

# ESG-Report 2024

Hansen & Søn A/S - Tricolore



# ESG Report

**Preliminary Information** Page 4  
• Basis for Preparing

**Tricolore – Value proposition** Page 5

**Tricolore and the green transition** Page 6

**Hansen & Søn A/S Tricolore** Page 7-9  
• Foreword  
• Focus on sustainability  
• Social responsibility and employee well-being  
• Tricolore in figures

**Materiality** Page 10

**Our sustainable journey** Page 11-12

**Energy and CO<sub>2</sub>e emissions** Page 13-14  
• Energy and CO<sub>2</sub>e emissions  
• Greenhouse Gas emissions (location based)  
• Greenhouse Gas emissions (marked based)

**Pollution of air, water and soil** Page 15  
• Pollution of air, water and soil

**Biodiversity** Page 16  
• Areas near or within ‘biodiversity-sensitive areas  
• Land use

**Water** Page 17  
• Water withdrawal  
• Water consumption

**Resource consumption, circular economy and waste management** Page 18  
• Description of Tricolores efforts in resource consumption and Waste management

**Own Workforce: General characteristics** Page 19  
• Number of Employees by  
    o Contract type  
    o Gender  
    o Country (Residence)  
    o Category

**Own Workforce: Health and Safety** Page 20  
• Work accidents  
• Work-related fatalities

**Own Workforce: Compensation, agreements and training** Page 21-22  
• Gender pay gap  
• Percentage of employees covered by a collective agreement  
• Training Hours per employee

**Workers in the value chain, affected communities, consumers and end users** Page 23  
• Identifying Negatively Affected Workers in the Value Chain, Affected Communities, Consumers, and End Users

**Business Conduct** Page 24  
• Number of convictions and fines related to corruption & bribery

# Disclosure Points in the Basic Module

General Information	
Mandatory, if relevant	Basis for preparing the ESG statement
Optional	Transition Efforts
E-data	
Mandatory	Energy consumption
Mandatory	Greenhouse gas emissions (location-based)
Optional	Greenhouse gas emissions (market-based)
Mandatory, if relevant	Pollution of air, water, and soil
Mandatory, if relevant	Biodiversity-sensitive areas
Optional	Company land use
Mandatory	Water withdrawal
Mandatory, if relevant	Water consumption
Mandatory	Application of circular economy principles
Mandatory	Resource consumption and waste management
Optional	Specific efforts to apply circular economy principles
Mandatory, if relevant	Recycling in company products and packaging
Mandatory	Total annual waste amount

S-data	
Mandatory	Number of employees by: Contract type
Mandatory	Number of employees by: Gender
Mandatory, if relevant	Number of employees by: Country (residence)
Mandatory	Own workforce: Work accidents
Mandatory	Own workforce: Work-related fatalities
Mandatory, if relevant	Own workforce: Ratio of starting salary to minimum wage
Mandatory, if relevant	Own workforce: Gender pay gap
Mandatory	Own workforce: Percentage of employees covered by a collective agreement
Mandatory	Own workforce: Training hours per employee
Optional	Processes to identify negatively affected workers in the value chain, affected communities, consumers, and end-users
G-data	
Mandatory, if relevant	Number of convictions and fines related to corruption & bribery



# Basic for preparation

This ESG statement has been prepared in accordance with the basic module in the draft voluntary SME standard.

The statement has been prepared on a consolidated basis (i.e., the statement includes information about my company and my company's subsidiaries) (sections 21b and 21c). The subsidiaries included in this ESG statement are listed in the table below.

Name of subsidiary	Address of subsidiary
Hansen & Søn A/S - Tricolore	Thorsvej 8, Padborg
Hansen & Søn Ejendomme A/S	Thorsvej 8, Padborg

## Our key stakeholders

- |                 |                      |
|-----------------|----------------------|
| ☆ Our customers | ☆ Suppliers          |
| ☆ Our employees | ☆ Local community    |
| ☆ The owners    | ☆ Nature             |
| ☆ Partners      | ☆ Financial partners |



# Tricolore – Value proposition



# Tricolore and the green transition

It is with great joy and pride that I present our company's first ESG report. This report marks a significant milestone in our efforts to create a more sustainable, circular, and responsible business. As owner and CEO, I see it as both an obligation and an opportunity to contribute to solutions for global challenges such as climate change and social inequality.

At Tricolore, we recognize that our activities impact both the environment and society. We are committed to making a difference and integrating sustainability into our core business. We have already taken concrete initiatives, such as installing 1,972 m<sup>2</sup> of solar panels on the roofs of our warehouses, helping to reduce our carbon footprint.

Our values are based on responsibility, integrity, and transparency, along with an ethical approach to everything we do - focusing on our employees, customers, and the society we are part of.

This report provides a transparent account of our efforts, challenges, and ambitions in sustainability. We are working systematically and in alignment with the EU's ESRs requirements to integrate ESG into the core of our business strategy.

The journey towards a greener and more responsible future is not without challenges, but we see them as opportunities to innovate, improve, and create value - for both our company and society.

I would like to thank our employees, customers, and partners for their support and commitment to our vision. We look forward to continuing this journey together.

Best regards,  
Henrik Hansen  
Owner and CEO  
Hansen og Søn A/S – Tricolore



## Hansen & Søn A/S - Tricolore

Hansen & Søn A/S - Tricolore is a Danish, family-owned transport and logistics company with a history dating back to 1916, now operated by the third and fourth generations. Over the years, Hansen & Søn A/S - Tricolore has evolved from providing local transportation services to becoming a recognized player in logistics and transport across Europe.

For decades, we have built a unique combination of tradition and innovation, enabling us to deliver customized and tailored transport and logistics solutions. We adapt our services to meet customer needs, and the specific requirements associated with different product categories.

We offer a wide range of transport and logistics services, spanning from national and international freight transport to handling and storage at our warehouse facilities. Additionally, we manage specialized tasks such as handling hazardous goods, animal by-products, food products - including the packaging of third-country goods - organic products, and goods with special storage requirements. Regardless of the task, we prioritize precision, stability, and personalized service, ensuring that our customers always feel at the center of our operations.

### **Focus on sustainability**

Sustainability is an integral part of our daily operations and future vision. We utilize the latest technology in our industry, including Euro 6 standard trucks, which reduce emissions and ensure high efficiency.

Our Transport Management System (TMS) optimizes load distribution and minimizes the number of kilometers driven, allowing us to transport goods with minimal environmental impact. We also provide CO2 calculations for each shipment, giving our customers the opportunity to make environmentally conscious choices.

We closely follow industry developments and are ready to implement future solutions. As part of our sustainability strategy, we offer HVO (Hydrotreated Vegetable Oil) as a fuel supplement. Furthermore, we generate the majority of the electricity powering our nearly 100,000 m<sup>2</sup> warehouse facilities through our own solar panels, reducing our reliance on fossil energy sources.



## Hansen & Søn A/S - Tricolore

### **Social responsibility and employee well-being**

At Hansen & Søn – Tricolore, people are our most valuable resource, and we strive to create a workplace where well-being, diversity, and integrity form the foundation. Our employees should experience meaningful work, where equal pay for equal work is a given, and where we ensure a safe and respectful working environment.

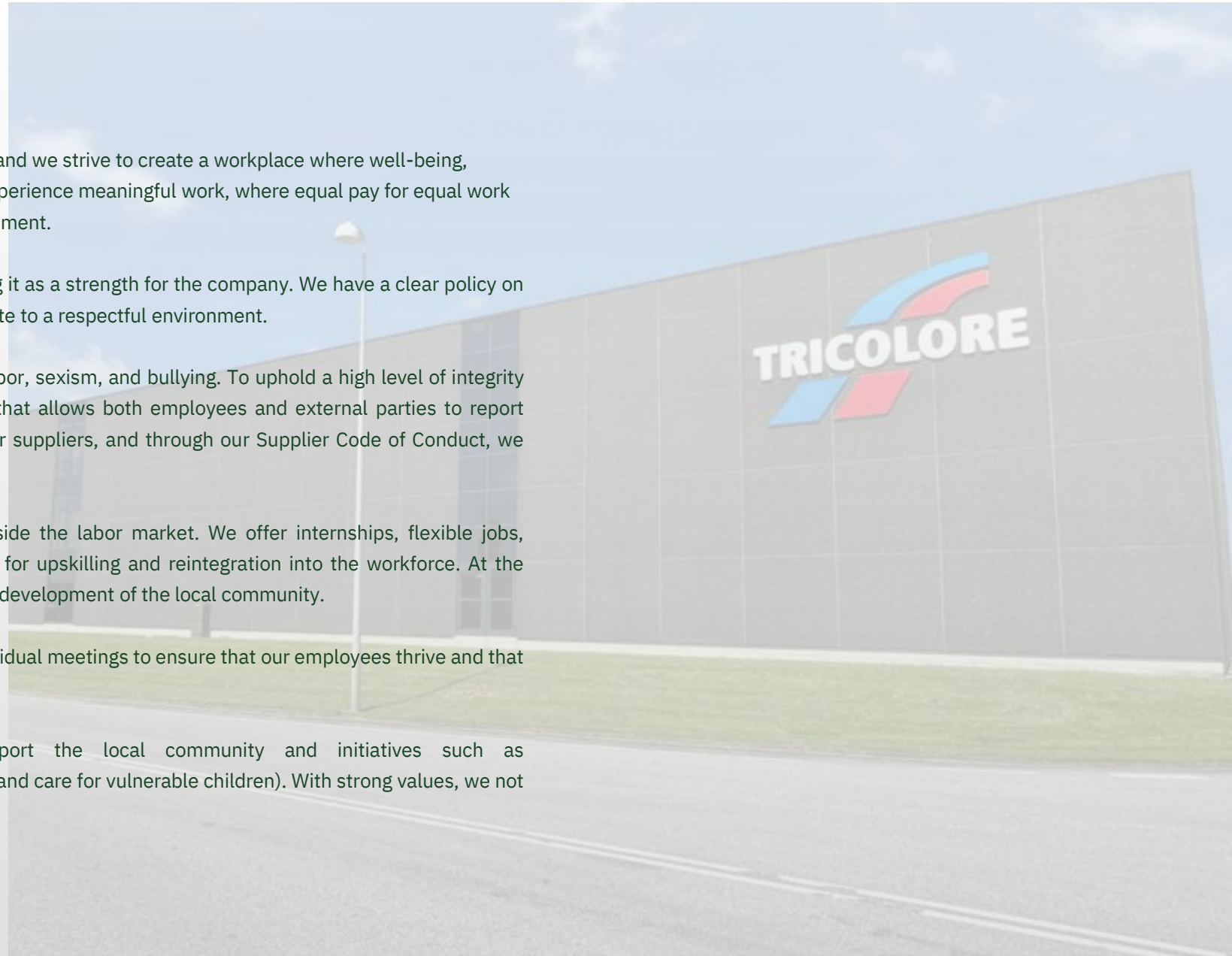
We value diversity in gender, age, culture, and competencies, viewing it as a strength for the company. We have a clear policy on equality and integrity, ensuring that all employees thrive and contribute to a respectful environment.

We strongly oppose all forms of discrimination, corruption, forced labor, sexism, and bullying. To uphold a high level of integrity and transparency, we have implemented a whistleblower scheme that allows both employees and external parties to report concerns anonymously. We set high standards for ourselves and our suppliers, and through our Supplier Code of Conduct, we ensure that our values are upheld in all collaborations.

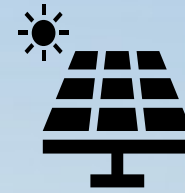
Furthermore, we actively work to include individuals who are outside the labor market. We offer internships, flexible jobs, apprenticeships, and part-time positions that provide opportunities for upskilling and reintegration into the workforce. At the same time, we contribute to growth and employment, supporting the development of the local community.

With a strong focus on employee well-being, we conduct regular individual meetings to ensure that our employees thrive and that our company remains an attractive and secure workplace.

Our commitment extends beyond the workplace. We support the local community and initiatives such as “Julemærkehjemmene”(a Danish organization that provides support and care for vulnerable children). With strong values, we not only deliver quality solutions but also contribute to a better society.







1972 m<sup>3</sup> solar panels on the warehouse buildings



144 employees



100.000 m<sup>3</sup> warehouse



357 own Tricolore trailers and 260 trucking units



80.000 pallets in the warehouse



260.000 picks in the Logistics Warehouse



32.500 import and export loads in Europa



74.000 shipments with in Europa



98,5 % delivery on time

# Materiality

EU legislation on sustainability reporting divides reporting requirements into three main areas, each with specific subcategories and reporting requirements. For each area, companies must assess the materiality of their own impact on the area as well as the materiality of the potential consequences for the company.

The reporting standard provides a solid foundation for sustainability work.

At Tricolore we have decided to prepare a voluntary ESG report for 2024 based on the European Sustainability Reporting Standard (ESRS).



AREAS	ASSESSMENT
<p><b>Climate and Environmental</b></p> <ul style="list-style-type: none"> <li>✓ <b>E1: Climate change</b></li> <li>✓ <b>E2: Pollution</b></li> <li>✓ <b>E3: Water and marine resources</b></li> <li>✓ <b>E4: Biodiversity og ecosystems</b></li> <li>✓ <b>E5: Resources, consumption and circular economy</b></li> </ul>	<p>In our sustainability report for 2024, we have chosen to focus on our climate footprint. As part of the transport industry, where the consumption of fossil fuels is relatively high compared to other industries, we have assessed that this area constitutes our most significant impact among the five categories under "<b>Environmental</b>".</p>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>✓ <b>S1: Own workforce</b></li> <li>✓ <b>S2: Employees in the value chain</b></li> <li>✓ <b>S3: Affected local communities</b></li> <li>✓ <b>S4: Consumers and end users</b></li> </ul>	<p>For 2024, we will report on all four categories under "<b>Social</b>," with a focus on our own employees and employees in the value chain. Employees are a central resource, and we want to ensure good working conditions and development opportunities.</p>
<p><b>Corporate Governance</b></p> <ul style="list-style-type: none"> <li>✓ <b>G1: Business conduct</b></li> </ul>	<p>In the 2024 report, we have also chosen to report on the "<b>Governance</b>" category, as we emphasize responsible leadership, ethical business practices, and respect for our stakeholders.</p>

# Our sustainable journey:

## *Tricolores commitment to a greener future*

At Tricolore we are determined to drive the transport industry towards a more sustainable future. We recognize that the transport sector accounts for a significant portion of global CO<sub>2</sub> emissions, and while the path to full CO<sub>2</sub> neutrality still has its challenges, we are working diligently to make a difference.

The necessary technology and infrastructure for green transport are not yet fully at a level that meets the industry's demands for fast and reliable delivery. Therefore, we are in close dialogue with our suppliers, industry organizations, and other parties to develop realistic and environmentally friendly solutions that can ensure a more sustainable future.

With the help of clear goals and advanced technology, we work every day to reduce our CO<sub>2</sub> footprint through route optimization, the latest equipment, and continuous improvements. Here are some of the specific initiatives we have implemented to contribute to a greener world:



### Green Energy and Energy Optimization

- **Electric trucks:** All trucks in the warehouse are electric and equipped with environmentally friendly lithium-ion batteries, reducing CO<sub>2</sub> emissions by approximately 70% compared to lead batteries.
- **Solar panels on warehouse roofs:** 1972 m<sup>2</sup> of solar panels provide power to the headquarters and warehouses, resulting in significant annual CO<sub>2</sub> savings.
- **Heat pumps:** All our locations are heated via heat pumps instead of natural gas, significantly reducing energy consumption.
- **Energy-saving LED lighting:** Offices and warehouses are upgraded with LED lights and motion sensors to optimize energy consumption.

### Digitization and resource savings

- **TMS (Transport Management System):** Creates an overview and ensures optimal operation of our vehicles.
- **Digitization:** We reduce paper consumption through digitization; warehouse staff use tablets and handheld scanners.
- **Optimized plastic use:** We use stretch film wrappers that minimize plastic consumption and save resources.
- **Recycled packaging:** Packaging used for packing in the warehouse mainly consists of recycled materials to reduce the need for new resources.

# Our sustainable journey:

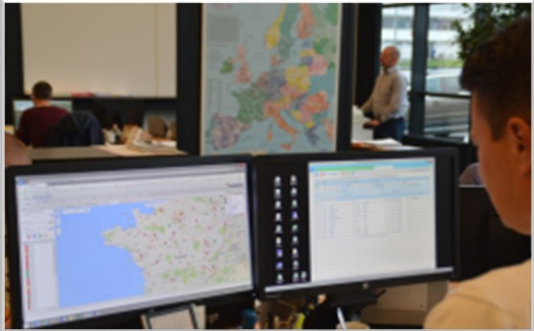
## *Tricolores commitment to a greener future*

### Waste management and recycling

- **Waste sorting and recycling:** All locations have implemented waste sorting, and we continuously work to optimize recycling.
- **Re-treaded tires:** We use re-treaded tires on both trucks and trailers, which is a sustainable alternative to new tires.

### Efficient transport and route optimization

- **Environmentally friendly technology in trucks:** Our new trucks are equipped with the highest Euro norm standard and Turbo Compound technology, improving fuel economy and reducing CO<sub>2</sub> emissions.
- **Advanced route planning:** We use the PTV route planning program for strategic planning of driving routes, reducing empty runs and ensuring high load capacity.
- **Fuel analysis:** With the Volvo Connect online portal, we analyze fuel consumption on our trucks and continuously work on improvements.



### Customer and Supplier Collaboration

- **CO<sub>2</sub> accounting for customers:** From 2025, the CO<sub>2</sub> footprint of each shipment will be shown on invoices to customers.
- **Collaboration with environmentally friendly carriers:** We work with external carriers who meet environmental standards and use modern and environmentally friendly equipment.
- **Rail solutions to Italy:** We offer rail solutions as a greener alternative for transport to and from Italy.

### Long lifespans and resource optimization

- **Long-lasting trailers:** We invest in trailers with longer lifespans to reduce the need for frequent replacements and conserve resources.
- **Extra-insulated warehouse buildings:** Our new warehouse buildings are extra-insulated, reducing energy consumption for heating and cooling.
- **Electric and hybrid company cars:** Fossil-fueled company cars are continuously replaced with electric models to reduce the company's climate footprint.

# Energy and CO<sub>2</sub>e emissions

Energy consumption		Year 2021	Year 2022	Year 2023	Year 2024
<b>Fossil fuel</b> Calculated in CO <sub>2</sub> e (coal, oil, or gas) (item 24a)		1.171.794	1.537.623	1.138.268	1.175.649
<b>Electricity</b> Calculated in CO <sub>2</sub> e – if possible, broken down by (item 24b)	Renewable Energy from Solar Panels	0	0	5.081	9096
	Non-renewable Energy	159.880	142.448	177.115	174.517

Greenhouse gas emissions / CO <sub>2</sub> e	Year 2021	Year 2022	Year 2023	Year 2024
<b>Scope 1 CO<sub>2</sub>e emissions</b> (item 25a) (fossil fuel and natural gas)	1.226.368	1.576.236	1.170.788	1.194.033
<b>Scope 2 CO<sub>2</sub>e emissions</b> (Location-based) (item 25b)	159.880	142.448	182.196	183.613
<b>Total Scope 1 and Scope 2 CO<sub>2</sub>e emissions</b> (Location-based) (item 92)	1.386.248	1.718.684	1.352.984	1.377.646

Greenhouse gas emissions / tCO <sub>2</sub> eq	Year 2021 - 2024
<b>Scope 2 CO<sub>2</sub>e emissions</b> (Market-based) (item 103)	Not applicable
<b>Total Scope 1 and Scope 2 CO<sub>2</sub>e emissions</b> (Market-based) (item 92)	Not applicable

**IRO:**

<b>Impact:</b>	Our climate impact primarily stems from the use of fossil fuels for our own and leased vehicles, as well as electricity consumption for the operation of terminals, warehouse facilities, and offices.
<b>Risks:</b>	CO <sub>2</sub> emissions from fossil fuels negatively impact the climate and may lead to increased demands for transitioning to alternative fuels. We can also expect higher taxes on fossil fuels.
<b>Opportunities:</b>	By highlighting our efforts to reduce CO <sub>2</sub> emissions, we can strengthen our position among customers who prioritize sustainability. This can also open doors to new customer groups that value climate-conscious solutions.



## Energy and CO<sub>2</sub>e emissions - *continued*

### Solar panels - a sustainable transition

As part of our ongoing commitment to create a greener future, we have implemented tangible measures to ensure a more sustainable energy supply.

In conjunction with the acquisition and development of new warehouse facilities - previously powered by natural gas, we have chosen to invest in renewable energy sources.

In February 2023, we installed heat pumps and established a solar panel system of 652 m<sup>2</sup> on our main building, Thorsvej 8. This initiative quickly made the address self-sufficient with energy during daylight hours, thereby reducing our dependence on fossil fuels such as natural gas.

Based on this success, we decided in May 2023 to expand the initiative with four additional solar panel systems at four other locations, each with a system of 330 m<sup>2</sup>. This investment is an important step towards making our company more energy-efficient and climate-friendly.

With these investments, we are working purposefully to combine sustainability and operational efficiency – and we are proud of the results we have already achieved.



# Pollution of air, water and soil

**Pollution of air, water and soil (item 26)**

For the year 2024, reporting on air, water and soil pollution is not applicable to us, as our warehouse and terminal operations do not generate harmful emissions into the environment. Our warehouse activities are inherently designed to minimize environmental impact, reflecting our commitment to sustainability and responsible operations.

While our vehicles do emit CO<sub>2</sub> into the atmosphere, all our towing units comply with the highest Euro standards. It is important to note that CO<sub>2</sub> emissions from vehicles are not reported to authorities and are therefore not included in this report.



# Biodiversity

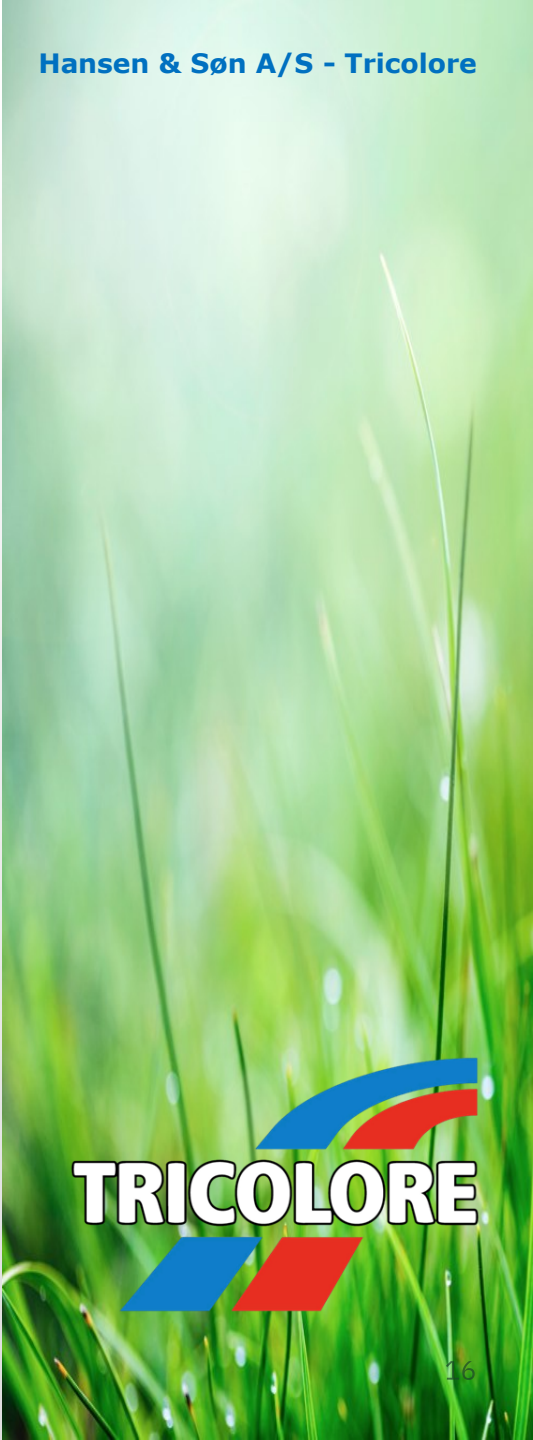
**Areas near or within 'biodiversity-sensitive areas' owned, leased or controlled by the company** (item 28)

Our locations are strategically placed in established industrial areas, far from biodiversity-sensitive areas such as forests, meadows, or other natural areas. Our facilities are also not located near habitats for rare or protected animal species. This ensures that our activities do not affect vulnerable ecosystems, and we do not disturb local flora and fauna.

Land use (item 29)			
Type of land use	Area (m2)		
	Base year 2021	Reporting year 2024	% change
Total land area	200.000	224.000	12%
Total built-up area (buildings, pavement, etc.)	165.000	188.000	14%

**IRO:**

<b>Impact:</b>	Since our locations are situated in established industrial areas, far from biodiversity-sensitive areas, the impact on biodiversity is minimal or non-existent.
<b>Risks:</b>	For the same reason, there are no significant risks.
<b>Opportunities:</b>	There is an opportunity to plant mixed trees in unused areas. Unutilized land can be leased out. It is also possible to lay Sedum grass on the roofs of warehouse buildings that are not covered with solar panels.





# Water

Water withdrawal in m <sup>3</sup> (item 30)	Year 2021	Year 2022	Year 2023	Year 2024
Total for all locations	1623	1628	2132	2761
From locations in areas with water shortage (High water stress)	Not relevant			

**Water consumption (item 31) and impact**

Since water is not used in our production, our impact on the global water resource is minimal. Daily operations do not involve water consumption. Cleaning of warehouse facilities is done by wiping and sweeping.

The water we use is solely for driver and employee facilities such as toilets, showers, and laundry, as well as for coffee machines and dishwashing in the offices. To ensure minimal consumption, all faucets are equipped with sensors, shower heads are water-saving, and washing machines have a high energy rating.

Our water withdrawal and discharge are almost identical, meaning we have only a limited impact on resources.

Since spring 2023, we have observed an increase in water consumption due to the expansion of driver facilities. Although consumption remains minimal, we are actively monitoring the situation to ensure we can respond promptly should any unexpected increases arise.



# Resource consumption, circular economy and waste management

<b>Description of Tricolores efforts in resource consumption and waste management</b> (item 32)	
Tricolore is a transport and logistics company. Our core activities consist of transporting goods from A to B, storing goods, and picking and packing goods for further distribution	
<b>Transport department:</b> In our Transport Department, we utilize trucks and trailers for the transportation of goods. When selecting new equipment, our primary focus is on minimizing environmental impact during operation, specifically by evaluating fuel efficiency and adherence to emission standards. As recyclable materials are not yet a practical option for vehicle construction, we emphasize extending the lifespan of our existing fleet through proactive maintenance. Additionally, when purchasing spare parts - particularly tires - we prioritize options made from recycled materials whenever feasible, ensuring we maintain high-quality standards.	
<b>Logistics department:</b> In the Logistics Department, we use cardboard and film to package customers' goods for shipment	
<b>Reuse of existing packaging:</b> We mainly use the cardboard packaging in which the goods arrived, by applying a new label with the current shipping address.	
<b>Supplementary packaging:</b> When additional packaging is necessary, we primarily use cardboard boxes made from recyclable materials.	
<b>Stretch film:</b> To ensure the stability of goods and minimize transport damage, we use stretch film, which reduces the consumption of new resources. The film wrapper is set to use no more film than necessary.	
<b>Waste Management:</b> A waste sorting system has been implemented in the company:	
<ul style="list-style-type: none"> <li>• <b>Cardboard:</b> Cardboard is pressed and sold for recycling, contributing to the circular economy.</li> <li>• <b>Plastic waste:</b> Plastic waste is also sorted and pressed, then sold for recycling into new materials.</li> <li>• <b>Other waste:</b> All other waste is divided into fractions and collected by authorized waste collectors for proper handling following current environmental standards.</li> </ul>	

<b>IRO:</b>	
<b>Impact:</b>	Our operations result in environmental impact due to the waste generated from packaging and plastic, but we contribute positively by sorting and recycling large amounts of cardboard and plastic. Our efforts reduce resource consumption and CO <sub>2</sub> emissions, though reliance on plastic packaging poses a potential environmental burden.
<b>Risks:</b>	Inefficient sorting or changes in legislation can increase costs and damage reputation. Non-compliance with regulations can lead to sanctions.
<b>Opportunities:</b>	Optimizing waste sorting can reduce expenses and generate revenue through the sale of recyclable materials. Sustainable packaging can enhance the company's green profile, thereby attracting customers.



# Own Workforce: General characteristics

Average for 2024

Contract type (item 34)	Number of employees (calculated in FTE)
Temporary employment	2
Permanent employment	142
Total number of employees	144

Gender (item 34)	Number of employees (calculated in FTE)
Male	105
Female	39
Total number of employees	144

Country (Residence) (item 34)	Number of employees (calculated in FTE)
Denmark	123
Germany	20
Poland	1
Total number of Employees	144

Category	Number of employees (calculated in FTE)	Male	Female
Administration	88	53	35
Terminal / warehouse	41	37	4
Own drivers	15	15	0
Total number of employees	144	105	39



## Own Workforce: Health and safety

Work accidents: (item 35a)	Year 2024
Number of accidents	3
Frequency	One accident occurred in June 2024. Two accidents occurred in October 2024.

Work-related fatalities (item 35b)	Year 2024
There have been zero work-related fatalities, whether caused by occupational injuries, accidents, or work-related health conditions.	



### IRO:

<b>Impact:</b>	Handling heavy goods can lead to physical strain injuries. For drivers, long periods of sedentary work can result in lifestyle-related health problems. Additionally, their work involves an increased risk of accidents on the roads, as well as during loading and unloading.
<b>Risks:</b>	Lack of ergonomics and safety measures can lead to increased absenteeism and reduced work capacity. Drivers' safety can be affected by fatigue, poor weather conditions, poor loading/unloading conditions, and time pressure. Work and traffic accidents can receive negative press coverage and thus damage the company's reputation.
<b>Opportunities:</b>	Ergonomic aids and training can prevent injuries. For drivers, health programs and better rest periods can improve lifestyle and safety. Implementing advanced safety systems in the vehicles can minimize the risk of traffic accidents.

# Own Workforce: Compensation, agreements and training

Starting salary compared to the minimum wage (item 36a)	
<b>Terminal/warehouse:</b>	Salaries for warehouse and terminal employees follow the collective agreement for the sector.
<b>Own drivers:</b>	Drivers' wages are in line with the applicable collective agreement.
<b>White-collar employees:</b>	The minimum entry-level salary offered in 2024 is in line with the lower quartile in the HK Commerce salary statistics for Southern and South Jutland (Source: HK.dk 2022).

	Year 2024
<b>Gender pay gap</b>	See next page

	Year 2024
<b>Percentage of employees covered by a collective agreement (item 36c)</b>	100%

Average training hours per employee (item 36d)
<p>At Tricolore we provide internal training courses that are essential and relevant to each specific position, for example in connection with new procedures or the repetition of critical work tasks. These courses are available to all employees regardless of gender. Since men are overrepresented in the company, it is natural that more men participate in these sessions.</p> <p>External courses offered are often targeted at managers, who typically seek more specialized knowledge. As there are more male managers in the company, more men than women participate in external training programs.</p>



# Own Workforce: Compensation, collective agreements, and training – continued

**Gender pay gap (item 36b)**

At Tricolore, we acknowledge that there is a difference in the average salary between male and female white-collar employees. This difference can partly be explained by a higher proportion of men in leadership positions and the fact that men more often take on specialized tasks that are traditionally higher paid. When comparing salaries within individual employee categories, the pay gap between men and women is minimal - and in certain instances, women are paid more than men. This reflects our core principle of equal pay for equal work.

Among drivers and warehouse employees, wages are the same for everyone, regardless of gender, as salaries are set according to the applicable collective agreements.

We evaluate employees solely based on their professional qualifications and competencies - regardless of gender, nationality, religion, or other personal characteristics. To promote greater equality, we actively work to create better opportunities for promotion and development for all employees.



**IRO:**

<b>Impact:</b>	In the company, there is a notable pay gap between male and female white-collar employees, primarily due to the overrepresentation of men in leadership roles. Internal training is offered to all employees regardless of gender. However, since the majority of the staff are men, more men attend these sessions. External courses are mainly taken by managers, who are also predominantly male.
<b>Risks:</b>	This existing pay gap and uneven distribution of training opportunities can lead to dissatisfaction and challenge the company's ability to attract and retain female employees. A lack of focus on training - regardless of gender - may result in employees not developing the necessary skills to meet customer demands and remain competitive in the market.
<b>Opportunities:</b>	By ensuring access to training and regularly analyzing salary structures, the company can promote equality and enhance employee motivation. Transparent salary policies and a strong focus on the principle of "equal pay for equal work" can foster fairness and build trust among employees.

# Workers in the value chain, affected communities, consumers and end users

Processes for Identifying Negatively Affected Workers in the Value Chain, Affected Communities, Consumers, and End Users (item 37)	
<p><b>Workers in the value chain:</b>                  At Tricolore, drivers play a central role. We work purposefully to ensure that they represent Tricolore professionally and responsibly - both at customer sites and on the road. This applies to both our own drivers and those employed by our subcontractors.</p> <p>At the same time, we place high priority on their well-being and working conditions, with a particular focus on safety and compliance with driving and rest time regulations. We never place undue pressure on drivers and strive to create conditions that ensure a healthy balance between efficiency and responsibility.</p> <ul style="list-style-type: none"> <li>• Through our Code of Conduct (CoC), we ensure that drivers employed by our subcontractors work under proper conditions. We maintain ongoing dialogue with our hauliers and aim to have all subcontractors sign the CoC by the end of 2025.</li> <li>• At our headquarters in Padborg, we provide modern facilities offering drivers access to showers and laundry services.</li> </ul> <p><b>Affected communities:</b>                  As a major employer in Padborg, we contribute to the local community by providing stable jobs and actively engaging in the region’s development.</p> <p><b>Consumers and end users:</b>                  Although we primarily serve B2B clients, we take responsibility for ensuring that goods are handled and stored correctly, so that quality is maintained throughout the entire supply chain.</p>	

<b>Impact:</b>	<ul style="list-style-type: none"> <li>• By offering and ensuring good working conditions, we support the well-being and safety of drivers in the value chain.</li> <li>• As a relatively large employer in a small town, we contribute to the local economy and provide employment opportunities.</li> <li>• Responsible handling and proper storage of goods ensures the preservation of product quality.</li> </ul>
<b>Risks:</b>	<ul style="list-style-type: none"> <li>• Non-compliance with occupational health and safety standards among subcontractors can damage the company’s reputation.</li> <li>• A lack of local engagement may result in reduced goodwill and support from the community, and ultimately, difficulty attracting labor.</li> <li>• Incorrect handling or storage of goods may lead to complaints and a loss of trust among customers—and ultimately, customer loss.</li> </ul>
<b>Opportunities:</b>	<ul style="list-style-type: none"> <li>• By strengthening collaboration with subcontractors and securing broader adherence to the CoC, we can ensure a sustainable and responsible value chain.</li> <li>• Increased engagement in local initiatives can enhance the company’s reputation and attract qualified labor.</li> <li>• Maintaining high standards for delivery services and storage conditions enables us to retain and strengthen our customer relationships.</li> </ul>



## Business conduct: Number of convictions and fines related to corruption & bribery

### Corruption & bribery (item 38)

Tricolore has never been involved in any cases of corruption or bribery and has therefore not received any convictions or fines related to such matters. This reflects our strong commitment to integrity and propriety, which are foundational to our business strategy and support our goal of operating sustainably and responsibly.



<b>Impact:</b>	As a transport and logistics company operating across borders with an extensive network of subcontractors, we are part of an industry that may be subject to increased scrutiny and expectations for transparency and integrity.
<b>Risks:</b>	The use of many subcontractors poses a risk of unethical behavior, as their ethical standards may vary. If a supplier becomes involved in corruption, it could damage our reputation and result in legal and financial consequences. Additionally, international transport and cross-border operations increase the risk of exposure to bribery, especially in regions with high prevalence.
<b>Opportunities:</b>	By upholding high standards of ethics and propriety, we strengthen our position as a trusted partner in the transport industry. Through careful selection and evaluation of subcontractors, we minimize risks and reinforce our value chain. Our strong focus on anti-corruption also provides a competitive advantage, as more customers and partners increasingly prioritize ethical behavior - creating opportunities to attract and retain clients who share our values.



## Thank you for taking the time to explore our ESG report

Hansen & Søn A/S - Tricolore  
Thorsvej 8, Padborg  
CVR: 33 37 45 85

Head of Sustainability and Environmental Compliance  
Malene Blom  
malb@tricolore.dk

