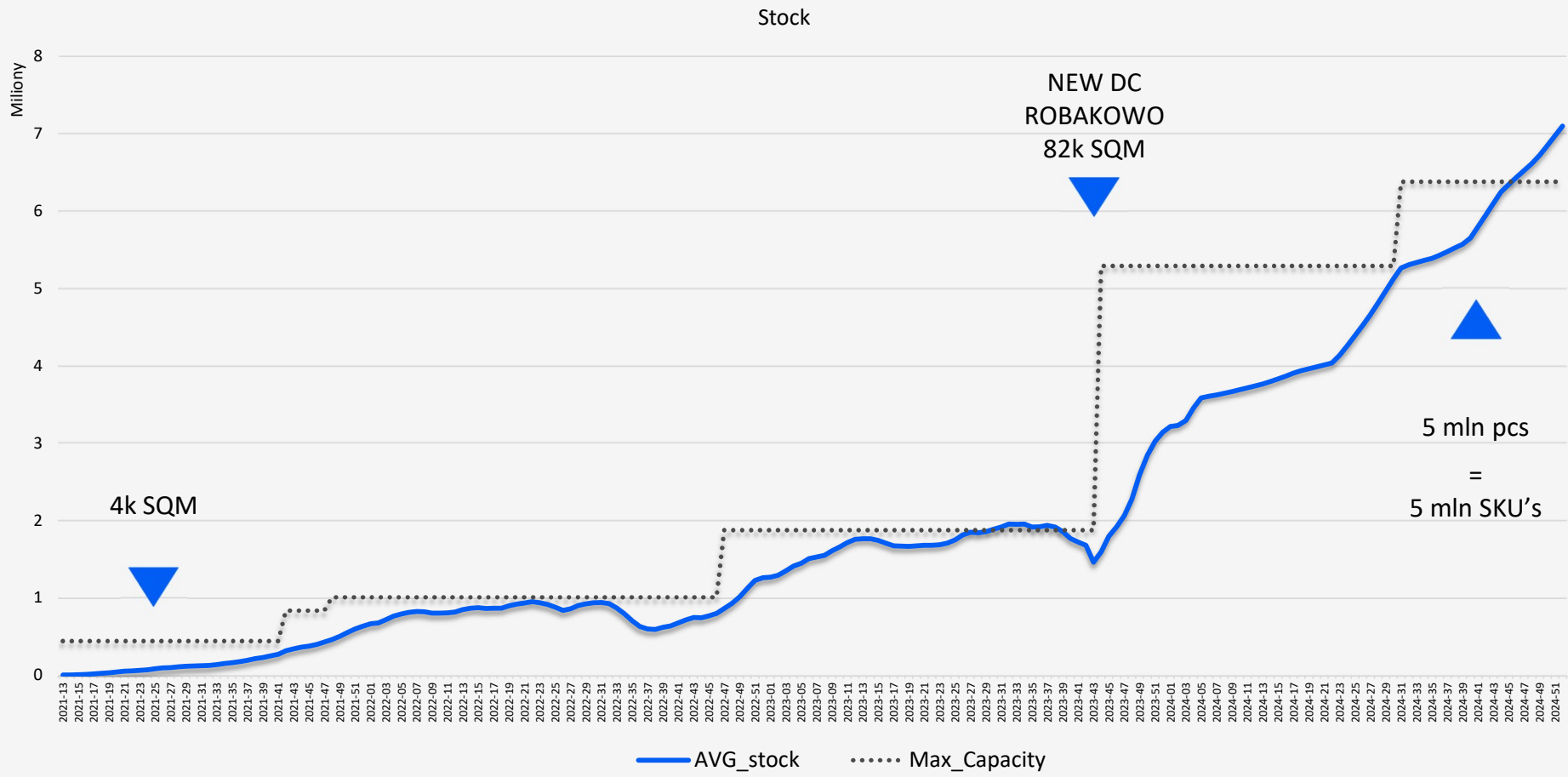
400 bike parking spots

Canteen with hot meals prepared

CONFIDENTIAL INFORMATION

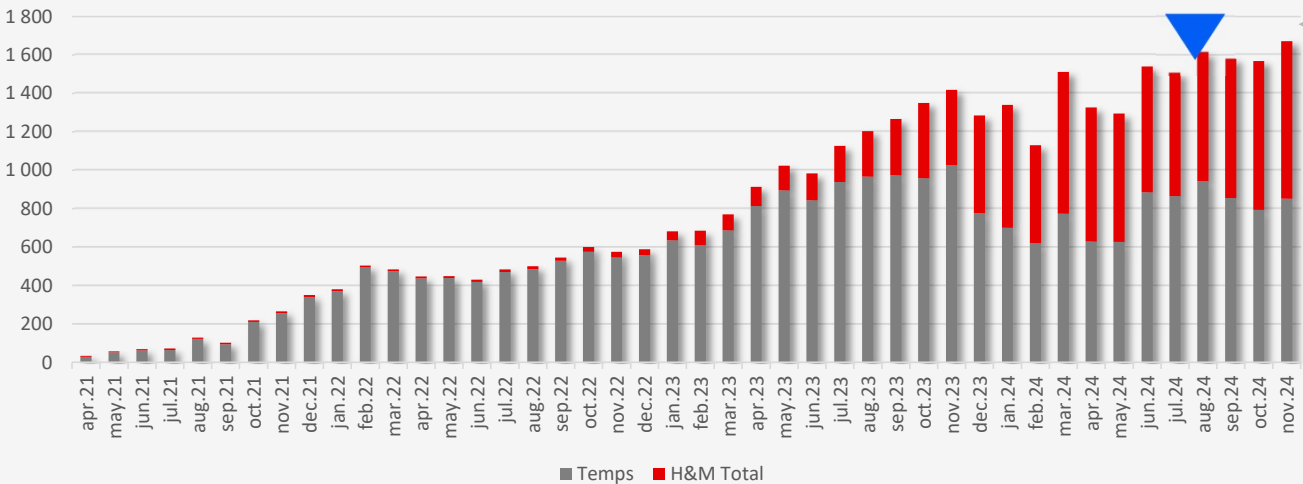


STOCK DEVELOPMENT



LOGISTICS DEVELOPMENT FOR SELLPY

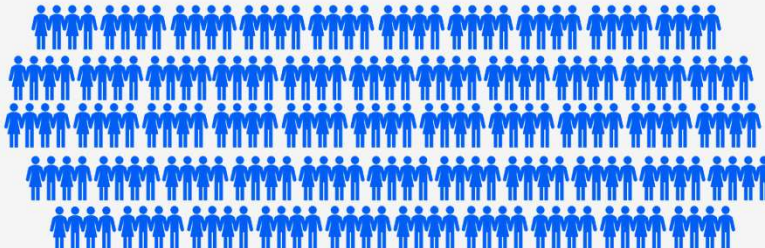
Headcount



1 400

END OF 2024

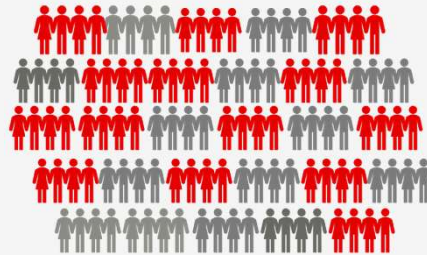
1 673



APR'21
29 people



DC GADKI 2
POLAND



SUSTAINABLE PEOPLE MANAGEMENT

JOANNA FRĄCKOWIAK – SOWIŃSKA –
DISTRIBUTION CENTER HR MANAGER



H&M

Sustainability is a social goal for people to co-exist on Earth over a long period of time.

#OneTeam

HR Department challenges
in an organization implementing a sustainable
development approach



#OneTeam

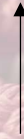
Sustainability is a social goal for
people to co-exist on Earth



#OneTeam

#0U6169W

How to build a sense of belonging
and unite employees around H&M's
values, including sustainability



Sustainability is a social goal for
people



#OneTeam

#0U6169W

How to build a sense of belonging
and unite employees around H&M's
values, including sustainability

Sustainability is a social goal for
people

With what measurable indicators
can we monitor progress?

#OneTeam

#016169W

How to build a sense of belonging and unite employees around H&M's values, including sustainability

What we know about our employees and their needs/expectations?

Sustainability is a social goal for
people

With what measurable indicators can we monitor progress?

#OneTeam

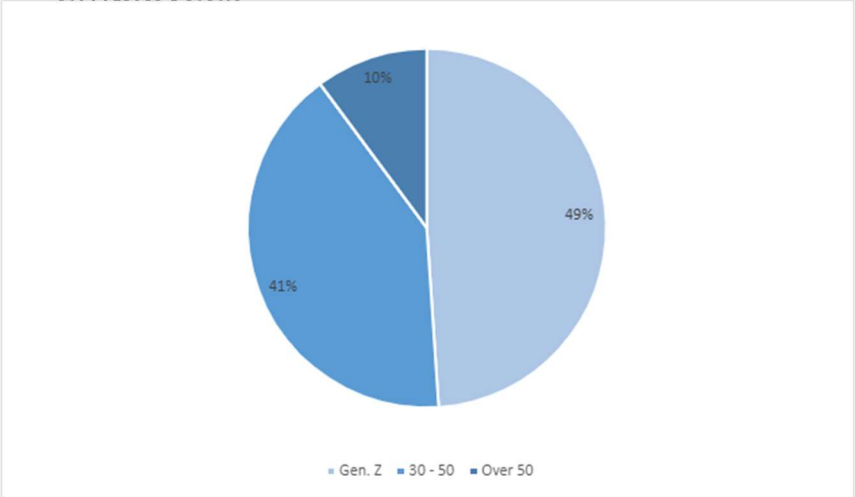
What we know about our employees and their needs/expectations?



Diversity of nationalities of DC Robakowo employees



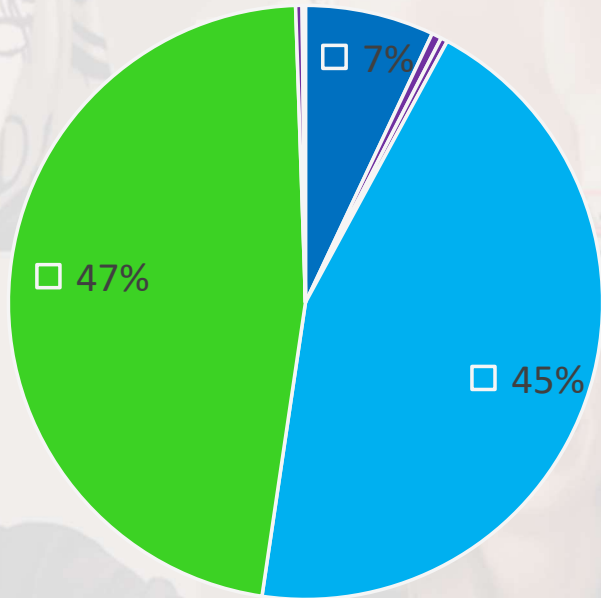
Age structure of DC Robakowo employees



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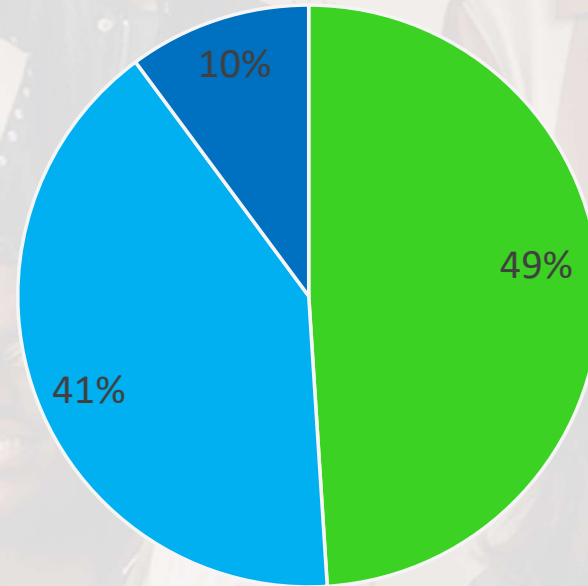
What we know about our employees and their needs/expectations?

Diversity of nationalities of DC Robakowo employees



- BELARUSIAN
- GEORGIAN
- MOLDAVIA
- POLISH
- UKRAINIAN
- UZBEK

Age structure of DC Robakowo employees



- Gen. Z
- 30 - 50
- Over 50



GEORGIA



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#016191W



MOLDOVA



ALBANIA



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How we build a sense of belonging and unite employees around H&M's

Values?

Building a sense of belonging based on H&M values

We believe in people

We are the best we can be and bring out the best in everyone and the business. We empower and trust others to take ownership and embrace diverse perspectives. We listen and learn from our colleagues.



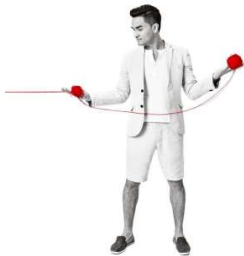
We are one team

Our workplace is inclusive, and respectful. We encourage and help each other to win together. We see the big picture and collaborate across boundaries, sharing our skills and knowledge in the best interests of our company to create unbeatable customer value.



We are cost-conscious

We make careful, sustainable choices by using resources responsibly and doing more with less. We create value for money, making a sustainable lifestyle accessible for everyone.



We are straightforward and open-minded

We are open, honest and humble. We reflect on our behaviour and listen to others. We speak up, but once a decision has been made, we commit to it. We are prepared to have our own ideas challenged and happy to let the best idea win.



We are entrepreneurs

We have a strong business mindset. We are curious and creative and take every opportunity to adapt to everchanging customer needs. Our innovative and flexible approach delivers the best customer offer and experience.

100% leaders trained

99% of new employees trained

We make constant improvement

We are always eager to find a better way forward. We constantly improve by seeking feedback to act, learn and adapt with speed. Everyday improvements, big or small steps, can make a huge difference.



We keep it simple

We aim for simplicity and go straight to the point because clarity helps us focus on what matters. We don't overcomplicate so we can be clear and efficient. Less really is more.



#OneTeam

#OUB169W

How we build a sense of belonging and unite employees around H&M's Values?

Building H&M/Sellpy's position as the first choice employer



Dołącz do nas



bądź częścią
zmiany!



Encouraging Gen Z employees – by

- ✓ offering them a job in an organization with Values consistent with the message of Generation Z - based on the economical management of goods offered by our Planet,
- ✓ giving new life to second-hand objects.

We offer people to be part of the change.

Continuous internal recruitment process



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#006169W

INTEREST IN DEVELOPMENT WITHIN THE ORGANIZATION/NUMBER OF APPLICATIONS

INCREASE IN THE NUMBER OF INTERNAL PROMOTIONS



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#0U6 169W

With what measurable indicators can we monitor progress?



ANNUAL DIALOGUE
PERFORMANCE & H&M
VALUES IN **ACTION**

PLAN for SMART
GOALS

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QUARTERLY **CHECK**
FEEDBACK &
SUPPORT

EFFICIENCY & THE WAY WE
DO THINGS ACCORDING TO
H&M VALUES

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With what measurable indicators can we monitor progress?

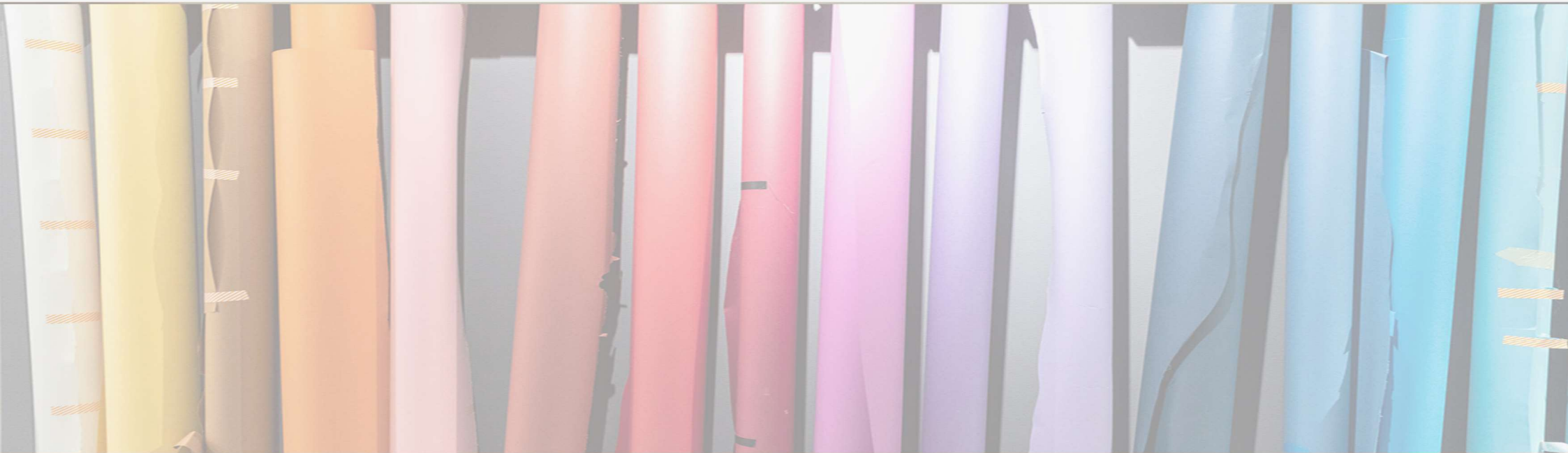
WE DECREASE

&

WE INCREASE

**ABSENTEEISM
TURNOVER
UNEXUSED ABSENCE**

**JOB SATISFACTION
INDEX SURVEY**



Sustainability supports HR Mission & HR supports Sustainability

- ✓ Increase engagement & productivity
 - ✓ helps communities
 - ✓ reduces energy use
- ✓ reduce water consumption
- ✓ fosters corporate pride

Both at work and in everyday life we are

#OneTeam

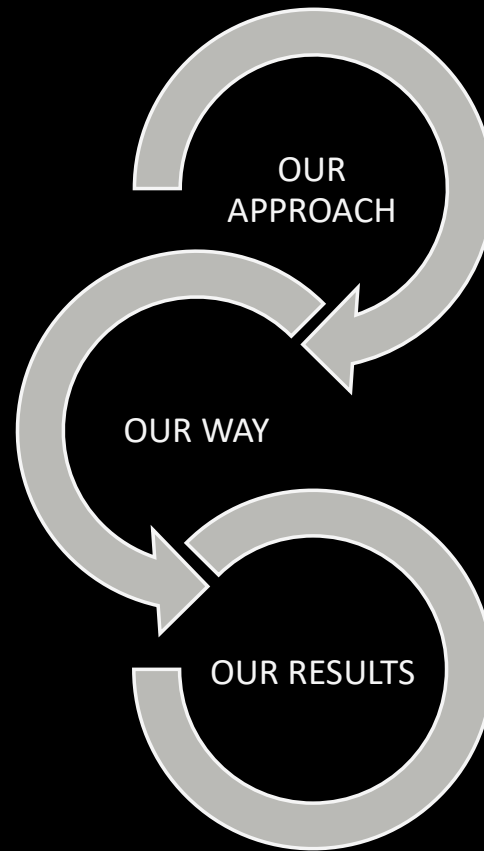
and we fight to save the Earth

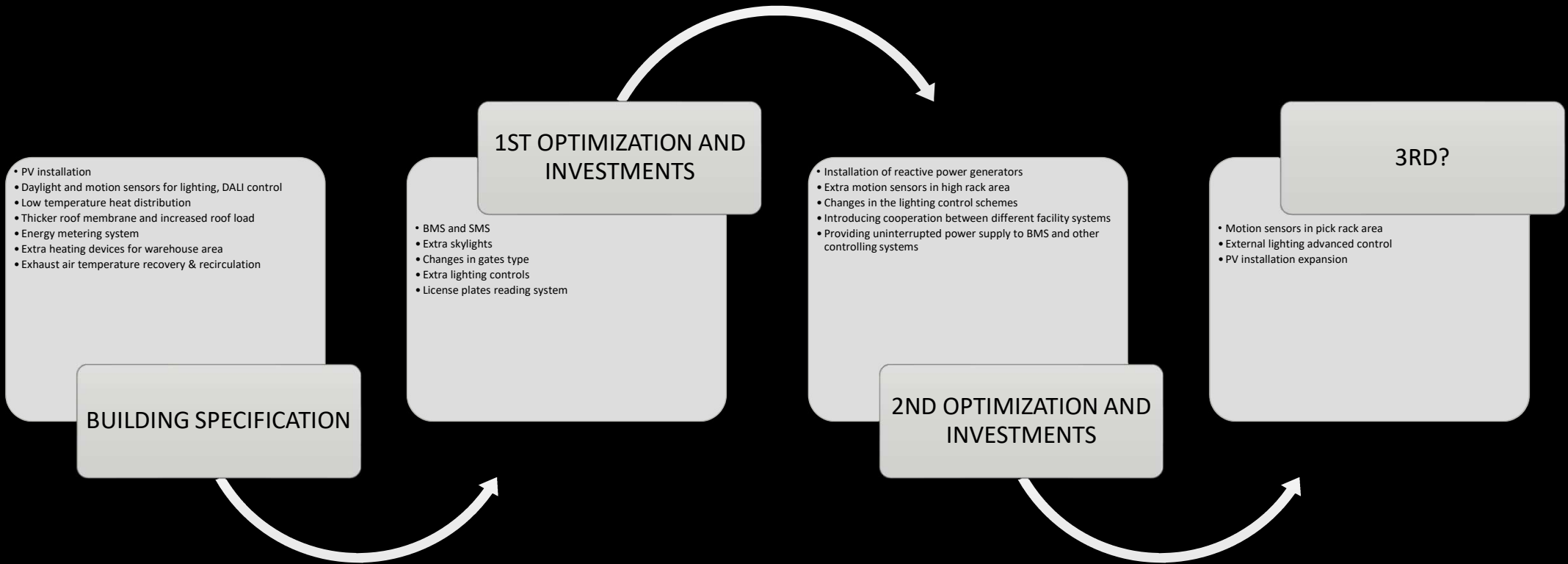
ENERGY EFFICIENCY IN DC ROBAKOWO

KACPER PALLUTH -
MHE & FACILITY RESPONSIBLE

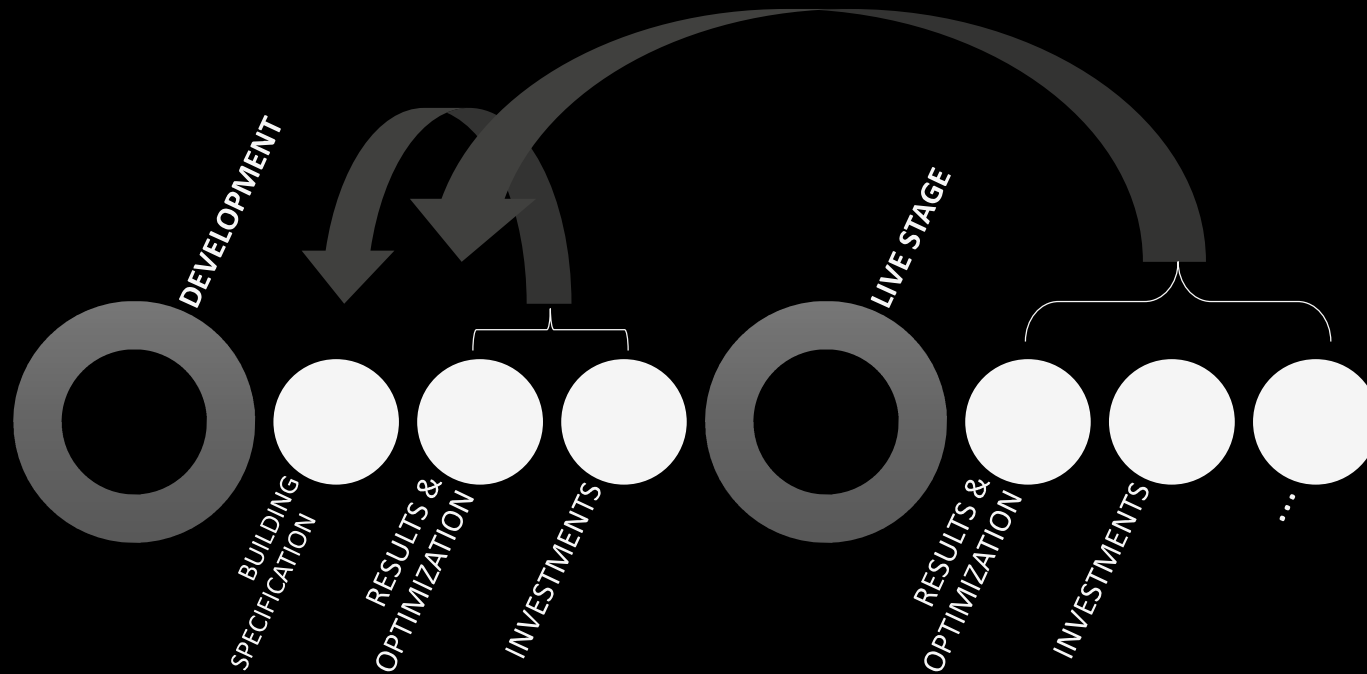


BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO





BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO



I. ELECTRICAL ENERGY

Klimatyzatory VRF

BUDYNEK BIUROWY - PIĘTRO

- 21 Adres jednostki VRF
- Temperatura zadana
 - Temperatura aktualna
- Tryb FAN
 - Tryb COOL
 - Tryb DRY
 - Tryb AUTO
 - Tryb HEAT

Tryb pracy dla grupy adresy 2B, 34

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 26, 29, 33

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 2E, 30

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy PARTER: 11, 12, 13, 14, 4A, 4B, 4C, 45, 52 PIĘTRO: 44, 46, 47, 4D, 4E, 4F

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 3A

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 22, 25

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 2D, 31

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 35

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 40

- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 3D

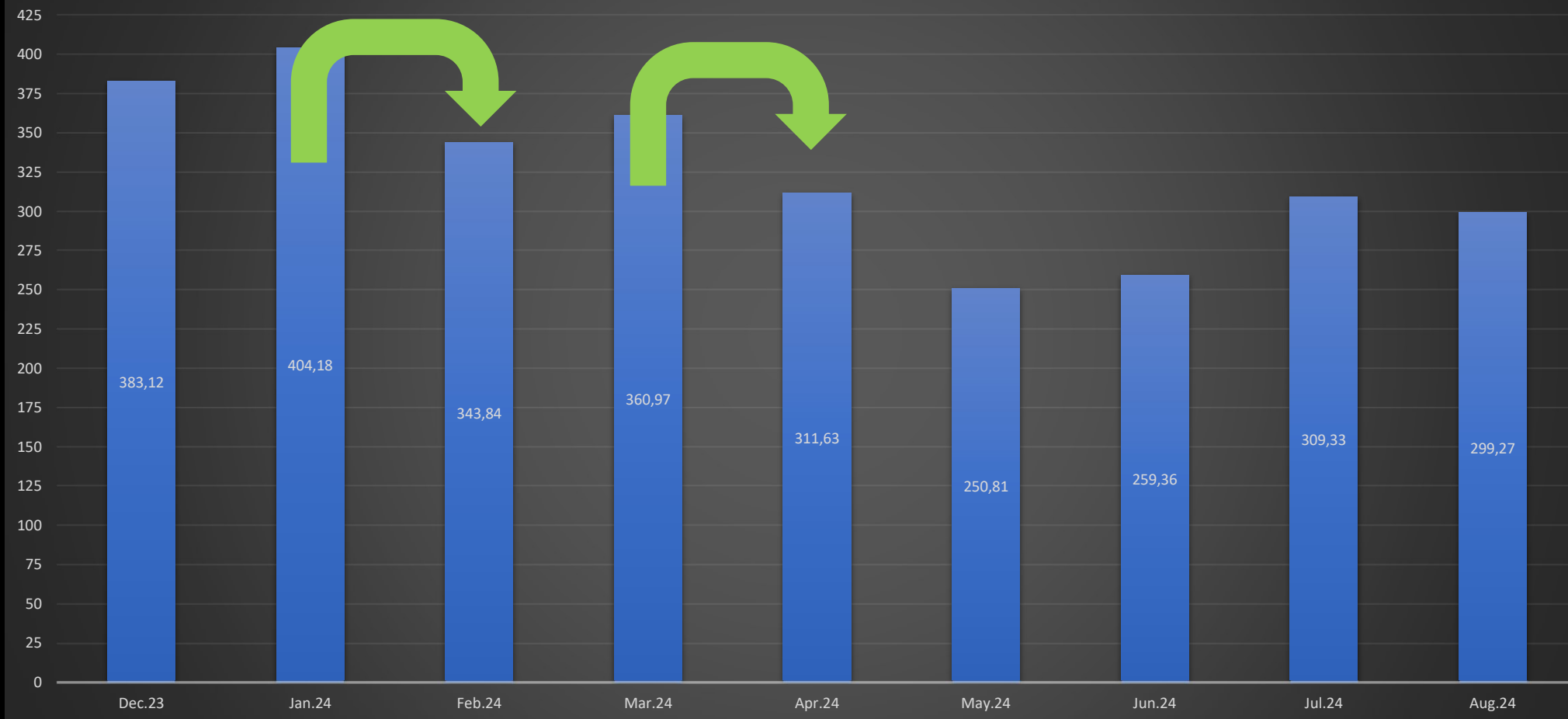
- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT

Tryb pracy dla grupy adresy 37, 3C

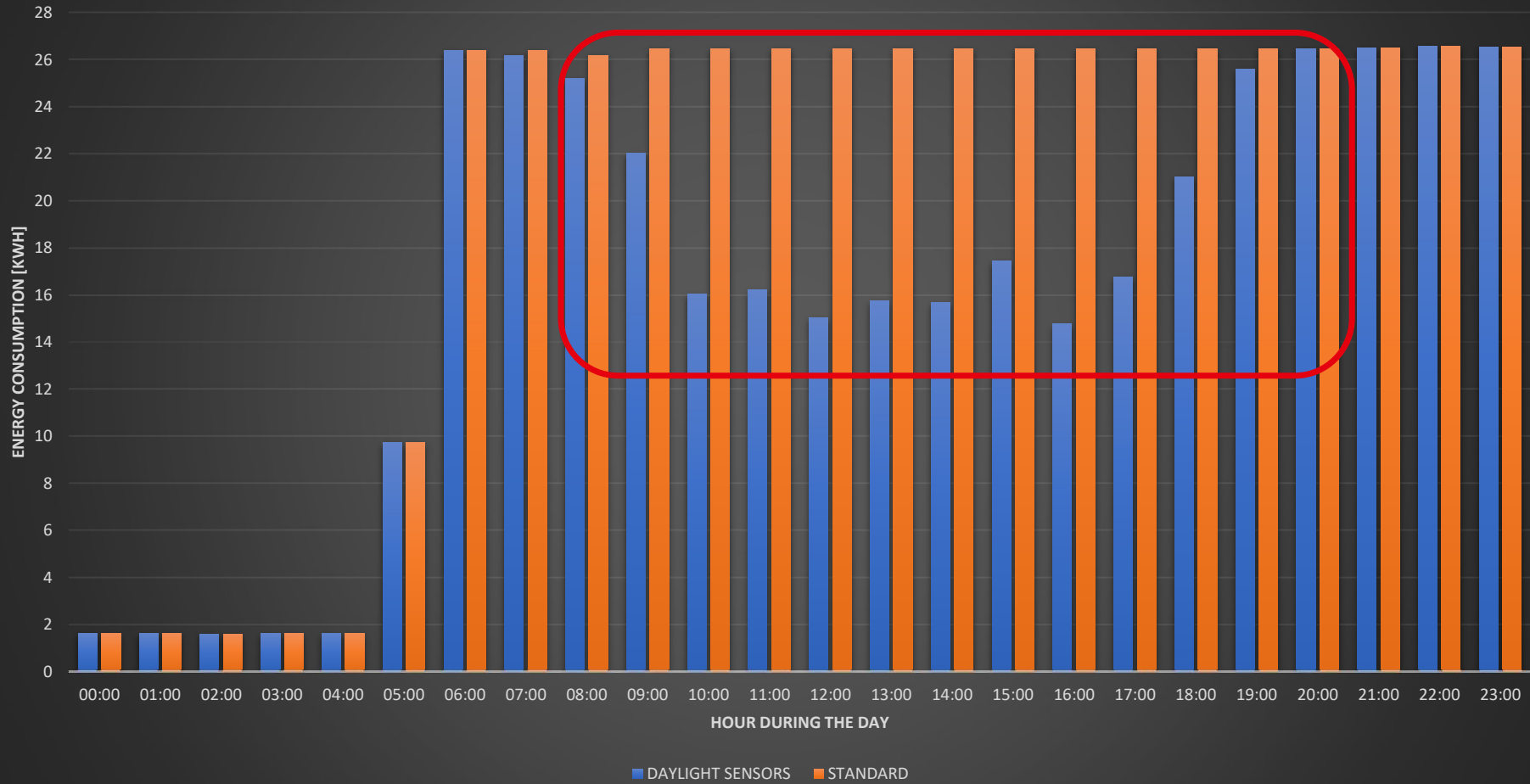
- Tryb FAN
- Tryb COOL
- Tryb DRY
- Tryb AUTO
- Tryb HEAT



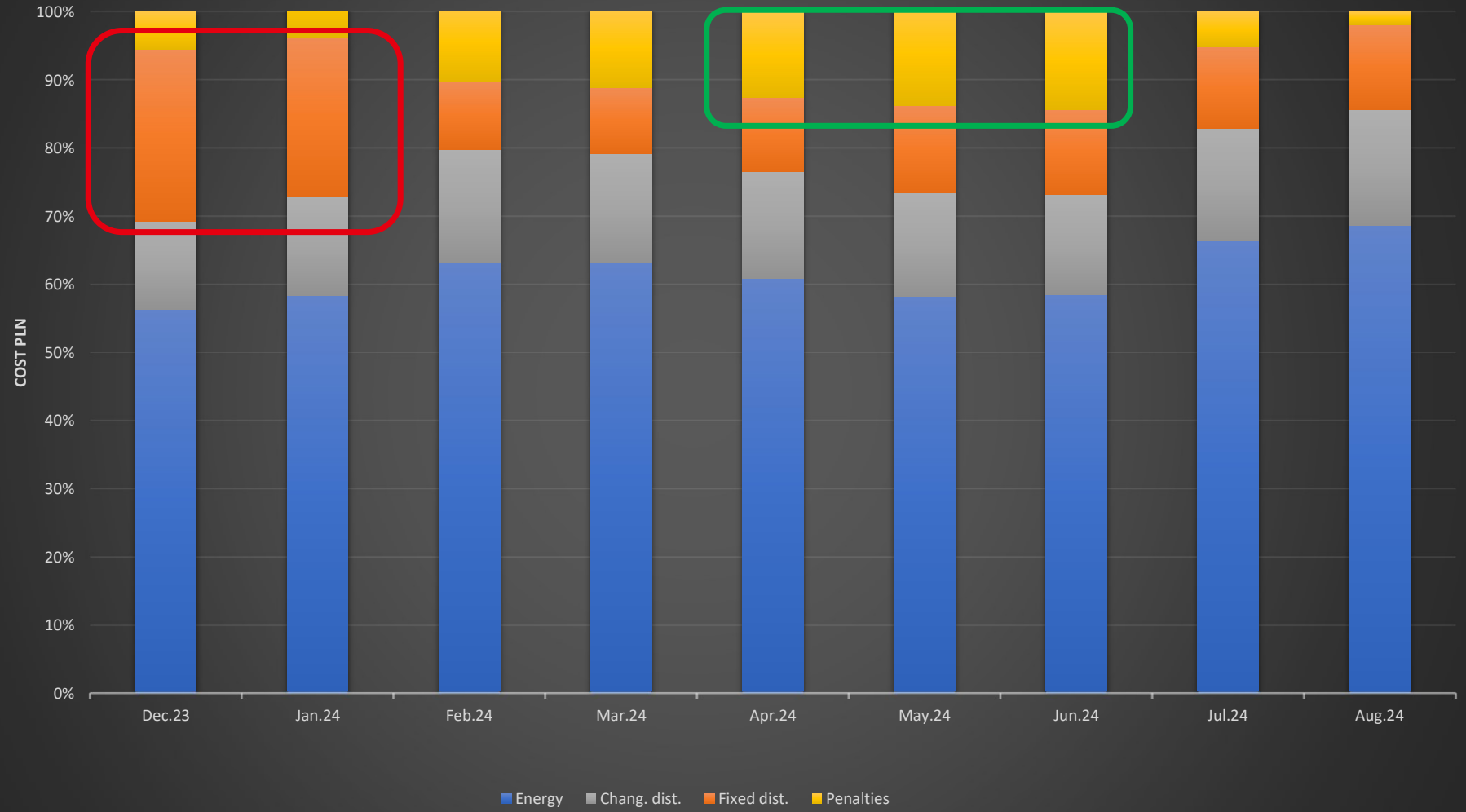
Electrical energy - consumption MWh in following months



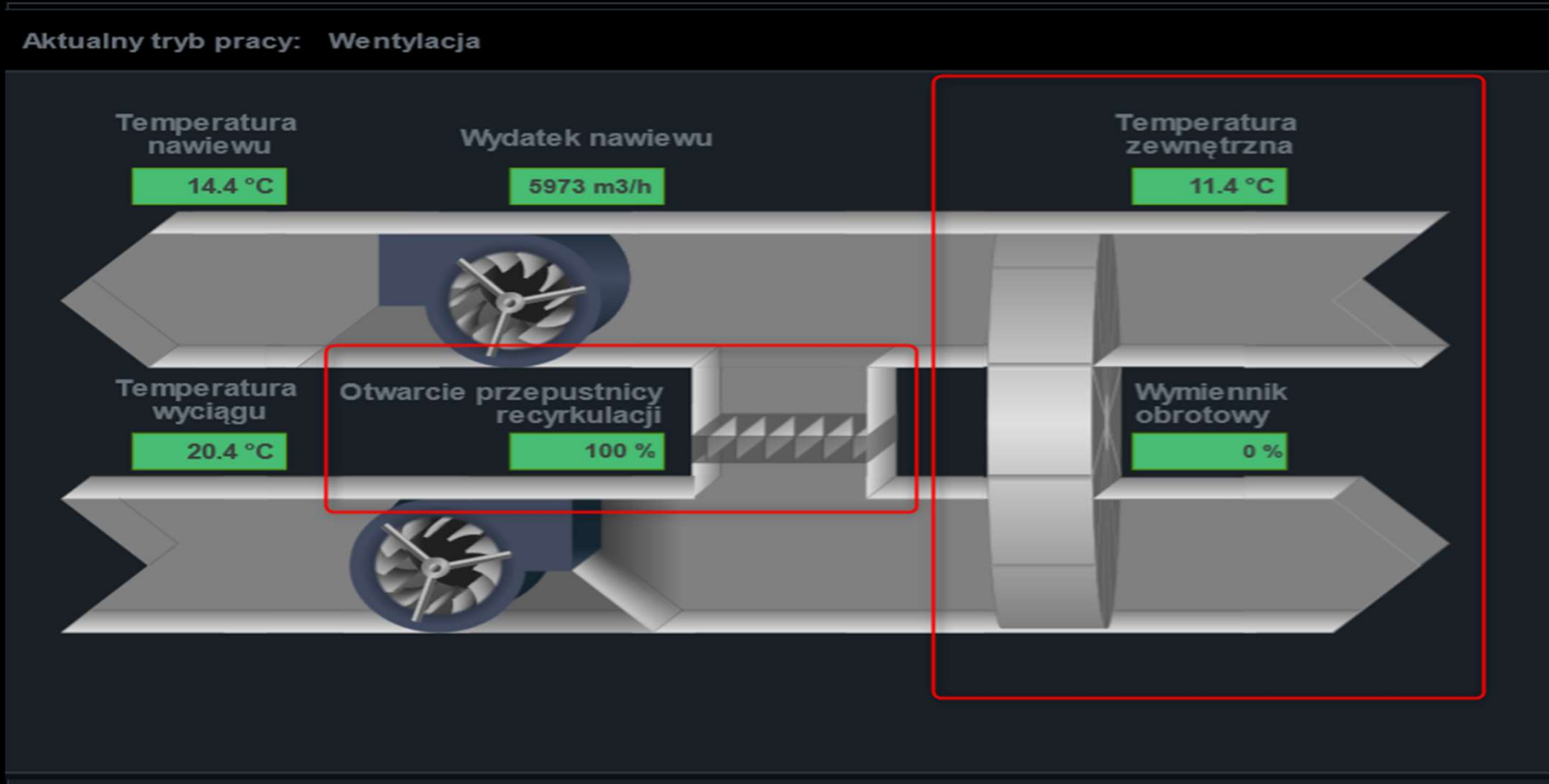
Energy consumption (lighting) for selected operation area during 04.06.2024



Electrical energy costs in the following months



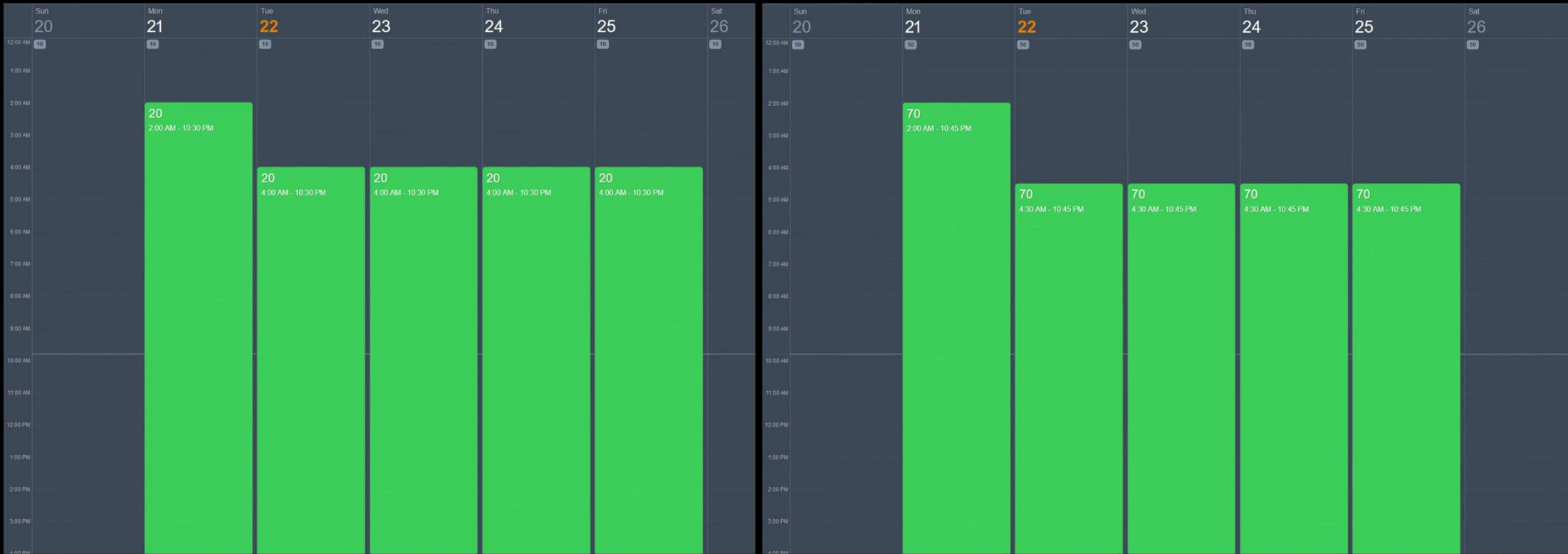
II. HEATING



BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO

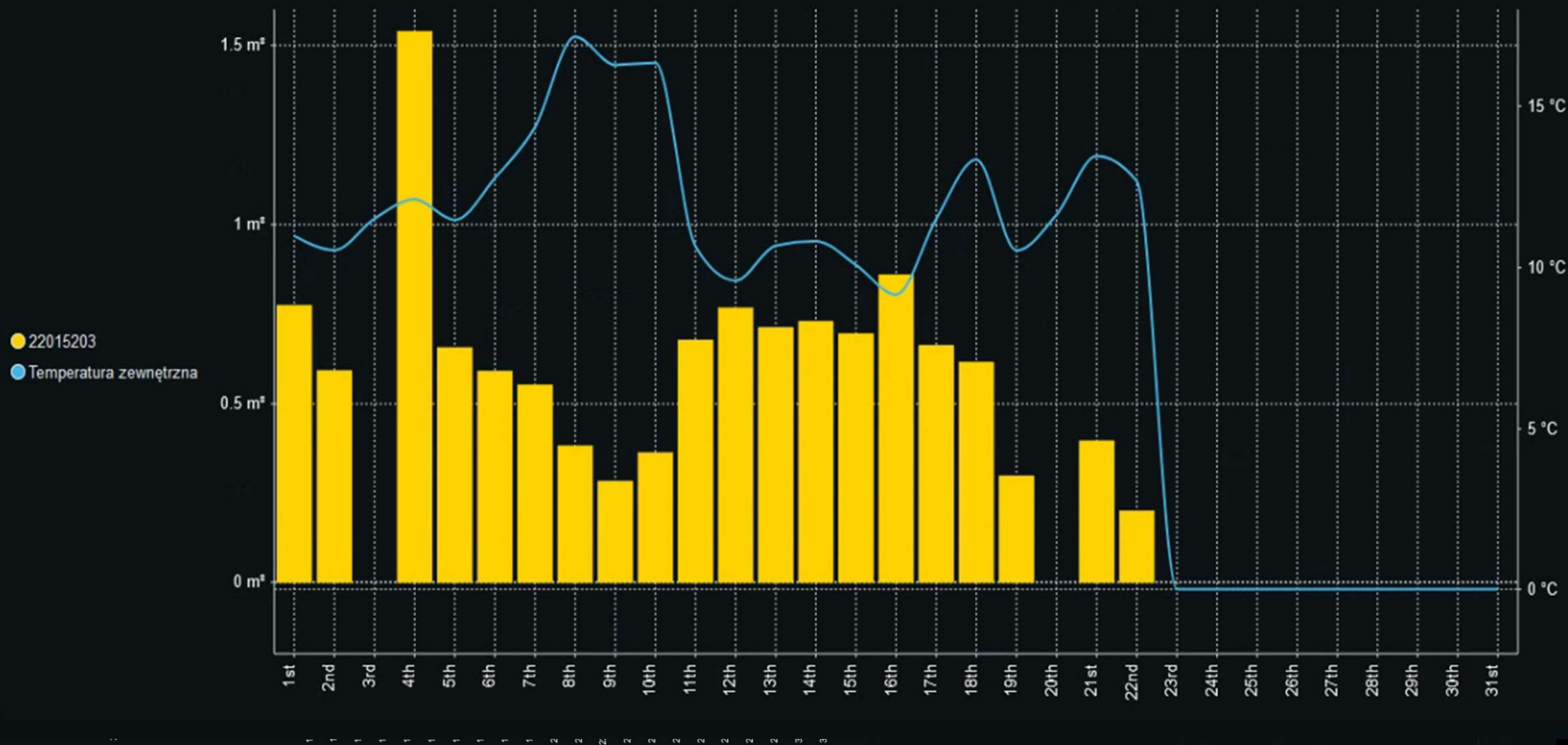


BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO

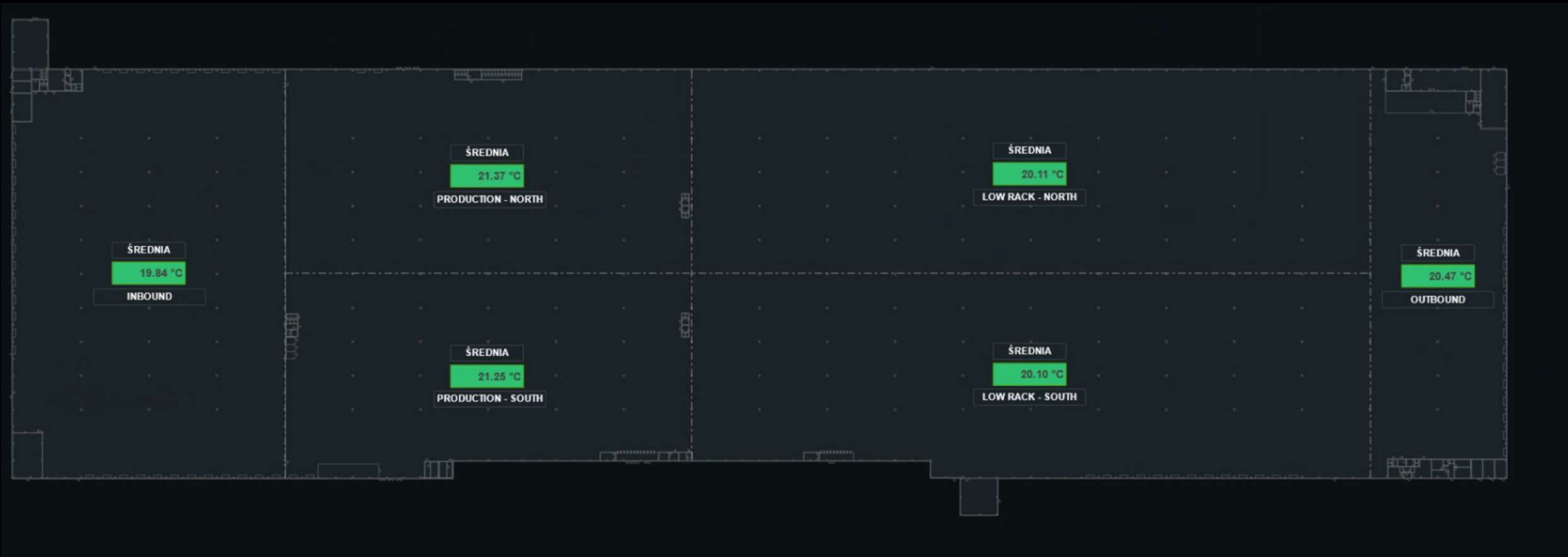


Zużycie gazu

This Month



BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO



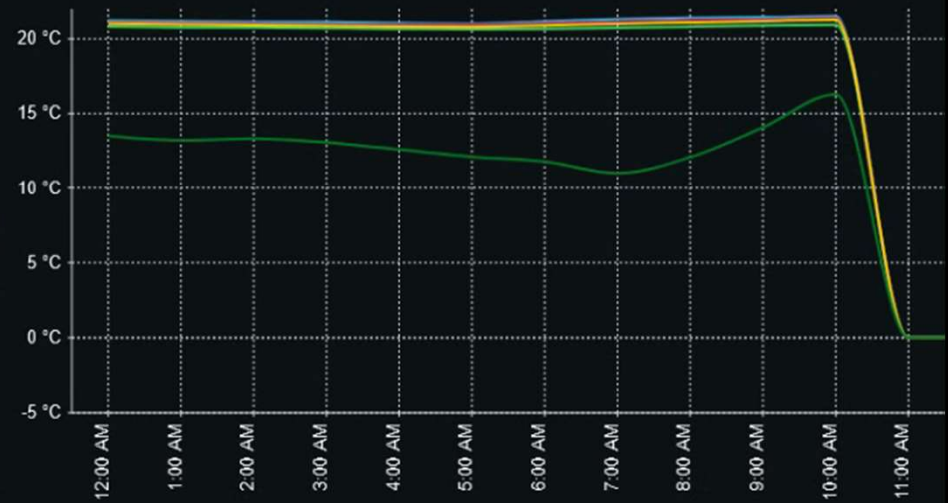
STEROWANIE TEMPERATURA

STREFA PRODUCTION - SOUTH



Today

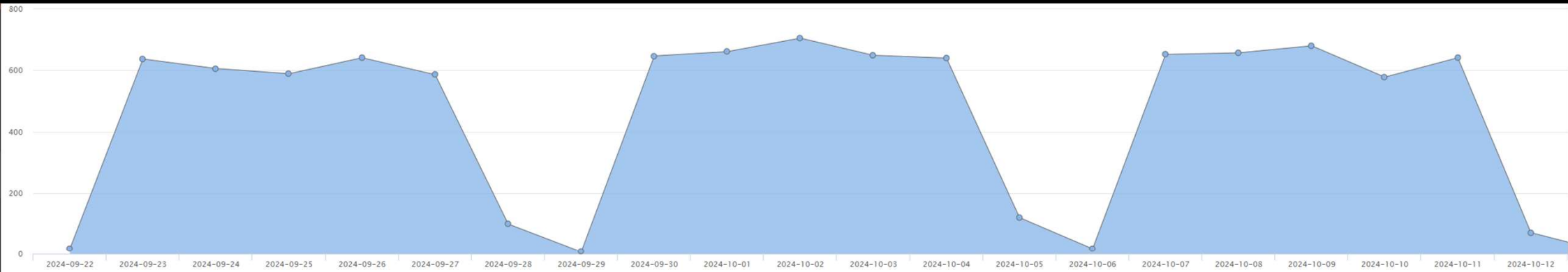
- Temperatura odczytana z czujnika 1
- Temperatura odczytana z czujnika 2
- Temperatura odczytana z czujnika 3
- Temperatura odczytana z czujnika 4
- Temperatura zewnętrzna



BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO



BEST PRACTICES - ENERGY EFFICIENCY IN DC ROBAKOWO



Zdarzeń 14187	Wjazdy 7660	Wyjazdy 6527	Wystawionych przepustek 6460	Awizowanych 8875	Awizacji 326	Śr. czas pobytu Od. 0h. 0m 0s	Nowe pojazdy 89%
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DEVELOPMENT STAGE

- Construction specification
- On-going audits and collaboration with contractors
- Potential investments during early stages



LIVE STAGE

- Monitoring results
- Learning the facility character and operation needs
- Searching for potential improvements
- Preparing business cases for investments
- Implementing investments which are worth it



CONTINUOUS IMPROVEMENT

- Utilizing available tools
- Creating cooperation between different systems
- Including the changing character of the facility and operation
- Keeping in check the structure of systems

Q&A
12:20 – 12:30



CONFIDENTIAL INFORMATION

LUNCH 12:30 – 13:10

WAREHOUSE TOUR



COFFEE BREAK

THANK YOU

CONFIDENTIAL INFORMATION

