



8th CSR/ESG report
V1.2. July 2025

ESG

REPORT
2024

Kim Johansen Transport Group

Kim Johansen
TRANSPORT GROUP

Introduction

Welcome to Kim Johansen Transport Group’s ESG REPORT 2024 , where we present our progress and achievements in environmental, social, and governance sustainability. This marks our 8th CSR/ESG report, and it reflects our continued journey to integrate ESG principles into every aspect of our business.

In 2024, we have seen an accelerating global movement towards more responsible and sustainable business practices and regulations. Although EU regulations for companies of our size have recently changed, we remain dedicated to enhancing our ESG strategy, improving data collection and reporting, and increasing transparency in our operations—not because we are obliged to, but because we believe it is the right thing to do.

This report offers insights into our performance in key areas such as carbon reduction, workplace culture, and corporate governance. We share our achievements, challenges, and lessons learned to provide an honest and comprehensive view of our ESG journey. We are proud of the progress we have made, and we recognize that there is still much more to do—especially as we operate within the international road transport sector.

We look forward to continuing our dialogue with stakeholders and working together to create a more sustainable future.
Thank you for taking the time to read our 2024 ESG Report. We hope it offers valuable insight into our efforts to drive positive change.

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About us

The company was founded in Denmark, in 1980, when Kim Johansen bought a small haulage company with a fleet of nine trucks. Today KJTG is a multinational company with offices across Europe and more than 900 employees.

Our expertise lies in business-to-business transportation of air-cargo and other time-sensitive goods. We design the process as simple and smooth as possible with our unique logistic setup with driver hubs through Europe.

Our logistic setup allows our drivers to work close together and support each other to provide our customers with time-sensitive delivery as lean and environmentally friendly as possible. At the same time, our many hubs give our drivers a good place to stay for the needed resting time, to make sure the goods are also delivered safely.

Our business model is based on a setup in which we aim to keep our trucks on the road 24/7. To do this, team spirit and flexibility between drivers and office team is the key. We change drivers along the route, while our trucks carry on, ensuring a fast and safe delivery of goods to our customers.

Our Service Desk colleagues assist our drivers with support 24/7 through the year. Specific education is provided within our MyKim Academy with a focus on delivering on-time great service with a smile and living our values of respect, responsibility, teamwork, and flexibility. Every day.

Our Mission

*We provide
time-sensitive and
efficient transport
solutions
with respect for
the environment
and road safety.*

Our Vision

*We are striving to
have a market-leading
position within air cargo
trucking in Europe while
expanding our services
within time-sensitive
transport solutions.*



1980
Founded
by Kim
Johansen
in Valby,
Denmark



1992
Air-Cargo
business
increasing
+ office in
Norway



2002-'04
Establish
of entities
in **France**
and
Estonia



2007
New entity
in **Poland**.
+new
driver hub
& main
workshop
in DK



2014
Establish
of entities
in east
and west
Romania



2018
Transport
company
acquired
in **Latvia**



2021
Bring
Trucking
entity
acquired
in
Slovakia

Values

Our Values are the foundation and core of everything we do, in KJTG.

The values are the solid ground on which we build our company and are fundamental to achieving our vision of a market-leading position within air cargo trucking and time-sensitive transport solutions in Europe.

We expect all employees to contribute with an attitude and behavior that build up the team spirit we aim for. We do this by creating a psychologically safe environment and by living the values every day.



Teamwork

Communicate in a clear, efficient way, with a focus on solutions – not the problem or person. Don't be afraid to share relevant thoughts and ideas. Also, when things go wrong. Mistakes are very important lessons to learn from. Give constructive feedback. Receive feedback as a gift. Listen and “be present”. We are all working towards the same goal: *Getting Better Together*.



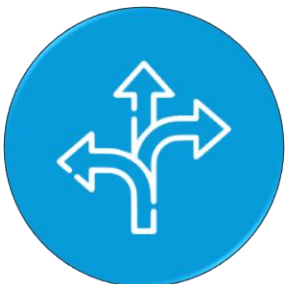
Respect

Show kindness, empathy and compassion. Treat others in a way that shows them that you care. Consider them as a person of worth. Accept and appreciate our differences. Smile, listen and pay attention to others. Be open minded and show gratitude. Apologize when you are wrong. Drive safe and be considerate of people and environment when driving in traffic. Follow the rules and be polite.



Responsibility

Understand the work you and your colleague are responsible for and make the effort to complete on-time and to the expected standard. If our customers are happy, they continue to call us for more work. Know your task, the rules we operate within and do your job professionally. If we all take responsibility for our work, we will reach our common goal to succeed in our business.

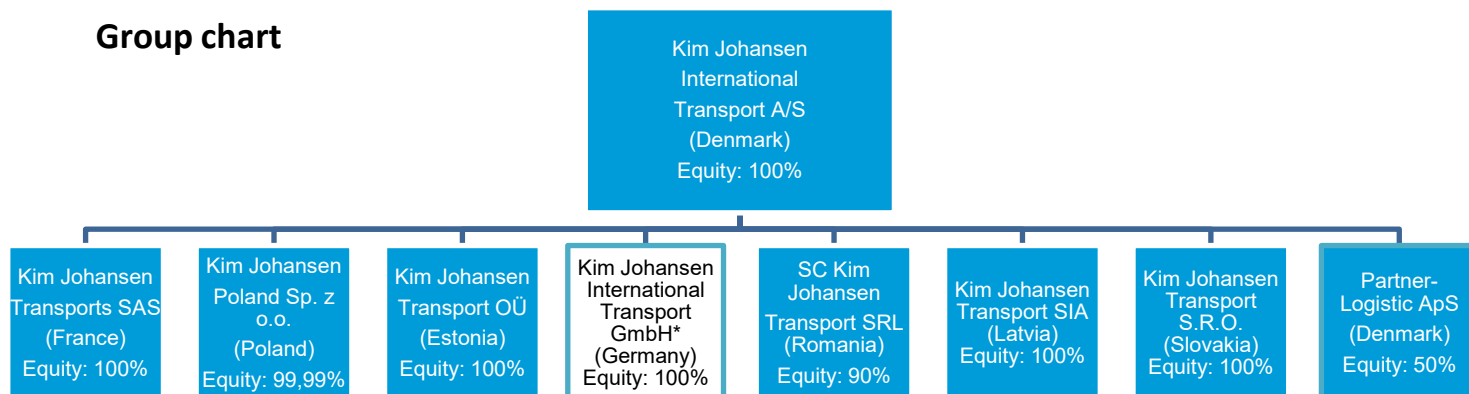


Flexibility

Always search for solutions of doing things smarter – not harder. Be ready to help others despite your own schedule of the day. Be open-minded to change and be ready to adapt to new ways. Share your ideas. This is the best way for us to continue to improve our business and make every day a great day at Kim Johansen.

KJTG Facts

Group chart



* inactive company



Product & services

We are a road transportation company with a specialty in delivering time-sensitive goods and air cargo.



Sector

We are solely operating in the tertiary sector of road transportation and thereby related customer services.



Drivers (Average)

2021	2022	2023	2024
757	709	688	735



Market

We are operating all over Europe and only in business-to-business relations. Our main customers are large logistics companies.



Turnover MM DKK

2021	2022	2023	2024
580	611	600	710



Office employees (Average)

2021	2022	2023	2024
135	131	124	130



KM driven ('000 000 km)

2021	2022	2023	2024
54,4	57,8	55,12	65,06



Trucks / trailers

2021	2022	2023	2024
430/372	400/443	376/431	438/425

Where we are

We have offices and hubs all over Europe to support our mission of providing time-sensitive transport, in the most effective way and in respect of the environment. All hubs are continuously updated and renovated to give the drivers the best possible working day on the roads.



- Here you can find our offices
- And here we have some of our hubs and Hotels



Company House

With our Values as the foundation and core of everything we do in KJTG, and our **Mission** and **Vision** as our guiding star, our pillars in the company are the balance between our **Strategy, Structure, and Culture**.

A strong and careful company culture along with a clear organizational structure encourages people to effectively implement the strategy. Therefore, we work towards bringing the KJTG house in balance at all parameters.

Goals

- To have a market-leading position within air cargo and time-sensitive transport
- Achieve continuously improving customer satisfaction rating
- Be the Best Place to Work in a value-based culture of psychological safety
- To reduce our carbon footprint

Strategies

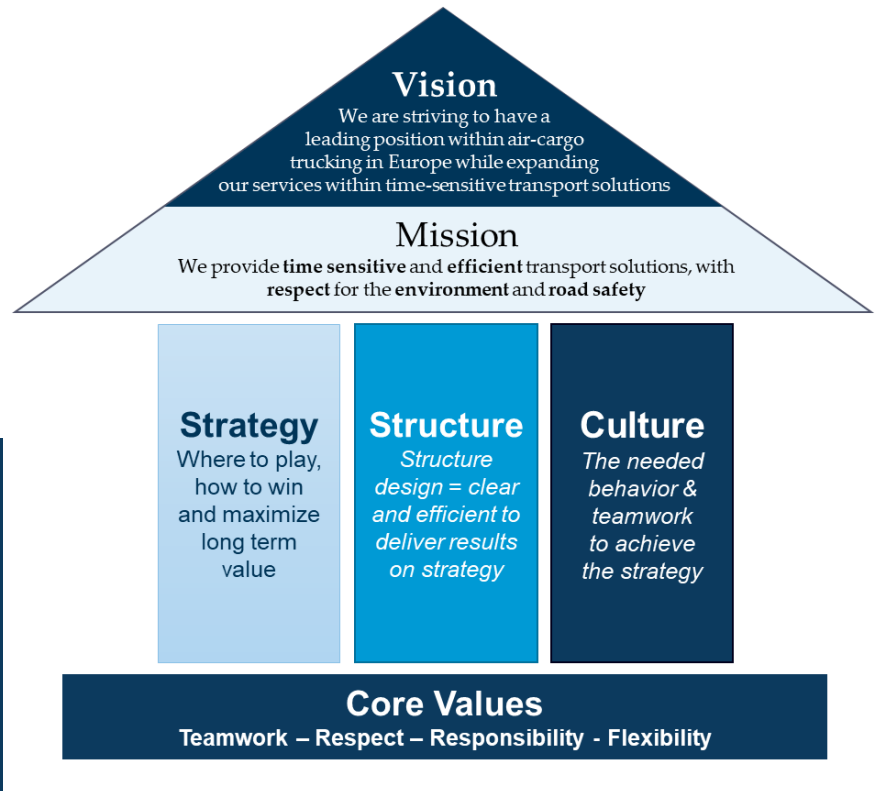
- Invest in technology to improve our efficiency and productivity
- Expand our network to reach new markets and customers
- Focus on customer service with the highest level of service and support
- Invest in sustainable practices to reduce our environmental impact

Implementation

Internally, we will focus on training and development, employee meaningfulness by a culture of psychological safety, and process improvement.

Externally, we will focus on partnerships, marketing, and sales.

We are confident that our business strategy will enable us to achieve our goals and vision to become the premier provider of time-sensitive transportation solutions in Europe.



Business Model Canvas

Key Partners Our key partners are: Vehicle manufacturers and maintenance providers; Suppliers of tyres and other fleet equipment; Fuel Suppliers; Technology partners offering logistic management solutions, communication platforms; on-time tracing systems and high security level; Crossing partners (ferries, bridges etc.); Local Authorities (employment, fleet registration/approval etc.); Banking and financial institutions; Insurance companies; Other Transportation companies to ensure a wide network and deliverance on time despite external factors; Recruitment and education partners. MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities.	Key Activities Time-sensitive and security-approved transport of goods; Road planning and optimization; Fleet management & maintenance; Developing and maintaining digital platforms for operational optimization; Collaborating with partners and suppliers to ensure a seamless transportation network; Utilizing technology for route optimization, tracking, and communication with drivers and customers; Employee Training and development; 24/7h support; Commercial Initiatives; Recruitment. Key resources Trucks and Trailers; Spare parts, Oils, Tires etc. Human Resources; Operational resource and traffic planning; Data analytics; Skilled personnel; Customer service; IT and Technical professionals; Financial Resources: Capital to buy and maintain the equipment needed.	Value Propositions We are experts in effective security-approved and time-sensitive transport solutions and have a wide network of driver hubs across Europe. We are flexible and tailor the solution to fit the needs of our customers. We offer fair and competitive prices, and we can adapt in case of unforeseen circumstances. We are doing things according to law and regulations. We have strong company values to support behavior and company culture based on responsibility, respect, flexibility and teamwork. We have an education and training academy to ensure proper onboarding and highly skilled employees to deliver great service to our customers and make positive results. Our employees are always ready to suggest the most convenient transportation options and timings. We offer monthly performance reports and CO2 counts of the transportation services on the invoice.	Customer Relationship Reliable and efficient transportation; Scalability and flexibility; Cost-effectiveness; Transparency and communication keeping your customers informed about the status of their shipments and addressing any concerns promptly; customized solutions; Reliable and responsive partner offering competitive prices and effective on-time solutions; educated employees for security approved cargo; Security by having Regulated Agent certification. Channels Direct communication through dedicated account managers and dispatchers, allowing for in-depth discussions and personalized service. 24/7h Service desk; Phone and E-mail communication; Online portals, Real time tracking; Website, SOME; APPs.	Customer Segments Our Target Customer market is high-volume shippers, air-cargo companies and freight forwarders with high shipping value of time sensitive full loads in Central, North, Western Europe. Our customers require specialized, security approved and time-sensitive transportation solutions. Companies dealing with temperature-controlled goods, hazardous materials, or oversized cargo rely on your expertise and specialized equipment. Customer feedback : Reliability and on-time delivery: On-time delivery and meeting strict deadlines. Expertise in handling security-approved cargo: Transporting time-sensitive goods. Responsiveness in customer service, clear communication, and personalized attention.
Cost Structure Cost driven: Vehicle Acquisition and maintenance costs; Fuel and energy costs; Driver wages and benefits; Infrastructure costs; Technology and Software expenses; Insurance Premiums.			Revenue Streams Freight Transportation Services; Fuel Surcharge; Revenue generated from tolls; crossings; parking fees; Revenue from fleet maintenance.	

Double Materiality

In our commitment to transparency and accountability, we recognize the importance of addressing both financial and non-financial aspects in our Environmental, Social, and Governance (ESG) reporting. As part of this commitment, we incorporate the concept of double materiality into our reporting framework.

Our materiality assessment was conducted in 2023 and reviewed in 2024, with the aim of identifying the most significant topics to be included in this year’s report. As part of the process, we examined our value and supply chains in collaboration with Executive Management and analyzed the interests of our largest stakeholders. We also conducted interviews with key customers to gain valuable insight into their perspectives.

We have chosen to place our stakeholders in three categories, the first category, "dependency on company," is considered the most significant to materiality. The second category is “those at risk”, and the third category consists of “decision-makers”.

1	Dependency on company	We have chosen to prioritize those who are dependent on our business the most. This includes dependency on employment, large customers who rely on our service.
	Company’s dependency	We have evaluated the company's dependence on our stakeholders. In this category we place our employees; the key suppliers of equipment and fuel; Investors.
2	Those in risk	Transportation services are an 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.
	Company’s risk	Company may face risks caused by external factors. These might be regulatory changes; shifts in market, environmental disasters; risks of reputation and other factors uncontrollable by the company.
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.

From our stakeholder assessment, we have identified 50 aspects, which were divided into 19 categories and ranked in importance from one to five.

To evaluate financial materiality, we also considered risks, likelihood and actuality of the aspect, and potential opportunities. The results of the assessment have been summarized in the materiality matrix illustrated on page 13.

Additionally, impact materiality was evaluated to understand the broader effects of these aspects on our operations and community. We continue working with the new materiality analysis to adjust to the constantly changing market and to ensure continues compliance with the new ESG guidelines in the coming years.

Value Chain & Supply Chain

Support Activities

Value Chain KJTG

Procurement:

Strategic sourcing; Risk management: Supplier relations management; Quality assurance; Ethical and sustainable and lean procurement; Continues improvement.

Human Resource Management:

Employee recruitment and training; Planning of workforce; Insuring employee knowledge; Availability of personnel; Fostering the communication skills for excellent customer service.

Technological Development:

Inventory management; Order processing, Data analytics, Real time monitoring, Road optimization; Digital marketing, CRM tools; Online self-service.

Infrastructure:

Facilities; Driver apartments; Workshops; Office space and training facilities; communication networks.

Primary Activities

Inbound Logistics	Operations	Outbound Logistics	Marketing and Sales	Service
Receiving raw materials for transport services. Procurement and Leasing of trucks and equipment; Inventory Management : Ensuring sufficient stock of tyres and other equipment.	Executing the core transportation services. Fleet management; Road planning; Vehicle maintenance; Dispatching; Driver Planning.	Delivering services to customer: Efficient, on time, and safe distribution to customers (freight forwarders).	Attracting clients and promoting transportation services. Online Presence; Networking; Competitive pricing; Customized Solutions; Enhanced Customer experience.	Providing additional services to enhance customer satisfaction. Tracking services; real time updates; handling claims; 24/7 service desk.

Supply Chain KJTG



KJTG

Freight forwarders

Stakeholder Engagement

	Group	Who	Engagement	Aspects of Interest	Opportunities	Threats
Employees	1	Drivers; Administrative employees; Workshop Employees.	Channels of Communication: Face to face; Internal platforms, newsletters, e-mail; Inclusive decision making in concern to routes, working hours, team members; Training and Development Programs; Recognition and Appreciation.	Safety and well being; Work-Life balance; Compensation and Benefits.	Employee retention and satisfaction: addressing the aspects of interest; Safety culture; Increased productivity: Opportunities for professional development, recognition and a positive work environment.	Safety hazards: Long hours, Irregular schedules; Decreased performance; Job dissatisfaction; Racism; Unequal opportunities.
Local Communities and Environmental Groups	2	Greve Industry area; Local stores; Traffic participants; Neighbors of our hotels, hubs and offices.	Community Consultations, Meetings, Events; Community Advisory Boards; Homepage; Forums; Networking Groups; Newsletters.	Climate impact; Job creation and employment opportunities; Community investments; Safety measures; Waste management; Pollution; Noise.	Community development projects; Local sourcing and procurement; Skill development programs; Cultural and Social Initiatives; Advocacy for Sustainable Policies; Environmental education and awareness.	Community Disruption: noise, pollution; Traffic congestion; Accident rates; Safety; Prejudices and racism.
Media and Public Opinions	2	Journalists; Activists; Researchers; Public figures.	Media relations; Press releases; Social media presence.	CSR; Safety and compliance; Community impact; Innovation.	Positive public relation campaigns; Media partnerships; Employee recognitions-	Negative media coverage; Public concerns and complaints and media backlash; Environmental impact; Unskilled workforce.
Government and Authorities	3	Civil servants; Regulators; Advisory committees; Police officers; Emergency services.	Regulatory compliance; Policy advocacy (engagement and dialogue); Reporting; emergency response.	Safety and compliance; Environmental Impact; Innovation and technology adoption; Job Creation; Economic impact.	Collaboration on infrastructure projects; Participation in a programs dedicated to sustainable practices and technologies; Alignment with industry trends.	Regulatory changes; Penalties and fines; Negative impact of new legislations; Accident rates; Terrorism and traffic disturbance; Natural disasters and diseases.
Suppliers of Products and Services	1	Suppliers of trucks and other equipment; Fuel suppliers.	Customer meetings; Performance reviews; Contracts and agreements; Branding; Joint innovation procedures.	Quality assurance; Timely delivery; Cost-effectiveness; Innovation and Technology; Sustainability and environmental impact; Flexibility; Customer service and support.	Supply chain optimization; Joint product development; Training; Technology integration.	Supply chain disruptions; Disasters; Trade risks; Cybersecurity threats; Intellectual Property risks.
Customers	1	Freight forwarders	Pricing; Continues communication and feedback; Face to face meetings; Performance Reports; Annual reviews; Meetings and Events; Social Medias; Home Page.	Reliability; Affordability; Convenience and Accessibility; Customer service; Quality; Performance; Transparency.	Technology Integration; Personalization; Expansion of services; Sustainability activities; Partnership and Collaboration; Customer Reward programs.	Competitive pressure; Regulatory Challenges; Infrastructure Limitations; Security Concerns; Economic Volatility.

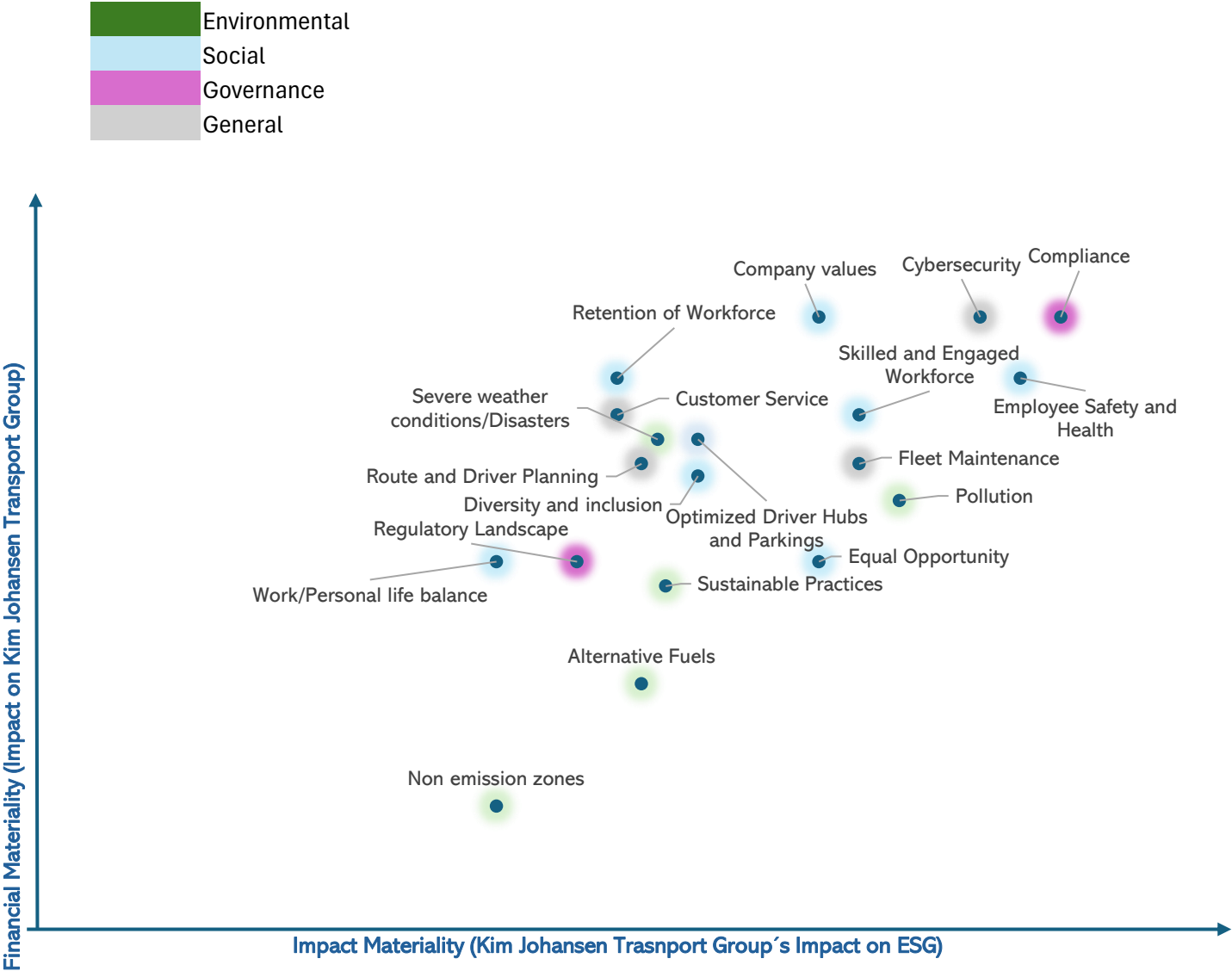
Risks and Impact

Impact*		Risk and Opportunity	Actuality
H	Compliance	Risks for fines, reputation damage and operational disruptions. While we work on mitigating the risks, it is crucial to ensure sufficient information flow and adaptiveness.	Actual
H	Cybersecurity	Risk of data breaches, financial losses, reputation damage.	Actual
L	Regulatory Landscape	Risk of political instability and regulatory changes, disruptions of supply chain.	Potential
M	Employee Safety and Health	Risks of workplace accidents and injuries, risks of undermined workforce moral, trust, and culture.	Actual
M	Company Values	Opportunities of engaged and motivated workforce; Talent attraction and retention; Innovation and creativity.	Actual
M	Skilled and Engaged Workforce	Opportunities of adaptability and resilience; Low injury rate; Positive customer experience.	Actual
M	Equal Opportunity	Risks of discrimination and bias; Diversity challenges; Undermined company values; Undermined Talent Acquisition and Retention.	Actual
M	Optimized Driver Hubs and Parking	Risks of traffic disruptions and delays; Safety concerns; Fines; Economic costs; Risks of L job satisfaction.	Actual
M	Diversity and inclusion	Risks of missed opportunities; Reputation damage; Employee disengagement	Actual
H	Retention of Workforce	Opportunities of employee development; Knowledge retention; Workforce flexibility and promotion of work-life balance.	Actual
L	Work/Personal life balance	Risks of burnouts; Stress and health issues; Strained relationships; Decreased productivity; Talent attrition.	Potential
M	Pollution	Risks of environmental degradation; Public health impact; Climate changes; Economic costs(cleanup efforts).	Actual
M	Alternative Fuels	Opportunities of emission reduction; Technological innovation; Sustainable development; Diversification. (Risks of infrastructure challenges; Technological limitation; Economic viability and regulatory uncertainty.)	Potential
H	Severe Weather Conditions/Disasters	Risks of economic and social disruptions; Infrastructure vulnerability.	Potential
M	Sustainable Practices	Opportunities of environmental conversation; Renewable energy transitions; Circular economy; Innovation and technology.	Actual
L	Non-Emission zones	Risks of displacement of pollution to surrounding areas; Additional costs due to logistical challenges.	Actual
M	Fleet Maintenance	Risks of vehicle breakdowns; Decreased environmental performance; High fuel consumption; Safety; Challenges with maintenance scheduling and management.	Actual
M	Route and Driver Planning	Risks of inefficient routing; Driver fatigue and safety; Compliance violations; Environmental impact.	Actual
H	Customer Service	Opportunity of enhanced customer satisfaction; Positive word of mouth; Innovation and growth; Competitive advantage.	Actual

*High "H"; Low "L"; Medium "M".

Double Materiality Matrix

After consolidating the results of our analysis, we obtained the following double matrix. It reveals that most of the aspects identified are material for our stakeholders. In our report, we will address these aspects while considering the materiality under each category. While some of the materiality aspects can be placed under one of the main ESG categories, there are several aspects applying to multiple categories. Those are placed in the category “general”.



SDG initiatives

In KJTG we have historically used the SDG targets to identify the areas where we believe we can do the most positive impact. The SDG targets have helped us to set a more focused direction for our sustainability strategy over the years and to ensure its relevance.

While several targets are important to KJTG, the most material targets are: SDG 3: Good Health & Well-Being and SDG 12: Responsible Consumption and Production

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>3.5 & 3.6 Avoid substance abuse and traffic accidents</p>	<p>To prevent accidents from happening, all drivers have a driving test before driving in KJTG. Training lasts between 1-4 weeks and is conducted by the most experienced drivers of KJTG. Drivers are tested again, determining the employment at the company. All newcomers receive introduction training, where rules of the company, conduct and expectations are explained.</p>
 <p>4 QUALITY EDUCATION</p>	<p>4.3 & 4.4 increase employees relevant skills incl. technical</p>	<p>To raise qualification of driving specific types of equipment like Swap Body trucks or 25 m trucks, training opportunities are offered to our best drivers. A safe work environment is an aspect we take seriously. All our drivers are ADR trained and have the knowledge and skills to understand the health and safety risks in the transportation of dangerous goods, so that it is safe both for the environment and health.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.3 & 8.8 Development, labour rights, safe & secure environment</p>	<p>To facilitate a stress-free start of the work, the new drivers are placed into double teams with our most experienced drivers. Since 2021 KJTG has reduced the driver turnover rate by 10 %.</p> <p>All our traffics are carefully planned ahead of time. To support our drivers on the road and customers with urgent assistance. Our Service Desk is open 24/7.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>10.3 Equal opportunities for all and no discrimination</p>	<p>Employees at KJTG come from close to 25 different countries. We have a fair-pay salary policy in line or above the standard wages typical to our international transportation market. We guarantee equal pay for work of equal value without discrimination. We are very consequent with our discrimination policy, connected close to our value of respect.</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>12.2 & 12.5 Sustainable management, reduce CO² & waste</p>	<p>We promote a culture, where recycling and awareness of the environment are valued highly. All our trucks are EURO6 compliant with up to 2,25 less NOx polluting compared to EURO5. Towards our drivers we have a non-idling policy, provide them eco-driving training with financial bonus each month. Recycling projects are i.e. waste sorting & recycling and selling back used and broken tyres for re-thread or recycling.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>16.5 & 16.b Corruption, bribery and non-discrimination</p>	<p>KJTG demonstrates a zero-tolerance approach to corruption, extortion and bribery in all organizational levels. Code of Conduct is made available on our homepage: https://kim-johansen.com/pdf-app/company-policies to all our suppliers, sub-contractors and other stakeholders. To prevent any misunderstandings strict policies about accepting or offering any kind of favors, gifts or other services are set. During 2024 there were no ethical misconducts coming to our attention.</p>

ESG KPI's

ESG regulation is currently undergoing a significant transformation. During this transitional period, our ambition is to measure the key performance indicators (KPIs) listed below.

At present, some KPIs—such as CO₂e emissions for Scope 2 and 3—are not yet being measured at full scale. Additional KPIs may also be included, as determined by our upcoming materiality assessment.

General					
	Unit	2021	2022	2023	2024
Drivers Average	Qty.	757	709	688	735
Administration Average	Qty.	135	131	124	130
Total	Qty.	892	840	812	865
Trucks	Average qty	460	400	376	438
Average Age of Trucks by the Year End	Days	978	962	926	653
Average Amount of Trailers	Qty.	372	443	431	425
Total Distance Driven Own Activity	Mio. km	54,4	57,8	55,12	65,06
Total Distance Subcontractors	Mio. km	1,07	1,27	1,10	1,12

Emission					
Scope1					
CO ₂ e Diesel	t.	34381,46	37745,21	35584,9	40748,66
CO ₂ e BioGas	t.	0,09	0	0	0
CO ₂ e LNG Gas	t.	198,31	337,57	474,10	383,47
CO ₂ e CNG Gas	t.	141,81	0,06	0	0
CO ₂ e HVO	t.	0	0	0	1,69
CO₂e Total Scope1	t.	34721,66	38082,84	36059	41133,82
CO ₂ e Emission Index Diesel	Index 2012	79,19	77,72	76,90	74,29
Scope2					
CO ₂ e Electricity	t.	54,13	55,18	54,3	55,02
Scope3					
CO ₂ e Diesel	t.	8342,12	9158,28	8634,11	9887,02
CO ₂ e BioGas	t.	15,84	0	0	0
CO ₂ e LNG Gas	t.	68,64	116,83	164,09	132,72
CO ₂ e CNG Gas	t.	30,06	0,01	0	0
CO ₂ e HVO	t.	0	0	0	16,66
CO ₂ e Electricity	t.	28,42	28,97	28,51	22,40
CO₂e Total Scope3	t.	8485	9304	8827	10058,80

ESG KPI's

Social	Unit	2021	2022	2023	2024
Accidents	Qty.	3	1	3	2
Days lost due to Injury	Days	288	90	111	8
Lost time Injury Frequency Rate	Rate	0,50	0,31	0,48	0,30
Lost time Severity Rate	Rate	47,80	13,99	17,82	1,21*
Employee Turnover Rate Drivers	Rate	32,38	29,25	24,42	22,04
Other Employees	Rate	14,81	26,40	21,09	15,38
Employee Satisfaction Survey Office	Scale 1-5	-	-	3,97	3,90
Employee Satisfaction Survey Management	Scale 1-5	-	-	-	4,06
Training – Drivers	Hours	60	29	50	35,50
Training - Office	Hours	0,49	0,75	6,12	3,42

Governance	Unit	2021	2022	2023	2024
Whistleblower Cases Received and Handled	Group	0	1	0	4
Gender Diversity	Drivers	0,40%	0%	1,02%	0,68%
Gender Diversity	Office staff	42%	42%	42%	39%
Gender Diversity	Middle Management	20 %	16,67 %	20 %	25%
Gender Diversity	Exec. Management	0	25 %	25 %	33%
Gender Diversity	Board (ex. CEO)	25 %	20 %	17 %	20%
Corruption	Cases	0	0	0	0

*NOTE: In 2024, we recorded a significant drop in the lost time severity rate, largely because recent incidents did not result in sickness-related absences among employees. While we continue to investigate the exact causes, early indicators point to improved safety training, stronger communication, and increased employee awareness.

Technological upgrades in our newer trucks may also be contributing, offering better monitoring and quicker corrective support. To ensure continuous improvement, we are planning to implement a new *Safety First* investigation protocol, combining insights from operations, HR, and leadership to learn from key incidents and further strengthen our safety culture.

Environmental Focus Area

At KJTG, we are committed to minimizing our environmental footprint and promoting sustainability across all areas of our operations. We recognize the significant environmental impact of the transport sector and are determined to play our part in reducing it. Achieving this goal requires strong collaboration with our colleagues, customers, suppliers, and other stakeholders.

Ambitions for 2024

- 25% of our fleet is renewed
- Greenhouse gas emissions from our trucks and operations is sustained at the current level or reduced;
- Efforts are made to reduce waste production by reusing, recycling, and composting whenever possible.
- Employees are educated about the importance of environmental sustainability and encouraged to adopt environmentally friendly practices in their work.

KPI actions and status 2024

In 2024, we renewed over 30% of our fleet, resulting in a more than 2% reduction in our CO₂ index. Throughout the year, we supported sustainable practices by sharing ESG content through our internal app, My Kim. We also enhanced waste reduction and recycling efforts across multiple facilities, including our main hub in Greve—strengthening our commitment to lowering environmental impact. In partnership with customers focused on alternative fuels, we launched several transport routes powered exclusively by HVO (Hydrotreated Vegetable Oil). Together, these initiatives led to a 3.5% reduction in Scope 1 emissions per kilometer driven, demonstrating tangible progress toward our environmental goals.



Ambitions for 2025

In 2025, we aim to continue renewing and optimizing our fleet to provide our drivers with safe, modern, and comfortable vehicles. As part of this process, we seek to strengthen our ESG partnerships with fleet providers to ensure new trucks feature lower fuel consumption, enhanced safety, and improved environmental performance. A key priority will be offering alternative fuel transport solutions to our customers, supporting our goal of reducing carbon emissions by at least 2%. We also plan to implement an improved waste segregation and recycling program across all operations, encouraging the organization to convert waste into reusable resources and further reduce our environmental footprint.

Actions for 2025

- Fleet & Emissions: Renew 25% of the fleet, prioritize fuel efficiency and introduce electric trucks in our fleet. Launch a Company Car Policy for low-carbon vehicles. Reduce Scope 1, 2, and 3 emissions, aligned with ESRS standards.
- Sustainability & Waste: Implement waste sorting in 80% of hubs. Start a materiality assessment with employee involvement.
- Safety & Training: Reinforce Safety First with the Management-led “What Have We Learned” process, improve safety, and continue HSE, ethics, and risk management training via MyKim.
- Transparency & Decision-Making: Strengthen decision-making through the SOP portal and collaborate on safety campaigns.

Social KPI's

At KJTG, we employ individuals from nearly 25 different countries, ensuring equal respect and value for all. We guarantee equal pay for equal work and emphasize continuous education, learning, and development. Our culture is built on respect, teamwork, responsibility, flexibility, and a strong focus on employee well-being.

Ambitions for 2024

In 2024, we aimed to enhance our employer branding, promote work-life balance, open feedback, and continuous learning. We made strategic investments in employee development and refined procedures to ensure the right people are placed in the right roles to reach their full potential.

KPI Actions and Status 2024

- **Brand & Communication:** Our new brand, updated website, and unified "one-company" approach were launched. The MyKim app, used by 85% of employees, offers training on driver manuals, ESG, and the Trackapp system.
- **Policies & Training:** Company policies and employee handbooks were updated and are available on MyKim. Individual training programs, including certifications in transportation management and HR, support onboarding and recruitment.
- **Safety & Onboarding:** Psychological safety workshops were introduced, while onboarding was optimized with a mix of online training, on-the-job learning, and colleague buddy systems. In 2024, we had 2 accidents with a total of 8 days of injury.
- **Driver Training:** Our driver training program was extended and optimized for higher quality.



Ambitions for 2025:

- **Company Culture:** Drive continuous improvement in culture, teamwork, and dialogue, focusing on learning, innovation, and psychological safety.
- **Leadership Development:** Strengthen the leadership team and promote a culture of inspiration and innovation.
- **Mental Health & Well-Being:** Launch initiatives to support mental health, enhance employees' sense of belonging, and promote growth.
- **Communication & Inclusion:** Enhance communication and inclusion across all employee groups to boost engagement, passion, and involvement in company growth.

Actions for 2025:

- **Employee Engagement:** Improve the Employee MWQ (Meaningful Work Questionnaire) score and turnover rates through active listening and one-on-one reviews with managers.
- **Leadership Development:** Empower employees by training them to transition from "Manager to Leader" through our Leadership Academy, while aligning strategy, culture, and structure with clear SOPs.
- **Mental Health Support:** Offer further training and activities focused on mental energy, well-being, and introduce tools such as power breaks for better health on the road.
- **Psychological Safety:** Expand psychological safety workshops and implement online training for all employees.
- **Communication:** Implement a broad communication strategy to further support employee engagement and inclusion.

Governance KPI's

Operating international transport requires a shared commitment to KJTG's core values, safety, management processes, and our Ethical Policy and Code of Conduct. We are dedicated to ethical, legal, and professional behavior, respecting human rights in all interactions. Our Ethical Policy and Code of Conduct are available on our homepage for external stakeholders and through the MyKim app for internal use.

Ambitions for 2024

- Promote KJTG's values and prioritize policies to promote teamwork and collaboration across departments. Encourage respectful communication and personal responsibility.
- Clearly communicate governance structure, responsibilities, and decision-making procedures, including to the board.
- Ensure continual improvements in health, safety, and working conditions, with equal conditions across all levels.

KPI Actions and Status 2024

We had an increased focus on our whistleblower channel, with 4 cases received and handled in 2024. The People Community on the MyKim platform remains actively used to promote dialogue, responsibility, and good behavior.



Ambitions for 2025

We aim to support a culture of proactive responsibility, safety, and continuous learning, ensuring a transparent and secure environment for all employees. This includes strengthening our whistleblower channel and maintaining a secure reporting system.

In 2025, we will prepare a broader and standards-aligned ESG report—designed to meet the latest regulatory requirements and provide deeper insight into our sustainability performance.

Actions for 2025

- Initiate a new materiality assessment with active involvement from employees across various roles.
- Strengthen transparent decision-making by ensuring standardized SOPs are accessible via our SOP portal.
- Reinforce our “Safety First” culture through the management led “What Have We Learned” process following any incidents.
- Monitor and analyze work-related accidents, with regular updates to safety procedures across all sites.
- Launch collaborative safety campaigns in partnership with relevant organizations.
- Continue providing training in HSE, ethics, and risk management through the MyKim communication and training app.

Methods

ESG Indicators	Calculation methods for determining ESG indicator
General	
Drivers Average	A yearly average number of drivers under contract, calculated monthly
Administration Average	The number of administrative employees by the year end
Trucks	Average number of trucks calculated monthly
Average Age of Trucks by the Year End	The age of trucks by the year end
Average Number of Trailers	Average number of trailers calculated monthly
Total Distance driven, Own Activity	The total distance traveled by the company's trucks and drivers over the course of the year
Total Distance, Subcontractors	The total distance traveled by subcontractors estimated from the turnover
Emission	
Scope1	<i>Greenhouse gas emission from sources controlled by the Entity</i>
CO ₂ e Diesel, tons	Per 1000 l diesel purchased * emission factor 2,51
CO ₂ e BioGas, tons	Per 1000 kg BioGas kg purchased * emission factor 0,0052
CO ₂ e LNG Gas, tons	Per 1000 kg LNG Gas kg purchased * emission factor 2,58 (adjusted in this report)
CO ₂ e CNG Gas, tons	Per1000 kg CNG Gas purchased * emission factor 2,56 (adjusted in this report)
CO ₂ e HVO tons	Per 1000 l HVO purchased * emission factor 0,0356
CO ₂ e Total Scope1, tons	Total CO ₂ e count for activities presented under Scope1
CO ₂ e Emission Index diesel	CO ₂ e index per 100 km driven, baseline index value of 100 in 2012
Scope2	<i>Indirect emissions associated with the generation of electricity, heat, or steam</i>
CO ₂ e Electricity, tons	Per 1000 kWh purchased*emission factor 0,116
Scope3	<i>Indirect emission originating from sources not owned nor directly controlled by the organization</i>
CO ₂ e Diesel	Per 1000 l diesel purchased * emission factor 0,609
CO ₂ e BioGas	Per 1000 kg BioGas kg purchased * emission factor 0,118 (adjusted in this report)
CO ₂ e LNG Gas	Per 1000 kg LNG Gas kg purchased * emission factor 0,894 (adjusted in this report)
CO ₂ e CNG Gas	Per 1000 kg CNG Gas kg purchased * emission factor 0,557
CO ₂ e HVO tons	Per 1000 l HVO purchased * emission factor 0,3518
CO ₂ e Electricity	Per 1000 kWh purchased*emission factor 0,06
CO ₂ e Total Scope3	Total CO ₂ e count for activities presented under Scope3

Methods (continued)

ESG Indicators	Calculation methods for determining ESG indicator
Social	
Accidents	Number of work accidents resulting in days lost due to injury
Days Lost Due to Injury	Total number of workdays missed by employees as a result of workplace injury
Lost Time Injury Frequency Rate	Number of work accidents * 200000 / Total number of working hours for all employees
Lost Time Severity Rate	Days lost due to injury * 200000/Total hours worked (adjusted in this report)
Employee Turnover Rate Drivers	Number of employees left/Average number of employees in year*100
Employee Turnovr Rate Other Employees	Number of employees left/Average number of employees in year*100
Employee Satisfaction Survey (Office/Management)	Proportion of employees satisfied with working at X - from employee survey
Training – Drivers	Total number of hours spent on training/number of drivers
Training - Office	Total number of hours spent on training/number of office employees
Governance	
Whistleblower Cases Received and Handled	Number of cases handled through our external whistleblower agreement
Gender Diversity Drivers	Female FTEs + female temporary workers) / (full-time workforce)) * 100
Gender Diversity Office Staff	Female FTEs + female temporary workers) / (full-time workforce)) * 100
Gender Diversity Middle Management	Female FTEs + female temporary workers) / (full-time workforce)) * 100
Gender Diversity Executive Management	Female FTEs + female temporary workers) / (full-time workforce)) * 100
Gender Diversity Board	Female FTEs + female temporary workers) / (full-time workforce)) * 100
Corruption	Number of corruption cases reported