



N&K SPEDITION

Corporate Social Responsibility

N&K Sp



COMMUNICATION
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Spedition

Keeping it cool

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N&K Expedition

Keeping it cool



WORDS FROM OUR CEO

The challenges N&K Spedition faced in 2020 was more comprehensive than expected. The worldwide pandemic added numerous defiances to our business. Particularly under the new preconditions we are constantly trying to evolve, with the clear goal to offer top quality service under hindered conditions to all our customers. We are facing ongoing challenges both from the political side and from our customers with a great focus on environmental standards. Besides the environmental focus, we continue our sense of responsibility towards Human and Labour Rights as one of the leading transporters of food products in Europe.

When the restrictions came into force in March 2020, we could not enroll our extensive physical audit program as planned. To ensure N&K Spedition's approach towards the working and accommodation conditions of drivers in our value chain, we concentrate our resources to restructure the physical audits to a detailed remote audit program. Our partners accepted the changed approach towards auditing and are very willing to follow the set of game rules we have built up. We will, whenever the situation allows us to, continue the physical audit program to get visualized verification that our partners are doing an impressive effort to fulfil contractual terms and our Code of Conduct.

Ensuring to keep on track with our standards set on the area of labour and accommodation, we have extended our resources in the Quality & Compliance Team in order to be ahead of the new and ongoing challenges. Continuing the follow-up on integration of the 10 principles of UN Global Compact, we are proud of the positive feedbacks we have received both from in- and external parties.

Our ongoing membership with the SEDEX platform is providing us with new tools which we have used to improve our performance in respect of earlier outcomes. Working with the new tools demanded a lot of resources, but the result led us to the awareness of being on the right path. Besides the positive achievement by partners and customers, the new tools show us a more specific way of how we can strengthen our ambitious compliance strategy.

2020 has been a year with a high learning curve for us and we are looking forward to 2021 when we will be joining the DFDS family. We are glad of becoming a part of a reliable and ambitious corporation such as DFDS and we aim to keep up our successful work in respect of Compliance, Quality and IFS as joined forces together with DFDS. We hope that everyone will be able to see our ambitious way of working in the future and our responsibility within the transportation industry in an extended frame.



Martin Gade Gregersen
CEO, N&K Spedition



**“THE AIM TO PROVIDE
THE HIGHEST QUALITY
OF SERVICE IS PRACTISED
IN OUR DAY BY DAY
OPERATIONS.”**

N&K SPEDITION OUTLINE

OVERVIEW

The founder of N&K Spedition is Per B. Jensen. Back in 1988 he established an office in Esbjerg and with only a few trailers he began to transport fish from the North to the Netherlands and returned fruits and vegetables to all Scandinavian countries. Since then, N&K Spedition has increased in size with a steady continuing growth.

N&K's Headquarter is still located in Esbjerg and has over hundred employees today. During the years we have expanded our activities and have established own branches in Sweden, Norway, Lithuania, Spain, and China (Shanghai). With our new activities the way for a solid and sustainable development is given.

EUROPE'S LARGEST TEMPERATURE CONTROLLED LOGISTICS OPERATOR

When N&K Spedition merged with HSF Logistics in 2017, we became the largest temperature-controlled logistics operator in Europe. With more than 1.000 employees, 1.000 lorries and 1.500 trailer we cover the European Continent including Great Britain to a full extend. Offices around Europe offer a complementary network to all our customers with a wide variety of services.

UNIQUE SERVICE AND HIGH QUALITY

The aim to provide the highest quality of service is practised in our day by day operations. Simultaneously, we are customizing the services to every customer's needs.

Our trailers are custom-built, meaning that we can transport almost every kind of chilled and frozen goods.

In addition to custom-built trailers, our service also consists of monitoring location and temperature of the transported goods along with the handling of paperwork. Our forwarding departments and drivers are available 24/7 and always ready to assist when needed.

Furthermore, we are certified in International Food Standard (IFS) with a Higher Level and thereby ensuring the highest quality standards while transporting our customers chilled and frozen goods.

CONTROLLED DISTRIBUTION

Providing wide-ranging stock control for our customers is an important part of our service to show the level of supply and demand. Our HSF Logistics facilities located in Nijmegen, Winterswijk and Neuenkirchen-Vörden offers a stepless, reliable and flexible solution by not only preserving food products but also offering ready-for-consignment services. These services include order-picking, repacking, wrapping, labelling and blast-freezing of goods.

INTEGRATED SOLUTION ON A GLOBAL STAGE

Being on the global stage with N&K Air Solution, we have incredibly good conditions to connect shipments transported by truck and air freight and thereby provide all-from-one solutions.

Due to the different transport modes that we provide are able to adapt to individual requests from our customers. At N&K Air Solution we aim to be a long-term full-range service supplier with a wide range of cargo from Scandinavia and Europe to all over the world – being our customers single source for intercontinental transport solutions of unequalled quality.

CORPORATE SOCIAL RESPONSIBILITY (CSR) AT N&K SPEDITION

Being one of the global freight forwarders we, N&K Spedition, acknowledge our direct and indirect potential impact on social, environmental, and ethical areas related to our business. Every employee plays an active role in N&K Spedition's CSR policy together with our managerial staff, HR, and Quality & Compliance department. The partnership with Green Network includes training and consultancy and helps our leading departments to fulfil their roles as supporting guides for all employees. As an outcome, N&K offers internal training on different aspects to their staff. Our Quality & Compliance staff is prompt to assist with any request and concerns regarding N&Ks CSR policy.

Our company has worked with CSR topics for many years in close dialogue with our customers and partners. Today, N&Ks CSR-policy outlines 5 focus areas, which we have defined as being of significant meaning for our business activities. By joining UN Global Compact in 2019, N&K have taken the opportunity to use the 10 principles and all four areas; Human and Labor Rights, Environment and Anti-Corruption, as guidelines for future initiatives and hereby supporting common global goals.

The four areas of the UN Global compact and N&K Spedition's Approach hereto in 2020:

HUMAN RIGHTS	Focus on Drivers accommodations within our audit scope.
LABOUR RIGHTS	Focus on recruitment processes and general conditions of employment within our due-diligence procedures.
ENVIRONMENT	<p>Reduce CO₂-consumption through replacing conventional trailers to trailers with solar panels.</p> <p>Requirement towards hauliers to only to use EURO-6 units.</p> <p>Assessing an estimate of the CO₂-emissions from the towing units hauling the N&K Spedition trailers for a full year and therefrom formulating ambitious goals to reduce the environmental footprint.</p>
ANTI-CORRUPTION	Ensure that all employees receive advanced training on anti-corruption irrespective of their position or function.





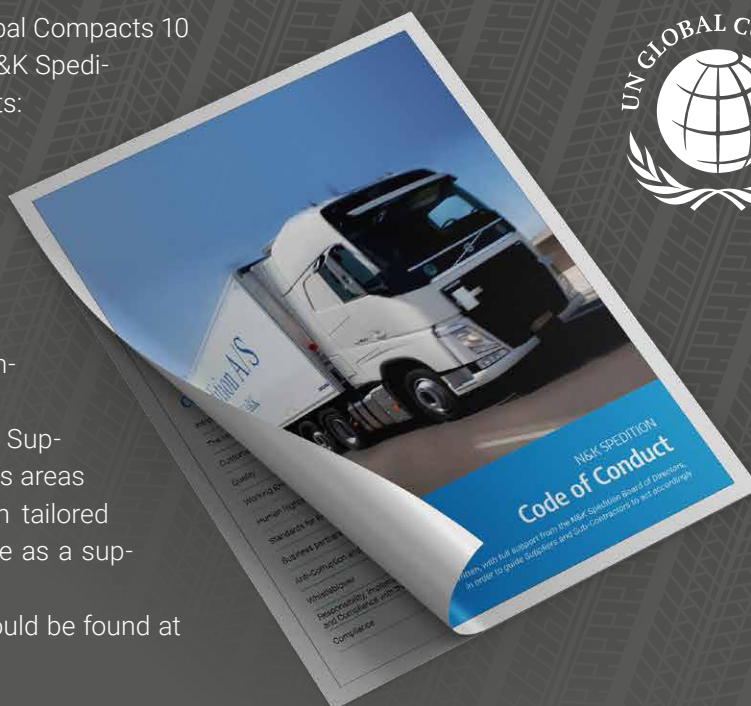
N&K CODE OF CONDUCT

Based on the frameworks of the UN Global Compacts 10 principles and the UK Anti Bribery Act, N&K Spedition has developed two Code of Conducts:

One is meant to be used as a guideline for our employees internally but also as a statement to our customers to show how we are doing business while still respecting the following areas: Human rights, Labour Rights, Compliance with legislation, environmental consideration and anti-corruption.

The other Code of Conduct is for our Suppliers and still has all the important focus areas as mentioned above but has also been tailored with our expectations on how to operate as a supplier for N&K Spedition.

A full version of our Code of Conduct could be found at our website www.nkspedition.dk.



WE SUPPORT





EMPLOYEES & WORKING ENVIRONMENT

Our employees are the key factor in our business. Their personalities, differences and contribution make the difference. Each of them with their individual skills and knowledge has its part in our success in business. At N&K Spedition we are highly aware of the importance of attracting qualified staff and supporting them becoming members of the N&K family.

In 2020 N&K Spedition a total of 142 people was employed at N&K Spedition:

45 of female, 97 of male and 0 of neutral sex with an average age of 38,77 years which means we have a good mixture of age groups and an extensive variety of expertise. In addition to this we have 12 nationalities between our employees which enhances us in our communication between suppliers, customer and other stakeholders but also increases our cross-cultural competences within our teams. The number of employees, and the division of genders, is very similar to the number of employees in 2019 even though a few changes in employees have happened during the year. In average our employees will stay at our company for 6,7 years, which mean that frequent changes in staff will not happen.

EMPLOYEE SATISFACTION

Every other year, instead of every third year as previously and required by law, N&K Spedition conduct a survey regarding mental and physical health issues for all employees. The outcome of the survey helps our HR- and H&S team in their activities to improve a healthy and safe working environment. An example hereof is improving the ergonomic working environment, such as updating screens, keyboards and chairs. Another example is the Employee Development Interview, conducted once a year and used to give feedback and motivate the employee for the upcoming working year, but also our One-to-One interviews every third

month between the employee and their team leader, where concerns regarding personal issues and working environment issues can be discussed, if any. As a result of the above-mentioned survey the HR- and H&S team of N&K Spedition has created a "Planning wheel" for internal use. The Planning wheel consists of all 12 months of the year and each month contains different topics. It is used to make sure that every planned event to improve, or sustain, employee satisfaction, is completed within the specific timeframe.

An example from the Planning Wheel is to focus on the indoor environment to provide our employees with the best working conditions, e.g. adequate noise level. Another example could be our focus on internal communication and how we can optimize the communication between employees on all levels. As a result hereof we have created an internal communication site, internally called "Intraweb", where all relevant information are displayed for all employees of our organization.

TRAINING AND DEVELOPMENT


As a family-owned company, we always focus on a great working environment for our employees. With a combination of a high level of personal freedom and self-stewardship, we wish to give our employees the best circumstances to be able to grow and evolve at their work. Decisions on relevant issues for all employees will be made in close collaboration with our staff. Regular trainings of employees should extend the already great knowledge of our staff. In 2020 we planned to conduct two types of trainings: One I respect of CSR in general and one in respect of Anti-Corruption.

We are very pleased to have accomplished our goals for training of all employees, within agreed deadlines, as both topics play a major role in our daily operation.



38,77 years

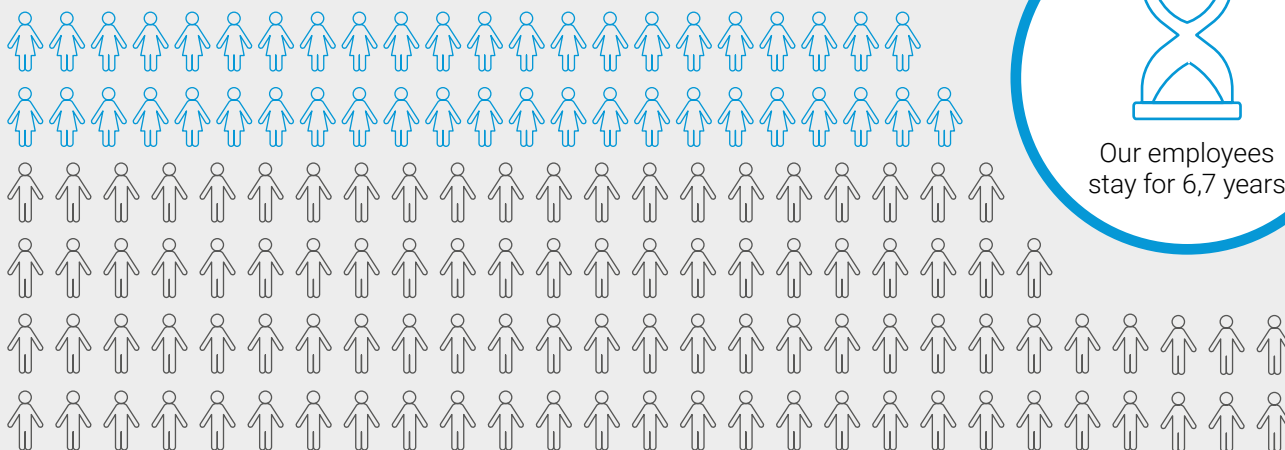
The average age of all employees



12 nationalities between our employees

N&K SPEDITION EMPLOYEES IN 2020

In 2020, N&K has employed 142 people, 45 were of female, 97 of male and 0 of neutral sex.



Our employees stay for 6,7 years



SUPPLIERS



One of the key roles to the success of N&K Spedition are the subcontractors which play a central role within the daily operations. As many concerns arises in past years about serious violations of Human and Labour Right especially in the road transport industry in Europe. N&K has made the decision to play an active role in order to identify and eliminate risks related to Human and Labour Rights. Physical audits were rolled out to our most strategical direct suppliers within six weeks in 2018. In 2019, the audit scope was extended to all regular used suppliers. N&K Spedition had to put the audit programme on hold due to the upcoming pandemic. When-

ever it was possible due to statutory regulations and without any risk for employees and suppliers, we conducted audits in 2020.

A due diligence procedure was built up in order to check a new potential supplier before a collaboration can start with us. The due diligence enquiries include the following focus areas: accommodation conditions for drivers, transparency within the recruitment and employment processes, salary payments, working hours and alignment with our Code of Conduct. The positive outcomes from the first audits are a motivating factor to update the audit scheme on an ongoing basis.

Our audits focus on the following areas:

DRIVERS ACCOMMODATION (IF APPLICABLE)	The first goal was to get an overview of appropriate accommodation for drivers during their weekend breaks. Additionally, from August 2020, the new regulations of the EU Road Package should be obeyed by our suppliers adequately.
HUMAN AND LABOUR RIGHTS	For this area it is vital to create transparency within the recruitment and employment process with the aim to minimise any risk of potential modern slavery and secure surveillance of correct payments and working hours.
N&KS SUPPLIER CODE OF CONDUCT	The Supplier Code of Conduct is N&Ks instrument to give the suppliers a framework of game rules. The game rules and compliance thereof are proven within audits.
FOOD SAFETY & QUALITY	As an IFS Higher Level certification holder, we conduct spot checks on random selected suppliers to ensure that the requirements for IFS certification are complied to.
COMPLIANCE (INCL. ENVIRONMENT)	Beside focusing on following statutory requirements, we also ask our suppliers about their measures to improve their environmental footprint.

Overall, we were able only to conduct four audits in 2020. Within the four audits, we had one critical finding in respect of Human and Labour Rights which resulted in a termination of contract with the specific supplier. Once again, it became clear that supplier audits are a useful

instrument to align N&Ks value chain to its standards and requirements.

Due to the COVID-19 situation, we have not been able to carry out our travel activities as planned throughout 2020. We hope to be able to conduct physical audits as soon as possible in order to keep up with our processes.



ENVIRONMENT & CLIMATE



At N&K Spedition we have increased our focus on environmental issues even more in order to participate in the process of achieving a sufficient planet protection. Our company take part in the global action towards environmental issues by implementing different methods of making our company and transport more ecologically friendly, while still carrying out our core business the best way – to keep our customers products cool and on the move.

Our biggest environmental impact originates from the use of lorries for distribution and therefore this is our biggest focus for lowering our environmental footprint. It should however be mentioned that several measurements have been implemented in order to make our company more environmental-friendly, as we believe that every effort, big or small, makes a difference.

Our goals, also mentioned in our COP-rapport from 2020, was to focus on the use the latest technology and measuring our CO₂-emissions of the towing units. With our approach to deliver traceable and valuable data, unfortunately, we could not fulfill our KPI for 2020 in that respect for the following reason:

The CO₂-emissions are dependent on many different factors. We need to take all factors into consideration and therefore, we have apprehended that an evaluation of more data, specifically more valuable data, are necessary to fulfill the needs of a trusted report on emissions.

A realizable and valuable solution which cover all relevant factors may be found within an integrated IT solution. We are looking forward continuing with this challenge in combined forces within the DFDS corporation.

ON THE ROAD WITH: OUR TRAILERS

For 2020 our goal was to have at least 40% of our trailer fleet equipped with solar panels by the end of Q4. New

trailers with cooling units that are equipped with solar panels on the roof will decrease the total cost of ownership as well as offer significant reductions of the CO₂. We achieved our goal and currently 43,5 % of all our trailers are equipped with solar panels.

OUR SUPPLIERS

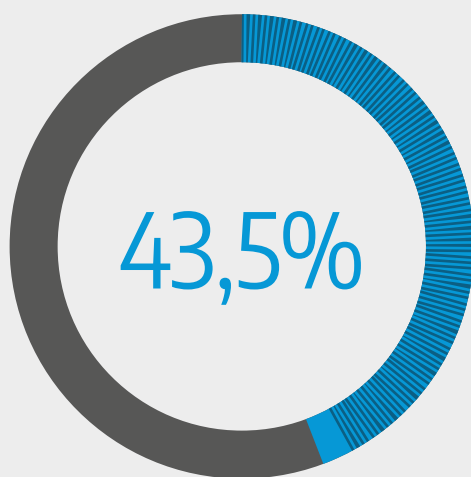
N&K Suppliers are an important factor when it comes to reduction of toxic substances. Currently 98,66% of all our hauling units are classified in EURO 6, which has a much less pollutant emission than the Euro 5 units. We are very proud to say that we have achieved our goal, and even further, which was a percentage of 91% as this, mentioned earlier in this report, is our biggest environmental impact while doing business.

OUR SERVICES

A high level of service to fulfil every customer's need is one of the central efforts at N&K Spedition. We try to find valuable solutions which can simultaneously help to reduce environmental pressure. With our EDI (Electronic Data Interchange) tool and N&K Link we have successful connected environmental friendliness with high level service quality. The EDI tool has the advantage for customers to handle the bookings and connected documents in a digital way. N&K Link is the new app solution for our suppliers and their driver's. This app combines the advantages from the former used Freightmate and Trailermate app. Vehicle and material reports can be handled electronically. This is an active help in reducing paper consumption (e.g. there are per day approx. 150 trailer swaps. In general, each one would at least required one paper-based document before using a digital system). Finally, the analogue gap in the transport documentation chain is one step nearer to closing.



TRAILERS WITH SOLAR PANELS



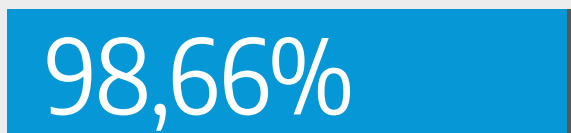
III Goal for 2020
■ Achieved in 2020

REDUCING POLLUTION

Units with Euro 6 engines



Goals for 2020



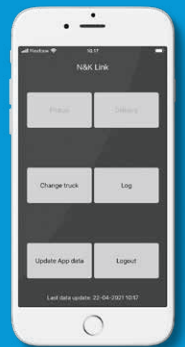
Achieved in 2020

EDI – ELECTRONIC DATA INTERCHANGE

Edi helps us to continue with our approach to reduce paper consumption. Many documents can be provided already in a digital way. This is done wherever no hard copy is needed due to statutory requirements.

N&K LINK

N&K Link is the new in-house developed app which allows to continue our efforts towards digitalisation. Trailer management is the first function we can handle fully digital, more functions such as transport documentation and document transfer can be added prospectively. It is one of our instruments to reduce paper consumption.



SOLAR PANELS ON OUR TRAILERS

The Solar Panels on 43,5% of our trailer fleet make sure that the batteries of the trailers are always ready to start – even on the coldest winter days. That avoid numerous service operations with service vehicles to the respective location of our trailers.





BUSINESS ETHICS



N&K APPROACH TOWARDS ANTI-CORRUPTION

As a sustainability-oriented company, focusing and working with business ethics and morality, never to compromise to any legislation, whether locally or internationally, is of great importance for our business. At N&K Spedition we expect our employees, suppliers and partners to act according to the highest standards of integrity, honesty and fairness in all international and external relationships while doing business as stated in our Code of Conduct. In 2020, we also began to ask our regular used one way-supplier to adhere to our Code of Conduct by signing the specified Supplier Code of Conduct. By the end of 2020, 38% of our One-way-suppliers have signed the Supplier Code of Conduct.

EMPLOYEES RESPONSIBILITY & TRAINING

No employee must directly or indirectly accept, solicit or offer to pay bribes or other prerequisites, even under unlawful pressure. This prohibition also applies to areas where such activity may not violate local law. As specified in our Code of Conduct our employees are not allowed to give or to receive unjustified advantages from any public officials or employees in private companies. We have specified this in the conducted anti-corruption training in form of a constructed business case.

N&K Spedition is using specific rules to address anti-corruption, competition and conflict of interest issues that is described in our Code of Conduct.

In case of doubt, N&K Spedition Employees are responsible to make sound judgement and report immediately. In case of N&K Spedition's employees are asked to pay a bribe, the incident must be recorded and reported to the management or the Whistleblower System. This has also been implemented within the anticorruption training.

In our industry we risk facing attempts of corruption and bribery in our daily work and therefore we wanted

to make sure to accomplish our goal of Anti-Corruption training for all employees within Q2/2021.

In our training we wanted to cover all aspects of Anti-Corruption starting with highlighting the importance of this matter to our employees and explained why this must be of great focus for all.

WHISTLEBLOWER

Our Whistleblower System is available on the N&K homepage in seven different languages and can be used for anonymously or regular reports, both from internal and external parties, regarding all aspects of our business. N&K will handle all incoming reports about possible violation no later than one month, either by our Quality and Compliance Department or the Executive Board.

In 2020 no enquiries have been registered in our Whistleblower System. Despite of the positive outcome last year, we refer to the Whistleblower system proactively both in Supplier Audits and employees training in order catching up with any potential grievances along our business operations.

COMPLIANCE CHECKS ON SUPPLIERS

Our process for new collaboration taking new suppliers on board we do the needed research and conduct our compliance checks to ensure, that these potential suppliers behave according to the current applicable regulations. We conduct these checks as well to our present suppliers to improve our co-operation.

The compliance checks cover following areas: Legal, Labor and Human Rights, environmental issues, and anti-corruption.

Due to Corona restrictions, we have not been able to physically audit our suppliers as planned in 2020. The compliance checks have in general been conducted remote however we managed to conduct some of our due diligence procedures whenever permitted due to the current situation.

SEDEX

Supplier Ethical Data Exchange: N&K is member of the world's largest global platform for sharing responsible sourcing data on supply chains showing status on areas Labor, Health and Safety, Business Ethics and Environment.

On our latest status we manage to receive an orange status in Business Ethics and Environment, but we

strengthen our efforts to aim for the highest score, also classified as the "green" one.

SEDEX has undertaken an extensive upgrade to their questionnaire, which we conducted for N&K Spedition in March 2021.

MANAGEMENT CONTROLS AT N&K SPEDITION

This report gives you an overview of the management controls at your business. Scores are based on your answers to the Self-Assessment Questionnaire (SAQ). For full representation of management systems at a site, we recommend the SAQ is completed to 100%.

MANAGEMENT CONTROLS SCORE



MY SAQ INFORMATION

SAQ Completion
100%

SAQ Last modified
3/11/2021

% Answered "I don't know"
0.0%

MY MANAGEMENT CONTROLS PERFORMANCE

	Policy and Resources	Processes	Monitoring	Training and Improvement	Average Pillar Score	
Labour Standards	4.1	2.5	3.2	2.4	3.1	Labour Standards
Health & Safety	3.8	1.8	2.8	3.9	3.1	Health & Safety
Business Ethics	5.0	4.1	5.0	3.9	4.5	Business Ethics
Environment	5.0	2.9	1.3	0.6	2.5	Environment
Supplier Management	5.0	2.7	3.0	1.8	3.1	E-learning; Social Responsibility Management Systems

Score 0.0 5.0 High scores show strong systems are in place and low scores show where improvement is needed.

In general, the new questionnaire is much more detailed to point out the weak and strength focus areas. N&K is proud to perform well in respect of Business Ethics and to have scores above the average in the

areas of Labour, Health & Safety and Supplier Management. Indeed, the focus on environment must be increased as well as focusing on monitoring and processing on Health & Safety issues.



QUALITY & FOOD SAFETY



IFS

Quality and Food safety are inextricably connected at N&K Spedition as our core competence is transporting chilled and frozen food stuff. In 2020, N&Ks strongly followed a complex quality program was updated e.g. with automatized temperature comparison between trailer and transport requirement. This enables N&K to protect the products from our customers as well as their end-customers in respect of Food Safety.

OUR APPROACH

The highest ambitions in our way of working are within the field of Food Safety, as we deliver a high

number of tons every day to many European and British regions, for destinations such as supermarkets, cold stores production facilities and warehouses. All our deliveries are connected to consumer goods in any possible way. Transporting both chilled and frozen food, we are aware that the quality of food must be the highest as the end customers expect safe food in stores. No compromise can be made in respect of Food Safety and Quality. To reduce the risk of any potential deviations from the quality standards while transporting the goods, we decided to build up a new driver's handbook with visualized explanation of each procedure (also see Business Case p. 20).

CASE:

THE CHALLENGES OF A DRIVERS HANDBOOK

The Drivers Handbook is the gateway for daily operations performed by the Drivers on behalf of N&K Spedition.

Therefore, it is absolute vital to find the right way for communicating within that handbook. We identified the following problem areas in the 2020 handbook:

- There is so much concentrate information in form of text that it is unlikely a Driver has read and is able to understand the whole book to a full extend.
- There is a great lack of visualisation. There are only detailed descriptions of processes with no examples.
- The handbook was available only in Danish and English.

We started a project to create a new Drivers Handbook from the scratch with the goal to eliminate the identified problem areas.

The 2021 Drivers Handbook was different in all kinds (see circles for changes).



We gave order to design the clipart elements in a diverse way to follow N&Ks approach towards anti-discrimination, stated in N&Ks Code of Conduct.



Every procedure was additionally described with the help of a clipart.



Additionally the Driver Handbook is now available in English, German, Italian, Polish, Spanish, Romanian and Russian Language.

HIGH LEVEL GOAL

Finding a way to adapt a certain standard level in the transport industry to ensure that partners and customers can follow our way of working with Food Safety and Quality. As a result thereof, N&K is certified with IFS Logistics and is now holding a Higher Level certificate for several years in series. With a score of 98,94 % in the last Audit in 2020, N&K set a new top score since holding an IFS certificate. We are

proud of having this high levelled standard but still being aware that there is room for improvement. Safety of food is the overall goal in our daily operations and we are continuing the training of our entire system within Food Safety, Food fraud and Food Quality. The maintenance of our system and its procedures is top priority to ensure a minimized risk within the areas of Food Safety and Quality.



KPI ACHIEVEMENT

In 2021, N&K Spedition will continue its work on the different CSR focus areas. As we cannot foresee our status of integration with the DFDS group at the end of this year, we will not set KPIs actively. However, we are looking forward to contribute to DFDS's sustainability goals in 2021.

CATEGORY	FOCUS AREA	KPI	GOAL 2020	RESULT 2020
Environment	Solar panels on trailers	Percentage of trailers with solar panels	41%	43,5%
Environment	Carbon Footprint	Assessing an estimate of the CO ₂ emissions from the trucks hauling the N&K Spedition trailers for a full year	Baseline for future KPIs	Not achieved
Environment	Technology	Creating transparency of the various tractor units used by our suppliers	91% EUR 6-units 9 % EUR 5-units	98,66% EUR 6-units 1,34% EUR 5-units
Human Rights Labour Rights Anti-Corruption	Supplier Audits	Based upon the learnings from the supplier audits conducted Q4 2018/ Q1 2019 and Q4 2019 combine with the due diligence risk evaluation process (as per Code of Conduct and Food Safety/Quality)	Audit all regular used suppliers by the end of Q4/2020	Due to the current COVID-19 pandemic, it was not possible to conduct physical audits to the aimed extend.
Human Rights Labour Rights Anti Corruption	Code of Conduct	Ensure suppliers have signed off the N&K Spedition Supplier Code of Conduct	One-way-suppliers by the end of Q4/2020	38% fulfillment
Anti Corruption	Training	Ensure that all employees have participated and signed off an anti-corruption training	Ensure training by the end of Q2/2020	Achieved – all employees performed the training in Q2/2020
CSR	Training	All N&K Spedition teams – irrespective of location – must have participated in the CSR-training	Ensure training by the end of Q3/2020	Achieved – all employees performed the training in Q3/2020
Food Safety	Quality	Hold as a minimum the IFS Higher Level Certification	IFS Higher Level Certification	Achieved 98.94 %

A photograph of two women in an office environment, overlaid with a semi-transparent blue filter. The woman on the right is smiling and talking on a corded telephone. The woman on the left is looking towards the camera. The background shows office shelves and equipment.

**“NO COMPROMISE
CAN BE MADE
IN RESPECT OF
FOOD SAFETY
AND QUALITY.”**

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