



Link Logistics

Sustainability Report 2023

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FIRSTLY
THANK YOU
FOR LINKING WITH US!

EVOLVING SUSTAINABILITY: OUR COMMITMENT AND PROGRESS

Sustainability continues to be the cornerstone of our strategy and a key focus for Link Logistics. In dialogue with our customers this is an increasing priority. This guides us towards not only a profitable and competitive position in the market but also a possibility to drive innovation and new services in a more sustainable business model. Since embedding sustainability as part of our core agenda in 2019, we have taken significant steps, especially with our 2025 ambition, renewed company promise, and rebranding efforts, all reflecting our deep commitment to sustainable practices.

One key element of our strategic approach during 2023 is a robust governance and the gathering of reliable and comprehensive data to build our future work on to underline informed and transparent decisions.

As Chair, I am immensely proud of the journey Link Logistics is on, shaped by the individuals in Link – it is all about people and culture. It is important that we continue our strong sustainable business focus, step-by-step from the boardroom to the day-to-day operations. This holistic approach is vital in ensuring that our commitment to sustainability is not just a statement but a tangible, integral part of Link Logistics’ identity and value.

Charlotte Hansson
 Chair of the board

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MANAGEMENT SUMMARY

ENHANCING GOVERNANCE AND DATA-DRIVEN SUSTAINABILITY IN LINK LOGISTICS

Emphasizing the critical role of data quality, this year marks a significant step forward in our operational framework. Strengthened by science-based targets and quarterly sustainability reports, our commitment to evidence-based decision-making is highlighted in our global sustainability accomplishments.

REFINING GOVERNANCE AND ADVANCING WITH QUALITY DATA

This year, we have significantly improved our governance framework, underlining the importance of data quality in every aspect of our operations. Recognizing that effective sustainability management depends on reliable data, we have adopted a data-driven approach across our business. Our Green Runner Network has been central in this transformation, converting data into actionable insights for continuous improvement.

A landmark achievement in 2023 was the approval of our **science-based targets**, a clear indicator of our commitment to ambitious and scientifically backed climate action. This milestone reflects our dedication to data integrity and evidence-based decision-making.

Complementing this, we have introduced internal quarterly sustainability reports, focusing on detailed monitoring of our sustainability progress. These reports highlight the efforts and metrics of sustainability in each country we operate in. It is important to decentralize and integrate sustainability throughout our organization.

Furthermore, we have developed comprehensive **Impact Assessments** in every country we operate. These assessments are crucial in painting a complete picture of our environmental and social impacts, guiding us to identify and implement specific strategies and solutions for each location. This ensures that our sustainability efforts are not only effective but also resonate with the unique challenges and opportunities present in each location.

CUSTOMER TRANSPARENCY AND COLLABORATION

Our pursuit of sustainability transparency extends beyond internal operations to include our customers. In recognizing the collective nature of sustainability, we have developed our CO2 reporting mechanisms. This allows us to offer detailed insights to our customers and engage in dialogues to develop tailored and more sustainable solutions. By providing detailed and

accurate emissions data, we empower our customers with the information they need to make more environmentally conscious choices. This transparency not only helps customers understand their carbon footprint but also aligns their logistics needs with more sustainable practices.

FUTURE OUTLOOK: CHARTING A DATA-INFORMED PATH IN SUSTAINABILITY

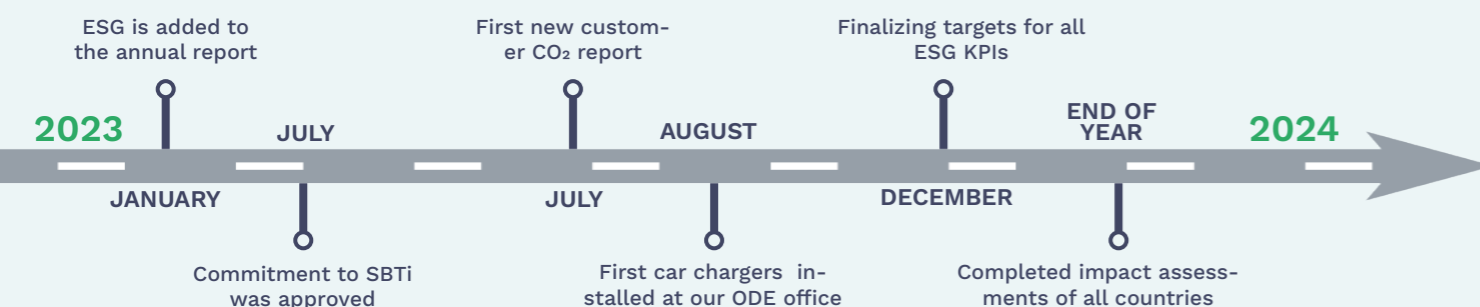
Looking forward, our solid governance framework and data infrastructure will be key in effectively tracking and focusing our sustainability initiatives. In an area as broad and complex as sustainability, it is critical that our actions are not only meaningful but also yield tangible results. In 2023, our data has been a crucial tool in setting clear, achievable targets steering our sustainability strategies for the future. For 2024 and going forward our **targets**


will serve as our roadmap, guiding our decisions and actions as we continue to innovate and strive for excellence in sustainable logistics.

In Link, we are committed to ensuring that our efforts in sustainability are impactful and contribute significantly to the global sustainability agenda.



Kind regards,
Anders Martens, CEO



 **HEADQUARTER**
Copenhagen, Denmark

CEO
Anders Martens

CHAIR
Charlotte Hansson

4 COUNTRIES & 15 LOCATIONS
Find you local branch at:
www.linklog.com



OUR COMPANY

Today, we are continuing to offer market-leading and tailor-made services for high-value and e-commerce companies everywhere. We at Link do our best to set new standards for the sector by helping improve businesses, while being able to implement eco-friendlier solutions.

Rebranded as Link Logistics in 2004, we have expanded from our humble beginnings in courier shipments to a considerable company covering Denmark, Sweden, Norway, and the USA. Following our acquisition by Polaris Private Equity in 2019, we have leveraged additional resources and expertise, leading to significant strategic expansions and acquisitions, including Yoyo Global Freight and Tangen Logistics.

OUR BUSINESS

At Link Logistics, our business model is rooted in fostering long-term customer relationships, characterized by high loyalty and very low churn rates. We proudly serve over 2,500 customers, supported by our team of more than 250 dedicated employees. Each member of our team is committed to delivering a five-star service every day, underlining our passion for excellence and customer satisfaction.

Our approach is customer-centric, ensuring that transportation and goods are efficiently managed through the world's leading logistics companies. As the global and independent **Link** in the logistics chain, we guarantee the timely, secure, and efficient delivery of shipments.

Our one-stop shopping solution focuses on convenience and efficiency. It allows our customers to have a singular point of contact with Link Logistics, where our staff monitors shipments from origin to destination. For this, we have a comprehensive range of services, including courier and freight forwarding, warehousing, fulfillment, and specialized solutions.



OUR COMMITMENT

In 2021, sustainability became a focal point in our business model and has since gained increasing prominence within our organization. Over the past years, sustainability has transitioned from a mere operational consideration to a strategic cornerstone in our organizational promise and 2025 ambition. In alignment with our commitment to innovative solutions, sustainability has seamlessly integrated into our core business operations, reflecting our dedication to environmental responsibility and sustainable practices.

Our journey within sustainability is more than a commitment – it is a reflection of our dedication to our customers and our surroundings. By embedding sustainability in our business model, we are not only enhancing our services but also contributing positively to the global sustainability agenda.

OUR PRESENCE

Along with our rapid growth and expansions we are conscious of the increasing impact that follows. In 2023, Link Logistics defined and implemented a strong strategy for cross-border sustainability. By conducting detailed impact assessments in all our countries, we aim to foster accountability and acquire deeper insights into our operations. For future work, our Green Runners will assist us in developing customized sustainability projects for each country. Read more about our Green Runner Network on page 10. Compiling and analyzing this data will not only enable us to understand our global impact better but also leverage learnings from different regions to enhance our overall sustainability approach.

We have a well-defined plan for acquiring companies and adding branches to the Link family. At the same time, it is important that our add-ons comply with our sustainability work and is included in our global sustainability network – the Green Runners.



EMPOWERING EXCELLENCE

“OUR PROMISE AND VALUES”

“We digitalize complex and internationalize logistics for high-value and e-commerce customers, we offer exceptional service and we run a responsible and sustainable business.”

Our promise sets us apart from our competitors in offering exceptional service and anchors us firmly in our responsibility towards the planet and society. By using technology to streamline operations, we aim to reduce our environmental footprint significantly, demonstrating our dedication to a greener future.

The promise reflects an understanding that sustainability should not be a single aspect of our business but a holistic framework that should guide business decisions and actions. Incorporating sustainability and responsibility into our funda-

mental promise to customers, employees, and stakeholders reinforces our commitment to not just economic success but to contributing positively to societal progress and environmental preservation.

This promise will continue to shape our innovations, strategies, and operations as we move forward.

OUR FOUR KEY VALUES

In Link we work with four core values. These values play a key role in bringing together all Linkers, creating a collective understanding of who we want to be in Link and how we want to act.

WE ARE PIONEERS

We want to pioneer the field of sustainability within logistics by offering innovative services. We monitor the latest trends in the market and are not afraid to try new ideas, as we believe that we learn more this way, even if we fail.

Example: introducing electric pickup solutions in Copenhagen and shifting to sustainable packaging materials in the US



WE ARE SOLUTION ORIENTED

We have the ambition to address and act on current global challenges. We work together across departments, levels, and countries to achieve optimal sustainable solutions to these challenges.

Example: We consult with customers to tailor solutions fitting their individual needs and offer detailed CO2 emissions reports on their shipments.



WE TAKE RESPONSIBILITY

We fully recognize the responsibility we, as a logistics firm, have within the area of sustainability. We focus on constantly maximizing our positive impacts and minimizing our negative impacts on both a social and environmental level.

Example: We take responsibility for the quality of the data we collect, and during 2023 we have expanded our reporting to cover more impact areas.



WE ARE FRIENDLY

We encourage our employees to act with kindness and contribute to creating a friendly, open, and efficient working environment to avoid adverse impacts on their own or others' human rights.

Example: In Link we foster an environment of learning and during 2023 we were approved to have warehousing trainees at our ODE location



GLOBAL SUSTAINABILITY NETWORK

At the heart of Link’s sustainability work lies the Green Runner Network, a dynamic and dedicated team fundamental to executing our sustainability strategy and improving our sustainability reporting.

SUSTAINABILITY STRATEGY: EMPOWERED BY GREEN RUNNERS

The Green Runner Network is a dedicated group of employees representing our various locations. Their mission? They tailor initiatives to local contexts to ensure that our sustainability efforts are not only effective but also fit with the environmental and social needs of each place in which we operate.

ELEVATING SUSTAINABILITY REPORTING

The Green Runner Network is also vital to our sustainability reporting process. With Link’s high focus on increasing our data quality and transparency, Green Runners’ on-the-ground presence and involvement in local initiatives provide us with invaluable insights and data, crucial for accurate and comprehensive sustainability reporting.

CONTINUOUS DEVELOPMENT

Monthly online meetings and biannual workshops serve as hubs for innovation, where Green Runners exchange ideas, present localized projects, and discuss emerging sustainability trends. This dedicated commitment to ongoing education ensures our collective knowledge remains dynamic and responsive to evolving challenges.

THE FUTURE DIRECTION

Looking ahead, the Green Runner Network will continue to be a key driver in both the execution of our sustainability strategy and the improvement of our reporting mechanisms. Their role is set to grow with ongoing training in sustainability, ensuring that Link remains at the forefront of sustainable logistics solutions.

HOW THE GREEN RUNNERS ARE INVOLVED IN THE ESG WORK

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- During 2023, they played an essential role in implementing waste management across locations.
- They have helped maintain our energy savings initiative, resulting in measurable decreases in electricity use.

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- They train new employees to help instill a common knowledge on sustainability across our workforce.
- Setting new targets within social sustainability, the Green Runners are included in future projects to meet these targets.

G

- They give valuable insights into local requirements making it possible to develop policies tailored to the individual locations where we operate.
- They act as the local go-to person informing employees about our sustainability strategy, policies, and Code of Conducts.

HEAR IT FROM OUR GREEN RUNNERS

CECILIA LARSSON GREEN RUNNER FOR GOT BRANCH SINCE 2022



The Green Runner Network strengthens the importance of sustainability, and the network functions as bridge that connects us all. It really helps us share important tips, initiatives, and stories across the Link family, no matter where we are located. Without the Green Runner team, Linkers would probably feel a bit lost and out of the loop on our sustainability journey.

I am happy to be a part of the Green Runner network because it consists of driven and lovely people. It makes me feel that I get to participate in one of the most important parts of Link’s progress – sustainability.

KRISTIAN ANDERSEN GREEN RUNNER FOR EWR BRANCH SINCE 2022

To me, clear communication is the key to running an organization. That is where the Green Runner Network truly shines. The Green Runners across our locations make sure we can roll out solutions seamlessly, because they cut through the noise, ensuring no valuable information slips through the cracks. It keeps our sustainability initiatives alive across all branches.

It is a privilege to be a part of Link’s sustainability journey, to be a part of something bigger, and to provide value to our customers, shareholders, and the planet. I am happy for the effort that is being made to educate us Green Runners. It contributes to our general skills in the rest of our daily operations.



OUR 2025 AMBITION



THE PROGRESS

In 2022, Link's management presented the 2025 ambition, a roadmap for aligning our efforts towards a common goal, rooted in sustainability. This ambition not only highlights our strategic direction but also emphasizes the critical importance of sustainability in our operations. Through 2023, the ambitions key sustainability focus areas have been vital in guiding our actions and developing targets. We are proud to share our progress.

REDUCING OUR FOOTPRINT

Acknowledging the logistics sector's substantial environmental impact, our ambition includes a strong commitment to reducing our footprint. Collaborating with stakeholders across our value chain, we aim for significant, measurable progress.

KPIs and Progress

- **Climate Change:** We have introduced initiatives to mitigate our impact on climate change specifically focused on scope 1 and 2.
- **Impact of Pickups:** We have introduced efforts and set targets to reduce the environmental impact of our own logistics operations.
- **Waste Management:** We have implemented company-wide strategies to manage and reduce waste generated by our activities.

INCREASING TRANSPARENCY IN THE LOGISTICS SECTOR

In 2023, a pivotal focus has been on improving data quality and transparency within logistics, fostering a culture of openness and accountability.

Progress and Plans

- While specific KPIs are under development, our efforts this year have laid the groundwork for increased transparency throughout.

GENDER EQUALITY & PEOPLE EMPOWERMENT

Emphasizing inclusion and diversity, we aim to empower our employees, enhancing work quality and diversity across our expanding international organization.

KPIs and Progress

- **Gender Equality:** We have put processes in place to increase equality on all levels of the organization, contributing to our goal of increasing female leadership to at least 40% by 2025.
- **Employee Turnover:** We have introduced efforts and measurements to understand and improve employee satisfaction and retention.

HEALTHY, SAFE AND SECURE WORKING ENVIRONMENTS

Prioritizing the health and safety of our workforce, our goal is a Zero Accident workplace through continuous education and risk mitigation.

KPIs and Progress

- **Workplace Accidents:** We have secured companywide measures to control our work environment to reduce and ultimately eliminate workplace accidents.

OUR ESG KPIS



CLIMATE ACTION

GRI: 305-1a, 305-2a, 305-3a, 305-4a

TRACKING:

We track our scope 1,2 and 3 with the GHG protocol, measuring across all locations and countries. Emissions are calculated with DEFRA datasheets.

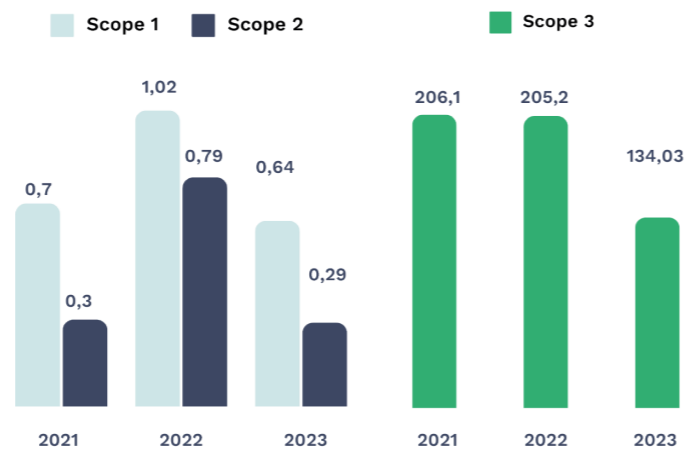
MAIN TARGET(S):

- Reducing absolute scope 1+2 by 42% by 2030, compared to a 2022 baseline.

STATUS ON TARGET(S) 2023

We have in 2023 reduced our absolute scope 1+2 with 40,2%, bringing us very close to our 2030 goal.:

CO2e intensity (tons / FTE)



SIGNIFICANT ACHIEVEMENTS IN 2023:

- Approval of near-term targets by the Science-Based Targets initiative (SBTi).
- Introduction of customer CO₂ reports.
- Issuance of energy certificates for all countries.



GENDER EQUALITY

GRI: 405-1(i)

TRACKING:

We calculate the percentage of underrepresented gender both in management and in our company through headcounts across our branches.

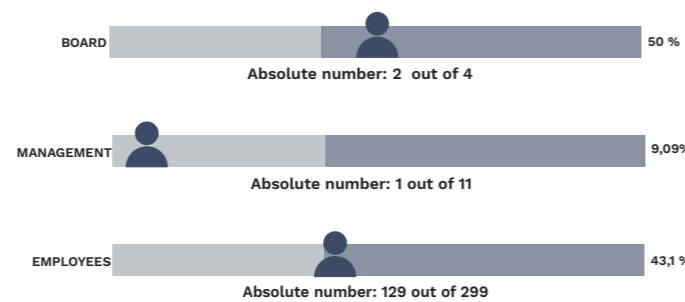
MAIN TARGET(S):

- Underrepresented gender in extended management (EMG) 40% by 2025
- Underrepresented gender in the company 40% by 2025

STATUS ON TARGET(S) 2023:

We have increased the underrepresentation in EMG from 32,1% to 33,3% and in the company we had a slight decrease from 43,5% to 43,1%.

% of underrepresented gender in company



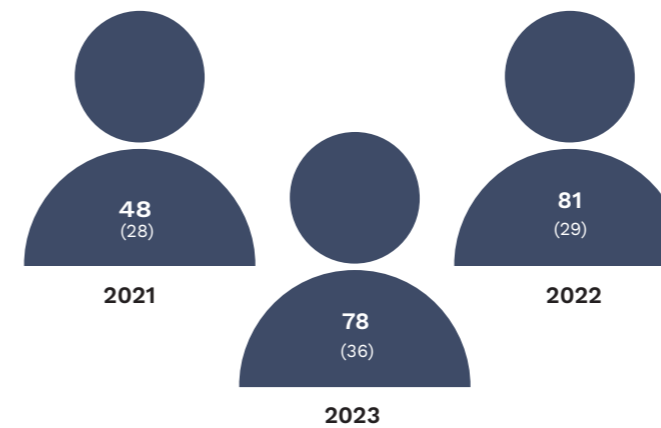
SIGNIFICANT ACHIEVEMENTS IN 2023:

- Recruitment of diverse talent.
- Increased our WEP score

Employee-initiated turnover (total attrition) (x) of which related to part-time employees

EMPLOYEE TURNOVER

SASB: Adapted from HC-DY-330a.1



SIGNIFICANT ACHIEVEMENTS IN 2023:

- Creation of a Diversity and Inclusion (D&I) policy.

TRACKING:

We calculate the percentage of employee turnover by tracking the number of full-time and part-time employees departing from our company.

MAIN TARGET(S):

- Employee satisfaction TBD Q2 2024
- Employee turnover
 - Full-time 15% by 2030
 - Part-time 25% by 2030

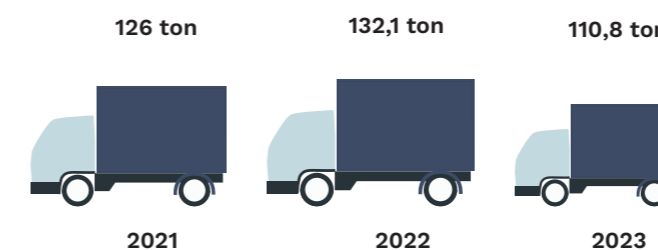
STATUS ON TARGET(S) 2023:

Our voluntary turnover was in 2023 14,43% for full-time employees and 49,02% for part-time employees. This indicates that we are on track to maintain our goal for full-time employees below 15% by 2030, but also show a needed focus on decreasing the departure of our part-timers.

CO₂e - emissions in own pick-up vehicles

ENVIRONMENTAL IMPACT OF OWN PICKUP VEHICLES

SASB: Adapted from TR-AF-430a.2



SIGNIFICANT ACHIEVEMENTS IN 2023:

- Deployment of electric pickup cars and installation of car chargers.

TRACKING:

Data on driven km is collected from route planning schemes and odometers in the individual trucks. Emissions are calculated with the GHG protocol and DEFRA Datasheets.

MAIN TARGET(S):

- Reducing emissions from own pickup fleet by 50% compared to the 2022 baseline by 2030.

STATUS ON TARGET(S) 2023:

We have reduced the emission from our own pickup fleet by 16,09% from 2022 to 2023, showcasing progress and dedication to reach our main target.



WASTE MANAGEMENT

GRI: 306-3a

TRACKING:

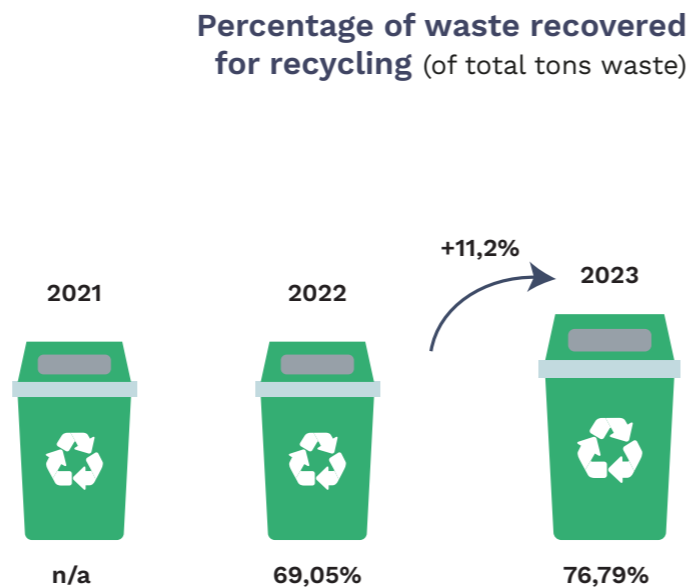
Waste data is collected from the local waste management companies and emissions are calculated with the GHG protocol and DEFRA data sheets.

MAIN TARGET(S)

- Increase recycling percentage to above 70% by 2025, compared to a 2022 baseline.
- Increase recycling percentage to above 80% by 2030, compared to a 2022 baseline.

STATUS ON TARGET(S) 2023:

We have reached our 2025 goal of a companywide recycling percentage above 70%, with 76,79% of our waste sent for recycling in 2023.



- SIGNIFICANT ACHIEVEMENTS IN 2023:**
- Establishment of a one-year waste management baseline.
 - Reaching our 2025 waste target



EMPLOYEE HEALTH & SAFETY

SASB: Adapted from TR-AF-320a.1

TRACKING:

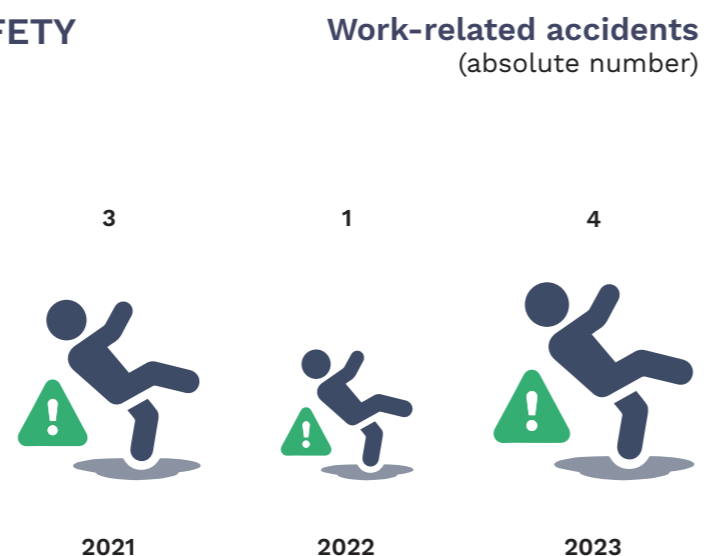
We track through counting the number of accidents and fatalities across our branches.

MAIN TARGET(S)

- Zero accidents leading to injury each year.
- Maintaining Zero fatalities each year.

STATUS ON TARGET(S) 2023:

We experienced a slight increase in accidents leading to injury in 2023, adding up to 4 compared to the 1 we had in 2022.



- SIGNIFICANT ACHIEVEMENTS IN 2023:**
- Reevaluation of health and safety protocols.
 - Mitigation of workplace risks.
 - Enhanced focus on health and safety measures.
 - Introduction of new, safer working clothes.





PROGRESS AND VALIDATION

Expanding our global metrics framework to include a broader spectrum of environmental and social indicators is part of the work we do to enhance our understanding of our impact across various facets of sustainability. We believe that by measuring and monitoring a wider range of environmental and social factors, we can better identify areas for optimization and drive meaningful progress towards our sustainability goals.

Our global metrics reflect our commitment to reducing our carbon footprint and lowering the impact we have on the environment and society. With a total CO2e reduction of 24% in 2023 we have turned from increasing emissions year to year to reducing them, bringing us closer to our near-term targets in 2030. These results mirror the strategic measures taken during 2023 and emphasizes Link's commitment to environmental responsibility.

Furthermore, our focus on operational efficiency has resulted in a substantial decrease of 34,82% CO2e per full-time-equivalent (FTE). This is partly the result of our organization-wide dedication to integrating more sustainable practices into our operational work.

In addition, our work with reducing emissions from our own pick-up fleet has shown tangible results, decreasing the total CO2e emissions by 16,09% compared to 2022. With a combination of transitioning to electrified vehicles and efficient route planning we are moving one step closer to our 2030 target. Seeing efficient and fast results in this area reaffirms our steadfast commitment

to transitioning to sustainable transportation practices.

At year end, Link's commitment to prioritizing employee health and individual needs is evident in our absenteeism rate of 2.96 for 2023. Compared to the latest national statistics^o, Link's absenteeism rate is 18,2% lower than the national average for corporations and organizations, which was 3.62 in 2022.

In the following sections, we expand more on Environmental, Social and Governing indicators, initiatives and progress made in 2023.

^o: <https://www.dst.dk/en/Statistik/emner/arbejde-og-indkomst/fravaer-og-arbejdskonflikter/fravaer-fra-arbejde>

SUSTAINABILITY METRICS

TRANSPARENCY, PROGRESS & ACCOUNTABILITY

	UNIT	2023	2022	2021	2020
ENVIRONMENTAL					
GHG Emissions					
Total CO2e company	t CO ₂ e	34.145,05	44.930,04	39.387	7.889
Total CO2e emissions pr. FTE	t CO ₂ e	134,96	207,05	207,1	89,4
Total Scope 1	t CO ₂ e	0,64	1,02	0,7	0,2
Total Scope 2	t CO ₂ e	0,29	0,79	0,3	0,6
Total Scope 3	t CO ₂ e	134,03	205,24	206,1	88,6
CO2 emissions in own pick-up cars	t CO ₂ e	110,86	132,11	126	97,2
Avoided Emissions					
Renewable Energy produced on site	kWh	27.991,8	28.175,75	n/a	n/a
Energy consumption					
Total Energy consumption	MWh	2145,25	1329,86	n/a	n/a
Electricity consumption	MWh	731,26	687,98	n/a	n/a
% of electricity covered by EACs	%	106	39	n/a	n/a
Waste					
Total percentage of waste for recycling	%	76,6	69,5	n/a	n/a
Water					
Total water consumption	m ³	1118,47	n/a		
SOCIAL					
Employees					
Total company (HC)	Qty	299	302	239	134
Salaried employees	Qty	251	266	n/a	n/a
Part-time workers	Qty	48	36	n/a	n/a
Gender distribution					
All employees	%	43,1	42,4	42	35
Senior management team	%	9,09	n/a		
Distribution ratio management (female/male)	Ratio	1/11	3/12	2/7	2/9
Health & Safety					
Absenteeism rate (pr. total number of working hours)	%	2,96	5 ¹	n/a	n/a
Number of work related accidents	Qty	4	1	3	0
GOVERNANCE					
Board composition					
Gender distribution	Ratio	50/50	50/50	60/40	60/40
Independent / non-independent	Qty	3/1	3/1	3/2	3/2
Data security breaches	Qty	1	0	0	0
Reports via whistleblower scheme	Qty	0	0	0	N/A

¹: Only Danish data was available.

ENVIRONMENTAL



MANAGING OUR ENVIRONMENTAL IMPACTS

Working with environmental sustainability is vital for Link to minimize our negative impacts on our planet. It is not just about following global standards; it is about being responsible. Thru more eco-friendly practices, we are minimizing the harm on the environment, while supporting our customers' sustainability work and progress as part of their value chain. We focus on small changes in our daily operations that add up to a bigger, positive impact.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



TAKING RESPONSIBILITY

Being transparent about how we take responsibility for our environmental impacts, both positive and negative, has been a cornerstone of the 2023 journey. We have moved forward from identifying key global impact last year, to identifying key local impacts, creating targets, and putting actions into motion this year.

QUALITY AND RELIABLE DATA

Being able to rely on the data gathered throughout the organization and to compare and consolidate it into a quality output, is a high value add and we have put extra focus on this during 2023. Sustainability data is substantial, it is complex and can quickly grow out of hand. We have renewed our governance processes to ensure structured collection of our data. In 2023 we launched the internal quarterly sustainability reports; setting global and country specific focus on data collection and showcasing results of implemented initiatives throughout the company. These reports aim to decentralize and integrate sustainability throughout our organization.

ENVIRONMENTAL METRICS

	UNIT	2023	2022	2021	2020
ENVIRONMENTAL					
GHG Emissions					
Total CO2e company	t CO ₂ e	34.145,05	44.930,04	39.387	7.889
Total CO2e emissions pr. FTE	t CO ₂ e	134,96	207,05	207,1	89,4
Total Scope 1	t CO ₂ e	0,64	1,02	0,7	0,2
Total Scope 2	t CO ₂ e	0,29	0,79	0,3	0,6
Total Scope 3	t CO ₂ e	134,03	205,24	206,1	88,6
CO2 emissions in own pick-up cars	t CO ₂ e	110,86	132,11	126	97,2
Electric- & hybrid private company cars	%	77,3	47,4	n/a	n/a
Avoided Emissions					
Renewable Energy produced on site	kWh	27.991,8	28.175,75	n/a	n/a
Energy consumption					
Total Energy consumption	MWh	2145,250	1329,86	n/a	n/a
Electricity consumption	MWh	731,26	687,98	n/a	n/a
% of electricity covered by EACs	%	106	39	n/a	n/a
Waste					
Total percentage of waste for recycling	%	76,6	69,5	n/a	n/a
Water					
Total water consumption	m ³	1118,47			
Employee Commuting					
Total CO2e across all transport modes	t CO ₂ e	401,6			
Working from home	t CO ₂ e	21,47			

SCIENCE BASED TARGET

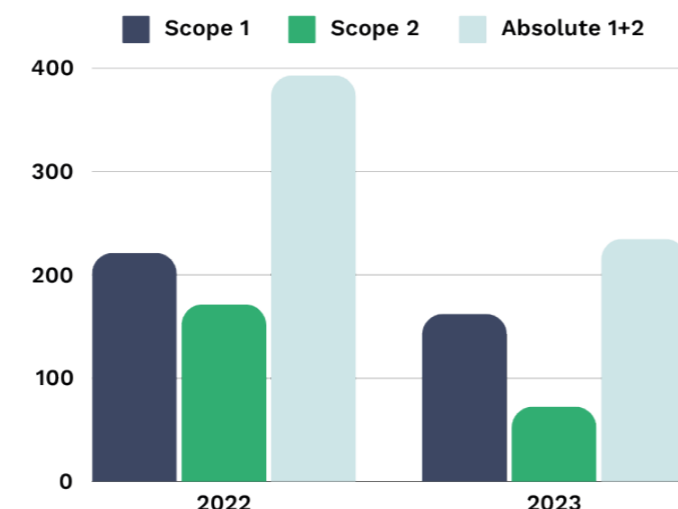
2023 was a successful year pushing the environmental agenda in Link. Our efforts with increasing data quality have led to the Science Based Targets initiative approving our 1,5-degree near term targets², as a part of their SME pathway. Thus, we commit to reducing our environmental footprint substantially by 2030. Setting goals based on scientific evidence calls for increased transparency, and this is part of Link's commitment to evidence-based climate action.

To reach our 2030 goal of reducing our absolute scope 1 and 2 by 42% we must reduce on average 7% per year. It is a challenge as a company in constant growth, but in Link we will let growth be a strength and see it as a positive contribution to the work we do.

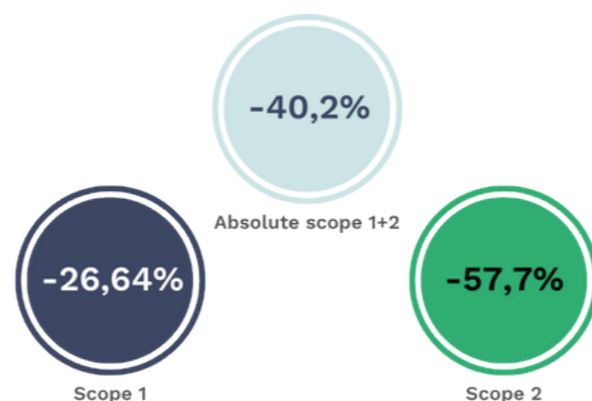
In 2023 we have reduced our absolute scope 1 with -26,64% and scope 2 with -57,7%, giving us a total reduction of -40,2% for the year. We are proud of our reduction, considering the inclusion of the 2022 acquisition of Tangen Logistics and opening 2 new branches during the year. We have worked hard to qualify the data and updated the processes for data processing, this is clearly reflected in the metric output and even though the reduction in emissions is considerably lower this year, we will not rest on our laurels but continue the effective work and aim for our 2030 target.

BEYOND EMISSIONS REDUCTION

Investing in Energy Attributes Certificates (EACs) is a strategic decision that aligns with global energy goals and contributes to positive environmental impact. Link directly supports the growth of renewable energy sources, through the purchase of EACs, providing financial backing to projects like wind, hydroelectric- and solar power, encouraging the expansion of clean energy infrastructure. We choose to purchase an equivalent number of certifi-



Comparing total CO₂e scope 1, 2 and absolute 1+2 from 2022 and 2023.



Percentage reduced in scope 1, 2 and absolute 1+2.

icates to the expected consumption of electricity each year. The purchase is placed in each country of operations, to contribute to the increase of renewables on the energy grids where we consume our electricity from.

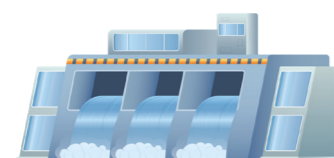
In Sweden we purchased 205 MWh of hydropower, to cover the estimated consumption of electricity in 2023. The data reflects

205 MWh

35 MWh

70 MWh

400 MWh

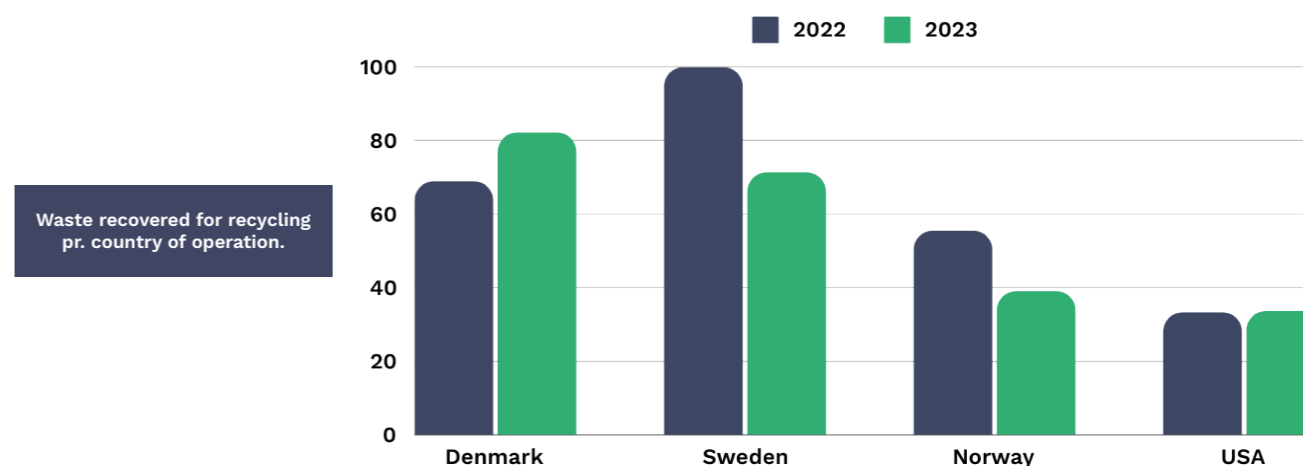


²: SBTi 1,5 degree near-term targets, set aligned with the Paris agreement. Read more here: <https://sciencebasedtargets.org/>

that we stayed below our purchase, only consuming 181,9 MWh. In Norway we exceeded the expected consumption and consumed 17,8 MWh more, we delegate this increase to the company growth in Norway, the inclusion of Tangen Logistics and the opening of our branch in Bergen. With the opening of our Miami branch and our New Jersey branch moving to new facilities, we exceeded the 35 MWh purchased for our USA locations, but we only used 3 MWh more, because of access to better data and a more energy-efficient facility.

At our Danish branches, our energy savings initiatives have had a positive impact on the total consumption. We expected a consumption of up to 400 MWh electricity, and we purchased 361,5 MWh from the grid and produced 18,6 MWh with the solar panels on our Odense office. We will reevaluate our expectations for 2024, and plan to include expected electricity consumption of private electric- and hybrid company cars as well, when purchasing new EACs for 2024.

SUCCESSFUL WASTE REDUCTION INITIATIVE



Waste recovered for recycling pr. country of operation.

In early 2023, we launched a waste reduction initiative aimed at promoting environmental responsibility through recycling, fostering transparency and awareness across all Link locations. We included waste management in our sustainability KPIs, because of the importance of establishing a solid foundation for waste management to meet our sustainability goals.

After assessing our one-year baseline on waste management, it is evident that both Link and our waste management partners have made significant strides in improving data accuracy compared to the previous year. In Sweden, a transition to a new waste management company resulted in more precise data and better sorting options, although there was a decrease in the recycling percentage. On the other hand, our American team demonstrated creditable dedication to the initiative, while tripling their waste output they managed a marginal increase in the recycling percentage, despite limited recycling options.

In Norway, new insights into waste management processes led to a decrease in the recycling percentage. Our Norwegian offices have a substantially lower waste output primarily from office operations and prepackaged warehousing services. Meanwhile, our Danish team achieved a remarkable increase in recycling percentage, surpassing expectations. Employees across warehouses and offices in Denmark embraced recycling enthusiastically, resulting in a substantial increase from 68.96% to 82.19% during 2023.

In 2024, we plan to analyze individual waste streams, investigating deeper into country-specific waste, to identify areas for improvement and continue our journey towards sustainable waste management practices.

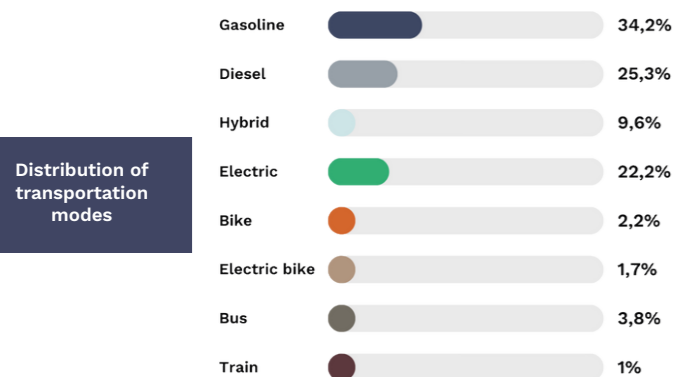
ENVIRONMENTAL CONSCIOUSNESS

In Link we wish to interest and involve our employees in our work with environmental sustainability as we aim to establish a foundation of environmental consciousness in our workforce.

HEALTHY EMPLOYEE HABITS

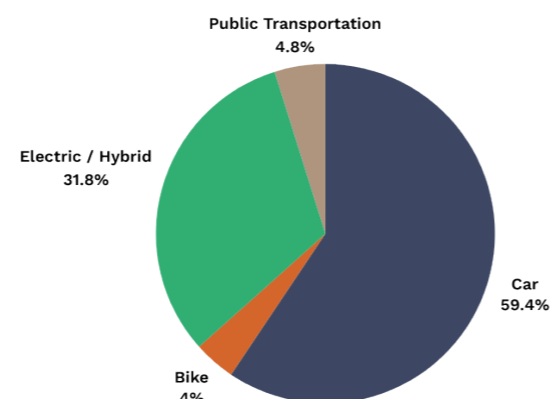
As part of our commitment to environmental consciousness, we are actively transitioning to greener vehicle options within our organization. By incentivizing to choose electric- or hybrid vehicles for private company cars and encouraging employees to consider eco-friendly alternatives for their commute we are reducing carbon emissions and contributing to cleaner air and a healthier planet.

We are pleased to see that 31,8% of Link's employees commute by electric or hybrid vehicles and 8,7% opt for their bike or public transportation. While 34,2% still drive gasoline cars, electric vehicles are favored just as much as diesel driven vehicles amongst our employees, this indicates a positive movement and a collective commitment to greener commuting options.



More employees with company leased private cars choose electric and hybrid vehicles, resulting in an increase from 47,4 % in 2022 to 77,3% in 2023. We will continue to work towards phasing out gasoline and diesel only vehicles and continue to incentivize our employees to choose electrified options.

By highlighting employee commuting habits to showcase a low fidelity area where everyone can identify themselves, and through encouraging and supporting these initiatives, we are not only reducing our footprint but also fostering a culture of eco-consciousness within our organization.



TRANSITIONING TO GREENER PICKUPS

We have an asset light business model; therefore, we operate a modest fleet of pickups primarily serving customers in proximity to our warehouse and terminal facilities. These vehicles contribute significantly to emissions within our scope 1, prompting the need for alternative solutions to meet our near-term targets. In late 2022, Link took a progressive step by introducing its first electric pickup vehicle, which successfully operated from our Copenhagen terminal. Building upon this achievement, a second electric van was deployed during the summer of 2023, catering to our central Copenhagen customers.

Given the increasing demand for eco-friendly transportation solutions from both customers and society, we have established ambitious goals for emissions reduction within our pickup fleet. In 2023, we set a target to decrease emissions from our pickups by 50% by 2030, relative to a 2022 baseline. To expedite progress towards our near-term target, we have also set a subsidiary goal to provide zero-emissions pickups within a 75 km radius of our terminals by 2030. This strategic initiative underscores our commitment to sustainable transportation solutions and our proactive approach to mitigating our environmental impact.

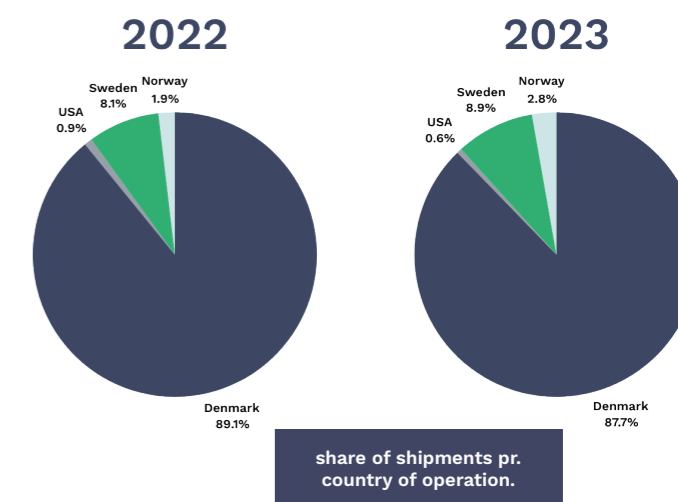
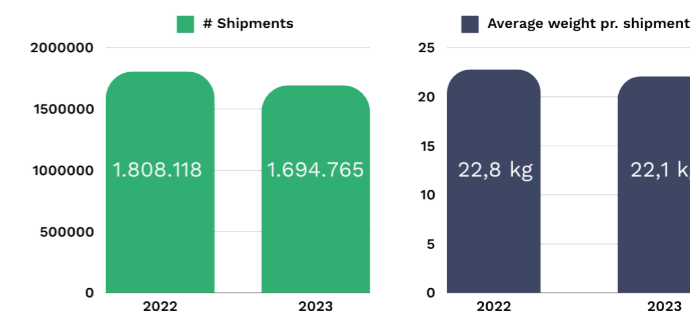
UPSTREAM TRANSPORTATION - THE LINK SERVICE

Establishing our 2022 baseline helped us gain insights into which areas we should prioritize working with. With our near-term targets approved through the SBTi SME pathway, it is not a requirement for us to set targets for scope 3. But it is evident in our metrics that our scope 3.4 upstream transportation weighs heaviest, and as a company we hold ourselves accountable to the Paris Agreement, and therefore choose to focus on reducing our scope 3 emissions. Scope 3.4 upstream transportation reflects Link's primary service and represents our largest source of emissions. As a logistics company, our operations heavily rely on upstream transportation to facilitate the movement of goods, contributing significantly to our overall carbon footprint. Given that we do not own the fleets used for transportation, effective communication with integrators is crucial in lowering this scope.

A downshift in the number of shipments as well as the average weight pr. shipment, is noticeable in our emissions data, attesting to a decrease of more than 10.000 tons CO2e, alone in upstream transportation.

It is not only weight and the number of shipments that is the reason for the reduction of emissions, during 2023 we introduced a new tool for calculating emissions on a shipment level. We used the tool developed by EcoTransIT®, who specialize in transportation emissions calculations, to determine our Freight Forwarding emissions, resulting in more reliable data. This is the same tool as we use for our customer reporting.

Link is a courier first company, offering day-to-day deliveries and we pride ourselves on providing a multitude of solutions to meet our customers' needs in terms of delivery time, size of shipments and distances. Delivering on these parameters comes with a higher overall emissions cost, but the sector is quickly evolving with more electric vehicles and alternatively fueled options emerge for both air and sea freight. We are confident that over the next years the industry will enhance its greener transportation options, to accommodate the increasing demand in the market. In 2024 we will develop action plans on how to reduce our scope 3 emissions, with a clear focus set on upstream transportation.





PEOPLE EMPOWERMENT

Prioritizing social sustainability at Link is more than just a corporate duty. We firmly believe that cultivating a secure workplace and supporting equal opportunities contributes to unlocking the full potential of our workforce. Encouraging open communication, supporting employee well-being, and addressing social challenges help create a healthy work environment.

In the past year, we have increased our focus on social sustainability. We have set targets and built standards for Gender Equality, while our focus on Diversity and Inclusion (D&I) aims to reduce employee turnover and create a positive work environment, lastly our commitment to Health and Safety minimizes the risk of accidents and injuries.

SOCIAL METRICS

	UNIT	2023	2022	2021	2020
SOCIAL					
Employees					
Total company (HC)	Qty	299	313	239	134
Salaried employees	Qty	251	254	n/a	n/a
Part-time workers	Qty	48	59	n/a	n/a
Trainees	NEW Qty	6	n/a		
Gender distribution					
All Employees	%	43,1	43,5	42	35
Senior management (SMT)	NEW %	9,09	n/a	n/a	n/a
Extended management (EMG)	%	33,3	32,1		
Gender Gap					
WEP - gender gap score	%	28	24		
Unadjusted Gender Pay Gap (excluding hourly paid)	%	15,87	16,2		
Engagement					
Average seniority	NEW years	3,7			
Full-time voluntary turnover	%	14,43			
Hourly-paid voluntary turnover	NEW %	49,02			
Return after parental leave	NEW %	100			
Health & Safety					
Absenteeism rate (percentage of total working hours)	%	2,96	5 ¹	n/a	n/a
Number of work related accidents	Qty	4	1	3	0

As a part of our extended focus on social sustainability we have expanded our social metrics, to keep better track of our progress. We have included engagement and gender gap in our social metrics as indicators of progress in our work with the KPIs for Gender Equality and Employee Turnover, making it possible to initiate projects contributing to our main goals.

Our full-time voluntary turnover rate is 14,43% indicating that we are following our 2030 goal of maintaining it below 15%. However, our hourly-paid voluntary turnover rate is 49,02%, showing the need for strategic interventions to align with our target of achieving a turnover rate of 25%. Additionally, we have added average seniority as an expanding indicator for our employee turnover. We aspire to reach 5 years of average seniority across our workforce by 2030 to keep a balance between fostering long-term commitments and embracing fresh perspectives. New employees bring innovative ideas and diverse knowledge, fueling our con-

¹: Only Danish data was available.

tinuous growth and adaptability. Simultaneously, longer tenures symbolize employee satisfaction and a positive experience with Link, contributing with skills and expertise vital for our success. Though our current average seniority is 3,7 years we are driven to elevate it.

Turning to the gender gap, our ambition is to narrow the unadjusted pay gap to 12% by 2030. We have achieved a modest but important decrease from 16,2% in 2022 to 15,87% in 2023, indicating progress towards our target.

This year, the quality and quantity of our social data has improved significantly, and we have a strong focus on finding new and improved ways of tracking, mitigating, and improving this, so that we can reach the goals set for 2025 and 2030.

SOCIAL IMPACTS

Integrating and tracking social impacts across our growing organization is key to enhancing our efforts and moving toward our goals.

Integrating new additions into our company is a key focus, ensuring that our commitment to sustainability and collaborative work culture extends across the entire organization. In 2023, with the addition of three Branches, and the integration of the 2022 acquisition Tangen Logistics, we faced the challenge of maintaining cohesion and ensuring all employees are aligned with our core values and objectives.

Through the integration process of Tangen Logistics, we acknowledged that there would be challenges associated with such transitions and aimed for a structured and people-centric integration process. This is a part of our well-defined acquisition plan. Therefore, a key event was organized in Oslo to facilitate this transition, where the new employees met colleagues from across Norway and the management. This gathering was crucial for setting the stage for effective collaboration and ensuring that the integration of Tangen Logistics into Link was conducted with attention to both operational efficiency and the well-being of all employees.



Team building activities in Oslo as a part of the integration and welcome of our new colleagues from Tangen Logistics.

DIVERSITY AND INCLUSION

Being a global company, we recognize our responsibility to build an environment that fosters inclusivity among employees and that celebrates diversity.

D&I POLICY

Our commitment has led us to create a Diversity and Inclusion policy. The policy embodies our dedication to cultivating a workplace that embraces and values the diverse perspectives, backgrounds, and talents of every individual. The policy serves as a guiding framework, highlighting our commitment to fostering an inclusive environment that promotes innovation, creativity, and overall success within our organization.

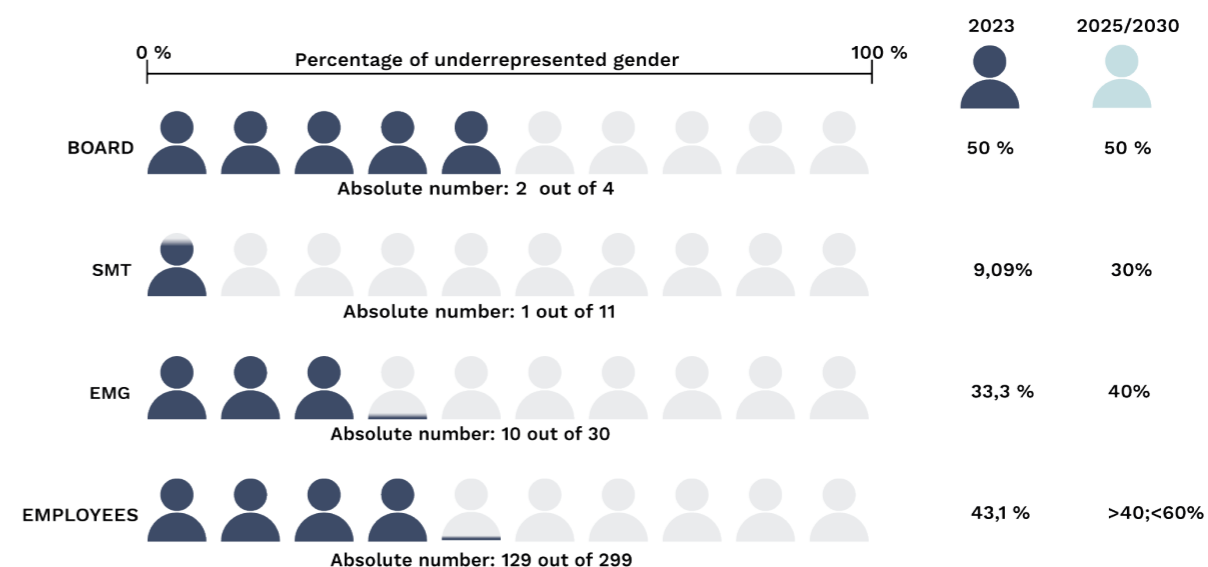
INVOLVING EMPLOYEES

Central to our D&I work are our dedicated Linkers who bear the responsibility of fostering diversity and inclusion and treating

one another with respect. While management sets the tone and supports Link's D&I efforts, the HR department takes charge of implementing and upholding the policy. Our policy reflects an ongoing commitment to these principles, ensuring Link stands as a model of diversity and inclusion within the industry, guided by global standards of ethical business conduct. Recognizing that working with diversity and inclusion is an ongoing effort, we acknowledge that there is no endpoint but rather a continual process and mindset. Therefore, we remain committed to refining and introducing initiatives to strengthen our workforce.

GENDER EQUALITY

In alignment with our commitment to the D&I policy, Link is strategically advancing its focus on Gender Equality. We aim to reach an equal distribution of genders at all levels in Link.



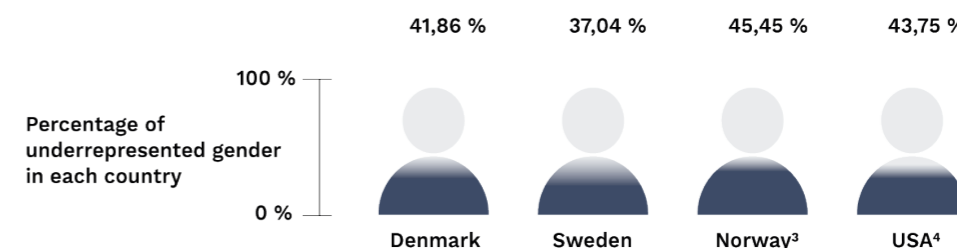
TARGET SETTING INITIATIVES

We have set targets for multiple management levels, including the Board of Directors and Senior Management Team (SMT) as new areas. These measurements complement our targets set for all staff and the EMG from 2022. This approach enables us to determine where we can have a major impact and dedicate focus to these areas of our organization.

In 2023 we established a new SMT, to strengthen leadership. This group consists of our directors and C-levels contributing with valuable insights from all aspects of the company. We have set a goal to reach 30% of the underrepresented gender in the SMT

by 2023, with offset in the 9,09% as a starting point. In the EMG there has been a small increase in the percentage of women, bringing us closer to our target of achieving 40% of the underrepresented gender.

While our data on gender distribution amongst all staff shows a minimal change between 2022 and 2023, we remain above our 2025 goal. We aim to sustain this level of the underrepresented gender across our entire workforce.



2: In 2023 women were the underrepresented gender in company

3+4: In 2023 men were the underrepresented gender in Norway and USA

GENDER EQUALITY CONTINUED

WOMEN EMPOWERMENT PRINCIPLES

In December 2022, we signed the Women Empowerment Principles (WEP), an organization providing companies with frameworks and guidelines that contributes to advancing gender equality work. WEP offers a Gender Gap tool to measure progress and initiatives within gender equality and women empowerment. Our target-setting process in 2023, alongside the increase social focus, has elevated our WEP score in the Gender Gap tool from 24% in 2022 to 28% in 2023. We have moved from beginners to improvers, showcasing that we are making progress. Being an improver means that Link as a company recognizes the importance of gender equality and is taking concrete steps to introduce pol-

PARENTAL LEAVE

Having a child is a significant milestone in an individual's life. At Link, we are committed to providing the best possible support during this important time, even though legal requirements differ across our locations.

We work closely with employees to ensure they are well-prepared for their parental leave and to tailor solutions that meet



icies and practices but is still working on a strategic approach to implementing our commitment. Moreover, by developing targets within various areas of gender equality we have become more transparent and expanded our measurement parameters.

the unique needs of their families. Through collaborating with employees, we strive to create a supportive environment that fosters a smooth transition into and out of parental leave. This is reflected in our data from 2023 as 100 % of employees who have gone on parental leave within this year has returned afterwards. We are committed to continue maintaining a 100% return after parental leave.

VALUING DIVERSITY AND TALENT DEVELOPMENT

In Link, we value diverse talents and are committed to enhancing their development.

STANDING BEHIND OUR LINKERS

When faced with challenges, our HR department goes the extra mile, serving as a support system for our employees. Whether navigating through difficult times, providing guidance, or offering resources, they exemplify our commitment to our workforce's well-being. Together, we forge a workplace culture built on empathy, resilience, and mutual respect, where every individual can thrive and succeed.

An example of good practice in 2023, was our Danish HR department helping 3 of our colleagues to obtain flextime status. In Denmark, flextime status is given to citizens who for health

reasons cannot work full- or parttime or with 100% work capacity. The process of receiving this status is extensive and tiresome, and contains multiple meetings with the municipality, work capacity clarification periods and health documentation. Our HR department stood behind our employees on their path to obtaining this status, showcasing Link's willingness to go beyond what is considered standard practice, as we wish to keep them in Link however many hours, they end up working.

INTERNSHIP OPPORTUNITIES

We understand the importance of providing students with practical experience and taking responsibility for their development. In 2023 we have been approved to offer internships at our warehouse in Odense, Denmark. By welcoming interns, we are not only contributing to their educational development, but our business can also benefit from their unique perspectives and innovative ideas, enriching our workflows.

TRAINING FUTURE LINKERS

In addition, we offer a career trainee program within freight forwarding. We are pleased to engage in trainees' professional growth and contributing to their knowledge by sharing our expertise within our field. In 2023, we had three trainees who finished their education and decided to continue their professional journey with us. This highlights our commitment to developing the talents of our sector. Furthermore, we hope the remaining six trainees currently doing their program with Link will continue their professional life with us when they have completed the program.



Two of our graduated trainees and their managers. From the left: **Søren Kristensen**, Airfreight Manager, **Oliver Holmlund**, Air freight trainee, **Sofie Rasmussen**, Courier & Road trainee & **Josefine Holding**, Courier & Road Manager

HEALTH AND SAFETY

Employee health and safety stand as a vital concern for Link. We aim to have a zero-accident workplace, where sustaining a healthy and safe work environment is a continuous process. Through stringent safety protocols, training initiatives, and proactive measures, we aim to safeguard our employees, promote a culture of well-being, and ensure operational continuity. Working

with health and safety and identifying areas where we can improve makes it possible to reduce the risk of accidents and injuries. We want to ensure that employees feel safe and secure no matter which branch they work in, therefore, it is essential for us that we provide coherent standards across our locations.

CONTINUOUS EVALUATION OF WORK ENVIRONMENT

In November 2022, we started a companywide reevaluation of health and safety, investigating each of our branches. The reevaluation led to various projects being initiated across our branches. In Denmark, we updated our APV (workplace assessment) in the beginning of 2023, which led to the development of new action plans to mitigate risks. In USA, the reevaluation led to a new collaboration with an external firm, ADP, who are specialized in state- and national regulation, improving our foundation for ensuring compliance. In Sweden, new representatives were ap-

pointed as a part of their work environment system called SAM. Our Norwegian branches have stringent country legislation on work environment, and their reevaluation consisted of revisiting policies and procedures to ensure their continuant compliance. Despite the reinforced focus on work environment, we have an increase in accidents from 1 in 2022 to 4 in 2023. This underscores the importance of the continuous focus on health and safety, encompassing training of all employees.

GOVERNANCE



EFFECTIVE PROCESSES & VALID DUE DILLIGENCE

Embedding sustainability into our governance practices at Link is about responsible and effective leadership. By upholding ethical business practices, preventing corruption, and ensuring transparent decision-making, we safeguard the trust and confidence of our stakeholders. Adhering to international standards, such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines, guides our governance framework. It is not just

about compliance; it is about fostering a governance culture that reflects our commitment to integrity, accountability, and responsible business conduct, ensuring that Link stands as a beacon of good governance in the industry.

POLICY CORNER: LINK'S ETHICAL COMPASS

Governing with integrity is paramount in ensuring transparency and trust in Link. By implementing robust policies that outline ethical standards and practices, we establish a framework for responsible decision-making at all levels of the organization. Additionally, our whistleblower scheme serves as a vital mechanism for uncovering wrongdoing and fostering accountability. Together, these initiatives uphold our commitment to ethical governance, fostering a culture of integrity and accountability. In the following section, you can read more about our key policies. For full length, go to our website: <https://linklog.com/en/sustainability-governance/>



POLICY ON SUSTAINABILITY

As a responsible company, our Sustainability Policy is foundational to our operations, aligning with global benchmarks such as the UN Guiding Principles on Business and Human Rights and OECD Guidelines. Focused on human rights, environmental stewardship, and economic vitality, our commitment involves continual assessment and transparent communication. We extend expectations to our workforce and business relationships, encouraging responsible practices. Integrated into all aspects of our business, the policy undergoes periodic reviews, demonstrating our dedication to sustainable development.

CODE OF CONDUCT FOR BUSINESS RELATIONSHIPS

Link's Business Relationships Code of Conduct (CoC) establishes expectations for responsible business conduct aligned with international principles. Covering human rights, labor, environment, and economic sustainability, adherence goes beyond legal compliance. Management requirements include a robust policy commitment, due diligence processes, and access to remedy. Implementation involves alignment with Link, notification of severe impacts, and maintaining compliance records. Business Relationships are expected to disclose their status, fostering continuous improvement and collaboration.

CODE OF CONDUCT FOR EMPLOYEES

The Code of Conduct for Employees (CoCE) is integral to Link's commitment to sustainability. Addressing ethical standards and sustainability, it empowers employees to contribute to the organization's sustainable journey. Encouraging an inclusive workplace, the CoCE guides actions in social, environmental, and economic sustainability, promoting responsible behavior. The policy also emphasizes an open-door culture, whistle-blower mechanisms, and engagement from day one, ensuring employees understand and actively contribute to Link's sustainable initiatives.

APPENDIX

Scope/Category	Description	Calculation method & key assumptions
Scp. 1	CO2e emissions from driving in (leased) company vehicles	Calculations are based on actual distance driven per car type (differentiated by fuel type and vehicle category); distance for cars without available data is extrapolated based on other company cars at the same location
Scp. 2	CO2e emissions from locations and energy related activities	Market-based: Emission factors from contractual agreements (i.e., green certificates) have been used. For remaining data, residual-mix emission factors are used where available, otherwise, location-based emission factors are applied
Scp. 3, Cat. 1	CO2e emissions from purchased goods & services	Calculations are based on categorized spend data (incl. packaging, consulting, IT equipment, tele/internet, and maintenance) as well as activity-based water consumption for all sites. Rest of spend is not included
Scp. 3, Cat. 2	CO2e emissions from capital goods	Calculations are based on categorized spend data
Scp. 3, Cat. 3	CO2e emissions from upstream fuel- and energy related activities	Calculations are based on data from Scope 1 and 2. Distance data for EVs is converted into kWh based on SECR-rates from DEFRA
Scp. 3, Cat. 4	CO2e emissions from upstream distribution & transportation	96% of emissions are based on supplier specific data, remaining emissions are extrapolated. Calculations are on a WtW basis
Scp. 3, Cat. 5	CO2e emissions from waste from operations	Calculations are based on weight data and waste treatment method
Scp. 3, Cat. 6	CO2e emissions from business travel	Business-related mileage is converted to activity data (km) based on average mileage reimbursement rates for Denmark. Calculations include WtT emissions. Number of hotel nights is estimated based on average spend/night. The rest of the calculations, incl. air travel and taxi, are spend-based
Scp. 3, Cat. 7	CO2e emissions from employee commuting	Calculations are based on employee survey covering both commuting and working from home patterns. Results are extrapolated to total FTE number (~60% response rate). Calculations are on a WtW basis
Scp. 3, Cat. 8	CO2e emissions from upstream leased assets	Not relevant as all emissions related to leased assets are accounted for in Scope 1 and Scope 2 due to chosen consolidation approach
Scp. 3, Cat. 9	CO2e emissions from downstream distribution & transportation	Not relevant given Link Logistics' business model.
Scp. 3, Cat. 10	CO2e emissions from processing of sold products	Not relevant as Link Logistics does not sell any intermediary goods.
Scp. 3, Cat. 11	CO2e emissions from use of sold products	Not relevant as Link Logistics does not sell any physical products.
Scp. 3, Cat. 12	CO2e emissions from end-of-life treatment of sold products	Not relevant as Link Logistics does not sell any physical products.
Scp. 3, Cat. 13	CO2e emissions from downstream leased assets	Not relevant as Link Logistics does not lease out assets.
Scp. 3, Cat. 14	CO2e emissions from franchises	Not relevant given Link Logistics' business model.
Scp. 3, Cat. 15	CO2e emissions from investments	Not relevant given Link Logistics' business model.

Data source, supplier engagement & data quality	Emission factor source(s) and publication(s)	Next step in coming years
Distance driven in company cars (km)	DEFRA: Greenhouse gas reporting: conversion factors 2023	
Energy consumption data; green certificates; distance driven in EVs (average kWh/km)	Green certificates from suppliers; IEA: Emission factors (2023 version); DEFRA: Greenhouse gas reporting: conversion factors 2023; AIB: European Residual Mixes 2022; EPA: eGRID with 2022 Data; Energistyrelse: Danske nøgletal 2022	
Categorized spend data based on trial balance; water consumption (m3)	DEFRA: Greenhouse gas reporting: conversion factors 2023; DEFRA (2023): Conversion factors KgCO2 per £ spent, by SIC code 2020; GHG; Adjusted for VAT, inflation, and currency	Collect activity-based data in the coming years
Categorized spend data based on trial balance	DEFRA (2023): Conversion factors KgCO2 per £ spent, by SIC code 2020; GHG; Adjusted for VAT, inflation, and currency	
Data from Scope 1 and Scope 2	IEA: Emission factors (2023 version); DEFRA: Greenhouse gas reporting: conversion factors 2023	
Supplier specific emission data from main courriers; list of shipments incl. weight (kg), transportation method, to- and from locations	Supplier specific data; DEFRA: Greenhouse gas reporting: conversion factors 2023	
Weight data from waste handlers	DEFRA: Greenhouse gas reporting: conversion factors 2023	
Categorized spend data based on trial balance; average price of activities (i.e., rates for mileage reimbursement and hotel stay)	DEFRA: Greenhouse gas reporting: conversion factors 2023; DEFRA (2023): Conversion factors KgCO2 per £ spent, by SIC code 2020; GHG; Adjusted for VAT, inflation, and currency	Initiate efforts to collect activity-based data for business travel
Employee survey	DEFRA: Greenhouse gas reporting: conversion factors 2023	
Scp. 3, Cat. 8		
Scp. 3, Cat. 9		
Scp. 3, Cat. 10		
Scp. 3, Cat. 11		
Scp. 3, Cat. 12		
Scp. 3, Cat. 13		
Scp. 3, Cat. 14		
Scp. 3, Cat. 15		



LINK LOGISTICS WORLD MAP

A WORLD OF POSSIBILITIES



DENMARK

COPENHAGEN
Vallensbækvej 51-53
DK-2605 Brøndby

ODENSE
C. F. Tietgens Boulevard 20
DK-5220 Odense

BILLUND
Vesterballevej 13
DK-7000 Fredericia

AARHUS
Blomstervej 68
DK-8381 Tilst

AALBORG
Hedelund 6
DK-9400 Nørresundby

SWEDEN

STOCKHOLM
Hästhagsvägen 14
194 52 Upplands-Väsby

GÖTEBORG
Åkarevägen 3D
SE-435 33 Mölnlycke

NORWAY

STAVANGER
Moseidveien 13
NO-4033 Stavanger

OSLO
Hvamsvingen 11
NO-2013 Skjetten

PORSGRUNN
Tordmod Gjestlands veg 16
NO-3936 Porsgrunn

SANDEFJORD
Hangarveien 21
N-3241 Sandefjord

BERGEN
Tollbodallmenningen 1B
NO-5004 Bergen

USA

NEW JERSEY
274 Raritan Center Parkway
NJ-08837 Edison, New Jersey

MIAMI FLORIDA
Venture Corporate Center II
200 South Park Road, Suite 455
FL 33021 Hollywood

NEW YORK
104 South Central Avenue,
Suite 4, Valley Stream
NY 11580

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Link Logistics
Simply Connected