



CSR Report 2020 -2021

Kim Johansen

TRANSPORT GROUP



Kim Johansen International Transport A/S is pleased to introduce the sixth CSR report in its history. This report was published to provide an overview of our environmental and social initiatives. Wherever it is possible and relevant, commonly applied practices have been used in the preparation of the report to ensure transparency and a frame of reference. All information stated in the report is true and correct to the best of our knowledge and ability.

Period: The report contains information for calendar years 2020 and 2021, but also includes information pertaining to other years;

Corrections: Some data might slightly differ from the figures reported in previous years due to changes in methodology or available data.

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Next Issue: The next issue is scheduled for publication in July 2024;

If any questions arise, please feel free to contact our headquarters.

Contents

Introduction	4
Materiality	7
Ethics	11
Health and Safety	15
Environment	17
Goals 2020-2021	19
Goals 2022-2023	20
Non-Financial data	21



The Compliance Manager’s report KJTG 2020/2021

In KJTG we have a focus to comply with all legislation and public regulations. We are open to any dialogue with authorities in all contexts. An example of this KJTG was in 2020 met with a large tax claim from a national European tax authority. Throughout the case KJTG Compliance department has cooperated with the authorities in every matter. KJTG Compliance has explained that the alleged claim did not have a legal foundation. This statement from KJTG has now been accepted by the national European tax authority. The claim against our company has been dropped in its entirety. KJTG complies with the law, but we also protect our company according to the law.

KJTG unfortunately experienced that some of our drivers were caught in the attempt of an illegal act. In these cases, KJTG responds immediately. After each of the drivers had the opportunity to speak with their supervisors and HR-department, they were each dismissed with immediate notice. KJTG would like to send a signal and encouragement that everyone in KJTG is an ambassador for KJTG when they work around in the world. KJTG should be a role model in complying with laws and regulations no matter where KJTG operates.

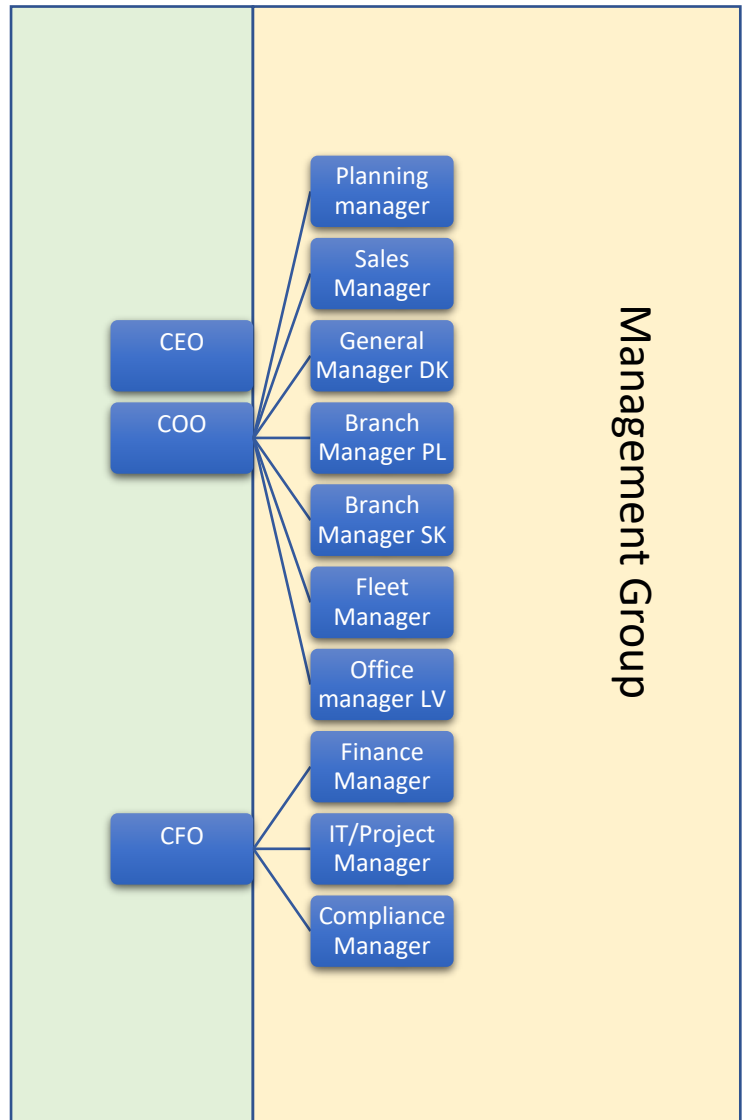
2022 and 2023 will include lot of work of a correct implementation of the EU Mobility package. KJTG is focused on an implementing in accordance with the authorities' wishes and expectations. However, KJTG is critical when we believe that the legal foundation is wrong in the authorities' interpretation. As a result, to this KJTG is in an ongoing dialogue with the Commission, political authorities, industry associations and other relevant partners that can contribute to a reason-based legislation to support in many matters. ▫

Compliance Manager
KJTG

The 6th CSR Report

Kim Johansen Transport Group (KJTG) is pleased to publish the 6th CSR report. This report reviews our social and environmental activity for 2020 and 2021. The current focus on environment sets requirements on the way we monitor, analyze and endure our business. As focus on environment increases, more and more resources are needed to meet the documentation and reporting needs of our stakeholders. We consider these demands a sign of positive development in sustainability segment. During the last two years a lot have happened in the sector of the social responsibility. Attention has been paid to driver work conditions, GDPR, whistleblower practices. New rules “Mobility Package 1” for road transport sector have been drafted, to safeguard the interests of the drivers and the industry at large.

For decades United Nation Member States have been working on developing an action plan to build a global partnership for sustainable development to improve human lives and protect the environment. Today Sustainable Development Goals (SDGs) have become a call for action by all countries. For goals to be reached, governments, civil societies and private sectors need to do their part, and we are welcoming this development. ▫



Products and Services

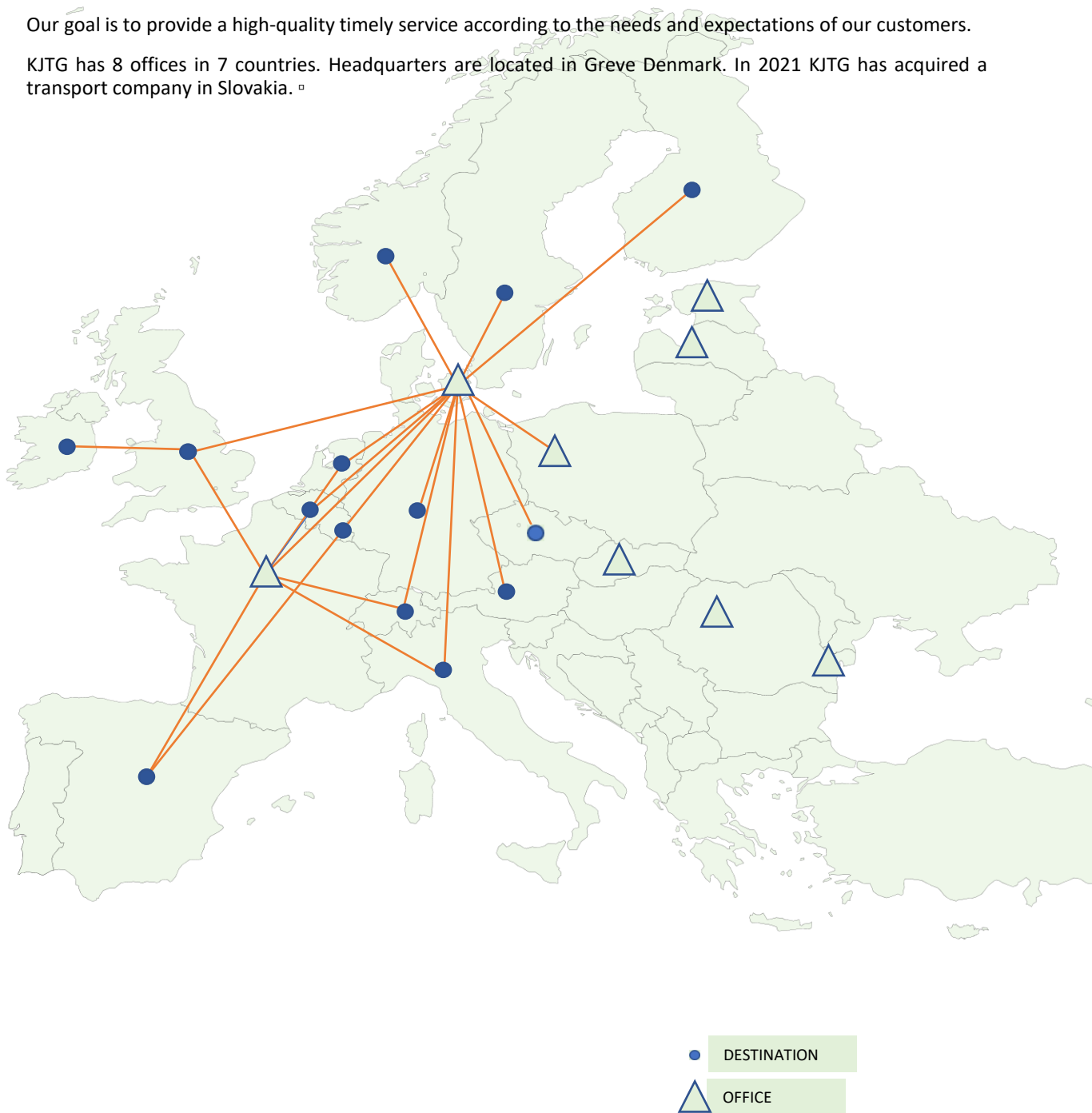
Our expertise is business-to-business transportation of time-sensitive goods and air-cargo, as expressed in our mission statement: “We provide time sensitive and efficient transport solutions with respect for the environment and road safety”. We have developed a unique transportation setup that allows our lorries to be on the road close to 24/7. Our setups are based on planned exchange of our drivers on route, which permits continuous driving and efficient use of time, normally used on breaks in a lorry.

Our personnel is always ready to suggest the most convenient transportation options and timings, to utilize resources and thus to reduce the price. To our customers we offer monthly performance reports and approximate CO₂ count of the transportation services is sent with every invoice.

Our mechanics ensure that our lorries and other technical equipment is in good condition and, when necessary, is repaired efficiently in our workshops or on the road.

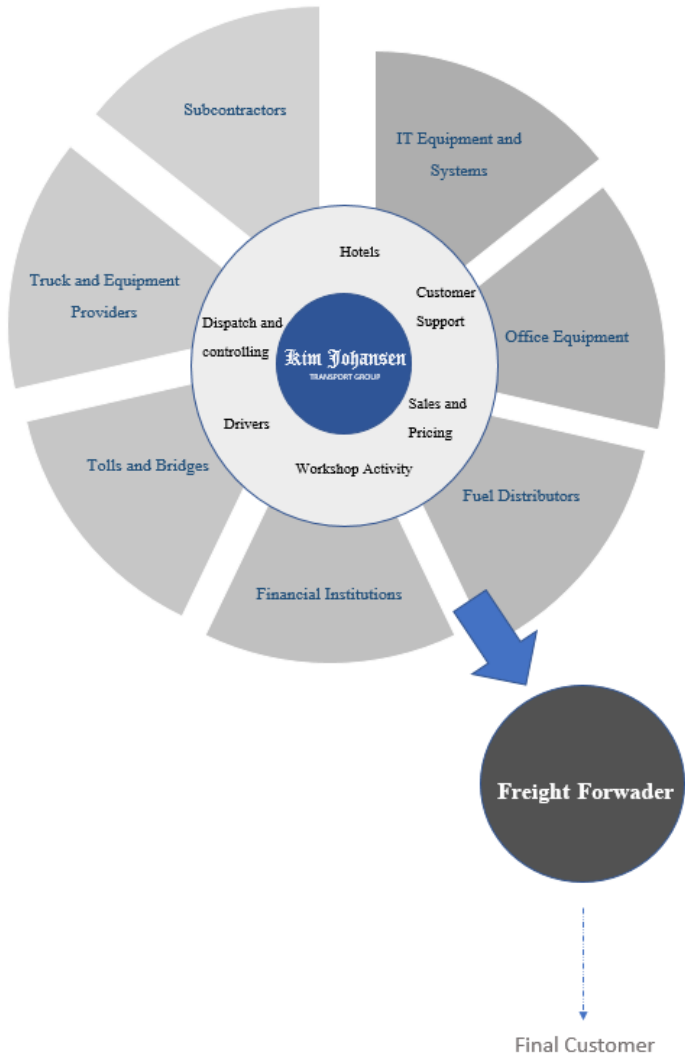
Our goal is to provide a high-quality timely service according to the needs and expectations of our customers.

KJTG has 8 offices in 7 countries. Headquarters are located in Greve Denmark. In 2021 KJTG has acquired a transport company in Slovakia. ▫



Supply Chain and Procurement Practices

Our business would not be possible without support of various stakeholders. Our supply chain consists of: suppliers of equipment and fuels, IT-systems, fleet management systems and various services. Since KJTG does not own any manufacturing or warehousing facilities, the supply chain of KJTG is somewhat simple. That allows us to commit to well recognized suppliers that share our sustainability values. A cautious choice of our partners, suppliers and service providers and trust in their products permits us to focus on our main business, and the CSR practices within our own organization.²



Materiality

Over the years attention to various sustainability topics in the world has increased. Society has become more aware of alarming production conditions of various products and services, involving corruption, discrimination, child labor, slavery, hazard to environment and others. To disassociate from these topics, many businesses have become open about the way they do their business, but also demanding towards their suppliers and subcontractors. Due to lack of diversion, often unmaterial topics are used to justify the good, while little attention is paid to the actual areas of concern. The areas of concern are best described by the actual stakeholders. To draw the subjects of importance we have conducted an analysis of our stakeholders. Although the internal discussions and seminars have helped forming an overview of the topics to

be discussed and reported, communication with the stakeholders in the future for sustainability purpose could underline the aspects which have not come to our attention yet.

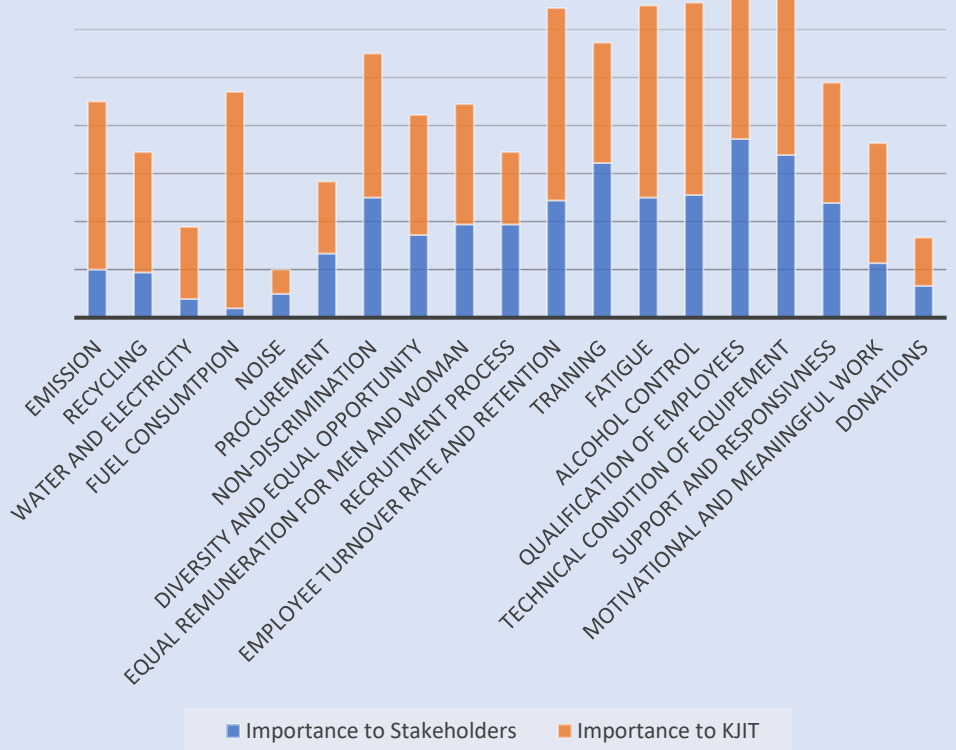
To ensure that report is material to most of our stakeholders, materiality analysis have been conducted in 2016. Since not all the stakeholders share same interest, following ranking system has been chosen to evaluate the stakeholders:

1	Dependency on company:	We have chosen to prioritize those who are dependent on our business most. This includes dependency on employment, large customers who rely on our service, our suppliers.
2	Those in risk:	Transportation services are unavoidable part of most supply chains and currently there are no sustainable alternatives. To minimize environmental footprint and safety hazards we have chosen "those in risk" as second most important stakeholder group. These stakeholder groups include: other traffic participants, local communities, various NGOs, and others.
3	Decision makers:	Our business runs following laws and regulations, therefore concerns of various authorities and political and financial institutions is third most important stakeholder group.
•	Bottom Line: SDG Targets	We have evaluated the Sustainability Development targets to assess the main impact areas.▫

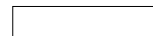
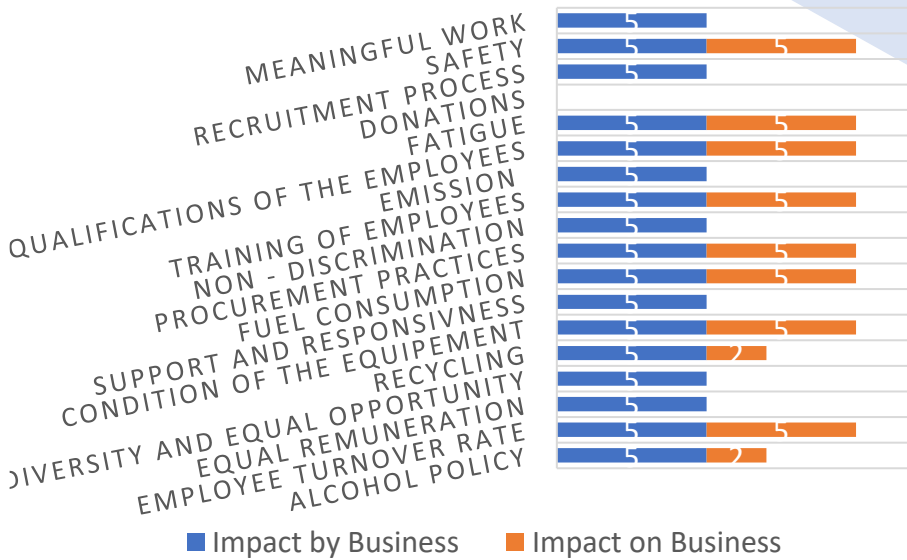
Stakeholder Engagement

Our Stakeholders	Who	Engagement	Aspects of Interest	Potential Opportunities
Employees	Drivers; Administrative personnel; Workshop personnel.	Daily communication to managers and colleagues; Quarterly Status meetings; Various Initiatives: Ex. Company Ambassador; Christmas party; DHL run; Internal Web page and e-mails; Office visits; Work Instructions (drivers); 24/7 Service Desk; Driver newspaper; Office newsletter.	Motivational and meaningful work; Safe work conditions; Compliance with contract terms; Financial performance; Ethical workplace; Work-life balance; Training opportunities; Hygienic and pleasant workplace; Clarity of the assigned tasks; Complain procedure; Recognition.	Training and courses are available; Clear values, procedures and rules; Various initiatives and social events are offered; Opportunity for growth.
Customers	Freight forwarders; Airlines.	Daily communication by phone and e-mail; visits on site; Web Page; Performance review; Live GPS follow up platform; Daily face to face engagement with drivers; Customer surveys.	High quality service and flexibility; Presence and availability; Responsibility; Transparency; Good image and representativity; Ethical business; Environmental performance.	Performance reports are accurate and easy readable; Professional and fast 24/7h support; Necessary documentation is available; Equipment is well maintained; Employees are polite, professional and helpful.
Financial Institutions	Banks; Tax authorities; Various financial service providers.	Various financial agreements; Annual financial reports; Negotiations; Day to day transactions.	Financial performance; Transparency and accurate information; Consistency; Growth; Accountability; Risk management.	Favorable cooperation terms.
Suppliers	Service providers; Spare-parts, equipment, lorry and trailer suppliers; Subcontractors; Crossing and toll organizations; Fuel suppliers, Leasing agencies; Postal services; Insurance Companies; Breakdown Service.	Daily Transactions; Phone and E-mail Correspondences; Contracts; Credits and Invoices.	Financial performance; Fair cooperation; Positive response to their services and products; Effective and timely communication.	Long term relations are established; Trust; Communication is easy and professional.
Local Communities	Media; Transport Organizations; Traffic participants; Local businesses and organizations; Students; Academic institutions; NGO's.	Interaction on roads; Web-page and social medias; Interviews and press; Donations; Lectures.	Responsiveness; Effective handling of claims and complains; Support; Transparency; Environmental measures; Noise; Safety on road.	Company promotes positive relations; actively participates in social events; transparent business and communication.
Authorities	Governments and regional Institutions; European Unions; Government Representatives, Police, Transport Organizations.	Formal dialogs and correspondence; Instructions and notices with rules and regulations; Inspection and Auditing processes.	Compliance with laws and rules; Safe and environmentally friendly operations; Risk management; Economic Growth; Employment openings; Responsiveness; Transparency.	Drivers are well trained; equipment is appropriate for the transport of goods; the transport is carried in accordance to rules and laws.

The results of materiality analysis has shown the most and least material topics of KJTG and our stakeholders.



IMPACT AREAS KJTG

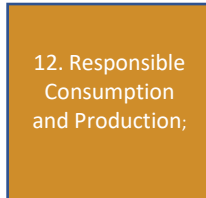


Considering the worldwide movement to a better and more sustainable future for all through the Sustainable Development Goals (SDG), KJTG has analyzed the SDG targets to find the ones where company has the greatest impact. While several targets were material to KJTG, the targets no 3 (Good health and Well-Being) and 12 (Responsible Consumption and Production) were the most material for KJTG.

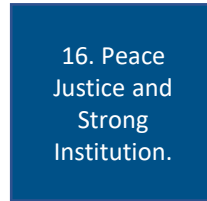
While the actual impact of the business decisions on the targets is minor, the SDG targets have helped KJTG to set the direction to its sustainability strategy and to safeguard its relevance.



The most relevant SDGs to KJTG:



Nevertheless, following goals are also material for KJTG:



Once these goals have been identified, KJTG combined them with the results of the materiality analysis. Results have shown that most of the goals material to KJTG are also those, where KJTG can make the largest impact in relation to SDGs. The impact on sub-targets of these goals will be reviewed in this report. ▫

Pursuit of our mission of transportation of goods requires a shared commitment to the core values of the company, as well as a commitment to the ethical conduct of all KJTG activities. With that in mind, the Ethical Conduct is a statement of our belief in ethical, legal and professional behavior in all our dealings within and beyond the KJTG. Our Code of Conduct is made available on our homepage to all our suppliers, sub-contractors and other stakeholders.

Our CSR policies reflect our commitment to respect and promote human rights in all our activities. KJTG will not tolerate exploitation of children, physical punishment, engagement in unacceptably hazardous work or forced or compulsory labor in any of its operations. We expect our suppliers, subcontractors and partners with whom we do business to maintain the same standard.

In 2020
and 2021
zero
incidents
of bribery
nor
corruption
came to
our
attention.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Reducing Corruption and Bribery

KJTG demonstrates a zero-tolerance approach to corruption, extortion and bribery in all organizational levels. The code of conduct and the reporting procedures of misconducts are communicated to new employees during the introduction training, with stress on differences between levels of corruption among the countries.

KJTG recognizes that there are risks of bribery related to cases, where our employees who have experienced authorities and government officials requesting and offering bribes in certain countries, might attempt to bribe authorities and officials as representatives of our organizations. To prevent any misunderstandings strict rules about accepting or offering any kind of favors, gifts or other services are set. During 2020-2021 there were no ethical misconducts coming to our attention. ▫



Ensuring Equal Opportunities and End Discrimination

Employees at KJTG come from close to 20 different countries. Regardless of the nationality, age, sex, religion, health or other factors, we give our employees a fair pay in line with standard wages typical to our employment market and guarantee equal pay for work of equal value performed by woman and men without discrimination.



OUR CODE OF CONDUCT

This Code of Conduct is the foundation of our corporate culture and sets high integrity standards for how we conduct business. Everyone in KJTG do comply with these standards. The principles below reflect the most important requirements for our well-founded organization. A detailed code of conduct can be found on our homepage.

The 4 principles

The principles of this Code of Conduct form the basis of our ethical culture and describe the core of our business conduct.

We follow the rules

We follow laws, rules, and our policies, and if they are in conflict, we go for the highest standard.

We take responsibility for our actions

We actively seek information, understand our responsibilities, and recognize that we have a general influence on the communities in which we operate.

We are open and honest

We are open and honest about our challenges, both internally and externally in the company.

We make our opinion known

We ask questions and we express concerns when in doubt, and we encourage others to do the same by creating a culture where we do not accept reprisals against those who express concerns in good faith.

This Code of Conduct applies to all employees and everyone who operates on behalf of KJTG, including our Executive Board and the Board of Directors. We also expect our business partners to commit to and adhere to the same high ethical standards. ▫



Training

To facilitate a stress-free start of the work, the new drivers are placed into double teams with our most experienced drivers. During 2020 and 2021 KJTG has trained 330 new drivers.

To raise qualification and to be able to use specific types of equipment, for example Swap Body trucks, or to qualify for driving the “25 m” trucks, training opportunities are offered to our best drivers. The “25” m truck setup is unique for Scandinavia, and exceptional driving skills and experience is required to operate these types of vehicles.

Recruitment Process

In KJTG the recruitment process is based on exchange of qualified, ethical and diverse personnel to employment possibility in decent, lawful and safe environment.

The largest group of employees at KJTG are drivers. To certify the qualifications of the drivers, an internal driver test is held by our HR team to guarantee that drivers, besides their driving license, have actual skills to perform their work safely. Our HR department conducts a training course, where company rules, values and processes are explained to the new drivers and overall values of human rights and ethics are presented.

Turnover Rate

While a truckdrivers job has a certain appeal to some individuals, it puts a strain on the family, persons health

and social life. Lack of truckdrivers in the transportation industry results in environment, where it is difficult to maintain employee loyalty, since the usual motivators for example - work location, colleagues and work hours are not applicable. By the end of 2021 KJTG was honored to have 51 driver, with seniority over 10 years. As it becomes more difficult to attract new drivers to industry, the truckdriver population is aging. During the last years, KJTG gas focused on attracting younger drivers, by offering training possibilities and by the end of 2021, the average age of our drivers has decreased to 45,60 years, compared to 45,71 in 2019, and 31% of our drivers were 50 years old or older.

Various political restrains limit freedom of offering permanent position to suitable candidates outside EU, which also affects the driver turnover rate. Yet, during the last two years KJTG has reduced the driver turnover rate to 31,44% (2021).

Support

KJTG is an international company, employing people of various nationalities. Daily communication often involves several languages at the same time – providing an excellent opportunity to exchange experiences and knowledge however, multicultural communication can also be challenging. We are certain that our employees are fit to tackle the challenges coming their way.

All our traffics are carefully planned in ahead of time, but unfortunately not all circumstances can be foreseen. To support our drivers and customers, our service desk is open round the clock 24/7. The service desk staff has been trained to assist our drivers in handling any unexpected situations, for example: breakdowns, theft, delays before the issue escalates. They are also there for our customers, when urgent assistance or updates are needed. During 2020 and 2021 our service desk has received around 200000 calls.⁹



A typical KJTG driver of 2021:

- ✓ Is male.
- ✓ Has colleagues from 21 different countries.
- ✓ Is 45 years and seven month old.
- ✓ Have been working in KJTG 3 years and 1 month.
- ✓ Might be called Oleksandr.
- ✓ Drives around 10 000 km every month.

Best Place to Work

The lockdown during Covid19 pandemics has shown that a need for dedicated drivers is high, in spite the newest technologies. Unfortunately, the population of truck drivers is aging, and the profession is not that attractive to the youngest generation. To attract and sustain the drivers, the work environment of the truck drivers requires changes. In KJTG the organizational hierarchy is flat – we give our drivers an opportunity to express their concerns, needs and wishes. In an unformal conversation we have asked our drivers – the reason for choosing to work in KJTG. To our surprise one of the reasons for working in KJTG was their wages paid on time. While this is obvious for KJTG, it might

not be obvious for everyone. In KJTG we are following regulations, laws and legislation, and that reflects on our drivers.

In 2020 a project “the Best Place to Work” has been started with an aim to improve the work conditions of our drivers. In the frame of the project, we have renovated driver hubs, added refrigerators to all our driver rooms in our hub in Greve, and hired a person solely responsible for cleanness of our vehicles. We would like to ensure that it is pleasant, for our drivers to be at work.



Renovation of driver hubs in 2021



GDPR and IT Security

KJTG has taken security measures to ensure that data obtained stored, processed and supplied from employees, customers and other stakeholders is protected against unauthorized access, alteration, disclosure and destruction. These measures have been formalized in the IT-Security policy.

Internal Whistleblower

In the end of 2021 KJTG has implemented an internal reporting system for the entire KJTG. The system is set up in the way, which guarantees a confidentiality and access to an independent investigation, if need arises.



Occupational Health and Safety

Don't learn safety by accident. (J. Smith)

According to Annual Accident Report issued by European Commission, approximately 2,3% of the fatal accidents in EU involve lorries. From 2010 – 2020 fatality rate of accidents involving heavy good vehicles have decreased by 33% . Despite the positive development, the decrease in accident rates involving passenger cars and buses has been more significant, 41 and 55 percent correspondingly.

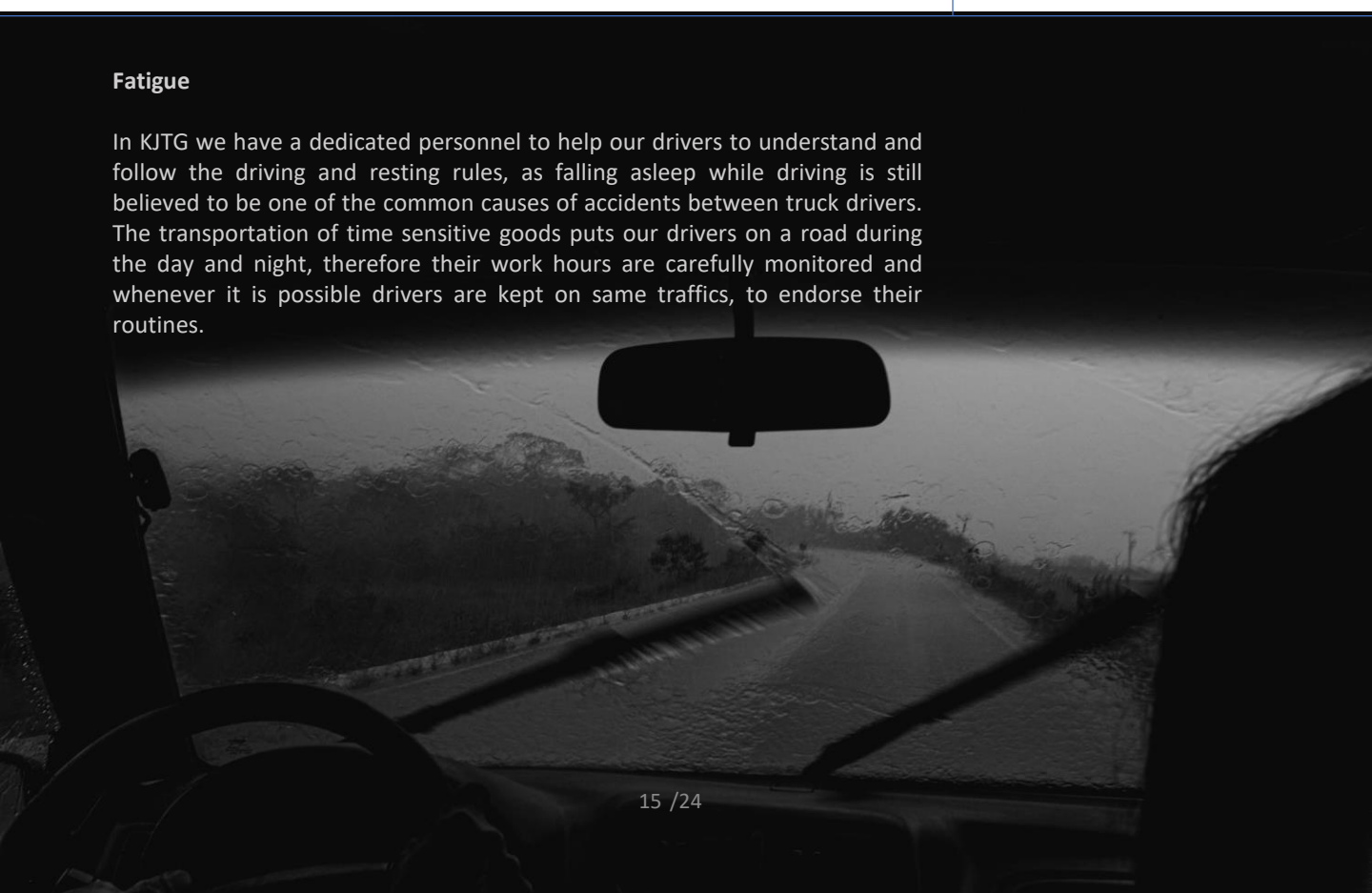
The numbers reported by European Commission relates to road, but one of the most hazardous activities for drivers are loading and unloading of goods, where slips, falls and trips are main causes of one third of all accidents involving drivers. To prevent accidents during the loading and unloading of goods, all our drivers are required to wear safety clothing provided to them. During 2020 - 2021 drivers of KJTG have been involved in 7 accidents resulting in 394 days lost due to injury. Fortunately, none of these accidents were lethal.

To prevent accidents from happening, KJTG is making sure that all the new drivers not only have the required documentation, but also are fit to drive. This is ensured by driving test conducted by HR department, after which only properly skilled drivers are offered employment. To drivers demonstrating minor lack of skills or experience KJTG offers traineeship position. Training lasts between 1-4 weeks and is conducted by the most experienced drivers of KJTG, after which, drivers are tested again, determining the employment at the company. All the new drivers receive introduction training, where rules of the company, conduct and expectations are explained to them.



Fatigue

In KJTG we have a dedicated personnel to help our drivers to understand and follow the driving and resting rules, as falling asleep while driving is still believed to be one of the common causes of accidents between truck drivers. The transportation of time sensitive goods puts our drivers on a road during the day and night, therefore their work hours are carefully monitored and whenever it is possible drivers are kept on same traffics, to endorse their routines.





The choice and maintenance of equipment is as important to safety and comfort, as it is to the environment. A good technical condition of trucks is essential in ensuring that no spills nor other pollutants are released into nature and life of the equipment is prolonged prior disposal. During 2021 125 new trucks have been added to our fleet, contributing to all of our fleet being EURO6 compliant. Our workshops in Denmark and France are there to ensure that all repairs are conducted qualitatively and on time. For safety and the environment, speed on our lorries is limited to 85km/h.



No – Alcohol, No – Drug Policy

We endorse a zero alcohol and drug policy – our drivers are not allowed to possess, use or transport alcoholic beverages or drugs while working or resting. Random alcohol checks are conducted by our security manager and an external security firm weekly. During last two years several hundred random tests have been conducted, and as a result ten contracts were terminated due to violation of our alcohol and drug policy.

ADR Training

The European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) is a 1957 United Nations treaty that governs transnational transport of hazardous materials. A safe work environment is an aspect we take seriously. All our drivers are ADR trained which means that all drivers have knowledge and skills to understand the health and safety risks in keeping the transportation of dangerous goods safe both for the environment and health. ▫



During the last 10 years, we have reduced our CO₂ Emission by 20,8%

We promote a company culture, where recycling, health and awareness of environment are valued highly.

Emission in transportation business is the highest negative contributor to climate and we work in various ways to reduce the consumption of fuels causing this emission. These include but are not limited to a choice and maintenance of technical equipment and tyres, awareness training, efficient planning, eco-driving initiative and innovation.

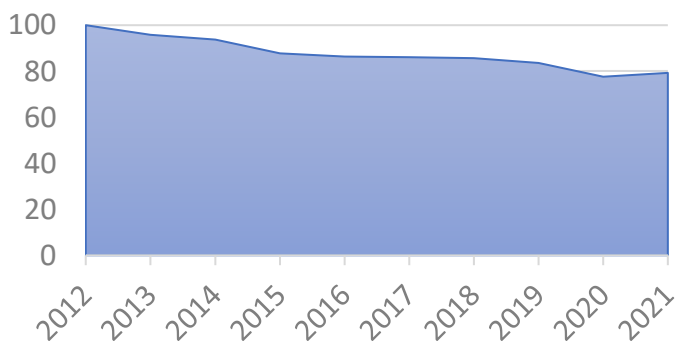
All our vehicles are EURO6 compliant. While there are no significant changes in emission of CO since introduction of EURO4 engine, the difference in emission of NO_x is significant. According to available documentation EURO6 engine is up to 2,25 less NO_x polluting compared to EURO5 engine. While actual emission of NO_x and other pollutants is difficult to estimate, the KJTG's choice through the last few years to eliminate the EURO5 trucks from its fleet has likely resulted in 30% reduction in emission of NO_x gasses.

Since 2012 we have decreased our emission level of CO₂ by approximately 20,8%. This was first achieved by introduction of non-idling policy, later eco-driving initiative and continues investments in our fleet and equipment. As there are no difference in CO₂ emission between various Euro norms since the introduction of EURO4, chances of further emission reduction are limited, unless new technological developments are presented. Despite our goal to sustain the level of CO₂ emission on the level of 2019, during last two years we have decreased CO₂ emission by further 4%.

Our main product is transportation of full loads in roundtrips, but due to large imbalance between traffics going south and north, not all the trips can be arranged in roundtrips. To limit empty driving additional loads are taken. During years we have limited our "empty" kilometers to 5% of the total distance.

Our focus on **innovation** led to development of our 7-pallet trailer, which is designed especially for air cargo. The trailer gives us the possibility to load 7 air cargo pallets instead of the normal 4 air cargo pallets and simultaneously minimize the impact on the environment and conduct a cost effective transport.

CO2 Index % 2012-2021



Emission from transportation activity in our business is the largest contributor to climate change. Nevertheless, we value every step in direction of sustainability. Since our offices are located in multiple countries, the legislation governing recycling possibilities vary significantly from office to office. So far, all our offices have been obligated to recycle batteries, but it is our goal to make sure that, inasmuch possible, all the offices recycle paper, plastic and other waste to reduce the impact on the environment. During last two years significant efforts have been paid to limit waste in offices. As a part of the Green Ambassador program, possibilities to save, reuse and recycle have been discussed with every office, and as a part of the initiative recycling boxes for paper have been installed in our headquarters.

Strict rules and regulations govern the recycling process in our workshops, to ensure that no chemicals, oils, spare parts, tyres or other waste affects the environment more than necessary. For this reason, agreements are made with various suppliers, to dispose of the workshop waste in appropriate way. Our workshops are audited by local authorities, and no breaches of regulations have been noted.

All our old tyres are rethreaded, or recycled into various products, when rethreading is not possible. ▫



KJTG does not stock tyres, this prevents tyres from expiring and reduces unsustainable usage of space. Since tyres are ordered from the closest warehouse to the workshop – transportation distances are limited. In KJTG much attention is paid to correct usage of tyres, ensuring that thickness of a protector and air pressure is substantial. All the used and broken tyres are either sold back for rethread, recycled or further recycled into components. From all the returned tyres, approximately 30-40% are rethread and used again. KJTG does not use the rethread tyres to ensure, that safety of our employees, other traffic participants and shipments are not jeopardized.

Eco-driving Initiative

For years we have focused on target to reduce our fuel consumption. Despite the widely available Eco-driving tips, this is a matter of changing habits. While some aspects of eco-driving, like – idling and speed, can be controlled and measured, others are more difficult to track. All our drivers are involved in Eco-driving program and we offer our drivers individual feedback on their scores. To motivate our drivers to focus on idling, we offer bonuses to best performing Eco –drivers.

No idling – No Noise



Even though our parking lots are located in industrial areas – our drivers are strictly required to follow our no idling policy. This helps to reduce noise and pollution. All our reparations are held inside the workshop area, where our mechanics have access to safety equipment necessary, limiting the noise pollution.



KJTG parking in Paris

Goals for 2020 - 2021	Status	Comments
Through the focus on Eco-Driving initiative, average idling time in KJTG is reduced;	%	Many drivers have improved their personal Eco-Driving scores, but the average idling time per driver remained the same.
External Eco-Driving training is considered;	+	We have chosen to continue with the current procedures.
5% of our fleet is renewed;	+	During last two years close to 40% of fleet has been renewed.
Levels of other emissions are decreased;	+	The “other emission” is difficult to estimate, however, due to the significant renewal of our fleet – we consider the goal achieved.
Use of alternative fuel and equipment is considered;	+	We have added CNG and LNG vehicles to our fleet.
Employee handbook is available to our administrative employees;	-	
Topics relevant to business ethics are addressed in our driver news paper “Drive and News” and the Office letter;	+	
Employees are mindful of UN goals and are working towards them;	+	We have introduced to UN Goals in our driver newspaper.
Employees are acquainted with the complain procedure;	+	An internal whistleblower has been set up for our employees.
The number of accidents and accident severity is reduced;	+	
The accidents are analyzed and discussed to raise awareness and understand causes;	+	Our HR analyze the cause and severity of each accident.
Collaboration possibilities with authorities regarding accident prevention are investigated.	%	

Goals 2022 -2023

Environment

30-35% of our fleet is renewed;
CO₂ index is sustained or improved.

Business Ethics

Employee handbook is available to our administrative employees;
The driver introduction training is extended, to address all the relevant issues.

Work Conditions

In 2021 drivers were asked to fill in a job satisfaction survey and as a result the project "Best Place to Work" has been launched. To improve the driver work conditions, an extensive renovation of driver hubs have been started. Within the frame of the project:

KJTG will explore a possibility of creating a driver activity room in the main hub in Greve. The activity room would consist of a gym and a basketball rooms.

To raise the competence and confidence of our drivers:

a project "Make every day a great day" will be launched.

KJTG will focus on ensuring that drivers are equipped to do their job well and know how to act in unforeseen situations. Onboarding training will be longer, and a new drivers manual will be created.

Non Financial Data

General

	2018	2019	2020	2021
<i>Employees</i>				
Drivers	609	640	635	757
Administration	99	99	108	135
<i>Total</i>	708	739	743	892

Employees by contract type

Estonian	253	223	198	168
Danish	36	31	29	29
French	46	46	41	31
Romanian	200	166	149	109
Latvia	30	90	116	141
Polish	140	183	210	310
Slovakia				104
Other	3	0	0	0
<i>Total</i>	708	739	743	892

Total Hours Worked

Drivers	847127	968145	960325	1023602
Administrative and workshop personnel	161172	161172	175824	181522
<i>Total</i>	1008299	1129317	1136149	1205124

Total Distance Driven '000 000 km

Kim Johansen Transport	48,19	52,8	51,7	54,4
Subcontractors	4,33	3,56	0,78	1,07

Average amount of lorries

<i>Total</i>	307	324	320	293
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EURO Norm % by the year end

<i>Euro 5</i>	0	0	0	0
<i>Euro 6</i>	100	100	100	100

Average Age of Lorries in Days by the year end

	517	716	923	978
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Average amount of Trailers

Number of Trailers	364	373	359	376
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Environment

	2018	2019	2020	2021
<i>Emission '000 000 kg</i>				
CO ₂ TTW Road Transport	34,48	36,91	33,08	33,94
CO ₂ WTW Road Transport	43,79	46,87	42,01	43,11

CO₂ Emission per 100 km Index 2012

CO ₂ TTW Road Transport	85,57	83,6	77,58	79,19
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Electricity (kWh)

Workshop and Offices	533923	495203	445733	465611
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Water ('000 m³)

Workshop and Offices	5092	4320	4480	4514
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Labour Practices

	2018	2019	2020	2021
<i>Gender Ratio for Top Management Positions %</i>				
Women	17	17	20	20
Men	83	83	80	80

Employee Turnover %

Drivers	64,08	63,25	29,97	31,44
Other employees	6,32	9,09	12,56	14,81
Total	55,93	55,84	27,99	29,02

Occupational Accidents (cases)

Total	10	7	4	3
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Days lost due to injury

	495	279	106	288
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Lost Time Injury Rate (per '000 000 hours)

	9,92	6,20	6,16	5,81
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Lost Time severity Rate (per '000 000 hours)

	490,93	247,05	245,57	231,51
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Corruption

Registered cases	0	0	0	0
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Human Rights

Registered Violation	0	0	0	0
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Training (average h per employee)

Drivers	41	36	31	25
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* Accounting Methods

KJTG is working continuously to improve the quality and precision of reported information. Data stated in this report is correct to best of our knowledge. In 2018 decision has been made to consolidate reporting practices in the company. For comparability, where relevant, data referring to previous years has been re- calculated according to new practices marked with * in data sheet.

Age of lorries in Days: The average age of lorries in days from registration date to the end of the year.

Corruption: The total number of reported corruption cases.

CO₂ Emission per 100 km Index: The percentage change between the average CO₂ emissions during the years last years and base year (2012).

CO₂ TTW Road Transport: Total TTW greenhouse gas emissions by road transport in compliance with EN16258 guidelines, where calculations are based on the direct consumption of diesel.

CO₂ WTW Road Transport: Total WTW greenhouse gas emissions by road transport in compliance with EN16258, where calculations are based on the direct consumption of diesel.

Days Lost due to Injury: The number of days resulting in absence due to an accident measured from the day of the accident to the day employee is able to resume work. Partly estimated, when actual length of recovery is not known due to end of contract.

Electricity: Expenditure on electricity based on invoices, including indirect costs of electricity use in buildings in our office in Estonia and the parking lot in Paris.

Employees: The average number of employees.

Employees (Full-time) by Contract Type: The average number of employees categorised by contract type.

Employee Turnover: The ratio of employees leaving the company during the year divided

by the sum of the number of employees at the end of the year and the number of employees at the end of the year that has been divided by two, multiplied by one hundred.

Gender Ratio for Top-Management Positions: The percentage of women in top management jobs.

Human Rights: The total number of reported human rights violations.

Lorries: Average number of lorries in use during the year grouped by engine type.

Lost time Injury Rate: The total number of lost time injury events per million hours worked.

Occupational Accidents: The number of occupational accident cases reported.

Total Hours Worked: The total number of hours worked by all employees in 2018, where the work hours of drivers are estimated to be 40 hours in every 8 weeks out of 11. Administrative staff estimate for the year: 44 weeks of 37h.

Total Distance Driven: The total distance in kilometres according to tachograph data travelled by all our lorries in 2020 and 2021, excluding the distance not recorded due to technical faults.

Trailers: Average number of trailers in use.

Training: The average hours of training per year per employee.

Water: Direct consumption of water according to invoices, excluding water included in the price of rental agreements.